

ANGUS COUNCIL

SCRUTINY AND AUDIT COMMITTEE – 23 JUNE 2022

NATIONAL BENCHMARKING OVERVIEW REPORT 2020-21 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 Scottish Local Government Benchmarking Framework (LGBF) '[National Benchmarking Overview Report 2020-21](#)' 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 2020-21](#)';
- (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 (where relevant).

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 2020-21](#)' was published by the Improvement Service on 4 March 2022. 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 There are five key messages in the report and all focus on the impact of the Covid-19 pandemic. They are:
1. Impacts on local communities: the report considers the impacts on children and education; financial hardship; and unemployment and low pay.
 2. Local Government financial context: the report considers Scottish Government funding for councils; local government expenditure; protected and unprotected spend; along with future financial position.
 3. Health and social care pressures.
 4. Local variation.
 5. The complexity in this year's data; covering the implications of altered delivery and operating landscapes; data timeliness; methodological issues and data gaps; and impact of inflation.
- 3.3 The report stresses that the past two years have been significantly different from preceding years, with dramatic but widely different impacts on local communities, service delivery, and local government finances. This means that comparison of data over time is of less value than is comparison of data between different councils. That said, because of the complexity of the data and differing local contexts, the data should be used to focus on areas for further investigation rather than as a statement of relative council performance. Readers are encouraged to read the national overview report for more information on the Scottish context.
- 3.4 In recent reports to this committee the summary information for Angus has been provided on trend however, given the limited value of the 2020/21 data for comparison over time and to help the reader focus on areas for further investigation, this summary report focuses on family group and national indicator ranks. This is taking into account the widely different impacts for COVID. The ranking tables provide the latest available rank together with the average rank of the indicator since it was first included in the framework.
- 3.5 Since the National Benchmarking Overview Report 2020-21 was published in March the LGBF data has been refreshed. On 29 April the 2020/21 Scottish Government validated finance data, 10 Children's Services indicators and an Economic Development measure were updated. For this reason, the ranks reported here for those indicators may differ from those in the national overview report.

4. ANGUS POSITION

- 4.1 As previously noted, the national overview report does not analyse performance in Angus. There are, however, a range of charts for Angus for each indicator can be found here on the [mylocalcouncil](#) website. There are also accessible Angus specific charts, with full audio-descriptions found here on our [how we compare pages](#). The charts and commentaries report Angus data, the Scottish Average and any targets services have set. Commentaries also include any performance explanations or links to performance reports that services have added.
- 4.2 Detailed analysis for each of the nine LGBF service groupings is provided in Appendix 1. This summary is presented in an improved format, without extensive data, to show where we have been performing nationally in each area on the LGBF measures. In addition to these tables' services have provided the narrative to the performance explanations, improvement actions and targets they require going forward.

5. PERFORMANCE-LED (PLED) COUNCIL PROGRAMME

- 5.1 Since the update provided in report [183/21](#) (Scrutiny and Audit Committee, 1 June 2021) the programme has been continuing to work with all services to improve their performance management, self-evaluation and use of data. The impact of working with the pandemic and other exceptional events, has meant that progress is not as advanced as intended but there is now engagement from all services. The programme is now over 50% complete in the initial stages 1 & 2, and work has started on further embedding this improvement work in PLED stages 3 & 4. This will support improvement work in three main areas: (1) Improved performance reporting processes; (2) Improved use and development of advanced data dashboard developments in Microsoft Power BI; and (3) Big Data Project - a whole council approach to improved data integration, governance and analysis.
- 5.2 The findings from the LGBF report and annual data returns will also be integrated into the Performance-Led Council programme with services required to report on how they are performing in an annual improvement cycle of planning and performance reporting. This feeds into the 'Continuity, Evolution & Data Innovation' referenced in the LGBF report.

