
Report To:	Policy and Resources Committee	Date:	24 March 2015
Report By:	Patricia Cassidy Corporate Director, Education, Communities & Organisational Development	Report No:	PR/124/14/PC
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	SOLACE Improving Local Government Benchmarking Framework 2013/14		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with details of the publication of the 2013/14 Local Government Benchmarking Framework (LGBF) data and in particular, to highlight Inverclyde Council's performance across the range of benchmarking indicators.

2.0 SUMMARY

2.1 The Improvement Service released the 2013/14 LGBF data on Friday 30 January, and this was supplemented by a national report. The information is available for access by the public here <http://www.improvementservice.org.uk/benchmarking/index.html> and here <http://scotland.mylocalcouncil.info/test/Default.aspx?lang=en-GB>.

2.2 In line with Public Performance Reporting requirements the information will be made available on Inverclyde Council's website here <http://www.inverclyde.gov.uk/council-and-government/performance/statutory-performance-indicators/> where the LGBF indicators are merged with all the indicators the Council has to report on as directed by Audit Scotland's SPI Direction.

2.3 A total of 55 LGBF indicators have been established 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.

2.4 Information is not currently available for three of the indicators:

- The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week
- The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
- Balance of Care for looked after children: % of children being looked after in the Community

These indicators are obtained from national data which is published by the Scottish Government, and should be available in the near future.

2.5 Information is also no longer available for two attainment indicators:

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

Information regarding the % of pupils gaining 5+ Awards at Level 5 has not been published in the 2013/14 framework. The parameters for sitting level 5 exams have changed compared to previous years so any information that will be released cannot be readily compared to the previous published figures.

These five indicators have not been included in the table identifying placement of indicators in quartiles.

2.6 The table below provides an overview of the 45 indicators for which we have 2013/14 information for, in each category and where Inverclyde ranks in terms of quartiles. Quartiles do not necessarily equate to 'good' or 'bad' performance, but where the Council ranks against the other 31 Councils in Scotland. A full description of all the indicators, performance in 2010/11 - 2013/14, our national ranking (0-32), quartile placement and commentary on performance is provided as an Appendix to this report.

2.7

2013/14					
Indicator Group	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile	Total
Children's services	2	3	-	2	7
Corporate services	3	2	1	2	8
Adult social care	2	1	1	1	5
Culture and leisure	2	2	3	1	8
Environmental services	6	-	3	5	14
Corporate assets	-	1	1	-	2
Economic development	1	-	-	-	1
Total	16	9	9	11	45

2.6 Inverclyde ranks in the top two quartiles of all Scottish local authorities for 55.5% of indicators, (25/45). 35.5% of all indicators lie in the top quartile, whilst 24.4% of indicators lie in the fourth quartile.

2.7 In interpreting 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.

2.8 Data on costs should be considered alongside outcome and performance data, i.e. understanding the spend data within major service areas and the context that those services operate within and how those factors affect spend, e.g. levels of deprivation.

2.9 It is also important to note, that the improvement plan developed around the 3rd and 4th quartile indicators agreed last year, will not have had an impact on the indicators reported in this 2013/14

framework, due to the time lag in regard to these indicators. Changes between the 2013/14 to the 2014/15 indicators will indicate any impact of the actions agreed.

3.0 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- a. note that the LGBF data for 2013/14 was published on 30 January 2015;
- b. approve the action plan for the Corporate Management Team at Appendix 2
- c. agree that the service commentary is used to form the basis of the Council's public performance reporting on the LGBF;

Patricia Cassidy
Corporate Director
Education, Communities and 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 criteria 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 In reviewing the LGBF the Improvement Service have removed three indicators from this year's framework:

- Gross cost of waste collection per premise;
- Gross cost of waste disposal per premise;
- Combined cost of trading standards and environmental health per 1,000 population.

These indicators were amended to 'Net Cost' to provide a more meaningful measure which takes account of income generated. Using Gross Costs only does not provide a true assessment of the overall cost of providing waste collection and/or disposal services. It fails to recognise that waste management has the potential to generate significant income for councils, and that councils' performance in this area is equally as important in managing its costs.

Guidance has been agreed which applies to the Local Financial Return to ensure consistency in relation to the calculation of income generated.

The net costs of waste collection and disposal now feature in the framework, as do the separate costs of trading standards and environmental health.

4.4 There are 50 indicators in total which Councils 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

4.5 There is no up to date information provided in the published LGBF framework document for five indicators. These feature in the Children's Services theme and are:

- The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week
- The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
- Balance of Care for looked after children: % of children being looked after in the

Community

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

The indicators regarding Looked After Children are obtained from national data which is published by the Scottish Government, and should be available in the near future.

Information regarding the % of pupils gaining 5+ Awards at Level 5 has not been published in the 2013/14 framework. The parameters for sitting level 5 exams have changed compared to previous years so any information that will be released cannot be readily compared to the previous published figures.

- 4.6 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. The Scottish Government then passes this information on to the Improvement Service. The LFR has been used because it is regarded as the most robust source of comparable data on council expenditure currently available. The financial data is then compared with service usage statistics to derive a unit cost.
- 4.7 Finance colleagues have flagged that there are variations in the methods that Councils use to collect the financial data for the Local Financial Return (LFR), which has implications for comparing data. This should be borne in mind when considering the data. Further work is still required around the definitions of what should be included in each LFR category to ensure Councils are comparing like with like in regard to cost. Some of this will be addressed through the family groups, although the Improvement Service has asked that the family groups focus more on service improvement rather than how the LFR returns are calculated.
- 4.8 As with previous years, indicators that relate to customer satisfaction have been 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 statistically robust, with the Council's own Citizens' Panel providing a greater response rate. The Improvement Service has been investigating what alternative sources of customer satisfaction measures could be used that are more robust at a local authority level.
- 4.9 The Council is using its current Citizens' Panel questionnaire to gather the same information as set out in the LGBF from the Scottish Household Survey. This will be reported to a future committee and will inform our Public Performance Reporting information.

5.0 Local Government Benchmarking Framework Indicators 2013/14

5.1 Children's Services

Whilst the costs of preschool education have decreased nationally, Inverclyde remains one of the most expensive authorities in terms of cost per Pre-School Education registration (although costs have reduced from 2010/11 to 2013/14). Costs per pre-school registration place can change each year depending on the uptake of pre-school education, whilst the staff costs remain relatively fixed. Also, in the pre-school sector, 0-2 years staffing ratios are different from 2-3 years ratios, which are also different from 3-5 years ratios. Not all authorities have 0-2 years services (as Inverclyde Council does), so this will differ immediately from council to council. The costs will be higher for areas that have 0-2 years services at a 1:3 ratio (as opposed to a 1:10 ratio in 3-5 years work).

The national report from the Improvement Service sets out that Councils have managed to increase the number of pre-school places whilst reducing costs, but the increase in pre-school places is as a result of a policy decision by the Scottish Government and have been funded by the government. Councils are now providing pre-school places for all 2 year olds from workless households, and will be providing places for all 2 year olds from families who qualify or would qualify for free school meals, from August this year. Costs will likely increase for all local authorities over the next year.

The costs per pupil in primary and secondary have reduced nationally, and Inverclyde compares well with this, with both figures being lower than the Scottish average, and the costs per primary school pupil among the five lowest in Scotland. However, it may be that having the lowest cost per primary school pupil is not a positive indication, given the need to invest in children services, and with the continued drive for early intervention and preventative spend.

More pupils are achieving 5+ awards at SQA level 6 nationally. In Inverclyde there was a 2.33% drop in those achieving 5 or more awards at level 6. Overall more young people are entering positive destinations post school, and Inverclyde at 94% remains above the Scottish average in this, even though this has been increasing year on year as each authority 'catches up' and improves their positive destinations. There is a 7.5% variation between the top and bottom figures for positive destinations, with the top-performing council achieving 97.2% while the bottom local authority's figure is 89.7%.

There has been a slight increase nationally in the number of children from deprived areas (top 20% most deprived SIMD datazones) who are achieving 5+ awards at SQA level 6. Inverclyde has seen a slight drop of 0.64%. However, Inverclyde is still performing well against its virtual comparators e.g. councils with similar demography, levels of deprivation etc.

Satisfaction with schools has reduced by 2.1% nationally since 2010/11, from 83.1% to 81%. Inverclyde has seen a drop of 3% between 2012/13 and 2013/14. As with all of the satisfaction indicators this is based on the Scottish Household Survey which is not the most statistically robust survey at a local authority level. The Council has completed the renewal and refurbishment of the entire secondary and additional support needs estate with the primary school refurbishment ongoing. This programme of works, combined with closure of a significant number of poor quality buildings, has resulted in a significant improvement in the condition of the school estate. As this progresses, we would expect satisfaction with the school estate to increase from 84% in 2013/14.

5.2 Corporate Services

Corporate and support costs account for 5% of total gross revenue spend for local government across Scotland, with a 9.1% decrease in spend on the democratic core since 2010/11. Inverclyde Council compares relatively well with most of the indicators in the Corporate Services theme, with support services as a % of total gross expenditure being the 2nd lowest in Scotland. However sickness absence rates are quite high in comparison to the picture nationally with Inverclyde 29th nationally. The range for this indicator is 7.4 days to 11.38, with Inverclyde's figure at 10.9. There are a number of initiatives underway to address sickness absence in the Council including the provision of 'frequently asked questions' sessions for managers to assist them to deal with absence cases more effectively. In addition, Our Absence Management Policy is being reviewed and a new Supporting Employee Attendance policy is being developed, together with appropriate training.

