

## **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 through comparisons on spending, performance and customer satisfaction between similar councils to identify strengths and weaknesses and learn from those who are achieving the best performance to improve service delivery locally. 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, rural) can compare. This allows improvements to the benchmarking framework to be identified and good practice to be shared between councils.

When looking at the information, it should be borne in mind that Scottish councils are democratically elected bodies which represent very diverse communities in terms of geography, population, deprivation levels and community needs. The information presented here should be read and understood in that context, as some of the variation highlighted by the data is significantly affected by such differences between communities.

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 has been placed in the following proposed Benchmarking Family Groups -

<b>People Services</b>	<b>Other Services</b>
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 <b>Moray</b> Scottish Borders Stirling	East Ayrshire East Lothian Fife <b>Moray</b> North Ayrshire Perth & Kinross Stirling South Ayrshire

**Comparison between 2013/14 and 2014/15 - Summary**

An assessment of results that have improved (or worsened) by 5-9%, 10-14% and over 15% can be made. It should be noted that the number of indicators recorded differed between years so a direct comparison is not possible. Taking a view across the summary tables infers stable performance through 2014/15; smaller margins of improved / worsening indicator results than in the previous year, slight improvement in quartile rankings nationally and in family groups particularly in the lowest 2 quartiles and a contrast in that the majority of rankings remained unchanged during 2014/15. Of the 53 indicators, 27 indicators fell into these categories:

	Results that worsened by...			Results that improved by...		
	>15%	10-14%	5-9%	5-9%	10-14%	>15%
Moray 2013/14 (no of indicators)	4	1	4	7	2	8
Moray 2014/15 (no of indicators)	1	4	5	8	4	5

In 2014/15, of the remaining 26 indicators, 6 (23%) improved by less than 5% and 14 (54%) worsened by under 5%. Six indicators remained unchanged.

**National and Family Group Comparison – Summary**

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

Rank in Scotland (32 authorities)	2014/15
1 <sup>st</sup> quartile (1-8)	22 indicators
2 <sup>nd</sup> quartile (9-16)	12 indicators
3 <sup>rd</sup> quartile (17-24)	10 indicators
4 <sup>th</sup> quartile (25-32)	7 indicators

N/A<sup>1</sup> Data no longer collected nationally / locally  
 N/A<sup>2</sup> Result below 5; not published to protect confidentiality  
 N/A<sup>3</sup> Indicator replaced

<b>Rank in Family Group (8 authorities)</b>		<b>2014/15</b>
1 <sup>st</sup> quartile (1-2)		22 indicators
2 <sup>nd</sup> quartile (3-4)		9 indicators
3 <sup>rd</sup> quartile (5-6)		12 indicators
4 <sup>th</sup> quartile (7-8)		8 indicators

**Rankings – change between 2013/14 and 2014/15**

<b>Rank in Scotland (32 authorities)</b>		<b>Rank in Family Group (8 authorities)</b>	
Improved 9 indicators	Worsened 6 indicators	Improved 16 indicators	Worsened 8 indicators
	Unchanged 36 indicators		Unchanged 27 indicators

Of the 6 indicators worsening in ranking, most have dropped in ranking within quartiles 3 and 4, indicating that there seems to remain a small number of challenging areas in which to improve.

In 2014/15, seven indicators featured in the lower position, quartile 4 (25<sup>th</sup> and 32<sup>nd</sup>) nationally;

- Council tax receipt
- Sickness absence (teachers)
- Invoices paid
- Operational buildings condition
- Adults satisfied with local schools
- Adults satisfied with museums and galleries
- Adults satisfied with street cleaning

Satisfaction indicators are based on Scottish Household Survey results, recognised as a small sample of the general public, therefore where local results from service users is available, it has been provided to complement the national data set. Other areas have been referenced in routine performance reports presented to the Policy and Resources Committee.

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2013/14 TO 2014/15 Performance Summary

Five 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 2013/14 and 2014/15 performance.

