Summary of LGBF performance 2017/18

Annex 1

This annex provides a summary of East Renfrewshire's performance against key LGBF indicators for the period 2015/16 to 2017/18. The indicators are analysed within service headings (and grouped under each of our existing strategic outcomes). Within each service area the data is presented in line with East Renfrewshire Council's 'Balanced Scorecard' which covers strategic delivery *Outcomes* and our organisational outcomes covering *Efficiency*, *Customer* and *People* (where indicators relate to these). Local results are considered in the context of the national picture, including comparison of 2017/18 data with the Scottish average and graphs showing East Renfrewshire trend data against the Scottish and Family Group averages. Graphs are included for the most significant indicators and where there are notable trends (graphs do not necessarily have comparable scales).

1. All children in East Renfrewshire experience a stable and secure childhood and succeed

Children's Services / Educational Attainment

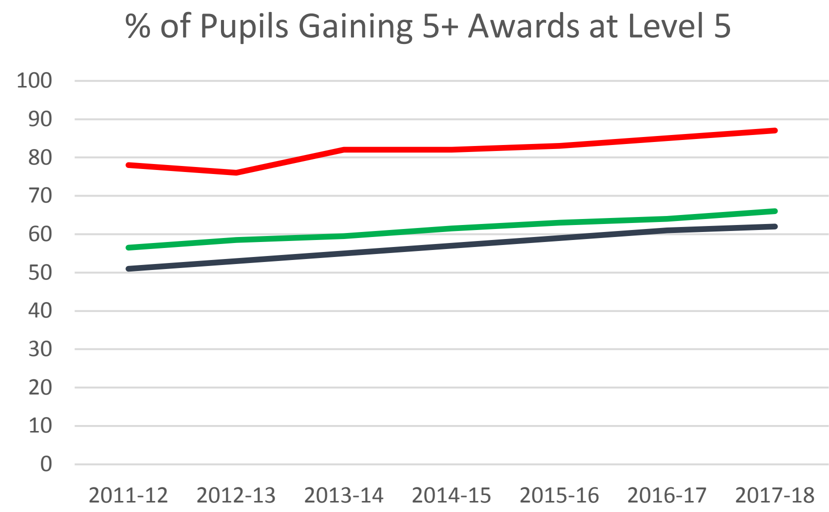
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	Attainment of all children at S4 (% of pupils achieving 5+ awards at SCQF level 5)	83%	85%	87%	62% (+25)	1	1	1	1	1	1
	Attainment of all children at S6 (% of pupils gaining 5+ awards at SCQF level 6)	62%	63%	63%	34% (+39)	1	1	1	1	1	1
	Attainment at S4 of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 5)	56%	56%	69%	42% (+27)	1	1	1	2	2	1
	Attainment at S6 of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 6)	25%	30%	37%	16% (+21)	1	1	1	2	2	1
	% Average Total Tariff	1319	1353	1388	891 (+497)	1	1	1	1	1	1
	% Average Total Tariff SIMD Quintile 1[1]	808	845	972	618 (+354)	1	1	1	1	1	1

[1] SIMD Quintiles- Used to measure the attainment of those sub groups of pupils who live in deprived areas

	% Average Total Tariff SIMD Quintile 2	1160	1217	1139	750 (+389)	1	1	1	2	1	1
	% of funded early years provision which is graded good/better	93.1%	92.9%	100%	91.7% (-1.7%)	2	3	1	16	18	1
	Balance of care for LAC:% of children being looked after in the community	95.38%	91.45%	93.64%	89.69% (+3.95)	1	2	1	1	9	5
	% of pupils entering positive destinations	96.60%	96.10%	97.40%	94.40% (-3.00)	1	1	1	1	1	1
	% of children meeting developmental milestones	76.65%	56.54%	3.66%	57.11% (-53.45)	3	4	4	18	28	27
	Participation Rates for 16-19 year olds (per 100)	96.40%	96.20%	96.80%	91.80% (+5)	1	1	1	2	2	2
	% of child protection re-registrations within 18 months	17.24%	8.57%	0%	6.12% (-6.12)	4	4	1	30	27	1
	% of LAC with more than 1 placement in the last year (Aug-July)	21.54%	19.66%	29.09%	20.55% (+8.54)	2	2	4	14	13	27
Efficiency Outcome	Cost per primary school pupil	£4,662	£4,615	£4,662	£4,974 (-£312)	2	2	1	10	10	7
	Cost per secondary school pupil	£6,721	£6,683	£6,621	£6,879 (-£258)	2	2	1	11	9	7
	Cost per pre-school place	£4,766	£5,084	£5,244	£4,463 (+£781)	3	3	4	23	24	25
	The gross cost of LAC in residential based services per child per week	£8,099	£3,039	£3,896	£3,485 (+£411)	4	2	3	31	12	23
	The gross cost of LAC in a community setting per child per week	£198.85	£181.86	£205.19	£327.93 (£122.74)	1	1	1	5	5	5
Customer Outcome	Percentage of adults satisfied with local schools[2]	84%	81%	81%	72.33% (+8.67)	2	2	1	13	14	6
	*Citizens' Panel - Primary education % of service users rating service as very good/good **	*96%*	*97%*	*98%*	*						
	*Citizens' Panel - Secondary education % of service users rating service as very good/good **	*96%*	*95%*	*96%*	*						

[2] Data represents three year average for each period (e.g. 2017/18 = average for 2013/16, 2014/17 and 2015/18)
* These data represent the latest East Renfrewshire Council's Citizens' Panel satisfaction measures and are not comparable with LGBF benchmarking data. (Data has been provided to add additional context).

Key trends


% of Pupils Gaining 5+ Awards at Level 5
100
90
80
70
60
50
40
30
20
10
0
2011-12
2012-13
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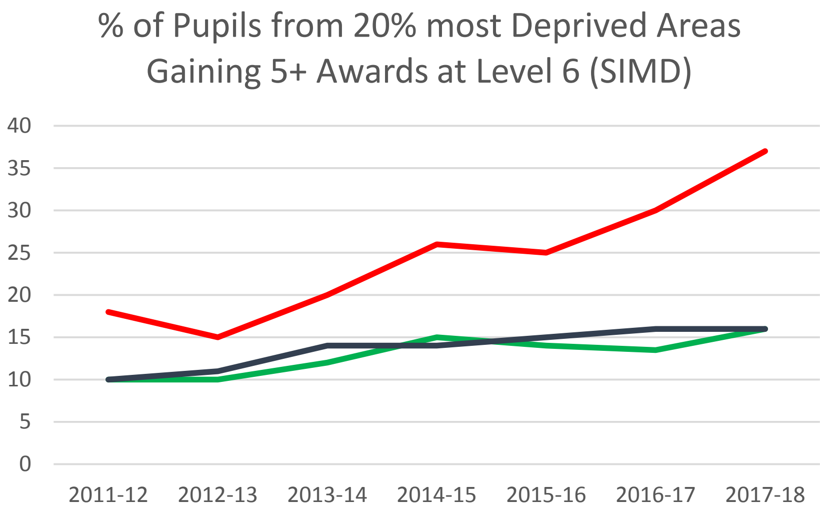
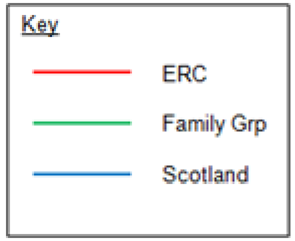
2014-15
2015-16
2016-17
2017-18


% of Pupils from 20% most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)
40
35
30
25
20
15
10
5
0
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Key
ERC
Family Grp
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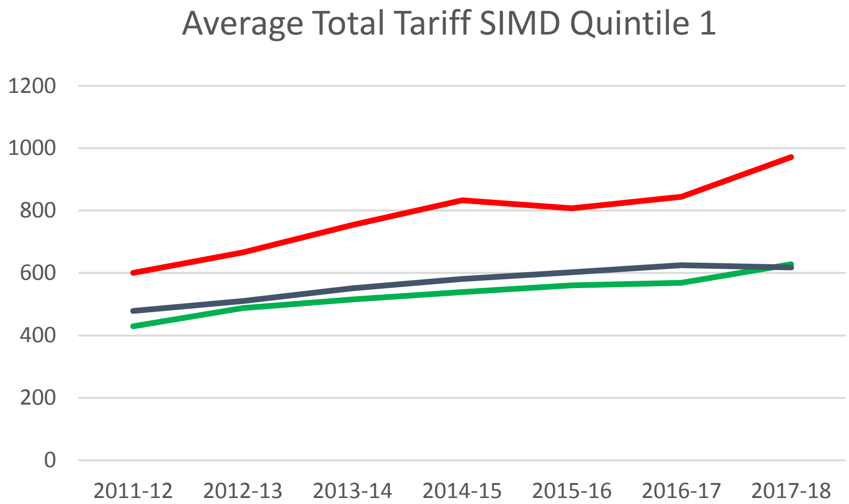
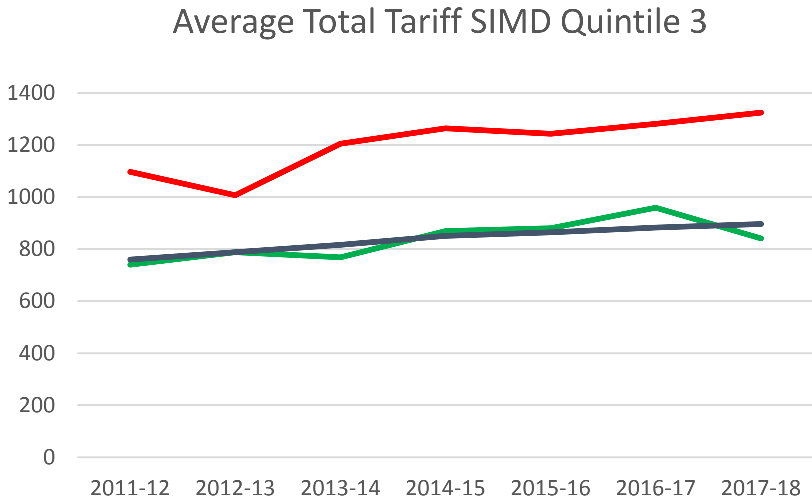

Average Total Tariff SIMD Quintile 1
1200
1000
800
600
400
200
0
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Average Total Tariff SIMD Quintile 3
1400
1200
1000
800
600
400
200
0
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18

National overview

Despite real reductions in the Scottish education budget of 2.5% since 2010/11, the number of pre-school and primary places in Scotland has increased by over 30,000 and measures of educational outcomes have shown substantial positive progress, particularly for children from the most deprived areas. Overall, the improved pupil performance seen since 2010/11 slowed in 2017/18. Whilst this reflects an overall slowing progress to close the attainment gap, it is important to recognize the significant improvements achieved by Scotland's schools given the challenges and continuing change within the school system over the years.

Strategic Policy Intention?

East Renfrewshire's vision for education is Everyone Attaining, Everyone Achieving through Excellent Experiences. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. The department's publication "Advancing Equity and Excellence in Education in East Renfrewshire" elaborates on our vision statement and describes the experiences and outcomes we wish for our learners whilst setting out the key steps we must take together to translate our vision into reality. Our schools continually support and develop our children and young people's skills, capabilities and drive to be successful learners who move on to positive destinations and contribute economically and socially to their communities. In striving for this vision we also seek to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

Council performance

East Renfrewshire's schools are known to be some of the top performing in Scotland. We have maintained our position as the top performing education authority as measured by national examinations. For educational attainment, this is our best year to date across key S4 and S6 measures and we continue to perform in the top quartile. The examination attainment of our most deprived children as measured by the average total tariff score continues to compare very favourably with other local authority and national averages. All our authority run and funded early year's providers were graded good or better in 2017/18. We also recorded high levels of satisfaction with education services as measured by the Citizens' Panel results. This performance has been achieved with relatively low costs in comparison to other Scottish councils. Our cost per pupil in the primary and secondary sectors is now within the top quartiles. The cost for each pre-school place has increased over the past few years as a result of increasing investment to offer more flexibility in accessing the current entitlement to 600 hours of free early learning in childcare for all 3 and 4 year olds and eligible 2 year olds. This has included increasing the number of places for 2 year olds across the authority and the establishment of the new Arthurlie Family Centre.

What the Council is doing to improve services

East Renfrewshire Education Department will continue to challenge and support schools to improve performance further for all children and young people. Key activities include supporting prevention and early intervention to improve outcomes and reduce inequalities, improving reading, writing and mathematics attainment, improving parental engagement, implementing our leadership strategy and implementing our revised inclusion and anti-bullying policies. Our schools will promote and sustain a sense of equality and equity throughout the curriculum and service delivery.

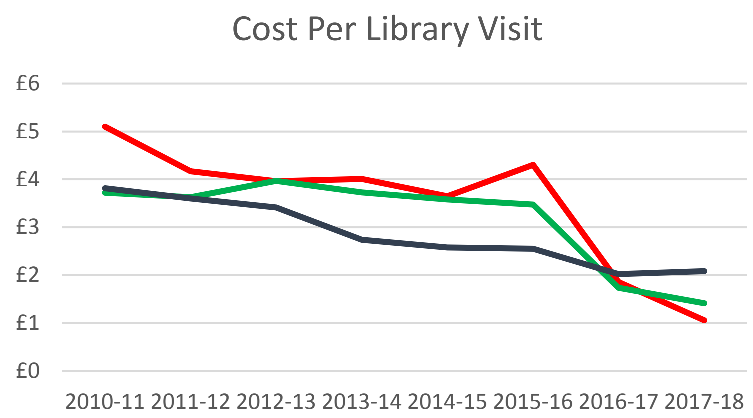
In East Renfrewshire, benchmarking data including the LGBF is used as a results-driven process to increase effectiveness, set future targets and improve outcomes for all learners. Best practice is also disseminated to improve outcomes for all children and young people. The Education department will continue to take a proactive approach to managing future budget reductions by maximising efficiency opportunities and taking action to minimise the impact of savings ultimately approved.

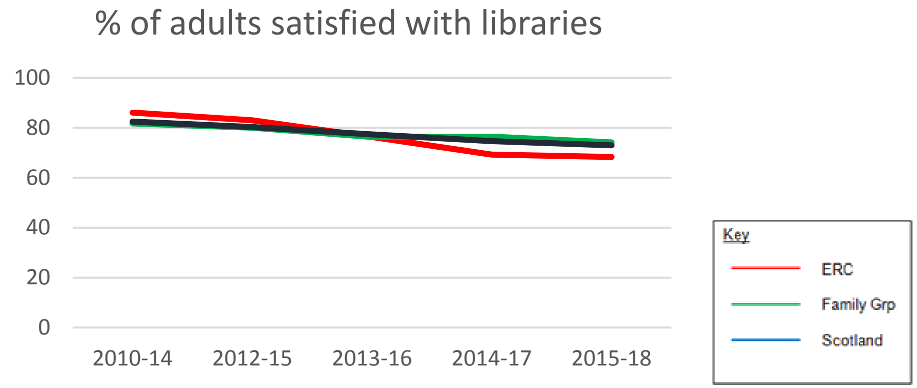
2. East Renfrewshire residents are healthy and active and have the skills for learning, life and work.

