EAST RENFREWSHIRE COUNCIL

CABINET

24 March 2016

Report by Chief Executive

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK: 2014-15 PERFORMANCE

PURPOSE OF REPORT

1.   The purpose of this report is to update Cabinet on the Local Government Benchmarking Framework (LGBF) and present an overview of the Council's performance against the indicators from 2012/13 to 2014/15 (Performance report attached at Annex 1).

RECOMMENDATIONS

2.   It is recommended that Cabinet:

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

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

BACKGROUND

3.   The LGBF has been recorded and publicly reported by all Scottish councils as a statutory requirement since 2010/11. The framework provides comparative analyses for a total of 56 indicators at a council level (note that two relate to museums and therefore, only 54 are relevant to the Council).

4.   The published LGBF data is for financial year 2014/15. The data is therefore not new, and much of the information has been publically reported at the East Renfrewshire level already (e.g. roads maintenance data) as part of the council's performance management arrangements. However, this is the first time that the 2014/15 results have been presented in comparison with local authority performance across Scotland. Detailed information on the LGBF (including data issues) is given at Annex 2.

OVERVIEW OF COUNCIL PERFORMANCE

5.   The Improvement Service (IS) has provided detailed comparative analyses for each LGBF indicator at the council level. East Renfrewshire's performance against key indicators is provided at Annex 1. The indicators are grouped and analysed within service headings.

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

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

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

(a)   Children's Services: Performance is particularly strong in relation to our education services, showing 2014-15 to be our best performance to date and remaining top in Scotland for the educational attainment of children. Education attainment of our most deprived children has also improved this year helping to reduce inequalities and in doing so providing more opportunities for all. This has been achieved with relatively low costs compared with other councils. Our performance continues to improve on the proportion of pupils entering positive destinations and we are now ranked as the second best council in Scotland on this indicator.

(b)   Corporate Services and Asset: We perform well in relation to council tax and remain comparatively well positioned for these indicators.   We have improved our performance on support costs as well as the cost of democratic core.   Invoice processing shows a small improvement from the previous year but continues to remain an area for improvement that the Council are working hard to address. A transformation project on the introduction of an electronic document management system (EDMS including invoice scanning) is well underway and is being delivered in close partnership with all departments and suppliers. Progress is being closely monitored and is a key priority.

It is disappointing to report that the number of days lost to sickness absence increased in 2014/15. This performance has already been reported to Cabinet in June 2015 but the release of the LGBF information allows us to see our position in relation to other councils which is currently sitting at 31 out of 32 councils and this is a real concern.

Improving our absence rates is a priority. Through analysis it is clear that our highest levels of sickness are in employment groups such as home care, cleaners etc. which involve workers carrying out manual tasks. There are a number of approaches being used and best practice is being shared across the Council through leadership events. The CMT is supporting additional resource until December 2016 to coach and mentor managers on how best to tackle absence especially complex issues, particularly in hot spot areas (mainly Facilities Management, Homecare and Schools).   The departments are holding managers more accountable for conducting return to work meetings and absence review meetings and this has resulted in increased adherence to the policy across the departments with improved use of the capability policy. The manager's role in managing absence is vital and the Council recognises this by providing absence management training which is now delivered via a blended learning approach which allows a more practical focus on case studies covering a range of scenarios.

Early indications are that these actions are contributing to improved absence levels. In the last year to date (2015/16) there has been a 0.9 days per FTE improvement in local government employee (LGE) absence with teachers remaining at a similar level. For 2014/15 the LGE absence was 9.6 days per FTE by the end of Q3 compared to 8.7 days per FTE by the end of Q3 for 2015/16. We will report performance for 2015/16 once it is available after the year end and would reassure members that this continues to be an area of high priority for all managers.

The Council's Maximising Attendance policy is undergoing review following a benchmarking exercise to improve the clarity and rationale when dealing with more complex cases; and with the introduction of comprehensive managers' guidance. The updated policy will be introduced this summer.

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

As highlighted in previous years, the LGBF indicators relating to the provision and costs for homecare do not take account of cases where multiple home carers are used to deliver care (i.e. 2 or more carers attending the client in one visit). As such, the figure for homecare costs (per hour) is an overstatement and would be significantly reduced if accounting for multiple carers (reducing to £15.45 per hour for 2014/15 – nearly 30% less). The accuracy of trend and comparison information will also be affected by the proportion of multiple carers visits delivered – which will vary year-on-year for East Renfrewshire and vary between councils across Scotland. The LGBF indicator, as it stands, can only be a starting point when considering homecare costs; further analysis is required to look at the use of multiple carers locally and nationally. We have raised our concerns with the Improvement Service and they are working to improve their adult social care indicators.

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

The CHCP and now HSCP is committed to increasing its home care re-ablement service. This service works with older people to support them to be able to manage their personal care and daily activities rather than become dependent on care services. The home care redesign is delivering savings in the cost of home care and is programmed to do so over the coming year.

(d) Culture and Leisure Services: The LGBF reporting period precedes the establishment of the East Renfrewshire Culture and Leisure Trust in summer 2015. Attendances have been increasing steadily at culture and leisure facilities across East Renfrewshire and 2014/15 saw a three year high for attendances at libraries. In 2014/15 our four sports/leisure centres returned to near full operating capacity, with corresponding improvement in attendance figures. The LGBF data shows moderately lower costs per attendance for libraries and sports facilities (although both these indicators remain in the bottom two quartiles). According to our Citizens' Panel, satisfaction is high with libraries and parks/open spaces. However, satisfaction has declined in the past year in relation to sports facilities. The East Renfrewshire Culture and Leisure Trust is working to improve outcomes and customer satisfaction by establishing a financially sustainable business model and continuing to modernise service delivery at libraries and sports facilities.

