

## SOLACE Improving Local Government Benchmarking Framework 2016/17

Inverclyde Council has a statutory duty to capture and record how well it performs in relation to a wide range of performance information.

The Council's performance regarding the Society of Local Authority Chief Executives Local Government Benchmarking Framework (LGBF) Indicators 2016/17, as set out in Audit Scotland's Statutory Performance Indicators (SPI) Direction 2015 under SPI 2, is presented in this Appendix.

The LGBF indicators provide details of the Council's performance across a range of areas compared to the Scottish average, together with our ranking in relation to the other 31 Scottish local authorities. Further information on the LGBF Indicators is available here: [🔗 Improvement Service - LGBF](#) and here: [🔗 My Local Council - Inverclyde](#).

To find out more about the Council's performance, visit [🔗 Inverclyde Council's Performance](#).

## SOLACE Improving Local Government Benchmarking Framework 2016/17

	Page
• Children's services	3
• Corporate services	31
• Adult social care	46
• Culture and leisure services	57
• Environmental services	67
• Corporate assets	84
• Economic development and planning	88

# SOLACE Improving Local Government Benchmarking Framework 2016/17

## Children's services

		Change in position in the national rankings 2015/16-2016/17	
<b>Education costs</b>			
<b>CHN1</b>	Cost per primary school pupil	●	↓ red - declined
<b>CHN2</b>	Cost per secondary school pupil	●	↑ green - improved
<b>CHN3</b>	Cost per pre-school education place	●	↑ green - improved
<b>Educational attainment by secondary school pupils</b>			
<b>CHN4</b>	% of Pupils gaining 5+ Awards at Level 5	●	↑ green - improved
<b>CHN5</b>	% of Pupils gaining 5+ Awards at Level 6	●	↑ green - improved
<b>CHN6</b>	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5	●	↓ red - declined
<b>CHN7</b>	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6	●	↑ green - improved

## SOLACE Improving Local Government Benchmarking Framework 2016/17

		Change in position in the national rankings 2015/16-2016/17	
<b>Looked after children costs</b>			
<b>CHN8a</b>	Gross cost of 'children looked after' in residential-based services per child per week	details will be available in March 2018	
<b>CHN8b</b>	Gross cost of 'children looked after' in a community setting per child per week		
<b>CHN9</b>	Balance of care for 'looked after children' - % of children being looked after in the community		
<b>CHN10</b>	% of Adults satisfied with local schools	<span style="color: green;">●</span>	↑ green - improved
<b>CHN11</b>	% of Pupils entering positive destinations	<span style="color: red;">●</span>	↓ red - declined
<b>CHN21</b>	<b>New:</b> Participation rate for 16-19 year olds (per 100)	<span style="color: red;">●</span>	↓ red - declined
<b>CHN22</b>	<b>New:</b> % of Child protection re-registrations within 18 months	details will be available in March 2018	
<b>CHN23</b>	<b>New:</b> % of Looked after children with more than one placement in the last year (August-July)	details will be available in March 2018	

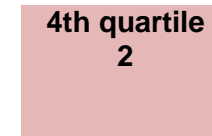
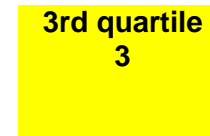
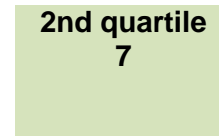
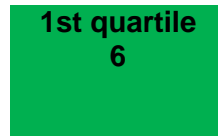
## SOLACE Improving Local Government Benchmarking Framework 2016/17

		Change in position in the national rankings 2015/16-2016/17	
<b>Total tariffs</b>			
<b>CHN12a</b>	Overall average total tariff	●	↑ green - improved
<b>CHN12b</b>	Average total tariff - SIMD Quintile 1	●	↓ red - declined
<b>CHN12c</b>	Average total tariff - SIMD Quintile 2	●	↑ green - improved
<b>CHN12d</b>	Average total tariff - SIMD Quintile 3	●	↑ green - improved
<b>CHN12e</b>	Average total tariff - SIMD Quintile 4	●	↔ amber - performance maintained
<b>CHN12f</b>	Average total tariff - SIMD Quintile 5	●	↓ red - declined
<b>Early years</b>			
<b>CHN17</b>	<b>New:</b> % of Children meeting developmental milestones	details will be available in March 2018	
<b>CHN18</b>	<b>New:</b> % of Funded early years provision which is graded good/better	●	↔ amber - performance

## SOLACE Improving Local Government Benchmarking Framework 2016/17

		Change in position in the national rankings 2015/16-2016/17	
			maintained
<b>School attendance and exclusions</b>			
<b>CHN19a</b>	<b>New:</b> School attendance rates (per 100 pupils)	●	↓ red - declined
<b>CHN19b</b>	<b>New:</b> School attendance rates (per 100 looked after children)	details will be available in March 2018	
<b>CHN 20a</b>	<b>New:</b> School exclusion rates (per 1,000 pupils)		
<b>CHN 20b</b>	<b>New:</b> School exclusion rates (per 1,000 looked after children)		

**Children's services:  
18 indicators**



## SOLACE Improving Local Government Benchmarking Framework 2016/17

There are several indicators regarding education costs that should be considered together:

- CHN1** Cost per primary school pupil
- CHN2** Cost per secondary school pupil
- CHN3** Cost per pre-school education place

<b>CHN1: Cost per primary school pupil</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
5,043.06	21st	4,803.97	3rd	↓ 8 places from 13th	4,598.72	4,453.47	4,278.44

<b>CHN2: Cost per secondary school pupil</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
6,846.83	16th	6,816.54	2nd	↑ 3 places from 19th	6,767.53	6,705.30	6,357.92

<b>CHN3: Cost per pre-school education place</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
5,362.84	30th	4,206.85	4th	↑ 1 place from 31st	5,311.29	4,866.86	4,521.71

## SOLACE Improving Local Government Benchmarking Framework 2016/17

### What the data tells us:

The data shows that our costs per primary school pupil increased by £444.34 in 2016/17 which resulted in our ranking decreasing by eight places to 21st. This meant our position in the national rankings changed from the 2nd quartile to the 3rd one. The range for this indicator is £4,104.96-£8,394.10 (Edinburgh City and Eilean Siar respectively).

There was also a very small increase (of £79.30) in the costs per secondary school pupil, putting us slightly higher than the Scottish average. However, our ranking improved by three places to 16th which takes us into the second quartile for this measure. The range for this indicator is £5,844.33-£11,968.72 (Renfrewshire and Orkney Islands respectively).

Our costs per pre-school place rose in 2016/17 (by £51.55); despite this increase, our ranking improved by one place to 30th. The range for this indicator is £2,419.55-£6,049.42 (Moray and Glasgow City respectively).

### Contextual information:

In 2011/12, the Council reclassified the costs relating to additional support needs (ASN) staff. All ASN support staff costs were centralised under ASN schools when the structure of Education changed; prior to this, the costs were recorded against primary and secondary schools. Following reclassification, costs per primary school and secondary school fell, whilst there was a corresponding increase in ASN costs of 27%. School amalgamations have also taken place, which would also have an impact on the costs per pupil. The Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme due to be completed by 2020.

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, while the staff costs remain relatively fixed. The following table shows how the expenditure costs and uptake of places has changed between 2010/11 and 2016/17:

Year	Expenditure	Places	Cost per place
2010/11	£6,963,000	1,390 places	£5,009
2011/12	£6,084,000	1,450 places	£4,196
2012/13	£6,276,000	1,268 places	£4,949
2013/14	£6,384,000	1,412 places	£4,521



## SOLACE Improving Local Government Benchmarking Framework 2016/17

<b>2014/15</b>	£7,000,000	1,432 places	£4,888
<b>2015/16</b>	£7,594,000	1,560 places	£4,868
<b>2016/17</b>	£7,569,000		

Best Value is continually being monitored; for example, the Council has changed some 52-week establishments to term-time establishments to maintain cost effectiveness. The costs relating to ASN are recorded against the Early Years budget which is different from Primary and Secondary budgets. Additionally, posts such as Family Support Workers and Bus Escorts are recorded against the Early Years budget. It should also be noted that, in Inverclyde, Early Years Education and Childcare Officers are paid at a higher rate than neighbouring local authorities.

Inverclyde Council continues to monitor take up of places in establishments to maintain cost effectiveness. Children are admitted at different times throughout the year, as per legislation. Staffing was adjusted in 2016 to more closely reflect this pattern. The Council has a high level of provision for children aged 0-2 and 2-3 years; staffing ratios for this age group are significantly different from those for 3-5 year olds. Not all local authorities have pre-3 services. The costs will be higher for Councils that have 0-2 and 2-3 years services at a 1:3/1:5 ratio (as opposed to a 1:8 staff/child ratio in 3-5 years). Early Years also provide a range of services to complement mainstream provision; these include services for children with ASN, family support services and out of school provision.

### **Next steps:**

Early Years continues to be a strategic priority for the Scottish Government. The Council is also planning ahead for the significant expansion of hours in August 2020. Policy direction is in investment/early intervention and in resource heavy areas such as flexibility and staffing.

## SOLACE Improving Local Government Benchmarking Framework 2016/17

There are a number of indicators regarding educational attainment by secondary school pupils that should be considered together:

- CHN4** % of Pupils gaining 5+ Awards at Level 5
- CHN5** % of Pupils gaining 5+ Awards at Level 6
- CHN6** % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5
- CHN7** % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6

<b>CHN4: % of Pupils gaining 5+ Awards at Level 5</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
61	14th	60	2nd	↑ 8 places from 22nd	57	55	53

<b>CHN5: % of Pupils gaining 5+ Awards at Level 6</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
32	18th	34	3rd	↑ 3 places from 21st	30	27	24

<b>CHN6: % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
41	16th	41	2nd	↓ 8 places from 8th	41	41	32

<b>CHN7: % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6</b>							
---	--	--	--	--	--	--	--

## SOLACE Improving Local Government Benchmarking Framework 2016/17

Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
15	12th	16	2nd	↓ 4 places from 8th	16	13	12

### What the data tells us:

In 2016/17, there were increases (of 4% and 2% respectively) in the number of pupils who gained 5+ Awards at Level 5 (61%) and at Level 6 (32%). This resulted in an improvement of eight places in the national rankings for the first measure which takes us from quartile three to quartile two; the range for this measure is 50%-85% (Glasgow City and East Renfrewshire respectively).

Our ranking for the percentage of pupils (32%) gaining 5+ Awards at Level 6 improved by three places from 21st to 18th. The range for this indicator is 22%-63% (Clackmannanshire and East Renfrewshire respectively).

The number of pupils from deprived areas gaining 5+ Awards at Level 5 remained at 41% for the third consecutive year; this means we matched the national average for this measure. Despite this maintained performance, our position in the national rankings dropped by eight places to 16th which places us in the second quartile; this happened because a number of other local authorities are doing better than Inverclyde. In 2016/17, we saw a small reduction (of 1%) in the number of pupils from deprived areas gaining 5+ Awards at Level 6; this resulted in our ranking reducing from 8th to 12th which takes us into the second quartile for this measure.

### Contextual information:

The attainment of our young people is a fundamental, ongoing priority for Inverclyde Council. Below the high level indicators, there are additional priority areas for our local attention in attainment (i.e. attainment of looked after young people). Differentiations exist year-on-year with such measures as cohorts differ in ability levels. Overall trends during 2013/17 demonstrate sustained improvement; however, that trend has not been maintained in areas of deprivation. Detailed local analysis at school/stage level has identified areas and subjects where additional support is required to build on the previous results at Standard Grade. Performance in this area is both monitored and benchmarked.