Data Ref		2013/14										2014/15									
		Indicator Description	Moray	Rank National (32)	Rank Family (8)	Angus	Argyll & Bute	East Lothian	Highland	Midlothian	Scottish Borders	Stirling	Scotland	Rank National (32)	Rank Family (8)						
CHN1	Cost per Primary School Pupil	£4,261	4	2	£4,703	£5,733	£4,217	£4,981	£4,726	£4,562	£5,126	£4,653	5	2							
CHN2	Cost per Secondary School Pupil	£5,903	3	2	£6,565	£8,191	£6,193	£6,956	£6,412	£6,415	£6,762	£6,593	3	1							
CHN3	Cost per Pre-School Education Place	£2,009	2	2	£2,588	£4,370	£3,231	£2,865	£2,894	£2,887	£4,020	£3,306	1	1							
CHN5	Percentage of Secondary Pupils in S6 achieving 5 or more Awards at Level 6	27.6%	16	6	27.2%	27.6%	29.2%	28.7%	23.0%	34.4%	36.2%	29.3%	19	5							
CHN7	Percentage of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 6	N/A <sup>2</sup>	N/A	N/A	19.6%	7.5%	N/A <sup>2</sup>	12.8%	6.9%	11.8%	5.7%	12.8%	N/A	N/A							
CHN10	Percentage of Adults Satisfied with Local Schools	79%	22	4	69%	80%	82%	83%	78%	66%	95%	79%	25	6							

Children's Services

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Data Ref	Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	Angus	Argyll & Bute	East Lothian	Highland	Midlothian	Scottish Borders	Stirling	Scotland	Rank National (32)	Rank Family (8)
CHN11	Proportion of Pupils Entering Positive Destinations	93.9%	7	2	94.3%	94.0%	93.1%	91.9%	93.7%	93.5%	95.3%	91.4%	92.9%	8	2

**Key trends:**

**Children’s Services**

1. In Moray, the cost per place of pre-school education has decreased by 3.6% since 2010/11, although there was a 7.8% increase in cost per place from 2013/14 to 2014/15, a result of gross expenditure increasing by 9.8% from £3.29m to £3.62m to address additional costs associated with the new legislative entitlement requiring councils to increase the amount of early learning and childcare from 475 hours a year to 600 hours for each eligible child. The impact of the new entitlements has been to increase the unit cost per pre-school place due to the increased hours associated with each funded place. Due to similar changes within other authorities in 2014/15, Moray Council has the lowest cost per pre-school education registration.

The total number of pre-school places provided by the Council has risen by 7.7% during the same five year period, providing an additional 119 places. This change has been achieved against a backdrop of a 3.8% increase in gross expenditure. Increased efficiency in the allocation of available provision, increased integration of pre-school and primary school provision and working at the balance between formally qualified and early year’s staff appear to be key factors underpinning this trend, which is mirrored nationally and amongst the majority of the council’s family group. In 2014/15, Moray had 1,669 pre-school education places, gross expenditure around £3.6m that equated to a cost per registration of £2,165.97. The development of the National Improvement Framework for Scottish Education will allow systematic and consistent measures for assessing performance within the pre-school sector, and for understanding children’s development as they progress through the pre-school setting going forward.

2. In primary education, there has been a 4.2% reduction in the cost per pupil since 2010/11 but an 8.8% increase in the cost per secondary school pupil over the same period. Primary education gross costs have increased by 2.5% over the five year period from £28m to just under £29m, but the number of primary school pupils has increased by 6.9% to 6,783 pupils. This gives a cost per pupil of £4,257.26 in 2014/15, fifth lowest nationally and the lowest within the Council’s family group. On the contrary, secondary education gross costs have remained around £32m with the number of pupils falling by 9.4% to 5,265. Moray at £6,124.03 has the third lowest cost per pupil value when compared nationally and the lowest within the Council’s family group.

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Unit cost must be considered in the round, alongside attainment, leaver destinations and parental satisfaction. A number of common factors, e.g. class sizes, teacher demographics and the school estate influence the cost of provision and may limit effort in seeking to generate further efficiencies in this major area of expenditure.

3. This slight increase in education cost per pupil has been accompanied by an improvement in relation to attainment. There has been a 5.9 percentage point increase in relation to the percentage of pupils achieving 5+ awards at SQA (Scottish Qualifications Authority) level 6 since 2010/11 to 27.9% in 2014/15. In the same period, there has been a 5.9 percentage point increase in young people entering positive destinations upon leaving school (a rise from 88.4% to 94.3%).

In 2013/14 attainment in Moray at this level reflected that of the national result for the first time. Whilst Moray S6 pupils attainment slightly improved by 1% in 2014/15 compared to 2013/14, the national attainment level rose by 4% over the same period.

