AGENDA ITEM No.3

EAST RENFREWSHIRE COUNCIL

CABINET

5 April 2018

Report by Chief Executive

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK: 2016-17 PERFORMANCE

PURPOSE OF REPORT

1. The purpose of this report is to update Cabinet on the national Local Government Benchmarking Framework (LGBF) and present an overview of the council's performance against the LGBF indicators from 2014/15 to 2016/17 (Performance report attached at Annex 1).

RECOMMENDATIONS

2. It is recommended that the Cabinet:

(a) Scrutinise the Council's performance against the LGBF indicators and the action being taken by departments to address any performance issues; and

(b) Consider whether any aspect of the council's performance is in need of improvement or further investigation.

BACKGROUND

3. The LGBF has been recorded and publicly reported by all Scottish councils as a statutory requirement since 2010/11. The framework provides comparative analyses for a total of 75 indicators at a council level (Note that two relate to museums and therefore, only 73 are relevant to the council). There has been an increase in the number of LGBF indicators (from a total of 68 for 2015/16) with the main additions being to the indicator set for Children's Services.

4. The published LGBF data is for financial year 2016/17. The data is therefore not new, and much of the information has been publicly reported at the East Renfrewshire level already (e.g. roads maintenance data) as part of the council's performance management arrangements. However, several new indicators have been added to the 2016/17 LGBF and final cost figures are being presented for the first time. This is also the first time that the council's 2016/17 results have been presented in comparison with councils' performance across Scotland. Detailed information on the LGBF (including data issues) is given at Annex 2.

OVERVIEW OF COUNCIL PERFORMANCE

5. The Improvement Service (IS) has provided detailed comparative analysis for each LGBF indicator at the council level. East Renfrewshire's performance against key indicators is provided at Annex 1. The indicators are grouped and analysed within service headings. Within each service area the data is presented in line with East Renfrewshire Council's 'Balanced Scorecard' which covers our strategic delivery *Outcomes* and our organisational outcomes covering *Efficiency*, *Customer* and *People*. Local results are considered in the context of the national picture, including comparison of 2016/17 data with the Scottish

average and graphs showing East Renfrewshire trend data against the Scottish and Family Group averages.

6. The data-set can be regarded as a useful 'can opener' in flagging up issues worthy of further investigation (rather than viewing the data as a 'league table'). For example, high costs for one indicator may reflect investment to affect a policy change rather than inefficient spend and a trade-off between cost and performance can be expected. Considering related indicators together 'in the round' under service headings provides a more meaningful and accurate indication of performance in relation to other councils, and the balance between investment, efficiency and outcomes.

7. When considering the data, it is also important to be aware of intended/expected levels of performance, rather than focusing on the collective number of indicators in the top quartile. For example, the council's spend on our schools means we are meeting our objective to achieve the highest educational attainment in Scotland. We would not expect to be in the top quartile (the lowest costs in Scotland) for our education costs and our position in the second quartile is planned and more efficient than average.

8. Comprehensive performance information for each of the service areas is listed in Annex 1. However, some key areas are highlighted below.

(a) **Children's Services**: Performance is particularly strong in relation to our education services, showing 2016/17 to be our best performance to date and remaining top in Scotland for the educational attainment of children. Education attainment of our most deprived children has improved again this year helping to reduce inequalities and in doing so providing more opportunities for all. This has been achieved with relatively low costs compared with other councils.

(b) **Culture and Leisure Services**: 2016/17 was the first full year of operation for the East Renfrewshire Culture and Leisure Trust. Visits to libraries in 2016/17 (both physical and 'virtual') were above previous 5-year averages but down against the previous year which had received a significant boost from the recently refurbished and reopened Giffnock Library and Barrhead Foundry. In 2016/17, leisure centre attendances were at a five-year high and up 5% on the previous year. Community Sports Development attendances have also grown 15.7% in the past year.

The LGBF data shows that cost per attendance for libraries has reduced significantly in the past year. Costs are now below the national average and we are now one of the top ten performers for this measure. Cost per attendance for sports facilities has also reduced although we remain in the bottom quartile with above average costs. According to our Citizens' Panel, satisfaction remains high but has declined in the past year. East Renfrewshire Culture and Leisure's 2017-18 Business Plan sets out the Trust's strategic outcomes which will support the development of increasingly customer focused and cost effective services.

(c) **Economic Development and Planning**: There has been an increase in the percentage of unemployed people assisted into work from council operated/funded employability schemes. This is despite a continued reduction in external funding available to the council for employability and business development programmes. The number of Business Gateway start-ups (per 10,000 population) has been declining in line with the national trend. We perform favourably on the cost and timescales for planning applications although there remain issues about the appropriateness of the LGBF measures for planning. We are the third best performing council for the average time to process business and industry planning applications and we have moved into the 2nd quartile for cost per planning application.

(d) **Housing services**: High performance continues in relation to the condition and management of council housing. We are the best performing council for the time taken to complete non-emergency repairs. We perform well above the Scottish average for stock meeting the Scottish Housing Quality Standard (SHQS) and the percentage of homes that are energy efficient. We continue to perform well on the amount of rent lost due to houses being empty and are in line with the national average.

A steady reduction in gross rent arrears continued in 2016/17, bringing our performance to just above Scottish average. Work continues in this area to mitigate the impacts on performance anticipated from the rollout of Universal Credit locally.

(e) **Environmental services**: In 2016/17 we further improved our strong performance on recycling and became the best performing council for this indicator (with 60.8% of household waste recycled).

There has been a decrease in percentage of class A and B roads that should be considered for maintenance treatment and we were the best performing council for the maintenance of class A road in 2016/17. The cost of roads maintenance (per kilometre) increased in 2016/17. Significant variation exists between maintenance costs across councils in terms of rurality, with significantly higher costs in urban areas.

We remain in the top quartile for cost of street cleaning and our street cleanliness score improved in 2016/17 (moving us into the 2^{nd} quartile). In the past year we have allocated resources to well-known litter hot spots and worked closely with community groups and schools to try and highlight the problems associated with litter.

Costs for the provision of parks and open spaces have been declining and service user satisfaction, as shown in our Citizens' Panel, remains high at 94%.

(f) **Adult Social Care**: The LGBF data shows improving performance in relation to Self-Directed Support (SDS), covering Direct Payments and Managed Personalised Budgets, and costs for the provision of residential and home care.

As stated in previous years, we have a number of concerns regarding the methodology and accuracy of historic data for the LGBF homecare indicators. The indicators can only be taken as a starting point when considering homecare costs and the rebalancing of care toward support in community settings.

We perform below the national average for the percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home. This reflects our strategic intention to reduce ongoing dependence on service through approaches such as re-ablement and telecare which are supporting older people to manage their personal care and daily activities rather than become dependent on care services. In particular, Health and Social Care Partnership (HSCP) screening in hospitals means that people are no longer regularly discharged from hospital with four times a day home care packages. Clients have an intense period of re-ablement which has meant some people no longer require an ongoing service, and others need less intensive support. In addition, the use of telecare and responder services has reduced the need for medication prompts and checking visits by homecare staff. These approaches are helping to reduce dependence on larger care packages.

We continue to monitor the LGBF indicator as part of a suite of rebalancing care indicators. Our strong performance on delayed discharge rates, length of hospital stays and steady improvement in the percentage of residents who spent the last six months of life at home demonstrate that we have high levels of support available for care/support in community settings.

(g) **Corporate Services and Assets**: We perform comparatively well in relation to Council Tax collection and rank 4th for the percentage of income due that is collected. The cost of collection decreased in 2016/17 and we are in line with the national average although our ranking position has dropped. Support costs rose moderately in 2016/17 having declined in the previous two years. This was the result of continued investment to modernise our IT infrastructure and ongoing work to modernise and streamline our support services. Invoice processing continues to remain an area for improvement that the council is working hard to address. In 2016/17 we moved to centralising invoice handling through the Creditors team. This automated approach brought clear performance improvement in the final months of 2016/17, which has been sustained throughout 2017/18, but this is not yet reflected in the annual LGBF figures. The Audit and Scrutiny Committee scrutinise performance against this measure regularly throughout the year.

Our performance on absence for both teachers and local government employees has improved as a result of targeted work. The absence rate for teachers is excellent and we are now the best performing council in Scotland on this measure. Although the improvement for non-teaching staff has been on a lower scale we have moved up to the third quartile and this will remain a focus for the council. Overall absence performance is influenced by a number of factors including the continued increase of our average age profile and the fact that the council continues to directly provide a significant number of services which have a high level of manual tasks with a related higher than average absence level.

Improving our absence rates continues to be a focus with priority given to hot spot areas, mainly Facilities Management and Homecare. The additional resource in place over the last year has been used to coach and mentor managers on how best to tackle absence especially complex issues. The departments continue to hold managers more accountable for holding return to work meetings and absence review meetings.

PERFORMANCE REPORTING ARRANGEMENTS

9. Within the council, performance against the indicators is monitored as part of our well established performance management arrangements and published on our website. Performance data for the LGBF is also published by the IS on their *Mylocalcouncil* website, accessible here.

10. All Scottish councils have a statutory duty to report performance information publicly. All councils are required to report on the LGBF as well as ensuring that our public performance reporting covers a wider range of corporate management and service performance information. The 2017 Best Value Assurance Report commented on the council's *"well-developed approach to reporting its performance to the public"* noting the range of approaches that we currently take.

FINANCE AND EFFICIENCY

11. There is a small annual charge paid by all councils of £2,516 to participate in the LGBF which is covered within existing budgets. Participation in the framework is mandatory.

CONSULTATION

12. The LGBF is currently being reviewed in consultation with councils and partners. We continue to work closely with the IS on the validation of the LGBF data and have contributed feedback for recent reviews of the dataset. The Chief Executive of East Renfrewshire Councils sits on the national LGBF Board which leads the overall development of the framework. In addition, the Head of Children Services and Criminal Justice/Chief Social Work Officer at East Renfrewshire HSCP has been leading on the development work for the Children's Services indicator set.

PARTNERSHIP WORKING

13. All 32 councils are participating in the development of the LGBF and working together to identify best practice through participation in the Family Group process, which brings together comparable councils e.g. of similar size. Family Group work is currently focusing on a range of topics including: Council Tax, Street Cleaning, Roads, Housing, Looked After Children, Human Resources, Libraries and Support Services.

14. Benchmarking activity helps the council to identify and learn from good practice in other local authorities. The use of the LGBF and other benchmarking data to support service improvement is ongoing within the council.

IMPLICATIONS OF THE PROPOSALS

15. As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities and sustainability. Each of these issues has been mainstreamed and monitored as part of our service planning and performance management arrangements.

CONCLUSIONS

16. Our performance against the LGBF dataset shows a positive picture of performance, with 40% in the top quartile and 61% of indicators in the top two quartiles (for published indicators). In 2016/17 we were ranked as one of the top four best performing councils for more than a third (33.9%) of LGBF indicators.

17. The 2016/17 data shows that we continue to perform strongly in key outcome areas where we are making differences to people's lives including education, housing and recycling. The overall cost for support services has been reducing in recent years, and any slowing of this trend reflects investment in our workforce and more modern practices (e.g. investing in ICT infrastructure). We are also making steady progress in reducing absence rates and invoice processing times following targeted action.

18. The LGBF indicator set is only one means of recording and measuring the council's performance. To achieve a balanced picture, the outcomes we are delivering over the next year through the Local Outcome Improvement Plan (Fairer East Ren), Outcome Delivery Plan and through various audits, inspections and self-assessments should be noted. There is a wide range of performance information scrutinised and reported by the council which is not statutory and provides detailed information on performance.

RECOMMENDATIONS

19. It is recommended that the Cabinet:

    (a) Scrutinise the Council's performance against the LGBF indicators and the action being taken by departments to address any performance issues; and

    (b) Consider whether any aspect of the council's performance is in need of improvement or further investigation.

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BACKGROUND PAPERS

Local Government Benchmarking Framework: 2015-16 Performance, Cabinet, 23 March 2017
Local Government Benchmarking Framework: 2014-15 Performance, Cabinet, 24 March 2016
Update on Invoice Payments in East Renfrewshire Council, Audit & Scrutiny Committee, 8 March 2018

KEY WORDS

SOLACE, LGBF, benchmarking, Improvement Service, performance, indicators, SPIs, family groups

Summary of LGBF performance 2016/17

This annex provides a summary of East Renfrewshire's performance against key LGBF indicators for the period 2014/15 to 2016/17. The indicators are analysed within service headings (and grouped under each of our existing strategic outcomes). Within each service area the data is presented in line with East Renfrewshire Council's 'Balanced Scorecard' which covers delivery *Outcomes* and our organisational outcomes covering *Efficiency*, *Customer* and *People* (where indicators relate to these). Local results are considered in the context of the national picture, including comparison of 2016/17 data with the Scottish average and graphs showing East Renfrewshire trend data against the Scottish and Family Group averages. Graphs are included for the most significant indicators and where there are notable trends (n.b. graphs do not necessarily have comparable scales).

1. All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

Children's Services / Educational Attainment

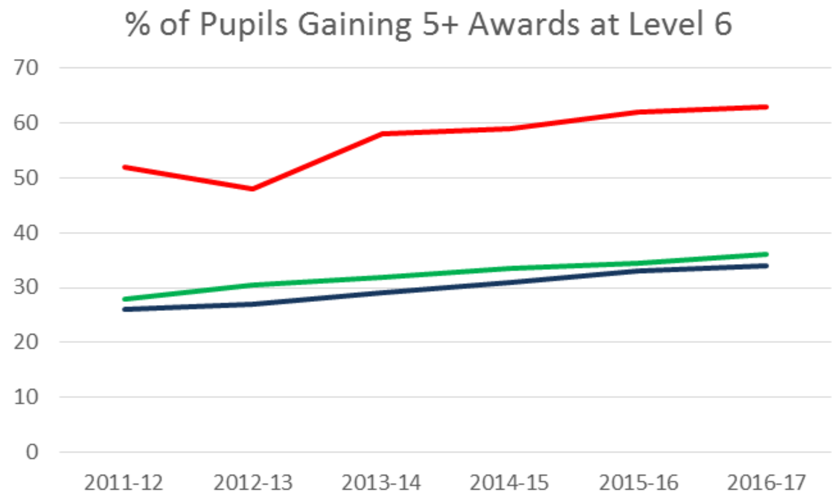
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	Attainment of all children at S4 (% of pupils achieving 5+ awards at SCQF level 5)[1]	82%	83%	85%	60% (+25%)	1	1	1	1	1	1
	Attainment of all children at S6 (% of pupils gaining 5+ awards at SCQF level 6)[1]	59%	62%	63%	34% (+29%)	1	1	1	1	1	1
	Attainment at S4 of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 5)[1]	59%	56%	56%	41% (+15%)	1	1	1	2	2	2
	Attainment at S6 of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 6)[1]	26%	25%	30%	16% (+14%)	1	1	1	2	2	2
	Proportion of leavers entering positive destinations	96.1%	96.6%	n/a	n/a	1	1	n/a	2	3	n/a
	Overall average total tariff	1296.5	1319.3	1350.9	886.2 (+464.7)	1	1	1	1	1	1

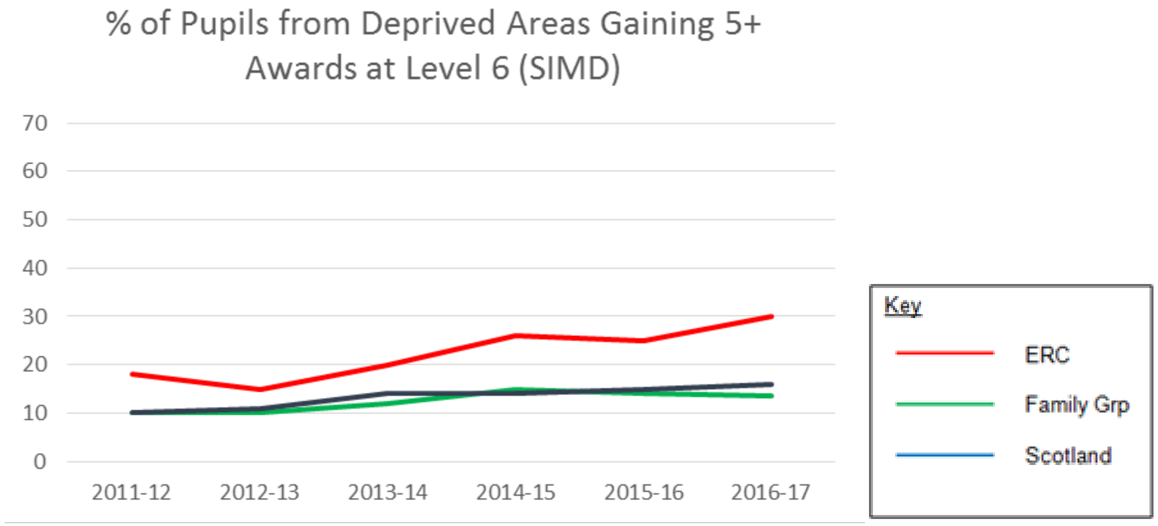
[1] Note – attainment data for 2016/17 is based on a proxy figure (using the S4 cohort as proxy for S6) since school leaver data not yet available. Data relating to attainment for pupils from deprived neighbourhoods cannot be verified by the Education department due to separate reporting mechanisms.