Libraries

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Efficiency Outcome	**Cost per visit to libraries**	**£4.13**	**£1.82**	**£1.06**	**£2.08 (-£1.02)**	**4**	**2**	**1**	**25**	**9**	**5**
Customer Outcome	**Percentage of adults satisfied with libraries[3]**	**76.3%**	**69.3%**	**68.33%**	**73% (-1.67%)**	**3**	**4**	**4**	**22**	**29**	**27**
	*Citizens' Panel - Libraries % of service users rating service as very good/good**	**96%**	**92%**	**93%**	*****						

Key trend





[3] Data represents three year average for each period (e.g. 2017/18 = average for 2015/16, 2016/17 and 2017/18)
* These data represent the latest East Renfrewshire Council's Citizens' Panel satisfaction measures and are not comparable with LGBF benchmarking data. (Data has been provided to add additional context).

National overview

Nationally 2017/18 saw a reduction in net spending on library services of 25.7%; the same time visitor numbers increased by 36%. However, in the past 12 months, while net expenditure continued to reduce, the number of library visitors showed a reduction of 7.5% for the first time. The treatment of social media may account for some of the movement in recent years, and work is underway at a national level to strengthen guidance to address this issue.

East Renfrewshire Culture and Leisure Trust's Strategic Policy Intention

In line with the National Strategy for Public Libraries, Ambition and Opportunity, 2015-2020: ERCL claims to:

- Provide a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand.
- Provide access to information and to promote and support digital inclusion.
- Increase cultural engagement through a programme of targeted, relevant and inclusive activities and events.
- Promote economic well-being by supporting local residents through “Digital by Default” and the roll out of Universal Credit.
- Promote health and well-being by providing supported access to health information, signposting to local community support groups and other relevant health related services, and developing a programme of health improvement resources and activities.

East Renfrewshire Culture and Leisure Trust's (ERCL) Performance

In 2017/18 physical visits to libraries was in the total of 535,667 - down 4.1% from 2016/17. The closure of Barrhead Foundry pool had a knock-on effect as this is the busiest of our 10 libraries, accounting for 64.4% of the drop in visits. Other contributing factors were the impact of the reduction of hours in some libraries and severe weather during Quarter 4.

Virtual visits increased markedly – up 120.2% (+423,517). 2017/18 was the first year in which we were able to confidently count virtual visits – including Facebook and Twitter – in keeping with LGBF guidelines. This has increasingly become the norm for library services.

The rise in countable visits contributed to the 2017/18 reduction in cost per visit. In addition, our library service benefitted from lower service fees and management services allocations due to the transfer of administrative staff to a central Business Support function within the Trust.

Despite the drop in physical visits, total issues for the year – including e-issues – increased by 1.9% (+7,398 book and audio visual issues).

Total issues to children and young people increased again by 6.5% (+9,230), continuing a trend started in 2015/16.

Children and young people's book issues alone grew by 6.6% - up 9,144 from 2016/17. Increased levels of activity programming and initiatives such as the First Minister's Reading Challenge are likely contributing factors.

The number of East Renfrewshire families engaged with our key early years Bookbug programme was up by 30.1% against the 2014/15 baseline (1,118 families, up from 859 in 2014/15).

2017/18 saw Development Officers begin work on a broader range of activities linked to wellbeing, education, literacy and learning. This enhanced activity programming will almost certainly have played a role in driving the increase in customers who say that libraries improve their quality of life (88.4%, up from 83.8% in 2015) and that they support children's learning, development and education (89.2%, up from 65.3% in 2015).

What East Renfrewshire Culture and Leisure Trust is doing to improve services

East Renfrewshire Culture & Leisure's 2019-20 Business Plan sets out a number of strategic aims leading to the development and delivery of services which are more customer focused and cost effective. These include:

- Creating a financially sustainable business model
- Developing an understanding of our customers and an offer which attracts and inspires them.
- Taking our place at the heart of Vibrant Communities

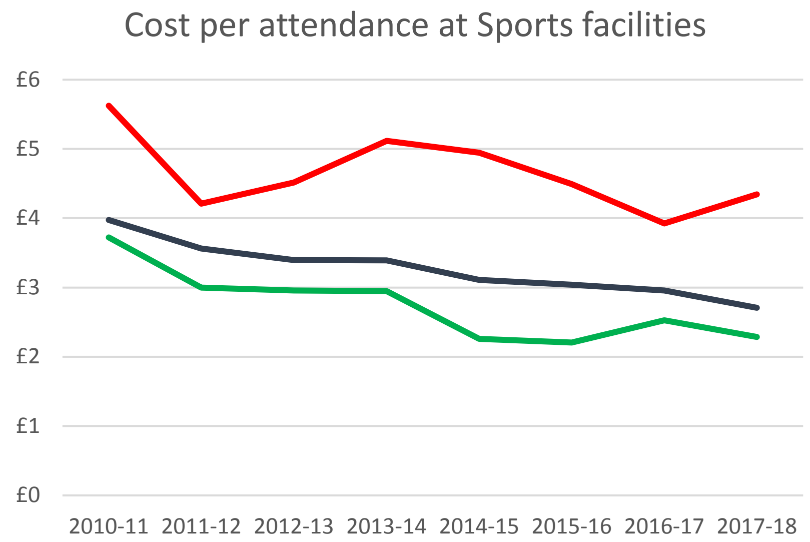
For Libraries this will mean:

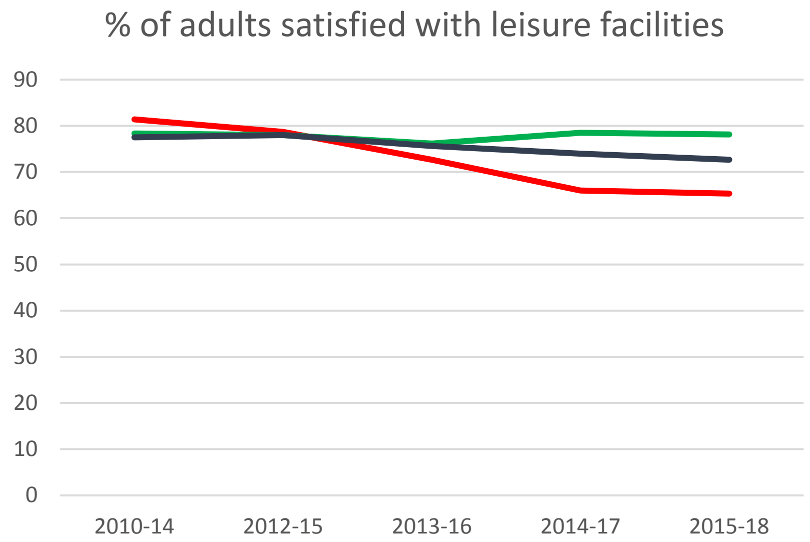
- The development of a new Libraries Strategy for East Renfrewshire setting out priorities for the next 3 years.
- Support the development of a national procurement framework for E-book provision helping to decrease costs.
- Implementing the improvements based on the bi-annual adult customer and quality consultation.
- Continuing to develop the range of community focused programmes in support of the digital inclusion and health and well-being themes.
- Delivering on Scottish Government national initiatives designed to improve literacy and numeracy such as Read, Write, Count and Every Child a Library Member.
- Investigate capital projects to co-locate library services with other culture and leisure activities in areas such as Neilston.
- Pilot the introduction of "Open Plus" at Clarkston Library as a means of increasing access to libraries through longer opening hours.
- The promotion of reading for pleasure and also as a cultural activity.
- Maximising external funding opportunities for relevant projects and resources.

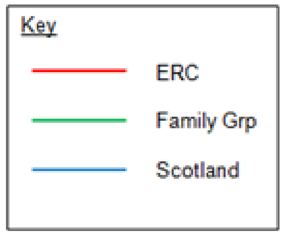
Sports Facilities

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2018/19 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Efficiency Outcome	**Cost per attendance of sport and leisure facilities (including swimming pools)**	**£4.31**	**£3.85**	**£4.34**	**£2.71 (+1.60)**	**4**	**4**	**4**	**26**	**26**	30
Customer Outcome	**Percentage of adults satisfied with leisure facilities[4]**	**72.7%**	**66.0%**	**65.33%**	**72.67% (-7.4)**	**4**	**4**	**4**	**26**	**30**	30
	*Citizens' Panel - Sport and Leisure facilities % of service users rating service as very good/good **	*77%*	*81%*	*74%*	*						

Key trend







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National overview

At a national level, 2017/18 saw an increase in user numbers across Scotland; with sports attendance costs falling indicating that leisure and recreation services have managed to attract more people into their facilities whilst managing significant financial pressures. Across Scotland satisfaction with culture and leisure services has fallen.

East Renfrewshire Culture and Leisure Trust's Strategic Policy Intention

- To contribute to the health and wellbeing of local residents through a range of accessible health and fitness, sporting and leisure opportunities.
- To develop sport and leisure programmes and centres in a way which balances strong ambitions with commercial viability.
- To improve the customer experience in centres, thereby increasing usage, retention, financial performance and the impact on the community.

East Renfrewshire Culture and Leisure Trust's Performance

Leisure centre attendances countable by LGBF guidelines increased by 13.9% in 2017/18 (709,409, up from 622,848).
Against this, leisure centre expenditure increased by 18.9% due to higher service fees and management service allocations attributed to the service in 2017/18. There were also additional costs due to direct property repairs within sports facilities and changes to staffing levels to meet the Health & Safety requirements identified as part of the European Pool Safety Audits.

In terms of overall leisure centre attendances, 2017/18 ended with another 5-year high of 709,409 – 9.0% above 2016/17.
Swimming attendances dipped overall as a result of the refurbishment closure in Barrhead Foundry – a loss of just under 16,000 attendances in Quarter 4. Swimming lessons experienced a drop as well, with average registrations for the year dropping by 5.3% (2,176 down from 2,297 in 2016/17).

Our gym services continued to experience pressure from private sector competition, but as of the close of 2017/18 we were still performing well, with new facilities opening in Neilston Leisure Centre and Eastwood High Sports Centre.
Fitness classes saw a consecutive increase with attendances up an additional 15.1% (83,423 from 72,471 in 2016/17)
ERCL conducted a review of its pricing and concessions policy for gyms and swimming in 2017/18 to create a simpler, fairer and sustainable model. In recognition of the impact this change may have on those customers who benefitted from concessions/discounts, the implementation of the new pricing structure has been phased in, where possible. Staff will continue to monitor the impact of the review and implement measures as required.

The refurbishment of Barrhead Foundry pool and the associated gym and pool changing areas and showers begun in January 2018 was completed in September 2018. Final phase works, a sports hall upgrade and studio refurbishment are currently being scoped and procured.

What the East Renfrewshire Culture and Leisure Trust is doing to improve services

East Renfrewshire Culture and Leisure Trust's 2019-20 Business Plan sets out a number of strategic aims leading to the development and delivery of services which are more customer focused and cost effective. These include:

- Creating a financially sustainable business model
- Developing an understanding of our customers and an offer which attracts and inspires them.
- Taking our place at the heart of vibrant communities

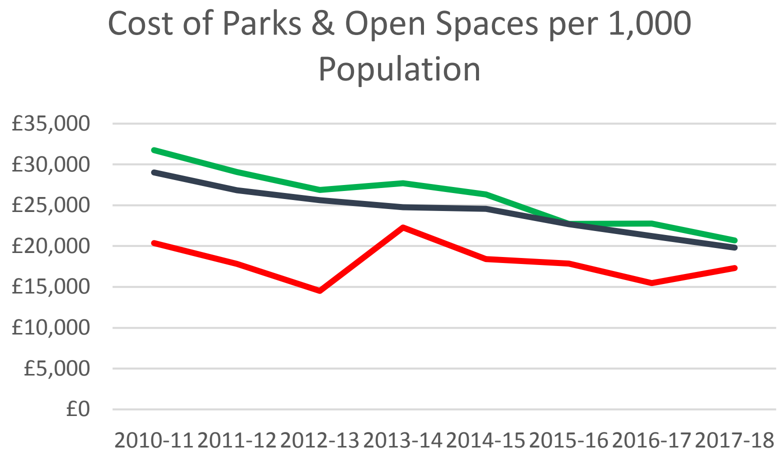
In line with these a number of initiatives will be undertaken in 2019/20, including:-

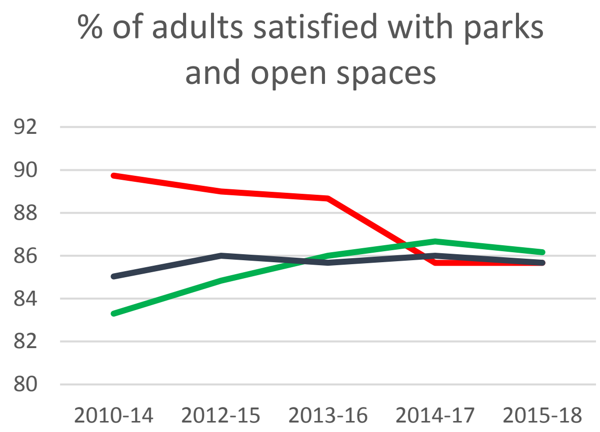
- Monitoring and responding to the impact of our recent pricing and concessions review.
- Improving our data capture, benchmarking, evaluation and use of measures and research.
- Continuing to work with ERC partners around plans for the future of Eastwood Park Leisure, and the longer-term vision for Neilston as well as the maintenance of our existing facilities to reduce disruption caused by upgrades, maintenance or unplanned closures.
- Working with partners to improve the customer journey and our digital capability through the development of an updated website, online and mobile capability and the introduction of smoother booking and payment methods using technology.
- Responding to competition from private leisure developments through addressing maintenance and quality issues, continued improvements in customer care, quality assurance; and ongoing business development work.
- Continuing with the Big Wave initiative to increase membership levels in our gyms and swimming development programme.
- Improving our existing swimming lesson programme through adoption of the National Scottish Swimming Programme and the introduction of direct debit payment facilities.
- Rolling out improvements in pool programming across all centres to improve access to public swimming and increased activities such as "Fun Sessions" to appeal to younger customers.
- Working with findings of the recent demand analysis exercise in leisure centres and swimming development to create a more efficient and responsive work force.

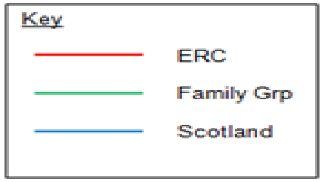
Parks and Open Spaces

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Efficiency Outcome	**Cost of parks and open spaces per 1,000 population**	**£17,151**	**£15,180**	**£17,317**	**£19,814 (-£6,401)**	**2**	**1**	**2**	**11**	**8**	**12**
Customer Outcome	**Percentage of adults satisfied with parks and open spaces** [5]	**88.7%**	**85.7%**	**85.67%**	**85.67% (0%)**	**2**	**3**	**3**	**14**	**20**	**20**
	*Citizens' Panel - Public parks and open spaces % of service users rating service as very good/good**	*93%*	*91%*	*94%*	*						

Key trend







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National overview

Over the eight year period from 2010/11 to 2017/18, spend on parks and open spaces, at a national level has reduced in real terms by 31.7%, from £29,022 to £19,814.There has been a year on year reduction across the period, including a 6.7% reduction the in the past twelve months.

Strategic Policy Intention

To provide excellent quality greenspace for our residents and visitors. The Parks service contributes to a range of national and local priorities including supporting the Council and the Community Planning Partnership to:

- Promote sustainability by providing excellent natural resources which can be used for recreation and leisure.
- Providing services that attracts inward investment into the area.

The Parks service plays a key supporting role to the work of the Council's Core Paths Plan and Outdoor Access strategy, by providing the maintenance and management of new paths and surrounding open space.

