



Glasgow City Council

Finance & Audit Scrutiny Committee

Report by Chief Executive

Contact: Cormac Quinn Ext: 73625

Local Government Benchmarking Framework

Purpose of Report:

This report provides the committee with an overview of the Local Government Benchmarking Framework; in particular, areas of consideration around best value.

The Framework also forms part of the suite of Performance Indicators used by Audit Scotland to consider how the Council is performing in its duty to deliver best value.

Recommendations:

The committee is asked to note this report and to:

- consider the Local Government Benchmarking Framework and provide comment, in particular, on those indicators that may highlight areas of comparative interest;
- note that the Local Government Benchmarking Framework will be reported annually to the committee when the figures are updated; and
- note the ongoing programme of benchmarking work.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

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1.0 Background

- 1.1 The Local Government Benchmarking Framework (LGBF) forms part of the suite of Statutory Performance Indicators used by the Council to consider how it is performing in its duty to deliver Value for Money and used by Audit Scotland to assess how the Council is performing in its duty to deliver Best Value.
- 1.2 This report reflects the data provided by all 32 local authorities in Scotland, based on their Local Financial Return (LFR) for 2019-20. The LGBF is managed by the Improvement Service, the national improvement organisation for local government in Scotland.
- 1.3 The LGBF provides benchmark comparisons across six key headings
- Children's Services
 - Corporate Services
 - Adult Social Care
 - Culture and Leisure
 - Environmental Services
 - Economic Development
- 1.4 To facilitate comparisons within the LGBF, local authorities are grouped into two sets of benchmarking families. These groupings reflect either similar social or environmental characteristics, depending on the measure being considered.

2.0 The Local Government Benchmarking Framework (LGBF)

- 2.1 A set of charts of 52 distinct indicators relevant to Glasgow are included at Appendix 1. For each chart, **Glasgow is highlighted in green**, benchmarking family group members are highlighted in blue, all other authorities are shaded grey. Charts displaying full performance for each of the indicators included in the LGBF can also be accessed via the [My Local Council Scotland](#) webpage.
- 2.2 The indicators themselves are derived from; and are reflective of, a range of key areas. Some indicators are reflective of cost; some also look at customer satisfaction, and some are directly relevant to our strategic commitments.
- 2.3 As the Council is not a direct provider of social housing, the indicators relating to housing management, housing conditions and housing energy efficiency are not included.
- 2.4 It should be noted that data is not available for Glasgow for some of the LGBF Children's indicators (CHN8a/ CHN8b/ CHN9) for 2017-18. This is reflected in the chart and graphs for these indicators. Glasgow City Council and the HSCP; following the introduction of GDPR in May 2018 the HSCP, raised some concerns with the Scottish Government around the potential identification of individuals within the data. Work is concluded with the Scottish Government level

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to produce updated Data Sharing Agreements for 2018-19 data which now facilitate submissions of the relevant data sets.

- 2.5 No value judgement is made about a high or low ranking as this may be affected by a number of factors including local choices on investment priorities, population distribution, and the socio-economic composition of each local authority.
- 2.6 In order to ensure consistency as to how the highest quartile and lowest quartile are reflected (in the table at 4.0); where costs or expenditure are high, this will always be placed in the lowest quartile. Notwithstanding that in some cases it may be as result of active investment or service reform.
- 2.7 It should also be noted that although extracted from the Local Financial Return (LFR), there can be significant variation in the detail of each indicator as reported by each authority. Currently an Improvement Service hosted subgroup of Directors of Finance across all 32 authorities is looking in detail at how to improve consistency, identify potential anomalies, and highlight areas for improved financial recording and reporting.
- 2.8 Services continue to look at outlying areas of performance and are using this work to provide some policy context to these areas of interest. An officer led Strategic Performance Group (including Council Family performance leads) supports work to look at the outlying indicators in the LGBF to better understand some of the potential operational and strategic issues that may underpin out performance. Key outliers are detailed at 3.0 and full table is provided at 4.0
- 2.9 Key data from the Strategic Performance Group on the outliers in the LGBF has been included in a review of performance information in Service Directors one to one meetings with the Chief Executive.
- 2.10 Some of the key LBGF indicators are also a component part of the Strategic Plan actions and are therefore included in the thematic reporting cycle.
- 2.11 A series of learning events hosted by the Improvement Service also report on progress and learning in specific service areas. These are further detailed at 5.2.
- 2.12 It is important to note that work will be required in conjunction with the Improvement Service to set the context for future reporting of the 2020-21 data and beyond to reflect appropriately service disruption resulting from the global Coronavirus outbreak.

3.0 Learning and Improvement in the LGBF: Highlights of the Council's placement in the highest and lowest eight (Quartile)

- 3.1 Below are some of the key indicators in the lowest eight nationally, with a note of some context and where appropriate; the actions being undertaken to understand and to address areas of improvement where required.

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Key Indicators placed in the Lowest Eight (Quartile)

➤ **Cost per pre-school education registration**

This indicator reflects the cost of pre-school education per child. It shows a high degree of variance across authorities. Reflecting the high levels of investment within the city, Glasgow records the highest costs of any local authority for pre-school education registration. GCC already provides significantly more extensive Early Learning Centre (ELC) provision than other Local Authorities, catering for the children most challenged by poverty and social circumstances. Glasgow has invested ahead of the curve and is already well on the way to delivering Government aspirations around the increased ELC entitlement (600 to 1140 hrs) in advance of the statutory deadline which is currently under review nationally as a result of the COVID situation.

➤ **% of pupils gaining 5+ Awards at Level**

Glasgow records the third lowest percentage of pupils gaining more than 5 awards at Level 5.

Glasgow sits above the Scottish average when deprivation is factored in.

➤ **% of pupils gaining 5+ Awards at Level 6**

Glasgow records the fifth lowest percentage of pupils. This represents a continuing trend of improvement from the third lowest in the previous year.

When deprivation is factored in, Glasgow's attainment levels occupies a position in the top half of all authorities. Glasgow has consistently been above the Scottish Average in this respect.

➤ **% of adults satisfied with schools**

The satisfaction data is from the Scottish Household Survey, and represents satisfaction levels for the public at large rather than specifically for service users. It should also be noted that all other large urban local authorities are below the national average based on the Household Survey methodology. It should also be noted that rate of decline in this indicator is also in line with the decline in the Scottish Average, a trend we will also continue to monitor.

➤ **Cost of parks and open spaces per 1,000 population**

Glasgow at £30.24 per person has the fourth highest spend on parks and open spaces, representing an improvement of two places on last year and

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continues to make a substantial investment in its extensive parks and open spaces. The Scottish Average is currently £20.14 per person. GGC manages over 20% of Glasgow's parks and open spaces and has a number of high footfall attractions unique to large cities across Scotland and the UK. For example, GCC fully fund Glasgow Botanic Gardens and is home to the largest urban country park in Scotland, Pollok Country Park.

Glasgow's overall expenditure trend has been reducing over time to close the gap with the Scottish Average, although this year has seen a slight increase in line with the Scottish average. For context; in 2012-13, Glasgow's cost was £37 per person, compared to the then Scottish average of £25.

➤ **Net cost of street cleaning per 1,000 population**

The net cost of street cleaning per 1,000 population remains the highest in Scotland at £30.82 per person; which is a reduction of almost £6 per person on last year's 2017-18 figures (£36 per person).

Glasgow is actively reviewing the Street Cleaning cost, and benchmarking other local authority models. In 2018 there was also investment in this area of business, which it impacted on cost, including:

- Bin sensor technology – smart technology to give data on fill rates across pilot sites;
- Bin Replacement Strategy to increase the capacity for waste and reduce collection rates;
- Route optimisation technology for street sweepers allowing resources to be deployed where needed;
- Closer working with Registered Social Landlords to explore partnership opportunities; and
- Planning for an integrated system with routing and mobile capabilities to modernise the delivery of streetscene service.

➤ **% of total household waste that is recycled**

Currently Glasgow at 25.6% of all waste recycled; has the fourth lowest rate of recycling in Scotland. The average rate of recycling for Scotland is 44.7% of all waste.

➤ **Business Gateway Start Ups per 10,000 population**

Currently Glasgow is the lowest ranking of all the authorities at 6 starts ups per 10,000 population. The Scottish Average for Business Gateway Start Ups is 16.

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The way in which Business Gateway data is calculated is solely based on the number of SMEs Business Gateway has engaged with during a set period of time. Glasgow tends to use Office of National Statistics (ONS) data, which captures the total SME population of Glasgow, not just those who have engaged with Business Gateway. This provides a fuller picture of Glasgow's SME start-up position. Using this method, the cities of Glasgow and Edinburgh outperform all other local authority areas in Scotland whether calculated using the total population or working age population as baseline data^[1].

➤ **Cost of Planning Per Application**

Glasgow has the 6th highest cost per application at £6,231.

In addition a fuller understanding of what figures were used to calculate the cost per planning application is required to ensure that accurate direct staff costs rather alone are attributed rather than a cost centre approach.

Part of our feedback to the Improvement Service has noted that not all Councils across Scotland merge planning and building standards in the same way. It doesn't provide a comparable data to the Costing the Planning Service estimates of cost of processing an application, which look only at planning costs. This also means a service including building standards staff (like Glasgow) has the potential to skew the "cost per planning application" costs.

➤ **Cost per attendance at sports facilities**

Glasgow has the highest cost per attendance at sports facilities in Scotland at £4.47 against a Scottish average of £2.61, although the cost has reduced from £4.84 per attendance in 2017-18

Glasgow Life differs from all other Local Authorities in the number of large venues it manages for which a significant proportion of attendances are for events (Emirates, Tollcross and Scotstoun Stadium).

The cost per visit excludes income from attendances, income from sporting events and spectators to sporting events. Proportionately this is likely to be more significant in Glasgow than any other local authority

3.2 Key indicators Ranked in the Highest Eight (Quartile)

Below are some of the key indicators in the highest eight nationally, with a note of some the actions being undertaken to understand and to support areas of improvement where appropriate.

^[1] ONS (2017) Available at:

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2015>

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➤ **% of the highest paid employees who are women**

At 58.6%, Glasgow has the eighth highest proportion of employees in highly paid posts. From 2019 this indicator has been supplemented by an additional pay equality indicator, so this will be reflected in future reporting.

➤ **Sickness Absence per Employee (non-teacher)**

Across all Scottish local authorities in 2017-18 Glasgow was placed 8th in terms of days of absence per employee at 10.4 days against a Scottish average of 11.5 days.

➤ **SDS spend on adults 18+ as a percentage of total social work spend on adults 18+**

Glasgow still spends significantly one of the highest percentages (22.7%) of total social work expenditure on self-directed spend, both nationally and within the benchmarking group. This is due to Glasgow implementing a legislative requirement earlier than other Councils. It is anticipated that other local authorities SDS spend will increase in due course as they implement the legislation, which has significantly shifted the balance of care in the 17-18 period.

➤ **Proportion of People Earning Less Than The Living Wage**

Glasgow is ranked fourth in Scotland with 16.2% of people recorded as earning less than the Living Wage, which is £9 per hour.

The Glasgow Living Wage was originally launched in 2009 by Glasgow City Council to tackle in-work poverty focusing on Council Family staff in the first instance. The move increased the pay of 5,000 of the lowest paid staff across the council family. Since then, other employers throughout the city have been encouraged by the council to pay their staff a Living Wage.

Glasgow's City Council's Procurement Strategy also supports the Living Wage through our suppliers and purchased services.

➤ **Balance of Care % of Looked After Children looked after in the Community**

Glasgow is ranked 7th nationally with regard to the percentage (93%) of Looked After Children in community placements. The Scottish average is (90%).

Within the family group of similar authorities only North Lanarkshire at (95%) ranks higher.

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➤ **Proportion of properties receiving superfast broadband**

Glasgow at 97.8% of properties has 4th highest proportion of properties receiving superfast broadband in Scotland. This represents an increase of 1% on the previous year. The Scottish average is currently 92%.

4.0 Overview of key outlying indicators and placement within the LGBF

4.1 Table 1 below summarises the indicators which are ranked within the highest or lowest eight local authorities (the highest and lowest quartiles). The service areas are colour coded as per the LGBF classification; for clearer identification.

Table 1

Highest ranked quartile					
		Rank			Rank
CHN9	Balance of Care % Looked After Children Looked After in the Community	7	C&L5c	% adults satisfied with museums & galleries	4
CORP3b	% of the highest paid employees who are women	8			
CORP 4	The Cost per dwelling of collecting Council Tax	8	ENV4e	% of unclassified roads that should be considered for maintenance treatment	5
CORP6a	Sickness Absence per Employee (non-teacher)	8	ECON 7	Proportion of People Earning Less Than The Living Wage	4
CORP 7	Income Due From Council Tax	6			
SW2	SDS spend on adults 18+ as a percentage of total social work spend on adults 18+	1	ECON 8	Proportion of properties receiving superfast broadband	4
SW5	Residential Cost per week resident over 65	8			

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Highest ranked quartile					
		Rank			Rank

Lowest ranked quartile					
		Rank			Rank
SW1	Homecare costs per hour aged 65 or over	28	C&L1	Cost per attendance at leisure facilities	32
CHN2	Cost per Secondary pupil	27	C&L4	Cost of Parks and Open Spaces (per 100,000 of pop)	28
CHN3	Cost per pre-school education registration	29	C&L5d	% of adults satisfied with leisure facilities	27
CHN4 & CHN6 (linked indicators)	% of pupils gaining 5+ Awards at Level 5 % of pupils gaining 5+ Awards at Level 5 for Higher Grade by SIMD	30 (but ranked 7 when SIMD taken into account - out of 28 reporting LA's)			
CHN5 & CHN7 (linked indicators)	% of pupils gaining 5+ Awards at Level 6	28 (but ranked 6 when SIMD taken into account out of 27 reporting LA's)	ENV2a	Net Cost of Waste Disposal per Premise	25
	% of pupils gaining 5+ Awards at Level 6 for Higher Grade by SIMD		ENV3a	Net cost of street cleaning per 1,000 population	31
CHN8a	Cost of Looked After Children in Residential Based Services	28	ENV3c	Cleanliness Score	32
CH10	% of Adults Satisfied With Local Schools	31	ENV5b	Cost of environmental health per 1,000 population	26

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Lowest ranked quartile					
		Rank			Rank
CORP1		26	ENV6	% of total household waste that is recycled	29
			ENV7a	% of adults satisfied with refuse collection	25
			ENV7b	% of adults satisfied with street cleaning	30
			ECON 2	Cost of Building and Planning Standards per Planning Application	27
C&L1	Cost per attendance at sports facilities	32	ECON 4	% of Procurement spent on local small/ medium enterprises	25
C&L4	Cost of parks and open spaces per 1,000 population	32	ECON 5	Business Gateway Start Ups per 10,000 population	32

5.0 Scotland-wide Benchmarking Programme

5.1 Currently all Scottish local authorities are participating within their family groups in a range of benchmarking exercises that were initiated by the Improvement Service under the auspices of the LGBF.

5.2 Glasgow has also been also actively engaged in the following Improvement Service benchmarking events during 2019/2020:

- Support Services
- Council Tax
- Street Cleaning
- Libraries
- Adult Social Care
- Finance Learning
- Economic Development
- Planning
- Museums
- Sports
- Looked After Children

Improvement Service events scheduled for 2020-21 are still to be confirmed.

5.3 The Council Family has actively participated in these benchmarking family groups. Glasgow Life continues to lead the Museums family group discussions.

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These discussions tend to share information across a range of issues; covering areas best practice, financing, and performance reporting.

6.0 Other Benchmarking Activities

- 6.1 Each Council Service is required to produce an Annual Service Plan and Performance Report (ASPIR). This sets out current year priorities in the context of previous performance. The ASPIR process recognises the importance of benchmarking for achieving and demonstrating Best Value and identifies that the LGBF is only one aspect of benchmarking activity currently taking place across all Scottish local authorities.
- 6.2 The ASPIR guidance requests that Services highlight current benchmarking activities including those not reflected within the LGBF.
- 6.3 As noted at 2.8, 2.9, and 2.10 the indicators highlighted in within the highest and lowest quartile are also be followed up by individual Services and service leads throughout the year. The Strategic Planning and Performance Working Group, comprising performance leads across the Council Family also regularly scrutinise LGBF outliers in the course of the scheduled work programme.
- 6.3 Existing ASPIR guidance gives prominence to the reporting of benchmarking exercises, and explicitly requires the reporting of progress of the LGBF indicators within Service ASPIRs. For 2021/22 this will also be included within any future ASPIR related reporting framework reflecting the aligned Renewal and Council Strategic Plan process.

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Policy and Resource Implications

Resource Implications:

Financial: None

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: A Thriving Economy, A Healthier City, Excellent and Inclusive Education, A Well Governed City that Listens and Responds

Equality Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 Yes, by highlighting benchmarked areas of Equality work the report seeks to assist in increasing people's knowledge about Equality and Fairness which supports the Equality Outcomes.

What are the potential equality impacts as a result of this report? No EQIA required as the report is a comparative one; based on local authority data from 2018-19, and no policy decisions are initiated in this report.