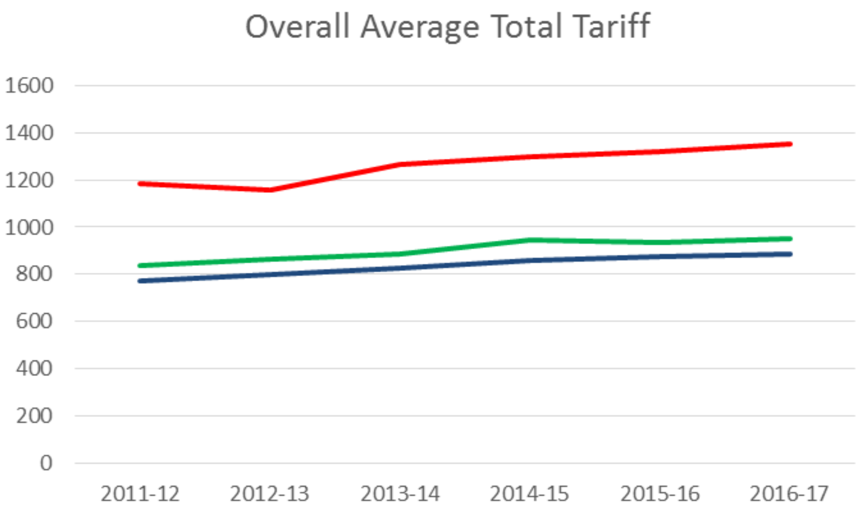
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
	Average total tariff SIMD quintile 1[2]	**833.0**	**808.0**	**843.0**	**624.0 (+219.0)**	**1**	**1**	**1**	**1**	**2**	**2**
	Average total tariff SIMD quintile 2	**1155.0**	**1160.0**	**1216.0**	**750.0 (+466.0)**	**1**	**1**	**1**	**1**	**2**	**1**
	School attendance rates	**95.6%**	**n/a**	**95.3%**	**93.3% (+2%)**	**1**	**1**	**1**	**1**	**1**	**1**
	Participation rate for 16-19 year olds (per 100)	**n/a**	**96.4%**	**96.2%**	**91.1% (+5.2%)**	**n/a**	**1**	**1**	**n/a**	**2**	**2**
Efficiency Outcome	**Cost per primary school pupil**	**£4,536**	**£4,476**	**£4,529**	**£4,804 (-£275)**	***2***	**2**	**2**	**11**	**10**	**10**
	Cost per secondary school pupil	**£6,396**	**£6,453**	**£6,558**	**£6,817 (-£259)**	**2**	**2**	**2**	**10**	**11**	**9**
	Cost per pre-school place	**£3,886**	**£4,576**	**£4,989**	**£4,207 (+£782)**	**3**	**3**	**3**	**24**	**23**	**24**
Customer Outcome	**Percentage of adults satisfied with local schools**[3]	**86%**	**84%**	**81%**	**75% (+6%)**	**2**	**2**	**2**	**12**	**13**	**14**
	Citizens' Panel - Nursery education % of service users rating service as very good/good[4]	*92%*	*86%*	*94%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Primary education % of service users rating service as very good/good	*100%*	*96%*	*97%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Secondary education % of service users rating service as very good/good	*98%*	*96%*	*96%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

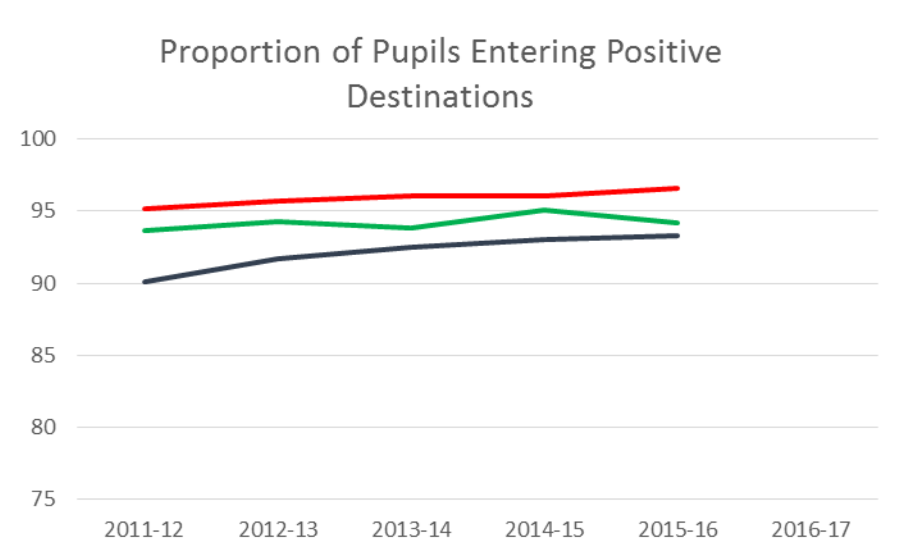
[2] Data for this indicator is available for all five SIMD quintiles – we include the two most deprived quintiles to illustrate performance on 'closing the attainment gap' outcomes
[3] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)
[4] Where supplementary indicators to the national benchmarking set (e.g. Citizens' Panel data) have been included these are highlighted in italics. Note for Nursery and ANS education ratings based on low level of responses. Therefore results should be treated with caution.

Key trends*









* graph scales not commensurate

National overview

Despite real reductions in the Scottish education budget since 2010/11, the number of pre-school and primary places has increased and measures of educational outcome continue to show positive progress, particularly for children from the most deprived areas. Nationally, there have been increases in real costs per pre-school place for the past three years (up 7.1% in the past 12 months). Real spend per primary and secondary pupil continues to reduce (down 9.6% and 2.9% respectively since 2010/11).

Overall attainment (average tariff score) has improved by 15.1% across Scotland since 2011/12 and 1.1% in the past 12 months. Within that, the most deprived pupils improved the most (30.5% since 2011/12 and 3.5% in the past 12 months). The pattern in the total tariff score data is replicated in the data on 5+ passes at SCQF levels 5 and 6. Average improvement rates on these indicators between 2011/12 and 2016/17 were 17.6% and 30.8% respectively. For the most deprived quintile it was double that: 41.4% and 60.0%. There are however still major inequalities in attainment between the most deprived pupils and others.

Satisfaction with Scottish schools (according to the Scottish Household Survey) fell for the fourth year in a row, reducing from 74% to 73% in the last 12 months, and down 10 percentage points since 2010/11.

Strategic policy intention

East Renfrewshire's vision for education is Everyone Attaining, Everyone Achieving through Excellent Experiences. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. The department's recent publication "Advancing Equity and Excellence in Education in East Renfrewshire" elaborates on our vision statement and describes the experiences and outcomes we wish for our learners whilst setting out the key steps we must take together to translate our vision into reality. Our schools continually support and develop our children and young people's skills, capabilities and drive to be successful learners who move on to positive destinations and contribute economically and socially to their communities. In striving for this vision we also seek to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

Council performance

East Renfrewshire's schools are known to be some of the top performing in Scotland. We have maintained our position as the top performing education authority as measured by national examinations. For educational attainment, this is our best year to date across key S5 and S6 measures and we continue to perform in the top quartile. The examination attainment of our most deprived children as measured by the average total tariff score has increased to our highest performance to date. The percentage of school leavers entering positive destinations is our best performance to date, and we remain in the top quartile. We also record high levels of satisfaction with education services as measured by the Citizens' Panel results. This performance has been achieved with relatively low costs in comparison to other Scottish councils. Our cost per pupil in the primary and secondary sectors has consistently been maintained within the second quartile. The cost for each pre-school place has increased over the past few years as a result of increasing investment to offer more flexibility in accessing the current entitlement to 600 hours of free early learning in childcare for all 3 and 4 year olds and eligible 2 year olds. This has included increasing the number of places for 2 year olds across the authority and the establishment of the new build Cart Mill Family Centre.

What the Council is doing to improve services

East Renfrewshire Education Department will continue to challenge and support schools to improve performance further for all children and young people. Key activities include supporting prevention and early intervention to improve outcomes and reduce inequalities, improving reading, writing and mathematics attainment, supporting school improvement partnerships and delivering the Developing the Young Workforce Implementation Plan. Our schools will promote and sustain a sense of equality and equity throughout the curriculum and service delivery.

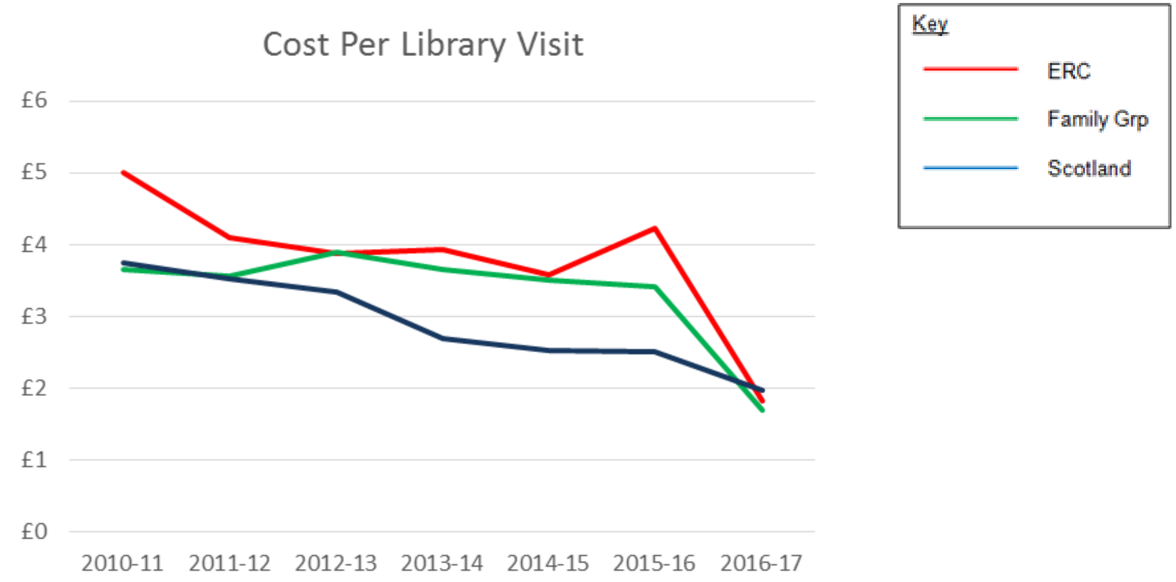
In East Renfrewshire, benchmarking data including the LGBF is used as a results-driven process to increase effectiveness, set future targets and improve outcomes for all learners. Best practice is also disseminated to improve outcomes for all children and young people. The department will continue to take a proactive approach to managing future budget reductions by maximising efficiency opportunities and taking action to minimise the impact of savings ultimately approved.

2. East Renfrewshire residents are fit and active and have the skills for learning, life and work.

Libraries

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Efficiency Outcome	Cost per visit to libraries	£3.47	£4.13	£1.82	£1.98 (-£0.16)	3	4	2	20	25	9
Customer Outcome	Percentage of adults satisfied with libraries[5]	83.0%	76.3%	69.3%	74.7% (-5.4%)	2	3	4	16	22	29
	Citizens' Panel - Libraries % of service users rating service as very good/good	*94%*	*96%*	*92%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trend



[5] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)

National overview

Across culture and leisure services, costs per visit/attendance have significantly reduced since 2010/11. Substantial increases in visitor numbers for libraries (47.4%) has been achieved against a reduction in cost per attendance of 47%. In the past 12 months, there has been an overall reduction in expenditure on libraries of 10%. Public satisfaction with libraries (according to the Scottish Household Survey (SHS)) has fallen in the last 12 months.

Strategic policy intention

In line with the National Strategy for Public Libraries, Ambition and Opportunity, 2015-2020:

- To provide a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand.
- To provide access to information and to promote and support digital inclusion.
- To increase cultural engagement through a programme of targeted, relevant and inclusive activities and events.
- To promote economic well-being by supporting local residents through “Digital by Default” and the roll out of Universal Credit.
- To promote health and well-being by providing supported access to health information, signposting to local community support groups and other relevant health related services, and developing a programme of health improvement resources and activities.

East Renfrewshire Culture and Leisure Trust (ERCL) performance

Libraries’ performance in terms of physical and virtual visits were again above previous 5-year averages (+7.2%) though down against the previous year’s levels which had received a significant boost from the recently refurbished and reopened Giffnock Library and Barrhead Foundry. A 3.3% drop in physical visits (558,835, down from 578,157 in 2015/16) also reflects in part the reduction in opening hours in some branches. Total issues – including e-issues dropped slightly by -0.9% (-3,839 issues). Against this, issues to Children and Young People grew in 2016/17 by +2.2% (+3,123 issues), again with Giffnock Library and Barrhead Foundry making significant contributions (+5.8% / 1,588 issues and +4.2% / +860 issues respectively).

2016/17 was the first full year of operation after the redesign of the service. The impact of these efficiencies contributed in part to the reduction of the cost per visit to a level £0.16 below the Scottish average.

The overall quality of the Service remains high, with the annual Customer Service Excellence review returning 12 “Compliance Plus” scores – up from 11 from the previous year. “Compliance Plus” is defined as “behaviours or practices which exceed the requirements of the standard and are viewed as exceptional or as exemplar to others”.

What the Trust is doing to improve services

East Renfrewshire Culture & Leisure’s 2017-18 Business Plan sets out a number of strategic outcomes leading to the development and delivery of services which are more customer focused and cost effective. These include:

- Creating a financially sustainable business model
- Developing an understanding of our customers and an offer which attracts and inspires them.
- Taking our place at the heart of Vibrant Communities

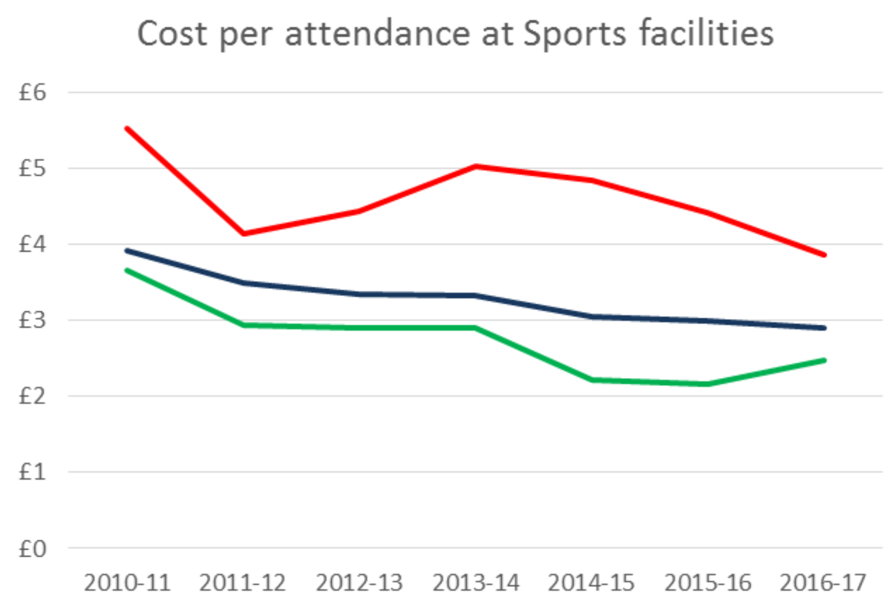
For Libraries this will mean:

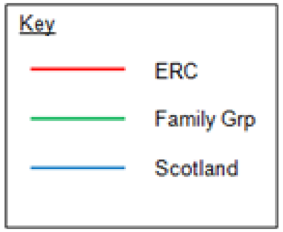
- The development of a new Libraries Strategy for East Renfrewshire setting out priorities for the next 3 years
- Support the development of a national procurement framework for E-book provision to reduce costs.
- Undertaking the bi-annual customer and quality consultation.
- Introducing a range of community focused programmes increasing the contribution to the themes of digital inclusion and health and well-being.
- Delivering on Scottish Government national initiatives designed to improve literacy and numeracy such as Read, Write, Count and Every Child a Library Member.
- Investigate capital projects to co-locate library services with other culture and leisure activities in areas such as, Mearns or Neilston
- The promotion of reading for pleasure and also as a cultural activity.