'Insight', introduced in 2013/14 by the Scottish Government is an online benchmarking tool, which better reflects and captures the focus on achievement as well as attainment within Curriculum for Excellence and shifts away from comparison against sets of comparator authorities to a virtual comparator. It is expected that the Local Government Benchmarking Framework will reflect this change in benchmark comparators in future years.

An analysis of secondary school attainment 2014/15 was submitted to the Children and Young People's Services Committee on 7 October 2015 (para 11 of the Minute refers). The Raising Attainment Strategy, focused on the entitlements and expectations of our learners, staff and parents will ensure that the service continues to strive to raise attainment across our schools.

4. Local Government Benchmarking Framework satisfaction data is drawn from the Scottish Household Survey, and represents satisfaction levels for the public at large rather than for service users. Satisfaction with schools has reduced by 7 percentage points since 2010/11 and 5 percentage points from the previous year to 74% in 2014/15. The framework allows for locally collected satisfaction data if available to complement the national dataset. In 2012/13, Educational Services carried out a parental survey and of the 319 responses received, 82% of parents of primary school pupils were satisfied overall and 73% of parents of secondary school pupils were satisfied, based on 215 responses. An overall satisfaction result of 83% was achieved, in line with the national result for that period. A similar decreasing trend, albeit to a lesser extent is evident nationally.

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Corporate Services		2013/14										2014/15							
		Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	Angus	Argyll & Bute	East Lothian	Highland	Midlothian	Scottish Borders	Stirling	Scotland	Rank National (32)	Rank Family (8)			
CORP1	Support Services as a % of Total Gross Expenditure	4.6%	17	5	4.2%	4.8%	6.3%	3.9%	7.6%	5.3%	7.7%	6.6%	5.1%	11	2				
CORP2	Cost of Democratic Core per 1,000 population	£26,211	9	3	£26,649	£37,236	£47,057	£18,070	£42,432	£42,037	£29,983	£31,699	£30,068	12	2				
CORP3b	The Percentage of the Highest Paid 5% Employees Who are Women	45.1%	25	7	49.7%	47.6%	44.7%	51.9%	48.2%	47.7%	43.1%	56.4%	51.7%	17	3				
CORP4	Cost of Collecting Council Tax per Dwelling	£12.52	19	8	£ 10.44	£10.65	£6.98	£10.90	£11.83	£10.65	£6.40	£8.21	£10.94	15	4				
CORP5b2	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	56	27	7	41	9	128.2	0.5	146	0.7	68	78	58.6	23	4				
CORP6a	Sickness Absence Days per Teacher	6.8	25	8	7.0	5.8	8.1	8.3	5.6	5.5	6.3	5.1	6.3	25	6				
CORP6b	Sickness Absence Days per Employee (non-teacher)	10.24	16	5	11.88	10.0	11.3	11.1	9.8	10.1	11.0	9.1	10.8	23	8				
CORP7	Percentage of income due from Council Tax received by the end of the year	95.1%	19	7	94.4%	97.6%	95.5%	96.6%	95.5%	93.8%	96.5%	97.4%	95.5%	28	7				
CORP8	Percentage of invoices sampled that were paid within 30 days	86.9%	27	8	88.0%	86.0%	91.8%	89.4%	94.3%	93.0%	93.0%	91.7%	92.5%	26	7				

**Key trends:**

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**Corporate Services**

1. In relation to overall council corporate and support costs, these continue to account for only 4% of total gross revenue spend. There has been a 4.5% decrease in costs of the democratic core per 1,000 populations since 2010/11.
2. The cost per dwelling of collecting Council Tax has reduced over the five year period by £3.39 from £13.83 to £10.44, a reduction of 25%. There have been similar reductions nationally and across the Council's family group varying from 10% to 44%. Increased use of new technology and reductions in staffing costs underpin the reduction in costs for many councils. In Moray, the collection rate has reduced over the last five years from 97% to 94.4% in 2014/15, in contrast to the national result having increased by 1.8% in the same period to 95.5% in 2014/15. Performance is in the lowest quartile against both national and comparator results.
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 51.7% between 2010/11 to 2014/15. In Moray, the improvement over the same period was from 40.5% to 49.7%. The Council continues to monitor through the Workforce Plan and senior management workforce profiling.
4. The Council attended 269 domestic noise complaints in 2014/15 that took on average, 41 hours to attend. Contact with other authorities has confirmed that calculation methods used for this indicator vary widely as do the type of service provided across councils.
5. Family group benchmarking results were used in a programme targeting poor performing areas that resulted in improved performance in the percentage of invoices paid within 30 calendar days to 88% in 2014/15, although results remain below national and family group comparators. Targeted work with departments continues to improve on results.
6. The management of sickness absence is a major priority in efforts to manage costs. Nationally the average number of sickness days per employee has remained static at 10.8 days since 2010/11. In Moray, a slight increase is evident across the same period to 11.9 days in 2014/15. For teaching staff, across the same period there has been a reduction since 2010/11 from 9.21 days to 7.02 days, nationally there has been a small reduction across the same period, 6.6 days to 6.28 days. In the last year, small increases are evident in both the Moray and national results.

