AGENDA ITEM No.6

EAST RENFREWSHIRE COUNCIL

CABINET

23 March 2017

Report by Chief Executive

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK: 2015-16 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 2013/14 to 2015/16 (Performance report attached at Annex 1).

RECOMMENDATIONS

2. It is recommended that Cabinet:

(a) Consider the Council's performance against the LGBF indicators and the action being taken by departments to address any performance issues.
(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 68 indicators at a council level (Note that two relate to museums and therefore, only 66 are relevant to the Council). There has been an increase in the number of LGBF indictors (from a total of 56 for 2014/15) with the main additions being to the indicator sets for education, economic development and planning.

4. The published LGBF data is for financial year 2015/16. The data is therefore not new, and much of the information has been publically 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 2015/16 LGBF and final cost figures are being presented for the first time. This is also the first time that the Council's 2015/16 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 analyses 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 2015/16 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 2015/16 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 also improved 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: The East Renfrewshire Culture and Leisure Trust was established in July 2015 (i.e. the Trust was operational for roughly three quarters of the 2015/16 reporting period). Attendances at culture and leisure facilities increased significantly during 2015/16 with library visits up 16.7% and attendance at sports/leisure facilities up 13.7% on the previous year. In 2015/16 visits to sports facilities was 8.4% higher than the previous best performing year (2011/12). The success of the Barrhead Foundry has been a key driver for this.

The LGBF data shows moderately higher costs per attendance for libraries but a reduction in costs per attendance for sports facilities (both these indicators remain in the bottom two quartiles). According to our Citizens’ Panel, satisfaction is high with libraries and parks/open spaces. However, satisfaction has declined in the past year in relation to sports facilities. The East Renfrewshire Culture and Leisure Trust is working to improve outcomes and customer satisfaction by establishing a financially sustainable business model and continuing to modernise services in libraries and sports facilities.

(c) Economic development and planning: There has been a reduction in the percentage of unemployed people into work from council operated/funded employability schemes and a reduction in the proportion of business gateway start-ups. This coincides with a reduction in external funding available to the council for employability and business development programmes. We perform favourably on the cost and timescales for planning applications although there are issues about the new measurements introduced to the LGBF for planning and these will be subject to review for future years. There is concern about the appropriateness of the new indicator relating to commercial planning applications as well as concern about the method for calculating the cost per planning application (since this includes costs that do not relate to planning).

(d) Housing services: High performance continues in relation to the condition of council housing. We remain in the top quartiles for stock meeting the 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.

In 2015/16 achieved a 2.6% reduction in gross rent arrears, pushing performance out of the lowest quartile. Public consultation has taken place on a revised rent arrears policy, and system improvements made to improve case management and performance monitoring. Work will continue to drive up performance in rent collection, mitigating as far as possible also the impact of the introduction of Universal Credit.

(e) Environmental services: In 2015/16 we maintained our strong performance on recycling and remain one of the best performing councils on this indicator.

There has been a decrease in percentage of class A, B and C roads that should be considered for maintenance treatment improving ranking position for class A and B roads, most notably moving to the top quartile for A roads.

We remain in the top quartile for cost of street cleaning although our street cleanliness score dropped marginally below the Scottish average. However, there are concerns about the inconsistency of the cleanliness score (which tends to fluctuate over time) and this indicator is now under review. Major interventions have been undertaken targeting primary schools informing of the impact of litter. In addition, ‘recycle on the go’ bins have replaced 40 litter bins giving residents the opportunity to recycle the waste rather than send it to landfill. Litter surgeries and volunteer litterpicks are held throughout the year.

(f) Adult Social Care: Uptake of Self Directed Support (SDS), covering Direct Payments and Managed Personalised Budgets, has been increasing and we have improved our comparative performance on this measure.

As highlighted in previous years, the LGBF indicators relating to the provision and costs for homecare do not take account of cases where multiple home carers are used to deliver care (i.e. 2 or more carers attending the client in one visit). As such, the figure for homecare costs (per hour) is an overstatement and would be significantly reduced if accounting for multiple carers. The accuracy of trend and comparison information will also be affected by the proportion of multiple carers visits delivered – which will vary year-on-year for East Renfrewshire and vary between councils across Scotland. The LGBF indicator, as it stands, can only be a starting point when considering homecare costs; further analysis is required to look at the use of multiple carers locally and nationally. We have raised our concerns with the Improvement Service and they are working to improve their adult social care indicators.

Costs for residential care have been improving (decreasing). However, this measure does not relate to the actual cost of delivering care. A more meaningful indicator would measure the balance of care between residential and care at home. We have also highlighted this to the Improvement Service.

The HSCP’s strategic focus in the area is on increasing its home care re-ablement service. This service works with older people to support them to be able to manage their personal care and daily activities rather than become dependent on care services. The home care redesign is continuing to deliver savings in the cost of home care.

(g) Corporate Services and Assets: We perform comparatively well in relation to Council Tax collection although cost of collection has increased and income collected has declined marginally for 2015/16. We continue to improve our performance on support costs as well as the cost of democratic core. Invoice processing remains an area of focus for the council and we have successfully introduced of an electronic document management system (EDMS including invoice scanning) across all departments and suppliers. Progress is being closely monitored and is a key priority.

Our performance on absence for both teachers and local government employees has improved significantly (by about 11% in each case) thanks to targeted work on this issue. The absence rate for teachers is better than the national average and we are now ranked in the top quartile of councils on this measure. Despite the improvement for non-teaching staff we remain in the bottom 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 directly 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. As such, we are not comparing like with like.

Improving our absence rates continues to be a focus and priority particularly in the hot spot areas, mainly Facilities Management, Homecare and Schools. 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 and there has been increased communication to employees and trade unions on the level of absence within the Council. The Maximising Attendance policy was updated and introduced in September 2016 and has a more robust approach to triggers and monitoring timescales.

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 be 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 most recent review by Audit Scotland on the Council's public performance reporting showed us to be among the top performing councils in Scotland.

FINANCE AND EFFICIENCY

11. There is a small annual charge paid by all councils of £2,016 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.

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. Family Group

work is currently focusing on a range of topics including: Council Tax, Waste Management, Street Cleaning, Equalities, 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. Comparing spending and performance information allows councils to investigate their performance further and identify best practice. 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 very positive picture of performance, with 59% of indicators in the top two quartiles (for published indicators). In 2015/16 we were ranked as one of the top three best performing councils for a quarter (25%) of LGBF indicators.

17. The 2015/16 data shows particularly strong performance in key outcome areas where we are making differences to people's lives including education, recycling and housing. We have been reducing costs for support services and democratic core, and we are reducing absence rates 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 through the Single Outcome Agreement, 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.

19. Services are working hard to continually improve in challenging circumstances. In particular, in tackling absence, invoice processing times and housing rent arrears there has been significant action taken with detailed improvement plans put in place and closely monitored to improve continually on our performance.

RECOMMENDATIONS

20. It is recommended that Cabinet:

(a) Consider the Council's performance against the LGBF indicators and the action being taken by departments to address any performance issues.
(b) Consider whether any aspect of the Council's performance is in need of improvement or further investigation.

REPORT AUTHOR

Steven Reid, Corporate Policy Officer, 0141 577 3660, steven.reid@eastrenfrewshire.gov.uk

Lorraine McMillan, Chief Executive

Cabinet contact: Councillor Jim Fletcher, Leader of the Council,
Tel: 0141 639 0265 (Home), 0141 577 3107 (Office)

BACKGROUND PAPERS

Local Government Benchmarking Framework: 2014-15 Performance, Cabinet, 24 March 2016
Local Government Benchmarking Framework: 2013-14 Performance, Cabinet, 19 February 2015

KEY WORDS

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

Summary of LGBF performance 2015/16

This annex provides a summary of East Renfrewshire's performance against key LGBF indicators for the period 2013/14 to 2015/16. 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 2015/16 data with the Scottish average and graphs showing East Renfrewshire trend data against the Scottish and Family Group averages.

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	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	Attainment of all children at S4 (% of pupils achieving 5+ awards at level 5)[1]	82%	82%	82%	59% (+23%)	1	1	1	1	1	1
	Attainment of all children at S6 (% of pupils gaining 5+ awards at level 6)[1]	58%	59%	62%	33% (+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 level 5)[1]	55%	59%	53%	39% (+14%)	1	1	1	1	2	2
	Attainment at S6 of children who live in deprived areas (% pupils in 20% most deprived areas getting 5+ awards at level 6)[1]	20%	26%	24%	15% (+9%)	1	1	1	2	2	2
	Proportion of pupils entering positive destinations	96.0%	96.2%	n/a	n/a	1	1	n/a	3	2	n/a
	% Average Total Tariff[2]	1265.28	1296.52	1313.5	875.2 (+438.3)	1	1	1	1	1	1
Efficiency Outcome	Cost per primary school pupil	£4,580	£4,573	£4,518	£4,733 (-£215)	2	*2*	2	13	13	10

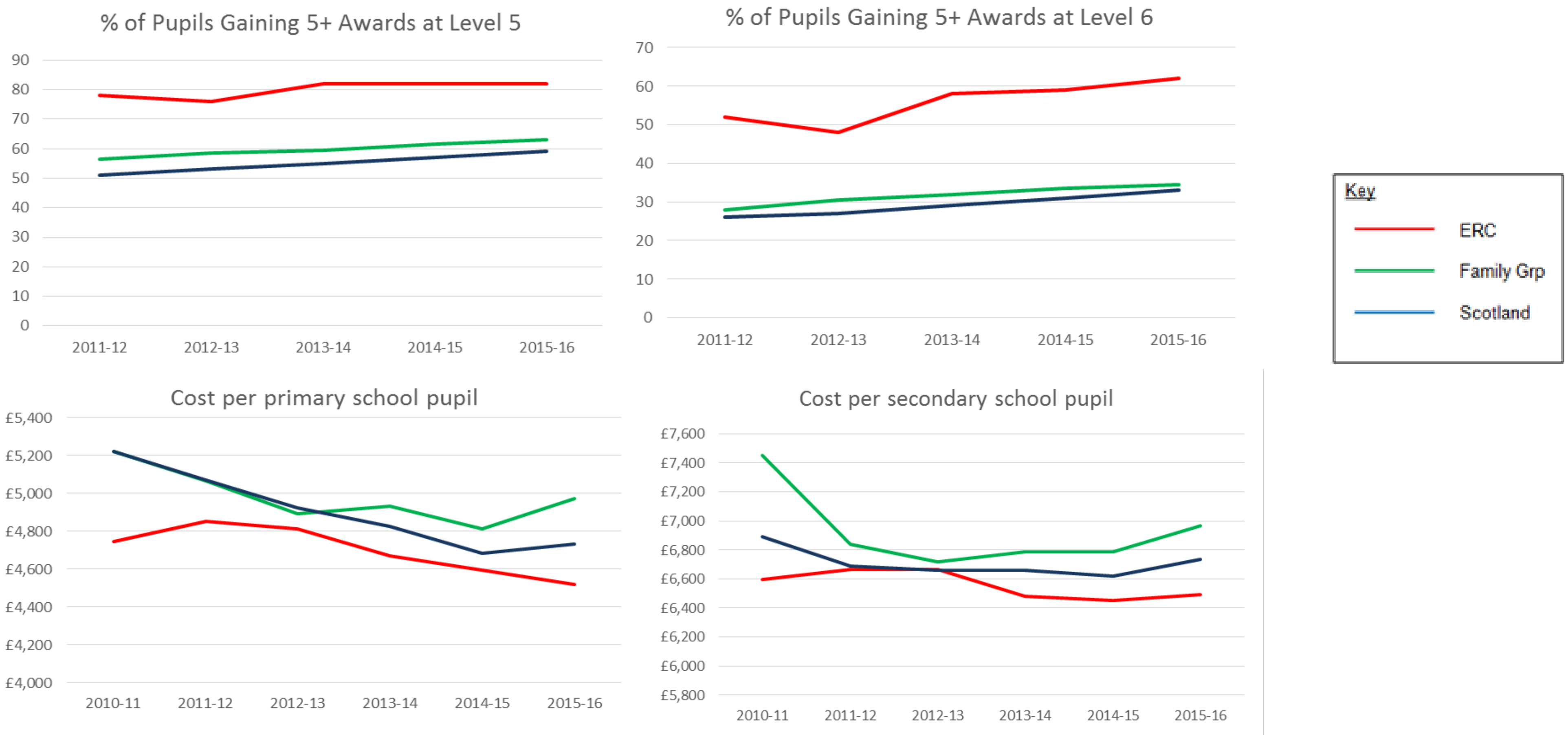
[1] Note – attainment data for 2015/16 is based on a proxy figure (using the S4 cohort as proxy for S6) since school leaver data not yet available. Data relating to attainment for pupils from deprived neighbourhoods cannot be verified by the Education department due to separate reporting mechanisms.
[2] Note - This indicator is new for 2015/16. It is experimental and will be subject to review for future years.