(e) Environmental services: We have maintained our performance on recycling and remain one of the best performing councils on this indicator. The cost of waste disposal has increased due to falling prices for the sale of recyclable materials and higher volume of waste at civic amenity sites. Kerbside collections are under review in order to further increase recycling and reduce waste storage. The overall percentage of the road network that should be considered for maintenance has reduced, although there was a decline in performance against this indicator for A and B roads. Our street cleanliness score was maintained meaning that we moved up to the 3rd quartile. Conversely, satisfaction with street cleanliness declined on the previous year according to both the LGBF measure and our Citizens' Panel. Litter squads and pavement sweepers will be reviewed to ensure they are efficient and taking a targeted approach.

(f)   Housing services: High performance continues in relation to the condition of council housing. We remain in the top quartiles for stock meeting the SHQS and the percentage of homes that are energy efficient. We continue to improve on the amount of rent lost due to houses being empty. However, the Council remains lowest ranked in Scotland for performance on rent arrears and this remains an area of concern. Responsibility for rent arrears was transferred from Revenues to Housing services in July 2015. Housing services have undertaken a review of the rent arrears and collection service and are in the process of implementing changes to staffing, procedures, IT systems and performance monitoring.

(g)   Economic development: We have supported a higher percentage of unemployed people into work from council operated/funded employability schemes.

PERFORMANCE REPORTING ARRANGEMENTS

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

10.   All Scottish councils have a statutory duty to report performance information publicly. All councils are required to report on the LGBF as well as ensuring that our public performance reporting covers a wider range of corporate management and service performance information. The most recent review by Audit Scotland on the Council's public performance reporting showed us to be among the top performing councils in Scotland.

FINANCE AND EFFICIENCY

11.   There is a small annual charge paid by all councils of £2,016 to participate in the LGBF which is covered within existing budgets. Participation in the framework is mandatory.

CONSULTATION

12.   The LGBF is currently being reviewed in consultation with councils and partners. We continue to work closely with the IS on the validation of the LGBF data and have contributed feedback for the review process.   The Scottish Parliament's Local Government and Regeneration Committee took evidence on the progress of the LGBF in February 2016. We provided comments to IS and SOLACE before their attendance at the Committee.

PARTNERSHIP WORKING

13.   All 32 councils are participating in the development of the LGBF and working together to identify best practice through participation in the Family Group process.

IMPLICATIONS OF THE PROPOSALS

14.   As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities and sustainability. Each of these issues has been mainstreamed through service plans and equality impact assessments carried out where appropriate.

CONCLUSIONS

15. Our performance against the LGBF dataset shows a broadly balanced picture of performance, with the majority of indicators in the upper quartiles. It shows strong performance in key outcome areas where we are making differences to people's lives in education, recycling, employment and housing.

16. The LGBF indicator set is only one means of recording and measuring the Council's performance. To achieve a balanced picture, the outcomes we are delivering through the Single Outcome Agreement, Outcome Delivery Plan and through various audits, inspections and self-assessments should be noted. There is a wide range of performance information scrutinised and reported by the Council which is not statutory and provides detailed information on performance.

17. Benchmarking allows the Council to identify and learn from good practice in other local authorities. Comparing spending and performance information allows councils to investigate their performance further and identify best practice. The use of the LGBF and other benchmarking data to support service improvement is ongoing within the Council.

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

RECOMMENDATIONS

19. It is recommended that Cabinet:

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

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

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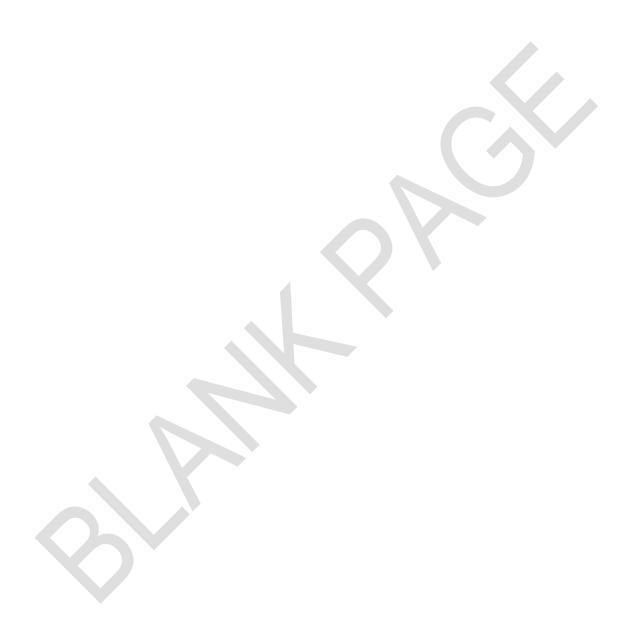Tel: 0141 639 0265 (Home), 0141 577 3107 (Office)

BACKGROUND PAPERS

Local Government Benchmarking Framework: 2013-14 Performance, Cabinet, 19 February 2015
Local Government Benchmarking Framework: 2012-13 Performance, Cabinet, 10 April 2014
National Benchmarking Project, Cabinet, 28 March 2013

KEY WORDS

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

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Children's Services

Attainment

Indicators:

Indicator type	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	Attainment of all children at S6 (% of pupils gaining 5+ awards at level 6 (Higher A – C level) (pre-appeal)	46%	55%	57.6%	1	1	1	1	1	1
	Attainment at S6 of children who live in deprived areas (% pupils in 20% most deprived areas getting 5+ awards at level 6)	13.3%	18.6%	22.1%	1	1	1	3	2	2
	Proportion of pupils entering positive destinations	95.8%	96.0%	96.2%	1	1	1	2	3	2
Efficiency	Cost per primary school pupil	£4,647	£4,580	*£4,573*	2	2	*2*	14	13	*13*
	Cost per secondary school pupil	£6,435	£6,359	*£6,421*	2	2	*2*	14	13	*11*
	Cost per pre-school place	£4,249	£3,961	*£3,904*	4	4	*3*	28	27	*24*
Customer	Percentage of adults satisfied with local schools	87%	86%	85%	2	2	2	11	10	15
	Citizens' Panel - Nursery education % of service users rating service as very good/good[1]	*100%*	*93%*	*92%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Primary education % of service users rating service as very good/good	*100%*	*98%*	*100%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Secondary education % of service users rating service as very good/good	*96%*	*96%*	*98%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview

National data shows that costs per pre-school education place increased in 2014/15 but overall there has been an 8.1% reduction in costs since 2010/11. Costs for primary and secondary education have also continued to decrease. Despite reduced costs there has been continued improvement in educational attainment. Attainment has been improving for pupils in the 20% most deprived communities, but the rate of improvement for deprived pupils slowed in 2014/15. Despite these positive trends, satisfaction with schools declined for the second year in a row (although this data relates to the wider public rather than service users).