Nationally the cost per dwelling of collecting council tax has reduced by 16.7% over the four year period. Inverclyde sits 22nd when ranked against other councils with a reduction in cost year on year. The range for this indicator is £5.45 to £23.20, suggesting that councils may be counting this cost differently. Further investigation

might be warranted to identify if the LGBF is comparing like with like in this instance. However, it should be noted that the cost of collection represents just 2.2% of the revenue collected. While a reduction in costs would reduce the cost of collection per dwelling, it is also likely to have a far greater detrimental effect on revenue. It is therefore not practical to reduce costs further.

At the same time as a reduction in unit costs, the percentage of income due from Council Tax received at the end of the year remains high nationally at 95.2%, increasing from 94.7% in the base year (2010/11). Inverclyde sits at 25th (94.51%) in this indicator, but the range is from 92.66% to 98.46%, indicating that most councils are performing at a similar level for collection. Additionally, despite the challenging economic climate, the Council achieved an increase of 0.3% in the Council Tax collection rate between 2012/13 and 2013/14. The Council may be in the 4th quartile but significant investment to raise this percentage would not be logical, to raise performance by only 4 percentage points. The Council will always work to increase collection rates, but performance in this indicator should not give rise to concern.

There has been continued national improvement in relation to ensuring equal pay opportunities across genders, with an increase in % of women in the top 5% earners in councils, from 46% to 51% between 2010/11 to 2013/14. Inverclyde Council has increased the percentage of women in the top 5% of earners to 50% which improved our ranking from 20th to 15th. However, the rate of 50% does not match the gender make up of council employees (73.88% female to 26.12% male).

5.3 Adult Social Care

Nationally, across adult social care, there has been a reduction in real costs in relation to home care unit costs and residential care unit costs while in relation to the balance of care, there has been an increase in % of people with intensive needs cared for at home and % of social work spend allocated to Self-directed support.

Inverclyde has some of the lowest home care costs per hour despite rising slightly over the last year and the costs of residential care have come down over the last year. Inverclyde's percentage of people 65+ with intensive care needs cared for at home has dropped slightly (by 2.93%) and is 2.14% lower than the Scottish average. The range for this indicator is 49.27% to 21.03%.

Self Directed support is rolling out across all 32 Councils, although there has been a national project in Glasgow to drive increases in Direct Payments and it has already assessed all of its under 65 clients under SDS meaning that its figures are significantly higher than other authorities at 31.48%, which skews the national average. The next closest figure is 5.99% for Edinburgh. Inverclyde sits at 1.15% among a number of authorities with similar percentages.

The % of adults satisfied with social care/work services has decreased nationally year on year since 2010/11. Satisfaction has dropped from 62% in 2010/11 to 55% in 2013/14 which represents the lowest of the satisfaction measures included in the framework. Inverclyde sits at 73% and 5th in Scotland. The Council's Autumn 2012 Citizens' Panel Survey asked respondents to rate how satisfied they were with the services provided by the Council. Social Care Services ranked 6th top in terms of satisfaction of all Council services, with a satisfaction level of 74%.

5.4 Culture and Leisure Services

Across culture and leisure services at a Scotland-wide level, costs per visit/attendance have reduced. Significant increases in visitor numbers for sports (17.3%), libraries (26.6%) and museums (25.8%) have been achieved against a backdrop of reductions in gross expenditure.

In Inverclyde cost per attendance at sports facilities has increased by £0.33, but still sits within the 2nd quartile. Cost per library visit has reduced year on year but the cost still sits above the Scottish average. It is difficult to influence this cost in smaller local authority areas as footfall will be limited and will never match that of larger city authorities and those with large tourist numbers passing through. The same can be said of museums. Inverclyde's cost per museum visit sits at 20th when ranked nationally, despite costs having reduced from 2011/12. However, it is pleasing to note that Inverclyde's libraries saw a 15% increase in visits in 2012/13 with a further 11.2% increase in 2013/14. This should further decrease the visit cost per person.

Despite the cost of parks and open spaces per 1000 population in Inverclyde having reduced by just over £5000 the national ranking has remained largely unchanged from 2010/11. Parks and open spaces is a priority improvement for the Council. A Parks and Open Space Asset Management Plan is being developed. Service improvement efficiencies will continue to be introduced to further reduce costs.

Customer satisfaction rates for all culture and leisure facilities, except parks, have fallen in the last 12 months nationally. Satisfaction with libraries has increased for Inverclyde, as has museums. Satisfaction levels with leisure facilities and parks and open spaces have dropped by 7% and 3% respectively. The latter figure should be viewed in the context that a large percentage of Inverclyde's open spaces are now with registered social landlords and therefore the Council has not had a role to maintain them for more than two years.

5.5 Environmental Services

Recycling rates continue to improve across Scotland from 41% in 2011/12 to 42.2% in 2013/14 as efforts are made to achieve Scotland's Zero Waste 60% household waste recycling target by 2020.

Nationally net costs for collection and disposal have reduced by 0.7% in the past year. Inverclyde performs exceptionally well in regard to the waste indicators, sitting in the first quartile for both these indicators (1st and 7th respectively) as well as for % of waste arising that is recycled with a ranking of 5th. Inverclyde sits first for % of adults satisfied with refuse collection at 95% which is 12% above the national figure and an increase of 8% from 2012/13.

Street cleaning costs per 1,000 population continue to reduce at an increasing rate across Scotland, while the cleanliness score and satisfaction rates continue to improve.

In Inverclyde the net cost of street cleaning per 1000 population sits at 24th, (despite a reduction of £295.09 in costs) but if you look at the best performing councils these tend to be the more affluent and more rural councils. More urban areas with denser populations tend to have higher costs for street cleaning.

The cleanliness score for Inverclyde has improved by 10 places in the national ranking, despite only rising by 3.2% to 95.8%. The range for this indicator is 100.00% (Western Isles and Orkney) to 87.4% (Renfrewshire), so despite being in the third quartile for this indicator, the impact of significant investment in this area would not affect a major change in performance for Inverclyde. Inverclyde sits 4th for % satisfied with street cleaning at 83% which is 9% higher than the national average and an increase of 6% on the previous year.

Overall costs for roads maintenance per km have reduced nationally in real terms by 21.2% since 2010/11. The majority of the change appears to be due to lower winter maintenance expenditure during this period. 2010/11 was a particularly bad winter, with £120 million of additional costs and the much milder winters recently have led to lower

associated expenditure.

Inverclyde has chosen to invest significantly in its roads, and this is reflected in the framework as the highest cost nationally.

The condition of the roads network in terms of Class A, Class B and unclassified roads continues to improve nationally. Inverclyde sits with a high percentage of its roads requiring maintenance treatment, which is the reason for the investment taking place. Investment was targeted in 2012/13 while further significant investment began in 2013/14. However, this investment has led to the increase in costs from £17,618.79 in 2012/13 to £25,959.71 in 2013/14. Over time as the roads asset management plan is rolled out, the indicators will reflect the improved condition of Inverclyde's roads.

Inverclyde performs well in relation to the costs of trading standards per 1000 population, ranking 2nd in Scotland. The cost of environmental health per 1000 population has reduced now that the Wardens costs have been removed, meaning that Inverclyde has moved 9 places in the national ranking to 22nd. The Council participated in an APSE benchmarking exercise in 2012/13, comprising 16 Scottish local authorities, the outcome of which was a better 'like for like' cost of £11,180 calculated for Inverclyde's cost of environmental health per 1,000 population. The figure compares favourably with the average cost in the benchmarking exercise of £12,080 per 1,000 population. The aim is to encourage every council in Scotland to participate in future APSE benchmarking work to be carried out in 2014/15.

5.6 Corporate Assets

Inverclyde Council has improved year on year the proportion of operational buildings that are suitable for their current use (an increase of 14.33% since 2010/11) and the proportion of internal floor area of operational buildings in satisfactory condition (an increase of more than 20% since 2010/11), reflecting the delivery of the asset management plan for council buildings.

5.7 Economic Development

In the last 12 months the Scottish average for % of unemployed people assisted into work from council funded/operated employability programmes rose from 9.6% to 12.6% of total unemployed. There is a considerable range across councils, from 2.3% to 34.8%, and work is prioritised nationally in the year ahead to improve the robustness of this measure and provide reliable data on the progression of these people into employment.

Inverclyde sits at 3rd in the national ranking with 22.31% unemployed people assisted into work from council operated / funded employability programmes, an increase of 5.62% on the previous year.

5.8 Further commentary from services on each indicator is set out in Appendix One. A short action plan summarising what action will be taken to improve a number of the more poorly performing indicators is set out in Appendix Two.

6.0 IMPLICATIONS

5.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

n/a					
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Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

5.2 Human Resources: None

5.3 Legal: The Council requires to publish the LGBF indicators as part of its statutory obligation for Public Performance Reporting.

5.4 Equalities: None

5.5 Repopulation: None

6.0 Consultations

6.1 All relevant services have been asked to check the figures set out in the LGBF as well as asked to provide a commentary in regard to service performance.

7.0 Conclusions

7.1 Inverclyde Council's performance across the whole spectrum of indicators varies, depending on a variety of factors, from levels of deprivation, investment and policy decisions to population density. Each service has considered the relevant indicators and will use these as part of broader self-evaluation processes they undertake to inform future improvement planning.

7.2 The Council will continue to be involved in the various family groups which use the indicators to start a dialogue, in order that Council services can learn from other Councils and work towards best value and continuous improvement.