	Cost per secondary school pupil	**£6,359**	**£6,421**	**£6,490**	**£6,737 (-£247)**	**2**	***2***	**2**	**13**	**11**	**11**
	Cost per pre-school place	**£3,960**	**£3,904**	**£4,596**	**£3,854 (+£742)**	**4**	**3**	**3**	**27**	**24**	**23**
Customer Outcome	**Percentage of adults satisfied with local schools[3]**	**87%**	**86%**	**84%**	**78% (+6%)**	**1**	**2**	**2**	**7**	**12**	**13**
	Citizens' Panel - Nursery education % of service users rating service as very good/good[4]	*93%*	*92%*	*86%*	*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	*98%*	*100%*	*96%*	*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	*96%*	*98%*	*96%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

[3] Data represents three year average for each period

[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



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. In the past 12 months, there have been increases in real costs in pre-school, primary and secondary education, after year on year reductions in previous years.

Overall attainment (average tariff score) improved by around 14% across Scotland but, within that, the most deprived pupils improved the most (25.5%). The pattern in the total tariff score data is replicated in the data on 5+ passes at SCQF levels 5 and 6 (or above). Average improvement rates on these indicators between 2011/12 and 2015/16 were 15.7% and 26.9% respectively. For the most deprived quintile it was almost double that: 34.5% and 50.0%. There is however, still a very substantial “gap” between the most deprived and the average, reflecting a wide range of factors.

Satisfaction with Scottish schools (according to the Scottish Household Survey) fell for the third year in a row, reducing from 79% to 74% in the last 12 months, and down 9 percentage points since 2010/11.

What is our 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. 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 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 and we continue to perform in the top quartile. The examination attainment of our most deprived children has reduced slightly from our highest ever performance in 2014-15. 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. Following the legislative change to 600 hours of early learning and childcare from August 2014, our cost per pre-school place compares more favourably with other local authorities. The replacement of some teachers in pre-five with child development officers from session 2014/15 has also contributed to our improved ranking for this indicator.

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 early identification of vulnerable children, supporting school improvement partnerships to raise attainment for key equity groups and taking forward 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.

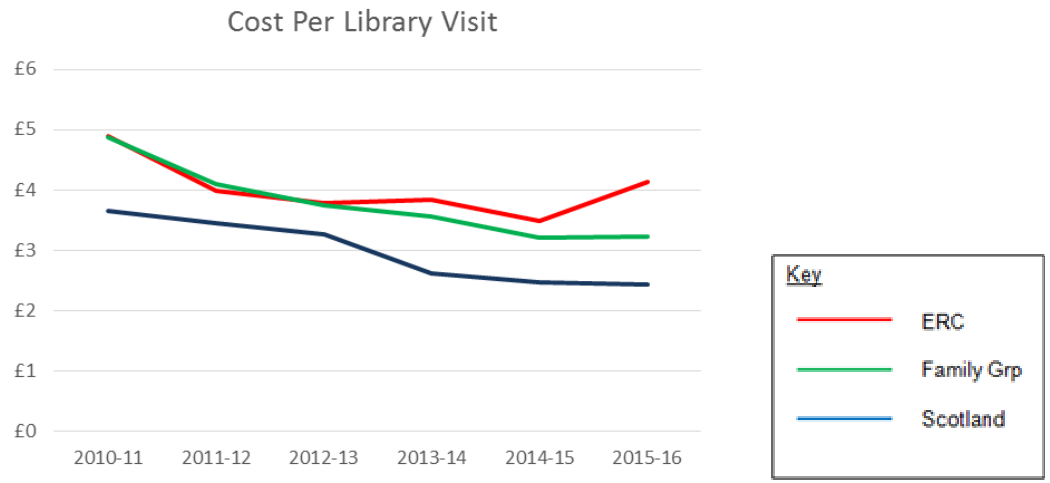
In East Renfrewshire, benchmarking data including the LGBF is used as a results-driven process to increase effectiveness, set future targets and improve outcomes for all learners. Best practice is also disseminated to improve outcomes for all children and young people. The department will continue to 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	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Efficiency Outcome	**Cost per visit to libraries[5]**	**£3.77**	**£3.47**	**£4.13**	**£2.44 (+£1.69)**	**3**	**3**	**4**	**22**	**21**	**25**
Customer Outcome	**Percentage of adults satisfied with libraries[6]**	**86.1%**	**83.0%**	**76.3%**	**77.3% (-1%)**	**2**	**2**	**3**	**11**	**16**	**22**
	Citizens' Panel - Libraries % of service users rating service as very good/good	*90%*	*94%*	**96%**	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trend



National overview

[5] Change to indicator for 2015/16 cost indicator now presented as Net Cost rather than Gross Cost
[6] Data represents three year average for each period (e.g. 2015/16 = average for 2013/14, 2014/15 and 2015/16)

Across culture and leisure services, costs per visit/attendance have significantly reduced since 2010/11. Substantial increases in visitor numbers for sports (16.8%) and libraries (29.8%) have been achieved against a backdrop of a 12% reduction in net expenditure. The growth in visitor numbers has slowed in the past 12 months. Public satisfaction rates (according to the SHS) for all culture and leisure facilities have fallen in the last 12 months.

What is our 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 promote social well-being by providing space, resources and activities for the community.
- 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.

Trust performance

Last year was a good year for East Renfrewshire’s libraries having been awarded the prestigious Edge Award, previously awarded to large municipal authorities such as Manchester and Glasgow. The Service completed the year’s work with a successful Customer Service Excellence evaluation, retaining its accreditation and increasing the number of “Compliance Plus” scores to 11 from the 9 awarded in the previous assessment, where *“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”.*

East Renfrewshire Library Service achieved over a million visits (virtual and physical) for the first time, with 1,009,843 visitors, up 16.7% on the previous year, thereby exceeding the target for library attendances per 1000 population. Physical visits amounted to 578,157 (up 20 % on the previous year) and virtual visits 431,686 (up 12.4%). Barrhead Foundry was the main force behind the increase. At 184,603 visits, numbers were 136.1% above 2014/15 (+106,419) and 186.4% above previous 5 year averages, but increases were also noted at Giffnock (+6.2%) and Mearns Libraries (+2.8%), with Clarkston remaining approximately the same (-0.4%). Whilst some of the smaller libraries continued to see visitor numbers decline gently, Busby Library continued to be the exception, posting a visitor increase of +43.1% (+7,293), reflecting good local programming, and a strong relationship with local schools and community groups.

The redesign of the library service to implement the cluster model envisaged in the Library Strategy was completed ahead of schedule and these savings will be reflected in the forthcoming returns.

What the Trust is doing to improve services

East Renfrewshire Culture & Leisure’s Business Plan for 2017-18 sets out a number of key aims for delivering 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

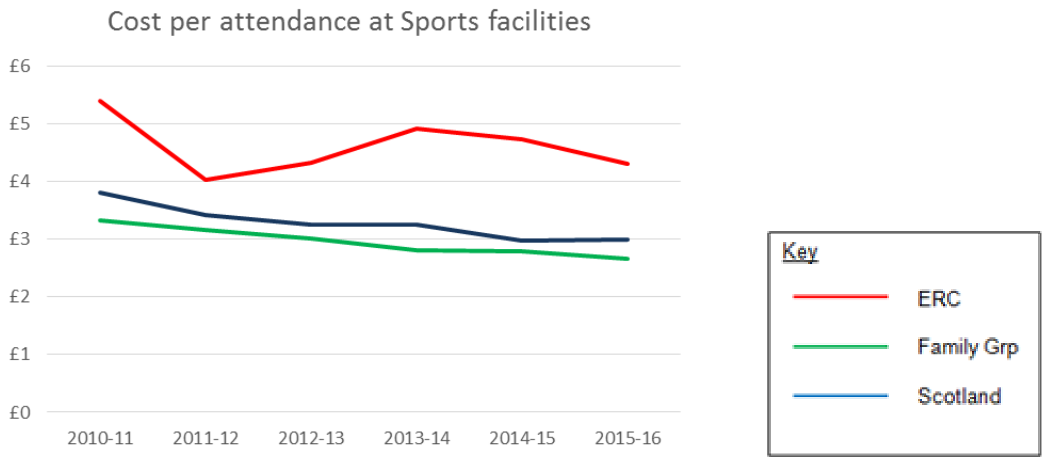
For Libraries this will mean:

- Following the redesign of the Library Services on community hub model, continuing training and development of staff to establish a greater degree of local control for each library cluster
- Reviewing stock provision and supplier contracts for book supply and e-books
- Redesigning the online catalogue
- Exploring the replacement of the Library Management System
- Piloting *Open+,* to extend library services outwith normal operating hours
- Evaluating the Every Child a Library Member project.
- Preparing for the delivery of capital projects to co-locate library services with other culture and leisure activities in areas such as Thornliebank, Mearns or Neilston

Sports Facilities

Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Efficiency Outcome	**Cost per attendance of sport and leisure facilities (including swimming pools)[7]**	**£4.81**	**£4.71**	**£4.31**	**£2.99 (+£1.32)**	**4**	**4**	**4**	**27**	**27**	**25**
Customer Outcome	**Percentage of adults satisfied with leisure facilities[8]**	**81.4%**	**78.7%**	**72.7%**	**75.7% (-3%)**	**2**	**3**	**4**	**10**	**17**	**26**
	Citizens' Panel - Sport and Leisure facilities % of service users rating service as very good/good	*85%*	*81%*	*77%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trend



National overview (See above)

[7] Change to indicator for 2015/16 cost indicator now presented as Net Cost rather than Gross Cost
[8] Data represents three year average for each period (e.g. 2015/16 = average for 2013/14, 2014/15 and 2015/16)

What is our strategic policy intention?

- To contribute to the health and wellbeing of local residents through a range of health and fitness, sporting and leisure opportunities which are accessible to everyone.
- To manage sport and leisure 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.

East Renfrewshire Culture and Leisure Trust (ERCL) performance

In the Trust's first year of operations sports venues attendances were up over 13.7% on the previous year (+74,765) and 8.4% (+48,152) up on the previous best year (2011/12). The Foundry featured strongly in Sports Centres' performance, with attendances overall up over 23,000 (and gyms' usage up almost 10,000). Notably, community group hires were up 36.5% to a five-year high, underlining the importance of the Foundry at the heart of the Community. However, it is worth underlining that Eastwood High School, Eastwood Park and Neilston were all also up (the latter again at a five-year high).

Attendances per 1,000 population for indoor sports and leisure facilities and sports development usage per 1000 both exceeded their targets, but swimming pool attendance fell below its target by 10%. Whilst there was improvement on the previous year attendances for casual swimming and lessons have not yet returned to 2011/12 levels seen prior to the closures for centre refurbishments in Barrhead, Neilston and Eastwood High. Gyms and fitness average monthly gym membership for the year closed at 2,337 – a 5.5% increase on 2014/15's level of 2,215 and the first time in 5 years where numbers increased. (New joins exceeded cancellations of the first time in 4 years, whilst average attrition rates finished at a 4 year low.)

Community Sports Development demonstrated sustained growth despite these being measured against the levels of programming seen in 2014/15 linked to the Commonwealth Games, with participation in Community Sports Development activities up 5.1% to 150,453 attendances.

Costs continue to be managed down especially in overtime, continuing the improvements in cost per attendance, whilst commercial income has risen 15% against 2014/15 levels, largely driven by sports.