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[1] Where supplementary indicators to the national benchmarking set (e.g. Citizens' Panel data) have been included these are highlighted in italics. Note for Nursery and ANS education ratings based on low level of responses. Therefore results should be treated with caution.

<u>What is our strategic policy intention?</u>
East Renfrewshire Education Department's vision is *Everyone Attaining, Everyone Achieving through Excellent Experiences.* Underpinning our vision is our commitment to raising attainment for all learners exemplified by our ambition to be the highest attaining mainland council area as measured by national examinations. Maximising attainment for all learners is fundamental to their future success in securing a positive destination post school. In striving for this vision the Education Department seeks to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

<u>Council performance</u>
East Renfrewshire's schools are known to be some of the top performing in Scotland and we have maintained our position as the top perfoming education authority as measured by national examinations. 2014-15 data for educational attainment has only been made available for awards gained at level 6 (S6 pupils). For educational attainment this is our best year to date and we continue to perform in the top quartile. The education attainment of our most deprived children has also improved this year helping to reduce inequalities and in doing so providing more opportunities for all. The percentage of school leavers entering positive destinations has increased, is our best performance to date, and we remain in the top quartile with our relative position also improving (to second best in Scotland). We also record high levels of satisfaction with education services as measured by the Scottish Household Survey (SHS), on which the LGBF satisfaction indicators are based, and our Citizens' Panel results. This performance has been achieved with relatively low costs in comparison to other Scottish councils. Our cost per pupil in the primary and secondary sectors has consistently been maintained within the second quartile. Following the legislative change to 600 hours of early learning and childcare from August 2014, our cost per pre-school place compares more favourably with other local authorities. The replacement of some teachers in pre-five with child development officers from session 2014/15 has also contributed to our improved ranking for this indicator.

<u>What the Council is doing to improve services</u>
East Renfrewshire Education Department will continue to challenge and support schools to improve performance further for all children and young people. Key activities include supporting the school improvement partnership (to raise attainment for key groups) and taking forward the Developing the Young Workforce Implementation Plan. There continues to be an ongoing commitment to quality assurance and moderation of assessment as staff deliver Curriculum for Excellence and the new national qualifications.

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

Corporate Services and Asset

Corporate Costs and Processes

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	Support services as a percentage of total gross expenditure	5.0%	6.2%	6.1%	3	3	3	20	24	22
	Cost of democratic core per 1,000 population	£29,100	£30,525	£26,131	2	2	2	12	15	11
	Percentage of invoices sampled that were paid within 30 days	80.1%	79.5%	84.6%	4	4	4	30	31	29
	The cost per dwelling of collecting Council Tax	£7.01	£6.06	£8.11	1	1	1	2	2	8
	Percentage of income due from Council Tax received by the end of the year	97.6%	97.9%	98.0%	1	1	1	4	2	2

National overview
Overall council corporate and support costs continue to account for around 5% of total gross revenue spend for local government across Scotland. There has been a decrease in costs of the democratic core per 1000 population since 2010/11. The cost of per dwelling of collecting council tax has reduced nationally over the five year period and the collection rate remains high at 95.5%. The percentage of invoices paid within 30 days has steadily increased from 89.5% to 92.5% over the five year period 2010/11 to 2014/15.

What is our strategic policy intention?
To provide efficient and effective support services to properly and adequately resource the democratic governance of the Council and the area.

Council performance
We continue to perform well in relation to council tax collection and in 2014/15 increased our collection rate. East Renfrewshire is now the second best performing council in Scotland for income due from council tax received. We are also participating in a benchmarking family group on council tax to compare performance with other councils and share best practice. During 2016/17, the group will be discussing the possibility of introducing water direct payments. Although the cost per dwelling of council tax collection has increased this trend has been replicated in other councils. This means that we have maintained our top quartile profile and remain well below the Scottish average. Participation in the LGBF Family Group has indicated that there is some variation in the way this indicator is calculated across local authorities. We will actively monitor and work to improve performance on this measure through benchmarking activity and work to develop more a consistent and accurate methodology for calculating the indicator.

We have improved our performance support costs and the cost of democratic core whilst maintaining our quartile position. Invoice processing shows an improvement from the previous year but continues to remain an area for improvement that the Council are working hard to address.

What the Council is doing to improve services

The council tax team are continuously looking at making improvements to the service. A full service review is planned for the council tax section this year and this will include the overall administration and processing of the council tax database and billing processes. The council tax team work towards the Council's strategic aims of modernising and digitalising services and are exploring new and improved ways of working such as processing generically and exploring new technologies that may increase automation and reduce duplication and waste. Following on from the council tax survey and feedback from customers, the Council Tax team are currently working towards introducing a range of electronic forms that can be submitted online for council tax and Benefits. These electronic smart forms will enhance the Council's self-service presence and our customers will find them intuitive and simple to use. There is also the potential to improve transactional times and reduce delays in council tax billing.

The Council continues to focus on the improvement of invoice processing. A transformation project on the introduction of an electronic document management system (EDMS including invoice scanning) is underway. This involves implementing the new system, working closely with all departments and suppliers and delivering improvement within the overall invoice processing service. The invoice processing performance continues to be monitored closely and remains a priority.

