
Report to Partnership & Performance Committee

Date of Meeting: 30th May 2019

Subject: 17/18 Local Government Benchmarking – P&P Committee Extract

Report by: Strategic Director – Partnership & Performance

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 2017/18 financial year in relation to other Scottish local authorities. This extract contains information on the Partnership & Performance Directorate and the Health & Social Care Partnership.

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 2017/18 data in Audit Scotland's report to Clackmannanshire Council on 27 September 2018.
- 3.1.2. Though the Improvement Service have been responsible for the LGBF for 6 years, progress in framework development has been limited in some areas, and concerns still exist around indicator validity, data integrity, consistency of reporting, submission processes and timeliness. Issues around satisfaction measurement, in particular, have not yet been fully addressed. Officers contribute, where possible, to the resolution of these issues via various national groups, including 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 every authority is unique, 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. The full LGBF was reported to Audit Committee in February, in order to meet the statutory deadline of 31st March 2019 (see Appendix A for links to the full report and other service, corporate and partnership performance information). To ensure that all relevant Elected Members have visibility of this data, extracts from this report are now being presented to the People, Place and Partnership & Performance Committees separately.

3.1.5. LGBF data is published nationally by the Improvement Service in Jan/Feb each year on the My Local Council tool (<http://scotland.mylocalcouncil.info/>). This year, a number of changes were made to the framework, with those relevant to the Partnership & Performance directorate and the Health & Social Care Partnership listed below. Where indicators have changed, all historical figures have also been recalculated.

Changed:

- Older people's homecare changed from 'People with intensive needs receiving 10+ hrs per week' to 'People with long-term needs receiving care';
- Procurement spend changed from '...with local small- to medium-sized enterprises' to '...with local businesses';
- Some smaller revisions of definitions and calculations to improve clarity, accuracy and consistency of reporting.

Removed: - Overall satisfaction with Social Services.

3.2. Overview of Performance

3.2.1. Appendix A contains detailed and summarised information on the 2017/18 performance of the Health & Social Care Partnership (H&C) and Partnership & Performance directorate (P&P). Indicators are grouped by the Council's service structure (rather than national groupings) to improve local relevance and accountability (groupings may change in future once restructuring is complete). Though 3 years' data is presented, 8 years' data is held for most indicators, and more detailed information is provided internally to services to allow for more thorough analysis and benchmarking activities.

3.2.2. At a summarised level, both H&C and P&P perform similarly to, or better than, overall Council results. Performance levels are being maintained in a number of areas, with improved or consistent results in 50% of H&C indicators and 56% of P&P indicators (similar to corporate figure of 54% across the overall framework). Performance was close to or exceeded targets in 50% of both H&C and P&P indicators (corporately 56%). When those with no targets are excluded, this increases to 62% in P&P (63% corporately, all H&C indicators had targets). In some cases, however, it may be that more ambitious targets are needed to drive forward improvement.

3.2.3. Most of Appendix A relates solely to the H&C and P&P results, however, the chart on page 2 shows overall performance across the entire framework, in order to provide a corporate context to this directorate's results. 50% of H&C and 44% of P&P rankings were within the top half of Councils (top & 2nd quartile), similar to the corporate figure of 47% across the whole framework. When viewed as actual performance levels, rather than rankings, results for 50% of H&C and 47% of P&P indicators were better than the Scottish average, while this figure was 54% corporately.

3.2.4. Across all framework indicators, our corporate overall average ranking declined from 12th out of the 32 Scottish Councils to 24th in 16/17, where it remained in 17/18. In H&C, decline is also evident, though from a substantially stronger initial position of 3rd in Scotland, down to 9th, and now to an average 17th place in 17/18. Though P&P started from the worst average ranking, it is the only area to have shown any improvement over this period, and has done so in both years, from 26th, to 24th, and to 19th in 17/18.

3.2.5. The trend of polarisation for small authorities (i.e. fewer rankings in the middle quartiles) continues at a corporate level, as well as within H&C and P&P. There is an apparent trend of smaller authorities being more likely to perform very well or very poorly in any given indicators, and less likely to report average performance levels. It may be beneficial to investigate further why this is the case, and particularly why it is less evident in the Place directorate than in People, Partnership & Performance or Health & Social Care.