Council performance

In 2017, the service won Best Park in Britain and in 2018, Rouken Glen was awarded Best Park in Scotland. We continue to hold Green Flag Status for Rouken Glen Park alongside the Four Star Visit Scotland Rating. There has been significant investment and activity within our parks and open space areas which has benefitted both residents and the wider community. All our work has aligned to and contributed successfully to our Council Outcomes. This investment and activity has contributed to the increase in costs but the resulting benefits from the service are positive. We are still below the Council average spend level and continually work to maintain and develop our spaces in the most beneficial and cost effective way. 2017/18 costs for parks and open spaces saw an increase on 2016/17 figure of 14.04%, but continues to be below the Scottish average by 14%. Within this review period; Citizen Panel results show 94% of users' rate our parks and open spaces as good or very good.

What the Council is doing to improve service

We are taking a strategic approach to the management of our parks and open space areas via the establishment of the Open Spaces Asset Management Plan. This provides a framework which lays out our intentions to monitor, manage and invest in our open space areas which include parks and aligns with the Council Outcomes for Early Years, Learning, Life and Work, Economy and Environment, Safe and Supported Communities and Older People.

Since last reporting, we have been proactive in how we manage and fund our service and we have received money from various sources including additional council funding (£2 million), developer's contributions and grant funding (including community grants) which has been utilised to invest in our open space areas. Recent developments have included the installation of new play equipment in Cowan Park, upgrades to our play equipment and general repairs, the installation of outdoor gym equipment, which is now situated across 5 locations in the district and the installation

of tennis courts within Rouken Glen. Over and above this, we have actively been working with community groups and external organisations on developments such as the installation of the “spider park” within Busby, the development of Carlibar Park and Barrhead Water Works.
The costs of running the service have increased but this rise combined with the success in securing council/grant/development funding; has allowed for the investment and the new developments with our open space areas to become a reality.

Our internal change programme will bring about new more efficient ways of working as we look to introduce digital technology alongside electronic vehicle use for our parks fleet.

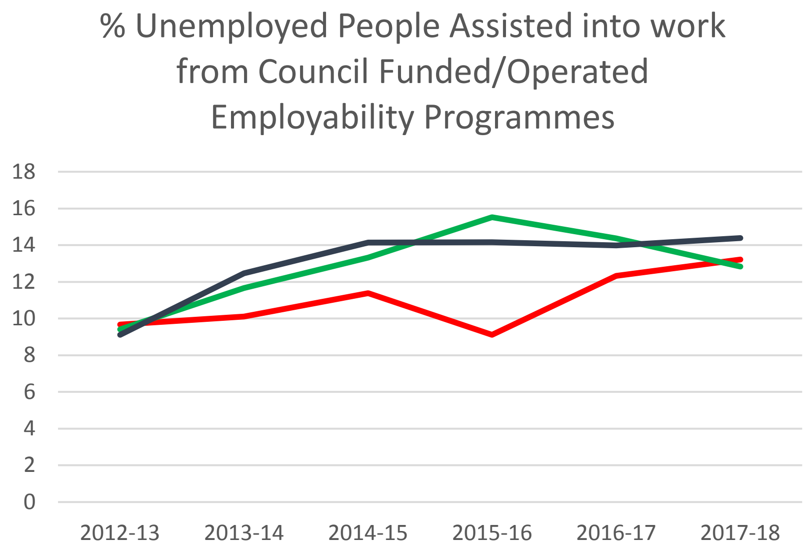
3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.

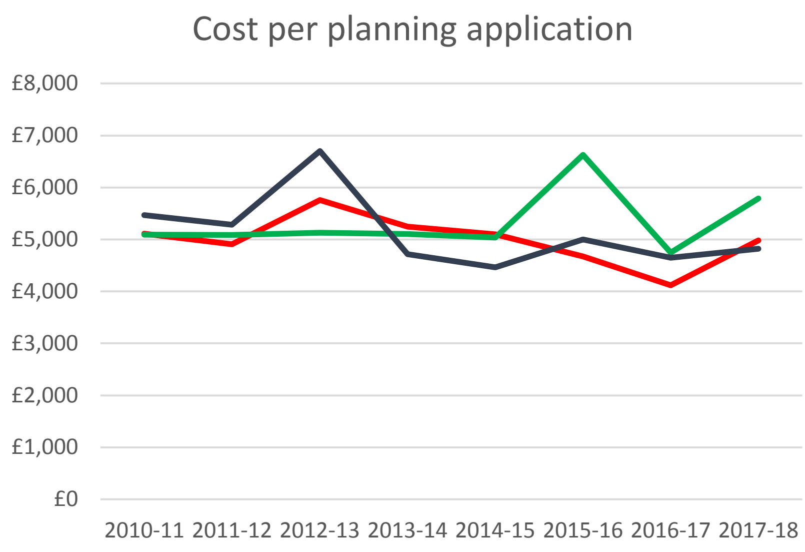
Economic Development and Planning

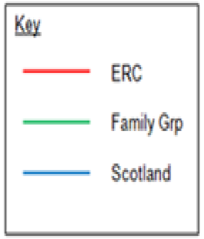
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	% unemployed people accessing jobs via council operated/funded employability programmes	9.1%	12.3%	13.21%	14.40% (-9%)	3	3	2	18	18	13
	% of procurement spent on local small/medium enterprises	10.0%	22.1%	9.52%	27.40% (-65.25%)	4	2	4	31	14	32
	No of business gateway start-ups per 10,000 population	17.8%	16.5%	17.31%	16.83% (+2.77%	3	3	3	17	20	20
	Proportion of people earning less than the living wage[6]	30.40	29.00	30.10	18.40 (+11.70)	4	4	4	28	28	28
	Proportion of properties receiving superfast broadband[7]	88.00	91.00	94.64	91.13 (+3.51)	2	2	2	10	11	9
	Town vacancy rates[8]	4.29	8.47	8.47	11.49 (-3.02)	1	2	1	3	9	7
	Immediately available land as a % of total land allocated for employment purposes in the LDP[9]	91.56	92.77	92.77	40.78 (+51.99)	1	1	1	3	2	1
Efficiency Outcome	Cost Per Planning Application	£4,485	£4,044	£4, 981	£4,819 (-£162)	3	2	3	18	15	22
	Average Time (Weeks) Per Business and Industry Planning Application	7.52	6.54	10.20	9.34 (-0.86)	1	1	3	5	3	24
	Cost of Economic Development & Tourism, per 1000 population[10]	£19,141	£22,963	£25,190	£91,806 (-£66,616)	1	1	1	1	1	3

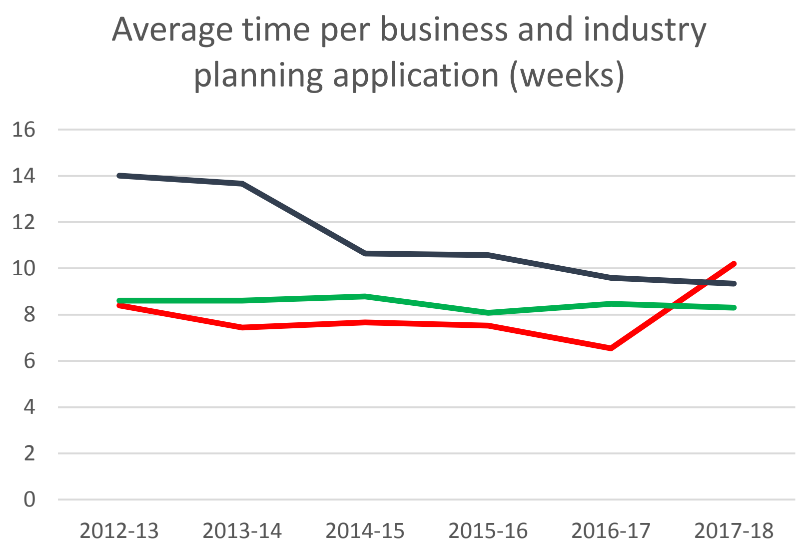
[6] This is one of five new indicators for Economic Development added to the LGBF data set for 2017/18
[7] As above
[8] As above
[9] As above
[10] As above

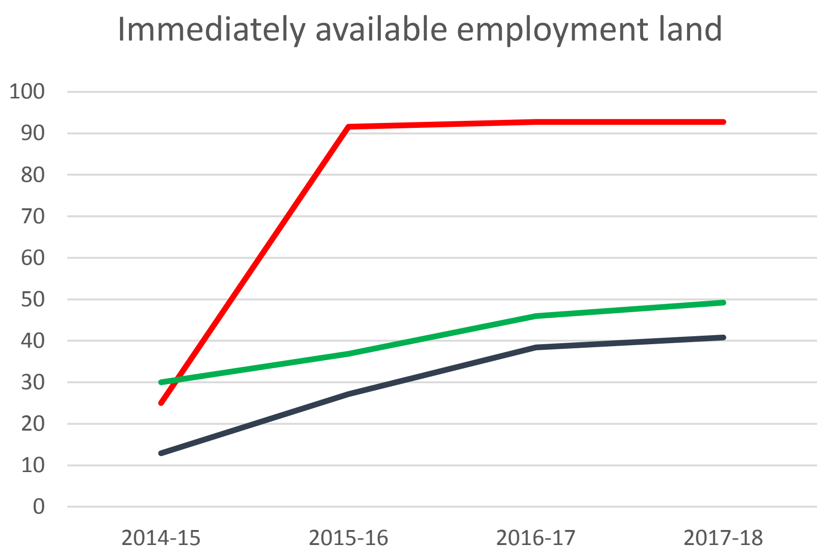
Key trends


% Unemployed People Assisted into work from Council Funded/Operated Employability Programmes
18
16
14
12
10
8
6
4
2
0
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Cost per planning application
£8,000
£7,000
£6,000
£5,000
£4,000
£3,000
£2,000
£1,000
£0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Key
ERC
Family Grp
Scotland


Average time per business and industry planning application (weeks)
16
14
12
10
8
6
4
2
0
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Immediately available employment land
100
90
80
70
60
50
40
30
20
10
0
2014-15
2015-16
2016-17
2017-18

National overview

2017/18 data shows significant reductions in Revenue Expenditure since 2010/11, some of the largest experienced across all of Local Government. Total economic development spend per 1000 population (revenue and capital) has seen a 29% reduction in revenue expenditure which has been offset by the growth in capital (105% increase across the period and 25% in the last twelve months). Nationally, expenditure on planning has reduced by 34% since 2010/11; accompanied by a reduction in the number of planning applications across the same period. The Improvement Service surmises that nationally, some Business Gateways have taken longer term strategic decisions to focus a higher proportion of resources on supporting the growth and development of existing businesses as opposed to business start-ups; those areas with good start up numbers may have greater job creating potential.

Strategic Policy Intention

East Renfrewshire Council's Strategic Services team is responsible for economic development and encompasses three core service areas – Employability, Economic and Business Development and Major Projects, including City Deal. These are designed to support and develop the three core areas of the economy; the skills and employability of our local residents, local business and place and infrastructure to support economic growth. Our activity is driven by the Scottish Government's Economic Strategy which sets out an overarching framework for a more competitive and a fairer Scotland and identifies four broad priority areas where our actions will be targeted to make a difference; investment, innovation, inclusive growth and internationalisation. ERC also play a vital role in the £1.1billion City Deal programme – a ground-breaking partnership between the eight local authorities and the Scottish and UK governments. The Glasgow City Region Economic Action Plan outlines the vision and objectives for the City Region until 2035. This is an Action Plan for communities and businesses and demonstrates our shared commitment to growing our economy, creating jobs, increasing productivity and putting inclusive growth at the heart of all our activity.

The Planning service help plan the pattern of development and use of land across East Renfrewshire. The service promotes and facilitates development whilst at the same time protecting and enhancing the natural and built environment.

Council performance

2017/18 data shows a 7.4% increase in the percentage of unemployed people accessing support through East Renfrewshire Council operated/funded employability programmes. ERC moved up five places in ranking position to 13th, placing us in the second quartile. Though ERC continues to sit below the national average, we saw an increase in the number of people assisted into work against a national backdrop of a 46% reduction in employment since 2012/13.

The number of Business Gateway start-ups per 10,000 population has reduced nationally since 2013/14. In East Renfrewshire start-ups per 10,000 population increased from 16.5% to 17.3% in 2017/18. This is a slight increase compared to the Scottish average figure of 16.83%. The East Renfrewshire Business Gateway team has a dedicated resource that focuses on business start-ups which has had a positive contribution to East Renfrewshire's performance in this area. The Business Gateway team has close working links with the Council's business support and employability teams ensuring a consistent and joined-up approach to our local business offering.

Overall, there continues to be an increase in the amount of spaces available to the Council from National Training Programmes and in particular the Modern Apprenticeship programme. .

The Work EastRen Working Matters City Deal employability programme continues to be one of the highest performers in terms of job outcomes compared to the other local authorities. The Working Matters programme will cease to exist at the end of March 2019. There will be a transition phase of those Working Matters clients to the East Renfrewshire Council Employability Pipeline programme which is part-financed by the European Social Fund. The team has achieved significant progress with ever decreasing resources.

Two new indicators have been included in the 2017/18 data set for Economic Development and Planning; the cost per planning application and average time taken to deliver a business or industry application. The service has some concerns about the indicators and will feedback to the Improvement Service as part of the review of the indicator set.

In East Renfrewshire the cost per planning application increased by 23.17% in 2017/18, (from a cost of £4,044 in 2016/17 to £4,981). This saw the Council fall six places from 15 in the second quartile to 21 in the third quartile. The Planning team's view is that the measure does not reflect the cost of processing a planning application as the current definition of the indicator includes a number of 'non-planning' costs such as building control. The team calculated that if using only planning service costs the total would be around £3,300 rather than £4,981.

2017/18 data shows that the average time taken to deliver a business or industry application increased from 6.5 weeks in 2016/17 to 10.20 weeks. The Planning Team's issue with this indicator is that it focuses only on business and industry applications, for East Renfrewshire only seven applications in 2017/18, less than 1% of the total. The team's view is that this is not reflective of performance and any outliers can have a significant impact on results. This happened in 2017/18 with one application taking much longer to conclude because of site specific issues and as a result significantly impacting on average timescale. To illustrate, if the outlier was removed the average time taken would have reduced to 6.5 weeks thereby placing us in the first quartile at a rank of 2 rather than the current rank of 24 in the third quartile. This illustrates why this measure is not a reasonable one to use.

<u>What the Council is doing to improve service</u>

The Business Development team which covers business development and employability, continued to deliver against a wide range of externally funded areas such as the ERC CPP Employability Pipeline and ER Business Competitiveness programmes which are part-financed by Council resources and the European Social Fund and European Regional Development Fund, respectively.

The European Structural Funds programmes ended in December 2018 and applications have been submitted for Phase 2 activity which will commence in January 2019 and end in December 2022. The Council continues to adopt a more corporate approach which links with the Workforce

Planning agenda, which has been reflected in our National Training Programmes bids to Skills Development Scotland. The Business Development Team continues to actively promote business support and employability services via its respective marketing strategies to help ensure targets are achieved. We continue to play an important role in the delivery and promotion of national employability agendas, such as the City Deal Skills and Employability portfolio, the reduction of Child Poverty via intensive employability support to parents, halving the disability employment gap and progressing the Scottish Government's No One Left Behind Strategy which sets out 14 key actions to improve employability and support services to local residents.

