CLACKMANNANSHIRE COUNCIL		THIS PAPER RELATES TO ITEM 6 ON THE AGENDA
Report to	**Scrutiny Committee**	
Date of Meeting:	**15th February 2018**	
Subject:	**Local Government Benchmarking Framework 2016/17**	
Report by:	**Head of Strategy & Customer Services**	

1.0 Purpose

1.1. This report presents performance information from the Local Government Benchmarking Framework (LGBF), focusing on Clackmannanshire Council's performance in the 2016/17 financial year, in relation to other Scottish local authorities. Appendix A contains detailed and summarised information on Clackmannanshire Council's performance, and comments on indicators ranked in the bottom quartile (bottom 8 Councils). Please note that all data in this report is currently draft, and indicators and values may change up to the point of national publication by the Improvement Service in February 2018.

2.0 Recommendations

2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. Statutory Duties and Framework Changes

3.1.1. The LGBF represents part of Councils' statutory duties for Public Performance Reporting, with the remaining duties fulfilled by other committee reports throughout the year and information presented on the Council's website. The integrity of submitted data is reviewed annually by external auditors and no concerns have been raised with Clackmannanshire's submissions for many years. This was confirmed for 2016/17 data in Audit Scotland's report to Clackmannanshire Council on 28 September 2017.

3.1.2. Though the Improvement Service have been responsible for the LGBF for 5 years, progress in framework improvement has been limited in some areas, and concerns still exist around indicator validity, data integrity, consistency of reporting, submission processes and timeliness. The latter, in particular, is frequently raised as hampering potential value in informing Council decision-making. Officers continue to make every effort to contribute to the framework's development and the resolution of these issues, both with the Improvement Service and the Scottish Performance Management Forum.

3.1.3. As well as the analysis and reporting of performance data, the LGBF also involves work in 'family groups' of Councils to share knowledge on improving performance levels. Though all Councils are unique and initiatives or processes that succeed in one area may not necessarily improve performance levels elsewhere, families are based on specific factors aimed at grouping more similar authorities together. Groups are based on deprivation for Education, Social Work and Housing, and on population density for all other areas.

3.1.4. This report is based on draft data in order to report as soon as possible, and to meet the statutory deadline of 31March 2018, however, at the time of writing, some 2016/17 data has not yet been provided by the Improvement Service. Councils have also been advised that local values, Scottish averages, rankings, calculations, and even the indicators themselves may change when the framework is published nationally in February.

3.1.5. Changes to the 2016/17 dataset, of which we are currently aware, include:

- The addition of an Early Years provision indicator to the Education section;
- The addition of indicators on Looked After Children placements, Child Protection re-registrations, and Child Development to the Social Services section;
- The replacement of the Positive Destinations indicator (Education) with 16-19 year-old Participation Rate (Development & Environment);
- The removal of indictors on Domestic Noise (Housing & Community Safety) and Cost of Democratic Core (Strategy & Customer Services) due to not having robust data-gathering methodologies, and being considered of limited value by national bodies;
- Some smaller revisions to definitions, to improve clarity and consistency of reporting.

Though some additional Education and Social Services indicators have also been added, only data up to 2014/15 has been provided, therefore, they are considered of limited use due to lack of currency, so they have not been included in this report.

3.1.6. Appendix A also provides comments, on an exceptions basis, for indicators where Clackmannanshire's performance levels were ranked in the bottom quartile (the bottom 8 Councils). Indicators are grouped by Clackmannanshire Council's service structure here (rather than national groupings), to improve local relevance and accountability. Though 3 years' data is presented, 7 years' data is held for most indicators, and detailed analysis is provided internally to services once the final framework is published nationally.

3.2. 2016/17 Performance

3.2.1. As can be seen from the chart in Appendix A, in terms of average ranking across all framework indicators, Clackmannanshire Council is performing in 15th place, just within the top half of Councils. This is consistent with the recent observation that, in the current times of austerity, smaller Councils' performance appears to be more and more polarised, with areas of very strong performance contrasting with less positive results in, for example, areas where greater economies of scale can be achieved by larger Councils. This results in small authorities having many indicators in the top and bottom quartiles, and fewer in the 2nd and 3rd, which 'average out' to place them in the middle of this chart.