What the Trust is doing to improve services

East Renfrewshire Culture & Leisure's Business Plan for 2017-18 sets out a number of key aims for delivering 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 have been undertaken or completed including:-

- a new pricing structure for gyms and fitness, implemented in April 2016
- a new website, social media strategy, communications policies and associated training
- creation of dedicated bookings team
- new online bookings processes and software to facilitate a programme of ‘sales channel shift’ begun 2016 with online swimming lesson registrations

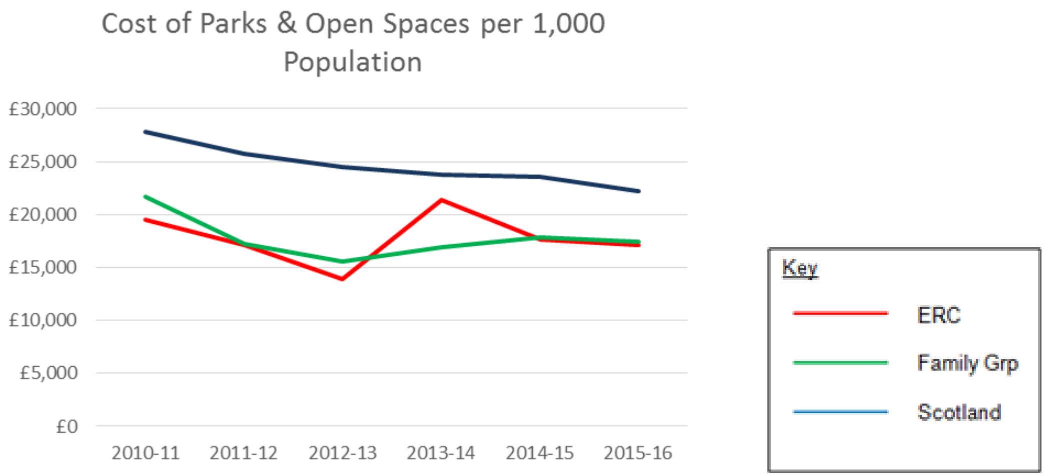
Over the coming year we will be:

- Working with the Council to develop an Asset Management Plan for properties licensed to the Trust
- Advancing proposals in line with the Asset Management Plan for the investment in culture and leisure facilities
- Implementing Customer Service Excellence in Venues
- Launching a 3 year targeted growth programme for both gyms and fitness and swimming lessons
- Reviewing programming and pricing to ensure a clear and coherent approach
- Continuing the redesign of sales and booking systems to create convenient and personalised digital booking of facilities

Parks and Open Spaces

Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Efficiency Outcome	**Cost of parks and open spaces per 1,000 population**	**£20,951**	**£17,525**	**£17,151**	**£22,232 (-£5,081)**	**2**	***2***	**2**	**14**	**9**	**10**
Customer Outcome	**Percentage of adults satisfied with parks and open spaces** [9]	**89.7%**	**89.0%**	**88.7%**	**85.7% (+3%)**	**1**	**2**	**2**	**8**	**11**	**14**
	Citizens' Panel - Public parks and open spaces % of service users rating service as very good/good	*94%*	*94%*	*93%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trend



National overview

[9] Data represents three year average for each period (e.g. 2015/16 = average for 2013/14, 2014/15 and 2015/16)

Over the six-year period from 2010/11 to 2015/16, spending on parks across Scotland has reduced in real terms by 20.1%. There has been a year on year reduction across the period, with the rate of reduction accelerating in the last 12 months. Nationally, satisfaction with parks has remained higher and more stable when compared with other culture and leisure services.

What is our 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 to:

- promote sustainability by providing excellent natural resources which can be used for recreation and leisure
- providing services that attracts inward investment into the area.

The Parks service plays a key supporting role to 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. Currently this includes development of Cowan Park, Centenary Park, Aurs Glen, Busby Glen and Capelrig Woods.

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. The near completion of the Heritage Lottery Project has seen huge improvements to the infrastructure in Rouken Glen Park and has resulted in the park being voted Britain's Best Park.

In addition to this we have achieved Green Flag status for the fourth consecutive year and came runner up in the Green Flag People's Choice Award for Scotland's favourite Green Space. Our Parks service also achieved award recognition from APSE for their grounds maintenance and horticulture service. Our Barrhead Waterworks site achieved awards recognition as a finalist at the Scottish Public Service awards for a project to turn the old disused waterworks site into a community garden with the help of local volunteer groups and school pupils.

What the Council is doing to improve service

We aim to target our woodland management plans to ensure these areas are well managed and maintained. We are continuing to carry out work to minimize damage, disruption and remedial costs as a result of storms and inclement / extreme weather. Improvements will be carried out at Woodfarm All Weather Pitch and Eaglesham Playing Fields. A new trim track will be installed in Neilston and new play equipment will be installed in Cowan Park, Barrhead.

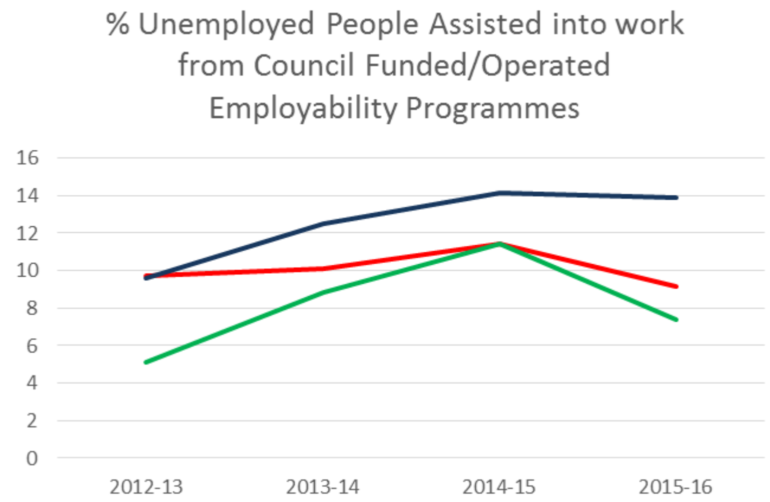
3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.

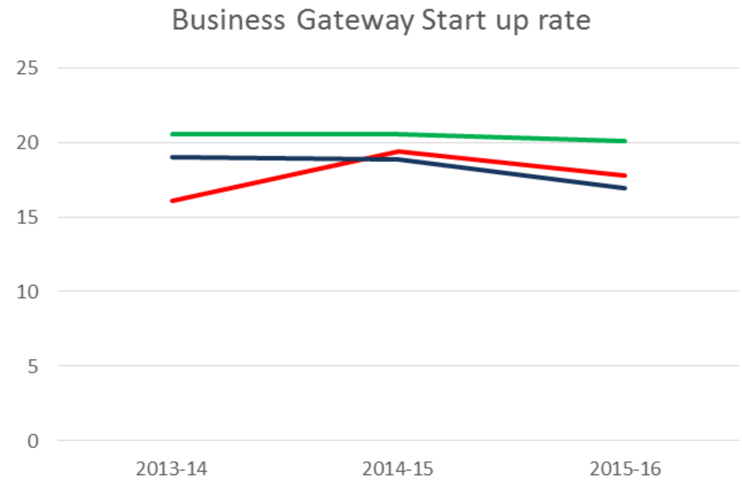
Economic Development and Planning

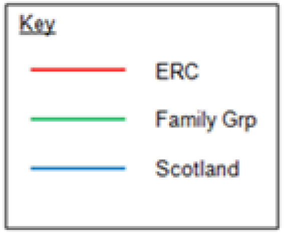
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	% unemployed people accessing jobs via council operated/funded employability programmes[10]	10.1%	11.4%	9.1%	13.9% (-4.8%)	2	3	3	16	20	18
	% of procurement spent on local small/medium enterprises[11]	6.2%	6.8%	7.3%	19.7% (-12.4%)	4	4	4	32	32	31
	No of business gateway start-ups per 10,000 population[11]	16.1	19.4	17.8	16.9 (+0.9%)	4	3	3	26	19	17
Efficiency Outcome	Cost Per Planning Application[11]	£4,935	£4,855	£4,485	£4,832 (-£347)	3	3	3	18	20	18
	Average Time (Weeks) Per Commercial Planning Application[11]	7.4	7.7	7.5	11.2 (-3.7)	1	1	1	4	4	5

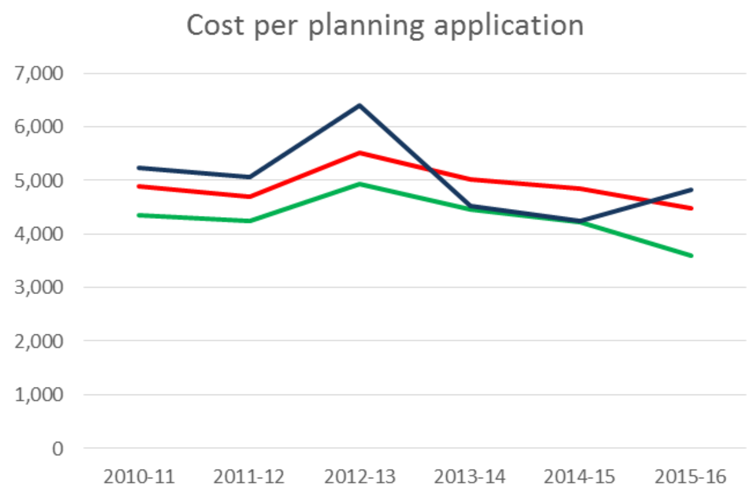
[10] Note – this indicator sat underneath strategic indicator 2 (East Renfrewshire residents are fit and active and have the skills for learning, life and work) in the 2016-19 SOA.
[11] Note - These indicators are new for 2015/16. They are experimental and will be subject to review for future years.

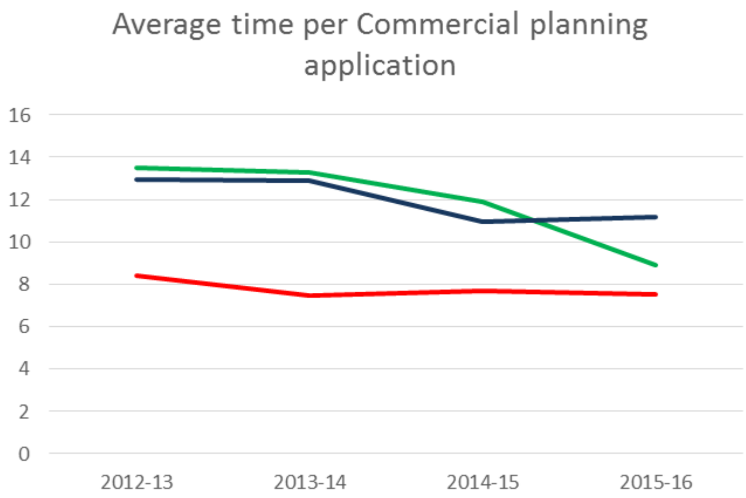
Key trends











National overview

While there was an increase in the percentage of unemployed people assisted into work from council funded/operated employability programmes between 2012/13 and 2014/15, this has reduced slightly in the past 12 months (from 14.14% in 2014/15 to 13.91% in 15/16). The Business Gateway start-up rate has also reduced from 19% to 16.9% in the past 12 months.

In planning services, between 2010/11 and 2015/16 costs fell from £5,234 per application to £4,832 per application; however they have risen slightly in the past 12 months. Similarly, the time taken to process commercial planning applications has reduced by 13.6% between 2012/13 and 2014/15, although the average time increased slightly in the past 12 months.

What is our 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.

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 a reduction in the amount of external funding available to the Council for the delivery of employability and business development programmes, hence the reason for the slight decrease in % unemployed people accessing jobs via Council operated/funded employability programmes and number of business gateway start-ups. There was a 2 year delay in the approval of European Social Fund and European Regional Development Fund programmes. There has also been a continuous reduction in the amount of spaces available to the Council from National Training Programmes – Employability Fund and Modern Apprenticeship. Significant achieved with limited resources.

The cost per planning application has reduced year on year and we are below the Scottish average for this measure. Nevertheless, there are concerns about how accurately the indicator reflects the cost of processing a planning application (since the measure currently includes non-planning costs such as Building Control). Using East Renfrewshire Council figures, and utilising development management costs alone the figure would be £1,262 per application. Utilising all planning service costs the figure would be £3,292 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 (nine in 15/16 – 1.3% of total). Both of the newly introduced planning indicators are subject to review and are expected to be amended ahead of the next LGBF iteration.

What the Council is doing to improve service

The Economic Development Team and Work EastRen will actively bid for the 2014-2020 European Structural Funds programmes which will fund the vast majority of employability and business development activity. Work EastRen has carried out a review of the Modern Apprenticeship programme and presented this to Cabinet. The Council will adopt a more corporate approach which links with the Workforce Planning agenda. This will be reflected in our National Training Programmes bids to Skills Development Scotland. Once external funding sources have been secured Economic Development and Work EastRen will actively promote business support and employability services via their respective marketing strategies which ensure an increase in targets achieved. Economic Development Team have also employed a full-time Family Firm coordinator which will 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.

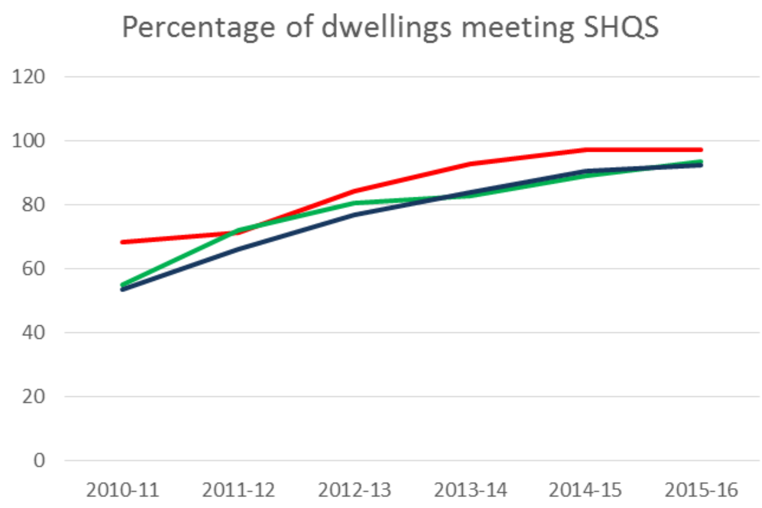
Community Benefits, the Council’s Sustainable Procurement Policy, will also secure a wide range of interventions in terms of employability, which the Work EastRen team will secure for residents.

