

Report To:	Policy & Resources Committee	Date: 20 May 2014
Report By:	Patricia Cassidy Corporate Director, Education, Communities & Organisational Development	Report No: PR/109/14/PC/KM
Contact Officer: Karen McCready, Corporate Policy Officer		Contact No: 712146
Subject:	SOLACE Improving Local Government Benchmarking Framework 2012/13	

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with details of the publication of the 2012/13 Local Government Benchmarking Framework (LGBF) data. In particular, the report details for the approval of Members, the improvement actions that have been developed to address, where appropriate, the performance of those indicators that fall within the third and fourth quartiles nationally.

2.0 SUMMARY

- 2.1 SOLACE has established a total of 55 LGBF performance indicators across 7 service areas. Inverclyde Council reports on 50 of these indicators (excluding housing). These indicators are intended to act as a corporate 'can opener' i.e. it should help Councils identify issues that merit further investigation, share good practice across authorities and drive forward improvement.
- 2.2 The latest LGBF data, relating to reporting year 2012/13, was published on 27th March 2014. The table below provides an overview of the number of indicators in each category and where Inverclyde ranks in terms of quartiles. It should be noted that quartiles do not necessarily equate to 'good' or 'bad' performance, but where the Council ranks against the other 31 Councils in Scotland.

Indicator Group	1st Q	2nd Q	3rd Q	4th Q	Total
Children's Services	5	5	1	1	12
Corporate Services	2	1	4	1	8
Adult Social Care	2	1	1	1	5
Culture & Leisure Services	2	1	4	1	8
Environmental Services	3	3	3	5	14
Corporate Services: Asset Mgt & Property	-	-	2	-	2
Economic Development	1	-	-	-	1
Total	15	11	15	9	50

- 2.3 In 2012/13, Inverclyde Council ranked in the first and second quartiles of all Scottish local authorities for 52% of all indicators, (26/50) whilst 48% of indicators (24/50) lie in the third and fourth quartiles.
- 2.4 In considering the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local

factors. Council policies and priorities, the structure and business processes of the Council and service user expectations will also have an impact. The performance achievement of councils may therefore differ, not because they are better or worse performers, but because they may have different priorities for communities, demands and pressures are different, or the council simply operates in a different way.

- 2.5 Data on costs should be considered alongside outcome and performance data, e.g. is a Council with a higher spend in a particular area achieving better outcomes for its communities than a Council with a lower spend?.
- 2.6 An Improvement Plan has been developed for those indicators that fall within the third and fourth quartiles. This Improvement Plan has been approved by CMT and is attached as Appendix 1 for the consideration and approval of Members.
- 2.7 Due to the delay in publishing the LGBF 2012/13 data, the improvement actions that have been identified in Appendix 1 will have no bearing on performance in 2013/14. Any improvement in performance for these indicators will not be evident until the 2014/15 data is released at the earliest.
- 2.8 Councils have a responsibility to report their performance in relation to the SOLACE LGBF data through their usual public performance reporting mechanisms. Details of Inverclyde Council's performance will be published on the Council's website, as per our SPI reporting.
- 2.9 Inverclyde Council's LGBF data for reporting years 2010/11, 2011/12 and 2012/13 is available to view on the Council's electronic performance management system, Inverclyde Performs.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the Improvement Plan for the third and fourth quartile LGBF indicators, as detailed in Appendix 1.