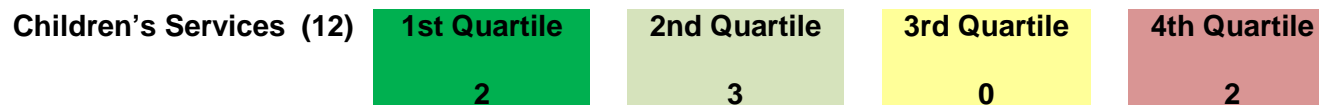
8.0 List of Background Papers

8.1 SOLACE Improving Local Government Benchmarking Framework 2012/13
CMT report 17 April 2014

SOLACE Improving Local Government Benchmarking Framework 2012/13
Policy and Resources Committee 20 May 2014

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS CHILDREN'S SERVICES

Indicator CHN1	Cost per primary school pupil
Indicator CHN2	Cost per secondary school pupil
Indicator CHN3	Cost per pre-school education registration
Indicator CHN4	% of pupils gaining 5+ Awards at Level 5 – no update for 13/14
Indicator CHN5	% of pupils gaining 5+ Awards at Level 6
Indicator CHN6	% of pupils from deprived areas gaining 5+ Awards at Level 5 – no update for 13/14
Indicator CHN7	% of pupils from deprived areas gaining 5+ Awards at Level 6
Indicator CHN8a	The gross cost of 'children looked after' in residential-based services per child per week – no update for 13/14
Indicator CHN8b	The gross cost of 'children looked after' in a community setting per child per week – no update for 13/14
Indicator CHN9	Balance of care for looked after children: % of children being looked after in the community – no update for 13/14
Indicator CHN10	% of adults satisfied with local schools
Indicator CHN11	Proportion of pupils entering positive destinations



Appendix One

There are several indicators of performance in relation to education costs that should be considered together:

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

Indicator CHN1: Cost per primary school pupil							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£4,278.44	5th	£4,749.59	1st	1 (4th)	£4,279.48	£4,248.05	£4,738.44

Indicator CHN2: Cost per secondary school pupil							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£6,357.92	12th	£6,426.89	2nd	2 (10th)	£6,252.12	£6,386.75	£6,445.31

Indicator CHN3: Cost per pre-school education registration							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£4,521.71	31st	£2,998.58	4th	0	£4,922.71	£4,195.86	£5,009.35

What the data tells us

The data shows that our cost per primary school pupil in 2013/14 is similar to costs in 2012/13 and higher than in 2011/12. Costs per secondary school pupil have increased over the 2012/13 to 2013/14 period but are still lower than the Scottish average. Our costs per pre-school place fell significantly between 2010/11 and 2011/12 and increased in 2012/13 but dropped again in 2013/14. Despite this, Inverclyde's national ranking has remained at 31, meaning we are the second most expensive authority for pre-school registration.

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. At the end of 2013, Inverclyde's entire secondary estate had undergone refurbishment and/or rebuild.

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, whilst the staff costs remain relatively fixed. In 2012, there were three nurseries that were not included in School Census, therefore the actual number of nursery places in 2012/13 was in fact higher than what is shown below. If these nurseries had been included in the Census, our costs in 2012/13 would have been lower than reported. The table below shows how the expenditure costs and uptake of places has changed over the period.

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		£4,521

Best Value is continually being monitored; for example, the Council has changed some 52-week establishments to term-time establishments to maintain cost effectiveness. Also, in the pre-school sector, 0-2 years staffing ratios are different from 2-3 years ratios, which are also different from 3-5 years ratios. Not all authorities have pre-3 services, so this will differ immediately from council to council. The costs will be higher for areas that have 0-2 years services at a 1:3 ratio (as opposed to a 1:10 ratio in 3-5 years work). There have also been some estate movements and developments in the pre-5 sector during this period.

Next steps

The school estate is a high priority for the Council and consequently there has been huge investment in this area. Early Years is also a strategic priority with Early Years Framework/Collaborative etc. The Council has also dedicated support for GIRFEC implementation, vulnerable under 3's and is also planning ahead for the additional expansion of hours in August 2015. Policy direction is in investment/early intervention, and in resource heavy areas. This will not lower per placement costs. There are additional future implications as a result of the implementation of the Children and Young People (Scotland) Act 2012, which will draw in additional funding but will also have an impact on costs in the Early Years sector.

Appendix One

There are several attainment indicators that can be considered together:

Indicator CHN4 % of pupils gaining 5+ Awards at Level 5 – **There is no update for this indicator for 2013/14**

Indicator CHN5 % of pupils gaining 5+ Awards at Level 6

Indicator CHN4: % of pupils gaining 5+ Awards at Level 5 NO UPDATE						
Inverclyde 2012/13	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/12 - 2012/13	2011/12	2010/11
37.41%	22nd	39.28%	3rd	1 (21st)	33%	36%

Indicator CHN5: % of pupils gaining 5+ Awards at Level 6							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
23.95%	28th	28.08%	4th	17 (11th)	26.28%	24%	22%

What the data tells us

Information regarding the % of pupils gaining 5+ Awards at Level 5 has not been published in the 2013/14 framework as yet. The parameters for sitting Level 5 exams have changed compared to previous years so any information that will be released cannot be readily compared to the previous published figures.

(The data for 12/13 shows that the percentage of S4 pupils who attained five or more Awards at Level 5 for standard grade increased by 4.4% in 2012/13; however, despite this, our national ranking fell by two places. The percentage is close to the rate for Scotland.)

There has been a reduction of 2.3% in the percentage of S6 pupils that attained five or more Awards at Level 6 for higher grade. This has resulted in a significant drop in our national ranking from 11th place (2nd quartile) to 28th place (4th quartile).

Contextual information

The attainment of our young people is a fundamental, ongoing priority for Inverclyde Council. Below this high level indicator there are additional priority areas for our local attention in attainment (i.e. attainment of looked after young people).

The percentages are broadly similar. Differentiations exist year-on-year with such measures as cohorts differ in ability levels.

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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 and this will continue.

Each school has a set of comparator schools and Inverclyde has a number of comparator authorities against which attainment levels are benchmarked. This is a longstanding element of post-examination analysis and self-evaluation in the authority. Inverclyde performs well against its comparator authorities in terms of attainment.

Next steps

Establish benchmarking and measures of attainment/achievement in the context of the new national qualifications.

Appendix One

There are two attainment indicators about pupils from deprived areas that can be considered together:

Indicator CHN6 % of pupils from deprived areas gaining 5+ Awards at Level 5 – **There is no update to this indicator for 2013/14**
Indicator CHN7 % of pupils from deprived areas gaining 5+ Awards at Level 6

Indicator CHN6: % of pupils from deprived areas gaining 5+ Awards at Level 5 – NO UPDATE						
Inverclyde 2012/13	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/12 - 2012/13	2011/12	2010/11
23.86%	4th	19.52%	1st	-4 (8th)	19.62%	20.15%

Indicator CHN7: % of pupils from deprived areas gaining 5+ Awards at Level 6							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
11.89%	14th	12.59%	2nd	8 (6th)	12.53%	11.45%	9.97%

What the data tells us

The performance data shows that, in terms of the attainment of children who live in the 20% most deprived areas, Inverclyde is one of the best performing authorities in Scotland. As above, information regarding the % of pupils gaining 5+ Awards at Level 5 has not been published in the 2013/14 framework as yet. The parameters for sitting Level 5 exams have changed compared to previous years so any information that will be released cannot be readily compared to the previously published figures. Performance for the % of pupils from deprived areas gaining 5+ Awards at Level 6 has decreased slightly from 2013/14 (0.64%) levels, which has resulted in a drop of eight places in the national rankings.

Contextual information

The provision of high quality, needs-based education for young people in our establishments is a clear priority for the Council and community planning partners and it is pleasing to note that there has been a narrowing in the gap between the most deprived and least deprived for attainment of higher grades over the years 2010/11-2013/14.

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Inverclyde consistently performs well in terms of educational attainment, given the socio-economic context of the area. 24% of our children are living in relative poverty, but they attain well.

Allocation of support staffing across 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 Scottish Index of Multiple Deprivation (SIMD) is a significantly weighted factor in this exercise.

Each school has a set of comparator schools and Inverclyde has a number of comparator authorities against which attainment levels are benchmarked. This is a longstanding element of post-examination analysis and self-evaluation in the authority.

SIMD analysis is also interrogated, alongside SIMD profiling of school populations.

Next steps

Establish benchmarking and measures of attainment/achievement in the context of the new national qualifications.

Appendix One

There are a number of indicators about looked after children that should be considered together:

- Indicator CHN8a** The gross cost of 'children looked after' in residential-based services per child per week
Indicator CHN8b The gross cost of 'children looked after' in a community setting per child per week
Indicator CHN9 Balance of care for looked after children: % of children being looked after in the community

There is no update as yet for these indicators for 2013/14

Indicator CHN8a: The gross cost of 'children looked after' in residential-based services per child per week						
Inverclyde 2012/13	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/12 - 2012/13	2011/12	2010/11
£2,907.41	12th	£2,928.15	2nd	-9 (21st)	£3,063.66	£3,108.56

Indicator CHN8b: The gross cost of 'children looked after' in a community setting per child per week						
Inverclyde 2012/13	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/12 - 2012/13	2011/12	2010/11
£99.00	1st	£250.00	1st	-2 (3)	£101.00	£93.88

Indicator CHN9: Balance of care for looked after children: % of children being looked after in the community						
Inverclyde 2012/13	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/12 - 2012/13	2011/12	2010/11
90%	14th	91%	2nd	-2 (16th)	90.3%	89.12%

What the data tells us

The data for 2012/13 shows that the gross cost of children looked after in residential-based services in Inverclyde had declined steadily over the three years tabled at CHN8a. This cost has reduced from £3,108.56 in 2010/11 to £2,907.41 in 2012/13 which placed us in the 2nd quartile nationally, and ranking 12th in Scotland.

Appendix One

CHN8b data tells us that the gross cost for each child looked after in a community setting on a weekly basis over the three years was the lowest in Scotland, placing Inverclyde in the 1st quartile and ranking 1st in Scotland. It should be noted here that the service management for looked after and accommodated children has serious reservations in relation to this calculated cost and wishes to explore the mechanisms of how this is arrived at. Although we are confident about the activity data used as the source is the Children Looked After Survey (CLAS) upload to Scottish Government, we are unclear about the combinations used with the financial data from the Local Financial Return 3 which arrives at the figure of £99.00. Discussions at the Looked After Children Benchmarking Family Group has highlighted that not all authorities attribute the same costs to the budget line that is considered in the LFR, therefore this indicator is not comparing like with like.

