To:	**Audit, Risk and Scrutiny Board**
On:	**16 March 2020**
Report by:	**Chief Executive**
Heading:	**Local Government Benchmarking Framework 2018/19**

1. **Summary**

1.1 In January 2020 the Improvement Service published the 2018/19 Local Government Benchmarking Framework (LGBF) performance data for all Scottish local authorities. The Framework is a high-level benchmarking tool which allows local authorities to compare their performance across a wide range of key service areas such as education, housing, and adult social care.

1.2 Renfrewshire Council has participated in the development of the LGBF since its inception in 2010, with the Framework now expanded to 90 indicators. The purpose of the Framework is to support evidence-based comparisons and encourage shared learning and improvement.

1.3 This report provides an overview of Renfrewshire's performance for 2018/19, as well as outlining the wider context and trends for local authorities across Scotland.

1.4 Renfrewshire Council LGBF performance overview 2018/19:

- 29 indicators have improved since last year
- 6 have remained roughly the same
- 37 indicators have declined in performance
- 14 have no current data available, and 4 have no comparable data available
- 21 indicators are in the top quartile (ranked 1st to 8th)
- 9 indicators are in the bottom quartile (ranked 25th to 32nd)

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2. **Recommendations**

2.1 It is recommended that the Audit, Risk and Scrutiny Board notes the report.

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3. **Background**

3.1 All Scottish local authorities participate in the LGBF, which allows councils to compare their performance across a suite of indicators, including costs and performance of key council services, and levels of public satisfaction. Whilst there are always different views on the nature and calculation of specific indicators, the framework provides a tool for the Council to consider its performance in relation to delivering Best Value, as well as a platform for learning and sharing good practice.

3.2 There are now 90 indicators in the Framework, which cover the majority of council services under eight categories:

- Children's services
- Corporate services
- Adult social care
- Culture and leisure services
- Environmental services
- Housing services
- Corporate asset management
- Economic development

3.3 The data is collated, verified and published for all Scottish councils by the Improvement Service. The final data for 2018/19 was published on 31 January 2020. A link to the Improvement Service reporting tool is available on the performance section of the Council website, and a summary of the data is provided in appendix 1.

3.4 There were a number of changes to the Framework this year, including: expanding the suite of adult social care measures by six indicators; amending the "cost per planning application" measure to "cost of Planning and Building Standards Services per planning application"; updating guidance on virtual library visits; and removing the 'experimental' tag from the primary teachers' judgements indicators.

4. National Context

4.1 Alongside the performance data, the Improvement Service published a report providing an overview as well as key trends across Scotland. The national report highlights:

4.2 *"Councils are now operating in a more challenging context than when the LGBF began. Across the nine-year period for which we present data, total revenue funding for councils has fallen by 9.4% in real terms (and by 7.6% since 2013/14). Against increasing budgetary pressure, councils have had to manage growing demographic pressures, increasing national policy demands, and higher public expectations. In addition, the welcome introduction of the Living Wage and recent local government pay awards place further pressure on already tight budgets. While these reflect progress in relation to fairness and equity for staff, they represent a significant increase in expenditure without additional capacity within the system."*

4.3 The report also highlights that, in this challenging fiscal environment, councils are increasingly relying on reserves, and draws attention to the growing proportion of funding which is committed to national policy initiatives, reducing the flexibility to respond to local priorities. The report notes that councils are continuing to protect or increase expenditure in core areas such as education and social care, whilst other services have experienced substantial reductions in spending over the last nine years, in particular central support services, followed by roads, culture and leisure, and planning.

4.4 In terms of general performance across Scotland, the report notes that local government has performed well despite growing pressure on budgets. However, there is evidence that performance, satisfaction, and system capacity are being negatively impacted.

5. Overview of Renfrewshire's Performance

5.1 An overview of the 90 indicators for Renfrewshire 2018/19 shows:

- 29 indicators have improved since last year
- 6 have remained roughly the same
- 37 indicators have declined in performance
- 14 have no current data available, and 4 have no comparable data available

5.2 The Council is in the top quartile for 21 indicators and in the bottom quartile for 9. Appendix 1 provides the Council's data, ranked position, and the Scottish average and range for all the indicators.

