Local Government Benchmarking Framework

Benchmarking Overview Report

2016/17

Contents

Preface

All 32 Scottish councils signed up to the Local Government Benchmarking Framework, that provides a common approach to benchmarking, which is grounded in reporting standard information on services councils provide to local communities across Scotland.

The core purpose of local government's efforts through this work is to support all councils to improve their services by working and learning together. By engaging in benchmarking, services will learn how to continue to improve their use of performance information; improve their understanding of variations which affect achievements and enabling the opportunity to share effective service practices across councils. This information is made publically available, so that the public in turn can hold services to account for what is achieved on their behalf. The public are encouraged to use the information to ask questions of services in order to engage with services in the improvement process.

When reading the information, it is important to remember though that councils across Scotland do not have common service structures. Each council has the structure and service arrangements that it believes are the most appropriate and cost effective to support its local community. Equally, all councils report their performance locally within developed and agreed public reporting frameworks. Therefore to ensure comparability across councils, it has been necessary to develop standard service definitions, and standard classifications for spending and performance.

Councils developed a process to drill into the information collated through the Local Government Benchmarking Framework to understand, in more detail, why variations occur. The process was organised around 'family groups' of councils so that councils similar in terms of the type of population that they service (e.g. relative deprivation and affluence) and the type of area in which they serve them (e.g. urban, semi-rural, and rural) can compare. This allows improvements to the benchmarking framework to be identified and good practice to be shared between councils.

The indicators in the Framework cover how much councils spend on particular services, service performance and how satisfied people are with the major services provided. All the information that this report draws upon uses standard definitions and is therefore comparable to a high degree of accuracy.

The indicators in the Local Government Benchmarking Framework are very high level indicators and are designed to focus questions on why variations in cost and performance are occurring between similar councils. They do not supply the answers, those emerge as councils engage with each other to drill down and explore why these variations are happening. That provides the platform for learning and improvement.

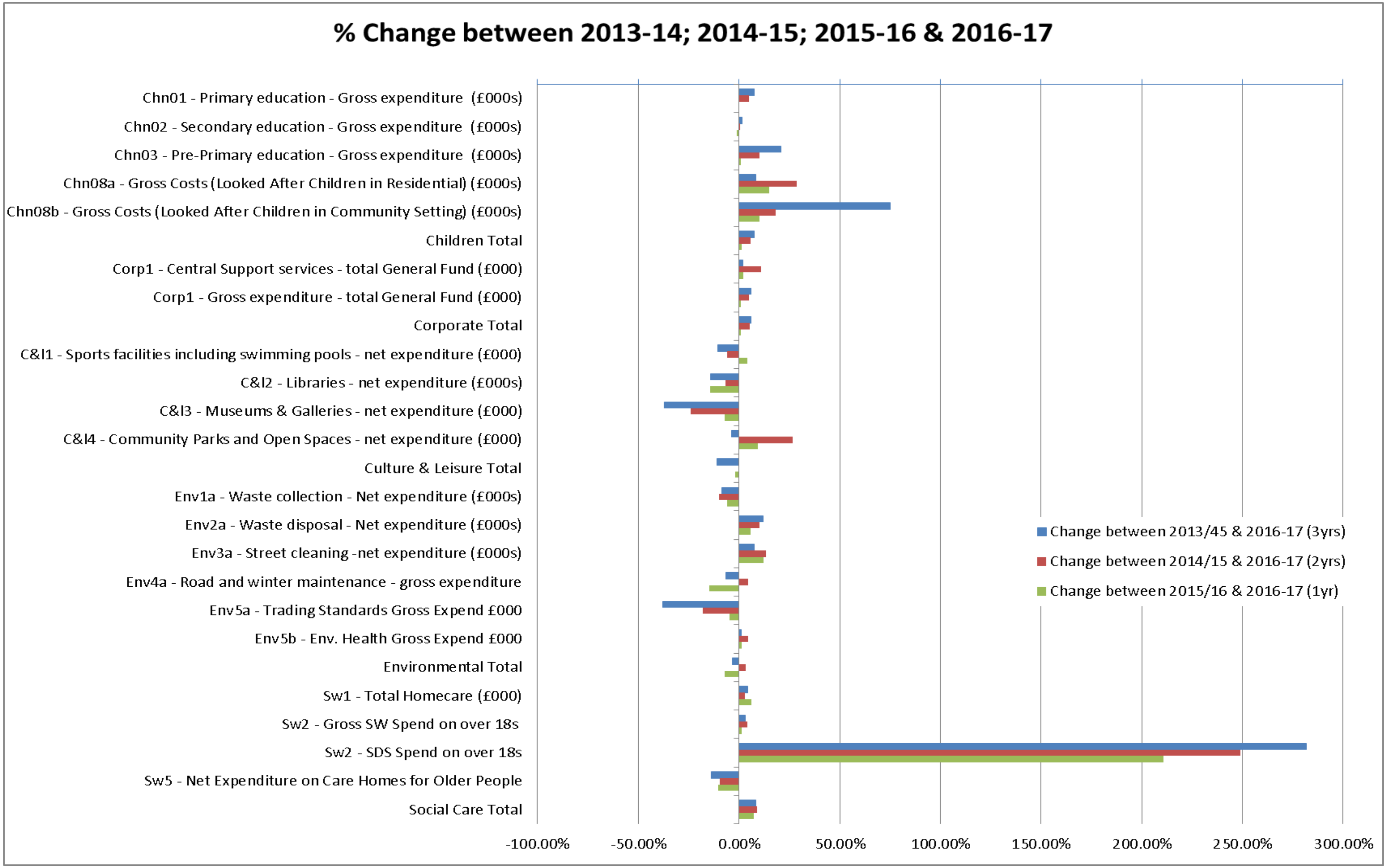
Our ambition in undertaking benchmarking is to continue to increase the quality of life and develop the well-being of everyone in Moray.

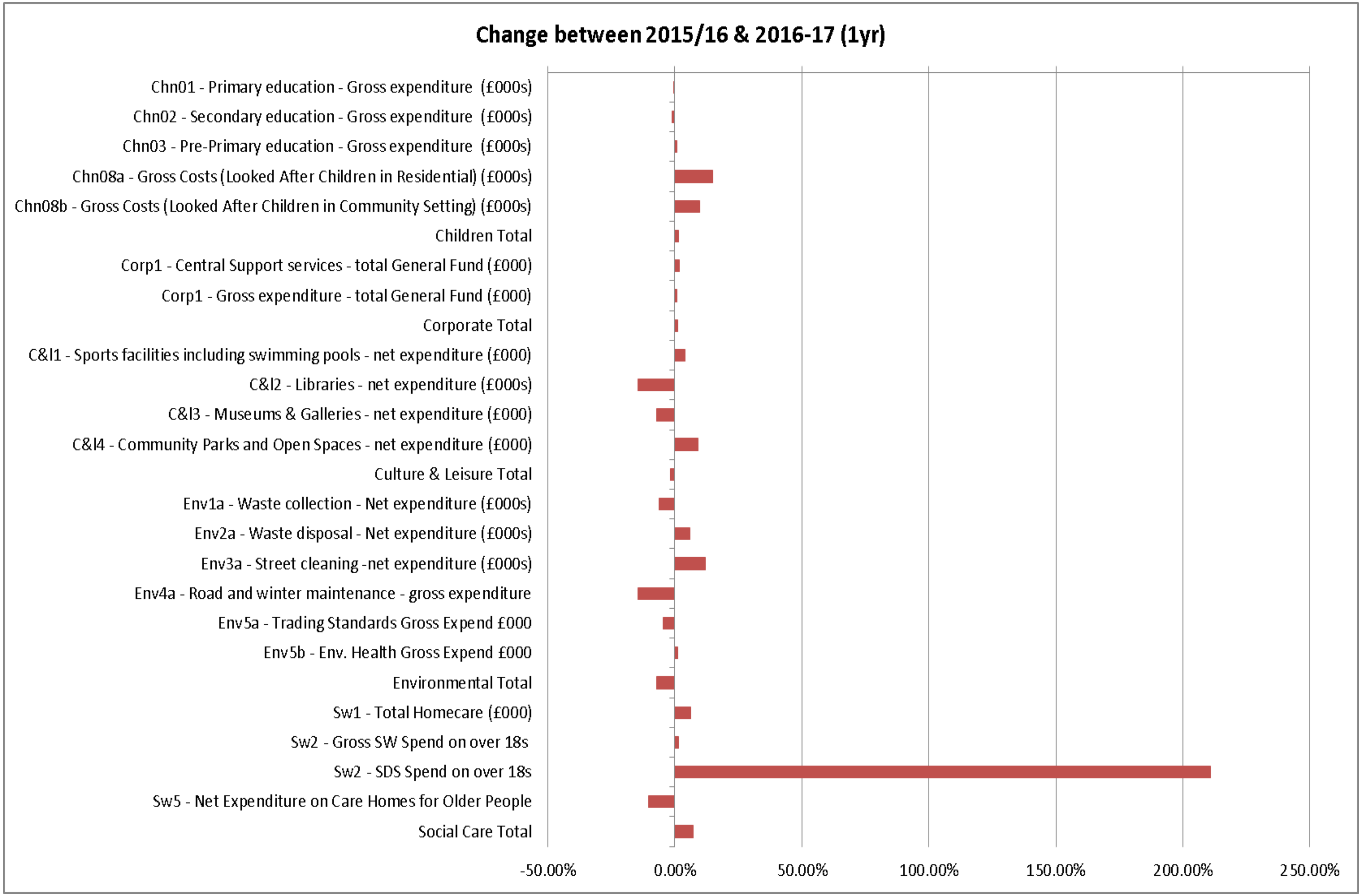
All of the information generated by the Framework has been placed in a dedicated website mylocalcouncil showing movement on indicators across themes, times and all councils.

Moray appears in the following proposed Benchmarking Family Groups -

People Services	Other Services
Includes education, social work and housing. The benchmarking clubs are based on the average social context of the local authority population (using data from SIMD 2012).	Includes environmental services and culture/leisure services. The benchmarking clubs are based on the dispersion of the local authority population (using data for the Grant-Aided Expenditure indicator for population dispersion).
Angus Argyll & Bute East Lothian Highland Midlothian **Moray** Scottish Borders Stirling	East Ayrshire East Lothian Fife **Moray** North Ayrshire Perth & Kinross Stirling South Ayrshire

Changes in Expenditure Indicators





Change between 2015/16 & 2016-17 (1yr)
Chn01 - Primary education - Gross expenditure (£000s)
Chn02 - Secondary education - Gross expenditure (£000s)
Chn03 - Pre-Primary education - Gross expenditure (£000s)
Chn08a - Gross Costs (Looked After Children in Residential) (£000s)
Chn08b - Gross Costs (Looked After Children in Community Setting) (£000s)
Children Total
Corp1 - Central Support services - total General Fund (£000)
Corp1 - Gross expenditure - total General Fund (£000)
Corporate Total
C&I1 - Sports facilities including swimming pools - net expenditure (£000)
C&I2 - Libraries - net expenditure (£000s)
C&I3 - Museums & Galleries - net expenditure (£000)
C&I4 - Community Parks and Open Spaces - net expenditure (£000)
Culture & Leisure Total
Env1a - Waste collection - Net expenditure (£000s)
Env2a - Waste disposal - Net expenditure (£000s)
Env3a - Street cleaning -net expenditure (£000s)
Env4a - Road and winter maintenance - gross expenditure
Env5a - Trading Standards Gross Expend £000
Env5b - Env. Health Gross Expend £000
Environmental Total
Sw1 - Total Homecare (£000)
Sw2 - Gross SW Spend on over 18s
Sw2 - SDS Spend on over 18s
Sw5 - Net Expenditure on Care Homes for Older People
Social Care Total
-50.00%
0.00%
50.00%
100.00%
150.00%
200.00%
250.00%

Overview of Local Government Benchmarking Framework Indicator Results

	Indicator Description	Moray							Relative Change	
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	% change base to 16/17	% change 15/16 to 16/17
Children's Services	Cost per primary school pupil (£)	4442.62	4434.83	4397.93	4260.80	4257.26	4400.41	4320.67	-2.7	-1.8
	Cost per secondary school pupil (£)	5630.42	5634.93	5654.34	5903.29	6124.03	6451.07	6560.94	16.5	1.7
	Cost per pre-school education place (£)	2246.45	2201.24	1966.67	2009.15	2165.97	2367.44	2419.55	7.7	2.2
	% of secondary pupils achieving 5 or more awards at Level 5		52	52	58	57	59	59	13.5	0.0
	% of secondary pupils achieving 5 or more awards at Level 6		24	25	29	30	29	30	25	3.4
	% of pupils living in the 20% most deprived areas Gaining 5+ awards at Level 5	N/A[2]	N/A[2]	N/A[2]	N/A[2]	44	40	55	25.0	37.5
	% of pupils living in the 20% most deprived areas Gaining 5+ awards at Level 6	N/A[2]	N/A[2]	N/A[2]	N/A[2]	N/A[2]	N/A[2]	N/A[2]	N/A[2]	N/A[2]
	Gross Cost of "Children Looked After" in Residential Based Services per child per week (£)	2759.62	2872.38	3952.80	4860.74	4092.84	3792.31	4017.71	45.6	5.9
	Gross Cost of "Children Looked After" in a Community Setting per child per week (£)	212.51	231.18	231.59	239.23	362.07	393.47	435.14	104.8	10.6
	% of children being looked after in the community	86.47	84.93	85.07	86.38	86.12	83.57	82.33	-4.8	-1.5
	% of adults satisfied with local schools (rolling 4 years)				81.07	78.67	74.00	71.67	-11.6	-3.2
	% of pupils entering positive destinations	88.4	91.80	94.10	93.90	94.40	92.70	93.50	5.7	0.9
	Overall average total tariff		759.88	788.07	837.69	870.00	791.73	813.57	7.1	2.8
	Overall average total tariff SIMD Quintile 1		547	790	639	611	507	661	20.8	30.4
	Overall average total tariff SIMD Quintile 2		592	664	782	693	818	702	18.6	-14.2
	Overall average total tariff SIMD Quintile 3		675	701	788	790	748	654	-3.1	-12.6
	Overall average total tariff SIMD Quintile 4		830	852	888	944	821	870	4.8	6.0
	Overall average total tariff SIMD Quintile 5		1017	997	1024	1048	939	1061	4.3	13.0
	% of children meeting developmental milestones				76.84	73.26	75.83	82.54	7.4	8.8
	% of funded early years provision which is graded good/better	92.59	94.34	96.23	100.00	98.25	96.43	90.57	-2.2	-6.1
	School attendance (%)	93.90		94.20		94.10		94.00	0.1	-0.1 (since 2014-15)
	School attendance rates (LAC, %)	90.04		90.76		96.03		91.34	1.4	-4.9 (since 2014-15)
	School exclusion rates per 1,000 pupils	37.35		38.00		35.80		33.10	-11.4	-7.6 (since 2014-15)

