

EAST RENFREWSHIRE COUNCILCABINET3 June 2021Report by Chief ExecutiveLOCAL GOVERNMENT BENCHMARKING FRAMEWORK: 2019/20 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 2019/20. 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 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. Since 2010, the Society of Local Authority Chief Executives (SOLACE), and COSLA, have worked with the Improvement Service (IS) 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. Seven new measures have been included in the 2019/20 data set under the new categories of Financial Sustainability and Tackling Climate Change, however data is not yet available for 2019/20 for the climate change indicators. Four indicators relating to expected primary achievements at Curriculum for Excellence levels have been temporarily removed from the data set for 2019/20 given that data on teacher judgements was not collected due to the pandemic.

5. Due to data availability issues, this year the data for the indicator on readmissions to hospitals within 28 days is presented as calendar year, rather than financial year. To improve the relevance of the indicator on council dwellings that are energy efficient, the basis on which it is calculated has changed this year. Previously this measure had been calculated on progress towards the Scottish Housing Quality Standards – SAP ratings which were due to be achieved by 2015. The measure will now be based on progress towards meeting the Energy Efficiency Standard for Social Housing (ESSH).

6. A total of 93 measures are included in the full LGBF dataset split across 10 key service areas including Children's; 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.

7. 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 full report and background data is available on the Improvement Service [website](#).

8. The published LGBF data is for financial year 2019/20. The data is therefore not new, and some of the information may have been publicly reported at the East Renfrewshire level already as part of the Council's performance management arrangements.

OVERVIEW OF COUNCIL PERFORMANCE

9. 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. Within each service area the data is presented in line with East Renfrewshire Council's 'Balanced Scorecard' approach which covers our strategic delivery *Outcomes* and our organisational outcomes covering *Efficiency, Customer* and *People*. Local results, including the latest Citizens' Panel satisfaction data, are considered in the context of the national picture, including comparison of 2019/20 data with the Scottish and Family Group averages.

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

11. LGBF data up to 2019/20 provides a picture of where Local Government had reached pre-COVID. The pandemic has affected Local Government services and service delivery. In the future the framework will be useful to assist councils to learn lessons from its response and to strengthen and redesign services around future policy priorities to support recovery and renewal. It will also be valuable in helping to track progress against the National Performance Framework. The impact of COVID will become apparent in future reporting.

12. 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 the wide range of measures whilst making further improvements at 5+ SCQF levels 5 and 6. The examination attainment of our most deprived children continued to compare very favourably with other local authority and national averages. 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 remains below the national averages. East Renfrewshire has for the past three years been in the top 5 ranks for keeping looked after children within their community. For this period we are significantly above the national average and our family group averages for the proportion of children who are looked after in a community rather than a residential setting.

Culture and Leisure Services: Physical library visits were on track to match or slightly improve on 2018/19 visitor numbers, however the beginning of the COVID pandemic had a major impact on the visitor statistics for March 2020. As a result there is a 1.7% decrease in physical visits compared to the previous year. 2019/20 attendances through leisure centres were down 6.5%, in part due to pandemic and the unplanned closure of Eastwood Leisure Centre pool. Despite this, public swimming was up 4.7%, and following the introduction of a new Learn to Swim framework, swimming lesson customers were up 15% on the previous year. The cost per attendance at sports facilities increased from £4.24 in 2018/19 to £5.60 in 2019/20, above the Scottish average of £2.71. Rank position fell from 30 to 32. Further investigation into the costs found that an increased allocation of an enhanced service management fee and a reduction in attendance numbers, both partly reflecting the early impact of COVID, have contributed to an adverse impact on this indicator. An initial review also suggests variation across councils in the way the indicator is calculated; further analysis is being undertaken including benchmarking within our family group to support learning and future improvement.

Economic Development and Planning: 2019/20 data shows that 13.4% of unemployed people were assisted into employment by East Renfrewshire Council operated/funded employability programmes (above the national average). In 2018/19 there was an unusually high number of clients moving into employment and figures in 2019/20 are more in line with expected figures for the service. Start-ups per 10,000 population decreased from 17.7% very slightly in 2019/20, and investment in Economic Development and Tourism per 1,000 population decreased significantly from £63,552 to £27,436. This was due to the impact of service redesign in 2017/18 and 2018/19 and there were no operational costs for tourism in 2019/20. East Renfrewshire Council percentage spend with local small/medium enterprises rank will always be comparably low given factors such as the existing supplier base and size and location of the local authority area (small rank change 31, previously 32). However as identified in the new Procurement Strategy 2019-2022 and working together with the Council's Economic Development team, we will focus on maximising opportunities to encourage local businesses, third sector organisations, supported businesses to do business with the Council.

Housing services: Housing Services performance remains steady in relation to delivery of non-emergency repairs and compliance with the Scottish Housing Quality Standard; with the Council performing comfortably against the Scottish local authority average for both of these indicators. Rent arrears as a percentage of rent due from tenants has increased in 2019/20, again, reflecting the impact of Universal Credit and other welfare reforms. We are continuing our work in mitigating the impacts through targeted resource and offering specialist advice. The percentage of our council homes that are up to the Energy Efficiency Standard for Social Housing (EESH) is currently 78.9%, up from 74.6% in 2018/19, however, ranking fell from 17 to 19.

Environmental services: East Renfrewshire Council has now held the accolade of top recycling Council in Scotland for the last four years. In 2019, East Renfrewshire increased total percentage of household waste recycled to 67.8% which sits well above the Scottish average of 44.9%. In 2019/20 there were increases in the costs of residual waste resulting in an increase in both people resource and transportation. The increase in disposal costs were attributed to the increase in tonnage, payroll and transportation costs. We continue to allocate resources and target our well-known litter hot spots following investment in new fleet during 2019/20 and our street cleanliness score remains above the national average although there was a slight decrease in 2019/20, and a fall in 8 rank positions. There has been an improvement in the percentage of Class A, B, C and Unclassified roads that should be considered for maintenance treatment in 2019/20. Additional capital funding has resulted in improvement in the unclassified roads and the overall condition of our road network has improved from 39.1% to 35.5% considered for maintenance treatment.

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Adult Social Care: In 2019/20 we were the best performing HSCP in Scotland for hospital bed days lost to delayed discharge and are ranked 4th for the rate of re-admissions to hospital within 28 days. Our performance on re-admissions is a positive reflection on the homecare and re-ablement services that are supporting local people following a stay in hospital. We continue to support the expansion of choice and control by encouraging the uptake of self-directed support (SDS) options. The LGBF measure shows continued growth in the proportion of spend through SDS Options 1 and 2. In 2019/20 we maintained performance in the % of people aged 65 and over with long-term care needs receiving personal care at home. The LGBF data shows an improvement in the proportion of adults supported at home who agree that they are supported to live as independently as possible, and that support has impacted positively on their quality of life. LGBF data also shows a large improvement in the proportion of people saying they had a say in how their help, care or support was provided reflecting our commitment to person-centred planning.

Corporate Services: The Council continues to demonstrate commitment to equalities as demonstrated by the reduction in the gender pay gap from 7.5% to 6.3% in 2019/20. Sickness absence rates have also improved from 10.1 days per FTE in 2018/19 to 8.2 days in 2019/20. However, sickness absence days for non-teachers increased from 12.35 days in 2018/19 to 12.97 days in 2019/20, above the Scottish average of 11.93 days. Rank position declined from 21 to 26. Data for 2020/21 shows this measure has now improved to 10.37 days. The measure of % of the highest paid 5% employees who are women dropped slightly from 59.89% in 2018/19 to 59.32% in 2019/20, this remains better than the Scottish average of 56.64%, however rank position fell from 4 to 11 in this time.

Council Tax collection rate continues to be significantly better than the Scottish average. Despite the marginal reduction of 0.17% in cash collected, the net billed figure increased to £53.4m. The cost of Council Tax collection has been adversely impacted by project costs recharged for implementing the new Council Tax and Benefits ICT system. Invoice payments processing performance has decreased by 5.7% from 2018/19 with 75.3% of invoices paid within 30 days. Our rank position is not reflective of the performance 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 in this area.

Financial Sustainability: 5 new indicators were added to the LGBF suite in 2019/20 under this category. Overall performance remains stable compared to previous years despite an ongoing challenging financial situation. Uncommitted General Fund Balance as a % of council annual budgeted net revenue dropped slightly from 4.5% in 2018/19 to 4% to 2019/20, just above the Scottish average of 3.8%.

PERFORMANCE REPORTING ARRANGEMENTS

13. 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

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

CONSULTATION

15. 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. The Chief Executive of East Renfrewshire Council sits on the national LGBF Board which leads the overall development of the framework.

PARTNERSHIP WORKING

16. 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. Although the programme for 2020 had to be put on hold due to the pandemic, the programme for online workshops in 2021 has recently been published and includes 27 workshops between May and December 2021.

17. 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

18. 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.

CONCLUSION

19. The 2019/20 data shows that we continue to perform strongly in key outcome areas where we are making differences to people's lives. We continue to maintain the highest rates of recycling and educational attainment. 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.

20. 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 are reporting on over the next year 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 19/20 and provides a pre-Covid position and therefore the effects and impact of COVID on service performance will become apparent in future LGBF reporting for 2020/21 and beyond.

RECOMMENDATIONS

21. It is recommended that Cabinet:

- (a) Scrutinise 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.

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BACKGROUND PAPERS

Local Government Benchmarking Framework: 2017-18 Performance, Cabinet, 12 March 2020

KEY WORDS

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

Summary of LGBF performance 2019/20

This annex provides a summary of East Renfrewshire's performance between 2017/19 and 2019/20. Indicators are arranged under thematic service areas and aligned to the delivery or organisational outcome they support. Performance in 2019/20 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 a national overview, the strategic policy intention, commentary on East Renfrewshire Council's performance and information on what the Council is doing to improve services where relevant.

[Children's Services](#)
[Culture & Leisure Services](#)
[Parks & Open Spaces](#)
[Economic Development & Planning](#)
[Housing Services](#)
[Roads Services](#)
[Waste, Cleanliness & Recycling Services](#)
[Trading Standards, Money Advice & Environmental Health Services](#)
[Adult Social Care Services](#)
[Corporate Costs & Processes](#)
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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					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	Attainment of all children (% of pupils achieving 5+ awards at SCQF level 5)	87%	86%	88%	64%	64%	1	1	1
	Attainment of all children (% of pupils gaining 5+ awards at SCQF level 6)	63%	65%	69%	38%	40%	1	1	1
	Attainment of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 5)	69%	69%	61%	47%	41%	1	2	2
	Attainment of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 6)	37%	42%	42%	21%	17%	1	1	2
	% Average Total Tariff	1388	1354	1401	929	940	1	1	1
	% Average Total Tariff SIMD Quintile 1 ¹	972	1039	968	649	581	1	1	2

¹ A measure 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			
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	% Average Total Tariff SIMD Quintile 2	1139	1088	1127	759	670	1	1	1
	% Average Total Tariff SIMD Quintile 3	1324	1275	1328	904	897	1	1	1
	% Average Total Tariff SIMD Quintile 4	1300	1296	1388	1029	972	2	2	1
	% Average Total Tariff SIMD Quintile 5	1528	1478	1530	1240	1217	1	1	1
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	-	86.6%	data not yet available*	*	*	-	1	*
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	-	90.7%	*	*	*	-	1	*
	Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	-	20.35	*	*	*	-	10	*
	Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	-	13.07	*	*	*	-	1	*
	% of funded early years provision which is graded good/better	100%	96.9%	97%	90%	91%	1	5	7
	School attendance of all children ²	-	95.2%	-	-	-	-	1	-
	School attendance of looked after children ³	-	85.72%	-	-	-	-	2	-
	School exclusion rates (per 1000) of all children ⁴	-	3.1%	-	-	-	-	2	-

*P1, P4 and P7 curriculum for excellence data is not yet available for 2019/20. This is expected later this year.

² Attendance and exclusion data is released every two years therefore data is unavailable for 2017/18 and 2019/20.

³ As above

⁴ As above

	School exclusion rates (per 1000) of looked after children ⁵	-	51.5%	-	-	-
	% of children meeting developmental milestones	85.3%	85.3%	84.3%	85.7%	88.6%
	% of children being looked after in the community	93.6%	98.0%	94.9%	90.1%	87.5%
	% of child protection re-registrations within 18 months	0%	7.7%	15.8%	6.9%	11.2%
	% looked after children with more than 1 placement in the last year (Aug-July)	29.09%	24.51%	18.8%	16.7%	20.9%
	% of pupils entering positive destinations	97.7%	97.5%	96.2%	93.3%	93.3%
	Participation rate for 16-19 year olds	96.8%	96.9%	96.8%	92.1%	94.7%
Efficiency Outcome	Cost per primary school pupil	£4,662	£4,881	£5,264	£5,599	£5,585
	Cost per secondary school pupil	£6,621	£7,004	£7,314	£7,538	£7,728
	Cost per pre-school place	£5,244	£5,994	£7,004	£6,787	£6,333
	Gross cost of 'children looked after' in a community setting per child per week	£205	£217	£223	£350	£439
	Gross cost of 'children looked after' in residential based services per child per week	£3,896	£12,308	£4,109	£3,853	£4,341
Customer Outcome	% of adults satisfied with local schools ⁶	81%	82%	84%	72%	78%
	Citizens' Panel - Primary education % of service users rating service as very good or good	96%	98%	98%	*	*
	Citizens' Panel - Secondary education % of service users rating service as very good or good	89%	96%	97%	*	*

-	2	-
13	17	21
5	1	3
1	22	30
28	22	18
3	2	4
2	2	2
7	7	8
6	14	15
25	24	19
5	3	4
23	32	19
6	6	4
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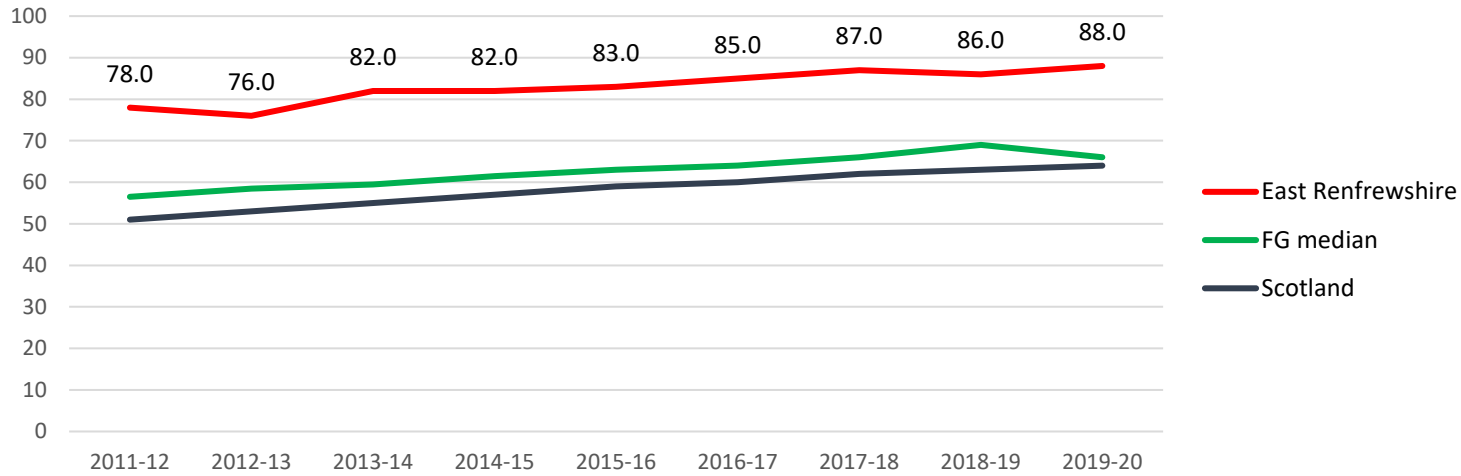
⁵ Attendance and exclusion data is released every two years therefore data is unavailable for 2017/18 and 2019/20.