3.3. Indicator Types (Efficiency, Effectiveness & Satisfaction)

3.3.1. It is important to consider whether efficiency, effectiveness or satisfaction (or a balance) is the key priority for each area. The H&C average ranking (5.0) for Efficiency indicators (timeliness and cost) was substantially better than the corporate figure (15.3), which was similar to the P&P result (16.6). For Effectiveness, the H&C and P&P average rankings (16.5 and 16.3) were slightly better than the corporate result (18.1). In Satisfaction, however, the P&P average ranking (15.3) was better than the corporate figure (20.7), and both substantially better than the H&C average ranking (28.5). It is notable that not only did all Satisfaction results decline locally, but all Scottish averages for these indicators also declined, presumably linked to wider external uncertainties.

3.4. Service Areas & Individual Indicators

Health & Social Care

3.4.1. Out of all groupings, the polarisation of indicators (see 3.2.5) is most evident here. We have been in the bottom quartile for 6 years in Self-directed Support, with a lower rate of increase than other authorities. Our rankings for the two perception measures fluctuate significantly (2nd place down to 31st), suggesting that a 3-year average may stabilise results for more meaningful analysis (see also overall note on Satisfaction in 3.3.1). Home care costs have been top quartile in all 8 years for which data is held, and residential costs have improved substantially from 28th place (13/14) to within (or near) the top quartile for the last 3 years. We also continue extremely strong performance in home care provision for those with long-term needs, with rankings of 4th or better in all 8 years.

Partnership & Performance

3.4.2. Leisure costs improved substantially from the 3rd quartile (13/14) to now having been top quartile for 4 years, and library costs have been top quartile for all 8 years, both continuing to reduce. Though decline in satisfaction (see 3.3.1) is evident to a small degree, leisure and libraries are our best-performing perception measures, both improving from bottom to top quartile in 4 years. This area has no effectiveness measures, and museums indicators are of limited local relevance. We have been in the bottom quartile in most years for Support Services costs and invoice payment, and Procurement spend with local businesses has declined from the 2nd and 3rd quartiles to now being bottom quartile for 2 years.

3.4.3. Council Tax indicators are under discussion as there are concerns around consistency of reporting. Local demographics contribute to rent arrears being generally worse than average, and traditionally top quartile performance in void rent loss has fluctuated in recent years. In sickness absence (as with the Teachers' measure – see People extract), we have performed among the worst in Scotland for 4 years. The workforce gender balance is roughly average, and we have improved to the top quartile for gender pay gap.

3.5. Conclusion

3.5.1. Though the LGBF is not a comprehensive summary, and further work is required to improve its usefulness, benchmarking is a key performance management tool, providing context and promoting knowledge-sharing. The Council cannot aim to improve in all areas, and this report aims to support decisions around which indicator types should be the priority for each area. As can be seen, the impact of efficiency savings is beginning to materialise and detrimentally affect levels of effectiveness and satisfaction. While P&P has overall responsibility for indicators such as Absence and Invoice Payment, all services contribute to performance levels. Further detail on this report or other assistance relating to performance and risk management can be obtained from Strategy & Performance.

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 – 2017/18 LGBF – Partnership & Performance Committee Extract

11.0 Background Papers

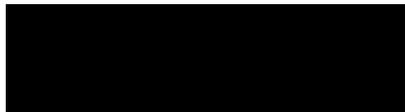
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No ✓

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Appendix A – 2017/18 Local Government Benchmarking Framework Partnership & Performance Committee Extract

The full Local Government Benchmarking Framework was reported to Audit Committee on 07-Feb-2019 (<https://clacks.gov.uk/document/meeting/289/871/6223.pdf>). The framework covers a wide range of Council services, with this extract including only indicators relevant to Partnership & Performance Committee, to ensure visibility for all relevant Elected Members. For more information on service, Council and partnership performance, please visit: <https://clacks.gov.uk/council/performance/>.