Education

3.2.2. Attainment has been a key focus in the authority in recent years, including participation in the Scottish Attainment Challenge. There was, however, a decline across all deprivation quintiles in 16/17 (overall -2.9%), while national results improved slightly (1.3%). Further investigation may be beneficial into the apparent trend of quintile 2 performing better than other quintiles with greater and lesser levels of deprivation. We perform consistently above the Scottish average in inspections of Early Years provision, and here we improved (5.9%) despite a slight national decline. We have performed in the top quartile for 3 years in schools satisfaction, though Teachers' sickness absence is ranked the worst in Scotland. Performance in cost indicators is more variable, with relatively high costs in secondary schools, roughly average costs in pre-schools (which reduced by 1.2% despite a 9.5% national increase), and lower costs in primaries, relative to other authorities.

Social Services

3.2.3. We consistently perform in the top quartile in residential costs for Looked After Children though costs are generally higher than average for children in the community. Overall, gross costs for Looked After Children (community & residential) reduced locally by 11.2% (from £6.3m to £5.6m) in the last year while, nationally, costs increased by 2.8%. Though the amber figures show a slight decline, they are influenced by changes in the number of Looked After Children, and are considered a positive, in keeping with the social services redesign. More specific information on children looked after in different settings is included in Social Services Business Plan reports. We also continue to perform better than average in the proportion looked after in the community, and in children being moved more than once within a year (improving by 13.0%, while national results improved by 3.1%). We declined slightly in Child Protection re-registrations and children meeting developmental milestones in 15/16 (while national results for both improved slightly), though levels were still better than the Scottish average.

3.2.4. Queries regarding the Self-directed Support values have been raised with finance (note that Glasgow significantly skews this Scottish average: 3.7% if they are excluded). We are generally in the top quartile for perceptions, with the exception of Quality of Life in 15/16, which may relate to sample sizes in the Health & Care Experience Survey. In older people's homecare, we perform consistently in the top quartile for both provision of services, and in the cost of provision (though the latter increased by 14.3% in 15/16, 4.8% nationally). We have made substantial progress in older people's residential care costs, from bottom quartile in 13/14 to top quartile in 15/16 (reducing by 14.6%, while roughly static nationally), with further savings (34.2%) in 16/17. Overall, across Social Services indicators (using most recent rankings), we are performing 2nd best of all 32 authorities.

Housing & Community Safety

3.2.5. Though we have traditionally been a strong performer in Housing, and are still 4th in Scotland, the impact of welfare reform on residents can now be seen. Rent arrears have increased locally and nationally in all 4 years recorded (5.6% and 3.8%, respectively, in 16/17), and deprivation levels mean arrears are generally higher locally than average. Void rent loss is usually top quartile but this also increased in both 2014/15 and 2016/17 (while reducing by 11.8% nationally last year). We are, again, normally a top quartile performer in both housing quality measures, though some aspects are now superseded by other standards. We have performed in the top quartile for repairs response times in all 4 years for which data is held. In Assets (suitability & condition) we are consistently above the Scottish average, and top quartile in the latter. Our calculation of Council Tax costs was aligned to other authorities by excluding support costs, bringing us into the top quartile, and collection rates continue to increase, in line with national trends.

Development & Environment

3.2.6. Planning indicators were added last year, and fluctuations (in many authorities) suggest there may still be data integrity issues, currently being investigated. Our improvement in 2016-19 year-old participation was over twice that nationally (1.7% versus 0.8%) though we remain in the bottom quartile. Having previously performed around the Scottish average for people assisted into work, we are below this for the 2nd year, with another slight decline. Business start-ups improved (3.8%) while declining nationally (-1.7%). The Improvement Service advise that the measure on spend with local SMEs will be changing for their publication, and queries have been raised about the accuracy of the draft figures.