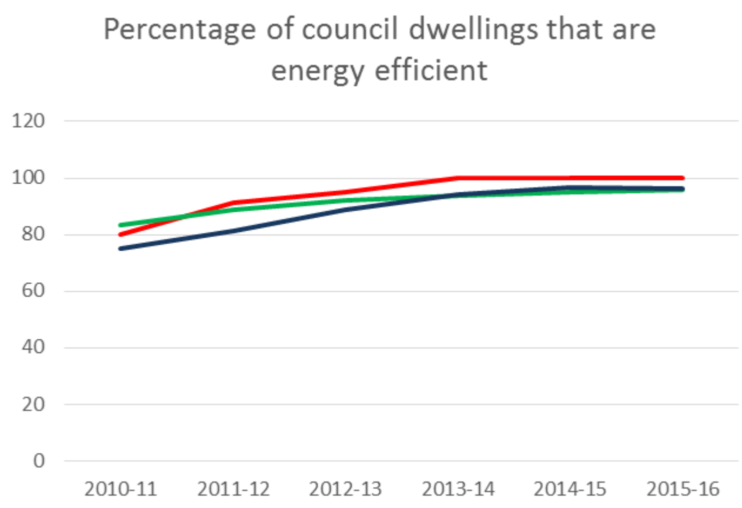
Housing Services

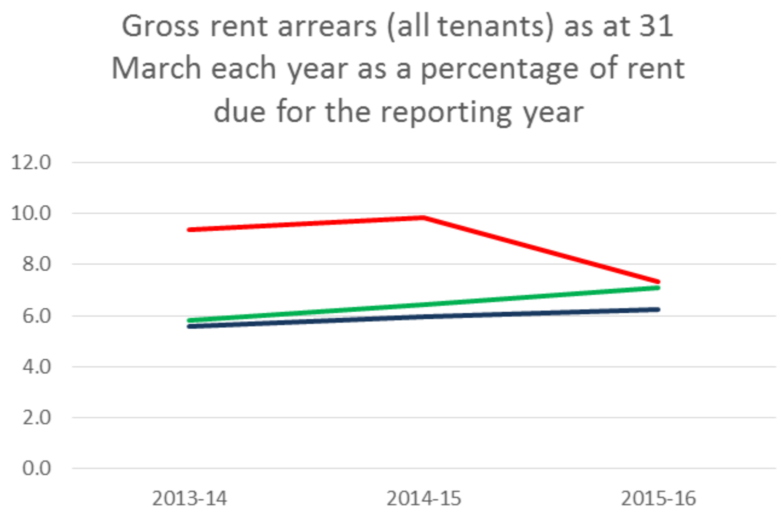
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	**% of stock meeting the SHQS**	**92.9%**	**97.2%**	**97.0%**	**92.5% (+6.5%)**	**1**	**1**	**2**	**4**	**5**	**10**
	% of council dwellings that are energy efficient[12]	**100%**	**99.9%**	**99.9%**	**96.2% (+3.7%)**	**1**	**2**	**1**	**1**	**9**	**5**
	Average length of time (days) taken to complete non-emergency repairs	**8.5**	**7.0**	**5.2**	**9.4 (-4.2)**	**2**	**1**	**1**	**9**	**5**	**3**
Efficiency Outcome	**Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year**	**9.4%**	**9.9%**	**7.3%**	**6.3% (+1%)**	**4**	**4**	**3**	**26**	**26**	**18**
	% of rent due lost through properties being empty during the last year	**1.3%**	**0.8%**	**0.9%**	**1.1% (-0.2%)**	**3**	**2**	**2**	**15**	**11**	**13**
Customer Outcome	*Citizens' Panel - Local authority housing % of service users rating service as very good/good[13]*	*61%*	*63%**	*82%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

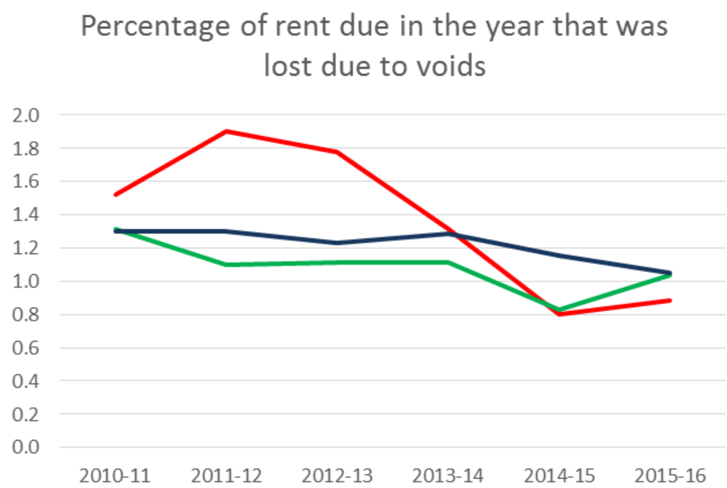
[12] Actual title of indicator is % of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31st March each year
[13] Ratings based on low level of responses. Therefore results should be treated with caution.
* Nb - 2014/15 ERC Tenants Survey showed satisfaction at 82%.

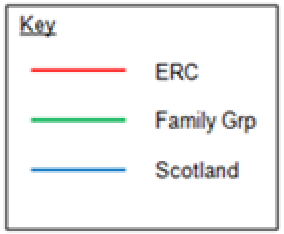
Key trends

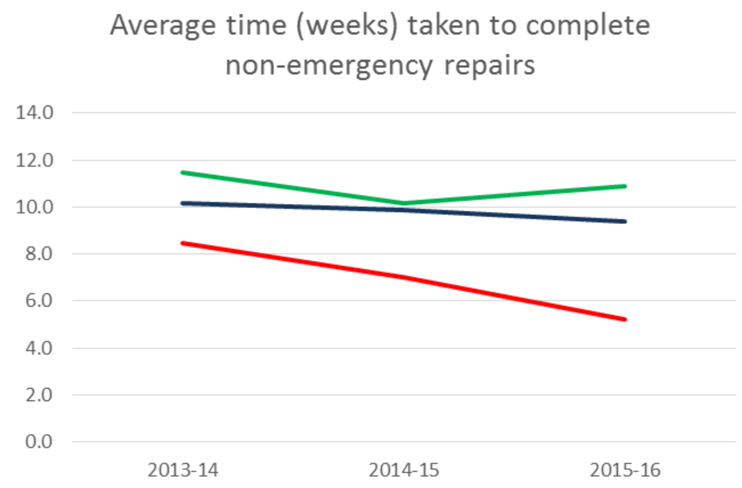

Percentage of dwellings meeting SHQS
120
100
80
60
40
20
0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16


Percentage of council dwellings that are energy efficient
120
100
80
60
40
20
0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16


Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
12.0
10.0
8.0
6.0
4.0
2.0
0.0
2013-14
2014-15
2015-16


Percentage of rent due in the year that was lost due to voids
2.0
1.8
1.6
1.4
1.2
1.0
0.8
0.6
0.4
0.2
0.0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16


Key
ERC
Family Grp
Scotland



National overview

Across Scotland, the average tenants' arrears as a percentage of net rent due has increased year on year from 5.6% in 2013/14 to 6.2% in 2015/16. As with council tax payments, evidence is emerging that benefit reform is a significant detrimental factor. The rent lost due to voids has reduced from 1.3% to 1.1% since 2010/11.

In terms of Housing Quality, there have been significant improvements over the past 6 years in terms of dwellings meeting Scottish Housing Quality Standards (SHQS) and energy efficiency standards. In 2015/16, 92.5% of council dwellings met the SHQS, an increase of 39 percentage points from 2010/11. In 2015/16, 96.2% of council dwellings were energy efficient, an increase from 74.9% in 2010/11.

What is our strategic policy intention?

Our long term vision is to be the best Scottish council in delivering Housing and Housing related services to our customers.

Council performance

Housing Services performance remains above the Scottish average for achieving SHQS. For 15/16 there were no SHQS fails; the remaining 3.0% are for works that could not be undertaken, i.e. work not financially viable or owner does not consent. This is a slight increase in % properties falling into this category due to an improvement in systems information; however this is also related to a drop in overall stock numbers though Right to Buy Sales. Performance has improved in relation to energy efficiency in council homes and gross rent arrears, with both moving up to the next quartile. Rent arrears however remains a firm focus for improvement. Quartile performance on non-emergency repairs and rent loss from empty properties has held steady and remains below the Scottish average.

What the Council is doing to improve service

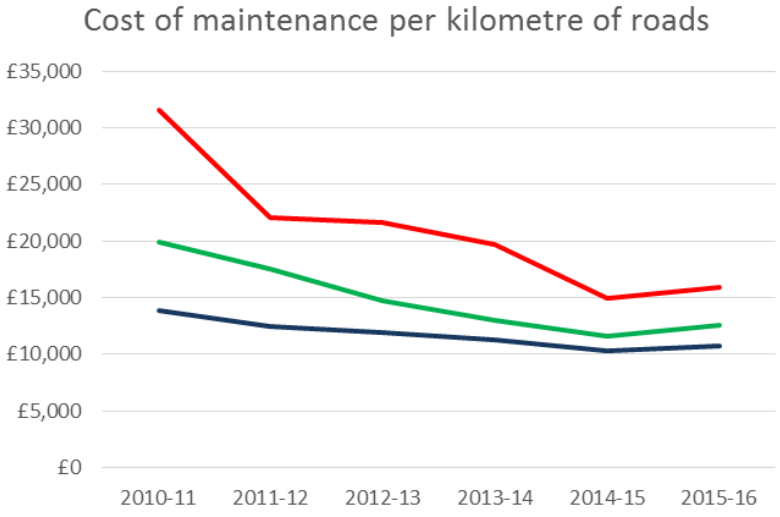
We have achieved a 2.6% reduction in gross rent arrears, pushing performance out of the lowest quartile. Public consultation has taken place on a revised rent arrears policy, and system improvements made to improve case management and performance monitoring. Work will continue to drive up performance in rent collection, mitigating as far as possible also the impact of the introduction of Universal Credit. There are currently 50 tenants who have moved to Universal Credit, and at the same time a corresponding rise of 37% in rent arrears for these cases. Based on our benchmarking activity with authorities who have already moved to full service, there will be a sharp increase in the number of Universal Credit cases as we move to full service locally in June 2018. The context will be extremely challenging and will put upwards pressure on rent arrears. We will continue to develop further enhancements to our systems and processes and to learn from the experience of other local authorities where Universal Credit Full Service has been introduced.