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Assets		2014/15										2013/14		
		Midlothian	Scottish Borders	Stirling	Scotland	Rank National (32)	Rank Family (8)	Moray	Rank National (32)	Rank Family (8)	Moray	Indicator Description	Data Ref	
CORP ASSET1	Proportion of operational buildings that are suitable for their current use	88.7%	86.7%	89.4%	79.0%	2	1	93.7%	2	1	93.7%	93.7%	93.7%	
CORP ASSET2	Proportion of internal floor area of operational buildings in satisfactory condition	75.9%	86.9%	96.3%	82.9%	32	8	32.7%	32	8	32.3%	32.3%	32.3%	

**Key trends:**

**Assets**

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 93.7% in 2013/14, and has remained at this level during 2014/15, well above the national average and family group results. 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 operational buildings that are in satisfactory condition at 32.7% remains close to the lowest recorded figure of 32.3%, in 2013/14; condition surveys were carried out for a proportion of the school estate and for all depot facilities. The drop in performance reflects a significant deterioration in condition and this trend is likely to continue through 2014/15 when condition surveys of all schools will be completed. 77% of those buildings that are classed as poor or bad lie within the school estate. Issues that impact on condition include the works required to bring each building up to, and maintain it at, the appropriate standard for its property group. A report on Building Condition and Suitability was submitted to the Audit and Scrutiny Committee in January 2016, elected members requested that the Asset Management Annual Report be submitted to the Committee for further scrutiny. Family Group results ranged from 79.3% to 96.3% and the national result was 82.9%.

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		2014/15													
		2013/14													
Data Ref	Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	Angus	Argyll & Bute	East Lothian	Highland	Midlothian	Scottish Borders	Stirling	Scotland	Rank National (32)	Rank Family (8)
SW1	Home Care Costs per Hour for people Aged 65 or over	£20.97	19	5	£21.98	£14.53	£22.21	£14.25	£31.18	£28.22	£19.33	£14.10	£20.01	19	5
SW2	Self Directed Support Spend on People Aged 18 or Over as a % of Total Social Work Spend on Adults	3.7%	8	4	4.0%	2.9%	3.9%	3.7%	4.2%	2.6%	6.0%	2.7%	6.9%	9	3
SW3	Percentage of people aged 65 or Over with Intensive Needs Receiving Care at Home	41.5%	6	2	43.4%	35.1%	49.3%	39.6%	21.6%	30.7%	25.3%	42.1%	35.6%	6	2
SW4	Percentage of Adults satisfied with social care or social work services	50%	25	6	49%	52%	41%	56%	52%	43%	42%	N/A	51%	17	4
SW5	Average weekly cost per resident	£285.15	3	1	£298.63	£399.19	£438.50	£432.66	£406.39	£377.86	£389.36	£396.07	£372.07	4	1

**Social Work**

**Key trends:**

**Social Work**

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 5% over the past five years, from 38.4% in 2010/11 to 43.4% in 2014/15. Care home numbers remain proportionally low, but the 65+ population has grown from 17,260 in 2011, to an estimated 19,000 in mid-2014 (a 10% increase in 3 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.

