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**Report to                      Scrutiny Committee**

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**Date of Meeting:    2 March 2017**

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**Subject:                      Local Government Benchmarking Framework 2015/16**

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**Report by:                      Head of Strategy & Customer Services**

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## **1.0    Purpose**

- 1.1. This report presents performance information from the Local Government Benchmarking Framework, focusing on Clackmannanshire Council's performance in the 2015/16 financial year, in relation to other Scottish local authorities. Appendix A contains detailed and summarised information on Clackmannanshire Council's performance, with references to national trends, and Appendix B provides more information on an exceptions basis. Please note that, other than Clackmannanshire's values, all data in this report is draft prior to it being finalised and published nationally by the Improvement Service on the 17th of February 2017.

## **2.0    Recommendations**

- 2.1. It is recommended that the Committee notes the report, then comments and challenges as appropriate.

## **3.0    Considerations**

### **3.1.    Statutory Duties and Framework Changes**

- 3.1.1. Publishing 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 Clacksweb. Data integrity is reviewed in detail annually by external auditors and no concerns have been raised with Clackmannanshire's submissions for a number of years. This was confirmed for 2015/16 data in Delloitte UK's report to Audit & Finance Committee on 15-Sep-16.
- 3.1.2. Though there is a delay in Councils' ability to publish LGBF data, this is due to improvements in the framework and the efficiency of submission processes. For example, the framework's scope has been significantly improved by the inclusion of financial data, but this must be signed off by external auditors, and verified and collated nationally before it can be published. Better use is also now made of the data submitted to other national bodies (Scottish Government, Housing Regulator, Scottish Environmental Protection Agency, etc.) so duplicate reporting by Councils has been vastly reduced.

3.1.3. This report has been based on draft data in order to meet the statutory deadline of 31-Mar-17, however, some 2015/16 Education and Children's Social Work data has not yet been published by national bodies. The Improvement Service (in consultation with the Scottish Performance Management Forum) are progressing these timeliness issues nationally. Other improvements are also made to the framework annually and, in 2015/16, changes include:

- The addition of indicators on Gender Pay Gap, Adult Care Perceptions, Planning Applications, Procurement Spend on Local Small/Medium Enterprises, and Business Gateway Start-ups;
- Using a 3 year rolling average for Scottish Household Survey satisfaction data to improve integrity (though further work is still required in this area);
- A number of smaller revisions and clarifications to definitions and calculations, such as some cost indicators changing from gross to net, to better represent performance levels;
- A revision of Education indicators by the Improvement Service and the Association of Directors of Education to align to national Insight measures (though this has not been completed in time for inclusion in this report).

3.1.4. As well as the analysis and reporting of performance data, the LGBF also involves Councils working together in 'family groups' to share knowledge on where process changes may improve performance levels. Though all Council areas are unique and initiatives or process 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.

3.1.5. For Education, Social Work, and Housing, family groups are based on deprivation levels. For Corporate, Culture & Leisure, Environment, Assets, Economic Development and Planning, groupings are based on population density. Clackmannanshire Council will continue to work with family groups to share knowledge on areas where we perform well, and seek the support of others in areas where improvement is required.

3.1.6. Appendix B provides more information, on an exceptions basis, for indicators where Clackmannanshire's performance levels were ranked in the bottom quartile (or not reported). Though there are concerns regarding data integrity in some indicators, national groups are working to clarify ambiguities and develop more comprehensive guidance. For example, Fife Council is leading a group looking at Local Financial Returns to improve consistency of reporting. Please note that service groupings are set nationally and do not always correspond directly to Clackmannanshire's service structure.

## **3.2. 2015/16 Performance**

3.2.1. As shown in Appendix A, despite challenging circumstances in many areas of Council service provision, performance across the framework as a whole has very broadly improved. Despite some areas of declining trends at both a national and local level, Clackmannanshire has, overall, seen less decline than other authorities. Consistent or improving trends were evident in 56% of indicators, with 39% declining.

- 3.2.2. Targets are also set for LGBF indicators, recorded on the Covalent System, which may be based on benchmarks, or may be set higher for areas of particular local priority. In some areas, our aim would be to perform above the Scottish average, and this was achieved in 54% of indicators in 2015/16. We achieved the 9<sup>th</sup> highest result for indicators in the top quartile (top 8 Councils), with 31% of indicators. We also had the 5<sup>th</sup> best result for top decile rankings (top 3 Councils), and were 6<sup>th</sup> overall for 1<sup>st</sup> place rankings.
- 3.2.3. Further work may be required to improve on our bottom quartile position in relation to the average ranking of Timeliness indicators. Significant work has already been undertaken, and will continue, regarding our 3<sup>rd</sup> quartile position on Cost indicators. We did, however, achieve the 9<sup>th</sup> best result in Scotland across the framework's Satisfaction measures. A notable achievement was performing 5<sup>th</sup> best in Scotland for Effectiveness indicators. Strong performance in Effectiveness may reduce Costs and improve Timeliness through early intervention and reducing dependence on services in the future. Our 11<sup>th</sup> place result for overall average ranking was the best in 4 years.