Sustainability Impacts:

Environmental: None

Social: None

Economic: None

Privacy and Data Protection impacts: Data collated with be handled in accordance with the General Data Protection Regulation

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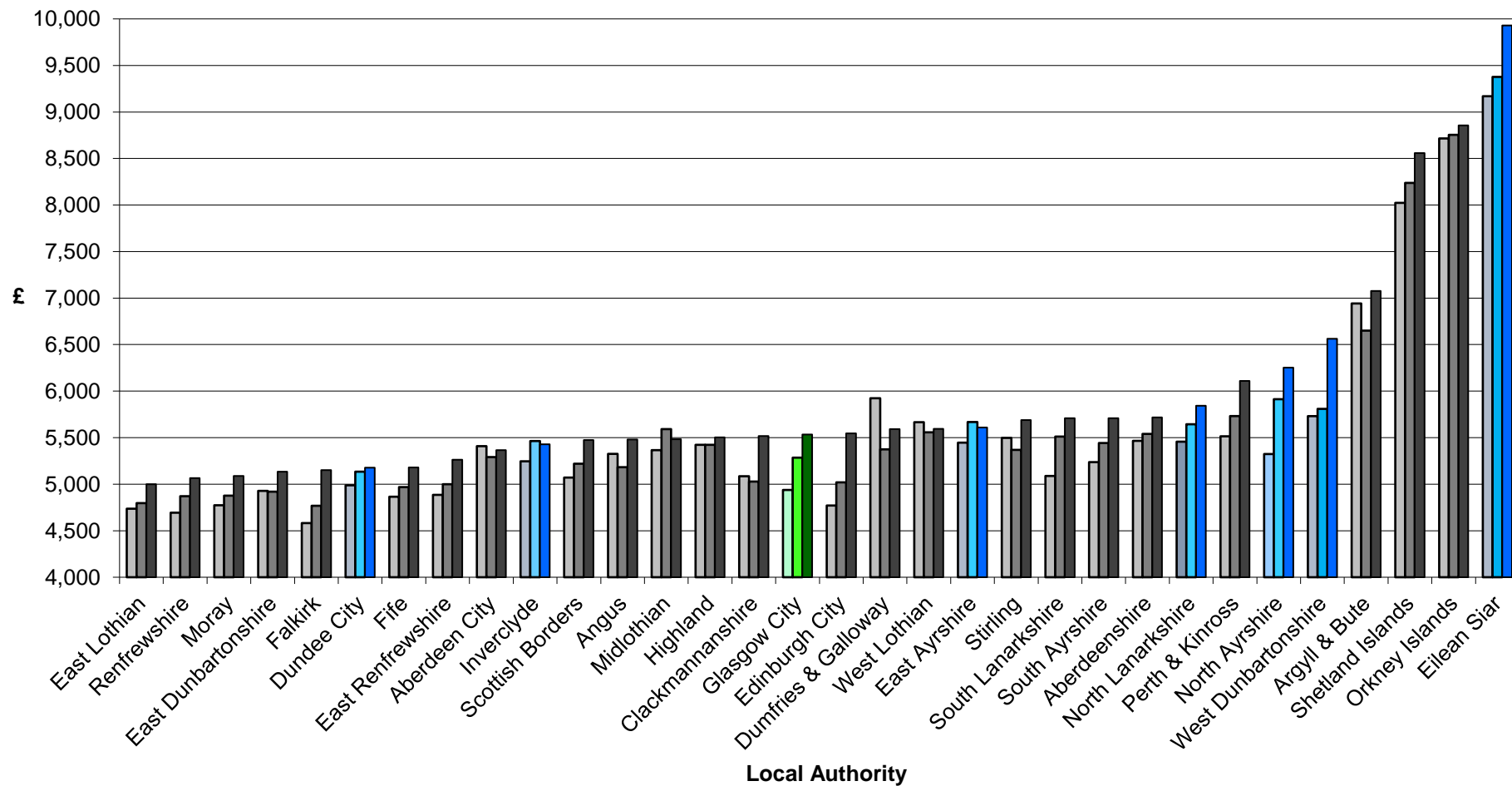
Recommendations

The committee is asked to note this report and to:

- consider the Local Government Benchmarking Framework and provide comment, in particular, on those indicators that may highlight areas of best value;
- note that the Local Government Benchmarking Framework will be reported annually to the committee when the figures are updated; and
- note the ongoing programme of benchmarking work.

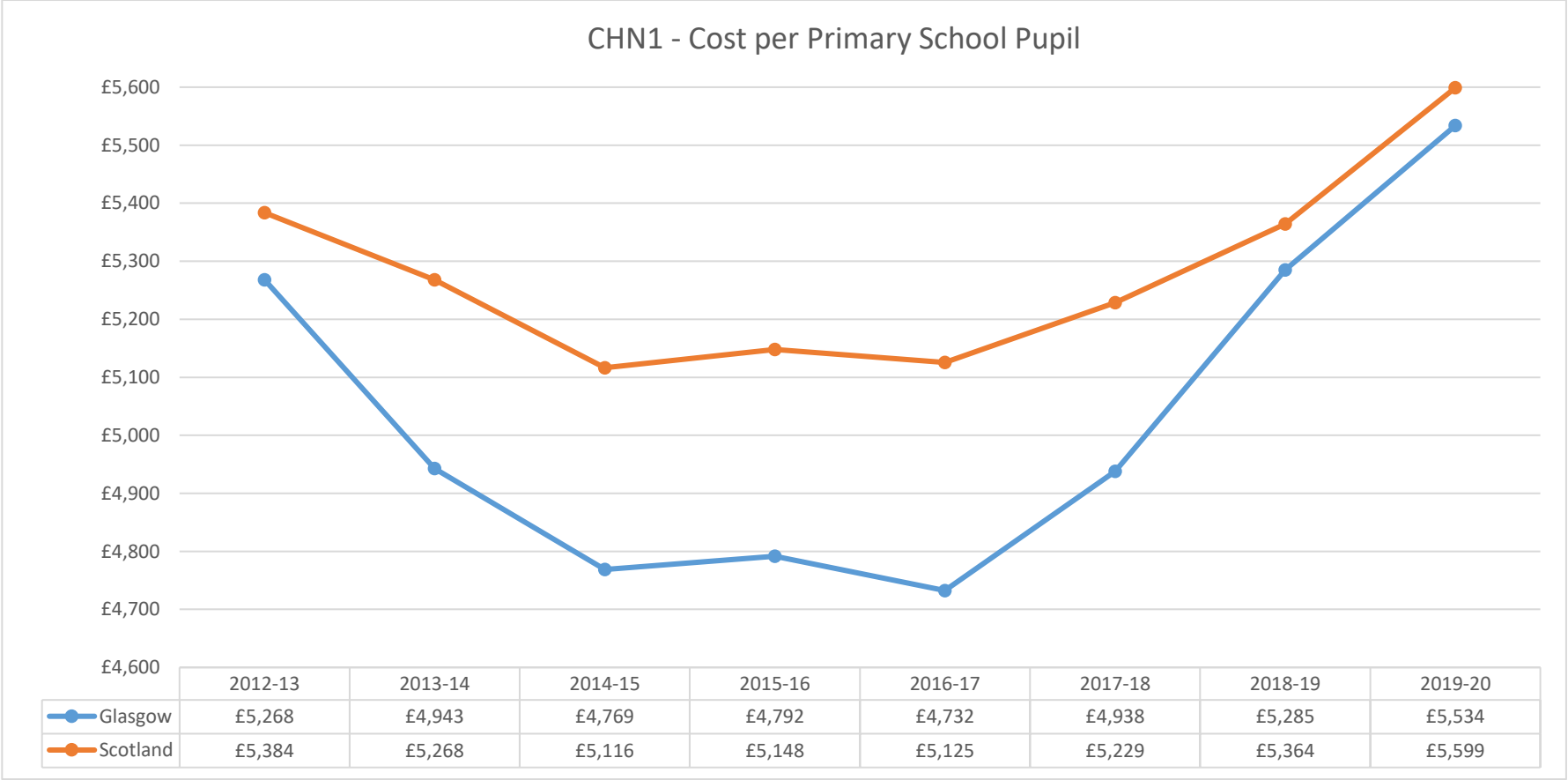
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**CHN1 - Cost per Primary School Pupil
2017/18, 2018/19, 2019/20**



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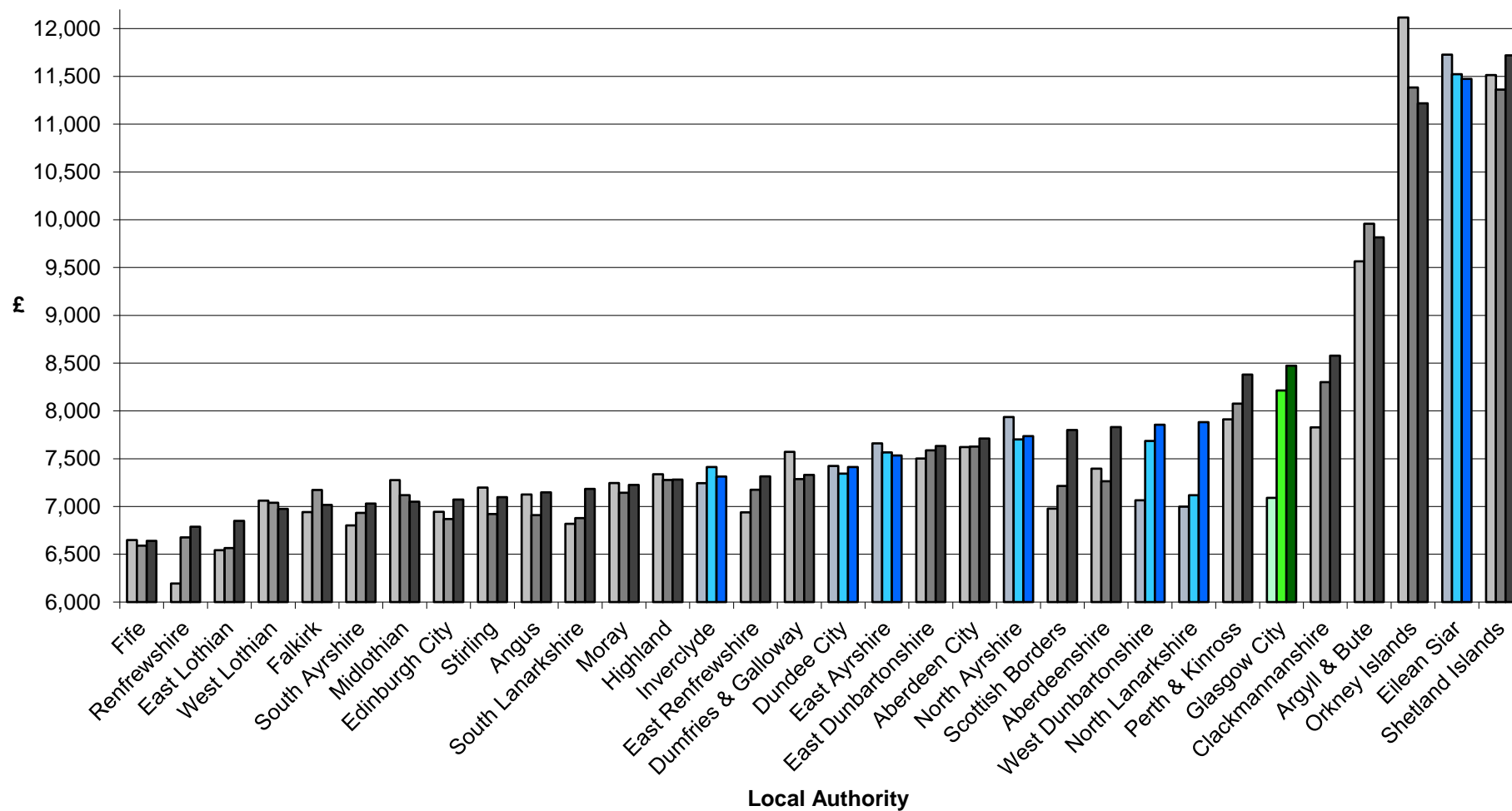
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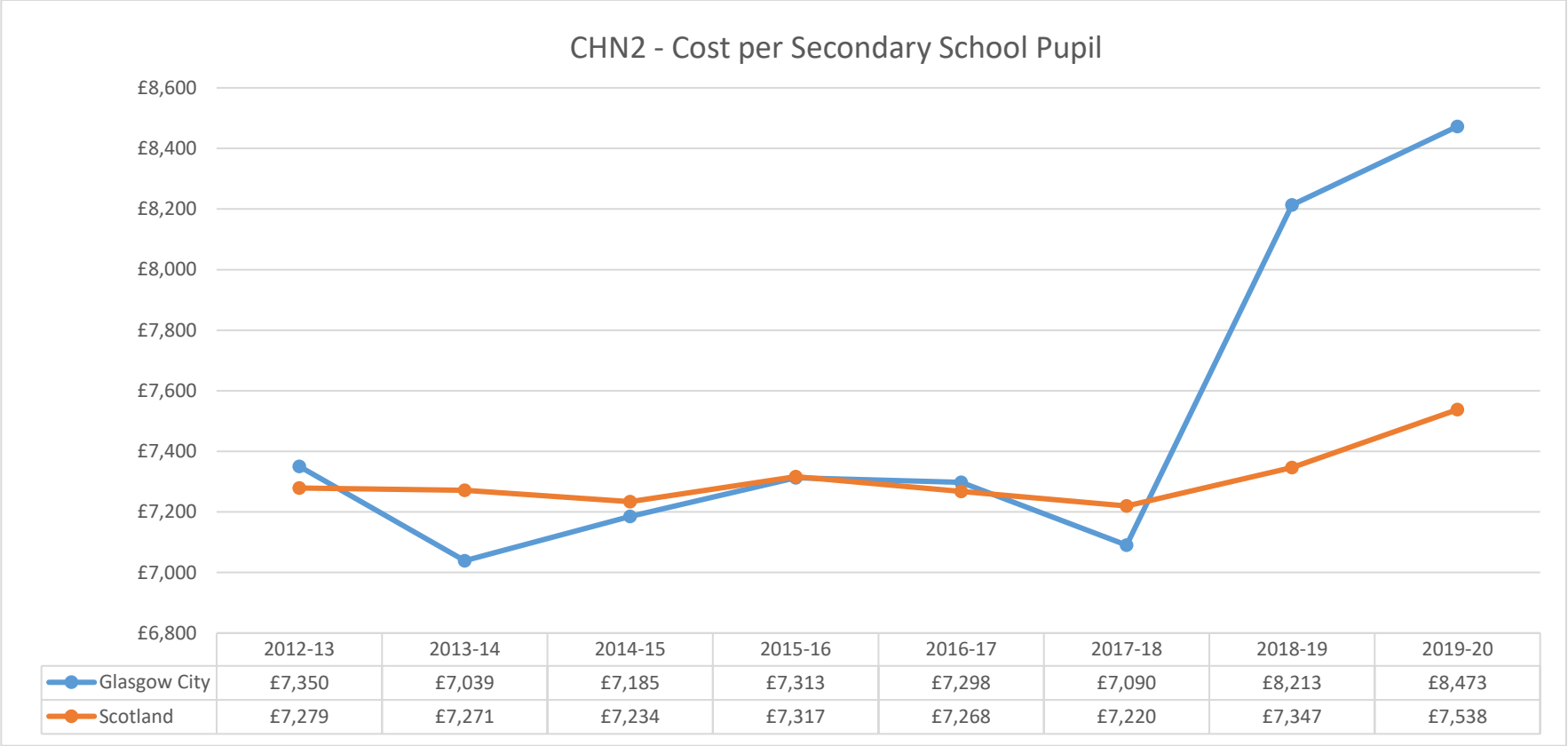
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**CHN2 - Cost per Secondary School Pupil
2017/18, 2018/19, 2019/20**