Indicators in the top quartile

5.3 The Council ranked in the top quartile (1st to 8th) for 21 of the framework indicators:

Indicator	Rank
Cost per primary school	3rd
Cost per secondary school	3rd
Average total tariff SIMD Quintile 1	8th
Average total tariff SIMD Quintile 2	7th
Average total tariff SIMD Quintile 3	6th
Average total tariff SIMD Quintile 5	8th
Percentage of funded early years provision which is graded good / better	5th
Residential costs per week per resident for people aged 65 or over (adult social care)	4th
Rate of readmission to hospital within 28 days per 1,000 discharges	7th
Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	4th
Cost per attendance at sports facilities	5th
Percentage of adults satisfied with libraries	8th
Percentage of adults satisfied with leisure facilities	4th
Net cost of street cleaning per 1,000 population	2nd
Percentage of A class roads that should be considered for maintenance treatment	8th
Cost of environmental health per 1,000 population	1st
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	6th
Proportion of operational buildings that are suitable for their current use	7th
Cost of Planning and Building Standards Services per planning application	1st
Average time per business and industry planning application (wk)	8th
Proportion of properties receiving superfast broadband	8th

Indicators in the bottom quartile

5.4 The Council ranked in the bottom quartile (25th to 32nd) for 9 of the framework indicators. Additional context for these indicators is summarised below, with further detail in appendix 1.

Indicator	Rank
% of people aged 65 and over with long-term care needs who are receiving personal care at home	28th
The cost per dwelling of collecting Council Tax	29th
Sickness absence days per employee (non-teacher)	28th
Cost per library visit	32nd
Cost of museums per visit	29th
Costs of parks and open spaces per 1,000 population	29th
Cost of maintenance per kilometre of roads	28th
Cost of trading standards, money advice and citizens advice per 1,000 population	30th
Percentage of adults satisfied with street cleaning	29th

5.5 % of people aged 65 and over with long-term care needs who are receiving personal care at home

The service has been actively reviewing the needs of service users to ensure that the partnership meets their care requirements appropriately. This has resulted in changes to the level and nature of services that some individuals receive. The reduction can also be attributed to individuals no longer being supported via the service for a variety of reasons including transferring to a Self-Directed Support budget option or residential care.

The methodology for calculating this indicator doesn't include the support provided via our Community Meals service, which has been very successful in releasing time previously spent supporting individuals with food preparation by frontline Care at Home services. This differs considerably from other HSCPs where Care at Home staff continue to provide this support, this results in higher percentages of service users meeting the criteria of "intensive home care".

5.6 The cost per dwelling of collecting Council Tax

Although in the bottom quartile, the cost of collecting council tax has reduced by 6.5% compared to the previous year. Since the LGBF began in 2010/11, the cost has reduced from £17.31 - £10.88. This can be attributed to factors associated with on-line services for council tax (MyAccount) which have been introduced to provide customers with easy access to services while reducing contact costs for the Council. In addition to decreasing the cost of collecting Council Tax, the percentage of Council Tax due in the year, collected by year end, has consistently performed at 96% over the last five years.

5.7 Sickness absence days per employee (non-teacher)

The two main types of illness classification presented across the time period were musculoskeletal and joint disorders and psychological (non-work related). To address this the Council provides a range of support services that employees can be referred to at an early stage for assistance, including counselling and physiotherapy support. There are a range of Council policies, guidance and training to assist managers and employees, with further detail provided in appendix 1. Data on sickness absence is regularly presented to the Corporate Management Team to ensure there continues to be a high-level focus on improving performance.

5.8 Cost of museums per visit

The cost of museums per visit has increased slightly from £43.88 to £44.47 in 2018/19. The Council and RLL have historically queried the methodology for the calculation of this indicator. As this indicator is influenced by visitor numbers, it was anticipated that there would be an impact on performance due to reduced annual visitors to the museum, which closed part way through the year in September 2018. However, further work is planned to query the costs that have been included in relation to museum provision as these appear to be much higher than local data held by RLL.

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. The cultural investment programme is a key priority for the Council and partners, with the renewed venues anticipated to attract significant volumes of new visitors to the town. The transformed Paisley museum alone is expected to attract 125,000 visits a year (four times current numbers) when it reopens in 2022, with such a significant projected increase in footfall it is anticipated it will directly reduce the cost of museum per visit.

5.9 Cost per library visit

Paisley Central Library closed in September 2018, as part of the Council's cultural investment programme. Services were re-located for a short period of time to 5 High Street in Paisley and the Lagoon leisure centre which resulted in a drop in attendance figures until the opening of a new temporary Paisley Central library in mid-February 2019. The temporary library will remain in place until the opening of the new library in 2021. Similar to the costs of museum visits, the data underpinning this indicator is currently being queried and benchmarking opportunities continue to be explored. Additional costs have and will continue to be incurred whilst these projects are underway which will be reflected in this indicator. Once the new Paisley Library is opened it is forecasted that this will significantly improve visitor numbers and consequently reduce the cost per visit.

5.10 Costs of parks and open spaces per 1,000 population

The increased costs of parks and open spaces per 1,000 population for 2018/19 reflects internal changes to how income is included on the Local Finance Return, as the 2018/19 costs now include recharges to other council services. A further increase in costs can be attributed to the pay award and the additional funding received for environmental improvements.