3.2.7. Trading Standards costs have been in the top quartile in all 5 years, and the increase in Environmental Health has been queried, though costs remain lower than average. Roads costs reduced by 10.0% despite a national increase of 5.6%. Slightly higher than average costs may, however, be the reason that all 4 road condition indicators improved for the 2nd

year running, with only Unclassified roads remaining slightly below average. Last year, an Audit Scotland report voiced concerns about under-investment in roads infrastructure, and some authorities no longer report lower costs as better performance in this area.

3.2.8. One-off vehicle maintenance charges increased waste collection costs, though disposal costs reduced slightly (-0.6%, despite a 1.4% national increase). Having previously been in the top quartile for collection, both costs are now higher than average. Strong recycling rates continue, only outwith the top quartile in 15/16 due to outlet classification changes (one recycling centre failed to retain accreditation and overseas EnergyForWaste outlets were excluded). Though rankings declined slightly for satisfaction with both recycling and street cleaning (broadly following national trends), satisfaction with parks & open spaces improved by 1.5% (0.4% nationally), and all 3 remain above average. Street cleaning costs increased by 8.8%, in contrast to a national reduction (-5.8%), and street cleanliness also declined slightly, though we continue to perform better than average in both. There was, however, a more marked increase in parks & open spaces costs, where greater local and national annual fluctuations are evident, reflecting seasonal factors.

Strategy & Customer Services

3.2.9. Substantial improvement can be seen in satisfaction with leisure facilities and libraries, both bottom quartile in 2013/14 but improving by a quartile each year, and now in the top quartile. Declining Scottish averages in all years contrast with local improvement in all years, and we were among only 6 authorities where libraries satisfaction improved in 2016/17. At the same time, sports facility costs improved from the 3rd quartile in 2013/14 to sustained top quartile results, with top quartile library costs in all 7 years. The equalities indicators in use make analysis problematic as our aim is not simply to increase female representation in senior roles, but to appoint the right people, regardless of gender. Our target is the proportion of women in the Scottish population (51.5%), and we are consistently within around 3% of this. The gender pay gap reduced both locally and nationally, and this is a key current area of national and international focus. It is hoped that equalities measures will be improved with future LGBF development. Our average ranking across the Strategy & Customer Services measures is the best in Scotland.

Resources & Governance

3.2.10. Measures in this section reflect corporate performance but are grouped here due to this service leading on policy in these areas. Similarly to Teachers (see Education), there was an increase in other local government employees' sickness absence, and we are in last place for both. Attention is being focused on both absence management, and on accurate recording. Invoice payments improved nationally (0.3%), while declining locally (-4.2%) during implementation of the new finance system, though improvements are being seen in 2017/18. Support Services costs (which include some areas of Strategy & Customer Services) remain higher than average, as expected in a small authority, though they are reducing at a faster rate than the Scottish average (-2.8% versus 0.7% in 2016/17).

Overall

3.2.11. When analysed by indicator type, our average rankings are distributed evenly across the 4 quartiles. Our average ranking for Timeliness indicators (though there are fewer) is the worst in Scotland, and our average Cost ranking is 22nd (3rd quartile). For Effectiveness, our average ranking is 9th (2nd quartile), and we have the 6th best average ranking for Satisfaction (top quartile). Though size, deprivation, resources and priorities are all relevant factors, we must consider whether improvements to efficiency will adversely impact effectiveness and satisfaction. Though the LGBF is not a comprehensive summary of performance, benchmarking is a key performance management tool, providing wider context and promoting knowledge-sharing. Strategy & Performance will continue to promote use of the LGBF internally, and contribute to its development nationally.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details – There are no direct financial implications arising from this report.