Patricia Cassidy
Corporate Director,
Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 The SOLACE Benchmarking Project 'Improving Local Government' was developed in order to:
- Support SOLACE to drive improvement in local government benchmarking
 - To develop a comparative performance support framework for Scottish local government
 - To support councils in targeting transformational change in terms of areas of greatest impact – efficiency, costs, productivity and outcomes
 - Focus on the 'big ticket' areas of spend plus corporate services
- 4.2 In developing the indicators, the key criterion applied was that any one of the indicators must be able to be collected on a comparable basis across all 32 Councils. Each indicator also had to materially improve the cost information of service delivery on a comparative basis for major service areas as well as corporate services.
- 4.3 There are 50 indicators in total which Inverclyde Council reports on. The focus of the indicators is on costs, outputs and customer satisfaction across the following broad areas:
- Children's Services
 - Corporate Services
 - Social Work
 - Culture and Leisure Services
 - Environmental Services
 - Housing (*not applicable to Inverclyde Council*)
 - Corporate: Assets and Property
 - Economic Development (*new*)
- 4.4 Where the indicator is a measure of the service cost, the principal data source is the Local Financial Return (LFR), which each Council submits to the Scottish Government.
- 4.5 Finance colleagues have flagged that there are variations in the methods that Councils use to collect the financial data for the Local Financial Return, which has implications for comparing data. This has provided cause for concern and should be borne in mind when considering the data.
- 4.6 Indicators that relate to customer satisfaction have been temporarily sourced from the Scottish Household Survey (SHS). SOLACE and the Improvement Service recognise that there are issues with this data in terms of its robustness, particularly for smaller Councils, however it is currently the only source of comparable customer satisfaction information that is available for all Scottish Councils. The sample size for this data at the local authority level is not robust, with the Council's own Citizens' Panel providing a more statistically robust sample.
- 4.7 LGBF data has now been published for financial years 2010/11, 2011/12 and 2012/13 and is available to view on the Council's electronic performance management system, Inverclyde Performs.

5.0 LOCAL GOVERNMENT BENCHMARKING INDICATORS 2012/13

- 5.1 The 2012/13 LGBF data was published by the Improvement Service on 27 March 2014.
- 5.2 The table below shows that Inverclyde ranks in the first and second quartiles of all Scottish local authorities for 52% of indicators, (26/50) whilst 48% of indicators (24/50) lie in the third and fourth quartiles. Quartiles do not necessarily equate to 'good' or 'bad' performance, but where the Council ranks against the other 31 Councils in Scotland.

Indicator Group	1 st Q	2 nd Q	3 rd Q	4 th Q	Total
Children's Services	5	5	1	1	12
Corporate Services	2	1	4	1	8
Social Work	2	1	1	1	5
Culture & Leisure Services	2	1	4	1	8
Environmental Services	3	3	3	5	14
Corporate Services: Asset Management & Property	-	-	2	-	2
Economic Development	1	-	-	-	1
Total	15	11	15	9	50

- 5.3 Appendix 1 contains an Improvement Plan, to address, where appropriate, the performance of those indicators that fall within the third and fourth quartiles. The Committee is asked to approve this Improvement Plan.
- 5.4 When considering the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. Council policies and priorities, the structure and business processes of the Council and service user expectations will also have an impact. The performance achievement of councils may therefore differ, not because they are better or worse performers, but because they may have different priorities for communities, demands and pressures are different, or the council simply operates in a different way.
- 5.5 Data on costs needs to be considered alongside outcome and performance data, e.g. is a Council with a higher spend in a particular area achieving better outcomes for its communities than a Council with a lower spend?.
- 5.6 Due to the delay in publishing the LGBF 2012/13 data (i.e. at the end of the 13/14 financial year), the improvement actions that have been identified in Appendix 1 for the third and fourth quartile indicators will have no bearing on performance in 2013/14. Any improvement in performance for these indicators will not be evident until the 2014/15 data is released at the earliest.
- 5.7 It is also possible that an improvement could be achieved in a performance measure but the quartile position will not have improved if other local authorities have achieved a similar or greater improvement.
- 5.8 Councils have a responsibility to report their performance in relation to the SOLACE LGBF data through their usual public performance reporting mechanisms. Details of how Inverclyde Council has performed will be published on the Council's website in the same way as our SPI reporting.
- 5.9 Further changes to the indicator set are being considered for the 2013/14 framework, which is scheduled for publication in October / November 2014. These changes are planned to align with the timing of key policy developments in areas such as Curriculum for Excellence and the Senior Phase Benchmarking Tool, Health and Social Care Integration, Scottish Housing Regulator Charter framework, and the introduction of new data sources to replace Audit Scotland's provision.