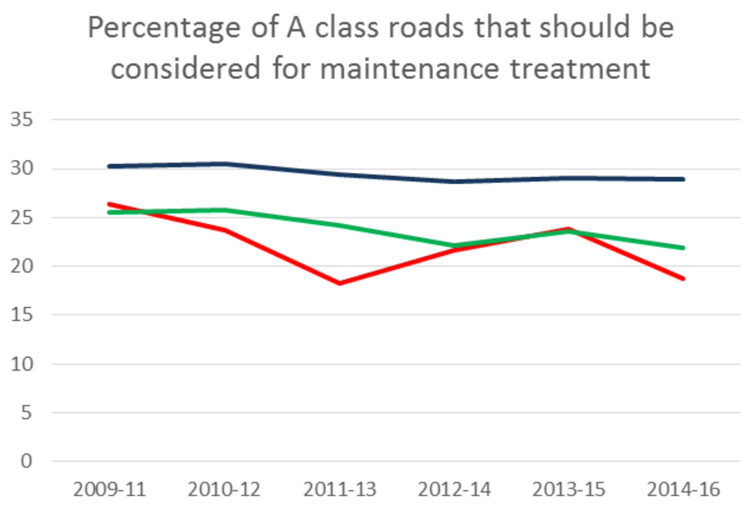
Road Condition

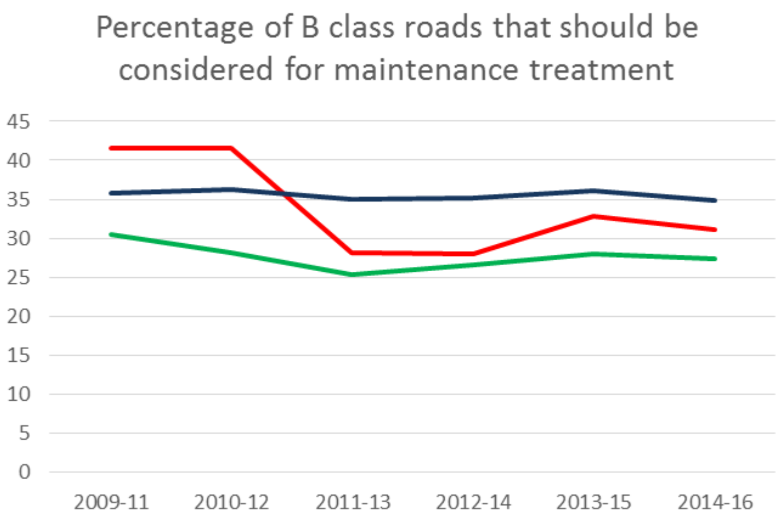
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	**Percentage of class A roads that should be considered for maintenance treatment[14]**	**21.6%**	**23.9%**	**18.8%**	**29.0% (-10.2%)**	**1**	**2**	**1**	**8**	**12**	**2**
	Percentage of class B roads that should be considered for maintenance treatment[14]	**28%**	**32.9%**	**31.0%**	**34.8% (-3.8%)**	**2**	**2**	**2**	**12**	**16**	**15**
	Percentage of class C roads that should be considered for maintenance treatment[14]	**36.7%**	**36.2%**	**31.7%**	**34.7% (-3%)**	**2**	**2**	**2**	**16**	**15**	**15**
	Percentage of unclassified roads that should be considered for maintenance treatment[15]	**50.3%**	**42.5%**	**44.7%**	**40.1% (+4.6%)**	**4**	**3**	**3**	**26**	**22**	**24**
	The percentage of the road network that should be considered for maintenance treatment.	*43.5%*	*39.1%*	*39.2%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Efficiency Outcome	**Road cost per kilometer**	**£19,384**	**£14,898**	**£15,925**	**£10,791 (+£5,134)**	**4**	**3**	**4**	**27**	**22**	**25**
Customer Outcome	*Citizens' Panel - Maintenance of roads – percentage rating this as good or very good*	*30%*	*36%*	*29%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

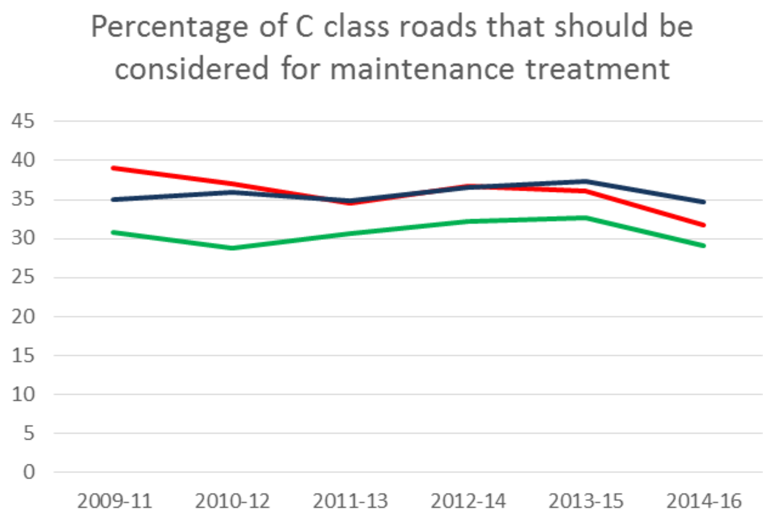
Key trends

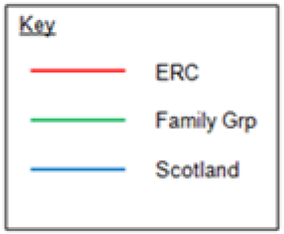
[14] Data relates to 2012-14, 2013-15, 2014-16
[15] Data relates to 2010-14, 2011-15, 2012-16


Cost of maintenance per kilometre of roads
£35,000
£30,000
£25,000
£20,000
£15,000
£10,000
£5,000
£0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16


Percentage of A class roads that should be considered for maintenance treatment
35
30
25
20
15
10
5
0
2009-11
2010-12
2011-13
2012-14
2013-15
2014-16


Percentage of B class roads that should be considered for maintenance treatment
45
40
35
30
25
20
15
10
5
0
2009-11
2010-12
2011-13
2012-14
2013-15
2014-16


Percentage of C class roads that should be considered for maintenance treatment
45
40
35
30
25
20
15
10
5
0
2009-11
2010-12
2011-13
2012-14
2013-15
2014-16


Key
ERC
Family Grp
Scotland

National overview

Since 2010/11, the Scottish average cost per kilometre fell by 15.5% from £14,652 to £12,384. Although there has been an overall reduction across the period, expenditure patterns have not followed a consistent downward pattern across the period. Despite the reduction in spending over the period, the condition of key parts of the roads networks has improved. Over the past 12 months, there has been an improvement across B class and C class roads; the condition of A class roads has remained constant, with only Unclassified roads deteriorating.

What is our 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, B and C roads that should be considered for maintenance treatment improving ranking position for class A and B roads, most notably moving to the top quartile for A roads. There was a 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.

What the Council is doing to improve service

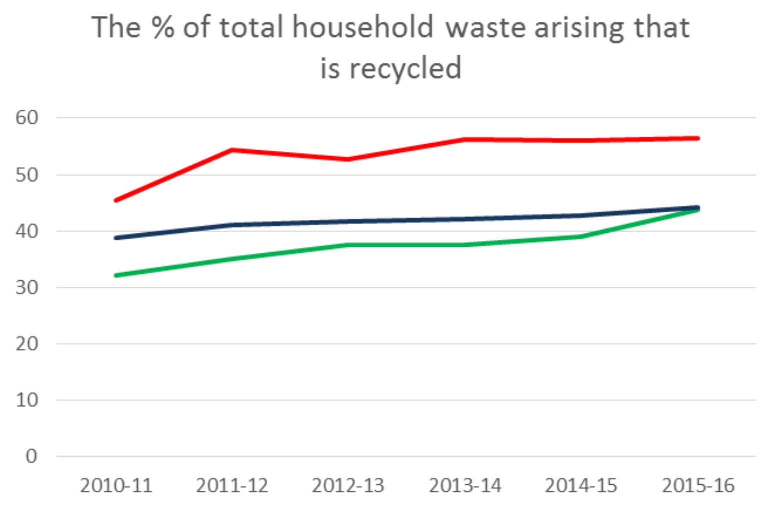
We are investing a further £1.6m in improving local roads and footpaths in 2017/18 in response to low levels of public satisfaction as ratings by out Citizen’s Plan. We are also continually working to strengthen the link between our Roads Asset Management Plan and the efficient use of resources for roads 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 prioritsed 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.

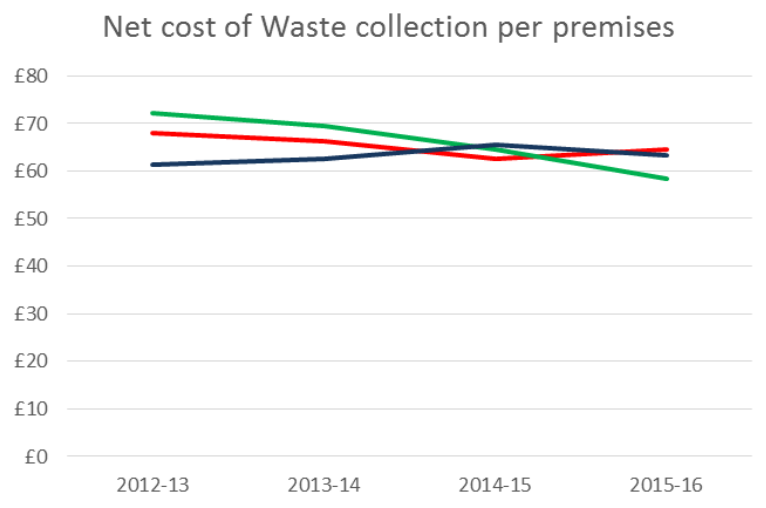
Waste and recycling

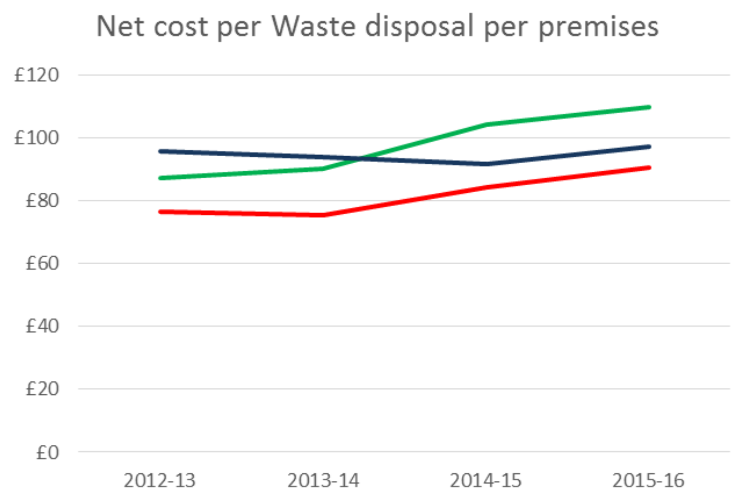
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	**The percentage of total household waste that is recycled**	**56.3%**	**56.1%**	**56.4%**	**44.3% (+12.1%)**	**1**	**1**	**1**	**2**	**4**	**3**
Efficiency Outcome	**Net cost of waste collection per premises**	**£64.96**	**£62.39**	**£64.44**	**£63.40 (+£1.04)**	**3**	**3**	**3**	**21**	**18**	**21**
	Net cost per waste disposal per premises	**£74.02**	**£83.97**	**£90.33**	**£97.02 (-£6.69)**	**2**	**2**	**2**	**9**	**15**	**13**
Customer Outcome	**Percentage of adults satisfied with refuse collection**[16]	**80.4%**	**76.7%**	**75.3%**	**83.0% (-7.7%)**	**4**	**4**	**4**	**24**	**29**	**29**
	Citizens' Panel – Wheeled bin refuse collection % of service users rating service as very good/good	*82%*	*81%*	*75%*	*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	*82%*	*86%*	*84%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

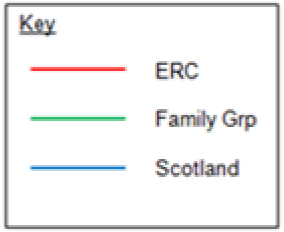
[16] Data represents three year average for each period (e.g. 2015/16 = average for 2013/14, 2014/15 and 2015/16)

Key trends









National overview

Over the four-year period from 2012/13 to 2015/16, the Scottish average cost per premise for waste collection increased in real terms by 3.5%. However, there has been a reduction of 3.1% 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 1.5%. Net expenditure increased by 6.8% in the past 12 months after reducing in previous years, leading to a 6.1% increase in cost per premise between 2014/15 and 2015/16.

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 44.3% in 2015/16 as efforts are made to achieve Scotland's Zero Waste 60% household waste recycling target by 2020.

What is our strategic policy intention?

We intend to embed our new 4 bin service which was rolled out in October 2016 which will see an improvement in our recycling performance with a reduction in waste being sent to landfill.

Our Waste Strategy section is responsible for ensuring that the Council meets its Regulated waste requirements by planning and implementing waste reduction initiatives such as the introduction of a new kerbside collection service from October 2016, Excess Waste Policy, Recycle on the Go and various educational campaigns, and in addition maintaining all contracts in relation to the collection, disposal and recovery of waste streams, for both household and commercial properties in the area.

Council performance

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 was seen as an opportunity to improve facilities to allow the capture of more recyclates. 2017 will be the first complete year of the new service and we expect to see recycling improving at a rate which will help us meet Scottish Government Targets.

Improved contracts have seen recycling levels increasing at our Household Waste Recycling Centres due to the use of new technologies.

As part of the Clyde Valley Residual Waste Project, East Renfrewshire Council has secured a home for its residual waste from 2019, giving a viable solution to the Scottish Government's ban on landfilling biodegradeable waste. This contract will run for a period of 25 years.

