

To: Audit, Risk and Scrutiny Board

On: 19 March 2018

Report by: Chief Executive

Heading: Local Government Benchmarking Framework Indicator Profile 2016/17

1. Summary

- 1.1 In Scotland, local authorities have a statutory duty to achieve Best Value, the key to which is ensuring “sound governance, good management, public reporting on performance and a focus on improvement”.
- 1.2 The Council has a robust performance management framework in place, which ensures that performance is monitored rigorously by corporate and service level management teams and scrutinised by elected members through appropriate governance mechanisms. Public performance reporting is also undertaken to ensure local citizens, businesses and partner organisations are able to track Council performance levels over time.
- 1.3 The performance of council services, based on considerations such as quality, cost and satisfaction of service users is monitored through a number of mechanisms including:
- external validation of services through for example inspections of schools, pre 5 establishments and registered care services;
 - 6 monthly reporting to the Leadership Board on progress relating to the implementation of the Council Plan;
 - quarterly performance reports scrutinised by the Corporate Management Team;
 - 6 monthly reports to relevant policy boards in relation to Service Improvement Plans and related performance scorecards;

- detailed consideration of aspects of performance such as complaints handling by the relevant policy board or Audit, Risk and Scrutiny Board; and
- operational performance reporting at a service level, including business plans monitored by policy boards.

- 1.4 Comprehensive scrutiny of performance is also undertaken through the Local Government Benchmarking Framework (LGBF). This framework brings together performance indicators covering information about a wide range of key services such as education, housing and adult social care.
- 1.5 The main purpose of the framework is to allow councils to work and learn together to improve services based on their comparative service information. As with all benchmarking exercises of this kind, there are differing views on the appropriateness of the indicators used within the LGBF across professional groups and local authorities. Some of the indicators are drawn from national surveys where the local sample size is small, and discussions are undertaken regularly across Councils on the methods for calculating each of the performance indicators.
- 1.6 It is the view of officers that the LGBF represents a very positive opportunity for the Council to compare performance across a broad range of service areas, acting as a catalyst for conversations about service improvement and innovation. The LGBF is seen as a valuable supplement to the more detailed and focused performance monitoring which takes place at a corporate and service level, with appropriate levels of scrutiny by elected members undertaken on a regular basis. This allows performance to be monitored and any required improvements to service delivery can be expedited by services.
- 1.7 The validated Local Government Benchmarking Framework data for 2016/17 was formally published by the Improvement Service on 6th February 2018. The national summary report produced on the LGBF by the Improvement Service summarises the overall performance of Scottish local authorities as follows:

"Across the seven-year period for which we present data, total current spending by Scottish councils has reduced by 14.4% in real terms from £17.6 billion to £15.08 billion. Education spending has been relatively protected, and child protection and social care spending have grown substantially. As these account for over 50% of the benchmarked expenditure within the LGBF, other services have taken much more substantial reductions. Expenditure on roads has fallen by 20% in real terms, on planning by 33% and on culture and leisure services by 17%.

During this time councils have achieved substantial improvements in efficiency, innovation and productivity while service output and outcomes have been largely maintained and improved. It should be recognised that use of reserves and a public-sector wage cap are key contributors to this trend, therefore it will be harder to reproduce the efficiency and productivity gains of the last five years again."

In addition, the report highlighted that despite real reductions in the education budgets nationally, the number of pre-school and primary places in Scotland has increased by over 30,000, and measures of educational outcomes continue to show positive progress, particularly for children from the most deprived areas.

Another positive national shift indicated was around culture and leisure services. Despite a real spend reduction of 17% since 2010/11, visitor rates have substantially improved. Since 2010/11, sports usage has increased 19.1%, libraries by 47.4% and museums by 33.1%.