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

	Indicator Description	Moray							Relative Change	
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	% change base to 16/17	% change 15/16 to 16/17
	School exclusion rates per 1,000 looked after children	135.27		212.67		100.48		51.16	-62.2	-49.1 (since 2014-15)
	% participation for 16-19 year olds						91.00	89.80	-1.3	-1.3
	% of child protection re-registrations within 18 months			3.19	8.22	1.52	4.60	8.25	158.4	79.4
	% LAC with more than 1 placement in the last year (Aug-July)	28.15	35.16	33.94	25.35	31.10	23.94	25.12	-10.8	4.9
Corporate Services	Support Services as a % of Total Gross Expenditure	4.58	4.54	4.61	4.73	4.29	4.49	4.54	-0.9%	1.0%
	% of the highest paid 5% employees who are women	40.46	41.57	43.73	45.09	49.70	50.56	51.91	28.3%	2.7%
	The gender pay gap (%)						9.06	7.75	-14.4%	-14.4%
	Cost of collecting Council Tax per dwelling	13.83	14.05	11.58	12.52	10.44	9.71	10.64	-23.1%	9.6%
	Sickness Absence days per Teacher	9.21	7.97	6.55	6.75	7.02	5.88	5.87	-36.2%	-0.2%
	Sickness Absence days per Employee (non-teacher)	9.91	9.89	10.80	10.24	11.88	11.89	10.98	10.8%	-7.6%
	% of income due from Council Tax received by the end of the year	96.95	97.28	95.56	95.10	94.41	95.60	95.89	-1.1%	0.3%
	% of invoices sampled that were paid within 30 days	88.99	85.79	81.85	86.88	88.02	89.80	90.16	1.3%	0.4%
Assets	% of operational buildings that are suitable for their current use	89.47	91.87	87.45	93.66	93.69	94.12	94.58	5.7	0.5
	% of internal floor area of operational buildings in satisfactory condition	46.68	49.68	53.46	32.31	32.68	40.80	41.39	-11.3	1.4
Adult Social Work	Home Care costs per hour for people aged 65 or over	18.42	19.06	23.58	20.97	21.98	22.18	21.47	16.6	-3.2
	Self-Directed Support spend on people aged 18 or over as a % of total Social Work spend on adults	2.95	2.85	2.30	3.65	4.03	4.41	13.53	358.7	206.5
	% of people aged 65 or over with intensive needs receiving care at home	38.44	39.84	39.81	41.53	43.39	43.48	44.54	15.9	2.4
	% of adults satisfied with social care or social work services (rolling 3 years)				52.30	53.00	45.67	N/A[3]	N/A[3]	N/A[3]
	% of adults receiving any care or support who rate it as excellent or good					75.18	78.35	N/A[3]	N/A[3]	N/A[3]
	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (rolling 4 years)					73.28	85.88	N/A[3]	N/A[3]	N/A[3]
	Residential costs per week per resident for people aged 65 or over	283.75	276.70	295.38	285.15	298.63	314.40	294.53	3.8	-6.3

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	Indicator Description	Moray							Relative Change	
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	% change base to 16/17	% change 15/16 to 16/17
Culture & Leisure	Gross cost per attendance at Sports facilities (£)	2.08	2.21	2.41	2.18	2.08	1.82	1.94	-6.7	6.8
	Cost per Library visit (£)	2.75	2.70	2.91	1.74	1.94	1.87	1.40	-49.2	-25.3
	Cost of Museums per visit (£)	3.28	3.22	3.81	2.72	2.07	2.22	1.85	-43.6	-16.9
	Cost of Parks & Open Spaces (£) per 1,000 population	21317.83	19447.63	19707.24	14403.82	10891.82	12532.72	13615.07	-36.1	8.6
	% of adults satisfied with Libraries (rolling 4 years)				84.63	80.67	73.67	72.67	-14.1	-1.4
	% of adults satisfied with Parks and Open Spaces (rolling 4 years)				90.43	93.00	89.67	87.67	-3.1	-2.2
	% of adults satisfied with Museums and Galleries (rolling 4 years)				58.82	59.00	53.00	51.33	-12.7	-3.1
	% of adults satisfied with Leisure Facilities (rolling 4 years)				79.20	78.00	74.67	73.00	-7.8	-2.2
Environmental Services	Net cost per Waste collection per premises (£)			58.98	53.69	54.22	52.83	49.26	-16.5	-6.8
	Net cost per Waste disposal per premises (£)			96.59	87.76	88.57	93.56	98.40	1.9	5.2
	Net Cost of Street Cleaning (£) per 1,000 population	13440.49	9729.54	7867.83	7270.80	6849.60	6878.86	7671.49	-42.9	11.5
	Street Cleanliness Score	97.50	97.30	99.00	N/A[1]	N/A[1]	N/A[1]	N/A[1]	N/A[1]	N/A[1]
	Cost of Maintenance per Kilometre of Roads (£)	7,551.52	7,241.88	8,912.89	6,612.05	5,914.77	7,233.43	6,175.04	-18.2	14.6
	% of A Class roads that should be considered for maintenance treatment (rolling 2 years)	23.51	22.55	22.30	19.29	20.05	24.50	25.17	7.0	2.7
	% of B Class roads that should be considered for maintenance treatment (rolling 2 years)	22.51	21.33	18.90	15.87	17.67	22.54	22.85	1.5	1.4
	% of C Class roads that should be considered for maintenance treatment (rolling 2 years)	23.26	23.54	23.30	21.48	22.24	23.88	21.91	-5.8	-8.3
	% of unclassified roads that should be considered for maintenance treatment (rolling 2 years)	30.53	30.20	31.30	32.08	33.14	32.69	31.40	2.8	-3.9
	Cost of trading standards (£) per 1,000 population			7,361.96	8,129.31	6,110.82	5,224.58	4,954.72	-32.7	-5.2
	Cost environmental health (£) per 1,000 population			15,584.97	15,124.54	14,596.31	14,961.78	15,041.12	-3.5	0.5
	% of total household waste arising that is recycled	42.40	44.59	51.93	51.38	54.40	57.42	59.07	39.3	2.9
	% of adults satisfied with refuse collection (rolling 4 years)				85.90	87.67	86.67	87.00	1.3	0.4
	% of adults satisfied with street cleaning (rolling 4 years)				78.03	74.33	69.33	66.00	-15.4	-4.8

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	Indicator Description	Moray							Relative Change	
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	% change base to 16/17	% change 15/16 to 16/17
Housing Services	Gross rent arrears (all tenants) as at year end as a % of rent due for the reporting year				2.60	2.94	2.44	2.49	-3.9	2.0
	% of rent due in the year that was lost due to voids	0.67	0.87	0.76	0.63	0.61	0.56	0.54	-19.7	-3.6
	% of council dwellings meeting Scottish Housing Quality Standard	77.16	85.99	89.07	90.33	94.67	95.94	96.01	24.4	0.1
	Average number of days to complete non-emergency repairs				6.16	6.70	6.15	6.35	3.0	3.3
	%of council dwellings that are energy efficient	86.95	94.11	94.32	92.41	100.00	95.94	96.14	10.6	0.2
Economic Development	% Unemployed People Assisted into work from Council operated / funded Employability Programmes			4.42	11.23	12.27	2.95	4.15	-6.0	40.7
	Cost per Planning Application	2,547.39	2,804.82	3,177.99	2,762.10	2,907.47	3,383.00	3,879.19	52.3	14.7
	Average time (Weeks) per Planning Application			14.54	11.34	10.02	7.69	6.95	-52.2	-9.7
	% of procurement spent on local small / medium enterprises	25.02	26.58	23.54	22.11	21.81	24.59	20.12	-19.6	-18.2
	No of business gateway start-ups per 10,000 population				13.99	12.66	14.34	13.74	-1.8	-4.2

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Results Summary (past 12 months)

Results that improved by 5% or >	Results that worsened by 5% or >
• Increase in the percentage of pupils living in the most deprived areas gaining 5+ awards at Level 5, performance above the national average • Significant improvement in average total tariff score in SIMD quintile 1 (most deprived), above comparator and national averages • Slight increase in average overall total tariff scores in SIMD quintiles 4 and 5 (least deprived), albeit results are below comparator and national averages • Children meeting developmental milestones (27-30 month review) have improved in each of the last 3 years, significantly above comparator and national averages • Considerable improvement in school exclusion rates per 1,000 looked after children, however result remains below the national average • The gender pay gap, introduced as a new measure last year has reduced but remains above comparator and national comparator averages • Improvement in employeed (non-teacher) sickness absence days; result above comparator but in line with national average • Significantly greater social work spend via Self Directed Support, performance above comparator and national averages • Low cost in terms of residential care per week per resident (aged over 65), below comparator and national averages • Cost per visit to libraries and museum's has decreased with increasing visitor numbers and falling net expenditure. Both are below comparator and national averages • Net cost per waste collection per premise has reduced, result well below comparator and national averages • Reduction in roads and winter maintenance expenditure / road conditions slightly worsening for A and B class and slightly improving for C and unclassified. Cost of maintenance per km of road compares favourably • Slight decrease in the cost of trading standards per 1,000 population due to increase in population figures; result below national average • Slight improvement in the percentage of unemployed assisted into work from council operated / funded employability programme; result remains below comparator and national averages • Improvement in average planning application processing times; result below comparator and national averages	• Increased cost per looked after child per week in both residential and community based settings, both costs are higher than comparator and national averages • Drop in average overall total tariff scores in SIMD quintiles 2 and 3, results below comparator and national averages • There was a slight decrease in the percentage of funded early years provision graded good or better; result just below comparator and national averages • The percentage of child protection re-registrations within 18 months has increased and is above comparator and national averages • The cost of collecting council tax increased and is higher than comparator and national averages • Slight increase in cost per attendance at sport facilities, albeit result remains significantly below comparator and national averages • Increased net costs in parks and open spaces, however result remains below comparator and national averages • Net cost per waste collection per premise has increased slightly and result above comparator and national averages • Increase in net expenditure resulted in the cost of street cleaning per 1,000 population rising. However, Moray has one of the lowest costs, significantly lower than comparator and national averages • The decrease in number of planning applications was at a greater rate than decrease in costs resulting in an increase in the cost per planning application. However, Moray result is below both comparator and national averages • Slight decrease in percentage of procurement spent on local small / medium enterprises, just below the national average.

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2015/16 to 2016/17 Performance Summary

Seven years of standardised data is currently available within the benchmarking framework, and this is sufficient to establish trends and comparison in a meaningful way. The table below summarises the changes between 2015/16 and 2016/17 performance.

			2015/16			2016/17										
	Data Ref	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**Angus**	**Argyll & Bute**	**East Lothian**	**Highland**	**Mid-Lothian**	**Scottish Borders**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
Children's Services	CHN1	Cost per Primary School Pupil	4400.41	9	2	4320.67	5006.47	5775.44	3799.69	4883.55	4871.13	4776.65	5162.01	4788.32	4	2
	CHN2	Cost per Secondary School Pupil	6451.07	10	3	6560.94	6896.94	8433.11	6257.48	6922.70	6691.80	6666.30	6862.96	6805.84	10	2
	CHN3	Cost per Pre-School Education Place	2367.44	1	1	2419.55	3591.14	4907.82	5526.42	4028.25	4381.30	3451.51	5084.77	4246.42	1	1
	CHN17	% of children meeting developmental milestones	75.83	17	6	82.54	74.70	66.39	76.23	68.23	79.62	68.08	72.24	66.15	2	1
	CHN18	% of funded early years provision which is graded good/better	96.43	6	2	90.57	94.87	86.49	88.89	92.67	90.74	85.71	97.87	91.67	22	5
	CHN4	%of Secondary Pupils achieving 5 or more Awards at Level 5	59	14	4	59	60	62	60	59	54	61	68	60	22	7
	CHN5	% of Secondary Pupils achieving 5 or more Awards at Level 6	29	25	7	30	32	35	35	31	26	37	44	34	27	7
	CHN12a	Overall Average Total Tariff	791.73	29	8	813.57	825.12	890.73	922.30	835.87	798.13	892.23	1008.51	886.17	26	7
	CHN6	% of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 5	40	10	2	55	46	43	35	27	43	21	41	41	3	1
	CHN7	% of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 6	N/A[2]	25	7	N/A[2]	18	15	12	11	9	10	19	16	29	8
	CHN12b	Overall Average	507	27	7	661	673	620	507	445	576	417	625	624	9	2

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Ch			2015/16			2016/17										
	Data Ref	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**Angus**	**Argyll & Bute**	**East Lothian**	**Highland**	**Mid-Lothian**	**Scottish Borders**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
		Total Tariff SIMD Quintile 1														
	CHN12c	Overall Average Total Tariff SIMD Quintile 2	818	8	1	702	615	760	698	630	717	748	645	750	22	4
	CHN12d	Overall Average Total Tariff SIMD Quintile 3	748	30	8	654	877	875	859	849	787	817	936	880	31	8
	CHN12e	Overall Average Total Tariff SIMD Quintile 4	821	32	8	870	813	968	965	948	918	1014	1186	999	30	7
	CHN12f	Overall Average Total Tariff SIMD Quintile 5	939	31	8	1061	1008	1137	1278	1036	1034	1201	1349	1207	25	5
	CHN10	% of Adults Satisfied with Local Schools (2012-15 and 2013-16)	74.00	26	7	71.67	75.67	79.67	80.00	80.00	78.33	68.33	83.33	75.33	26	7
	CHN19a	School attendance (%)	94.10 2014/15	12	5	94.00	93.70	93.70	93.70	93.40	92.60	94.20	94.10	93.30	10	3
	CHN20a	School exclusion rates per 1,000 pupils	35.80 2014/15	25	6	33.10	22.61	15.79	34.14	22.66	44.35	21.47	16.43	26.84	24	6
	CHN11	% of Pupils Entering Positive Destinations	92.70	21	8	93.50	94.70	94.70	94.00	95.50	94.70	95.80	93.80	93.70	20	8
	CHN8a	Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	3,792.31	23	7	4017.71	4012.50	2259.62	2515.22	3009.50	2721.84	2786.98	3053.03	3404.36	24	8
	CHN8b	Gross Cost of "Children Looked After" in a Community Setting per Child per Week	393.47	29	8	435.14	328.23	235.80	229.27	159.92	327.09	320.54	181.60	312.73	30	8
	CHN9	% of children being looked after in the Community	83.57	29	6	82.33	92.16	87.43	90.08	82.55	89.19	88.60	86.53	89.87	31	8
	CHN19b	School attendance rates (LAC, %)	96.03 2014/15	1	1	91.34	91.26	91.50	89.42	91.12	89.12	91.31	88.86	90.98	14	2

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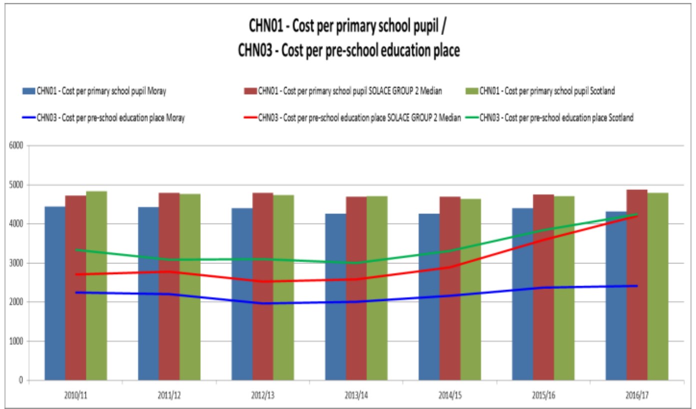
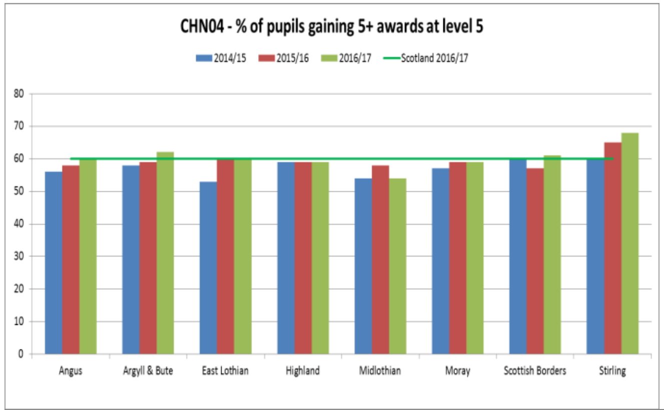
N/A[3] Indicator result yet to be published

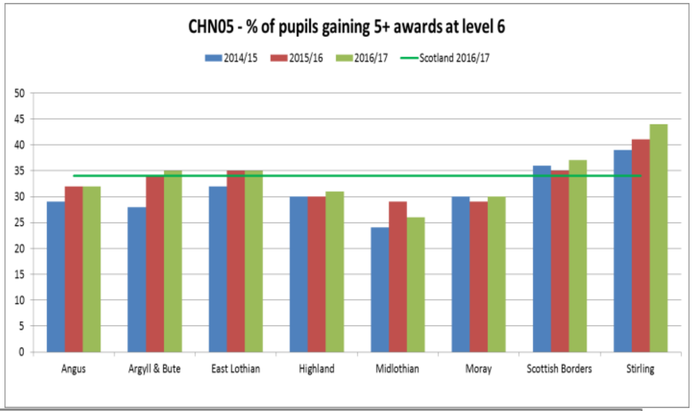
Ch			2015/16			2016/17										
	Data Ref	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**Angus**	**Argyll & Bute**	**East Lothian**	**Highland**	**Mid-Lothian**	**Scottish Borders**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
	CHN20b	School exclusion rates per 1,000 looked after children	100.48 2014/15	14	5	51.16	109.80	0.00	111.57	108.83	135.14	43.86	102.04	79.95	6	3
		% participation for 16-19 year olds	91.00	14	6	89.80	91.90	93.00	93.10	93.00	93.60	92.50	94.30	91.10	25	6
		% of child protection re-registrations within 18 months	4.60	12	6	8.25	2.38	9.59	6.45	5.07	7.75	3.92	1.82	6.46	25	6
		% of LAC with more than 1 placement in the last year (August-July)	23.94	21	6	25.12	30.20	25.71	19.01	34.70	26.25	18.86	21.22	21.19	23	6