6.0 IMPLICATIONS

6.1 Legal

The LGBF replaces the Statutory Performance Indicators from 2013/14.

6.2 Finance

None

6.3 Human Resources

None

6.4 Equality & Diversity

There are two indicators within the LGBF which are part of the measures used to identify whether the Council is meeting its equality outcomes, covering the percentage of employees in the highest 5% of earners that are female, and the suitability and condition of Council premises.

6.5 Repopulation

The LGBF is designed to drive improvement in Scottish local government. As the Council improves as a result of sharing and learning from best practice this will enhance the quality of services that we provide to the public, thereby making Inverclyde a more attractive place in which to live and work.

7.0 CONSULTATION

7.1 The information contained within Appendix has been approved by CMT.

8.0 BACKGROUND PAPERS

8.0 None

Education Communities and Organisational Development			
Indicator		2012/13 Position	Improvement Action(s)
1.	Cost per pre-school place	<p>In 2012/13, Inverclyde Council had a national ranking of 31 for cost per pre-school place. This means that we had the second highest expenditure per pre-school place of all Councils. In 2011/12 Inverclyde had a ranking of 29.</p> <p>In 2012/13, we also had the highest expenditure per pre-school place in our Family Group.</p> <p>In 2012/13, 3 nurseries were omitted from the schools census which would have inflated our pre-school costs.</p>	<ul style="list-style-type: none"> • Procedure for ensuring census information is accurate has been implemented • Increase marketing of 'wrap around' places to make use of surplus capacity and increase income • As part of the Children and Young People Bill, monitor impact of the implementation of 600 hours for 3 and 4 year olds on capacity and roll • The same provision will be extended to 2 year olds who are 'looked after' under a Kinship Care Order, or with a parent appointed guardian and those living in workless job-seeking households. This will be further expanded in August 2015 to a wider group of 2 years olds based on current free school meal eligibility. • Continue to monitor uptake and review / adapt capacity where appropriate.
2.	% S4 pupil gaining 5+ awards at level 5 for standard grade	<p>In 2012/13, Inverclyde Council ranked in 22nd highest place for the percentage of pupils gaining 5+ awards at level 5. This was a fall in ranking of 1 place from 2011/12.</p> <p>In 2012/13, when benchmarked against our Family Group, Inverclyde Council has the third highest level of attainment.</p>	<p>There is no set improvement action for standard grade as these have been replaced by National 5 exams this session. However, the following improvement actions are aimed at improving attainment on the whole:</p> <ul style="list-style-type: none"> • Continue to discuss attainment and pupil performance regularly at self-evaluation visits with schools and at subject development meetings • Use monitoring and tracking of attainment to devise school and departmental action plans • Continue to support pupils to improve their attainment through good learning and teaching, discussion about how to improve and partnership with parents
3.	% of employees in the highest 5% of earners that are female	<p>In 2012/13, Inverclyde Council ranked in 20th place nationally for the percentage of females that are in the top 5% of earners.</p>	<ul style="list-style-type: none"> • Continued roll out of Management Development programme including new cohorts for 2014/15, Chartered Management Institute (CMI) "Introduction to

Education Communities and Organisational Development			
Indicator		2012/13 Position	Improvement Action(s)
		When benchmarked against our Family Group, we are the third lowest Council in terms of the percentage of females that are in the top 5% of earners.	<p>Management” course hosted by West College Scotland & CMI “Award in Management& Leadership” hosted by UWS. While targeted equally at male and female employees it will equip those female employees who go through programme with skills to assist them to apply for promoted posts.</p> <ul style="list-style-type: none"> • New Worklife Balance Policy. This extends flexible working (compressed working/home working etc) beyond those with childcare/caring responsibilities; this is likely to result in increased uptake allowing more females to remain in workplace as opposed to taking career breaks • The roll out of succession planning will allow talented employees – male and female to be identified/mentored and helped to achieve skills necessary to achieve promotion • The service is currently developing more sophisticated statistics to monitor gender breakdown in recruitment applications/shortleets/successful candidates etc.
4.	Days lost per FTE employee	<p>In 2012/13, Inverclyde Council ranked in 21st place for the number of sickness days lost per employee.</p> <p>When benchmarked against our Family Group, we have the second highest number of days lost per FTE employee.</p>	<ul style="list-style-type: none"> • A report on absence was considered by P&R Committee in March 2014. Changes will be made to how we monitor quarterly internal absence statistics from 1/4/14. The focus will be on number of days lost instead of percentage absence rate. This will enable us to assess whether we are on target for new annual target of 9 days and to identify hot spots. This will be monitored on an ongoing basis against indicators • The Absence Management Policy is currently being refreshed