1.8 Key messages for Renfrewshire from the 2016/17 Indicator Profile are as follows:

- There are 75 indicators within the LGBF suite of performance indicators. Of the 64 national indicators (where current data is available) in the Local Government Benchmarking Framework:
 - 44 indicators have improved since last year or have remained relatively unchanged (39 improved, 5 remained the same);
 - 20 indicators have declined in performance; and
 - 11 indicators have no data available yet.
- The Council is in the top quartile (ranked 1st to 8th) for 16 of the 64 indicators (for which there are data), with consistent performance relating to education cost indicators and also in relation to percentage of roads to be considered for maintenance treatment.
- In relation to street cleaning, the Council has delivered efficiency savings whilst maintaining street cleanliness scores, in contrast to the national trend which reflects reduced spending and reduced performance in terms of cleanliness.
- The Council is also performing at a level above the national trend for several customer satisfaction levels, with increases in customer satisfaction with libraries, refuse collection and leisure facilities compared to reductions in satisfaction across Scotland
- Performance in relation to attainment indicators has improved this year, with increases in tariff score indicators across all quintiles which reflects the work being done on raising attainment which is a key strategic priority for the Council.
- There are ten indicators in the LGBF where Renfrewshire is ranked in the bottom quartile (25th to 32nd of all authorities). These are outlined in more detail in section 4.6.

1.9 Appendix 1 provides a summary of benchmarking information against each of the 64 indicators where data is currently available in the LGBF. The appendix provides detailed information relating to the performance of similar councils who have been placed into a "family group" with Renfrewshire Council, and also provides further context on performance across the broad service areas for elected member scrutiny.

- 1.10 Renfrewshire Council publishes its statutory public performance reporting document on the Council's website in March each year. Relevant performance information gathered through the LGBF is included as part of the report. All national and council level information relating to the LGBF is reported on the Improvement Service's website, which is linked to the Council's own website.
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2. **Recommendations**

- 2.1 It is recommended that the Audit, Risk and Scrutiny Board notes the information contained within this report.
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3. **Background**

- 3.1 All Scottish councils have a duty to deliver best value, a critical element of which is reviewing performance of council services and the impact of service delivery, and reporting this performance to citizens and stakeholders.
- 3.2 During the year, the Council publishes local corporate management and service performance information in board reports, key publications and on our website to demonstrate the delivery of Best Value in our service arrangements.
- 3.3 All Scottish local authorities participate in comprehensive performance scrutiny through the Local Government Benchmarking Framework (LGBF). This framework brings together performance indicators covering information about a wide range of key services, such as education, housing and social care.
- 3.4 The LGBF data is collated, verified and published for all Scottish Councils by the Improvement Service. The final data for 2016/17 was published on 6 February 2018. A link to the Improvement Service reporting tool is available on the performance section of the Council website.
- 3.5 The national LGBF report in summarising the performance of Councils across Scotland recognises that:
- "Given the scale of the challenge facing councils, the sustainability of some services will be increasingly dependent on the ability of councils and their partners to address the underlying demand for them. If spending reductions continue for the foreseeable future, a much more fundamental and transformative change will be necessary and that will require local and national government to work together."*
- 3.6 This message was reflected in the report by the Director of Finance to the Leadership Board on 30 January 2018 on the Better Council Change Programme. The report highlighted the need for the Council to appropriately plan to sustainably address significant anticipated budget gaps that are expected to emerge over the

medium term. In this context, the importance of the Council continuing to proactively progress the Better Council Change Programme has been reinforced as a key strategic challenge to support the delivery of sustainable changes in service delivery and associated savings.

- 3.7 The Accounts Commission report “Local Government in Scotland Financial Overview 2016/17” published in November 2017, highlighted that the financial outlook for councils’ continues to be challenging, with the need to deliver savings being increasingly critical to their financial sustainability. As such, robust medium-term financial strategies and effective leadership to deliver them are of increasing importance.
- 3.8 This is useful context against which the assessment of performance comparatively across all Councils should be made.

4. Overview of Renfrewshire’s Performance

- 4.1 Renfrewshire Council has participated in the development of the LGBF since its inception in 2010. For 2016/17 there was an increase in the number of indicators from 68 to 75. The new indicators all relate to Children’s Services and include: children meeting developmental milestones, grading of funded early years provisions, school attendance rates, school exclusion rates, participation rates for 16-19 year olds, child protection re-registrations within 18 months, and Looked After Children with more than one placement within a year. At the time of writing the 2016/17 figures are not yet available for most of these new measures.

The framework reports on this suite of 75 indicators which cover the majority of council services under eight service categories:

1. Children’s Services
2. Corporate Services
3. Adult Social Care
4. Culture and Leisure Services
5. Environmental Services
6. Housing Services
7. Corporate Asset Management
8. Economic Development

The framework reports on service costs, customer satisfaction and service effectiveness.