Sports Facilities

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Efficiency Outcome	**Cost per attendance of sport and leisure facilities (including swimming pools)**	**£4.71**	**£4.31**	**£3.85**	**£2.90 (+0.95)**	**4**	**4**	**4**	**27**	**26**	**26**
Customer Outcome	**Percentage of adults satisfied with leisure facilities**[6]	**78.7%**	**72.7%**	**66.0%**	**74.0% (-8%)**	**3**	**4**	**4**	**17**	**26**	**30**
	Citizens' Panel - Sport and Leisure facilities % of service users rating service as very good/good	*81%*	*77%*	*79%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trend





[6] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)

National overview (See above)
Nationally, costs per attendance for leisure services have significantly reduced since 2010/11. Substantial increases in visitor numbers for sports/leisure facilities (19.1%) has been achieved against a reduction in cost per attendance of 26%. Public satisfaction with sports/leisure facilities (according to the SHS) has fallen in the last 12 months.

Strategic policy intention
- To contribute to the health and wellbeing of local residents through a range of accessible health and fitness, sporting and leisure opportunities.
- To develop sport and leisure programmes and centres in a way which balances strong ambitions with commercial viability.
- To improve the customer experience in centres, thereby increasing usage, retention, financial performance and the impact on the community.

Trust performance
2016/17 leisure centre attendances were again at a five-year high, exceeding the 2015/16 figure by a further 5% or 30,000 attendances. Within this there are some variances in performance between different services.
There was an impact of predominantly private sector competition on gym performance with a recovering picture in the last quarter of the year.

Levels of casual swimming decreased somewhat (-4.5% / -5,678 attendances) but this was compensated for by strong community and schools usage (+37.1% / +23,765 attendances); marked growth in fitness classes (+16.0% / +10,019 attendances) and an increase in leisure centre based Sports Development programming (+11.2% / +3,128 attendances).

Community Sports Development attendances continued to grow – over 15.7% up on the previous year to 174,094. A key development for the Trust over the last year has been gymnastics, with attendances increasing 25.0% from 13,186 in 2015/16 to 16,482 in 2016/17.

What the Trust is doing to improve services
East Renfrewshire Culture & Leisure’s 2017-18 Business Plan sets out a number of strategic outcomes leading to the development and delivery of services which are more customer focused and cost effective. These include:
- Creating a financially sustainable business model
- Developing an understanding of our customers and an offer which attracts and inspires them.
- Taking our place at the heart of Vibrant Communities

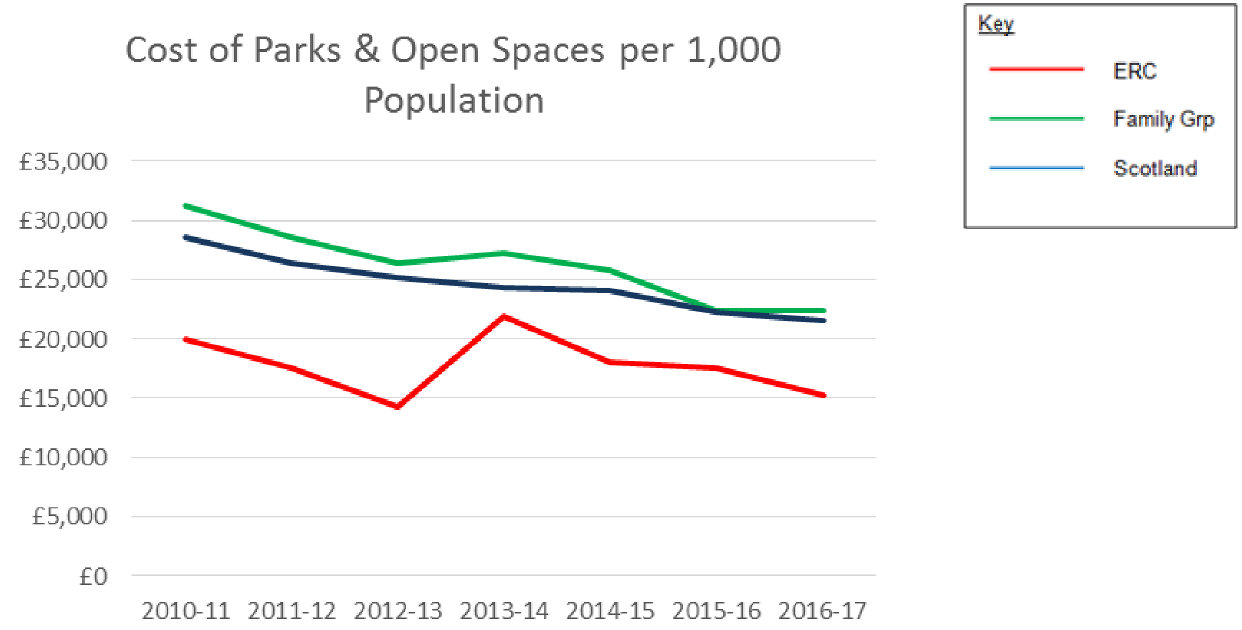
In line with these a number of initiatives will be undertaken in 2017/18, including:-
- A review of pricing and concessions structures (extending into 2018/19).
- A 3 year programme in conjunction with Big Wave Media to maximize revenue from existing resources with a focus on gyms, fitness classes and swimming lessons

- Continuing with our Business Support Review to create efficient business processes supporting the delivery of excellent customer service
- Working with the Council to develop an Asset Management Plan for properties licensed to the Trust, including options for addressing the issues at Eastwood Park Leisure.
- Advancing proposals in line with the Asset Management Plan for the investment in culture and leisure facilities
- Refurbishing the pool in Barrhead Foundry along with associated change and shower room facilities.
- Introducing the “Learn 2” online enrollment package for swimming lessons to create a more efficient booking and scheduling process
- Introduce a new pool programme to improve efficiency of usage for both public and swimming instruction; this should coincide with the re-opening of Barrhead.
- Undertaking demand analysis which will in turn inform a restructuring of Operations and Swimming Development.
- Bedding in and maximising the potential of the new gym facilities in Eastwood High Sports Centre and Neilston Leisure Centre and the Spin Studio in Barrhead Foundry.
- Improving gym member retention by introducing customer retention software in all gym facilities.
- Developing an inter schools sports competition framework and intra school sports events in partnership with ERC Education.

Parks and Open Spaces

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Efficiency Outcome	**Cost of parks and open spaces per 1,000 population**	**£17,525**	**£17,151**	**£15,180**	**£21,581 (-£6,401)**	*2*	**2**	**1**	**9**	**11**	**8**
Customer Outcome	**Percentage of adults satisfied with parks and open spaces** [7]	**89.0%**	**88.7%**	**85.7%**	**86.0% (-0.3%)**	**2**	**2**	**3**	**11**	**14**	**20**
	Citizens' Panel - Public parks and open spaces % of service users rating service as very good/good	*94%*	*93%*	*94%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trend



[7] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)

National overview

Over the seven-year period from 2010/11 to 2016/17, spending on parks across Scotland has reduced in real terms by 24.3%. However, satisfaction with parks has remained higher and more stable when compared with other culture and leisure services and increased by 3.9 percentage points in the past 12 months.

Strategic policy intention

To provide excellent quality greenspace for our residents and visitors. The Parks service contributes to a range of national and local priorities including supporting the Council and the Community Planning Partnership. The service contributes to the following outcomes in the Outcome Delivery Plan (ODP):

- East Renfrewshire is a great place to live with a good physical environment.
- Residents are active and optimise their health and well-being.
- East Renfrewshire is recognised as a place to invest and a place to visit with the right economic foundations for investment, tourism and business growth.

The Parks service also plays a key role in supporting the work of the Council's Core Paths Plan and Outdoor Access strategy, by providing the maintenance and management of new paths and surrounding open space.

Council performance

We have reduced our costs to maintain our parks and open spaces but continue to improve our local parks and have seen high levels of customer satisfaction through Heritage Lottery Survey and Citizens' Panel survey (showing a 91% satisfaction rate). In addition to Rouken Glen Park being voted Britain's Best Park 2016, it was presented with a Four Star Visit Scotland award for 2016/17.

What the Council is doing to improve service

We are continuing in aiming to target our woodland management plans to ensure these areas are well managed and maintained. A management plan, based on the eight criteria of Green Flag has been drawn up for Cowan Park and this year also completed management plans for Busby Glen and The Orry with the aim to set a level of consistency which is comparable to these standards across the authority.

We are currently looking at how our services can be improved through the use of digital technology, enhancing our customer experience, for example, introduce in-cab technology to Parks vehicles which will provide employees with real-time information such as a tablet that displays plots of land or receive any enquiries.

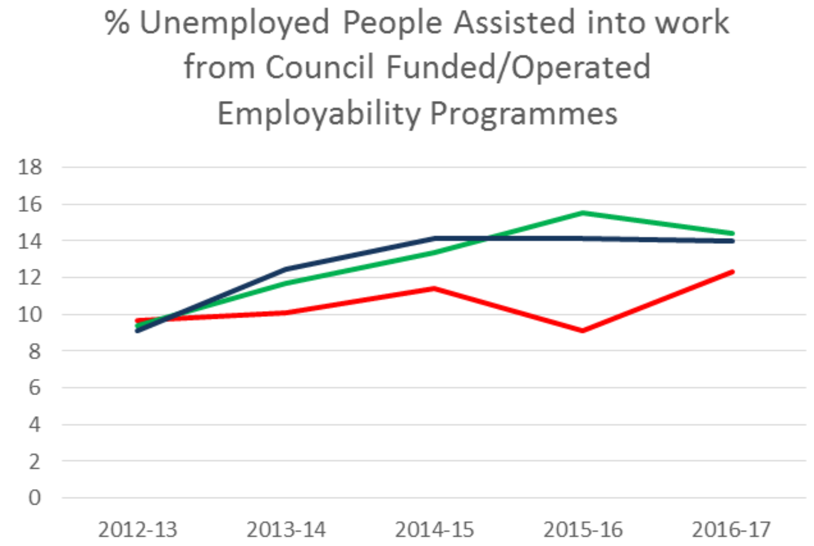
3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.

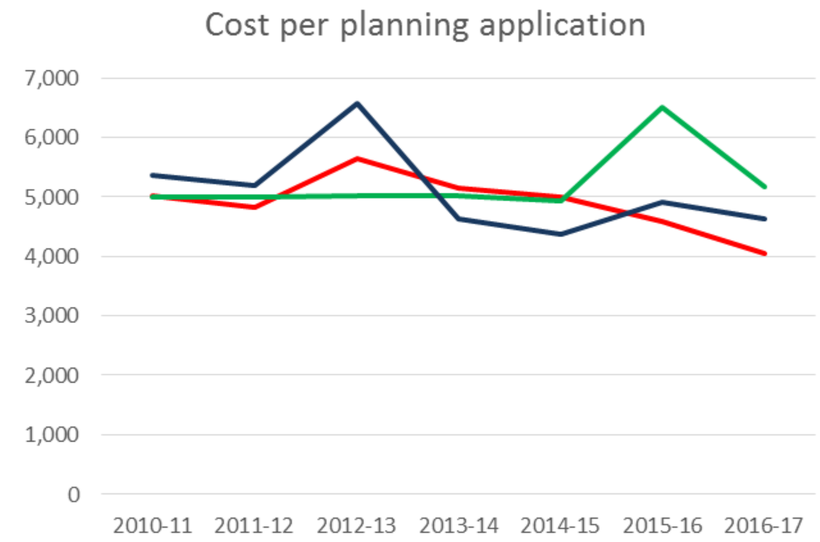
Economic Development and Planning

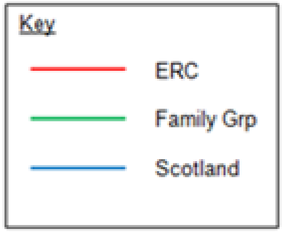
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	% unemployed people accessing jobs via council operated/funded employability programmes[8]	11.4%	9.1%	12.3%	14.0% (-1.7%)	3	3	3	20	18	17
	% of procurement spent on local small/medium enterprises	7.9%	10.0%	22.1%	20.3% (+1.8%)	4	4	2	31	31	14
	No of business gateway start-ups per 10,000 population	19.4	17.8	16.5	16.6 (-0.1)	3	3	3	19	17	20
Efficiency Outcome	Cost Per Planning Application	£4,855	£4,485	£4,044	£4,636 (-£592)	3	3	2	20	18	15
	Average Time (Weeks) Per Business and Industry Planning Application	7.67	7.52	6.54	9.31 (-2.77)	1	1	1	4	5	3

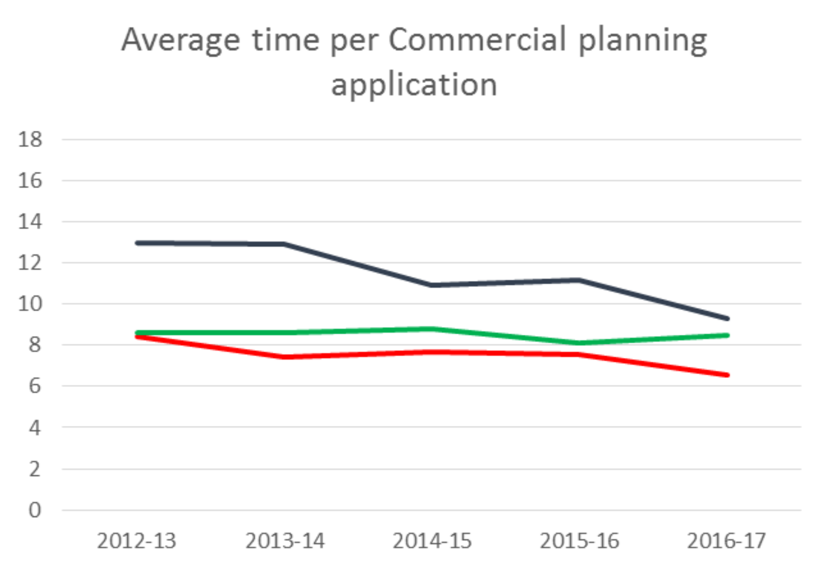
[8] Note – this indicator sat underneath strategic indicator 2 (East Renfrewshire residents are fit and active and have the skills for learning, life and work) in the 2017-20 Outcome Delivery Plan.

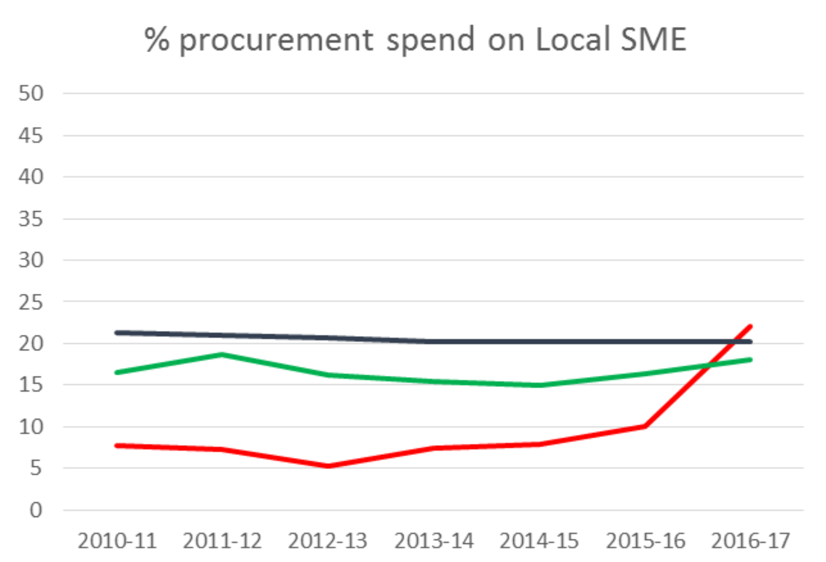
Key trends*











* graph scales not commensurate

National overview

While there was an increase in the percentage of unemployed people assisted into work from council funded/operated employability programmes from 9.1% in 2012/13 and to 14% in 2016/17. The Business Gateway start-up rate has reduced from 19% to 16.6% over the same period and dropped marginally in the past 12 months.

Real spend on planning services has reduced 33.4% since 2010/11 representing one of the most significant reductions across all services. Between 2010/11 and 2016/17 there was a 23% reduction in the number of planning applications processed and costs fell from £5,376 per application to £4,636 per application. Similarly, the time taken to process business and industry planning applications has reduced by 28.1% since 2012/13 (from 13 weeks to 9.3 weeks).

Strategic policy intention

Our Economic Development Service encompasses three core service areas – Employability, Economic and Business Development and Regeneration. These are designed to support and develop the three core areas of the economy: the skills and employability of our local residents; local business; and, place and infrastructure to support economic growth. Our activity is driven by the Scottish Government's Economic Strategy which sets out an overarching framework for a more competitive and a fairer Scotland and identifies four broad priority areas where our actions will be targeted to make a difference; investment, innovation, inclusive growth and internationalisation. ERC also play a vital role in the £1.1billion City Deal programme – a partnership between the eight local authorities and the Scottish and UK governments. The Glasgow City Region Economic Action Plan outlines the vision and objectives for the City Region until 2035. This is an Action Plan for communities and businesses and demonstrates our shared commitment to growing the economy, creating jobs, increasing productivity and putting inclusive growth at the heart of all activity.