6. CONCLUSION

- 6.1 The LGBF report provides councils with helpful insight into the national position along with the Council's own performance and provides a strengthened evidence base to help drive improvement, promote collaboration and learning, while strengthening public accountability. This past year has been a challenging one for all services to deal with, but the availability of this robust dataset provides a good picture of performance nationally. The LGBF data set however is only one source of information that 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 2020-21](#)'; 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 term challenges in relation to Council funding which have arisen over the period under review which some 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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Appendix 1: LGBF Analytical Report for Angus 2020-21

LGBF ANALYTICAL REPORT FOR ANGUS 2020-21

The tables below provide a summary of the key information emerging from the LGBF report for Angus in each of the nine groupings, along with evidence of improvement actions. The background data, more charts and comparison to the national average and similar authorities can be found [here](#).

Several indicators have not been updated in the LGBF National Benchmarking Overview Report 2020-21, however, as they are included in that report they have also been included here. This ensures we comply with our Public Performance Reporting and Statutory Performance Indicator duties.

To allow comparison between Angus and other Scottish councils, the data for each indicator has been analysed and ranked nationally, with each section showing:

- the latest Family Group* (**FG**) rank;
- the latest All Council (**ALL**) rank (which in most cases will be 2020-21); and
- the average All (**average ALL**) Council rank for the life of the indicator for Angus.

LGBF ranking aims to help stakeholders scrutinise performance based on efficiency and effectiveness, cost, and quality, which are key elements of Best Value. Efficiency indicators, including cost measures, rank performance from 1 lowest cost, highest efficiency, to 32 highest cost, lowest efficiency.

Effectiveness and quality indicators rank performance from 1 most effective, highest quality, to 32 least effective, lowest quality. Depending on the indicator, effectiveness is measured by maximising a positive result, such as attainment, minimising a negative result, such as unemployment, or hitting a target, such as gender equality.

It should be noted that lower costs do not necessarily mean higher efficiency, nor do higher costs necessarily mean lower efficiency. Costs reflect budget decisions and priorities, including budget reductions. Costs are also impacted by events outwith service control such as the pandemic across client-based services and weather in areas such as road maintenance.

Performance scrutiny involves considering the balance between efficiency and effectiveness, cost and quality. To reflect local circumstances, council priorities, and help scrutiny, services are asked to set targets for each indicator. Targets set out what the service plans to deliver in terms of the balance between efficiency and effectiveness. In the absence of targets, ranks provide an indication of relative performance as a starting point for scrutiny and a 'can-opener' for further investigation.

* Family Group Note:

- For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation. These councils are Angus, Argyll and Bute, East Lothian, Highland, Midlothian, Moray, Scottish Borders, and Stirling.
- For Corporate Services, Economic Development, Environmental Services, Culture and Leisure Services, Financial Sustainability and Tackling Climate Change similar types of

councils are grouped by their population density. These councils are Angus, Clackmannanshire, East Renfrewshire, Inverclyde, Midlothian, Renfrewshire, South Lanarkshire, and West Lothian.

1. Children's Services

Pre-school Education and Early Years

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost per Pre-School Education Registration	6 of 8	25 of 32	6 of 32
% of children meeting developmental milestones	8 of 8	16 of 32	19 of 32
% of funded early years provision which is graded good/better	2 of 8	13 of 32	14 of 32
<p>This data relates only to the period 2019/20. Our EY staff continue to carefully track and monitor the progress of our children using the developmental milestones. As a directorate we use this data to inform our improvement priorities.</p>			

Primary Education

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost Per Primary School Pupil	5 of 8	16 of 32	15 of 32
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	2 of 8	6 of 32	7 of 32
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	2 of 8	7 of 32	8 of 32
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	2 of 8	4 of 32	10 of 32
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	2 of 8	15 of 32	12 of 32
<p>This data was not nationally gathered in 2019/20. Data for 2020/21 should not be compared with previous data due to restrictions caused by Covid 19. Care must be taken when comparing the most and least deprived pupils due to the SIMD profile of our schools and the individual needs and support required by children and young people. It must be noted that this data is based upon teacher professional judgement only. A focus on excellence and equity will see the Directorate use this data effectively to inform improvement priorities. This is coupled by our commitment to moderation. Attainment in literacy and numeracy are listed in the national stretch aims as part of the refresh of the Scottish Attainment Challenge.</p>			