- 4.2 Customer satisfaction data is drawn from the Scottish Household Survey and the Health and Care Experience Survey. While this data is robust at Scotland level, there are limitations at local authority level in relation to the very small sample sizes and low confidence levels. To boost sample sizes, 3 year rolled averages have been used in this year’s release of the information.

4.3 The LGBF dataset enables councils to review their own performance over time, compare performance against peer authorities and identify areas for improvement. An overview of the 64 indicators where data is available for Renfrewshire's 2016/17 dataset shows:

- 39 indicators have improved since last year;
- 20 indicators have declined in performance; and
- 5 indicators have remained relatively unchanged;

4.4 The Council is in the top quartile for sixteen indicators and in the bottom quartile for ten. We have significantly improved our ranking for average total tariff score SIMD Quintile 2 (21 to 8) which is now in the top quartile.

Analysis of top quartile

4.5 The Council was ranked in the top quartile (1st to 8th) of Scottish councils for sixteen of the framework indicators:

- Percentage of pupils gaining 5+ awards at Level 5 (National 5) – rank 8
- Percentage of adults satisfied with local schools – rank 6
- Average total tariff SIMD Quintile 2 (20% to 40% most deprived areas)– rank 8
- Cost per primary school pupil – rank 5
- Cost per secondary school pupil – rank 1
- Cost per pre-school education registration – rank 7
- Percentage of Looked after Children with more than one placement in the last year – rank 6
- Percentage of the highest paid 5% of employees who are women – rank 6
- Percentage of invoices sampled that were paid within 30 days – rank 4
- Percentage of adults satisfied with leisure facilities – rank 5
- Net cost of street cleaning per 1,000 population – rank 4
- Cost of trading standards, money advice and citizens advice per 1,000 population – rank 1
- Cost of environmental health per 1,000 population – rank 1
- Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year – rank 8
- Proportion of operational buildings that are suitable for their current use – rank 1
- Percentage of unemployed people assisted into work from Council operated / funded Employability programmes - rank 1

Analysis of bottom quartile and declining performance

4.6 The Council ranked in the bottom quartile (25th to 32nd) of Scottish councils in ten of the framework indicators. Further information on why the indicators are in the

bottom quartile and planned actions to improve performance are provided in appendix one.

- Percentage of funded early years provision which is graded good / better – rank 28
- Cost per dwelling of collecting Council Tax – rank 25
- % of people aged 65 or over with intensive needs receiving care at home – rank 25
- Sickness absence days per employee – rank 26
- Cost of museums per visit – rank 28
- Cleanliness Score (% acceptable) – rank 26
- Cost of maintenance per kilometre of roads – rank 28
- Percentage of adults satisfied with street cleaning – rank 30
- Cost per planning application – rank 31
- Average time (weeks) per planning application – rank 25

- 4.7 The performance of the LGBF indicators will continue to be monitored and progressed through the service improvement planning process and through further benchmarking activities undertaken through the family groups to develop and share best practice. A report on the LGBF will continue to be submitted to the Audit, Risk and Scrutiny Board annually to review performance and monitor progress.

Implications of the Report

1. **Financial** - none

2. **HR & Organisational Development** - none

3. **Community/Council Planning –**

We consider our services performance against a number of strategic outcomes to measure how we are delivering better outcomes for our local communities:

- *Our Renfrewshire is thriving* - none
- *Our Renfrewshire is well* - none
- *Our Renfrewshire is fair* - none
- *Our Renfrewshire is safe* - none
- *Reshaping our place, our economy and our future* - none
- *Building strong, safe and resilient communities* - none
- *Tackling inequality, ensuring opportunities for all* - none
- *Creating a sustainable Renfrewshire for all to enjoy* - none
- *Working together to improve outcomes* - none

4. **Legal** - none.

5. **Property/Assets** - none
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** - none
10. **Risk** - none
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

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Appendix 1

Family Groups were set up as a way for councils to compare and discuss performance with other similar councils. We are currently in the following two family groups:

- Family Group 1 for Children Services, Adult Social Care and Housing Services – Clackmannanshire, Dumfries & Galloway, Falkirk, Fife, Renfrewshire and West Lothian.
- Family Group 2 for Corporate Services, Culture and Leisure, Environmental Services, Corporate Assets and Economic Development – Angus, Clackmannanshire, East Renfrewshire, Inverclyde, Midlothian, Renfrewshire, South Lanarkshire and West Lothian.