5.11 Cost of maintenance per kilometre of roads

The cost of Renfrewshire's roads maintenance has increased from £18,036 in 2017/18 to £18,050 in 2018/119 and is above the Scottish average of £9,417. The 2018/19 costs reflect the £8.089m roads capital investment programme allocation expenditure on roads and pavements. The costs associated with this indicator also include revenue expenditure on road and winter maintenance plus total expenditure to be met from capital resources including street lighting. This significant capital allocation reflects the current focus on investment in roads infrastructure. Renfrewshire continues to spend higher than the Scottish Average.

5.12 Cost of trading standards, money advice and citizens advice per 1,000 population

The increased cost of trading standards, money advice and citizens advice per 1,000 population for 2018/19 reflects internal changes to the Local Finance Return. Following recent changes in service structures, the allocation of some services has been reviewed and as a result, this indicator now includes additional cost relating to for example Advice works, business regulation costs and external advice services.

5.13 Percentage of adults satisfied with street cleaning

Streetscene have invested £2.5m into street cleanliness whilst a programme of support and community engagement through Team Up to Clean Up has been introduced to provide advice, guidance, equipment, and support for communities to become involved in local environmental improvements. As this indicator is calculated using a three-year average, it will not, as yet, capture the full impact of the Team Up to Clean Up programme. It is likely that local satisfaction with street cleaning arising from the programme will reflect positively on the future performance of this indicator.

It should also be noted that while this survey 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 (240 in Renfrewshire in 2018). Further information is provided in appendix 1.

6. Significant Movement

6.1 Listed below are indicators where there has been significant movement in the ranked position since 2017/18, by nine positions or more. Further details are provided in the Appendix.

- Cost per pre-school education registration (7th to 21st)
- Average total tariff SIMD Quintile 4 (3rd to 12th)
- Percentage of funded early years provision which is graded good / better (23rd to 5th)
- Residential costs per week per resident for people aged 65 or over (18th to 4th)
- Percentage of invoices sampled that were paid within 30 days (4th to 18th)
- Percentage of unemployed people assisted into work from Council operated / funded Employability programmes (1st to 10th)
- Cost of Planning and Building Standards Services per planning application (32nd to 1st)
- Average time per business and industry planning application (wk) (19th to 8th)
- Proportion of people earning less than the living wage (9th to 20th)

7. Monitoring and reporting of LGBF

7.1 The performance of the LGBF indicators will continue to be monitored by the Corporate Management Team, through the service improvement planning process and through further benchmarking activities 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.

7.2 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.

Implications of this report

1. **Financial –** n/a

2. **HR and Organisational Development –** n/a

3. **Community/Council Planning –** n/a

4. **Legal –** n/a

5. **Property/Assets –** n/a

6. **Information Technology –** n/a

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 for example 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 and Safety –** n/a

9. **Procurement –** n/a

10. **Risk –** n/a

11. **Privacy Impact –** n/a

12. **Cosla Policy Position –** the LGBF framework represents a joint commitment by SOLACE (Scotland) and COSLA to develop better measurement and comparable data to target resources and drive improvements.

13. **Climate Risk –** n/a

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List of background papers: 2018/19 LGBF Overview Report, https://www.improvementservice.org.uk/benchmarking

Appendix 1

Family Groups were set up to facilitate comparisons and encourage discussions between similar councils. Renfrewshire is 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, South Ayrshire, South Lanarkshire, 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.

<u>Children's Services</u>

There are 31 indicators in the Children's Services category. For 2018/19, 6 have improved, 1 has remained stable, and 10 have declined. Data is currently not available for 10 indicators, and 4 have no comparable data as this is the first year they have had their 'experimental' tag removed (noted at section 3.4).

- 9 are in the top quartile
- 0 are in the bottom quartile

Indicator	**Ranked Position**		**Data**		**Scottish Average**	**Family Group Range**
	2017/18	2018/19	2017/18	2018/19		
CHN1 – Cost per primary school pupil	2	3	£4,563	£4,753	£5,250	£4,655 (Falkirk) - £5,424 (West Lothian)
CHN2 – Cost per secondary school pupil	1	3	£6,022	£6,518	£7,185	£6,433 (Fife) - £8,103 (Clackmannanshire)
CHN3 – Cost per pre-school education registration	7	21	£3,696	£5,786	£5,070	£3,312 (West Lothian) - £5,852 (Clackmananshire)
CHN4 – Percentage of pupils gaining 5+ awards at Level 5	8	11	66%	65%	63%	70% (West Lothian) – 53% (Clackmannanshire)
CHN5 – Percentage of pupils gaining 5+ awards at Level 6	9	10	36%	36%	35%	44% (West Lothian) - 27% (Clackmannanshire)