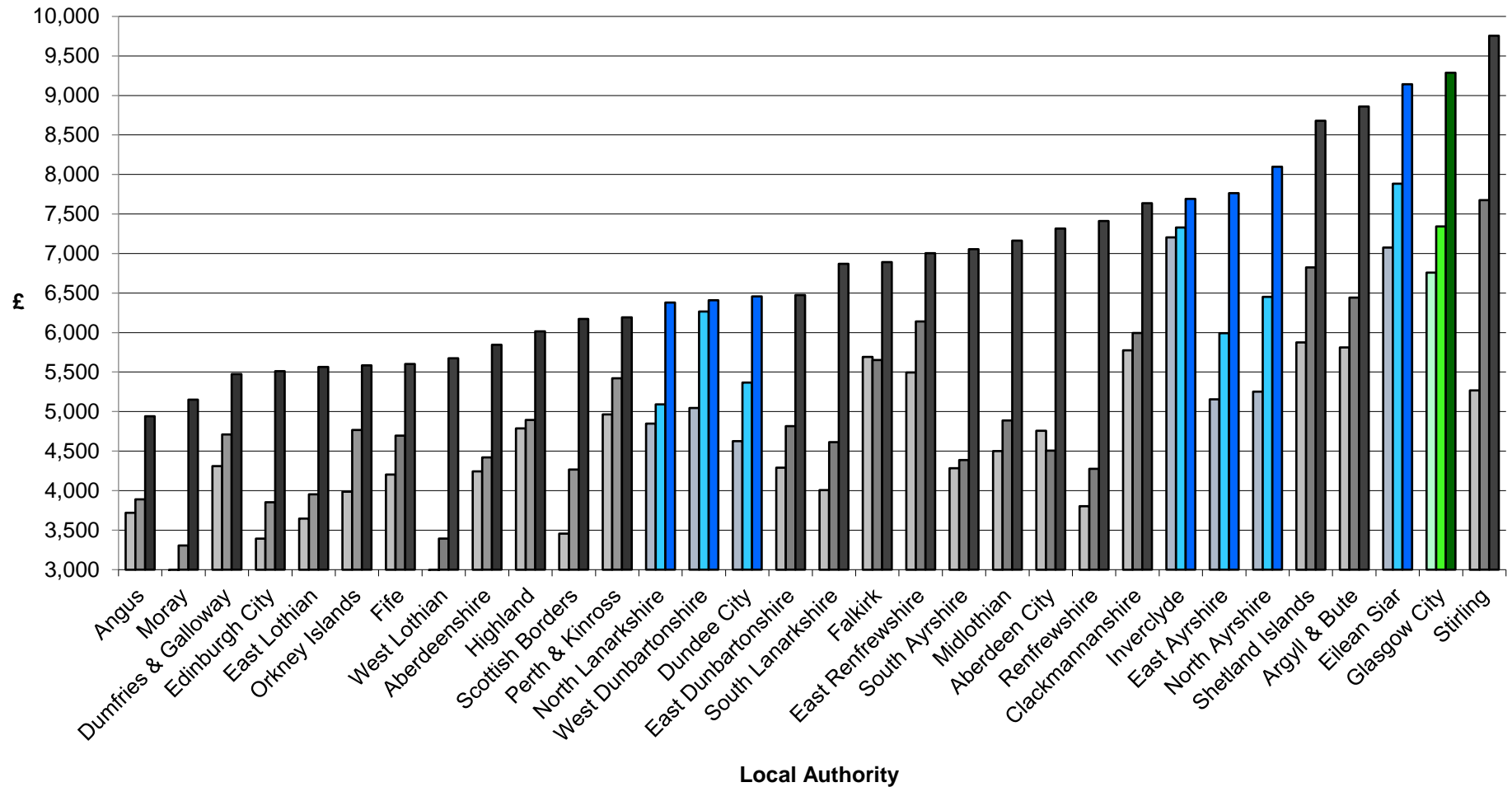


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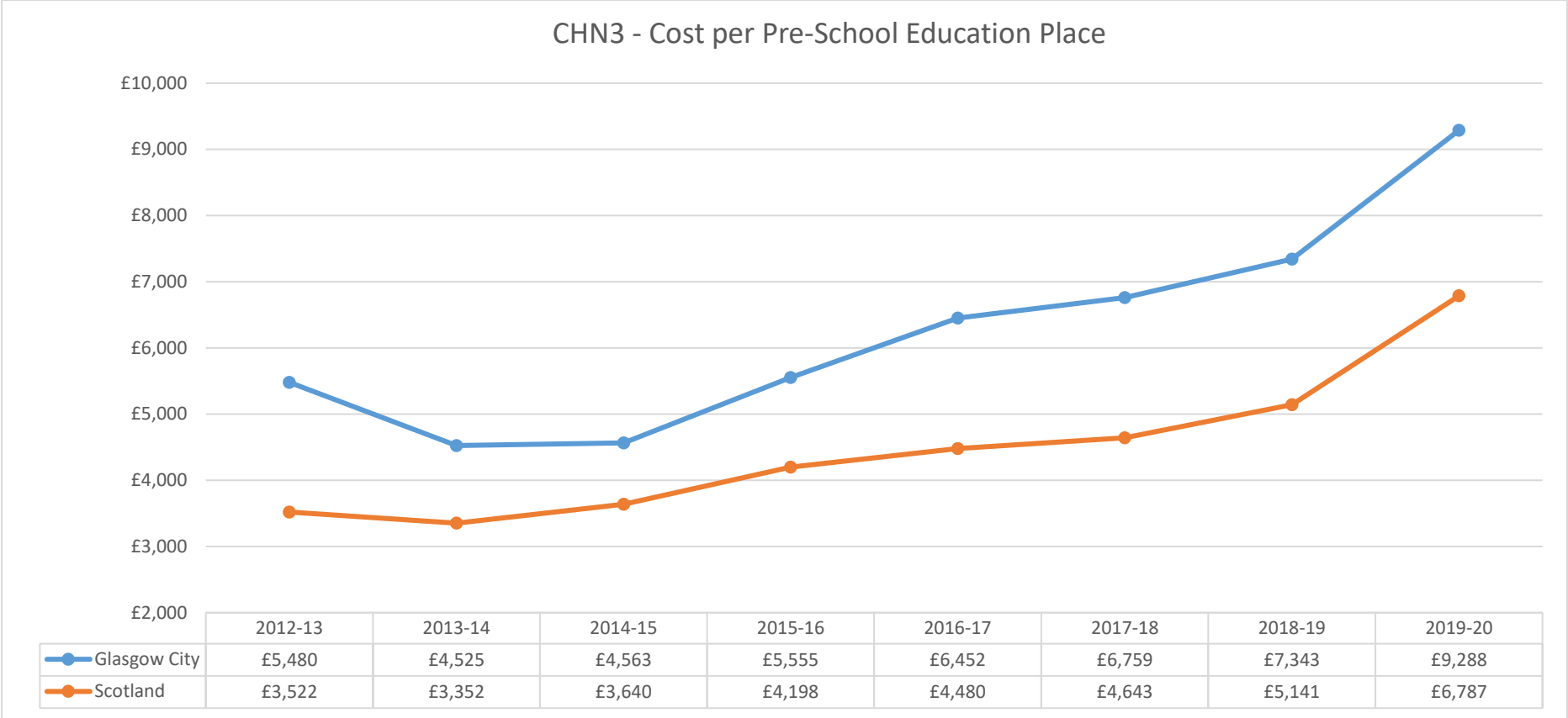


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**CHN3 - Cost per Pre-School Education Place
2017/18, 2018/19, 2019/20**

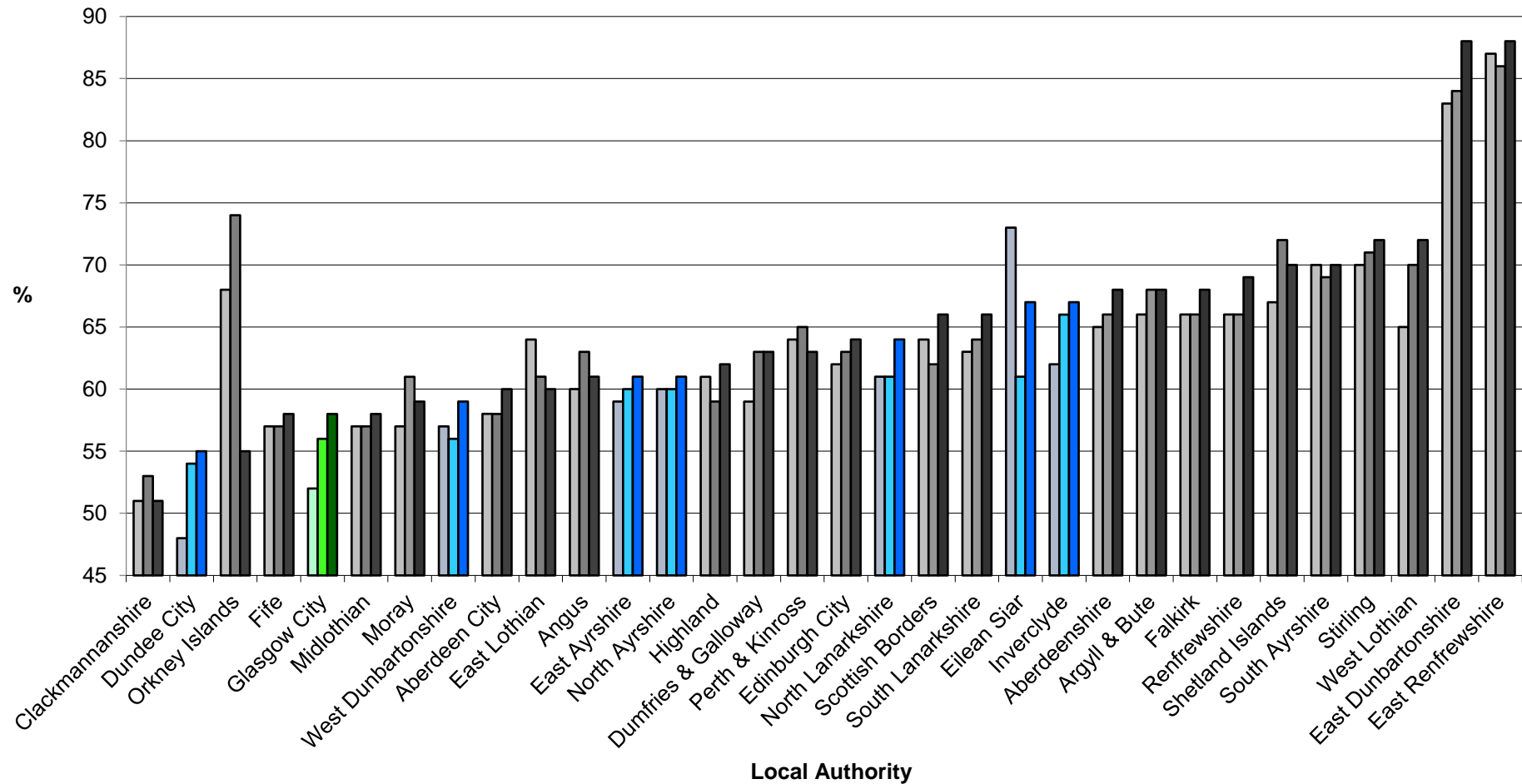


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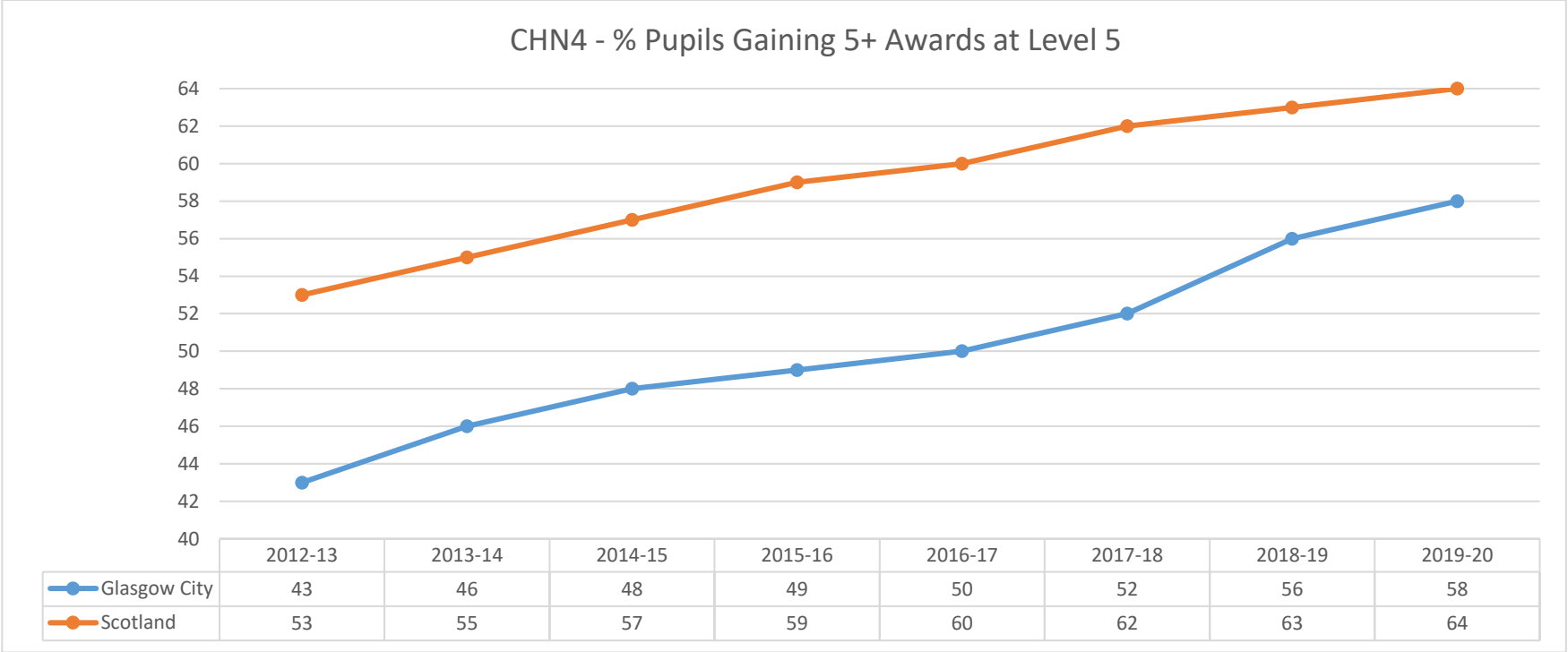


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CHN4 - % Pupils Gaining 5+ Awards at Level 5
2017/18, 2018/19, 2019/20

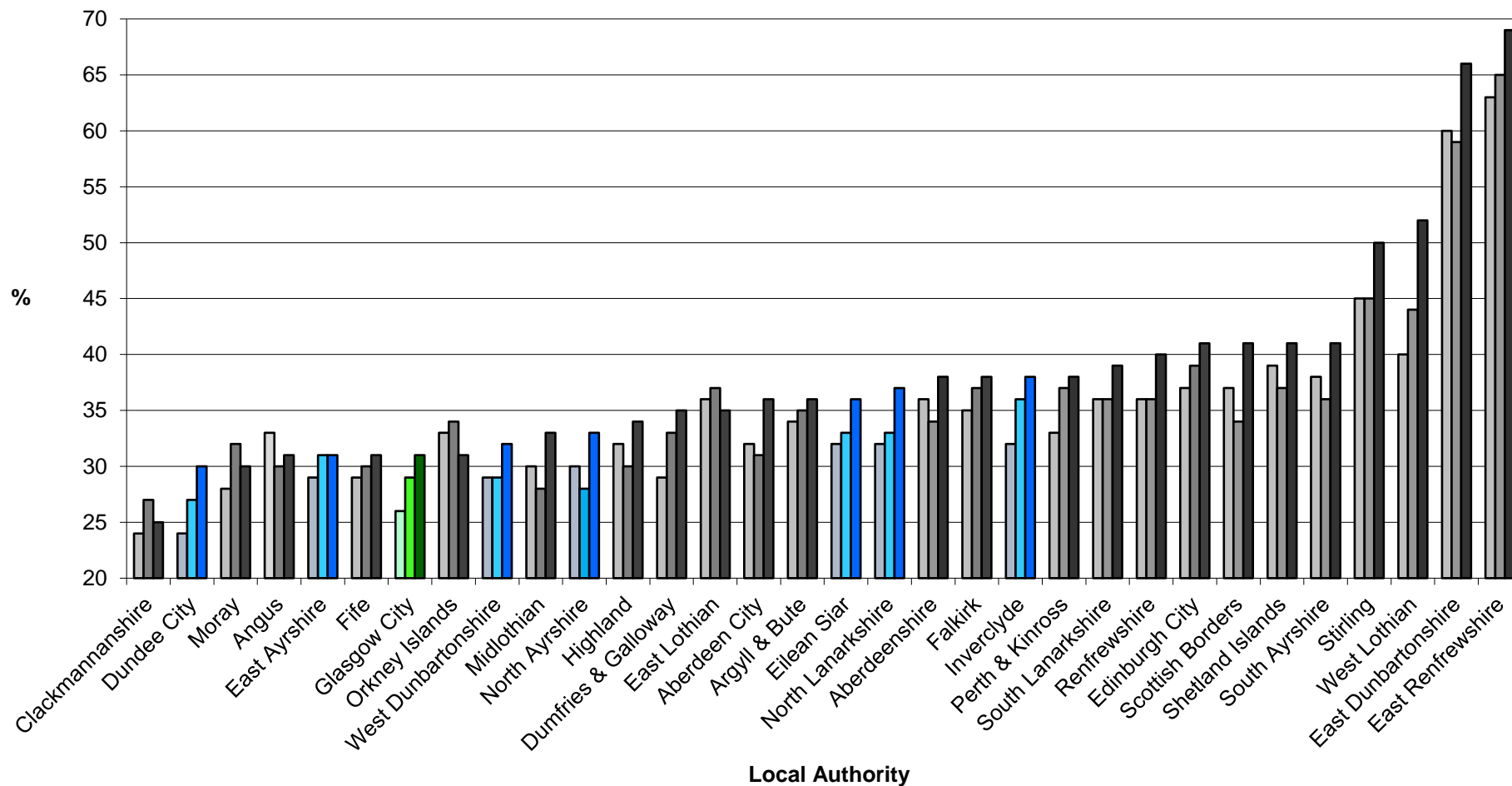


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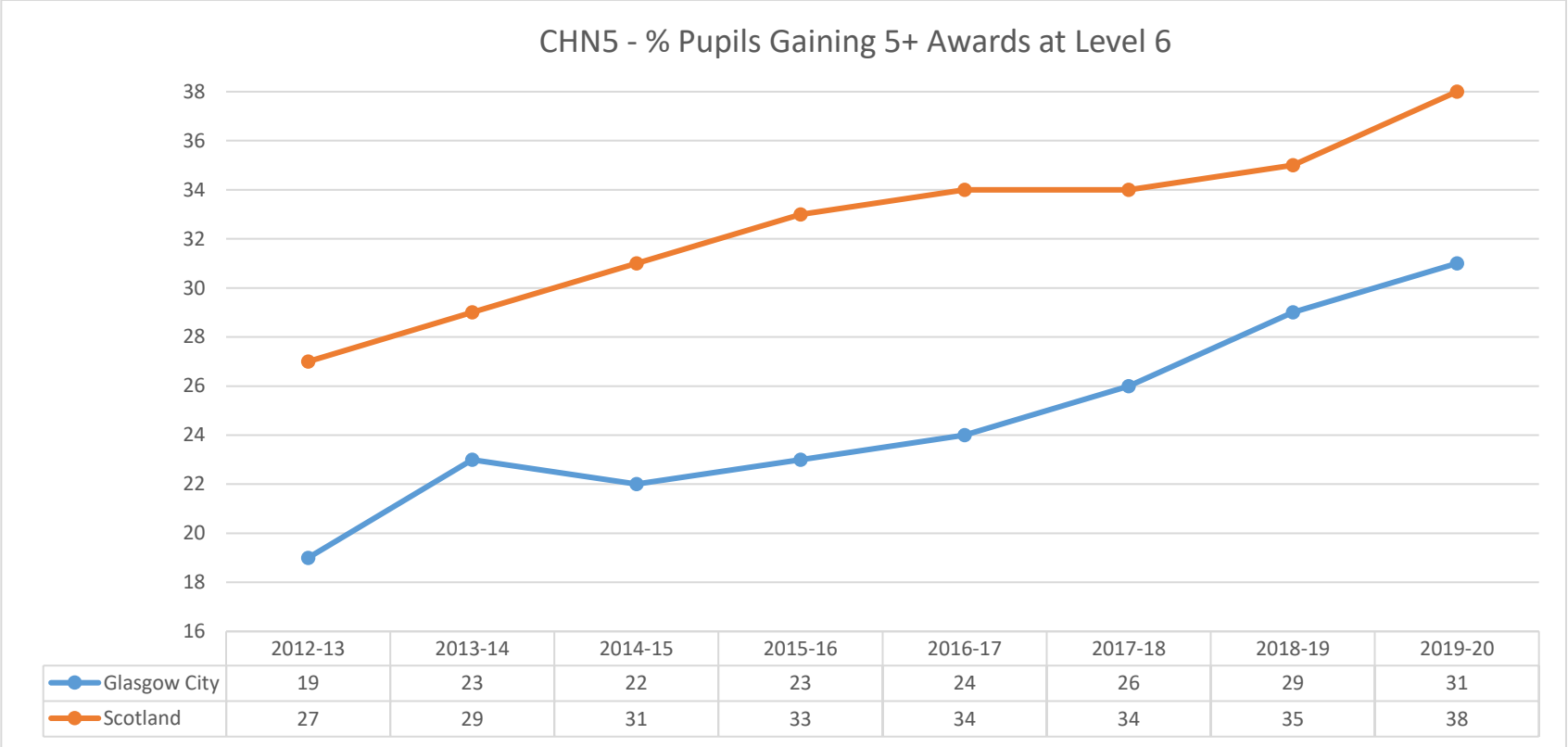


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CHN5 - % Pupils Gaining 5+ Awards at Level 6
2017/18, 2018/19, 2019/20