Secondary Education

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost per Secondary School Pupil	3 of 8	7 of 32	12 of 32
% of Pupils Gaining 5+ Awards at Level 5	5 of 8	20 of 32	20 of 32
% of Pupils Gaining 5+ Awards at Level 6	4 of 8	18 of 32	20 of 32
% of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD quintile 1)	6 of 8	26 of 32	16 of 32
% of Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD quintile 1)	6 of 8	20 of 32	12 of 32
Overall Average Total Tariff	7 of 8	25 of 32	24 of 32
Average total tariff SIMD quintile 1	7 of 8	27 of 32	17 of 32
Average total tariff SIMD quintile 2	4 of 8	24 of 32	27 of 32
Average total tariff SIMD quintile 3	8 of 8	29 of 32	27 of 32
Average total tariff SIMD quintile 4	6 of 8	24 of 32	27 of 32
Average total tariff SIMD quintile 5	6 of 8	28 of 32	29 of 32

Aside from the cost per pupil each of the indicators in this table refer to attainment of school leavers. This data should not be used to compare with previous data due to the suspension of the formal examination diet. Whilst this table shows comparison with other local authorities, school leaver data only has statistical significance when the Virtual Comparator is used.

Work continues to develop the secondary school curriculum including the variety of learning pathways available through the senior phase. The development of our 2-18 monitoring and tracking tool and the introduction of a programme of progress in learning meetings, both as part of our overall raising attainment strategy, will ensure a focus on achievement for each young person. The measures for 1@5 and 1@6 are included in the national stretch aims in the refreshed Scottish Attainment Challenge. Comparison of performance between Quintile 5 and Quintile 1 is also included.

Child Protection and Looked After Children

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	6 of 8	25 of 32	25 of 32
The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	5 of 8	18 of 32	23 of 32
% of children being looked after in the community	3 of 8	13 of 32	8 of 32
% of child protection re-registrations within 18 months	7 of 8	31 of 32	18 of 32
% LAC with more than 1 placement in the last year (Aug-July)	8 of 8	32 of 32	26 of 32

For further information regarding the use of child protection registration, please refer to Report 155/22 also on this agenda – Angus Child Protection Committee Annual Report.

Due to different reporting timescales for children's social work information, please see Report 302/21 which examined these indicators in detail.

Other Children's Services

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
% of Adults Satisfied with Local Schools	4 of 8	17 of 32	21 of 32
Proportion of Pupils Entering Positive Destinations	3 of 8	15 of 32	11 of 32
School attendance rate	5 of 8	14 of 32	11 of 32
School attendance rate (Looked After Children)	4 of 8	22 of 32	23 of 32
School exclusion rates (per 1,000 pupils)	5 of 8	13 of 32	13 of 32
School exclusion rates (per 1,000 looked after pupils)	8 of 8	30 of 32	20 of 32
Participation rate for 16-19 year olds (per 100)	7 of 8	18 of 32	17 of 32
% of children living in poverty (after housing costs)	7 of 8	18 of 32	18 of 32

The attendance data for looked after children and the data relating to school exclusions relates to 2018/19. All settings continue to use exclusion only when necessary and as a Directorate we are working to minimise the number and duration of exclusion incidents. Recent feedback from Head Teachers has highlighted a deficit in resource to support families with school attendance.

2. Corporate Services

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Support services as a % of total gross expenditure	5 of 8	17 of 32	14 of 32
% of the highest paid 5% employees who are women	7 of 8	25 of 32	20 of 32
The gender pay gap (%)	3 of 8	10 of 32	6 of 32
The cost per dwelling of collecting council tax	3 of 8	9 of 32	14 of 32
% of income due from council tax received by the end of the year	1 of 8	2 of 32	3 of 32
Sickness absence days per teacher	5 of 8	19 of 32	17 of 32
Sickness absence days per employee (non-teacher)	6 of 8	25 of 32	19 of 32
% of invoices sampled that were paid within 30 days	7 of 8	24 of 32	26 of 32
Proportion of operational buildings that are suitable for their current use	3 of 8	4 of 32	8 of 32
Proportion of internal floor area of operational buildings in satisfactory condition	3 of 8	6 of 32	13 of 32

% of the highest paid 5% employees who are women – as at January 2021, the number of women in the top 5% was 112 which equates to 61.88%. This is an increase from the previous year's figure of 60.65%. The Scottish average over the same period was 58.30%. This year's figure is due to be calculated in July 2022.