Guidance

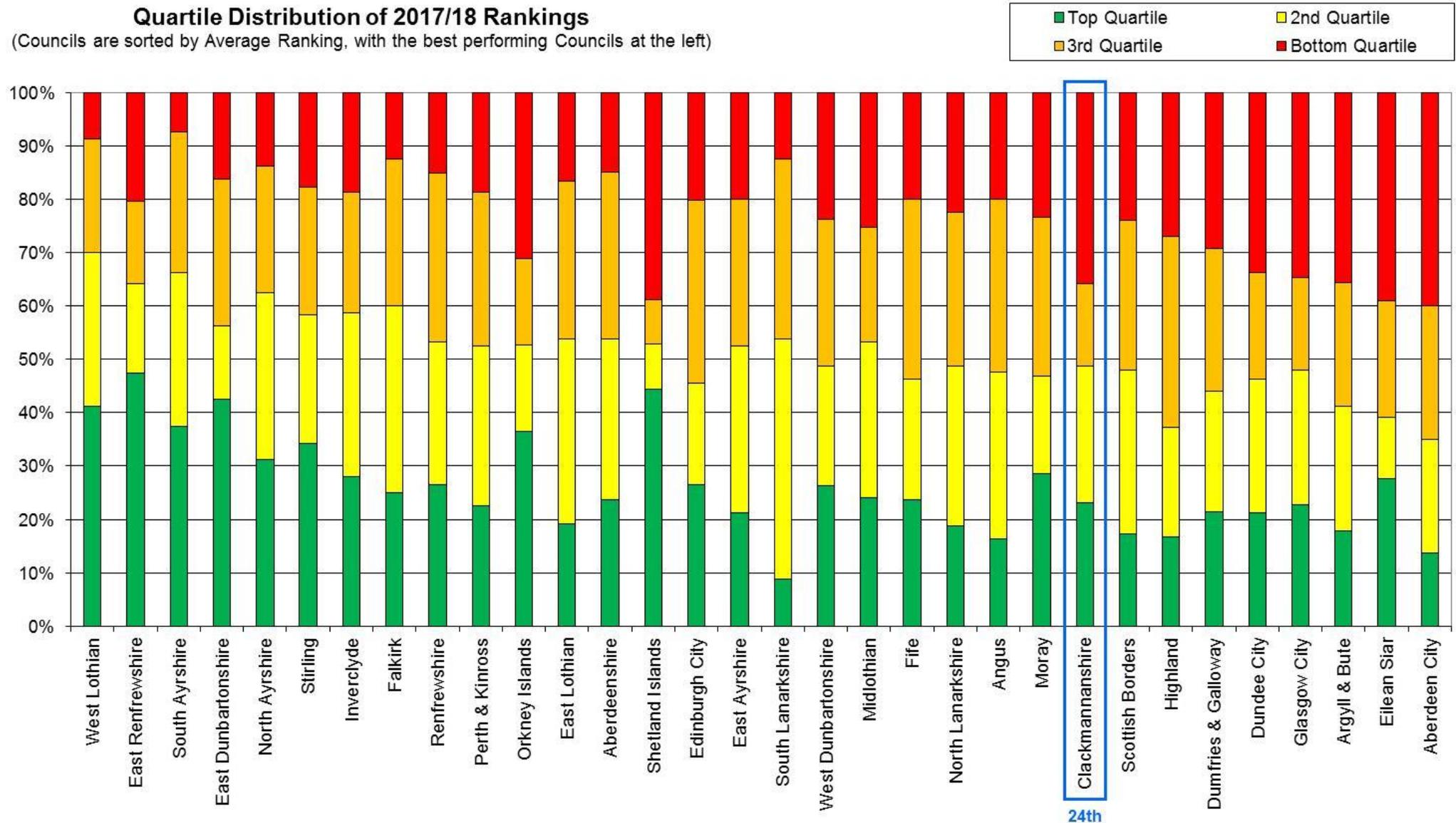
Services	Please note that service groupings under new Directorates are yet to be confirmed as part of the organisational restructure.
Status	Whether the target was met, taking into account a 'tolerance'. This highlights areas requiring attention, while those achieving (or close to) target remain green.  Meeting target or within 5%  5 - 15% worse than target  >15% worse than target  No target
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other local authorities. Quartile sizes may vary slightly if not all authorities report on an indicator.  Top quartile - 1 st to 8 th place rankings  2 nd quartile - 9 th to 16 th  3 rd quartile - 17 th to 24 th  Bottom quartile - 25 th to 32 nd  No rank
Rank	A more detailed summary of performance in relation to other authorities. The best performance in Scotland is ranked 1 st , and the poorest 32 nd (low costs are considered better).
Trend	Whether performance has improved or declined since the previous year. In some areas, such as costs, the aim is to reduce values, 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  Missing data for previous or current year
Years	The value achieved by Clackmannanshire Council in the financial year shown. Historical data (from 2010/11) is held for most indicators but some data is not available for all years shown. Where 17/18 data is not available (mostly biennial or Children's Social Work indicators published on 31-Mar-19), the summary shown is for 2016/17.

