

EAST RENFREWSHIRE COUNCILCABINET11 May 2023Report by Chief ExecutiveLOCAL GOVERNMENT BENCHMARKING FRAMEWORK: 2021/22 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 for 2021/22. A summary of the Local Government Benchmarking Framework performance report is attached at Annex 1.

RECOMMENDATIONS

2. It is recommended that Cabinet:
- (a) Scrutinise the Council's performance against the LGBF indicators and the intended action 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. Since 2010, the Society of Local Authority Chief Executives (SOLACE)¹, and the Convention of Scottish Local Authorities (COSLA)², have worked with the Improvement Service (IS)³ to develop and review a set of benchmarking indicators on behalf of Scottish councils. The key criterion of the indicators is that they are generally comparable across all 32 councils.

4. Benchmarking data from the LGBF has been recorded and publicly reported by all Scottish councils as a statutory requirement since 2010/11.

5. Four new measures have been included in the 2021/22 data set. These measures provide useful and timely insight on policy critical issues such as vulnerability, poverty and inequality, which will be increasingly important considering the cost-of-living crisis.

- CORP9 - % of Crisis Grant decisions within 1 day
- CORP10 - % of CCG Grant Decisions within 15 days
- CORP11 - The proportion of SWF Budget Spent

¹ Solace is a members' network for local government and public sector professionals throughout the UK

² COSLA is a councillor-led, cross-party organisation who champions councils' work to secure the resources and powers they need

³ The Improvement Service (IS) was set up to deliver improvement support to help councils to provide effective community leadership, strong local governance and deliver high quality, efficient local services

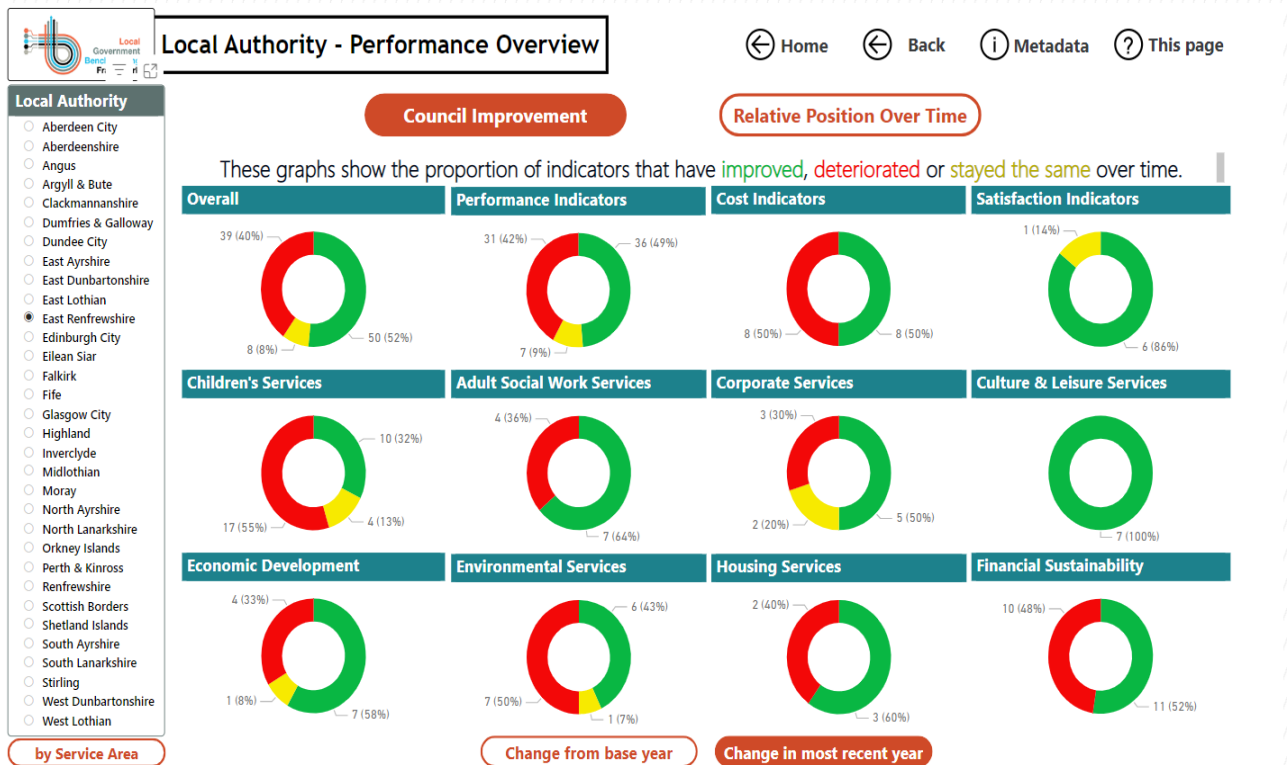
- CORP12 - The Proportion of DHP Funding Spend

6. Due to data availability issues, the data for some indicators is not yet available. These include some exclusion and attendance data, children’s services data, and the climate change indicators. Satisfaction data is also not yet available at local authority level.

7. A total of 105 measures are included in the full LGBF dataset split across 10 key service areas including Children’s Services; Corporate; Adult Social Care; Culture and Leisure; Environmental; Housing; Corporate Assets; Economic Development, Financial Sustainability, and Tackling Climate Change. One measure on cost of museums per visit is excluded for East Renfrewshire Council as it is not relevant.

8. The Improvement Service coordinates the collection and analysis of the indicator data for all 32 councils and publish a national overview report annually. The report covers broad themes and key messages at a national level. The national report and background data is available on the Improvement Service [website](#). This year an interactive dashboard (see illustration below) was also developed that can be found [here](#). The new dashboard includes several new types of analysis which will allow users to compare councils much more easily, and which provide overviews of performance and improvement. These analyses provide useful and powerful insight, particularly in light of SOLACE’s ambition to be more assertive around sector led performance and improvement.

Figure 1: Sample illustration from Improvement Service LGBF new dashboard



9. There is a time lag on the publication of the LGBF data and therefore the data in this report is for **financial year 2021/22**. The data is therefore not new, and some of the information will have been publicly reported at the East Renfrewshire level already as part of the Council’s performance management arrangements, however the added value of this report is the comparative data insight provided.

10. The national overview within the [National Benchmarking Report 2021-22](#) has been streamlined to focus on five key themes affecting councils: These key themes are summarised below:

Local government financial and workforce pressures

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- While total revenue funding for all councils increased in real terms by 5.3% in 2021/22, the proportion of funding which is ring-fenced has grown from 18.2% to 23%. This has resulted in a 1.2% real-terms reduction in revenue funding available to councils in 2021/22 to pursue local priorities.
- More than half of all councils are experiencing skills shortages caused or exacerbated by the combined impact of Covid and Brexit, with councils now facing recruitment challenges in areas not previously impacted.

Poverty, financial hardship and the 'Cost of Living' crisis

- The cost of living crisis is making it more difficult for low-income households to make ends meet and is exacerbating the financial hardship already caused by the Covid pandemic. The scale of this is evidenced in the national growth in demand for Scottish Welfare Fund Crisis Grants (up 25% since 2019/20), Community Care Grants (up 15% since 2019/20), Discretionary Housing Payments (up 19% since 2019/20), and increasing levels of rent arrears.

Health and social care pressures

- All Councils and their partners have been able to ensure the continuation of social care service delivery despite extra-ordinary challenges, delivering more hours of care at home than ever before, continuing to shift the balance of care towards greater home-based support and maintaining care home provision during a period of unprecedented difficulty and extreme uncertainty. Capacity issues mean fewer people than ever before are receiving personal care at home, delayed discharges are rising sharply once again (up 57%), and satisfaction has declined amongst both those receiving care and the carers who are supporting them.

Education for children and young people

- Covid-related lockdowns and the closure of schools and early years facilities, have had a profound and ongoing impact on children, particularly amongst those from deprived backgrounds. With the pandemic and the cost-of-living crisis accelerating the increase in mental health issues in children, and support needs in relation to social, emotional and behavioural difficulties, councils are strengthening their focus on nurture and wellbeing for children and young people. This includes support delivered out with school settings, such as family support, whole family wellbeing, and effective partnership working on mental health support.

Performance of local government services

- Councils have sustained and strengthened improvement trends in a number of policy critical areas including positive destinations, gender pay gap, procurement, housing energy efficiency, corporate asset condition, carbon emissions, balance of social care and Self Directed Support, living wage, and roll out of superfast broadband.
- There has been a decline in other areas, caused by or intensified by Covid. This includes areas which were previously improving such as housing quality and repairs, and also areas where there were already signs of strain pre-pandemic, such as rent arrears, income lost due to voids, street cleanliness levels, pupil attendance rates, and satisfaction with care services.

OVERVIEW OF COUNCIL PERFORMANCE

11. The Improvement Service (IS) has provided detailed comparative analysis for each LGBF indicator at council level. East Renfrewshire's performance against these indicators is provided at Annex 1. The indicators are grouped and analysed within service headings. Local results include comparison with 2021/22 data, the Scottish and Family Group averages. Family Groups bring together similar councils in terms of geography or deprivation.

12. The dataset 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. When considering the data, it is also important to be aware of intended/expected levels of performance, rather than focusing on rank alone.

13. The 2021/22 data very much reflects the start of the response to the Covid-19 pandemic. The impact of Covid has altered the core operating and delivery landscapes for councils, and the performance and expenditure data within the LGBF will need to be interpreted against this context- both for comparison with previous years, (and also comparison across councils). The LGBF provides an opportunity to evidence and highlight the key pressures and impacts of the pandemic for local government, as well as areas of progress, achievement and opportunity.

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

Children's Services: We have maintained our position as the top performing education authority as measured by national qualifications. For educational attainment, the Council maintained very high levels of performance across a wide range of excellence and equity measures. The proportion of children in P1, P4 and P7 achieving the minimum expected Curriculum for Excellence (CfE) levels remained high in 2021/22 for literacy and numeracy measures, whereas the gap in performance of the least and most deprived learners (P1, P4 and P7) increased.