Children's Services

This year the suite of measures for Children's Services was expanded to include nine new indicators, taking the total number of indicators to 27. Data is currently not available through the LGBF for the following indicators: gross cost of 'children looked after' in residential based services; gross cost of 'children looked after' in a community based setting; balance of care for looked after children, % of children being looked after in the community; proportion of pupils entering positive destinations; % of children meeting developmental milestones; school attendance rates; school exclusion rates; and percentage of child protection re-registration within 18 months. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided below.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
CHN1 – Cost per primary school pupil	2	5	£4058.61	£4406.65	£4803.97	Family group ranges from £4184.96 (Falkirk) to £5597.71 (Dumfries & Galloway)
CHN2 – Cost per secondary school pupil	1	1	£5742.69	£5844.33	£6816.54	Family group ranges from £5844.33 (Renfrewshire) to £7937.60 (Clackmannanshire).
CHN3 – Cost per pre-school education registration	15	7	£3690.19	£3634.36	£4206.85	Family group ranges from £2885.23 (West Lothian) to £4998.24 (Falkirk)
CHN4 – Percentage of pupils gaining 5+ awards at Level 5	11	8	60%	64%	60%	Family group ranges from 52% (Clackmannanshire) to 67% (South Ayrshire).
CHN5 – Percentage of pupils gaining 5+ awards at Level 6	14	11	32%	35%	34%	Family group ranges from 22% (Clackmannanshire) to 38% (West Lothian).

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
CHN6 – Percentage of pupils from deprived areas gaining 5+ awards at level 5 (SIMD)	10	14	40%	42%	41%	Family group ranges from 32% (Clackmannanshire) to 48% (South Ayrshire).
CHN7 – Percentage of pupils from deprived areas gaining 5+ awards at level 6 (SIMD)	13	12	14%	15%	16%	Family group ranges from 10% (Clackmannanshire) to 23% (West Lothian).
CHN10 – Percentage of adults satisfied with local schools	10	6	84.67%	85.67%	75.33%	Family group ranges from 71% (Fife) to 86% (Clackmannanshire).
CHN12a – Overall average tariff score	22	14	840.44	903.64	886.17	Family group ranges from 742.70 (Clackmannanshire) to 970.63 (South Ayrshire)
CHN12b – Average total tariff SIMD Quintile 1	13	16	577	614	624	Family group ranges from 491 (Clackmannanshire) to 689 (West Lothian).
CHN12c – Average total tariff SIMD Quintile 2	21	8	714	827	750	Family group ranges from 652 (Fife) to 853 (South Ayrshire).
CHN12d – Average total tariff SIMD Quintile 3	16	13	883	922	880	Family group ranges from 778 (Clackmannanshire) to 994 (South Ayrshire).
CHN12e – Average total tariff SIMD Quintile 4	8	11	1055	1067	999	Family group ranges from 880 (Clackmannanshire) to 1112 (South Ayrshire).
CHN12f – Average total tariff SIMD Quintile 5	14	11	1162	1223	1207	Family group ranges from 1006 (Clackmannanshire) to 1297 (South Ayrshire).
CHN18 – Percentage of funded early years provision which is graded good / better – new measure	28	28	88.1%	85.7%	91.7%	Family group ranges from 83.7% (Dumfries & Galloway) to 100% (Clackmannanshire).
CHN19a – School attendance rates	18	19	93.60	93.30	93.30	Family group ranges from 92.90 (Clackmannanshire) to 94.20 (Dumfries & Galloway).

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
CHN21 – Participation rate for 16-19 year olds (per 100) – new measure	16	17	90.7	91.4	90.4	Family group ranges from 88.2 (Clackmannanshire) to 90.9 (South Ayrshire).
CHN23 – Percentage LAC with more than 1 placement in the last year (Aug-July)	6	6	18.77%	17.46%	20.68%	Family group ranges from 17.19% (South Ayrshire) to 67.57% (Falkirk).

Indicator in the bottom quartile

Percentage of funded early years provision which is graded good / better - This indicator reduced slightly from 88.1% (2015/16) to 85.6% (2016/17), and includes both local authority and private / voluntary provided services. 95% of the local authority provision is graded good or better. In the independent and voluntary sector 78% are graded good or better. The Early Years team are actively working on improvement plans with those services which are not graded good or better to drive improvement where required.