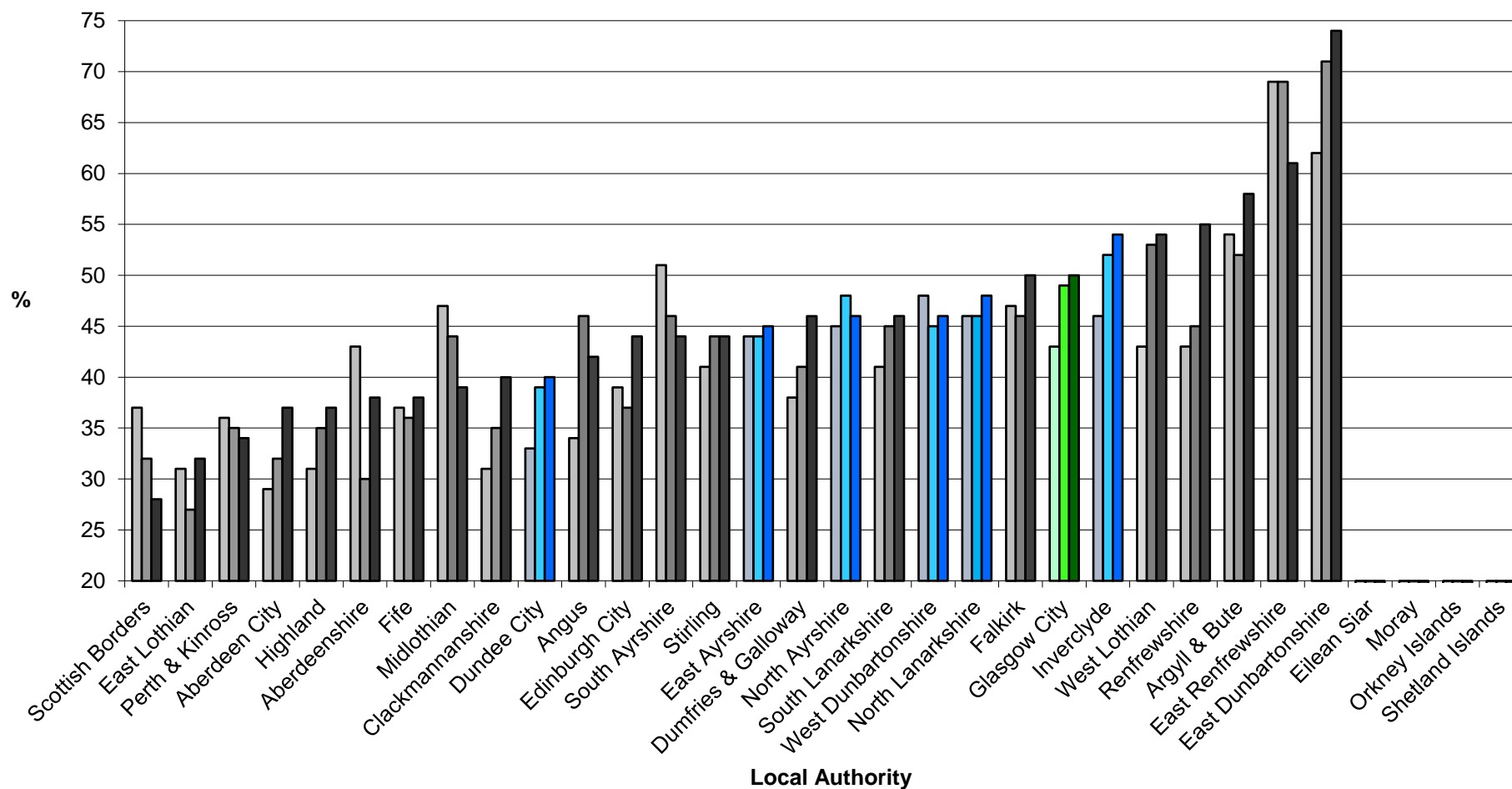


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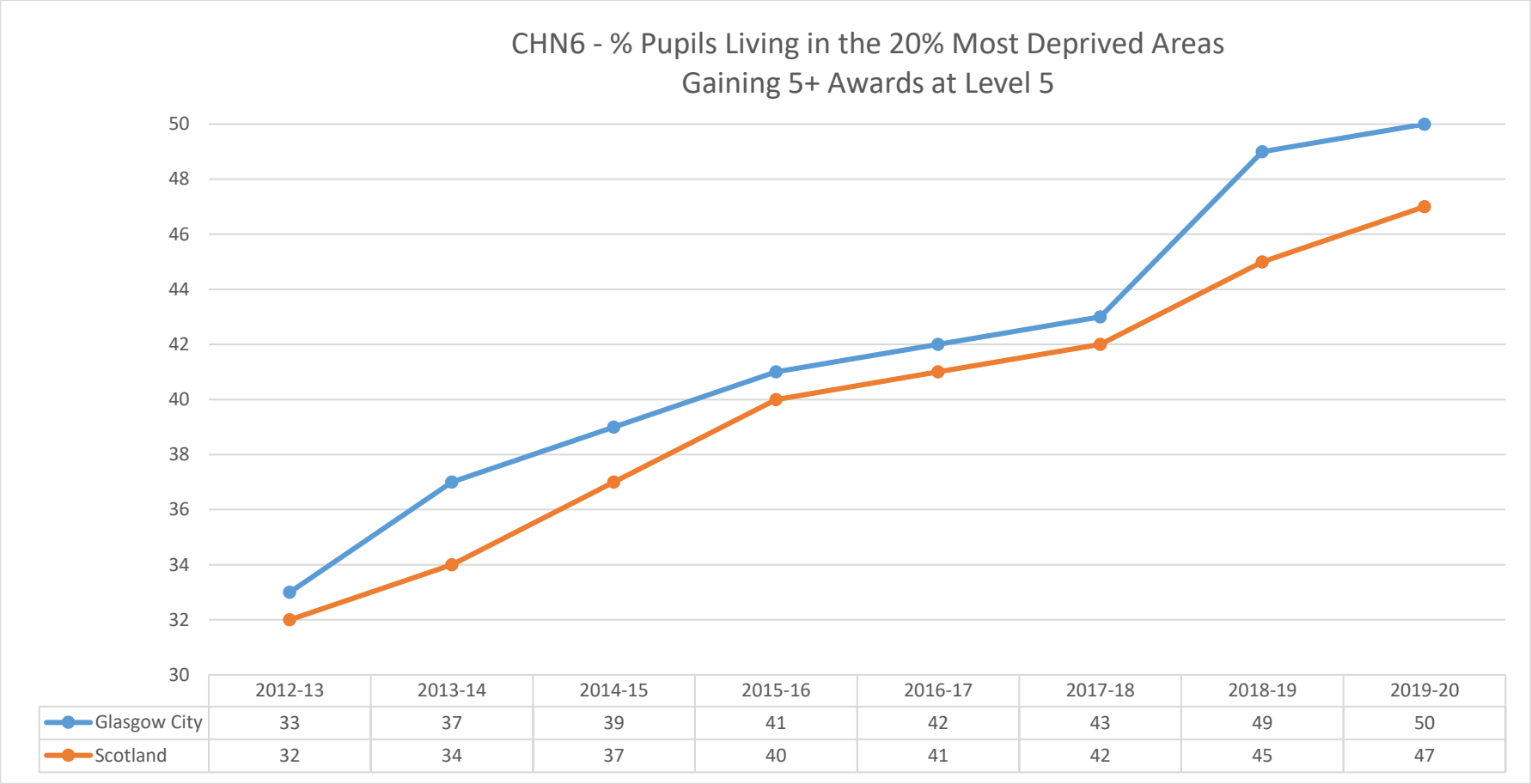
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**CHN6 - % of Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 5
2017/18, 2018/19, 2019/20**



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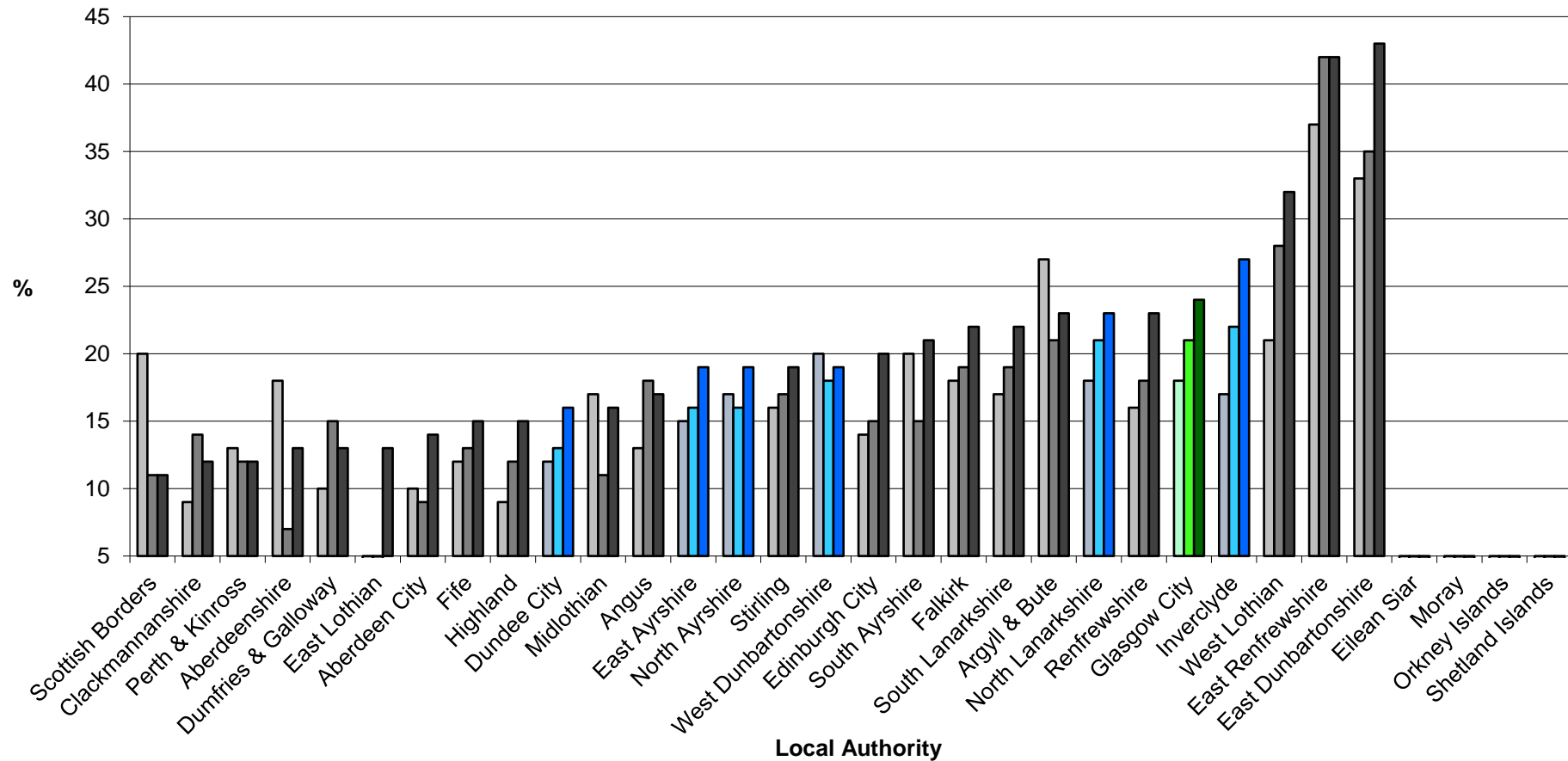
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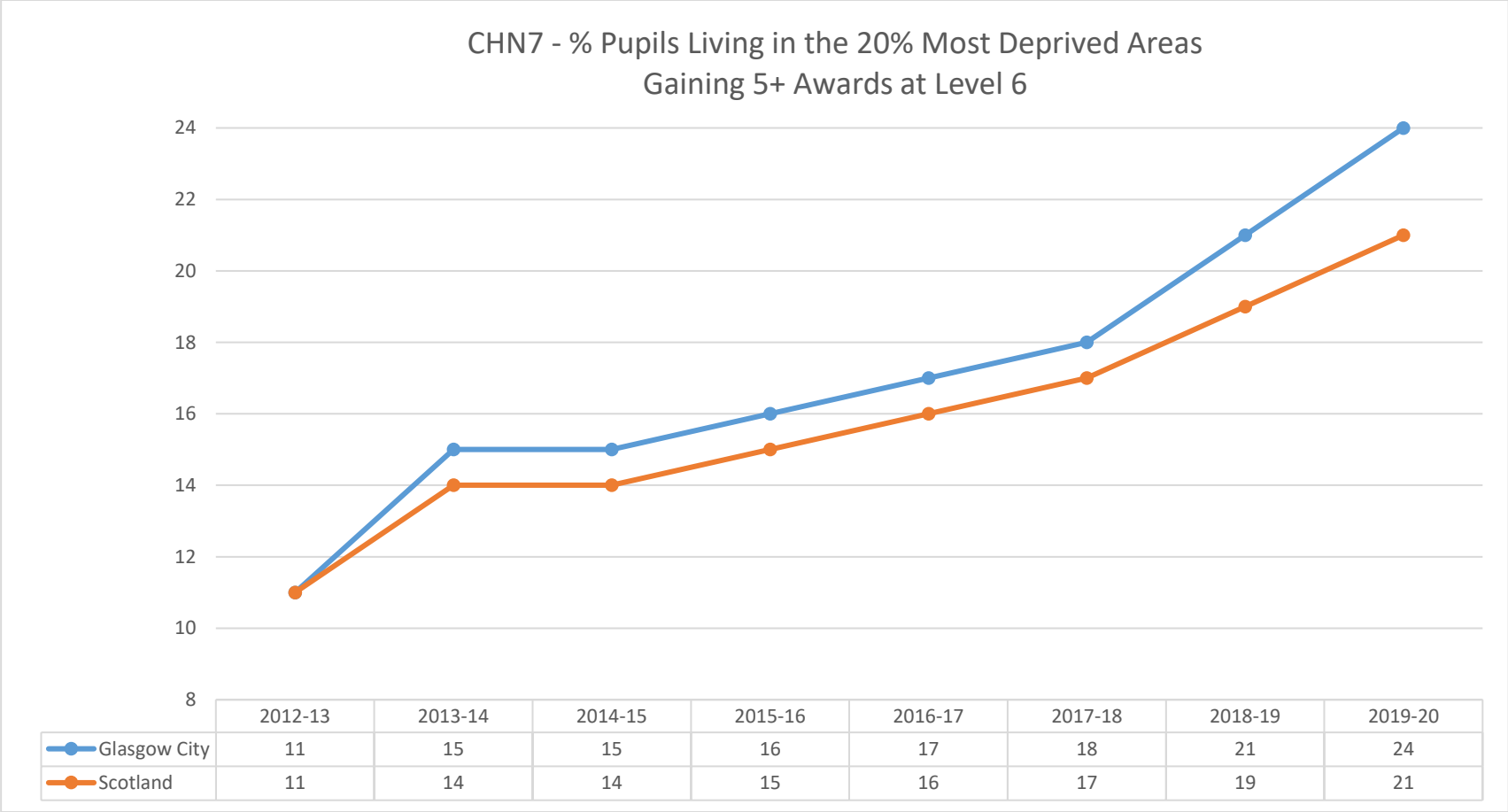
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**CHN7 - % Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 6
2017/18, 2018/19, 2019/20**

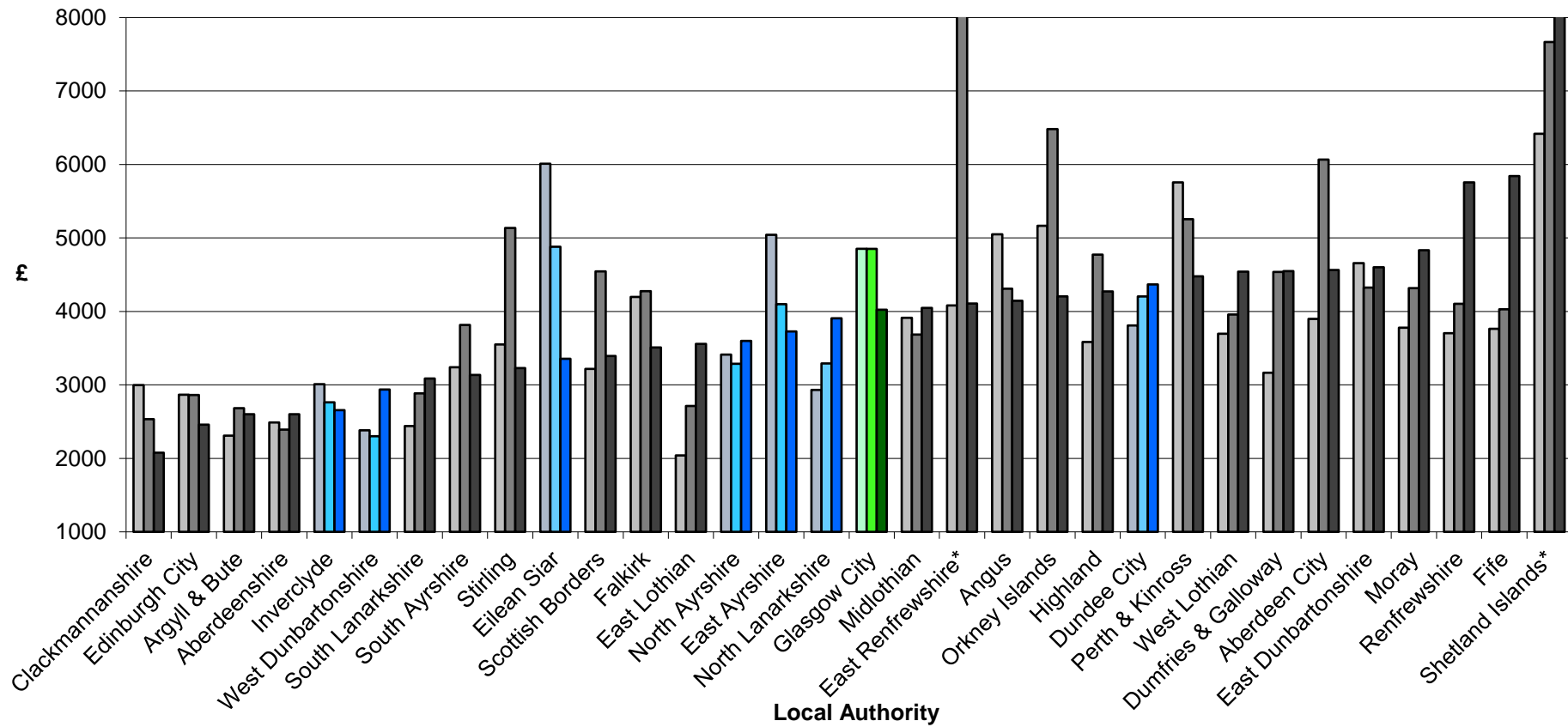


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**CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services
per Child per Week 2017/18, 2018/19, 2019/20**