⁶ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

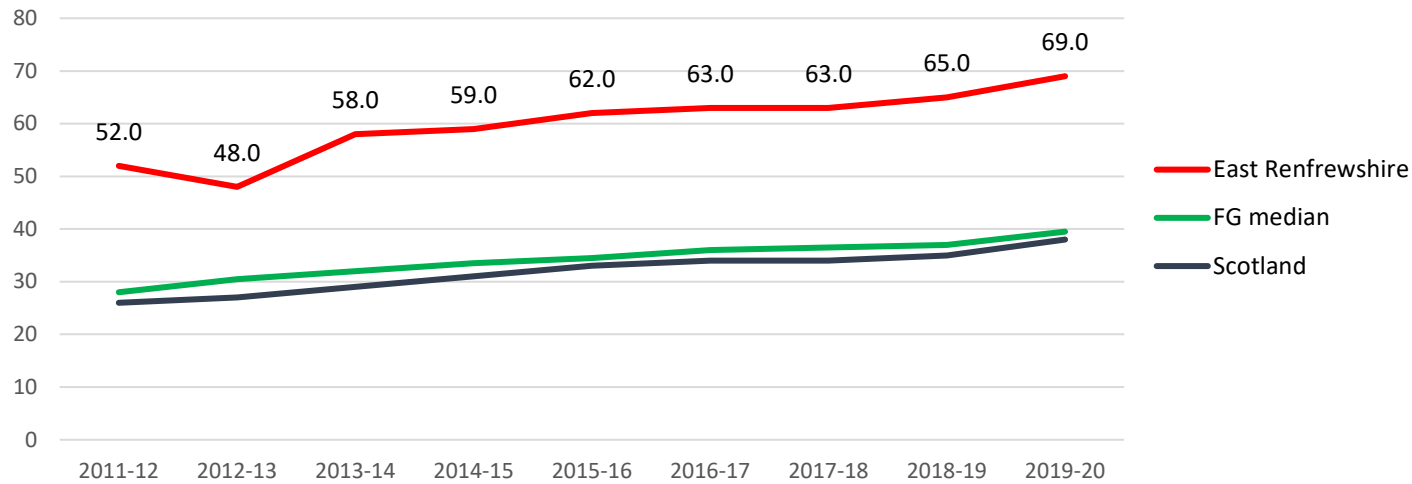
* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

Children's Services: Spotlights

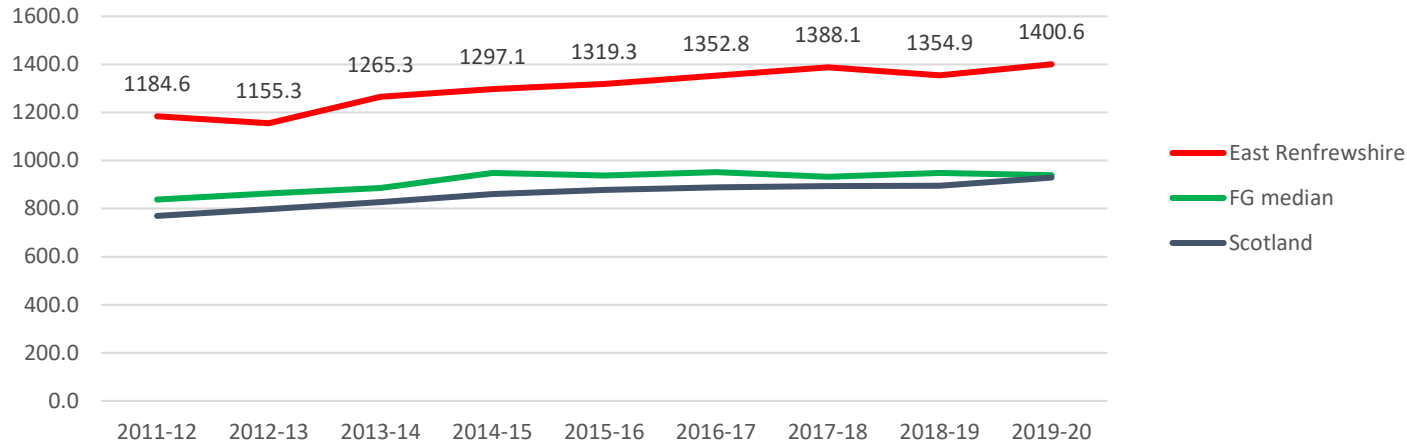
CHN4 - % of Pupils Gaining 5+ Awards at Level 5



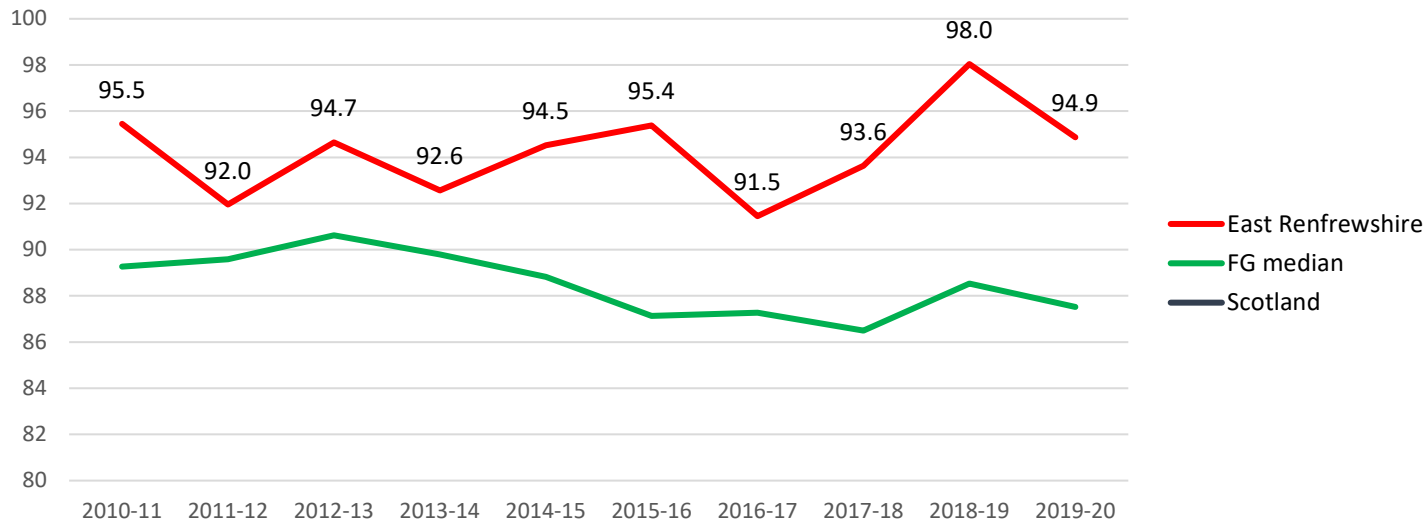
CHN5 - % of Pupils Gaining 5+ Awards at Level 6



CHN12a - Overall Average Total Tariff



CHN9 - Balance of Care for looked after children: % of children being looked after in the Community



Children's Services: Information

National overview

Real time spend on Education has grown by 8% since 2010/11 and by 19% on services for looked after children. In 2019/20, growth in education spend has accelerated, increasing by 7.1%. This reflects increased costs associated with the recent teacher pay award, access to additional monies via the Scottish Attainment Challenge and Pupil Equity Fund, and the Early Years Expansion programme. Measures of educational outcome have shown substantial positive progress since 2011/12 with the scale of changes seen reflecting improvements equating to both better grades and more awards at higher SCQF levels. Other improvements in performance include greater placement stability and reducing school exclusion rates for children who are looked after. While the vast majority of data in this year's LGBF report presents the position pre-Covid, the 2019/20 educational attainment indicators refer to the academic year which was significantly impacted by the pandemic. For 2019/20 data, the absence of external assessment information led to grades awarded in 2020 being based on teacher estimates. These results are therefore not directly comparable with previous and future years. Any change between the attainment levels of the 2019/20 cohort and those of previous years should therefore not be seen as an indication that performance has improved, or worsened without further evidence.

Relatively small datasets within the vulnerable children's population often result in reported figures over the three-year period being presented as statistically significant when this is not necessarily the case. The three children's social work measures are an example of this as very small data changes up or down tend to be presented as larger population fluctuations and more significant than they actually are. An example of this is the impact of sibling groups changes in placement moves, and child protection re registrations especially.

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. In striving for this vision we also seek to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

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 working 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 by Scottish Children's Reporter Administration (SCRA), Children's Hearings and Looked After Reviews. 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

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 the wide range of measures whilst making further improvements at 5+ SCQF levels 5 and 6. The examination attainment of our most deprived children as measured by the average total tariff score continued to compare very favourably with other local

authority and national averages. Some attainment measures were not collected or reported in 2019/20 including Curriculum for Excellence levels at Primary 1,4 and 7.

Almost all authority run and funded early year's providers were graded good or better in 2019/20. We also recorded 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 remains below the national averages. The cost for each pre-school place has increased over the past few years as a result of the department's proposal to continue to progress with plans to deliver 1140 hours of early learning and childcare (ELC) for all eligible 2, 3 and 4 year old children from August 2020, albeit in a more limited way given the impact of COVID-19 on plans. This includes the completion of the required new ELC facilities at Glenwood Family Centre; two new build larger replacements for Busby and Eaglesham primary school nursery classes; a new build family centre in the site of Crookfur pavilion; new extension at Cross Arthurlie Primary School; and works at Overlee park to establish a new family centre for August 2021.

East Renfrewshire has for the past three years been in the top 5 ranks for keeping children within their community. For this period we are significantly above the national average and our family group averages for the proportion of children who are looked after in a community rather than a residential setting. In relation to ERHSCP Children's Services although the figure for placement moves is higher than the national average it is lower than the family group average. The context in this respect is important to understand too. Given the small numbers of looked after children in East Renfrewshire sibling groups who move make a significant effect on our overall percentage. One placement move can also represent a rehabilitation home and move to adoptive parents therefore there are placement moves which are positive moves for a child which increase security and stability.

East Renfrewshire ranks 30th for child protection re-registrations which is higher than the previous year and it is also above the Scottish average. The increase from 2018/19 to 2019/20 is as a result of larger sibling groups being re-registered. Overall low figures locally mean that small numbers can appear as bigger variations and so the evident increase is not in fact statistically significant.

Gross costs of residential placements are relatively stable and comparable with the Scottish average and the benchmarking family group. The one outlier year of 2018/19 where the figure is significantly higher is due to an increase in the number of children with complex disability requiring specialist residential care and school placements. Community settings gross costs for children subject to statutory measures although appearing lower than the Scotland and the Family Group average will be subject to local accountancy review in the following year as the formulae for costings is due to be revised.

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 focus on improvements to support prevention and early intervention as a result of the disruption caused by the pandemic; supporting families to transition to new ELC settings and models; working with partners to increase parenting capacity and continuing to implement the Digital Learning and Teaching strategy. 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 Education 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.

The use of the Signs of Safety approach in ER HSCP Children's Services focuses our work on strengthening and supporting families to enable children to remain safely within their families where possible. East Renfrewshire have not placed a child in a secure residential setting since 2014 instead using Intensive Services to provide high levels of family and community support to keep children and young people safely with their family and community. This approach to our practice aligns with the aims of the Promise.

