

ANGUS COUNCIL

SCRUTINY AND AUDIT COMMITTEE – 1 JUNE 2021

LGBF NATIONAL BENCHMARKING OVERVIEW REPORT 2019-20 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 (LGBF) '[National Benchmarking Overview Report 2019-20](#)' recently published by the Improvement Service and 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. RECOMMENDATIONS**

1.1 It is recommended that the Scrutiny and Audit Committee:

- (i) Scrutinise and comment on the LGBF '[National Benchmarking Overview Report 2019-20](#)';
- (ii) Consider the key issues emerging from Council officers review of the LGBF report, including the Angus position and what services are doing to improve, highlighting key areas of improvement for the Council, as detailed in Appendix 1; and
- (iii) Note the progress that is being made by Council services in our 'Performance Led' programme which includes use of 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, focused on the priorities for the Economy, People, Place and Our Council.

**3. BACKGROUND - NATIONAL REPORT FOR SCOTLAND WIDE**

3.1 The LGBF '[National Benchmarking Overview Report 2019-20](#)' was published by the Improvement Service at the end of February 2021. The report is written 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 summarises trends in council spending, service performance and public satisfaction with services. Comparisons can be made between authorities in any year and over time, with the focus being on performance at a national level, but it is not intended to be used as a league table. The performance information 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 for similar councils.

3.3 The LGBF Framework is based on core indicators for nine overall service groupings which cover the major public-facing services provided to local communities and the support services necessary to do that.

3.4 It is worth highlighting that the data used in this report is largely unaffected by the impacts of the current COVID-19 pandemic because it covers period 2019/20, prior to the impact of the pandemic. Within this context, the report is summarised in the following three areas: the pre-Covid picture (using the LGBF data); the impacts of Covid; and implications for the LGBF.

(i) Pre-Covid Picture - trends from 2019/20 LGBF data:

- More national policy demands with ring-fenced funding is reducing council flexibility to plan and prioritise in response to local priorities. Social Care and Education spending covering more than 70% of benchmarked spend has been protected. As a result, other services have shared reduced resources. Since 2010/11, 26% less on culture and leisure; 26% less planning spending; 26% less for corporate support services; 20% less economic development revenue spending; 24% less roads spending; 28% less trading standards and environmental health spending; and 11% less for environmental services.
- Despite significant and ongoing financial pressure local Government has done well in sustaining performance, including:
  - Improving outcomes for children and young people, including the most vulnerable
  - Significant transformation in social care provision
  - Inclusive economic growth has gained ground
  - Culture and Leisure have seen significant growth in digital provision
  - Positive progress towards better environmental outcomes
  - Improvement in housing quality and management
  - Continued improvement in efficiency and effectiveness of corporate services
- Areas of slowing or declining performance across all service areas:
  - Slowing progress in reducing the attainment gap
  - Increase in child protection re-registration rates
  - Recent decline in quality ratings for early years provision
  - General slowing of improvement across corporate, economic, environmental and culture and leisure services
- Areas of more concerning longer-term declining trends:
  - Increasing levels of council-wide sickness absence, highest since 2010/11 however the absence figures in Angus Council over 2020/21 have shown a marked improvement
  - Tenant rent arrears
  - Hospital readmission rates

(ii) The impacts of Covid on Local Government services and local communities:

- Covid has delivered a significant shock with impacts on poverty, inequality, physical, mental and emotional health, wellbeing, the economy, education, labour markets, financial security, and other areas. Impacts are likely to fall more on women, BAME communities, children and young people, people with disabilities, isolated older people; those with pre-existing mental health problems; and unemployed people. The impact on councils is predicted to be felt through:
  - Financial pressures
  - Poorer educational outcomes
  - Deteriorating mental and emotional health for vulnerable children

- Reductions in positive school leaver destinations
- Increase in support and demand across health and social care
- Falling incomes and resources for culture and leisure services
- Intensifying challenges for environmental services, including increased fly tipping and backlogs of roads repairs
- Continued staff absence in the short, medium, and long term through long-Covid, delayed medical interventions and Covid-related mental health trauma (Although not evidenced in Angus)
- Growing rent arrears due to furlough, unemployment and Universal Credit rollout
- Economic impacts of business failure, changing behaviours and poverty

(iii) Implications for LGBF – Continuity, Evolution & Data Innovation:

- The existing 10-year data trends on core council services capturing expenditure, provision, performance, satisfaction and outcomes provides a robust pre-Covid baseline upon which impact and progress can be measured. The data will show how core services responded during Covid, and also the medium and long-term impacts of Covid on these services.
- New challenges, particularly wellbeing, show the importance of evolving the LGBF indicator set. A Local Government Data Portal is under development. The repository should improve access to up-to-date data; streamline reporting and scrutiny; increase automation; simplify data management; improve data quality; and derive greater re-use and insights from data and intelligence. This should improve scrutiny, decision making and governance for the public sector, audit and scrutiny bodies and Scottish Government.