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ✓

5.3. Finance have been consulted and have agreed the financial implications as set out. Yes ✓

5.4. Staffing – There are no direct staffing implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ✓

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☑)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ✓

Our families; children and young people will have the best possible start in life ✓

Women and girls will be confident and aspirational, and achieve their full potential ✓

Our communities will be resilient and empowered so that they can thrive and flourish ✓

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes ✓ No ☐

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

10.0 Appendices

10.1 Please list any appendices attached. If there are no appendices, please state "none".

Appendix A – 2016/17 Local Government Benchmarking Framework

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ✓

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	[redacted]
Elaine McPherson	Chief Executive	[redacted]

Appendix A:
2016/17 Local Government Benchmarking Framework

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

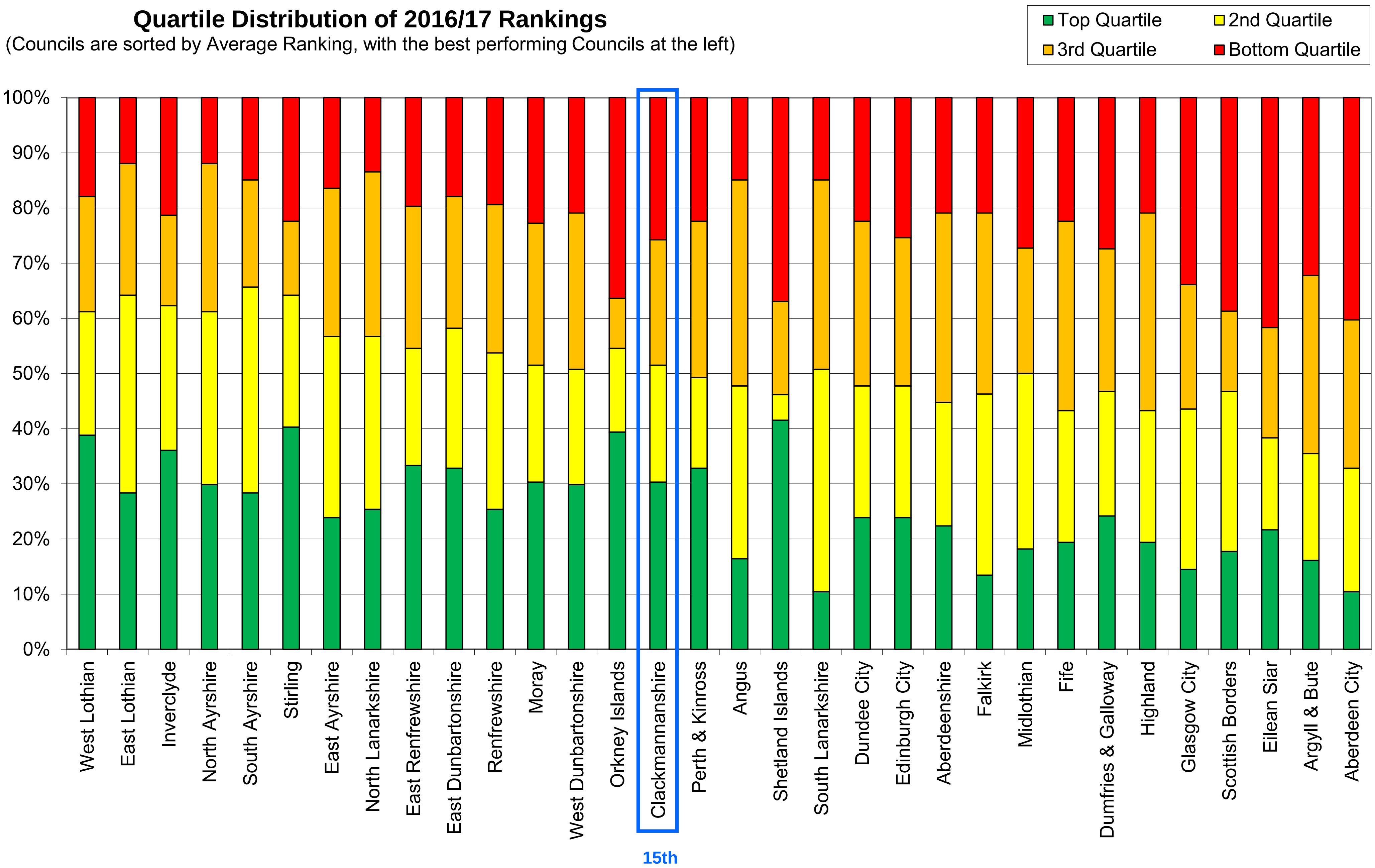
Please note that, at the time of writing, only draft data is available. Data for all indicators will be finalised and published nationally by the Improvement Service in February 2018 at http://scotland.mylocalcouncil.info/.