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	2017/18	2018/19	2017/18	2018/19		
CHN6 – Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at level 5 (SIMD)	12	12	43%	45%	44%	53% (West Lothian) – 35% (Clackmannanshire)
CHN7 – Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at level 6 (SIMD)	16	10	16%	18%	18%	27% (West Lothian) – 13% (Fife)
CHN10 – Percentage of adults satisfied with local schools	7	9	80%	79%	71.83%	83.4% (South Ayrshire) – 65.1% (Fife)
CHN12a – Overall average tariff score	8	11	935	911	892	951 (Falkirk) – 773 (Clackmannanshire)
CHN12b – Average total tariff SIMD Quintile 1	14	8	619	652	625	703 (Falkirk) – 516 (Clackmannanshire)
CHN12c – Average total tariff SIMD Quintile 2	13	7	782	807	740	831 (South Ayrshire) – 679 (Fife)
CHN12d – Average total tariff SIMD Quintile 3	7	6	969	968	872	968 (Renfrewshire) – 838 (Fife)
CHN12e – Average total tariff SIMD Quintile 4	3	12	1200	1062	1013	1212 (Falkirk) – 841 (Clackmannanshire)
CHN12f – Average total tariff SIMD Quintile 5	7	8	1275	1215	1193	1228 (West Lothian) – 1133 (Fife)
CHN13a - % of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	n/a	7	n/a	76%	72%	79.9% (South Ayrshire) – 69.2% (Dumfries & Galloway)
CHN13b - % of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	n/a	5	n/a	84%	79%	84.1% (West Lothian) – 76.8% (Clackmannanshire)
CHN14a - Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	n/a	11	n/a	20.44%	20.66%	24.3% (Falkirk) – 18.15% (Dumfries & Galloway)
CHN14b - Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	n/a	14	n/a	17.28%	17%	13.07 (East Renfrewshire) – 28.84 (Scottish Borders)
CHN18 – Percentage of funded early years provision which is graded good / better	23	5	87.69%	96.88%	90.58%	98.5% (Falkirk) – 87.1% (Dumfries & Galloway)
CHN19a - School attendance rates (per 100 pupils)	19	17	93.3	93.04	92.95	93.6% (Dumfries & Galloway) - 92.5% (Fife)
CHN21 – Participation rate for 16-19 year olds (per 100)	20	18	91.6	91.7%	91.56%	92.6% (South Lanarkshire) – 90.1% (Clackmannanshire)

Significant Movement (i.e. moved nine or more places in the rankings since 2017/18)

CHN3 – Cost per pre-school education registration (7th to 21st) – The Council is progressing with the expansion of free provision from 600 hours per child to 1140 hours. This means that provision is almost doubling but with no increase in registrations (expansion is in the number of hours per child, not in the number of eligible children) resulting in higher costs being attributed to the same number of places. As well as the increased staffing costs (which will be experienced by most local authorities), the local programme to support expansion has included significant spending on infrastructure, including four new build projects and extensions to 16 buildings. This is providing an early years estate fit for the future.

CHN12e – Average total tariff SIMD Quintile 4 (3rd to 12th) **-** This figure has decreased since 2017/18 but Renfrewshire remains above national average and there is an increasing trend over 3 and 5 years. There tends to be more variation in quintile 4 data as this is a smaller group than the other quintiles.

CHN18 – Percentage of funded early years provision which is graded good / better (23rd to 5th) – This indicator refers to inspections carried out by the Care Inspectorate. For each inspection year there is a focus on a different quality theme. The Council's quality improvement framework and programme of support visits to funded partner providers and local authority early years establishments supports them to maintain quality.

Adult Services

There are 11 indicators in the Adult Services category. For 2018/19, 3 have improved, and 4 have declined. Data is currently not available for 4 indicators.

- 3 are in the top quartile
- 1 is in the bottom quartile

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	2017/18	2018/19	2017/18	2018/19		
SW1 – Home care costs per hour for people aged 65 or over	12	19	£22.83	£26.4	£24.67	£14.6% (Clackmannanshire) - £33.35 (Fife)
SW2 – SDS (Direct Payments + Managed Personalised Budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+	18	12	£4.25	£5.8	£7.3	£9.8 (West Lothian) - £1.93 (Clackmannanshire) -
SW3a - % of people aged 65 and over with long-term care needs who are receiving personal care at home	24	28	61.06%	55.43%	61.02%	73.6% (Clackmannanshire) – 55.4% (Renfrewshire)

SW5 – Residential costs per week per resident for people aged 65 or over	18	4	£422	£277	£381	£194 (Dumfries & Galloway) - £567 (Fife)
SW6 - Rate of readmission to hospital within 28 days per 1,000 discharges	8	7	90.1	88.27	102.97	88.27 (Renfrewshire) – 127 (South Ayrshire)
SW7 - Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	5	12	90.53	84.16	82.17	96.97 (Clackmannanshire) – 78 (South Lanarkshire)
SW8 - Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	3	4	189.9	245.92	792.66	245.92 (Renfrewshire) – 1,354 (South Ayrshire)

Bottom Quartile Indicator Commentary

SW3a - % of people aged 65 and over with long-term care needs who are receiving personal care at home - The service has been actively reviewing the needs of service users to ensure that the partnership meets their care requirements appropriately. This has resulted in changes to the level and nature of services that some individuals receive. The reduction can also be attributed to individuals no longer being supported via the service for a variety of reasons including transferring to a Self-Directed Support budget option or residential care.