#### 4. ANGUS POSITION

4.1 Detailed analysis for each of the nine LGBF service groupings is provided in Appendix 1. The analysis has identified some key messages for Angus as follows:

- **Children’s Services:** *This includes indicators for cost per pupil; attainment in secondary schools; achievement of expected literacy and numeracy in primary schools; attendance and exclusion rates; and indicators for social work, including looked after children and child protection register (although social work statistics are not updated as part of this publication)*
  - Significant progress has been made since 2010/11 in attainment, closing the poverty-related attainment gap and early years provision. Spending has fallen per primary and secondary pupils but increased for early years. There has been a decrease in attainment for % of pupils gaining 5+ awards at level 5 and the total tariff score, although not statistically significant. There may be implications for low-wage work showing up in Economic Development and Planning indicators. In the main the performance in Angus is similar to the Scottish average, with indicators deviating from the mean only for tariff scores for some groups of children and exclusion rates for looked after children.
  - There are clear relationships between deprivation and attainment, and attendance and attainment. Whilst some context is provided in the appendix the next steps would be to use localised data to drilldown on attendance, home resources, deprivation and other factors to drive improvement in this area. Due to teacher assessments being used in 2020, the 2019/20 attainment data is not comparable with previous years. In addition to looking at the LGBF report, the use of the nationally developed INSIGHT tool and 2020 data is used regularly by our schools, to compare attainment performance in Angus against virtual comparators. Also, as with previous years, due to the timing of data releases, the 2019/20 data for Looked After Children, attendance and exclusion, primary pupil progress, pre-school development and positive destinations are not reported in this publication.

- **Economic Development and Planning:** *This includes indicators for success of council operated employability programmes; business start-up; cost and time of planning applications; and local procurement*
  - Planning performance is strong and business startups have grown. Access to superfast broadband has increased significantly since 2010/11 but is below the Scottish average and the gap has grown. We also spent the least of all Scottish councils on economic development and tourism in 2019/20.
  - The past year has seen people work, learn and shop from home in unprecedented numbers. This has increased the possibility for people living in Angus to get higher paid jobs and access educational opportunities, that weren't previously available. Angus businesses may also access new markets and become more attractive for high skill, high wage workers from other areas. Detailed data analysis post-Covid in this area should help identify impacts on the economy, property market and a potential increase in active travel improving health and wellbeing and reducing carbon emissions.
- **Climate Change:** *This includes indicators for CO2 emissions area wide per tonne and emissions within scope of Local Authority per tonne*
  - These are new indicators for this report and the data shows good progress locally to contribute to meeting Scottish net-zero targets by 2045. There are emerging opportunities for working and learning from home, reducing transport emissions, changing consumption and production behaviours, developing renewable power and installing heat pumps that the Council is supporting.
- **Environmental Services:** *This includes indicators for cost of protection services; waste management, disposals, recycling and maintenance of roads*
  - Recycling is an area of strength, improving in 2019/20 after 3 years of decline back to the same rate as in 2015/16. Street cleanliness performance has decreased over the past 3 years as have road conditions, which could be due to falling spend on roads. Costs for waste collection and disposal and street cleaning have risen recently. Trading standards and environmental health costs have fallen dramatically. There are two clear drivers of performance, for roads condition it is spend, for waste, consumption patterns and customer behaviours.
- **Corporate Services:** *This includes indicators for gender equalities, sickness absence, corporate services costs and council tax collection*
  - Council tax collection is a success story, collecting high percentages at massively reduced cost. There may be issues in future years with financial wellbeing due to the economic impact of the pandemic and welfare reform. Building quality performance is strong. Corporate services spend has been reduced dramatically over the years. Progress on the gender pay gap is good but there is growing gender inequality in senior management with a shift to more women being in senior positions. Invoice performance fell again.
  - Sickness absence continues to be an area of concern, as is the case across Scotland. However sickness absence figures over 20/21 indicate a positive trend in Angus Council. There has been an increased focus on employee health and wellbeing over 20/21 which is likely to have had a positive impact on sickness absence figures and increased opportunity for agile working which supports better work/life balance will continue as we move forward with the next phase of our agile programme. Better use of data to monitor and evaluate progress and identify further improvements can help here.

- **Financial Sustainability:** *This includes indicators for Reserves and uncommitted funds as a % of council budget, Financing Costs to Net Revenue Stream and Outturn of budgeted expenditure*
  - These new measures show a consistent underspend against budget and provide data on reserves, uncommitted general fund balances and the ratio of financing costs to net revenue stream for the general fund and housing revenue account.
- **Housing Services:** *This includes indicators for council housing quality and energy efficiency; rent arrears and voids and; the performance of non-emergency repairs*
  - Continued high levels of capital investment to improve the quality of the Council's housing stock have resulted in good progress on the Scottish Housing Quality Standard (SHQS) and energy efficiency indicators. The costs of management and supervision relative to other local authorities also remains low. However, although tenant arrears fell in 2019/20, they remain relatively high compared to the average for Scotland. The recent economic impacts of the pandemic have resulted in only a slow increase, but more analysis is needed to understand whether there are longer term implications for householders financial wellbeing, behaviours and levels of deprivation. Repairs performance improved in 2019/20 but rent loss due to voids declined.
- **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*
  - There has been strong performance in preventing delayed discharge over the years and satisfaction with services is growing. There has been steady progress on older people receiving care at home and self-directed support. Increasing rates of re-admission to hospital and falling care services quality ratings are areas for concern which are being monitored by the Angus Integration Joint Board.
- **Culture and Leisure Services:** *This includes indicators for Cost and Satisfaction with sports facilities, libraries, museums and parks*
  - Despite a decline in spending on culture, sport and leisure services satisfaction with leisure facilities, libraries and parks and open spaces in Angus is above the Scottish average. Only museums and galleries do not achieve this outcome. This will become a very challenging situation to maintain as budgets get tighter, but there are possible opportunities for more and better digital services and an increased focus on both mental and physical wellbeing. Improved data analysis of local services could drive improvement in this area. These areas are being examined as part of the ANGUSalve Transformation Project.