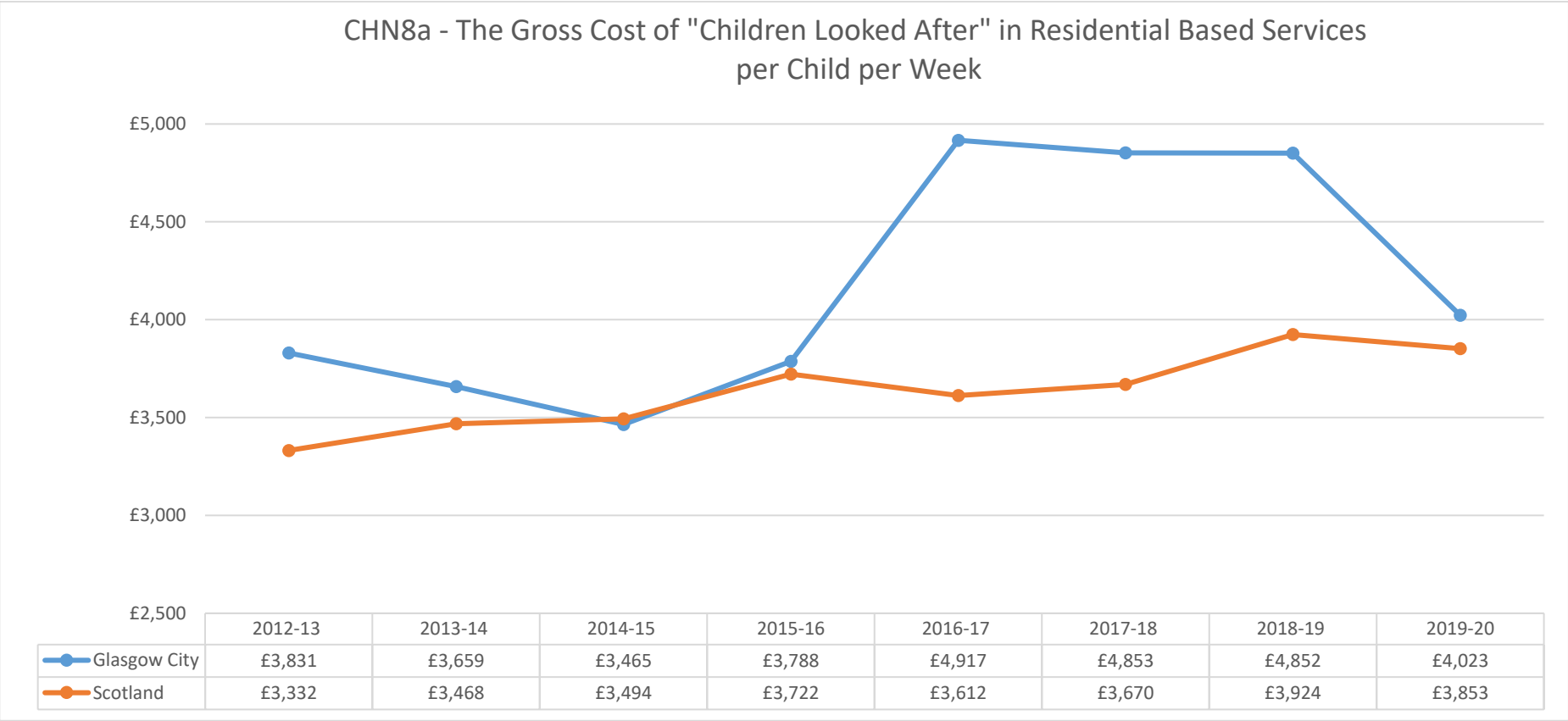


*East Renfrewshire 2018/19 - **£12,608**

*Shetland Island 2019/20 - **£12,976**

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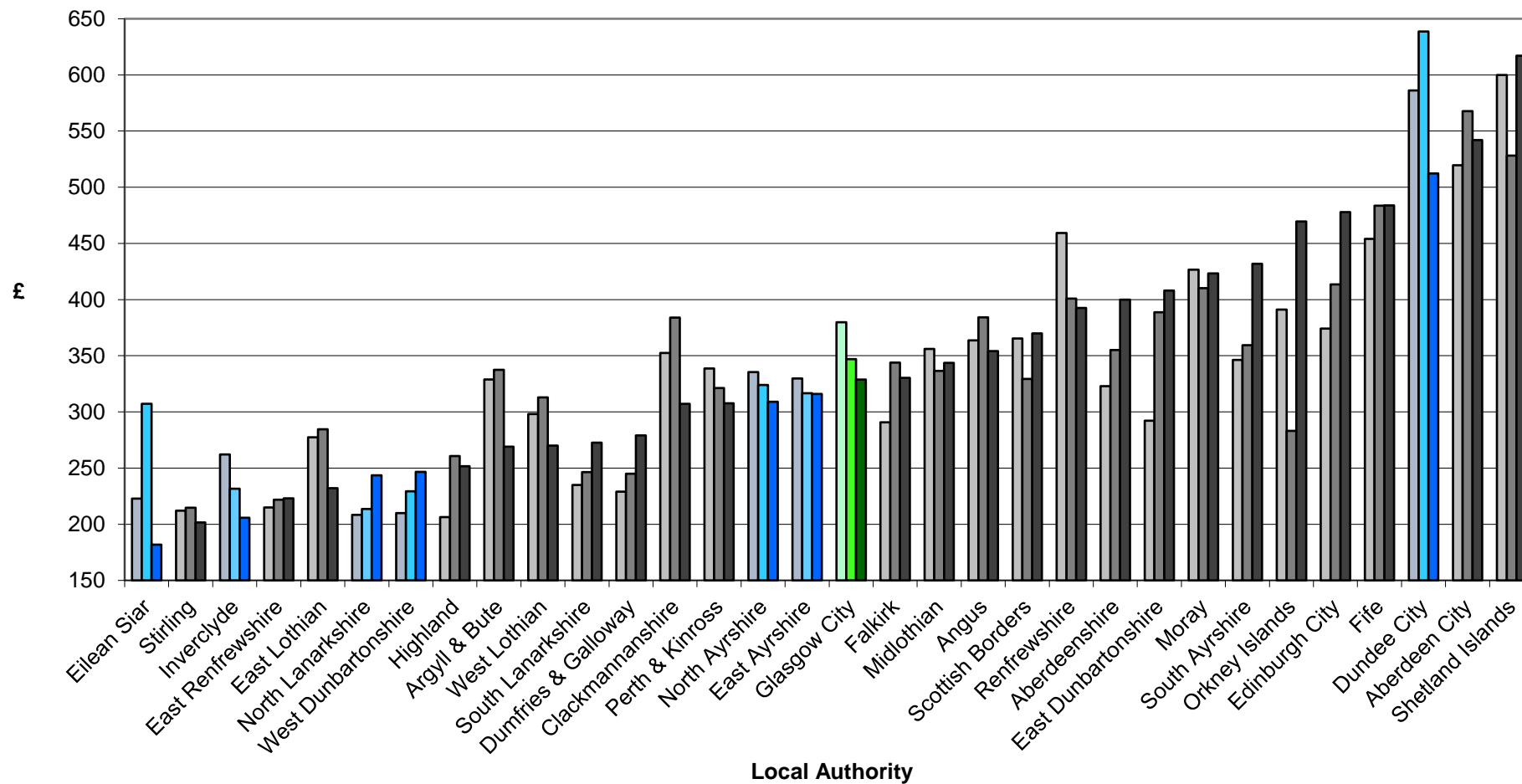
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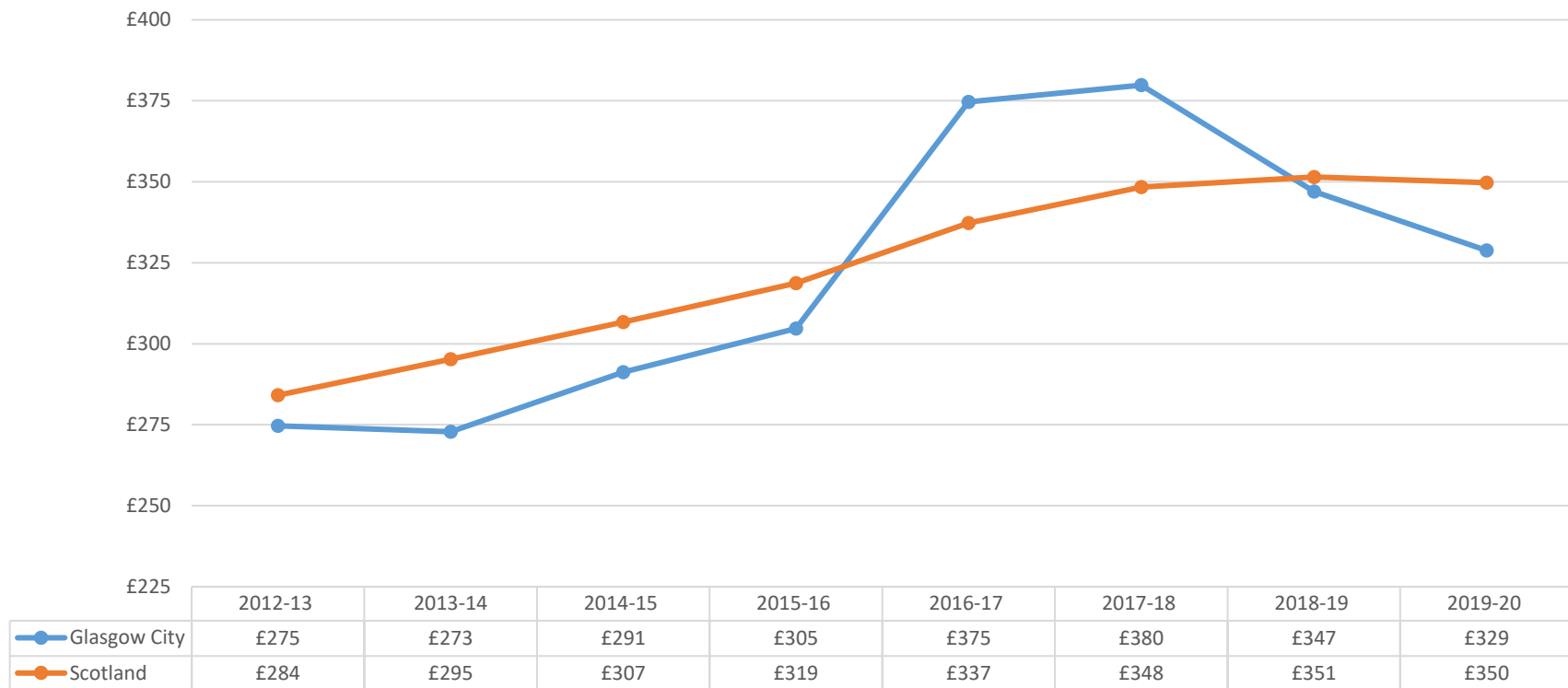
**CHN8b - The Gross Cost of "Children Looked After" in a Community Setting
per Child per Week 2017/18, 2018/19, 2019/20**



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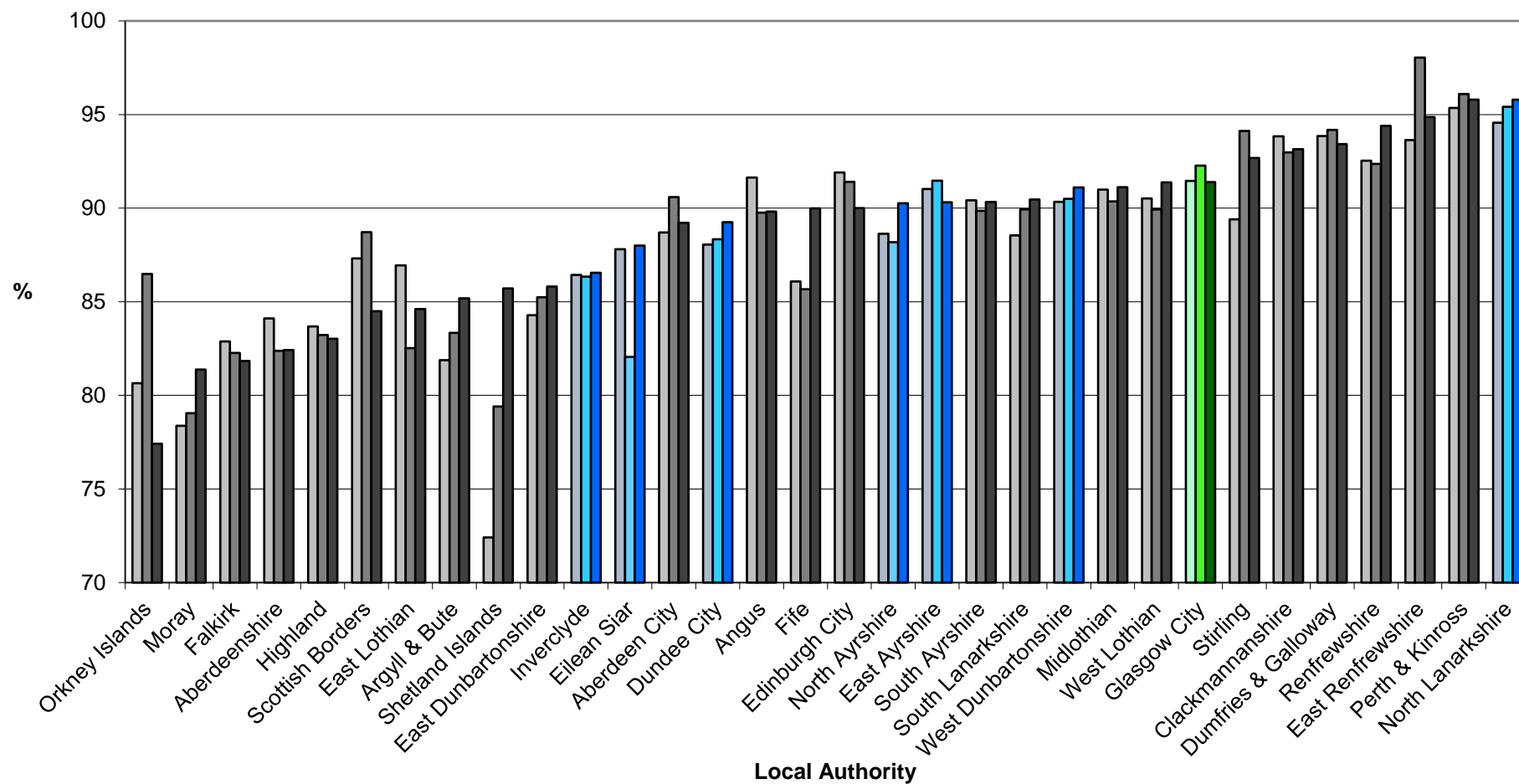
CHN8b - The Gross Cost of "Children Looked After" in a Community Setting
per Child per Week



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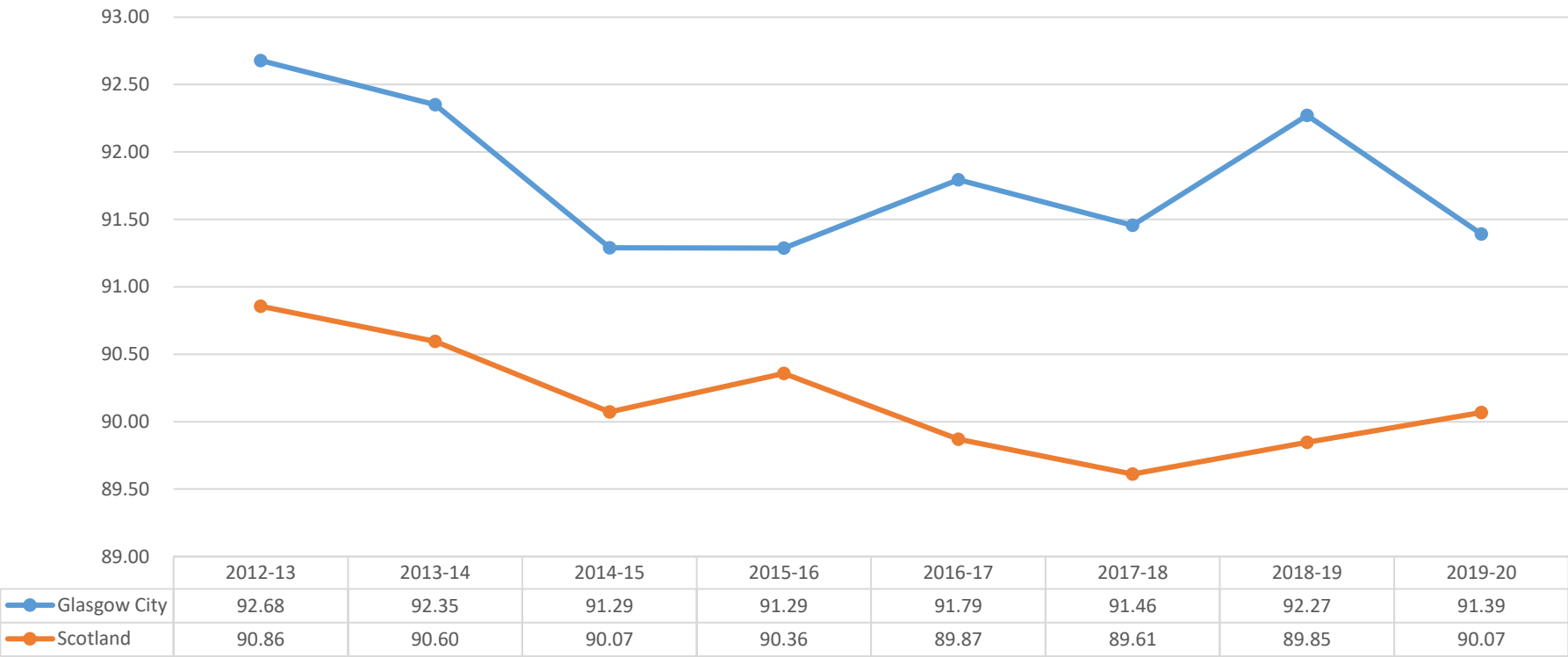
**CHN9 - Balance of Care for Looked After Children:
% of Children Being Looked After in The Community 2017/18, 2018/19, 2019/20**



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CHN9 - Balance of Care for 'Looked After Children':
% Children Being Looked After in the Community