The methodology for calculating this indicator doesn’t include the support provided via our Community Meals service, which has been very successful in releasing time previously spent supporting individuals with food preparation by frontline Care at Home services. This differs considerably from other HSCPs where Care at Home staff continue to provide this support, this results in higher percentages of service users meeting the criteria of "intensive home care".

Significant Movement (i.e. moved nine or more places in the rankings since 2017/18)

SW5 – Residential costs per week per resident for people aged 65 or over (18^{th} to 4^{th}) - The decrease in costs from 2017/18 to 2018/19 is currently being explored. Initial assessment analysis indicates that this is at least partially related to a 16% increase in the number of clients.

Corporate

There are 8 indicators in the Corporate category. For 2018/19, 3 have improved, 2 have remained stable, and 3 have declined.

- 0 are in the top quartile
- 2 are in the bottom quartile

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	2017/18	2018/19	2017/18	2018/19		
CORP 1 – Support services as a percentage of total gross expenditure	24	22	5.11%	4.62%	4.37%	3.2 (Inverclyde) - 8.09 (Clackmannanshire)
CORP 3b – percentage of the highest paid 5% of employees who are women	7	11	56.82%	57.11%	55.79%	59.9% (East Renfrewshire) – 48.8% (South Lanarkshire)
CORP 3c – The gender pay gap	20	15	4.57	3.58	3.96	8.2 (Inverclyde) -1.6 (Angus)
CORP 4 – The cost per dwelling of collecting Council Tax	27	29	£11.64	£10.88	£6.92	£3.58 (Clackmannanshire) - £10.88 (Renfrewshire)
CORP 6a – Sickness absence days per teacher	22	18	6.7	6.35	6.21	4.92 (Inverclyde) – 8.48 (Clackmannanshire)
CORP 6b – Sickness absence days per employee (non-teacher)	28	28	12.77	13.24	11.49	9.86 (Midlothian) – 15.02 (Clackmannanshire)
CORP 7 – Percentage of income due from Council Tax received by the end of the year	20	20	96.05%	96.02%	96%	97.6% (East Renfrewshire) – 95.1% (Midlothian)
CORP 8 – Percentage of invoices sampled that were paid within 30 days	4	18	96.58%	92.21%	92.68%	96% (West Lothian) – 81.4% (East Renfrewshire)

Bottom Quartile Indicator Commentary

CORP 4 – The cost per dwelling of collecting Council Tax – Despite being in the bottom quartile, the cost of collecting council tax has reduced by 6.5% compared to the previous year. Since the LGBF began in 2010/11, the cost has reduced from £17.31 - £10.88. This can be attributed to factors associated with on-line services for council tax (MyAccount) which have been introduced to provide customers with easy access to services while reducing contact costs for the Council. In addition to decreasing the cost of collecting Council Tax, the percentage of Council Tax due in the year, collected by year end, has consistently performed at 96% over the last five years.

CORP 6b – Sickness absence days per employee (non-teacher) - The two main types of illness classification presented across the time period were musculoskeletal and joint disorders and psychological (non-work related).

To address psychological (non-work related) absences the Council provides a range of support services that employees can be referred to at an early stage for assistance.

If an employee suggests to their manager that they are experiencing psychological issues, then they should be given time to speak to the mental health first aider and also provided with the Timefortalking counselling service information. The service operates a flexible approach to appointments offering telephone consultations in the early mornings or evenings as well as throughout the day and face to face sessions at their offices in Paisley.

To support this, the Council continues to deliver Mindfulness Courses and Scottish Mental Health First Aider courses, and are working with the counselling service to provide other types of training which can be delivered, for example personal resilience.

There are a range of Council policies, guidance and training to assist managers and employees that are specific to stress-related issues, including wellbeing courses available on the Council's iLearn system.

The Council continues to promote the NHS Choose Life team, who offer safeTalk and ASIST training on suicide awareness and prevention, as well as working with other NHS colleagues to promote the "doing well" service which helps people with depression and low moods.

In relation to addressing musculoskeletal and joint disorders the Council offers a physiotherapy service through an Occupational Health provider, accessible to all employees. Following on from a successful pilot, onsite physiotherapy is available at Underwood Road depot where most of the manual activities are based.

In addition to the Council policies, training and guidance available to assist managers and employees, we continue to promote healthy lifestyles and workplaces through the Healthy Working Lives, Gold Award programme.