It should be noted that for these measures – and indeed every educational attainment measure - the Council outperforms its ‘virtual comparators’. Our virtual comparators comprise pupils from schools in other local authorities who have similar characteristics to the pupils in Inverclyde schools. The virtual comparator is a measure where, for every one pupil in our statistics, information is gathered relating to 10 similarly attaining students from across Scotland. For example, a school subject taken by 35 students would be compared to 350 pupils of similar ability. Therefore, to outperform our virtual comparators is a good measure of how well the Council is performing against a much larger group of students. Further, the

## **SOLACE Improving Local Government Benchmarking Framework 2016/17**

process allows us to see how our pupils' performance compares to a similar group of pupils from across the country; it also helps us undertake self-evaluation and improvement activities.

Inverclyde consistently performs well in terms of educational attainment, given the socio-economic context of the area. We have a high percentage of children living in Scottish Index of Multiple Deprivation (SIMD) areas, however, Inverclyde continues to perform well in comparison to other local authorities.

Allocation of support staff in schools is now done on the basis of a weighted, multi-variable analysis, to ensure that, across a number of relevant factors, support is placed where there is greatest need. The SIMD is a significantly weighted factor in this exercise.

SIMD analysis is now interrogated via the Council's Insight ICT system, alongside SIMD profiling of school populations.

School tracking procedures allow schools and local authorities to analyse performance at regular intervals and by SIMD, gender and ASN/LAC etc.

### **Next steps:**

Benchmarking takes place nationally and with our virtual comparators, using Insight.

Establish benchmarking and measures of attainment/achievement in the context of National Qualifications.

Significantly more analysis will be carried out at departmental and class level to enable targeted intervention, particularly of identified groups.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**CHN10** % of Adults satisfied with local schools

CHN10: % of Adults satisfied with local schools							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
89.33	2nd	75.33	1st	↑ 2 places from 4th	87.33	86.33	83.33

### What the data tells us:

In terms of the satisfaction level with schools in Inverclyde, the data shows there has been an increase of 2% to 89.33%, the highest level ever achieved. This improvement resulted in a two place increase in our national ranking which places us second in Scotland for this measure. We are also 14% above the Scottish average for satisfaction with local schools. The range for this indicator is 62.67%-94.67% (Edinburgh City and Orkney Islands respectively).

### Contextual information:

It is important to capture some element of the quality of children's services in terms of service users' opinions. Currently, the only data source which is comparable across all Scottish local authorities is the Scottish Household Survey.

Inverclyde Council has a £270 million schools programme which is delivering new and refurbished schools across the entire school estate. Our schools have received praise at a national and international level, for example:

- the Scottish Government included two Inverclyde new build schools – Newark Primary and Inverclyde Academy - on their School Estate Project Case Study material, highlighting these as good practice. Newark also shortlisted for the Scottish Design Awards 2008 for Best Public Building. Inverclyde Academy also won two prizes in the International Green Apple Awards 2009 (National Gold Winner Scotland 2009 and Scottish National Green Champion 2009).
- Notre Dame High School was a regional finalist in the 2012 Civic Trust Awards.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

- Binnie Street Children's Centre was nominated in the Conservation category of the Glasgow Institute of Architects Design Awards 2012.
- the Port Glasgow Community Campus received a commendation as part of the 2015 Civic Trust Awards.

Parents also make judgements on school satisfaction based on attainment, achievements and perception of the quality of school provision (Her Majesty's Inspectorate of Education reports).

### **Next steps:**

As part of a £270 million investment in the School Estate, the Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme nearing completion. Proposals for the acceleration of the remaining primary school projects and works across the early years' estate were agreed as part of the Council's 2016 budget-setting process to allow completion of the programme by 2020; this will result in the schools programme being completed five years earlier than originally anticipated. The ongoing programme of works, combined with the closure of a significant number of poor quality buildings, has resulted in a significant improvement in the condition, suitability and sufficiency of the school estate.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are several indicators regarding school leavers that should be considered together:

**CHN11:** % of Pupils entering positive destinations

**CHN21:** Participation rate for 16-19 year olds (per 100)

CHN11: % of Pupils entering positive destinations							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
93	23rd	93.7	3rd	↓ 11 places from 12th	94.3	94.6	94

CHN21: Participation rate for 16-19 year olds (per 100)							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2013/14	2012/13
91.9	15th	91.1	2nd	↓ 2 places from 13th	91.2	new indicator for 2015/16	

### What the data tells us:

The data shows that, during the last reporting year, there was a decrease (of 1.3%) in the number of Inverclyde pupils who entered a positive and sustained destination (for example, further or higher education, employment or training) after leaving school. In 2016/17, there were 784 school leavers in Inverclyde, nine less than in 2015/16. The Inverclyde figure for this measure is now below the Scottish average which has increased year-on-year as local authorities become better at assisting their school leavers into positive destinations. The range for this indicator is 86.9%-98.3% (Clackmannanshire and East Dunbartonshire respectively). The 2016/17 information regarding this indicator was published by Skills Development Scotland in February 2018 and will be updated in the refresh of the Framework to be published by the Improvement Service in March 2018.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

Between 2015/16 and 2016/17, there was a small increase (of 0.7%) in the participation rate for 16-18 year olds (per 100). This means our figure for this measure is 0.8% higher than the national average. Despite a drop of two places in the national rankings, we maintained our position in the second quartile. The range for this indicator is 87.6%-96.9% (Dundee City and Eilean Siar respectively).

### Contextual information:

This is a priority improvement area for the Council. In 2003, Inverclyde ranked 31 out of 32 authorities for positive and sustained destinations and improvements have been achieved since then. 2016/17 was the eighth consecutive year in which Inverclyde's School Leaver Destination Result (SLDR) statistics once again showed no 'unknown' young people (now referred to as 'not known'). This means that all school leavers are known to Skills Development Scotland (SDS), who will continue to track and provide further support to them. We are the only local authority area in Scotland to have reported no 'unknowns' in all SLDR exercises and in all SLDR follow-up exercises since 2009/10.

<b>Inverclyde Council SLDR 2016/17 (Initial destination percentages)</b>											
School	Total Leavers	Higher Education (%)	Further Education (%)	Training (%)	Employment (%)	Voluntary Work (%)	Activity Agreements (%)	Unemployed Seeking (%)	Unemployed Not Seeking (%)	Unknown (%)	Total Positive (%)
<b>Inverclyde Council</b>	<b>784</b>	44	27	3	18	*	*	5	2	0	<b>93</b>
<b>Scotland</b>	<b>51,258</b>	41	27	2	22	1	1	5	1	0	<b>93.7</b>
<b>Difference LA to Scotland</b>		3	0	1	4			0	1	0	<b>-1.3</b>

\* Value could provide information on a cohort of less than five or has been suppressed to prevent calculation of data for a small cohort. Values are rounded to the nearest whole value and therefore may not sum to 100.

In 2013, Inverclyde Council won an Association for Public Service Excellence award for its successful partnership working and the results achieved regarding positive school leaver destinations.

The Annual Participation Measure reports on the activity of the wider 16-19 year old cohort, including those at school, and will help to inform policy, planning and service delivery. The Annual Measure takes account of all statuses for individuals over the course of the year, rather than focusing on an individual's status on a single day.



## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

### **Next steps:**

2014 saw the introduction by the Scottish Government of Insight, a new online tool for secondary schools and local authorities to benchmark and improve the performance of pupils in the senior phase. Insight uses the school leaver destinations provided by SDS to the Scottish Government Education Analytical Services Division which uses a slightly different methodology for defining which school leavers Insight includes within its measured school leaver cohort.

The 16+ data hub report helps partners to provide targeted support to young people, specifically those not in education, training or employment. Inverclyde is recognised nationally as a leader in the use of the 16+ data hub and working in partnership to support the needs of young people.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**CHN22** % of Child protection re-registrations within 18 months

CHN22	% of Child protection re-registrations within 18 months						
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
details will be available in March 2018					2	8	4

### What the data tells us:

While this measure was introduced to the Framework for 2016/17, historical information is also included from 2013/14 onwards. The details for the last reporting year will be available in March 2018.

### Contextual information:

Re-registration data shows the number of children on Child Protection Registers (CPRs) who come back on to the Registers. Re-registration rates could suggest that the decision to initially remove them from a CPR was premature and that they are not actually safer. If re-registrations were to increase, it may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place.

### Next steps:

The ability to assess immediate risk and anticipate risk in the future is aided by good quality information gathering, consideration of previous patterns as recorded in the child's chronology and the analysis of the impact and availability of support networks for a vulnerable family (via genograms/ecomaps) through periods of challenge and change. Throughout 2018, the Child Protection Committee's improvement action shall focus on improving assessment skills and creating a set of minimum standards for practice which will include supporting and training practitioners to become more confident in the use of standardised

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

tools for information gathering, assessment and risk assessment with the aim of reducing uncertainty and ensuring that recommendations around re-registration are based on clear evidence.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**CHN23** % of Looked after children with more than one placement in the last year (August-July)

CHN23	% of Looked after children with more than one placement in the last year (August-July)						
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
details will be available in March 2018					34.32	35.01	31.54

### What the data tells us:

While this measure was introduced to the Framework for 2016/17, historical information is also included from 2013/14 onwards. The details for the last reporting year will be available in March 2018.

### Contextual information:

Councils strive to be the best corporate parents they can be for those children and young people whose needs are best served by being in care. Sound attachment is now well understood as a critical underpinning for a child's healthy growth and development. The need for a safe, stable place to live and for ongoing secure relationships must be central to the child's plan.

While no two cases will be the same, and each child must be placed in a situation that is appropriate to them, the need to secure and maintain attachments is an important factor to be considered in all care planning. Consideration of the most effective means of securing long-term stability for a child should include permanent foster and kinship care, or residential care as a positive option.

Evidence shows that effective and efficient decision-making as early as possible in a child's life produces the most cost-effective interventions.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Next steps:

Good Corporate Parents take responsibility for promoting the wellbeing of all care experienced children and young people by working collaboratively to reduce barriers and inequalities experienced by looked after children throughout their care journey. Corporate Parenting was a focus area for the recent Inspection of Children's Services carried out by the Care Inspectorate.

The Citizens' Panel Summer 2017 questionnaire provided the opportunity to consult with local people on the Council's Corporate Parenting duties. The responses provided valuable messages that we can use to inform future communication and training around the needs of looked after children and young people and the effectiveness of Inverclyde's Corporate Parenting planning.

A key issue that looked after children and care leavers often tell us about is the lack of understanding and stigma attached to being in care; more than two thirds (68%) of respondents agreed with this. Fifty-nine per cent of Panel members said they were not aware of the Council's work to support looked after children and young people, confirming that reducing the stigma and barriers experienced by looked after children should continue as a priority for Corporate Parents; this is a priority area for the Proud2Care Group (representing looked after children at home, kinship, foster care and residential care) and is an agenda item on the first Champions' Board Meeting to be held in April 2018.