Culture and Leisure Services: Despite a significant improvement in performance of both cost per library visit and cost per attendance at sports facilities, performance has not fully recovered from the impact of Covid.

Economic Development and Planning: In 2021-22 the % of unemployed people assisted into work from council operated/funded employability programmes improved from 7.3% in 2020/21 to 17.5%, and clients being referred to employability services were more "job ready" than the previous year, requiring less intensive support. Town Vacancy Rates improved from 7.2% in 2020/21 to 4.5% in 2021/22 against the Scottish average of 11.4%.

Housing services: Housing Services has made steady progress in improving the standard of our homes and raising energy efficiency in line with national targets. We have continued to prioritise investment towards property compliance with SHQS however newer energy standards will make this more challenging in future years. In addition, the requirement to undertake Electrical Installation Condition Reports (EICRs) every 5 years instead of every 10 years presented a significant challenge during the pandemic. This has resulted in a significant drop in SHQS compliance in East Renfrewshire and for many other councils. We have a challenging target of 600 survey per year to address this issue. Updated performance information will be reported to members in October 2023. There is an issue with the Improvement Service data for "% of stock meeting the Scottish Housing Quality Standards" so the comparative and ranking data should be disregarded pending further clarification

Rent arrears recovery and reduction in rent lost through voids continues to be a priority focus and the % of rent due in the year that was lost due to properties being empty (voids) improved from 1.8% to 1.4% in 2021/22.

Environmental services: The % of total household waste arising that is recycled increased to 58.1% in 2021/22, top in Scotland, however rates have yet to return to pre pandemic levels. Both the net cost of waste collection per premise and the net cost of waste disposal per premise improved in 2021/22. Delays to surfacing schemes planned for our road network due to both Covid lockdown delays in 2020/21 and also the delay of 2 major surfacing schemes on our A class network pending the outcome of funding bids for strategic regeneration projects in the area, have led to a slight dip

in performance for 2021/22. This drop in performance should only be temporary with our resurfacing projects now back on track.

Adult Social Care: The rate of readmissions has improved on last year and almost returned to 2019/20 rates. Residential costs have remained constant with the previous year and compare very well against both the Scottish average and family group average. Home care costs per hour for people aged 65 or over have improved from £37.24 in 2020/21, to £30.79 in 2021/22. The number of days people spend in hospital when they are ready to be discharged per 1,000 population (75+) has increased from 189.4 days in 2020/21 to 342.1 days. Despite the increase this is considerably better than the family group average and less than half of the Scottish average of 747.9 days.

Corporate Services: In 2021/22 sickness absence days for non-teachers increased, from 10.4 days to 12.4 days, in line with the Scottish average, however teacher absence remained at 4.1 days, on par with last year and ranking 1st in Scotland. As agreed nationally, this data excludes COVID-19 related absence. The gender pay gap (%) improved from 6.5% to 5.7%.

The cost per dwelling for council tax collection has been adversely impacted by project costs recharged for implementing the new council tax and benefits ICT system and increased from £15.03 to £17.89 in 2021/22. Percentage of invoices sampled paid within 30 days improved from 79.8% to 86.6%, and this has been achieved against a backdrop of significant process and compliance demands due to Covid. The % of CCG Grant Decisions made within 15 days improved from 98.5% to 99.5% in 2021/22, considerably higher than the Scottish average. The new indicator on DHP funding is under investigation. The Scottish Government have confirmed that incorrect data was used for the estimated funding and this will be updated once the true figure is known.

Financial Sustainability: Total useable reserves as a % of council annual budgeted revenue declined from 23.4% to 21.8% in 2021/22. The decrease is mainly due to the use of reserves during the year and an increase in funding received from the Scottish Government for their funding priorities. There still remains an ongoing challenging financial situation.

Climate Change: The Council has been steadily decreasing its emissions for 10 years in real terms and on a per-capita basis. On the 'emissions within scope of LA per capita', which is more likely a fairer assessment of the emissions that a Council can control, the Council is ranked 2nd in Scotland.

PERFORMANCE REPORTING ARRANGEMENTS

15. Within the Council, performance against the indicators is monitored as part of our performance management arrangements and published on our website. LGBF performance data for each Council is also published by the Improvement Service on their *Mylocalcouncil* website, accessible [here](#).

FINANCE AND EFFICIENCY

16. There is a small annual charge paid by all councils to participate in the LGBF which is covered within existing budgets. Participation in the framework is mandatory.

CONSULTATION

17. There is an ongoing review and development of the LGBF 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 as part of reviews of the dataset.

PARTNERSHIP WORKING

18. All 32 councils participate in a range of LGBF Benchmarking events, where colleagues from services come together to collaborate to share practice and learn together. Councils are grouped together in Family Groups at these events, to bring together similar councils in terms of geography or deprivation.

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

IMPLICATIONS OF THE PROPOSALS

20. As this report is primarily a progress and performance update, there are no implications in terms of staffing, property, legal, IT, equalities and sustainability.

CONCLUSION

21. Despite the extreme challenges faced by the Council, 2021/22 data shows that we continue to perform strongly in key outcome areas where we are making differences to people's lives. Where our costs are above the national average, we have clear policy intentions explaining what we aim to achieve as a result of our investment.

22. The LGBF indicator set is only one means of recording and measuring the Council's performance. There is a wide range of performance information scrutinised and reported by the Council providing detailed information on performance throughout the year. To achieve a balanced picture, the outcomes we report on through our Community Plan, incorporating Fairer East Ren, Outcome Delivery Plan and through various audits and inspections should be noted. It is also important to remember the data reported is for 2021/22 and as such the effects and impact of Covid-19 on service performance are still emerging.

RECOMMENDATIONS

23. It is recommended that Cabinet:

- (a) Scrutinise the Council's performance against the LGBF indicators and the intended action 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.

Lorraine McMillan, Chief Executive
April 2023

REPORT AUTHORS

Kim Gear, Strategic Services Officer kim.gear@eastrenfrewshire.gov.uk
Nick Hill, Strategic Services Assistant nick.hill@eastrenfrewshire.gov.uk

BACKGROUND PAPERS

Local Government Benchmarking Framework: 2020-21 Performance, Cabinet, 22 June 2022

KEY WORDS

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

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Summary of LGBF performance 2021/22

This annex provides a summary of East Renfrewshire's performance between 2020/21 and 2021/22. Indicators are arranged under thematic service areas and aligned to the delivery outcomes they support. Performance in 2021/22 is shown alongside the national average and the family group average. Graphs are provided to place a spotlight on significant performance changes or other notable trends (graphs do not necessarily have comparable scales). Each service area includes the strategic policy intention, commentary on East Renfrewshire Council's performance and information on what the Council is doing to improve services where relevant. For cost indicators, expenditure values have been adjusted for the effects of inflation. This means that historic expenditure values are in line with the current years.

[Children's Services](#)
[Culture & Leisure Services](#)
[Parks & Open Spaces](#)
[Economic Development & Planning](#)
[Housing Services](#)
[Roads Services](#)
[Waste, Cleanliness & Recycling Services](#)
[Tackling Climate Change](#)
[Trading Standards, Money Advice & Environmental Health Services](#)
[Adult Social Care Services](#)
[Corporate Costs & Processes](#)
[Corporate Assets](#)
[Employees](#)
[Financial Sustainability](#)

Delivery Outcomes

All children in East Renfrewshire experience a stable and secure childhood and succeed

Residents are healthy and active and have the skills for learning, life and work

Children's Services

Alignment	Indicator	East Renfrewshire values			2021/22 Scotland	2021/22 Family Group	East Renfrewshire ranks		
		2019/20	2020/21	2021/22			2019/20	2020/21	2021/22
Delivery Outcome	Attainment of all children (% of pupils achieving 5+ awards at SCQF level 5)	88%	90%	90%	69%	76.3%	1	1	1
	Attainment of all children (% of pupils gaining 5+ awards at SCQF level 6)	69%	70%	69%	40%	46%	1	1	1
	Attainment of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 5)	61%	79%	71%	52%	57.3%	2	1	2
	Attainment of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 6)	42%	43%	45%	23%	26.5%	2	1	2
	% Average Total Tariff	1402	1482	1448	981	1100	1	1	1
	% Average Total Tariff SIMD Quintile 1 ¹	971	1069	1001	702	735	2	1	2

¹ A measure of the average attainment of pupils according to the relative deprivation of the area they live. Quintile 1 = most deprived and quintile 5 = least deprived.

Alignment	Indicator	East Renfrewshire values				East Renfrewshire ranks			
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	% Average Total Tariff SIMD Quintile 2	1128	1151	1239	827	774	1	2	1
	% Average Total Tariff SIMD Quintile 3	1330	1337	1250	965	1008	1	1	1
	% Average Total Tariff SIMD Quintile 4	1389	1517	1483	1113	1128	1	1	1
	% Average Total Tariff SIMD Quintile 5	1531	1626	1584	1316	1284	1	1	1
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	-	86.2%	85.8%	70.5%	73.4%	-	1	1
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	-	89.9%	89.6%	77.9%	80.1%	-	1	1
	Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	-	21.3%	27.8%	21.3%	23.8%	-	8	26
	Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	-	16.6%	25.2%	17.8%	19.5%	-	5	27
	% of funded early years provision which is graded good/better	97%	93.9%	91.2%	89.4%	90.6%	7	12	14
	School attendance of all children	95.2%	94.6%	N/A	N/A	N/A	-	4	N/A
	School attendance of looked after children ²	-	83.7%	N/A	N/A	N/A	-	31	N/A
	School exclusion rates (per 1000) of all children	-	1.2	N/A	N/A	N/A	-	1	N/A
	School exclusion rates (per 1000) of looked after children ³	-	-	N/A	N/A	N/A	-	-	N/A
	% of children meeting developmental milestones	84.3%	85.3%	N/A	N/A	N/A	21	15	N/A

² Due to data availability issues, the LGBF data for this indicator will not be available until May 2023.