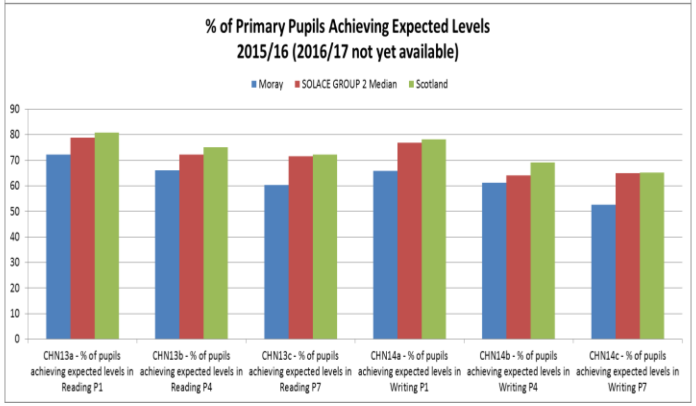
N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

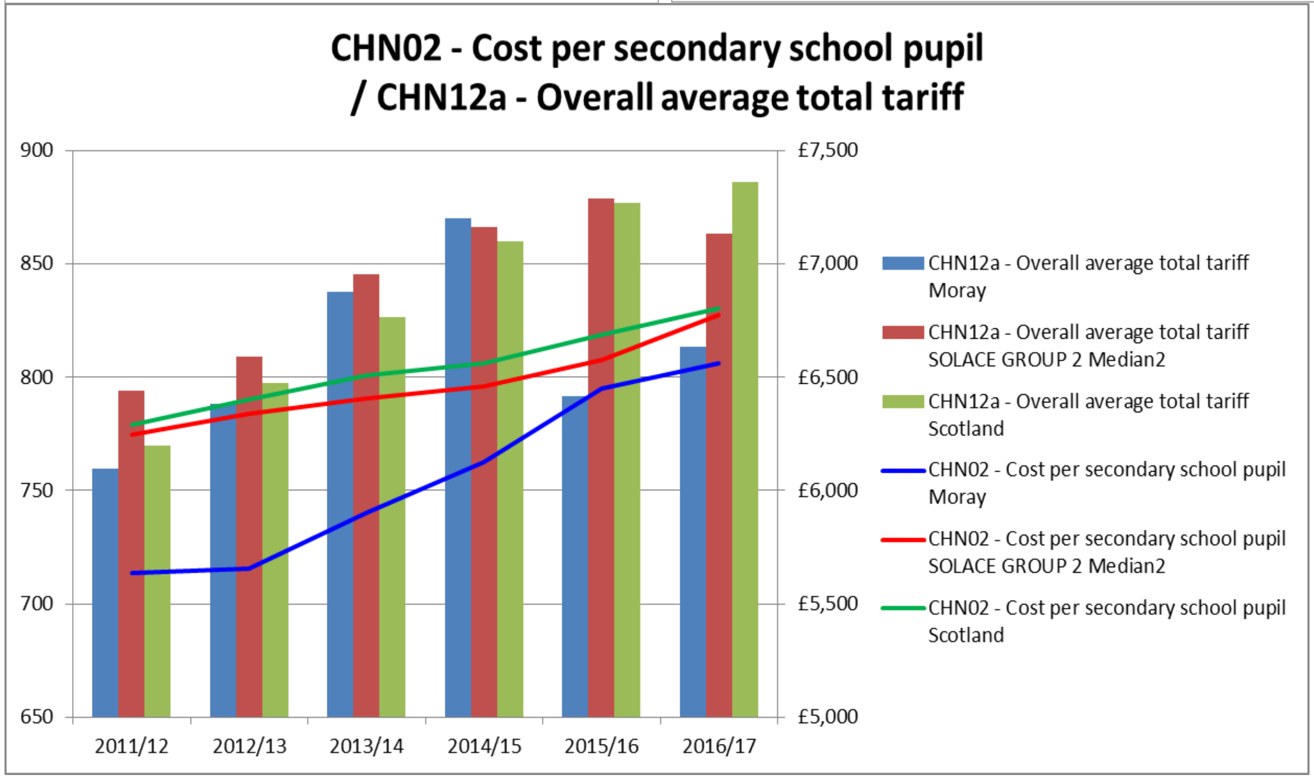
Graphs

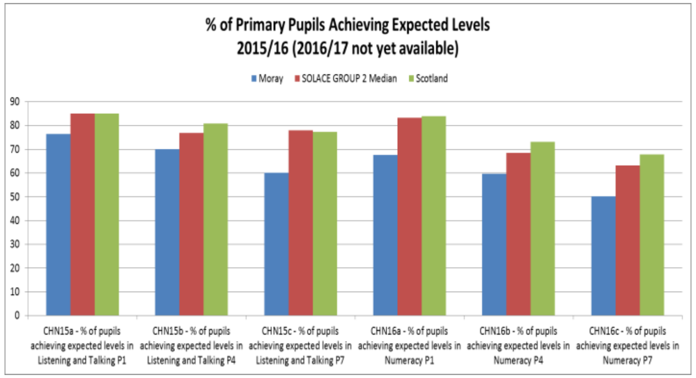












N/A[1]	Data no longer collected nationally / locally
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<u>Key trends</u>

Children's Services

Taking a view across the 27 indicators recorded for Children's Services shows that indicator results have improved in 11 indicators and worsened in 14 indicators, inferring an overall drop in performance; indicators results have worsened to a greater margin (52%) than those that have improved (41%). This is reinforced when viewed alongside the council's positioning in the national picture which shows that there was a reduction in the number of indicators in the second quartile (ranked 9th-16th), offset by an increase the in the number in the third quartile (ranked 17th-24th), coupled with no movement in the number of indicators placed in the lowest quartile, 41% (ranked 25th-32nd). The council's positioning in the family group similarly shows that there has been a small increase in the number of indicators that have worsened in ranking and limited movement across quartiles. In terms of benchmarking, performance is proving challenging in measures relating to attainment and looked after children.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8) 2nd quartile (9-16) 3rd quartile (17-24) 4th quartile (25-32)	5 indicators 4 indicators 7 indicators 11 indicators **27 indicators**	4 indicators 8 indicators 4 indicators 11indicators **27 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2) 2nd quartile (3-4) 3rd quartile (5-6) 4th quartile (7-8)	7 indicators 3 indicators 6 indicators 11 indicators **27 indicators**	6 indicators 2 indicators 8 indicators 11 indicators **27 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved Worsened Unchanged	11 indicators 14 indicators 2 indicators	6 indicators 7 indicators 14 indicators	6 indicators 4 indicators 17 indicators

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Analysis and context of individual and related indicators -

1. There are 23 local authority management nursery classes and 36 centres which work in partnership with the council to provide pre-school education.

   Gross expenditure has seen year on year increases since 2014/15 to £3.99m in 2016/17. The number of pre-school places dropped slightly in 2016/17 to 1,647. There was a 2% increase in the cost per place to £2,420 in the year to 2016/17. Moray Council still has one of the lowest costs per pre-school education registration.

   The National Improvement Framework for Scottish Education, launched in January 2015 allows systematic and consistent measures for assessing performance within the pre-school sector, and for understanding children's development as they progress. Health professional assess children's developmental status recording the outcomes against nine developmental domains, all available records for children turning 27 months in the period are included in the analysis. The 27-30 month review is universal and should be offered to every child reaching the appropriate age. It is important that there is high coverage of the review to ensure that there is the opportunity to improve children's outcomes. Results in Moray have improved in each of the last 3 years to 82.5%, the second highest when compared to all other local councils and the highest within our comparator group.

   There is a commitment by Government to nearly double the entitlement to funded early learning and childcare to 1140 hours a year by 2020 for all three and four year olds and eligible two year olds. The aim is to provide high quality experiences for all children, which complements other early years and educational activity to close the attainment gap, and recognises the value of those entrusted to give our children the best start in life. Inspection of funded Early Years providers measures those graded good or better for all quality themes. In 2016/17, 90.6% of the provision in Moray achieved a rating of good or better, a decrease from 96.4% the previous year which results in a shift in ranking from the top quartile to the third quartile.

2. In primary education, there has been a 1.8% decrease in the cost per primary school pupil to £4.321. The proportional increase in pupil numbers exceeded the proportional increase in gross expenditure. Moray remains one of the lowest costs per pupil nationally and within the Council's family group.

   It is essential to assess and measure progress of children throughout the primary years, with experimental measures collected but not reported in 2015/16 or 2016/17.

3. In secondary education, in recent years, the cost per secondary school pupil has increased; whilst gross expenditure has maintained, pupil numbers continue to decrease. Secondary education gross costs in 2016/17 were £32.2m, fluctuating around £0.8m over the last 5 years, pupil numbers fell by 683 in the same period, proportionately a significantly greater variance.

   The relationship between pupil numbers and gross expenditure is a tenuous one in that it cannot be expected that gross expenditure will fluctuate at a similar rate to that of pupil numbers. Gross expenditure includes employee costs and operating costs and is based on actual expenditure that does not change significantly as a result of a fluctuation in pupil numbers. In order for the Council to meet teacher numbers agreement targets, whilst pupil numbers may have fallen; teacher numbers cannot react accordingly, which has significant cost implications. Despite the increase, Moray's cost per secondary pupil remains the tenth lowest nationally and second lowest within the family group.

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N/A[3] Indicator result yet to be published

Secondary attainment is compared using breadth and depth measures that provide a measure of achievement for senior phase (S4-S6) pupils who appear on the pupil census. The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort), provides a measure of the latest and best achievement in each subject area for national qualifications and a range of wider awards with qualifications awarded tariff points based on their Scottish Credit and Qualifications Framework (SCQF) level. The desire to increase attainment of children from deprived backgrounds is also addressed by measuring attainment within Scottish Index of Multiple Deprivation (SIMD) quintiles.

In 2016/17, 59% of pupils achieved 5 or more awards at level 5, no change from the previous year; performance has been equal to or within one percentage point of the Scottish and comparator averages in the last 3 years, 30% of pupils gained 5 or more awards at Level 6 in 2016/17; with performance below the Scottish and comparator averages by four percentage points in the previous two years. It appears in terms of the Council's fall in rank values, other authorities are making improvements in attainment at a greater rate than being made in Moray.

In 2016/17, 55% of pupils living in the 20% most deprived areas gained 5+ awards at Level 5, a significant improvement from 40% last year. Moray have few areas that feature within the 20% most deprived, therefore pupil numbers are likely to be low, meaning small improvements will have a more significant impact on percentage results. Results against those within the same group gaining 5+ awards at Level 6 are not provided due to low numbers.

Overall average tariff scores in Moray increased from 792 to 814. Pupil average tariff scores improved in three of five SIMD quintiles in the last year (quintiles 1, 4 and 5). Whilst it is recognised nationally that the current method of calculation for average tariff scores disadvantages those local authorities who offer 6 course options in the senior phase, Moray also has wider issues that are impacting on pupils' education including the recruitment of teachers.

Since 2010/11, pupils from the most deprived groups have shown proportionately a more significant improvement than those from the least deprived groups. That said, average tariff scores remain significantly lower for those pupils from the most deprived areas (661 against 1,061).

Capturing some element of the quality of children's services in terms of the service user's opinions is currently done by using data from the Scottish Household Survey, based only on those who gave an opinion. In 2016/17 (on a 3 year rolled average), 71.7% of adults were satisfied with local schools, decreasing from 74% last year. Comparison against national and comparators averages shows that Moray remains in the lowest ranking quartile.

The percentage of pupils entering positive destinations improved from 92.7% to 93.5% in 2016/17, just below the national average. There have been slight decreases in the percentage of pupils entering higher and further education against an increase in the percentage entering employment.

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N/A[3] Indicator result yet to be published

			2015/16			2016/17										
Corporate Services	Data Ref	Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	East Ayrshire	East Lothian	Fife	North Ayrshire	Perth & Kinross	South Ayrshire	Stirling	Scotland	Rank National (32)	Rank Family (8)
	CORP1	Support Services as a % of Total Gross Expenditure	4.49	12	5	4.54	3.85	5.13	4.97	2.28	5.29	3.98	4.30	5.00	15	5
	CORP3b	The Percentage of the Highest Paid 5% Employees Who are Women	50.56	16	5	51.91	51.05	52.70	51.34	55.51	48.84	54.66	55.49	52.00	16	5
	CORP3c	The gender pay gap	9.06	28	8	7.75	5.65	1.79	2.87	1.16	-0.65	4.19	0.67	4.14	26	8
	CORP4	Cost of Collecting Council Tax per Dwelling	9.71	15	6	10.64	5.82	10.25	2.64	7.67	12.32	9.00	7.16	8.98	24	7
	CORP6a	Sickness Absence Days per Teacher	5.88	13	5	5.87	4.10	7.41	6.43	5.88	7.81	5.10	4.91	6.06	16	4
	CORP6b	Sickness Absence Days per Employee (non-teacher)	11.89	26	8	10.98	8.84	10.75	11.27	10.88	9.63	10.23	8.89	10.92	17	7
	CORP7	Percentage of income due from Council Tax received by the end of the year	95.60	21	5	95.89	94.05	97.59	95.77	94.68	97.92	94.93	97.75	95.80	18	4
	CORP8	Percentage of invoices sampled that were paid within 30 days	89.80	24	8	90.16	92.28	89.52	97.17	92.96	94.34	94.11	86.36	93.06	22	6

