

ANGUS COUNCIL

SCRUTINY AND AUDIT COMMITTEE – 15 JUNE 2023

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK (LGBF) NATIONAL BENCHMARKING OVERVIEW REPORT 2021-22 AND PERFORMANCE-LED (PLED) 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 2021-22](#)' recently published by the Improvement Service and to provide an update on progress being made by services in relation to our 'Performance-Led' Council (PLED) Programme of improvement work.

1. RECOMMENDATIONS

- 1.1 It is recommended that the Scrutiny and Audit Committee:
- (i) Scrutinises and comments on the Local Government Benchmarking Framework (LGBF) '[National Benchmarking Overview Report 2021-22](#)';
 - (ii) Notes the Improvement Service have adopted the 'Power BI' digital reporting tool to support the online presentation and analysis of the wide ranging data-sets, and that officers can arrange a specific briefing to assist with the use of the online tool to maximise use of this new approach if this is desirable to members of the Committee; and
 - (iii) Notes the progress that is being made by Council services with our 'Performance- Led' Council (PLED) Programme of improvement work.

2. ALIGNMENT TO THE COMMUNITY PLAN AND COUNCIL PLAN

- 2.1 This report provides insight from a national and comparator perspective to inform the Council's approach to quality, improvement and performance, and supports the improvement of outcomes described in the Community Plan and Council Plan, focused on priorities of Economy, People, Place and Our Council.

3. BACKGROUND - NATIONAL REPORT FOR SCOTLAND WIDE

- 3.1 The LGBF '[National Benchmarking Overview Report 2021-22](#)' was published by the Improvement Service on the 17 March 2023. The report is written by the Improvement Service and jointly issued by the Convention of Scottish Local Authorities (COSLA) and the Society of Local Authority Chief Executives (SOLACE).
- 3.2 The report stresses that the period during and after the Covid-19 pandemic has been significantly different from pre-pandemic 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. Members are encouraged to read the national overview report for more information on the Scottish context. The report also notes the inflationary and cost-of-living pressures that were emerging in the second half of the reporting year of 2021-22.

3.3 To help members scrutinise the local impacts noted above, the LGBF team in the Improvement Service have created the following online tools:

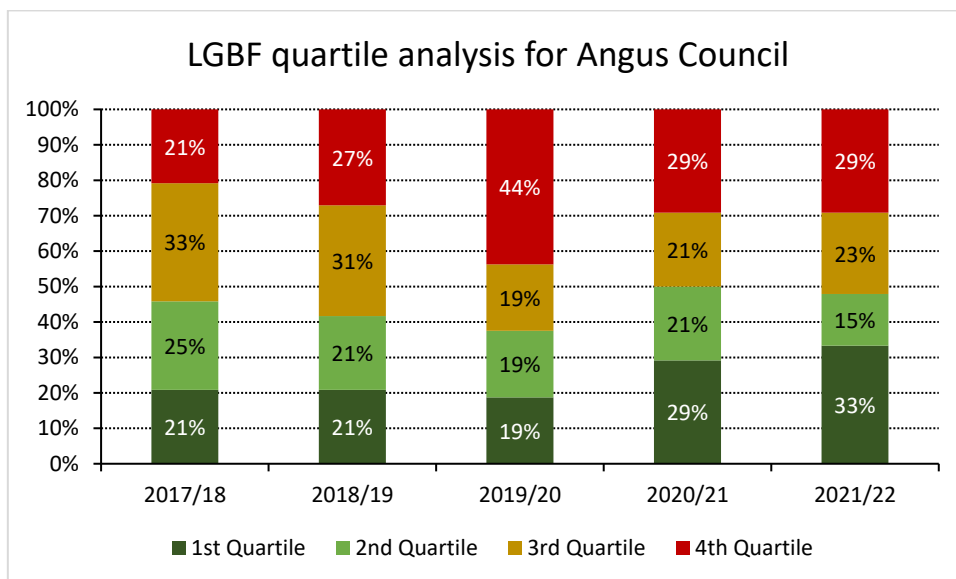
- [LGBF Dashboard](#) which provides access to data and analysis at an indicator level, service level, family group level and council level, along with narrative to support meaningful interpretation; and
- [LGBF and Outcomes tool](#) that links the LGBF with outcomes data presented in the Community Planning Outcomes Profile (CPOP).

3.4 Members are encouraged to use the tools to scrutinise performance and identify any areas of interest. As the tools are relatively new and LGBF have now adopted the 'Power BI' application, members of the Committee may wish officers to arrange a specific briefing to assist with the use of the online tools to maximise use of this new approach.