³ As above.

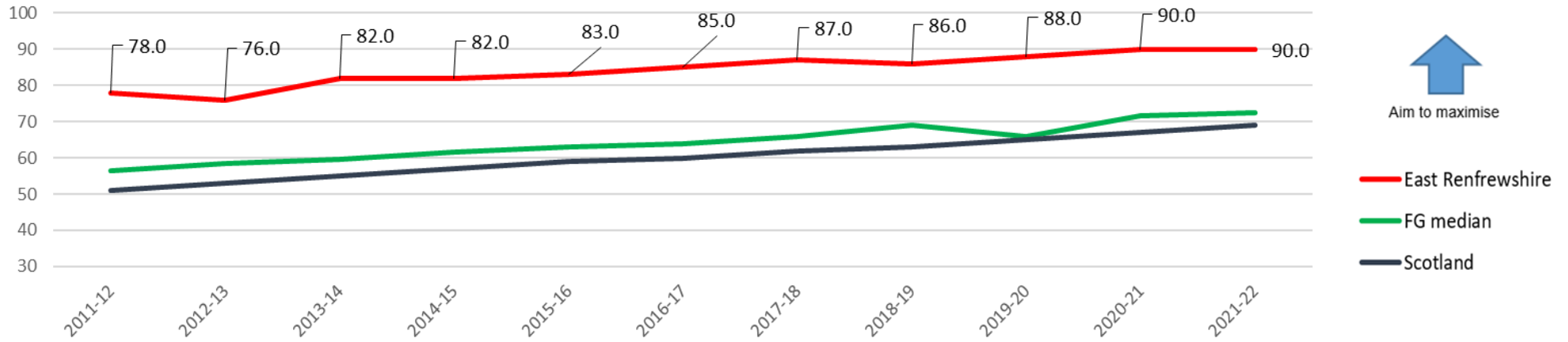
	% of children being looked after in the community	94.9%	91.1%	N/A	N/A	N/A	3	11	N/A
	% of child protection re-registrations within 18 months	15.8%	0%	N/A	N/A	N/A	30	1	N/A
	% looked after children with more than 1 placement in the last year (Aug-July)	18.8%	20%	N/A	N/A	N/A	18	20	N/A
	% of pupils entering positive destinations	96.2%	97.4%	N/A	N/A	N/A	5	3	N/A
	Participation rate for 16-19 year olds	96.8%	97.2%	97.0%	92.4%	94..2%	2	1	1
	% of children living in poverty (After Housing Costs) ⁴	15.8%	12.8%	N/A	N/A	N/A	1	2	N/A
Efficiency Outcome	Cost per primary school pupil	£5,264	£5,552	£5,888	£6,330	£7,030	7	4	3
	Cost per secondary school pupil	£7,314	£7,601	£7,943	£7,905	£9,000	14	16	19
	Cost per pre-school place	£7,004	£8,659	£10,269	£10,291	£10,614	20	13	16
	Gross cost of 'children looked after' in a community setting per child per week	£223.15	£357.18	N/A	N/A	N/A	4	16	N/A
	Gross cost of 'children looked after' in residential based services per child per week	£4,109	£4,791	N/A	N/A	N/A	20	24	N/A
Customer Outcome	% of adults satisfied with local schools ⁵	84%	87%	N/A	N/A	N/A	4	3	N/A

⁴ As above.

⁵ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20). Satisfaction data is not yet available for 2021/22 at local authority level.

Children's Services: Spotlights

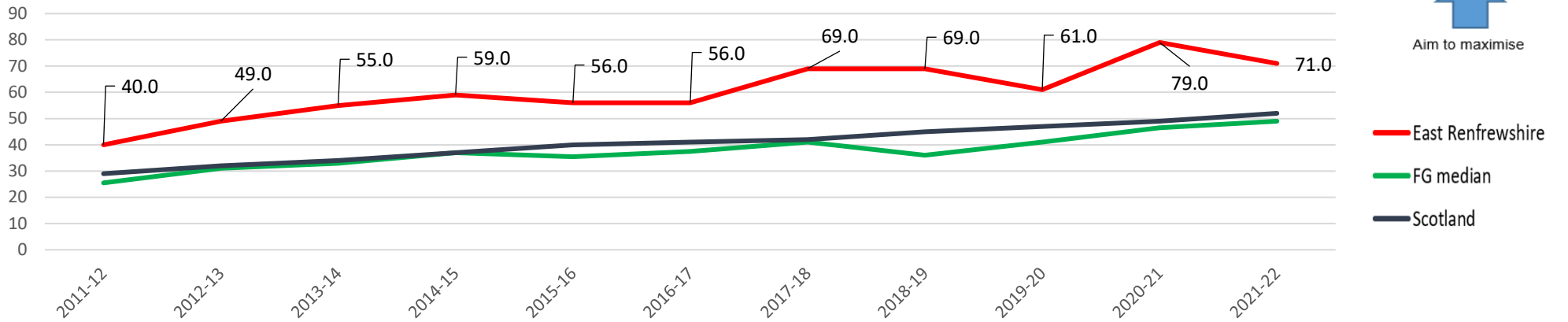
% of Pupils Gaining 5+ Awards at Level 5



Aim to maximise

- East Renfrewshire
- FG median
- Scotland

% of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)



Aim to maximise

- East Renfrewshire
- FG median
- Scotland

Children's Services: Information

Strategic Policy Intention

East Renfrewshire's vision for education, Everyone Attaining, Everyone Achieving through Excellent Experiences, continues to provide a clear focus for all that we do, raising the bar for all learners, whilst closing the attainment gap between the most and least deprived young people. With a strong capacity and commitment to continuous improvement, we seek to ensure that all available resources are utilised as efficiently as possible to achieve the best possible outcomes.

East Renfrewshire's Corporate Parenting plan aims to collaboratively provide and support caring homes that meet the needs of our children and young people whether they are with parents, kin, foster carers or supported carers, and to work in partnership to ensure assessment and planning for children and young people includes their views and those of everyone who has a role in caring for them in order to support the best possible decisions being made. These aims keep our focus on making the best decisions to provide children and young people with long term safety and support aligning with the goals of the Promise.

Council performance

East Renfrewshire Council continues to perform at the highest level across all attainment measures, meeting our ambition to be one of Scotland's top performing education authorities. In addition, the department continues to perform strongly across all other achievement measures. This performance is achieved very efficiently, ranking average in terms of cost per pupil place. It is recognised that performance in tackling the attainment gap has been impacted by the Covid-19 pandemic, which continues to offer challenges across our education establishments. This has particularly impacted on pupils from more deprived backgrounds, resulting in the widening of the gap.

What the Council is doing to improve services

East Renfrewshire will continue to challenge and support schools and nurseries to improve performance further for all children and young people. Specifically, through the analysis of data, improved learning and teaching and assessment and the effective use of resources (including Pupil Equity and Scottish Attainment Challenge Funding along with the use of additional Covid reserves to support learning recovery), we will look to achieve the best possible outcomes for all children and young people, including a strong focus on our work to close the poverty related attainment gap. Further key activities for the forthcoming year include supporting schools to develop their approaches to learning and teaching through curriculum design; continuing to expand and enhance the Healthier Minds service; and work to continue to implement the Promise, UN Convention on the Rights of the Child and the GIRFEC refresh. Within East Renfrewshire, the use of data, including through the LGBF and Strategic Equity Funding (SEF) stretch aims, will help support our focus on achieving the best possible outcomes for all learners, in spite of the unprecedented financial challenges now facing the authority.

Our future objectives remain focused on supporting families to remain together safely wherever possible aligned with The Promise⁶. We will continue to embed our Signs of Safety⁷ approach, working alongside families and their networks to promote strengths and increase safety. Development of the neurodevelopmental pathway for children combined with whole family support will strengthen how we support our families who need it the most.

⁶ The Promise is a report published by Scotland's Independent Care Review. The aim is that the children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.

⁷ The Signs of Safety approach is a relationship-grounded, safety-organised approach to child protection practice, created by researching what works for professionals and families in building meaningful safety for vulnerable and at-risk children.

Culture & Leisure Services

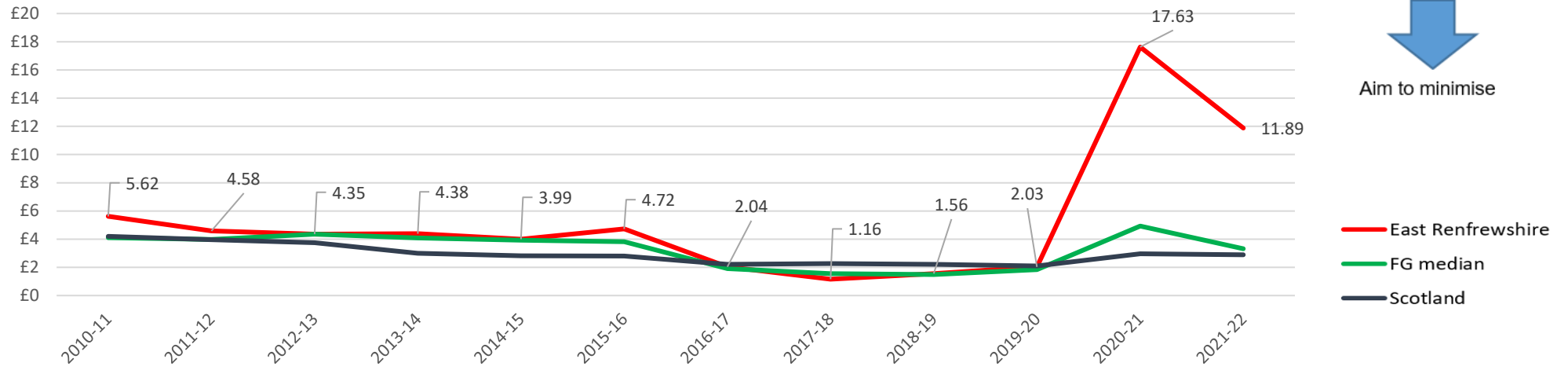
Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Efficiency Outcome	Cost per visit to libraries	£1.93	£17.17	£11.90	£2.90	£4.13	11	28	30
	Cost per attendance of sport and leisure facilities (including swimming pools)	£5.60	£96.92	£8.62	£6.44	£7.01	32	28	26
Customer Outcome	Percentage of adults satisfied with libraries ⁸	75.3%	77.6%	-	-	-	13	12	-
	Percentage of adults satisfied with leisure facilities ⁹	67.3%	72.9%	-	-	-	23	17	-

⁸ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20). Satisfaction data for 2021/22 is not yet available at local authority level.