Culture & Leisure Services

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group	East Renfrewshire ranks			
		2017/18	2018/19	2019/20			2017/18	2018/19	2019/20	
Efficiency Outcome	Cost per visit to libraries	£1.06	£1.44	£1.93	£2.00	£1.75	5	8	10	
	Cost per attendance of sport and leisure facilities (including swimming pools)	£4.34	£4.14	£5.60	£2.71	£2.34	30	30	32	
Customer Outcome	Percentage of adults satisfied with libraries ⁷	68.3%	71.3%	75.3%	72.4%	71.8%	27	22	13	
	<i>Citizens' Panel - Libraries % of service users rating service as very good or good</i>	93%	93%	91%	*			*		
	Percentage of adults satisfied with leisure facilities ⁸	65.3%	64.3%	67.3%	70.1%	71.4%	30	30	23	
	<i>Citizens' Panel - Sport and Leisure facilities % of service users rating service as very good or good</i>	75%	74%	79%	*			*		

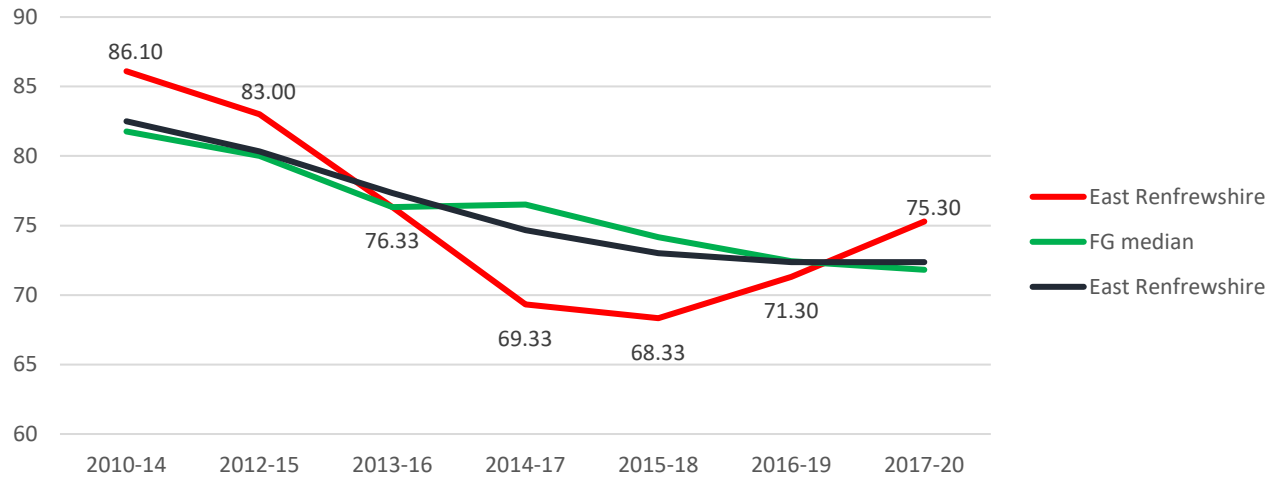
⁷ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

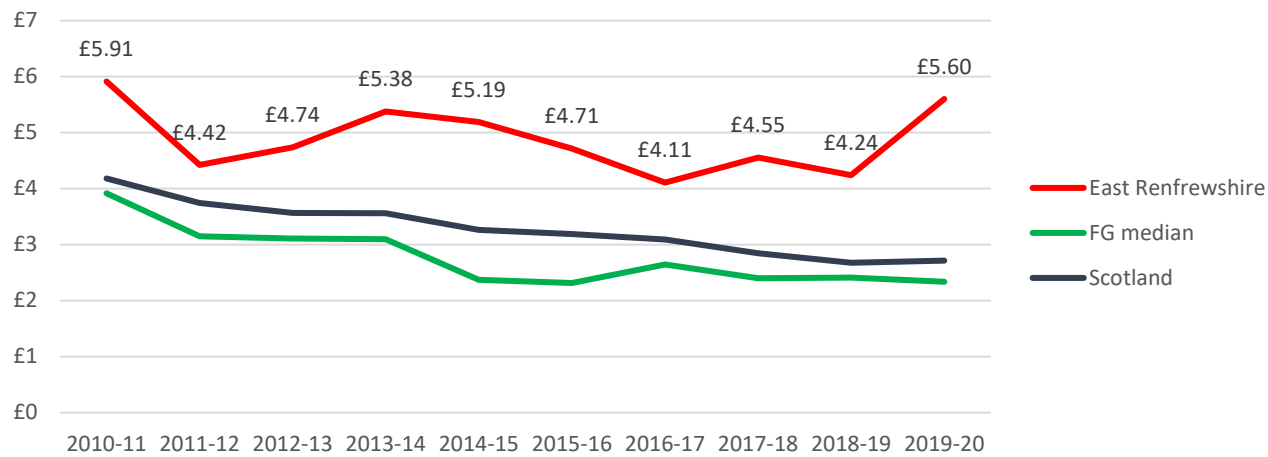
⁸ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

Culture & Leisure: Spotlights

C&L5a - % of adults satisfied with libraries



C&L1 - Cost per attendance at Sports facilities



Culture & Leisure: Information

National overview

Despite a real reduction in spend of 26.5% since 2010/11, leisure and cultural services have sharply increased their usage rates, partly driven by the expansion in digital provision. During this time the substantial increases in visitor numbers across to libraries (41%), has resulted in unit cost reductions of 50%. In 2019/20, there has been a further 3.3% real reduction in spend, marking 8 years of reducing spend on culture and leisure services. Attendances to libraries are still on the rise, by 1.9% over the last 12 months, leading to a further reduction in cost per use. Since 2010/11 visitor numbers across sports facilities have increased by 14% resulting in unit cost reductions of 35%. In the last 12 months sports facilities have seen a 4.5% drop in attendances over the same period which moderates the effect of 3.3% reduction in spend and has resulted in a 1.3% increase in cost per attendance at sport facilities.

East Renfrewshire Culture and Leisure's Strategic Policy Intention

A Public Library Strategy 2019 – 2022 was approved by council in November 2019 and aims to build on the Library Service's position as one of the most innovative and highest performing in Scotland, whilst cementing the dramatic reductions in cost per visit achieved over the last five years. A new Sports and Physical Activity Strategy is being developed in partnership with ERC through a Physical Education, Physical Activity and Sports Working Group for presentation to Council in 2021. Its aim will be to further develop sport and leisure programmes and facilities to grow participation in ways which balances ambitions for both commercial performance and community participation.

East Renfrewshire Culture and Leisure (ERCL) Performance

Library physical visits were on track to match or slightly improve on 2018/19 visitor numbers however the beginning of the COVID pandemic had a major impact on the visitor statistics for March 2020. As a result there is a 1.7% decrease in physical visits compared to the previous year (2018/19 – 511,555 physical visits, 2019/20 – 502,865 physical visits). It is a similar picture for book loans with the notable drop in usage in March 2020 contributing to an overall impact of a 2.9% fall in book issues compared to 2018/19 (2018/19 – 410,388 book issues, 2019/20 – 398,252 book issues).

In 2019 the successful launch of the first and only Open Plus library in Scotland took place at Clarkston library. Through a successful bid for grant funding the library service developed a successful Virtual Reality programme delivered in partnership with other local organisations. Investment in a new digital magazine platform in March 2020 has seen access to newspapers and magazines increase enormously with over 7,000 titles available to access for free. The partnership with MacMillan Cancer saw two Cancer Information and Support Service (CISS) points, launched at Clarkston Library and Barrhead Foundry in 2019. East Renfrewshire libraries had the 5th highest number of participants in the 2019/20 Summer Reading Challenge and the 5th highest again number of completers across Scotland.

Our 2019/20 attendances through leisure centres were down 6.5% on prior year, in part due to Covid (600,066 cf. 642,172), and unplanned closure of Eastwood Leisure Centre pool. Despite this, public swimming was up 4.7%, and following the introduction of a new Learn to Swim framework, swimming lesson customers were up 15% on the prior year. In 2019 our gyms extended their opening hours following customer consultation, with an earlier 6am opening time. This complemented the refurbishment of the gym and fitness studio at Barrhead Foundry, the refresh of gym equipment at other sites, and a successful marketing and sales campaign increasing the gym membership to its highest level in five years (up 8.6% on prior year). Tackling inequality and improving life chances for local people are at the heart of community planning partner's priorities and reflected in Community Plans, and a number of initiatives and programmes have

been led by Sports and Physical Activity teams. Costs per attendance at sports facilities have increased on the previous year. The cost per attendance at sports facilities increased from £4.24 in 2018/19 to £5.60 in 2019/20, above the Scottish average of £2.71. Further investigation into the costs found that an increased allocation of an enhanced service management fee and a reduction in attendance numbers, both partly reflecting the early impact of COVID, have contributed to an adverse impact on this indicator. An initial review also suggests variation across councils in the way the indicator is calculated; further analysis is being undertaken including benchmarking within our family group to support learning and future improvement.

In 2019, ERCL became the first Trust in Scotland to provide a free and all-inclusive gym membership for armed services veterans through a dedicated health and wellbeing programme – Health for Heroes - providing free gym membership to veterans and a family member. Others included Corporate Parenting, and the For Your Entertainment programme; support for people with chronic conditions (Vitality, GP Referral, MacMillan Cancer Support's Move More, Dementia Awareness); and an expanded Holiday Hunger Programme and work with the community in Dunterlie who are otherwise excluded from mainstream participation.

What East Renfrewshire Culture and Leisure is doing to improve services

ERCL's Library Service will:

- Maximise value from the service for residents and communities.
- Maximise the service's contribution to national strategies and outcomes, ERC's Community and Outcome Delivery plans and the Trust's business plan.
- Respond to current and foreseeable financial pressures by delivering increased outcomes at reduced cost.
- Create an enduring library service for the twenty-first century.

For Libraries this will mean:

- Exploring a diverse range of partnerships to broaden our support and supporter base.
- Supporting ERC schools to deliver on the National Schools Library Strategy and delivering on Scottish Government national initiatives designed to improve literacy and numeracy.
- Developing and delivering ICT programmes to support residents to become "digital by default".
- Exploring opportunities to develop services to tackle social isolation in conjunction with partners and volunteers.
- Working with NHS and other partners to ensure access to accurate and trusted health information.
- Supporting economic recovery by offering supported access to information, free public WiFi, and learning opportunities.

ERCL leisure services will:

- Contribute to ERC's goals and community planning objectives.

For ERCL's leisure centres and associated programmes this will mean:

- Producing an updated Sports & Physical Activity Strategy for East Renfrewshire.
 - Reviewing our Fitness Class offer and developing / sustaining the online and outdoor provision.
 - Improving our data capture, benchmarking, evaluation and use of measures and research.
 - Working with ERC on plans for the future of Eastwood Park Leisure, and the longer-term vision for Neilston as well as the maintenance of our existing facilities.
 - Working with partners to improve the customer journey in our gyms, swimming lessons and other bookable programmes, building on the App, with a new website.
-

Parks & Open Spaces

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group
		2017/18	2018/19	2019/20		
Efficiency Outcome	Cost of parks and open spaces per 1,000 population	£18,150	£24,542	£16,309	£20,111	£21,465
Customer Outcome	Percentage of adults satisfied with parks and open spaces ⁹	85.7%	87.2%	90.5%	83.5%	83.9%
	<i>Citizens' Panel - % rating public parks and open spaces as very good or good</i>	91%	94%	90%	*	

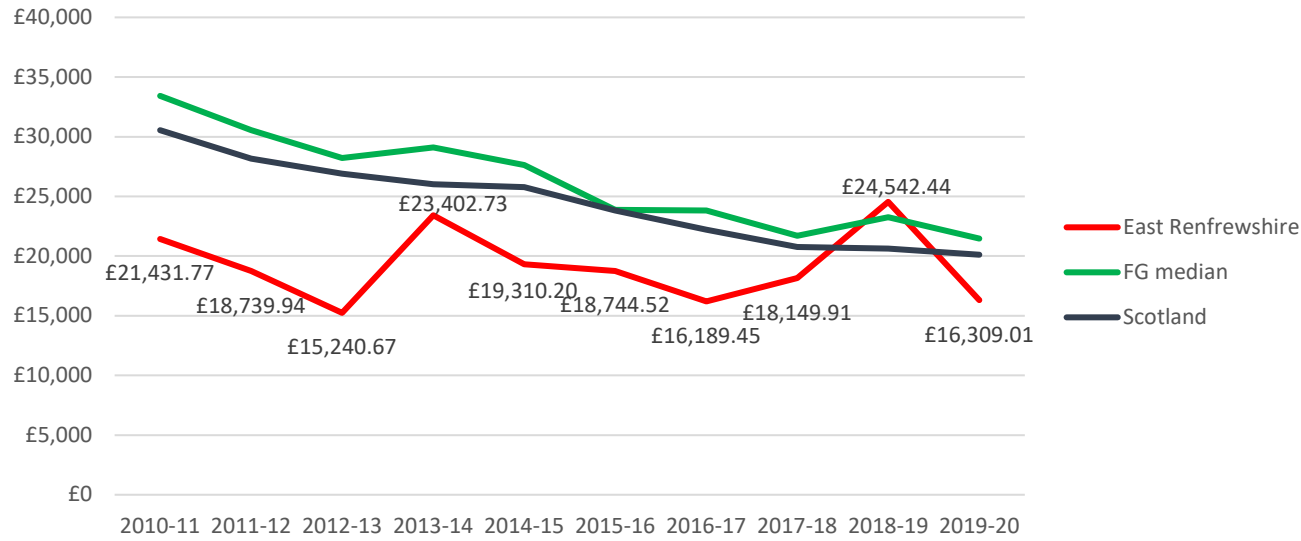
East Renfrewshire ranks		
2017/18	2018/19	2019/20
12	23	9
20	11	2
*		

⁹ Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20)

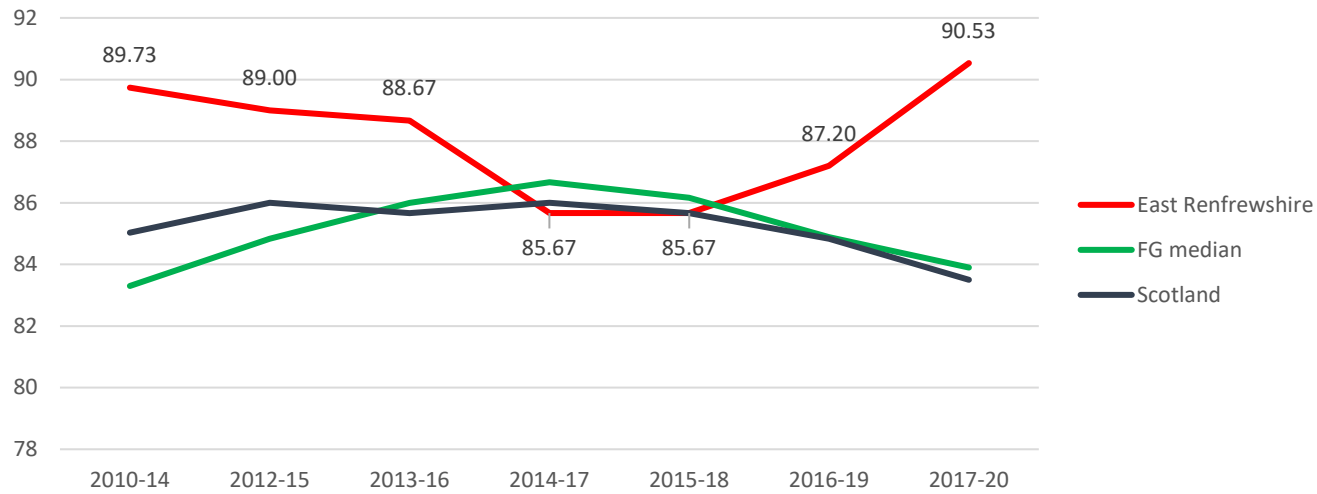
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Parks & Open Spaces: Spotlights

C&L4 - Cost of Parks & Open Spaces per 1,000 Population



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



Parks & Open Spaces: Information

National overview

Spend on parks and open spaces is reflected as spend per 1,000 population. Over the ten-year period from 2010/11 to 2019/20 spend has reduced in real terms by 34.2%, from £30,546 to £20,107. There has been a year on year reduction across the period, including a 2.9% in 2019/20.