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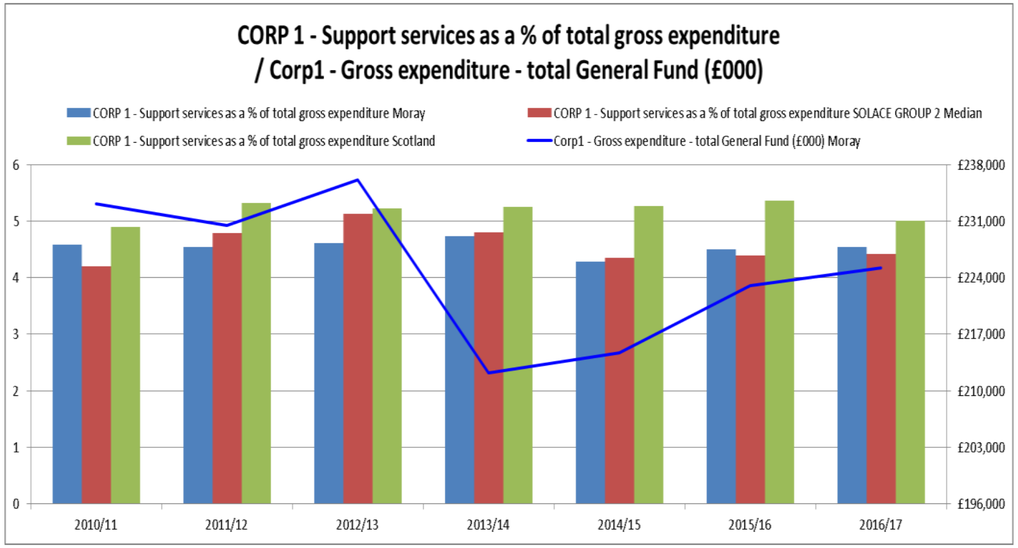
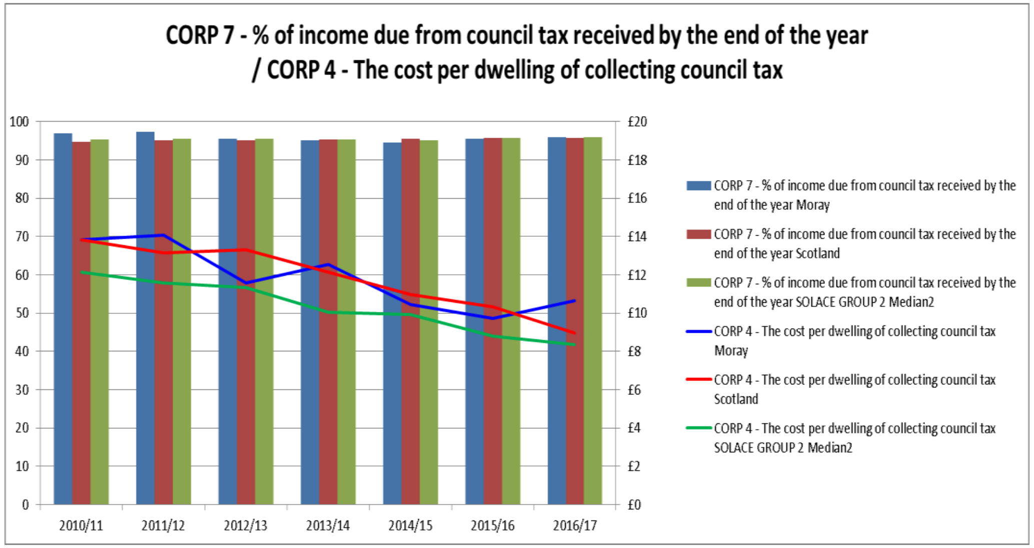
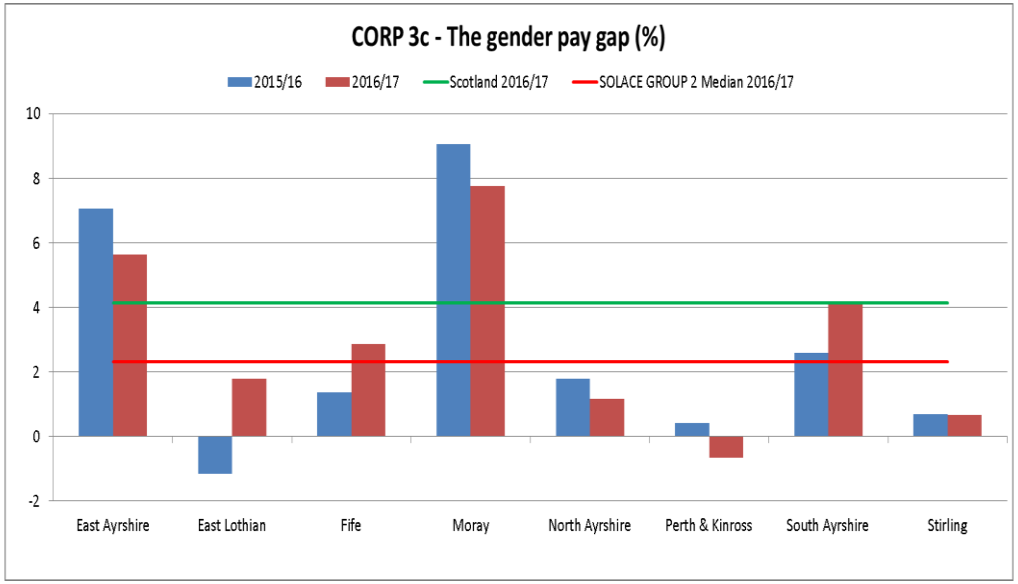
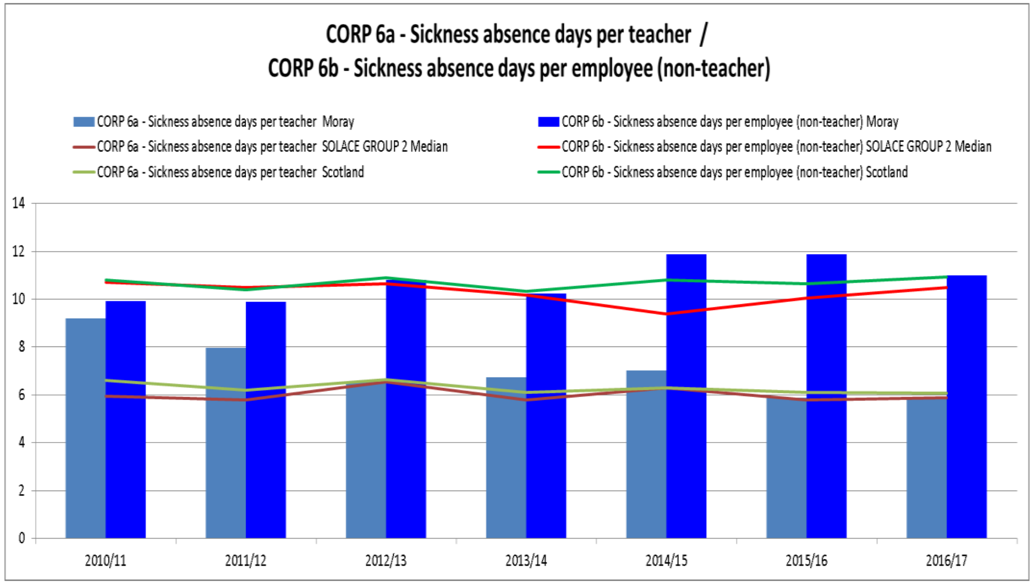
N/A[3] Indicator result yet to be published

Graphs









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N/A[3] Indicator result yet to be published

Key trends

Corporate Services

Taking a view across the 8 indicators recorded for Corporate Services shows that indicator results have improved in 5 indicators and worsened in 2 indicators inferring improved performance; indicators result values have improved to a greater margin (63%) than those that have worsened (25%). Viewed alongside the council's positioning in the national picture, with little change it perhaps reinforces that this improvement has maintained the council's position among all 32 local authorities. However, the council's positioning in the family group is more positive, with a push up in rankings for around a third of indicators while others have maintained position. In terms of benchmarking, generally performance is positive.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	0 indicators	0 indicators
2nd quartile (9-16)	3 indicators	4 indicators
3rd quartile (17-24)	4 indicators	2 indicators
4th quartile (25-32)	1 indicator	2 indicators
	8 indicators	**8 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	0 indicators	0 indicators
2nd quartile (3-4)	2 indicators	0 indicators
3rd quartile (5-6)	3 indicators	5 indicators
4th quartile (7-8)	3 indicators	3 indicators
	8 indicators	**8 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	5 indicators	1 indicator	3 indicators
Worsened	2 indicators	1 indicator	1 indicator
Unchanged	1 indicator	6 indicators	4 indicators

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Analysis and context of individual and related indicators -

1. Corporate support services within councils cover a wide range of functions including finance, human resources, corporate management, payroll, legal services and a number of other corporate functions. In relation to overall council corporate and support costs, these account for only 4.5% of total gross revenue spend. For the first time in 4 years, nationally, Support Costs have decreased, by 5.4% against slight growth in the Total General Fund. In Moray, slight increases in both are evident. Significant digital investment and increasing centralisation of support services may be important factors contributing to this trend as have refined guidance from the Scottish Government in their financial return leading to improved reporting.

2. The cost per dwelling of collecting Council Tax has reduced over the seven year period by £3.19 from £13.83 to £10.64, a reduction of 23%. In 2016/17, the cost per dwelling of collecting increased by 9.6% to £10.64 due to an increase in staff costs as a result of restructuring within Revenues that included the removal of the income administration function with some staff working exclusively in taxation, the full impact of this extra cost is somewhat diminished by an increase of 391 properties. In Moray, the collection rate has reduced over the last seven years from 97% to 95.9% in 2016/17, in contrast to an increase in the national result of 1% in the same period to 95.8%. In the last 12 months, the collection rate has improved due to a more rigorous recovery timetable and the continued impact of changes in employment practices (increased use of part-time and zero-hours contracts) and Government's programme of seeking to restrict and reduce the payment of benefits has restricted the extent of the in-year collection percentage.

3. Nationally there has been continued improvement in relation to ensuring equal pay opportunities across genders, with an increase in the percentage of women in the top 5% of earners in councils, from 46.3% to 52% between 2010/11 to 2016/17. In Moray, the improvement over the same period was from 40.5% to 51.9%. The Council continues to monitor this through Workforce Plan and senior management workforce profiling.

   The gender pay gap indicator was introduced in 2015/16 to provide a picture of the gap in pay between men and women employed by Councils; the percentage difference between male employees average hourly rate of pay and female employees average hourly rate of pay, where a positive figure indicates male employees are, on average, paid more per hour than female employees. In Moray, on average male employees are paid 7.75% more than female employees per hour, the highest in our family group of eight councils and above the Scottish average of 4.14%. Across Scotland, results ranged from -7.0% to 13.7%, reinforcing the likely variations in methods of calculation, which will be subject to review and on-going development in the coming years.

4. In 2016/17, 70,236 invoices were sampled and off those 63,331 (90.2%) were paid within 30 calendar days, an improvement from 89.8% last year. Results remain below national and five of seven comparators. Work also continues to improve performance through efficient processing with progress in the development of other methods of payments that improve efficiency.

5. The management of sickness absence is a major priority in efforts to manage costs. Nationally the average number of sickness days per employee in 2016/17 was 10.92 days, a slight increase from 10.63 days in 2015/16. In Moray, results improved to 10.98; a targeted approach in higher absence areas, early intervention, active case management and training for those managing cases are all contributing factors. For teaching staff, across the same period there has been a significant reduction since 2010/11 from 9.21 days to 5.87 days; continued work in this area from schools management supported by Human Resources has allowed us to match last year's performance. Nationally there has been a small reduction across the same period, 6.6 days to 6.06 days.

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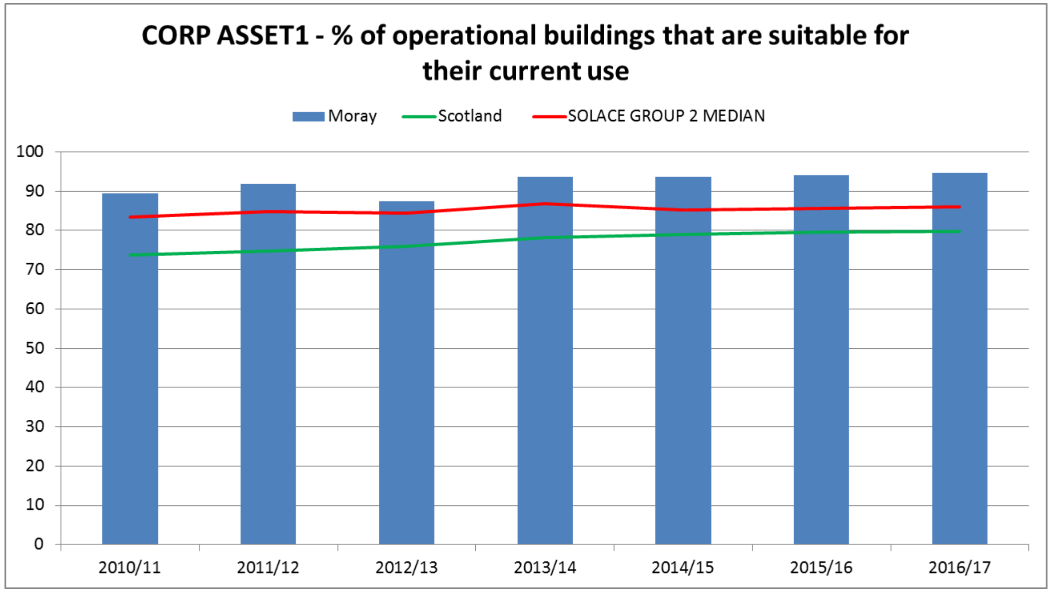
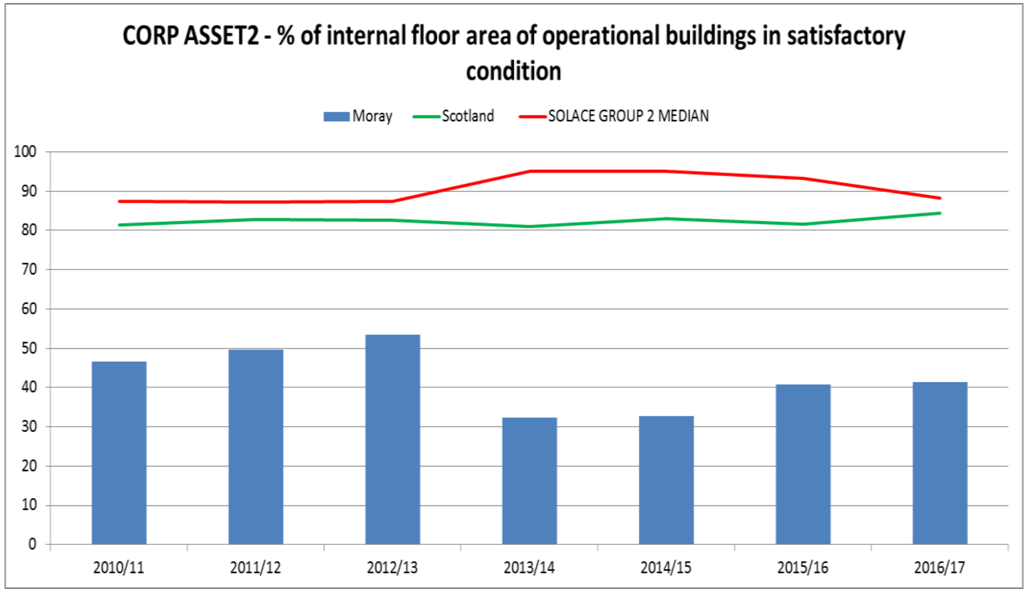
			2015/16			2016/17										
	Data Ref	Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	East Ayrshire	East Lothian	Fife	North Ayrshire	Perth & Kinross	South Ayrshire	Stirling	Scotland	Rank National (32)	Rank Family (8)
Assets	CORP ASSET1	% of operational buildings that are suitable for their current use	94.12	3	1	94.58	81.40	85.28	79.53	91.63	82.50	86.85	90.50	79.80	3	1
	CORP ASSET2	% of internal floor area of operational buildings in satisfactory condition	40.80	32	8	41.39	98.24	84.09	78.95	99.66	92.16	65.74	96.59	84.48	32	8

Graphs





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Key trends

Assets

There are two indicators that aim to provide an indication of good asset management practise; both show indicator results have improved. Viewed alongside the council's positioning in the national and comparator picture reinforces the ongoing challenges with building conditions.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	1 indicator	1 indicator
2nd quartile (9-16)	0 indicators	0 indicators
3rd quartile (17-24)	0 indicators	0 indicators
4th quartile (25-32)	1 indicator	1 indicator
	2 indicators	**2 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	1 indicator	1 indicator
2nd quartile (3-4)	0 indicators	0 indicators
3rd quartile (5-6)	0 indicators	0 indicators
4th quartile (7-8)	1 indicator	1 indicator
	2 indicators	**2 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	1 indicator	0 indicators	0 indicators
Worsened	1 indicator	0 indicators	0 indicators
Unchanged	0 indicators	2 indicators	2 indicators

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Analysis and context of individual and related indicators -

A potential source of confusion is the distinction between suitability and condition. To avoid this problem, when assessing suitability, buildings are assessed as though they are in a satisfactory condition, e.g. a leaking roof will not affect the suitability assessment but will, instead, be a matter for consideration in the context of the condition rating given following the condition survey.

1. The proportion of operational buildings that are suitable for their current use improved from 89.5% in 2010/11 to 94.6% in 2016/17, with 192 of 203 suitable, well above the national average and family group results. The slight improvement in performance in the last year is as a result of an improvement in rating category for Keith Grammar School. Issues that impact on suitability include a building's location, functionality, accessibility, internal environment, safety and security and its fixed furniture and fittings.

2. The proportion of the gross internal floor area of operational buildings that is in satisfactory condition at 41.4%, remaining the lowest against all other councils and family group members. In 2016/17, two buildings was brought up from category C to category B with one other slipping back into category C during this year. The 'make do and mend' policy places the emphasis on the response rather than planned maintenance by restricting all pro-active investment to the highest weighted D-rated elements only. A reassessment to take into account planned improvements, such as those undertaken as part of the Four-Schools project will be carried out on the completion of the programme during 2017/18.