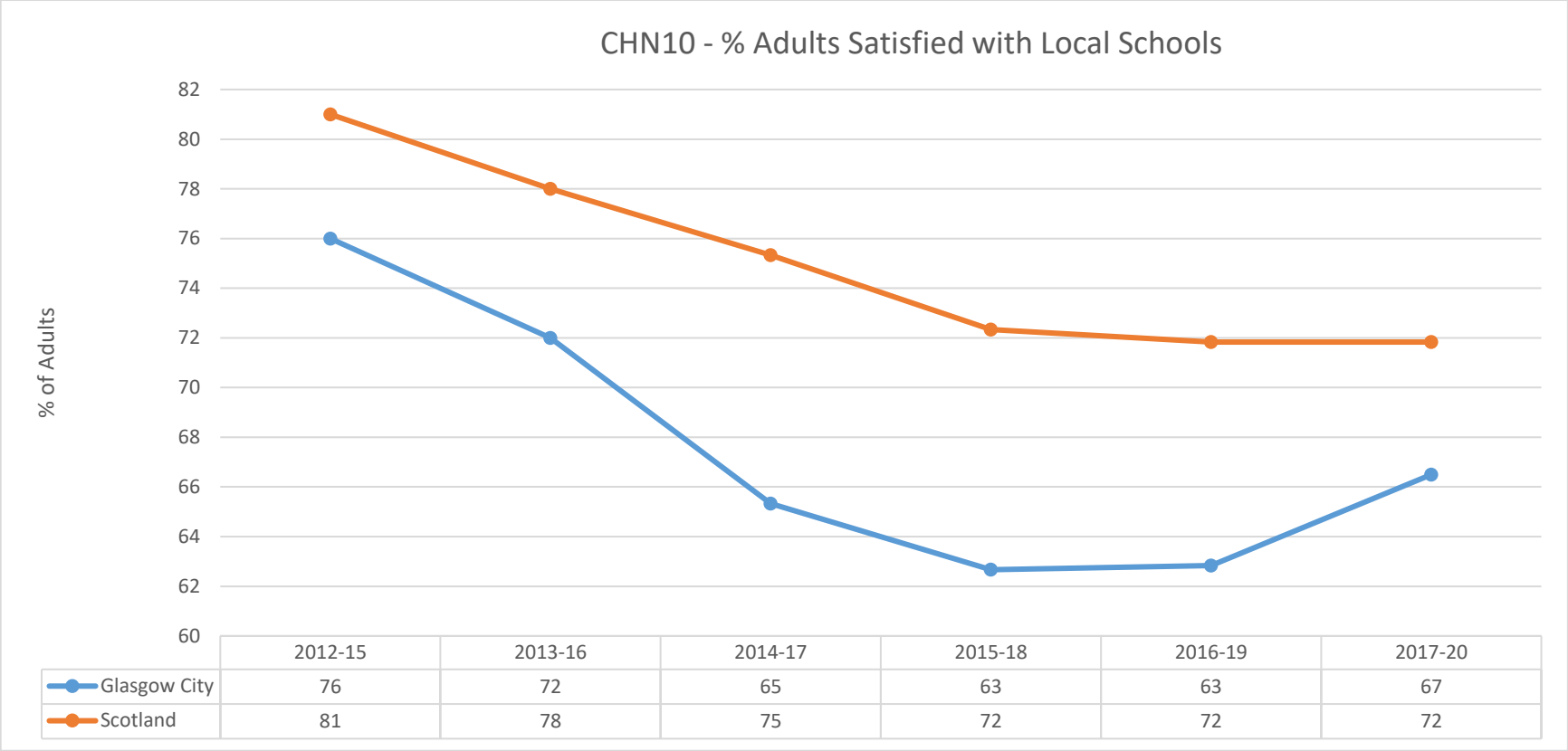


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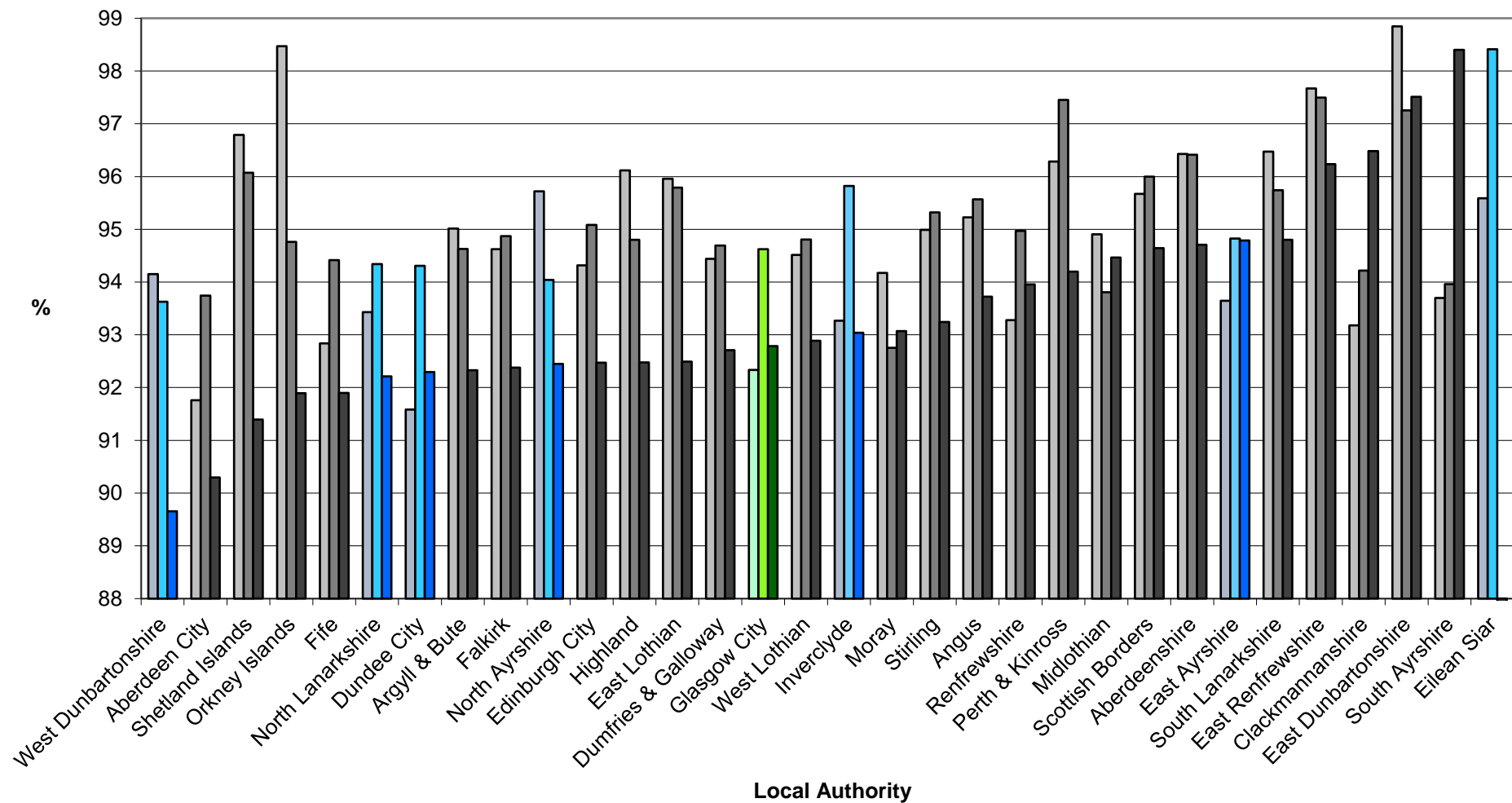
2015/18, 2016-19, 2017-20



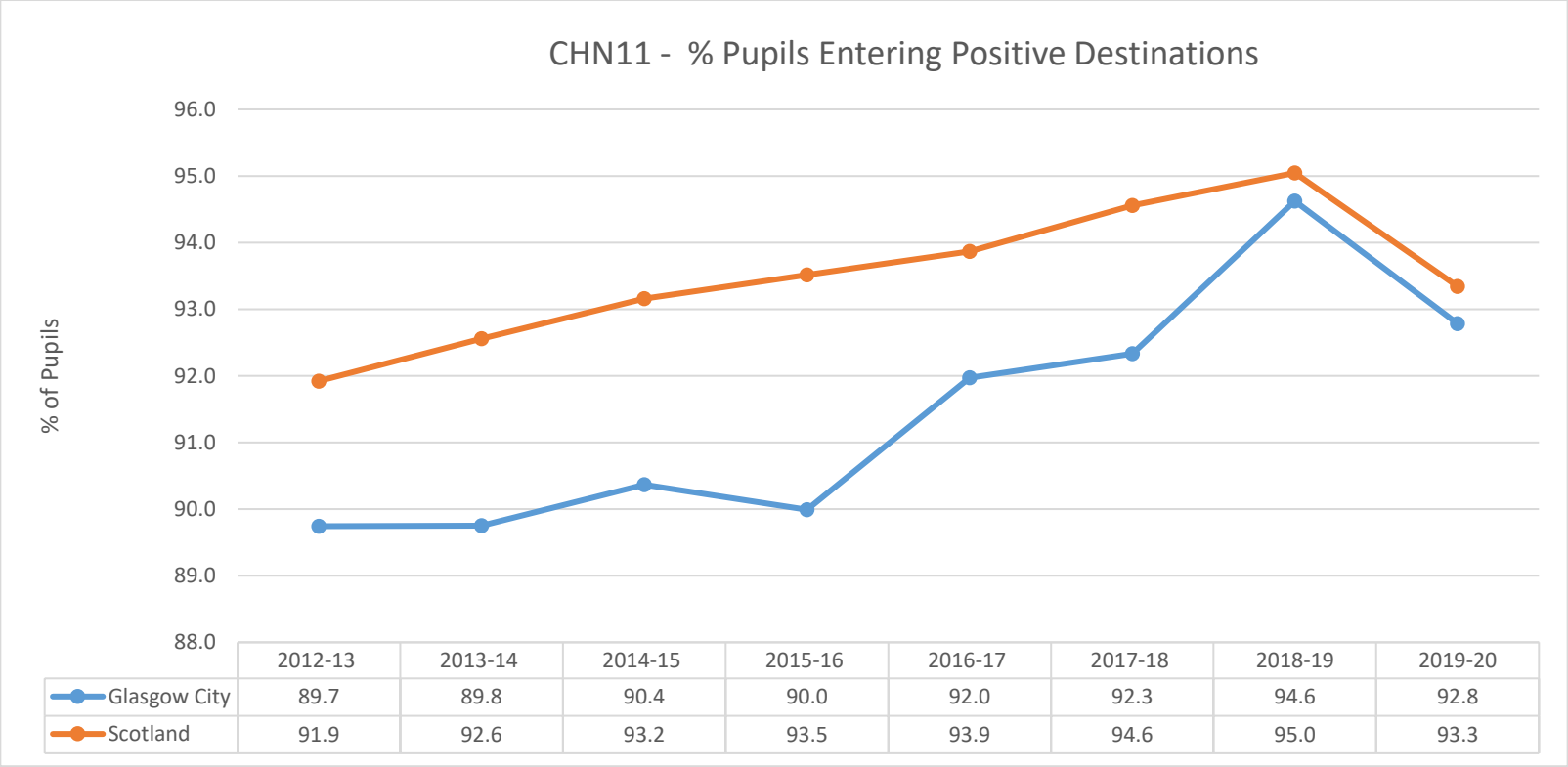


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**CHN11 - % Pupils Entering Positive Destinations
2017/18, 2018/19, 2019/20**

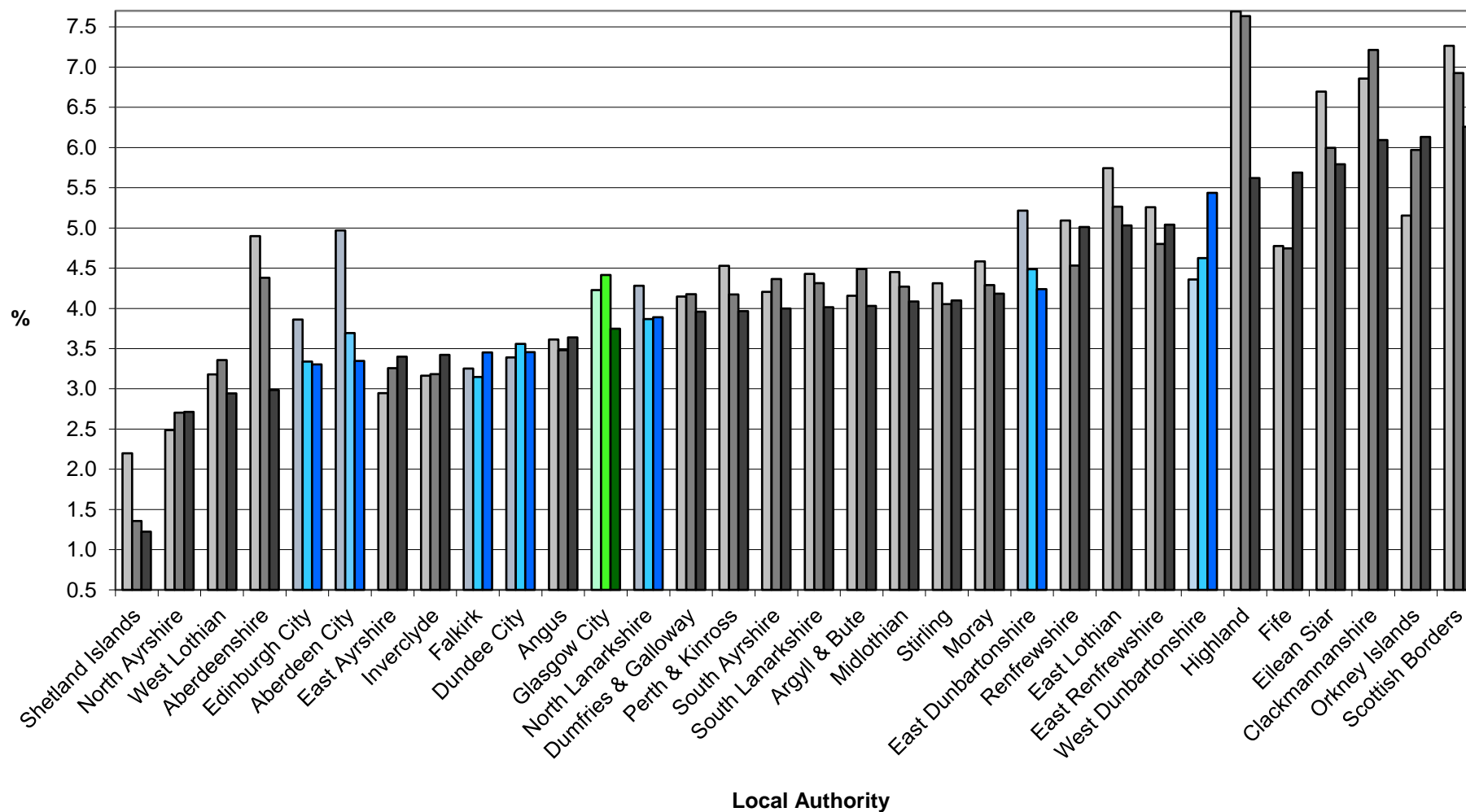


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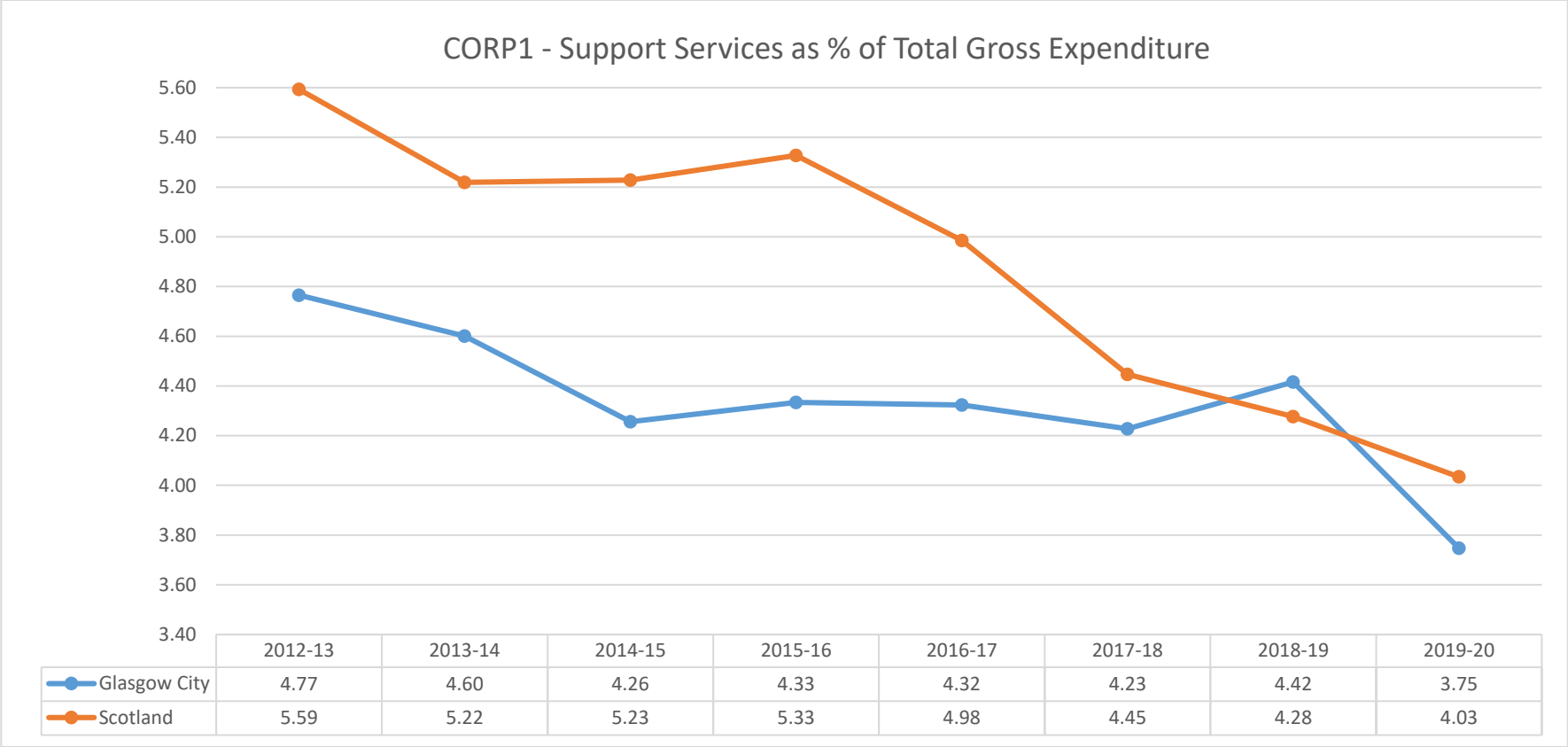


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**CORP1 - Support Services as a % of Total Gross Expenditure
2017/18, 2018/19, 2019/20**