Strategic Policy Intention

East Renfrewshire Council is 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 including; promoting sustainability by providing excellent natural resources which can be used for recreation and leisure and providing services that attracts inward investment into the area.

Council performance

Part of the reduction in the costs of parks and open spaces in 2019/20 was attributed to the restructuring exercise and savings taken from the 2019/20 budget. Whilst there has been ongoing spend and investment in our parks and open spaces such as outdoor gym equipment in several locations, repairs to existing equipment, pathways and fencing, these have not been on the same financial scale as previous investments such as Rouken Glen and Cowan Park. We have undertaken a larger number of smaller remedial projects to ensure the safety and improve the aesthetics of our parks and the satisfaction levels of our parks and open spaces has continued to improve to 90.5%.

What the Council is doing to improve service

We continue to strive to improve our Parks and Open Spaces managing this via the Council's Open Spaces Asset Management Plan (OSAMP). We will seek further investment and funding in order to ensure that our parks and open spaces provide an outstanding experience to our residents and visitors with satisfaction levels to reflect. We have had the opportunity to explore the commercialisation of our Parks by supporting the successful Playground Festival and also smaller events such as Party in the Park. These events not only provide additional revenue for the Council but they also put East Renfrewshire Council firmly on the map. The increased footfall from these events helps to support surrounding local businesses. Our Cemeteries will continue to be given the necessary investment and the Council's memorial inspection programme is one aspect of this along with the ongoing remedial works to improve pathways and facilities. Through working with partners in Planning, future burials provision within ERC will be assessed.

Delivery Outcome

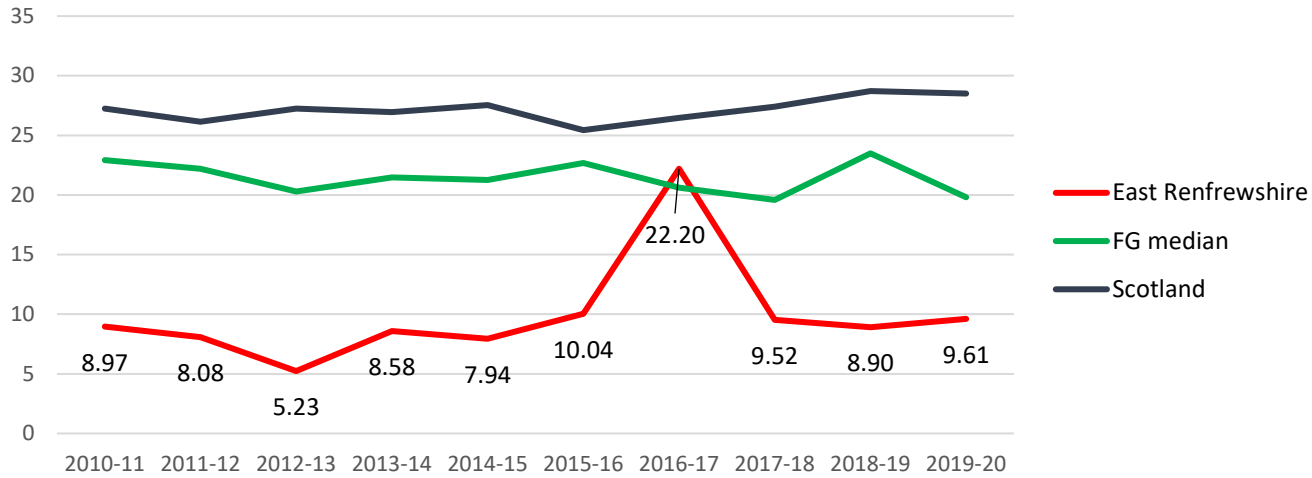
East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents

Economic Development & Planning

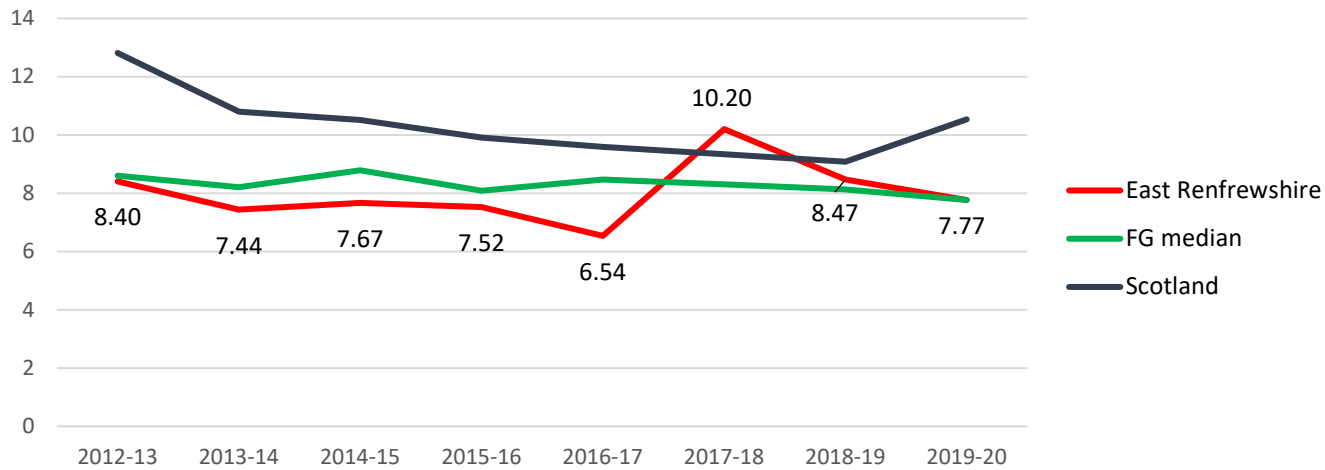
Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group	East Renfrewshire ranks		
		2017/18	2018/19	2019/20			2017/18	2018/19	2019/20
Delivery Outcome	% unemployed people accessing jobs via council operated/funded employability programmes	13.2%	29.9%	13.4%	12.7%	15.1%	13	1	17
	% of procurement spent on local small/medium enterprises	9.5%	8.9%	9.6%	28.5%	19.8%	32	32	31
	No of business gateway start-ups per 10,000 population	17.3%	17.7%	15.1%	16.4%	16.7%	20	18	25
	% of people earning less than the living wage	30.1%	30.1%	25.5%	16.9%	23.01%	28	28	26
	% of properties receiving superfast broadband	94.6%	96.1%	95.9%	93.3%	95.9%	9	9	11
	Town vacancy rates	8.5%	10.2%	11.9%	11.7%	11.5%	6	16	20
	Immediately available land as a % of total land allocated for employment purposes in the LDP	92.8	97.5	94.1%	36.2%	55.2%	1	2	2
Efficiency Outcome	Cost of planning and building standards per planning application	£5,075	£4,205	£4,210	£4,440	£4,107	26	15	16
	Average time (weeks) per business and industry planning application	10.2	8.5	7.8	10.5	7.8	24	18	9
	Investment in Economic Development & Tourism per 1,000 population	£27,496	£63,552	£27,436	£102,811	£51,923	1	17	2

Economic Development & Planning: Spotlights

ECON4 - % procurement spend on Local enterprises



ECON3 - Average time per business and industry planning application (weeks)



Economic Development & Planning: Information

National overview

Economic development and tourism expenditure has increased by 10% since 2010/11. This growth is driven by significant capital expenditure across this period reflecting the regional economic growth agenda. This has grown by 121% since 2010/11 but reduced by 22% in 2019/20. Capital expenditure now forms 42% of total economic development expenditure, compared to 21% in 2010/11. Since 2010/11, revenue expenditure has fallen by 19.7%, although has increased by 11.6% in 2019/20.

Strategic Policy Intention

East Renfrewshire Council's Strategic Services team in the Environment Department is responsible for economic development and encompasses three core service areas – People, Place and Business. These are designed to support and develop the three core areas of the economy: the skills and employability of our local residents, and to help them access sustainable employment; local business support in terms of new starts and growth for existing businesses and access to grants and loans; and place which aims to make our town centres and localities more attractive by increasing footfall and developing a place based approach to support economic growth.

Council performance

2019/20 data shows that 13.4% (147) of unemployed people were assisted into employment by East Renfrewshire Council operated/funded employability programmes, which is higher than the national average of 12.7%. In 2018/19 there was a significant number of referrals coming from DWP, partners and self-referrals who were deemed "job ready". This resulted in an unusually high number of clients moving into employment. In 2019/20 the number of clients being referred to employability services required much more intensive support to get them "job ready". Figures in 2019/20 are more in line with expected figures for the service. There continues to be an increase in the amount of spaces available to the Council from the Modern Apprenticeship programme.

East Renfrewshire Council 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. However as identified in the new Procurement Strategy 2019-2022 and working together with the Council's Economic Development team, we will focus on maximising opportunities to encourage local businesses, third sector organisations, supported businesses to do business with the Council.

In East Renfrewshire start-ups per 10,000 population decreased from 17.7% to 17.4% (167) in 2019/20, with the Scottish average at 16.4%. The Business Gateway team has close working links with the Council's business support and employability teams ensuring a consistent and joined-up approach to our local businesses.

Investment in Economic Development and Tourism per 1,000 population decreased significantly £63,552 to £27,436 from 2018/19. This was due to the impact of service redesign in 2017/18 and 2018/19 and there were no operational costs for tourism in 2019/20.

What the Council is doing to improve services

The Economic Development team covers the 3 main areas of People, Place and Business. It delivers against a wide range of externally funded areas such as the ERC CPP Employability Pipeline and ER Business Competitiveness programmes which are part-financed by Council resources and the European Social Fund and European Regional Development Fund, respectively.

Changes in provision for Work EastRen's strategic skills pipeline (Phase 2) has seen new services include dedicated provision to work with those residents who have health barriers to employment and a new youth employability programme. Given the complex barriers that many of these participants face in accessing employment, it is expected that more favourable return on the investment will be seen in 2020/21. The introduction of 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.

The Council continues to adopt a more corporate approach which links with the Workforce Planning agenda, which has been reflected in our National Training Programmes bids to Skills Development Scotland. The Council actively promotes business support and employability services to help ensure targets are achieved and continue to play an important role in the delivery and promotion of national employability agendas.

The Family Firm Coordinator will continue to have a positive impact on the progression and implementation of this programme. 2019/20 saw the introduction of Phase 2 of the Family Firm traineeship programme hosted by the Environment Department. Each trainee is employed for a 12 month period and experiences working across different teams within the Department. The programme continues to be a huge success with all trainees moving onto a positive destination once the programme came to an end.

Housing Services

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group
		2017/18	2018/19	2019/20		
Delivery Outcome	% of stock meeting the Scottish Housing Quality Standards ¹⁰	97.6%	97.4%	97.9%	94.9%	95.2%
	% of council dwellings that are energy efficient ¹¹	72.2%	74.4%	79.0%	84.1%	80.6%
	Average number of days taken to complete non-emergency repairs	4.8	5.2	5.4	7.3	9.9
Efficiency Outcome	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5.0%	5.8%	6.5%	7.3%	8.7%
	% of rent due in the year that was lost due to properties being empty (voids)	0.9%	1.4%	1.8%	1.1%	1.4%

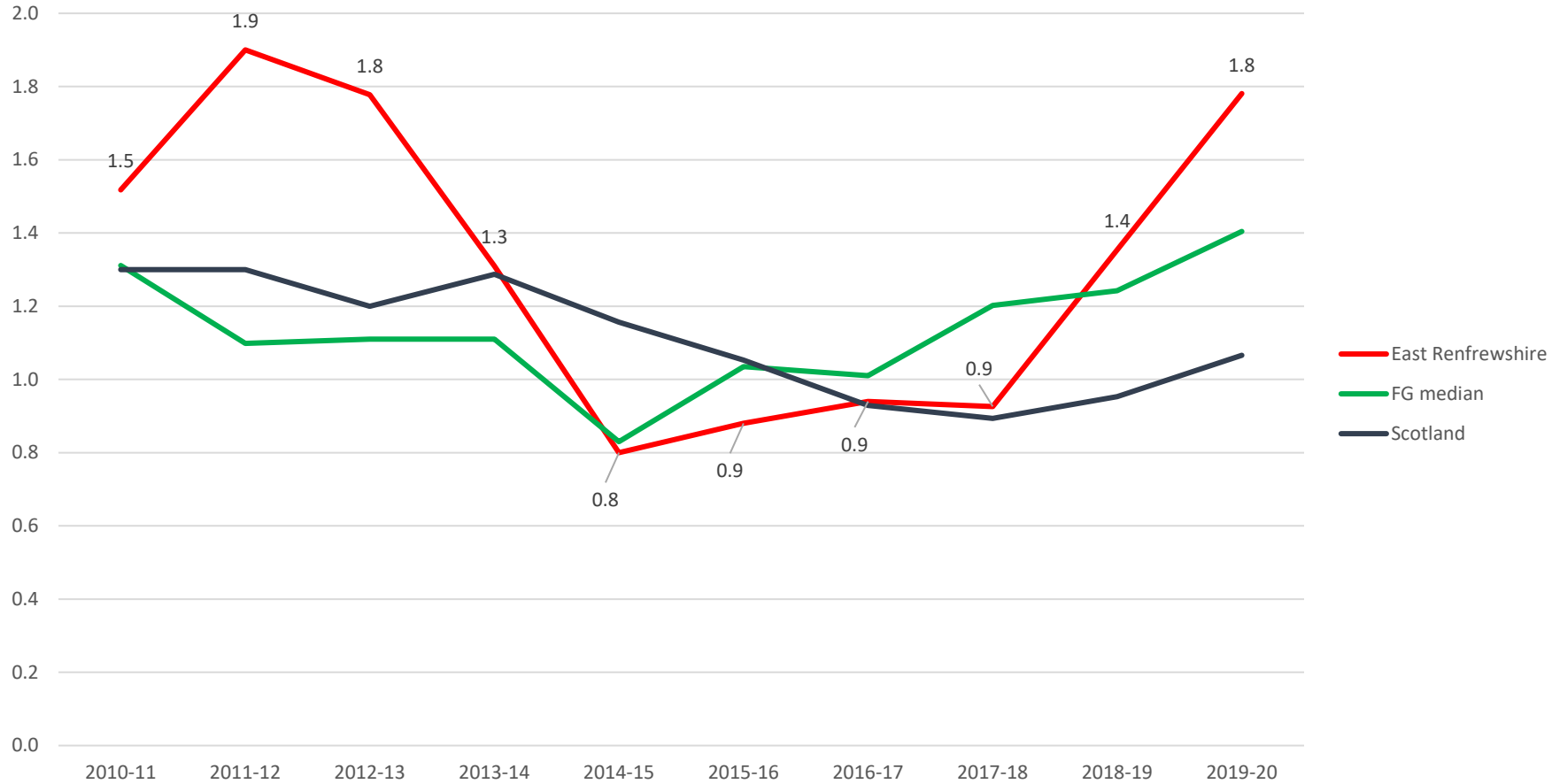
East Renfrewshire ranks		
2017/18	2018/19	2019/20
7	11	5
14	17	19
4	3	5
6	7	9
15	20	22

¹⁰ Council stock figures are only relevant for 26 of 32 authorities (rank runs from 1 to 26).