Corporate Asset

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	Proportion of operational buildings that are suitable for their current use	78.6%	79.5%	78.0%	3	3	3	23	24	23
	Proportion of internal floor area of operational buildings in satisfactory condition	75.7%	79.7%	79.9%	4	4	4	26	26	24

National overview

Nationally, there has been consistent improvement in the condition of councils' corporate assets over the past five years. The percentage of operational buildings that are suitable for their current use has improved from 73.7% to 79%, while the internal floor area in satisfactory condition has improved from 81.3% to 82.9%.

What is our strategic policy intention?

Property and Technical Services (PATS) strategic ambition is to provide an efficient and effective property and asset management service to ensure that the property stock effectively supports all Council initiatives and service delivery.

Council performance

We have seen a slight improvement in the proportion of floor area in satisfactory condition through a combination of property rationalisation and capital works. We successfully completed the summer programme of Education major maintenance projects within schedule.

What the Council is doing to improve services

We will continue to monitor existing properties to ensure they support service delivery in conjunction with modern ways of working. This will involve engaging with external organisations to consider shared accommodation or community asset transfer. We will also aim to increase planned maintenance versus reactive maintenance spend and increase the use of client satisfaction feedback.

Domestic noise complaints

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	0.7	0.8	0.5	1	2	1	6	9	2

National overview [No comment in national report]

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

Council performance
Our response time to domestic noise complaints has improved, returning us to the top quartile of performance and a ranking of 2nd overall. In total we responded to 566 complaints between Community Safety and Environmental Health with our average response time well below our target of 1 hour and nationally set response times.

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

Employees

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
People	The percentage of the highest paid 5% of employees who are women	51.2%	50.9%	50.0%	2	2	2	11	13	16
	Sickness absence days per employee (all)[2]	9.5	10.3	n/a	2	4	n/a	12	27	n/a
	Sickness absence days per teacher	5.4	6.1	6.3	1	3	2	5	18	16
	Sickness absence days per employee (local government employees)	11.3	12.19	13.37	3	4	4	22	29	31

National overview
There has been continued improvement in relation to ensuring equal pay opportunities across genders, with an increase in percentage of women in the top 5% earners in councils, from 46% to 52% between 2010/11 to 2014/15. The management of sickness absence is a major priority for councils in their efforts to manage their costs. The rate has remained relatively flat at an average of 10.8 days from 2010/11 to 2014/15.

What is our strategic policy intention?
To reduce the number of sickness absence days within the Council and that ERC continues to be a fair and equal employer.

Council performance
Our commitment to equalities at the Council is reflected where we record good rates of high female salary earners in Scotland. As data on high female wage earners was previously a Statutory Performance Indicator (SPI), the historical data tells us the percentage of the highest paid 5% who are women is prone to minor annual fluctuations. Our performance around absence for both teachers and local government employees has deteriorated. Although our absence rate for teachers has declined our performance in relation to other areas in the country has meant that we have improved our quartile position. For local government employees the quartile position remains the same. The absence performance can be attributed to a number of factors including the high levels of change activity over a sustained period, the continued increase of our average age profile and the Council continues to provide a significant number of services which have a high level of manual tasks. We know that many councils have outsourced services, e.g. home care, cleaners etc. where sickness absence levels tend to be higher, to arm's length organisations thus affecting a reduction to their absence levels overall; so we are not comparing like with like. The CMT recognises that sickness absence is a significant issue and are taking action.

What the Council is doing to improve services

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[2] This indicator has now been split into absence rates for teaching and non-teaching staff

Improving our absence rates is a priority. There are a number of approaches being used and best practice is being shared across the Council through leadership events. The CMT is supporting additional resource until December 2016 to coach and mentor managers on how best to tackle absence especially complex issues, particularly in hot spot areas, mainly Facilities Management, Homecare and Schools. The departments are holding managers more accountable for holding return to work meetings and absence review meetings and this has resulted in increased adherence to the policy across the departments with improved use of the capability policy. The manager's role in managing absence is vital and the Council recognises this by providing absence management training which is now delivered via a blended learning approach which allows a more practical focus on case studies covering a range of scenarios. Early indications are these actions are contributing to improved absence statistics. In the last year to date (2015/16) there has been a 0.9 days per FTE improvement in local government employee (LGE) absence with teachers remaining at a similar level. For 2014/15 the LGE absence was 9.6 days per FTE by the end of Q3 compared to 8.7 days per FTE by the end of Q3 for 2015/16. The Maximising Attendance policy is undergoing review following a benchmarking exercise to improve the clarity and rationale when dealing with more complex cases; and with the introduction of comprehensive managers' guidance. The updated policy will be introduced this summer.

Adult Social Care

Indicators

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	Percentage of people 65+ with intensive needs (plus 10 hours) receiving care at home	40.9%	27.7%	22.0%	2	4	4	10	28	30
Efficiency	Older persons (Over 65) home care costs per hour	£10.01	£18.15	£21.73	1	1	3	2	8	18
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	2.4%	2.9%	5.4%	2	2	1	10	11	4
	The Net Cost of Residential Care Services per Older Adult (+65) per Week	£376.82	£370.41	£363.66	3	2	2	18	14	11
Customer	Percentage of adults satisfied with social care or social work services	63%	69%	49%	2	1	3	13	7	17
	Citizens' Panel – Homecare services % of service users rating service as very good/good[3]	*81%*	*89%*	*93%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Health and social care services for children and young people % of service users rating service as very good/good[4]	*92%*	*78%*	*69%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Health and social care for adults % of service users rating service as very good/good	*88%*	*89%*	*86%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview

Across Scotland, there has been an increase in the percentage of people with intensive needs who are being cared for at home whilst both home care unit costs and residential care unit costs (net) have decreased. In terms of Self-directed Support (SDS), the proportion of spend allocated via Direct Payments and Managed Personalised Budgets has increased year on year in the past 5 years. There has been an increase of 5.3 percentage points from 1.6% in 2010/11 to 6.9% in 2014/15. The percentage of adults satisfied with social care/work services has decreased each year for the past five years, dropping from 62% in 2010/11 to 51% in 2014/15.

