

## ANGUS COUNCIL

## SCRUTINY AND AUDIT COMMITTEE – 01 DECEMBER 2020

## LGBF NATIONAL BENCHMARKING OVERVIEW REPORT 2018-19 AND PERFORMANCE-LED COUNCIL PROGRAMME UPDATE

JOINT REPORT BY DIRECTOR OF FINANCE AND DIRECTOR OF STRATEGIC POLICY,  
TRANSFORMATION & PUBLIC SECTOR REFORM

## ABSTRACT

This report is to make the Scrutiny and Audit Committee aware of the 'Local Government Benchmarking Framework - National Benchmarking Overview Report 2018-19' recently published by the Improvement Service. To highlight the key national and local issues emerging from the report, along with progress being made by Council services in relation to our 'Performance-Led' programme of improvement work.

**1. RECOMMENDATION**

1.1 It is recommended that the Scrutiny and Audit Committee:

- (i) Scrutinise and comment on the 'Local Government Benchmarking Framework (LGBF) National Benchmarking Overview' report, which is included in Appendix 2;
- (ii) Consider the key issues emerging from Council officers review of the LGBF report, including what these are in Angus and what services are doing to improve further, as detailed in Appendix 1; and
- (iii) Consider the progress that is being made by Council services in relation to our 'Performance-Led' programme which includes utilising the evidence that can be associated with the information emerging from the LGBF report findings.

**2. ALIGNMENT TO THE COMMUNITY PLAN AND COUNCIL PLAN**

2.1 This report provides valuable insight from a national and comparator perspective, which will help to inform this Council's approach to quality, improvement and performance in order to support delivering and improving the outcomes described in the Community Plan, Locality Plans and Council Plan, focussed on the priorities for the Economy, People, Place and Our Council.

**3. BACKGROUND**

3.1 The 'Local Government Benchmarking Framework - National Benchmarking Overview Report 2018-19' report was published by the Improvement Service at the end of January 2020. The report is developed by the Improvement Service and jointly issued with the Convention of Scottish Local Authorities (COSLA) and the Society of Local Authority Chief Executives (SOLACE).

3.2 The report provides a useful summary of trends in how councils allocate resources, the performance of key services delivered and commissioned, together with levels of public satisfaction with these services. Comparisons can be made between authorities in any year and over time, with the main focus being on the performance at a national level. It highlights themes, providing an essential tool for policy makers and the public.

3.3 It is worth highlighting for context that the report includes a section providing a comprehensive overview of a range of the key national trends that councils across Scotland are currently facing, and which will have had an impact on the trends within the LGBF data. These include:

- Pressure, trends and resources: the report highlights that 'while it is estimated that increased demand since 2013/14 resulting from demographic change would have required almost 7% real terms increase in funding, over the same period funding to local government has been reduced by 7.6%. Scottish Government ring-fenced resources have also increased, in particular for Education and Adult Social Care, while this has been at the cost of other services. No local authority has been able to combine increasing support in these priority areas while retaining levels of support for other

services. As a consequence, LGBF trends both in performance and satisfaction levels show levels falling across all councils.'

- Expectations and progress: the report highlights that 'public expectations have not reduced despite the reduction in Local Government resources and increased demand. The Future Delivery of Public Services (Christie) Commission is mentioned in the report, which focused on the following four principles: 1. Greater community empowerment and personalisation in delivering services; 2. More integration and partnership working; 3. A significant shift towards prevention; 4. More efficiency in service delivery. While there are examples of where Councils have made good progress in relation to the four principles there is also an acknowledgement in the report that it will become increasingly difficult to maintain the momentum that has been achieved without a sustained change in funding.'
- Prioritising means deprioritising: The report highlights that 'protected budgets in social work and education constitute around 70% of expenditure covered by LGBF. For education, the report notes that there are strong improving trends in attainment for all pupils, including the most deprived. However, in social care the picture is less clear and further examination is required to understand the relationship between resourcing and outcomes.' The report also highlights that the 'unpalatable but unavoidable choice faced by many local authorities has been where cuts should be made and between 2010/11 to 2018/19, central support services have experienced the most severe cuts followed by economic development, roads, culture and leisure, and planning.'
- Impact of protected budgets: The report refers to the 2007 Scottish Government/ COSLA Concordat which sought to reduce ring-fencing, but highlights that 'ring-fencing has returned, limiting the transformative agendas of local authorities. While the extent of this is not agreed, resulting issues requiring attention include how decisions on aims and priorities are made, the extent to which implementation needs to be uniform, and the implications of ring-fencing on other services, such as roads, that are contained within an overall shrinking budget.' The report notes that 'there is a need to allow local authorities to determine how these outcomes should be achieved, with LGBF being an important tool for local authorities to learn from each other in pursuit of these outcomes.'