Education Communities and Organisational Development			
Indicator		2012/13 Position	Improvement Action(s)
			<ul style="list-style-type: none"> • New Absence FAQ Sessions Set Up • Roll out of CHRIS / HR21 Report Designer with training for services on absence. This will give the service ownership of monitoring absence. Services can produce their own absence reports with live data as frequently as required.
5.	Domestic noise: average time between the complaint and attendance on site for those requiring attendance on site	<p>In 2012/13, Inverclyde Council ranked in 19th place for the average time between complaint and attendance on site.</p> <p>When benchmarked against our Family Group we have the third highest average time between complaint and attendance on site.</p> <p>Councils with a full time service will invariably have a faster response time, however the workload in Inverclyde would not justify such a service.</p>	<ul style="list-style-type: none"> • Further work on the APSE benchmarking pilot. This is likely to include details on the cost of the service which may be helpful in looking at performance versus spend.
6.	Cost per library visit	<p>In 2012/13, Inverclyde Council ranked in 21st place for the cost per library visit. Our ranking was unchanged from 2012/13</p> <p>When benchmarked against our Family Group, we have the third highest cost per library visit.</p> <p>The South West branch was closed Apr-July 2012 which negatively impacted on total number of visits and therefore cost per visit. Inverkip and Wemyss Bay Libraries were also closed from June 2012 –</p>	<ul style="list-style-type: none"> • Implement the 2014/15 Service Plan. All elements of the service plan are designed to bring more people into Inverclyde's libraries, in particular investment has been made in new technologies such as eBooks, eAudio, eMagazines, and mobile technologies which are driving up membership and people into libraries, either physically or virtually, which counts as a visit. • The service is trying to run more and better events and classes to encourage library use. The service is working hard to promote these services.

Education Communities and Organisational Development			
Indicator		2012/13 Position	Improvement Action(s)
		March 2013 which negatively impacted on total number of visits and therefore cost per visit.	<p>n.b. it is not possible to change many of the fundamental problems which cause library costs per visit in Inverclyde to be higher than the Scottish average. Cost per library visit in Inverclyde is higher not because the service has a large budget, but because the number of visits is low. This can be attributed to a variety of reasons: lower number of libraries than average; shorter opening hours than average; smaller materials fund than average; all libraries are stand-alone (many other authorities have them in schools, sports centres etc). Some costs are static and common to all authorities regardless of the size of the authority or service e.g. economies of scale. All authorities with high costs per visit are smaller ones. There are concerns about whether Councils are counting the same things for this indicator.</p> <p>In addition, the 40% reduction in floor space of Central Library due to take place in 2014/15 will undoubtedly cause a drop in visitor figures.</p>
7.	% of adults satisfied with libraries	<p>In 2012/13, Inverclyde Council ranked in 19th place for the percentage of adults satisfied with libraries. Satisfaction levels are close to the Scottish average.</p> <p>When benchmarked against our Family Group, we have the joint fourth highest level of satisfaction.</p> <p>Data is obtained from all survey respondees and includes non-service users who may not know about the range of services offered. Although not used by SOLACE, the SHS also reports on the</p>	<ul style="list-style-type: none"> 3 members of Inverclyde Libraries' staff are currently undergoing intensive training in community consultation & engagement, delivered and accredited by the Consultation Institute. This will lead to the creation of an engagement strategy for Inverclyde's libraries, archives and museum, with action points relating to regular and robust satisfaction monitoring through surveys, focus groups etc. With robust information on the factors leading to satisfaction or indeed dissatisfaction with services offered, it will be easier for officers to take action to combat this.