Focusing on how best we can safeguard and promote the welfare and wellbeing of looked after children and those leaving care, the majority of respondents (91%) rated the need for professionals to work together and the need to listen to children and young people (78%) as being very important. Inverclyde's proposed "Champions' Board" approach to Corporate Parenting will be a key driver in enabling looked after children and care leavers to work with Corporate Parents in shaping and delivering services. Additionally, the Child Protection Committee recognised the potential need to promote the concept of a citizen's role in accessing 'early help' and this shall be taken this forward as a priority in 2018.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are a number of indicators regarding total tariffs that should be considered together:

- CHN12a** Overall average total tariff
- CHN12b** Average total tariff - SIMD Quintile 1
- CHN12c** Average total tariff - SIMD Quintile 2
- CHN12d** Average total tariff - SIMD Quintile 3
- CHN12e** Average total tariff - SIMD Quintile 4
- CHN12f** Average total tariff - SIMD Quintile 5

<b>CHN12a Overall average total tariff</b>							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>
921.95	10th	886.17	2nd	↑ 3 places from 13th	888.74	844.35	770.67

<b>CHN12b Average total tariff - SIMD Quintile 1</b>							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>
674	7th	624	1st	↓ 3 places from 4th	682	624	558

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

CHN12c Average total tariff - SIMD Quintile 2							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
921	4th	750	1st	↑ 3 places from 7th	839	813	677

CHN12d Average total tariff - SIMD Quintile 3							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
1,102	4th	880	1st	↑ 6 places from 10th	923	920	903

CHN12e Average total tariff - SIMD Quintile 4							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
1,215	4th	999	1st	↔ no change	1,141	1,080	1,105

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

CHN12f Average total tariff - SIMD Quintile 5							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
1,230	10th	1,207	2nd	↓ 7 places from 3rd	1,348	1,232	1,211

### What the data tells us:

The data tells us that the performance of the majority of the total tariff score indicators either improved or was maintained during 2016/17. Additionally, for every measure in this section of the Framework, our performance is comfortably above the national average.

Comparable details for 2016/17 these indicators are:

Indicator		Inverclyde	Scottish average	Range and Councils	
<b>CHN12a</b>	Overall average total tariff	921.95	886.17	742.7-1,350.95	Clackmannanshire and East Renfrewshire respectively
<b>CHN12b</b>	Average total tariff - SIMD Quintile 1	674	624	417-945	Scottish Borders and East Dunbartonshire respectively
<b>CHN12c</b>	Average total tariff - SIMD Quintile 2	921	750	612-1,216	Aberdeen City and East Renfrewshire respectively
<b>CHN12d</b>	Average total tariff - SIMD Quintile 3	1,102	880	619-1,280	Aberdeen City and East Renfrewshire respectively



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

<b>CHN12e</b>	Average total tariff - SIMD Quintile 4	1,215	999	813-1,393	Angus and East Dunbartonshire respectively
<b>CHN12f</b>	Average total tariff - SIMD Quintile 5	1,230	1,207	610-1,491	Shetland Islands and East Renfrewshire respectively.

### Contextual information:

This suite of measures outlines the average total tariff scores for pupils in the senior phase (S6 based on the S4 cohort), including the average total tariff score by SIMD Quintile. An outcome consistently included at both the national and local level across the UK is the desire to increase the educational attainment of children from deprived backgrounds.

### Next steps:

These measures are key to closing the attainment gap. Inverclyde's results are very strong in terms of the relative attainment of our pupils when they are compared to young people across the country who live in similar areas. However, the Insight analysis used for national and local benchmarking routinely shows that young people's attainment (their average tariffs scores) are lower in more deprived areas. The less deprived a young person is, the higher their attainment is likely to be. This is something that we hope to address as we seek to close the attainment gap - raising attainment for all, but removing the expectation that pupils are less likely to achieve if they live in deprived areas.

In Inverclyde's educational establishments, implementation of the Attainment Challenge is looking to sustained improvement in literacy and numeracy. School improvement plans also aim to support ongoing improvements in outcomes for ASN, LAC – particularly LAC at home.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are a number of indicators regarding early years that should be considered together:

**CHN17** % of Children meeting developmental milestones

**CHN18** % of Funded early years provision which is graded good/better

<b>CHN17</b> % of Children meeting developmental milestones							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>
details will be available in March 2018					<b>70.7</b>	<b>71.56</b>	<b>73.77</b>

<b>CHN18</b> % of Funded early years provision which is graded good/better							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>
<b>100</b>	<b>1st</b>	<b>91.7</b>	<b>1st</b>	<b>↔ no change</b>	<b>100</b>	<b>95.8</b>	<b>86.4</b>

### What the data tells us:

While these measures were introduced to the Framework for 2016/17, historical information is also included from 2013/14 onwards. For indicator CHN17, the details for the last reporting year will be available in March 2018.

For the second consecutive year, we achieved the maximum performance in terms of our funded early years provision which is graded good/better. This puts us in first place in the national rankings for the second year in a row.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Contextual information:

It is during our very earliest years that a large part of the pattern for our future adult life is set. The early years are therefore a key opportunity to assess and understand the progress being made in improving outcomes.

The Children and Young People (Scotland) Act 2014 introduced a commitment to the near doubling of entitlement to funded early learning and child care to 1,140 hours a year by 2020 for all three and four year olds and eligible two year olds. The aim is to provide a high quality experience for all children which complements other early years and educational activity to close the attainment gap, and recognise the value of those we entrust to give our children the best start in life.

### Next steps:

The first measure is fundamental in pursuing the following aims:

- we want everyone to have the same outcomes and opportunities;
- we identify those at risk of not achieving those outcomes to take steps to prevent that risk materialising;
- we take effective action where the risk has materialised; and
- we work to help parents, families and communities to develop their own solutions, using accessible, high quality public services, as required.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are a number of indicators regarding school attendance and exclusions that should be considered together:

- CHN19a** School attendance rates (per 100 pupils)
- CHN19b** School attendance rates (per 100 looked after children)
- CHN20a** School exclusion rates (per 1,000 pupils)
- CHN20b** School exclusion rates (per 1,000 looked after children)

<b>CHN19a School attendance rates (per 100 pupils)</b>							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2014/15-2016/17</b>	<b>2014/15</b>	<b>2012/13</b>	<b>2010/11</b>
92.5	28th	93.3	4th	↓ 1 place from 27th	93	93.4	92.9

<b>CHN19b School attendance rates (per 100 looked after children)</b>							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2012/13</b>
details will be available in March 2018						89.03	87.51

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

CHN20a	School exclusion rates (per 1,000 pupils)						
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2016/17	2014/15	2012/13	2010/11
details will be available in March 2018					19.7	37	56.78

CHN20b	School exclusion rates (per 1,000 looked after children)						
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2012/13
details will be available in March 2018						148.33	311.59

### What the data tells us:

While there was only a very small (0.5%) reduction in our school attendance rate (per 100 pupils), our position in the national rankings dropped by one place to 27th. However, we are less than 1% below the national average. The range for this measure is 91.8-95.3 (North Lanarkshire/West Dunbartonshire and East Renfrewshire respectively).

While these measures were introduced to the Framework for 2016/17, historical information is also included. The details for the last reporting year will be available in March 2018.

### Contextual information:

Good attendance is key to ensuring that every child has the best start in life and has access to support and learning that responds to individual needs and potential. Absence from school, whatever the cause, disrupts learning. Additionally, the role of school attendance in the protection of children is key. Local

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

authorities record information on pupils' attendance and absence from schools and the reasons for this. The details are then used to monitor pupil engagement and to ensure pupils' safety and well-being by following up on pupils who do not attend school.

Information about pupils' attendance and exclusions is also included in the Statutory and Key Performance Indicator reports which are submitted to the Policy and Resources Committee in November each year.

### **Next steps:**

Pupil attendance at school is a priority for the Council and robust monitoring and recording systems are in place to maximise attendance in our educational establishments.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

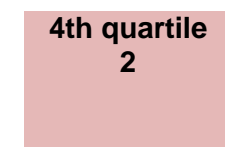
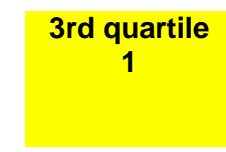
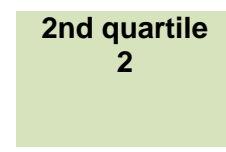
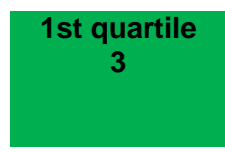
### Corporate services

		Change in position in the national rankings 2015/16-2016/17	
<b>CORP 1</b>	Support services as a % of total gross expenditure	●	↓ red - declined
<b>CORP 3b</b>	% of the highest paid 5% employees who are women	●	↓ red - declined
<b>CORP 3c</b>	The gender pay gap	●	↑ green – improved
<b>CORP 4</b>	The cost per dwelling of collecting Council Tax	●	↓ red - declined
<b>CORP 6a</b>	Sickness absence: the average number of working days per employee lost through sickness absence – teachers	●	↓ red - declined
<b>CORP 6b</b>	Sickness absence: the average number of working days per employee lost through sickness absence – all other employees	●	↓ red - declined
<b>CORP 7</b>	% of Income due from Council Tax received by the end of the year	●	↔ amber - performance maintained

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

<b>CORP 8</b>	% of Invoices sampled that were paid within 30 days	●	↓ red - declined
---------------	---	---	------------------

Corporate services:  
8 indicators





## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**CORP 1** Support services as a % of total gross expenditure

CORP 1: Support services as a % of total gross expenditure							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
3.12	3rd	4.92	1st	↓ 1 place from 2nd	2.93	3.17	3.16

### What the data tells us:

In 2016/17, Inverclyde had the third lowest central support costs as a percentage of total gross expenditure. Our central support costs reduced very slightly (0.19%) between 2015/16 and 2016/17; this means we are 1.8% below the Scottish average for this measure. While our ranking decreased from 2nd place to 3rd, we remain in the first quartile for this measure. The range for this indicator is 2.28%-9.36% (North Ayrshire and Scottish Borders respectively).

### Contextual information:

**Central support costs:** Central support costs are classed as overhead costs for services such as ICT, HR, Legal and Finance. An efficient organisation aims to keep overheads to a minimum. However, we have been working to clarify how the financial information is captured to provide a consistent approach and enable comparisons to be more meaningful. Benchmarking takes place in support areas such as CIPFA accountancy benchmarking and the Society of IT Managers.

### Next steps:

We will continue to look for ways to improve efficiency in our support services as part of ongoing self-evaluation and continuous improvement with the aim of reducing overheads overall.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two equal opportunities indicators that should be considered together:

**CORP 3b** % of the highest paid 5% employees that are women

**CORP 3c** The gender pay gap

CORP 3b: Equal opportunities policy: % of the highest paid 5% employees that are women							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
52.94	13th	52	2nd	↓ 3 places from 10th	53.2	50.63	50

CORP 3c: The gender pay gap							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
9.3	30th	4.14	4th	↑ 1 place from 31st	10.89	new indicator for 2015/16	

### What the data tells us:

The data shows that the number of employees in the highest 5% of earners that are female decreased slightly (by 0.26%) in 2016/17; our ranking subsequently decreased by three places to 13th in Scotland. However, the number of female employees at Inverclyde Council who are in the highest 5% of earners is 0.94% above the national average. The range for this indicator is 25%-62.45% (Shetland Islands and Aberdeenshire respectively).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

The second equal opportunities indicator was introduced by the Improvement Service in 2015/16 to provide a broader view of the gender pay balance across all employees in Councils, as well as a better representation of the progress Scottish local authorities are making in improving equality outcomes. Ultimately, this measure will replace indicator CORP 3b; in the meantime, however, during the transition period, the data for both measures is included in the Framework.


A gender pay gap continues to exist due to the gender make up of key occupational groups. In particular, lower paid jobs such as catering, cleaning and home care predominantly comprise part-time female groups. Councils who have outsourced these groups to external organisations are likely to record a far lower gender pay gap as a result. The key measure for the Council is that we pay equal pay for work of equal value and this is assured through the robust implementation of the Scottish Joint Council's Job Evaluation Scheme in partnership with the trade unions. In addition, independent equality impact assessments are carried out on our pay and grading structure to ensure it meets equality standards and is non-discriminatory. Key to reducing the gender pay gap will be achieving a more even gender split across some of the key employee groups mentioned above and continuing to ensure women are encouraged and developed into senior roles.