What the Council is doing to improve service

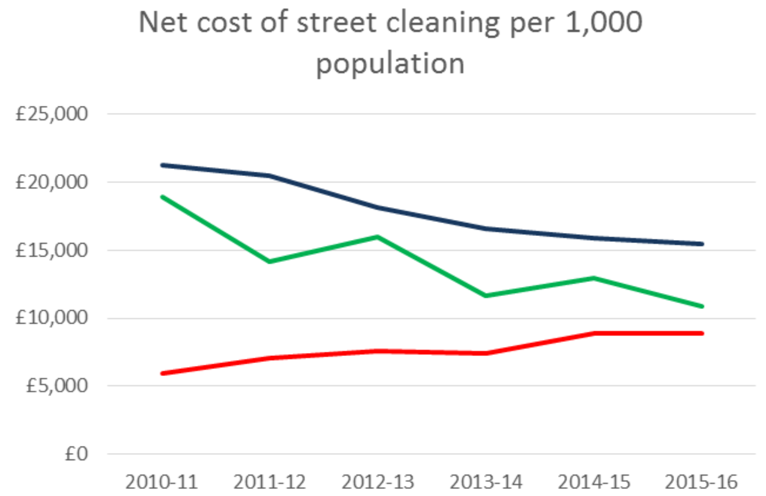
We introduced a new kerbside collection service in October 2016 along with changing collection receptacles both in response to customer feedback and to help reduce running costs for the service in future years. The new service included the introduction of new vehicle routes for all collections and in 2017 will see these routes being fine-tuned to make them more efficient and allow us to provide the best service to our residents.

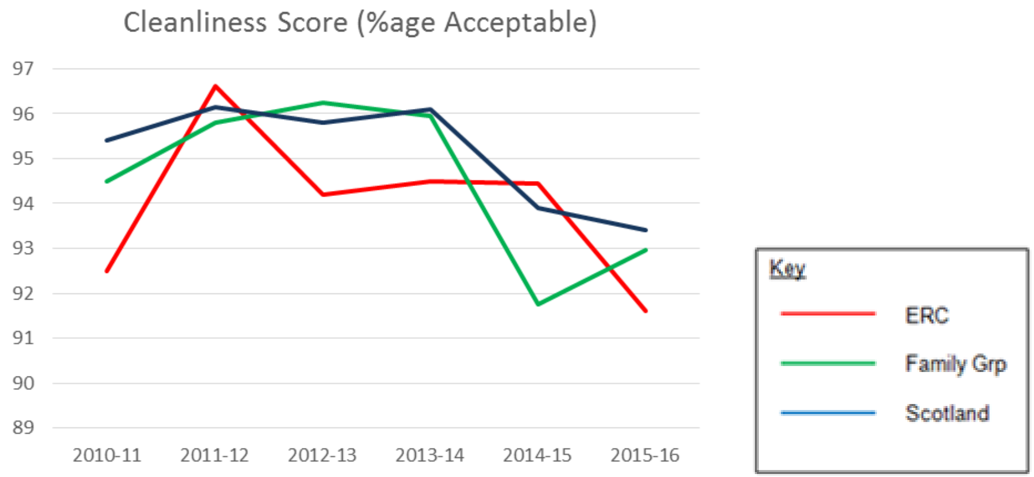
We are now seeking long term solutions for recyclable materials that will bring best value for its service. Various options are being explored including collaboration with other local authorities.

Cleanliness

Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	**Street cleanliness score – % areas assessed as clean**	**95%**	**94%**	**92%**	**93% (-1%)**	**4**	**3**	**4**	**26**	**17**	**25**
Efficiency Outcome	**Cost of street cleaning per 1,000 population**	**£7,290**	**£8,811**	**£8,909**	**£15,480 (-£6,571)**	**1**	**1**	**1**	**2**	**4**	**4**
Customer Outcome	**Percentage of adults satisfied with street cleaning**[17]	**75.3%**	**74.7%**	**72.0%**	**73.7% (-1.7%)**	**3**	**4**	**3**	**19**	**20**	**24**
	Citizens' Panel - Street cleaning/ litter control % rating this as good or very good	*64%*	*61%*	*58%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trends





National overview

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[17] Data represents three year average for each period (e.g. 2015/16 = average for 2013/14, 2014/15 and 2015/16)

Between 2010/11 and 2015/16, the Scottish average for Net Cost of Street Cleaning has reduced by 27.3%, from £21,294 to £15,480. This rate of reduction reflects a year on year reduction in costs although this has slowed in the last 12 months. The Scottish average for the Cleanliness Score has remained above 90% since the base year, but has reduced by 2.7 percentage points from 96.1% to 93.4% in the last two years.

What is our strategic policy intention?

Maintaining and improving street cleanliness making East Renfrewshire Council an attractive natural and built environment. The service adopts a very proactive role in education on litter issues and collaborative detection of litter, graffiti and fly tipping offences and makes use of community engagement including meeting with community groups, schools and library 'surgeries' to discuss street cleansing and other issues with residents.

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 dropped (marginally) below the Scottish average and we are now in the bottom quartile on this measure. 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.

Major interventions have been undertaken targeting primary schools informing of the impact of litter. Also 'recycle on the go' bins have replaced 40 litter bins giving residents the opportunity to recycle the waste rather than send it to landfill. Litter surgeries and volunteer litterpicks are held throughout the year. Working in partnership with our Roads colleagues, we now pre-plan litter picks at a time when roads will be closed for other purposes to minimize public disruption and maintain best value.

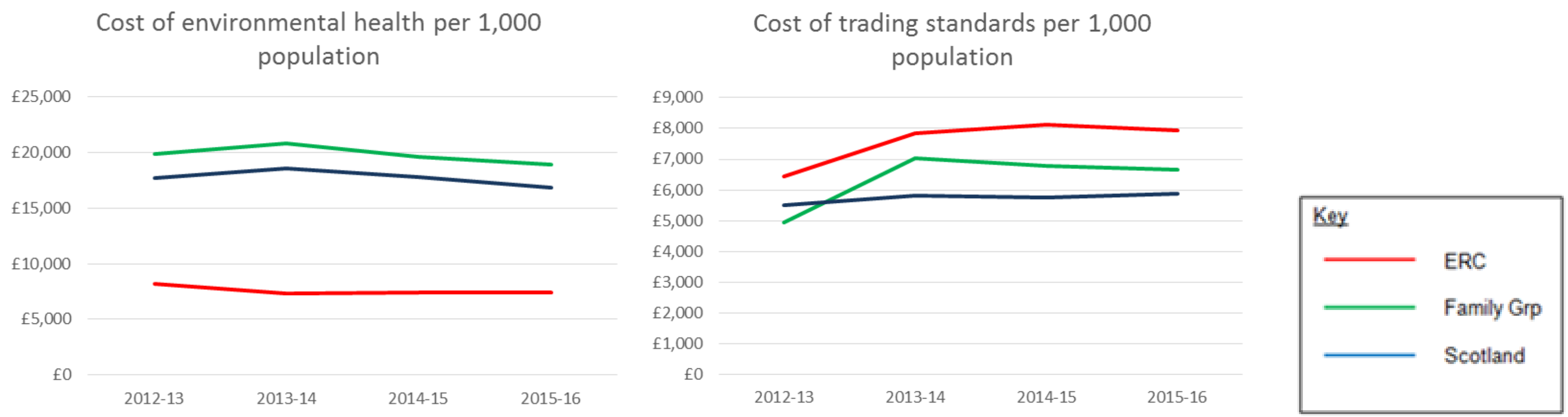
What the Council is doing to improve service

Using the Scotland Excel framework for mechanical sweepers, we now have a service that can be better controlled to allow for seasonal demands. New street sweeping routes allow every street to be swept a minimum of once every 6 weeks as well as having quick response teams to deal with reported issues.

Trading standards and environmental health

Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Efficiency Outcome	**Cost of environmental health per 1,000 population**	**£7,180**	**£7,383**	**£7,403**	**£16,849 (-£9,446)**	**1**	**1**	**1**	**1**	**1**	**1**
	Cost of trading standards per 1,000 population	**£7,694**	**£8,086**	**£7,951**	**£5,873 (+£2,078)**	**3**	**4**	**4**	**22**	**25**	**26**
Customer Outcome	*Citizens' Panel - Environmental health % of service users rating service as very good/good*[18]	*83%*	*80%*	*74%*	*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[19]	*79%*	*94%*	*100%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Key trends



National overview

[18] Ratings based on low level of responses. Therefore results should be treated with caution.
[19] As above.

Since 2010/11, the combined cost for environmental health and trading standards has reduced by 12.8%. Since 2012/13, there has been a 6.7% increase in the cost of trading standards services per 1,000 population. Across this same period, there was a 5.1% reduction in the cost of environmental health services per 1,000 population,

What is our strategic policy intention?

To provide a modern, effective one stop service that promotes compliance with legislation and prevention of harm by pro-active engagement with residents and businesses through advice, education and enforcement. The service strives to continue to offer a high quality service at a very efficient level

Council performance

There was a slight increase in the cost of Environmental Health, and although customer satisfaction dipped slightly on previous years, we maintained our ranking position of 1st for another year and remain well below the national average for cost of Environmental Health per 1,000 population. The cost of Trading Standards decreased slightly with customer satisfaction increasing to 100%, which has been achieved at a time when the service is receiving large volumes of requests for advice each year from businesses and individuals.

What the Council is doing to improve service

A Prevention Team was set up which links both Environmental Health and Trading Standards teams with the task of developing innovative and empowering projects to keep residents safe and confident. Both Environmental Health and Trading Standards teams have agile kits (e.g. laptops smartphones) allowing them to be more flexible and responsive to client needs.

4. East Renfrewshire residents are safe and supported in their communities and homes.

Domestic noise complaints

Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	0.78	0.48	0.37	70.30 (-69.93)	2	1	1	9	2	1

National overview

Nationally, the average time for councils to respond to domestic noise complaints has deteriorated since 2010/11 although there has been fluctuation year on year. There is also significant variation on this indicator across Scottish councils.

What is our strategic policy intention?

We aim to provide a modern, effective one stop service that promotes compliance with legislation and prevention of harm by pro-active engagement with residents and businesses through advice, education and enforcement.

Council performance

Our response time to domestic noise complaints has continued to improve, keeping us in the top quartile and a ranking of 1st overall. In total, we responded to 205 complaints between Community Safety and Environmental Health with our average response time well below our target of 1 hour and nationally set response times. Prompted by a reduction in budgets there are changes planned from April 2017 to the Community Safety Officers operating hours (not working between 1am and 7am) which may potentially lead to a future increase in this indicator.

What the Council is doing to improve services

Environmental Health and Community Safety will continue to work in partnership with the Police to offer an effective response service to noise complaints. We are also continuing to focus on resolving noise complaint issues without the need to attend on site to give a more direct and timely resolution to complaints.

5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported

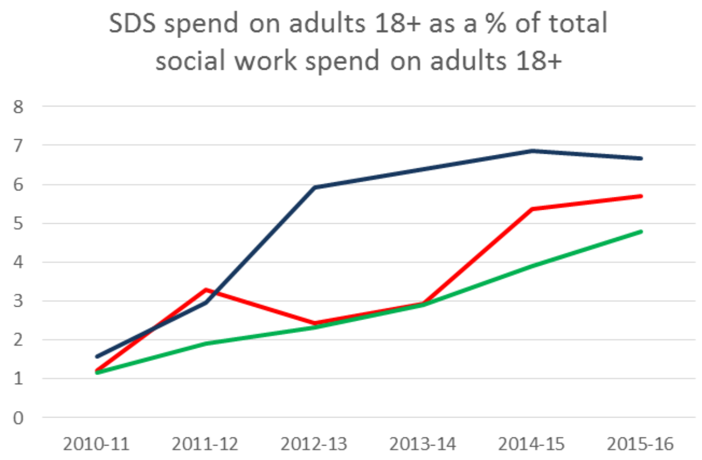
to enjoy full and positive lives for longer.