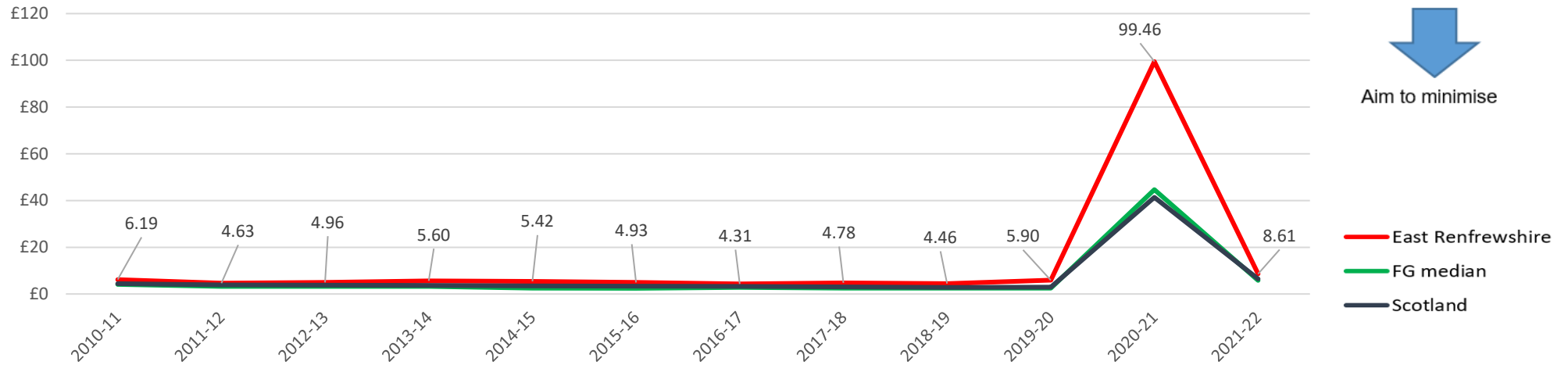
⁹ As note 6 above

Culture & Leisure: Spotlights

Cost Per Library Visit



Cost per attendance at Sports facilities



Culture & Leisure: Information

East Renfrewshire Culture and Leisure's Strategic Policy Intention

East Renfrewshire Culture & Leisure aims to fully recover our pre-Covid activity levels through dialogue and engagement with our customers and residents to ensure that our leisure offer is attractive and accessible.

East Renfrewshire Culture and Leisure (ERCL) Performance

For libraries, 2021/22 was primarily about recovering the business to pre-Covid activity levels while supporting our staff and encouraging customers to re-engage with our services. In April services were still on an "online only" basis. By May/June 7 out of 10 libraries opened on reduced hours with a "Click and collect" service. Closure of Mearns Library for maintenance slowed Q3/Q4 recovery somewhat. Typically, this branch accounted for 7,200 physical visits per month. It re-opened in Q1 2022/23. Net expenditure increased from £2,046k in 2020/21 to £2,284k in 2021/2022. Despite restrictions, total library attendances increased from 119.1 k in 2020/21 to 192.0 k in 2021/22 contributing to an improved cost per visit.

At leisure centres the year began with no indoor classes or access by community sports groups, and with 2 of our main facilities in use as vaccination centres. Gyms initially had limited access with restricted numbers and a requirement for advanced booking. A limited number of group fitness classes were available but with restrictions on numbers which were in force for the rest of the year. Access to the Games Hall in Barrhead Foundry was restored in October, but Carmichael Hall remained in use for vaccinations for the rest of the year. Despite the restrictions attendances through leisure centres increased by more than tenfold from 33.7k in 2020/21 to 363.6 k in 2021/22. Net expenditure dropped from £3,265k (2020/21) down to £3,133k (2021/22) due to increased income / attendance, which resulted in a drop in cost per visit (£8.62 down from £96.92 in 2020/21).

What East Renfrewshire Culture and Leisure is doing to improve services

ERCL will:

- Focus on key programmes promoting healthy lifestyles, wellbeing, improved life chances and community engagement.
- Undertake ongoing dialogue with customers through casual feedback and targeted survey work.
- Support staff in the effective use of data and feedback to evaluate performance.
- Continue to empower staff to take ownership of issues and develop creative solutions.

Parks & Open Spaces

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Efficiency Outcome	Cost of parks and open spaces per 1,000 population	£16,309	£13,512	£6,181	£20,315	£20,374	9	8	3
Customer Outcome	Percentage of adults satisfied with parks and open spaces ¹⁰	90.5%	93.9%	-	-	-	2	1	-

Parks & Open Spaces: Information

Strategic Policy Intention

East Renfrewshire Council are committed to investing in our Parks and Open Spaces in order to provide excellent quality greenspace for our residents and visitors throughout the authority. This investment will enable the Parks service to contribute to a range of national and local priorities.

Council performance

Satisfaction remains high ranking East Renfrewshire Council 1st nationally. It is our commitment to continue to invest in our parks and open spaces.

What the Council is doing to improve service

We continue to strive to improve our Parks and Open Spaces and to manage this via the Council's Open Spaces Asset Management Plan (OSAMP).

¹⁰ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20). Satisfaction data for 2021/22 is not yet available at local authority level.

Delivery Outcome

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

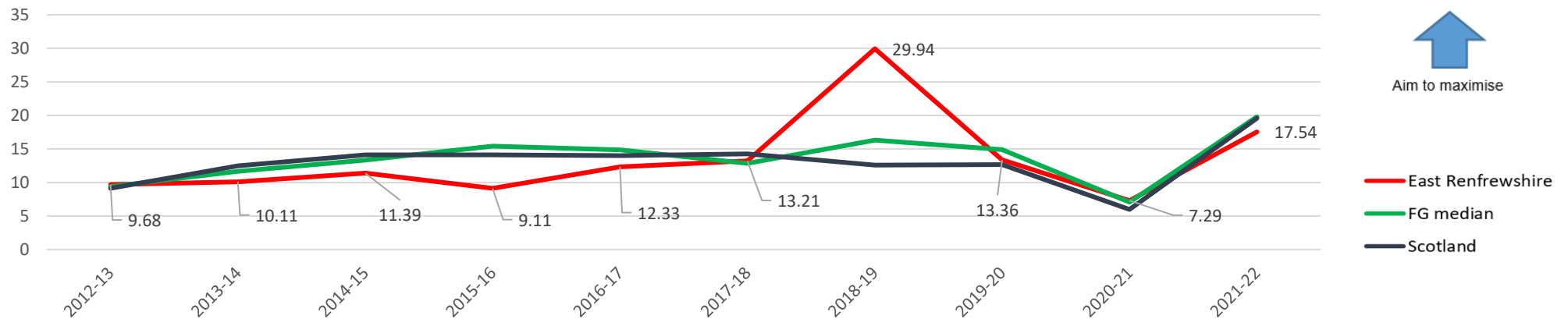
Economic Development & Planning

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	% unemployed people accessing jobs via council operated/funded employability programmes	13.4%	7.3%	17.5%	19.6%	24.0%	17	14	16
	% of procurement spent on local small/medium enterprises	9.6%	11.3%	13.7%	29.9%	22.0%	31	31	30
	No of business gateway start-ups per 10,000 population	15.1%	22.4%	19.8%	14.4%	18.2%	25	4	8
	% of people earning less than the living wage	25.5%	30.9%	N/A	14.4%	18.1%	26	26	N/A
	% of properties receiving superfast broadband	96%	96.2%	96.5%	94.1%	95.9%	11	11	13
	Town vacancy rates	11.9%	7.2%	4.5%	11.4%	12.0%	20	9	3
	Immediately available land as a % of total land allocated for employment purposes in the LDP	94.1%	94.1%	100%	27.2%	54.2%	2	3	1
	Claimant Count as % of Working Age Population	1.7%	3.7%	2%	3.7%	3.3%	2	3	2
	Claimant Count as % of 16-24 Population	2%	4.4%	1.7%	3.7%	3.7%	2	1	1
Efficiency Outcome	Cost of planning and building standards per planning application	£4,210	£5,831	£4,550	£4,341	£4,482	16	22	17
	Average time (weeks) per business and industry planning application	7.8	9	18.5	11.7	11.9	9	11	28
	Investment in Economic Development & Tourism per 1,000 population	£27,436	£17,791	£29,799	£119,486	£80,835	31	32	32
	Gross Value Added (GVA) per capita ¹¹	£11,190	£10,421	-	-	-	32	32	-

¹¹ Due to data availability issues, the LGBF data for the indicators above will not be available until May 2023.

Economic Development & Planning: Spotlights

Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes



Economic Development & Planning: Information

Strategic Policy Intention

A priority for the Service is to ensure resources and procedures are in place to support the quick determination of planning applications for continued economic growth. The Economic Development team want to best ensure the best outcomes by helping our local residents into sustainable employment, help our local business community with new starts and growth companies, and help make our town centres/neighbourhoods more attractive and accessible which all support economic growth.

Council performance

The Council's performance was still significantly impacted by staff resourcing issues and the significant backlog of planning applications which accrued during COVID. This meant that the determination timescale of 18.48 weeks for Business & Industry applications in 2021/22 compared to 9.04 weeks in 2020/21.