Service absence champions continue to work with their management teams and the Human Resources and Organisational Development service to identify absence trends and put in place supporting attendance strategies.

Data on sickness absence is regularly presented to the Corporate Management Team to ensure there continues to be a high-level focus on improving performance.

Significant Movement (i.e. moved nine or more places in the rankings since 2017/18)

CORP 8 – Percentage of invoices sampled that were paid within 30 days

Clarification of the agreed approach used to process provider invoices has reinstated the control measures required to demonstrate compliance with self-directed support requirements and the council financial regulations. Reinstating this control measure, along with various process improvement measures and data cleansing, has impacted on the performance of this indicator. Amendments to both the approach and data reporting are planned to take effect for the new financial year which should result in the indicator returning to more normal expected levels, above 95%.

Culture and Leisure

There are 8 indicators in the Culture and Leisure category. For 2018/19, 4 have improved, 1 has remained stable, and 3 have declined.

- 3 are in the top quartile
- 3 are in the bottom quartile

Indicator	**Ranked Position**		**Data**		**Scottish Average**	**Family Group Range**
	2017/18	2018/19	2017/18	2018/19		
C&L1 – Cost per attendance at sports facilities	11	5	£2.12	£1.25	£2.62	£0.75 (Clackmannanshire) - £4.14 (East Renfrewshire)
C&L2 – Cost per library visit	22	32	£3.52	£7.65	£2.05	£0.45 (Clackmannanshire) - £7.65 (Renfrewshire)
C&L3 – Cost of museums per visit	29	29	£43.88	£44.47	£3.48	£0.22 (West Lothian) - £44.47 (Renfrewshire)
C&L4 – Costs of parks and open spaces per 1,000 population	17	29	£21,857	£30,446	£20,174	£7,434 (Midlothian) - £30,446 (Renfrewshire)
C&L5a – Percentage of adults satisfied with libraries	12	8	77.67%	79.73%	72.37%	79.7% (Renfrewshire) – 69.1% (Midlothian)
C&L5b – Percentage of adults satisfied with parks and open spaces	23	17	84%	85%	84.83%	88.4% (Inverclyde) – 80.4% (South Lanarkshire)
C&L5c – Percentage of adults satisfied with museums and galleries	8	10	76.33%	74.67%	69%	74.7% (Renfrewshire) – 42.4% (Clackmannanshire)
C&L5d – Percentage of adults satisfied with leisure facilities	5	4	80.67%	81.30%	71.43%	84.7% (Inverclyde) – 64.3% (East Renfrewshire)

Bottom Quartile Indicator Commentary

C&L2 – Cost per library visit – Paisley Central Library closed in September 2018, as part of the Council's cultural investment programme. Services were re-located for a short period of time to 5 High Street in Paisley and the Lagoon leisure centre which resulted in a drop in attendance figures until the opening of a new temporary Paisley Central library in mid-February 2019. The temporary library will remain in place until the opening of the new library in 2021. Similar to the costs of museum visits, the data underpinning this indicator is currently being queried and benchmarking opportunities continue to be explored. Additional costs have and will continue to be incurred whilst these projects are underway which will be reflected in this indicator. Once the new Paisley Library is opened it is forecasted that this will significantly improve visitor numbers and consequently reduce the cost per visit.

C&L3 – Cost of museums per visit – The cost of museums per visit has increased slightly from £43.88 to £44.47 in 2018/19. The Council and RLL have historically queried the methodology for the calculation of this indicator. As this indicator is influenced by visitor numbers, it was anticipated that there would be an impact on performance due to reduced annual visitors to the museum, which closed part way through the year in September 2018. However, further work is planned to query the costs that have been included in relation to museum provision as these appear to be much higher than local data held by RLL.

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. The cultural investment programme is a key priority for the Council and partners, with the renewed venues anticipated to attract significant volumes of new visitors to the town. The transformed Paisley museum alone is expected to attract 125,000 visits a year (four times current numbers) when it reopens in 2022, with such a significant projected increase in footfall it is anticipated it will directly reduce the cost of museum per visit.

C&L4 – Costs of parks and open spaces per 1,000 population – The increased costs of parks and open spaces per 1,000 population for 2018/19 reflects internal changes to how income is included on the Local Finance Return, as the 2018/19 costs now include recharges to other council services. A further increase in costs can be attributed to the pay award and the additional funding received for environmental improvements.

Environment

There are 15 indicators in the Environment category. For 2018/19, 6 have improved, 2 have remained stable, and 7 have declined.