Education Communities and Organisational Development			
Indicator		2012/13 Position	Improvement Action(s)
		satisfaction of current service users and Inverclyde outperforms the Scottish average with 94% of service users very/fairly satisfied with the service (Scottish average is 93%). In the Council's autumn 2012 Citizens' Panel survey, Libraries and Museum topped the list of Council services that respondents were satisfied with.	
8.	Cost per museum visit	<p>In 2012/13, Inverclyde Council ranked in 22nd place for the cost per museum visit. This was a fall of 2 places on our 2011/12 ranking.</p> <p>Two Council's within our 'other services' family group do not have a museum. When benchmarked against the remaining Council's we have the second highest costs per museum visit.</p>	<ul style="list-style-type: none"> A major refurbishment project is planned to extend, refurbish and upgrade the McLean Museum and Watt Library. The Museum currently does not have disabled access to the upper floors and this reduces potential audiences. The project will address this issue and other access barriers throughout the building. The project also aims to modernise and improve all aspects of the service by working closely with library and archives colleagues and utilising digital platforms to the maximum. The project will also allow for extra staff in order to increase museum outreach and therefore increase audience.
9.	Cost of environmental health per 1,000 population	<p>In 2012/13, Inverclyde Council ranked in 31st place for the cost of environmental health per 1,000 population. This equates to the second highest cost in Scotland,</p> <p>We also had the highest environmental health costs in our family group.</p> <p>The costs of Environmental Health leapt up in 2012/13 because the Community Wardens were</p>	<ul style="list-style-type: none"> Inverclyde is participating in a working group with APSE, Dundee City Council, South Lanarkshire Council and Argyll & Bute to develop realistic benchmarking measures for Environmental Health, including cost measures. Further discussions with Finance regarding the LFR return and the services that should be included in this calculation.

Education Communities and Organisational Development			
Indicator		2012/13 Position	Improvement Action(s)
		added to the LFR calculation. This was removed and the gross expenditure for Environmental Health has been restated at £1,719,000 which gives a cost per 1,000 population of £21,306 - had this restated figure been used in the calculation Inverclyde would have ranked in 25 th place.	

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
1.	The cost per dwelling of collecting council tax	<p>In 2012/13, Inverclyde ranked in 22nd position for council tax collection costs. This was an improvement of two places on the 2011/12 ranking.</p> <p>When benchmarked against our Family Group, we have the third highest council tax collection costs.</p>	<ul style="list-style-type: none"> Continue to review. Although this area of cost is relatively small for the Council and savings have already been achieved. It is not believed that costs will reduce further in this area. As one of the smaller Councils it is also not possible to achieve the same reduction in cost as larger authorities. <p>This is a key area for the Council as it involves Revenue for the Council so collection levels need to be measured against the cost. Due to the demographics of the area we need to, for example, ensure that the Debt Recovery Team is fully staffed as to reduce this resource would reduce the cost per dwelling but would likely have a detrimental effect on Revenue.</p> <p>More clarity on the methodology used in the calculation of this indicator would ensure that like for like comparisons are being made. For example if we did not count management costs and central support allocation then our costs would dramatically reduce. More inspection of the detail behind each council's calculation is required to ensure that a like for like comparison is made.</p>
2.	% of income due from Council Tax received by the end of the year	<p>In 2012/13, Inverclyde ranked in 26th position for the percentage of council tax received by the end of the year. This was a fall of 1 place on 2011/12 ranking.</p>	<ul style="list-style-type: none"> Continue to review processes looking for new initiatives that could help increase collection levels. Continue to utilise resource on the water direct project which should help facilitate an increase in collection levels.