2021/22 data shows that 17.5% of unemployed people were assisted into employment by East Renfrewshire Council operated/funded employability programmes, which is up from 7.3% for the previous year. East Renfrewshire has performed well in terms of post Covid recovery and has seen an increase in the numbers being referred to the employability team as well seeing an increase in the number of jobs being advertised. In 2021/22 the number of clients being referred to employability services were more

"job ready" compared to the previous year. East Renfrewshire Council's percentage spend with local small/medium enterprises will always be comparably low given factors such as the existing supplier base and size and location of the local authority area. There has been a slight increase in the % of procured spend on local enterprises which is up 2.46% from the previous year. The Council's Procurement and Economic Development team continue to work together to encourage local businesses, third sector organisations, supported businesses to do business with the Council and wider promotion of the Supplier Development Programme.

What the Council is doing to improve services

Within Planning, procedures are being implemented and it is expected that this together with a period of stability in terms of staffing that performance will improve. Changes in provision for Work EastRen's strategic skills pipeline has seen new services include dedicated provision to work with those at risk of redundancy, disabled parents and a new Young Persons Guarantee programme. The Scottish Government's No One Left Behind approach to deliver employability services has allowed the local authority to help shape provision to meet the needs of our local residents. Significant progress has been made in terms of working with our local communities to help them develop projects for the Placed Based Investment Programme. From May to November of 2022, we launched a series of public consultations to help develop Local Actions Plans which will assist in transforming towns and neighbourhoods across the local authority. These surveys generated over 6000 contributions. UK and Scottish Governments provide capital regeneration funding opportunities for town centres and neighbourhoods across Scotland and our Economic Development team want to ensure that communities in East Renfrewshire are able to make the most of these opportunities by delivering on transformational plans across the area. The Local Action Plans will help identify and develop projects that could be delivered when funding opportunities arise.

Housing Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	% of stock meeting the Scottish Housing Quality Standards ¹²	97.9%	91.4%	96.4%	69.7%	59.9%	5	14	1
	% of council dwellings that are energy efficient ¹³	79.0%	93.2%	98.3%	87.8%	75.9%	19	6	3
	Average number of days taken to complete non-emergency repairs	5.4	6.2	8.3	9.2	11.3	5	11	12
Efficiency Outcome	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	6.5%	9.5%	10.0%	8.7%	11.3%	9	15	17
	% of rent due in the year that was lost due to properties being empty (voids)	1.8%	1.8%	1.4%	1.6%	2.0%	22	20	15

Housing: Information

Strategic Policy Intention

Our focus is on providing homes that are good quality, energy efficient and affordable to live in through ongoing investment in new homes and raising standards in existing homes. We strive to provide services which are customer focused, high quality and represent value for money.

Council Performance

Our first priority is reducing gross rent arrears and rent lost from empty homes. Rent arrears rises have levelled but our performance is not on target. Void rent loss has improved due to focused activity. We aim to reduce non-emergency repairs response times, but pressures on workforce capacity make it a challenge to improve these further.

The quality of our homes remains high. However, landlords are now required to undertake Electrical Installation Condition Reports (EICRs) every 5 years instead of the previous target of every 10 years. This resulted in a data collection issue being identified by the Scottish Housing Regulator and new data has been sought from all

¹² There has been a data inconsistency identified with the figures which needs to be clarified with the Improvement Service. Therefore, the comparative and ranking data should be disregarded, pending further clarification.

¹³ Previously this indicator had been calculated on progress towards the Scottish Housing Quality Standards – SAP ratings. From 2019/20 the indicator is now based on progress towards meeting the Energy Efficiency Standard for Social Housing (ESSH).

landlords. As a result, SHQS compliance in East Renfrewshire Council reduced to 49.5% for 2021/22, not the 96.4% indicated in the above table and we are ranked 21st. Compliance amongst all Scottish councils is estimated at 63.7% and 53% for our family group. The data inconsistency on the above table has been highlighted to the Improvement Service. The energy efficiency of our homes remains high, and this remains a key performance focus to improve the affordability of council homes.

What the Council is doing to improve services

The reduction in void rent loss has been achieved through tightened performance management and business improvement evaluations. This work is ongoing to ensure robust processes remain established. A similar approach is underway to address rent arrears, incorporating fresh staff training and detailed performance insight. We will continue to deliver a programme of investment in new and existing homes, which maximises quality and sustainability. An ambitious programme is in place to undertake EICRs and improve SHQS compliance

Roads Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	% of class A roads that should be considered for maintenance treatment ¹⁴	15.5%	17.3%	20.5%	27.6%	22.4%	1	2	9
	% of class B roads that should be considered for maintenance treatment ¹⁵	26.3%	24.1%	23.8%	33.6%	26.9%	13	9	10
	% of class C roads that should be considered for maintenance treatment ¹⁶	33.0%	31.2%	33.4%	33.2%	32.4%	16	14	20
	% of unclassified roads that should be considered for maintenance treatment ¹⁷	40.0%	41.9%	42.3%	36.7%	35.3%	22	22	25
Efficiency Outcome	Cost of maintenance per kilometre of roads	£24,514	£24,411	£28,602	£11,117	£16,227	31	31	31

¹⁴ Data relates to 2018-20, 2019-21 and 2020-2022.

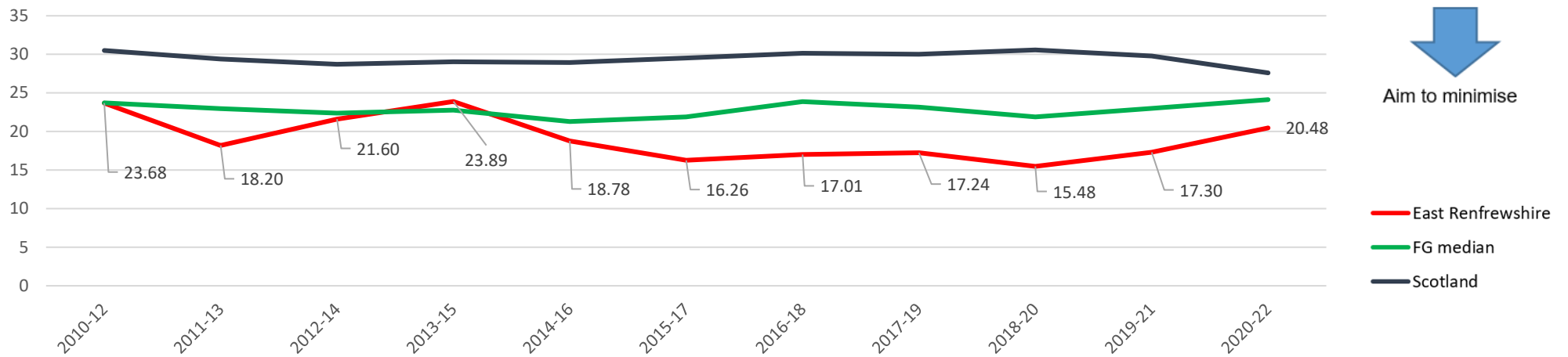
¹⁵ As above

¹⁶ As above

¹⁷ Data relates to 2016-20, 2017-21 and 2018-22

Roads Services: Spotlights

Percentage of A class roads that should be considered for maintenance treatment



Aim to minimise

- East Renfrewshire
- FG median
- Scotland

Roads Services: Information

Strategic Policy Intention

Our aim is to provide a road network that is maintained in a safe and serviceable condition and to ensure that investments are targeted at the right place, using the correct type of treatment which maintains quality in our road network. When identifying treatment priorities we take into consideration the condition, level of use, ongoing maintenance costs and spread of investment across East Renfrewshire.

Council Performance

Delays to surfacing schemes planned for our road network due to both Covid lockdown delays in 2020/21 and also the delay of 2 major surfacing schemes on our A class network pending the outcome of funding bids for strategic regeneration projects in the area have led to a slight dip in performance for 2021/22. This drop in performance should only be temporary with our resurfacing projects now back on track.

What the Council is doing to improve services

Ongoing additional capital investment of £3m per year until financial year 2023/24 and a further £3.5m per year over the following 5 years 2024/25 - 2028/29 will target ongoing improvements to our road network, especially our residential unclassified roads of which over 40% still require maintenance. Additional capital investment of 860k per year for the next 5 years 2023/24 - 2027/28 will target replacement of our older street lighting columns and installation of LED lanterns to help reduce our energy consumption and carbon output. We will also continue to improve our active travel and public transport infrastructure with funding from various sources including Sustrans, Strathclyde Passenger Transport and Transport Scotland.