### **Children's Services**

- 3.2.4. In Education and Children's Social Work, though some data is not yet available, we achieved rankings in the top 3 Councils for primary education costs and satisfaction with local schools. In 2014/15, we did decline in both pupil attainment indicators, despite national improvement, and are also in the bottom quartile for secondary education costs. A new Education management team is now in place, and work in various areas, including the Attainment Challenge, is targeting improvement in key areas. Looked After Children data will be published on 31-Mar-17 but, in 2014/15, we achieved a 4<sup>th</sup> place ranking for residential costs, and improved despite a national decline.

### **Corporate Services**

- 3.2.5. This grouping includes some indicators reporting on all services as well as some specific to Resources & Governance, Strategy & Customer Services and Housing & Community Safety. Though the majority of indicators improved, this was the only grouping where our average ranking was in the bottom quartile. This appears to be a group where smaller authorities perform less well, as those with similar average rankings were Orkney, Shetland and Western Isles Councils. We reported a decline in both Council Tax collection costs and sickness absence for local government employees (excluding teachers), while there were national improvements in both areas. Since 2015/16, improvements have been made in several areas of this grouping, including to Council Tax, Human Resources and Financial systems.

### **Adult Social Work**

- 3.2.6. Despite poorer performance in two indicators, our best average ranking in the framework was in this grouping, and the 3<sup>rd</sup> best in Scotland. In both new care perception indicators (only 2 years' data available), we declined, in contrast to a national improvement. Further investigation will be required into the cause of this as we performed 2<sup>nd</sup> best for adults' rating of care services,

and have been best in Scotland for two consecutive years in overall satisfaction with Social Work Services. Though we were 3<sup>rd</sup> lowest for uptake of Self-directed Support, we did improve despite national decline. The Health & Social Care Integration Joint Board are now receiving regular performance reports and are scrutinising and targeting improvements.

## **Culture & Leisure**

- 3.2.7. This grouping contains indicators on Strategy & Customer Services and Development & Environmental Services. Contrasting results can be seen for Sport & Leisure indicators, with costs improving nationally but declining very slightly locally. We are still ranked 6<sup>th</sup> in Scotland for this indicator, however, and satisfaction with facilities improved, while the national result declined. Despite having no fixed location museums, there was a slight improvement in satisfaction while nationally this declined by 2.3%. Since the introduction of 3 year rolling averages, annual variances on satisfaction indicators tend to be much smaller for all authorities than previously. We also continued improving on already strong performance in Libraries costs, where we have been in the top 3 Councils in all 6 years since the framework's creation.

## **Environmental Services**

- 3.2.8. We achieved the 6<sup>th</sup> best result in Scotland for this grouping, with the majority of indicators improving and performing above the Scottish average. The only indicator ranked in the bottom quartile is roads costs, though we did reduce costs slightly and an Audit Scotland report this year warned that significant cuts to investment in roads could incur greater costs in future years. Despite strong historical performance in recycling for many years, changes to the classification of recycling outlets used by the authority meant that some recycled materials were classed as 'other' in 15/16. Had these been included our recycling rate would have been 57.2%, and would have been ranked 3<sup>rd</sup>. We achieved 4 top quartile rankings in this grouping, for refuse collection and trading standards costs, and both the street cleanliness score, and satisfaction with this service area. We also defied declining national trends by achieving improvements in refuse collection costs, unclassified roads requiring maintenance treatment, trading standards costs, and satisfaction with both refuse collection and street cleaning.

## **Housing**

- 3.2.9. Only a small selection of indicators from the Scottish Social Housing Charter have been included in the LGBF, and Charter performance is reported on Clacksweb. Strong performance continued in 2015/16, performing 4<sup>th</sup> best in Scotland, overall. 6 local authorities do not reporting Housing indicators due to local arrangements so quartiles for this grouping contain 7 Councils, instead of 8 as in other groupings. Our slight decline in rent arrears was reflected nationally, and we maintained our top quartile ranking for repairs, as well as improving to the top quartile for rent loss due to empty properties. We also maintained our 1<sup>st</sup> place ranking with all Council housing stock classed as Energy Efficient under the Scottish Housing Quality Standard.

## Asset Management

- 3.2.10. Local trends reflected national one for both indicators, though the national improvement for building suitability was only 0.4% while Clackmannanshire improved by 3.5%. Our average across the two indicators was 4<sup>th</sup> best in Scotland, and we improved to 2<sup>nd</sup> best for floor area in a satisfactory condition.