Summary

Service Area	Status (comparison to target)				Quartile (comparison to benchmarks)					Trend (comparison to previous)				Total
1.1 Health & Care – Adult Care		2	1					3		1		2		3
1.2 Health & Care – Older People	3				2	1				2		1		3
Total – Health & Care Partnership	3 50%	2 33%	1 17%		2 33%	1 17%		3 50%		3 50%		3 50%		6 100%
2.1 Partnership & Performance – Customer Service	3	1		2	3	1		1	1	2		3	1	6
2.2 Partnership & Performance – Finance	1		1	1				3		2		1		3
2.3 Partnership & Performance – Revenues	2	1	1		1		2	1		3		1		4
2.4 Partnership & Performance – Workforce	2		1		1	1		1		2		1		3
Total – Partnership & Performance Directorate	8 50%	2 13%	3 19%	3 19%	5 31%	2 13%	2 13%	6 38%	1 6%	9 56%		6 38%	1 6%	16 100%
Total – Corporate (All Framework Indicators) (percentages don't always total 100% due to rounding)	45 56%	13 16%	14 18%	8 10%	18 23%	19 24%	10 13%	31 39%	2 3%	39 49%	4 5%	35 44%	2 3%	80 100%

Quartile Distribution of 2017/18 Rankings

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



Health & Social Care (H&C) and Partnership & Performance (P&P) both perform similarly to the Council as a whole in quartile distribution, and better than the Council overall in average ranking. 50% of H&C and 44% of P&P rankings were in the top 2 quartiles in 17/18, while corporately this was 47% (as shown above). Clackmannanshire's overall average ranking (across all framework indicators) declined from 12th in Scotland (15/16) to 24th, where it has remained in 17/18. The H&C average ranking declined from 3rd, to 9th, to 17th, and the P&P average ranking (the only one to improve over this period) improved from 26th, to 24th, to 19th in 17/18.

	15/16	16/17	17/18
Clacks	12th	24th	24th
Place	2 nd	8 th	11 th
H&C	3 rd	9 th	17 th
P&P	26 th	24 th	19 th
People	24 th	28 th	29 th

1.1 Health & Care – Adult Care										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
¹ Self-directed Support spend on adults as % of social work spend on adults		2.9%		31	6.7%		2.2%	1.6%	1.3%	Social Care have been working on reducing the backlog of reviews and assessments over 18/19 and should see an improvement going forward.
² Adults rating care as good or excellent		81.0%		30	81.0%		74.8%	N/A	87.0%	Ranked 11th in 14/15 and 2nd in 15/16 – see note 6 below. This subjective rating needs to be balanced with recent independent inspection of Adults services and annual publication of registered services by Care Inspectorate.
⁷ Adults agreeing support improved or maintained quality of life		84.0%		27	80.0%		76.3%	N/A	78.0%	Ranked 4th in 14/15 and 31st in 15/16 – see note 6 below. The service is working toward more outcome focussed assessments for service users which in time will provide local data and insight into whether service users needs are met and quality of life improved. This is in line with the 9 National Health and Wellbeing outcomes.

1.2 Health & Care – Older People										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Older people's (65+) home care costs (expenditure) per hour		£19.26		1	£23.76		£13.28	£18.31	£15.74	Although the cost is not escalating, the numbers of clients and the number of hours continue to challenge budgets and capacity within the system as the balance of care shifts to more clients living in the community (hours provided increased by 27%, costs reduced by 8%). There is greater complexity of need identified which impacts upon cost per hour.
Older people's (65+) residential care costs (expenditure) per resident per week		£344		9	£386		£353	£225	£342	Clackmannanshire has a higher proportion of residents who are funded by the local authority than the Scottish average or comparator authorities. Demographic demands continue to challenge this budget area. The number of residents reduced by 5%, while net costs increased by 57%.
People aged 65+ with long-term needs receiving care at home		66.1%		2	61.7%		71.4%	68.8%	70.6%	Demographic challenges will continue to drive the budget around this group of service users. Greater complexity of care need, meaning more people with more intensive packages of care at home.

¹ Note that Glasgow City Council are significantly skewing the Scottish average with a value of over 20% (SA reduces to 4.8% if Glasgow is excluded), therefore, our family group median is used as the target, rather than the Scottish average.