### **Contextual information:**

In 2016/17, there were 204 employees in the top 5% of earners at Inverclyde Council; of these, 108 were female.

The Council has robust equality management procedures in place. In addition, recruitment and selection procedures are equality impact-assessed to ensure that equality standards are met. Recruitment and selection procedures are also subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

The gender split of Council employees is 74% female to 26% male. There is a disproportionate number of women working for the Council compared to the wider population of Inverclyde, which is 52% female and 48% male. There continues to be occupational segregation at the Council (as occurs across the country) with more women in primary teaching, caring posts, cleaning and catering posts.

To find out more about the Council's work around equality and diversity, visit:  [Equality and diversity](#).

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

### **Next steps:**

Further assessment will be undertaken on the split by gender of grades/salary, access to training opportunities and progression within the Council, to help to establish what is happening regarding occupational segregation and identify ways to tackle it.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two indicators regarding Council Tax that should be considered together:

**CORP 4** Council Tax: the cost per dwelling of collecting Council Tax

**CORP 7** Council Tax: % of income due from Council Tax received by the end of the year

CORP 4: Council Tax: the cost per dwelling of collecting Council Tax							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
12.60	27th	8.98	4th	↓ 2 places from 25th	12.15	11.73	14.05

CORP 7: Council Tax: % of income due from Council Tax received by the end of the year							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
95.32	23rd	95.8	3rd	↔ no change	95.12	94.8	94.51

**What the data tells us:**

**Cost per dwelling of collecting Council Tax:** The cost per dwelling of collecting Council Tax increased very slightly (by £0.45) in 2016/17. In terms of comparison with other Councils, as stated in previous years, this figure is not a true comparison as different local authorities include/exclude different factors which reduce their costs. It should also be noted that our cost per dwelling is £4.01 less than it was in 2010/11.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

The costs for this indicator range from £2.64 in Fife to £25.05 in Eilean Siar. The cost is fairly reflective in terms of the level of resource required to collect Council Tax, particularly due to the demographics in the Inverclyde area combined with the high Benefit caseload.

**% of income due from Council Tax received by the end of the year:** The percentage of income from Council Tax received by the end of the year increased by 0.2% and was the highest ever achieved by the Council. We also retained our position of 23rd in the national rankings. The range for this indicator is very small: 93.41% in Dundee City to 97.95% in Orkney Islands. This indicates that all Councils have a similar percentage for this indicator, with only a 4.54% difference between the best and poorest performing local authorities.

### Contextual information:

**Cost per dwelling of collecting Council Tax:** This is a key area for the Council as it involves revenue so we have to measure the collection levels against the cost. The cost of collection represents just 2.2% of the revenue collected. Due to the demographics of the area, officers need to ensure that the Debt Recovery Team is appropriately staffed. Whilst reductions in cost would reduce the cost per dwelling, it would likely have a far greater detrimental effect on revenue.

Cost per dwelling of Council Tax collection is a very small area of cost and savings have already been achieved. It is felt that it is not practical to reduce costs further. The Finance Service is confident that the indicator in relation to Inverclyde is accurate and has shown real term reductions in costs over the last few years.

Inverclyde Council's position in the rankings reduced for the first Council Tax measure and was unchanged for the second indicator. However, as stated in previous years, it remains difficult to see how some Councils can have such significantly lower costs. One possible explanation is that not all local authorities are submitting the same detail of costs. For example, if we did not count management costs and central support allocation then our costs would dramatically reduce. Therefore, there requires to be more inspection of the detail behind each Council's calculation to ensure a like-for-like comparison is made.

This is an indicator which is reviewed annually by the Directors of Finance and the consistency of reporting costs has been a matter of concern for the Chief Financial Officer and has been raised, but not resolved, amongst his peers.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

While there is no formal benchmarking, the Directors of Finance statutory performance indicators are looked at each year and the Finance Service continually looks at best practice and reviews what areas are being charged to this measure. This area is therefore under constant review.

**% of income due from Council Tax received by the end of the year:** This is an area that is constantly monitored and has been reported in the Corporate Directorate Improvement Plan 2016/19 progress reports. Whilst there is no formal benchmarking, the Chief Financial Officer receives monthly briefings on this area of performance which has been benchmarked since 1993. Performance is regularly reviewed with the Council's debt management partner. A good practice guide issued by the Directors of Finance has been reviewed to identify areas of possible improvement. Previous detailed comparison with a number of Councils with higher overall collection shows that Inverclyde out-performs these local authorities on a Band-by-Band basis and that housing tenure/values are a key influence on this measure.

It should also be noted that some local authorities report Council Tax collection levels using a methodology which inflates collection levels by 1-2% due to the way water and sewerage monies are allocated. While this is a truer way of reporting, if Inverclyde Council was to report in this way, we would show a higher collection figure. The Council's Chief Financial Officer continues not to adopt this approach in order to be consistent with prior years.

Despite the continuing difficult economic climate, in-year Council Tax collections rose in 2016/17. This is testament to the hard work and commitment of the Council's revenue services and effective partnership working with the Council's debt management partner.

Inverclyde was involved in the pilot scheme for water deductions with the Department of Work and Pensions. The scheme proved to be successful and is now available for all Scottish Councils to participate in.

Performance is consistently under review and fresh initiatives implemented where it is identified that collection levels could be improved. Finally, the current economic climate continues to make the collection of Council Tax a difficult task.

### **Next steps:**

The cost of collecting Council Tax is reviewed annually through Directors of Finance performance indicators. There is also ongoing monitoring to ensure efficiencies in processes are in place to drive costs down.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

In terms of Council Tax collection rates, despite being fairly resource intensive, participation in the Water Direct Scheme with the Department of Work and Pensions will continue. This measure is monitored on a monthly basis. We will also continue to monitor and review performance and look for ways to maximise Council Tax income while keeping costs down.

Both indicators are monitored and reported on via the Corporate Directorate Improvement Plan 2016/19 progress reports.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**CORP 6a** Sickness absence: the average number of working days per employee lost through sickness absence – Inverclyde Council teachers

**CORP 6b** Sickness absence: the average number of working days per employee lost through sickness absence – all other employees

<b>CORP 6a: Sickness absence: the average number of working days per employee lost through sickness absence – teachers</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
5.2	7th	6.06	1st	↓ 1 place from 6th	5.5	6.42	7.56

<b>CORP 6b: Sickness absence: the average number of working days per employee lost through sickness absence – all other employees</b>							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
10.86	15th	10.92	2nd	↓ 10 places from 5th	9.48	11.11	11.89

### What the data tells us:

The data shows an improvement in the sickness absence rate for teachers but a decline in the sickness absence rate for all other employees.

The number of days lost due to sickness absence for teachers decreased by 0.3 days between 2015/16 and 2016/17, making last year's figure the lowest for this measure since the LGBF was introduced in 2010/11. Despite this improvement, our national ranking reduced by one place (from 6th place to 7th); however, we retained our position in quartile one. The range for this indicator is 4.1 days-9.77 days (East Ayrshire and Clackmannanshire respectively).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

The number of days lost due to sickness for all employees increased - by 1.38 days - resulting in a decline of 10 places in the national rankings, which changed our placing from the 1st quartile to quartile two. The range for this indicator is 8.84 days-16.5 days (East Ayrshire and Clackmannanshire respectively).

### **Contextual information:**

Employee costs form a large proportion of the Council's budget and it is recognised that high levels of absence represent a significant cost that the Council must reduce. Through robust absence management procedures, the Council is endeavouring to support employees and reduce the level of absence. Although guidelines are available to all Councils as to how data is collected and analysed, we continue to seek information to ensure we are comparing like-for-like as some local authorities operate manual absence recording systems and others electronic data collection.

The Council's Absence Management Strategy is under constant review to determine patterns of absence and ensure that resources are directed to areas where more support is required.

The Council is pleased with the improvement in both these indicators. Reasons for absence are analysed and, through working with colleagues in Council Services, targeted interventions are in place. Since 2013, a series of absence 'frequently asked questions' sessions have been arranged to assist managers in dealing with absence cases more effectively.

The Council is committed to reducing the absence rate. As well as being an external statutory performance indicator, absence is an internal key performance indicator which is analysed quarterly and reported to the Policy and Resources Committee. Absence statistics are also submitted to service committees by all Council Services to allow scrutiny to be undertaken at a service committee level.

The Council works closely with its occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible. Musculoskeletal issues and mental health-related illness represent the largest percentage of absence within the Council. Strategies are in place to have employees with these issues fast-tracked to HR so that support can be provided as quickly as possible. We also now have an on-line attendance management form which has made the escalation of absence cases to HR more efficient and easier for Council Services.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

Council Services that have higher than average absence rates are targeted with HR support, as required. In addition, the Absence Management Policy is actively promoted in Services with higher levels of absence.

As a Council, we have moved to electronic data collection and extract all statistics from the Council's HR/Payroll management system. A challenging absence rate of nine work days per full-time equivalent employee has been set and the Council will continue to work to improve absence rates. Council Services have access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also sent quarterly absence information as part of their quarterly Workforce Information Activity Reports.

Collation and reporting of absence data was changed to bring it into line with the SOLACE indicators to enable continuous monitoring against the expected targets.

### **Next steps:**

A review was undertaken last year of our Supporting Employee Attendance Policy with the trade unions and a refreshed policy was agreed by the Policy and Resources Committee in June 2017. Supporting employee attendance is a major focus for the Council and will continue to be so in future years to ensure acceptable levels of service delivery and minimise the impact of absenteeism on other employees. In times of economic constraint, managing the costs of absence becomes even more important and the effectiveness of the new Policy and procedures will continue to be monitored and reviewed. Detailed guidance for managers and employees on the application of the new Policy has been developed and appropriate training is being provided to employees and managers. Additionally, the Organisational Development and Human Resources Service is rolling out a new system which provides line managers with direct access to make occupational health referrals which will help to streamline the referral process.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**CORP 8** Payment of invoices: % of invoices sampled that were paid within 30 days

<b>CORP 8: Payment of invoices: % of invoices sampled that were paid within 30 days</b>							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>
<b>96.65</b>	<b>5th</b>	<b>93.06</b>	<b>1st</b>	<b>↓ 1 place from 4th</b>	<b>96.48</b>	<b>96.59</b>	<b>96.3</b>

### What the data tells us:

The performance data shows that Inverclyde is consistently one of the top performing authorities for this measure. In 2016/17, the percentage of invoices that were paid within 30 days was the highest ever achieved by the Council. Although our national ranking reduced by one place, we retained our position in the 1st quartile. Our performance for this measure is also comfortably above the Scottish average. The range for this indicator is 71%-97.23% (East Renfrewshire and Dundee City respectively).

### Contextual information:

The Council is constantly looking to see where it can improve efficiency and this is an area where the Council has made significant efficiencies in the past. The team has reduced in size as Council Services and Finance work together to maintain performance.

Like all areas within Finance, officers are constantly looking to see where efficiency can be improved.

This information is reviewed annually through the Directors of Finance performance indicators. Performance is also monitored on a monthly basis and reported through the Corporate Directorate Improvement Plan 2016/19 progress reports.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

### **Next steps:**

Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Adult social care

		Change in position in the national rankings 2015/16-2016/17	
<b>SW 1</b>	Home care costs per hour for people aged 65 or over	●	↓ red - declined
<b>SW 2</b>	Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+	●	↓ red - declined
<b>SW 3</b>	% of People aged 65 or over with intensive needs receiving care at home	●	↓ red - declined
<b>SW 4a</b>	% of Adults receiving any care or support who rate it as excellent or good	details will be available in March 2018	
<b>SW 4b</b>	% of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life		
<b>SW 5</b>	Residential costs per week per resident for people aged 65 or over	●	↓ red - declined

Adult social care:  
4 indicators



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### SW 1 Home care costs per hour for people aged 65 or over

SW1: Home care costs per hour for people aged 65 or over							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
23.43	18th	22.54	3rd	↓ 6 places from 12th	19.71	12.79	17.32

#### What the data tells us:

The data shows that home care costs per hour for people aged 65 or over increased by £3.69 in 2016/17. The increase is due to pay awards, increments, reallocation of staff to home care and an increase in equal pay provision. The range for this indicator is £12.28-£42.15 (Angus and Eilean Siar respectively).