The data for the indicator CHN9 told us that in 2012/13 the balance of care for the majority of our looked after children was in community-based settings, placing us in the 2nd quartile nationally and ranking 14th in Scotland.

The activity data used to calculate these measure is the annual CLAS return to Scottish Government which reports on looked after and accommodated children for the academic years. The 2013/14 data is presently undergoing quality checks by the statistical team at Scottish Government and is due to be published in February 2015.

Contextual Information

The ideal outcome for our looked after children is that they are looked after at home or in other community-based settings as opposed to in a residential establishment. The balance of care for looked after children in Inverclyde is closely monitored and a local target is set to ensure the standard does not slip. This is done through regular quarterly performance service reviews attended by the Head of Children's Services along with the senior management team.

Next steps

Inverclyde Council volunteered to lead on looked after children as part of a national SOLACE benchmarking exercise, therefore these measures are subject to benchmarking family group analysis. A number of meetings have taken place and progress will continue during 2014/15. In particular, we wish to examine how the costs are calculated and what is being included or excluded by other local authorities.

Indicator CHN10 % of adults satisfied with local schools

Indicator CHN10: % of adults satisfied with local schools						
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/12 - 2012/13	2012/13	2010/11
84%	14th	81%	2nd	3 (11th)	87%	79%

What the data tells us

The data is sourced from the Scottish Household Survey (SHS) and shows that there has been a slight drop in the satisfaction level with schools in Inverclyde. It has been acknowledged by both the Improvement Service and SOLACE that the SHS data has its limitations, particularly for smaller councils where the results are less reliable due to the small sample numbers. The highest satisfaction score was 96% (Orkney Islands) and the lowest satisfaction score was 65% (Dundee City Council). Inverclyde remains above the Scottish average for satisfaction with local schools but has dropped three places in the ranking.

Contextual information

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 new build schools on their School Estate Project Case Study material highlighting these as good practice.
- Newark Primary School was shortlisted for the Scottish Design Awards for Best Public Building.
- Inverclyde Academy was the first UK school to have a 50kw wind turbine to help reduce energy costs and CO2 emissions. The Scottish Government praised the school for good practice in consultation and its innovative design.
- The architects of Inverclyde Academy won two prizes in the International Green Apple Awards.
- The Port Glasgow Community Campus is currently in line to receive an award or commendation as part of the 2015 Civic Trust Awards.

We measure how satisfied Inverclyde citizens are with Council services through our Citizens' Panel surveys. The question about satisfaction with local schools was last asked in a Panel survey carried out in Autumn 2012. The results of the survey showed that education and schools ranked in the top five of all Council services.

Next steps

The Council has completed the renewal and refurbishment of the entire secondary and additional support needs (ASN) estate with the primary school refurbishment programme ongoing. This programme of works, combined with the closure of a significant number of poor quality buildings, has resulted in a significant improvement in the condition of the school estate. As this progresses, we would expect satisfaction with the schools estate to increase.

Indicator CHN11 Proportion of pupils entering positive destinations

Indicator CHN11: Proportion of pupils entering positive destinations							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
94%	6th	92.3%	1st	2 (4th)	94.9%	94.8%	88.4%

What the data tells us

In 2013/14, there were 796 school leavers, 65 fewer than in 2012/13. The data shows that there has been a slight reduction (0.9%) in the percentage of Inverclyde pupils who entered a positive destination (for example, further or higher education, employment or training) after leaving school. Inverclyde remains one of the best performing authorities in Scotland; however, we have dropped four places in the national ranking as a result of the 0.9% drop in percentage. It remains above the Scottish average which has been increasing year-on-year as authorities become better at assisting their school leavers into positive destinations.

Contextual information

This is a priority improvement area for the Council. In 2003, Inverclyde ranked 31 out of 32 authorities for positive destinations and there has been a year-on-year improvement since then. 2013/14 was the fifth consecutive year in which Inverclyde's School Leaver Destination Result (SLDR) statistics once again showed no 'unknown' young people. This means that all school leavers are known to Skills Development Scotland, 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.

Inverclyde Council SLDR 2013/14 (Initial Destination Percentages)											
School	Total Leavers	Higher Education (%)	Further Education (%)	Training (%)	Employment (%)	Voluntary Work (%)	Activity Agreements (%)	Unemployed Seeking (%)	Unemployed Not Seeking (%)	Unknown (%)	Total Positive (%)
Inverclyde Council	796	36.9	30.7	3.8	21.1	0.5	1.0	5.4	0.6	0.0	94.0
Scotland	51,876	38.6	26.3	4.1	21.7	0.4	1.1	6.3	1.1	0.3	92.3
Difference LA to Scotland		-1.7	4.4	-0.3	-0.6	0.1	-0.1	-0.9	-0.5	-0.3	3.7

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The success and improvement that has been achieved in this measure is rooted firmly in successful partnership working and the establishment, then maintenance, of relationships and processes that facilitate effective working between partners in support of young people. In 2012/13 and 2013/14, support was provided by community wardens who played a significant part in the early identification of young people; they also assisted Skills Development Scotland not only to find everyone, but to draw alongside a number of young people who indicated that they were not yet in positive destinations, and provide them with support to help them take up opportunities they were previously unaware of.

The percentage of leavers who are unemployed seeking is 5.4%, 0.9% higher than in 2012/13, however this is still 0.9% lower than the national average.

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

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 will use the school leaver destinations provided by SDS to SGEAS but will use a slightly different methodology for defining which school leavers Insight include within their measured school leaver cohort.

For this transitional year, Skills Development Scotland used in December 2014 the same reporting methodology as used in previous years. By retaining this they were able to report in a consistent method, familiar to users of their reports, and to provide year to year trend analysis on a like for like basis which was then used in the LGBF.

During this transitional phase it is important that users of the School Leavers Destination Results are aware that when data about leavers is released on Insight in February 2015, and published by the Scottish Government in June 2015, there will be differences in the data, arising from the differences in methodology used to define who is a school leaver. These changes are anticipated to be minor at a national level, although individual schools may see greater variations depending on the effects of the changes made by Insight to their definition of the leaver cohort.

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS

CORPORATE SERVICES

- Indicator CORP 1** Support services as a % of total gross expenditure
- Indicator CORP 2** Cost of democratic core per 1,000 population
- Indicator CORP 3b** % of the highest paid 5% of employees who are women
- Indicator CORP 4** The cost per dwelling of collecting Council Tax
- Indicator CORP 5b2** (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site
- Indicator CORP 6** Sickness absence days per employee
- Indicator CORP 7** % of income due from Council Tax received by the end of the year
- Indicator CORP 8** % of invoices sampled that were paid within 30 days

**Corporate Services
(8)**



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

Indicator CORP 2 Cost of democratic core per 1,000 population

Indicator CORP 1: Support services as a % of total gross expenditure							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
3.16%	2nd	5.13%	1st	-2 (4)	2.76%	2.68%	2.48%

Indicator CORP 2: Cost of democratic core per 1,000 population							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£28,003.98	13th	£32,076.88	2nd	-1 (14th)	£29,995.04	£32,062.61	£22,677.70

What the data tells us

The performance data shows that, in relation to central support costs as a percentage of total gross expenditure, Inverclyde has amongst the lowest costs in Scotland. Our central support costs increased very slightly in 2013/14 from 2012/13 but even so, the Council increased its national ranking by two places and remains above the Scottish average.

Our core democratic costs per 1,000 population decreased in 2013/14, resulting in an improved national ranking of 13th position, up one from 2012/13.

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. Concerns were raised by Finance Services colleagues that the gross expenditure for the years 2010/11 and 2011/12 may not be comparable: 2010/11 possibly included capital charges and International Accounting Standards (IAS) 19 adjustments, whilst from 2011/12 onwards, the gross expenditure figure is from the Local Finance Return and excludes capital charges and IAS 19 adjustments. This makes it difficult to comment when comparing our central support costs with other councils. However, we have been working to clarify how the financial information is captured to provide a

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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 (for ICT issues).

Core democratic costs: These costs are viewed as overhead costs for supporting the democratic process within the Council. The costs include the proportion of officers' time spent specifically supporting the democratic process, for example, preparing for and attending meetings, presentations and civic occasions. The costs also include elected members' salaries, allowances and support costs. A lower cost arguably reflects a more efficient democratic process within the organisation. There appears to be a significant increase in the Council's core democratic costs between 2010/11 and 2011/12; however, there was an error in the 2010/11 figure which was understated by approximately £671,000. If the revised figure were to be used, this would give a cost per 1,000 of £31,090, which is comparable to the 2011/12 figure of £32,063 which would have minimised the change in rank.

Costs have reduced over the last three years, and the Council is now below the Scottish average for core democratic costs.

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.

Indicator CORP 3b % of the highest paid 5% of employees who are women

Indicator CORP 3b: % of the highest paid 5% of employees who are women							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
50%	15th	50.7%	2nd	-5 (20th)	46.99%	47.59%	47.59%

What the data tells us

The data shows that the percentage of employees in the highest 5% of earners that are female has increased slightly; the 3% increase has resulted in our national ranking rising by 5 places to 15th. The percentage of female employees at Inverclyde Council that are in the highest 5% of earners is now only 0.7% below the national average.

Contextual information

In 2013/14, there were 154 employees in the top 5% of earners within Inverclyde Council; of these, 77 were female. This information is drawn directly from the Council's electronic HR/Payroll management system.