## Economic Development & Planning

- 3.2.11. Though data is available for previous years, 4 of the 5 indicators in this grouping were newly introduced in 2015/16 and further verification may be required to ensure authorities are reporting consistently. Again, local trends broadly followed national ones, with improvement only evident in the Procurement indicator. Further information and indicators on the areas presented are managed via the national Scottish Local Authority Economic Development, Planning Performance, and Procurement Capability frameworks. Further investigation will be required to ensure planning costs for 2015/16 are accurate. We have traditionally been a strong performer for the timeliness of processing applications, with times almost half that of the national average, and a 3<sup>rd</sup> place ranking. We also achieved a top quartile ranking of 7<sup>th</sup> place for business start-ups.

## Overall

- 3.2.12. Though mixed performance is reported in different service areas, the Council continues to focus improvement activities in high priority areas. Many factors, such as the size of the authority and deprivation levels present particular challenges in some areas, and new and innovative approaches are constantly being sought through the Councils corporate change programme. Audit and integrity processes will continue, and the Council will contribute to both 'family group' and national bodies to ensure the framework is robust and of adequate scope to appropriately reflect Council performance levels. Our improvement from 18<sup>th</sup> to 11<sup>th</sup> place in overall LGBF rankings does provide some assurance that national challenges are being mitigated to a certain extent locally.

## 4.0 Sustainability Implications

- 4.1. No direct sustainability implications arising from this report

## 5.0 Resource Implications

- 5.1. *Financial Details - 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 in the report. Yes ☒

- 5.4. *Staffing - No direct staffing implications arising from this report*

## 6.0 Exempt Reports

- Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

6.1

## 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 ☒)

- The area has a positive image and attracts people and businesses ☐
- Our communities are more cohesive and inclusive ☐
- People are better skilled, trained and ready for learning and employment ☐
- Our communities are safer ☐
- Vulnerable people and families are supported ☐
- Substance misuse and its effects are reduced ☐
- Health is improving and health inequalities are reducing ☐
- The environment is protected and enhanced for all ☐
- The Council is effective, efficient and recognised for excellence ☒

### (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 to this report. If there are no appendices, please state "none".

Appendix A – 2015/16 Local Government Benchmarking Framework

Appendix B – 2015/16 Exception Report

## 11.0 Background Papers


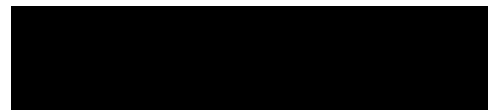
### 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

#### Author(s)

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#### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Garry Dallas	Executive Director	











# Appendix A: 2015-16 Local Government Benchmarking Framework

Please note that, other than Clackmannanshire's values, all data in this report is currently draft and will be finalised and published nationally by the Improvement Service on the 17th of February 2017.

## Guidance

Services	Please note that service groupings are set nationally and do not always correspond directly to Clackmannanshire's service structure.
Years	The financial year for which data is presented. 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 an explanatory note if data is not available).
Trend	Whether performance has <b>improved</b> or <b>declined</b> since the previous year. In some areas, such as costs, we want the values to go down, but an upwards arrow still indicates that performance has improved. An upwards arrow for all indicators would be ideal, however, we cannot expect to improve in all areas.  Performance has improved  Performance is consistent  Performance has declined      Notes added if not available
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other local authorities.  Top quartile - 1 <sup>st</sup> to 8 <sup>th</sup> place rankings  2 <sup>nd</sup> quartile - 9 <sup>th</sup> to 16 <sup>th</sup>  3 <sup>rd</sup> quartile - 17 <sup>th</sup> to 24 <sup>th</sup>  Bottom quartile - 25 <sup>th</sup> to 32 <sup>nd</sup>
Rank	A more detailed summary of performance in relation to other authorities. The authority performing best in Scotland is ranked 1 <sup>st</sup> , and the poorest 32 <sup>nd</sup> .
Scotland	The national average result for each indicator. <b>Green if Clacks performed better than the Scottish average, and pink if worse than the Scottish average.</b>

## Summary

Service Area	Trends				Quartiles					Scottish Average			Total
										Better	Worse		
1. Children's Services*	2		8		3	1	3	3		5	5		10
2. Corporate Services	6		2	2		2	1	6	1	1	8	1	10
3. Adult Social Work	2	1	4		4	1		2		4	3		7
4. Culture & Leisure	5		2	1	2	1	3	1	1	4	3	1	8
5. Environmental Services	11	1	2		4	6	3	1		11	3		14
6. Housing Services	3	1	1		3	1		1		4	1		5
7. Asset Management	1		1		1	1				2			2
8. Economic Development & Planning	1		4		2	1		2		2	3		5
<b>Total</b>	<b>31</b> <b>51%</b>	<b>3</b> <b>5%</b>	<b>24</b> <b>39%</b>	<b>3</b> <b>5%</b>	<b>19</b> <b>31%</b>	<b>14</b> <b>23%</b>	<b>10</b> <b>16%</b>	<b>16</b> <b>26%</b>	<b>2</b> <b>3%</b>	<b>33</b> <b>54%</b>	<b>26</b> <b>43%</b>	<b>2</b> <b>3%</b>	<b>61</b> <b>100%</b>