The data used to report this indicator comes from the annual Social Care Survey. The home care element of the return is based on the number of scheduled home care hours at one week in March each year. Scheduled hours vary from the actual hours delivered for a number of operational reasons (such as cancelled visits). The annual return data is aggregated up for this indicator to show an indicative number of total hours of home care delivered for the year for each local authority area. This means that the data used to calculate the average hourly rate is likely to be inflated.

#### Contextual information:

Home care is a priority area for the Council to enact a shift in the balance of care and the move to reablement and meeting the intensive needs of the client base. We are routinely improving our recording and reporting of care at home so this improvement in data management and new system implementation accounts for the difference from previous reports, as well as the distinctions explained above between scheduled hours reporting and actual hours reporting.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

Benchmarking continues to take place via the National Community Care Benchmarking Network and quarterly performance service reviews.

### **Next steps:**

We will continue to monitor performance through quarterly performance service reviews. Improved recording and reporting of home care data is a priority area for the HSCP.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**SW 2** Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+

SW 2: Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
4.86	12th	6.48	2nd	↓ 3 places from 9th	4.63	1.04	1.15

### What the data tells us:

The performance data shows self-directed support (SDS) spending on adults aged 18+ as a percentage of total social work spend on adults 18+ increased by 0.23% in 2016/17; our ranking subsequently changed from 9th to 12th. The range for this indicator is 0.98%-20.73% (Dundee and Scottish Borders respectively).

### Contextual information:

This is a priority area for the Council as The Social Care (SDS) (Scotland) Act 2013 requires local authorities to offer people four choices on how their assessed social care is delivered. Initially, there was a slow uptake in SDS in Inverclyde, however, the pace has increased from 2015/16. The focus has been on the development of processes to ensure people have been made aware of the options and that this is supported with fair and equitable access to services. Recording of SDS options has improved and this is in part the reason for the reported increase in performance, as well as some improvement in take up of Options 1 and 2. Staff training has been completed to tie outcome-based assessments with the options for SDS. Robust resource allocations are being developed along with public information and briefing sessions for providers. Performance is monitored through quarterly performance service reviews and the SDS Implementation Group.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

The total spend on social work for adults 18+ reduced in 2016/17 whereas the SDS spend remained almost in line with the 2015/16 level which resulted in the increase to 4.86%. Additionally, a change in how the LFR is presented since 2015/16 has resulted in grossed up charges being excluded from *Older People all other expenditure*; had this been included, the percentage figure would have been 0.3% less.

### **Next steps:**

The next step is to further progress the implementation of the legislation. Work will progress the roll out of the new service user contract for Option 1 and the development of an individual service framework for Option 2. Systems will be developed to capture activity information to track service changes to ensure they form a baseline for developing commission planning.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### SW 3 % of People aged 65 or over with intensive needs receiving care at home

SW 3: % of People aged 65 or over with intensive needs receiving care at home							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
27.84	24th	35.27	3rd	↓ 1 place from 23rd	31.28	34.4	32.6

#### What the data tells us:

The performance data shows that the percentage of people aged 65+ with intensive needs receiving care at home reduced by 3.44% during 2016/17. Our national ranking has therefore changed from 23rd to 24th out of the 32 Scottish local authorities. The range for this indicator is 22.94%-50.44% (Scottish Borders and North Lanarkshire respectively).

#### Contextual information:

A change in the 2015/16 guidance for the collection of continuing care data may affect comparability with figures for previous years. The Scottish Government is examining options to resolve this matter which may result in an update to the data presented here.

This is another priority area for the Council, to enact a shift in the balance of care and the move to reablement and meeting the intensive needs of the service user base. One concern highlighted in making comparisons with other Councils is that the national population-based vulnerable profile is set at age 75+. In Inverclyde, this population is relevant at a lower age.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

As noted at indicator *SW1: Home care costs per hour for people aged 65 or over*, this data is based on a snapshot of the service during one week in March. Additionally, the variation between actual and planned hours, as well as changes in the way data is recorded, impacts on the accuracy of the information. It is very difficult to capture the level of ongoing activity in the home care service as the snapshot does not reflect the number of people entering and leaving the service.

The strategic approach to shifting the balance of care to ensure more people receive support in their own homes is impacted upon by demographic factors such as an increasing older and frailer population requiring support. The effectiveness of this is evidenced by the reduction in the number of people aged over 65 moving to live in a care home on a permanent basis. The actual numbers of service users receiving home care has remained fairly steady with a 6.5% increase from 2014 to 2017; this is in part due to the effectiveness of reablement where at least a third of service users following reablement do not require a support package in terms of ongoing service.

Performance is monitored through quarterly performance service reviews. Some benchmarking has been undertaken via the Scottish Community Care Benchmarking Network.

### **Next steps:**

To continue monitoring through quarterly performance reviews and focus on the action plan measures, as noted above.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are a number of social work satisfaction measures that should be considered together:

**SW 4a** % of Adults receiving any care or support who rate it as excellent or good

**SW 4b** % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

<b>SW 4a: % of Adults receiving any care or support who rate it as excellent or good</b>						
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>
<b>details will be available in March 2018</b>					<b>83.68</b>	<b>87.18</b>

<b>SW 4b: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life</b>						
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>
<b>details will be available in March 2018</b>					<b>88.39</b>	<b>85.96</b>

### What the data tells us:

The 2016/17 figures will be available in March 2018.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

### **Contextual information:**

These indicators measure user satisfaction with social care services and the perceived impact this care has on the outcomes experienced.

### **Next steps:**

We will continue to monitor satisfaction with HSCP services by analysis of feedback from service users and carers and of complaints and compliments.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### SW 5 Residential costs per week per resident for people aged 65 or over

SW 5: Residential costs per week per resident for people aged 65 or over							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
383.69	19th	375.06	3rd	↓ 7 places from 12th	355.65	316.52	351.73

#### What the data tells us:

The data shows that our net cost of residential care for older adults (65+) per week increased by £28.04 in 2016/17. The range for this indicator is £185.62-£1,343.68 (Dumfries and Galloway and Shetland Islands respectively).

When the 2014/15 figure for the above indicator was calculated, the number of places in residential care for older adults (65+) was higher than our internal records indicated. The Council has liaised with the Improvement Service regarding this matter and it has been established that some residents have been double counted because they have more than one care type. The agreed number of people has now been revised accordingly. The impact of this amendment is that the average weekly cost per resident in 2014/15 would change from £316.52 to £351.87. The Improvement Service confirmed that the 2014/15 figure for this measure would be updated when the Framework was refreshed in March 2017. As this has not been actioned, the Council contacted the Improvement Service again and it has been agreed that the historical information will be updated when the Framework is refreshed in March this year.

The 2016/17 figure for this measure is incorrect because the care homes figure used to calculate the indicator was wrong, together with the number of long stay residents aged 65+. The Council contacted the Improvement Service regarding this matter and it has been agreed that the 2016/17 figure will be updated when the Framework is refreshed in March 2018. The refreshed figure is expected to be in line with the Scottish average.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

### **Contextual information:**

This comes from, and is linked to, the other priority indicators in this set of adult social care measures which is to positively impact and 'shift the balance of care' for this area of the population and to allow them to be cared for at home or in other community-based settings as opposed to permanent residential care settings. The fluctuations in the reported figure can be dependent on the number of placements Inverclyde has funded, as well as the balance between Social Work-funded placements and those that are funded through Free Personal Care (FPC).

### **Next steps:**

Explore this further and conduct further in-depth analysis and benchmarking of the data. Examine the impact of the balance of funding between FPC and Social Work on these figures, benchmarking with partners.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Culture and leisure services

		Change in position in the national rankings 2015/16-2016/17	
<b>C&amp;L1</b>	Cost per attendance at sport facilities	●	↑ green - improved
<b>C&amp;L2</b>	Cost per library visit	●	↓ red - declined
<b>C&amp;L3</b>	Cost of museums per visit	●	↓ red - declined
<b>C&amp;L4</b>	Cost of parks and open spaces per 1,000 population	●	↓ red - declined
<b>C&amp;L5a</b>	% of adults satisfied with libraries	●	↑ green - improved
<b>C&amp;L5b</b>	% of adults satisfied with parks and open spaces	●	↑ green - improved
<b>C&amp;L5c</b>	% of adults satisfied with museums and galleries	●	↓ red - declined

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

<b>C&amp;L5d</b>	% of adults satisfied with leisure facilities	●	↔ amber - performance maintained
------------------	---	---	----------------------------------

**Culture and leisure services: 8 indicators**

**1st quartile**  
3

**2nd quartile**  
2

**3rd quartile**  
2

**4th quartile**  
1

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two indicators that should be considered together regarding sport and leisure facilities:

- C&L1** Cost per attendance at sport facilities  
**C&L5d** % of adults satisfied with leisure facilities

C&L1: Cost per attendance at sport facilities							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
1.82	7th	2.90	1st	↑ 2 places from 9th	1.94	1.52	2.21

C&L5d: % of adults satisfied with leisure facilities							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
89.67	3rd	74	1st	↔ no change	88	89.33	88

### What the data tells us:

There was a small decrease (of £0.12) in the cost per attendance at sport facilities in 2016/17. Additionally, our costs for this indicator are comfortably below the Scottish average. We are now 7th in Scotland for this measure, an improvement of two places between 2015/16 and 2016/17, which takes us into the first quartile. The range for this indicator is £0.84-£5.34 (East Ayrshire and West Dunbartonshire respectively).

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults satisfied with leisure facilities is the third highest in Scotland for the fourth consecutive time period. This reflects the significant investment in facilities in Inverclyde. The range for this indicator is 48.67%-93.33% (Dumfries and Galloway and Orkney Islands respectively).

### **Contextual information:**

The costs are largely set in consultation with Inverclyde Leisure and are therefore not solely in the Council's control.

Leisure services in Inverclyde are managed by Inverclyde Leisure on behalf of the Council. Leisure facilities have benefitted from significant investment which may have resulted in the high rates of satisfaction. In 2008, Inverclyde Council pledged £23 million over five years to deliver new and refurbished leisure facilities across Inverclyde which include a £6 million community stadium at Parklea in Port Glasgow and a £1.8 million refurbishment of Ravenscraig Stadium.

### **Next steps:**

The service will continue to look for opportunities to provide better value for money and deliver efficiencies on an ongoing basis.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two indicators that should be considered together regarding libraries:

**C&L2** Cost per library visit

**C&L5a** % of adults satisfied with libraries

C&L2: Cost per library visit							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
2.85	18th	1.98	3rd	↓ 1 place from 17th	2.94	3.35	3.30

C&L5a: % of adults satisfied with libraries							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
79.33	13th	74.67	2nd	↑ 2 places from 15th	80.67	81	86.43

### What the data tells us:

The data shows that the cost per library visit fell slightly in 2016/17 (by £0.09). Despite this small improvement, our position in the national rankings decreased by one place to 18th; however, we have retained our position in the third quartile. The range for this indicator is £0.67-£4.45 (South Ayrshire and Shetland Islands respectively).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

Despite a small drop (of 1.34%), satisfaction levels with local libraries remained at a high level in 2014/17 (at 79.33%). Despite this small decrease, our ranking improved from 15th place to 13th and we retained our position in the second quartile for this measure. It should be noted that Scottish Household Survey data includes all respondents and not just those who are library users.