4. ANGUS POSITION

4.1 The national overview report does not analyse performance in Angus. However, as Audit Scotland noted in the [July 2022 Angus Council Best Value Assurance Report](#), it allows relative performance to be assessed by dividing it into four quartiles, with quartile one representing top performance and quartile four representing poorest performance.

4.2 The chart below adopts a similar approach to Audit Scotland's performance analysis from July 2022 to compare mainly outcomes-based indicators over five-years between 2017/18 and 2021/22. The council's performance against the 2021/22 LGBF continues to be mixed. There is good and improving performance in some areas but also scope for improvement in others. The proportion of Angus Council's performance indicators in the top quartile is at 33 per cent, the highest over the five-year period.



Notes:

1. The analysis is based on 48, mainly outcomes-based indicators, which were reported every year within the five-year period. The analysis excludes satisfaction and most cost-based indicators as high or low cost cannot be easily determined as positive or negative because these may be influenced by a council's priorities and local circumstances.
2. Due to comparability issues, education attainment indicators have been excluded from this analysis.
3. Some columns may total to more or less than 100% due to rounding.

4.3 The following lists show our best and worst performing indicators by rank, and those with the greatest improvement or deterioration. The method noted above has been used to produce the lists which show no clear pattern in performance with indicators spread across service areas.

The 5 Best Performing Indicators by Rank

2nd of 32 - Street cleanliness

2nd of 32 - Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

3rd of 32 - Proportion of operational buildings that are suitable for their current use

3rd of 32 - % of procurement spend spent on local enterprises

5th of 32 - Sickness absence days per employee (non-teacher)

The 5 Indicators with greatest improvement in rank

Up 20 (25th-5th) - Sickness absence days per employee (non-teacher)

Up 11 (14th-3rd) - % of procurement spend spent on local enterprises

Up 10 (19th-9th) - Sickness absence days per teacher

Up 9 (13th-4th) - % of funded early years provision which is graded good/ better

Up 9 (32nd-23rd) - Immediately available employment land as a % of total land allocated for employment purposes in the local development plan

The 5 Worst Performing Indicators by Rank

32nd of 32 - % of unemployed people assisted into work from council operated/ funded employability programmes

26th of 26 - % of rent due in the year that was lost due to voids

31st of 32 - % of B Class roads that should be considered for maintenance treatment

30th of 32 - % of the highest paid 5% employees who are women

27th of 32 - % of people 65 and over with long-term care needs receiving personal care at home

The 5 Indicators with greatest deterioration in rank

6 Down (15th-21st) - Claimant Count as a % of 16-24 Population

5 Down (25th-30th) - % of the highest paid 5% employees who are women

5 Down (22nd-27th) - Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections

5 Down (8th-13th) - % of U Class roads that should be considered for maintenance treatment

5 Down (1st-5th) - % of total household waste arising that is recycled

- 4.4 The LGBF also includes customer satisfaction data derived from the Scottish Household Survey. The LGBF data shows that service satisfaction has generally declined across Scotland. This is also the picture within Angus. However, except for 3 areas, satisfaction levels for 2018-21 are all above the average for Scotland, as shown below.

Angus Council's performance against LGBF satisfaction indicators

	Angus Council		Scotland	
	2017-20	2018-21	2017-20	2018-21
adults satisfied with local schools	74.5	80.5	71.8	74.5
adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	85.6	81.7	80.0	78.1
adults supported at home who agree that they are supported to live as independently as possible	84.8	72.6 Below Scotland	80.8	78.8
adults supported at home who agree that they had a say in how their help, care or support was provided	82.0	76.8	75.4	70.6
carers who feel supported to continue in their caring role	34.9	29.5 Below Scotland	34.3	29.7
adults satisfied with libraries	77.2	77.2	72.4	74.4

	Angus Council		Scotland	
	2017-20	2018-21	2017-20	2018-21
adults satisfied with parks and open spaces	87.2	90.9	83.5	85.5
adults satisfied with museums and galleries	62.3	60.7 Below Scotland	69.3	71.3
adults satisfied with leisure facilities	75.5	75.5	70.1	71.8
adults satisfied with refuse collection	80.7	83.1	74.3	75.3
adults satisfied with street cleaning	72.3	69.6	62.6	60.0

Source: Local Government Benchmarking Framework

4.5 Due to collation and validation of benchmark data there is a time-lag in reporting the LGBF information. To date Council services have reported a range of 2021-22 performance information for scrutiny in these reports:

- [Angus Council Plan Annual Performance Report 2021-22](#)
- [Angus Community Plan Annual Performance Report 2021-22](#)
- [Angus Chief Social Work Officer Annual Report 2021-22](#)
- [Angus Education Report 2021-2022](#)
- [Angus Health & Social Care Annual Performance Report 2021-22](#)
- [Angus Alive Annual Performance Report 2021-22](#)
- [Tayside Contracts Annual Performance Report 2021-22](#)
- [Angus Joint Child Poverty Local Action Plan - Our Bright Futures Report 2021-22](#)
- [Tayside Regional Improvement Collaborative Annual Report 2021-22](#)
- [Annual Planning Performance Framework 2021-22](#)
- [Social Housing Charter report card 2021-22](#)

Members are encouraged to use these reports and the online LGBF tools noted in paragraph 3.3 above, to scrutinise service performance.

4.6 To report our performance to the public, accessible Angus charts, along with full text-descriptions, are also available on our [how we compare pages](#). They report Angus data, the Scottish Average and any targets services have set. Notes include any performance explanations or references to performance reports services have added. These pages are also linked to the range of user-friendly charts for public use provided by the Improvement Service on the [mylocalcouncil](#) website.

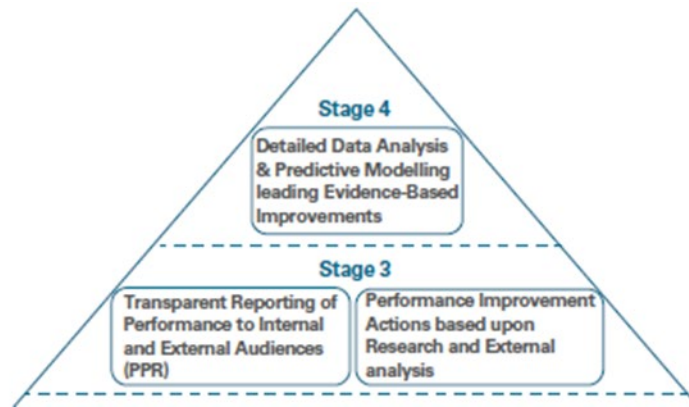
5. PERFORMANCE-LED (PLED) COUNCIL PROGRAMME

5.1 The Council has been developing its performance management framework over the past few years through its Performance Led (PLED) Programme. This was referenced in the [July 2022 Angus Council Best Value Assurance Report](#) (paras 57 to 64 refer), which noted that the pace of this programme was required to increase and recommended that: *“The Council should complete its implementation of the PLED programme which will improve the use of performance information and better demonstrate the impact of improvement actions”*.

5.2 Since that time (July 2022) all Council services have prioritised the work relating to stages 1 and 2 of the PLED Programme and this is now confirmed as being 100% complete.

5.3 The ongoing work included in PLED stages 1 and 2 will continue as business-as-usual activity through following an annual improvement cycle. Compliance assurance will be captured in a new section as part of the Annual Governance Statement questionnaires which are completed annually by each Directorate (starting in year 2023/24).

5.4 In terms of progress with stages 3 and 4 of the PLED Programme, the Council has recently completed a Data Maturity Assessment as part of a Scottish Government cohort of ten public sector organisations. The information gathered will support the development of an Action Plan and Roadmap which will support the progress with aspects of stage 3 and 4 of the PLED Programme, shown in the illustration below.



- 5.5 In addition, the Council's Digital Strategy Board have now set the direction for the Council's future use of the 'Power BI' application. That Board agreed that this tool should be adopted as the corporate preferred tool used for new reporting and Business Information requirements as systems are upgraded and replaced. This will support progress with the transparent reporting of performance and data analysis and has already been trialled in relation to our Change Programme Business Insights work, along with the development of service level dashboards.
- 5.6 The Council are also currently exploring 'test-of-change' initiatives linked to making better use of our data and that of a range of our partners, which will potentially be exemplars particularly well linked to stage 4 of the PLED pyramid.

6. CONCLUSION

- 6.1 The '[LGBF National Benchmarking Overview Report 2021-22](#)' provides councils with helpful insights into the national position and their own performance and provides a strengthened evidence base to help drive improvement, promote collaboration and learning, and strengthen accountability.
- 6.2 Members of this committee are therefore asked to consider and scrutinise the report in the context of previous service performance reports and plans related to 2021-22 data. Members are also asked to note the progress of Council services with our 'Performance-Led' (PLED) Programme of improvement work.

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 the recent budget setting process.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment is not required. This report provides a reflective overview of areas of work covered by the Council that will each have their own Equality Impact Assessments (as applicable).

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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