The Family Firm Coordinator will continue to have, a positive impact on the progression and implementation of this programme. The programme has received special recognition at a national level and won the COSLA Working in Partnership Silver Medal.

The City Deal programme links well with the employability and business development services and collectively will ensure that maximum benefits are derived from this infrastructure programme in terms of construction related jobs, supply chain links and end use jobs. Community Benefits and the Council's Sustainable Procurement Policy will also secure a wide range of interventions in terms of employability.

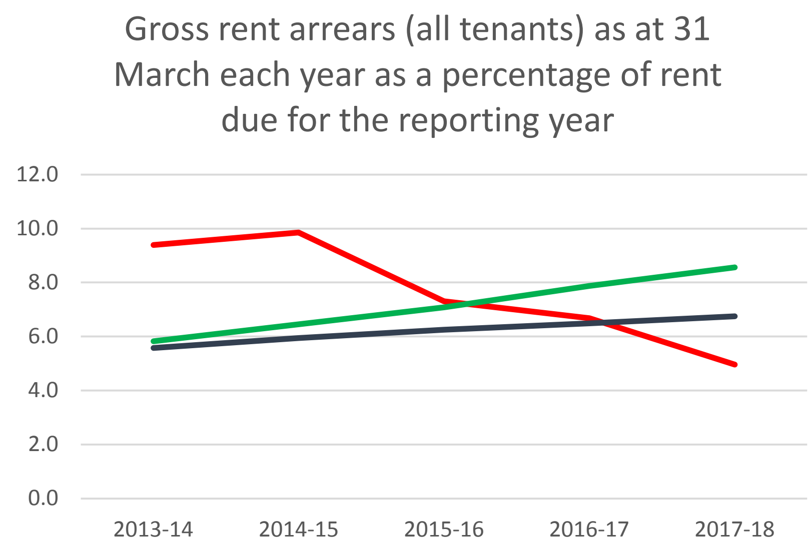
Following a major restructuring of the Council's Planning Service the Development Management team has been operating since June 2018 with a full staff complement, enabling applications to be processed timeously.

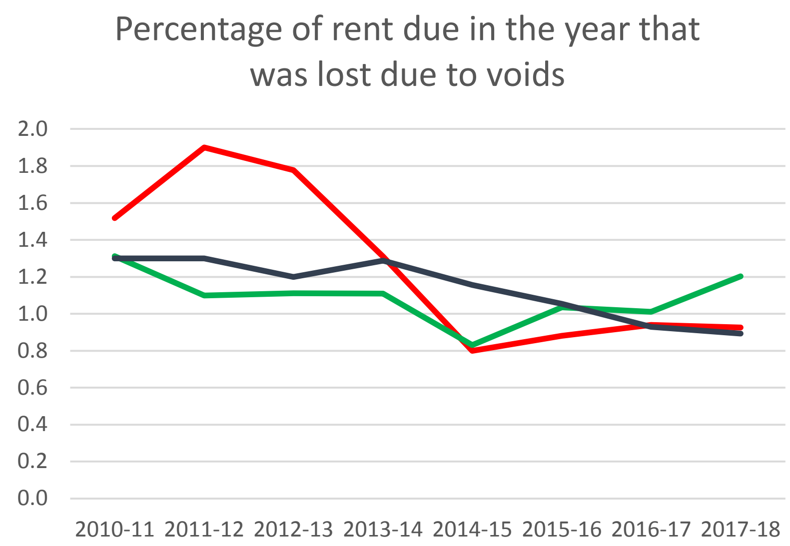
Housing Services

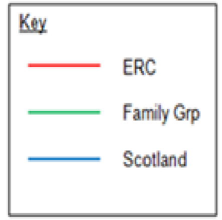
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	16/17 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	**% of stock meeting the SHQS**	**97.0%**	**97.2%**	**97.55%**	**93.89% (+3.75%)**	**2**	**2**	**1**	**10**	**9**	**7**
	% of council dwellings that are energy efficient[11]	**99.9%**	**99.9%**	**99.93%**	**97.15% (+2.78%)**	**1**	**1**	**1**	**5**	**7**	**6**
	Average length of time (days) taken to complete non-emergency repairs	**5.2**	**5.4**	**4.77**	**7.5 (-2.73)**	**1**	**1**	**1**	**3**	**1**	**4**
Efficiency Outcome	**Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year**	**7.3%**	**6.7%**	**4.96%**	**6.75% (-36%)**	**3**	**3**	**1**	**18**	**18**	**6**
	% of rent due lost through properties being empty during the last year	**0.88%**	**0.94%**	**0.93%**	**0.89% (4%)**	**2**	**2**	**2**	**13**	**13**	**15**
Customer Outcome	*ERC Tenants' Survey - % of service users rating service as very good/good **	*83%*	*82%*	*85%*	*						

[11] Actual title of indicator is % of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at each year
*These results are from ERC Tenant Satisfaction Surveys and therefore not comparable with LGBF benchmarking data

Key trends


Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
12.0
10.0
8.0
6.0
4.0
2.0
0.0
2013-14
2014-15
2015-16
2016-17
2017-18


Percentage of rent due in the year that was lost due to voids
2.0
1.8
1.6
1.4
1.2
1.0
0.8
0.6
0.4
0.2
0.0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Key
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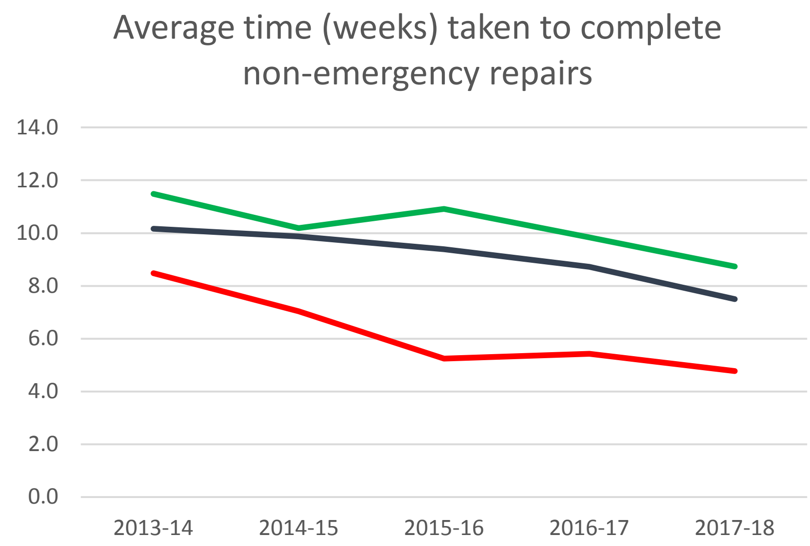
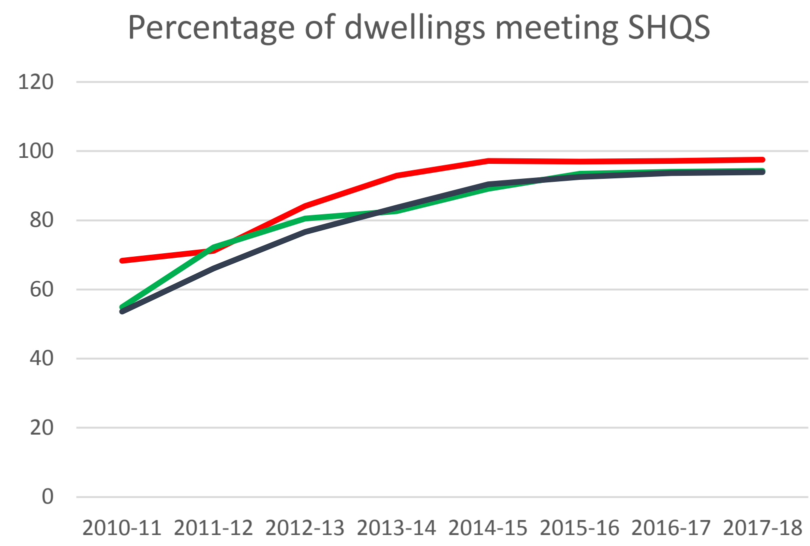
Family Grp
Scotland


Average time (weeks) taken to complete non-emergency repairs
14.0
12.0
10.0
8.0
6.0
4.0
2.0
0.0
2013-14
2014-15
2015-16
2016-17
2017-18


Percentage of dwellings meeting SHQS
120
100
80
60
40
20
0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18

National Overview

Nationally, councils continue to manage their housing stock well with rent voids reducing from 1.3% in 2010/11 to 0.9% in 2017/18. Average repair times saw a reduction of 26.2% over this period too. Significant improvements in terms of housing and energy efficiency standards was also seen. The growth in tenants' arrears between 2013/14 and 2017/18 reveals evidence of the increasing financial challenges facing both housing, residents and councils alike.

Strategic Policy Intention?

Our long term vision continues to be the best Scottish council in delivering Housing and Housing related services to all of our customers. We will improve the lives of our residents through the provision of affordable, suitable housing and related services that are customer focused, of high quality and provide good value. Our key focus is on reviewing our systems, processes and structures to ensure our services are digitally modern, responsive to customers' needs and designed for the future.

Council Performance

Housing Services performance remains on track for continuing compliance with the Scottish Housing Quality Standard, improvement seen in reducing the percentage of properties where works have not been undertaken due to financial viability or owner consent – (+0.35% achieving standard on 2016/17 figures). Our performance in relation to delivering non-emergency repairs remains strong in comparison to peers and other landlords, with a continuing reduction in days to complete such repairs. Rent arrears as a percentage of rent due from tenants has continued to reduce, placing us into quartile 1 performance, highlighting significant improvement on previous years. Nevertheless we anticipate a tougher climate for the continuing reduction of rent arrears with the full roll out of Universal Credit.

What the Council is doing to improve services

We have focused resources towards targeting and preventing rent arrears occurring, and offering specialist advice to tenants whose financial situation presents a challenge to the ongoing sustainability of their tenancy through our advice and support staff. An ongoing increase in full property surveys allows us to improve our understanding of, and target works towards, continued property compliance with SHQS and energy efficiency standards; including the Energy Efficiency Standard for Social Housing (EESSH) which must be met in all of our properties by 2020.

Road Condition

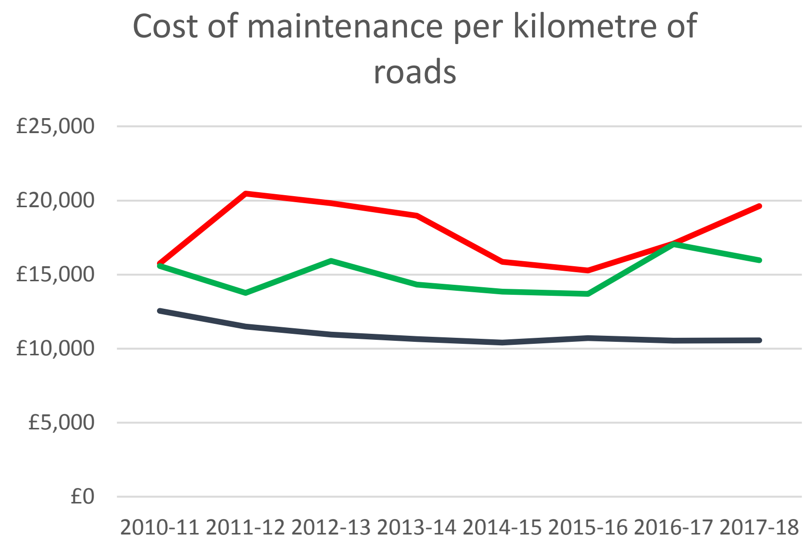
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	**Percentage of class A roads that should be considered for maintenance treatment**[12]	**18.8%**	**16.3%**	**17.01%**	**30.16% (-13.15)**	**1**	**1**	**1**	**2**	**1**	**2**
	Percentage of class B roads that should be considered for maintenance treatment[12]	**31.1%**	**30.2%**	**31.60%**	**35.90% (-4.3)**	**2**	**2**	**2**	**15**	**16**	**16**
	Percentage of class C roads that should be considered for maintenance treatment[12]	**31.7%**	**32.8%**	**34.47%**	**36.16% (-1.69)**	**2**	**3**	**3**	**15**	**17**	**17**
	Percentage of unclassified roads that should be considered for maintenance treatment[12]	**44.7%**	**44.8%**	**41.34%**	**38.99% (+2.35)**	**3**	**4**	**3**	**24**	**25**	**22**
	The overall percentage of the road network that should be considered for maintenance treatment.	*39.2%*	*39.2%*	*37.4%*	**						
Efficiency Outcome	**Road cost per kilometer**	**£14,769**	**£16,776**	**£19,633**	**£10,547 (+£9,086)**	**4**	**4**	**4**	**26**	**25**	**28**
Customer Outcome	*Citizens' Panel - Maintenance of roads – percentage rating this as good or very good*	*29%*	*24%*	*21%*	*						

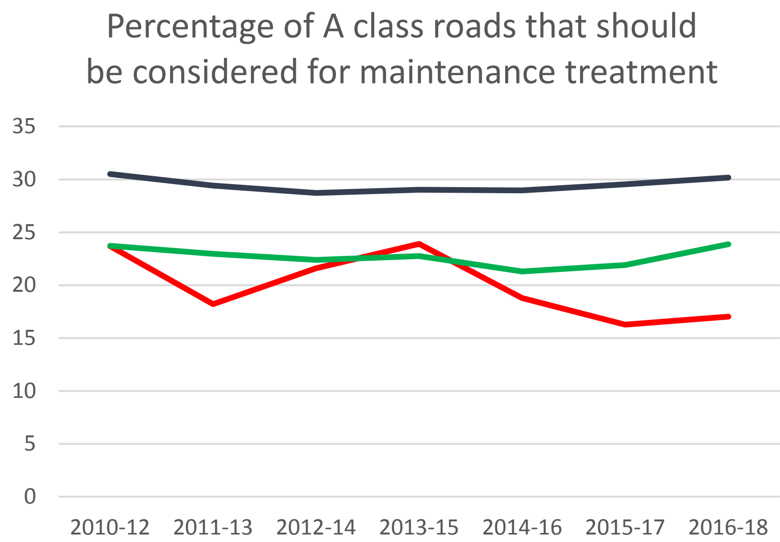
[12] Data relates to 2014-16, 2015-17, 2016-18

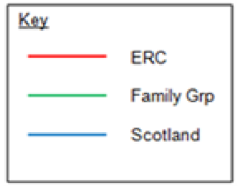
* These data represent the latest East Renfrewshire Council's Citizens' Panel satisfaction measures and are not comparable with LGBF benchmarking data. (Data has been provided to add additional context).