Guidance

Services	This report is grouped by Clackmannanshire Council's service structure, national service groupings can be found in the link above.
Years	The financial year to which results apply. Historical data (from 2010/11) is held for most indicators but some data is not available for all years shown.
Clacks	The value achieved by Clackmannanshire Council in the time period shown (or a note if data is not available). Shown in green text if the value improved from the previous year or red text if the value declined (black if the same or if no comparison is available). Lower costs are considered better in this context.
Scotland	The Scottish average, shaded in green if Clacks performed better than the Scottish average, and pink if Clacks performed worse than the Scottish average.
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other Councils (management comments provided for bottom quartile indicators). Top quartile - 1st to 8th place rankings; 2nd quartile - 9th to 16th; 3rd quartile - 17th to 24th; Bottom quartile - 25th to 32nd
Rank	A more detailed summary of performance in relation to other authorities. The authority performing best in Scotland is ranked 1st, and the poorest 32nd.
Accuracy/ Integrity	As noted above, all data is currently draft and, while local figures have been verified and are not expected to change, Scottish averages and rankings may differ when published nationally. Where 2016/17 data is not yet available, the 2015/16 results (i.e. most recent) are summarised below. National work is ongoing to improve the suitability of indicators and consistency of reporting. The totals below do not always equal 100% due to rounding.

Summary

Service	Trends (NS = No Service)				Quartiles					Scottish Average			Total
	Improved	Same	Declined	NS	Top quartile	2nd quartile	3rd quartile	Bottom quartile	NS	Better	Worse	NS	
Education	2		10		2	2	1	7		4	8		**12**
Social Services – Child Care	2		4		2	2	2			5	1		**6**
Social Services – Adult Care	2		5		5			2		5	2		**7**
Housing & Community Safety	4	2	3		5	1	2	1		7	2		**9**
Development & Environment	12		10		2	7	9	4		12	10		**22**
Strategy & Customer Services	5	1	1	1	4	2		1	1	6	1	1	**8**
Resources & Governance	1		2					3			3		**3**
Total	**28 42%**	**3 4%**	**35 52%**	**1 1%**	**20 30%**	**14 21%**	**14 21%**	**18 27%**	**1 1%**	**39 58%**	**27 40%**	**1 1%**	**67**



Clacks value improved or Clacks value declined   Top quartile   2nd quartile   3rd quartile   Bottom quartile   Better or Worse than Scottish Average

Education	2016/17				2015/16		2014/15	
	Clacks	Scotland	Rank	Quartile	Clacks	Quartile	Clacks	Quartile
School attainment (average tariff score) in SIMD quintile 1 (20% most deprived areas)	491	624	26		528		456	
School attainment (average tariff score) in SIMD quintile 2	777	750	13		840		690	
School attainment (average tariff score) in SIMD quintile 3	778	880	29		799		786	
School attainment (average tariff score) in SIMD quintile 4	880	999	28		960		891	
School attainment (average tariff score) in SIMD quintile 5	1,006	1,207	30		1,034		870	
School attainment (overall average tariff score - all pupils)	743	886	32		765		698	
Funded Early Years provision which is graded good or better	100%	91.7%	1		94.4%		95.0%	
Adults satisfied with local schools (3 year rolling average)	86.0%	75.3%	5		87.7%		88.3%	
Average working days lost through sickness absence per teacher	9.8	6.1	32		7.2		10.1	
Cost per pre-school education registration	£4,521	£4,207	20		£4,578		£3,480	
Cost per primary school pupil	£4,512	£4,806	9		£4,052		£3,887	
Cost per secondary school pupil	£7,938	£6,709	27		£7,792		£7,620	

Attainment: Overall there has been a slight increase in the attainment gap for Broad General Education across the authority between our most and least disadvantaged pupils in 2017. However this gap reduced at the S3 stage for pupils achieving the Curriculum for Excellence Level in Literacy, indicating an improvement in the attainment of this cohort of pupils. At senior phase, the attainment gap has fallen between the most and least disadvantaged pupils achieving Level 4 & 5 Literacy and Numeracy across the authority. This gap is expected to fall further with the focus on raising the attainment levels of our most disadvantaged pupils.