Corporate Services

The Corporate Services category consists of 8 indicators, covering unit cost and performance data. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided below.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
CORP 1 – Support services as a percentage of total gross expenditure	23	11	6.04	4.19	4.92	Family group ranges from 3.12 (Inverclyde) to 7.12 (Clackmannanshire)
CORP 3b – The percentage of the highest paid 5% of employees who are women	5	6	55.15%	55.71%	52%	Family group ranges from 46.67% (South Lanarkshire) to 55.71% (Renfrewshire).
CORP 3c – The gender pay gap	15	19	2.93	4.88	4.14	Family group ranges from -1.28 (West Lothian) to 9.30 (Inverclyde).
CORP 4 – The cost per dwelling of collecting Council Tax	23	25	£11.38	£11.85	£8.98	Family group ranges from £6.05 (Clackmannanshire) to £12.60 (Inverclyde).

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
CORP 6a – Sickness absence days per teacher	18	10	6.39	5.36	6.06	Family group ranges from 4.10 (East Renfrewshire) to 9.77 (Clackmannanshire).
CORP 6b – Sickness absence days per employee	15	26	10.37	11.68	10.92	Family group ranges from 9.64 (Midlothian) to 16.50 (Clackmannanshire).
CORP 7 – Percentage of income due from Council Tax received by the end of the year	14	16	96%	95.96%	95.80%	Family group ranges from 94.55% (Midlothian) to 97.89% (Angus).
CORP 8 – Percentage of invoices sampled that were paid within 30 days	3	4	96.91%	97.01%	93.06%	Family group ranges from 71% (East Renfrewshire) to 97.01% (Renfrewshire)

Indicator in the bottom quartile

The cost per dwelling of collecting Council Tax – The cost of collecting council tax has increased slightly compared to the previous year. This can be attributed to factors associated with staff pay. Focus on delivering an increase in the level of council tax collected aligned to affordable administration, on-line services for council tax (MyAccount) have been introduced to provide customers with easy access to services while reducing contact costs for the Council.

Sickness absence days per employee – The two main types of illness classification across the time period were Musculoskeletal and Joint Disorders and Psychological (non work related). To address Psychological (non work related) absences the Council has a range of support services that employees can be referred to at an early stage for assistance, including the Time for Talking counselling service and the Occupational Health Service which also provides access to Cognitive Behavioural Therapy. There are also Council policies, guidance and training to assist managers and employees that are specific to stress related issues

In addition, a revised mental health first aid course was delivered to project managers and representatives from HR and OD as well as procurement. This will equip the officers with the skills to identify the early stages of someone who may be suffering from mental health issues and also provide them with support mechanisms in the workplace. In relation to addressing musculoskeletal and joint disorders the Council offers physiotherapy service through the Council's Occupational Health Provider, this service can be accessed by all employees.

As part of the Council's Health and Safety Management system, occupations which include manual handling activities as part of the role, the task risk assessments have been

reviewed and as part of their ongoing training a number of courses and interventions to ensure that safe working practices are maintained.

A CMT performance spotlight session on Absence has been planned to look at sickness absence in more detail.

Adult Social Care

The Adult Social Care category consists of 6 indicators (only 4 of which has data at the moment), covering unit cost, satisfaction and performance data. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided below.

Indicator	Ranked Position		Data		Scottish Average	Family Group position
	2015/16	2016/17	2015/16	2016/17		
SW1 – Home care costs per hour for people aged 65 or over	5	19	£15.47	£23.56	£22.54	Family group ranges from £15.74 (Dumfries & Galloway) to £28.73 (West Lothian).
SW2 – SDS spend on adults 18+ as a percentage of total social work spend on adults 18+	25	16	2.29%	3.68%	5.87%	Family group ranges from 0.17% (Clackmannanshire) to 6.22% (Dumfries & Galloway).
SW3 - % of people aged 65 or over with intensive needs receiving care at home	19	25	33.35%	27.16%	35.27%	Family group ranges from 27.16% (Renfrewshire) to 45.47% (Dumfries & Galloway).
SW5 – Residential cost per week per resident for people aged 65 or over	18	23	£388.73	£417.93	£375.06	Family group ranges from £185.62 (Dumfries & Galloway) to £417.93 (Renfrewshire).