4.2 The analysis of the LGBF report and the 2019/20 data for Angus reveals several common themes for improvement across the indicators in terms of financial impact from the Covid-19 pandemic, wellbeing, and improved use of data analysis. However, the underlying causes of performance variation are not established by the data in the report, therefore further data analysis is needed, and this will be taken forward as part of the PLED programme and Big Data Strategy, to assist services in their improvement work which is a key element and benefit to be gained from making best use of the information in this national report.

## 5. PERFORMANCE-LED (PLED) COUNCIL PROGRAMME

5.1 Since the update provided in report [312/20](#) (Scrutiny and Audit Committee, 1 December 2020) the programme has recently been relaunched using digital tools. This will allow the improvement work to be done by staff both working from home and in offices. The development of resources and

digital tools should help services to work through the programme with increased efficiency and independence. The process should become embedded in a performance improvement cycle with services moving through the four stages of the programme to reach the fourth stage of detailed data analysis and predictive modelling leading to evidence-based improvements. With all Council services resuming activities, the intention is for completion of this phase of work by Autumn 2021.

- 5.2 The 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. This feeds into the 'Continuity, Evolution & Data Innovation' referenced in the LGBF report.
- 5.3 Work on the Covid response has seen increased use of more up-to-date data with more data sharing, collaboration, and innovation across services and with partners. Nationally this has led to work to develop a Local Government Data Portal to improve data, reporting and scrutiny. Locally in Angus, the intention is to improve our use of data in similar ways through the development of a Big Data Strategy Project that once approved will deliver 'detailed data analysis and predictive modelling', leading to evidence-based improvements and identifying new opportunities for change/transformation. This work is currently in the development phase which will include staff engagement across all service areas.

## **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. The LGBF is one data set which services use for performance management purposes and will be supplemented by more detailed data in some service areas. It is not the sole source of comparison information but it is an important one which continues to develop.
- 6.2 As shown with this report and the summary in Appendix 1, each of the Council's services is actively engaging in this work and seeking to address areas of performance with improvement activity. The development of the Performance-Led Council Programme is working to ensure that this is embedded as 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 2019-20](#)'; and consider 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 note 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.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are no financial implications arising directly from this report. The LGBF report does however highlight the impact in many service areas of the real terms squeeze on Council funding which has arisen over the period under review which members will be well aware of from the scale of savings which have been necessary in recent budget setting processes.

## **8. EQUALITY IMPACT ASSESSMENT**

- 8.1 An Equality Impact Assessment is not required.

**NOTE:** No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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List of Appendices:

Appendix 1: LGBF Analytical Report for Angus 2019-20

## LGBF ANALYTICAL REPORT FOR ANGUS 2019-20

The tables below provide a summary of the key issues emerging from the LGBF report for Angus in each of the nine groupings, along with evidence of improvement action. Further individual charts and performance notes on the indicators are shown here on [how we compare children's services pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

**Children's Services**

<sup>a</sup> Please note for 2019/20 attainment data, the absence of external assessment information led to grades awarded in 2020 being based on teacher estimates. These results are therefore not directly comparable with previous and future years. Any change between the attainment levels of the 2019/20 cohort and those of previous years should therefore not be seen as an indication that performance has improved or worsened without further evidence. (LGBF page 8, paragraph 8.)

<sup>b</sup> Also note data for 19/20 is not yet available for several indicators including social work indicators, Looked After Children, attendance and exclusion, primary pupil progress, pre-school development and positive destinations.

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Despite not having data for 19/20, for some measures, there was a significant improvement in results in Angus between 2011/12 and 2018/19. The percentage of pupils gaining 5+ awards at level 5 <del>(66%)</del> increased and <del>(66%)</del> The percentage of pupils gaining 5+ awards at Level 6 grew from 24% to 30% for all pupils and from 10% to 18% for those from deprived areas. This progress is similar to that seen in Scotland, though the Scottish 5+ awards at level 6 pass rate was 5% higher in 2018/19 than the Angus level.</p>	<ul style="list-style-type: none"> <li>• Note that whilst comparisons here are shown nationally, attainment and school leavers performance is monitored closely at a school and authority level using the nationally developed INSIGHT tool. Here comparison and performance is presented against virtual comparators.</li> <li>• Whilst the LGBF report does not include leavers data for 19/20 this is being evaluated through INSIGHT.</li> <li>• All secondary schools have received training from the national INSIGHT team to support how they analyse the data available. In addition our schools have access to data which allows them to understand how a grade achieved at National 5 may translate into a grade at the Higher level the next year. This information is specific to their school but may also be compared with other schools in Angus. Head Teachers continue to review their curriculum rationale for the unique context of their school. We have moved away from the agreement that restricted young people to a maximum of 6 qualifications in S4. Our schools continue to develop senior phase pathways which offer a diverse range of learning opportunities, including many which are out with those accredited through SQA national awards. In addition we work in partnership with the SQA and Dundee</li> </ul>
<p>Tariff scores provide another measure of attainment with scores awarded based on the level of the exam and the grade scored. Performance here is less positive. The overall average tariff score rising from 742 in 2011/12 to 837 in 2014/15 but then falling back to 803 by 2018/19. Looking at tariff scores in the most deprived areas (SIMD Quintile 1) to least deprived (SIMD Quintile 5) shows, except for Quintile 1, Angus has fallen increasingly below Scotland as a whole from 2011/12 to 2018/19.</p>	
<p>There has been progress in closing the poverty-related attainment gap. Between 2011/12 and 2018/19 the changes in tariff scores by areas of deprivation were as follows SIMD Quintile 1 400-635, +235, Quintile 2, 575-653, +78, Quintile 3 698-771, +73, Quintile 4 835-863, +58 and Quintile 5 970-965, -5. It should be noted that "The use of a wider range of achievement to recognise learners' success including ungraded awards and those not incorporated within the tariff scale reflects the increasing flexibility in the curriculum and may be important here." (LGBF, page 8, paragraph 12). This is the case in Angus where significant emphasis is placed on vocational pathways. (See also LGBF, page 68).</p>	
<p>Between 2010/11 and 2019/20 primary and secondary education spending per pupil in Angus fell by 4% and 6.9% respectively. However, spending on primary pupils</p>	



Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>has increased from £5,184 in 2018/19 to £5,288 in 2019/20. The longer-term trend, does contrast slightly from the national figure. where spend per primary pupil fell by 1.8% and per secondary pupil by 0.1%. Between 2010/11 and 2019/20 pre-school spending per registration increased in both Angus by 85.7% and Scotland by 72.2%. Between 2018/19 and 2019/20 Angus pre-school spend per registration increased by 27.1%, primary spend per pupil by 2% but secondary spend per pupil fell by 0.8%. In Scotland the equivalent percentages were increases of 31.9%, 4.2% and 2.7%. (LGBF, pages 43-46).</p>	<p>and Angus college to gain accreditation for alternative awards when appropriate.</p> <ul style="list-style-type: none"> <li>• The wider 'employability' agenda is now being led by Education and Lifelong Learning with the focus on the alignment of services across and out with the council. The 2020-21 Angus Education Plan focuses on the achievements of children who are care experienced. Progress reviews are being carried out. Angus Virtual School are leading work on 'data driven dialogue and school improvement planning' with all Head Teachers. This methodology will ensure that improvement activity priorities are based on 'evidence' and help ensure that council resource is used to ensure best value.</li> <li>• Angus Council's 16+ team work in partnership with Skills Development Scotland to identify and support young people aged 16-19.</li> </ul>
<p>After rising from 72.3% in 2014/15 to 78.1% in 2018/19 satisfaction with schools fell to 74.5% in 2019/20 which is the same as the Scottish average.</p>	
<p>The percentage of early years services graded good or better fell in 2019/20 to 93.6% from a high of 97.5% in 2017/18 and 96.2% in 2018/19, this mirrors decreases across Scotland from a high of 93.5% in 2014/15 to 90.20% in 2019/20. Note that relates to both internal and external providers.</p>	
<p>Participation rates for 16-19 year olds in learning, training or work in Angus increased from 90.76% in 2018/19 to 91.43% in 2019/20. The Scottish average was 92.13%.</p>	

## Economic development and Planning

Charts and performance notes are on our [how we compare economic development pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Performance in processing planning applications both in terms of cost and time taken is a strength in Angus. Time taken to process commercial planning applications fell from 7.66 weeks in 2018/19 to 7.43 in 2019/20 with Angus ranked 7th of 32 Scottish councils. At the same time cost only increased by £9 to £3,294, the 5<sup>th</sup> lowest in Scotland. (LGBF, page 160-162).</p>	<ul style="list-style-type: none"> <li>• We will continue to monitor performance in determining planning applications and allocate resource accordingly.</li> <li>• We will continue to monitor business start up rates as part of the contract for Business Gateway delivery in the area and adjust contract delivery where needed. Trends show increasing numbers of start ups as many made redundant through COVID turn to starting a business instead.</li> <li>• Work to rectify the reporting errors was impacted by Covid-19 response prioritization but priority is now being given to a robust report being in place to ensure that ongoing data upload is correct. Work will then be completed with DXC Technology to correct 2019/20 data and this KPI%.</li> <li>• Number on employability programmes are down on previous years as contract numbers awarded to us were lower, We did not run the Employability project as it had finished, no records of PACE registrations from SDS and our mainstream clients were down by half as we were signposting to other programmes.</li> <li>• We have very little immediately available employment land. Not all local authorities are measuring this in the same way. In 2019/20, only 27 councils that were able to provide data for this indicator. The total supply of available employment land is 134.95 ha of which 2.4 Ha are immediately available. A Commercial Land and Property Strategy was approved on 18 March 2021 which sets out recommendations for future land provision.</li> <li>• The Retail Floorspace Survey includes all activities including comparison and convenience retail; retail, leisure and financial and business services; other uses; vacant retail/service; and vacant other buildings. It was conducted in Autumn 2017 therefore this is the same</li> </ul>
<p>Business startups improved to 16.78% in 2019/20 from 14.82% in 2018/19 when the rate dropped below the Scottish average for the first time since 2013/14. There was an apparent decrease in procurement spend with local businesses to 19.95% in 2019/20. However, this figure is unreliable and is considered to be artefact of inaccurate procurement spend data report production for the year 2019/20 which is still in the course of attempted resolution with the Scottish Government's retained data analysts, DXC Technology. This measure has been a consistent area of strength over the years, hitting 38.15% in 2017/18 and 37% in 2018/19.</p>	
<p>While access to superfast broadband has increased significantly since 2010/11 from 60% to 87.1% in 2019/20, we are below the Scottish average of 93.3% with the gap between Angus and Scotland growing in recent times.</p>	
<p>The percentage of people earning less than the living wage was at 29.1% in 2019/20, having been in a range between 25.3% and 32.8% since 2013/14. People helped into work from council programmes fell from 21.67% in 2015/16 to 3.60% in 2019/20, the 4th lowest level in Scotland. Immediately available employment land dropped from 37.9% in 2015/16 to 1.78% in 2019/20, the lowest level in Scotland – this could be partly due successfully attracting new businesses to the area. Town centre vacancy rates are consistently above the Scottish average and have not improved since 2016/17. For both of those measures Angus had the 5<sup>th</sup> highest levels in Scotland. Finally, Angus spent the least of all Scottish councils on economic development and tourism in 2019/20 at £20,146 per 1,000 population.</p>	