Teacher absence: In comparison to the previous financial year there has been an increase in days lost for teaching staff. Education has put in place enhanced tracking arrangements to monitor teacher absence. This system complements the Council's Maximising Attendance Policy & Procedures in schools which is aimed at supporting staff and their overall welfare to ensure continued attendance at work and to facilitate early return to work if sickness does occur.

Secondary costs: As part of the 2017/18 budget proposals, a review of secondary school management structures was undertaken and this will reduce the costs of providing secondary education.

Clacks value improved or Clacks value declined | Top quartile | 2nd quartile | 3rd quartile | Bottom quartile | Better or Worse than Scottish Average

Social Services	2016/17				2015/16		2014/15	
	Clacks	Scotland	Rank	Quartile	Clacks	Quartile	Clacks	Quartile
Cost of Looked After Children in residential care per child per week	£1,766	Scottish Government publish 31-Mar-18			£2,372		£2,266	
Cost of Looked After Children in the community per child per week	£361				£330		£313	
Looked After Children being cared for in the community	89.7%				90.6%		90.4%	
Looked After Children with more than 1 placement in the last year	18.5%	20.7%	8		21.2%		22.8%	
Child Protection re-registrations within 18 months	Scottish Government publish 31-Mar-18				4.0%		2.3%	
Children meeting expected developmental milestones at 27-30 month health review	NHS publish 07-Feb-18				74.6%		75.6%	
Self-directed Support spend on adults as a % of social work spend on adults	0.2%	5.9%	32		1.3%		1.1%	
Adults satisfied with social care or social work services	Not yet available – no publication date specified by the Improvement Service				72.7%		76.0%	
Adults rating care as good or excellent					87.0%		86.4%	
Adults reporting that support at home improved or maintained their quality of life					78.0%		90.8%	
People aged 65+ with intensive care needs receiving 10+ hours homecare per week	42.5%	35.3%	As above		48.0%		48.0%	
Older people's (65+) home care costs (expenditure) per hour	£18.31	£22.92			£15.74		£13.77	
Older people's (65+) residential care costs (expenditure) per resident per week	£225	£379			£342		£400	

(Where 16/17 data is not yet available, 15/16 fields are highlighted to indicate performance against the Scottish average, and 15/16 data is used in the page 1 summary)

Looked After Children: Overall, gross costs for Looked After Children (community & residential) reduced locally by 11.2% (from £6.3m to £5.6m) in the last year while, nationally, costs increased by 2.8%. Amber text – though these figures show a slight decline, they are influenced by changes in the number of Looked After Children, and are considered a positive, in keeping with the social services redesign. More specific information on children looked after in different settings is included in Social Services Business Plan reports.

Self-directed support: SDS requires a greater flexibility of available revenue and staff working patterns in order to improve the council's performance significantly. In the area of under 65's in particular there is a high level of direct service provision and traditional day and home care services commissioned that are not consistent with the innovation and flexibility associated with SDS. Existing, day services operate primarily Monday-Friday between 9am-5pm which again limits the choice of service users to receive services during the evening and weekends in a manner that is consistent with the core values of choice and flexibility that are central to the implementation of SDS. The Learning Disability, Mental Health and Older people's services are presently subject to redesign with emphasis being on greater innovation and flexibility being at the centre of any services commissioned either by the service user or the council. All staff across Adult Care services have received additional training in the period Nov17 - Jan18 in order that future individual client reviews are consistent with SDS practice. Glasgow City Council significantly skew the Scottish average, which is 3.7%, if they are excluded. The median for our Family Group (8 authorities with similar deprivation levels) is 2.9%.