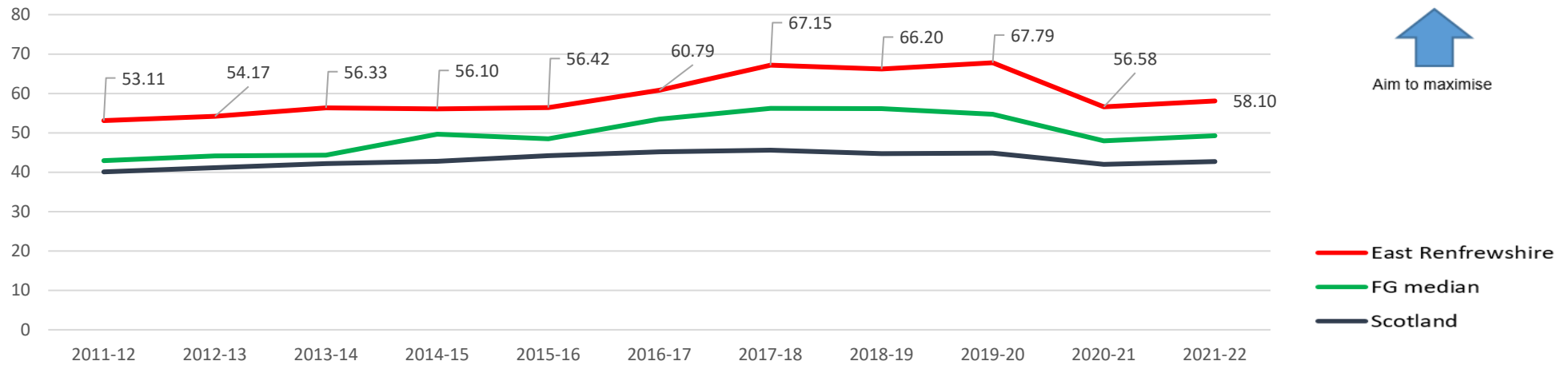
Waste, Cleanliness & Recycling Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	% of total household waste that is recycled	67.8%	56.6%	58.1%	42.7%	49.0%	1	2	1
	Street cleanliness score - % areas assessed as acceptable	92.6%	95.4%	89.8%	89.7%	90.7%	16	5	16
Efficiency Outcome	Net cost per waste collection per premise	£77.25	£87.72	£71.57	£70.15	£69.18	26	30	18
	Net cost per waste disposal per premise	£87.02	£100.97	£87.02	£100.33	£97.23	10	13	10
	Net cost of street cleaning per 1,000 population	£9,484	£9,380	£10,385	£14,860	£14,680	10	9	8
Customer Outcome	% of adults satisfied with refuse collection ¹⁸	79.9%	84.9%	N/A	N/A	N/A	14	7	N/A
	% of adults satisfied with street cleaning ¹⁹	67.5%	67.2%	N/A	N/A	N/A	13	9	N/A

¹⁸ Data drawn from the Scottish Household Survey. Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20). Satisfaction data is not yet available for 2021/22 at local authority level.

Waste, Cleansing & Recycling: Spotlights

The % of total household waste arising that is recycled



Waste, Cleansing & Recycling: Information

Strategic Policy Intention

Our level of recycling rates ensure that we make a significant impact to achieving the outcome of an environmentally sustainable East Renfrewshire. East Renfrewshire Council has committed to implementing the national Household Waste Recycling Charter in order to ensure we meet the national requirements set.

Council performance

East Renfrewshire continued to have a strong recycling performance in 2021/22 and saw an increase to 58.1% from 56.5% in 2020/21, ranking East Renfrewshire 1st nationally for recycling rates.

What the Council is doing to improve services

The Council continues to focus on recovery and improving the rates of household recycling in order to meet the national target of 70% by 2025.

Tackling Climate Change

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	CO2 emissions area wide per capita ²⁰	4.0	3.6	N/A	N/A	N/A	7	9	N/A
	CO2 emissions area wide: emissions within scope of LA per capita ²¹	3.4	3.0	N/A	N/A	N/A	2	2	N/A

Strategic Policy Intention

In November 2022, the Council committed to a target of Net Zero emissions by 2045. The publication of the Get to Zero Action Plan in 2023 will outline the actions that will be undertaken to achieve net zero. The publication has been delayed due to the impacts of the COVID-19 pandemic, the local government budget settlement and cost of living crisis.

Council performance

The Council's emissions have been reducing steadily over the last 10 years, ranking 2 in Scotland for 2020/21 for within LA scope per capita emissions. The Council's emissions were impacted by COVID-19 in 2020/21 with significant reductions witnessed as a result of changes to working patterns (i.e. closure of offices).

What the Council is doing to improve services

The Council will publish the Get to Zero Action Plan in 2023 which will highlight a route map of actions that the Council will follow in order to achieve Net Zero by 2045.

²⁰ Due to data availability issues, the LGBF data for this indicator will not be available until May 2023.

²¹ As above.

Trading Standards, Money Advice & Environmental Health Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Efficiency Outcome	Cost of trading standards and environmental health per 1,000 population	£15,974	£16,635	£17,291	£20,964	£19,846	10	11	10
	Cost of environmental health per 1,000 population	£7,191	£7,370	£8,439	£15,032	£13,841	2	3	N/A
	Cost of trading standards, money advice and citizen advice combined per 1,000 population	£8,783	£9,265	£8,853	£5,932	£6,005	25	26	26

Trading Standards, Money Advice & Environmental Health: Information

Strategic Policy Intention

The Environmental Health commercial team restarted their food inspection program in September 2021. Due to cost pressures on premises and no inspections, standards have slipped and the team are finding they have had to revisit premises multiple times to get them up to standard. They continue to work on aspects around Covid such as the vaccination centres and attending national Covid meetings and working groups.

Council performance

The Trading Standards Prevention projects increase investment in Trading Standards but are mainly funded externally. Substantial amounts of financial savings have been derived from work carried out to prevent nuisance and scam calls and also door step cold calling. Current saving estimates are £44 saved for every £1 invested. The team are working on improving air quality especially around schools, with on-going work on vehicle idling and other initiatives, and involving pupils in these projects.

What the Council is doing to improve services

Environmental Health is still seeing a large increase in workload as people change working habits and work from home, walk in the local area etc. The Commercial Team are still working hard on getting the 5 year food recovery program under control due to the increase in revisits needed. The service has had several new staff starting and a new manager which will help to streamline the service and to digitise the workload. The Trading Standards Service is updating its service plan towards a return to normal and emphasis will be placed on supporting business recovery. Our Prevention work will be supported by improved digital content, including wide promotion of the Financial Harm Prevention Toolkit.

Delivery Outcome

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

Adult Social Care Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Delivery Outcome	% of people 65 and over with long-term care needs receiving personal care at home	57%	62.2%	64.4%	62.3%	61.5%	23	16	14
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	8.4%	8.7%	8.9%	8.2%	7.6%	7	6	6
	Rate of readmission to hospital within 28 days per 1,000 discharges	76.2	98.2	82.2	109.6	98.5	4	6	4
	Number of days people spend in hospital when they are ready to be discharged per 1,000 population (75+)	155.8	189.4	342.1	747.9	505.6	1	3	9
	% of care services graded 'good' (4) or better in Care Inspectorate reports	84.4%	84%	79%	75.8%	79.6%	17	21	16
	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life ²²	77.8%	N/A	83.6%	78.1%	80.8%	25	N/A	7
	% of adults supported at home who agree that they are supported to live as independently as possible ²³	78.3%	N/A	80.4%	78.8%	82.9%	26	-	11
	% of carers who feel supported to continue in their carer role ²⁴	35.3%	N/A	28.4%	29.7%	34.0%	14	-	23

²² The data for this indicator comes from the bi-annual Health and Care Experience Survey. 2021/22 data is not yet available.

²³ As above.

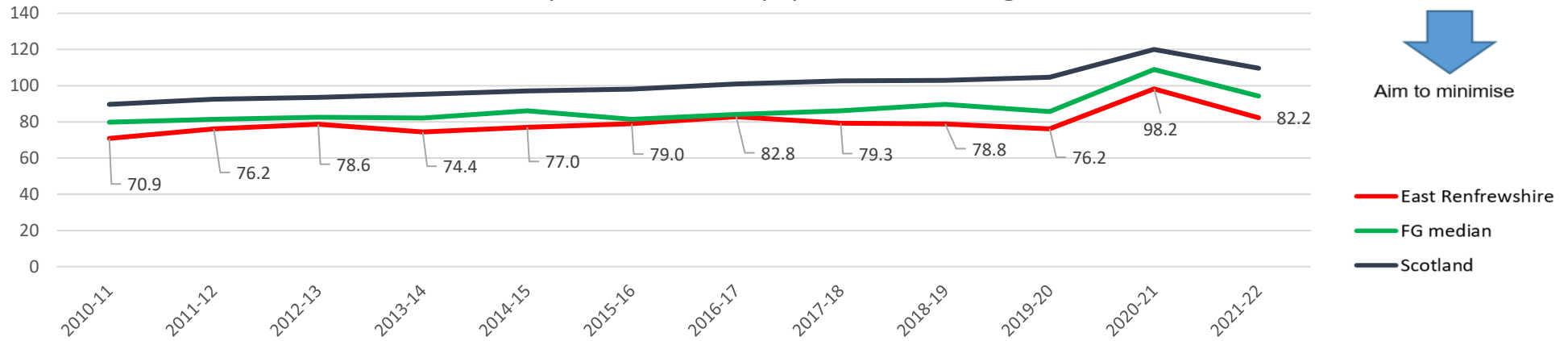
²⁴ As above.

	% of adults supported at home who agree that they had a say in how their help, care or support was provided	74.8%	N/A	73.8%	70.6%	73.8%
Efficiency Outcome	Home care costs per hour for people aged 65 or over	£26.83	£37.24	£30.79	£28.59	£29.80
	Residential costs per week per resident for people aged 65 or over.	£343	£418	£424	£649	£966.40