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 subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

The gender split of council employees is 73.88% female to 26.12% 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 within the Council (as occurs across the country) with more women in primary teaching, caring posts, cleaning and catering posts, which tend to be in lower grades. There could be a lack of equal opportunities for progression in the organisation.

Next steps

The Council has an Equalities Officer who will continue to work with services to further embed equalities within the day-to-day activities of the Council. The Equalities Officer will deliver face-to-face training across Council Services, focussing initially on impact assessment. Training is currently being developed on

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religion and belief. Targeted guidance for Council Services is also being developed to assist particular service areas to respond to changes to legislation etc. Equality training is promoted amongst managers and employees and a new on-line e-learning equality module is available.

Further assessment is required by Human Resources and Organisational Development of the split by gender of grades/salary, access to training opportunities and progression within the Council, to help to establish what is happening in regard to occupational segregation and identify ways in which to tackle it.

- Indicator CORP 4** The cost per dwelling of collecting Council Tax
Indicator CORP 7 % of income due from Council Tax received by the end of the year

Indicator CORP 4: The cost per dwelling of collecting Council Tax							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£14.05	22nd	£12.13	3rd	0	£15.47	£15.05	£16.61

Indicator CORP 7: % of income due from Council Tax received by the end of the year							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
94.51%	25th	95.16%	4th	-1 (26th)	94.18%	94.23%	94.03%

What the data tells us

Cost per dwelling of collecting council tax: The data shows that the cost of collecting Council Tax per dwelling decreased slightly in 2013/14 by 1.42%, however our national ranking remained at 22. The costs for this indicator range from £5.45 in Fife to £23.20 in Eilean Siar. The cost is fairly reflective in terms of the level of resource that is required in order to collect Council Tax, particularly due to the demographics in the area combined with the high benefit caseload.

Percentage Council Tax collected: The percentage of income from Council Tax that was received by the end of the year increased very slightly by 0.33% from 2012/13 levels meaning our national ranking went up by one place to 25th position. The percentages for this indicator range from 98.46% in Perth and Kinross to 92.66% in Dundee City. This indicates that all councils have largely a similar percentage for this indicator, with only a 5.8% difference between the best and worst performing councils.

Contextual Information

Cost per dwelling of collecting council tax: This is a key area for the Council as it involves revenue for the Council 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 remains level with last year. 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 councils 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 in order to ensure that 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 with the Chief Financial Officer and has been raised, but not resolved, amongst his peers.

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.

Percentage of Council Tax income received by end of year: This is an area that is constantly monitored and is reported in the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16 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 councils 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 councils 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.

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Despite the continuing difficult economic climate, in-year Council Tax collections rose by 0.3%. 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, Alex M and Company.

It was noted last year that 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.

With regard to 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 through performance reporting on the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

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Indicator CORP 5b2 (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site

Indicator CORP 5: (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
0.7 hours	7th	80.73 hours	1st	-12 (19th)	16.6 hours	25.5 hours	46.1 hours

What the data tells us

The data shows that there was a further significant improvement in the average time between a complaint and attendance on site, for those complaints that required attendance on site. This resulted in a national ranking of 7th, taking the Council into the first quartile for this indicator.

Previously, the indicator was inflated by our inclusion of appointments made to suit the complainant where an immediate response was not required. We are now only including those where a quick response is required.

Contextual information

It is unlikely that further significant improvements can be made to this indicator without disproportionate expenditure.

Next steps

We will work further with the Association for Public Service Excellence to ensure that interpretations of the indicator are as consistent as possible.

Indicator CORP 6 Sickness absence days per employee

Indicator CORP 6: Sickness absence days per employee							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
10.9 days	29th	9.24 days	4th	8 (21st)	10.24 days	10.49 days	10.41 days

What the data tells us

The data shows that the number of days lost due to sickness absence increased very slightly by 0.66 days between 2012/13 and 2013/14. This together with other authorities improving attendance levels has resulted in a drop in national ranking from 21st place in 2012/13 to 29th place in 2013/14. Overall, the Council's absence rate is higher than the Scottish average by 1.66 days.

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 councils 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.

Whilst the Council was disappointed in the lack of improvement between 2012/13 and 2013/14, this was expected as the move from using 'head count' to 'full-time equivalent' would result in an increase in absence rate. The increase of 0.66 days was significantly less than estimated. The reasons for absence were analysed and, through working with colleagues in Council Services, targeted interventions were put in place. In 2013/14, a series of absence 'frequently asked questions' sessions were arranged to assist managers to deal with absence cases more effectively.

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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 now in place to have employees with these issues fast-tracked to HR so that support can be provided as quickly as possible. We 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.

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

As a Council, we have moved to electronic data collection and pull all statistics from the Council's HR/Payroll management system. A challenging absence rate of nine work days per full-time equivalent has been set and the Council will continue to work to improve absence rates. Council Services have been given access to absence reports which will 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 has been changed to bring it into line with the SOLACE indicator to enable continuous monitoring against the expected targets.

Next steps

The Council's Absence Management Policy is being reviewed and a new policy entitled 'Supporting Employee Attendance' is in development in consultation with the trades unions. This new document will also include detailed guidance for managers and employees on the application of the Policy. Appropriate training will be provided.

Indicator CORP 8 % of invoices sampled that were paid within 30 days

Indicator CORP 8: % of invoices sampled that were paid within 30 days							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
96.3%	3rd	91.93%	1st	0	96.03%	95.59%	94.37%

What the data tells us

The performance data shows that Inverclyde remains one of the top performing authorities for this measure. The percentage of invoices that were paid within 30 days increased slightly by 0.27%. Our national ranking remained unchanged. Performance is 4.37% above the Scottish average.

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 Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16 progress reports.

Next steps

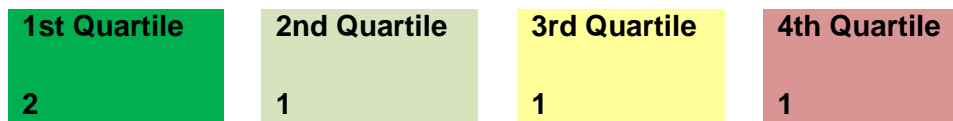
Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. Whilst this will not make a difference to this indicator, it will improve cash flow to local businesses.

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS

ADULT SOCIAL CARE

- Indicator SW 1** Older persons (over 65) home care costs per hour
- Indicator SW 2** Self-directed support spend on adults 18+ as a total of social work spend on adults 18+
- Indicator SW 3** % of people 65+ with intensive needs receiving care at home
- Indicator SW 4** % of adults satisfied with social care or social work services
- Indicator SW 5** Cost of residential care for older adults (65+) (average weekly cost per resident)

Social Work (5)



Indicator SW 1 Older persons (over 65) home care costs per hour

Indicator SW1: Older persons (over 65) home care costs per hour							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£17.32	6th	£20.25	1st	1 (5th)	£15.57	£16.35	£19.37

What the data tells us

The data shows that home care costs per hour (for those aged 65 and over) rose slightly in 2013/14; however, Inverclyde's home care costs per hour are amongst the lowest in Scotland.

Contextual information

Home care is a priority area for the Council to enact a shift in the balance of care and the move to rehabilitation and meeting the intensive needs of the client base. The number of people aged 65+ receiving home care has shown a steady rise over the three years reported, from 1,096 in 2012/13 to 1,177 in 2013/14.

The Activity Data used is identifiable local data reported for the Home Care Annual Census for the Scottish Government. Although we are continually improving the IT system and processes used to collect our home care data, the ultimate reported data is validated during the process of reporting by performance staff and signed off by the Home Care Head of Service prior to submission.

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.

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

Indicator SW 2: Self-directed support spend on adults 18+ as a total of social work spend on adults 18+							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
1.15%	29th	6.4%	4th	0	0.95%	0.8%	0.6%

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 slightly in 2013/14. Despite this, our national ranking has not changed at 29th. SDS spending in Inverclyde is quite far below the Scottish average, although many authorities are in the first stages of rolling this out.

There has been a national project in Glasgow to drive increases in Direct Payments and it has already assessed all of its under 65 clients under SDS meaning that its figures are significantly higher than other authorities at 31.48%, which skews the national average. The next closest figure is 5.99% for Edinburgh. Inverclyde sits at 1.15% among a number of authorities with similar percentages.

Contextual information

This is a priority area for the Council in that the SDS Bill requires local authorities to offer people four choices on how they can get their social care. There has been a slow uptake in SDS in Inverclyde to date. The focus has been on the development of processes to ensure that people have been made aware of the options and that this is supported with fair and equitable access to services. Staff training is currently being undertaken 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 Steering Group.

Appendix One

Next steps

The next step is further implementation of the legislation. Work will be undertaken to update the contract for option one and to develop an individual service framework for option two. Systems will be developed to capture activity information to track service changes to ensure they form a baseline for developing a commission planning process.

Indicator SW 3 % of people 65+ with intensive needs receiving care at home

Indicator SW 3: % of people 65+ with intensive needs receiving care at home							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
32.6%	22nd	34.74%	3rd	5 (17th)	35.53%	34.48%	37.87%

What the data tells us

The performance data shows that the percentage of people aged 65+ with intensive needs receiving care at home has decreased slightly from 2012/13 levels. Our national ranking has therefore slipped from 17th place to 22nd out of the 32 Scottish local authorities.

Contextual information

This is another priority area for the Council, to enact a shift in the balance of care and the move to rehabilitation and meeting the intensive needs of the client 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 compared with the national age of 75+.

The intensive needs of home care clients will cause a shift in the balance of care because of the changes of service at this time. In the annual census of 2014, 1,228 of people aged 65+ were in receipt of 10,507 hours of personal care. This is an increase from 1,181 people from the previous year, however there was a slight increase in the number of hours (10,598 hours of personal care).