- 3 are in the top quartile
- 3 are in the bottom quartile

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	17/18	18/19	2017/18	2018/19		
ENV1a – Net cost per waste collection per premise	8	12	£53.86	£59.45	£67.45	£36.08 (Inverclyde) - £79.9 (West Lothian)
ENV2a – Net cost of waste disposal per premise	25	24	£116.97	£108.84	£97.29	£85 (East Renfrewshire) - £108.8 (Renfrewshire)
ENV3a – Net cost of street cleaning per 1,000 population	3	2	£6,298	£6,114	£14,880	£6,114 (Renfrewshire) - £19,028 (Inverclyde)
ENV3c – Cleanliness Score (% acceptable)	23	21	90.54%	91.90%	92.80%	94.9% (East Renfrewshire) – 89.6% (Inverclyde)
ENV4a – Cost of maintenance per kilometre of roads	26	28	£18,036	£18,050	£9,417	£7,815 (Midlothian) - £25,188 (Inverclyde)
ENV4b – Percentage of A class roads that should be considered for maintenance treatment	10	8	23.76%	23.03%	30.03%	17.24% (East Renfrewshire) – 27.4% (Midlothian)
ENV4c – Percentage of B class roads that should be considered for maintenance treatment	11	10	25.98%	24.67%	35.71%	22.2% (Clackmannanshire) – 37.4% (Angus)
ENV4d – Percentage of C class roads that should be considered for maintenance treatment	19	20	37.54%	37.93%	36.25%	30.4% (Clackmannanshire) – 46.6% (West Lothian)
ENV4e – Percentage of unclassified roads that should be considered for maintenance treatment	14	17	35.09%	36.93%	38.25%	28.9% (West Lothian) – 44.2% (East Renfrewshire)
ENV5 – Cost of Trading Standards and environmental health per 1,000 population	1	9	£8,672	£16,840	£20,884	£13,291 (Midlothian) – £24,914 (Inverclyde)
ENV5a – Cost of trading standards, money advice and citizens advice per 1,000 population	2	30	£1,348	£11,845	£5,890	£2,724 (Clackmannanshire) - £11,845 (Renfrewshire)
ENV5b – Cost of environmental health per 1,000 population	2	1	£7,324	£4,995	£14,994	£4,995 (Renfrewshire) - £20,307 (Inverclyde)
ENV6 – The percentage of total waste arising that is recycled	17	17	47.80%	49.20%	44.70%	66.2% (East Renfrewshire) – 44.3% (South Lanarkshire)
ENV7a – Percentage of adults satisfied with refuse collection	12	20	84.33%	79.63%	76.30%	87.1% (Midlothian) – 71.7% (Clackmannanshire)
ENV7b – Percentage of adults satisfied with street cleaning	29	29	61.33%	60.10%	66.30%	74.3% (Angus) – 56.6% (Clackmannanshire)

Bottom Quartile Indicator Commentary

ENV4a – Cost of maintenance per kilometre of roads – The cost of Renfrewshire's roads maintenance has increased from £18,036 in 2017/18 to £18,050 in 2018/119 and is above the Scottish average of £9,417. The 2018/19 costs reflect the £8.089m roads capital investment programme allocation expenditure on roads and pavements. The costs associated with this indicator also include revenue expenditure on road and winter maintenance plus total expenditure to be met from capital resources including street lighting. This significant capital allocation reflects the current focus on investment in roads infrastructure. Renfrewshire continues to spend higher than the Scottish Average.

ENV5a – Cost of trading standards, money advice and citizens advice per 1,000 population – The increased cost of trading standards, money advice and citizens advice per 1,000 population for 2018/19 reflects internal changes to the Local Finance Return. Following recent changes in service structures, the allocation of some services has been reviewed and as a result, this indicator now includes additional cost relating to for example Advice works, business regulation costs and external advice services.

ENV7b – Percentage of adults satisfied with street cleaning - Streetscene have invested £2.5m into street cleanliness whilst a programme of support and community engagement through Team Up to Clean Up has been introduced to provide advice, guidance, equipment, and support for communities to become involved in local environmental improvements. As this indicator is calculated using a three-year average, it will not, as yet, capture the full impact of the Team Up to Clean Up programme. It is likely that local satisfaction with street cleaning arising from the programme will reflect positively on the future performance of this indicator.

The data released by the Improvement Service for 2018/19, shows Renfrewshire's ranking has remained at 29. Data for this indicator is drawn from the Scottish Household Survey which is based on a three-year average covering the period 2016/19. This three-year average will not, as yet, capture the full impact of the Team Up to Clean Up programme. It is likely that local satisfaction with street cleaning arising from the programme will reflect positively on the future performance of this indicator.

It should also be noted that while this survey 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 (240 in Renfrewshire in 2018). The Improvement Service continues to explore opportunities to develop alternative measures of customer/resident satisfaction which is comparable at local authority level.

Housing

There are 5 indicators in the Housing category. For 2018/19, 1 has improved, and 4 have declined.