The Gender Pay Gap % - as at January 2021, the gender pay gap was -2.08% (in favour of women). This was an increase in the gap from -0.78% from the previous year. The Scottish average over the same period was 3.66% (in favour of men). This year's figure is due to be calculated in July 2022.

Cost per dwelling of collecting Council Tax - the largest element of cost for this indicator is staffing which represents 90% of the budget for the service. The service doesn't have complete

control therefore over the largest cost element as it has no influence over annual pay awards which increase the cost of collection. The majority of LA's have their staff within this service operating generically over various services areas which then requires their cost element to be apportioned which raise questions over the indicators accuracy and reliability.

% of income due from council tax received by the end of the year – this indicator demonstrates excellent performance within the family group, nationally and over the life of the indicator. Performance declined in 20/21 compared to 19/20 due to the impact of COVID including a 3-month period where recovery action was suspended. The target is to return the collection rate to the level of pre-COVID in 19/20.

Sickness Absence days per Teacher. The number of days lost per employee due to sickness absence was 4.21 days in 2020/2021, compared to 7.5 days in the previous year (2019/2020). This is a reduction of 43.8%. These figures exclude any COVID related absences. The reduction is due to reduced sick days, as the overall FTE remained stable.

Sickness Absence days per employee (non-teacher). The number of days lost per employee due to sickness absence was 10.53 days in 2020/2021, compared to 13.45 days in the previous year (2019/2020). This is a reduction of 21.7%. These figures exclude any COVID related absences. The reduction is due to less sick days and an increase in FTE.

For **Proportion of operational buildings that are suitable for their current use** and **Proportion of internal floor area of operational buildings in satisfactory condition** the council's PIs are 94% and 96% having improved slightly overtime and is well above the Scottish average. As we continue our agile programme and property rationalisation we expect these figures to continue to improve subject to ongoing maintenance.

3. Adult Social Care

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Home care costs per hour for people aged 65 or over	7 of 8	22 of 32	17 of 32
Self-Directed Support (Direct Payments + Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+	2 of 8	4 of 32	17 of 32
% of people aged 65 and over with long-term care needs receiving personal care at home	6 of 8	27 of 32	28 of 32
% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b)	1 of 8	6 of 32	14 of 32
Percentage of adults supported at home who agree that they are supported to live as independently as possible (SW4c)	1 of 8	7 of 32	14 of 32
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (SW4d)	1 of 8	4 of 32	16 of 32
Percentage of carers who feel supported to continue in their caring role (SW4e)	2 of 8	16 of 32	19 of 32

Residential costs per week per resident for people aged 65 or over	7 of 8	27 of 32	25 of 32
Rate of readmission to hospital within 28 days per 1,000 discharges	7 of 8	23 of 32	18 of 32
Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	6 of 8	22 of 32	14 of 32
Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	1 of 8	7 of 32	8 of 32

As reported to Angus IJB in report IJB 3/21, we are now seeing the demographic pressures predicted within our personal care and homecare services. The rates indicated in the graphs provided by LGBF are based on a snapshot week then aggregate to calculate the home care and personal care hours. These results are higher than predicted. At the beginning of 2018/19 we introduced a new commercial and contractual model called 'Fair Cost of Care' which looked at breaking down the legitimate costs of delivering an hour of care and agreeing a three-tiered hourly rate which all providers would be paid. This only applied to supported persons who under Self Directed Support (SDS) legislation delegated their choice and control to AHSCP. Enhanced rates are paid for rural services, but not for 'specialist' services as no specific additional costs could be attributed to this in an hourly rate. Since then the model has been rolled out to all other options under SDS and we now regularly review and develop the model.

Indicators SW4b, SW4c, SW4d, SW4e are part of the bi-annual Health and Social Care Experience Survey. In 2019/20 the response rate for the survey was 33% (2870 people) which when looking at the questions for the LGBF dataset, less than 10% of respondents answer.