The Planning service help plan the pattern of development and use of land across East Renfrewshire. The service promotes and facilitates development whilst at the same time protecting and enhancing the natural and built environment.

Council performance

There was improvement in the percentage of unemployed people accessing support with a subsequent improvement in ranking position to 17th. 2016/17 was another year with a reduction in the amount of external funding available to the Council for the delivery of employability and business development programmes.

The number of Business Gateway start-ups per 10,000 population has reduced nationally since 2013/14. In East Renfrewshire start-ups per 10,000 population reduced from 17.8% to 16.5% for 2016/17, more or less in line with the Scottish average of 16.6%. The Improvement Service surmises that this may reflect a longer term strategic decision by some Business Gateway areas to focus a higher proportion of resources on supporting the growth and development of existing businesses as opposed to business start-ups, which in some areas with good start-up numbers may have greater job creating potential.

Overall, there continues to be a reduction in the amount of spaces available to the Council from National Training Programmes such as Employability Fund and Modern Apprenticeship. The ERC Working Matters City Deal employability programme continues to be one of the programme's highest performers. The team have achieved significant progress with ever decreasing resources.

The cost per planning application as reported has reduced year on year and we are below the Scottish average for this measure. Nevertheless, there are concerns about using this indicator as it does not in reality count or reflect the cost of processing a planning application (since the measure currently includes non-planning costs such as Building Control). Using previous East Renfrewshire Council figures and utilising development management costs alone the figure would be around £1,300 per application. Utilising all planning service costs the figure would be around £3,300 per application. Despite positive performance, the Planning team would also question the appropriateness of a measure looking at timescales for commercial planning applications (i.e. 'business and industry' applications) since this only relates to a small number of applications in East Renfrewshire (thirteen in 16/17 – 1.9% of total). These issues have been highlighted to the Improvement Service.

What the Council is doing to improve service

The Economic Development Team and Work EastRen were successful in bidding for the 2014-2020 European Structural Funds programmes to fund the vast majority of employability and business development activity. This activity started in January 2016 and an increase in all key performance indicators should be achieved in 2017/18. The Council continues to adopt a more corporate approach which links with the Workforce Planning agenda, which has been reflected in our National Training Programmes bids to Skills Development Scotland. Now that external funding sources have been secured, Economic Development and Work EastRen are actively promoting business support and employability services via their respective marketing strategies to help ensure our targets are achieved. The employment of the full-time Family Firm coordinator has had and will continue to have a positive impact on the progression and implementation of this programme. (Family Firm is an ambitious gain access to employment).

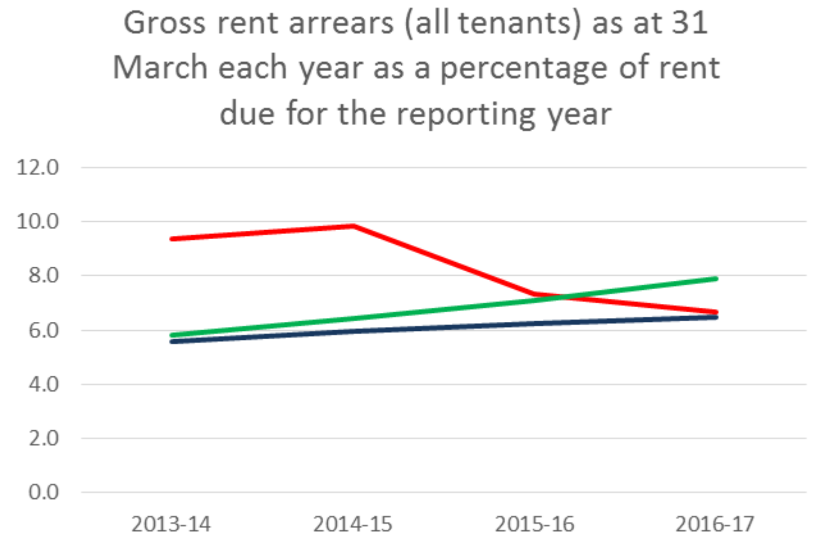
The City Deal programme links well with the employability and business development services. Economic Development will ensure that maximum benefits are derived from this infrastructure programme in terms of construction related jobs, supply chain links and end use jobs.
Community Benefits, the Council's Sustainable Procurement Policy, will also secure a wide range of interventions in terms of employability, which the Work EastRen team will secure for residents.

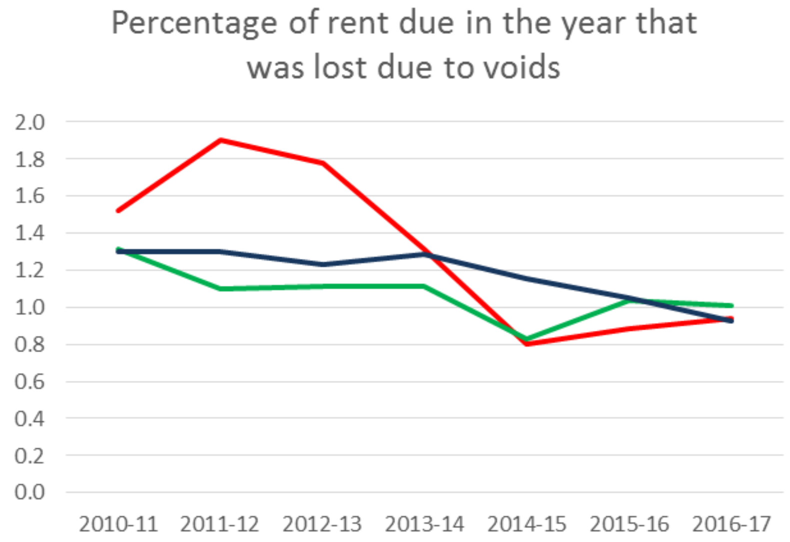
Housing Services

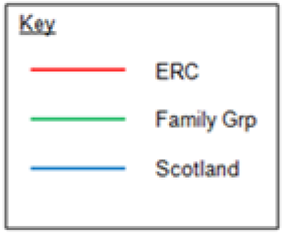
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	**% of stock meeting the SHQS**	**97.2%**	**97.0%**	**97.2%**	**93.6 (+3.6%)**	**1**	**2**	**2**	**5**	**10**	**9**
	% of council dwellings that are energy efficient[9]	**99.9%**	**99.9%**	**99.9%**	**96.6% (+3.3%)**	**2**	**1**	**1**	**9**	**5**	**7**
	Average length of time (days) taken to complete non-emergency repairs	**7.0**	**5.2**	**5.4**	**8.7 (-3.3)**	**1**	**1**	**1**	**5**	**3**	**1**
Efficiency Outcome	**Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year**	**9.9%**	**7.3%**	**6.7%**	**6.5% (+0.2%)**	**4**	**3**	**3**	**26**	**18**	**14**
	% of rent due lost through properties being empty during the last year	**0.80%**	**0.88%**	**0.94%**	**0.93% (+0.01%)**	**2**	**2**	**2**	**11**	**13**	**12**
Customer Outcome	*ERC Tenants' Survey - % of service users rating service as very good/good*	*82%*	*n/a*	*82%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

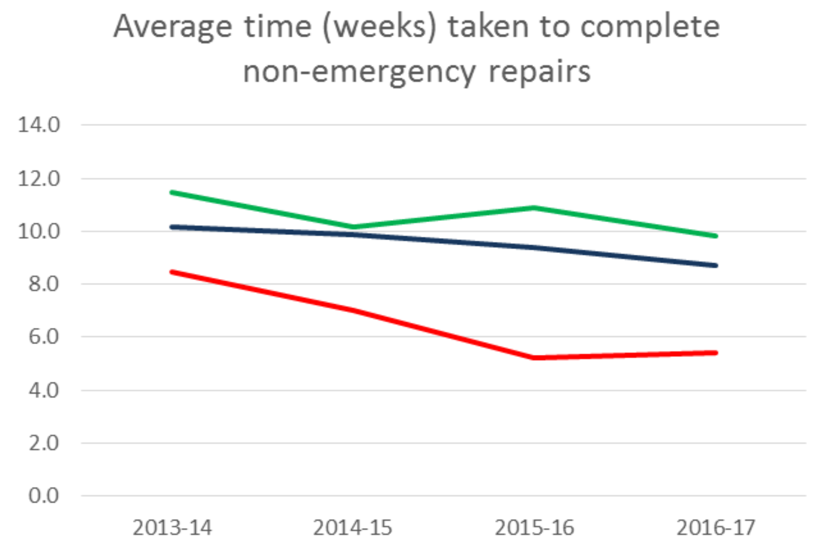
[9] Actual title of indicator is % of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31st March each year

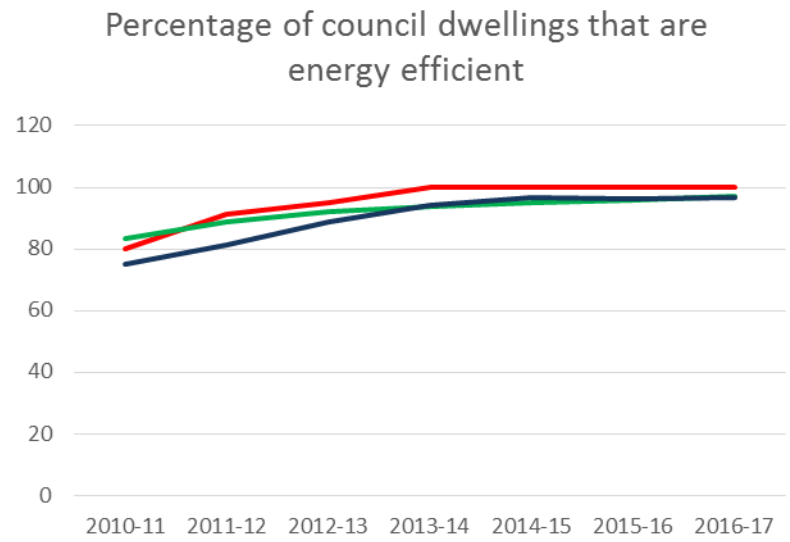
Key trends*











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National overview

Nationally, councils continue to manage their housing stock well with rent lost to voids reducing from 1.3% in 2010/11 to 0.9% in 2016/17, and a 14.2% reduction in average repair times across this period. There have also been consistent and significant improvements in terms of housing standards and energy efficiency standards, both of which are now above 90%. However, across Scotland, tenants' rent arrears as a percentage of rent due has increased year on year from 5.6% in 2013/14 to 6.5% in 2016/17. This demonstrates the financial challenges facing housing residents and councils alike, and there is evidence that welfare reform and Universal Credit roll out increased pressures on rent collection in 2016/17.

Strategic policy intention

Our long term vision continues to be the best Scottish council in delivering Housing and Housing related services to all of our customers. We will improve the lives of our residents through the provision of affordable, suitable housing and related services that are customer focused, of high quality and provide good value.

Council performance

Housing Services performance remains above the Scottish average for achieving SHQS, with the outstanding 2.8% for works not undertaken yet, because of financial viability or with no owner consent in mixed blocks. Performance in relation to non-emergency repairs remains steady and well below the Scottish average. A steady reduction in gross rent arrears continued in 2016/17, bringing our performance to just above Scottish average. Work continues in this area to mitigate the impacts on performance anticipated from the rollout of universal credit live service locally.

What the Council is doing to improve services

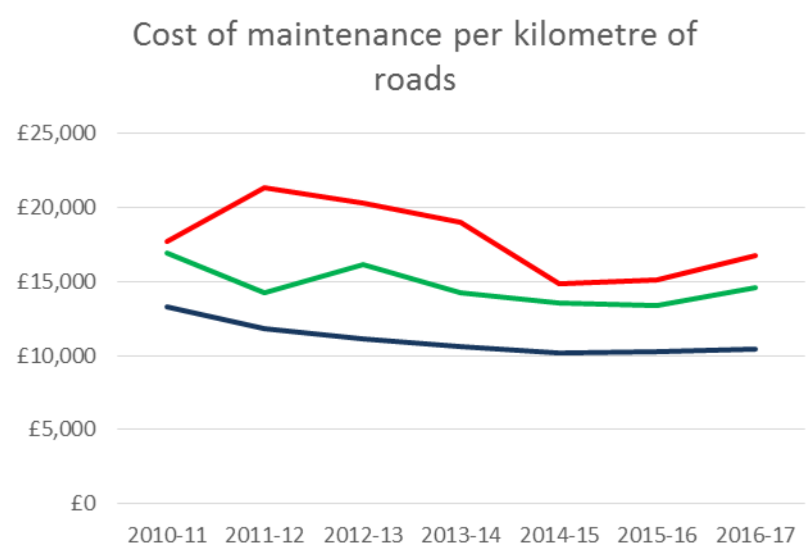
We have achieved a further 0.6% reduction in gross rent arrears in 2016/17, bringing us just above the Scottish average. Based on our benchmarking activity we expect a sharp increase in the number of Universal Credit cases as we move to full service locally in September 2018, and a corresponding impact on the case management activity we must undertake to prevent and address rent arrears. Work is continuing to drive up performance in rent collection and monitor and tackle the impacts felt by universal credit rollout. We are introducing software on a pilot basis which uses predictive analytics, based on the transactional and profile data of our tenants, to help us prioritise this increased arrears caseload effectively and focus on those cases where we can have most impact to reduce and prevent rent difficulties occurring.

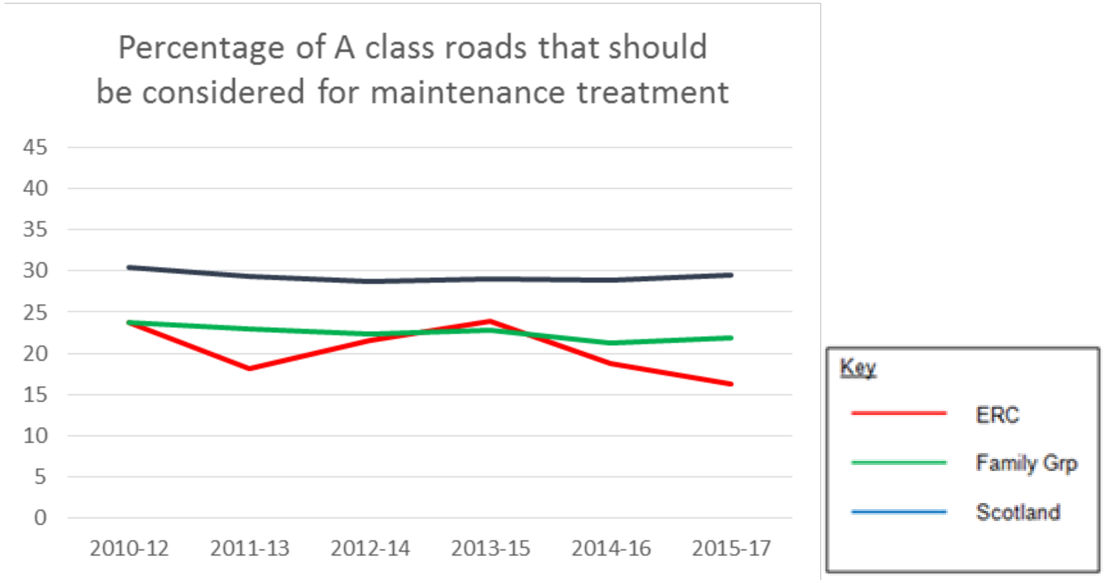
Road Condition

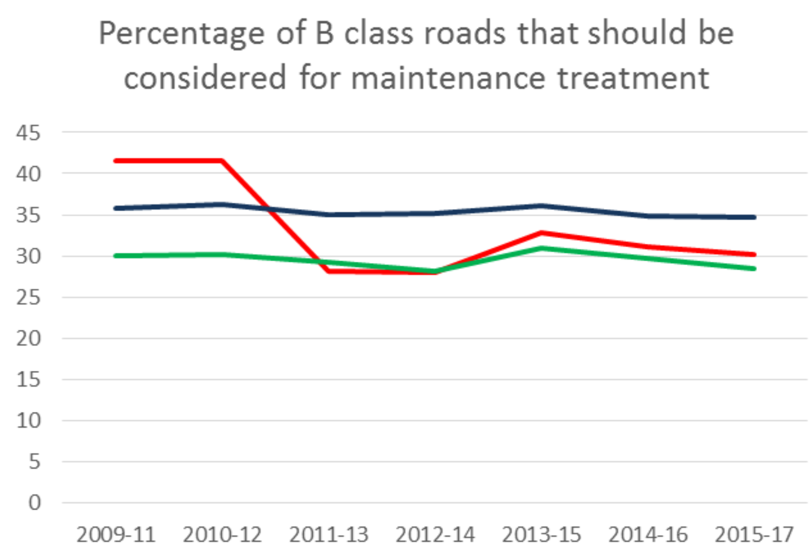
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	**Percentage of class A roads that should be considered for maintenance treatment**[10]	**23.9%**	**18.8%**	**16.3%**	**29.5% (-13.2%)**	**2**	**1**	**1**	**12**	**2**	**1**
	Percentage of class B roads that should be considered for maintenance treatment[10]	**32.9%**	**31.1%**	**30.2%**	**34.8% (-4.6%)**	**2**	**2**	**2**	**16**	**15**	**16**
	Percentage of class C roads that should be considered for maintenance treatment[10]	**36.2%**	**31.7%**	**32.8%**	**34.6% (-1.8%)**	**2**	**2**	**3**	**15**	**15**	**17**
	Percentage of unclassified roads that should be considered for maintenance treatment[10]	**42.6%**	**44.7%**	**44.8%**	**39.5% (+5.3%)**	**3**	**3**	**4**	**22**	**24**	**25**
	The overall percentage of the road network that should be considered for maintenance treatment.	*39.1%*	*39.2%*	*39.2%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Efficiency Outcome	**Road cost per kilometer**	**£14,443**	**£14,769**	**£16,776**	**£10,456 (+£6,320)**	**3**	**4**	**4**	**23**	**26**	**25**
Customer Outcome	*Citizens' Panel - Maintenance of roads – percentage rating this as good or very good*	*36%*	*29%*	*27%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