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
	<p>information that has been submitted since 2016/17. A new survey will be conducted in August 2021.</p> <ul style="list-style-type: none"> <li>• With the lowest spend we managed to assist 330 businesses in 19/20. Shetland had the highest spend at £86,531 and managed to assist 22. Aberdeen spent £43,580 and managed to assist 381 businesses, which is only 51 more than us. Inverclyde, which are in our family group, has the 9<sup>th</sup> highest spend ratio of £125,039 and only assisted 167 businesses.</li> </ul>

## Climate Change

Charts and performance notes are on our [how we compare climate change pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Significant progress has been made in Angus on both measures with reductions of 28.63% in area wide emissions and 25.33% for emissions within the scope of Angus Council between 2010/11 and 2018/19. Data for 2019/20 is not yet available. These reductions are just below those for Scotland as a whole. The targets for reducing Scotland's emissions are 56% by 2020, 75% by 2030, 90% by 2040, and net-zero by 2045.</p>	<ul style="list-style-type: none"> <li>• In bringing forward the Sustainable Energy and Climate Action Plan, the Council will set out interim actions and targets that it will take alongside partners to reach national emission targets.</li> <li>• Report 271/20 Public Bodies' Climate Change Duties: Angus Council Annual Report confirms from the baseline year of 2010/11, the reporting year of 2019/20 has seen the Council's overall CO2 emissions further reduce to 27%. A truer reflection of change comes from using year 2012/13 as the baseline when the full CO2 emissions data set became available. It is the first year of good quality data and realises a 50% decrease in the Council's overall CO2 emissions</li> </ul>
<p>The <a href="#">LGBF National Overview Report 2019-20</a> notes that rural councils have significantly higher in-scope emissions, though this is not the case for area wide. In-scope emissions are a sub-set of area-wide emissions, they exclude things councils can't directly influence, such as motorway traffic, diesel trains, land-use, and forestry.</p>	

## Environmental Services

Charts and performance notes are on our [how we compare environmental services pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>For roads in Angus since 2010/11 there has been a significant reduction in spending and a deterioration in road condition. This continued in 2019/20. Between 2010/11 and 2019/20 spend fell by 17.55% and the condition of roads deteriorate by 11.5% for A roads, 8.1% for B, 2.2% for C and for 3.7% for unclassified roads. This relationship is noted in the LGBF National Overview Report 2019-20.</p>	<ul style="list-style-type: none"> <li>The removal of renewal and repairs funding along with other budget reductions have seen a decreasing budget available for roads maintenance. Angus Council is one of the lowest spending councils in mainland Scotland and one of the lowest in our family group. We continue to manage decline of the road network condition.</li> </ul>
<p>Waste services are one of our strengths. Recycling rates in Angus improved to 59.1% in 2019/20, the 2<sup>nd</sup> highest level in Scotland, following declines between 2015/16 and 2018/19. Collection and disposal costs also increased but are broadly in line with Scottish figures. Satisfaction with refuse collection improved slightly to 80.73% in 2019/20 from 80.40% and is far higher than 74.30% for Scotland as a whole.</p>	
<p>The street cleanliness score, spend and satisfaction all decreased from 2010/11 both in Angus and Scotland. For Angus, the score by 1.8, spend by 2.8% and satisfaction by 5.17%. Spend increased in 2018/19 and 2019/20, with the score jumping by 1.8 in 2018/19 before falling back 0.85 point to 92.05 in 2019/20.</p>	
<p>Trading Standards spend has declined by 31.8% since 2012/13, Environmental Health by 64.9%. This compares with an increase of 2.2% for Trading Standards in Scotland and a fall of 25.4% for Environmental Health. The decrease continued in Angus in 2019/20, 14.33% for Trading Standards and 7.60% for Environmental Health.</p>	