Angus is still one of the few authorities who charge gross for residential placements e.g. Angus HSCP pays the full cost for the residential placement and then charges the support person the cost minus Free Personal and Nursing Care (FPNC). In 2020/21 the sharp increase in the value can also be attributed to COVID support costs to care homes which was around £4m.

The number of bed days used following an adult emergency admission in 2020/21 in Angus was 83,901, a decrease of 20% on 2015/16 (22,576 fewer bed days). There is variation between localities. Of those bed days used in 2020/21 only 1.5% were attributable to delays in timely discharge. 7% bed days were related to admissions due to Covid-19.

Angus re-admission rates are now similar to the Scottish average.

Indicators within the LGBF are reported within Angus Health and Social Care Partnership (Angus HSCP) annual and mid-year reports. These are published and available to view on Angus HSCP website www.angushscp.scot If set targets are also reviewed in these reports.

4. Economic development and Planning

Economic Development – Employment and Incomes

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
% of unemployed people assisted into work from council operated / funded employability programmes	8 of 8	30 of 32	19 of 32

Proportion of people earning less than the real living wage	7 of 8	23 of 32	26 of 32
Claimant Count as a % of Working Age Population	3 of 8	12 of 32	14 of 32
Claimant Count as a % of 16-24 Population	2 of 8	15 of 32	18 of 32

Employability programme numbers are sourced from the Scottish Local Authorities' Economic Development (SLAED) group. In Angus a reduction in figures was partly due to the ending of employability contracts and operating on an extension basis. The information for this indicator comes from the SLAED report and is collected by individual authorities.

Data on employability programmes has previously only been reported on in relation to delivery of economic development service annual and Scottish Govt employability contracts which has reduced year on year. The figures therefore do not report on all activity across the Council. We are aware of the need to better coordinate data and a new cross council Employability Board is already starting to address this, as well as the setup of the Local Employability Partnership, which has a draft strategy and 3-year delivery plan to better support coordination and targeting of activity. Progress is also being made in data sharing/ collection with the recent decision of the Vibrant Communities team to adopt the Hanlon management information system which Economic Development and Children & Learning teams use.

The draft employability strategy recognises that average wages in Angus are generally below the national average owing to the types of employment in the area.

In relation to the claimant count this is not necessarily a true reflection of what is happening as some can claim Universal Credit and work, whilst others may be economically inactive and claiming benefits meaning not actively seeking employment.

Economic Development – Land Use and Planning

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost of planning and building standards Per Planning Application	2 of 8	6 of 32	6 of 32
Average time per business and industry planning application (weeks)	2 of 8	4 of 32	9 of 32
Town Vacancy Rates	7 of 8	27 of 32	26 of 32
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	8 of 8	32 of 32	25 of 32

The impact of Covid on town centres has been hard and some towns are already struggling. Our town centres cover quite a broad area so work is underway to review boundaries. With less resource in economic development it is not an area we've been able to focus on and we have 7 town centres to consider but are now looking more closely at this, particularly with the relationship to planning and regeneration. A number of initiatives are planned for this financial year with Business Gateway and use of LACER funding.

This indicator comes from the Scottish Local Authorities' Economic Development (SLAED) indicators report and is collected by local authorities. This year several authorities struggled to find the resources to carry out town centre surveys, and there were fewer results submitted than

normal. In Angus, we have carried out a survey, but for several years we had no new survey and the data from the previous year was submitted. When there is an information gap in the LGBF, modelled data is used to provide a figure. The SLAED indicators report does not take this approach. The SLAED performance group is looking to review some of the indicators this year and the town centre vacancy is one of them. This will give better accuracy and consistency in future years.

Immediately Available Employment land - The definition of immediately available is fully serviced and marketed and ready for business use. This indicator comes from the SLAED indicators and is prepared by the local authorities. Each year the guidance that local authorities receive is tightened to avoid discrepancies in the data, but that has not resolved problems with the indicator. This year the guidance will be tightened again and LAs will be asked for total supply, marketable area and immediately available area. The IS will then look at what has been submitted and go back to the LA if there are any questions. The Council's Employment land Audits count something slightly different, but we have close working ties with our Planning colleagues and meet on a regular basis to discuss, and keep figures as similar as possible, within the boundaries of the definitions. There is new indicator planned which would be Employment land take up, but the employment land indicator needs to be more robust before this can be introduced.