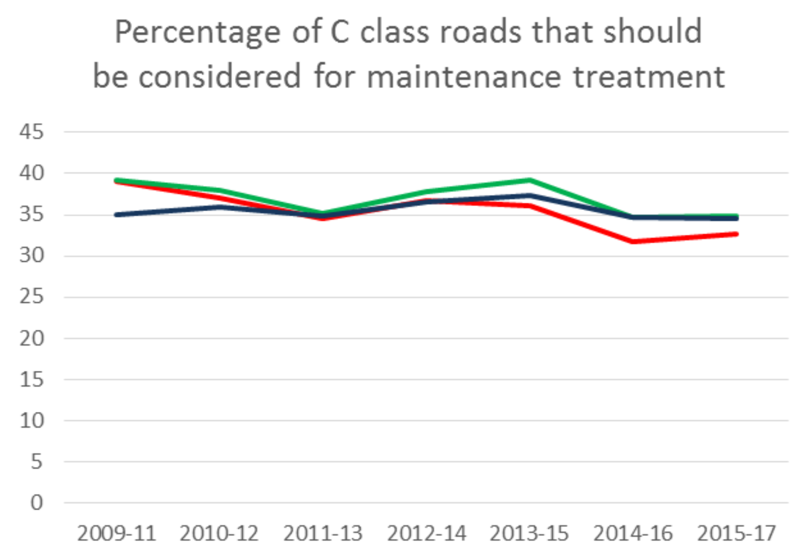
[10] Data relates to 2013-15, 2014-16, 2015-17

Key trends*









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National overview

Since 2010/11, real spending on Scotland's roads has fallen by 19.9%, while the road conditions index indicates conditions have been maintained and improved slightly across all class of roads. In the last 12 months, roads spending has increased by 1.6% due to an increase in capital expenditure as councils strive to tackle the backlog of maintenance and improvements.

Strategic policy intention

Working to ensure that the roads network is in a reasonable condition and ensuring that the impact of any investment is maximised. Through our ongoing assessment process we target roads investment where it is most required taking into consideration condition, level of use and spread of investment across East Renfrewshire.

Council performance

There has been a decrease in percentage of class A and B roads that should be considered for maintenance treatment improving our ranking position to 1st for class A roads. There was a very slight increase in the percentage of unclassified roads that should be considered for maintenance, however, it should be noted that this result is based on the previous 4 years surveys with each year being a 10% sample of the unclassified road length. The cost of roads maintenance increased in 2016/17 and significant variation exists between maintenance costs across all Councils in terms of rurality, with significantly higher costs in urban areas.

What the Council is doing to improve services

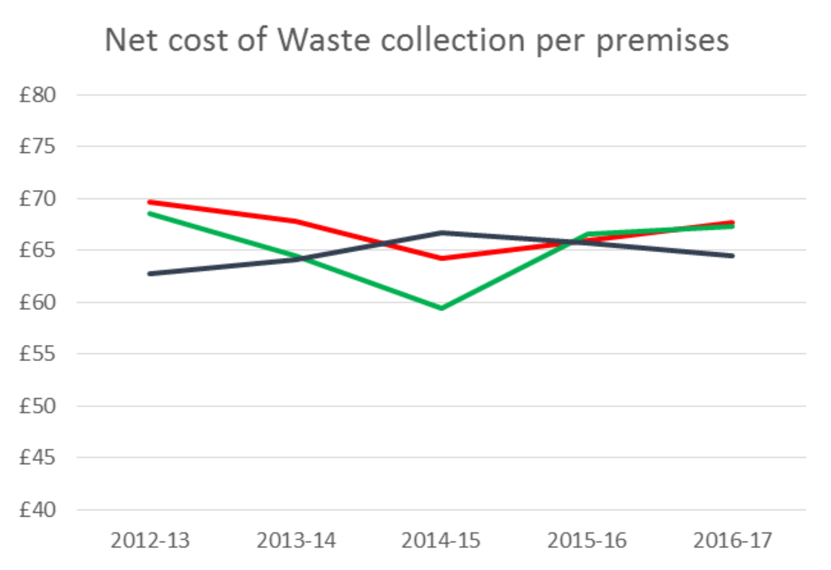
We are investing a further £1.6m in improving local roads and footpaths in 2017/18 in response to low levels of public satisfaction as rated by our Citizen's Panel. In the 2018 council budget, our roads maintenance budget has been maintained at £4m (since we are no longer implementing a proposed reduction of £400,000). We are also continually working to strengthen the link between our Roads Asset Management Plan and the efficient use of resources for roads maintenance. We will continue to use the assessment of roads and footways resurfacing requests as an integral part of prioritising our maintenance programme. Improving infrastructure for walking and cycling is a key priority. Every year the Council implements a programme of prioritised improvements to make it easier for residents to walk or cycle. The scope and scale of infrastructure improvements is reliant on funding from the Scottish Government and success of applications to external funding sources. The council will also be investing £11m in roads improvement projects over the next eight years.

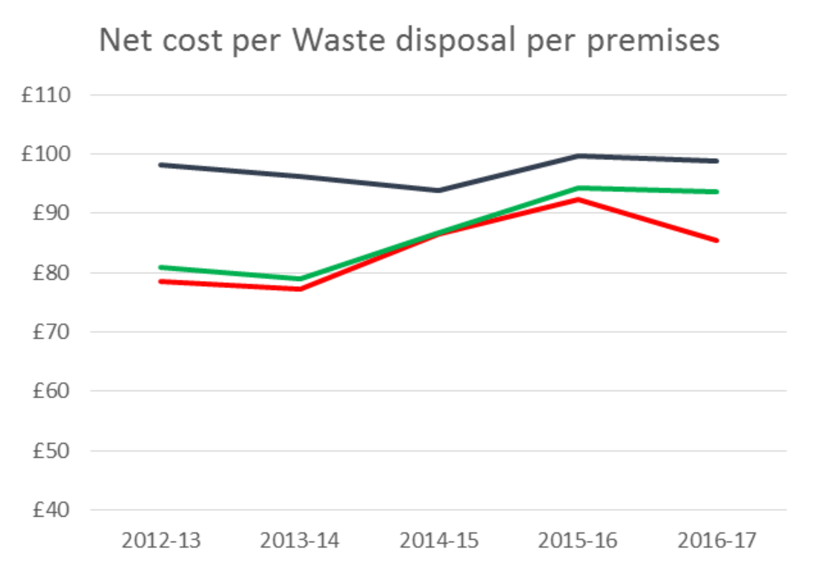
Waste and recycling

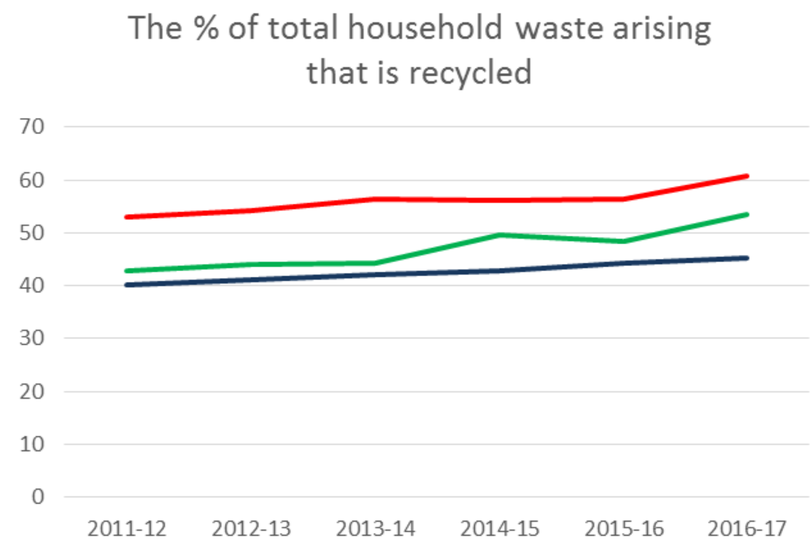
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	**The percentage of total household waste that is recycled**	**56.1%**	**56.4%**	**60.8%**	**45.2% (+15.6%)**	**1**	**1**	**1**	**4**	**3**	**1**
Efficiency Outcome	**Net cost of waste collection per premises**	**£62.39**	**£64.44**	**£67.71**	**£64.46 (+£3.25)**	**3**	**3**	**3**	**18**	**20**	**23**
	Net cost per waste disposal per premises	**£83.97**	**£90.33**	**£85.35**	**£98.84 (-£13.49)**	**2**	**2**	**2**	**14**	**13**	**11**
Customer Outcome	**Percentage of adults satisfied with refuse collection**[11]	**76.7%**	**75.3%**	**74.3%**	**81.7% (-7.4%)**	**4**	**4**	**4**	**29**	**29**	**30**
	Citizens' Panel – Wheeled bin refuse collection % of service users rating service as very good/good	*81%*	*75%*	*78%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Recycling % of service users rating service as very good/good	*86%*	*84%*	*89%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

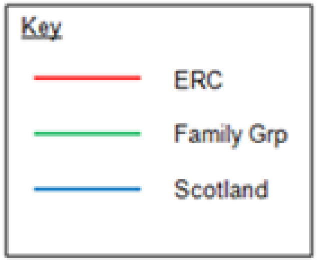
[11] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)

Key trends*









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National overview
Over the five-year period from 2012/13 to 2016/17, the Scottish average cost per premise for waste collection increased in real terms by 2.6%. However, there has been a reduction of 1.9% in waste collection costs in the past 12 months. Between 2012/13 and 2015/16 the Scottish average net cost of waste disposal has increased by 0.8%. In the last 12 months, disposal costs per premise reduced by 0.8%.

Over recent years, councils have put greater emphasis on the recycling of waste in compliance with the National Zero Waste Plan. Recycling rates continue to improve across Scotland from 41% in 2011/12 to 45.2% in 2016/17 as efforts are made to achieve Scotland's Zero Waste 60% household waste recycling target by 2020.

Strategic policy intention
The Waste and Recycling team provide collections of general waste, food and garden waste and recycling. Our collections operate on a 3 weekly cycle with the exception of food and garden waste which is collected weekly. The service operates 2 household waste recycling centres at Carlibar Road, Barrhead and Greenhags, Ayr Road, Newton Mearns. In addition, we offer 18 recycling centres for residents to bring additional recycling. We operate a commercial waste uplift service to around 300 customers and also operate a bulk uplift service for residents. The Waste and Recycling Section provide collections to approximately 38,000 households handling tonnages in excess of 45,000 per annum.

Along with the majority of local authorities in Scotland, East Renfrewshire Council has committed to implementing the Household Waste Recycling Charter which provides guidance on how much capacity should be given for each material stream and creates a commonality of operational policies such as additional bins, assisted collections and excess waste. The Waste and Recycling Team are also required to meet recycling targets set by the Scottish Government. The current target is 60% of household waste recycled by 2020. East Renfrewshire Council currently has the highest recycling rate of all 32 Local Authorities in Scotland with 60.8% of waste recycled in 2016. We are currently awaiting validation from SEPA for 2017 figures but this figure is likely to be around 67%.

In terms of maintaining recycling rates it is important to recognise that the current economic climate can affect spending patterns of residents i.e. more items purchased, requires additional disposal. Recycling markets are constantly changing which can have major cost implications when trying to find recycling reprocessors.

The work of the team is contributing to local outcomes under the two cross-cutting themes in *Fairer East Ren*: Moving Around; and Community Influence and Sense of Control.

Council performance
The percentage of total household waste that is recycled - October 2016 saw the introduction of a new recycling service, introduced due to a public demand to move away from the box and bag service. This service has now been fully embedded over the past year and we have seen substantial budget savings and increased recycling rates. Our recycling rates have increased from 56.4% in 2015 to 60.8% in 2016 and 67% (subject to SEPA verification) in 2017. This has far exceeded the Scottish Government's target of 60% by 2020 and the 2016 figure is 15.4%

higher than the national average. The reason for this increase is due to the reduction in general waste collection and increase in recycling collection.

Net cost of waste collection per premises - we operate a year round food and garden waste service whereas some other Local Authorities only offer a fortnightly collection of this material, which in turn has an impact on the collection cost per premise. Additionally, some Local Authorities only offer 1 bin for recycling collections which means they can provide the service at a reduced cost but this has an impact on the quality of materials being collected and in turn affects the income received for sale of the recyclable materials.

Net cost per waste disposal per premises - As part of the new 4 bin service, we have reduced the capacity for general waste disposal which has had an impact on the cost for disposal per premise. The reduction in landfill waste has seen recycling tonnages increase and as such we no longer have to pay for disposal of materials which would have previously ended up in the landfill bin.

Percentage of adults satisfied with refuse collection - Many residents were unsatisfied with the previous box and bag recycling collection which was changed in October 2016. We have seen an increase in satisfaction rate in the 2017/18 Citizens' Panel (now 79%).

<u>What the Council is doing to improve services</u>

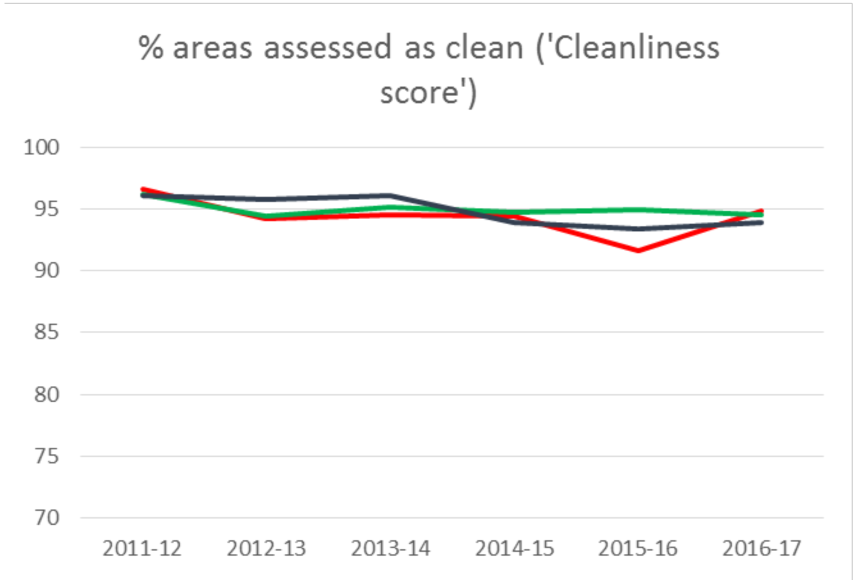
In line with the Environment Change Programme blueprint, we are seeking to become a more efficient and customer focused service. We are currently looking at how our services can be improved through the use of digital technology, enhancing our customer experience, for example, introducing in-cab technology to all Cleansing vehicles which will provide real-time information for our customers and will provide a digital end to end solution streamlining processes.