### **Contextual information:**

Inverclyde's library service continues to work hard to increase its visits figure. Library visits in 2016/17, which were 0.39% down on 2015/16, were affected by two main issues: the closure of the Watt Library for repair/refurbishment for around 20 weeks in 2016/17, and a fall in the number of issues of eBooks, which are counted as 'virtual' visits and which reflects a national trend of readers returning to physical books once more.

While the cost of running Inverclyde libraries compares well to all other authorities, a number of factors affect the total number of visits recorded:

- we have fewer libraries than the Scottish average;
- our libraries are smaller with shorter opening hours than the Scottish average;
- all our libraries except one are stand-alone (many other authorities have public libraries in schools, sports centres etc); and
- many areas of Inverclyde have comparatively low levels of literacy.

Additionally, visitor figures include 'virtual visits'; however, as there is no standard definition of this, different authorities may be counting different things. We also conduct extensive outreach work in locations like family centres, nurseries and HMP Greenock, and this use of library services is difficult to capture and reflect as a 'visit'.

### **Next steps:**

Inverclyde Council's libraries service undertakes robust self-evaluation and has a service improvement plan in place. The service also undertakes benchmarking with similar-sized authorities across the central belt of Scotland and contributes to the Family Group benchmarking facilitated by the Improvement Service with the aim of further improving services.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two indicators which should be considered together regarding museums:

**C&L3** Cost of museums per visit

**C&L5c** % of adults satisfied with museums and galleries

C&L3: Cost of museums per visit							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
4.01	17th	3.19	3rd	↓ 2 places from 15th	3.58	3.96	4.60

C&L5c: % of adults satisfied with museums and galleries							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
79.67	8th	72	1st	↓ 1 place from 7th	82	82.33	80.33

### What the data tells us:

The data shows that the cost per visit to the Museum increased very slightly in 2016/17 (by £0.03). Despite the increase in cost being very small, our position in the national rankings dropped by two places which took us from the second quartile to the third one in 2016/17. The range for this indicator is £0.28-£48.91 (North Ayrshire and Renfrewshire respectively).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

The percentage of adults satisfied with museums and galleries fell slightly (by 2.33%). Despite our ranking dropping from 7th place to 8th, we are still in the first quartile for this measure and well above the Scottish average in terms of satisfaction with museums and galleries. The range for this indicator is 46.33%-93.33% (Scottish Borders and Orkney Islands respectively).

### **Contextual information:**

The decrease in satisfaction with museums and galleries is perhaps unsurprising given that the McLean Museum and Art Gallery was closed for essential repairs and renovation work during part of July 2016 and between January and March 2017. It is therefore pleasing to note that, despite these closures, almost 80% of adults expressed satisfaction with the relevant facilities in Inverclyde.

The Museum provides a comprehensive service over a number of disciplines including fine art, local history and world cultures to local users and tourists, together with extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest out with the cities. Cities have a higher potential visiting population, so costs per visit for the McLean are relatively higher given the smaller local population which it serves directly. Additionally, Inverclyde is not yet a fully developed tourist destination so the potential number of tourists visiting the area remains low. Given these influencing factors, a ranking of 17th out of 32 local authorities for the cost per museum visit is reasonable.

### **Next steps:**

The Museum is currently closed for refurbishment and it is hoped that visitor figures will increase once it re-opens. In the meantime, a temporary museum and library facility opened in the former Business Store building in Summer 2017. In addition, the McLean Museum's online catalogue, which contains almost 8,000 illustrated records, is available to view via this web link: [McLean Museum Collections On-Line](#). The Museum has a service improvement plan in place and benchmarks its services against others in Scotland by contributing to the relevant Improvement Service Family Groups.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two indicators that should be considered together regarding parks and open spaces:

**C&L4** Cost of parks and open spaces per 1,000 population

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

C&L4: Cost of parks and open spaces per 1,000 population							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
32,870	30th	21,581	4th	↓ 2 places from 28th	31,208	39,582	37,281

C&L5b: % of adults satisfied with parks and open spaces							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
87.67	15th	86	2nd	↑ 3 places from 18th	85.33	84.33	82.47

### What the data tells us:

The performance data shows that the cost of parks and open spaces per 1,000 population increased (by £1,662) between 2015/16 and 2016/17, resulting in a declined national ranking of two places to 30th. Our place in the national rankings therefore remains in the fourth quartile and our costs are £11,289 higher than the Scottish average. The range for this indicator is £2,230-£38,692 (Eilean Siar and Glasgow City respectively).

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

Satisfaction data has been extracted from the Scottish Household Survey. There was an increase of 2.34% regarding satisfaction with parks and open spaces in 2016/17 and our ranking improved by three places to 15th which takes us in the second quartile for this measure. The range for this indicator is 54.67%-94% (Scottish Borders and Orkney Islands respectively).

### **Contextual information:**

Parks and open spaces is a priority improvement area for the Council, particularly the provision of refurbished play areas. Inverclyde has a declining population whilst the parks establishment remains static, which helps account for increasing costs.

### **Next steps:**

Service improvement efficiencies will continue to be introduced to reduce costs.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Environmental services

		Change in position in the national rankings 2015/16-2016/17	
<b>ENV 1a</b>	Net cost per waste collection per premise	●	↑ green - improved
<b>ENV 2a</b>	Net cost of waste disposal per premises	●	↓ red - declined
<b>ENV 3a</b>	Net cost of street cleaning per 1,000 population	●	↓ red - declined
<b>ENV 3c</b>	Street Cleanliness Score	●	↓ red - declined
<b>ENV 4a</b>	Cost of maintenance per kilometre of roads	●	↓ red - declined
<b>ENV 4b</b>	% of A class roads that should be considered for maintenance treatment	●	↔ amber - performance maintained
<b>ENV 4c</b>	% of B class roads that should be considered for maintenance treatment	●	↑ green - improved

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

<b>ENV 4d</b>	% of C class roads that should be considered for maintenance treatment	●	↑ green - improved
<b>ENV 4e</b>	% of Unclassified roads that should be considered for maintenance treatment	●	↑ green - improved
<b>ENV 5a</b>	<b>New:</b> Cost of trading standards, money advice and citizen advice per 1,000	●	↓ red - declined
<b>ENV 5b</b>	Cost of environmental health per 1,000 population	●	↓ red - declined
<b>ENV 6</b>	% of Total household waste arising that is recycled	●	↓ red - declined
<b>ENV 7a</b>	% of Adults satisfied with refuse collection	●	↔ amber - performance maintained
<b>ENV 7b</b>	% of Adults satisfied with street cleaning	●	↓ red - declined

Environmental services:  
14 indicators

1st quartile  
3

2nd quartile  
2

3rd quartile  
4

4th quartile  
5

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are several indicators that can be considered together regarding waste management:

- ENV 1a** Net cost per waste collection per premise
- ENV 2a** Net cost of waste disposal per premise
- ENV 6** % of Total household waste arising that is recycled
- ENV 7a** % of Adults satisfied with refuse collection

ENV 1a: Net cost per waste collection per premise							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
34.91	1st	64.46	1st	↑ 2 places from 3rd	39.98	37.91	37.14

ENV 2a: Net cost of waste disposal per premise							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
94.45	17th	98.84	3rd	↓ 6 places from 11th	82.79	80.97	72.81

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

ENV 6: % of Total household waste arising that is recycled							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
53.44	10th	45.20	2nd	↓ 5 places from 5th	54.72	56.8	55.46

ENV 7a: % of Adults satisfied with refuse collection							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
91.33	2nd	81.67	1st	↔ no change	93	91	89.2

### What the data tells us:

In 2016/17, our net cost of waste collection reduced by £5.07. Our ranking subsequently improved by two places to first; this means our waste collection costs are the lowest in Scotland and considerably below the Scottish average (by £29.55). The range for this indicator is £34.91-£120.97 (Inverclyde and Stirling respectively).

Our net cost per waste disposal per premise increased by £11.66 which resulted in our ranking declining by six places to 17th. However, our costs are comfortably below the Scottish average (by £4.39). The increase in the level of service provision for food waste services required

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

under legislation increased our collection costs accordingly. The range for this indicator is £65.27-£177.44 (East Lothian and Argyll and Bute respectively).

Our recycling performance declined slightly (by 1.28%) in 2016/17 which resulted in a decrease of five places to 10th in the national rankings and a change from quartile one to quartile two. Despite this, however, our performance is more than 8% above the Scottish average. The range for this indicator is 7.87%-60.79% (Shetland Islands and East Renfrewshire respectively). Reducing landfill tonnages and increasing recycling tonnages increases performance and also costs less as landfill is charged at a higher rate than other processing.

The data regarding satisfaction with refuse collection was sourced from the Scottish Household Survey. There was a very small decrease (of 1.67%) in the satisfaction rate with refuse collection in Inverclyde; despite this, we retained our position of second in the national rankings. Additionally, our score is still very high at 91.33% which is almost 10% above the Scottish average. The range for this indicator is 66.33%-93% (Edinburgh City and Shetland Islands respectively).

### **Contextual information:**

Inverclyde's waste costs are traditionally low compared to other local authorities. The cost of waste collection is determined by the types of services offered and the geographical spread of households (urban or rural). The population trend in Inverclyde is decreasing which impacts on the number of premises. Waste disposal costs on the other hand are centralised and not subject to the location and proximity of premises.

Following the introduction of the Council's Vehicle Tracking System, we carried out a route optimisation exercise which resulted in the reduction of two front-line collection vehicles: one refuse collection vehicle and one food waste vehicle.

The introduction of additional recycling services, for example, our food waste collection service to domestic and commercial premises, had the desired effect of reducing the amount of waste sent to landfill and, in conjunction with that, we experienced a decline in overall waste arisings.

The Council continues to promote its domestic recycling and waste reduction messages. For example, three years ago, we implemented a new segregated glass collection service from the kerbside with the aim of enhancing our performance.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

Performance information in relation to waste management is regularly monitored. Trend analysis is carried out internally and reported through the Council's website. Investment in the redevelopment of our recycling centres is complete with our Pottery Street Recycling Centre benefiting from a £1 million refurbishment; the improved facilities at the Recycling Centre include a new access road for cars and vans and a one-way loop providing access to a series of designated recycling bays and bins.

Through intensive communication work and investment in the food waste service, along with the segregated glass collection service and the refurbished Pottery Street Recycling Centre, we enjoy very high levels of customer satisfaction with refuse collection, putting Inverclyde Council in the first quartile for this indicator. The satisfaction rates published by the Scottish Household Survey reflect positively on the service and will be influenced by high levels of service, good quality of communication, responsiveness to customers, helpful staff and consistent services

In partnership with the Improvement Service, Inverclyde Council is participating in a pilot benchmarking initiative on the subject of waste. The project aims to assess performance and deliver improvements across a number of Councils.

### **Next steps:**

The service will re-structure routes and identify improvements in capacity, where possible. In 2015/16, we reviewed our existing residual and Materials Recycling Facility contracts with a view to identifying improvements in service delivery and opportunities to improve our recycling performance accordingly.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are three indicators regarding street cleaning which should be considered together:

**ENV 3a** Net cost of street cleaning per 1,000 population

**ENV 3c** Street Cleanliness Score

**ENV 7b** % Adults satisfied with street cleaning

ENV 3a: Net cost of street cleaning per 1,000 population							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
17,470.94	27th	14,726.45	4th	↓ 3 places from 24th	16,364.78	18,494.87	16,735.15

ENV 3c: Street Cleanliness Score							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
94.31	19th	93.9	3rd	↓ 4 places from 15th	94.4	93.66	95.8

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

ENV 7b: % of Adults satisfied with street cleaning							
Inverclyde 2014/17	Ranking	Scotland	Local authority quartile	Change in rank 2013/16-2014/17	2013/16	2012/15	2010/14
75.67	13th	72.33	2nd	↓ 2 places from 11th	78.67	78.67	77.9

### What the data tells us:

Following a fall between 2014/15 and 2015/16, the cost of street cleaning increased by £1,106.16 during the last reporting year; this resulted in a decline in our position in national rankings of three places to 27th which puts us in the fourth quartile. The range for this indicator is £6,788.17-£26,320.58 (East Dunbartonshire and Glasgow City respectively).