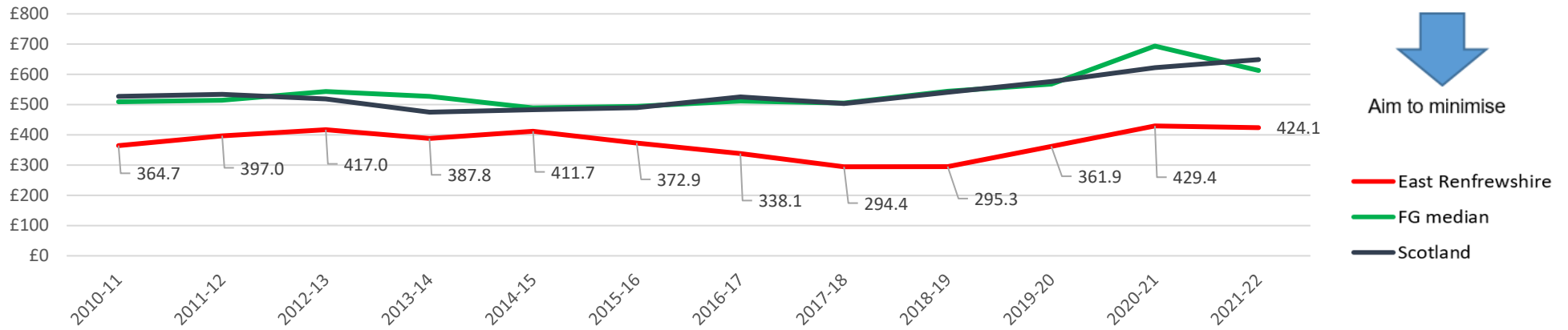
14	-	23
21	29	17
1	3	2

Adult Social Care: Spotlights

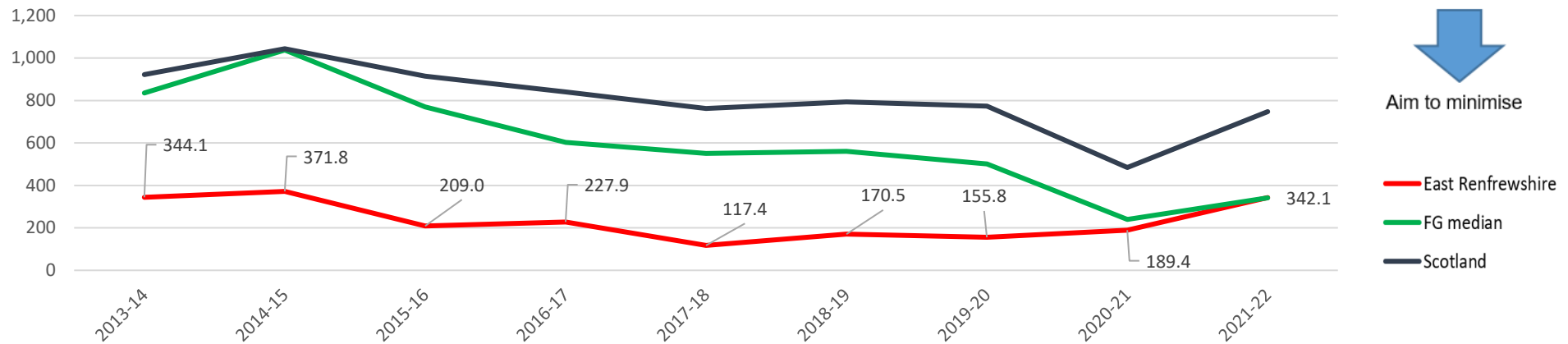
Rate of readmission to hospital within 28 days per 1,000 discharges



Older persons (over 65's) Residential Care Costs per week per resident



Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)



Adult Social Care: Information

Health & Social Care Partnership's Strategic Policy Intention

We work to maximise the number of older people and people with long-term conditions that are able to live independently and well in their own home and community, and also in partnership with primary and acute health care colleagues to minimise unplanned hospital care. Through development of rehabilitation services and targeted action by our Hospital to Home team, we intend to minimise delayed discharges and readmissions to hospital. In close partnership with local voluntary sector stakeholders we aim to ensure that all carers can access the supports they need.

Health & Social Care Partnership's Performance

We remain focused on shifting provision away from institutional care and the acute sector and continue to see very good performance in relation to minimising delayed discharges and hospital readmissions. Although East Renfrewshire performs very well in relation to delayed discharges, and we are ranked 9th in Scotland, we saw increased pressures on homecare provision and discharges from hospital during 2021/22. Reflecting the continuing impact of the Covid-19 pandemic during the period, our Care at Home team saw an increase in the volume and complexity of new referrals into the service. Coinciding with increased demand pressures, Care at Home services saw continuing Covid-related absence amongst frontline staff and there was reduced service capacity in the external market due to ongoing recruitment and retention issues in the sector. During 2021/22, these factors impacted our approaches to discharging people from hospital into appropriate care in the community. The HSCP has been addressing these challenges through enhanced recruitment and increasing local intermediate care options allowing earlier discharge from hospital. We also continue to work collaboratively with our local care homes, working to minimise emergency attendances and admissions and supporting safe and early discharge from hospital. Over the previous two years our performance has significantly improved on the percentage of people aged 65 and over with intensive care needs receiving care at home and our ranking has improved to 14th in 2021/22. The level of service has improved also with 83% of adults supported at home feeling that it had improved or maintained their quality of life being ranked 7th (up from 25th in 2020/21). We continue to support the expansion of choice and control by encouraging the uptake of Self-Directed Support (SDS) options. Residential costs per week per resident (65 or over) have increased this year to £424 (from £418 in 2020/21). This has resulted in our ranking improving from 3rd to 2nd and remains significantly below our family group average of £966. The change in cost per resident relates to the level of contribution from individuals living in our care homes, which varies from year to year. Our overall cost remains low in comparison with the Scottish average reflecting the higher proportion of self-funders in East Renfrewshire. Our homecare costs per hour for people aged 65 or over have decreased with our ranking increasing significantly from 29th to 17th. During the pandemic period of 2020/21 actual delivered homecare hours reduced due to services being cancelled; and at the same time costs increasing due to service requirements changing. During 2021/22, the delivered care hours have grown past previous levels by 16%. This alongside a reduction in budget spend has caused the service hourly cost to reduce. Although we have seen a reduction in cost per hour, it still remains slightly above national average.

What the HSCP is doing to improve services

The HSCP continues to be at the forefront of local efforts to support our most vulnerable residents. As we continue to experience significant pressures in the wake of the Covid-19 pandemic we will continue to develop our services to meet the needs of those in greatest need in our communities. We will make best use of technology and health monitoring systems to support independence and self-management. In line with the NHS GGC recovery planning we will support the increased use of digital technology to support new ways of delivering services. We remained focused on ensuring people are supported in their community and avoid unnecessary use of hospital services. We continue to develop our support to local care homes and other supported living providers through safety and professional assurance arrangements. To meet continuing demand pressures following the pandemic we have undertaken significant recruitment activity, strengthening capacity in our Review Team and Intensive Support Service. We have also established a range of multi-disciplinary roles to support our interim care arrangements.

Organisational Outcomes

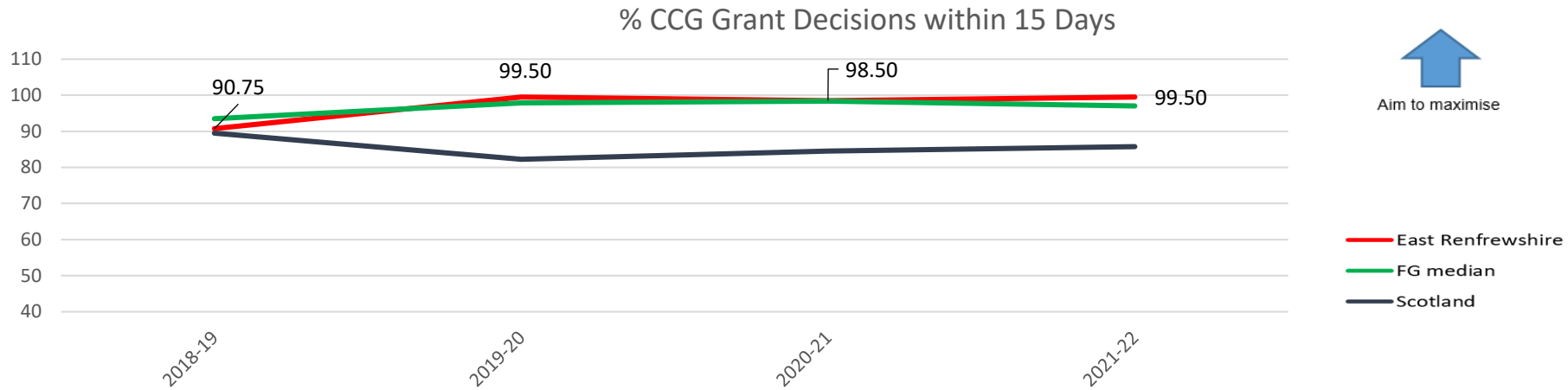
Customer: Satisfied customers access services that meet their needs

Efficiency: Our physical, information and financial assets are efficiently managed

People: We have engaged employees who are motivated to deliver our outcomes

Costs & Processes

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Efficiency Outcome	Support services as a % of total gross expenditure	5.0%	4.8%	4.5%	4.1%	4.2%	26	26	25
	Cost per dwelling of collecting Council Tax	£13.09	£15.03	£17.89	£6.60	£7.73	30	30	31
	% of income due from Council Tax received by the end of the year	97.5%	96.4%	96.8%	95.7%	96.1%	3	6	9
	% of invoices sampled that were paid within 30 days	75.3%	79.8%	86.6%	92.2%	91.9%	32	31	25
	The proportion of SWF Budget Spent	97.5	62.1	98.9	115.2	118.7	21	24	20
	The Proportion of DHP Funding Spend	89.2	67.5	83.8	96.00	85.2	29	32	26
	% of CCG Grant Decisions within 15 days	99.5%	98.5%	99.5%	85.8%	87.8%	3	9	4
	% of Crisis Grant decisions within 1 day	96.8%	99.5%	97.8%	93.3%	93.6%	21	5	14



Corporate Costs & Processes:

Information

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

Council Tax collection rate continues to be top quartile and above the Scottish average. Cash collected increased by 0.34% and net billed figure increased to £59.8m with an additional £1m of cash collected. This indicator is above the Scottish average ranked 9th, however has reduced from 6th in the prior year due to the impact on collections of implementing the new Council Tax and Benefits ICT system. The cost of Council Tax collection has been adversely impacted by project costs recharged for implementing the new system. It is anticipated that these costs will continue to be elevated as we seek to modernise and improve Council Tax and Benefits processes. Invoice payments performance has improved, moving this indicator from 31st to 25th place. Accuracy rates have improved to a 0.1% error rate which compares to an external benchmark of best practice of 0.3%. This has been achieved against a backdrop of significant process and compliance demands due to Covid-19, with local businesses and residents supported through the payment of grants. The lower quartile position is not reflective of the improvements in accuracy and error rates, avoiding duplicate payments and mitigating against potential financial risk. A rigorous compliance regime is firmly embedded and auditors continue to recognise the very significant performance improvements made. The new indicator on DHP funding is under investigation. The Scottish Government have confirmed that incorrect data was used for the estimated funding and this will be updated once the true figure is known.