- 1 is in the top quartile

- 0 are in the bottom quartile

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	2017/18	2018/19	2017/18	2018/19		
HSN1b – Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5	6	4.88%	5.76%	7.33%	3.2% (South Ayrshire) – 9% (Fife)
HSN2 – Percentage of rent due in the year that was lost due to voids	21	22	1.31%	1.43%	0.95%	0.5% (South Lanarkshire) – 1.4% (Renfrewshire)
HSN3 – Percentage of council dwellings meeting SHQS	19	17	93.51%	94.49%	94.32%	98.8% (West Lothian) – 92.5% (South Lanarkshire)
HSN4b – Average number of days taken to complete non-emergency repairs	8	10	7.06	6.9	7.8	6 (Fife) – 14.3 (South Lanarkshire)
HSN5 – Percentage of council dwellings that are energy efficient	5	10	99.95%	99.81%	97.49%	100% (Clackmannanshire & West Lothian) – 97% (South Lanarkshire)

Corporate Asset

There are 2 indicators in the Corporate Asset category. For 2018/19, 1 has improved, and 1 has declined.

- 1 is in the top quartile
- 0 are in the bottom quartile

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	2017/18	2018/19	2017/18	2018/19		
CORP-ASSET 1 – Proportion of operational buildings that are suitable for their current use	3	7	94.89%	92.58%	82.14%	96.3% (South Lanarkshire) - 66.29% (Midlothian)
CORP-ASSET 2 – Proportion of internal floor area of operational buildings in satisfactory positions	13	9	92.24%	95.20%	87.21%	99.64% (West Lothian) – 83.4% (Midlothian)

Economic Development

There are 10 indicators in the Economic Development category. For 2018/19, 5 have improved, and 5 have declined.

- 3 are in the top quartile
- 0 are in the bottom quartile

Indicator	Ranked Position		Data		Scottish Average	Family Group Range
	17/18	18/19	17/18	18/19		
ECON1 – Percentage of unemployed people assisted into work from Council operated / funded Employability programmes	1	10	29.15%	17.51%	12.59%	29.94% (East Renfrewshire) – 1.2% (South Lanarkshire)
ECON2 – Cost of Planning and Building Standards Services per planning application	32	1	£8,001	£1,048	£4,439	£1,048 (Renfrewshire) - £8,818 (Inverclyde)
ECON3 – Average time per business and industry planning application (wk)	19	8	9.04	7.74	9.09	7.6 (Clackmannanshire) 13.02 (South Lanarkshire)
ECON4 – Percentage of procurement spend on local enterprises	15	13	25.37%	29.92%	28.71%	36.6% (Angus) - 8.90% (East Renfrewshire)
ECON5 – Number of business gateway start-ups per 10,000 population	24	22	14.99	16.65	16.7	23 (Clackmannanshire) – 14.8 (Angus)
ECON6 – Cost of Economic Development & Tourism per 1,000 population	21	24	£90,798	£109,044	£102,086	£35,447 (Clackmannanshire) - £109,044 (Renfrewshire)
ECON7 – Proportion of people earning less than the living wage	9	20	17.7	25.1	19.4	30.1 (East Renfrewshire) – 14.8 (Midlothian)
ECON8 – Proportion of properties receiving superfast broadband	15	8	93.71	96.4	92.01	97.1 (Inverclyde) – 86.1 (Angus)
ECON9 – Town Vacancy Rates	16	18	10.95	10.65	10	17.7 (Inverclyde) – 7.5 (Midlothian)
ECON10 – Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	19	24	27.72%	21.97%	37.38%	78.8% (West Lothian) – 5.3% (Clackmannanshire)

Significant Movement (i.e. moved nine or more places in the rankings since 2017/18)

ECON1 – Percentage of unemployed people assisted into work from Council operated / funded Employability programmes (1st to 10th)
- A decrease in our ranked position was anticipated for 2018/19 as the service has recently undergone a full service redesign and has moved to a sectoral approach in line with growth sectors.

ECON2 – Cost of Planning and Building Standards Services per planning application (32nd to 1st) – This indicator has been amended to more accurately reflect what is included in the measure. The Environmental Services element of the costs has also been removed to improve the measure by giving it more of a focus on direct planning and building standards services.

ECON3 – Average time per business and industry planning application (wk) (19th to 8th) – This indicator tends to fluctuate depending on the level of complexity in planning applications received.

ECON7 – Proportion of people earning less than the living wage (9th to 20th) – This indicator is from the Office of National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) report. It measures a random sample of all employee jobs from HMRC's Pay As You Earn (PAYE) system, and doesn't include those who are self-employed, jobs within the armed forces, or certain types of seasonal work. Renfrewshire Council is an accredited Living Wage employer, paying at least the Living Wage to all our employees, as well as working with suppliers and contractors to ensure they are also paid the Living Wage. We also promote the Living Wage across Renfrewshire-based organisations.