¹¹ 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).

Housing: Spotlight

HSN2 - Percentage of rent due in the year that was lost due to voids



Housing: Information

National Overview

Councils continue to manage their housing stock well. Since 2010/11, the average time taken to complete non-emergency repairs has reduced by 28%, from 10.2 days to 7.3 days. Rent lost to voids has also reduced across this period, from 1.3% to 1.1%. However, since 2017/18 the % of rent lost has begun to increase, growing by 0.2 percentage points in the most recent two years. In 2019/20, £400,000 was lost due to voids, compared to £223,000 in 2017/18.

Strategic Policy Intention

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

Council Performance

Housing Services performance remains steady in relation to delivery of non-emergency repairs and compliance with the Scottish Housing Quality Standard; with the Council performing comfortably against the Scottish local authority average for both of these indicators. Rent arrears as a percentage of rent due from tenants has increased in 2019/20, again, reflecting the impact of Universal Credit and other welfare reforms and we are continuing our work in mitigating the impacts through targeted resource and offering specialist advice. The percentage of our council homes that are up to the Energy Efficiency Standard for Social Housing (ESSH), which is now reflected in LGBF reporting from 2019/20, our compliance is currently 78.9% (74.6% 2018/19).

What the Council is doing to improve services

We are focusing our attention proactively towards the many tenants whose circumstances are expected to have changed significantly in 2020/21. In the year 2020/21, 685 (approx. 23% of all tenancies) council tenants were new Universal Credit claimants. This has been due to a change in circumstances i.e., job loss, reduced hours etc. All new claimants automatically wait at least 4 weeks before receiving any payments. In some cases, this can be as long as 7 weeks. This has caused a significant rise in rent arrears. Despite ongoing restrictions Housing Services are assisting tenants by targeting advice and support, maximising their income, and keeping a regular dialogue with them on appropriate repayment arrangements. We are also focused on undertaking the work in our properties that will have the most impact in maximising our compliance with the Energy Efficiency Standard for Social Housing (ESSH) by the end of 2020. Implementation of the recommendations of reviewing our void property management process is in sharp focus to achieve visible improvements in performance in this area. However the impact of these improvements has been limited due to restrictions on house moves during the 1st lockdown and social distancing requirements to undertake the necessary repairs.

Roads Services

Alignment	Indicator	East Renfrewshire values				East Renfrewshire ranks				
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20	
Delivery Outcome	% of class A roads that should be considered for maintenance treatment ¹²	17.0%	17.2%	15.5%	30.6%	21.9%	2	1	1	
	% of class B roads that should be considered for maintenance treatment ¹³	31.62%	29.6%	26.3%	35%	27.9%	16	14	13	
	% of class C roads that should be considered for maintenance treatment ¹⁴	34.5%	34.5%	33.0%	35.1%	34.5%	17	17	16	
	% of unclassified roads that should be considered for maintenance treatment ¹⁵	41.3%	44.2%	40.0%	37.8%	36.7%	22	26	22	
Efficiency Outcome	Cost of maintenance per kilometre of roads	£19,972	£21,652	£24,514	£9,707	£16,778	27	30	31	
Customer Outcome	Citizens' Panel - % rating maintenance of roads as good or very good	24%	21%	22%	*			*		

¹² Data relates to 2016-18, 2017-19 and 2018-20

¹³ As above

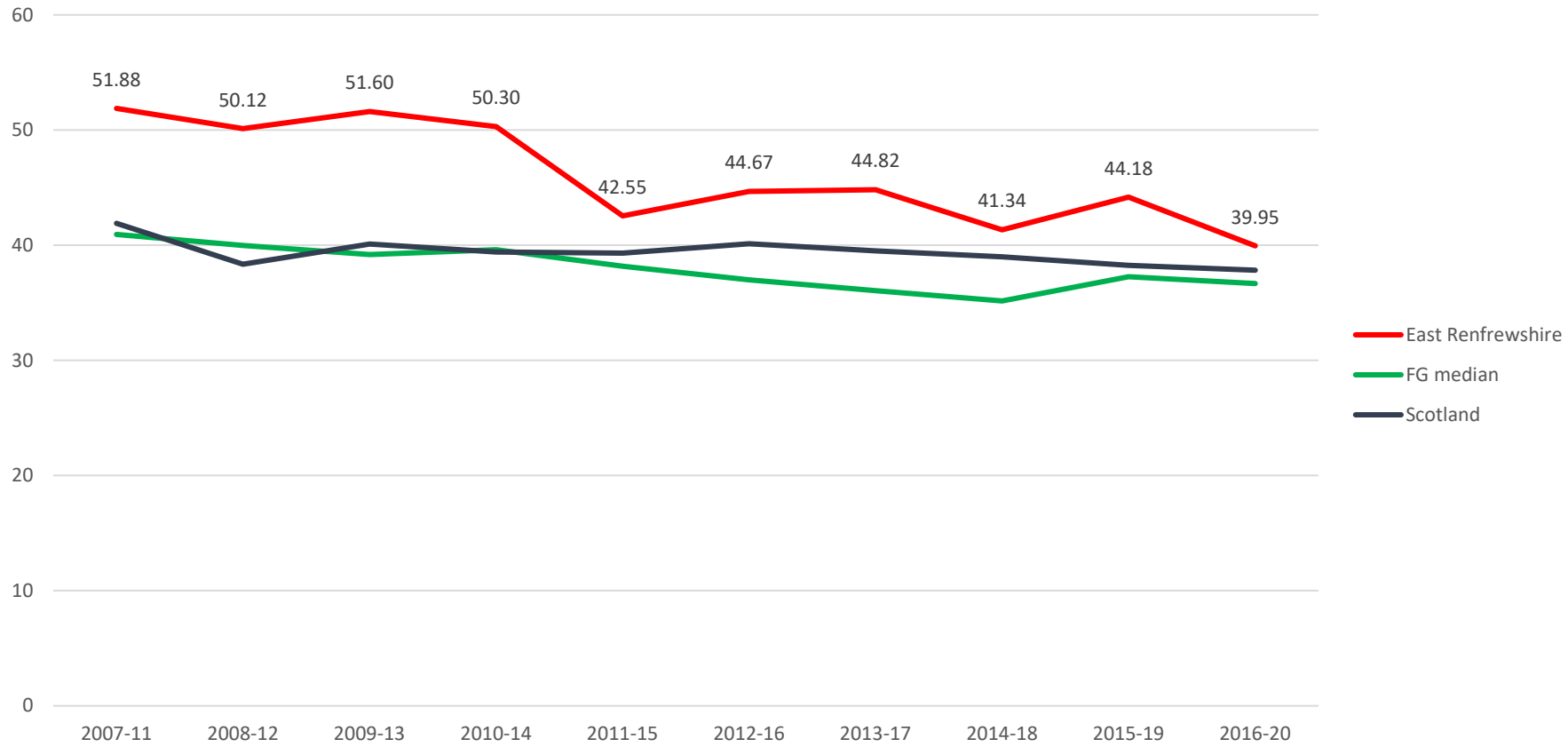
¹⁴ As above

¹⁵ Data relates to 2014-18, 2015-19 and 2016-20

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

Roads Services: Spotlight

ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment



Roads Services: Information

National Overview

Since 2010/11, real spending on roads has fallen by 24.2%, including a 4.5% reduction in 2019/20. Since 2010/11, the road conditions index indicates conditions have been largely maintained across all class of roads with around 30% to 35% of roads continuing to require maintenance.

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

There has been a decrease in the percentage of Class A, B, C and Unclassified roads that should be considered for maintenance treatment in 2019/20. Additional capital funding has resulted in improvement in the unclassified roads and the overall condition of our road network has improved from 39.1% to 35.5% considered for maintenance treatment.

What the Council is doing to improve services

The Roads and Transportation Service strategic review is underway and will be completed in 2020/21. The review is to ensure that processes and procedures are as efficient as possible with the support of new digital technologies. The assessment of roads and footways resurfacing requests is an integral part of prioritising our maintenance programme and our Capital Improvement Programme continues with the additional investment of £3m per year from 2019/20-2023/24 in our road network. We have and will continue to improve our active travel and public transport infrastructure within the area through a programme of prioritised improvements. We will continue our programme of replacing our street lighting lanterns with LEDs in order to help reduce our energy consumption.

Waste, Cleanliness & Recycling Services

Alignment	Indicator	East Renfrewshire values				
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group
Delivery Outcome	% of total household waste that is recycled	67.2%	66.2%	67.8%	44.9%	54.7%
	Street cleanliness score - % areas assessed as acceptable	94.4%	94.9%	92.6%	92.3%	93.6%
Efficiency Outcome	Net cost per waste collection per premise	£71.77	£69.81	£77.25	£68.82	£72.44
	Net cost per waste disposal per premise	£85.29	£84.04	£87.02	£98.76	£98.50
	Net cost of street cleaning per 1,000 population	£8,793	£9,128	£9,484	£15,230	£12,062
Customer Outcome	% of adults satisfied with refuse collection ¹⁶	73.0%	75.9%	79.9%	74.3%	77.1%
	<i>Citizens' Panel – Wheeled bin refuse collection % of service users rating service as very good/good</i>	80%	83%	86%		*
	<i>Citizens' Panel – % of service users rating recycling services as very good/good</i>	91%	92%	91%		*
	% of adults satisfied with street cleaning ¹⁷	74.7%	71.2%	67.5%	62.6%	63.3%
	<i>Citizens' Panel - % rating street cleaning and litter control as good or very good</i>	91%	92%	91%		*

East Renfrewshire ranks		
2017/18	2018/19	2019/20
1	1	1
11	8	16
22	23	26
6	8	10
5	7	10
27	24	14
	*	
	*	
9	11	13
	*	

¹⁶ Data drawn from the Scottish Household Survey. Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

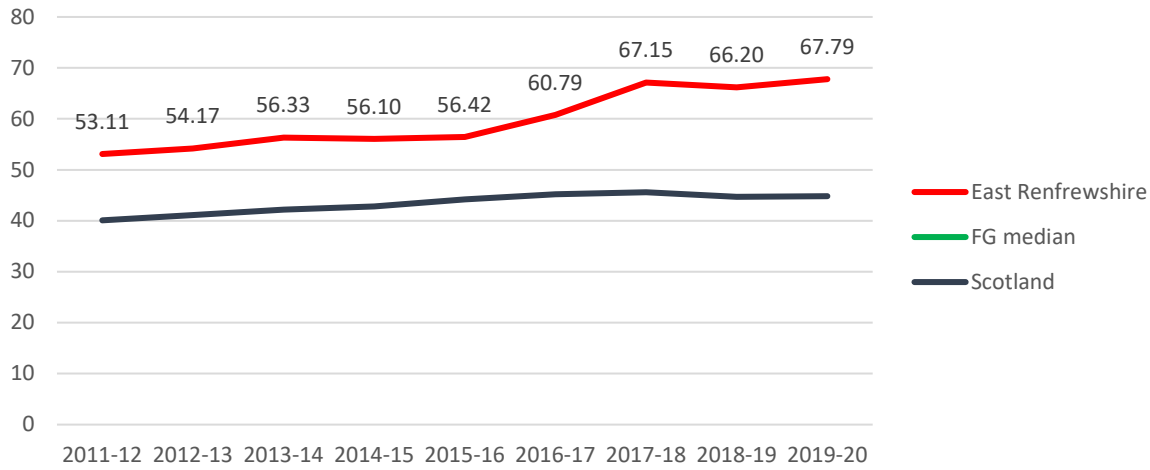
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¹⁷ Data represents three year average for each period (e.g. 2018/19 value equals 2016-19)

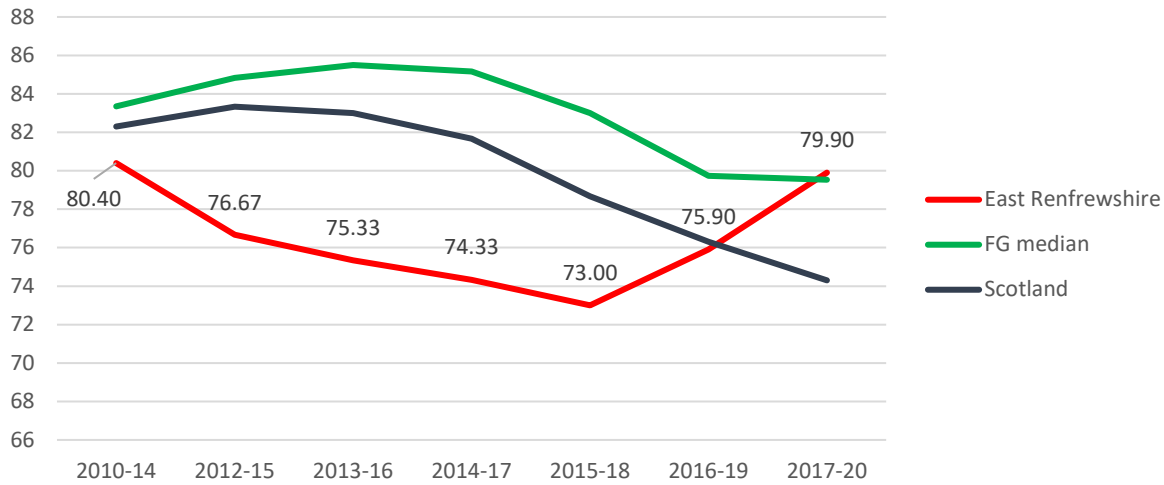
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Waste, Cleansing & Recycling: Spotlights

ENV6 - The % of total household waste arising that is recycled



ENV7a - % of adults satisfied with refuse collection



Waste, Cleansing & Recycling: Information

National Overview

The Scottish average for the cleanliness score has remained above 90% since the base year, although scores have shown a reducing trend since 2013/14. In 2019/20, 92.2% of streets were assessed as 'clean', a small decrease of 0.6 percentage points in the past 12 months.