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N/A[3] Indicator result yet to be published

			2015/16			2016/17										
Adult Social Work	**Data Ref**	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**Angus**	**Argyll & Bute**	**East Lothian**	**Highland**	**Mid-Lothian**	**Scottish Borders**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
	SW1	Home Care Costs per Hour for people Aged 65 or over	22.18	22	5	21.47	19.45	27.72	15.63	36.09	24.19	22.99	13.05	22.64	12	4
	SW2	Self Directed Support Spend on People Aged 18 or Over as a % of Total Social Work Spend on Adults	4.41	11	3	13.53	2.87	4.20	4.38	6.29	6.11	20.73	4.44	6.49	3	2
	SW3	% of people aged 65 or over with Intensive Needs receiving Care at Home	43.48	5	2	44.54	26.87	44.12	37.37	24.02	39.45	22.94	40.00	35.27	4	1
	SW4	% of Adults satisfied with social care or social work services	45.67	27	6	N/A[3]	N/A[3]	N/A3	N/A3	N/A3	N/A3	N/A3	N/A3	N/A3	N/A[3]	N/A[3]
	SW4a	% of adults receiving any care or support who rate it as excellent or good	78.35	27	6	N/A[3]	N/A[3]	N/A3	N/A3	N/A3	N/A3	N/A3	N/A3	N/A3	N/A[3]	N/A[3]
	SW4b	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	85.88	12	5	N/A[3]	N/A[3]	N/A3	N/A3	N/A3	N/A3	N/A3	N/A3	N/A3	N/A[3]	N/A[3]
	SW5	Net Cost of Residential Care Services per Older Adult (+65) per Week	314.40	5	1	294.53	506.46	468.04	445.69	448.22	356.66	373.08	428.37	372.36	6	1

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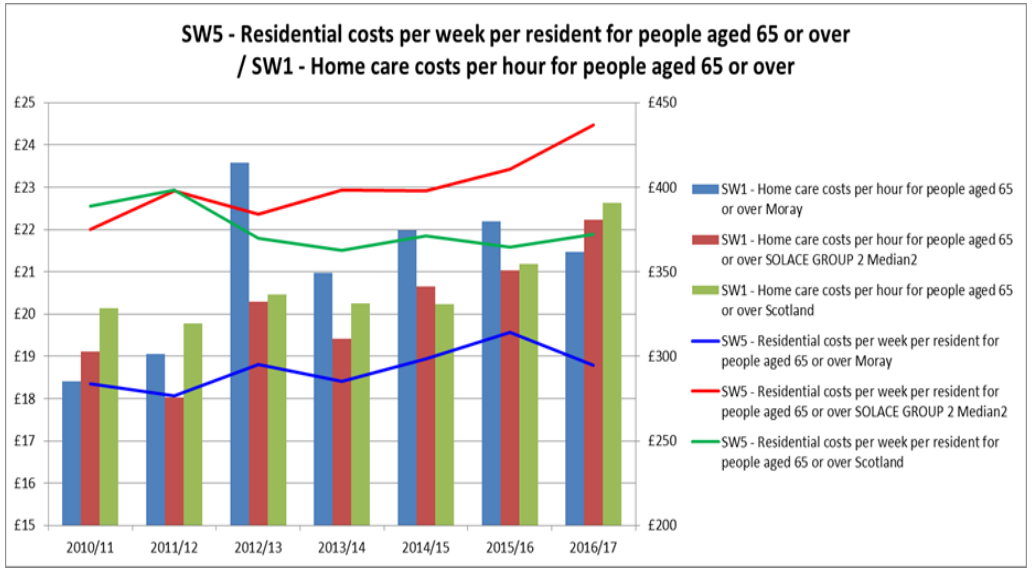
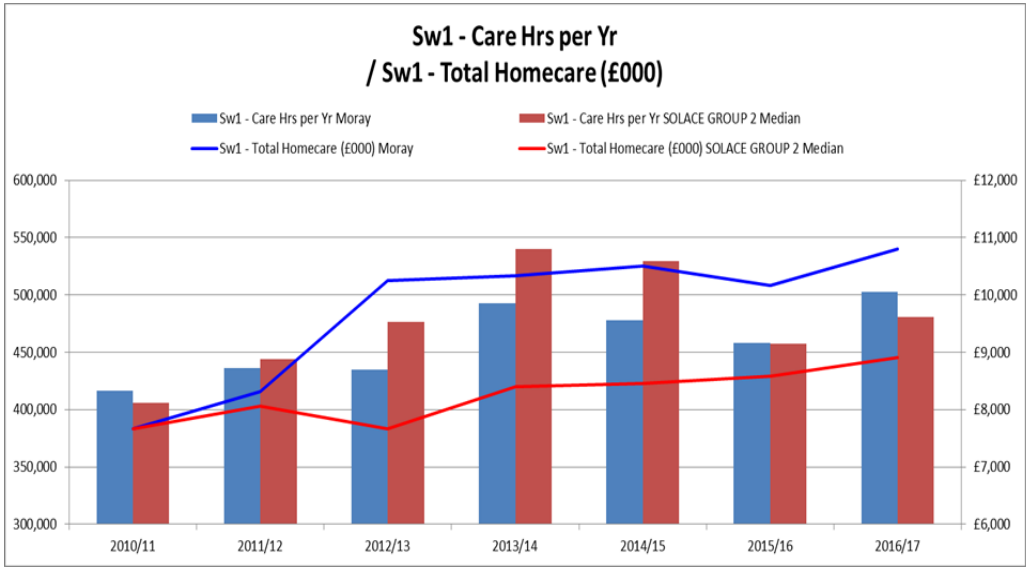
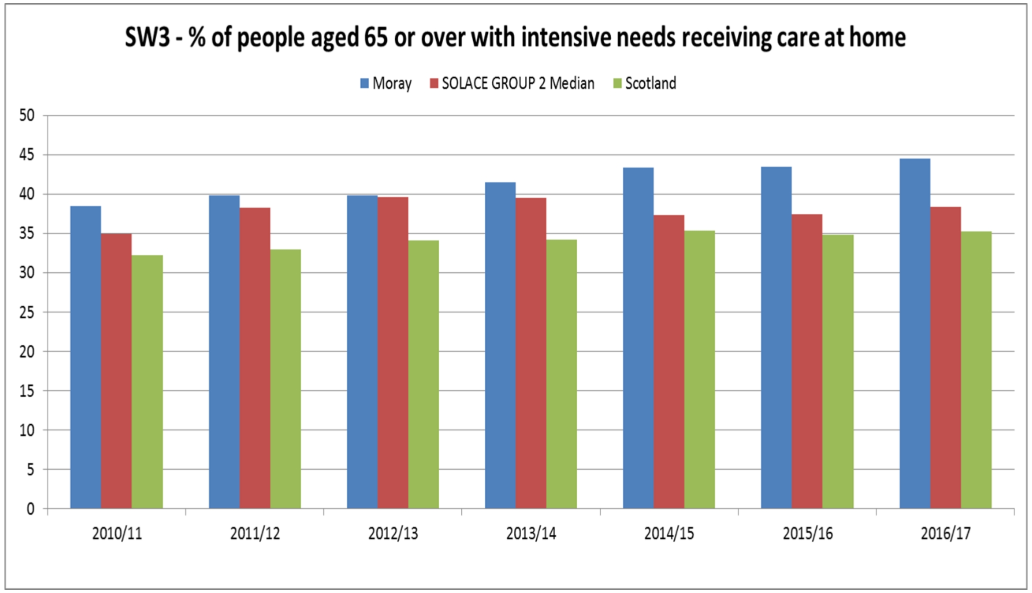
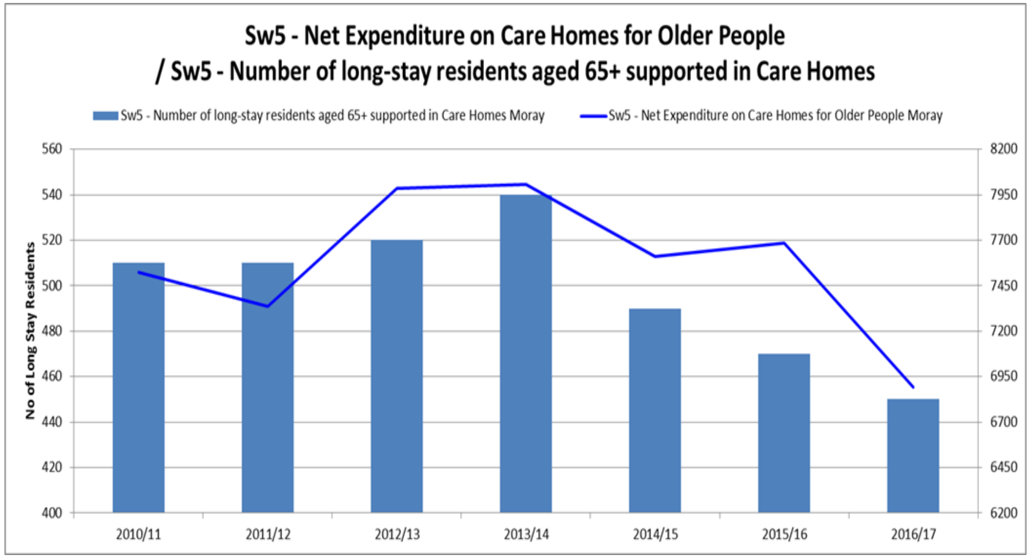
Graphs









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Key trends

Adult Social Work

Taking a view across the 7 indicators recorded for Adult Social Work shows that indicator results have improved in 4 indicators with results for the remaining 3 indicators yet to be published, inferring improved performance. This is reinforced when viewed alongside the council's positioning in the national picture which shows that the number of indicators in the first quartile (ranked 1st-8th) has increased. The council's positioning in the family group similarly shows an improving trend in ranked positions in the last year. In terms of benchmarking, generally performance is positive. Customer satisfaction results, due for publication in 2017/18 have previously proved to be a weaker area of performance.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	3 indicators	2 indicators
2nd quartile (9-16)	1 indicator	2 indicators
3rd quartile (17-24)	0 indicators	1 indicator
4th quartile (25-32)	0 indicators	2 indicators
	4 indicators	**7 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	3 indicators	2 indicators
2nd quartile (3-4)	1 indicator	1 indicators
3rd quartile (5-6)	0 indicators	4 indicators
4th quartile (7-8)	0 indicators	0 indicators
	4 indicators	**7 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	4 indicators	2 indicators	2 indicators
Worsened	0 indicators	0 indicators	0 indicators
Unchanged	0 indicators	2 indicators	2 indicators

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Analysis and context of individual and related indicators -

The provision of services to support vulnerable adults and older people is a major priority for councils. Social care services are undergoing fundamental reform as council services integrate with services from the National Health Service to create new Health and Social Care Partnerships. The purpose of these major changes is to strengthen the partnership working across public services to help improve outcomes for vulnerable adults and older people and also reduce the inefficiencies associated with dis-jointed systems. As this partnership develops, measures that will usefully support Integrated Joint Boards fulfil their duties will be introduced. In the face of increasing demands, councils and their partners continue to modernise and transform social care provision to deliver better anticipatory and preventative care, provide a greater emphasis on community-based care and enable increased choice and control in the way that people receive services.

1. To be able to care for more people in their own home rather than institutional settings is an area of highest importance in achieving a positive shift in the balance of care. In Moray, the percentage of people with intensive needs receiving care at home has shown an upwards trend, with an increase of almost 6% over the past seven years, from 38.4% in 2010/11 to 44.5% in 2016/17, a rate consistently above comparator and national averages. Care home numbers remain proportionally low, but the 65+ population has grown from 17,400 in 2011, to an estimated 19,700 in mid-2016 (a 13% increase in 5 years) and has put pressure on the system. How the system adapts to respond to meet the future needs of this aging population is an area of continuing effort.

2. In 2010/11, 416.5k care hours were provided and homecare costs totalled £7.7m (£18.42 cost per hour), in 2016/17, 502.8k hours were provided and homecare costs totalled £10.8m (£21.47 cost per hour) respectively. Homecare hours and expenditure both increased this year by 10% and 6% respectively.

3. In terms of residential care, in 2010/11 there were 510 long stay residents supported in Care Homes for which the Council had net expenditure for providing care of £7.5m, giving a residential care cost per week per resident of £283.75, in 2016/17 there were 450 long stay residents, net expenditure of £6.9m giving a cost per week per resident of £294.53. Net expenditure reduced by 10% in 2016/17, numbers in residential care continue to drop.

   Moray is demonstrating the positive shift in the balance of care with an increasing percentage of people aged over 65 with intensive needs being cared for at home, a greater proportionate increase in homecare hours provided over expenditure and a continuing reduction in residential care in terms of resident numbers and expenditure. This is reinforced by national and comparator rankings improving or remaining in the top two quartiles.

4. Self-directed support (SDS) in Moray has increased by 10.5 percentage points in the past 6 years and by 9 percentage point in the past year to 13.53% in 2016/17, comparing well against median national and family group results reflecting the impact of self-directed support policy which increases individual's choice and control over their social care and support. A point worth making here is that the continued growth in SDS will have further implications for the social care market place and the ability to accurately track where and how resources are spent.

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

			2015/16			2016/17										
Culture & Leisure Services	**Data Ref**	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**East Ayrshire**	**East Lothian**	**Fife**	**North Ayrshire**	**Perth & Kinross**	**South Ayrshire**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
	C&L1	Gross cost per attendance at Sports facilities	1.82	7	2	1.94	0.84	3.33	2.34	3.32	4.59	4.07	1.72	2.81	9	3
	C&L2	Cost Per Library Visit	1.87	6	3	1.40	3.74	1.97	3.76	1.57	1.83	0.66	2.67	1.97	6	2
	C&L3	Cost of Museums per Visit	2.22	11	5	1.85	1.84	1.55	2.37	0.28	3.89	4.71	3.63	3.15	8	4
	C&L4	Cost of Parks & Open Spaces per 1,000 Population	12,532.72	6	2	13615.07	6677.58	19502.35	23530.36	29450.29	29711.97	19774.16	19626.67	20,431.66	7	2
	C&L5a	% of Adults Satisfied with Libraries (2013-16 and 2014-17)	73.67	26	7	72.67	75.67	71.67	69.67	92.00	82.67	86.67	89.33	74.67	24	6
	C&L5b	% of Adults Satisfied with Parks and Open Spaces (2013-16 and 2014-17)	89.67	8	3	87.67	86.00	87.00	86.00	81.00	92.67	91.00	91.33	86.00	15	4
	C&L5c	% of Adults Satisfied with Museums and Galleries (2013-16 and 2014-17)	53.00	30	8	51.33	72.67	63.00	64.00	74.00	80.67	80.33	75.00	72.00	30	8
	C&L5d	% of Adults Satisfied with Leisure Facilities (2013-16 and 2014-17)	74.67	20	7	73.00	74.33	78.33	76.00	72.33	81.00	78.33	82.67	74.00	21	7