Indicator in the bottom quartile

Percentage of people aged 65 or over with intensive needs receiving care at home – Renfrewshire Health and Social Care Partnership ensures that the right level of support is provided to the most vulnerable people and uses the resources available efficiently. During 2016/17, the Care at Home service focused on increasing the number of clients whose care packages have been through the Self Directed Support (SDS) process, whilst undertaking 3,412 assessments and reviewing 3,777 existing packages to ensure that clients are receiving the right level of support.

The service has invested resources in the reablement process which ensures active early intervention to support clients to improve personal outcomes and reduce dependency on

statutory services. The Community Meals service ensures meals are delivered twice daily to service users. This service ensures service users receive nutritious meals and enables Care at Home service to direct Home Care Worker time previously spent on food preparation to delivering personal care services. Service users receiving community meals are not included in the figures used to calculate service users receiving intensive supports, which places Renfrewshire at a disadvantage when comparing to other HSCPs.

Culture and Leisure Services

The Culture and Leisure category consists of 8 indicators, covering unit cost and satisfaction data. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided below.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
C&L1 – Cost per attendance at sports facilities	10	11	£2.01	£2.05	£2.90	Family group ranges from £1.70 (Clackmannanshire) to £3.85 (East Renfrewshire).
C&L2 – Cost per library attendance	28	20	£4.38	£3.04	£1.98	Family group ranges from £1.06 (Midlothian) to £3.67 (South Lanarkshire).
C&L3 – Cost per museums per visit	29	29	£18.95	£48.91	£3.19	Family group ranges from £0.56 (West Lothian) to £48.91 (Renfrewshire).
C&L4 – Costs of parks and open spaces per 1,000 population	18	19	£21,041	£21,241	£21,581	Family group ranges from £8,159 (Midlothian) to £29,057 (South Lanarkshire).
C&L5a – Percentage of adults satisfied with libraries	22	15	76.33%	77%	74.67%	Family group ranges from 66.67% (Midlothian) to 82.67% (Clackmannanshire).
C&L5b – Percentage of adults satisfied with parks and open spaces	23	22	83.33%	85%	86%	Family group ranges from 78.33% (Midlothian) to 91.67% (West Lothian).
C&L5c – Percentage of adults satisfied with museums and galleries	10	10	79%	76.67%	72%	Family group ranges from 55% (East Renfrewshire) to 79.67% (Inverclyde).
C&L5d – Percentage of adults satisfied with leisure facilities	10	5	81%	82.67%	74%	Family group ranges from 66% (East Renfrewshire) to 89.67% (Inverclyde).

Cost of museums per visit –

During 2016/17, the Council commenced work on the new museum store located on the High Street in Paisley. The refurbishment work and decant of the collection was completed in late 2017 in readiness for opening to the public. Over the next few years, the Council will continue to make significant investment in its cultural assets including the £42 million investment in Paisley museum. Additional costs have and will continue to be incurred whilst these projects are underway which will be reflected in this indicator.

Environmental Services

The Environmental Services category consists of 14 indicators, five of which are statutory, and cover unit cost, satisfaction and performance data. It is an area of significant spend and includes waste management, street cleansing, roads services, trading standards and environmental health. A summary of our 2016/17 data, as well as the Scottish average and our family group position has been provided below.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
ENV1a – Net cost per waste collection per premise	9	12	£54.85	£55.90	£64.46	Family group ranges from £39 (Inverclyde) to £80.29 (Midlothian).
ENV2a – Net cost of waste disposal per premise	18	24	£98.51	£113.04	£98.84	Family group ranges from £75.18 (Angus) to £116.73 (Renfrewshire).
ENV3a – Net cost of street cleaning per 1,000 population	6	4	£10,013.75	£8,116.86	£14,726.45	Family group ranges from £8,116.86 (Renfrewshire) to £17,470.94 (Inverclyde).
ENV3c – Cleanliness Score (% acceptable)	29	26	87.90%	91.33%	93.9%	Family group ranges from 91.33% (Renfrewshire) to 98.7% (Midlothian).
ENV4a – Cost of maintenance per kilometre of roads	20	29	£12,481.64	£19,280.47	£10,456.21	Family group ranges from £6,779.19 (Midlothian) to £21,783.04 (Inverclyde).
ENV4b – Percentage of A class roads that should be considered for maintenance treatment	16	12	26.33%	22.39%	29.54%	Family group ranges from 16.26% (East Renfrewshire) to 29.63% (Inverclyde).
ENV4c – Percentage of B	16	12	31.6%	27.49%	34.76%	Family group ranges from 24.10% (South Lanarkshire)