## Corporate Services

Charts and performance notes are on our [how we compare corporate services pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Corporate services spend as a percentage of all spending in Angus changed very little in 2019/20 at 3.47% down from 3.48% the year before. This was well below the Scottish average (4.07%). The LGBF National Overview Report 2019-20 notes that across Scotland corporate services spend has fallen by 26% in real terms since 2010/11, they highlight that this “reflects councils’ commitment to protect frontline services over ‘back office’ functions. It also reflects the maturation of councils’ digital strategies.” (LGBF, page 11).</p>	<ul style="list-style-type: none"> <li>• The drop in collections is due to a number of factors including continued annual increases in council tax which makes it more difficult for low income taxpayers, a decline in Council Tax Reduction recipients and resultant decrease in value and proportion of Council Tax Reduction to the value of Council Tax, a further factor is that although Council Tax is increasing annually the table of deductions which specifies the amount that can be deducted by an earnings arrestment is not increasing therefore the income received is not keeping pace with the rising level of debt. Staffing was reduced further over the year. The service continues to participate in any improvement activity with Institute of Revenues Rating and Valuation (IRRV) and the Improvement Service.</li> <li>• We have continued to maintain our property portfolio whilst reducing of estate through sales and leases. As part of our agile transformational programme we are maximizing the use of space in our offices allowing us to dispose of surplus properties and will develop the programme further as we recover from the pandemic</li> <li>• We are aware of increasing gender inequality in senior management roles. All employees are encouraged to develop, to prepare for and to seek higher roles. We also encourage external applications from all parts of the labour market and guarantee equality of opportunity to all candidates ensuring that the best person gets the job regardless of their gender.</li> <li>• During 2021 the new Supporting Attendance Policy and Procedure will be implemented and both this and the Health and Wellbeing Action Plan will continue to move managers to a proactive approach to managing and supporting health and wellbeing. Managers will access new learning and</li> </ul>
<p>The efficiency and effectiveness of council tax collection continues to be a success story. In 2019/20 we collected 97.4%, 4<sup>th</sup> best in Scotland, at a cost of £5.94 per dwelling, 9<sup>th</sup> of 32 councils. In Angus cost of collection was reduced by 64.3% between 2010/11 and 2019/20, in Scotland It was 59.6%, with digital transformation and automation the driving forces.</p>	
<p>The quality of our buildings is another area of strength, with Angus results for both indicators being in the top 25% of councils - 4<sup>th</sup> and 8<sup>th</sup> of 32. There are opportunities and challenges ahead as digital tools evolve both in terms of staff working from home and in providing accessible services for those who need non-digital access.</p>	
<p>Significant progress was made on gender equality between 2010/11 when 62% of the top 5% of earners were men and 38% women, and 2016/17 when 50.6% were men and 49.4% women. Since then inequality has grown each year with 58.3% of the top 5% women and 41.7% men in 2019/20. The position with the gender pay gap is more positive, dropping to -0.78% in 2019/20 from -1.56% in 2018/19. The 2019/20 gap is the 4<sup>th</sup> smallest gap in Scotland.</p>	
<p>Sickness absence continues to be an area of concern, as is the case across Scotland albeit there has been a marked decrease in 20/21. In Angus there has been an overall trend of increasing absences for both teachers and other staff since 2013/14. For 2019/20, absence days for teachers’ increased to 7.5 from 7.08 in 2018/19, although they fell for other staff from 14.03 in 2018/19 to 13.46 in 2019/20.</p>	
<p>Invoices paid within 30 days decreased again in 2019/20 to 81.52% from 82.83% in 18/19, the 4<sup>th</sup> lowest in Scotland, this measure has decreased each year since 2015/16 when it was 87.3%. The figure for 19/20 is over 10% lower than the Scottish average.</p>	

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
	<p>comprehensive guidance, tools and resources supplemented by new accessible learning options for managers.</p> <ul style="list-style-type: none"> <li>• We will continue to offer a wide range of employee wellbeing support including signposting and information, wellbeing events and interactive sessions, opportunities for informal engagement, meditation sessions and access to counselling</li> <li>• Human Resources continue to support managers to address their responsibilities for staff who are absent from work through direct one-to-one support, training and coaching. Day 1 reporting, via the council's occupational health provider, has now been discontinued.</li> <li>• Angus has participated in a comparison exercise with SPDS (Society of Personnel Directors Scotland) Wellbeing Group to compare how each council calculates the SPI for Teaching and Non-Teaching submissions (summer 2020).</li> </ul>

## Financial Sustainability

Charts and performance notes are on our [how we compare financial sustainability pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Since 2013/14 Angus has consistently underspent its budget. The underspend has ranged from 2.48% in 2013/14 to 4.72% in 2019/20 and is greater than the Scottish average of 0.65% in 2019/20.</p>	<ul style="list-style-type: none"> <li>The service have taken steps to improve our budgeting of big spend areas such as staff costs and now manage the budget impact of vacancies corporately. No other changes are planned beyond our Change Programme which is aimed at helpful to ensure we remain financially sustainable</li> </ul>
<p>There has been a trend of increasing reserves since 2013/14 which mirrors the Scottish situation. In 2013/14 reserves as a percentage of budgeted revenue were at 11.45% and had increased to 17.63% in 2019/20 when the Scottish average was 16.57%. The <a href="#">LGBF National Overview Report 2019-20</a> notes this measure provides “an indication of how councils are placed to meet unforeseen events. A low level of unallocated reserves may be a sign that a council could struggle if any unknown financial events were to occur.”</p>	
<p>The uncommitted general fund balance as a percentage of budgeted net revenue was 2.8% in 2018/19 close to the middle of the range of 2-4% recommended by Audit Scotland. However, this fell back to 0.49% in 2019/20. Between 2013/14 and 2017/18 the percentage ranged between 0.14% and 1%.</p>	
<p>The picture in terms of the cost of borrowing in Angus is mixed. For the general fund the ratio to the net revenue stream increased from a low of 8.9 in 2014/15 to 11.7 In 2017/18 before falling to 10.7 by 2019/20 when the Scottish average was 7.2. For the Housing Revenue Account, the ratio fell from 9.6 in 2013/14 to 7.8 in 2017/18 before increasing to stand at 8.8 in 2019/20 which is lower than the Scottish average (22.6)</p>	