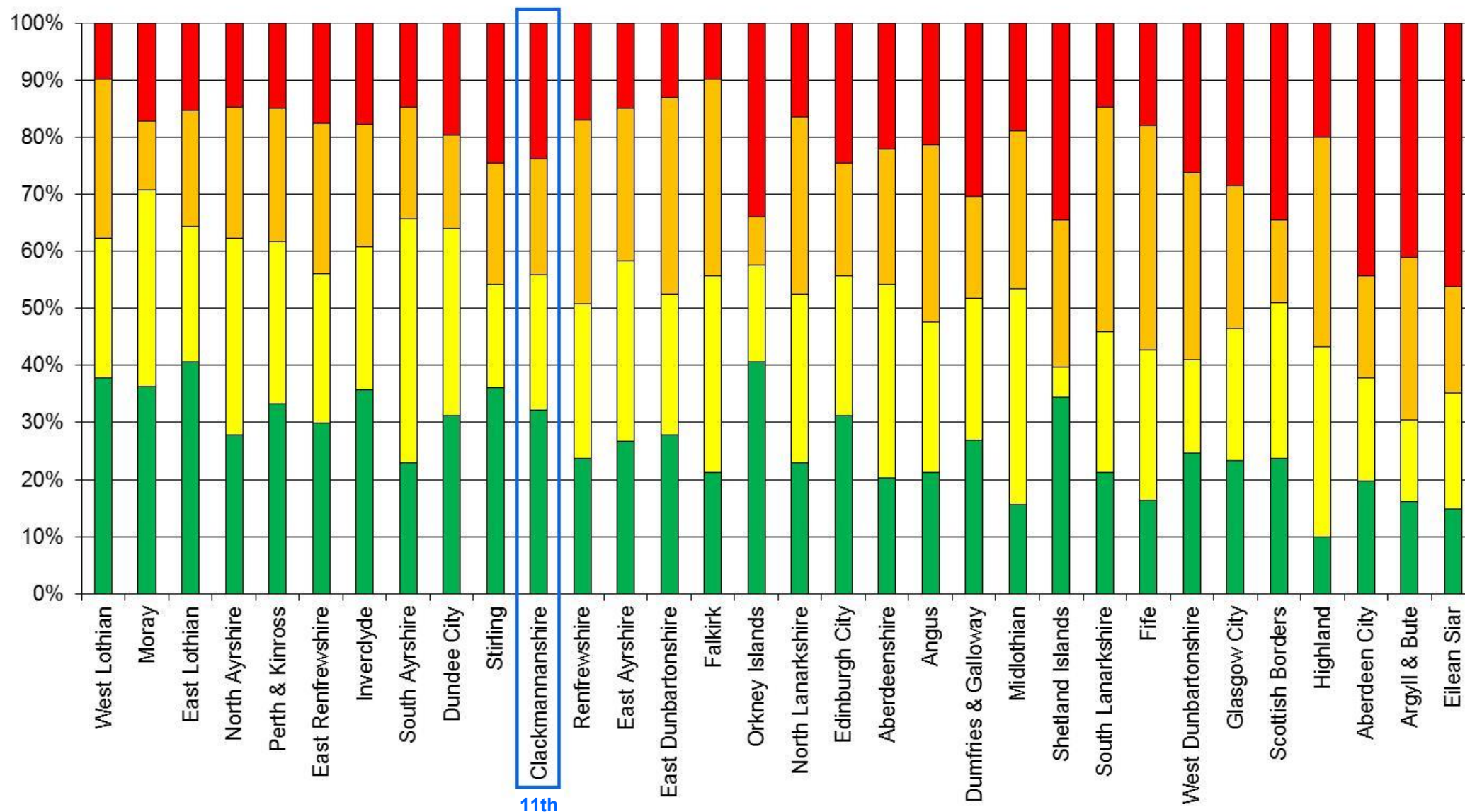
\*Where 2015/16 data is not yet available for Children's Services indicators, the 2014/15 summary is provided above.