N/A[1] Data no longer collected nationally / locally
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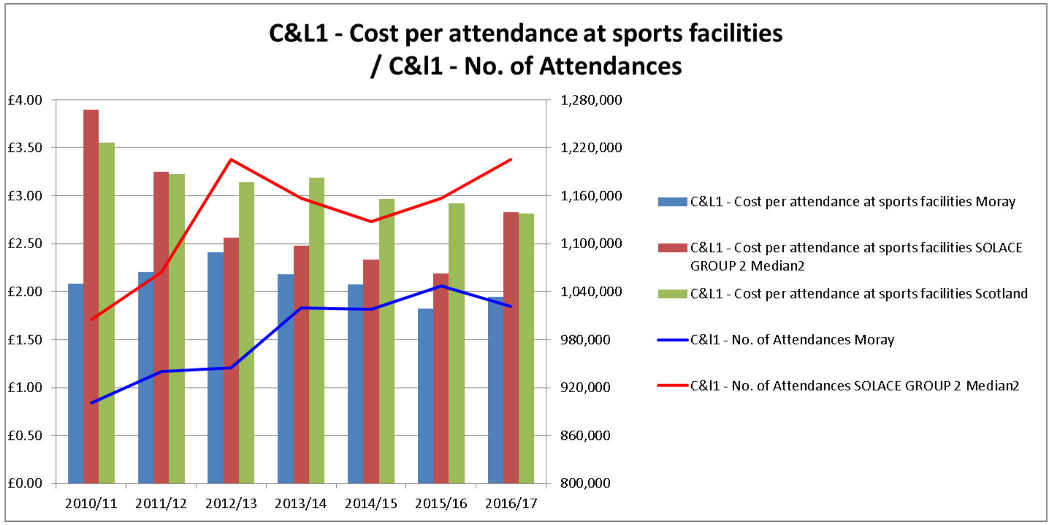
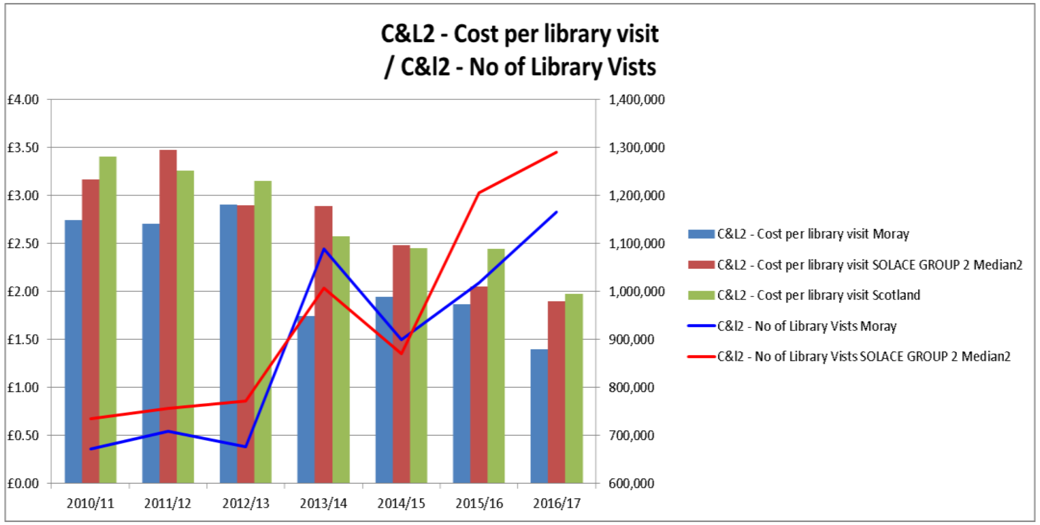
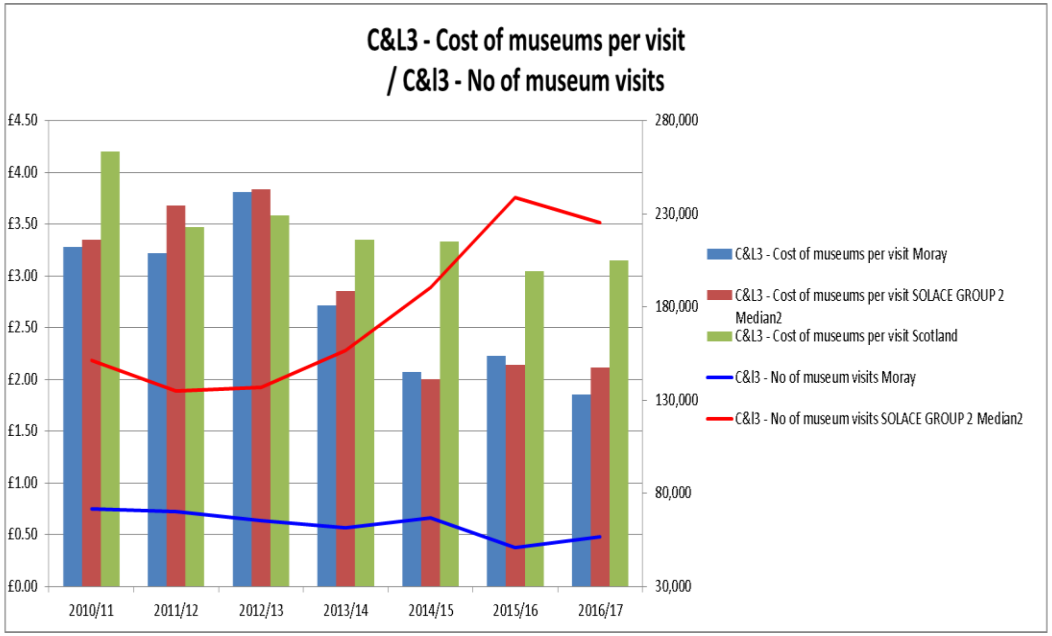
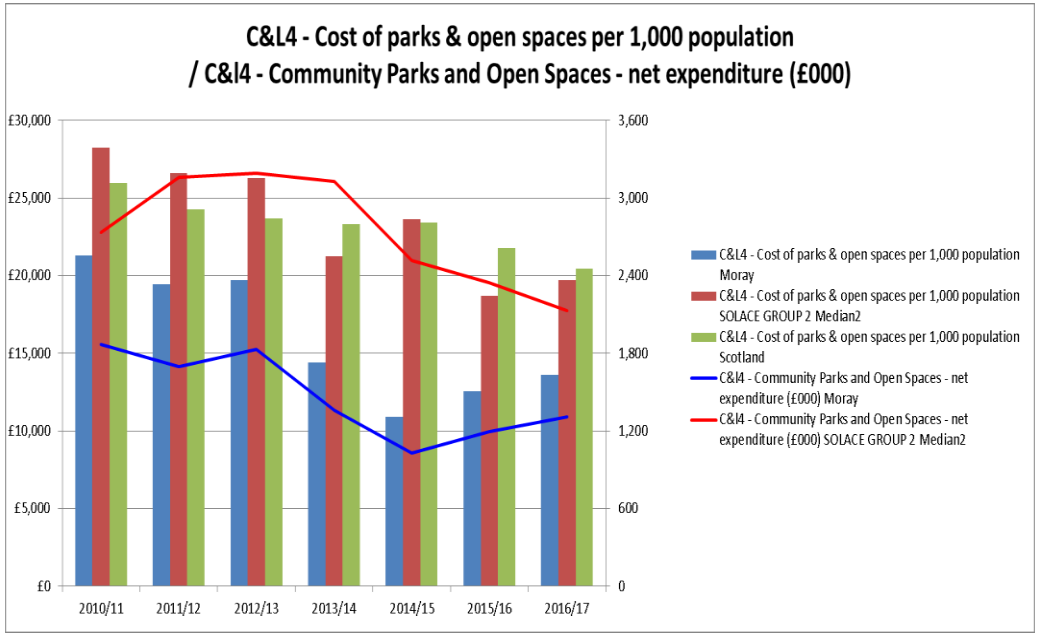
N/A[3] Indicator result yet to be published

Graphs









N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Key trends

Culture & Leisure Services

Taking a view across the 8 indicators recorded for Culture and Leisure Services shows that indicator results have improved in 2 indicators and worsened in 6 indicators, inferring a drop in performance; indicator result values have worsened to a greater margin (75%) than those that have improved (25%), although the drop appears to be predominantly around customer satisfaction results. Viewed alongside the council's positioning in the national and comparator picture, it shows that performance remains in the upper quartiles in terms of ranking in operational indicators, reinforcing performance against other authorities remains generally positive, albeit there is potentially work to be done in terms of public perception.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	3 indicators	4 indicators
2nd quartile (9-16)	2 indicators	1 indicators
3rd quartile (17-24)	2 indicators	1 indicator
4th quartile (25-32)	1 indicator	2 indicators
	8 indicators	**8 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	2 indicators	2 indicators
2nd quartile (3-4)	3 indicators	2 indicators
3rd quartile (5-6)	1 indicator	1 indicator
4th quartile (7-8)	2 indicators	3 indicators
	8 indicators	**8 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	2 indicators	2 indicators	3 indicators
Worsened	6 indicators	2 indicators	1 indicator
Unchanged	0 indicators	4 indicators	4 indicators

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Analysis and context of individual and related indicators -

1. Across culture and leisure services at a national level, there is a trend of reductions in net expenditure against increasing attendances, which has resulted in a lowering cost per visit over the past 6 years. Significant increases in visitor numbers are evident; sports (19.1%), libraries (47.4%) and museums (34.3%). In the last year, unit costs continued to reduce for Sports, Libraries and Museums; however the growth in visitor numbers has been slower than in previous years. This provides evidence of positive transformation and how widely valued these council service are by communities.

2. In Moray, across the same period, the cost per visit to sports facilities reduced from £2.08 in 2010/11 to £1.94 in 2016/17 and for both library and museum visits from £2.75 and £3.28 in 2010/11 to £1.40 and £1.85 in 2016/17 respectively. Net expenditure mirrored the trend of the unit cost in libraries and in museums, with decreases in spending of 11% and 55%; there was a moderate increase in spending of 6% in sports. There have been increases in visitor numbers for sports (13%) and libraries (73%) but a decrease for museums (21%). The significant increase in library visitors coincided with the inclusion of the libraries Facebook / web based library transactions included in the calculation. The decrease in museum visitors in the longer term is due to visitor numbers from three part council supported museums no longer being included in the calculation, coupled with a reduction in the opening hours of the one fully council funded museum included in the calculation, encouragingly in the last year, despite these changes, visitor numbers have increased by 11% due to the direct involvement of the Museum Service in large scale events as part of their outreach work. A slight decrease in visitor numbers to sports facilities in the last 12 months is a result of temporary closure of Forres Swimming Pool and the downturn in use of Moray Leisure Centre facilities due to the opening of a new fitness provider in Elgin.

3. Nationally, public satisfaction rates for all but one of the culture and leisure facilities have fallen for the second consecutive year. In Moray, satisfaction levels fell for all culture and leisure facilities over the same period; leisure facilities from 78% to 73%, libraries from 81% to 73%, museums and galleries from 59% to 51%. Results are derived from 3 year rolled averages to deliver precision at a local level, collected within the Scottish Household Survey.

4. Net expenditure on Parks and Open Spaces increased by 10% from around £1.2m in 2015/16 to around £1.3m in 2016/17. Scottish Household Survey statistics report satisfaction levels dropped slightly from 90% to 88% over the same period; local survey results from January 2018 reported that 65% (57 of 88) were satisfied or better with the services provided. The Council remains as one of the lowest cost per 1,000 population in Scotland.

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N/A[3] Indicator result yet to be published

			2015/16			2016/17										
	Data Ref	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**East Ayrshire**	**East Lothian**	**Fife**	**North Ayrshire**	**Perth & Kinross**	**South Ayrshire**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
Environmental Services	ENV1a	Net cost per Waste collection per premises	52.83	7	1	49.26	60.83	67.29	42.31	54.60	66.09	83.70	120.97	64.54	6	2
	ENV2a	Net cost per Waste disposal per premises	93.56	15	6	98.40	67.76	65.27	82.85	101.81	99.42	77.80	81.43	98.77	19	6
	ENV3a	Net Cost of Street Cleaning per 1,000 Population	6,879	1	1	7,671	10,794	22,663	10,634	14,784	15,483	12,563	18,571	14,695	2	1
	ENV3c	Street Cleanliness Score	NA[1]	NA[1]	NA[1]	NA1	95.91	91.11	96.06	90.60	98.16	94.98	95.67	93.90	NA[1]	NA[1]
	ENV4a	Cost of Maintenance per Kilometre of Roads	7,233	12	3	6,175	8,549	11,217	11,231	11,217	11,374	7,637	10,443	10,308	5	1
	ENV4b	% of A Class roads that should be considered for maintenance treatment (2014-16 and 2015-17)	24.50	15	2	25.17	19.13	29.42	27.41	36.19	39.77	38.59	31.22	29.54	17	2
	ENV4c	%of B Class roads that should be considered for maintenance treatment (2014-16 and 2015-17)	22.54	5	1	22.85	34.00	35.68	33.09	36.83	39.98	43.89	41.84	34.76	8	1
	ENV4d	% of C Class roads that should be considered for maintenance treatment (2014-16 and 2015-17)	23.88	5	1	21.91	38.47	30.58	28.74	50.76	37.98	40.24	41.31	34.57	5	1
	ENV4e	%of unclassified roads that should be considered for maintenance treatment (2012-16 and 2013-17)	32.69	8	2	31.40	45.55	31.66	34.67	34.55	34.78	43.29	51.19	39.50	5	1
	ENV5a	Cost of trading standards per 1,000 population	5,225	14	5	4,955	2,872	2,046	8,465	3,716	3,411	7,069	8,352	5,494	12	5
	ENV5b	Cost environmental health per 1,000 population	14,962	16	5	15,041	14,951	10,328	11,671	13,467	15,788	16,129	12,725	15,883	17	6
	ENV6	% of total waste arising that is recycled	57.42	2	1	59.07	53.27	51.77	54.65	55.31	54.74	49.91	54.74	45.20	2	1
	ENV7a	%of adults satisfied with refuse collection (2013-16 and 2014-17)	86.67	15	5	87.00	77.33	85.67	83.00	87.67	86.67	85.67	71.00	81.67	9	2
	ENV7b	%of adults satisfied with street cleaning (2013-16 and 2014-17)	69.33	26	7	66.00	65.33	84.67	81.67	78.33	79.33	68.67	70.67	72.33	27	7