The report concludes this section by noting that greater emphasis has been placed on key priority areas including a shift towards public engagement, prevention and collaboration. This has been achieved in a difficult fiscal environment with increased demand and welfare reforms that have impacted on Local government Services. The next phase will be more challenging with greater need for real collaboration and real investment.

- 3.4 The core purpose of the LGBF exercise is however benchmarking. That is making comparisons on spending, performance and customer satisfaction between similar councils so that all councils can identify their strengths and weaknesses. The framework is intended to support evidence-based comparisons and, through that process, provide opportunities for shared learning and improvement.
- 3.5 It is emphasised that the LGBF report is not intended to support a crude "league table" assessment of councils which would be misleading. To partially address this it is highlighted that the benchmarking data is organised around 'family groups' of councils so that comparisons can be made by better reflecting similarities in terms of the type of population that they serve (e.g. relative deprivation and affluence) and the type of area in which they serve them (e.g. urban, semi-rural, rural). The List of Family Groups is included in Appendix 2 of the report.
- 3.6 It is also highlighted to members that the performance information being used in the report is publicly available on the [mylocalcouncil](#) website, which includes the latest data, data over time, data for Angus, all councils and data for similar councils. The LGBF is one dataset Councils should consider when assessing their performance – it should not be seen as definitive but rather should be used as the basis for further assessment and more detailed analysis in specific areas.

#### 4. CURRENT POSITION

- 4.1 The LGBF Framework is based on core indicators for seven overall service groupings which cover the major public-facing services provided to local communities and the support services necessary to do that. The key national messages for the seven areas are:
  - **Children's Services**: *This includes indicators for cost per pupil; attainment in secondary schools; achievement of expected literacy & numeracy in primary schools; attendance & exclusion rates; and indicators for social work, including looked after children and child protection register*
    - Nationally Education budget has remained protected, provision increased and education achievement has shown significant progress, although this has slowed in recent years

- **Corporate Services:** *This includes indicators for gender equalities, sickness absence, corporate services costs and council tax collection*
  - There has been continued reduction in council corporate and support costs, whilst the cost of tax collection has reduced and collection rate has improved. Absence levels overall in 2018/19 are also at their highest levels since 2010/11
- **Economic Development:** *This includes indicators for success of council operated employability programmes; business start-up; cost and time of planning applications; and local procurement*
  - For Scotland the percentage of unemployed people assisted into work has increased, although this has slowed in past 12 months and the number of start-up business has decreased to 16.7%
- **Environmental Services:** *This includes indicators for cost of protection services; waste management, disposals, recycling and maintenance of roads.*
  - This area has faced significant budget pressures with real spend decreasing by 10.3% since 2010/11. Perhaps as a result: Street cleaning; Waste management; Trading standards & Environmental health and; Roads condition have all had a reduction in performance in some areas. It remains the case however that performance is above the national median levels for most indicators and in the upper quartile for some.
- **Housing Services:** *This includes indicators for council housing quality and energy efficiency; rent arrears and voids and; the performance of non-emergency repairs*
  - The national picture is that councils continue to manage their housing stock well, although progress has slowed in the last 12 months, there have been improvement in housing energy and efficiency standards, although tenant rent arrears has increased
- **Adult Social Care:** *This includes indicators for Home care and residential costs; Supported care at home; quality of care services; delayed discharge and readmission to hospital rates and; satisfaction with home care*
  - Spending in this area has grown since 2010/11, in line with the rising elderly population, with older people with long-term care needs being supported to live independently in their own homes and Direct payments and personalised budgets have grown steadily over the same period
- **Culture and Leisure Services:** *This includes indicators for Cost and Satisfaction with sports facilities, libraries, museums and parks*
  - Despite a reduction in expenditure on sports, libraries and museums, by 23.5% since 2010/11, there has been an increase in visitor numbers. However over the same period there has been decreasing public satisfaction rate for all three

4.2 A summary of the key issues emerging from a review of Angus Council in the LGBF report is detailed in Appendix 1. This presents an overview for each of the seven groupings, along with evidence of how this is being addressed as part of our ongoing improvement work.