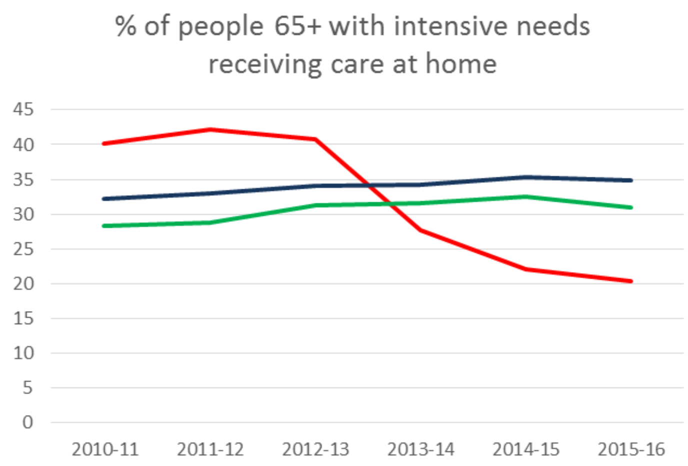
Adult Social Care

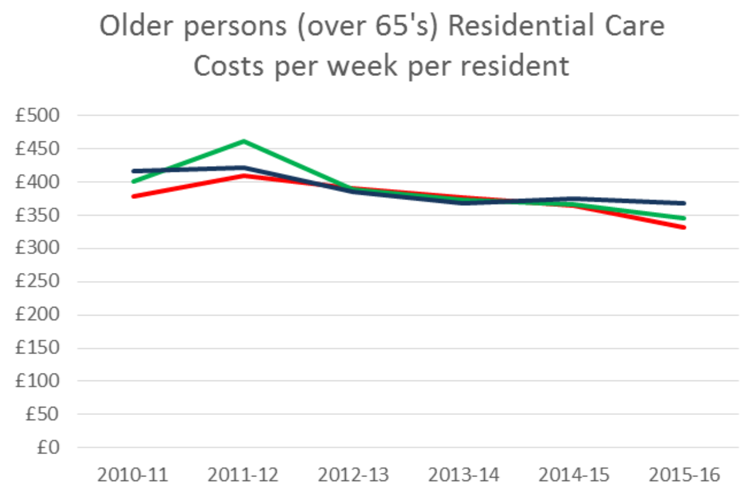
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Delivery Outcome	Percentage of people 65+ with intensive needs (plus 10 hours) receiving care at home	27.68%	22.01%	20.39%	34.78% (-14.39%)	4	4	4	27	30	32
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	2.93%	5.37%	5.69%	6.65% (-0.96%)	2	1	1	11	4	4
Efficiency Outcome	Older persons (Over 65) home care costs per hour	£18.15	£21.73	£25.33	£21.58 (+£3.75)	1	3	3	8	18	22
	The Net Cost of Residential Care Services per Older Adult (+65) per Week	£370.41	£363.66	£331.92	£368.85 (-£36.93)	2	2	1	14	11	6
Customer Outcome	Percentage of adults satisfied with social care or social work services[20]	60.6%	60.3%	50.3%	50.7% (-0.4%)	4	3	4	16	14	22
	Percentage of adults receiving any care or support who rate it as excellent or good.	n/a	85.3%	83.3%	84.0% (-0.7%)	n/a	3	2	n/a	17	13
	Citizens' Panel – Homecare services % of service users rating service as very good/good[21]	*89%*	*93%*	*100%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Health and social care services for children and young people % of service users rating service as very good/good[22]	*78%*	*69%*	*90%*	*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	*89%*	*86%*	*92%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

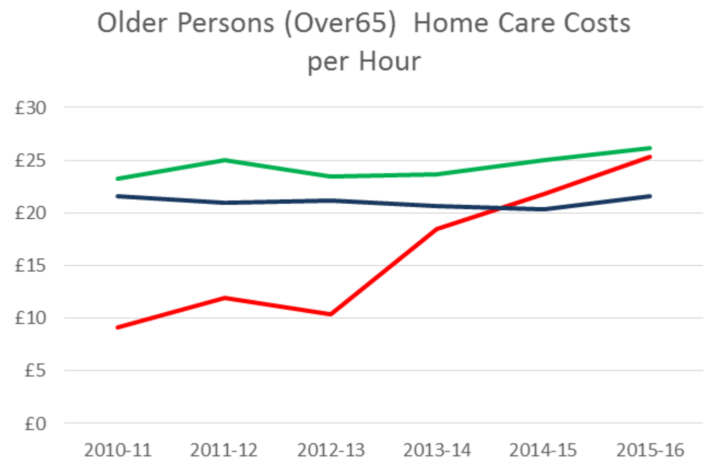
Key trends

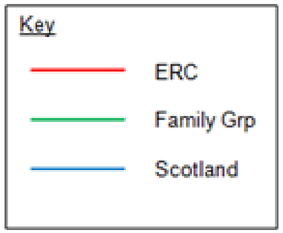
[20] Data represents three year average for each period (e.g. 2015/16 = average for 2013/14, 2014/15 and 2015/16)
[21] Ratings based on low level of responses. Therefore results should be treated with caution.
[22] As above.











<u>National overview</u>

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 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 6.7% of total spend.

What is our strategic policy intention?

Our strategic policy intention is set out in the Health and Social Care Strategic Plan which is shaped by the National Health and Wellbeing Outcomes. The HSCP is responsible for planning and delivering a wide range of health and social care services, and are accountable for delivering the National Health and Wellbeing Outcomes. We are required to publish an annual performance report, which will set out how we are improving the National Health and Wellbeing Outcomes.

We acknowledge the ageing population will have significant implications for service delivery. The most marked population increase will be in the 80+ age groups. These oldest residents are most likely to experience increased ill-health and disability, coupled with issues around mental health and isolation. Our Rehabilitation and Enablement Service has social work, nursing, occupational therapy and rehabilitation staff based in teams working alongside groups of GP practices, providing a more integrated service for service users. Our aim is to get the right professional (or group of professionals) involved as early as possible with people who need support.

We are also redesigning our home care service to make sure that our skilled staff are available at the time people need them. We will continue to develop our home care reablement service to support people to get back their independence after illness or a stay in hospital.

We will promote the use of technology as an appropriate and complementary support to the management of long-term conditions. We are a committed partner in the innovative European SmartCare and UnitedForHealth telecare and telehealth programmes and have attracted more funding for technology enabled care.

As part of our Self-directed Support approach we are extending choice and control for people who require support. In partnership with the third and independent sector a new initiative, My Life, My Way, will explore the role of Self-directed Support for people traditionally assessed as requiring residential care.

HSCP performance

Uptake of Self-directed Support (SDS) continues to increase year-on-year and we are now significantly above our LGBF family group in this regard and remain in the top quartile across Scotland.

The homecare costs indicator has seen our cost rise to over £25 from around £22 last year, and some £4 above the national average. As highlighted in previous years, the LGBF indicator does not take account of cases where multiple home carers are used to deliver care (i.e. 2 or more carers attending the client in one visit). As such, the figure for homecare costs (per hour) is an overstatement and would be significantly reduced if accounting for multiple carers. The accuracy of trend and comparison information will also be affected by the proportion of multiple carers visits delivered – which will vary year-on-year for East Renfrewshire and vary between councils across Scotland. Additionally, a number of older peoples' homecare packages are provided through SDS. Consequently these are unaccounted for in the homecare statistics (approximately 80% of people recorded as SDS Option 2 are over 65).

The latest figures show around 20% of our older people with intensive care needs receive homecare, compared to some 35% nationally. We would still contend that the method for calculating this proportion is flawed as the issue of multiple carers has yet to be addressed. In addition, our reablement programme aims to support people back to being able to care and look after themselves after a period of ill health rather than being reliant on services.

Costs for residential care have improved (decreasing) again this year and we are now in the top quartile for this indicator. We are now almost £40 lower than the Scottish average. However, again as stated last year we would reiterate this measure does not relate to the actual cost of delivering care. A more meaningful indicator would measure the balance of care.

Our HSCP Organisational Performance Report contains a range of other measures that we consider to be more meaningful. This report demonstrates strong local performance in supporting older people. 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

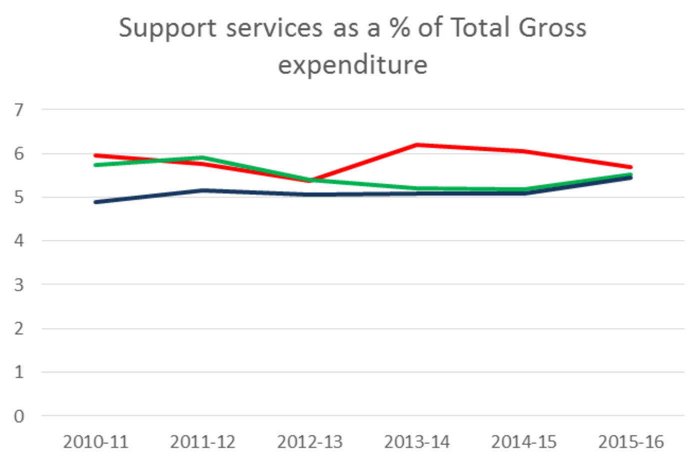
The HSCP is developing its 'Fit for the Future' improvement programme and is undertaking end-to-end service reviews where digital opportunities will be included. There are a number of redesigns happening concurrently at the moment and the programme brings them all together, allowing greater transparency and making it easier to track progress. A programme board oversees the different workstreams and staffside have been involved from the outset.

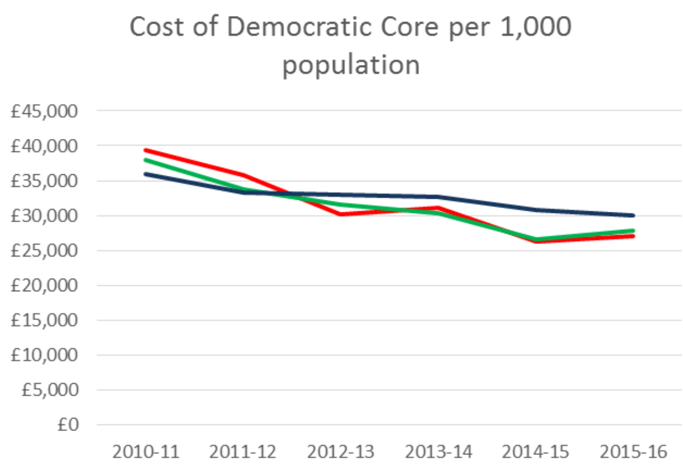
Organisational Outcomes

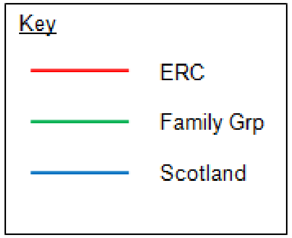
Corporate Costs and Processes

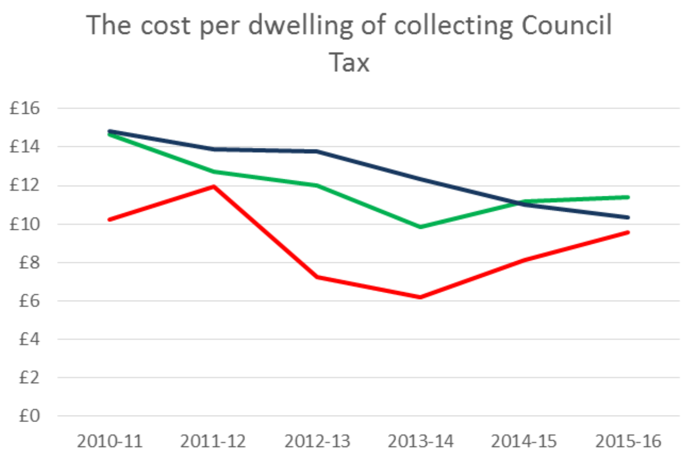
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Efficiency Outcome	Support services as a percentage of total gross expenditure	6.2%	6.0%	5.7%	5.4% (+0.3%)	3	3	3	24	22	21
	Cost of democratic core per 1,000 population	£30,525	£26,131	£27,082	£29,981 (-£2,899)	2	2	2	15	11	10
	The cost per dwelling of collecting Council Tax	£6.06	£8.11	£9.54	£10.34 (-£0.80)	1	1	2	2	8	14
	Percentage of income due from Council Tax received by the end of the year	97.9%	98.0%	97.6%	96.2% (+1.4%)	1	1	1	2	2	5

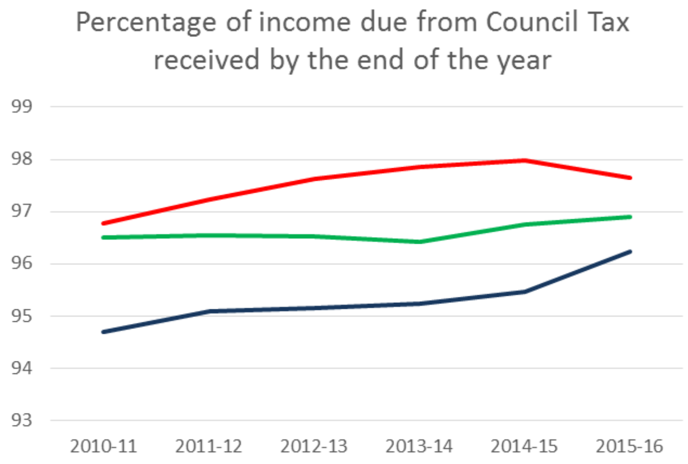
Key trends











National overview

Overall council corporate and support costs continue to account for only 5% of total gross revenue spend for local government across Scotland. There has been a 16.5% real terms decrease in costs of the democratic core per 1,000 population since 2010/11, including a 2.8% reduction in the past 12 months. The cost per dwelling of collecting Council Tax also continues to reduce in Scotland, falling by 30% over the same period with the rate of reduction accelerating in recent years. Meanwhile, the collection rate continues to show steady improvement from 94.7% in 2010/11 to 95.7% in 2015/16. This has been achieved despite the challenges created by a difficult economic climate and significant welfare reform.