Quality of life perceptions: Dependence on an annual survey has its limitations and is likely to provide varied responses from a limited pool of responses. Our intention is to link service user/carer responses together at our six monthly review in order to gather a higher level of response twice a year. This result contrasts with the other two LGBF satisfaction measures, where we were ranked 1st and 2nd nationally (top quartile in most years).The proposal is due to be implemented during the financial year 2018/19 with full year report expected to be available for the period 2019/20 onwards.

Clacks value improved or Clacks value declined   Top quartile   2nd quartile   3rd quartile   Bottom quartile   Better or Worse than Scottish Average

Housing & Community Safety (Note that 6 authorities do not report some indicators in this section due to differing local responsibilities for Housing provision, so quartile sizes differ)	2016/17				2015/16		2014/15	
	Clacks	Scotland	Rank	Quartile	Clacks	Quartile	Clacks	Quartile
Rent arrears as a percentage of rent due in the year	8.4%	6.5%	20		7.9%		7.4%	
Rent loss due to empty (void) properties	1.5%	0.9%	23		0.6%		1.1%	
Council housing meeting all Scottish Housing Quality Standard criteria	97.3%	93.6%	8		97.2%		92.6%	
Council houses that are 'energy efficient' (SHQS)	100%	97.2%	1		100%		100%	
Average time to complete non-emergency repairs (working days)	7.1	9.1	7		5.9		6.3	
Operational buildings that are suitable for their current use	85.5%	84.4%	12		85.3%		81.8%	
Council buildings that are in satisfactory condition (by floor area)	97.6%	79.7%	3		97.6%		97.7%	
Cost of Council Tax collection (per dwelling)	£6.05	£8.98	5		£19.55		£16.69	
Income due from Council Tax that was received during the year	95.9%	95.9%	19		95.8%		94.4%	

Rent arrears: Increased to 8.8% at the end of 17/18 Quarter 2. Further analysis has shown that the impact of Universal Credit has greatly impacted on our ability to reduce arrears. Average arrears for UC cases is much higher than non UC cases and more cases amount to over £1,000. Work continues to focus on proactive management of all cases and engagement with tenants is the key focus though, where support is not accepted, court actions and eviction may be necessary.

Clacks value improved or Clacks value declined   Top quartile   2nd quartile   3rd quartile   Bottom quartile   Better or Worse than Scottish Average

Development & Environment	2016/17				2015/16		2014/15	
	Clacks	Scotland	Rank	Quartile	Clacks	Quartile	Clacks	Quartile
Average weeks to process commercial planning applications	9.5	9.3	20		6.1		5.9	
Cost per local planning application	£5,734	£4,624	25		£7,841		£3,913	
16-19 year-olds participating in employment, education or training	89.7%	91.1%	26		88.2%		83.6%	New 15/16
Unemployed people assisted into work via Council employability programmes	9.5%	14.0%	20		10.6%		14.2%	
Business gateway startups per 10,000 population	21.4	16.6	9		20.6		21.5	
Procurement spend with local Small- to Medium-size Enterprises	12.2%	19.6%	28		13.3%		9.2%	
Cost of Trading Standards per 1,000 population	£2,921	£5,463	5		£3,057		£3,536	
Cost of Environmental Health per 1,000 population	£15,248	£16,115	19		£11,974		£14,026	
Cost of maintenance per kilometre of road	£12,370	£10,503	21		£13,747		£13,522	
A class roads that should be considered for maintenance treatment	22.2%	29.5%	11		23.6%		30.1%	
B class roads that should be considered for maintenance treatment	26.3%	34.8%	11		28.5%		32.4%	
C class roads that should be considered for maintenance treatment	28.4%	34.6%	11		32.5%		41.3%	
Unclassified roads that should be considered for maintenance treatment	41.8%	39.5%	22		41.9%		42.7%	
Cost of refuse collection per premise	£66.87	£64.46	21		£52.25		£43.25	
Cost of refuse disposal per premise	£104.38	£98.77	22		£105.02		£84.34	
Household waste composted or recycled	56.5%	45.2%	4		48.1%		55.7%	
Adults satisfied with refuse collection (3 year rolling average)	84.3%	81.7%	18		88.3%		87.7%	
Cost of street cleaning per 1,000 population	£14,236	£14,549	20		£13,084		£13,401	
Street cleanliness score (% 'acceptable')	94.7%	93.9%	16		96.6%		96.6%	
Adults satisfied with street cleaning (3 year rolling average)	76.7%	72.3%	11		80.7%		77.7%	
Cost of parks & open spaces per 1,000 population	£26,446	£23,097	26		£18,984		£26,509	
Adults satisfied with parks & open spaces (3 year rolling average)	88.0%	86.0%	13		86.7%		85.3%	