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
		When benchmarked against our Family Group, we have the second lowest percentage collection rate.	<ul style="list-style-type: none"> One option could be to increase spend to try & increase the level of Council Tax collected but there is no guarantee the amount ultimately collected would increase added to which it would increase the cost of collection of Council Tax which is already in the 3rd quartile.
3.	Cost of parks and open spaces per 1,000 population	<p>In 2012/13, the cost of parks and open spaces in Inverclyde had a national ranking of 28, this equates to the fifth highest in Scotland. We also had the highest parks and open spaces costs in our Family Group.</p> <p>During 2012/13, the Service lost a major contract, RCH, reducing income for part of the year. In turn, the service reduced overhead costs to counter reduction in income (Seasonal staff costs plus vehicles/plant).</p>	<ul style="list-style-type: none"> As part of budget / workstream savings, the service has reviewed the number of full time employees replacing 10 FTE with seasonal operatives. This saving will be effective from 2015/16. There has also been a review of management costs and a Team leader position has been dropped. This position was split 50:50 between this service and Street cleansing. Also, a Technician post has been dropped to reduce service overhead costs. Looking ahead, a full review of service costs will be undertaken by management and finance to identify any anomalies in service costs v other family group's costings, e.g. <ul style="list-style-type: none"> ❖ The service maintains a golf course but income is coded to another service. ❖ Likewise for sports pitches ❖ Grounds staff cover for winter maintenance/severe weather operations ❖ Depot and other overhead allocations ❖ Christmas lights erection income v costs ❖ Waste disposal costs ❖ Operation of a pets corner ❖ How does burial ground & Crematorium costs and income get coded against the indicators? In conjunction with the above, Management of the

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
			<p>Service will visit a selection of top quartile performing Councils to gain an insight how they can operate at a lower cost.</p> <ul style="list-style-type: none"> • With the introduction of Tracking software, usage of plant and vehicles are being monitored closely and any equipment not fully utilised will be taken out of service when it is economical for the Council to dispose of. This should realise other savings such as fuel. • A Parks and Open Spaces Strategy is being developed
4.	% of adults satisfied with parks and open spaces	<p>In 2012/13, Inverclyde ranked in 17th position in relation to satisfaction with parks and open spaces. There was an increase of 8% in satisfaction levels between 2010/11 and 2012/13. We are on a par with the national average.</p> <p>When benchmarked against our family group, we had the joint second highest satisfaction rate.</p>	<ul style="list-style-type: none"> • Further investment to improve Park facilities, including outdoor gym equipment, new skate park. Investment in traditional grass playing field drainage systems to ensure maximum usage is available. • Consultation and visits to highest scoring authorities and regular attendance by service staff to APSE seminars. • Continued engagement with local community groups. • Introduction of Park Management rules to improve the enjoyment of use of parks.
5.	Net cost of street cleaning per 1,000 population	<p>In 2012/13, Inverclyde ranked 22nd in terms of street cleaning costs in Scotland.</p> <p>When benchmarked against our family group we had the third highest street cleaning costs.</p>	<ul style="list-style-type: none"> • There has been a review of management costs and a Team leader position has been dropped. This position was split 50:50 between this service and Ground Maintenance. Also a Technician post has been dropped to reduce service overhead costs. Again this post was split between Street Cleansing and Ground Maintenance. • With the introduction of Tracking software, usage of plant and vehicles are being monitored closely and any equipment not fully utilised will be taken out of service