What is our 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

We continue to improve our performance in relation to support costs and the cost of democratic core. The proportion of spending on support services has been declining over the past three years despite recent investment to modernise our ICT infrastructure, and this remains an area of continued focus for the council. The cost of ‘democratic core’ has declined by 26% since 2010/11 and we are now ranked in the top 10 councils on this measure.

We continue to perform comparatively well in relation to Council Tax collection with the collection rate remaining broadly unchanged for 2015/16. Although the percentage collected by the end of the financial year dropped marginally (by 0.4%) (mainly due to transfer to a new sheriff officers' contract and subsequent delays in running the first summary warrant) we remain in the top quartile and above the Scottish average. The cost per dwelling of Council Tax collection has increased. This trend has been replicated in other councils (particularly in our Family Group) and we remain below 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.

We were not able to return a reliable figure for invoice processing due to the change in our operating systems during 2015/16. Our invoice processing times show improvement following the adoption of more automated processes and the move to centralising invoice handling through the Creditors team. Invoice processing continues to remain an area for improvement that the Council is working hard to address. We continue to monitor closely and report on invoice processing performance as part of our performance arrangements and a recent report was also considered by Audit and Scrutiny Committee.

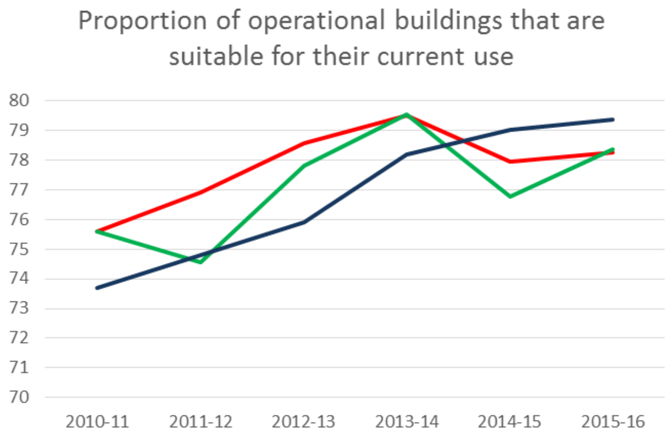
<u>What the Council is doing to improve services</u>

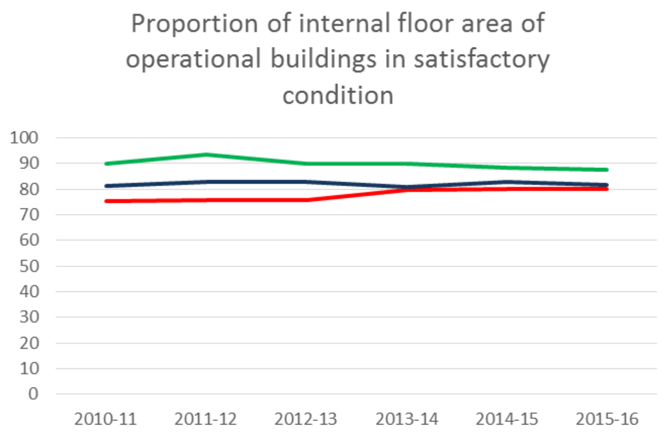
The Council Tax team continually looks for ways to improve the efficiency of their service and maximize collection. A new supplier for Sheriff Officer Services was appointed in the second half of 2015/16 and as a result some very successful joint working is underway targeting, and securing large debts. A service review of both the Council Tax billing team and the debt recovery team has been undertaken. Reporting from the debt recovery team has been streamlined and the process to involve our Sheriff Officer in recovery activity is now more efficient. A number of changes have taken place within the Council Tax team, including software changes to simplify the process for reviewing discounts and exemptions. The Service as a whole continue to progress with modernisation of services, and we now have an online Housing benefit and Council Tax reduction application form available for residents. The work with online forms is ongoing, and a change in circumstances form will be available soon.

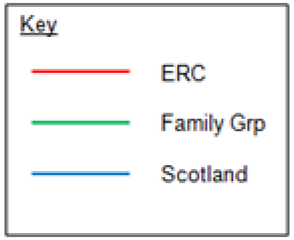
Corporate Assets

Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
Efficiency Outcome	Proportion of operational buildings that are suitable for their current use	79.5%	78.0%	78.3%	79.6% (-1.3%)	3	3	3	24	23	23
	Proportion of internal floor area of operational buildings in satisfactory condition	79.7%	79.9%	80.0%	81.5% (-1.5%)	4	3	3	26	24	23

Key trends







National overview

Across Scotland, there has been consistent improvement in the condition of councils' corporate assets since 2010-11. The percentage of operational buildings that are suitable for their current use has improved from 73.7% to 79.6%. The proportion of internal floor area of operational buildings in satisfactory condition has improved over the period and has remained consistently high at above 80%. However, there was a slight deterioration in the last 12 months from 82.9% to 81.5%.

What is our 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 improved marginally in 2015/16. 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.

In 2014/15 there were 118 operational properties. This consisted of a total of 233,795 square metres (gross internal area) with 186,748 square metres of that recorded in satisfactory or good condition. This gave a ratio of 79.9%. For 2015/16 there was a reduction in operational properties to 115. This included the loss of the Johnny Kelly Pavilion and the two DTTO (Drug Treatment) offices. This resulted in a total gross internal area of 232,744 square metres with a figure of 186,106 square metres recorded as satisfactory or good condition and a ratio of 80.0%. It should be noted that this measure reflects both improvements in property condition and 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.

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/m2 with a current figure of £18.28/m2. 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. These figures do not reflect the introduction of Eastwood Health and Care Centre which opened after the date for calculating data.

Projected figures for floor area of operational buildings in satisfactory condition indicate that following completion of the new Barrhead High School and Faith Schools Joint Campus, the Council could potentially achieve a condition score of 83%.

There has been a slight increase (from 78% to 78.3%) 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. Therefore a reduction in overall property numbers can result in a reduced ratio, especially if some disposed properties were previously having a positive effect on the indicator despite being surplus to operational requirements.

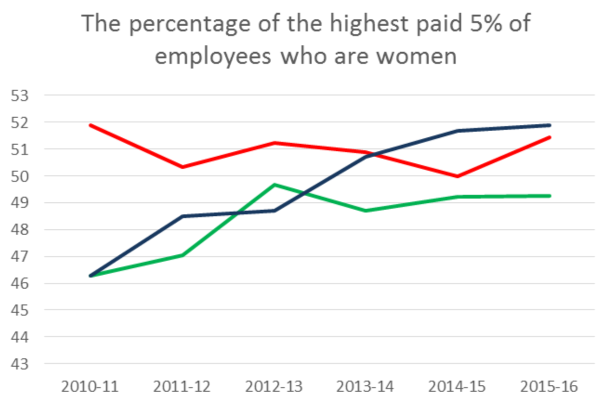
What the Council is doing to improve services

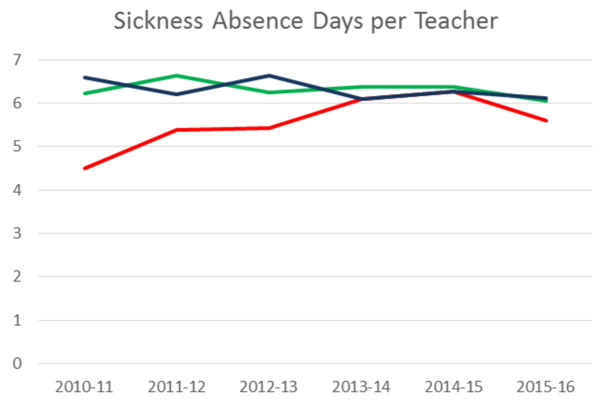
The Council continues to explore opportunities for property colocation with community partners. This could potentially reduce running costs whilst allowing community access to services at one location. Further survey work and client/customer engagement will also target areas for improvement.

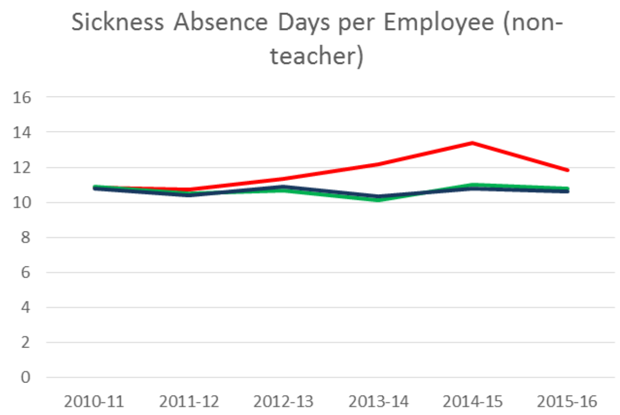
Employees

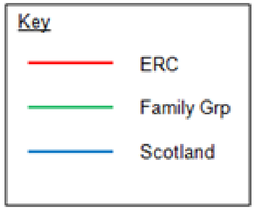
Indicator type	Full name	2013/14 value	2014/15 value	2015/16 value	15/16 Scot Av. (ERC difference)	2013/14 quartile	2014/15 quartile	2015/16 quartile	2013/14 rank	2014/15 rank	2015/16 rank
People Outcome	The percentage of the highest paid 5% of employees who are women	50.9%	50.0%	51.5%	51.9% (-0.4%)	2	2	2	13	16	15
	Gender pay gap[23]	n/a	n/a	9.28%	0.95% (+8.33%)	n/a	n/a	4	n/a	n/a	29
	Sickness absence days per teacher	6.10	6.27	5.61	6.12 (-0.49)	3	2	1	18	16	7
	Sickness absence days per employee (local government employees)	12.19	13.37	11.85	10.63 (+1.22)	4	4	4	29	31	25

Key trends









National overview

[23] Note – New indicator for 2015/16

From 2010/11 to 2015/16, the percentage of women in the top 5% of earners in Scottish councils increased from 46.3% to 51.7% although there is significant variation across councils. For 2015-16, Gender Pay Gap has been added as a new indicator. The Gender Pay Gap was 4.98% across Scottish councils (ranging from -7.0% to 16.4% 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. Across Scotland, sickness absence days have reduced for both teaching staff and for non-teaching staff in the past 12 months (2.6% and 1.5% reduction).

What is our 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 has been introduced as a new indicator for 2015/16 and we perform less favorably on this measure. There is significant variation on this measure across councils. This is likely to be explained by differences in workforce profile (job types, volume of part-time and temporary posts, and contracting-out of particular service areas). 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. The Council has not moved any of the lower paid workforce into arms-length organisations. The Council is supportive of implementation of the Living Wage and this will start to address the gap in the lower grades.

Our performance on absence for both teachers and local government employees has improved significantly (by about 11% in each case) thanks to targeted work on this issue. The absence rate for teachers is better than the national average and we are now ranked in the top quartile of councils on this measure. Despite the improvement for non-teaching staff we remain in the bottom 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. As such, we are not comparing like with like.

What the Council is doing to improve services

Improving our absence rates continues to be a focus and priority particularly in the hot spot areas, mainly Facilities Management, Homecare and Schools. 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 and there has been increased communication to employees and trade unions on the level of absence within the Council. The

Maximising Attendance policy was updated and introduced in September 2016 and has a more robust approach to triggers and monitoring timescales.

More up to date absence data, for 2016/17, shows that LGE absence was 8.55 days per FTE by the end of Q3 compared to 8.7 the previous year. However teachers' absence was 2.64 days per FTE at the end of Q3 which is a significant improvement compared to 3.73 days per FTE the previous year. The overall absence rate was 2.47 for Q3 2016/17 compared to 2.42 for Q3 2015/16, an increase of 0.05. At the end of Q3, the overall absence was 6.55 days per FTE against our Q3 target of 6.8 by Q3, which is also better than performance this time last year of 7.09 days per FTE.

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 68 indicators at a council level (Note that two relate to museums and therefore, only 66 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 24th February 2017 and is available on the IS website.[1] Some information contained in this national report has been included at Annex 1 to provide a wider 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 2012/13 to 2014/15 was considered by Cabinet in March 2016. Since then, the national LGBF framework has been subject to review resulting in a number of changes to the indicator set. These were:

- Educational Attainment data has been revised with a new approach to measurement;
- Addition of Average Tariff Score as measure for overall educational attainment (including breakdown by SIMD quintiles);
- Addition of Gender Pay Gap indicator;
- Culture and Leisure cost indicators are now presented as Net Cost rather than Gross Cost;
- Economic Development section has been expanded to incorporate Planning and include 4 new indicators. These cover: Percentage of procurement spent on local small/medium enterprises; Number of business gateway start-ups per 10,000 population; Cost per planning application; and Average time per commercial planning application.

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

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.[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.

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 comparative detail.

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 below paragraph 11).

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:

(a) Varying data collection methods meaning indicators may not always be fully comparable e.g. LFR 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 2013/14 to 2015/16) - '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).

[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.

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.

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