## Adult Social Care

Charts and performance notes are on our [how we compare adult social care services pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Angus has been a strong performer in preventing delayed discharge over the years, with the rate falling by 68.14% from 2013/14 to 2019/20 when Angus was the 4<sup>th</sup> best in Scotland. The rate per thousand has decreased from 314.38 in 2018/19 to 252.09 in 2019/20. There is also growing satisfaction with adult social care in Angus. In 2019/20, adults supported at home felt more positive about the impact of care on their quality of life and their say on how care is provided, both ranked 4<sup>th</sup> best in Scotland, and how they were supported to live independently, 7<sup>th</sup> best in Scotland. Carers also felt more supported in 2019/20 moving Angus above the Scottish average.</p>	<ul style="list-style-type: none"> <li>• Whilst Angus HSCP review the LGBF performance, more detailed data analysis is closely monitored and published annual performance reports which can be found on <a href="https://www.angushscp.scot/how-we-performed-in-2019-20/">https://www.angushscp.scot/how-we-performed-in-2019-20/</a></li> </ul>
<p>Rates of older people in Angus receiving care at home and of self-directed support spend are below Scottish figures (Angus £29.10/hour, Scotland ave. £26.13) although there has been steady increases over the years.</p>	
<p>Both home care and residential care costs remain above the Scottish average, with a small increase for home care in 2019/20 (Angus £29.03/hour, Scotland ave. £26.92) and a small decrease for residential care (Angus £521/week 19/20 vs £530/week 18/19, Scotland ave. £444/week in 19/20).</p>	
<p>Increasing rates of readmission to hospital after discharge and a trend of decreasing care services quality ratings are areas for concern both in Angus and across Scotland. For 19/20 in Angus the rate of readmissions was 113.07%, which is higher than the Scottish average of 104.69%. the proportion of care services graded as good or better in Angus decreased to 80.26% in 19/20 from 81.58% in 18/19 and a higher of 91.18% in 2013/14.</p>	

## Housing Services

Charts and performance notes are on our [how we compare housing services pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>Angus tenants' arrears fell from 9.23% in 2018/19 to 8.88% in 2019/20 which is much better than our 9.9% target. For context, the lowest percentage in Scotland was 2.58% in 2018/19. Tenants' arrears in Scotland have grown from 5.6% to 7.3% between 2013/14 and 2019/20.</p>	<ul style="list-style-type: none"> <li>• Service reviews have been carried out to modernise the operating model so that housing officers have a smaller patch. This allows much closer contact with tenants and increased opportunity to make preventative interventions before crises happen, both in terms of financial hardship and relationship breakdown. This is designed to reduce rent arrears and improve tenancy sustainability, as well as improve health and wellbeing outcomes.</li> <li>• The service has rationalised its maintenance arrangements by introducing new unplanned repair contracts which are designed to improve the quality of service to customers, increase the percentage of repairs done right first time, and increase the number of emergency and routine repairs done within target time.</li> <li>• The service has introduced a new Choice Based Lettings initiative which not only gives more choice for customers on which properties they would like to apply for, but also improves void performance by reducing the time it takes to re-let properties. It should however be noted that the pandemic has introduced new safe working practices that have a negative impact on time taken. In addition, more planned works are now carried out at change of tenancy, and although this delivers huge benefits for tenants, it does also negatively impact on the time taken to re-let.</li> <li>• The service has improved links with partner organisations to deliver more effective collaborative joint outcomes for vulnerable customers with complex needs. This will bring benefits for services across the Council and the AHSCP.</li> </ul>
<p>Since 2013/14, the average time taken to complete non-emergency repairs in Angus has increased by 12%, from 6.2 to 6.94 days, though it did fall in 2019/20 by 12.15% from 7.9%. In Scotland it fell by 28%, from 10.17 days in 2013/14 to 7.33 days in 2019/20. In 2019/20 the best in Scotland was 3.67 days.</p>	
<p>Rent lost to voids in Angus increased last year to 2.32% from 0.86% in 2018/19. This was higher than the 0.8% target and was the highest void level in Scotland (Scottish Ave. 1.11%). The percentage has fluctuated over the years between a low of 0.49% in 2010/11 and a high of 2.56% in 2013/14. In Scotland the percentage reduced from 2010/11, from 1.3% to 1.1% in 2019/20.</p>	
<p>In Angus 93.85% of properties now meet the Scottish Housing Quality Standard (SHQS) and has remained stable for the past 4 years. This is very similar to the Scottish average of 94.85%, with the best in Scotland at 99.59%.</p>	
<p>Energy efficiency in Angus has increased by 56.77% since 2015/16 to 74.69% in 2019/20, up from 73.14% in 2018/19. This compares with a 29% increase across Scotland from 2015/16 to a rate of 84% in 2019/20. The best in Scotland for 2019/20 was 99.11%.</p>	

## Culture and Leisure Services

Charts and performance notes are on our [how we compare culture and leisure services pages](#). More charts and comparison to the national average and similar authorities can be found [here](#).