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
			<p>when it economical for the Council to dispose of. This should realise other savings such as fuel.</p> <ul style="list-style-type: none"> • A review of the mechanical sweeper utilisation and a review of sweeper routing has facilitated the reduction of one mechanical sweeper. • A full review of service costs will be undertaken by management and finance to identify any anomalies in service costs v other family group's costings. For example <ul style="list-style-type: none"> ❖ Do other authorities Street Sweepers attend Bring sites? ❖ What total weekly hourly coverage is provided by each authority? ❖ Do Street Sweeping staff participate in winter maintenance, gritting school routes/snow clearance and how does this cost get accounted for? • In conjunction with the above, the Management of the Service will visit a selection of top quartile performing Councils to gain an insight why they can operate at a lower cost.
6.	Overall Cleanliness Index	<p>In 2012/13, Inverclyde ranked in joint 20th position for the cleanliness score. Our score improved between 2011/12 and 2012/13 from 72 to 73.</p> <p>When benchmarked against our family group we had the joint second highest cleanliness score, which has a higher percentage of privately owned properties.</p>	<ul style="list-style-type: none"> • Increased investment of new additional litter, recycle and dog bins have been sited across the authority. • Review of shift patterns over the weekend particularly geared to attend high visitor catchment areas, such as Greenock Esplanade, Gourock Promenade etc. • Continued monitoring of high litter areas, continued investment in litter bins, engagement with community groups and participation in the likes of keeping

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
			<p>Scotland Beautiful campaigns.</p> <ul style="list-style-type: none"> • Work closely with Safer Communities and wardens to impose litter fines. <p>The option of increasing investment to improve cleanliness exists but in the current financial climate this is not considered realistic and would further increase the costs of the indicator above.</p>
7.	Cost of maintenance per km of road	<p>In 2012/13, Inverclyde ranked in 30th position which means that we had the third highest cost of maintenance per km of road of all Councils.</p> <p>When benchmarked against our family group we had the joint second highest roads maintenance costs.</p> <p>Costs will increase further over 2014/16 due to decisions as part of the 2014/16 budget to allocate £250,000 / year for 2 years to this area.</p>	<ul style="list-style-type: none"> • As part of the 2013/16 budget £17 million was allocated to investment in Roads, Footways, and Street Lighting. This will over time improve the condition of the network, reducing future routine maintenance spend in the longer term. • Shared service/collaboration working with neighbouring authorities. • Continued engagement with other authority's officer attendance at SCOTS, APSE meetings/seminars. • SMART plan to improve defect management performance, including increased investment for pot hole, patching repairs and drainage works. • Further investment in staff structure and technology to improve productivity, asset management recording, management information to increase efficiencies and service delivery. • Officers will examine the cost base used for this indicator and benchmark with other Councils, especially those in the top quartile.
8.	% of A class roads that should be considered for	In 2012/13, Inverclyde ranked 24 th in terms of the percentage of A class roads that should be	<ul style="list-style-type: none"> • Continue with the RAMP investment with a total capital programme of £17 million to make improvements to

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
	maintenance treatment	<p>considered for maintenance treatment. This means that we had the 9th highest percentage of A class roads requiring maintenance in Scotland.</p> <p>When benchmarked against our family group we had the highest percentage of A class roads requiring maintenance of all Councils.</p>	<p>carriageway condition.</p> <ul style="list-style-type: none"> • Continue with increased drainage works to prevent pluvial flood damage to roads. • Continued investment in flood prevention capital works to protect road network. • Shared service/collaboration working with neighbouring authorities. • Continued engagement with other authority's, officer attendance at SCOTS, APSE meetings/seminars.
9.	% of B class roads that should be considered for maintenance treatment	<p>In 2012/13, Inverclyde ranked 29th in terms of the percentage of B class roads that should be considered for maintenance treatment. This means that we had the 4th highest percentage of B class roads requiring maintenance in Scotland.</p> <p>When benchmarked against our family group we had the highest percentage of B class roads requiring maintenance of all Councils.</p>	See improvement action no 8.
10.	% of C class roads that should be considered for maintenance treatment	<p>In 2012/13, Inverclyde ranked 28th in terms of the percentage of C class roads that should be considered for maintenance treatment. This means that we had the 5th highest percentage of C class roads requiring maintenance in Scotland.</p> <p>When benchmarked against our family group we had the highest percentage of C class roads requiring maintenance of all Councils.</p>	See improvement action no 8.