² No 16/17 data was provided by the Improvement Service, and details of sample size, etc. of Scottish Health & Care Survey are not known. Substantial annual variance in rankings suggests that data may not be reliable, or that some form of stabilising factor (such as a 3-year average) may be necessary to appropriately represent performance.

2.1 Partnership & Performance – Customer Service										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost per attendance at sports facilities		£2.81		2	£2.71		£1.00	£1.70	£1.70	Operating costs continue to reduce year on year, quality of leisure provision is being considered as part of Council's Sport & Active Living Framework
Cost per visit to libraries		£1.97		2	£2.08		£0.93	£1.28	£1.34	Operating costs continue to reduce year on year, whilst retaining high customer satisfaction levels.
Cost per visit to museums & galleries		-		-	£3.47		N/A	N/A	N/A	Not reported due to having no permanent museums.
Satisfaction with leisure facilities (3 year average)		85.0%		9	72.7%		78.7%	80.7%	77.3%	Satisfaction remains steady around 79-80%, above the Scottish average of 73%. This is despite a reduced number of leisure facilities and year on year budget reductions.
Satisfaction with libraries (3 year average)		85.0%		8	73.0%		82.0%	82.7%	82.3%	Satisfaction remains steady around 82% and well above national average of 73%.
Satisfaction with museums & galleries (3 year average)		-		29	70.0%		50.3%	57.0%	60.7%	Clackmannanshire Council has no permanent museum facility.

2.2 Partnership & Performance – Finance										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Support services as % of total expenditure		5.0%		30	4.5%		6.9%	7.1%	7.3%	
Invoices paid within 30 days		85.0%		25	93.2%		89.8%	81.1%	84.6%	Increase in 2017/18 as anticipated, due to the new finance system and more robust processes.
Procurement spend with local businesses		-		30	27.4%		14.0%	16.6%	22.8%	

See page 1 for key to symbols (note that an upwards trend arrow always means performance has improved, not necessarily that the value has increased)

2.3 Partnership & Performance – Revenues

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of Council Tax collection (per dwelling)		£8.98		2	£7.35		£2.90	£6.05	£19.55	All costs are on par with the last years return except the Central support allocation charge, which has dropped by £120k, this reduction plus the amount of properties billed having increased has caused the costs of collection to drop.
Income due from Council Tax collected within year		95.8%		17	96.0%		96.1%	95.9%	95.8%	The Year End Council Tax Collection rate for 2017/18 was 96.14%, a 0.29% increase on 2016-17 (95.85%), and represents another record collection in-year for the council.
Rent arrears as a % of rent due in the year		7.5%		22	6.7%		9.1%	8.4%	7.9%	Universal Credit is having an adverse affect on our ability to recover rent arrears. Clackmannanshire is now a full service area, meaning there has been an increase of UC cases of 83% since year end of 2016/17 (611 cases). The arrears total of UC cases is £455,914.35. From a sample we found that 48% of UC cases were not in arrears before claiming UC.
Rent loss due to empty (void) properties		0.90%		17	0.89%		0.99%	1.45%	0.61%	The % of rent lost due to properties being empty has reduced. This is due to the improvements implemented by staff to reduce the time taken to carry out repairs and match the property to a suitable applicant.

2.4 Partnership & Performance – Workforce

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Average working days lost through sickness absence per local government employee (excluding Teachers)		12.0		32	11.4		16.8	16.5	13.4	Majority 28 days or more. D&E, Housing and Health & Care significantly higher than overall or other services (some areas have working groups to address). Standing agenda item with senior managers responsible for setting targets, managing & reporting deviation. Changes to HR policies approved in 17/18 and providing guidance on tools, such as dashboards, Occupational Health & other Management Information.
Women in the highest paid 5% of Council earners		50.7%		11	54.6%		55.4%	54.6%	53.3%	Recruitment processes are designed to ensure equality of opportunity and the current performance broadly meets the target of 50.7% (percentage of Scottish working age population that is female).
Gender pay gap (Council employees)		0.0%		8	3.9%		1.6%	3.5%	4.3%	Pay gap has again reduced since last year and remains below average. Work is ongoing to further reduce the gap, mainly attributable to many relatively low paid areas of work (e.g. cleaning, catering, business support, etc.) employing disproportionately high numbers of women. This issue is being considered by LGBF benchmarking groups.