## 5. PERFORMANCE-LED COUNCIL PROGRAMME

5.1 The progress that services have been making in relation to the performance reported in the LGBF report has been evolving by analysing areas in need of development. The Performance-Led Council Programme is intended to catalyse and enhance this by providing a council wide approach which is being delivered across all service areas in four key stages covering the following themes:

- **Stage 1**
  - Improved consistency performance management – which includes Measures, Risk and Performance & Development reviews;
  - Robustness and reliability of service and council measures and SMART actions;
  - Embedding of self-evaluation through 'How good Is Our Council' at service and corporate levels;
- **Stage 2**
  - Effective and consistent use of our performance management system Pentana;
  - Alignment of performance management to our Council Plan and Community Plan priorities and outcomes;
- **Stage 3**
  - Increased transparency of reporting performance to internal and external audiences;
  - Performance actions developed based on external research and analysis;

- **Stage 4**
  - Detailed data analysis and predictive modelling leading to evidence-based improvements.

- 5.2 The Quality Improvement & Performance team have a detailed project plan to work intensely with every service, corporate group and the Council Leadership Team on this programme. This started as a pilot in the summer 2019, before an official launch in November 2019 and to date there has been positive engagement and significant progress. The intended plan was to work with every service on the first two stages by October 2020, before progressing work on stages three and four which was likely to commence towards the end of 2020 and continue into 2021 and beyond. However, all activity on the programme was paused in March 2020 due to the current pandemic. During this time the team have taken time to reshape the programme to be more flexible and apply with current working situations in services. Activity on the programme is due to start back in November 2020.
- 5.3 The specific nature of findings from the LGBF report and annual data will also be integrated into the Performance-Led Council programme with services required to report on how they are performing at a service level, including a review of their performance indicators. The data in this report is a useful and valid building block for services to consider performance (this was also part of the Council's Organisational Design/Zero Based Budgeting (ODZBB) programme) and we will build this into our business-as-usual operating model and performance culture. The programme is aimed at supporting the Council to achieve its goal of becoming "Performance-led" and enhance our approach to ensure that we are getting the most out of our data, which may include utilising alternative measures that are more reflective of performance. In due course, this will also include advanced data analytics through predictive modelling to support improvement and building evidence-based cases for change (stage 4) – in our Schools & Learning Directorate, this is already in progress.

## **6. CONCLUSION**

- 6.1 The LGBF report provides councils with helpful insight into the national position along with their own performance and provides a strengthened evidence base to help drive improvement, promote collaboration and learning, while strengthening public accountability.
- 6.2 Each of the Council's services is actively engaging in this work, and embedding it along with the other improvement activity to ensure this becomes part of our business-as-usual activity.
- 6.3 Members of this committee are therefore asked to consider and scrutinise the 'Local Government Benchmarking Framework (LGBF) National Benchmarking Overview' report. The key issues emerging from Council officers review of the LGBF report, including what these are in Angus and how these are being addressed; and the progress that is being made by Council services in relation to our 'Performance-Led' programme which includes utilising the evidence that can be associated with information emerging from the LGBF report findings.

**REPORT AUTHOR: Andrew Carse, Manager (Quality Improvement & Performance)**

**EMAIL DETAILS: [CarseA@angus.gov.uk](mailto:CarseA@angus.gov.uk)**

List of Appendices:

Appendix 1: LGBF position for Angus 2018/19

Appendix 2: Improvement Service: 'Local Government Benchmarking Framework: National Benchmarking Overview Report 2018-19'

## Appendix 1: LGBF position for Angus 2018/19

The tables below provides a summary of the key issues emerging from the LGBF report for Angus in each of the seven groupings, along with evidence of improvement action. The term “median” is used regularly below and for clarity this means it is the middle value for comparative terms.