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## APPENDIX 1

2. In 2010/11, 416.5k care hours were provided and homecare costs totalled £7.7m (£18.42 cost per hour), increasing to 478.3 and £10.5m (£21.98 cost per hour) respectively in 2014/15. Increases in expenditure reflect the increased complexity of needs being catered for by home care services and the move towards provision focused on personal care rather than the more preventative elements of traditional home care.
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 2014/15 there were 490 long stay residents, net expenditure of £7.6m giving a cost per week per resident of £298.63.
4. Self-directed support (SDS) has increased by 1.1 percentage points in the past 5 years to 4% in 2014/15. Performance in Moray compares 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. The majority of growth occurred in Glasgow where there has been a growth of 31 percentage points during the five year period. Glasgow City Council was part of a national project to drive increases in Direct Payments and has already assessed all of their under 65 clients under SDS. A point worth making here is that the continued growth in SDS will have further implications for the social care market place and our ability to accurately track where and how resources are spent.
5. The percentage of adults satisfied with social care / work services has decreased in the past two years from a high of 60% in 2012/13 to 49% in 2014/15. Similar decreases are recorded nationally and in three family group authorities. Data collected locally presents a more positive view, albeit based on smaller sample sets.

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		2013/14										2014/15							
Data Ref	Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	Moray Ayrshire	East Lothian	Fife	North Ayrshire	Perth & Kinross	Stirling	South Ayrshire	Scotland	Rank National (32)	Rank Family (8)				
C&L1	Gross cost per attendance at Sports facilities	£3.45	15	5	£3.44	£0.73	£4.35	£2.69	£2.15	£5.04	£2.13	£10.17	£3.68	16	5				
C&L2	Cost Per Library Visit	£1.89	5	2	£2.15	£5.22	£2.09	£4.31	£1.52	£2.72	£2.96	£3.61	£2.57	7	3				
C&L3	Cost of Museums per Visit	£2.86	10	4	£2.17	£1.93	£1.55	£1.83	£0.38	£9.72	£3.52	£19.58	£3.53	10	5				
C&L4	Cost of Parks & Open Spaces per 1,000 Population	£15,654	5	1	£13,752	£18,502	£41,421	£45,970	£33,771	£44,727	£19,983	£34,806	£31,304	3	1				
C&L5a	Percentage of Adults Satisfied with Libraries	78%	24	6	75%	80%	78%	69%	93%	85%	94%	90%	77%	23	7				
C&L5b	Percentage of Adults Satisfied with Parks and Open Spaces	92%	3	2	94%	83%	85%	86%	88%	93%	94%	85%	86%	2	1				
C&L5c	Percentage of Adults Satisfied with Museums and Galleries	58%	28	8	57%	77%	67%	63%	79%	84%	88%	78%	75%	28	8				
C&L5d	Percentage of Adults Satisfied with Leisure Facilities	77%	18	6	77%	74%	86%	78%	72%	81%	88%	76%	76%	17	5				

**Key trends:**

**Culture & Leisure Services**

1. Across culture and leisure services at a national level, costs per visit/attendance have reduced over the past 5 years. Nationally, significant increases in visitor numbers for sports (15.9%), libraries (28.6%) and museums (33.8%) have been achieved against a backdrop of reductions in gross expenditure in the five years to 2014/15.
2. In Moray, across the same period, the cost per visit to sports facilities increased from £2.77 in 2010/11 to £3.44 in 2014/15, but reduced for both library and museum visits from £3.02 and £3.42 in 2010/11 to £2.15 and £2.17 in 2014/15 respectively. Gross expenditure mirrors the trend of the unit cost with increased spending in sports facilities and reductions in Libraries and Museums. There have been increases in visitor numbers for sports (13%) and

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- libraries (34%) but a decrease for museums (7%). The significant increase in library visitors coincided with the introduction of the libraries Facebook page as virtual visits are included in the calculation.
3. Nationally, public satisfaction rates for all culture and leisure facilities have fallen in the last 12 months, particularly for libraries with a 4% drop. The exception is lands and parks which remained unchanged with 86% of adults expressing satisfaction. In Moray, satisfaction levels fell slightly for libraries and museums/galleries over the same period, while leisure facilities remained unchanged from 2013/14, parks and open spaces rose to 94% (third highest for all local authorities in Scotland). Over the past five years adult satisfaction with libraries and leisure facilities has reduced, satisfaction with museums/galleries has remained the same, and the proportion of adults satisfied with parks and open spaces has increased.
  4. A significant capital investment programme in sports facilities across Scotland 10 years ago is now bearing fruit and resulting in increased usage. In Moray, development and improvement of Council owned facilities is a contributory factor to improved visitor numbers. For libraries, the increase in virtual visits, use of public access computers and mapping of opening times to user demand have driven continued increases in user numbers. Nationally, further exploration is required to understand the factors behind increased museum use, locally decreases in virtual visits reflect the reduction of the half post Visitor Development Officer.