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
class roads that should be considered for maintenance treatment						to 37.58% (Inverclyde).
ENV4d – Percentage of C class roads that should be considered for maintenance treatment	21	18	38.78%	36.89%	34.57%	Family group ranges from 27.7% (Angus) to 43.42% (Inverclyde).
ENV4e – Percentage of unclassified roads that should be considered for maintenance treatment	17	17	37.18%	36.59%	39.5%	Family group ranges from 30.1% (West Lothian) to 44.82% (East Renfrewshire).
ENV5a – Cost of trading standards, money advice and citizens advice per 1,000 population	2	1	£2497.71	£1466.49	£5438.54	Family group ranges from £1,466.49 (Renfrewshire) to £9,098.98 (West Lothian).
ENV5b – Cost of environmental health per 1,000 population	4	1	£10,300.18	£6,377.54	£16,117.25	Family group ranges from £6,377.54 (Renfrewshire) to £20,540.68 (Inverclyde).
ENV6 – The percentage of total waste arising that is recycled	20	19	43.85%	48.47%	45.2%	Family group ranges from 48.47% (Renfrewshire) to 60.79% (East Renfrewshire).
ENV7a – Percentage of adults satisfied with refuse collection	17	13	85.33%	85.67%	81.67%	Family group ranges from 74.33% (East Renfrewshire) to 91.33% (Inverclyde).
ENV7b – Percentage of adults satisfied with street cleaning	30	30	65.67%	62.67%	72.33%	Family group ranges from 62.67% (Renfrewshire) to 80.33% (West Lothian)

Indicators in the bottom quartile

Cleanliness score (% acceptable) – Overview: Renfrewshire's Cleanliness Score improved by 3.4% from 87.9% in 2015/16 to 91.3% and 2016/17. The rank position in 2016/17 was 26th and was an improvement on the 2015/16 position of 29th. In 2016/17 the Scottish average was 93.9% which was marginally up by 0.5% from the 2015/16 average.

In the three years prior to 2016/17 Renfrewshire's average score was 88%. This indicator is based on 3 inspections per year – 2 carried out by internal teams and one by an external assessor. In 2016/17 the performance improvement results from a significantly higher external assessment score than previously. It is unclear whether this score is a 'one off' due to the area chosen for inspection or environmental conditions on the day or representative of a sustainable performance improvement that will be sustained in future years. Service changes were made during 2016, to refocus resources, improve early season preparations and deliver closer monitoring of the overall service. However it was expected that these would maintain performance rather than increase it significantly.

Analysis of the 2016/17 performance by Keep Scotland Beautiful indicated that there has been a marked improvement in the core street cleansing services of litter, weed growth and detritus compared to the previous year and these elements can be impacted on significantly within a day, e.g. when a bin is blown over.

In the summer of 2017, as part of the Team Up to Clean Up initiative, the service introduced an enhanced resource to supply communities with additional litter pickers and an increased road sweeping service to remove litter and detritus from roadside gullies. The enhanced litter picking resources in hard areas (street/pavements etc.) has increased the service from every 32 days to every 16 days. The road sweeping service has increased frequencies from twice per year to six times per year.

Percentage of adults satisfied with street cleaning – A programme of support and community engagement through Team Up to Clean Up is being introduced to provide advice, guidance, equipment, and support for communities to become involved in local environmental improvements. An enforcement and educational approach is also being targeted in key areas to address litter and dog fouling across Renfrewshire. Early indications are that the enhanced services are having a positive impact on litter removal and environmental improvements and are being recognised in local satisfaction with street cleaning and should reflect positively on the 2017/18 performance of this indicator.

It should be noted that while this data is proportionate at the Scottish level, it is acknowledged by the Improvement Service that there are limitations at council level in relation to the very small sample sizes (600 in Renfrewshire in the 2016 survey) and low confidence levels. The Improvement Service continues to explore opportunities to develop alternative measures of customer / resident satisfaction which is comparable at local authority level.