Performance is monitored through quarterly performance service reviews. Some benchmarking has been undertaken on the Procedures National Community Care Benchmarking Network. A number of actions have been identified as part of the LGBF Improvement Plan for indicators that had fallen into the 3rd and 4th quartiles which, for this indicator, are outlined below:

- focus on assessing the needs of clients and better target those needs into Re-enablement Services or increase intensive care at home to reduce the number and costs of care home placements
- work closely and collaboratively with community nursing and health colleagues at this client group has a range of complex health needs. Continue to develop and improve links with primary care as we move towards our health and social care arrangements.

Appendix One

Next steps

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

Indicator SW 4 % of adults satisfied with social care or social work services

Indicator SW 4: % of adults satisfied with social care or social work services							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
73%	5th	55%	1st	-3 (8th)	66%	-	67.1%

What the data tells us

Satisfaction data is extracted from the Scottish Household Survey. Satisfaction levels in 2013/14 rose from 2012/13 levels by 7%, with an improvement in our national ranking, from 8th to 5th position. Satisfaction levels in Inverclyde are higher than the Scottish average.

Contextual information

There are concerns about the limitations of the data extracted from the Scottish Household Survey (SHS), particularly for smaller councils. This has been recognised by SOLACE and the Improvement Service who advise that the use of SHS survey data is a short term measure.

The Council's Autumn 2012 Citizens' Panel Survey asked respondents to rate how satisfied they were with the services provided by the Council. Social Care Services ranked 6th top in terms of satisfaction of all Council services, with a satisfaction level of 74%.

Next steps

Indicator SW 5 Cost of residential care for older adults (65+) - average weekly cost per resident

Indicator SW 5: Cost of residential care for older adults (65+) (average weekly cost per resident)							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£351.73	10th	£367.96	2nd	1 (9th)	£355.67	£361.06	£350.91

What the data tells us

The indicator was introduced into the Local Government Benchmarking Framework in 2011/12. The data shows that our net cost of residential care for older adults (65+) per week fell slightly in 2012/13 but this still meant a drop of one place in our national ranking. Inverclyde's costs are amongst the lowest in Scotland and lower than the Scottish average.

Contextual information

This comes from, and is linked to, the other priority indicators in this set of Adult Social Care indicators 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.

Next steps

Explore this further and conduct further in-depth analysis and benchmarking of the data.

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS

CULTURE AND LEISURE SERVICES

Indicator C&L1	Cost per attendance at sport facilities
Indicator C&L2	Cost per library visit
Indicator C&L3	Cost of museums per visit
Indicator C&L4	Cost of parks and open spaces per 1,000 population
Indicator C&L5a	% of adults satisfied with libraries
Indicator C&L5b	% of adults satisfied with parks and open spaces
Indicator C&L5c	% of adults satisfied with museums and galleries
Indicator C&L5d	% of adults satisfied with leisure facilities

Culture and Leisure Services (8)



Appendix One

There are two indicators that should be considered together in relation to sport and leisure facilities:

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

Indicator C&L1: Cost per attendance at sport facilities							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£2.66	12th	£3.84	2nd	7 (5th)	£2.33	£2.11	£1.72

Indicator C&L5d: % of adults satisfied with leisure facilities							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
86%	7th	78%	1st	5 (2nd)	93%	-	85%

What the data tells us

The cost per attendance at sport facilities data shows that, whilst costs increased by 33p between 2012/13 and 2013/14, our costs per attendance at sports facilities remain under the Scottish average. However, the Council has moved from the 1st quartile to the 2nd quartile in the national ranking. Costs have increased year-on-year from 2010/11. As these costs are largely set in consultation with Inverclyde Leisure, they are not solely in the Council's control.

Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults that are satisfied with leisure facilities is also amongst the highest in Scotland. This reflects the significant investment in facilities in Inverclyde.

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Contextual information

Leisure services in Inverclyde are managed by Inverclyde Leisure on behalf of Inverclyde Council. Leisure facilities have benefitted from significant investment over the past five years 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.

Appendix One

There are two indicators that should be considered together in relation to libraries:

Indicator C&L2 Cost per library visit
Indicator C&L5a % of adults satisfied with libraries

Indicator C&L2: Cost per library visit							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£3.55	19th	£2.71	3rd	-2 (21st)	£3.89	£4.13	£4.65

Indicator C&L5a: % of adults satisfied with libraries							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
87%	9th	81%	2nd	-10 (19th)	82%	-	90.3%

What the data tells us

The data shows that the cost per library visit has fallen every year from 2010/11 and fell again in 2013/14, with our national ranking going up by two places. Satisfaction data has been extracted from the Scottish Household Survey. Satisfaction levels with libraries locally have risen by 5%, which has lifted our national ranking from 19th position to 9th.

Contextual information

While the cost of running Inverclyde libraries compares well to all other authorities, our national ranking does not reflect this because of the relatively low number of visits which can be attributed to a variety of reasons: lower number of libraries than the Scottish average; smaller libraries than the Scottish average; all our libraries are stand-alone (many other authorities have them in schools, sports centres etc); and comparatively low levels of literacy in Inverclyde. In addition, we do not have a mobile library service.

Appendix One

Some costs are static and common to all authorities regardless of the size of the authority or service, for example, economies of scale. All of the councils with high costs per visit are small ones. Visitor figures include 'virtual' visits; however, as there is no standard definition of this, different authorities may be counting different things.

Inverclyde's library service continues to work hard to increase its visits figure and is pleased to see that the 15% increased visits in 2012/13 continues through 2013/14 with a further 11.2% increase in visits. This further decreases the costs per person.

The Council's Citizens' Panel survey showed that there are high positive satisfaction rates with Inverclyde libraries. In the Autumn 2012 survey, Libraries and the McLean Museum and Art Gallery topped the list of Council services that respondents were either satisfied or very satisfied with (87%).

Next steps

Inverclyde Council's libraries service undertakes robust self-evaluation and each library has a service improvement plan in place. The libraries service also undertakes benchmarking with similar-sized authorities across the central belt of Scotland.

Appendix One

There are two indicators which should be considered together in relation to museums:

Indicator C&L3 Cost of museums per visit

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

Indicator C&L3: Cost of museums per visit							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£5.12	20th	£3.72	3rd	-2 (22nd)	£5.44	£5.51	£4.13

Indicator C&L5c: % of adults satisfied with museums and galleries							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
85%	7th	76%	1st	-2 (9th)	81%	-	75%

What the data tells us

The data shows that the cost per visit to the Museum fell in 2013/14, increasing the national ranking by two places. Satisfaction data has been extracted from the Scottish Household Survey. The percentage of adults satisfied with museums and galleries increased from 81% to 85% which resulted in an improved ranking of 7th place relative to all other Scottish councils.

Contextual Information

The Museum provides a comprehensive service over a number of disciplines including fine art, local history and world cultures to local users and tourists along with providing extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest outwith 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. 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 20th out of 32 authorities for the cost per museum visit is reasonable.

Appendix One

The Museum is a large Victorian standalone building but some museum services are housed within other Council buildings so the costs of looking after these buildings may not show up in their museum budgets; similarly some budgets used to fund certain museum services will be held centrally in some authorities. The population in Inverclyde is declining although the rate of decline has slowed. The Museum currently does not have disabled access to the upper floors and this reduces potential audiences; a refurbishment programme is planned to 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 upgraded facility will also take account of sustainability issues.

More explicit and unambiguous guidance as to how to count virtual visits is required. Inverclyde Council counts web sessions for collections pages but some authorities may be counting web hits, which will give an inflated figure.

No benchmarking is planned in this area as there are very few local authority services of similar size and ambition to the Museum run by Inverclyde Council. Those venues where the comparison is closest are organised, managed and funded in different ways from the Museum, such as being one venue in a large service as opposed to being run from a single venue as the museum service is in Inverclyde.

Next steps

As part of the McLean's service plan, there has been considerable investment of time and effort in expanding the on-line presence of the Museum's collections, giving access to enquirers worldwide. This effort is ongoing. A new on-line catalogue, developed with funding support from Museums and Galleries Scotland was launched in May 2014 and now contains more than 7,000 illustrated records.

Appendix One

There are two indicators that should be considered together in relation to parks and open spaces:

- Indicator C&L4** Cost of parks and open spaces per 1,000 population
Indicator C&L5b % of adults satisfied with parks and open spaces

Indicator C&L4: Cost of parks and open spaces per 1,000 population							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£40,555.35	26th	£30,785.70	4th	-2 (28th)	£45,624.69	£46,225.70	£45,831.77

Indicator C&L5b: % of adults satisfied with parks and open spaces							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
83%	24th	86%	3rd	7 (17th)	86%	-	78.4%

What the data tells us

The performance data shows that the cost of parks and open spaces per 1,000 population decreased significantly by £5,069.34 between 2012/13 and 2013/14 resulting in a higher national ranking of two places to 26th. However, the indicator remains in the 4th quartile and is £9,769.65 higher than the Scottish average. Satisfaction data has been extracted from the Scottish Household Survey (SHS). Satisfaction with parks and open spaces decreased slightly over the same period by 3%, which is only 3% below the Scottish average.

Contextual information

Parks and open spaces is a priority improvement area for the Council, particularly the provision of refurbished play areas. Inverclyde also has declining population whilst the parks establishment remains static, which helps account for increasing costs. A significant percentage of open spaces maintenance is now with registered social landlords and, since January 2013, Inverclyde Council no longer carries out maintenance on behalf of the largest registered social

Appendix One

landlord, River Clyde Homes. A Citizens' Panel survey in Autumn 2012 found that 70% of respondents were either satisfied or very satisfied with parks and open spaces. This is lower than the Scottish Household Survey (SHS) findings.