N/A<sup>1</sup> Data no longer collected nationally / locally  
N/A<sup>2</sup> Result below 5; not published to protect confidentiality  
N/A<sup>3</sup> Indicator replaced

Data Ref		2013/14										2014/15									
		Indicator Description	Moray	Rank National (32)	Rank Family (8)	Moray	East Ayrshire	East Lothian	Fife	North Ayrshire	Perth & Kinross	Stirling	South Ayrshire	Scotland	Rank National (32)	Rank Family (8)					
ENV1	Gross Cost of Waste Collection per Premise	£70.25	8	1	£70.25	£81.37	£76.32	£75.54	£81.81	£84.59	£123.20	£104.88	£83.49	5	1						
ENV1a	Net cost per Waste collection per premises	£53.69	11	2	£54.22	£56.32	£76.32	£55.44	£52.25	£68.96	£100.28	£79.86	£65.17	12	2						
ENV2	Gross Cost per Waste Disposal per Premise	£116.80	21	6	£121.86	£84.85	£81.58	£97.68	£115.48	£119.30	£106.77	£80.59	£104.65	23	8						
ENV2a	Net cost per Waste disposal per premises	£87.76	18	7	£88.57	£71.27	£60.56	£77.61	£99.53	£102.32	£66.61	£79.37	£91.46	18	6						
ENV3a	Net Cost of Street Cleaning per 1,000 Population	£7,271	1	1	£6,850	£12,436	£12,749	£16,917	£14,921	£16,584	£20,670	£13,341	£15,818	1	1						
ENV3b	Street Cleanliness Index	98	6	1	98	91	87	98	92	96	93	97	94	NA <sup>1</sup>	NA <sup>1</sup>						
ENV4a	Cost of Maintenance per Kilometre of Roads	£6,222	14	5	£5,365	£8,744	£12,268	£9,083	£7,568	£2,868	£9,161	£4,179	£5,618	12	3						
ENV4b	Percentage of A Class roads that should be considered for maintenance treatment	19.3%	6	1	20.0%	24.6%	31.7%	29.6%	34.9%	38.1%	30.1%	42.2%	29.0%	6	1						
ENV4c	Percentage of B Class roads that should be considered for maintenance treatment	15.9%	1	1	17.7%	36.9%	36.5%	37.3%	34.8%	34.7%	40.9%	50.4%	36.1%	1	1						
ENV4d	Percentage of C Class roads that should be considered for maintenance treatment	21.5%	4	1	22.2%	45.4%	30.7%	31.3%	51.1%	34.3%	44.3%	49.5%	37.4%	4	1						
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment	32.1%	7	2	33.1%	44.1%	31.3%	34.6%	36.7%	34.7%	49.3%	42.0%	39.3%	8	2						
ENV5	Cost of trading standards and environmental health per 1,000 population	£23,370	22	7	£20,707	£19,468	£17,589	£20,893	£16,863	£20,533	£27,036	£20,585	£23,434	15	6						
ENV5a	Cost of trading standards per 1,000 population	£8,129	27	7	£6,111	£6,877	£4,880	£7,741	£5,027	£3,627	£10,439	£6,159	£5,736	16	5						
ENV5b	Cost environmental health per 1,000 population	£15,241	14	6	£14,596	£12,591	£12,709	£13,151	£11,836	£16,906	£16,598	£14,425	£19,698	14	5						
ENV6	Percentage of total waste arising that is recycled	51.4%	9	5	54.4%	50.3%	42.8%	53.7%	56.5%	56.5%	53.1%	50.0%	42.8%	6	3						
ENV7a	Percentage of adults satisfied with refuse collection	86%	14	5	89%	84%	95%	81%	82%	88%	72%	92%	84%	10	3						
ENV7b	Percentage of adults satisfied with street cleaning	77%	17	6	67%	68%	86%	80%	78%	80%	85%	66%	74%	27	7						

**Environmental Services**

N/A<sup>1</sup> Data no longer collected nationally / locally  
 N/A<sup>2</sup> Result below 5; not published to protect confidentiality  
 N/A<sup>3</sup> Indicator replaced