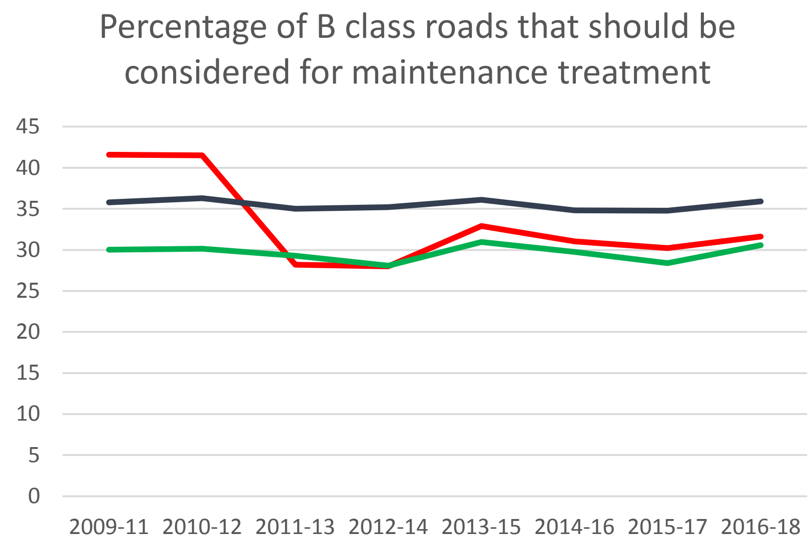
** This measure is not part of the LGBF data set and therefore not comparable for benchmarking purposes

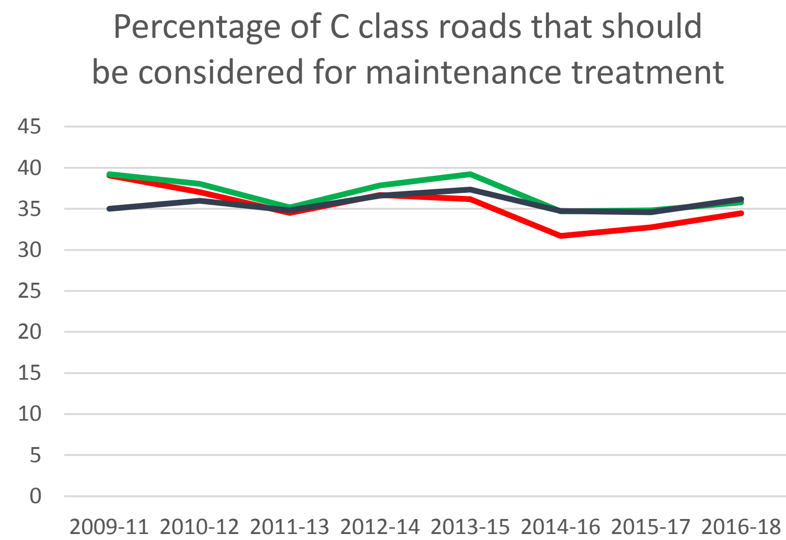
Key trends


Cost of maintenance per kilometre of roads
£25,000
£20,000
£15,000
£10,000
£5,000
£0
2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18


Percentage of A class roads that should be considered for maintenance treatment
35
30
25
20
15
10
5
0
2010-12 2011-13 2012-14 2013-15 2014-16 2015-17 2016-18


Key
ERC
Family Grp
Scotland


Percentage of B class roads that should be considered for maintenance treatment
45
40
35
30
25
20
15
10
5
0
2009-11 2010-12 2011-13 2012-14 2013-15 2014-16 2015-17 2016-18


Percentage of C class roads that should be considered for maintenance treatment
45
40
35
30
25
20
15
10
5
0
2009-11 2010-12 2011-13 2012-14 2013-15 2014-16 2015-17 2016-18

National Overview

Across Scotland roads expenditure remains largely unchanged for 2017/18 period, compared to last year. The national spend however has reduced overall by 16% since 2010/11. There was an increase in expenditure in the past twelve months (winter maintenance) which was largely countered by a reduction in capital. Since the base year, revenue expenditure has reduced by 32%, while capital has increased by 12%. The conditions of class A, B and C roads across Scotland deteriorated during 2017/18.

Strategic Policy Intention

Our aim is to provide a road network that is maintained in a safe and serviceable condition and to ensure that investments are targeted at the right place, using the correct type of treatment. When identifying treatment priorities we take into consideration the condition, level of use, ongoing maintenance costs and spread of investment across East Renfrewshire. (This contributes to the Council's strategic outcomes ensuring that East Renfrewshire is a thriving, attractive and sustainable place for residents, that businesses grow and that residents are safe).

Council Performance

There has been a slight increase in the percentage of class A, B and C class roads that should be considered for maintenance treatment but a decrease in the percentage of unclassified roads that should be considered for maintenance resulting in a very slight decrease in the percentage of our overall network that should be considered for maintenance. The cost of roads maintenance in East Renfrewshire increased in 2017/18 due to the additional £1.6m invested that year, this spend was concentrated on our C and Unclassified roads. (Significant variation exists between maintenance costs across all Councils in terms of rurality, with significantly higher costs in urban areas).

What the Council is doing to improve services

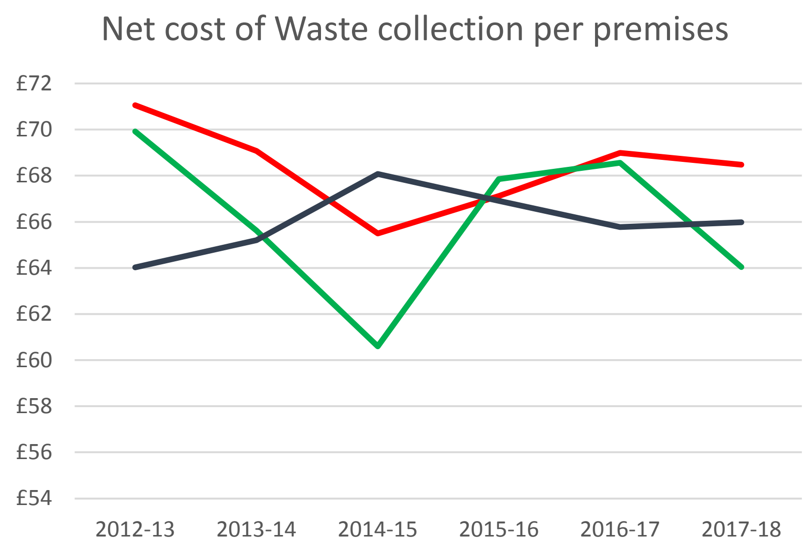
We invested an additional £1.6m in improving local roads and footpaths in 2017/18 in response to low levels of public satisfaction highlighted by our Citizens' Panel Survey. We also held participatory budgeting exercises in our communities with over 1200 residents in a voting exercise to apportion £600k of roads revenue budget. We continually work to strengthen the link between our Roads Asset Management Plan and the efficient use of resources for roads maintenance. We continue to use the assessment of roads and footways resurfacing requests as an integral part of prioritising our maintenance programme. Improving infrastructure for walking and cycling is a key priority and every year the Council implements a programme of prioritised improvements to make it easier for residents to walk or cycle. The scope and scale of infrastructure improvements is reliant on funding from the Scottish Government and success of applications to external funding sources.

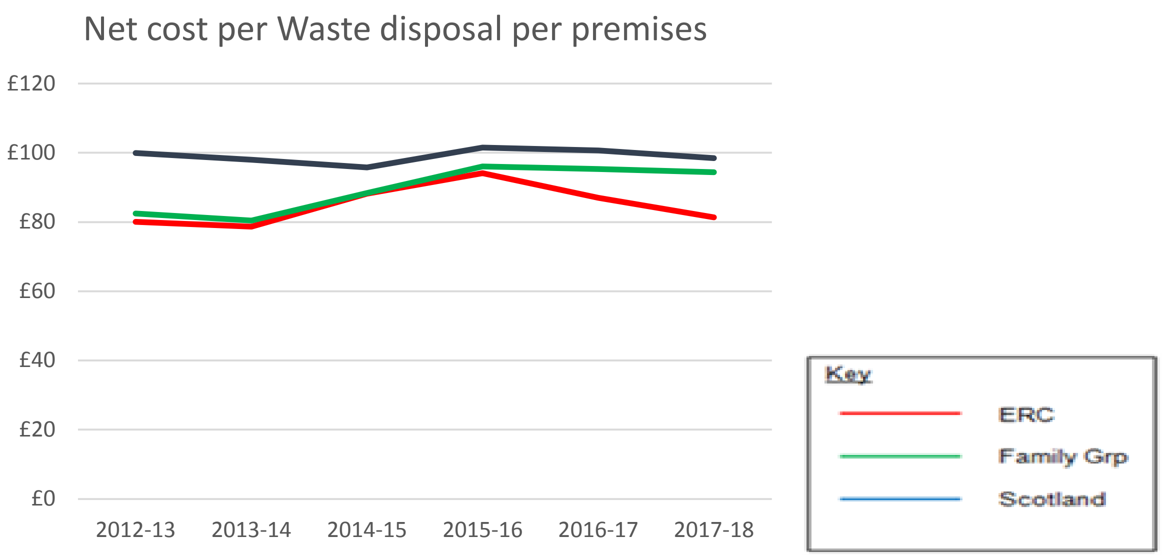
Waste and recycling

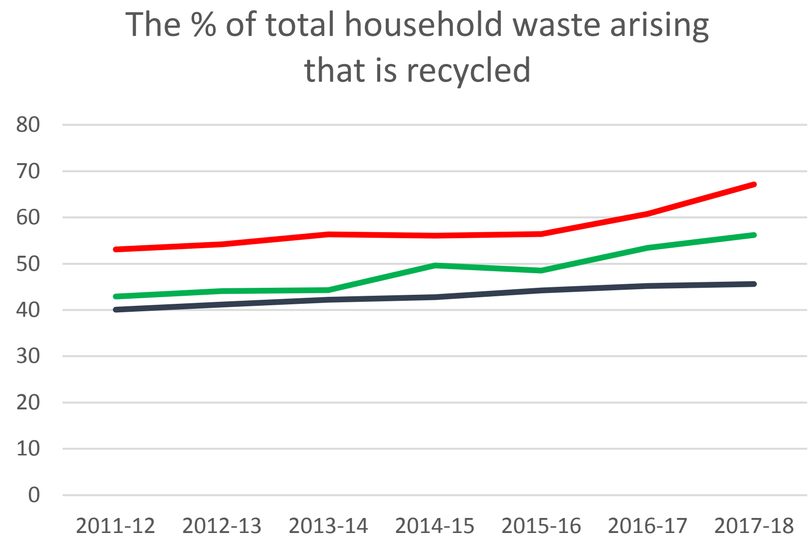
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2014/15 quartile	2015/16 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	**The percentage of total household waste that is recycled**	**56.4%**	**60.8%**	**67.15%**	**45.6 % (+21.55)**	**1**	**1**	**1**	**3**	**1**	**1**
Efficiency Outcome	**Net cost of waste collection per premises**	**£64.44**	**£67.71**	**£68.48**	**£65.98 (+£2.50)**	**3**	**3**	**3**	**20**	**23**	**22**
	Net cost per waste disposal per premises	**£90.33**	**£85.35**	**£81.38**	**£98.42 (-£17.04)**	**2**	**2**	**1**	**13**	**11**	**6**
Customer Outcome	**Percentage of adults satisfied with refuse collection**[13]	**75.3%**	**74.3%**	**73%**	**78.67% (-5.67)**	**4**	**4**	**4**	**29**	**30**	**27**
	Citizens' Panel – Wheeled bin refuse collection % of service users rating service as very good/good	*75%*	*80%*	*83%*	*						
	Citizens' Panel – Recycling % of service users rating service as very good/good	*84%*	*91%*	*92%*	*						

[13] Data represents three year average for each period (e.g. 2017/18 = average for 2013/16, 2014/17 and 2015/18)
*These data represent the latest East Renfrewshire Council's Citizens' Panel satisfaction measures and are not comparable with LGBF benchmarking data. (Data has been provided to add additional context).

Key trends


Net cost of Waste collection per premises
£72
£70
£68
£66
£64
£62
£60
£58
£56
£54
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18


Net cost per Waste disposal per premises
£120
£100
£80
£60
£40
£20
£0
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18
Key
ERC
Family Grp
Scotland


The % of total household waste arising that is recycled
80
70
60
50
40
30
20
10
0
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18

National Overview

Scottish average cost per premise for waste collection increased in real terms by 3.1% in 2017/18; while the number of premises increased by 3.9% during this period; total spend increased by 6.2%. The Scottish average net cost of waste disposal reduced by 1.5% during 2017/18 and there was an increase of 3.9% in the number of premises served. Recycling rates continued to improve across Scotland from 40.1% in 2010/11 to 45.6% in 2017/18; as efforts continue to achieve Scotland's Zero Waste target by 2020.

The work of the Waste and Recycling team makes a significant contribution to achieving our outcome to ensure East Renfrewshire is environmentally sustainable.

Strategic Policy Intention

The Waste and Recycling team provide collections of general waste, food and garden waste and recycling. Our collections operate on a three weekly cycle with the exception of food and garden waste which is collected weekly. The service operates 2 household waste recycling centres at Carlibar Road, Barrhead and Greenhags, Ayr Road, Newton Mearns. In addition, we offer eighteen recycling centres for residents to bring additional recycling. We operate a commercial waste uplift service to around 300 customers and also operate a bulk uplift service for residents. The Waste and Recycling Section provide collections to approximately 38,000 households handling tonnages in excess of 33,000 per annum.

Along with the majority of Local Authorities in Scotland, East Renfrewshire Council has committed to implementing the Household Waste Recycling Charter which provides guidance on how much capacity should be given for each material stream and creates a commonality of operational policies such as additional bins, assisted collections and excess waste.

The Waste and Recycling Team are also required to meet recycling targets set by the Scottish Government. The current target is 60% of household waste recycled by 2020. East Renfrewshire Council met this target with 60.8% in 2016 which is the highest percentage of waste recycled by any Local Authority in Scotland to date. In 2017, the Council exceeded the Scottish Government target and improved on 2016 performance by achieving recycling levels of 67.15%, which is over 20% above the Scottish Council average.

Council performance

East Renfrewshire Council currently has the highest recycling rate of all 32 Local Authorities in Scotland with 67.15% of waste recycled in 2017. 2018 figures will be verified and confirmed by SEPA towards the end of 2019.

As reported previously, Recycling Markets are constantly changing which can have major cost implications when trying to find recycling re-processors. It is likely that the Council will face future challenges around the matter of diminishing processing capacity for recyclates at home and abroad. This is both a national and international problem. It is well publicised that markets will be put under pressure to deal with an overload of material. This has inevitably led to an increase in costs and in some instances recycling materials have become a cost. Our teams will continue to explore viable solutions for our residents' waste material, however market forces may impact future costs.

The percentage of total household waste that is recycled: There has been a continual positive trend in increases in recycling rates over the last 3 years. Figures externally verified by SEPA have demonstrated that ERC has far exceeded the Scottish Governments target of 60% by 2020 and the 2017/18 figure is 21.55% higher than the national average. The reason for this increase is due to the reduction in general waste collection and increase in recycling collection.

Net cost of waste collection per premises: we operate a year round food and garden waste service whereas some other councils only offer a fortnightly collection of this material, which in turn has an impact on the collection cost per premise. Additionally, some councils only offer 1 bin for recycling collections which means they can provide the service at a reduced cost but this has an impact on the quality of materials being collected and in turn affects the income received for sale of the recyclable materials.

Net cost per waste disposal per premises: We have seen a marked reduction in the net cost of waste disposal per premises showing reductions from across the last three years since the new bin service was introduced across the Council area. This is mainly to do with the reduction in the amount of waste being disposed of via landfill and the associated costs with this versus an increase in the levels of recycling waste disposal which has been at a reduced cost. As mentioned above the benefit of cost reduction in the area of recycling may not continue given external market forces.

Percentage of adults satisfied with refuse collection: Many residents were unsatisfied with the previous box and bag recycling collection which was changed in October 2016 to a wheelie bin system of collection. We have seen an increase in satisfaction rate in the 2017/18 Citizens' Panel with 92% of residents rating the service as very good/good.