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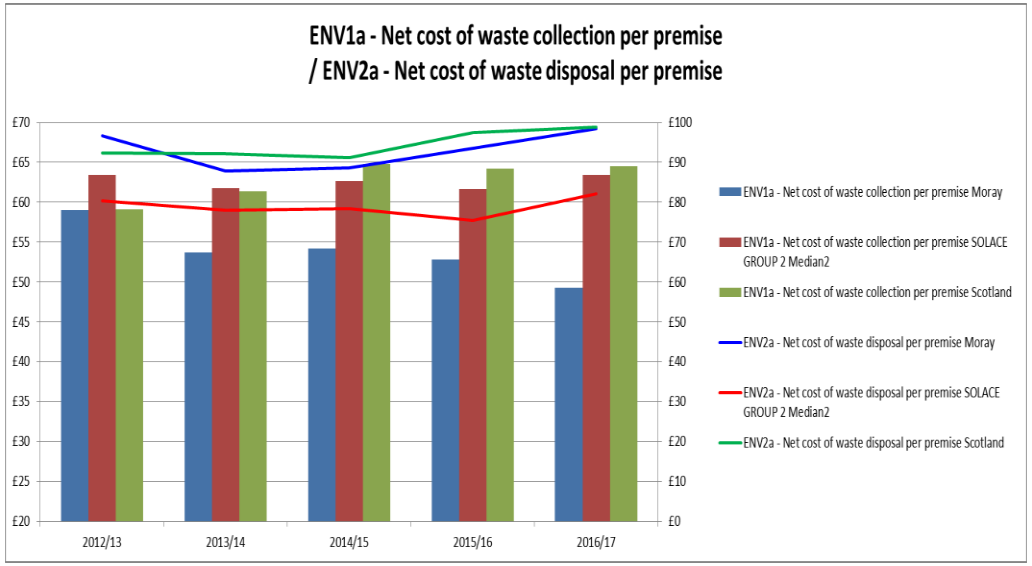
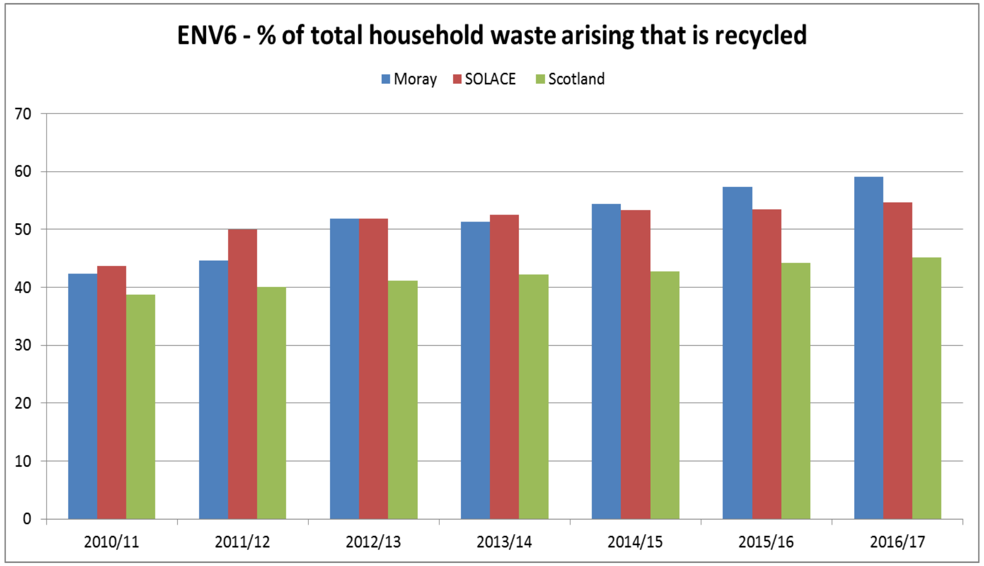
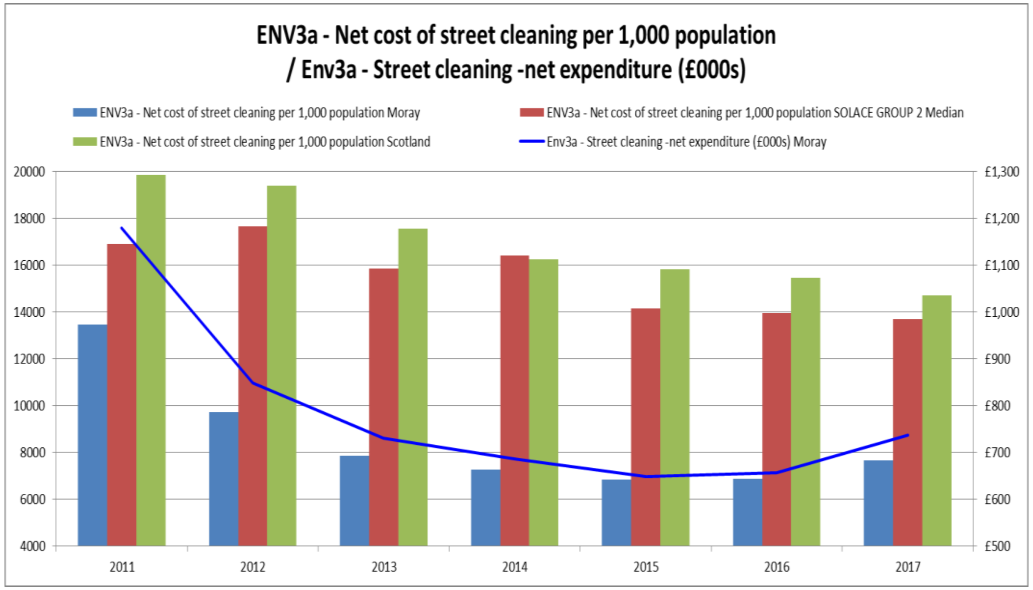
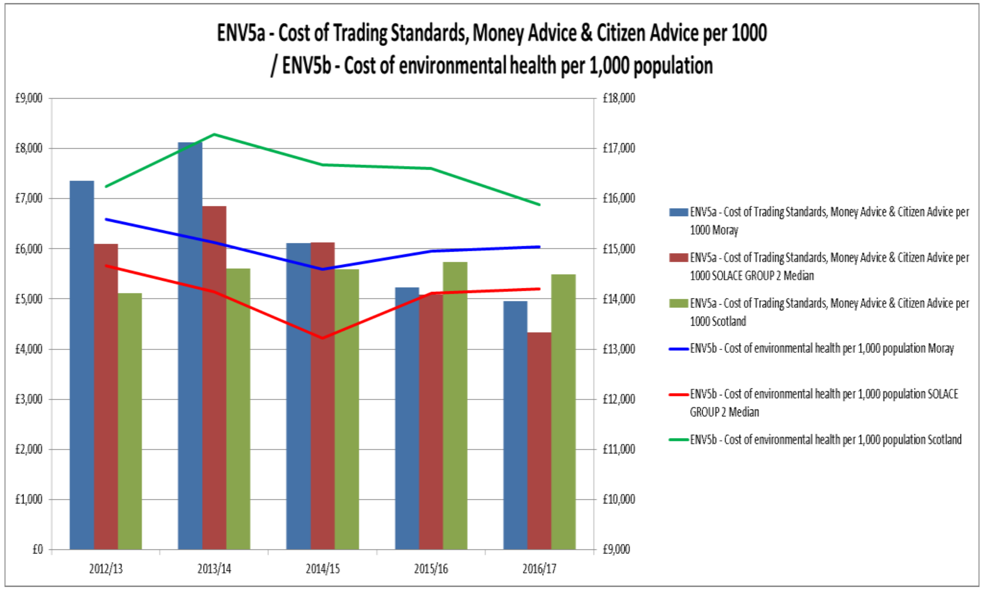
Graphs









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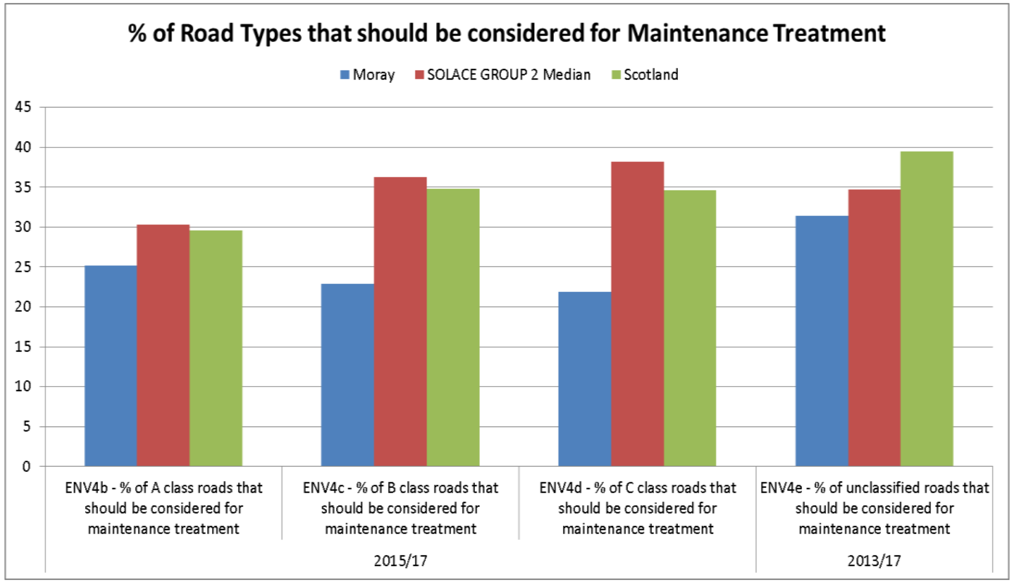

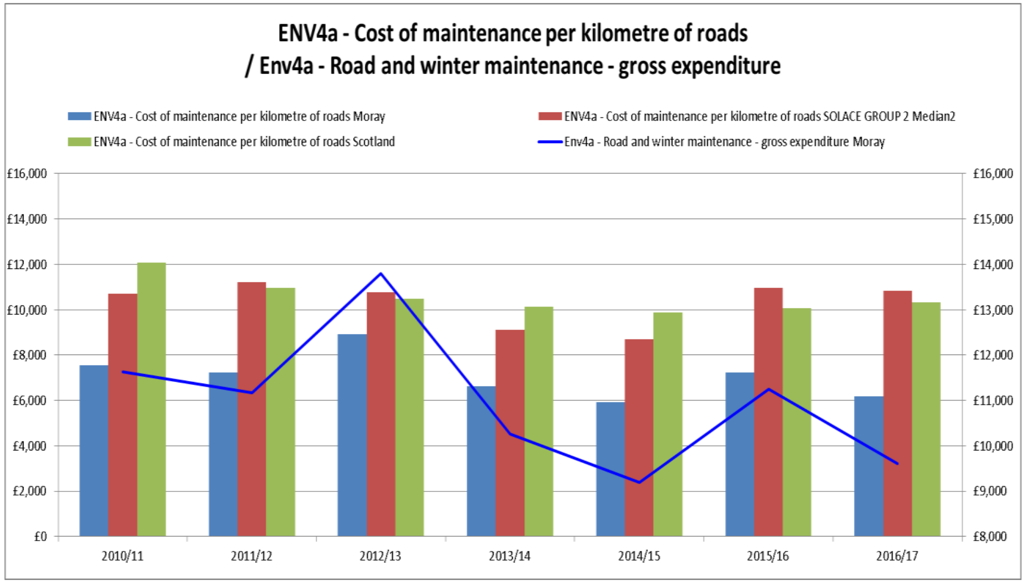

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Key trends
Environmental Services

Taking a view across the 13 indicators recorded for Environmental Services shows that indicator results have improved in 6 indicators and worsened in 7 indicators, inferring overall a slight drop in performance; indicators result values have worsened to a greater margin (54%) than those that have improved (46%). The council's positioning viewed alongside the national and comparator picture is one of steadiness; performance results remain largely in the upper quartiles; decreases in indicator results are not having a significant impact on rankings.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	7 indicators	6 indicators
2nd quartile (9-16)	2 indicators	6 indicators
3rd quartile (17-24)	3 indicators	0 indicators
4th quartile (25-32)	1 indicator	1 indicator
	13 indicators	**13 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	9 indicators	7 indicators
2nd quartile (3-4)	0 indicators	1 indicator
3rd quartile (5-6)	3 indicators	4 indicators
4th quartile (7-8)	1 indicator	1 indicator
	13 indicators	**13 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	6 indicators	1 indicator	2 indicators
Worsened	7 indicators	3 indicators	0 indicators
Unchanged	0 indicators	9 indicators	11 indicators

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Analysis and context of individual and related indicators -

1. In 2012/13, there was a move to a net measure in recognition of increasing efforts of councils to recycle waste which generates additional costs to the service but also an additional revenue stream as recycled waste is sold by councils into recycling markets. In 2016/17, the net cost of collecting waste from just short of 46k premises totalled £2.3m / £49.26 per premise, comparing well across Scotland and in the family group. In the 4 years to 2015/16, net costs of collection have decreased by 11% whereas the number of premises has increased by 7%. In terms of waste disposal, the net cost of waste disposal was £4.5m / £98.40 in 2016/17 per premise, a slight increase from last year due to net expenditure increasing by a greater proportion than the number of premises. Recycling rates continue to improve across Scotland from 39% in 2010/11 to 45% in 2016/17 as efforts are made to achieve Scotland's Zero Waste recycling target of 60% by 2020. In Moray, following a slight decrease in 2013/14 to 51.4%, there was a return to the positive trend; Moray recycled 59.1% of its waste in 2016/17, continuing to compare well nationally and in the family group. The implementation of 'route optimisation' software systems, saving costs on vehicles and employees, changes in working practices (e.g. shift-working, zonal working, weekend working), moving to three or four weekly refuse collections and nationwide reductions in waste arising due to the recession and austerity measures are all contributory factors to performance.

2. A local Citizen Panel Survey is undertaken annually; in January 2016, based on nearly 500 responses, survey results reported that 93% of people were satisfied or very satisfied with refuse collection (household waste), 92% with recycling collection (food and garden waste) and 93% with recycling collection (paper / cardboard / cans / plastic). In addition 90% of people were satisfied or very satisfied with recycling centres / depots and 76% were satisfied or very satisfied with the ease of accessing information on the waste management system, worth noting was that in terms of information access, 21% of people were neither satisfied nor dissatisfied. Locally, satisfaction levels with Waste Management services is very positive.

3. Net expenditure on street cleaning reduced by 37% in the seven years to 2016/17 with costs totalling £737k, resulting in a net cost of street cleaning per 1,000 population of £7,671.49, a 12% increase from the previous year due to increased net expenditure. The Council is no longer a member of the Local Environmental Audit and Management System (LEAMS) as regulated by Keep Scotland Beautiful so the street cleanliness score is no longer comparable nationally or within the family group as it measures levels of 'acceptably clean'. Locally, measurement is still based on the previous much more rigorous assessment, year on year performance exceeds local targets. In 2016/17, the Scottish Household Survey stated that 66% of adults were satisfied with street cleaning, a reduction from 69% in 2016/17, reflecting the views gathered locally; an annual Citizen's Panel Survey in January 2016 reported that 68% of people were satisfied or very satisfied with the cleanliness of streets although 16% expressed they were neither satisfied not dissatisfied.

4. In Scotland, the condition of the roads network (Class A, Class B, Class C and unclassified roads) has remained almost constant over the past 7 years, with 30% (Class A), 35% (Class B), 35% (Class C) and 40% (Unclassified) assessed as being considered for maintenance. Moray continues to perform above national result levels with: 25% (Class A), 23% (Class B), 22% (Class C) and 31% (Unclassified) assessed as being considered for maintenance. Road classification results have worsened slightly in the A and B Class roads last year, to be expected with the Council's intention to target an average position in Scotland. Gross expenditure on road and winter maintenance decreased by 15% from £11.2m in 2015/16 to £9.6m in 2016/17 reducing the cost of maintenance per kilometre from £7,233 in 2015/16 to £6,175 in 2016/17, again reinforcing the Council's decision to spend less.

5. The cost of Trading Standards per 1,000 population reduced by 33% in the 5 years to 2016/17 to £4,955. Trading Standards ensure the fair trading to protect consumers and business from unfair and unsafe trading practices; local customer result indicators reported that in 2016/17, 95% of

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N/A[3] Indicator result yet to be published

clients were either satisfied or very satisfied with the consumer complaint service. The workload of this service is likely to increase, in part as a result of Brexit, creating further pressures on existing regulatory arrangements.

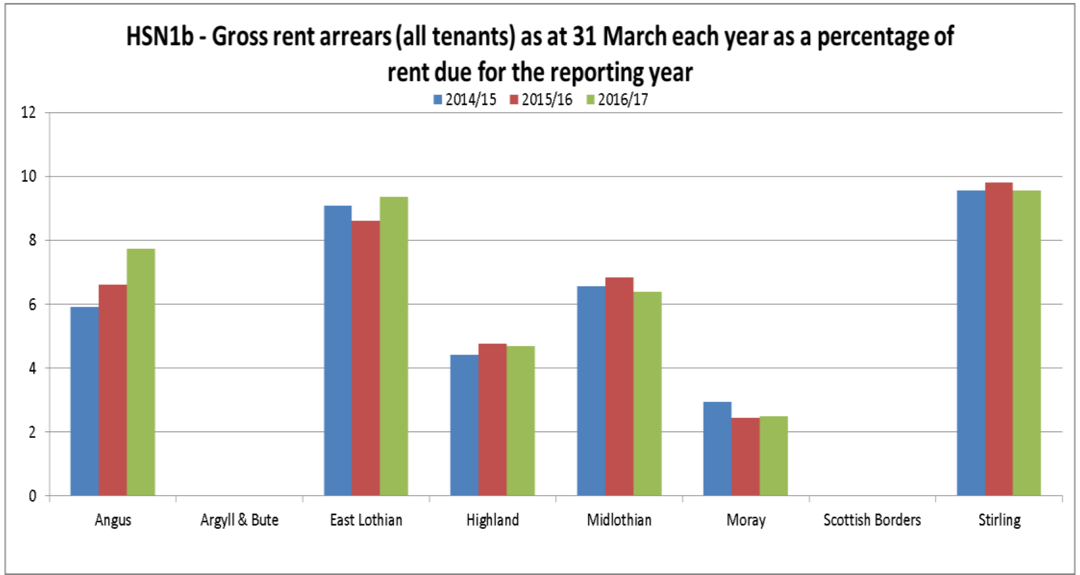
6. The cost of Environmental Health per 1,000 population reduced slightly in the 5 years to 2016/17 to £15,041.12. Environmental Health is concerned with inspection, education and regulation, providing advice and guidance to businesses and consumers and through legislation enforces minimum standards and requirements as necessary.