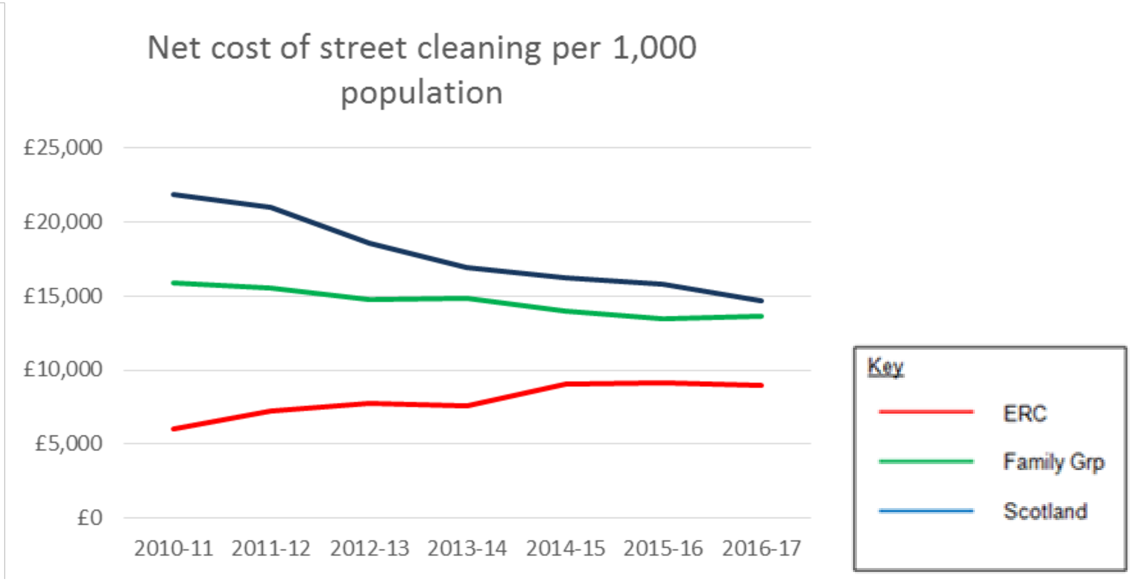
Additionally, we are now seeking long term solutions for processing recyclable materials that will bring best value for this service. Various options are being explored including collaboration with other local authorities.

Cleanliness

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	**Street cleanliness score – % areas assessed as clean**	**94.4%**	**91.6%**	**94.9%**	**93.9% (+1%)**	**3**	**4**	**2**	**17**	**25**	**14**
Efficiency Outcome	**Cost of street cleaning per 1,000 population**	**£8,811**	**£8,909**	**£8,997**	**£14,726 (-£5,729)**	**1**	**1**	**1**	**4**	**5**	**5**
Customer Outcome	**Percentage of adults satisfied with street cleaning[12]**	**74.7%**	**72.0%**	**72.3%**	**72.3% (same)**	**3**	**3**	**3**	**20**	**24**	**20**
	Citizens' Panel - Street cleaning/ litter control % rating this as good or very good	*61%*	*58%*	*55%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trends*





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[12] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)

National overview
Between 2010/11 and 2016/17, the Scottish average for net cost of street cleaning (per 1,000 population) has reduced by 32.6%, from £21,835 to £14,726. This reflects a year on year reduction in costs. The Scottish average for the Cleanliness Score has remained above 90% since the base year, but has reduced by 2.2 percentage points from 96.1% to 93.9% in the last three years.

Strategic policy intention
The street cleaning team provides street sweeping services, removal of waste and recycling bins from litter bins, litter picking, fly-tipping clearances and graffiti removal. The service adopts a very proactive role in education on litter issues and makes use of community engagement including meeting with community groups, schools and library ‘surgeries’ to discuss street cleansing and other issues with residents. The street cleaning team provides street sweeping services to every street in East Renfrewshire and empties approximately 500 litter bins per week.

The service is governed by the code of practice (Local Environment Audit Management System – LEAMS) which all Scottish Local Authorities have to adhere to. This audit is carried out 4 times per year with a verification audit carried out by Keep Scotland Beautiful. The work of the team is contributing to local outcomes under the two cross-cutting themes in Fairer East Ren: Moving Around; and Community Influence and Sense of Control.

Council performance
We have some of the lowest costs in the country and remain in the top quartile for the cost of street cleaning. Our street cleanliness score has increased (marginally) bringing the service in line with the national average. This indicator shows small variation across councils (5% currently separates the 1st to the 4th quarter) and significant fluctuation over time suggesting that recording may be inaccurate/inconsistent. Zero Waste Scotland and Keep Scotland Beautiful have acknowledged that there are issues with this measure and are working to develop a new benchmarking process for cleanliness.

Street cleanliness score – % areas assessed as clean - We have allocated resources to well-known litter hot spots in order to try and improve our performance. We have worked closely with community groups and schools to try and highlight the problems associated with litter which we believe has also had a positive impact on our scores.

Cost of street cleaning per 1,000 population - The national average for street cleaning in 2016/17 is £14,726 which is significantly higher than East Renfrewshire Council’s cost of £8,997. The reason for the difference is the service puts a greater emphasis on mechanical sweeping rather than manual litter picking etc.

Percentage of adults satisfied with street cleaning – according to the LGBF data there has been an increase in satisfaction of 0.3% (from 72.0% to 72.3%) which is believed to be as a direct result in the increase in our street cleanliness score.

What the Council is doing to improve services

We are working closely with neighbouring authorities within the family group in order to agree, learn and adopt best practice for street cleaning. We are currently looking at how our services can be improved through the use of digital technology in turn enhancing our customer experience. Our vision would be for our operatives to be able to report incidents in real time and provide feedback on when a job has been completed.

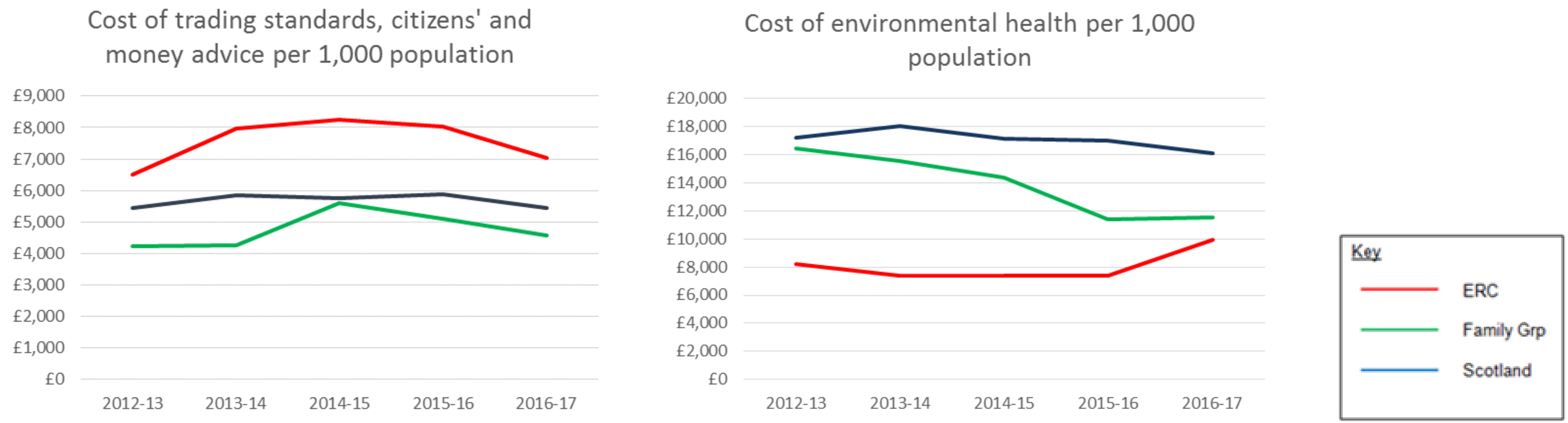
We will be undertaking an analysis of street cleaning complaints to identify areas and patterns in the complaints made. This will give a better indication of where resources should be allocated.

Trading standards and environmental health

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Efficiency Outcome	**Cost of environmental health per 1,000 population**	**£7,199**	**£7,198**	**£9,924**	**£16,117 (-£6,193)**	**1**	**1**	**1**	**1**	**1**	**4**
	Cost of trading standards, money advice and citizens' advice per 1,000 population[13]	**£8,021**	**£7,865**	**£7,025**	**£5,439 (+£1,586)**	**4**	**4**	**3**	**26**	**28**	**22**
Customer Outcome	*Citizens' Panel - Environmental health % of service users rating service as very good/good*[14]	*80%*	*74%*	*85%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Trading Standards % of service users rating service as very good/good[14]	*94%*	*100%*	*82%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Money Advice & Rights Team % of service users rating service as very good/good[14]	*n/a*	*100%*	*78%**	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

[13] This indicator has changed for 2016/17 - had previously only included trading standards.
[14] Ratings based on low level of responses. Therefore results should be treated with caution
* N.b. 2016/17 MART Customer Satisfaction Survey found 95% satisfied/highly satisfied with quality of advice provided

Key trends*



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National overview

Trading Standards costs have been standardised within the framework to include expenditure on trading standards, money advice and citizen's advice per 1000 population. Since 2012/13, the cost of trading standards, money advice and citizen's advice services has fluctuated, with costs in 2016/17 now at the same level they were in 2012/13 (£5,438). In the last 12 months, costs have reduced by 7.3%. Across this same period, there was a 6.6% reduction in the cost of environmental health services per 1,000 population. In the past 12 months, costs have fallen by 5.1%.

Strategic policy intention

The Environmental Health service ensure the food we eat is safe and of good quality, improve housing conditions, safeguard standards of workplace health and safety and create a better environment. Environmental Health have a number of enforcement powers ranging from the issuing of Hygiene Improvement Notices to food businesses breaking the law to submission of reports to the Procurator Fiscal where merited.

Trading Standards strategic aim is to ensure legislative compliance by and a level playing field for businesses in East Renfrewshire. By doing so we ensure that all stakeholders (residents, businesses and 3rd parties) can pursue their economic activities within ERC secure in the knowledge of safe, secure, open and transparent trading environment. Gaining more and more relevance is the supply to residents of goods via the internet from non EU and UK traders. One unfortunate consequence of this is that these goods are not always genuine and can often be dangerous. This has necessitated joint working and intelligence gathering with other local authorities (LAs) to 'take down 'non-compliant websites and on joint working arrangements over cross boundary issues within the UK in areas such as, metrology, fair trading safety, age restricted sales, animal health. We believe that identifying and working together with other enforcement agencies e.g. Police, HMRC, VOSA in joint enforcement with mutual aims such as rogue trader identification is vital to better enforcement and use of resources.

The strategic aim for the Money Advice and Rights Team (MART) is to provide a free, confidential, tailored money advice service to residents across East Renfrewshire. Citizens Advice Bureau (CAB) also receives funding from the council to provide a money advice service. Clients can access advice on managing their debt, improving their financial wellbeing and budgeting support; and the team will advocate on clients' behalf to creditors. There is partnership working including several Service Level Agreements with internal and external organisations. This is to ensure a smooth process for East Renfrewshire residents who require money advice services.

Council performance

There was a slight increase in the cost of Environmental Health, with our ranking position dipping slightly to 4th but we still remain well below the Scottish average in terms of costs. Customer satisfaction improved to 86% although it should be noted that satisfaction levels are based on low levels of responses.

The cost of Trading Standards decreased slightly and we are now rank 22nd. Customer satisfaction is lower for 2016/17 according to the Citizens' Panel (82%), however, as mentioned above, due to low level of responses results should be treated with caution. Trading Standards services are seeing increasing demand in terms of reactive complaints and requests for advice from business and individuals and is predicted that this workload will increase, in part as a result of Brexit.

The cost of Money Advice remained steady between 2015/16 and 2016/17. However, the number of people contacting the service has increased by 30% over the same period. Despite growing demand for the service, customer satisfaction rates have remained high. Although the Citizens' Panel shows a drop this is based on very low numbers of MART service users participating. MART's Customer Satisfaction Survey showed that 95% of service users were satisfied/highly satisfied with the quality of advice provided. And 90% said that due to the help they had received form MART staff they understood how to manage their finances in the future.

What the Council is doing to improve services

Trading Standards met all high risk inspection targets and has instituted the requirement of the new Nicotine Vaping Products legislation-registration of premises, education of retailers selling NVPs. We recently undertook the first in Scotland test purchase programme of NVP underage sales. Twenty-three premises were test purchased with the encouraging results of NO sales. Prevention of age restricted goods remains a priority - tobacco, fireworks, solvents and petrol-aided and abetted by licensing visits to ensure compliance with environmental protection issues. The Prevention Team will continue with a successful policy of attracting and using funds from 3rd parties in delivering services to vulnerable residents.

To improve the service and manage expectations, MART has changed its allocation and appointment services with the aim of directing clients to the most appropriate channels of support. A duty triage system has been introduced for money advice and the initial information for the referral is taken over the telephone. This is to reduce the need for face to face appointments. The case management system has allowed MART to communicate by text and email, and there is greater emphasis on communicating digitally with clients. Face to face interaction is still a requirement, however this is conducted to suit the client's needs and more interviews are taking place in areas such as Health Centres rather than council offices. The team continue to make allocations as efficient as possible.

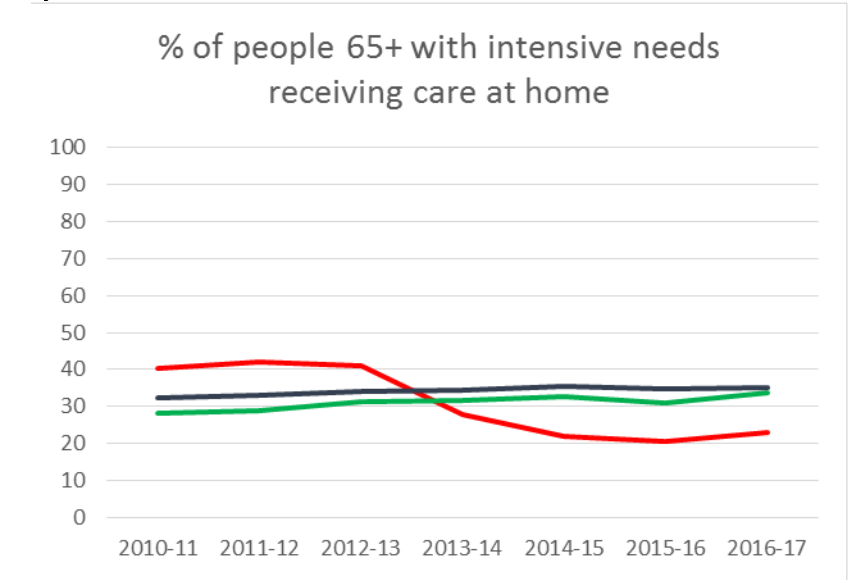
5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

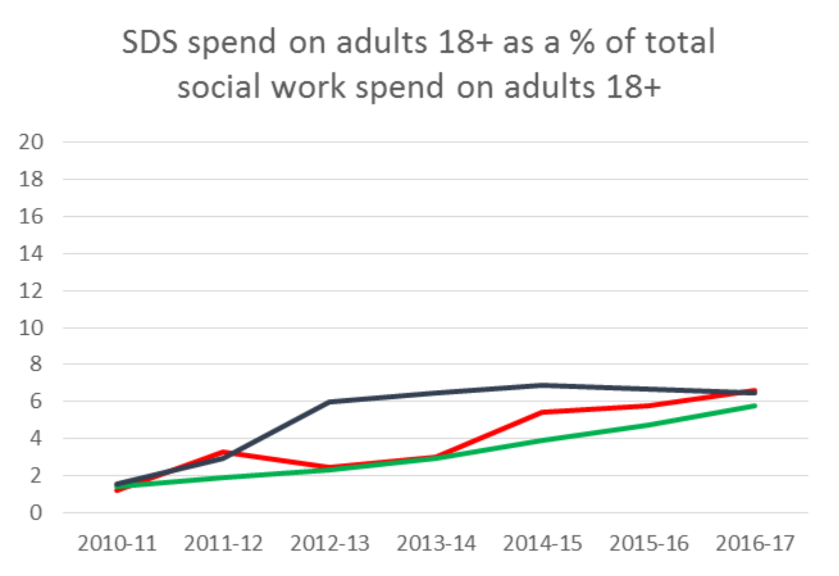
Adult Social Care

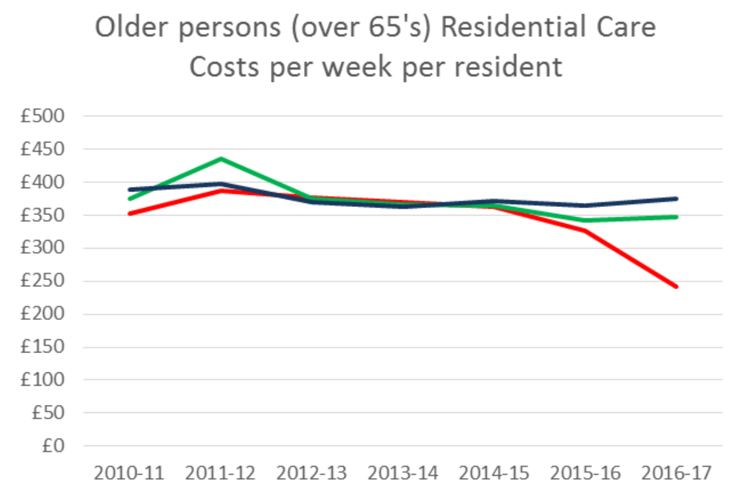
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Delivery Outcome	Percentage of people 65+ with intensive needs (plus 10 hours) receiving care at home	22.01%	20.68%	23.16%	35.27% (-12.11%)	4	4	4	30	32	31
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	5.44%	5.76%	6.63%	6.48% (+0.15%)	1	1	1	4	4	6
Efficiency Outcome	Older persons (Over 65) home care costs per hour	£21.73	£25.33	£22.70	£22.54 (+£0.16)	3	3	2	18	23	14
	The Net Cost of Residential Care Services per Older Adult (+65) per Week	£363.66	£326.19	£241.81	£375.06 (-£133.25)	2	1	1	11	6	3
Customer Outcome	Percentage of adults satisfied with social care or social work services[15]	60.3%	50.3%	*n/a*	*n/a*	3	4	*n/a*	14	22	*n/a*
	Percentage of adults receiving any care or support who rate it as excellent or good.	85.3%	83.3%	*n/a*	*n/a*	3	2	*n/a*	17	13	*n/a*
	Citizens' Panel – Homecare services % of service users rating service as very good/good[16]	*93%*	*100%*	*78%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Health and social care for adults % of service users rating service as very good/good	*86%*	*92%*	*77%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

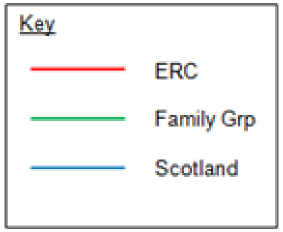
[15] Data represents three year average for each period (e.g. 2016/17 = average for 2014/15, 2015/16 and 2016/17)
[16] Ratings based on low level of responses. Therefore results should be treated with caution.