What is our strategic policy intention?

Our strategic policy intention is set out in the Health and Social Care Strategic Plan which builds on the previous reshaping care for older people work set out in the Single Outcome Agreement. At any stage in adult life people can find that they need advice or support. We know that quite often these needs emerge unexpectedly. Our Rehabilitation and Enablement Service has social work, nursing, occupational therapy and

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

rehabilitation staff based in teams working alongside groups of GP practices, providing a more integrated service for service users. Our aim is to help people to continue to live independent lives and live in their own homes for as long as is possible enabled by the most appropriate supports. We are redesigning our home care service to make sure that our skilled staff are available at the time people need them. We will continue to develop our home care reablement service to support people to get back their independence after illness or a stay in hospital.

We will continue to focus on the personal outcomes that matter most to people and support them to find ways of meeting those outcomes. As part of our Self-directed Support approach we are extending choice and control for people who require support. In partnership with the third and independent sector a new initiative, My Life, My Way, will explore the role of Self-directed Support for people traditionally assessed as requiring residential care.

HSCP performance
According to the LGBF data our uptake of Self-directed Support (SDS) has been increasing and we have moved into the top quartile. The measure applies to both Option 1 (Direct Payments) and Option 2 (where the client has chosen the services they want and asked the council to arrange them).

As highlighted in previous years, the LGBF indicators relating to the provision and costs for homecare do not take account of cases where multiple home carers are used to deliver care (i.e. 2 or more carers attending the client in one visit). As such, the figure for homecare costs (per hour) is an overstatement and would be significantly reduced if accounting for multiple carers (reducing to £15.45 per hour for 2014/15 – nearly 30% less). The accuracy of trend and comparison information will also be affected by the proportion of multiple carers visits delivered – which will vary year-on-year for East Renfrewshire and vary between councils across Scotland. The LGBF indicator, as it stands, can only be a starting point when considering homecare costs; further analysis is required looking at the use of multiple carers locally and nationally.

We would also argue that the method for calculating the proportion of home care received by people over 65 with intensive care needs is flawed. The LGBF definition of intensive care needs is those clients receiving 10 or more hours of homecare per week. However where a client has a package of 5+ hours care but it is delivered by 2 carers (i.e. a total of 10+ hours) this is not included in the LGBF figures. According to this latest calculation we are in the bottom quartile on this measure.

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

Our HSCP Organisational Performance report contains a range of other measures that we consider to be more meaningful. This report demonstrates strong local performance in supporting older people to stay at home and to be discharged promptly from hospital when no longer needing acute care. East Renfrewshire has consistently performed well in comparison to other council areas within NHSGGC on a range of measures.

What the HSCP is doing to improve services

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We are at the midpoint or our ambitious programme to redesign care at home to make the long term service as efficient and flexible as possible. This includes rolling our reablement service which leads to less people being dependent on Care at Home Services. The introduction of the monitoring system improves our quality assurance of meeting service user needs in terms of visit times, service delivered and continuity of care attending.

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Culture and Leisure Services

Libraries

Indicators

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	Cost per visit to libraries	£3.88	£3.97	£3.65	3	3	3	20	22	21
	Net cost per library visit	*£3.66*	*£3.77*	*£3.47*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Customer	Percentage of adults satisfied with libraries	87%	85%	77%	2	2	3	10	13	21
	Citizens' Panel - Libraries % of service users rating service as very good/good	*98%*	*90%*	*94%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview
Across culture and leisure services, costs per visit/attendance have significantly reduced since 2010/11. Substantial increases in visitor numbers for sports (15.9%) and libraries (28.6%) have been achieved against a backdrop of a 15% reduction in gross expenditure, although the growth in visitor numbers for libraries and sports facilities has slowed in the past 12 months. Customer satisfaction rates for all culture and leisure facilities have fallen in the last 12 months.

Service overview
For the period 2014/15, culture, sport and leisure services (including libraries) were managed and delivered by the Council but preparations were underway for the establishment of an independent Trust to take forward the modernisation of culture and leisure services in East Renfrewshire. Since July 2015, these services have been delivered through the East Renfrewshire Culture & Leisure Trust. The comments below on strategic intention and improvement activity relate principally to the work of the Trust.

What is our strategic policy intention?
- To provide a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand.
- To provide access to information and to promote and support digital inclusion.
- To promote social well-being by providing space, resources and activities for the community.
- To increase cultural engagement through a programme of targeted, relevant and inclusive activities and events.
- To promote economic well-being by supporting local residents through "Digital by Default" and the roll out of Universal Credit.

Council performance

The redeveloped Barrhead Foundry opened in at the end of January 2015. By March 2015 the new facility had achieved over 78,000 visits – the highest for Barrhead in 5 years. Giffnock Library also continued to perform well, with visits up 128% (+65,351 visitors). Together the two facilities were key in driving numbers up to a 3 year high of 481,432 visits. Virtual visits also increased in response to a drive to deliver more services online. Gross operating costs for the service increased by 3.3% (+56K) over 2013/14 as branches previously in temporary accommodation came back into full service. Gross costs are still 4.7% below 2012/13 levels. The combination of this, plus the increased visitor numbers resulted in a slight improvement in overall Cost per Visit ranking – from 22nd to 21st place (Quartile 3).

Programmes focused on Early Years have also performed well, with numbers of families engaged with the Library Service's Bookbug initiative reaching 944 – well ahead of projected targets.

What the Trust is doing to improve services
East Renfrewshire Culture & Leisure's Business Plan sets out a number of key aims for delivering services which are more customer focused and cost effective. These include:
- Creating a financially sustainable business model
- Developing an understanding of our customers and an offer which attracts and inspires them.