What the Council is doing to improve services

We are keen to improve customer journeys, processing times and the digitisation of our end to end processes. The implementation of the new finance/procurement system and the subsequent merging of the Creditors and Debtors teams into the new Accounts Payable/Receivable team are now resulting in modernisation and streamlining of both our invoice payments and sundry debt processes. The replacement of the Council Tax and Benefits ICT system is providing a platform to allow fundamental process change and improvement. The Citizen Access customer portal has been phased in since 2022. Council Tax online went live in May 2022 and Education Benefits online in July 2022, with Benefits online scheduled for 2023. These changes are leading to improved automation and an improved customer experience.

Corporate Assets

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Efficiency Outcome	% of operational buildings that are suitable for their current use	84.2%	84.5%	84.8%	85.3%	89.3%	18	18	19
	% of internal floor area of operational buildings in satisfactory condition	83.9%	84.1%	86.6%	90.1%	92.2%	25	27	26

Corporate Assets: Information

Strategic Policy Intention

To deliver high quality, efficient and effective asset management and property maintenance to support 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 overall efficiency.

Council Performance

Overall, both indicators have continued to improve again in 2021/22. This reflects both improvements in property condition and consideration of detrimental changes with defects recorded against properties.

What the Council is doing to improve services

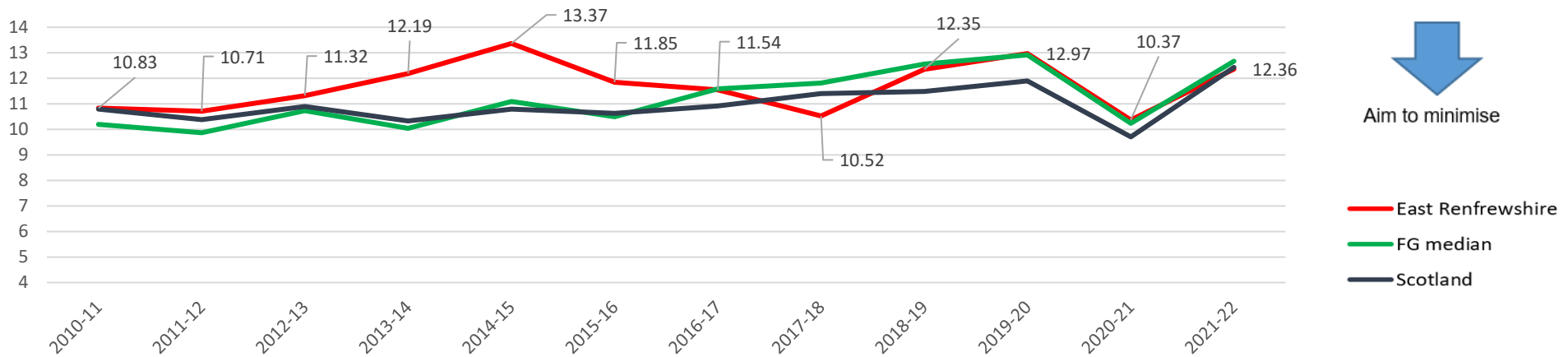
The Council continues to explore opportunities for property colocation with community partners. Asset Management Plans have been updated to ensure they all tie to the same period.

Employees

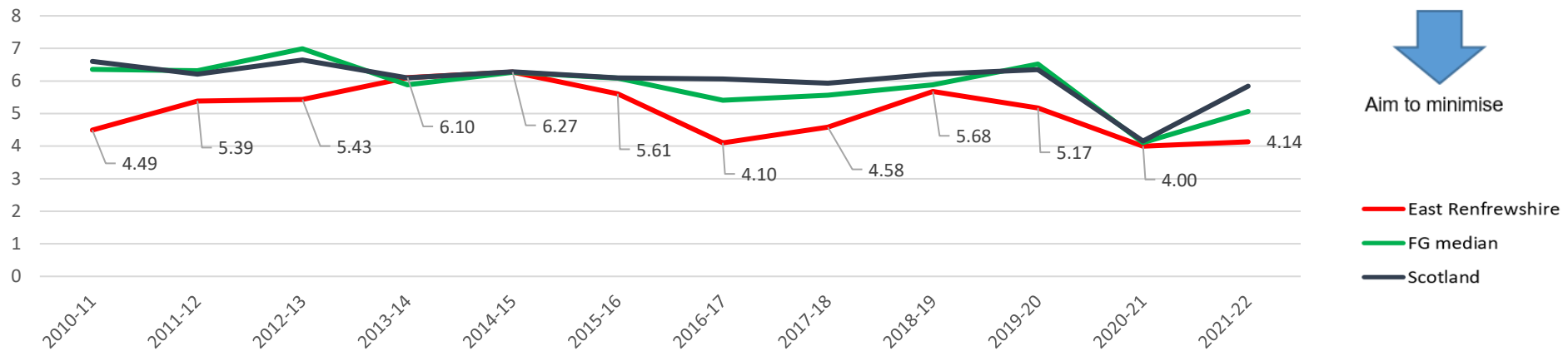
Alignment	Indicator	East Renfrewshire values			2021/22 Scotland	2021/22 Family Group	East Renfrewshire ranks		
		2019/20	2020/21	2021/22			2019/20	2020/21	2021/22
People Outcome	% of the highest paid 5% employees who are women	59.3%	57.5%	61.9%	59.0%	59.2%	11	14	4
	The gender pay gap (%)	6.3%	6.5%	5.7%	3.5%	2.7%	27	27	27
	Sickness absence days per teacher	5.2	4	4.1	5.8	5.6	6	15	1
	Sickness absence days per employee (local government employees)	13	10.4	12.4	12.4	12.3	26	24	15

Employees: Spotlights

Sickness Absence Days per Employee (non-teacher)



Sickness Absence Days per Teacher



Employees: Information

Strategic Policy Intention

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

Council Performance

Our sickness PI rankings have improved significantly since last year with the Council ranking number 1 for teachers' absence compared with 14th for last year. LGE ranking has also improved and we are sitting at 15th compared with 25th the previous year. The gender pay gap has improved and decreased to 5.7%.

What the Council is doing to improve services

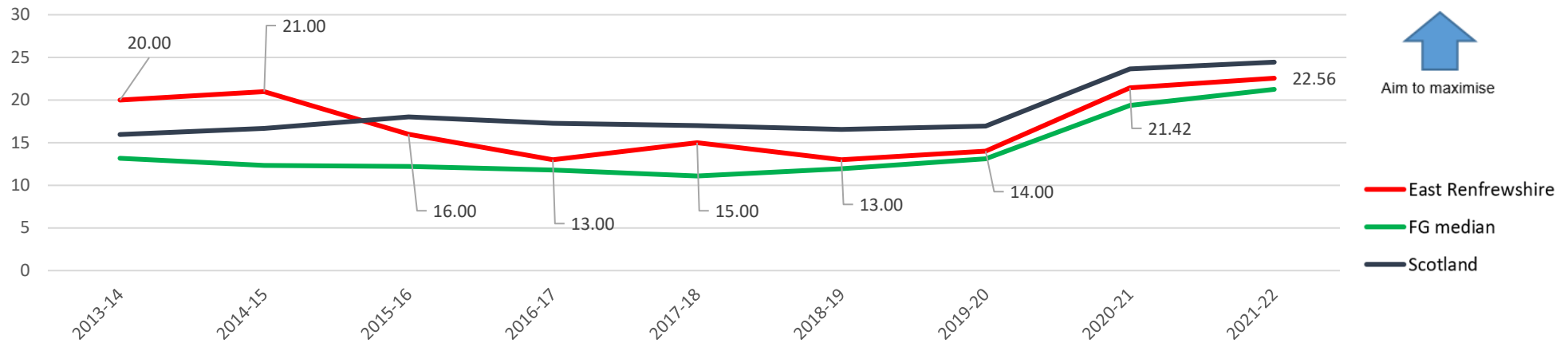
We will continue to focus on the health and wellbeing of our employees.

Financial Sustainability

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2019/20	2020/21	2021/22	2021/22 Scotland	2021/22 Family Group	2019/20	2020/21	2021/22
Efficiency Outcome	Total useable reserves as a % of council annual budgeted revenue (<i>% of income held in reserves</i>)	18.3%	23.4%	21.8%	24.4%	26.9%	12	14	23
	Uncommitted General Fund Balance as a % of council annual budgeted net revenue (<i>% of revenue that is not committed to a specific theme/project</i>)	4.0%	4.5%	4.4%	3.5%	2.5%	6	8	5
	Ratio of Financing Costs to Net Revenue Stream - General Fund	9.0	7.6	7.2	5.9	5.3	25	25	23
	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	29.7	32.1	31.3	22.1	23.4	20	21	21
	Actual outturn as a % of budgeted expenditure (<i>% of budgeted spend that is spent in practice</i>)	99.2%	97.4%	98.7%	98.3%	98.2%	19	19	17

Financial Sustainability: Spotlights

Total useable reserves as a % of council annual budgeted net revenue



Financial Sustainability: Information

Strategic policy intention

East Renfrewshire's vision is to ensure a financially secure position underpinned by efficient and effective use of all financial resources.

Council performance

Overall performance reflects a short term improvement and is mainly due to late receipt of Covid-19 related government funding. There still remains an ongoing challenging financial situation.

What the Council is doing to improve services

Given the current financial climate is not anticipated to improve in the short or medium term this will present a challenge to improve performance. As the Council's Capital Programme and Housing Capital Programmes become more ambitious it is likely that, regardless of steps taken, the indicators around these areas will not improve. Directors have been requested to avoid non-essential spending and to manage any forecast overspends during the year. This reflects a deliberate policy and will allow the Council to continue to not to have to call on the planned use of reserves and therefore allows them to be used to balance future year budgets.