 Improving       Consistent       Declining (Not a reflection of the value increasing/decreasing – see Guidance)

 Top quartile       2<sup>nd</sup> quartile       3<sup>rd</sup> quartile       Bottom quartile

## Quartile Distribution of 2015/16 Rankings

(Councils are sorted by Average Ranking, with the best performing Councils at the left)



In average ranking (across all indicators in the framework), Clackmannanshire performed 16<sup>th</sup> in 2012/13, 13<sup>th</sup> in 2013/14 and 18<sup>th</sup> in 2014/15.

Improving 
 Consistent 
 Declining 
 (Not a reflection of the value increasing/decreasing – see Guidance)

Top quartile 
 2<sup>nd</sup> quartile 
 3<sup>rd</sup> quartile 
 Bottom quartile



1. Children's Services	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost per primary school pupil	£4,052	↓	■■■■	1	£4,737	£3,887	↑	■■■■	£3,890	↑	■■■■
Cost per secondary school pupil	£7,963	↓	■■■■	28	£6,722	£7,620	↓	■■■■	£7,171	↓	■■■■
Cost per pre-school education registration	£4,578	↓	■■■■	21	£3,842	£3,480	↓	■■■■	£3,325	↓	■■■■
5th year pupils gaining 5+ awards at level 6 or above	Indicators under review – publication date still to be confirmed					21.7%	↓	■■■■	21.9%	↑	■■■■
As above – Pupils from deprived areas						6.7%	↓	■■■■	9.6%	↑	■■■■
Pupils entering positive destinations						93.2%	↑	■■■■	92.8%	↑	■■■■
Satisfaction with local schools (3 year average)	87.7%	↓	■■■■	3	78.0%	88.3%	↑	■■■■	86.3%	New 13/14	■■■■
Cost of Looked After Children in residential care	2015/16 data will be published by Scottish Government on the 31-Mar-17					£2,406	↑	■■■■	£2,427	↓	■■■■
As above - In the community (both per child per week)						£303	↓	■■■■	£290	↓	■■■■
Looked After Children being cared for in the community						91%	↓	■■■■	92%	↑	■■■■

2. Corporate Services	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Support services as a % of total expenditure	7.1%	↑	■■■■	28	5.4%	7.8%	↓	■■■■	7.6%	↓	■■■■
Cost of democratic core per 1,000 population	£46,924	↑	■■■■	27	£29,978	£50,772	↓	■■■■	£46,373	↓	■■■■
Women in the highest paid 5% of Council earners	53.3%	↑	■■■■	9	51.9%	49.6%	↓	■■■■	52.9%	↓	■■■■
Gender pay gap (Council employees)	4.3%	New 15/16	■■■■	16	1.0%	New indicator – no data available before 2015/16					
Cost of Council Tax collection (per dwelling)	£19.55	↓	■■■■	31	£10.34	£16.69	↓	■■■■	£14.57	↑	■■■■
Average time to attend domestic noise complaints	Not Reported				70.3 hrs	1.8 hrs	↓	■■■■	0.6 hrs	↑	■■■■
Average days lost through sickness absence – Teachers	7.2	↑	■■■■	29	6.1	10.1	↓	■■■■	5.7	↑	■■■■
As above – all other Local Government employees	13.4	↓	■■■■	31	10.6	12.8	↓	■■■■	7.9	↑	■■■■
Income due from Council Tax received during the year	95.8%	↑	■■■■	18	96.2%	94.4%	↓	■■■■	94.7%	↓	■■■■
Invoices paid within 30 calendar days	84.6%	↑	■■■■	29	92.8%	82.0%	↑	■■■■	80.4%	↑	■■■■

3. Adult Social Work	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Older people's (65+) home care costs per hour	£15.74	↓	■■■■	5	£21.48	£13.77	↑	■■■■	£17.00	↓	■■■■
Self-directed Support spend on adults as a % of social work spend on adults	1.3%	↑	■□□□	30	6.8%	1.1%	↑	■□□□	1.0%	↓	■□□□
People aged 65+ with intensive care needs receiving 10+ hours homecare per week	48.0%	—	■■■■	2	34.8%	48.0%	↑	■■■■	47.3%	↑	■■■■
Satisfaction with social care or social work services	72.7%	↓	■■■■	1	50.7%	76.0%	↑	■■■■	69.9%	New 13/14	■■■■
Adults who rate care or support as Good or Excellent	87.0%	↓	■■■■	2	88.1%	90.8%	New 14/15	■■■■	New indicators – no data available before 2014/15		
Adults agreeing support improved or maintained quality of life	78.0%	↓	■□□□	31	88.1%	86.4%		■■■■			
Older people's (65+) residential care costs per resident per week	£342	↑	■■■□	9	£369	£400	↑	■■■□	£416	↓	■□□□