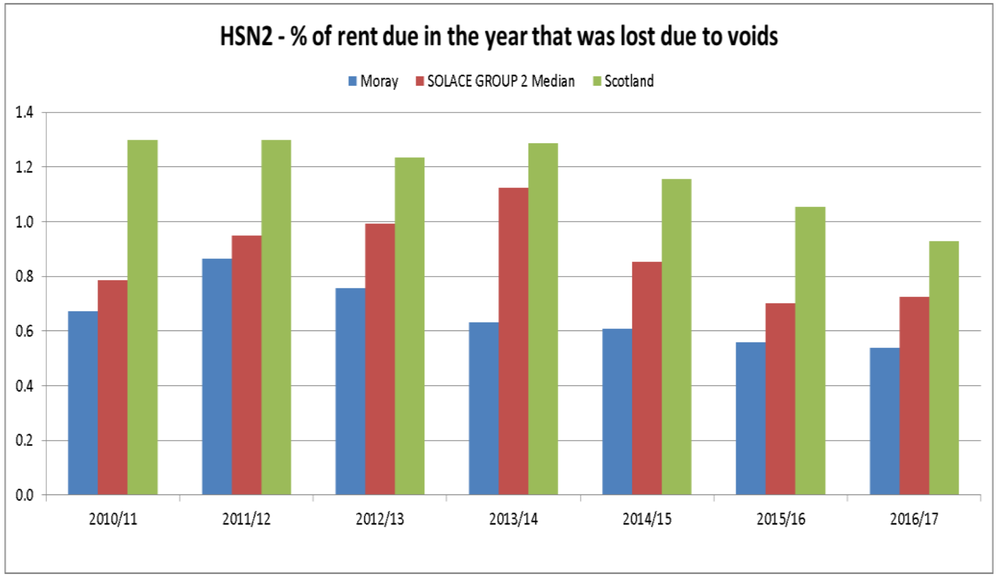
N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

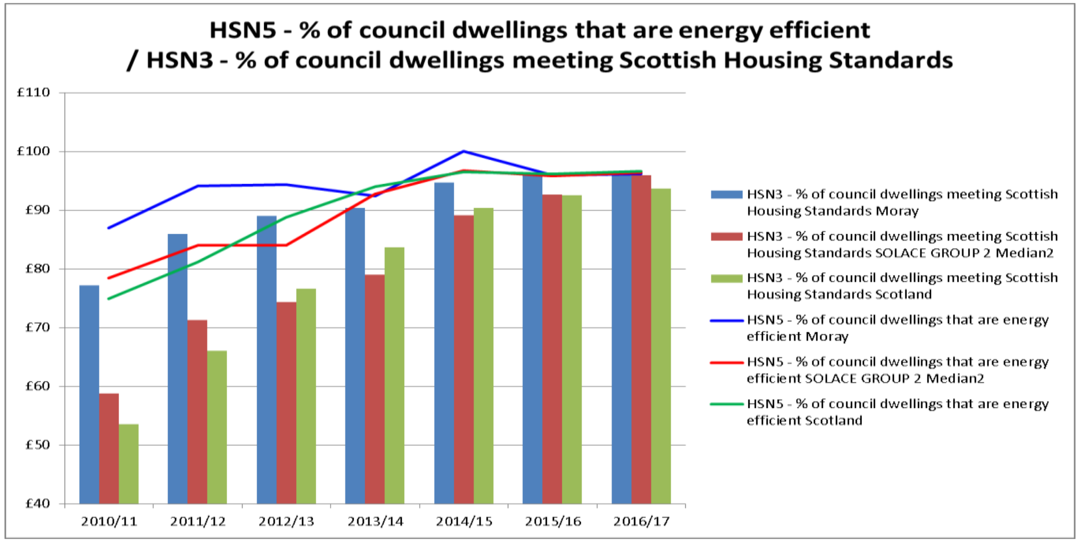
			2015/16			2016/17										
Housing Services	**Data Ref**	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**Angus**	**Argyll & Bute**	**East Lothian**	**Highland**	**Mid-Lothian**	**Scottish Borders**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
	HSN1b	Gross rent arrears (all tenants) as at year end as a % of rent due for the reporting year	2.44	1	1	2.49	7.74	N/A[1]	9.36	4.68	6.39	N/A[1]	9.57	6.49	1	1
	HSN2	% of rent due in the year that was lost due to voids	0.56	5	2	0.54	1.16	N/A[1]	0.74	0.94	0.51	N/A[1]	0.71	0.93	5	2
	HSN3	% of council dwellings meeting Scottish Housing Quality Standard	95.94	11	2	96.01	93.38	N/A[1]	95.98	92.17	96.04	N/A[1]	98.14	93.63	12	3
	HSN4b	Average time to complete non-emergency repairs	6.15	5	3	6.35	6.24	N/A[1]	12.75	6.85	13.04	N/A[1]	6.81	8.72	3	2
	HSN5	% of council dwellings that are energy efficient	95.94	17	3	96.14	96.59	N/A[1]	94.32	94.46	98.78	N/A[1]	97.91	96.62	20	4

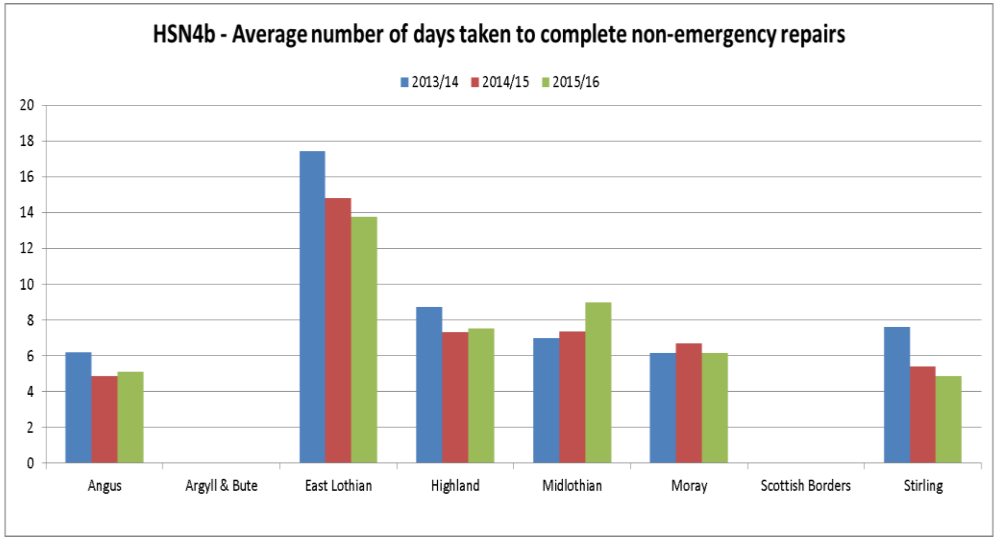
N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Graphs









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Key trends

Housing Services

Taking a view across the 5 indicators recorded for Housing Services shows that indicator results have improved in 3 indicators and worsened in 2 indicators; albeit the margins where decreases have occurred are small, the continued strong placement against national and family comparators gives assurance that performance in this service is very positive.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	3 indicators	3 indicators
2nd quartile (9-16)	1 indicator	1 indicator
3rd quartile (17-24)	1 indicator	1 indicator
4th quartile (25-32)	0 indicators	0 indicators
	5 indicators	**5 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	3 indicators	3 indicators
2nd quartile (3-4)	2 indicators	2 indicators
3rd quartile (5-6)	0 indicators	0 indicators
4th quartile (7-8)	0 indicators	0 indicators
	5 indicators	**5 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	3 indicators	0 indicators	1 indicator
Worsened	2 indicators	0 indicators	1 indicators
Unchanged	0 indicators	5 indicators	3 indicators

N/A[1] Data no longer collected nationally / locally
N/A[2] Result below 5; not published to protect confidentiality
N/A[3] Indicator result yet to be published

Analysis and context of individual and related indicators -

1. The Council continues to manage its stock well, maintaining rent lost to voids, consistent improvement in terms of housing standards and energy efficiency standards. In 2016/17, tenant's and gross rent arrears of 3.3% and 2.5% suggests effective application of housing policy. Moray performs very well when compared nationally and within the family group across all housing indicators.

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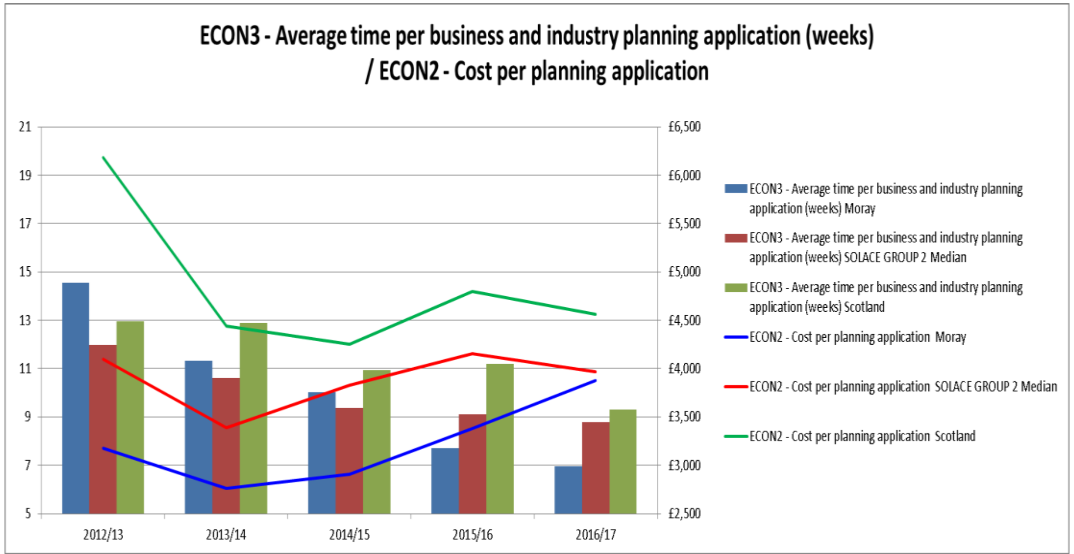
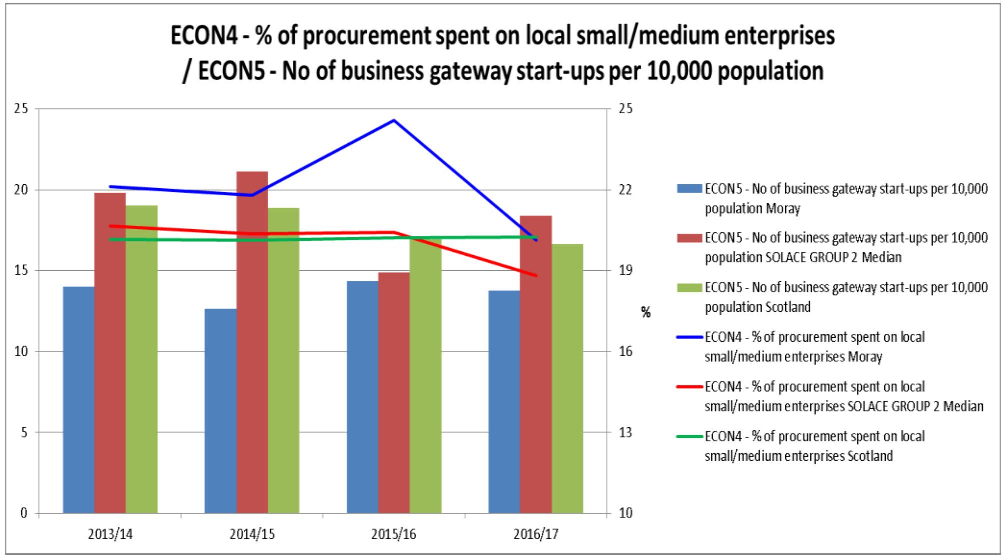
			2015/16			2016/17										
	Data Ref	**Indicator Description**	**Moray**	**Rank National (32)**	**Rank Family (8)**	**Moray**	**East Ayrshire**	**East Lothian**	**Fife**	**North Ayrshire**	**Perth & Kinross**	**South Ayrshire**	**Stirling**	**Scotland**	**Rank National (32)**	**Rank Family (8)**
Economic Development	ECON1	Percentage Unemployed People Assisted into work from Council operated / funded Employability Programmes	2.95	28	6	4.15	15.65	4.83	20.94	14.67	14.68	13.22	3.39	14.00	27	7
	ECON2	Cost per Planning Application	3,383.00	7	3	3879.19	7278.11	2823.15	3966.18	3787.11	5329.08	3962.50	5014.49	4,564.87	11	3
	ECON3	Average time (Weeks) per Planning Application	7.69	7	3	6.95	11.17	12.43	14.23	6.49	7.40	7.23	10.15	9.31	5	2
	ECON4	Percentage of procurement spent on local small / medium enterprises	24.59	8	1	20.12	16.87	22.96	24.32	15.30	17.86	17.50	19.78	20.25	16	3
	ECON5	No of business gateway start-ups per 10,000 population	14.34	25	6	13.74	21.03	21.71	14.61	22.37	15.80	11.65	24.96	16.62	24	7

Graphs





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Key trends

Economic Development

Taking a view across the 5 indicators recorded for Economic Development shows that indicator results have improved in 2 indicators and worsened in 3 indicators, inferring overall a slight drop in performance. The council's positioning viewed alongside the national and comparator picture shows performance is challenging in terms of employment related indicators.

Local Government Benchmarking Framework allows results to be placed in a national and family group context:

Rank in Scotland (32 authorities)	**2016/17**	**2015/16**
1st quartile (1-8)	1 indicator	3 indicators
2nd quartile (9-16)	2 indicators	0 indicators
3rd quartile (17-24)	1 indicator	0 indicators
4th quartile (25-32)	1 indicator	2 indicators
	5 indicators	**5 indicators**
Rank in Family Group (8 authorities)	**2016/17**	**2015/16**
1st quartile (1-2)	1 indicator	1 indicator
2nd quartile (3-4)	2 indicators	2 indicators
3rd quartile (5-6)	0 indicators	0 indicators
4th quartile (7-8)	2 indicator	2 indicators
	5 indicators	**5 indicators**

Indicators	**Value - Change between 2015/16 and 2016/17**	**Rank (32 authorities) - Change between 2015/16 and 2016/17**	**Rank (8 authorities) - Change between 2015/16 and 2016/17**
Improved	2 indicators	1 indicator	1 indicator
Worsened	3 indicators	2 indicators	3 indicators
Unchanged	0 indicators	2 indicators	1 indicator

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Analysis and context of individual and related indicators -

Investing in economic development and employment opportunities results not just in a positive economic outcome, but can typically also lead to improvements across a wider range of social outcomes and reductions in demand for public services.

1. In Moray, 83 unemployed people (4%) were assisted into work from Council operated / funded employability programmes, below national and all but one comparator average.

2. In 2016/17, 596 planning applications were processed, a drop (17%) from 718 in 2015/16; costs also decreased by £116k (5%) from £2.43m to £2.31m resulting in an increase in the cost per application of £3,879.19. Average processing time has improved to 7.0 days from 7.7 days. The complexity of planning applications directly impacts on performance results.

3. The percentages spend of procurement on local small/medium enterprises decreased from 24.6% in 2015/16 to 20.1% in 2016/17, just below the national average of 20.3%. Proportionately, this significant decrease has resulted in a drop in ranking from the top of the 1st quartile to the bottom of the 2nd quartile. There are local initiatives ongoing to promote local SME involvement; that officers are considering the basis of future membership of the Supplier Development Programme.

4. There were 132 business gateway start-ups in 2016/17, giving a rate per 10,000 population of 13.7. 236 jobs were created or retained. 30 start-up skills workshops were delivered to 260 businesses and 30 workshops for growing businesses were delivered with 205 unique businesses attending. 18 Digital Boost workshops deliver in partnership with HIE with 200 businesses benefitting from digital exploitation. 64 businesses were given finance/investor ready advice. Direct business gateway interventions resulted in leveraged funding of £2.98m of finance levered into the Moray economy in SME's.

   Local Growth Accelerator Programme launched to deliver support growing business in Moray in line with the Scottish Government's Economic strategy and HIE. This programme delivered Specialist Sectoral Advice; Recruitment Advice; Business Growth Seminars; Key Sector Entrepreneurial Support to 317 businesses.

   In Moray, the number of start-ups can be influenced by the availability of employment. For example when the oil and gas sector declined in 2014 and people were laid off, there was an increase in start-ups, as oil and gas has picked up, people have found employment in that sector. Moray tends to have higher rates of employment than the national average, higher numbers in parttime work and with multiple jobs. Three-year survival rates of businesses has improved year on year.

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