Key trends*









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National overview

In Scotland, spending on care for older people has grown in real terms across the period since 2010/11 (+6%) but not at the level necessary to keep up with demographic change (2-3% per annum). The balance of care has shifted in line with policy objectives across the period, with a growth in home care and a relative decline in residential places. Notably, the number of people receiving home care has decreased over time and the hours of care they receive on average has increased, i.e. in shifting the balance of care, a greater resource has become targeted on a smaller number of people with higher needs. Self-directed Support (SDS) has grown steadily across the period from 1.6% to 4.7% of total social work spend (excluding outliers).

Strategic policy intention

Our strategic policy intention is set out in our Health and Social Care Strategic Plan which is shaped by the National Health and Wellbeing Outcomes and Community Planning commitments. The HSCP is currently consulting on our Strategic Plan and Priorities for 2018- 2021. Three of the new strategic priorities link to the areas above:

- Working together with people to maintain their independence at home and in their local community.
- Working together with our colleagues in primary and acute care to care for people to reduce unplanned admissions to hospital.
- Working together with people who care for someone ensuring they are able to exercise choice and control in relation to their caring activities.

Self-directed support, choice and control have been a focus of HSCP activity over the course of the last Strategic Plan. Whilst the HSCP benchmarks well in terms of self-directed support, in 2018 we intend to introduce a new individual budget calculator. This will remove the barriers and potential inequity of our current equivalence model for self-directed support and provide a more simple and transparent approach. We want to make sure that all our systems support choice and control and we will also introduce outcome focused support plans that move away from specifying tasks and time to allow more innovation and flexibility.

Recognising our ageing population, the HSCP has been redesigning our home care service, developing a re-ablement service to support people to get back their independence after illness or a stay in hospital. This reduces the need for long term care at home. We have been increasing the use of technology enabled care, introducing a responder service that supports people who have community alarm or other technology, with additional care when they require it rather than unnecessary scheduled visits.

HSCP performance

The LGBF data shows improving performance in relation to self-directed support and costs for residential and home care. However, we note that we remain in the fourth quartile for the percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.

The reasons for the low percentage value for the (intensive needs) homecare indicator (21-23% compared with 35% nationally) are from our perspective, positive. The HSCP have had a much greater focus on developing our re-ablement service in recent years which is leading to a reduction in ongoing dependence for service. In particular, HSCP screening in hospitals means that people are no longer regularly discharged from hospital with four times a day home care packages. Clients have an intense period of re-ablement which has meant some people no longer require an ongoing service, and others need less intensive support. In addition, the use of telecare and responder services has reduced the need for medication prompts and checking visits. Therefore, given our strategic direction, we would expect the level of intensive care at home to reduce. We also note that the data for this indicator prior to 2013/14 appears to be flawed due to double counting of care hours where there were multiple carers attending. This meant that the number of clients in the 10+ hrs category was previously overstated in our data return (and resulted in a significant drop).

We would strongly suggest that the LGBF (intensive needs) homecare indicator should not be looked at in isolation as a measure of the overall balance of care. There are a range of national indicators looking at rebalancing care and we perform well for the majority of these (benchmarked against other areas). In particular, strong performance on delayed discharge rates, length of hospital stays and steady improvement in the percentage of residents who spent the last six months of life at home demonstrate that we have high levels of support available for care/support in community settings. We continue to monitor the LGBF indicator as part of a suite of rebalancing care indicators, assessing our performance in the context of local circumstances and local demographic change.

Following the previous year's LGBF return the HSCP undertook a detailed review of the homecare data submission (covering all homecare provision). This helped ensure that the data (and financial) return for 2016/17 captured all the care at home activity for both in-house and commissioned services. The 2016/17 submission differs from the previous two years in that it now includes care at home delivered in two sheltered housing complexes by the housing provider; home care provided by in-house care at home service to people on discharge from hospital; and re-ablement and telecare responder visits.

The inclusion of the full range of care at home activities in 2016/17 meant that we were no longer understating our level of provision. In turn, our financial return was more accurate than in previous years and resulted in a significant drop in homecare costs per hour, bringing our costs in line with the national average.

Costs for residential care have also improved (decreasing) again this year and we are now ranked 3rd in Scotland for this indicator. The drop in figure this year is predominantly due to the removal of 'supported living' costs that had previously been included in the financial return. The comparatively low cost of care home places in East Renfrewshire can be attributed to a higher number of self-funders in receipt of free personal/nursing care (since these clients are included in the calculation).

Our HSCP Organisational Performance Report contains a range of other measures that we consider to be more meaningful than the LGBF indicators. East Renfrewshire has consistently performed well in comparison to other council areas within NHSGGC on a range of measures.

What the HSCP is doing to improve services
The HSCP is implementing its 'Fit for the Future' improvement programme, one element of the redesign is an emphasis on redesigning services to better support people who are extremely frail and/or approaching end of life. This includes the proposed development of Bonnyton House to

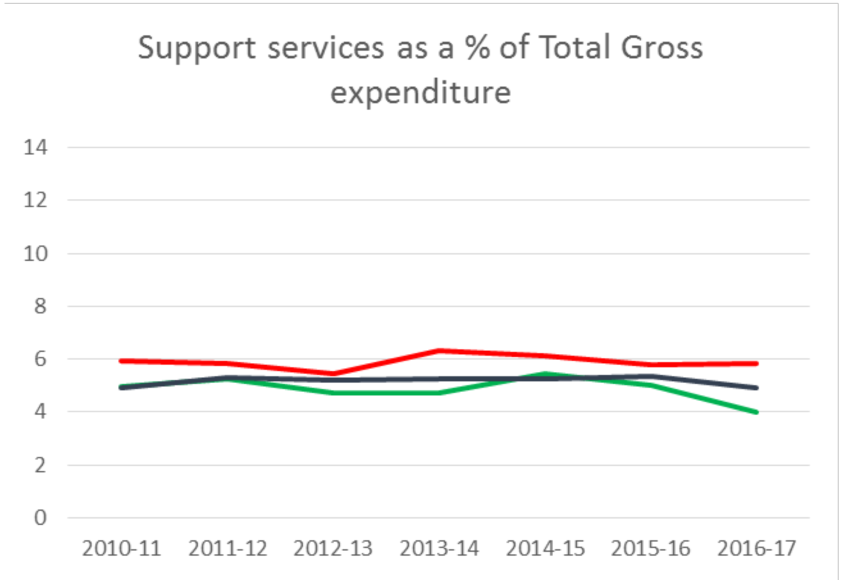
offer recuperation and end of life care for people unable to be maintained at home but as an alternative to permanent residential care or hospital admission. 2018 will see the end of the care at home redesign programme, with full scale re-ablement services in place, following this the HSCP will consider models for out of hours and more intensive care at home supports, closely linked to our district nursing services.

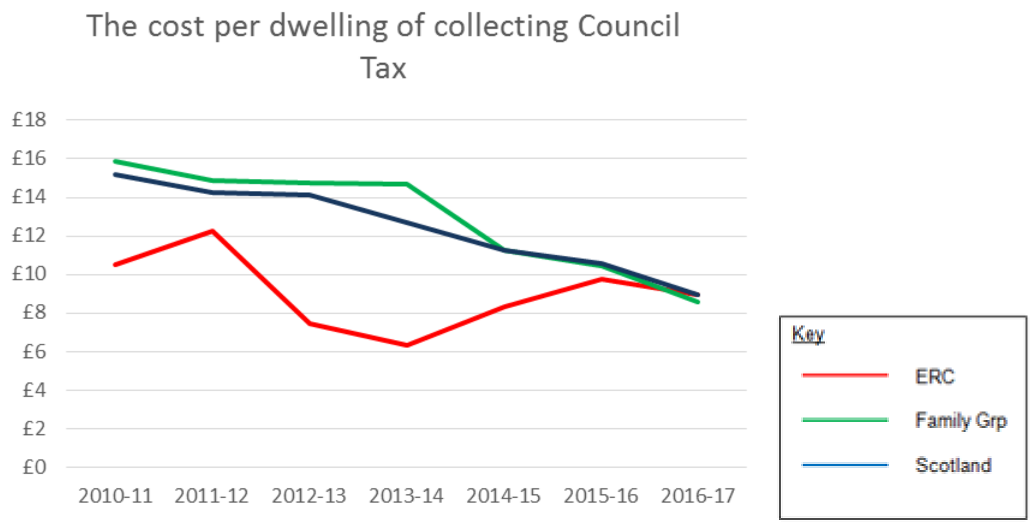
Organisational Outcomes

Corporate Costs and Processes

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Efficiency Outcome	Support services as a percentage of total gross expenditure	6.14%	5.77%	5.82%	4.92% (+0.9%)	3	3	4	22	20	26
	The cost per dwelling of collecting Council Tax	£8.11	£9.54	£8.95	£8.98 (+£0.03)	1	2	3	8	14	17
	Percentage of income due from Council Tax received by the end of the year	98.0%	97.6%	97.8%	95.8% (+2.0%)	1	1	1	2	5	4
	Percentage of invoices sampled that were paid within 30 days	84.56%	n/a	71.00%	93.06% (-22.06%)	4	n/a	4	29	n/a	32

Key trends*





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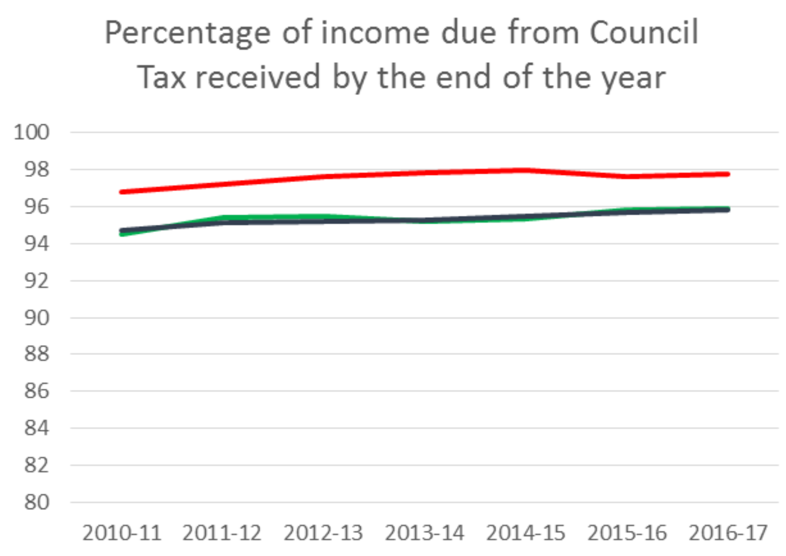
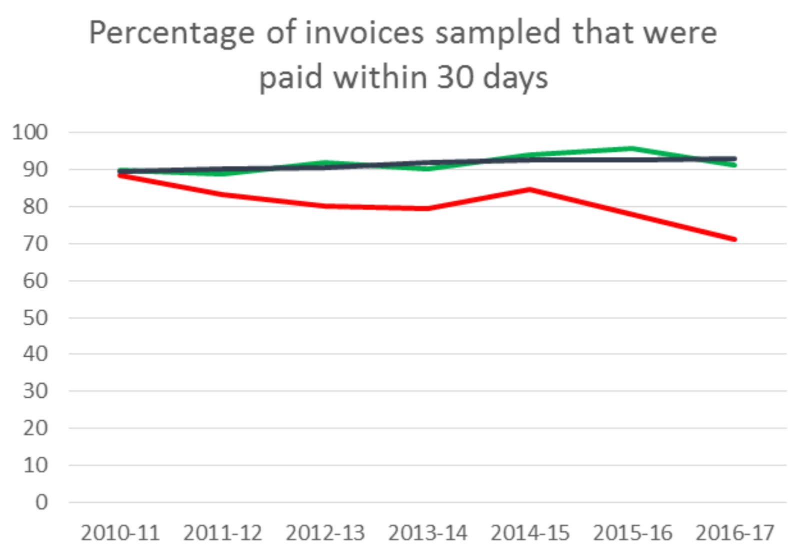




National overview

Council corporate and support costs continue to account for only 5% of total gross revenue spend for local government across Scotland. Real spend on support services has reduced by 13.9% since 2010/11, including an 8.1% reduction in the past 12 months. The cost per dwelling of collecting council tax also continues to reduce, falling by 40.9% over the period with the rate of reduction accelerating in recent years. Meanwhile, the collection rate continues to show steady improvement from 94.7% in the base year to 95.8% in 2016/17.

Strategic policy intention

To provide efficient and effective support services to properly and adequately resource the democratic governance of the Council and the area.

Council performance

The proportion of spending on support services has been declining since 2013/14 but there was a moderate increase in 2016/17 meaning we dropped into the 4th quartile. This can be explained by continued investment to modernise our IT infrastructure and work to ensure spending on support services is set at the appropriate level. It also includes input to service reviews to improve core business functions (e.g. invoice payments). As we modernise and streamline our support services, costs are likely to increase over the next few years.

We continue to perform well in relation to Council Tax collection with the collection rate increasing slightly on the 2015/16 outturn, moving us up one place in the rankings, and maintaining our presence in the top quartile. The cost per dwelling of Council Tax collection has been reduced from 2015/16 levels, and is just under the Scottish average. Participation in the LGBF Family Group has indicated that there is some variation in the way this indicator is calculated across local authorities. We continue to actively monitor and work to improve performance on this measure through benchmarking activity and work to develop more a consistent and accurate methodology for calculating the indicator.

Our performance on invoice processing timescales continued to be significantly below the national average in 2016/17. There are some real concerns that this indicator is not calculated on a like for like basis across councils and our own interpretation of the PI has been particularly stringent, however that aside, there has been recognition that our performance on invoice payments needed considerable improvement. In January 2017 we centralised our invoice payment process. Alongside introduction of a ‘production line’ approach to dealing with invoices and sustained management action on performance, have driven sustained performance improvements since the last quarter of 2016/17, which have been maintained throughout 2017/18.These changes have not yet been reflected in the annual data published by LGBF. Unaudited figures for the first three quarters in 2017/18 show to percentage of invoices processed within the 30 day timescale to average in the region of 90% (compared with 71% for 2016/17).

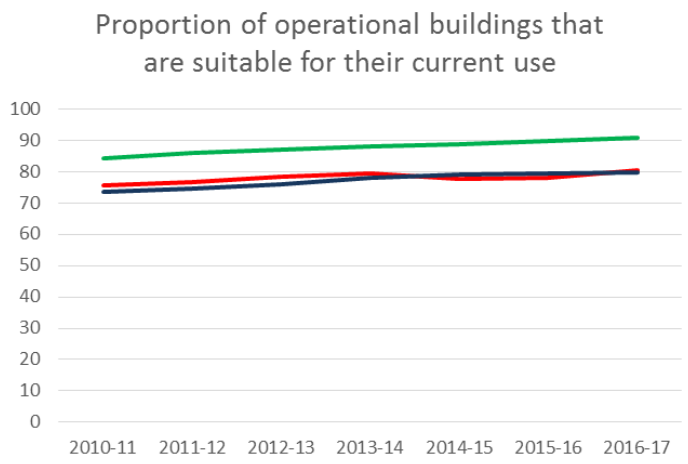
<u>What the Council is doing to improve services</u>
The Council Tax team continues to perform well and both statutory performance indicators improved from 2015/16 to 2016/17. A digital process review has been untaken and work has begun to offer improved digital services for our customers. Joint working with Sheriff Officers is ongoing and is successful in securing recovery of larger debts. In addition to the Council tax digital process review, a digital review of benefit processes is almost complete. When findings are known, an action plan will be devised.