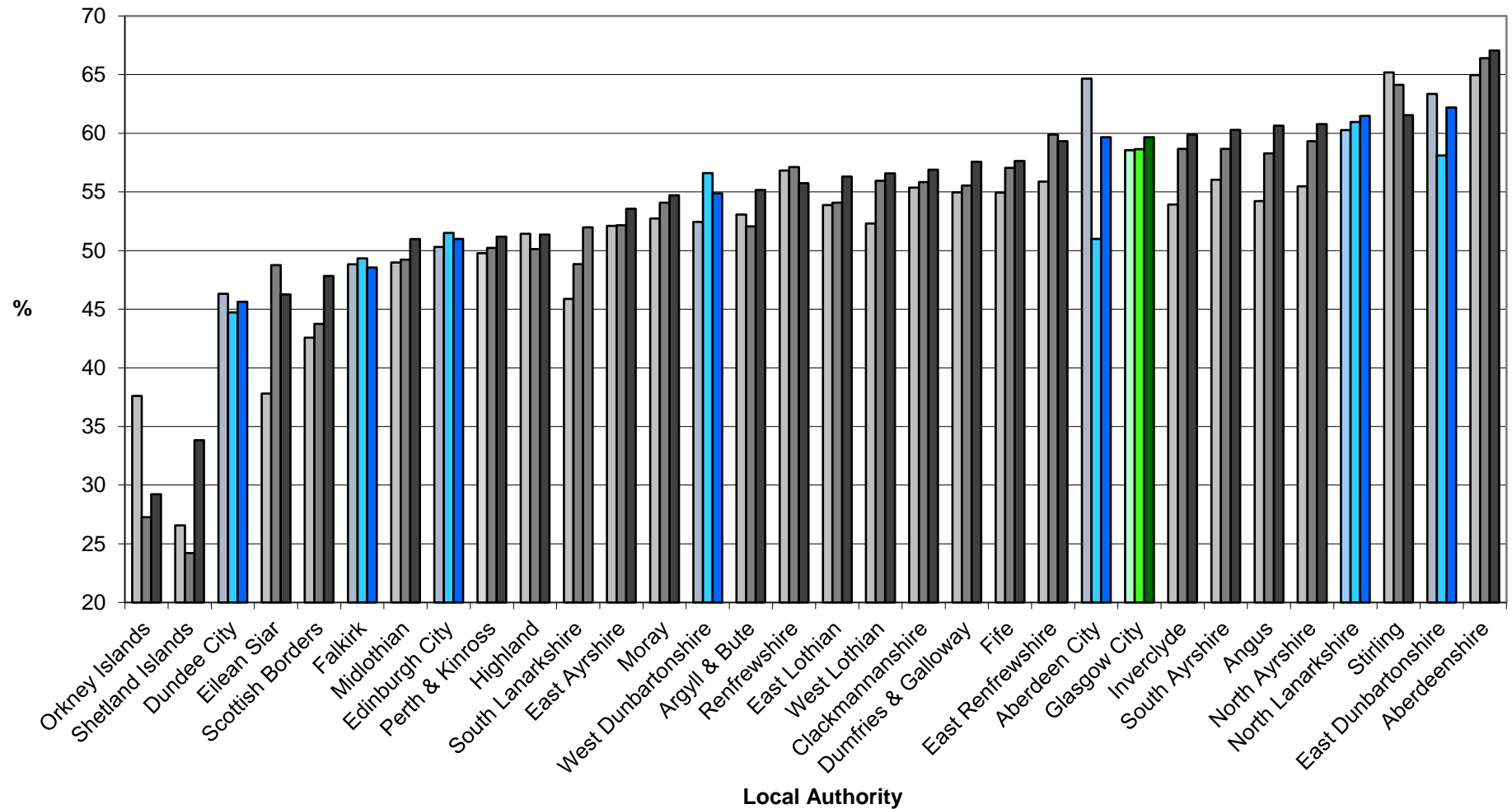


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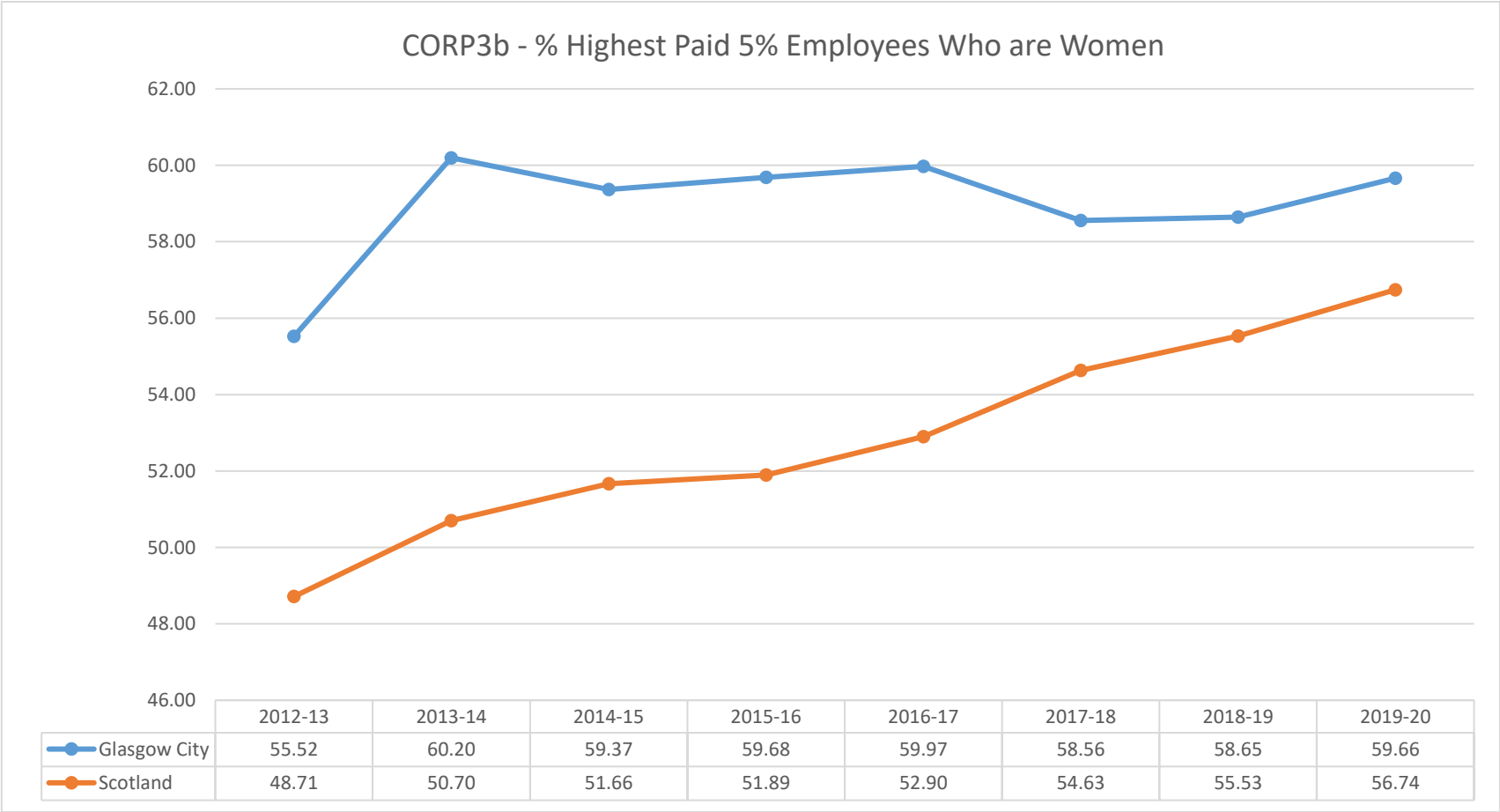


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**CORP3b - % Highest Paid 5% of Employees Who are Women
2017/18, 2018/19, 2019/20**

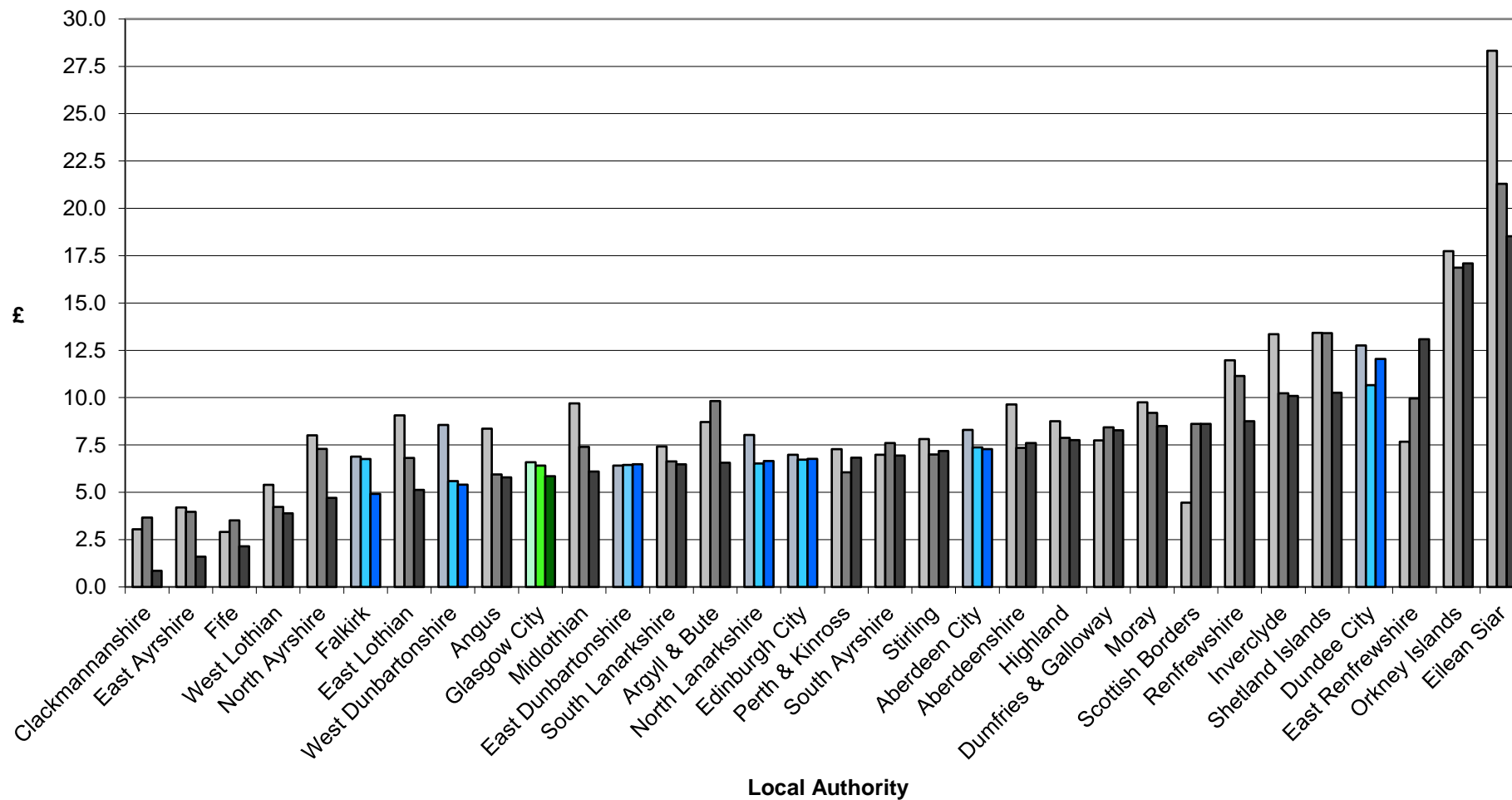


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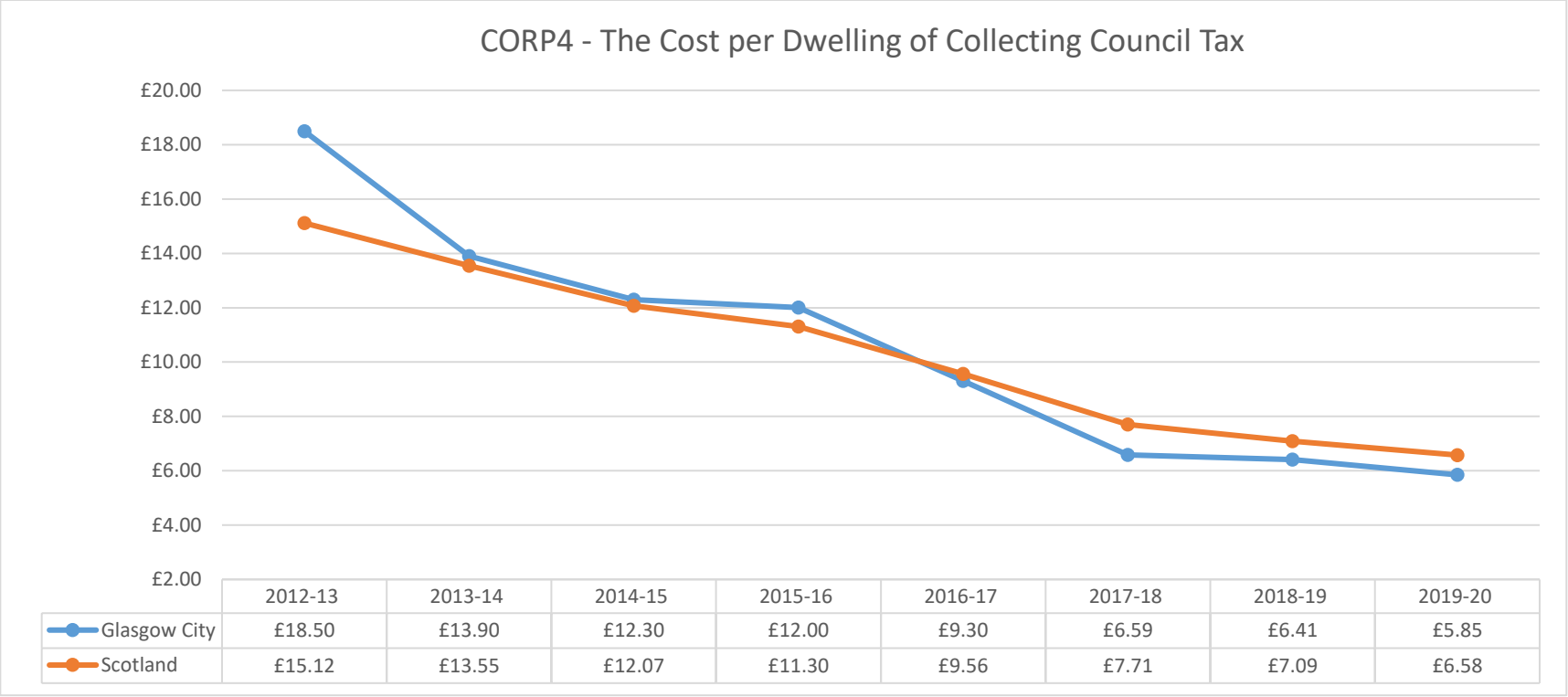


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**CORP4 - The Cost per Dwelling of Collecting Council Tax
2017/18, 2018/19, 2019/20**