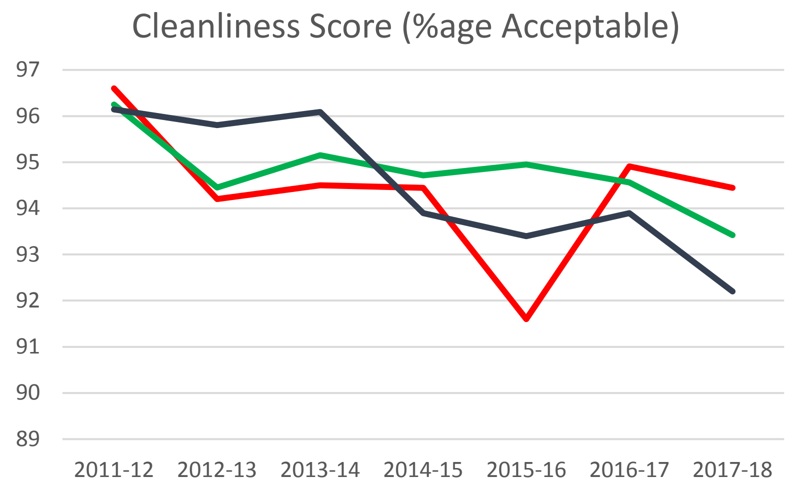
What the Council is doing to improve services

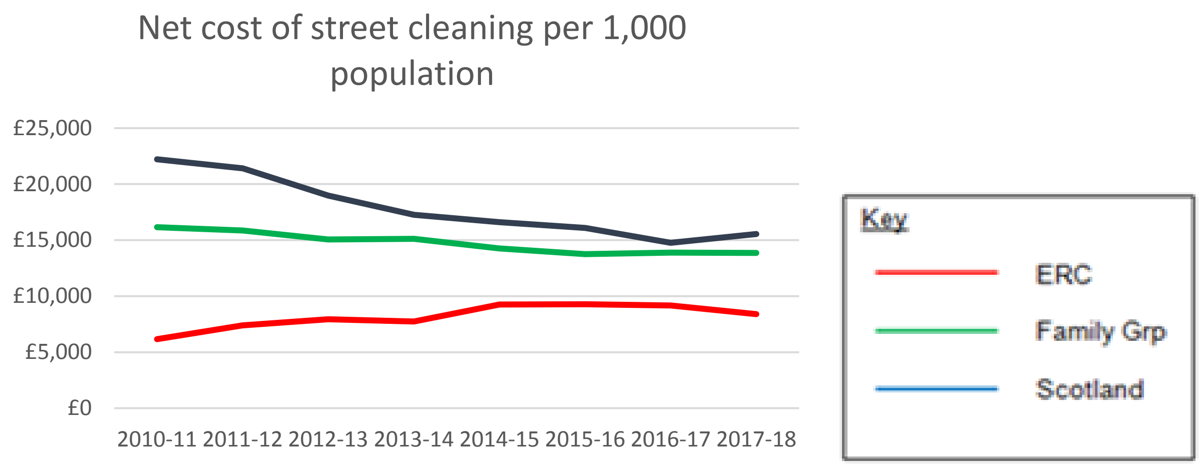
The Environment Change programme is focused on the delivery of a modern and efficient delivery of front-line services for our residents. A strategic cost effective solution has been sought re-residual waste which will be subject to a Landfill Ban from 1 January 2021. The service continues to seek cost effective solutions to the matters linked to the market for recyclates. We have achieved a solution to the Landfill Ban and are working with partners to deliver this.

Cleanliness

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	201718 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	**Street cleanliness score – % areas assessed as clean**	**91.6%**	**94.9%**	**94.44%**	**92.2% (+2.24)**	**4**	**2**	**2**	**25**	**14**	**11**
Efficiency Outcome	**Cost of street cleaning per 1,000 population**	**£8,909**	**£8,997**	**£8,390**	**£15,551 (-£7,161)**	**1**	**1**	**1**	**5**	**5**	**5**
Customer Outcome	**Percentage of adults satisfied with street cleaning[14]**	**72.0%**	**72.3%**	**74.67%**	**69.67% (-5)**	**3**	**3**	**2**	**24**	**20**	**9**
	Citizens' Panel - Street cleaning/ litter control % rating this as good or very good	*58%*	*54%*	*52%*	*						

Key trends





[14] Data represents three year average for each period (e.g. 2015/18 = average for 2013/16, 2014/17 and 2015/18)
* These data represent the latest East Renfrewshire Council's Citizens' Panel satisfaction measures and are not comparable with LGBF benchmarking data. (Data has been provided to add additional context).

National Overview

The cleanliness of Scotland's streets remains a priority for councils both in terms of improving the appearance of our streetscapes but also in terms of environmental improvements in the quality of peoples' lives. The revised Code of Practice on Litter and Refuse (Scotland) came into force in April 2018 and may affect both costs and standards in the future. Nationally across Scotland, street cleaning remains largely unchanged in 2017/18 however levels of customer satisfaction have reduced. The national average is 69.67% in 2017/18.

Strategic Policy Intention

The street cleaning team provides street sweeping services, removal of waste and recycling bins from litter bins, litter picking, fly-tipping clearances and graffiti removal. The service adopts a very proactive role, providing education on litter issues and makes use of community engagement opportunities; such as community groups, schools and library 'surgeries' to discuss street cleansing and other issues with residents. The street cleaning team provides street sweeping services to every street in East Renfrewshire and empties approximately 500 litter bins per week.

The service is governed by the code of practice (Local Environment Audit Management System – LEAMS) which all Scottish Councils have to adhere to. This audit is carried out four times per year with a verification audit carried out by Keep Scotland Beautiful. The work of the team contributes to local outcomes to ensure that East Renfrewshire is an attractive place to live with a good physical environment.

Council performance

We continue to have some of the lowest costs in the country for street cleaning and remain in the top quartile for the cost of street cleaning across all Scottish Councils.

Our street cleanliness score sits above the national average at 94.44% with sites receiving an A or B score rating, compared with the national figure of 92.2%. There are issues around the method utilised to undertake these assessments and previously Zero Waste Scotland and Keep Scotland Beautiful have acknowledged that there are issues with this measure and are working to develop a new benchmarking process for cleanliness. The Scottish Government has revised and re-issued its Code of Practice on Litter and Refuse (CoPLaR) and this will result in further measures, monitoring and responsibilities placed on Council's to maintain high standards of street cleanliness.

Street cleanliness score – % areas assessed as clean: We have allocated resources to well-known litter hot spots in order to try and improve our Grade C scores, this in turn increases our street cleanliness score. We have worked closely with community groups and schools to try and highlight the problems associated with litter which we believe has also had a positive impact on our scores.

Cost of street cleaning per 1,000 population: The national average for street cleaning in 2017/18 is £15,551 which is significantly higher than East Renfrewshire Council's cost of £8,390. The reason for the difference is the service puts a greater emphasis on mechanical sweeping rather than manual litter picking etc.

Percentage of adults satisfied with street cleaning: Results for 2017/18 show that 52% of Citizens' Panel members rate the service as good/very good.

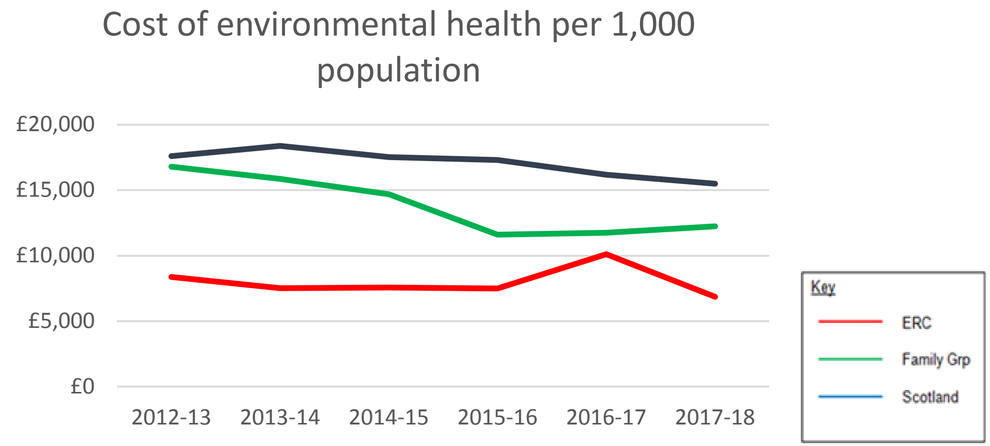
What the Council is doing to improve services

We consistently review how we operate and manage our street cleaning services to improve the public's perception of our Council areas. A new more efficient and effective street cleaning fleet has recently been purchased and will assist in the improvement of standards across the area. Deployment of digital technology and closer analysis of complaints data will assist the service in targeting street cleaning work.

Trading standards and environmental health

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Efficiency Outcome	Cost of environmental health per 1,000 population	£7,198	£9,924	£6,849	£15,496 (-£8,647)	1	1	1	1	4	1
	Cost of trading standards, money advice and citizens' advice per 1,000 population	£7,865	£7,025	£8,136	£5,890 (+£2,426)	4	3	3	28	22	23

Key Trends



National Overview

Trading Standards costs have been standardised within the framework to include Trading Standards, Money Advice and Citizens Advice. Since 2012/13 the cost of these services, per 1,000 population, while volatile, increased overall by 6.2% and includes a 5.2% increase in the past 12 months. Trading Standards services nationally are seeing increasing demands for service in terms of reactive complaints and business support, (e.g. export certificates). It is anticipated that this workload is likely to increase, in part, as a result of Brexit. Across the same period there was an 11.9% reduction in the cost of Environmental Health services per 1,000 population.

Strategic Policy Intention

The Environmental Health service ensures the food bought from our shops and restaurants is safe and that retailers comply with appropriate legislation. The Service is responsible for ensuring that public health standards are met through the inspection of private water supplies, assisting with the improvement of housing below tolerable standards and investigating any outbreaks of infectious diseases. Environmental Health has a number of enforcement powers including submission of reports to the Procurator Fiscal.

The Trading Standards Service has evolved to combine Prevention with an intelligence led enforcement strategy; this ensures that all stakeholders (residents, businesses and third parties) can pursue economic activities within East Renfrewshire Council, secure in the knowledge of a safe, secure, open and transparent trading environment.

The strategic aim for the Money Advice and Rights Team (MART) is to provide a free, confidential, tailored money advice service to residents across East Renfrewshire. Citizens Advice Bureau (CAB) also receives funding from the council to provide a money advice service. Clients can access advice on managing their debt, improving their financial wellbeing and budgeting support. There is a partnership working approach taken between the council and other organisations to ensure a smooth process for East Renfrewshire residents who may require access to money advice services.

Council performance

The cost of trading standards, money advice and citizens' advice increased in 2017/18 from £7,025 in 2016/17 to £8,316; leading to a fall in rank of one place from 22 to 23, placing us in the third quartile. Trading standards are noted for productivity in its inspections and interventions ensuring non-compliant businesses are brought back into compliance within 30 days. Our scam prevention strategy is multi-award winning and feedback from residents shows that our 'confidence at home packages' contribute to vulnerable residents' ability to live independently and prevents loss to 'scams'.

2017/18 costs for environmental services decreased from £9,924 in 2016/17 to £6,849. This is well below the Scottish average cost of £15,496 for the period and moves us up 3 places in rank from 4 to 1.

What the Council is doing to improve services

The Council continues to ensure that it participates in Government led discussions around any changes to legislation and practice. The Council has agreed to trial changes to food inspection procedures on behalf of Food Standards Scotland. Other procedural changes across Trading Standards and Environmental Health are implemented as required. Trading Standards collaborate with the third sector agencies to increase awareness about scams and home safety.

5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives.

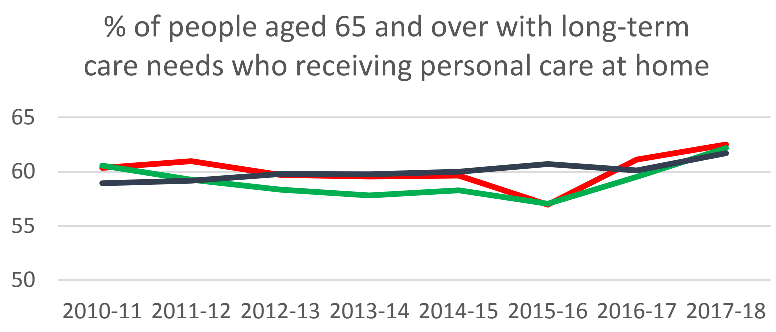
Adult Social Care

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Delivery Outcome	**Percentage of people 65 and over with long-term care needs receiving personal care at home**	**59.96%**	**61.12%**	**62.49%**	**61.72% (+0.77)**	**4**	**3**	**3**	**25**	**20**	**20**
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	**5.76%**	**6.63%**	**7.52%**	**6.74% (+0.78)**	**1**	**1**	**1**	**4**	**6**	**5**
Efficiency Outcome	**Older persons (Over 65) home care costs per hour**	**£26.38**	**£23.13**	**£22.69**	**£23.76 (-£1.07)**	**3**	**2**	**2**	**23**	**13**	**13**
	The Net Cost of Residential Care Services per Older Adult (+65) per Week	**£340**	**£242**	**£190**	**£386 (-£167)**	**1**	**1**	**1**	**6**	**4**	**1**
Customer Outcome	**Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life**	**81.69%**	**n/a**	**76.46%**	**79.97% (-3.51)**	**3**	**n/a**	**4**	**24**	**n/a**	**26**
	Percentage of adults receiving any care or support who rate it as excellent or good.	**83.87%**	**n/a**	**77.27%**	**80.18% (-2.91)**	**2**	**n/a**	**3**	**13**	**n/a**	**26**
	Citizens' Panel – Homecare services % of service users rating service as very good/good[15]	*78%*	*91%*	*76%*	*						
	Citizens' Panel - Health and social care for adults % of service users rating service as very good/good	*77%*	*76%*	*81%*	*						

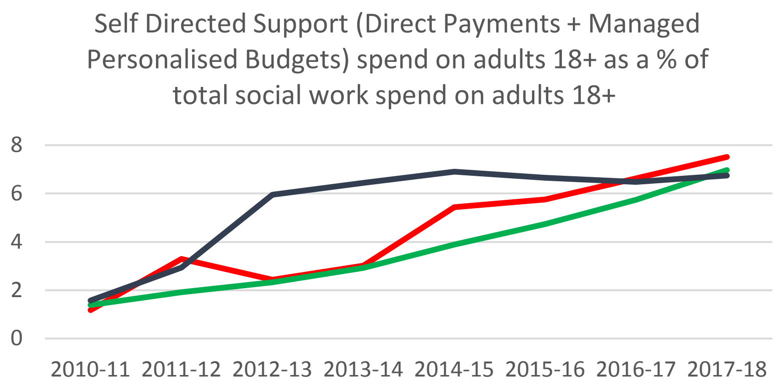
[15] These data are based on a low number of service users' responses and should be treated with caution. (For example; homecare services data for 2018, based on 74 respondents).