For Libraries this will mean:
- Redesigning Library Services to expand the community hub model, with a greater degree of local control for each library cluster
- Reviewing stock provision and supplier contracts for book supply and e-books
- Rolling out the Every Child a Library Member project, aiming to achieve 100% library membership for children in targeted areas.

Sports Facilities

Indicators

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	**Cost per attendance of sport and leisure facilities (including swimming pools)**	£7.44	£8.33	£7.74	4	4	4	29	29	28
	Net cost per attendance at sports facilities	£4.17	£4.81	£4.71	n/a	n/a	n/a	n/a	n/a	n/a
Customer	**Percentage of adults satisfied with leisure facilities**	87%	80%	69%	1	3	4	8	17	26
	Citizens' Panel - Sport and Leisure facilities % of service users rating service as very good/good	79%	85%	81%	n/a	n/a	n/a	n/a	n/a	n/a

National overview (See above)

Service overview (See above)

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

Council performance
With the return of all 4 centres to something approaching full operating capacity, attendance numbers showed signs of improvement over the course of 2014/15. Pool maintenance issues in Neilston Leisure Centre (August 2014) and Eastwood Park (October 2014), and the lack of full car parking facilities at Barrhead Foundry (due for completion by the end of March 2016) restricted the recovery somewhat. Nonetheless, Pool Attendances per 1000 Population increased by 15% (2,582 in 13/14 up to 2,969 in 14/15), with Indoor Sports Facility Attendance per 1000 Population increasing by 8.9% (4,345 in 13/14 up to 4,730 in 14/15).
The staffing component of the Sports Transformation Project was largely completed in 2014/15, contributing to a 0.4% fall in gross expenditure £5.476M down to £5.452M). Combined with increased attendances, this resulted in an improvement in Cost per Attendance ranking – from 29th to 28th place (Quartile 4).

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

East Renfrewshire Culture & Leisure's Business Plan sets out a number of key aims for delivering services which are more customer focused and cost effective. These include:

- Creating a financially sustainable business model
- Developing an understanding of our customers and an offer which attracts and inspires them.

For Sport and Leisure Centres this will mean:

- Working with the Council to develop an Asset Management Plan for properties licensed to the Trust
- Implementing Customer Service Excellence
- Reviewing programming and pricing to ensure a clear and coherent approach
- Redesigning sales and booking systems to create convenient and personalised digital booking of facilities

Parks and Open Spaces

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	Cost of parks and open spaces per 1,000 population	£20,960	£26,208	£23,631	1	2	2	7	11	10
	Net cost of parks and open spaces per 1,000	*£13,402*	*£20,951*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Customer	Percentage of adults satisfied with parks and open spaces	88%	90%	89%	2	2	2	12	13	10
	Citizens' Panel - Public parks and open spaces % of service users rating service as very good/good	*89%*	*94%*	*94%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	

National overview
Nationally, customer satisfaction with parks and open spaces has remained the same and costs have declined.

What is our strategic policy intention?
To provide excellent quality greenspace for our residents and visitors.

Council performance
We have reduced our costs to maintain our parks and open spaces and improved our ranking position while maintaining high levels of customer satisfaction across the Scottish Household Survey and Citizens Panel survey. Our Rouken Glen project is continuing to progress well and is due for completion in 2016.

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

What the Council is doing to improve service
We aim to target our woodland management plans to ensure these areas are well managed and maintained.
We are continuing to carry out work to minimize damage, disruption and remedial costs as a result of storms and inclement / extreme weather.
We have recently started participating in benchmarking activity through APSE for our parks service and we aim to continue and expand on this to identify areas for improvement and industry good practice.

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Environmental Services

Waste and recycling

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	The percentage of total household waste that is recycled	52.8%	56.3%	56.1%	1	1	1	7	2	4
Efficiency	Net cost of waste collection per premise	£65.61	£64.96	£62.39	3	3	3	21	22	18
	Net cost per waste disposal per premise	£73.94	£74.02	£83.97	1	2	2	6	9	15
	Gross cost of waste collection per premises	*£82.44*	*£80.50*	*£80.37*	*3*	*2*	*3*	*19*	*16*	*18*
	Gross cost per waste disposal per premises	*£85.86*	*£84.20*	*£93.26*	*1*	*1*	*2*	*7*	*8*	*11*
Customer	Percentage of adults satisfied with refuse collection	77%	76%	77%	4	4	4	29	26	28
	Citizens' Panel – Wheeled bin refuse collection % of service users rating service as very good/good	*88%*	*82%*	*81%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Recycling % of service users rating service as very good/good	*93%*	*82%*	*86%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview
Recycling rates continue to improve across Scotland from 41% in 2011/12 to 42.8% in 2014/15 as efforts are made to achieve Scotland's Zero Waste 60% household waste recycling target by 2020. While the combined net costs of waste management per premise (collection plus disposal) have reduced by 0.1% since 2012/13, there has been a shift in costs from waste disposal to waste collection. This indicates an increased investment in collection infrastructure which is being largely offset by the savings made through avoiding landfill taxes. Satisfaction levels for waste collection remain extremely high at above 80%, with levels increasing since the base year.

What is our strategic policy intention?
We intend to manage our waste in line with Scotland's Zero Waste Plan, by increasing recycling and reducing landfill, in order to minimise our impact on the environment and meet the requirements of the Waste (Scotland) Regulations 2012.

Council performance
Recycling performance remains strong and has stayed relatively consistent over the past two years with us retaining top quartile performance. Our customer feedback performance from the Citizens Panel remains high, in particular against recycling which has seen a 4% increase in customer satisfaction. Our costs for waste collection have dropped slightly, however disposal costs have seen an increase in 2014/15 largely due to a major crash in markets for recyclates and this indicator includes any income from sale of recyclates which has reduced dramatically in the last year. In particular paper, card and plastics rebate per tonne are all down. We have also witnessed an increase in overall waste arising, in particular at our civic amenity sites. As the operating costs of these facilities remains the same, this increased tonnage has had an impact on the net cost of waste disposal per premise.