The immediately available % of land for Scotland was 39.2%. Angus was 1.3%, the lowest in Scotland. Increasing the supply of immediately available employment land would not only help inward investment, but also indigenous businesses looking for space to expand. Our Land & Property Strategy outlines partnership working with the private sector to develop two key business parks – Zero Four, Montrose with Crown Estates Scotland and Brechin Business Park Phase 2 with Dalhousie Estates as part of the Tay Cities Angus Fund developments

Economic Development – Other

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
% of procurement spend spent on local enterprises	1 of 8	14 of 32	10 of 32
No of business gateway start-ups per 10,000 population	3 of 8	8 of 32	17 of 32
Investment in Economic Development & Tourism per 1,000 Population	2 of 8	2 of 32	4 of 32
Proportion of properties receiving superfast broadband	8 of 8	22 of 32	21 of 32
Gross Value Added (GVA) per capita	5 of 8	25 of 32	27 of 32

Since 2010/11 – 13% reduction in economic development revenue spending (whole of Scotland). In Angus spending has increased but it is the second lowest level in Scotland.

Revenue and capital spend data is sourced by the IS from the Scottish Government local finance returns. While revenue number remain fairly stable, collection of capital spend can vary widely year on year depending on the projects that a local authority is working on – for example the new AECC.

Business Gateway start-up rate reduced significantly from 16.4 to 11.2. This is an acceleration of the previous trend, and reflects increased levels of uncertainty in the economy, labour shortages and disrupted supply chains.

Angus bucks this trend with 18.7 BG start-ups per 10,000 of population in 2020/21 compared to 11.2 for Scotland. Only seven other local authorities had higher rates. We have asked BG team for data on split between home working or premises based to make a better link with our land & property team. We are also looking at exploring more closely sustainability of these start-ups. We will work with BG to identify areas or sectors that are in need of most support and focus on a regional sectoral approach align to the Tay Cities regional economic strategy.

GVA is where our Tay Cities projects could impact going forward attracting in new higher paying businesses across green energy, offshore wind and its supply chain.

For the whole of Scotland procurement spend on local enterprises has continued on an upward trend in 2020/21, increasing from 28.7% to 29.1% in 2020/21. In Angus the figure dropped significantly between 2018/19 and 2019/20, recovering a little last year. With the appointment of a Community Benefit Officer, the relationship with SDP has been re-engaged and will support increased activity. The local authorities with the highest percentages of local spend are arguably those with geographical restrictions to procuring from out with their area (either an island, or a large local authority which makes the distances involved in procuring from further afield more difficult). For local authorities like Angus, that have very close economic ties with neighboring urban local authorities, there may be a necessity to source some products or services from outside their own area.

Work is being done as part of the Tay Cities deal to improve digital connectivity in Angus. But Angus will always struggle to reach the levels reached by urban local authorities because of its geography. Different and often more costly solutions are required.

GVA, out of work benefits etc, are difficult for economic development to influence, and even when our work does have an effect on these statistics it is incredibly difficult to show it as a direct impact.

5. Environmental Services

Waste and Street Cleaning

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Net cost of waste collection per premise	5 of 8	22 of 32	23 of 32
Net cost of waste disposal per premise	7 of 8	22 of 32	11 of 32
Net cost of street cleaning per 1,000 population	7 of 8	27 of 32	22 of 32
Street Cleanliness Score	2 of 8	6 of 32	16 of 32
% of total household waste arising that is recycled	1 of 8	1 of 32	9 of 32
% of adults satisfied with refuse collection	3 of 8	11 of 32	18 of 32
% of adults satisfied with street cleaning	1 of 8	7 of 32	10 of 32

The net cost of waste disposal has been impacted by the commencement of the new residual waste treatment contract. It is anticipated that the contract will in the long term reduce the comparative costs for waste disposal. Contracts for processing of collected recycling are also being retendered and aim to deliver best value to the council.