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>From 2010/11 to 2019/20 council spend per visit increased by 18.14% for sports but fell by 71.68% for libraries, 40.26% for museums &amp; galleries whilst council spend per 1,000 people decreased by 31.5% for parks. This contrasts with Scotland's average unit costs which saw reductions of 35.2% for sports, 50.1% for libraries, 33.9% for museums &amp; galleries and 34.2% for parks.</p>	<ul style="list-style-type: none"> <li>• Following the transition to Trust in December 2015 there have been year on year reductions in the Management Fee to provide culture, sport and leisure services for the county.</li> <li>• To deliver these savings and transform the charity changes have been made to the structure through the implementation of an Organisational Review and efficiencies have also been achieved across all of the charity's areas of expenditure to reduce the cost of delivery without impacting services.</li> <li>• This included the transition to an operations team dedicated to delivering the highest quality customer experience and a programming team dedicated to developing and delivering exciting, innovative and highly engaging programmes to encourage participation across Angus.</li> <li>• To support our colleagues with this transition as well as improve their knowledge and skills, the charity ran a variety of training and development sessions working with many of our partners targeted at a variety of areas where an opportunity to enhance our customer offering had been identified.</li> <li>• This investment in our people is also supported by improvements in digital services – to benefit both employees and customers. These digital improvements allowed us to streamline and automate business processes, create efficiencies and improve the customer experience.</li> <li>• The charity has made annual contributions to the Recreation Renewal &amp; Repair (R&amp;R) Fund for equipment at the end of each financial year since it started trading to ensure resources are available for future investment across its culture, sport and leisure facilities. In addition, to ensure the charity can replace legacy IT equipment in the</li> </ul>
<p>In 2019/20 unit costs increased by 7.1% for sports facilities - from £2.55 in 2018/19 to £2.73 in 2019/20 when the Scottish average was £2.71, 127% for museums &amp; galleries - £5.80 in 2018/19 to £13.15 in 2019/20 when the Scottish average was £3.27 and 7.3% for parks - from £21,991 in 2018/19 to £23,606 in 2019/20 when the Scottish average was £20,107. However it fell by 17.1% for libraries - from £1.35 in 2018/19 to £1.12 in 2019/20 when the Scottish average was £2.00. Across Scotland cost per use increased by 1.3% for sports but fell by 4.7% for libraries, 8.1% for museums &amp; galleries and 2.9% for parks.</p>	
<p>After adult satisfaction with leisure facilities dropped 3.13% in two years from 76.3% in 2010/14 to 73.67% in 2014/17 it then climbed over each of the next three years before holding steady at 77.67% and 77.50% in 2015/18 and 2016/19 respectively. In 2017/20 satisfaction then reduced by 2% to 75.5% which is 1.3% lower than in 2010/14 but 5.4% higher than the current Scottish average satisfaction of 70.10%. Angus had satisfaction below the Scottish average until 2015/16 however since 2016/17 has consistently been above the Scottish average and the county currently places 8th in Scotland for adults satisfied with leisure facilities.</p> <p>In Scotland satisfaction with leisure facilities fell by 7.43% over the past 9 years which includes a reduction of 1.33% from 2016/19 to 2017/20.</p>	
<p>In Angus, the percentage of adults satisfied with libraries has been on a steady positive trajectory year on year from 2014/17 to 2017/20, increasing over the 3-year period by 3.2% from 74% to 77.2%. This improvement in satisfaction was achieved following an initial 4.7% decline from 78.4% in 2010/14 to 74% in 2014/15. In 2019/20 Angus satisfaction rates increased by 0.4% for libraries although this is still 1.5% lower than in 2010/11. For the fourth consecutive year adult satisfaction is above the Scottish average, currently 4.8% above the Scottish average of 72.4%, ranking Angus 11th of 32 Scottish councils.</p>	

Angus vs. National and Comparators	Evidence of Improvement Action Services approach
<p>By contrast for Scotland, satisfaction with libraries has fallen by 12% since 2010/14 and improved by 1.2% from 2016/19 to 2017/20.</p>	<p>future, the Renewal &amp; Repair (R&amp;R) Fund for IT was established in 2018.</p> <ul style="list-style-type: none"> <li>• The ability to perform regular equipment refresh and replacement is essential as this programme of work contributes to the maintenance of the Company's customer base and facility usage through the provision of a high-quality customer experience. Specific provision has also been made for investment in technology refresh since it is integral to the successful operation of the Company.</li> <li>• It had been indicated during budget setting in February 2020 that further management fee savings in future years (from 2021/22) would require a more fundamental review of the service specification supported through transformational change to existing service provision across Angus but this position has now been exacerbated by the impact of Covid-19.</li> <li>• An 'ANGUSalive Transformation Project' has been established to develop proposals for transformational change required to achieve a sustainable future for the charity to deliver culture, sport and leisure services, while working in partnership with the Council in its capacity as commissioning body and sole member of the organisation.</li> <li>• A public consultation on changes to the management rules for council parks and open spaces will be undertaken during 2021/22.</li> </ul>
<p>Satisfaction with Angus' parks and open spaces has consistently ranked above the Scottish average since 2010/14. After initially increasing to a 91% high in 2015/16 satisfaction then fell over 3 years to a low of 86.2% in 2016/19 before increasing again last year. Current adult satisfaction of 87.2% in 2017/20 is 1.3% below the 88.3% achieved in 2010/14 but remains 3.7% above the Scottish average of 83.5% with Angus placed 12th nationally.</p> <p>Across Scotland the satisfaction rate with parks is the same in 2017/20 as it was in 2010/14, although it did improve then decline again in the intervening years. In 2019/20 satisfaction rates improved by 0.6% for parks.</p>	
<p>Museums &amp; galleries in Angus have had a lower level of satisfaction than the Scottish average every year since 2010/14 with one exception in 2015/18 when they were both 70%. Current adult satisfaction of 62.33% in 2017/20 is 1% higher than in 2010/14 but after a number of years of improvement there has been a decline in satisfaction in the past two years which ranks Angus 19th in Scotland on this performance measure.</p> <p>Nationally over the same time period from 2010/14 satisfaction with museums &amp; galleries fell by 7% and in the past year improved by 1.6% for museums &amp; galleries.</p>	