Despite our overall cleanliness index score remaining high at around 94, our ranking dropped by four places to 19th. While this means we are now in the third quartile for this measure, the impact of significant investment in this area would not effect a major change in performance for Inverclyde. The range for this measure is 88.04-99.38 (Aberdeen City and Orkney Islands respectively).

In 2014/17, Inverclyde's performance for the indicator which measures satisfaction with street cleaning dropped slightly (by 3%). However, our score is 3.34% higher than the national average. The range for this indicator is 59.67%-84.67% (Eilean Siar and East Lothian respectively).

### Contextual information:

Inverclyde's population is declining whilst streets establishment is static or, in some instances, increasing. The efficiencies and operational measures introduced to date have already improved the street cleaning service's performance and these will continue to be developed with the expectation that further improvements will be achieved in future years.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

In partnership with the Improvement Service, Inverclyde Council is participating in a benchmarking initiative on the subject of street cleaning. The project aims to assess performance and deliver improvements across a number of Councils.

### **Next steps:**

Benchmarking already takes place through the Local Environmental Audit and Management System and service efficiencies are being introduced to further reduce costs.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are several indicators regarding roads maintenance which should be considered together:

- ENV 4a** Cost of maintenance per kilometre of roads
- ENV 4b** % of A class roads that should be considered for maintenance treatment
- ENV 4c** % of B class roads that should be considered for maintenance treatment
- ENV 4d** % of C class roads that should be considered for maintenance treatment
- ENV 4e** % of unclassified class roads that should be considered for maintenance treatment

<b>ENV 4a: Cost of maintenance per kilometre of roads</b>							
<b>Inverclyde 2016/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2015/16-2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>
<b>19,108.21</b>	<b>28th</b>	<b>10,456.21</b>	<b>4th</b>	<b>↓ 1 place from 27th</b>	<b>20,995.66</b>	<b>19,921.05</b>	<b>16,979.59</b>

<b>ENV 4b: % of A class roads that should be considered for maintenance treatment</b>							
<b>Inverclyde 2015/17</b>	<b>Ranking</b>	<b>Scotland</b>	<b>Local authority quartile</b>	<b>Change in rank 2014/16-2015/17</b>	<b>2014/16</b>	<b>2013/15</b>	<b>2012/14</b>
<b>29.63</b>	<b>24th</b>	<b>29.54</b>	<b>3rd</b>	<b>↔ no change</b>	<b>31.17</b>	<b>33.89</b>	<b>37.81</b>

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

ENV 4c: % of B class roads that should be considered for maintenance treatment							
Inverclyde 2015/17	Ranking	Scotland	Local authority quartile	Change in rank 2014/16-2015/17	2014/16	2013/15	2012/14
37.58	25th	34.76	4th	↑ 1 place from 26th	36.21	37.99	43.37

ENV 4d: % of C class roads that should be considered for maintenance treatment							
Inverclyde 2015/17	Ranking	Scotland	Local authority quartile	Change in rank 2014/16-2015/17	2014/16	2013/15	2012/14
43.42	28th	34.57	4th	↑ 1 place from 29th	44.32	46.93	49.12

ENV 4e: % of unclassified roads that should be considered for maintenance treatment							
Inverclyde 2013/17	Ranking	Scotland	Local authority quartile	Change in rank 2012/16-2013/16	2012/16	2011/15	2010/14
41.17	21st	39.5	3rd	↑ 2 places from 23rd	44.5	47.94	50.77

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### What the data tells us:

The data shows there was a significant decrease (of £1,887.45) in the cost per kilometre of road maintenance in 2016/17. Despite this improvement, our national ranking for this indicator declined by one place to 28th. Our costs are also £8,652 more than the Scottish average. The primary reason for our high costs is the substantial investment the Council is putting into our roads to bring them back to a steady state condition. Without this, our long term investment requirements would be even greater. The range for this indicator is £4,105.21-£43,868.89 (Dumfries and Galloway and Aberdeen City respectively). The Improvement Service advise that they are working with SCOTS/APSE to replace this measure with their data, adding that they wish to carry out further work to provide robust time series figures before including them in the Framework. In the meantime, the Improvement Service has worked with the Directors of Finance Sub-Group to amend the current measure to include capital and revenue and provide a more meaningful measure of expenditure on roads.

As seen in the following table, there has been a reduction in the percentage of the majority of classes of Inverclyde's roads which require maintenance treatment, as well as an improved or maintained performance in terms of our position in the national rankings:

	<b>Roads requiring maintenance treatment</b>	<b>Change in national ranking</b>
<b>A class roads</b>	↓ 1.54%	↔ no change at 24th
<b>B class roads</b>	↑ 1.37%	↑ 1 place to 25th
<b>C class roads</b>	↓ 0.9%	↑ 1 place to 28th
<b>Unclassified roads</b>	↓ 3.33%	↑ 2 places to 21st.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

The increased performance of the roads maintenance indicators reflects the investment made via our Roads Asset Management Plan. These improvements are particularly pleasing given that, as the roads condition indicators are averaged over a two year rolling period (with four years for unclassified roads), it can take time for the effect of investment to feed into the indicators. Taking this into account, the enhanced performance of these measures is therefore a considerable achievement for the Council.

### **Contextual information:**

While there is a relationship between costs and performance, other factors are subject to constraints out with the direct control of the Council; for example, Winter maintenance costs. The inclusion of these costs will skew the data according to the severity of the Winter in question; the costs are also skewed in terms of a comparison to other Councils, for example, by the geographical location of each Council in Scotland. Additionally, the defects in the road surface caused by severe Winter weather may not appear immediately and this can have an effect on subsequent years.

Data relating to roads maintenance treatment is considered robust as it is calculated from machine-based surveys; the vehicles are calibrated to meet a defined specification and all 32 Councils' surveys are carried out by the same contractor. Investment levels and costs of maintenance treatments impact on overall roads condition and deterioration rates vary depending on various factors, for example, weather conditions, traffic flows and age profile.

Roads maintenance is a priority for the Council with investment targeted in 2012/13 and further significant three year investment which commenced in 2013/14. The Council prepared and implemented an Asset Investment Strategy and allocated £17 million over three years as the first phase in dealing with the maintenance backlog on the four main asset groups (carriageways, footways, lighting and structures); a strategy and works programme is also being delivered. The Council always seeks to ensure that expenditure is made on a Best Value basis in line with specified service requirements.

In 2016, Inverclyde Council was named the most improved performer in Roads, Highways and Winter Maintenance at the Association for Public Service Excellence (APSE) Performance Networks Awards 2016. The APSE Awards highlight the best and most improved local authorities in

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

front line service delivery and recognise Councils that have taken part in sharing data to ensure they are delivering good local services using performance information on cost, quality and benchmarking.

### **Next steps:**

Benchmarking takes place via the Society of Chief Officers of Transportation in Scotland Group and APSE.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

The following trading standards and environmental health indicators should be considered together:

**ENV 5a** Cost of trading standards, money advice and citizen advice per 1,000

**ENV 5b** Cost of environmental health per 1,000 population

ENV 5a: Cost of trading standards, money advice and citizen advice per 1,000							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
2,993.94	6th	5,438.54	1st	↓ 3 places from 3rd	2,792.45	3,042.82	1,992.28

ENV 5b: Cost of environmental health per 1,000 population							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
20,540.68	26th	16,117.25	4th	↓ 4 places from 22nd	17,622.64	18,344.60	20,408.42

### What the data tells us:

The data shows that the cost of trading standards in Inverclyde increased by £201.49 with our ranking subsequently dropping by three places. However, we retained our position in the first quartile. The range for this indicator is £1,466.49-£15,818.97 (Renfrewshire and Shetland Islands respectively).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

Our environmental health costs also increased in 2016/17 (by £2,918.04). This resulted in a drop of four places in the national rankings, which places us in the third quartile, with a position of 26th. We are also £4,423.43 higher than the national average for this measure. The range for this indicator is £6,377.54-£30,775.86 (Renfrewshire and Shetland Islands respectively).

### Contextual information:

**Trading standards:** The figure is based on the service's estimates of costs for 2016/17 as agreed with Finance Services. These costs include management allocations. Inverclyde's costs for trading standards, money advice and citizen advice are very low, reflecting the relatively small staff complement. We are however working to ensure that the service punches well above its weight by joint working initiatives with community safety and the anti-social behaviour/wardens' teams to maximise impact.

**Environmental health:** The Safer and Inclusive Communities Service comprises a number of services in addition to environmental health which are currently reported through the Environment Local Financial Return (LFR). These services include community safety, public space CCTV, landlord registration and general administration for the Service. The current environmental health LFR submission includes some of those services in addition to what would properly be described as 'environmental health'. Unfortunately, there is still no natural home for these in the LFR scheme.

It should be noted that both the environmental health and trading standards services are delivered by teams with significant other responsibilities, for example, parking enforcement and strategic housing. As such, it is quite difficult to dissociate all of the costs for each service entirely from other areas. The LFRs for each also include areas which are not under the Safer and Inclusive Communities Service's management, for example, money advice and public conveniences.

Since 2012/13, we have engaged in benchmarking with the Association for Public Service Excellence for environmental health. This involved initially reaching agreement on what services we would properly categorise as 'environmental health'. In 2016/17, Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £10,870 which placed us in the 3rd quartile.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

### **Next steps:**

The benchmarking process for environmental health indicators will continue.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Corporate assets

		Change in position in the national rankings 2015/16-2016/17	
<b>CORP-ASSET 1</b>	% of Operational buildings that are suitable for their current use	●	↓ red - declined
<b>CORP-ASSET 2</b>	% of Internal floor area of operational buildings in satisfactory condition	●	↓ red - declined

Corporate assets:  
2 indicators

1st quartile

2nd quartile  
2

3rd quartile

4th quartile

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are two corporate asset indicators that should be considered together:

**CORP-ASSET 1**      % of Operational buildings that are suitable for their current use  
**CORP-ASSET 2**      % of Internal floor area of operational buildings in satisfactory condition

CORP-ASSET 1: % of Operational buildings that are suitable for their current use							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
90.23	9th	79.8	2nd	↓ 2 places from 7th	90	88.72	87.23

CORP-ASSET 2: % of Internal floor area of operational buildings in satisfactory condition							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
91.13	12th	84.48	2nd	↓ 1 place from 11th	89.82	85.2	83.53

### What the data tells us:

The performance data shows that there has been a year-on-year improvement in both the proportion of operational buildings that are suitable for their current use and the proportion of the internal floor area of operational buildings that are in a satisfactory condition. Despite these

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

improvements, we have seen a drop of one place in the national rankings for both measures. However, we are well above the Scottish average for the two corporate asset indicators.

The range for the first indicator is 59.28%-100% (Edinburgh City and Renfrewshire respectively) while the range for the second measure is 41.39%-99.66% (Moray and North Ayrshire respectively).