4. Culture & Leisure	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost per attendance at sports facilities	£1.70	↓	■■■■	6	£2.89	£1.67	↑	■■■■	£2.76	↑	■■■□
Cost per visit to libraries	£1.34	↑	■■■■	3	£2.43	£1.41	↑	■■■■	£1.46	↑	■■■■
Cost per visit to museums & galleries	No Service				£3.07	No Service			£5.39	↓	■□□□
Cost of parks & open spaces per 1,000 population	£20,113	↑	■■■□	17	£22,253	£26,509	↓	■■■□	£22,718	↑	■■■□
Satisfaction with libraries (3 year rolling average)	85.0%	↑	■■■□	19	85.7%	79.0%	↑	■■■□	78.4%	New 13/14	■□□□
Satisfaction with parks & open spaces (3 year average)	85.0%	↓	■■■□	19	85.7%	85.3%	↑	■■■□	83.2%		■■■□
Satisfaction with museums & galleries (3 year average)	60.7%	↑	■□□□	27	74.0%	60.0%	↑	■□□□	53.3%		■□□□
Satisfaction with leisure facilities (3 year average)	77.3%	↑	■■■□	13	75.7%	74.7%	↑	■■■□	71.2%		■□□□

5. Environmental Services	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost of refuse collection per premise	£41.46	↑	■■■■	4	£65.91	£43.25	↑	■■■■	£47.78	↓	■■■
Cost of refuse disposal per premise	£105.02	↓	■■■	22	£95.06	£84.34	↓	■■■	£81.48	↓	■■■
Cost of street cleaning per 1,000 population	£13,084	↑	■■■	17	£15,154	£13,401	↓	■■■	£13,007	↓	■■■
Street cleanliness score (% 'acceptable')	96.6%	—	■■■■	8	93.4%	96.6%	↑	■■■■	95.0%	↑	■■■
Cost of maintenance per kilometre of road	£16,346	↑	■■■	26	£10,325	£16,901	↓	■■■	£15,002	↑	■■■
A class roads that should be considered for maintenance treatment	23.6%	↑	■■■	13	29.0%	30.1%	↓	■■■	26.4%	↓	■■■
As above – B Class roads	28.5%	↑	■■■	14	34.8%	32.4%	↓	■■■	24.5%	↓	■■■■
As above – C Class roads	32.5%	↑	■■■	16	34.7%	41.3%	↓	■■■	34.4%	↓	■■■
As above – Unclassified roads	41.9%	↑	■■■	20	40.1%	42.7%	↓	■■■	39.7%	↑	■■■
Cost of Trading Standards per 1,000 population	£3,057	↑	■■■■	4	£5,870	£3,536	↑	■■■■	£3,725	↓	■■■■
Cost of Environmental Health per 1,000 population	£14,953	↑	■■■	14	£16,860	£15,882	↑	■■■	£16,654	↑	■■■
Household waste composted or recycled	48.1%	↓	■■■	14	44.3%	55.7%	↓	■■■■	59.9%	↑	■■■■
Satisfaction with refuse collection (3 year average)	88.3%	↑	■■■	11	83.0%	87.7%	↑	■■■	87.5%	New 13/14	■■■
Satisfaction with street cleaning (3 year average)	77.7%	↑	■■■■	6	73.7%	77.7%	↑	■■■	76.5%		■■■

6. Housing (Not reported by all authorities so quartiles are smaller)	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Rent arrears as a % of rent due in the year	7.9%	↓	■■■	21	6.3%	7.4%	↓	■■■	6.6%	New 13/14	■■■
Average working days to complete non-emergency repairs	5.9 days	↑	■■■■	4	9.4 days	6.3 days	↑	■■■■	6.7 days		■■■■
Rent loss due to empty (void) properties	0.6%	↑	■■■■	7	1.0%	1.1%	↓	■■■	0.9%	↓	■■■
Council housing meeting all Scottish Housing Quality Standard criteria	97.2%	↑	■■■	9	92.5%	92.6%	↑	■■■	90.8%	↓	■■■■
Council houses that are 'energy efficient' (SHQS)	100%	—	■■■■	1	96.2%	100%	↑	■■■■	100%	↑	■■■■








7. Asset Management	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Operational buildings that are suitable for their current use	85.3%	↑	■ ■ ■ □	12	79.4%	81.8%	↓	■ ■ ■ □	84.6%	↑	■ ■ ■ □
Floor area of Council buildings in a satisfactory condition	97.6%	↓	■ ■ ■ ■	2	81.5%	97.7%	↑	■ ■ ■ ■	92.8%	↑	■ ■ ■ □