### CHILDREN’S SERVICES

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>Attainment is very similar to the national average, but is lower than the best in Scotland. The percentage of children achieving 5 passes at SCQF level 5 increased in 2018/19 and is at the Scottish median but is 24% lower than best in Scotland. Between 2011/12 and 2018/19 performance has increased from 50% to 63% which is significant and in line with improvement across Scotland. For 5 Awards at SCQF level 6 performance decreased, was below median and 23% below best. Overall tariff score fell, was lower than median and was only 59% of the best in Scotland.</p>	<ul style="list-style-type: none"> <li>• Please note that whilst the comparison for all measures by the Improvement service and in this paper looks at LA’s vs. the national and family group comparators, in education a number of more robust models are used. For secondary schools a nationally developed analytical tool (INSIGHT) benchmarks school and LA performance versus a virtual comparator, that accounts for SIMD, ASN, Stage and Gender. This is used by schools and teachers to understand performance on a number of key measures. A similar tool has been developed for analytical and comparison purposes of the Broad General Education (BGE)</li> <li>• Detailed analysis of exam performance, including predictive analysis has also been developed in addition to INSIGHT. This supports Head Teachers to identify areas for improvement; identifies strengths and areas for development across subjects and levels; highlights how well staff understand the required standard.</li> <li>• Following actions in the Angus Annual Education Plan the senior phase offer continues to expand with an increasing choice of learning pathways; planning for the three year senior phase is well supported in schools.</li> <li>• Following publication of the data investigations were carried out into the social work cost indicators and found errors in the LFR caused by the pooling of two budgets. This is being rectified by finance colleagues – the local data is therefore not reliable for this measure.</li> </ul>
<p>Performance for children from the most deprived parts of Angus (Scottish Index of Multiple Deprivation (SIMD) quintile 1) did improve significantly for those passing 5 exams at SCQF levels 5 and 6 returning to 2016/17 levels and above the Scottish median. But the gap from those in SIMD 1 to SIMD 5 is at 35% for level 5 and 24% for level 6.</p>	
<p>With only one year of expected levels of achievement data for primary literacy and numeracy, there is no trend, but we are above the national median, similar to our comparator councils and approximately 10% below the best figure in Scotland.</p>	
<p>In 2018/19 the number of schools leavers entering a positive destination increased slightly to 95.6% from 95.0% in 17/18, which is above the national median and similar to our comparator councils</p>	
<p>Across all schools there has been a small decrease in attendance, decreasing from 93.70% in 16/17 to 93.37% in 18/19, which is better than median but lower than the best figure in Scotland.</p>	
<p>There was a small increase in satisfaction with schools, which is better than median but lower than the best in Scotland.</p>	
<p>In terms of spending, we spend are very much in-line with the median figure for pre-school, primary and secondary education, although this is towards the lower end for our comparator authorities.</p>	
<p>At this time there is no 2018/19 data for looked after children. In 2017/18 weekly residential cost was £4,816.85 and, in a community setting £346.99. Balance of care between residential and community settings was higher than median but short of best in Scotland in 2017/18.</p>	
<p>Those with more than one placement in the year was lower than median and 25% lower compared to the best in Scotland.</p>	
<p>Child protection re-registrations was higher than median but lower than the figure for Scotland, however these are all low figures and registrations and re-registrations are subject to scrutiny.</p>	