### **Contextual information:**

The suitability of operational accommodation is measured through the use of questionnaires. Surveys were issued to all occupiers, as they are best placed to advise on the suitability of the property for their Council Service. The questionnaires are broken down into sections which analyse a number of factors and Council Services are asked to grade each question. All properties receiving an overall 'A' or 'B' rating are considered suitable; those with a 'C' or 'D' rating are not. Once all questionnaires are returned from service users, the appropriate overall percentage of properties suitable for use is calculated. New questionnaires are issued every five years, or earlier if there has been a significant change to the property or if the service user changes. The questionnaires were compiled following discussion with other Scottish Councils therefore all returns should be on roughly the same basis. Results are benchmarked at the Association of Chief Estates Surveyors' meetings.

Condition surveys on our main properties were carried out in 2008/09. The surveys were broken down into the 11 elements required by Audit Scotland. The surveys and the identified necessary repairs were analysed and each building was given a rating. In the following years, all improvement works or items requiring repair were noted and the grading against each element of each building changed accordingly, as did the overall score. The requirement for condition surveys is that they should be undertaken every five years. New surveys were therefore carried out in 2013/14 by external consultants Watts Limited. Watts' report provided a grading for each property and also included a spreadsheet which detailed all required works, broken down into a traffic light system. Surveys for our smaller properties were carried out by the Council's building surveyors, following the same criteria as Watts. Internal floor areas had already been measured for a number of previous survey reports and these were used to calculate the appropriate percentages for this indicator.

In 2011/12, two new secondary schools were finished which helped to improve performance in relation to these indicators. Further improvements were achieved in 2012/13 as other properties undergoing refurbishment were completed, such as Whinhill and St Andrew's

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

Primary Schools, Binnie Street Nursery, Gourock Pool and Ravenscraig Stadium. In December 2013, a major new community campus was opened, replacing one secondary and two additional support needs schools, with a fully refurbished secondary school and a fully refurbished additional support needs school.

Obviously being property, changes cannot be made instantly and there is a time element involved, for example, in marketing/acquiring and refurbishing/building new properties. As such, there is a knock on effect to Council Services which may have to remain in unsuitable properties while waiting for new premises to be prepared. The Council is currently progressing its Office Rationalisation Programme. The Programme has two objectives: firstly, to introduce more modern ways of working, including flexible working, home working and electronic document storage which will reduce the requirement for desks and space; and, secondly, to rationalise and refurbish the office accommodation portfolio resulting in a smaller estate which is in good condition and suitable for purpose. As a result, the Council will be able to dispose of unsuitable and uneconomical properties. This is an on-going process as the Council strives to make savings in property costs.

### **Next steps:**

This is a priority area for the Council as we want to ensure that we deliver services to the public from buildings which are fit for purpose. Further improvements are planned through the Office and Depot Rationalisation Programme and the School Estate Strategy. Progress on these is reported to committee on a regular basis.

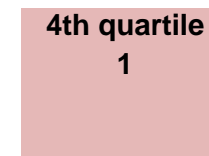
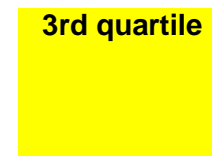
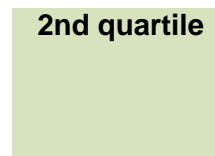
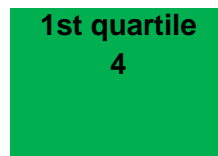
To view the Council's Corporate Asset Management Strategy 2016/18, visit  [Corporate Asset Management Strategy 2016/18](#).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Economic development and planning

		Change in position in the national rankings 2015/16-2016/17	
<b>ECON 1</b>	% of Unemployed people assisted into work from Council operated/funded employability programmes	●	↓ red - declined
<b>ECON 2</b>	Cost per planning application	●	↑ green - improved
<b>ECON 3</b>	Average time (in weeks) per business and industry planning application	not available	
<b>ECON 4</b>	% of Procurement spent on local small/medium enterprises	●	↓ red - declined
<b>ECON 5</b>	Number of Business Gateway start-ups per 10,000 population	●	↓ red - declined

Economic development:  
5 indicators





## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**ECON 1** % of Unemployed people assisted into work from Council operated/funded employability programmes

ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
16.95	7th	14	1st	↓ 1 place from 6th	19.23	25.18	22.31

### What the data tells us:

The performance data for 2016/17 shows that there was a small decrease (2.28%) in the number of unemployed people who were assisted into work from Inverclyde Council operated/funded employability programmes. However, we retained our position in the first quartile and are almost 3% above the national average for this measure. The range for this indicator is 0.86%-27.11% (Argyll and Bute and Renfrewshire respectively).

### Contextual information:

Assisting unemployed people into work is a priority improvement area for the Council. It should be noted that Inverclyde started from a lower base with a less well-developed business base and thereby fewer employment opportunities than many other areas. This makes the positive comparative impact that has been achieved significant. Additionally, the range of programmes which underpin this indicator are delivered through the third sector potentially resulting in a more streamlined delivery method through engaging with third sector organisations. The majority of Inverclyde jobs created via Council operated/funded employability programmes are in the construction sector and arise from community benefits activity.

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

Local providers and Council-funded provision have made very significant inroads in reducing short term and youth unemployment, both of which are recording historically low rates. Accordingly, the targeting of services and client engagement is increasingly geared towards longer term unemployed Benefit claimants with more complex support requirements. Inverclyde has incorporated support for people with disabilities, learning disabilities, autism, addictions, care experienced and those on long term Incapacity Benefit, sometimes with an average Benefit dependency of over twenty years. The effort and time taken to support this client group into sustained employment is greater and requires more resource, therefore, it is to be expected that the progressions rate will be reduced and further complicated when national programmes through the DWP and Skills Development Scotland have also been reduced.

Inverclyde has a lower density of jobs than other areas. However, in the last few years there were some redundancies which, in a smaller authority like Inverclyde, have a skewered effect. For example, the redundancy and closure of the former Playtex/DB Apparel site increased the number of people unemployed and closed an employer where we had been successful in getting clients into jobs; also, the people being made redundant had, in many cases, been there for many years, therefore, the retraining required to secure jobs in another industry takes longer. Other redundancies during this period included IBM, the first tranche at Texas Instruments, the retail sector and some reduction in the service sector. Additionally, there has been a reduction in the public sector, specifically in reduced vacancies that clients can access. Despite the circumstances, local provision has continued to diversify in engaging employers and targeting areas of growth, such as contact centres and apprentices in engineering.

The Inverclyde labour market remains challenging. Outcome rates are subject to fluctuation and Inverclyde may have improved figures in future. However, it is worth noting that the Inverclyde employability service remains the 6th most successful local Council funded and delivered provision, despite the fact that we operate in an area which, in spite of significant efforts, still does not have the jobs density of other parts of the country. Put simply, that means we have a lower number of jobs than our neighbouring local authorities yet we still manage to get proportionately more local residents into work than those Council areas. Of equal note is the fact that, in every period of the last year, the average wage in Inverclyde has at last been on a par with the Scottish average which provides a measure about the quality of the jobs.

Inverclyde Council has continued to make significant investment in employability services, with resources identified for end-to-end employability, together with an additional resource for specialist activity. The Local Outcomes Improvement Plan 2017/22 recognises that

## **SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17**

increasing the number of well-paid jobs that are available and ensuring that people can access appropriate training to help them take up these opportunities is vital to tackle the high levels of unemployment and worklessness in Inverclyde.

Benchmarking takes place against the national indicators and through the work of the Strategic Employability Group.

### **Next steps:**

Continuous improvement is always sought. Economic Regeneration seeks to deliver continuous improvement, to identify gaps in provision and improve effectiveness, for example, in harnessing good practice from other areas.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

There are a two planning indicators that should be considered together:

**ECON 2:** Cost per planning application

**ECON 3:** Average time (in weeks) per business and industry planning application

ECON 2: Cost per planning application							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
3,604.65	6th	4,635.61	1st	↑ 22 places from 28th	8,271.44	8,900.00	7,718.95

ECON 3: Average time (in weeks) per business and industry planning application							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2015/16	2014/15	2013/14
6.48	1st	9.31	1st	-	-	-	8.81

### What the data tells us:

The performance data for 2016/17 shows there was a huge reduction (of £4,666.79) in the cost per planning application in Inverclyde. This improvement resulted in an increase of 22 places in the national rankings which places us in the first quartile. The range for this indicator is £2,799.62-£8,687.93 (Argyll and Bute and West Lothian respectively).


## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

In terms of indicator ECON 3: Average time (in weeks) per business and industry planning application, the Improvement Service advise that 'blank spaces indicate that a local authority either does not provide the service or did not provide data for that indicator'. While Inverclyde Council clearly provides a commercial planning processing service, planning application were categorised in a different way by some Scottish local authorities. However, in 2016/17, this method was reviewed by the Council and the average time per business and industry planning application in Inverclyde was 6.48 weeks which places us first in Scotland and comfortably below the national average for this measure of 9.31 weeks. The range for this indicator is 6.48 weeks-17 weeks (Inverclyde and Falkirk respectively).

### **Contextual information:**

The two planning indicators were introduced to the Framework in 2015/16 with the aim of strengthening coverage of this area of local government.

### **Next steps:**

For information on the Council's Planning Service, planning process, building standards, listed buildings and more, visit  [Planning, Building Standards and Property](#).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**ECON 4:** % of Procurement spent on local small/medium enterprises

ECON 4: % of Procurement spent on local small/medium enterprises							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
25.11	8th	20.25	1st	↓ 3 places from 5th	30.39	25.99	16.05

### What the data tells us:


The performance data for 2016/17 shows there was a decrease of 5.28% in the amount of procurement spent on local small/medium enterprises. While the value of spend with local suppliers remained almost the same from 2015/16 to 2016/17, the change in percentage terms was due to the increase in spend on large construction projects such as school rebuilds and building refurbishment. Inverclyde does not have a large construction firm which tenders for our schools construction or building refurbishment programmes and the contracts are required to be fulfilled by firms out with the area. The range for this indicator is 6.79%-40.59% (West Dunbartonshire and Shetland Islands respectively).

### Contextual information:

Procurement spend in local government accounts for a significant proportion of total spend. Procurement legislation places obligations on public purchasing bodies to tender for contracts openly and transparently but also puts procurement at the heart of national economic recovery. This is an important indicator which demonstrates the value of opportunity for local suppliers and the opportunity for Councils to provide business development services to these organisations in order to deliver on their standing commitment to invest in their local economies and create employment.

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Next steps:

To find out more about our procurement practices and for information on how to do business with the Council, visit  [Procurement](#).

## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

**ECON 5:** Number of Business Gateway start-ups per 10,000 population

ECON 5: Number of Business Gateway start-ups per 10,000 population							
Inverclyde 2016/17	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2016/17	2015/16	2014/15	2013/14
12.76	26th	16.62	4th	↓ 10 places from 16th	19.25	18.9	20.79

### What the data tells us:

The number of Business Gateway start-ups per 10,000 population reduced by 6.49% between 2015/16 and 2016/17. Our ranking subsequently decreased by 10 places to 26th which resulted in us moving into the fourth quartile. The range for this indicator is 6.62-25.75 (Glasgow City and Dumfries and Galloway respectively).



### Contextual information:

This high level indicator is important because new business formation is a good indicator of how conducive we are to entrepreneurship in the business environment. Small businesses are the lifeblood of local town centres and communities. A fundamental aim of local government is to improve the business creation and growth of small businesses in their areas. The provision of good quality support and assistance remains crucial to increasing new business formation and the sustainable growth of enterprises.



## SOLACE Improving Local Government Benchmarking Framework Indicators 2016/17

### Next steps:

For business support and advice, visit  [Business support and advice](#) and to find out how the Council works in partnership with a number of other agencies to deliver support services to businesses, visit  [Business development](#).