8. Economic Development & Planning	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Unemployed people assisted into work via Council employability programmes	10.6%	↓	■ ■ ■ □	16	13.9%	14.2%	↑	■ ■ ■ □	12.7%	↑	■ ■ ■ □
Cost per planning application	£7,841	↓	■ □ □ □	26	£4,534	£3,913	↑	■ ■ ■ □	£4,294	↓	■ ■ ■ □
Average weeks to process planning applications	6.1 weeks	↓	■ ■ ■ ■	3	11.2 weeks	5.9 weeks	↑	■ ■ ■ ■	6.3 weeks	↑	■ ■ ■ ■
Procurement spend on local Small/Medium Enterprises	14.8%	↑	■ □ □ □	25	20.1%	9.0%	↓	■ □ □ □	14.0%	↓	■ □ □ □
Business Gateway start-ups per 10,000 population	20.6	↓	■ ■ ■ ■	7	16.9	21.5	↓	■ ■ ■ □	21.6	New 13/14	■ ■ ■ □

## Appendix B: 2015-16 Exception Report

This report provides further information on indicators where Clackmannanshire Council's performance levels were not reported, or were ranked in the bottom quartile in 2015/16 (or if this is not yet available, 2014/15). Please note that, other than Clackmannanshire's values, all data in this report is currently draft and will be finalised and published nationally by the Improvement Service on the 17th of February 2017.

### Guidance

Services	Please note that service groupings are set nationally and do not always correspond directly to Clackmannanshire's service structure.
Years	The financial year for which data is presented. 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 an explanatory note if data is not available).
Trend	Whether performance has <b>improved</b> or <b>declined</b> since the previous year. In some areas, such as costs, we want the values to go down, but an upwards arrow still indicates that performance has improved. An upwards arrow for all indicators would be ideal, however, we cannot expect to improve in all areas.  Performance has improved  Performance is consistent  Performance has declined      Notes added if not available
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other local authorities.  Top quartile - 1 <sup>st</sup> to 8 <sup>th</sup> place rankings  2 <sup>nd</sup> quartile - 9 <sup>th</sup> to 16 <sup>th</sup>  3 <sup>rd</sup> quartile - 17 <sup>th</sup> to 24 <sup>th</sup>  Bottom quartile - 25 <sup>th</sup> to 32 <sup>nd</sup>
Rank	A more detailed summary of performance in relation to other authorities. The authority performing best in Scotland is ranked 1 <sup>st</sup> , and the poorest 32 <sup>nd</sup> .
Scotland	The national average result for each indicator. <b>Green if Clacks performed better than the Scottish average, and pink if worse than the Scottish average.</b>

1. Children's Services	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost per secondary school pupil	£7,963	⬇️	🔴🟡🟢🟢	28	£6,722	£7,620	⬇️	🔴🟡🟢🟢	£7,171	⬇️	🔴🟡🟢🟢
Costs per secondary school pupil have increased by 4.2% compared to a national increase of 1.6%. The service is currently reviewing the management structures in secondary schools.											
5th year pupils gaining 5+ awards at level 6 or above	Indicators under review – publication date still to be confirmed					21.7%	⬇️	🔴🟡🟢🟢	21.9%	⬆️	🔴🟡🟢🟢
National measures for attainment in Senior Phase (S4-S6) are now based on a range of indicators when young people leave school rather than at a particular stage. New measures include positive destinations and achievements beyond SQA attainment. The Council has recently received Scottish Government funding as part of the Scottish Attainment challenge which for secondary schools has a focus on health and well being with the medium to longer term aim of improving literacy and numeracy levels.											
As above – Pupils from deprived areas	Indicators under review – publication date still to be confirmed					6.7%	⬇️	🔴🟡🟢🟢	9.6%	⬆️	🔴🟡🟢🟢
See note above. Specific measures are in place linked to young people living in the most deprived deciles.											