The combined net cost of waste disposal and collection reduced by 2.8% between 2012/13 and 2019/20, from £172 to £167 per premise. After remaining constant during the first three years, the combined cost increased by 2.7% in 2015/16 before falling in 2018/19 by 3.4%. These trends largely mirror movements in waste disposal costs. The range across Scotland in 2019/20 was £105 to £241.

Strategic Policy Intention

The Neighbourhood Services team aim to maintain and improve street cleaning making East Renfrewshire an attractive place to live with a good physical environment. The service is proactive in providing education on litter issues and makes use of community engagement opportunities to discuss street cleansing and other issues with residents. The service is governed by the national code of practice (Local Environment Audit Management System - LEAMS).

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. Our strategy ensures that we maximise the opportunity for recycling and manage our waste/recycling contracts to ensure best value at all times.

Council performance

East Renfrewshire Council has now held the accolade of top recycling Council in Scotland for the last four years. In 2019, East Renfrewshire increased total percentage of household waste recycled to 67.8% which comfortably sits above the Scottish Average of 44.9%. As predicted there have been challenges and cost implications in the costs of collection and disposal highlighted in previous years reports. In 2019/20 there were increases in the costs of residual waste resulting in an increase in both people resource and transportation. The increase in disposal costs were attributed to the increase in tonnage, payroll and transportation costs. In addition to the aforementioned, the commencement of the Clyde Valley contract in January 2020 saw increased spend associated with the transition due to a structural failure identified within the Greenhags site.

We continued to allocate resources and target our well-known litter hot spots following investment in new fleet during 2019/20 and our street cleanliness score remains above the national average although there was a slight decrease in 2019/20, this decline is reflective of the trend nationally. Cost of street cleaning per 1,000 population: the national average in 2019/20 is £15,440 which is significantly higher than East Renfrewshire's cost of £9,484. The costs of disposal have risen which has resulted in the increase in costs from 2018/19.

What the Council is doing to improve services

We have now commenced the contract with our Clyde Valley partners and Viridor for residual waste. This was delivered in more than ample time to satisfy the requirements of the Landfill Ban in 2025. The resulting Energy from Waste Facility created from this work, supports ERC in supporting the Circular Economy.

Instead of residual waste being landfilled it is now sorted and any material which cannot be recycled is now used to create low carbon energy for homes across Scotland. We will continue to work to enhance our recycling levels and to work with partners over the proposed changes to the Household Recycling Charter and new recycling targets.

We consistently review how we operate and manage our street cleaning services to improve the public's perception of our Council areas. Deployment of digital technology and closer analysis of complaints data will assist the service in targeting street cleaning work. Working more closely with community groups within particular areas of the Council area will also assist in bringing forward improvements in future years. Due to the Covid-19 pandemic some of the pro-active work activity and educational awareness work planned for 2020/21 has not been possible. This improvement work will be picked up for the year ahead 2021/22. In addition the transition to the Code of Practice on Litter and Refuse (CoPLAR Regulations) will be introduced going forward along with its intention of delivering a new way of monitoring and recording litter. CoPLAR will replace LEAMS in due course.

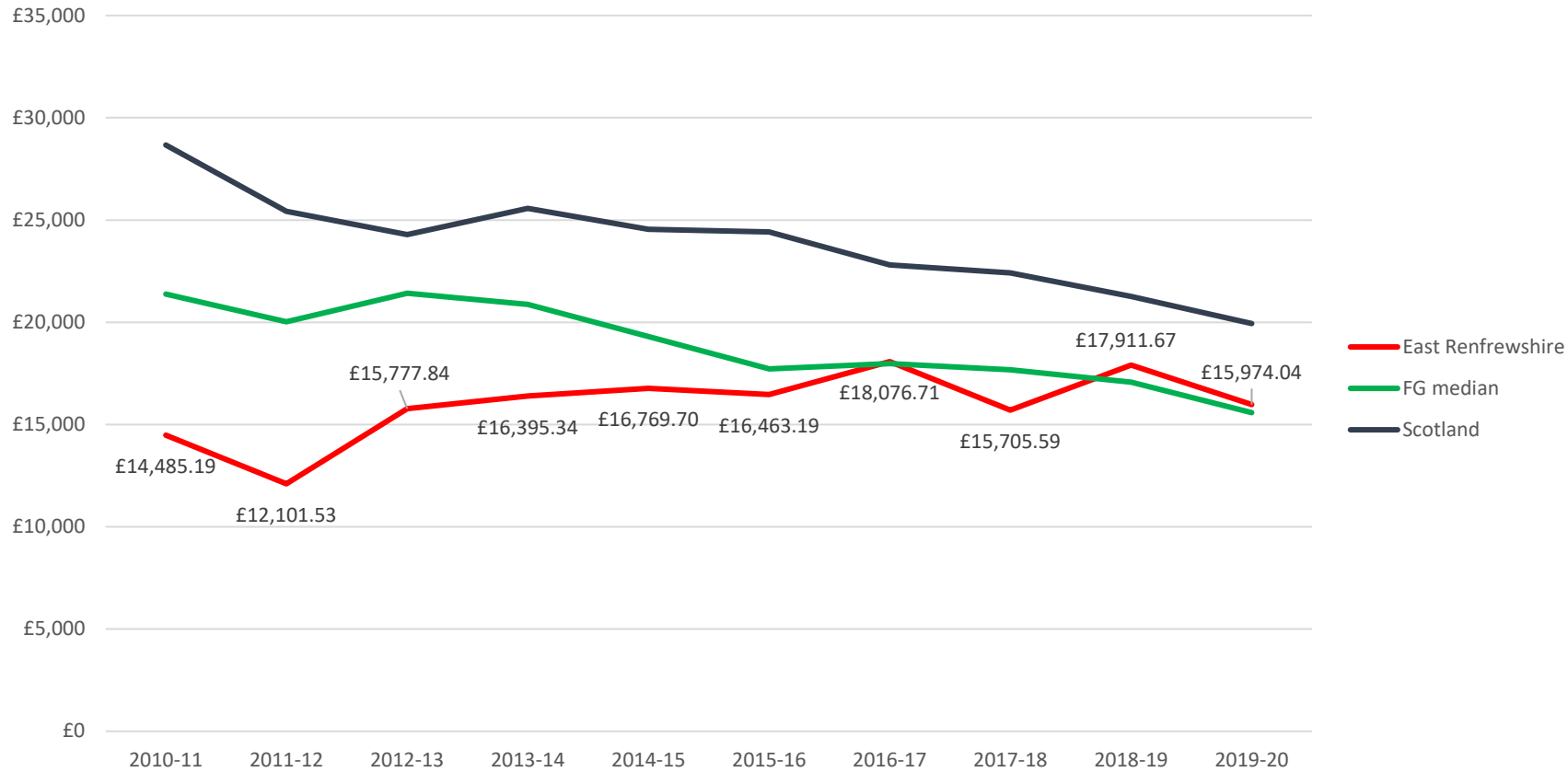
Trading Standards, Money Advice & Environmental Health Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Efficiency Outcome	Cost of trading standards and environmental health per 1,000 population	£15,706	£17,912	£15,974	£19,938	£15,582	4	11	10
	Cost of environmental health per 1,000 population	£7,178	£7,858	£7,191	£13,771	£9,168	1	2	2
	Cost of trading standards, money advice and citizen advice combined per 1,000 population	£8,527	£10,054	£8,783	£6,162	£4,927	23	26	25
	Cost of trading standards only per 1,000 population ¹⁸	-	-	£2,500 (approx.)	-	-	-	-	-

¹⁸ This is not included in the LGBF therefore there is no Scotland or Family Group comparison. Data has been provided for additional context.

Trading Standards, Money Advice & Environmental Health: Spotlight

ENV5 - Cost of trading standards and environmental health per 1,000 population (this includes Money Advice and payments to Citizens' Advice Bureau)



Trading Standards, Money Advice & Environmental Health: Information

National Overview

Since 2010/11, the aggregated environmental health, trading standards, money advice and Citizens' Advice grant costs have reduced by 31.2% from £28,668 to £19,723. At the same time, demand for these services is increasing in terms of reactive complaints and proactive business support and interventions. There have been considerable demands on environment health to prepare for the impact of EU Exit, and in particular export health certification.

Strategic Policy Intention

Trading Standards has evolved to prioritise Prevention of Financial and Personal Harm with an intelligence led enforcement strategy. Citizens Advice Bureau (CAB) also receives funding from the Council to provide a money advice service. Partnership working across the Council and other organisations ensures a smooth process for East Renfrewshire residents who may require access to benefit, budgeting and debt advice services.

Environmental health has been working with a number of stakeholders including the Food Crime Unit of Food Standards Scotland to improve the Service. The updated Food Law Code of Practice for Interventions is being implemented.

Council performance

The LGBF indicator: *Cost of trading standards, money advice and citizen advice* reduced in 2019/20, note that this cost is significantly higher than trading standards alone due to historic combining of the service with money advice and payments to Citizens' Advice Bureau. During 2019/20, the Trading Standards Service's comprehensive Financial Harm Prevention packages and new Financial Harm Prevention Toolkit protected our most vulnerable residents with 850 active scam prevention packages in place with a total of 750,000 nuisance/scam calls blocked. Environmental Health costs reduced slightly in 2019/20 to £7,192 remaining ranked 2nd and well below the Scottish average cost of £13,771.

What the Council is doing to improve services

The Trading Standards Service is increasing its ability to empower residents and business to access valuable advice via clear digital content. Environmental Health have secured funding from Food Standards Scotland of approximately £30,000 for the EU Exit preparations to enable the Management Information System - IDOX Uniform to be upgraded to enable a more efficient operation of the service.

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			2019/20 Scotland	2019/20 Family Group	East Renfrewshire ranks		
		2017/18	2018/19	2019/20			2017/18	2018/19	2019/20
Delivery Outcome	% of people 65 and over with long-term care needs receiving personal care at home	59.2%	57.4%	57.6%	61.7%	57.2%	27	23	24
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	7.5%	8.2%	8.4%	7.8%	5.8%	5	4	7
	Rate of readmission to hospital within 28 days per 1,000 discharges	79.3	78.8	76.2	104.7	85.7	3	4	4
	Number of days people spend in hospital when they are ready to be discharged per 1,000 population (75+)	117.4	170.5	155.8	773.8	500.7	1	3	1
	% of care services graded 'good' (4) or better in Care Inspectorate reports	86.4%	75.0%	75.0%	81.8%	85.0%	14	28	26
			2015/16	2017/18	2019/20	2018/19 Scotland	2018/19 Family Group	2015/16	2017/18
	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life ¹⁹	81.7%	76.5%	77.8%	80.0%	84.0%	24	26	25

¹⁹ The data for this indicator comes from the bi-annual Health and Care Experience Survey. The data periods reported cover 2015/16, 2017/18 and 2019/20.

	% of adults supported at home who agree that they are supported to live as independently as possible ²⁰	79.9%	73.9%	78.3%	80.8%	82.1%
	% of carers who feel supported to continue in their carer role ²¹	45.1%	37.5%	35.3%	34.3%	36.7%
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group
Efficiency Outcome	Home care costs per hour for people aged 65 or over	£22.69	£24.77	£25.28	£25.99	£24.60
	Residential costs per week per resident for people aged 65 or over.	£172	£164	£170	£401	£331.70
Customer Outcome	Citizens' Panel Health and social care for adults % of service users rating service as very good/good*	76%	81%	75%	*	

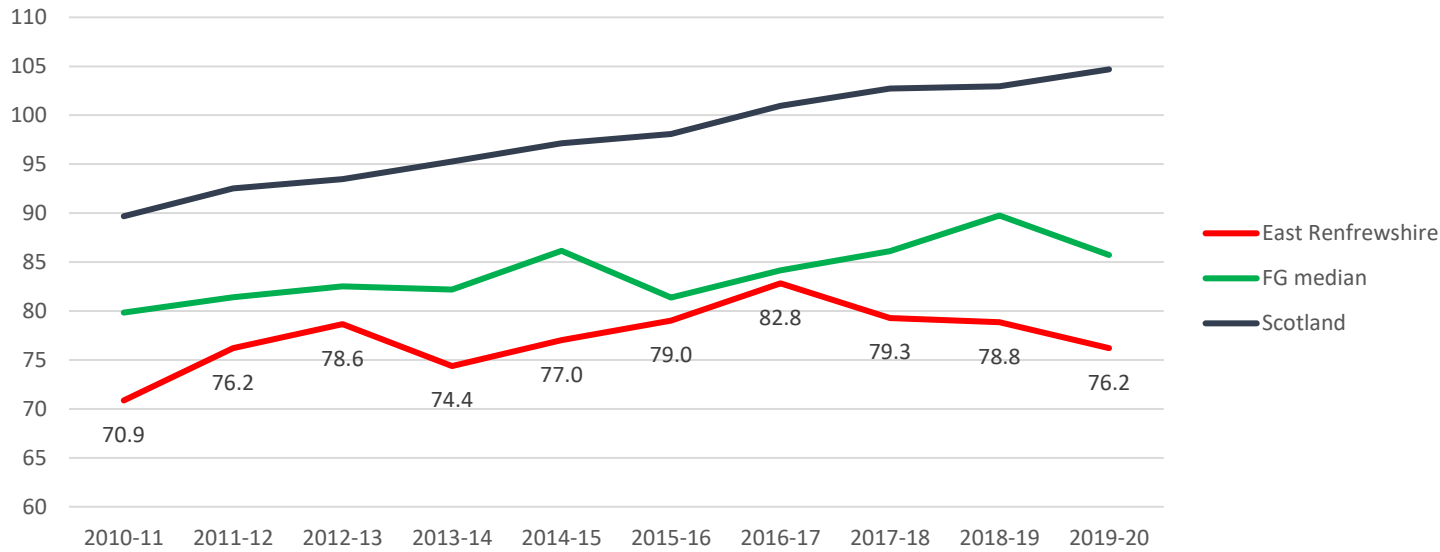
26	31	26
6	18	14
2017/18	2018/19	2019/20
13	18	17
1	1	2
*		

²⁰ The data periods reported cover 2015/16, 2017/18 and 2019/20.