* These data represent the latest East Renfrewshire Council's Citizens' Panel satisfaction measures and are not comparable with LGBF benchmarking data. (Data has been provided to add additional context)

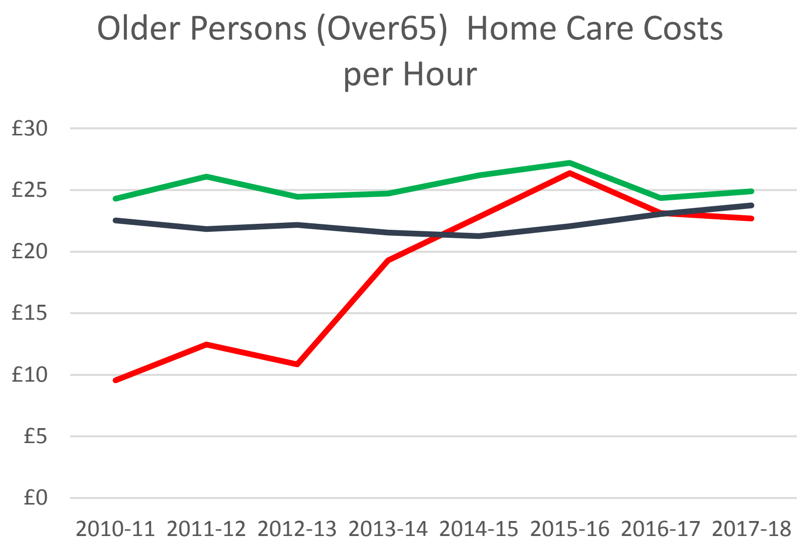
Key trends



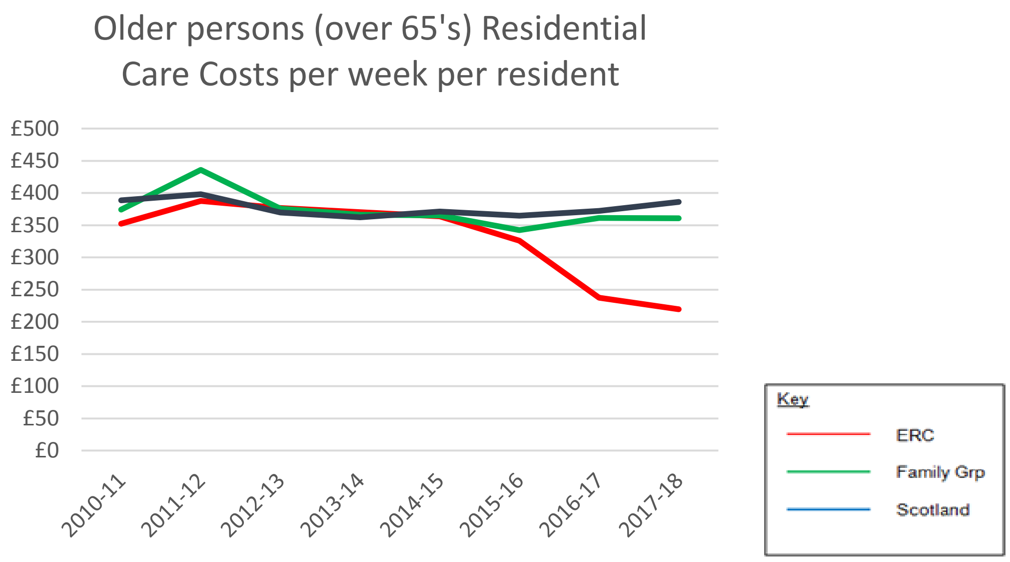
% of people aged 65 and over with long-term care needs who receiving personal care at home
65
60
55
50
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18



Self Directed Support (Direct Payments + Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+
8
6
4
2
0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18



Older Persons (Over65) Home Care Costs per Hour
£30
£25
£20
£15
£10
£5
£0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18



Older persons (over 65's) Residential Care Costs per week per resident
£500
£450
£400
£350
£300
£250
£200
£150
£100
£50
£0
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18
Key
ERC
Family Grp
Scotland

National overview

In Scotland, home care costs have risen by 3% in the past twelve months though there has been no growth in the number of hours delivered, however it has to be noted that, nationally the living wage factors into the increasing cost trend. Residential care costs for older people have also increased by 1.9%. 2017/18 data demonstrates an increase in expenditure on residential care of 1.2%; while the number of residents in Scotland has reduced by 0.6%. There has been a slow but continued growth in the balance of older people with long term care needs being cared for the in the community, nationally, up from 60% to 61.7%. It is important to note that there has been a year on year reduction in satisfaction measures for care services for older people, reducing from 84% to 80% across excellent/good ratings, whilst those agreeing that services have had an impact in improving/maintaining their quality of life fell from 85% to 80%. There has been continued growth in the percentage of total social work spend allocated via self-directed support options but it still sits at less than 7%.

Health & Social Care Partnership’s Strategic Policy Intention

Our strategic policy intention is set out in our most recent Health and Social Care Strategic Plan 2018-21 which is shaped by the National Health and Wellbeing Outcomes and Community Planning commitments. The new plan sets out seven clear strategic priorities for 2018- 2021, three of which link directly to the areas of activity highlighted in the LGBF benchmarking indicators:

- Working together with people to maintain their independence at home and in their local community.
- Working together with our colleagues in primary and acute care to care for people to reduce unplanned admissions to hospital.
- Working together with people who care for someone ensuring they are able to exercise choice and control in relation to their caring activities.

Increasing choice and control and developing self-directed support remains a key focus of HSCP activity. The HSCP already benchmarks well in terms of self-directed support; with 2017/18 spend of 7.52% above the Scottish average spend of 6.74%.

Health & Social Care Partnership’s Performance

In relation to the provision of long term care for older people we welcome the revision of the LGBF indicator to include all people over 65 in receipt of homecare. The LGBF data for the last three years shows a stable increase in the proportion of older people receiving care at home compared with residential and long-term hospital care. This is in part due to more accurate local recording of homecare provision. Prior to 2016/17 our submission understated the level of homecare provision. Since 2016/17 our data captures all our care at home activity (for both in-house and commissioned services) including care at home delivered in two sheltered housing complexes by the housing provider; home care provided by the in-house care at home service to people on discharge from hospital; and re-ablement and telecare responder visits

We support the expansion of choice and control by encouraging the update of self-directed support (SDS) options. The LGBF shows stable growth in the proportion of spend through SDS Options 1 and 2. We perform above the national average (despite Glasgow being a significant 'outlier') and our ranking position has improved from the previous year (to 5th). Our approach to self-directed support is developing and we will introduce a new individual budget calculator for the allocation of resources through SDS. This will make our model simpler and more transparent, potentially removing barriers to uptake.

The LGBF data shows that the cost of homecare provision for older people has reduced. This trend reflects more accurate reporting of homecare provision explained above. We remain concerned, however, that the current methodology overstates the cost of provision since it divides overall spending by the hours of care received by a service user (client hours) rather than the actual hours of delivery, accounting for multiple carers (staff hours).

Costs for residential care have also improved (decreasing) again this year and we are now ranked 2nd in Scotland for this indicator. However, we would reiterate this measure does not relate to the actual cost of delivering care. It is calculated by dividing the residential care home budget by the number of people in a care home funded or part funded by East Renfrewshire. The lower cost of care home places in East Renfrewshire reflects a higher number of self-funders in receipt of free personal/nursing care. This figure continues to rise in East Renfrewshire and the HSCP is concerned that an increase in the number of care home beds locally as new providers open up new facilities drives an increase in self-funding clients.

We perform less well on the customer perception measures included in the LGBF. Higher levels of satisfaction are shown in the responses to our local Citizens' Panel survey.

What the HSCP is doing to improve services

The HSCP is implementing its 'Fit for the Future' improvement programme. One element of the redesign is an emphasis on re-designing services to better support people who are extremely frail and/or approaching end of life. This includes the planned development of Bonnyton House to offer recuperation and end of life care for people unable to be maintained at home but as an alternative to permanent residential care or hospital admission.

As well as developing our approach for fairer allocation of resources through SDS, we will establish greater 'choice' for East Renfrewshire residents by developing the local market for support provision. To support our focus on early intervention and prevention we are establishing an Initial Contact Team to provide fast access to information, advice and support. This preventative work will be supported by a programme of 'Talking Point' consultation events where people can come along and talk to a range of professionals, carer and community supports.

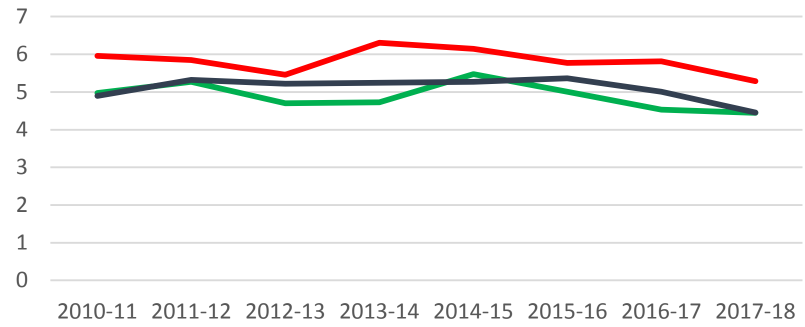
Organisational Outcomes – Customer, Efficiency and People

Corporate Costs and Processes

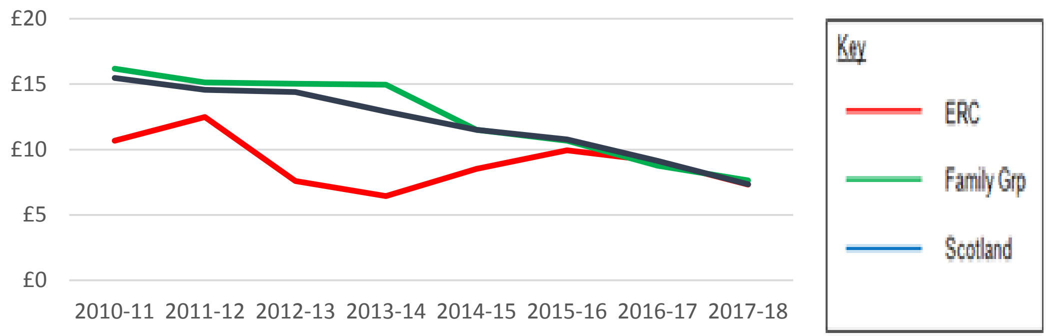
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Efficiency Outcome	Support services as a percentage of total gross expenditure	5.77%	5.82%	5.28%	4.45% (-18.65%)	3	4	4	20	25	26
	The cost per dwelling of collecting Council Tax	£9.54	£8.95	£7.32	£7.35 (+£0.4%)	2	3	2	14	17	13
	Percentage of income due from Council Tax received by the end of the year	97.64%	97.76%	97.76%	96% (+1.83%)	1	1	1	5	4	5
	Percentage of invoices sampled that were paid within 30 days	n/a	71.00%	83.28%	93.19% (-10.06%)	n/a	4	4	n/a	32	29

Key trends

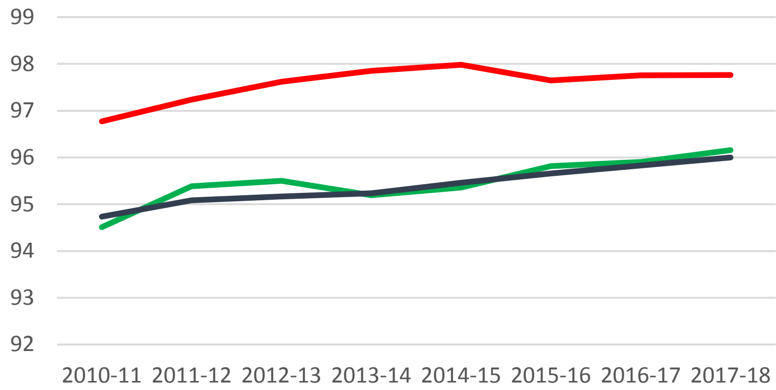
Support services as a % of Total Gross expenditure



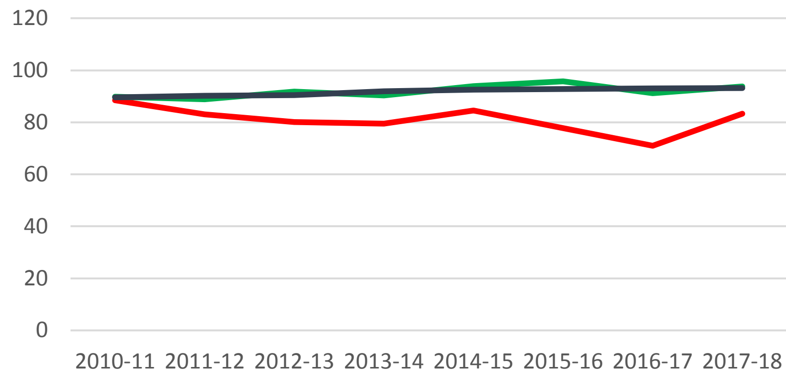
The cost per dwelling of collecting Council Tax



Percentage of income due from Council Tax received by the end of the year



Percentage of invoices sampled that were paid within 30 days



National Overview
Council corporate and support costs continue to account for only 4.5% of total gross revenue spend for local government across Scotland, a reduction of 0.5 percentage points since 2016/17. There has been a further 11% reduction in expenditure on support services in the last twelve months and an overall reduction of 23% since 2010. Council tax collection levels in 2017/18 remained at the levels experienced in 2016/17. Council tax reforms (changes to banding ratios) were introduced in 2017/18 and there was an end to the national Council tax freeze. Invoice processing across Councils in 2017/18 ranged from 78% to 97.1%

Strategic Policy Intention
To provide efficient and effective support services, to properly and adequately resource the democratic governance of the Council and the area.

Council Performance
The proportion of spending on support services declined in 2017/18 from 5.82% to 5.28%. Support service costs will continue to be affected as we look to modernise and streamline core business functions, such as invoice payments. The Council continues to make necessary investments to modernise its IT infrastructure to make sure that spending on support services is set at the appropriate level.

We continue to perform well in relation to Council Tax collection with the collection rate in 2017/18 equalling that of 2016/17. It should be noted that the net billed figure increased significantly from 2016/17 to 2017/18 (from £43.2m to £49.2m) so although the collection percentage is static, considerable additional income has been collected. Collection levels are above the Scottish average, maintaining our position in the top quartile. The cost per dwelling of Council Tax collection has reduced from 2016/17 levels, and is just under the Scottish average. We have moved rank from 17 to 13 and up to 2nd quartile for this indicator. Participation in the LGBF Family Group has indicated that there is some variation in the way this indicator is calculated across local authorities. As above, there is however a likelihood that these costs will temporarily increase in the next two years as we seek to modernise and improve Council Tax and Benefits processes reflecting costs associated with implementing a new ICT system.