What the Council is doing to improve services
We are currently reviewing the future of kerbside collections of waste and recycling in East Renfrewshire in order to increase the opportunity to recycle and further reduce waste storage in line with national guidelines as well as improving service to our customers.

Road Condition

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	Percentage of class A roads that should be considered for maintenance treatment[5]	18.2%	21.6%	23.9%	1	1	2	2	8	12
	Percentage of class B roads that should be considered for maintenance treatment[6]	28.2%	28%	32.9%	2	2	2	12	12	16
	Percentage of class C roads that should be considered for maintenance treatment[7]	34.5%	36.7%	36.2%	2	2	2	16	16	15
	Percentage of unclassified roads that should be considered for maintenance treatment[8]	51.6%	50.3%	42.6%	4	4	3	28	26	22
	The percentage of the road network that should be considered for maintenance treatment.	*43.3%*	*43.5%*	*39.1%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Efficiency	Road cost per kilometer	£18,646	£16,418	£15,333	4	4	4	31	30	31
Customer	*Citizens' Panel - Maintenance of roads – percentage rating this as good or very good*	*29%*	*30%*	*36%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview

Overall costs for roads maintenance per km have reduced since 2010/11. During this time, there has been improvement in the condition of the roads network in terms of Class A and unclassified roads, and only very slight deterioration in Class B and C roads

What is our strategic policy intention?

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[5] Data relates to 2011-13, 2012-14, 2013-15
[6] As above.
[7] As above.
[8] Data relates to 2009-13, 2010-14, 2011-15

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

Council performance
While the percentage of class A and B roads that should be considered for maintenance treatment has increased, it should be noted that the proportion of road length categorised as red (i.e. requiring maintenance operations) has reduced. The increase in the PI score relates to an increase in the road length categorised as amber (i.e. requiring further investigation / monitoring). In addition our performance for Class C and unclassified roads has improved along with a reduction in road cost per kilometer.

What the Council is doing to improve services
We are continually working to strengthen the link between our Roads Asset Management Plan and the efficient use of resources for roads maintenance. We will continue to use the assessment of roads and footways resurfacing requests as an integral part of prioritizing our maintenance programme. All noted locations are been assessed on the basis of 1) Condition 2) Location/Usage 3) Cost to Council to maintain 4) Number of complaints 5) Geographical spread. This information is used to prioritise schemes for inclusion in the resurfacing programme.

Cleanliness

Indicators:

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	Street cleanliness score – % areas assessed as clean	94.2	94.5	94.4	3	4	3	22	26	17
Efficiency	Cost of street cleaning per 1,000 population	£7,327	£7,290	£8,811	1	1	1	1	2	4
Customer	Percentage of adults satisfied with street cleaning	85%	75%	64%	1	3	4	3	19	30
	Citizens' Panel - Street cleaning/ litter control % rating this as good or very good	*61%*	*64%*	*61%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview
Nationally, street cleaning costs per 1,000 population have reduced by 25.6% since 2010/11, while public satisfaction has risen slightly from 73% to 74% over the period. However, the average cleanliness score reduced from 96.1% in 2013/14 to 93.9% in 2014/15.

What is our strategic policy intention?
Maintaining and improving street cleanliness making East Renfrewshire Council an attractive natural and built environment.

Council performance
Our street cleanliness score remains high despite some of the lowest costs in the country for this service. Major interventions have been undertaken targeting primary schools informing of the impact of litter. Also recycle on the go bins have replaced 40 litter bins giving residents the opportunity to recycle the waste rather than send it to landfill. Litter surgeries and volunteer litterpicks are held throughout the year.

What the Council is doing to improve services
Using the Scotland Excel framework for mechanical sweepers, we now have a service that can be better controlled to allow for seasonal demands. We will be reviewing our litter squads and pavement sweepers to make them more efficient and take a targeted approach to route creation rather than following historical methods.

Trading standards and environmental health

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Efficiency	Cost of environmental health per 1,000 population	£7,899	£7,180	£7,383	1	1	1	1	1	1
	Cost of trading standards per 1,000 population	£6,207	£7,694	£8,086	3	3	4	20	23	25
	Cost of trading standards and environmental health per 1,000 population	*£14,105*	*£14,874*	*£15,469*	*1*	*1*	*1*	*2*	*1*	*2*
Customer	*Citizens' Panel - Trading Standards % of service users rating service as very good/good[9]*	*89%*	*79%*	*94%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
	Citizens' Panel - Environmental health % of service users rating service as very good/good[10]	*85%*	*83%*	*80%*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview
Since 2010/11, there has been a reduction in the combined cost of Environmental Health and Trading Standards. Since 2012/13 there has been a 4.3% increase in the cost of Trading Standards and a 0.2% reduction in the cost of Environmental Health services.

What is our strategic policy intention?
To provide a modern, effective one stop service that promotes compliance with legislation and prevention of harm by pro-active engagement with residents and businesses through advice, education and enforcement.

Council performance
Customer satisfaction remains high, particularly in Trading Standards with the success of schemes such as Best Bar None, and costs are relatively consistent across both services (2nd best in the country across both services). The team has recently diversified into more Prevention work to assist vulnerable residents across a range of services to maintain or improve quality of life and independence. This has been recognised across a number of national awards bodies.

What the Council is doing to improve services

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

We are looking at the Trusted Trader scheme with a view to encouraging more businesses to sign up from within East Renfrewshire. Advice to Business and trader education will remain a priority in enabling businesses to meet the demands of a modern economy. The team is currently implementing more agile ways of working to become more flexible and responsive to client needs.