Cost of maintenance per kilometre of roads - the cost of Renfrewshire's roads maintenance has increased from £12,481.64 in 2015/16 to £19,280.47 in 2016/17 and is above the Scottish average of £10,503.39. The increase in the costs between 2015/16 and 2016/17 reflects the capital allocation for Renfrewshire's Street Lighting Investment Strategy to convert all of Renfrewshire's street lighting from sodium lanterns to LED lanterns. An investment that will deliver significant capital savings in revenue expenditure in future years

This indicator reflects expenditure on Roads and includes Revenue Expenditure on Road and winter maintenance plus total expenditure to be met from Capital Resources including street lighting. In future years the significant capital allocation to roads improvements is expected to lead to ongoing performance of above average spend reflecting the current focus on investment in the roads infrastructure.

Housing Services

The Housing Services category consists of 5 indicators. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided below.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
HSN1b – Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	11	8	6.01%	5.35%	6.49%	Family group ranges from 3.11% (South Ayrshire) to 8.39% (Clackmannanshire).
HSN2 – Percentage of rent due in the year that was lost due to voids	25	24	1.86%	1.53%	0.93%	Family group ranges from 0.44% (South Lanarkshire) to 1.53% (Renfrewshire).
HSN3 – Percentage of dwellings meeting SHQS	24	23	85.57%	91.39%	93.63%	Family group ranges from 91.39% (Renfrewshire) to 99.65% (West Lothian).
HSN4b – Average time taken to complete non-emergency repairs	9	9	8.40	7.41	8.72	Family group ranges from 7.11 (Clackmannanshire) to 13.41 (South Lanarkshire).
HSN5 – Percentage of council dwellings that are energy efficient	12	15	98.52%	98.03%	96.62%	Family group ranges from 98.03% (Renfrewshire) to 100% (Clackmannanshire & West Lothian).

No Indicators in bottom quartile

Corporate Assets

The Corporate Asset category consists of 2 statutory indicators. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
CORP-ASSET 1 – Proportion of operational buildings that are suitable for their current use	1	1	100%	100%	79.80	Family group ranges from 80.7% (East Renfrewshire) to 100% (Renfrewshire).
CORP-ASSET 2 – Proportion of internal floor area of operational buildings in satisfactory positions	12	13	89.5%	89.7%	84.48%	Family group ranges from 75.87% (Midlothian) to 97.57% (Clackmannanshire)

Economic Development

The Economic Development category consists of 5 indicators. A summary of our 2016/17 data, as well as the Scottish average and our family group position, has been provided.

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
ECON1 – Percentage of unemployed people assisted into work from Council operated / funded Employability programmes	2	1	27.5%	27.1%	13.96%	Family group ranges from 9.53% (Clackmannanshire) to 27.1% (Renfrewshire).
ECON2 – Cost per planning application	31	31	£9534.30	£8506.40	£4635.61	Family group ranges from £2674.42 (Fife) to £9532.76 (West Lothian).
ECON3 – Average time (weeks) per planning application	16	25	9.16	11.14	9.31	Family group ranges from 6.48 (Inverclyde) to 11.14 (Renfrewshire).
ECON4 – Percentage of procurement spent on local small / medium enterprises	24	19	17.18%	19.41%	20.25%%	Family group ranges from 8.97% (Clackmannanshire) to 25.11% (Inverclyde).
ECON5 – Number of	18	15	17.6	18.5	16.6	Family group ranges from 12.8 (Inverclyde) to 22.5

Indicator	Ranked Position		Data		Scottish Average	Family Group Position
	2015/16	2016/17	2015/16	2016/17		
business gateway start-ups per 10,000 population						(West Lothian).

Indicator in the bottom quartile

Cost per planning application – The cost has reduced from £9534.30 to £8506.40; however the indicator remains in the bottom quartile. We continue to have dialogue with the Improvement Service on this indicator as the current LFR total being used includes other areas of activity not relevant to planning applications. We have calculated this as follows for 2016/17:

Direct staff costs	£344k
Indirect costs	£326k
Total costs	£670k
No. of applications	553
Cost per planning application	£1211.57

Average time (weeks) per planning application – The time taken increased from 9.16 weeks to 11.14 weeks, with the ranking changing to 25 and putting it in the bottom quartile. Some applications took longer to process, as a result of delays in the applicants responding to requests for information. In order to ensure statutory timescales are met, more staff are currently being recruited to this section.