**CORPORATE SERVICES**

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>Council Tax collection performance is strong with collection costs continuing to fall and being below Scottish median and closing on Best in Scotland. Collection rates remain very high and above the Scottish median and very close to Best in Scotland. The fall in performance has a direct link to a decrease in value of Council Tax Reduction and the introduction of Universal Credit. Improvement actions have been identified for Welfare Rights to help customers get the benefits they are entitled to and to help them budget and manage their money.</p>	<ul style="list-style-type: none"> <li>• Managers are continuing to be supported to care for and support employees who are absent from work</li> <li>• Development of Resourcelink; improving access to management information and involvement in Society of Personnel and Development Scotland (SPDS) peer group to ensure consistency of reporting to LGBF in future</li> <li>• Increased time and resources for managers to dedicate to absence management.</li> <li>• New Supporting Attendance Policy and Procedures to be introduced in 2020 (training for managers and dedicated resources for implementation will be part of this new policy/procedure)</li> <li>• New Employee Health and Wellbeing Strategy to be introduced with service specific action plans to support the strategy</li> <li>• Targeted work in high absence 'hot spot' areas with services supported by Human Resources, Organisational Development and Health and Safety to find solutions to high absence rates, further health promotion and access to specific mental health services</li> <li>• In the coming year as part of our agile and estate rationalisation programme we will be reducing the number of poorly performing buildings we operate from.</li> <li>• Regarding payment of invoices performance, this should significantly improve through the P2P Project with centralisation of invoice processing and implementation of electronic invoicing receipt / approval.</li> </ul>
<p>Sickness absence has increased for both teaching and other staff and the gap between Angus and the Scottish median and best in Scotland has grown. This pattern of increased absence is also noted nationally however SPDS recognises differences in reporting. Human Resources reports that workforce change has focused on staff reductions. Fewer staff are doing more with a potential impact on health and wellbeing and absence. An ageing workforce is also a factor. There is increasing stress related absence and muscular-skeletal conditions are also significant.</p>	
<p>Operational buildings suitable for current use saw improvement with Angus ranked 4th in Scotland at 93.92%, though the percentage of floor area in satisfactory condition at 94.84% was 10<sup>th</sup>. This is above the Scottish median but below the best. Support services as percentage of spend is also lower than the Scottish median but some way short of best in Scotland.</p>	
<p>Whilst Gender pay inequality has decreased to -1.6%, the percentage of the highest paid 5% of employees who are women has increased to 58.28% in 2018/19 up from 38.57% in 2011/12.</p>	
<p>The payment of invoices within 30 days continues to fall to 82.83% in 2018/19 from 90.00% in 2012/13, this is 10% below the Scottish median and 16% below best in Scotland. It is understood that stakeholders are happy with performance which is not a priority area.</p>	

## ECONOMIC DEVELOPMENT

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>Performance in the percentage of unemployed people into employment from employability programmes has declined to 7.0% in 2018/19, which is lower than Scottish median and significantly below the best in Scotland (29.9%).</p>	<ul style="list-style-type: none"> <li>• In relation to Employability we continue to deliver a range of employability contracts and move people into employment.</li> <li>• Regarding the planning costs indicators there has been investigations conducted to evaluate the justification of the fluctuation, particularly regarding the LFR costs. The indicator shows us very little other than we are round about the national average for costs in this area, therefore the service undertook more detailed improvement work in costing with CIPFA in 2018/19.</li> <li>• For local procurement we have increased the number of events and promotion of Meet the Buyer activity. These events provide the opportunity to discuss upcoming projects and opportunities with main contractors and public sector buyers. Our Meet the Buyer events give buyers and suppliers the unique chance to connect and build business relationships.</li> <li>• Business Gateway starts ups in Tayside were above the regional target set. The target was 720 and there were 742. 172 of these were in Angus. It should be noted that Business Gateway areas are able to set the targets for their area as they wish and in many areas they have reduced or indeed stopped focusing on start ups.</li> <li>• Overall economic impact of tourism and visitor numbers have steadily increased in Angus since 2010 due to interventions and support to the sector</li> <li>• Through the Tay Cities Deal and Angus Council we are investing in rural broadband and digital infrastructure.</li> <li>• The decrease in availability of employment land is due to the success in attracting new investment to the area. However with no new employment land being developed at the moment this is risk. As a result a Land and Property Strategy is being prepared which sets out a 10 year plan.</li> </ul>
<p>The figure for planning costs is less than the Scottish average, though around the median range for comparator authorities. Please note that whilst there has been an increase in costs per planning application for 2018/19 from 2017/18, from £2,613 to £4,212, this is principally due to a decrease in planning applications received by the council. Indeed, when the numbers of applications are considered for all previous years it provides context for the fluctuation in this indicator.</p>	
<p>Local procurement spend has remained very similar over the past 5 years (36.8% in 2018/19), is higher than the Scottish median (28.7%) and best amongst out comparator authorities</p>	
<p>Business gateway supported start-ups fell markedly in 2018/19 (14.82 per 10,000 population) reversing a growing trend from 2013/14 to 2017/18 (was 21.37 in 2016/17). Start-ups are below the Scottish median (16.7) and significantly below the best in Scotland (26.8).</p>	
<p>Spend on economic development and tourism has decreased slightly 2018/19 (£38,245 per 1,000 population) from 2017/18 (£39,950), but is still below the Scottish median (£102,086) and amongst the lowest of comparator authorities.</p>	
<p>The proportion of people earning less than the living wage in the council has remained stable over the past five years, despite a decrease in 2018/19 (28.4%) from the previous year (31.2%). This is above the Scottish median (19.4%), amongst the highest for our comparator council, and well short of the best performing councils (-1%).</p>	
<p>Access to superfast broadband continues to increase (86.1% in 2018/19), although it remains below the Scottish median (92.0%) and is lower than the best in Scotland (98.9%).</p>	
<p>Town vacancy rates are unchanged (14.9%) and are above Scottish median (10.0%) and best (2.2%).</p>	
<p>Having fallen by 70.94% in 2017/18, immediately available employment land was unchanged in 2018/19 (10.7%). It is significantly below Scottish median (37.4%) and even further lower than the best council (100%). In 2017/18 the reason for this change was noted as business uncertainty, a surplus of commercial property in some towns and Brexit as key factors limiting demand.</p>	