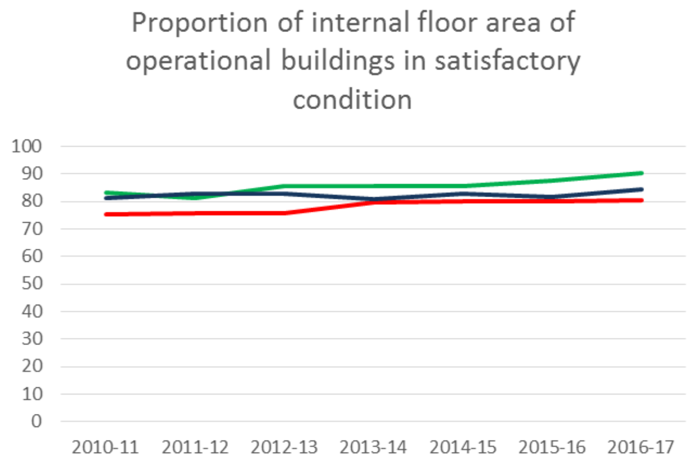
Invoice processing continues to remain an area for improvement that the Council is working hard to address. Having moved to more automated processes we will continue to monitor closely and report on invoice processing performance as part of our performance arrangements.

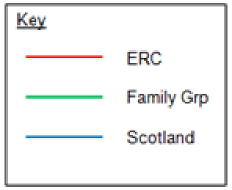
Corporate Assets

Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
Efficiency Outcome	Proportion of operational buildings that are suitable for their current use	78.0%	78.3%	80.7%	79.8% (+0.9%)	3	3	3	23	24	22
	Proportion of internal floor area of operational buildings in satisfactory condition	79.9%	80.0%	80.3%	84.5% (-4.2%)	3	3	3	24	23	24

Key trends







National overview

Across Scotland, there has been improvement in the condition of councils' corporate assets over the period 2010/11 to 2016/17. The percentage of operational buildings that are suitable for their current use has improved from 73.7% to 79.8% and the proportion of internal floor area of operational buildings in satisfactory condition has improved from 81.3% to 84.5%.

Strategic policy intention

The importance of well-maintained property is highlighted as a major factor in contributing to the strategic outcome - East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow. Providing efficient buildings that are cost effective, user friendly and support new ways of working are also key to contributing to the Council's efficiency outcome.

Council performance

Overall, property performance continued to improve in 2016/17. This is attributed to a successful programme of major maintenance, property rationalisation and introduction of new build to replace life expired property. There continues to be a planned reduction in the number of operational properties resulting in a harder working, better maintained property portfolio. It should be noted that whilst property numbers are decreasing, gross internal area is increasing as replacement properties are larger and also come with higher servicing costs due to more complex building management systems and services.

There are now 115 operational properties. This consists of a total of 235,891 square metres (gross internal area) with 189,569 square metres of that recorded in satisfactory or good condition. This gives a ratio of 80.3% for ratio of floor area in satisfactory condition against a previous ratio of 80.0%. It should be noted that this measure reflects both improvements in property condition and consideration of detrimental changes with defects recorded against properties. Achieving an increase, even one as marginal as this, shows effective allocation of resources to keep properties open and supporting service delivery. These figures do not reflect the introduction of the replacement Barrhead High, Faith Schools Joint Campus, major upgrade to Crookfur Primary School and Auchenback Family Centre and projected figures for floor area of operational buildings in satisfactory condition could potentially achieve a condition score of 83%.

Positive performance has resulted from a combination of property rationalisation, targeted spend and replacement of life expired property. It should be noted that we still spend below the best practice figure of £23/m^2 with a current figure of £18/m^2. This results in some nonessential work being delayed or not undertaken to ensure all properties remain safe for building users and continue to support service delivery.

There has been an increase (from 78.3% to 80.7%) on the proportion of operational buildings that are suitable for their current use. The 'suitability' indicator is the ratio of properties with satisfactory suitability for current use over the total number of operational properties. Again this indicator is projected to rise next year to 83% once consideration of new property assets has been included.

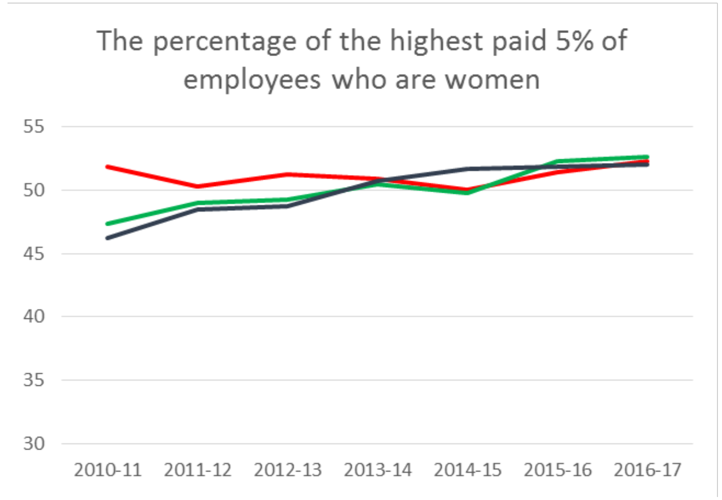
What the Council is doing to improve services

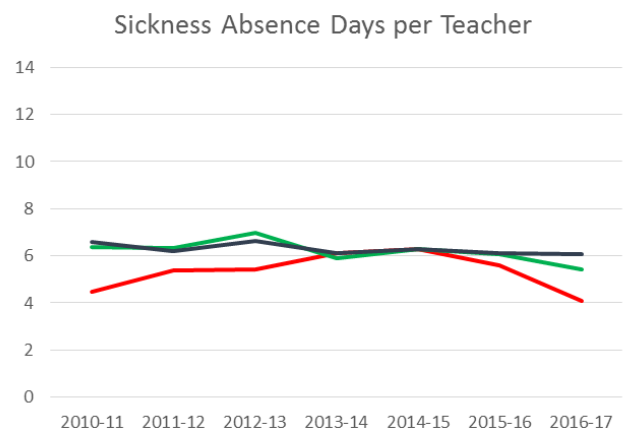
The Council continues to explore opportunities for property colocation with community partners. This could potentially reduce running costs whilst allowing community access to services at one location. Further survey work and client/customer engagement will also target areas for improvement. Building user safety is of paramount importance, especially in light of recent tragic events such as Grenfell Tower, Liberton School as well as the construction failure at Oxgangs Primary. As a result, a compliance review has been carried out for all operational properties, together with additional scrutiny and inspection of PFI and PPP schools within the Council's property portfolio. In addition, Action Plans have been produced for both maintaining to building compliance and following the recommendations of the Cole Report.

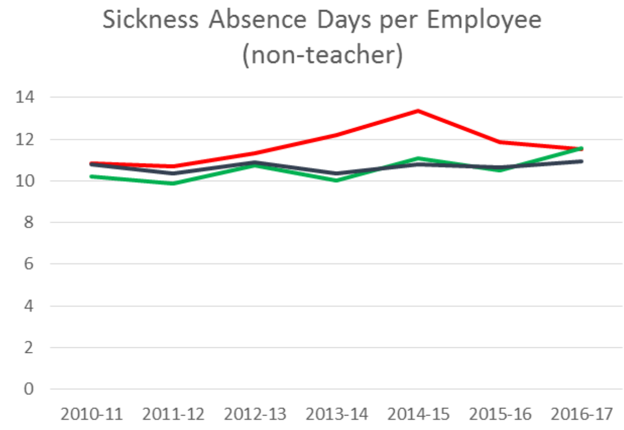
Employees

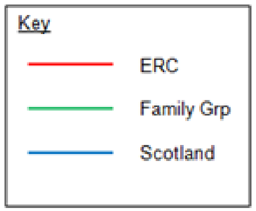
Indicator type	Full name	2014/15 value	2015/16 value	2016/17 value	16/17 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2016/17 quartile	2014/15 rank	2015/16 rank	2016/17 rank
People Outcome	The percentage of the highest paid 5% of employees who are women	50.00%	51.45%	52.27%	52.00% (+0.27%)	2	2	2	16	15	15
	Gender pay gap	n/a	9.28%	8.72%	4.14% (+4.58%)	n/a	4	4	n/a	29	29
	Sickness absence days per teacher	6.27	5.61	4.10	6.06 (-1.96)	2	1	1	16	7	1
	Sickness absence days per employee (local government employees)	13.37	11.85	11.54	10.92 (+0.62)	4	4	3	31	25	20

Key trends*









* graph scales not commensurate

National overview

From 2010/11 to 2016/17, the percentage of women in the top 5% of earners in Scottish councils increased from 46.3% to 52.0% although there is significant variation across councils. In 2016/17, the Gender Pay Gap was 4.14% across Scottish councils (ranging from -7.0% to 13.7% where a negative score indicates that women are paid more highly than men). Those staff employed via arms-length organisations are not included within the calculation, which will influence the variability observed across councils.

The management of sickness absence is a major priority for councils in their efforts to manage their costs. Sickness absence days for teaching staff have reduced by 8.2% since 2010/11 and by 0.5% in the past 12 months. However, for non-teaching staff, sickness absence has increased by 1.1% since 2010/11, and by 2.7% in the past 12 months.

Strategic policy intention

To reduce the number of sickness absence days within the Council and that ERC continues to be a fair and equal employer.

Council performance

Our commitment to equalities at the Council is reflected in our positive rate of high female salary earners. Gender pay gap was introduced as a new indicator in 2015/16 and we continue to perform less favorably on this measure. The gender pay gap for East Renfrewshire is in the fourth quartile and this is a metric which the council will continue to review. Seventy three percent of the council's employees are females and there continues to be a higher proportion of female to male employees in our lower grades. The Council has not moved any of the lower paid workforce into arms-length organisations. We continue to support payment of the Living Wage as a supplement and this will make some impact on the gap in the lower grades.

Our performance on absence for both teachers and local government employees has improved as a result of targeted work. There has been a significant improvement for teachers and the absence rate for teachers is excellent and we are now ranked as number 1 in the top quartile of councils on this measure. Although the improvement for non-teaching staff has been on a lower scale we have improved in to the third quartile and this will remain a focus for the Council. Overall absence performance can be attributed to a number of factors including the continued increase of our average age profile and the fact that the council continues to provide a significant number of services which have a high level of manual tasks. We know that many councils have outsourced services, e.g. home care, cleaners etc. (where sickness absence levels tend to be higher), to arm's length organisations thus affecting a reduction to their absence levels overall.

What the Council is doing to improve services

Improving our absence rates continues to be a focus with priority given to hot spot areas, mainly Facilities Management and Homecare. The additional resource in place over the last year has been used to coach and mentor managers on how best to tackle absence especially complex issues. The departments continue to hold managers more accountable for holding return to work meetings and absence review meetings.

More up to date absence data, for 2017/18, shows that LGE absence was 7 days per FTE by the end of Q3 compared to 8.55 the previous year and teachers' absence was 2.7 days per FTE at compared to 2.63 days per FTE the previous year. The overall absence rate for Q3 was 5.6

days per FTE compared to 6.55 days per FTE at Q3 in 2016/17 so overall the performance continues to be better compared to the same time last year.

Information on the Local Government Benchmarking Framework (LGBF)

Background

1. The LGBF has been recorded and publically reported by all Scottish councils as a statutory requirement over the past five years. The current framework provides comparative analyses for 75 indicators at a council level (Note that two relate to museums and therefore, only 73 are relevant to the Council).

These are under service groupings:

(a) Children's Services
(b) Corporate Services and Assets
(c) Adult Social Care
(d) Culture and Leisure Services
(e) Environmental Services
(f) Housing Services
(g) Economic Development

2. The Improvement Service (IS) has coordinated the collection and analysis of the indicator data for all 32 councils. This year's national report on the indicators was published on 12th February 2018 and is available on the IS website.[1] Some information contained in this national report has been included at Annex 1 to provide a national context for the local data. The national report includes a detailed explanation of data variances across Scotland and trends over time. The IS's public performance reporting tool *Mylocalcouncil* is accessible here.

The Local Government Benchmarking Framework (LGBF)

Changes to the LGBF

3. The LGBF provides a set of indicators around cost, productivity and outcomes. The cost indicators have been developed using the best available cost information for councils from existing sources such as the Local Financial Returns (LFRs). A range of satisfaction measures have also been included from the Scottish Household Survey (SHS).

4. A report on East Renfrewshire's performance against the LGBF indicators for 2013/14 to 2015/16 was considered by Cabinet in March 2017. Since then, the national LGBF framework has been subject to review resulting in a number of changes to the indicator set. These were:

- A number of new measures have been added to strengthen the framework coverage of Children's Services (although several did not have available data for 2016/17 at the latest iteration). These measures are:
    - % of children meeting developmental milestones;
    - % of funded early years provision which is graded good/better (nb - not reported here due to data errors – see paragraph 11, below);
    - School attendances rates for all pupils and for looked after children;
    - School exclusion rates for all children and for looked after children (per 1,000);
    - Participation rates for 16-19 year olds (per 100);
    - % of child protection re-registrations;

[1] http://www.improvementservice.org.uk/benchmarking/

- % of looked after children with more than 1 placement in the last year (Aug-July).
- The following indicators have been removed from the LGBF dataset:
  - Cost of Democratic Core per 1,000 population.
  - Average time (hours) between time of Domestic Noise complaint and attendance on site.
- Indicator '% of procurement spent on local small/medium enterprises' - an improved methodology for calculating this measure has been agreed with Scottish Government and the data has been refreshed to reflect this new methodology.

Publication Timescales

5. Reporting on the LGBF has always been historical, looking back on the previous year's performance. This is largely because a number of the indicators are cost indicators which rely on LFR data which is not finalised and submitted to the Scottish Government for validation until around October each year. To bring forward the publication timescales an agreement was made between the IS and Directors of Finance to use unaudited data in this launch of the LGBF framework to ensure its earlier publication. Therefore cost information is subject to change in March 2018.[2]

6. Data for a number of Children's Services indicators has not yet been published. Data for Positive Destinations and Looked After Children is currently unavailable and will be included in the refresh of the framework in March 2018.

7. Much of this data has been publically reported at the East Renfrewshire level already (e.g. roads maintenance data) as part of the council's performance management arrangements, but not with the detailed comparison with other councils.

8. It has proven to be a complex and challenging task to gather and validate the data. The data was finalised by the IS in January but a number of data issues remain (see paragraph 11, below).

Family Group Work

9. The IS has been coordinating wider benchmarking activity across all Scottish councils and has also determined and allocated councils to 'family groups' for more relevant comparisons, analysis and sharing of best practice.

10. Family group benchmarking activity will cover all indicators within the framework. The Council is participating in these groups to compare performance and share best practice.

DATA ISSUES

11. The wide range of approaches to service delivery across Scotland's 32 councils has meant the collection and comparison of data has been challenging and further investigation is still required. Data issues include:

[2] Any other changes to the data following the launch of the framework will be incorporated into this refresh. Therefore data may be subject to change in March 2018.

(a) Varying data collection methods meaning indicators may not always be fully comparable e.g. LFR cost data.

(b) Scottish Household Survey (SHS) data used for local satisfaction measures in the framework is less robust for smaller authorities like East Renfrewshire due to small sample sizes.

(c) Trend issues (comparing data from 2014/15 to 2016/17) - 'changes' can be due to natural annual fluctuations, better information gathering, organisational restructures, changes to how data calculated etc.

(d) Varying methodological techniques to analyse data (e.g. rounding to different decimal places which can affect ranking and quartile positions).

(e) There has been a specific data problem with the newly introduced indicator, '% of funded early years provision which is graded good/better'. The raw data for this indicator has not been validated and we have identified significant errors. As such we have not included the data in this report. The Care Inspectorate are currently working to provided corrected data in time for the next refreshment of the LGBF data.

12. Within the Council, Citizens' Panel data is used as the key measurement of customer satisfaction with services. The data is more appropriate than SHS in that it reflects the local demographic profile and response numbers are higher. Citizens' Panel data has been included where relevant in the report.

13. The LGBF indicators are only one means of recording and measuring the Council's performance. There are a number of these measures that are not particularly useful as indicators of progress on our performance, especially when considered in isolation. Nevertheless, they are nationally reported and we will use these indicators as appropriate to evaluate and continually improve our service delivery for our customers.