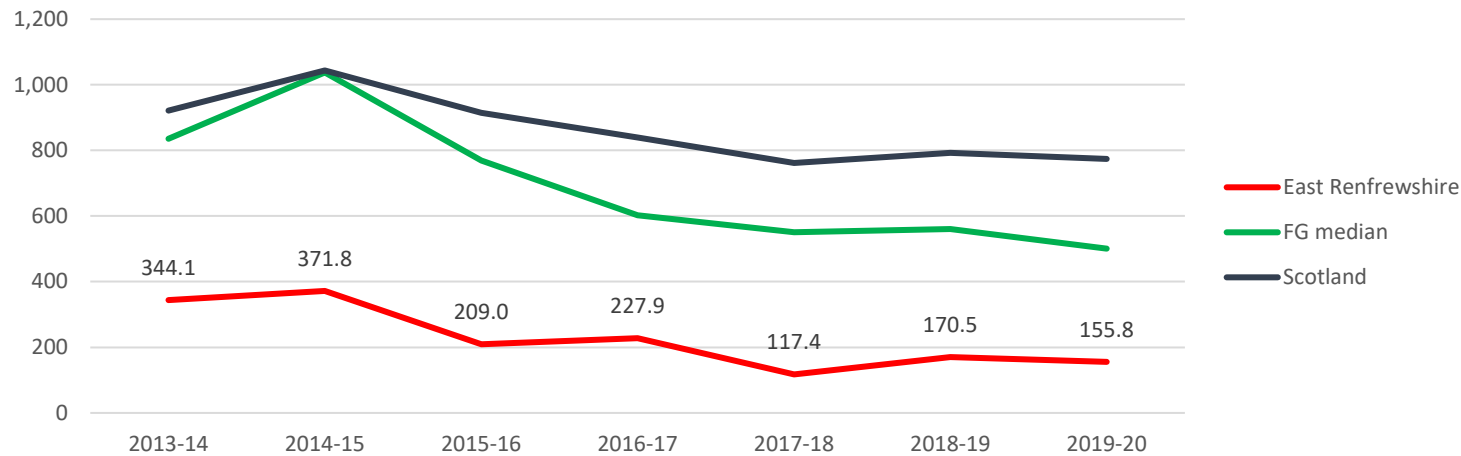
²¹ As above

Adult Social Care: Spotlights

SW6 - Rate of readmission to hospital within 28 days per 1,000 discharges



SW8 - Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)



Adult Social Care: Information

National Overview

Councils' social care spending on adults has grown by 14.8% since 2010/11, and by 1.5% in 2019/20. Spending on home care and residential care for older people remains the most significant element of social care spend accounting for around 60% of the total. Spending on home care for older people has risen by 22.6% since 2010/11, and by 5.2% in 2019/20. Net spending on residential care has fallen since 2012/13, by 5.5%. Direct payments and personalised managed budgets have grown steadily across the period from 1.6% to 9.0% of total social work spend including a 1.8 percentage point increase in 2019/20. Progress has been made across the longer period in shifting the balance of care between acute and institutional settings to home or a homely setting. However, the growing elderly population living into older age means making further progress in this area will become increasingly challenging.

Health & Social Care Partnership's Strategic Policy Intention

Our strategic policy intention for the period 2019-20 was set out in the Health and Social Care Strategic Plan 2018-21 which is shaped by the National Health and Wellbeing Outcomes and Community Planning commitments. Through the plan 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. We do this through appropriate provision of care at home services, expansion of choice and control through the development of self-directed support, and delivery of community-led supports. We work 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 continue reducing 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. We have recently produced a one-year update to our strategic plan for 2021-22 to support our recovery from the Covid pandemic. Many of our strategic priorities remain in place but with delivery reflecting the changing context resulting from the pandemic. We also have a renewed focus on support mental health and wellbeing across our communities and supporting the wellbeing and resilience of our health and care workforce.

Health & Social Care Partnership's Performance

We are committed to 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. We were the best performing HSCP in Scotland for hospital bed days lost to delayed discharge and are ranked 4th for the rate of readmissions to hospital within 28 days. We continued to work closely with GP practices and at cluster level and focus on local data (e.g. frequent attenders) to determine what further action would provide better support to patients and avoid unnecessary presentations at hospital. During 2019/20 we continued our collaborative work with local care homes, working to minimise emergency attendances and admissions and continued to develop our model for supporting safe and early discharge from hospital. Our performance on readmissions is a positive reflection on the homecare and reablement services that are supporting local people following a stay in hospital.

We continue to support the expansion of choice and control by encouraging the uptake of self-directed support (SDS) options. The LGBF measure shows continued growth in the proportion of spend through SDS Options 1 and 2. In 2019-20, our 'individual budget' calculator made the process for SDS simpler and more transparent, encouraging greater uptake. The provision of quality care at home to support people to live independently and well in their own homes remains a key priority for the partnership. In 2019/20 we maintained performance (with a slight improvement) in the % of people aged 65 and over with long-term care needs receiving personal care at home. We have been delivering our improvement plan for care at home and are seeing positive outcomes for residents. We

continued to expand our Telecare provision and our Home and Mobile Health Monitoring (HMHM) service is now active across GP practices. The LGBF data shows an improvement in the proportion of adults supported at home who agree that they are supported to live as independently as possible, and that support has impacted positively on their quality of life. LGBF also shows a large improvement in the proportion of people saying they had a say in how their help, care or support was provided reflecting our commitment to person-centred planning.

What the HSCP is doing to improve services

The HSCP has been at the forefront of local efforts to support our most vulnerable residents through the pandemic. As we recover from Covid we will ensure our services address the challenges and wider impacts resulting from the pandemic in terms of direct impacts on the health and wellbeing our residents and changes in the way we deliver support. We will make best use of technology and health monitoring systems to support independence and self-management. With our partners we will support digital inclusion and the roll out of the Ask SARA web based assessment and advice on equipment and solutions to support daily activities. In line with the NHSGGC Remobilisation 3 Plan we will support the increased use of digital technology, telephone and Near Me technology to support remote consultations and enable services to continue seeing patients in new ways. We will continue to review and embed our outcome-focused assessment tool and our new individual budget calculator and ensure that people who require support have as much choice and control as they wish in relation to their supports.

We remained focused on ensuring people are supported in their community and avoid unnecessary use of hospital services. To support this we are working to complete the implementation of our Primary Care Improvement Plan and working to improve our approaches to Anticipatory Care Planning, local out of hours response arrangements, and our 'discharge to assess' protocol. We continue to develop our support to local care homes and other supported living providers through safety and professional assurance arrangements. And we will develop and test enhanced community support and intermediate care models in partnership with HSCPs across Glasgow.

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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

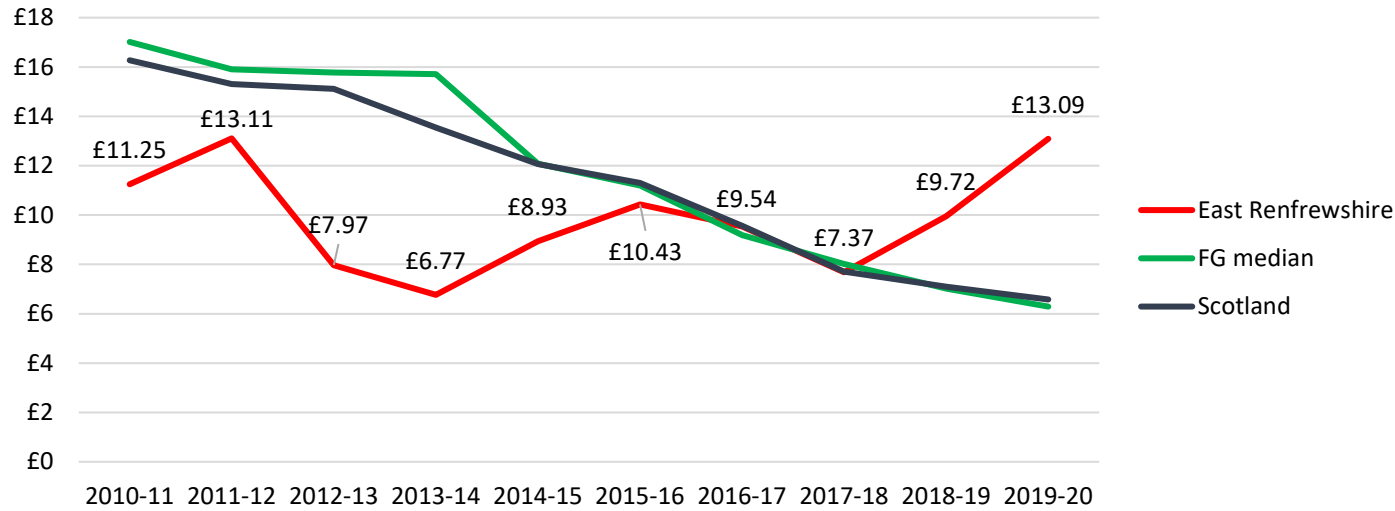
Corporate Costs & Processes

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Efficiency Outcome	Support services as a % of total gross expenditure	5.3%	4.8%	5.0%	4.1%	4.1%	27	26	25
	Cost per dwelling of collecting Council Tax ²²	£7.37	£9.72	£13.09	£6.58	£6.29	13	26	30
	% of income due from Council Tax received by the end of the year	97.8%	97.6%	97.5%	95.8%	95.9%	5	4	3
	% of invoices sampled that were paid within 30 days	83.3%	81.4%	75.3%	91.7%	90.8%	29	30	32

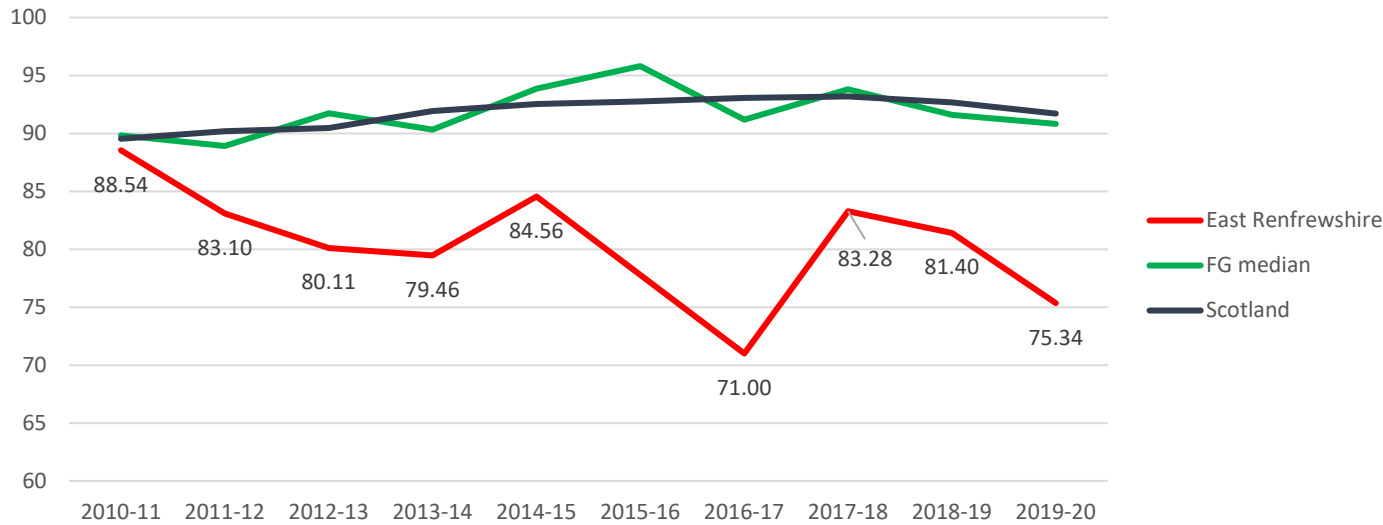
²² These figures represent cash values which have not been adjusted for the effects of inflation.

Corporate Costs & Processes: Spotlights

CORP 4 - The cost per dwelling of collecting Council Tax



CORP 8 - Percentage of invoices sampled that were paid within 30 days



Corporate Costs & Processes: Information

National Overview

Corporate services spend has fallen by 26% in real terms since 2010/11, and now accounts for only 4.1% of total spending. This is the lowest corporate overhead ratio yet recorded and reflects councils' commitment to protect frontline services over 'back office' functions. It also reflects the maturation of councils' digital strategies. Council tax collection within year remains above 95% and the cost of collection has reduced by 59% in real terms since 2010/11. The percentage of all invoices paid within 30 days remains above 90%.

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 ranked high (3rd) and significantly above the Scottish average. Despite the marginal reduction of 0.17% in cash collected, the net billed figure increased to £53.4m (prior year £51.3m) with an additional £1.7m of cash collected. The cost of Council Tax collection has been adversely impacted by project costs recharged for implementing the new Council Tax and Benefits ICT system. This indicator is above the Scottish average in and ranked 30th in 19/20. It is anticipated that these costs will continue to be elevated over the next year as the project continues and we seek to modernise and improve Council Tax and Benefits processes. Invoice payments performance has decreased by 5.66% from 2018/19 with 75.34% of invoices paid within 30 days in 2018/19 (it is worth noting that 52% of invoices are paid within 10 day targets to local suppliers and this is 12th in Scotland). The performance on the 30 day target reflects the impact of the change to a new finance/procurement system in September 2019 and the focus on transition and 'bedding in' that system. Our comparative ranking position is not reflective of the performance 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 in this area. Given the ongoing changes, it is unlikely that our comparative PI performance will improve significantly in 2020/21 although early indications are that the performance has improved slightly.