## ENVIRONMENTAL SERVICES

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>Waste recycling has fallen by 4.5% in recent years from 59.2% and best in Scotland in 2015/16 to 54.7% in 2018/19. This is still in the upper quartile of performance nationally, and is 10% higher than the Scottish median. Waste collection and disposal costs continue to fall (waste collection by 35% from 2013/14-2018/19, and disposal by 4% from 2017/18-2018/19) and are below the Scottish median (by £2 per premise on collection and £8 on disposal).</p>	<ul style="list-style-type: none"> <li>• A review and redesign of our seven recycling centres was carried out and implemented from February 2019. This has delivered a significant increase in recycling at our centres. SEPA have now published household recycling data for 2019, and we have seen our rate increase to 59.1% (second highest among Scottish local authorities). This is mainly due to the recycling centres redesign. In addition, we have continued to promote recycling at home via a range of channels. We have attended many schools and community group meetings to promote and discuss recycling. We have also used our social media pages to communicate key recycling messages.</li> <li>• Trading Standards and Environmental Health are developing specific performance measures that only encompass their service costs</li> <li>• For the Roads and Transportation service we have been continuing to prioritise scarce resources at most critical areas on basis of condition taking account of safety and usage.</li> </ul>
<p>Satisfaction with collection is falling (80.4% in 2018/19 from 85.7% in 2015/16) but this is at Scottish and comparator median levels. The service identified customer behaviour as significant and introduced the right stuff, right bin campaign in response.</p>	
<p>Street cleanliness costs have fallen across Scotland but are largely unchanged in Angus (17,037 per 1,000 population), where costs are now above the Scottish median (£14,880) and among the highest with comparator councils. Given the cost factor, the street cleanliness score has remained relatively stable over the past 5 years (92.8), and is very close to our comparators and the Scottish median (92.9).</p>	
<p>Angus continues to spend less (£7,926 per km) than the Scottish median on roads (£9,417), this is also amongst the lowest for our comparators. Road condition continues to worsen for A, B and C class roads, though it is unchanged for unclassified. Angus is better than the median for A, C and U but worse for B. There are large gaps between Angus and best in Scotland. The key factor is spend on road maintenance.</p>	
<p>Spend on Trading Standards and Environmental Health are not regarded as performance measures. Angus spends more than the median for Trading Standards and less for Environmental Health, although the cost includes aspects of other services. This service is currently reviewing performance measure to make them more reliable.</p>	