2. Corporate Services	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Support services as a % of total expenditure	7.1%	↑	■□□□	28	5.4%	7.8%	↓	■□□□	7.6%	↓	■□□□
The aim is to reduce support services as a proportion of total expenditure. The costs of support services have reduced by £1m over the year and there will be continuing downward pressure exerted. However smaller Councils do not benefit from the economies of scale of larger ones and a number of corporate functions are centralised which accounts for the bottom quartile performance											
Cost of democratic core per 1,000 population	£46,924	↑	■□□□	27	£29,978	£50,772	↓	■□□□	£46,373	↓	■□□□
There is a reduction in costs of approx £200,000 which is attributable to a reduction in staffing costs. Despite this, the ranking of the Council has slipped by two places. Apportionment of costs for this indicator is based on estimates of time spent on particular types of task, which may not accurately reflect the actual position. A review will be undertaken on determining the reasons for comparatively unfavourable performance.											
Cost of Council Tax collection (per dwelling)	£19.55	↓	■□□□	31	£10.34	£16.69	↓	■□□□	£14.57	↑	■□□□
There is confidence that the direct costs of collection are not excessive. The reported figure is affected by the method of reallocating central support costs. A review into the calculation and allocation of costs is being carried out in 2016/17.											
Average time to attend domestic noise complaints	Not Reported				70.3 hrs	1.8 hrs	↓	■■■□	0.6 hrs	↑	■■■■
This service is not provided.											
Average days lost through sickness absence – Teachers	7.2	↑	■□□□	29	6.1	10.1	↓	■□□□	5.7	↑	■■■□
In comparison to the previous financial year there has been a reduction in the average FTE days lost for teaching staff. The Council continues to roll out its Maximising Attendance Policy and Procedures in Schools which is aimed at supporting staff and their overall welfare to ensure attendance at work and facilitate early return to work if sickness absence does occur.											
As above – all other Local Government employees	13.4	↓	■□□□	31	10.6	12.8	↓	■□□□	7.9	↑	■■■■
In comparison to the previous financial year there appears to be a slight increase in the average FTE days lost for other Local Government Staff. The main causes of absence continue to be minor illness which services manage in line with the Council's Maximising Attendance Procedures.											
Invoices paid within 30 calendar days	84.6%	↑	■□□□	29	92.8%	82.0%	↑	■□□□	80.4%	↑	■□□□
The increased target for 2015-16 of 85% has been achieved with opportunities for continuous improvements continually being sought. The target for 16-17 has been kept at 85% to take account of the bedding in of the new system but significant improvements are expected in future years for which targets will be raised to reflect.											



3. Adult Social Work	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Self-directed Support spend on adults as a % of social work spend on adults	1.3%	↑	■□□□	30	6.8%	1.1%	↑	■□□□	1.0%	↓	■□□□

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 which significantly limits the revenue available to commission services on behalf of the client or directly by the service user.. Likewise, 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. Glasgow City Council significantly skew the Scottish average, which is 3.8%, if they are excluded. The median for our Family Group (8 authorities with similar deprivation levels) is 2.5%.

Adults agreeing support improved or maintained quality of life	78.0%	↓	■□□□	31	88.1%	86.4%	New 14/15	■■■□	New indicator – no data available before 2014/15		
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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 1<sup>st</sup> and 2<sup>nd</sup> nationally (top quartile in all years where data is available).

4. Culture & Leisure	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost per visit to museums & galleries	No Service				£3.07	No Service			£5.39	↓	■□□□

Clackmannanshire Council does not have a permanent museum. Previous years have recorded number of visits to Doors Open day and customer enquiries, however it was agreed as part of the business planning process that as Clackmannanshire does not have a museum the return should state zero.

Satisfaction with museums & galleries (3 year average)	60.7%	↑	■□□□	27	74.0%	60.0%	↑	■□□□	53.3%		■□□□
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See above. Satisfaction measure of limited applicability due to having no permanent museum.

5. Environmental Services	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost of maintenance per kilometre of road	£16,346	↑	■□□□	26	£10,325	£16,901	↓	■□□□	£15,002	↑	■■■□

This indicator includes investment therefore a higher cost per km is not necessarily a negative. The Council has committed to maintaining the integrity of the network through the Roads Asset Management Plan. This is not the case in many local authorities across Scotland. Further the Family Group Benchmarking meetings have highlighted that there are many discrepancies in the data (costs) that local authorities are including in their submissions.

6. Housing (Not reported by all authorities so quartiles are smaller)	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Rent arrears as a % of rent due in the year	7.9%	↓	■□□□	21	6.3%	7.4%	↓	■□□□	6.6%	New 13/14	■□□□

In recognition of declining performance the rent collection service was reintegrated into a comprehensive housing management service. The service is being redesigned to deal with this and to incorporate new ways of working. The first phase of the change management programme will not complete until 2017, and so improvements will not be fully realised until 2017-18. However, it is then expected that the roll out of universal credit in that year will place further pressure on these figures.

8. Economic Development & Planning	2015/16					2014/15			2013/14		
	Clacks	Trend	Quartile	Rank	Scotland	Clacks	Trend	Quartile	Clacks	Trend	Quartile
Cost per planning application	£7,841	↓	■□□□	26	£4,534	£3,913	↑	■□□□	£4,294	↓	■□□□

Though 6 years' data is available, this indicator has only been added to the framework this year. The number of applications and costs were roughly consistent over the previous 5 years, however, a significant variance in cost is seen in 2015/16. Similar variances can be seen in some other authorities, so further investigation will be required to ensure consistency of reporting. The costs include Building Control and Environmental Initiatives, which are not part of the planning service, but increase the figure.

Procurement spend on local Small/Medium Enterprises	14.8%	↑	■□□□	25	20.1%	9.0%	↓	■□□□	14.0%	↓	■□□□
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As part of the development of our new strategy we will be consulting across Clacks to find ways of maximising our spend with local small businesses and will look to lessons from top quartile performers on that.