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 in September 2019 and the subsequent merging of the Creditors and Debtors teams into the new Accounts Payable/Receivable team in October 2020, will modernise and streamline both our invoice payments and sundry debt processes, but it will take time for these benefits to come through. The replacement of the Council Tax and Benefits ICT system in December 2020 provides a platform to allow fundamental process change and improvement, and the implementation of the Citizen Access front end portal in 2021/22 will improve customer experience.

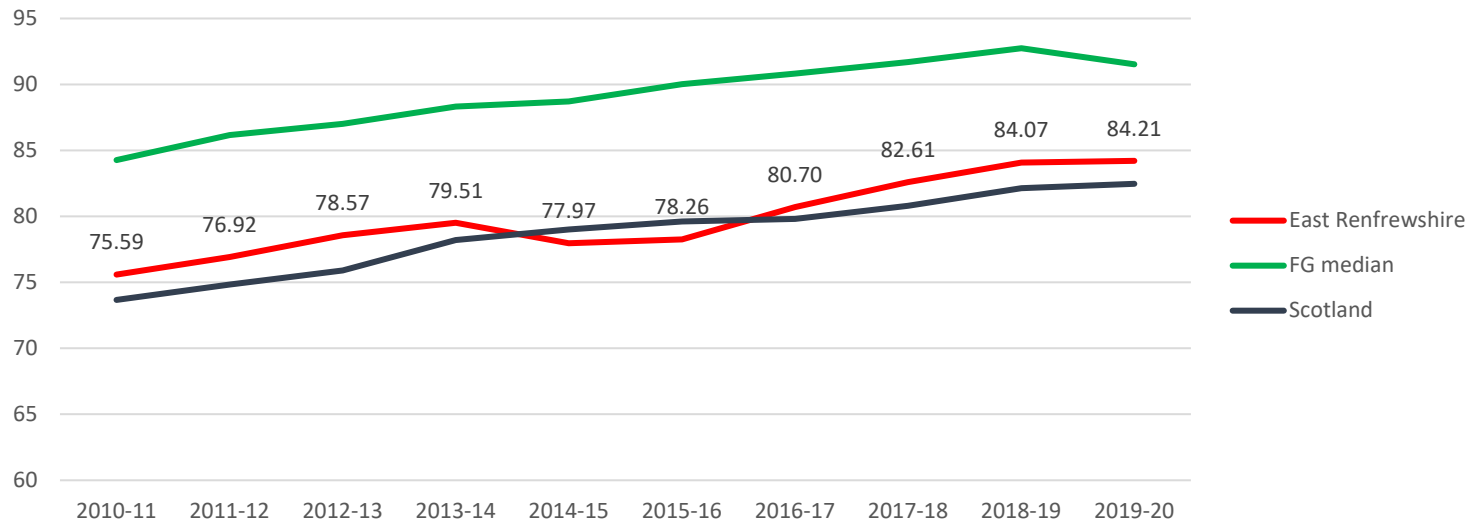
Corporate Assets

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group
		2017/18	2018/19	2019/20		
Efficiency Outcome	% of operational buildings that are suitable for their current use	82.6%	84.1%	84.2%	82.5%	91.5%
	% of internal floor area of operational buildings in satisfactory condition	83.6%	83.6%	83.9%	88.6%	91.0%

East Renfrewshire ranks		
2017/18	2018/19	2019/20
20	17	18
23	22	25

Corporate Assets: Spotlight

CORP-ASSET1 - % of operational buildings that are suitable for their current use



Corporate Assets: Information

National Overview

There has been continued annual improvement in the condition of councils' corporate assets over the period, with 82.5% of operational buildings suitable for their current use and 88.6% in satisfactory condition, the highest rates recorded since the benchmarking framework was launched.

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, property performance continued to improve in 2019/20. 114 operational properties consist of a total of 245,845 square metres (gross internal area) with 206,349 square metres of that recorded in good or satisfactory condition. This slight increase 83.6% to 83.9% reflects both improvements in property condition and consideration of detrimental changes with defects recorded against properties. This shows continued effective allocation of resources to keep properties open and supporting service delivery.

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. Liaison with community groups is enabling vacant properties to be brought into use again providing space for community activity and relieving the Council of revenue costs and maintenance liability.

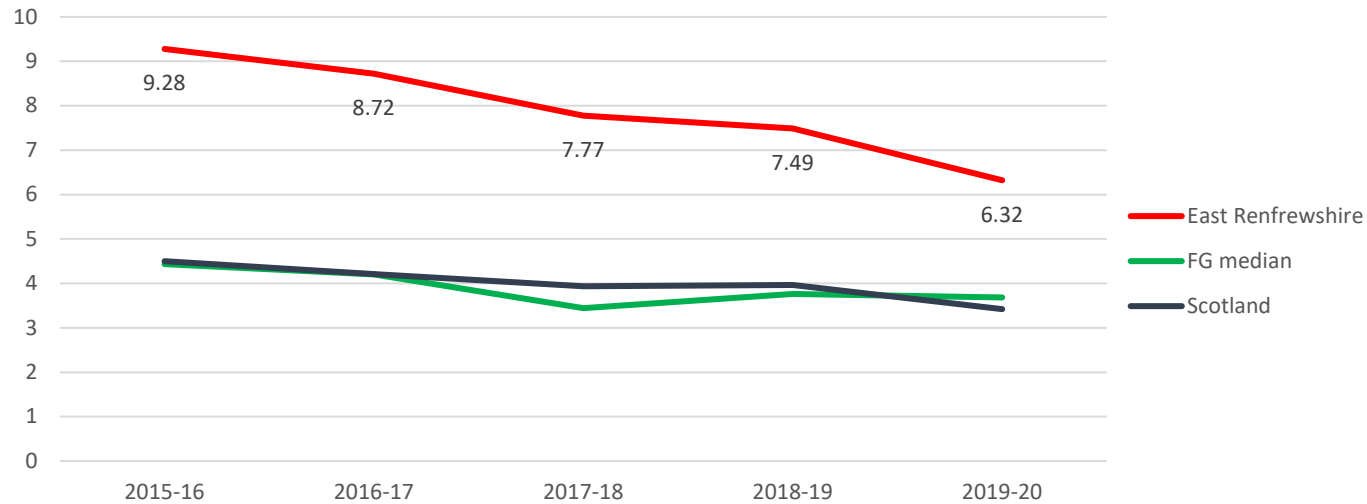
Employees

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group
		2017/18	2018/19	2019/20		
People Outcome	% of the highest paid 5% employees who are women	55.9%	59.9%	59.3%	56.7%	56.7%
	The gender pay gap (%)	7.8%	7.5%	6.3%	3.4%	3.7%
	Sickness absence days per teacher	4.6	5.7	5.2	6.3	6.5
	Sickness absence days per employee (local government employees)	10.5	12.4	13	11.9	12.9

East Renfrewshire ranks		
2017/18	2018/19	2019/20
9	4	11
28	27	27
3	11	6
9	21	26

Employees: Spotlight

CORP 3c - The gender pay gap (%)



Employees: Information

National Overview

Local Government absence levels are at their highest since 2010/11, revealing a 7% increase across the period. This reflects a 10% increase for non-teaching staff, and a 3% reduction for teaching staff. This is alongside a 4.3% reduction in FTEs for Local Government non-teaching staff and a 3% increase for teaching staff since 2010/11. Absence levels for both teaching and non-teaching staff have increased in 2019/20, by 3.1% and 3.8% respectively. For both groups, while the number of FTE's grew in 2019/20, the number of days lost increased at a faster rate.

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

The council continues to demonstrate commitment to equalities as demonstrated by the reduction in the gender pay gap from 7.5% to 6.3% in 19/20. We have a clear actionable sets of equality outcomes related to employment to work through over the next few years which should result in positive impacts on diversity and inclusion, including the gender pay gap.

What the Council is doing to improve services

The council gained Living Wage accreditation in November 2020 this means that we have committed to ensure we have fair work policies in place for our staff, and we promote the living wage beyond the Council to our local partners, employers and through our supply chain. Currently the council pays the Scottish Local Government Living Wage as a non-consolidated supplement, and in line with the last local government pay deal it was agreed all councils would consolidate the SLGLW into pay by March 2021. Following consultation with our Trade Unions we have met the agreed timescales, and we have implemented a new pay and grading model which consolidates the SLGLW and sees the majority of our lowest paid workers receive an increase in their hourly rate. The consolidation will result in a positive impact on the gender pay gap in 2021/2022.

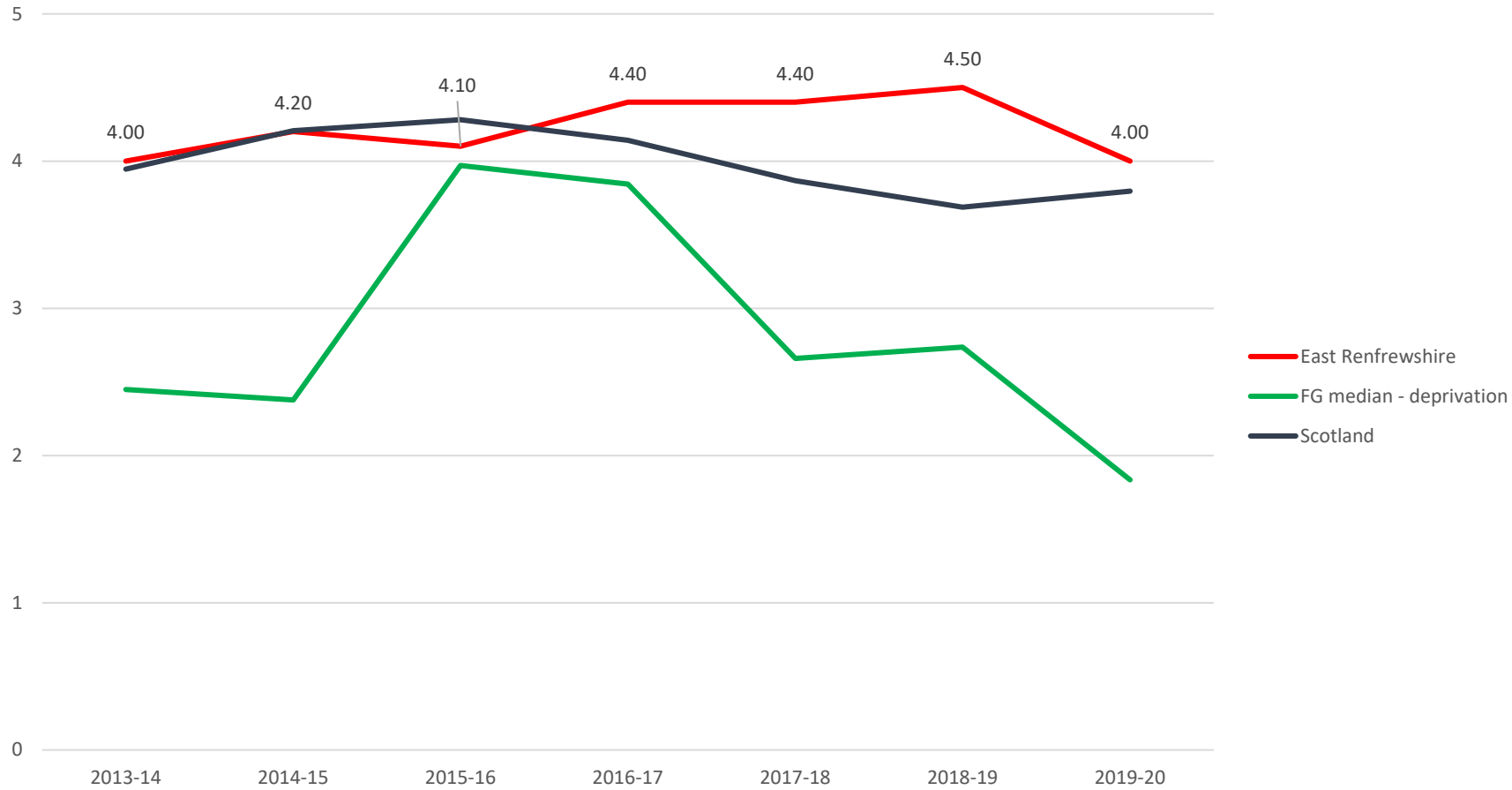
Financial Sustainability

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group
		2017/18	2018/19	2019/20		
Efficiency Outcome	Total useable reserves as a % of council annual budgeted revenue (<i>% of income held in reserves</i>)	21.6%	18.6%	18.3%	16.9%	19.5%
	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>)	4.4%	4.5%	4.0%	3.8%	1.8%
	Ratio of Financing Costs to Net Revenue Stream - General Fund	8.7	9.0	9.0	7.2	7.1
	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	35.5	34.6	29.7	22.6	27.0
	Actual outturn as a % of budgeted expenditure (<i>% of budgeted spend that is spent in practice</i>)	96.3%	98.2%	99.2%	99.4%	99.3%

East Renfrewshire ranks		
2017/18	2018/19	2019/20
11	12	12
8	6	7
19	22	25
23	22	20
30	23	19

Financial Sustainability: Spotlight

FINSUS2 - Uncommitted General Fund Balance as a % of council annual budgeted net revenue



Financial Sustainability: Information

National overview

In 2019/20, the framework introduced new measures to reflect the focus on Financial Sustainability. From 2013/14, the proportion of income councils held in reserves has increased from 15.8% to 16.9%, showing that councils have added to their usable reserves across the period. Uncommitted General Fund Balance as a % of council annual budgeted net revenue has remained stable at around 4%, and is currently 3.8% for 2019/20. Actual outturn as a percentage of budgeted expenditure has remained between 99% and 100% since 2013/14, showing slight but steady improvement across the period.

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 remains stable compared to previous years despite 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 have to call on the planned use of reserves and therefore allows them to be used to balance future year budgets. Again this will have an unfavourable impact on the reported indicator.

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