Planning costs:	This is a relatively new indicator and spikes in costs in 2015/16 (also evident in a number of authorities) require further investigation.
Participation rate:	This indicator has now replaced the previous 'positive destinations' indicator. Clackmannanshire's rank has improved slightly this year with a higher percentage of 16-19 year olds securing employment compared to the previous year.
Spend with local SMEs:	The figure above has been corrected and the Improvement Service national report may include a lower figure for Clackmannanshire.
Open spaces costs:	Fluctuation in cost reflects the seasonality of the service delivery and is influenced by increasing capital works as this is a Gross value indicator. Public satisfaction with parks and open spaces remains high and continues to improve annually.

Clacks value improved or Clacks value declined   Top quartile   2nd quartile   3rd quartile   Bottom quartile   Better or Worse than Scottish Average

Strategy & Customer Services	2016/17				2015/16		2014/15	
	Clacks	Scotland	Rank	Quartile	Clacks	Quartile	Clacks	Quartile
Adults satisfied with sport & leisure facilities (3 year rolling average)	80.7%	74.0%	8		77.3%		74.7%	
Adults satisfied with libraries (3 year rolling average)	82.7%	74.7%	7		82.3%		79.0%	
Adults satisfied with museums & galleries (3 year rolling average)	57.0%	72.0%	28		60.7%		60.0%	
Cost per attendance at sport& leisure facilities	£1.70	£2.81	5		£1.70		£1.67	
Cost per visit to libraries	£1.28	£1.97	4		£1.34		£1.41	
Cost per visit to museums & galleries	No service – Clackmannanshire Council has no permanent museums							
Women in the highest paid 5% of Council earners	54.6%	52.0%	10		53.3%		49.6%	
Gender pay gap (Council employees)	3.0%	4.1%	15		4.3%		New in 2015/16	

Museums satisfaction: Satisfaction measure of limited applicability due to having no permanent museum.

Resources & Governance	2016/17				2015/16		2014/15	
	Clacks	Scotland	Rank	Quartile	Clacks	Quartile	Clacks	Quartile
Average working days lost through sickness absence per local government employee (excluding Teachers – see Education)	16.5	10.9	32		13.4		12.8	
Invoices paid within 30 calendar days	81.1%	93.1%	29		84.6%		82.0%	
Support services as a % of total expenditure	7.1%	5.3%	26		7.3%		8.0%	

Sickness absence: There has been a demonstrable increase in the length of absences with the majority of time lost being attributable to longer term absences i.e. absences greater than 28 days. Reports on absence are discussed at regular management meetings and meetings with the Trade Unions. Considerable effort has been made across the Council in recent years to improve reporting using the Council's corporate HR IT system and in implementing attendance management procedures consistently. A new policy was agreed by council during 2017.

Invoice payment: A slight decline, as expected, with the implementation of the new finance system but more robust processes mean progressive improvement is already being made in the first two quarters of 2017/18.

Support services costs: Overall support services costs are reducing and at a greater rate than other Council services and the Council continues to put pressure on reducing support services costs through process improvements and new technology. The Council's size means that support services costs appear relatively high compared to larger councils because there are still the same or similar requirements for statutory reporting, compliance activity and the provision of the full range of support services. The Council is actively pursing options to look at alternative models of delivery which, for example, at the start of 2017-18 included the piloting of a consortium audit arrangement with Falkirk Council.

Clacks value improved or Clacks value declined Top quartile 2nd quartile 3rd quartile Bottom quartile Better or Worse than Scottish Average