Roads

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost of roads per kilometre	2 of 8	15 of 32	11 of 32
% of A Class roads that should be considered for maintenance treatment	7 of 8	15 of 32	8 of 32
% of B Class roads that should be considered for maintenance treatment	8 of 8	28 of 32	21 of 32
% of C Class roads that should be considered for maintenance treatment	2 of 8	10 of 32	10 of 32
% of U Class roads that should be considered for maintenance treatment	3 of 8	8 of 32	8 of 32

Cost of roads per kilometre shows a trend of reduced spend and has consistently been below the Scottish average, which has also reduced over time. Based on the latest figures, for our 1815km of roads, the annual budget in Angus is just under £700,000 below the Scottish average and this has been the trend for a number of years. The gap is closing over time, having previously been as high as £3.8m, as both Angus Council and the national average shows a downward trend in road maintenance expenditure.

The **roads that should be considered for maintenance treatment** has therefore continued to increase and while overall road condition (see Information Report to Communities committee for June 2022 for latest figures) is 13th across Scotland, we continue to see long term decline in road condition, most notably for our B class roads many of which serve our glen routes.

Trading Standards and Environmental Health

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost of Trading Standards per 1000	4 of 8	11 of 32	21 of 32
Cost of environmental health per 1,000 population	5 of 8	7 of 32	17 of 32

Within this indicator the Trading Standards cost per 1000 population does not reflect the cost associated with the service cost to Angus Council. This figure includes a proportion of national spend on services such as CAB. In addition, both indicators do not take the breadth of service provided within each authority into account. As an example Angus Council provides an Animal Health service within Environmental Health whilst many other authorities do not. The ECP service will continue to prioritise interventions relating to higher risk public health and consumer protection issues ensuring that budget is effectively spent.

6. Culture and Leisure Services

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Cost per attendance at sports facilities	8 of 8	30 of 32	12 of 32
Cost per library visit	7 of 8	22 of 32	16 of 32

Cost per visit to Museums & Galleries - see Note	5 of 5	27 of 27	22 of 27
Cost of parks & open spaces per 1,000 population	6 of 8	26 of 32	23 of 32
% of adults satisfied with libraries	1 of 8	11 of 32	19 of 32
% of adults satisfied with parks and open spaces	3 of 8	12 of 32	11 of 32
% of adults satisfied with museums and galleries	3 of 8	18 of 32	20 of 32
% of adults satisfied with leisure facilities	4 of 8	8 of 32	15 of 32

Note – 27 Scottish councils provide museums and galleries, 5 of them in this Family Group.

The Council delivers significant commercial income through its grounds maintenance services and this influences the net **cost of parks and open spaces**. The pandemic has had implications for commercial work however commercial activity has now returned to previous levels. The service will aim to ensure commercial income is fully considered when reporting the cost of parks and open spaces.

Culture, sport and leisure services are in the process of being creatively reimaged by the Council and ANGUSalve working in partnership to determine future priorities and needs within an affordable financial envelope through the Transformation Programme.

Local financial and performance data across all service areas is being used to support this work and will inform the decision-making process. ANGUSalve are also engaging with national networks to help determine the future direction of travel and ascertain whether any lessons can be learned and adopted in Angus.

During the Covid-19 pandemic ANGUSalve rapidly pivoted from being mainly a face-to-face on-site provider to being able to offer engaging and motivating virtual classes and activities, initially online then via the newly created ANGUSalve App. This ensured customers could continue to receive services to support their physical and mental health and wellbeing during 2020-21, even when the venues were shut to comply with government guidelines.

Pressures in relation to the affordability position continue to have a significant influence on ANGUSalve's reopening and recovery plans as a result of Management Fee savings required by the Council Change Plan combined with the impact on generated income due to the pandemic. Temporary operating arrangements have therefore been in place since March 2020 and members have approved the most recent interim changes to the Services Specification until 31 March 2022.

A significant investment plan is underway to ensure fitness suites in our sports facilities can be reimaged to enhance the customer experience and encourage members back into venues to exercise. This investment is funded through the Renewal & Repair Fund, which the charity has made annual contributions towards since it was established in 2015.

There are a number of other opportunities being investigated to secure external funding to support projects by ANGUSalve and Angus Council to improve venues and/or consider alternative provision of services in the future.

7. Housing

Note: six Councils do not provide housing services following transfer to Registered Social Landlords.