Invoice payments performance has improved by 17.3% from 2016/17 with 83.28% of invoices paid within 30 days in 2017/18. The Council has improved its national ranking by three places over the year, from 32 to 29. Significant work was undertaken to improve the accuracy of invoice processing to mitigate against potential financial risk. Auditors acknowledge the good progress made over the last year to address and respond to audit recommendations. Substantial work has been undertaken to improve error rates in processing and to ensure that duplicate payments are avoided. Pre-payment error rates are now better than industry standards and there is a new compliance and checking regime to ensure that higher value payments are subject to a new pre-payment process and all changes to bank or supplier details are also subject to double-checks. A Managers' report which includes measures is run on a weekly basis and used to take remedial action where required. Given the historical issues with the council's invoice payments and the significant progress that has been made in the last year; there remain concerns about this national performance measure as an accurate like for like comparison with prior years or other councils. The council's Internal Auditors have taken a particularly stringent approach towards this PI; we know from our network that other councils are not subject to such rigorous scrutiny on this measure. Audit work concluded in October 2018 advised that the 2017/18 PI data should be subject to a revised method of calculation. A revised calculation was required for any invoices that had not been scanned into the system within 21 days of the invoice date. Performance for invoices out with this twenty one day timeframe had to be calculated based on the invoice date + 2 days. Service managers have now ensured that this methodology is carried forward into calculations for 2018/19, but being well through the financial year by the time of the audit recommendations, this may also have an effect on performance for 2018/19. The focus for the remainder of the year and beyond will be to continue to improve processing performance, but with a methodology as rigorous as this, it is unlikely that our comparative PI performance against other councils will be able to improve much beyond quartile 4 or 3 at best. Despite this, the service is keen to continue to work collaboratively with audit colleagues to focus on the important issue of minimising risk and error in the invoice payments process and we believe that we have made significant strides in this area over the last year. Future audit work on the PI will also take place earlier in 2019 to allow any required action to be taken earlier in the financial year.

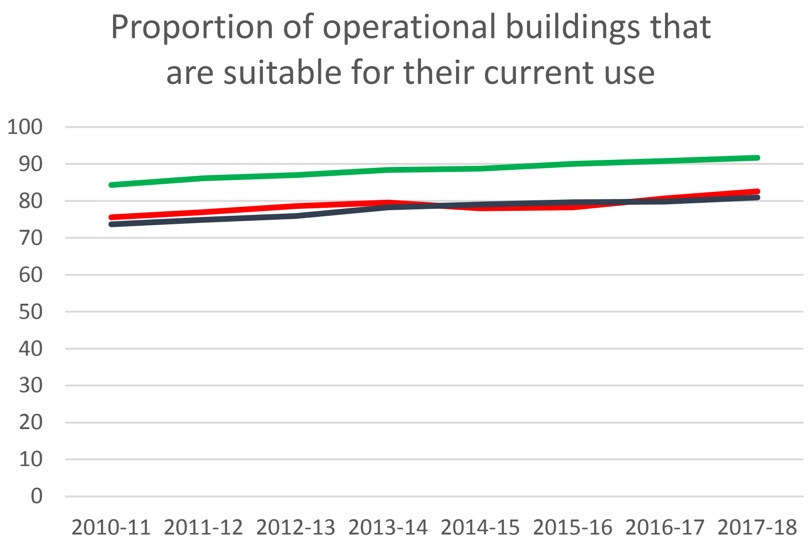
What the Council is doing to improve services

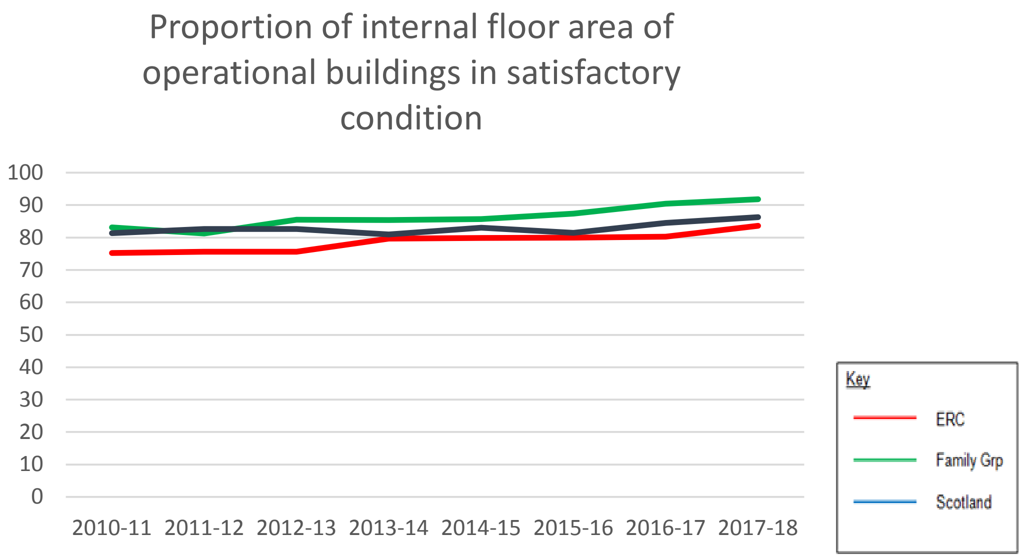
The Council Tax team continues to perform well seeing a significant increase in the value of cash collected in 2017/18 and a drop in the cost of collection. We are keen to improve customer journeys, processing times and the digitisation of our end to end processes. In light of this we will be going to market in 2019 to replace the Council Tax and Benefits ICT system and will also be part of the Council's Core Systems programme which will continue the modernisation of our invoice payments process. Joint working with Sheriff Officers continues to be successful in securing recovery of larger debts.

Corporate Assets

Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
Efficiency Outcome	Proportion of operational buildings that are suitable for their current use	78.3%	80.7%	82.61%	80.96% (+1.65)	3	3	3	24	22	20
	Proportion of internal floor area of operational buildings in satisfactory condition	80.0%	80.3%	83.58%	86.31% (-2.73)	3	3	3	23	24	22

Key trends





National Overview

2017/18 data shows significant improvement in the condition of councils' corporate assets across Scotland. Operational buildings suitable for their current use saw an improvement of 6.4 percentage points and the proportion of internal floor area of operational buildings in satisfactory condition also improved from 84.48% in 2016/17 to 86.31%.

Strategic Policy Intention

The importance of well-maintained property is highlighted as a major factor in contributing to the strategic outcome - East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow. Providing efficient buildings that are cost effective, user friendly and support new ways of working are also key to contributing to the Council's efficiency outcome.

Council Performance

Overall, property performance continued to improve in 2017/18. This is attributed to a successful programme of major maintenance, property rationalisation and introduction of new builds to replace life expired property. There continues to be a planned reduction in the number of operational properties resulting in a harder working, better maintained property portfolio. It should be noted that whilst property numbers are decreasing, gross internal area is increasing as replacement properties are larger and also come with higher servicing costs due to more complex building management systems and services.

There are now 115 operational properties. This consists of a total of 241,547 square metres (gross internal area) with 201,891 square metres of that recorded in satisfactory or good condition. This gives a ratio of 83.6% for ratio of floor area in satisfactory condition against a previous ratio of 80.3%. This measure reflects both improvements in property condition and consideration of detrimental changes with defects recorded against properties. Achieving a significant increase shows effective allocation of resources to keep properties open and supporting service delivery. These figures reflect the Council's commitment to improving property stock with the introduction of the replacement Barrhead High, Faith Schools Joint Campus, major upgrade to Crookfur Primary School and Auchenback Family Centre. Further improvement is anticipated with the addition of Maidenhill Primary and the Early Years Programme.

Positive performance has resulted from a combination of property rationalisation, targeted spend and replacement of life expired property. We still spend below the best practice figure of £23/m2 with a current figure of £18/m2. This results in some non-essential work being delayed or not undertaken to ensure all properties remain safe for building users and continue to support service delivery.

There has been an increase (from 80.7% to 83.3%) on the proportion of operational buildings that are suitable for their current use. The 'suitability' indicator is the ratio of properties with satisfactory suitability for current use over the total number of operational properties. Again this indicator is projected to rise next year once consideration of new property assets has been included.

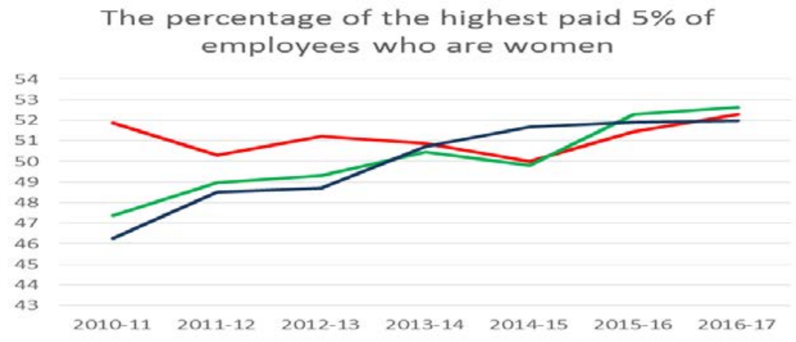
What the Council is doing to improve services

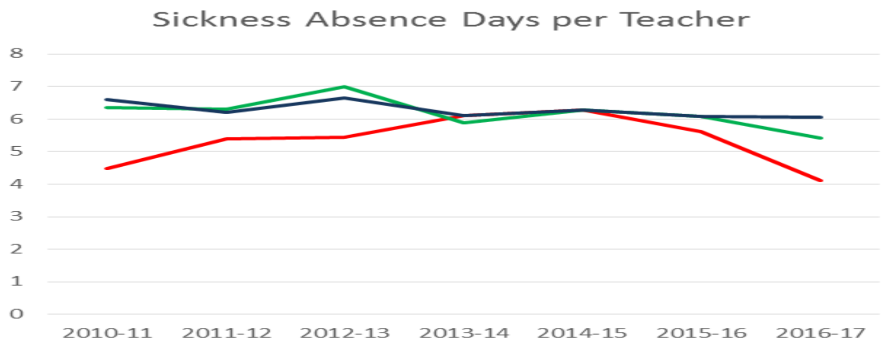
The Council continues to explore opportunities for property colocation with community partners. This could potentially reduce running costs whilst allowing community access to services at one location. Liaison with community groups is enabling vacant properties to be brought into use again providing space for community activity and relieving the Council of revenue costs and maintenance liability. Further survey work and client/customer engagement will also target areas for improvement. Building user safety is of paramount importance, especially in light of tragic events such as Grenfell Tower, Liberton School as well as the construction failure at Oxgangs Primary. As a result, Action Plans are in place for both maintenance and building compliance; following the recommendations of the Cole Report.

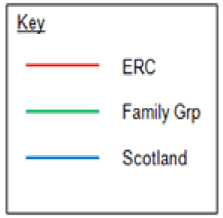
Employees

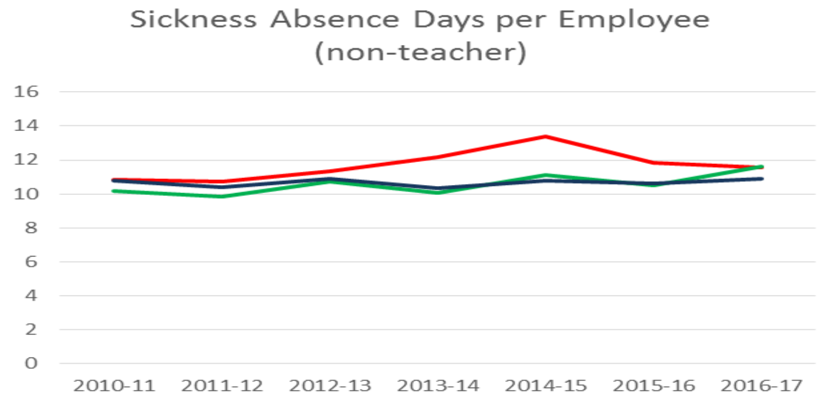
Indicator type	Full name	2015/16 value	2016/17 value	2017/18 value	17/18 Scot Av. (ERC difference)	2015/16 quartile	2016/17 quartile	2017/18 quartile	2015/16 rank	2016/17 rank	2017/18 rank
People Outcome	The percentage of the highest paid 5% of employees who are women	51.45%	52.27%	55.88%	54.60% (+1.28)	2	2	2	15	15	9
	Gender pay gap	9.28%	8.72%	7.77%	3.93% (+3.84)	4	4	4	29	29	28
	Sickness absence days per teacher	5.61	4.10	4.58	5.93 (-1.35)	1	1	1	7	1	3
	Sickness absence days per employee (local government employees)	11.85	11.54	10.52	11.41 (-0.89)	4	3	2	25	20	9

Key trends









National Overview

Nationally, absence rates for teachers has reduced by 2.1% (from 6.1 days to 5.9 days) reducing by 10% since 2010/11. (Across Scotland, 2017/18 data shows that sickness absence is at the highest levels since 2010/11 whilst FTEs have reduced by 10.3%). However absence rates for other local government employees has increased from 10.9 days to 11.4 days which shows a 4.5% increase. Throughout 2017/18 there was a continued growth in the percentage of women in 5% highest paid now 54.6%; alongside the gender pay gap narrowing from 4.21 to 3.93.

Strategic Policy Intention

To reduce the number of sickness absence days within the Council and ensure that ERC continues to be a fair and equal employer.

Council Performance

Our commitment to equalities at the Council is reflected in our positive rate of high female salary earners. Gender pay gap data was introduced as a new indicator in 2015/16 and we continue to perform less favorably on this measure. The gender pay gap for East Renfrewshire is in the fourth quartile and this is a metric which the council will continue to review. 75% percent of the council's employees are females and there continues to be a higher proportion of female to male employees in our lower grades.

Of these lower graded roles there is an occupational segregation with women clustered into what are stereotypically referred to as female occupations with 99% of catering roles, 97.1% of homecare roles, and 81.4% of cleaning roles undertaken by females. Men are clustered into stereotypical male occupations with 100% of refuse roles, 100% of road roles, and 96.7% of ground staff roles undertaken by men. Based on our local government employees, excluding teachers, the gender pay gap exists at the lowest end of our grades 1 to 4 (1 is the lowest grade) where 54.1% of the total female headcount sit within these grades compared to 31.73% of the total male headcount which is a gap of 22.28%.

Our performance on absence for both teachers and local government employees has improved as a result of targeted work. There is continued improvement for local government employees and although our ranking for teachers dropped slightly from 1st to 3rd place, we remain in the top quartile for this measure and below the Scottish average. There has been an improvement for non-teaching staff with our ranking increasing from 20th to 9th place placing us in the 2nd quartile, however we know that although we have shown a significant improvement, absence will remain as a key focus for the Council. Overall absence performance can be attributed to a number of factors including the continued increase of our average age profile and the fact that the council continues to provide a significant number of services which have a high level of manual tasks. Many other councils have outsourced these manual focused roles e.g. home care, cleaning etc. (where sickness absence levels tend to be higher), to arm's length organisations thus affecting a reduction to their absence levels overall.

What the Council is doing to improve services

Whilst our absence rates have improved, it will continue to be a focus with priority given to hot spot areas, mainly Facilities Management and Homecare. The additional resource in place over the last year has been used to coach and mentor managers on how best to tackle absence especially complex issues. We have a maximising attendance policy which is aimed at maximising attendance at work for all employees in a fair, consistent and timely way, and training on this policy is run throughout the year. In addition departments continue to monitor absence, to ensure managers undertake their duties in terms of return to work meetings and absence review meetings.

In terms of the gender pay gap, a large proportion of Homecare roles have been regraded in line with the council job evaluation scheme which has resulted in their grades increasing from 3 to 4. This increase in grade will subsequently impact salary which should have a positive impact on future gender pay gap reporting.

We continue to support the payment of the Scottish Local Government Living Wage as a supplement and this should also make some impact on the gap in the lower grades.

Other councils have outsourced their high volume low graded workers to other organisations, which means they do not include them in their gender pay gap calculations and therefore their results when compared to ours are significantly better. As a council we have not outsourced these roles, and we will continue to identify measures to address the gender pay gap issue.