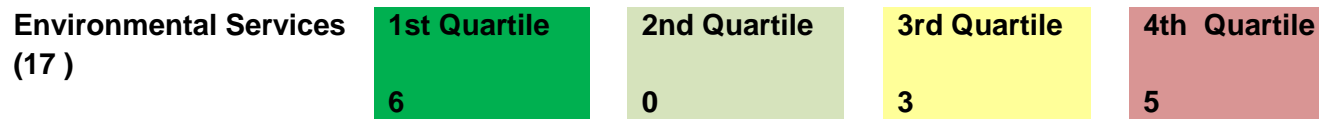
Next steps

A Parks and Open Space Asset Management Plan is being developed. Service improvement efficiencies will continue to be introduced to further reduce costs.

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS

ENVIRONMENTAL SERVICES

Indicator ENV 1	Net cost per waste collection per premises
Indicator ENV 2	Net cost per waste disposal per premises
Indicator ENV 3a	Net cost of street cleaning per 1,000 population
Indicator ENV 3c	Cleanliness score (% acceptable)
Indicator ENV 4a	Cost of maintenance per kilometre of roads
Indicator ENV 4b	% of A class roads that should be considered for maintenance treatment
Indicator ENV 4c	% of B class roads that should be considered for maintenance treatment
Indicator ENV 4d	% of C class roads that should be considered for maintenance treatment
Indicator ENV 4e	% of unclassified roads that should be considered for maintenance treatment
Indicator ENV 5a	Cost of trading standards per 1,000 population
Indicator ENV 5b	Cost of environmental health per 1,000 population
Indicator ENV 6	% of total waste arising that is recycled
Indicator ENV 7a	% of adults satisfied with refuse collection
Indicator ENV 7b	% of adults satisfied with street cleaning



Appendix One

There are several indicators that can be considered together in relation to waste management:

- Indicator ENV 1** Net cost per waste collection per premises
- Indicator ENV 2** Net cost per waste disposal per premises
- Indicator ENV 6** The % of total waste arising that is recycled
- Indicator ENV 7** % of adults satisfied with refuse collection

Indicator ENV 1: Net cost per waste collection per premises							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£37.14	1st	£61.29	1st	-5 (6th)	£42.97	new indicator for 2012/13	

Indicator ENV 2: Net cost per waste disposal per premises							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£72.81	7th	£91.80	1st	3 (4th)	£72.37	new indicator for 2012/13	

Indicator ENV 6: % of total waste arising that is recycled							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
55.46%	5th	42.2%	1st	0	54.1%	41.95%	31.45%

Indicator 7: % of adults satisfied with refuse collection							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
95%	1st	83%	1st	-14 (15th)	87%	-	85.6%

What the data tells us

The net cost of waste collection reduced and we are now ranked 1st nationally, an improvement of five places. This means we have the lowest costs in Scotland and are well below the Scottish average.

The net cost per waste disposal per premises increased slightly, but we remain in the 1st quartile, ranking 7th. Again, this means our costs are amongst the lowest in Scotland and below the Scottish average. It should be noted that the increase in the level of service provision for new food waste services required under legislation has increased our collection costs accordingly.

Our recycling performance improved by 1.36% in 2013/14, keeping Inverclyde 5th in the rankings and 13.26% better than the national average. Reducing landfill tonnages and increasing recycling tonnages increases performance and also costs less as landfill is charged at a higher rate than other processing.

Satisfaction with refuse collection data has been sourced from the Scottish Household Survey. There has been an increase in the satisfaction rate of 8% with the recycling service, improving our national ranking to 1st position. The satisfaction rate is also 12% higher than the Scottish average.

Contextual performance

Inverclyde's 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 and this 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.

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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. This in turn has reduced the net cost of refuse collection, improving our Scottish ranking to 1st.

The introduction of new services in 2012/13, 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 were experiencing a decline in overall waste arisings. In 2013/14, we saw this decline reverse with both residual and recycling tonnages increasing. This has had an adverse effect on the cost of disposal as residual waste rose at a higher rate than recycling.

The Council has continued to promote its domestic recycling and waste reduction messages and the response to this has been shown in the continued performance increase from 54.1% in 2012/13 to 55.46% in 2013/14 for household waste. The Council recently implemented a new segregated glass collection service from the kerbside and is hopeful that this will enhance our performance. Early results are encouraging with more than 79 tonnes of glass diverted from landfill since the service was introduced in December 2014.

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 underway with our Pottery Street Recycling Centre recently 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 new segregated glass collection service and the refurbished Pottery Street Recycling Centre, we have seen the levels of customer satisfaction increase, as predicted in 2012/13, putting Inverclyde Council at the top of the rankings in Scotland. The satisfaction levels 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.

Next steps

The service will re-structure routes and identify improvements in capacity, where possible. In 2015/16, we will review 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.

Appendix One

In partnership with the Improvement Service, Inverclyde Council is currently 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.

Appendix One

There are several indicators of performance in relation to street cleaning which should be considered together:

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

Indicator ENV 3c Cleanliness score (% acceptable)

Indicator ENV 7b % adults satisfied with street cleaning

Indicator ENV 3a: Net cost of street cleaning per 1,000 population							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£16,735.15	24th	£15,617.06	3rd	2 (22nd)	£17,030.24	£18,098.70	£18,904.35

Indicator ENV 3c: Cleanliness score (% acceptable)							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
95.8%	20th	96.1%	3rd	-10 (30th)	92.6%	93.3%	90.4%

Indicator ENV 7b: % of adults satisfied with street cleaning							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
83%	4th	74%	1st	-10 (14th)	77%	-	73.7%

What the data tells us

The performance data shows an improvement across all the street cleaning indicators. The cost of street cleaning fell by £295.09 between 2012/13 and 2013/14, although this resulted in a drop in national ranking of 2 places to 24th. The overall cleanliness index score improved by 3.2%, which resulted in an improved ranking of 10 places from 30th to 20th. The range for this indicator is 100.00% (Western Isles and Orkney) to 87.4% (Renfrewshire), so despite being in the third quartile for this indicator, the impact of significant investment in this area would not affect a major change in performance for Inverclyde.

Inverclyde sits 4th for % satisfied with street cleaning at 83% which is 9% higher than the national average and an increase of 6% on the previous year

Contextual information

Inverclyde suffers from a declining population 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.

Next steps

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

Appendix One

There are several indicators in relation to roads maintenance which should be considered together:

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

Indicator 4a: Cost of maintenance per kilometre of roads							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£25,959.71	32nd	£6,058.42	4th	2 (30th)	£17,618.79	£11,757.32	£13,754.82

Indicator 4b: % of A class roads that should be considered for maintenance treatment							
Inverclyde 2012/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/13 - 2012/14	2011/13	2010/12	2009/11
37.81%	30th	28.7%	4th	6 (24th)	32.70%	30.74%	29.66%

Indicator 4c: % of B class roads that should be considered for maintenance treatment							
Inverclyde 2012/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2011/13 - 2013/14	2011/13	2010/12	2009/11
43.37%	30th	35.2%	4th	1 (29th)	44.3%	41.96%	38.41%

Indicator ENV 4d: % of C class roads that should be considered for maintenance treatment							
Inverclyde 2012/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2011/13	2010/12	2009/11
49.12%	30th	36.6%	4th	2 (28th)	47.4%	50.67%	49.73%

Indicator ENV 4e: % of unclassified roads that should be considered for maintenance treatment							
Inverclyde 2010/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2009/13 - 2010/14	2009/13	2008/12	2007/11
50.77%	28th	39.4%	4th	2 (26th)	51.1%	48.96%	47.2%

What the data tells us

The performance data shows that there was a significant increase in the cost per kilometre of road maintenance in 2013/14, reflecting the investment made via our Roads Asset Management Plan. As the roads condition indicators are averaged over a two year rolling period (with four years for unclassified roads), it takes time for the effect of investment to feed into the indicators. The percentages of A and C class roads requiring maintenance treatment have increased slightly. Meanwhile, the percentage of B and U class roads requiring maintenance treatment fell slightly, but this still resulted in a fall in ranking by one and two places respectively.

Contextual information

While there is a relationship between costs and performance, other factors are subject to constraints outwith the direct control of the Council; for example, winter maintenance costs are affected by winter weather conditions.

The inclusion of winter maintenance costs will skew the data according to the severity of the winter period 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. The winter of

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2011/12 was less severe than that of 2010/11 and this would have had the effect of reducing the winter element of the cost per km of road for 2011/12.

In addition, the indicator is further affected by the severe winters of 2009/10 and 2010/11 as the conditions resulted in an increased number of defects in the road surface and the costs associated with their repair. The defects 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 would always seek to ensure that expenditure is made on a Best Value basis in line with specified service requirements.

Recent investment in roads has led to an increase in costs as the Council is now able to carry out more preventative or resurfacing work rather than solely responding to emergency pothole repairs or patches to roads.

A slight increase (i.e. a worsening condition) in the road condition indicator is to be expected given recent severe winters and prior funding levels.

Next steps

Benchmarking already takes place via the Society of Chief Officers of Transportation in Scotland Group and the Association for Public Sector Excellence.

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

- Indicator ENV 5a** Cost of trading standards per 1,000 population
Indicator ENV 5b Cost of environmental health per 1,000 population

Indicator ENV 5a: Cost of trading standards per 1,000 population							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£1,992.28	2nd	£5,584.59	1st	0	£1,908.78	new indicator for 2012/13	

Indicator ENV 5b: Cost of environmental health per 1,000 population							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
£20,408.42	22nd	£18,301.71	3rd	-9 (31st)	£36,316.31	new indicator for 2012/13	

What the data tells us

The data shows that the cost of trading standards in Inverclyde is amongst the lowest in Scotland, ranked 2nd, whilst the cost of environmental health is in the 3rd quartile, ranked 22nd. However, the environment health costs have reduced by £15,907.89, but this is due to an evaluation of how the indicator has been calculated. The rank for this indicator has improved to 22nd from 31st out of the 32 Scottish local authorities.