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
11. % of U class roads that should be considered for maintenance treatment	<p>In 2012/13, Inverclyde ranked 26th in terms of the percentage of U class roads that should be considered for maintenance treatment. This means that we had the 7th highest percentage of U class roads requiring maintenance in Scotland.</p> <p>Inverclyde however has a higher percentage of U class roads than the national average</p> <p>When benchmarked against our family group we had the second highest percentage of U class roads requiring maintenance of all Councils.</p>	See improvement action no 8.
12. Proportion of operational buildings that are suitable for current use	<p>In 2012/13, Inverclyde ranked 21st in terms of the proportion of operational buildings that are suitable for current use.</p> <p>When benchmarked against our family group we have the second lowest proportion of operational buildings suitable for use.</p>	<ul style="list-style-type: none"> Continue with the implementation of the School Estate Management Plan and the Office and Depots Rationalisation Plan. This will assist in raising the condition of all properties. In 2014/15 the following buildings will open, all of which are in good condition <ul style="list-style-type: none"> ❖ Princes Street Office ❖ Hector McNeil House (former Central Library) ❖ Wallace Place Office <p>These will replace the following unsuitable buildings, Gourrock Municipal Buildings, Newark House, Kirn House, Millan Unit, Dalrymple House, Education Offices, William Street.</p>

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
13.	Proportion of internal floor area of operational buildings that are in satisfactory condition	<p>In 2012/13, Inverclyde ranked 20th in terms of the proportion of operational buildings that are suitable for current use.</p> <p>When benchmarked against our family group we have the third lowest proportion of internal floor area of buildings in satisfactory condition.</p>	As above

Community Health and Care Partnership

Indicator	2012/13 Position	Improvement Action
<p>1. Self Directed Support spending on adults 18+ as a % of total SW spend on adults 18+</p>	<p>In 2012/13, Inverclyde ranked 29th in terms of SDS spend on adults 18+ as a total % of SW spend. This means that we had the 4th lowest spend of all Councils.</p> <p>When benchmarked against our family group we have the third lowest spend.</p>	<ul style="list-style-type: none"> • We now have an appointed an SDS Project Manager (in post from July 2013) and with the implementation of the Bill now in place the focus for the service is to fully deliver the option choices to clients. We would expect to see an increase in the current financial year 14/15. • Implementation of act anticipates that figures will increase- so far the following actions have been taken forward or planned. <ul style="list-style-type: none"> ❖ Staff Training planned across CHCP ❖ Identified 12 SDS key workers to highlight within various teams ❖ Working closely with 3rd Sector to promote SDS take-up ❖ All new clients will be offered all 3 SDS options to make up their package of care. • Performance and Activity will continually be monitored locally through the Quarterly Performance Service Reviews (QPSR) • Systems are currently being developed to record and monitor SDS activity locally and management information will be reported from these systems timeously. • There may be potential at a later stage for future benchmarking through a Local Authority Benchmarking Working Group (LABWG). This is a SOLACE recommended 'Peoples Services' benchmarking club recognised family grouping.

Community Health and Care Partnership			
Indicator		2012/13 Position	Improvement Action
2.	% of people aged 65+ with intensive needs receiving care at home	<p>In 2012/13, Inverclyde ranked 17th in terms of the percentage of people aged 65+ with intensive needs receiving care at home.</p> <p>When benchmarked against our family group, we had the third lowest percentage of people with intensive needs receiving care at home.</p>	<ul style="list-style-type: none">• The service is focused on assessing the needs of clients and better targeting those needs into Re-ablement services or increasing intensive care at home which will ultimately reduce the number and costs of care home placements.• The service is now working more closely and collaboratively with community nursing and health colleagues as this client group have a range of complex health needs. Homecare staff will now be maintaining palliative clients previously held by community nursing staff. It is intended to continue developing and improving links with primary care as we move towards our HSCP arrangements.• The Re-ablement service is now fully implemented in Inverclyde which has reduced the numbers reliant on intensive services.• There may be potential at a later stage for future benchmarking through a Local Authority Benchmarking Working Group (LABWG). This is a SOLACE recommended 'Peoples Services' benchmarking club recognised family grouping