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5 of 6	14 of 26	16 of 26
% of rent due in the year that was lost due to voids	6 of 6	26 of 26	17 of 26
% of council dwellings meeting Scottish Housing Standards	4 of 6	8 of 26	16 of 26
Average number of days taken to complete non-emergency repairs	5 of 6	22 of 26	9 of 26
% of council dwellings that are energy efficient	4 of 6	20 of 26	19 of 26

Note – 26 Scottish councils provide housing with 6 of them in this Family Group.

The pandemic severely impacted on the rental income stream in 2 ways:

- People’s ability to pay rent reduced as levels of poverty increased, and this is likely to get worse in line with cost of living and energy rises. The Council is undertaking a review of its arrears processes with a focus on supporting vulnerable people to sustain their tenancies. The Council recognises the need to balance effective arrears recovery against the impact of eviction, which could otherwise lead to more expensive homelessness services.
- Rent lost to voids increased as the opportunity was taken to carry out major planned works when properties were vacant, due to work not being allowed in occupied properties. This enabled improvement programmes to keep on track, but with a cost to rental income. As the pandemic restrictions have eased, void times have reduced, and performance will be closely monitored.

Despite these issues the council has seen an improvement in customer satisfaction and relationships with tenants, with 88.4 per cent overall tenant satisfaction, including repairs performance. However, new unplanned repairs contracts are in place which will address issues experienced with the time taken to complete repairs.

Although the Council has some of the lowest rents in Scotland, it has a delivery plan to improve Housing Quality standards and energy efficiency through a sustainable business plan which prioritises the mitigation of poverty and the impact of climate change. Capital investment in energy saving improvements and achieving net zero carbon emissions by 2045 is a key part of the housing investment programme. The 25-year housing capital programme has been accelerated to prioritise delivery of these sustainability objectives, which is having a positive impact on child and fuel poverty. Performance is expected to dramatically improve over the next 2 years.

8. Financial Sustainability

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
Total useable reserves as a % of council annual budgeted revenue	6 of 8	16 of 32	17 of 32
Uncommitted General Fund Balance as a % of council annual budgeted net revenue	7 of 8	25 of 32	22 of 32
Ratio of Financing Costs to Net Revenue Stream - General Fund	7 of 8	30 of 32	26 of 32
Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account – see Note	2 of 7	3 of 26	2 of 26
Actual outturn as a percentage of budgeted expenditure	7 of 8	21 of 32	28 of 32
<p>Note – 26 Scottish councils provide housing with 7 of them in this Family Group.</p> <p>Each Council's position on Reserves can vary significantly and be affected by a range of circumstances and issues. Reserve strategies are a matter for the individual Council to assess relative to their needs and the risks they face. Assessment of the Council's Reserves position and strategy is undertaken at least annually as part of the Council's budget setting process to confirm it remains appropriate.</p> <p>The ratio of financing costs to net revenue stream for General Fund services reflects previous decisions made by the Council to invest in its school estate including via PPP schemes. This investment does come with a long-term commitment to repay sums borrowed.</p> <p>The actual outturn indicator reflects a long history of prudent budget management in Angus but also a history of planned expenditure slipping for a variety of reasons resulting in large sums being carried forward into the next financial year.</p>			

9. Climate Change

Indicator	Latest FG Rank	Latest ALL Rank	Average ALL Rank
CO2 emissions area wide per capita	7 of 8	18 of 32	19 of 32
CO2 emissions are wide: emissions within scope of LA per capita	7 of 8	18 of 32	18 of 32
<p>Angus Council controls only a small percentage of greenhouse gas emissions across the whole of the Council area, however, it can indirectly support and encourage change by working with Community Planning Partners and through delivery of the Sustainable Energy and Climate Action Plan. The issue of emissions out with Council control is still under development at a national level. Since the baseline year of 2010/11, Angus Council's carbon emissions from electricity, gas, oil, LPG, and biomass use in buildings has decreased by 49%. Since the previous report on period 2019/20, there was a further 8.8% reduction in carbon emissions from buildings. Street lighting continues to make significant strides with carbon emissions now down by 82% since 2010/11.</p>			