Contextual information

Trading Standards: The cost of the service is based on the service's own estimates of costs for 2013/14 as agreed with Finance Services. These costs include management allocations. Inverclyde's costs for trading standards are very low, reflecting the relatively small staff

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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 Finance 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. The reduction from 2012/13 is as a result of the community wardens being reassigned from the environmental health LFR to housing, in line with improved guidance from the Scottish Government.

There remains an issue regarding a number of other services which are still reported through the environmental health LFR. Unfortunately, there is still no natural home for these in the LFR scheme.

Since 2012/13, we have been engaged in benchmarking with the Association for Public Service Excellence (APSE) for environmental health. This involved initially reaching agreement on what services we would properly categorise as environmental health. In 2013/14, 16 of the 32 authorities engaged in the first round of benchmarking. Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £11,180. Although this was still in the 3rd quartile in the exercise, the range of costs was far tighter with the average cost coming in at £12,080 per 1,000.

Next steps

Further work will be done on the APSE benchmarking. It is hoped that almost all the 32 local authorities will participate in 2014/15.

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS

CORPORATE: ASSETS AND PROPERTY

Indicator Corporate Asset 1: Proportion of operational buildings that are suitable for their current use

Indicator Corporate Asset 2: Proportion of internal floor area of operational buildings in satisfactory condition

**Corporate Services:
Asset Management and
Property (2)**

**1st Quartile
0**

**2nd Quartile
1**

**3rd Quartile
1**

**4th Quartile
0**

Indicator Corporate Asset 1	Proportion of operational buildings that are suitable for their current use
Indicator Corporate Asset 2	Proportion of internal floor area of operational buildings in satisfactory condition

Indicator Corporate Asset 1: Proportion of operational buildings that are suitable for their current use							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
87.23%	12th	78.21%	2nd	-9 (21st)	80.26%	78.38%	72.9%

Indicator Corporate Asset 2: Proportion of internal floor area of operational buildings in satisfactory condition							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
83.53%	22nd	80.92%	3rd	2 (20th)	82.32%	77.13%	62.61%

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 current use and the proportion of the internal floor area of operational buildings that are in a satisfactory condition. Performance is now above the Scottish average for both indicators. The proportion of operational buildings that are suitable for their current use has gone up nine places in the national ranking. However, the ranking for the indicator 'Proportion of internal floor area of operational buildings in satisfactory condition' has dropped two places in the national ranking despite getting better.

The difference between Inverclyde's performance and the top performer for proportion of operational buildings that are suitable for their current use is 7.12%. The difference between Inverclyde's performance and the top performer for Proportion of internal floor area of operational buildings in satisfactory condition is 15.87%.

Contextual performance

The range for the proportion of operational buildings that are suitable for their current use is 94.35% in South Lanarkshire and 57.02% in Edinburgh City. The range for the proportion of internal floor area of operational buildings in satisfactory condition is 99.4% in North Ayrshire to 32.31% in Moray. However, there appears to be no correlation between the suitability of buildings and those regarded as in satisfactory condition.

Moray has 93.66% of its buildings that are suitable for their current use, but only a 32.31% rating for the proportion of internal floor area of operation buildings in satisfactory condition. North Ayrshire has a satisfaction rating of 99.4% with 88.59% of its buildings suitable for their current use.

Edinburgh City has only 57.02% of its buildings suitable for their current use, but 84.04% of internal floor area of operational buildings is deemed to be in satisfactory condition. On the flip side, South Lanarkshire is rated 1st for proportion of operational buildings that are suitable for their current use, yet the proportion of internal floor area of operational buildings in satisfactory condition is rated only 2.45% higher than Edinburgh City at 86.49%.

The suitability of operational accommodation is measured through the use of questionnaires. Questionnaires 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

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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 Primary Schools, Binnie Street Nursery, Gourrock 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

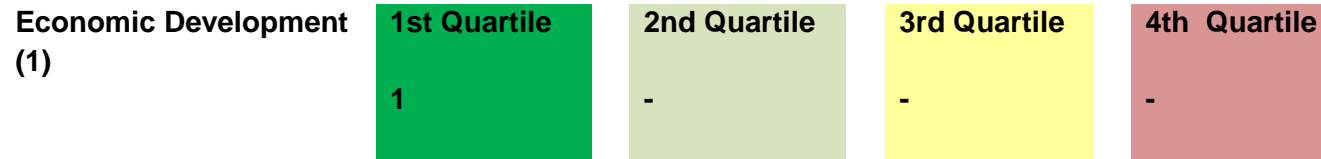
This is a priority area for the Council as we want to ensure that we deliver services to the public from buildings which are fit for purpose. Further improvements are planned through the Office and Depot Rationalisation Programme and the School Estate Strategy. Progress on these is reported to committee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

One major office refurbishment project will also be undertaken during 2015/17.

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS

CORPORATE: ECONOMIC DEVELOPMENT

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



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

Indicator ECON 1: % Unemployed people assisted into work from Council operated/funded employability programmes							
Inverclyde 2013/14	Ranking	Scotland	Local Authority Quartile	Change in rank 2012/13 - 2013/14	2012/13	2011/12	2010/11
22.31%	3rd	12.58%	1st	1 (2nd)	16.69%	new indicator for 2012/13	

What the data tells us

This indicator was introduced to the Local Government Benchmarking Framework in 2012/13. The performance data shows that Inverclyde is one of the top performing authorities in terms of the percentage of unemployed people who have been assisted into work from Council funded or operated employability programmes, ranking 3rd and having improved by 5.62%.

Contextual performance

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. Key to securing the improvement between 2012/13 and 2013/14 is the collective strength of the community planning partners involved in supporting people to find employment. 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.

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. Reducing unemployment and increasing achievements are key objectives of the Single Outcome Agreement 2013/18, the Inverclyde Economic Development Strategy 2011/14 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

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.

Performance Improvement Plan

Indicator/s	Action
<p>Indicator CHN5: % of pupils gaining 5+ Awards at Level 6 23.95% (Rank 28th, Quartile 4th)</p> <p>Indicator CHN7: % of pupils from deprived areas gaining 5+ Awards at Level 6 11.89% (Rank 14th, Quartile 2nd)</p>	<p>Despite only a 2.33% drop in those achieving 5 or more awards at level 6, Inverclyde Council dropped 17 places in the national ranking.</p> <p>Differentiations exist year-on-year with such measures as cohorts differ in ability levels.</p> <p>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 and this will continue.</p> <p>Each school has a set of comparator schools and Inverclyde has a number of comparator authorities against which attainment levels are benchmarked. This is a longstanding element of post-examination analysis and self-evaluation in the authority. Inverclyde performs well against its comparator authorities in terms of attainment, as is shown in the indicator CHN7.</p>
<p>Indicator CORP 6: Sickness absence days per employee 10.9 days (Rank 29th, Quartile 4th)</p>	<p>The data shows that the number of days lost due to sickness absence increased very slightly by 0.66 days between 2012/13 and 2013/14. This together with other Councils improving attendance levels has resulted in a drop in national ranking from 21st place in 2012/13 to 29th place in 2013/14. Overall, the Council's absence rate is higher than the Scottish average by 1.66 days.</p> <p>The Council has been working to reduce its sickness absence rate over a period of time. There are a number of initiatives underway to address sickness absence including the provision of 'frequently asked questions' sessions for managers to assist them to deal with absence cases more effectively. In addition, our Absence Management Policy is being reviewed and a new Supporting Employee Attendance policy</p>

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Indicator/s	Action
	<p>is being developed, together with appropriate training.</p> <p>Human Resources and Organisational Development are taking a focus on hot spot areas and reviewing the management of long term absences.</p>
<p>Indicator ENV 4a: Cost of maintenance per kilometre of roads</p> <p>Indicator ENV 4b: % of A class roads that should be considered for maintenance treatment</p> <p>Indicator ENV 4c: % of B class roads that should be considered for maintenance treatment</p> <p>Indicator ENV 4d: % of C class roads that should be considered for maintenance treatment</p> <p>Indicator ENV 4e: % of unclassified class roads that should be considered for maintenance treatment</p>	<p>Inverclyde sits with a high percentage of its roads requiring maintenance treatment, and in order to address this the Council has taken a decision to make a major investment in improving its roads. Investment was targeted in 2012/13 while further significant investment began in 2013/14.</p> <p>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) with a further £12m planned over 2016-18; a strategy and works programme is also being delivered. The Council would always seek to ensure that expenditure is made on a Best Value basis in line with specified service requirements.</p> <p>However, this investment has led to the increase in costs from £17,618.79 in 2012/13 to £25,959.71 in 2013/14. Over time as the roads asset management plan is rolled out, the indicators will reflect the improved condition of Inverclyde's roads.</p> <p>Finance services will review how costs are allocated in regards to roads within the Local Financial Return (LFR) before the next LFR submission. There is a concern that costs are being included which other authorities are not including.</p> <p>There is a time lag with the data in regard to the condition of roads, so the impact of the Council's investment should start to be seen in the</p>

Appendix Two

Indicator/s	Action
	<p>14/15 and 15/16 publications of the Benchmarking Framework.</p> <p>The Council has been involved in a LGBF benchmarking family group in regard to roads, as well as the ongoing SCOTs benchmarking processes.</p>
<p>Indicator SW 3: % of people 65+ with intensive needs receiving care at home 32.6% (Rank 22nd, Quartile 3rd)</p>	<p>This is a priority area for the Council/CHCP, enacting a shift in the balance of care and a move to rehabilitation and meeting the intensive needs of the client base.</p> <p>Services are 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.</p> <p>Services Are now working more closely and collaboratively across Social Work, Community Nursing and Health 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.</p> <p>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.</p>