**Key trends:**

**Environmental Services**

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 2014/15, the net cost of collecting waste from 46k premises totalled £2.5m / £54.20 per premise, comparing well across Scotland and in the family group. In terms of waste disposal, the net cost of waste disposal was £4.1m / £88.60 per premise, placing the council mid table in terms of national comparison. Recycling rates continue to improve across Scotland from 41% in 2011/12 to 42.8% in 2014/15 as efforts are made to achieve Scotland's Zero Waste 60% household waste recycling target by 2020. In Moray, following a slight decrease in 2013/14 to 51.4%, there was a return to the positive trend of the previous 3 years; Moray recycled 54.4% of its waste in 2014/15; Moray continues to compare well nationally and in the family grouping. 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. In 2014/15 the net expenditure on street cleaning reduced by 45% in the five years to 2014/15 when costs totalled £649k, with an 8% increase in the population, the results was a reduction in the net cost of street cleaning per 1,000 population from £13,441 in 2010/11 to £6,850 in 2014/15. The Council is no longer a member of the Local Environmental Audit and Management System (LEAMS) as are regulated by Keep Scotland Beautiful. Despite no longer being a member, an audit was carried out in order to calculate the national average and the Council achieved a score of 98 maintaining performance within the top five councils across Scotland. In 2014/15, the Scottish Household Survey stated that 67% of adults were satisfied with street cleaning, a reduction from 77% in 2013/14. Discussion in family groups has highlighted the introduction of shift working, a decrease in staff numbers and maximising the use of assets has driven these reductions across many councils and also that great care has been taken to protect key areas of public concern even in the context of reducing budgets.
3. In Scotland, the condition of the roads network (Class A, Class B, Class C and unclassified roads) has remained almost constant over the past 5 years, with between 29% (Class A), 36% (Class B), 37% (Class C) and 39% (Unclassified) assessed as being considered for maintenance. Moray continues to perform well above national result levels with: 20% (Class A), 18% (Class B), 22% (Class C) and 33% (Unclassified) assessed as being considered for maintenance. Across all road classifications, results have been on an improving trend between 2011 and 2014 but all road class conditions worsened slightly in 2015, in alignment with the Council's intention to target an average position in Scotland. The cost of maintenance per kilometre of road reduced by 13.8% from £6,222 in 2013/14 to £5,365 in 2014/15. Family groups identified the implementation of Road Asset Management Plans and better targeting of spend as key factors driving improvement.

N/A<sup>1</sup> Data no longer collected nationally / locally  
 N/A<sup>2</sup> Result below 5; not published to protect confidentiality  
 N/A<sup>3</sup> Indicator replaced

Housing Services		2014/15										2013/14		
		Moray	Argyll & Bute	East Lothian	Highland	Midlothian	Scottish Borders	Stirling	Scotland	Rank National (32)	Rank Family (8)	Moray	Rank National (32)	Rank Family (8)
HSN1b	Gross rent arrears (all tenants) as at year end as a percentage of rent due for the reporting year	2.6%	N/A <sup>1</sup>	9.1%	4.4%	6.6%	N/A <sup>1</sup>	9.6%	6.0%	1	1	2.6%	1	1
HSN2	Percentage of rent due in the year that was lost due to voids	0.6%	N/A <sup>1</sup>	1.1%	0.9%	0.6%	N/A <sup>1</sup>	0.8%	1.1%	3	3	0.6%	4	3
HSN3	Percentage of council dwellings meeting Scottish Housing Quality Standard	90.3%	N/A <sup>1</sup>	81.6%	85.2%	93.1%	N/A <sup>1</sup>	95.5%	90.4%	7	3	90.3%	7	3
HSN4b	Average time to complete non-emergency repairs	6.2	N/A <sup>1</sup>	14.8	7.3	7.4	N/A <sup>1</sup>	5.4	9.9	2	2	6.2	2	2
HSN5	Percentage of council dwellings that are energy efficient	92.4%	N/A <sup>1</sup>	97.0%	86.7%	100%	N/A <sup>1</sup>	96.4%	96.6%	16	8	92.4%	16	8

**Key trends:**

**Housing Services**

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. However, at the same time, the slight growth in tenants arrears from 2.6% to 2.9% in 2014/15 suggests evidence of increasing financial challenges facing both housing residents and the council. Moray continues to perform well when compared nationally and within the family group across all housing indicators.

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 N/A<sup>2</sup> Result below 5; not published to protect confidentiality  
 N/A<sup>3</sup> Indicator replaced