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Housing Services

Indicators

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	**% of stock meeting the SHQS**	**84.1%**	**92.9%**	**97.2%**	**2**	**1**	**1**	**9**	**4**	**5**
	% of council dwellings that are energy efficient[11]	**95.1%**	**100%**	**99.9%**	**1**	**1**	**2**	**6**	**1**	**9**
Efficiency	**Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year**	**n/a**	**9.4%**	**9.9%**	**n/a**	**4**	**4**	**n/a**	**26**	**26**
	% of rent due lost through properties being empty during the last year	**1.8%**	**1.3%**	**0.8%**	**4**	**3**	**2**	**20**	**15**	**11**
	Average length of time taken to complete non-emergency repairs	**14**	**8.5**	**7.0**	**n/a**	**2**	**2**	**n/a**	**9**	**5**
	Current tenant arrears as a percentage of net rent due	*9.5%*	*n/a*	*n/a*	*4*	*n/a*	*n/a*	*22*	*n/a*	*n/a*
	Percentage of repairs completed within target times	*87.4%*	*n/a*	*n/a*	*4*	*n/a*	*n/a*	*23*	*n/a*	*n/a*
Customer	*Citizens' Panel - Local authority housing % of service users rating service as very good/good[12]*	*48%*	*52%*	*82%**	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

National overview

Across Scotland, rent lost to voids has been reducing since 2010/11 and there have been consistent and significant improvements in terms of dwellings meeting Scottish Housing Standards and energy efficiency standards. However, over the same period there has been an increase in tenants arrears from 5.5% to 5.9%.

What is our strategic policy intention?

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

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

Council performance

Housing Services are in the top quartile for homes that meet the SHQS. For 14/15 there were no SHQS fails; the remaining 2.8% are for works that could not be undertaken i.e. owner occupiers would not consent or the work was not financially viable. Housing Services are performing well and are in the 2nd quartile for energy efficiency, non-emergency repairs and rent loss from empty properties. Although our ranking has dropped in relation to energy efficiency, our performance has only declined marginally from 100% to 99.9%. Gross rent arrears remain an area of concern with bottom quartile performance.

What the Council is doing to improve services

The responsibility for rent arrears transferred from revenue services to Housing Services on 27th July 2015. Housing Services have undertaken a review of the rent arrears and collection service and are in the process of implementing changes to staffing, procedures, IT systems and performance monitoring. Whilst performance improvement will be achieved in 2015/16 the introduction of Universal Credit in February 2015 will be challenging and likely to cause an increase in arrears.

Economic Development

	Full name	2012/13 value	2013/14 value	2014/15 value	2012/13 quartile	2013/14 quartile	2014/15 quartile	2012/13 rank	2013/14 rank	2014/15 rank
Outcome	% unemployed people accessing jobs via council operated/funded employability programmes	9.7%	10.1%	11.9%	2	2	3	9	16	18

National overview
Since 2012/13 the percentage of unemployed people assisted into work from council funded/operated employability programmes rose from 9.6% to 14.2% of total unemployed population.

What is our strategic policy intention? Employability services were brought together to create a centralised team - 'Work EastRen'. This more streamlined service focuses on those furthest from the labour market and managing progression from unemployment into positive training and employment destinations.

Council performance
We have seen a steady improvement in the percentage of unemployed people accessing support despite a relative drop in ranking position. We recently opened the new Barrhead Foundry which now offers an innovative community learning centre, in order to improve education, employability and entrepreneurship across East Renfrewshire.

What the Council is doing to improve services
We have refreshed our Employability Strategy and identified new resources to augment the programme and support the implementation of the European Social Fund Employability Pipeline. We have also revised our Local Employability Partnership with a revised remit.

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Information on the Local Government Benchmarking Framework (LGBF)

Background

1.   The LGBF has been recorded and publically reported by all Scottish councils as a statutory requirement over the past five years. The current framework provides comparative analyses for 56 indicators at a council level (Note that two relate to museums and therefore, only 54 are relevant to the Council).

These are under service groupings:

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

2.   The Improvement Service (IS) has coordinated the collection and analysis of the indicator data for all 32 councils. This year's national report on the indicators was published on 29th January 2016 and is available on the IS website.[1] Some information contained in this national report has been included at Annex 1 to provide a wider context for the local data. The national report includes a detailed explanation of data variances across Scotland and trends over time. The IS's public performance reporting tool *Mylocalcouncil* is accessible here.

The Local Government Benchmarking Framework (LGBF)

Changes to the LGBF

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

4.   A report on East Renfrewshire's performance against the LGBF indicators for 2011/12 to 2013/14 was considered by Cabinet in February 2015. Since then, the national LGBF framework has been subject to review resulting in one change to the indicator set. This was:
- The indicator showing sickness absence days per employee (including all employees) has been split into two indicators for teaching and non-teaching staff.

Publication Timescales

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

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

launch of the LGBF framework to ensure its earlier publication. Therefore cost information is subject to change in March.[2]

6. Data for a number of Children's Services indicators has not yet been published. Data for looked after children is currently unavailable and will be included in the refresh of the framework. Educational attainment measures for Level 5 are also excluded. Discussions are ongoing as to what new indicators should be included in the LGBF framework.

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

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

Family Group Work

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

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

DATA ISSUES

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

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

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

(c) Trend issues (comparing data from 2012/13 to 2014/15) - 'changes' can be due to natural annual fluctuations, better information gathering, organisational restructures, changes to how data calculated etc.

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

12. Within the Council, Citizens' Panel data is used as the key measurement of customer satisfaction with services. The data is more appropriate than SHS in that it reflects the local demographic profile and response numbers are higher. Citizens' Panel data has been included where relevant in the report. This is significant, where, for example, the SHS survey records decreasing levels of satisfaction for local schools (85 percent; falling from 10th to 15th ranking) while our Citizens' Panel records an increase in satisfaction to 100% and 98% for primary and secondary schools respectively.

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

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

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