## HOUSING SERVICES

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>Rent arrears continue to increase (9.23% in 2018/19 from 5.91% in 2014/15), which is in line with the trend in the Scottish median (7.3% from 2018/19), although for the 6 best councils in Scotland arrears is lower, which includes two comparator councils. The increase is attributed to austerity. Housing is working with Welfare Rights to better understand how this impacts on different groups of tenants, to help them get the benefits they are due to, to manage their money and budget effectively and to deal with the impact of money worries in terms of stress and wellbeing.</p>	<ul style="list-style-type: none"> <li>The service has reviewed procurement options to investigate how it can deliver a sustained improved repairs performance and customer experience – the benefits of this will be seen from 2021 onwards once new contracts are in place. This will improve efficiency by reducing the administrative burden, and the staff resources freed up will be focus on preventative work with customers. The better customer relationships this facilitates will enable the service to make earlier interventions before crises occur, thereby preventing rent arrears spiralling, and helping customers access other services before issues become too complex or advanced. This will be crucial in reducing demand over the mid to long term for other services in the Council and our partners.</li> </ul>
<p>Rent loss due to voids has increased slightly in 2018/19 (0.86%) from 2017/18 (0.78%), though the trend remains down. Performance is better than the Scottish median (1.0%) and the gap to best in Scotland is unchanged, albeit there are two comparator authorities with a lower percentage.</p>	
<p>Housing quality has been maintained over the past 3 years (93.9% housing stock meeting SHQS), which is close to Scottish median (94.3%) and best (99.9%). The trend for the % of council dwellings that are energy efficient is very similar, stable (96.8% in 2018/19) and very close to the national median (97.5%). Improvement is hampered by issues with charging, permission and access from owners in mixed tenure blocks and other issues relating to specific properties.</p>	
<p>Performance for routine repairs has reduced in recent years, from only 4.84 days in 2014/15 to 7.9 days in 2018/19. However, this is very similar to the Scottish median (7.8 days) and comparator councils.</p>	

## ADULT SOCIAL CARE

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>The variance in home care costs raises questions about the accuracy of the data, as this has fluctuated over the past 10 years. Residential care costs show a small increase (£516.93 per adult per week in 2018/19) and are higher than the Scottish median (£381) and amongst the highest for comparator councils.</p>	<ul style="list-style-type: none"> <li>• Home care costs in Angus have improved following the delivery of the Help to Live at Home programme where we agreed a fair cost of care with providers.</li> <li>• Residential care costs are measured as net. We need to understand whether placements in Angus include fewer self-funders than elsewhere in Scotland.</li> <li>• Self-directed support data in this report only refers to options 1 and 2. We have a number of people who choose option 3 and also who choose a variety of options to build their support plan (Option 4). There is a high level of satisfaction with option 3 services which are organised on behalf of service users by Care Managers and home care assessors directly.</li> <li>• The readmission measure is a percentage of all admissions. NHS Tayside report data differently than other health boards. A better measure readmissions as a rate of the population where Angus performs amongst the best in Scotland.</li> <li>• We have been very successful in working with personal care providers to increase capacity to address delays for older people and have made significant improvements in the timelines associated with guardianship application to address complex delays which have also fallen</li> <li>• We support around 8,000 people with adult social care services. The national survey on customer satisfaction received fewer than 200 responses from Angus we do not believe that this is a representative survey. Our own satisfaction levels collected at every review indicated high levels of satisfaction with services.</li> <li>• Angus HSCP published annual performance reports which can be found on <a href="http://www.angushscp.scot">www.angushscp.scot</a></li> </ul>
<p>Self-directed support spend continues to increase slowly (4.1% in 2018/19 from 1.42% in 2011/12) but remains below the Scottish median (7.3%) and the lowest among comparator authorities. Personal care at home has fallen, it is about 9% below the Scottish median, and 20% below best in Scotland.</p>	
<p>The rate of readmission to hospital shows little change (104 per 1,000 discharges) and is at the Scottish (103) and comparator median. Delayed discharge performance has improved (314.4 days per 1,000 population – decrease from 791.21 days in 2013/14), is consistently better than the Scottish median (793 days) and is the best amongst comparator councils.</p>	
<p>The percentage of care services graded good or better, shows little change (81.6% in 2018/19), with performance at the Scottish median (82%) but lower than the best in Scotland.</p>	
<p>Customer satisfaction data for those supported at home is not available for 2018/19 at this time.</p>	

## CULTURE AND LEISURE SERVICES

Angus vs. National and Comparators	Evidence of Improvement Action – Services approach
<p>Costs per visit for museums, leisure centres and pools, parks and open spaces and libraries are little changed and at or around the Scottish median but above best in Scotland. Satisfaction is similar, at or around the Scottish median but below best in Scotland</p>	<ul style="list-style-type: none"> <li>• We continue to invest in the maintenance of our parks and open spaces and plan to bring forward a strategy for play areas in Angus during 2021</li> </ul>