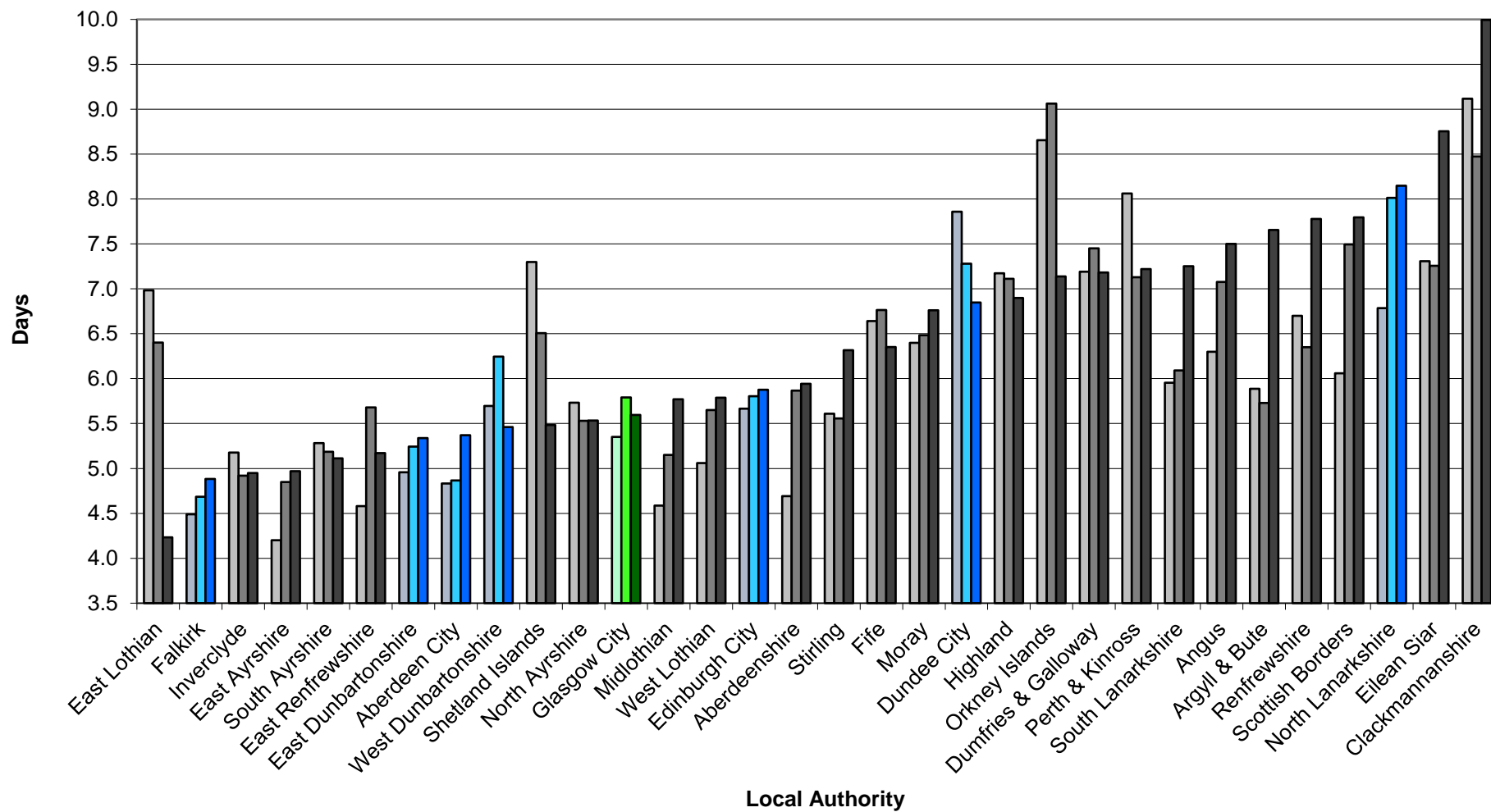


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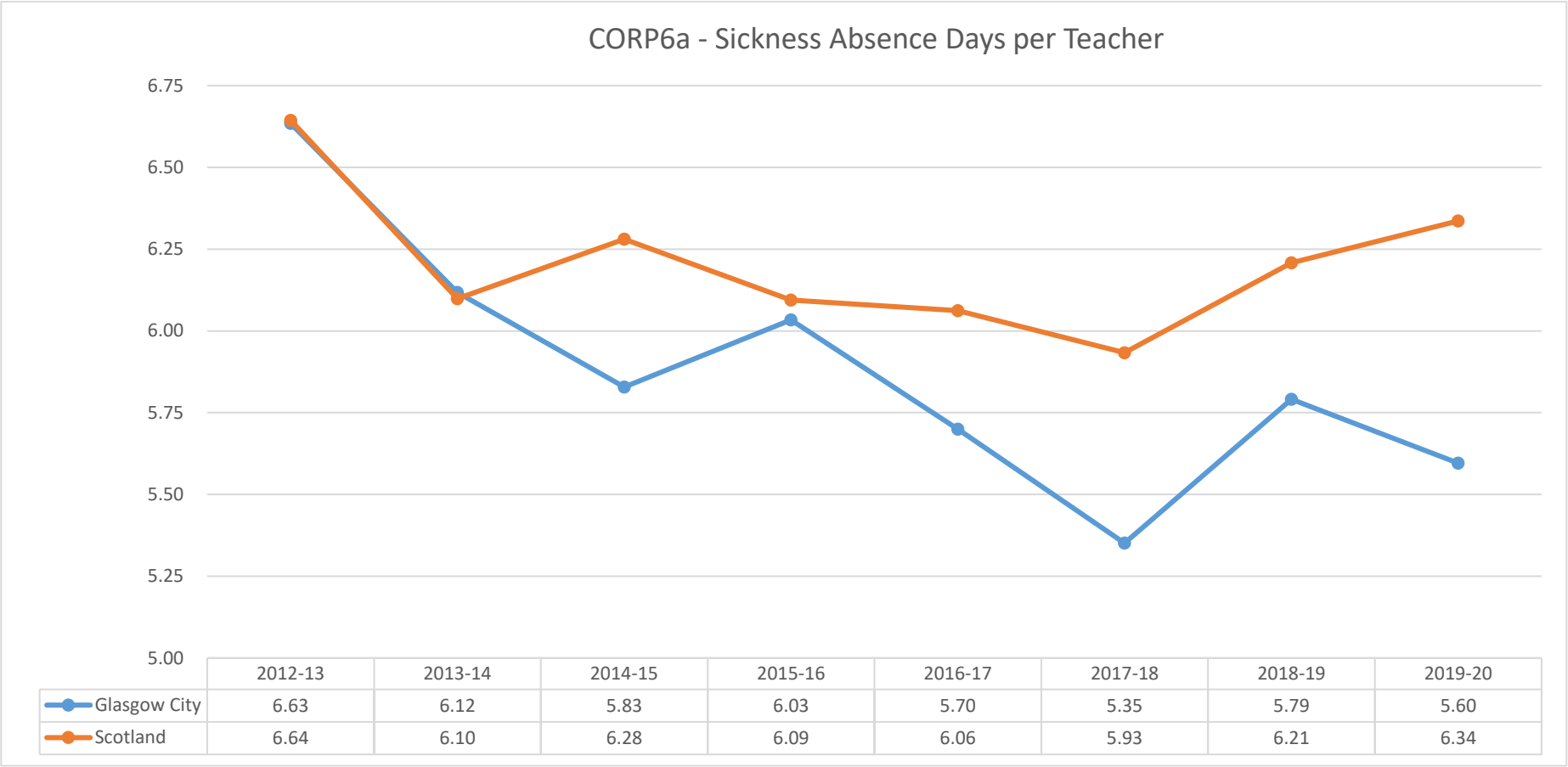


OFFICIAL

CORP6a - Sickness Absence Days per Teacher
2017/18, 2018/19, 2019/20

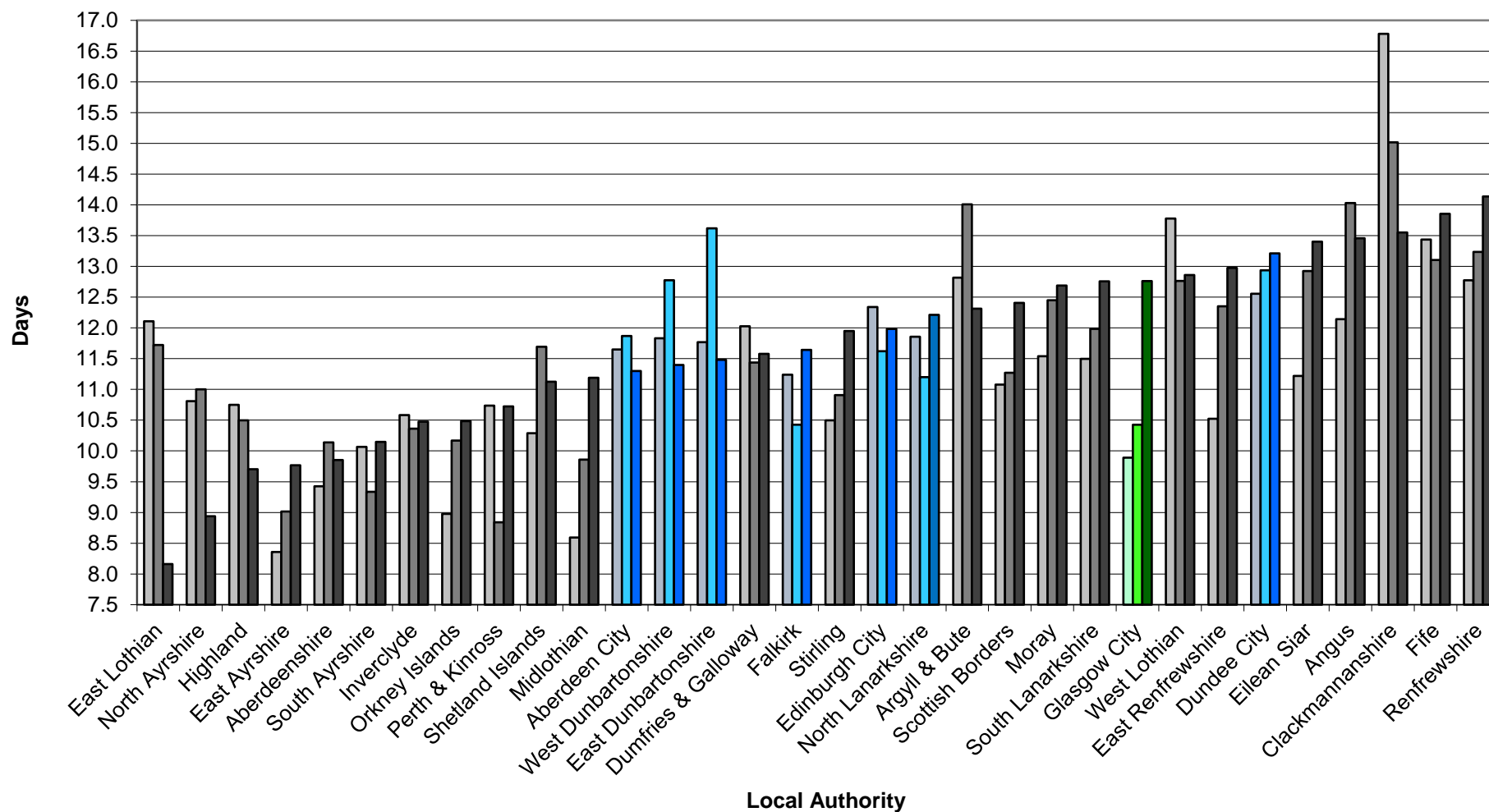


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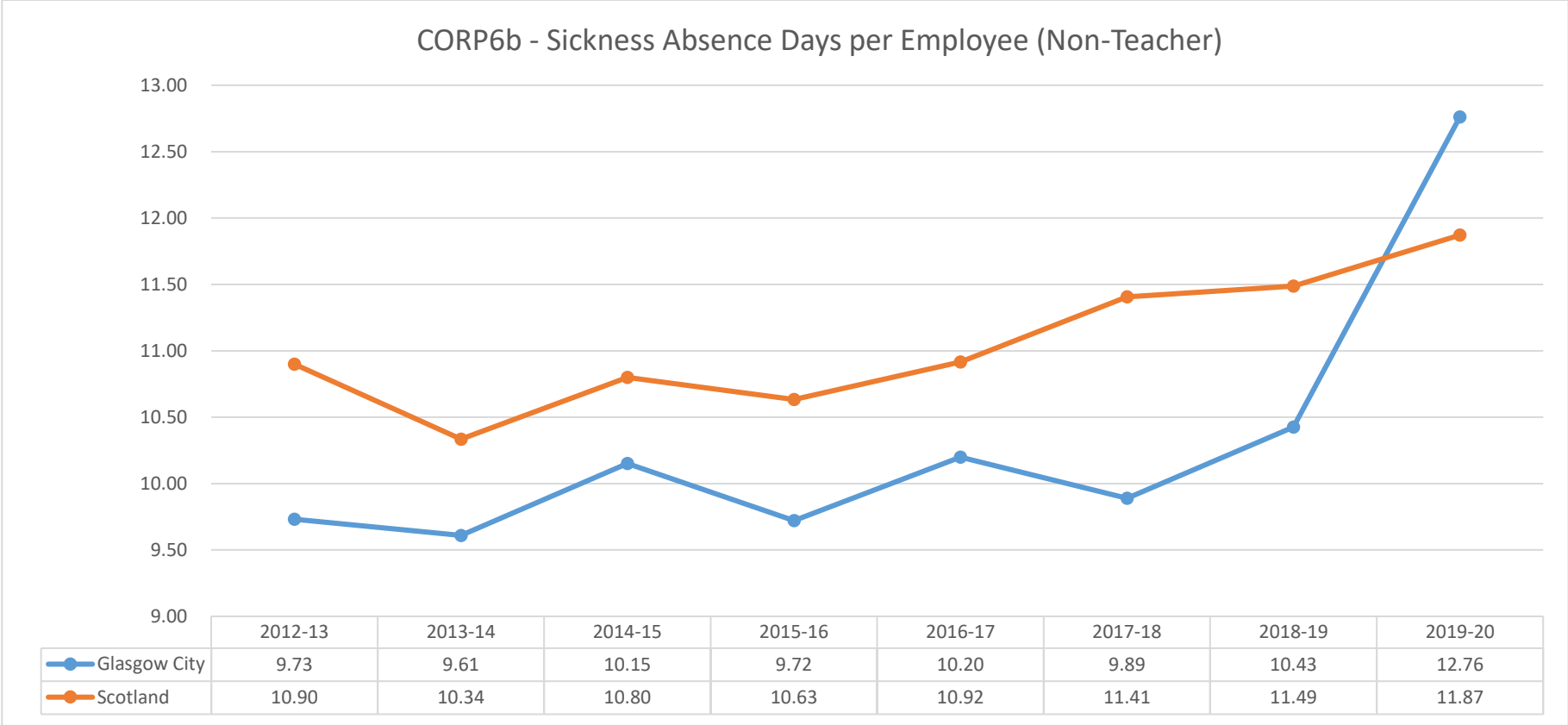


OFFICIAL

CORP6b - Sickness Absence Days per Employee (Non-Teacher)
2017/18, 2018/19, 2019/20

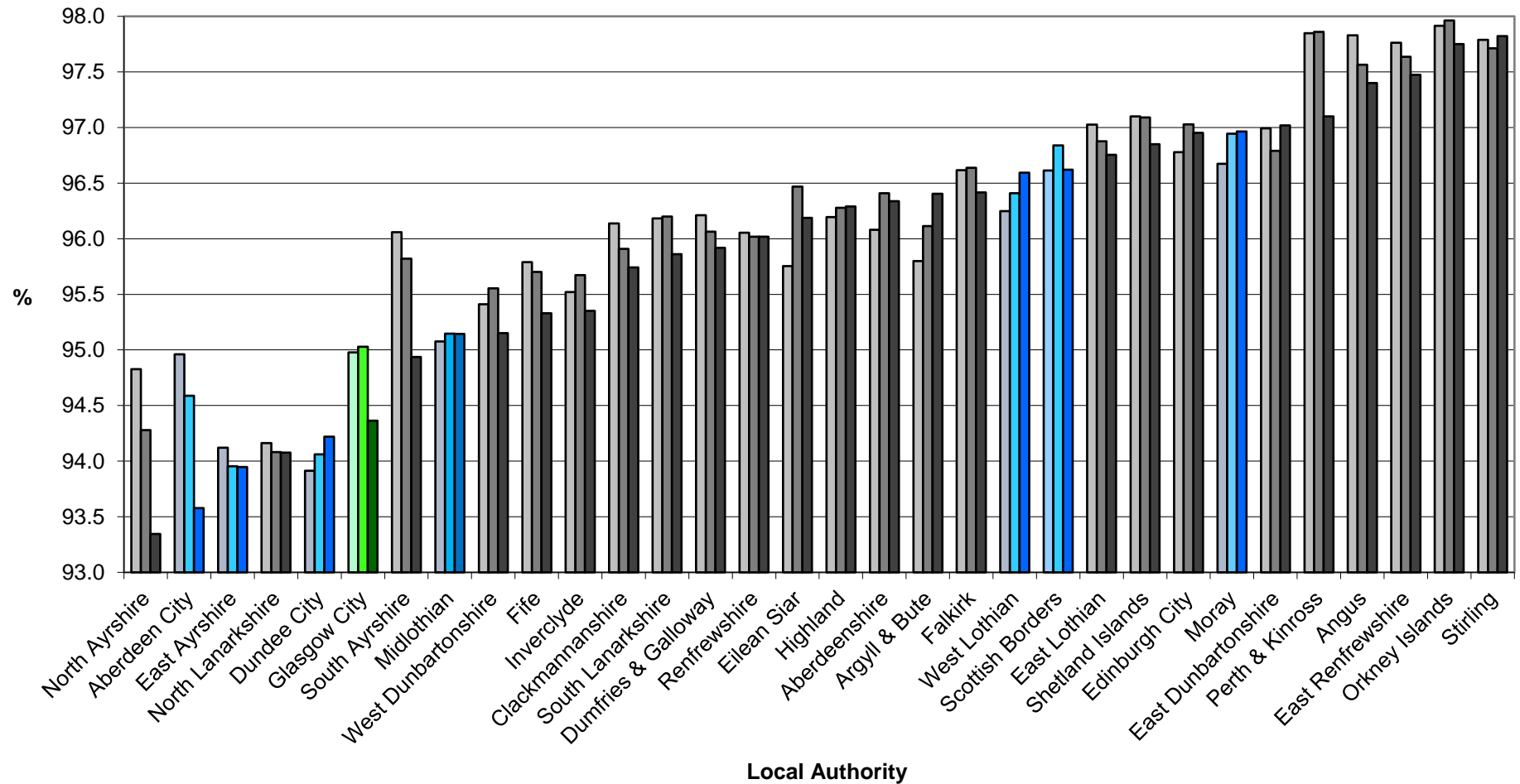


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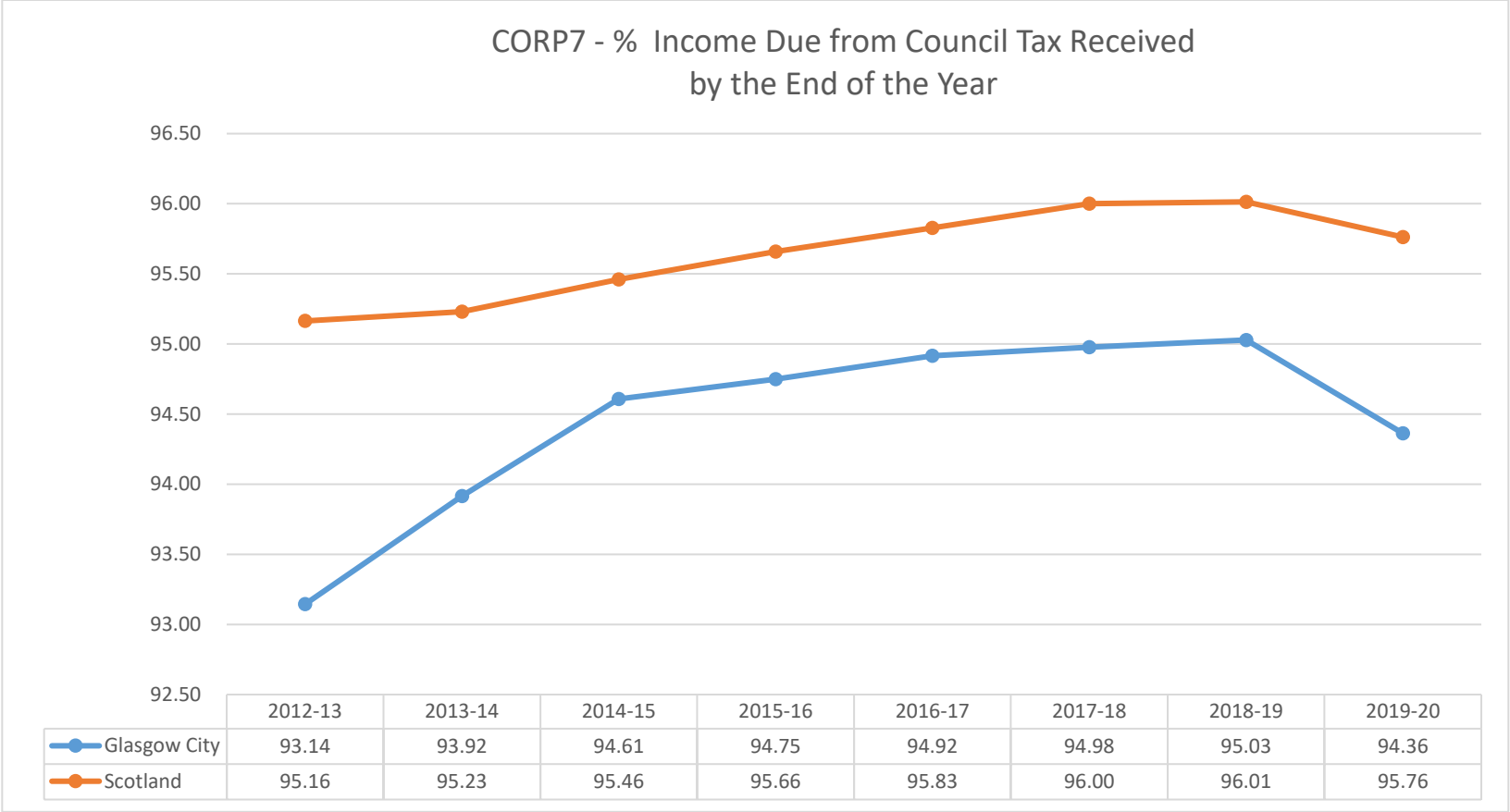


OFFICIAL

**CORP7 - % Income Due from Council Tax Received by the End of the Year
2017/18, 2018/19, 2019/20**

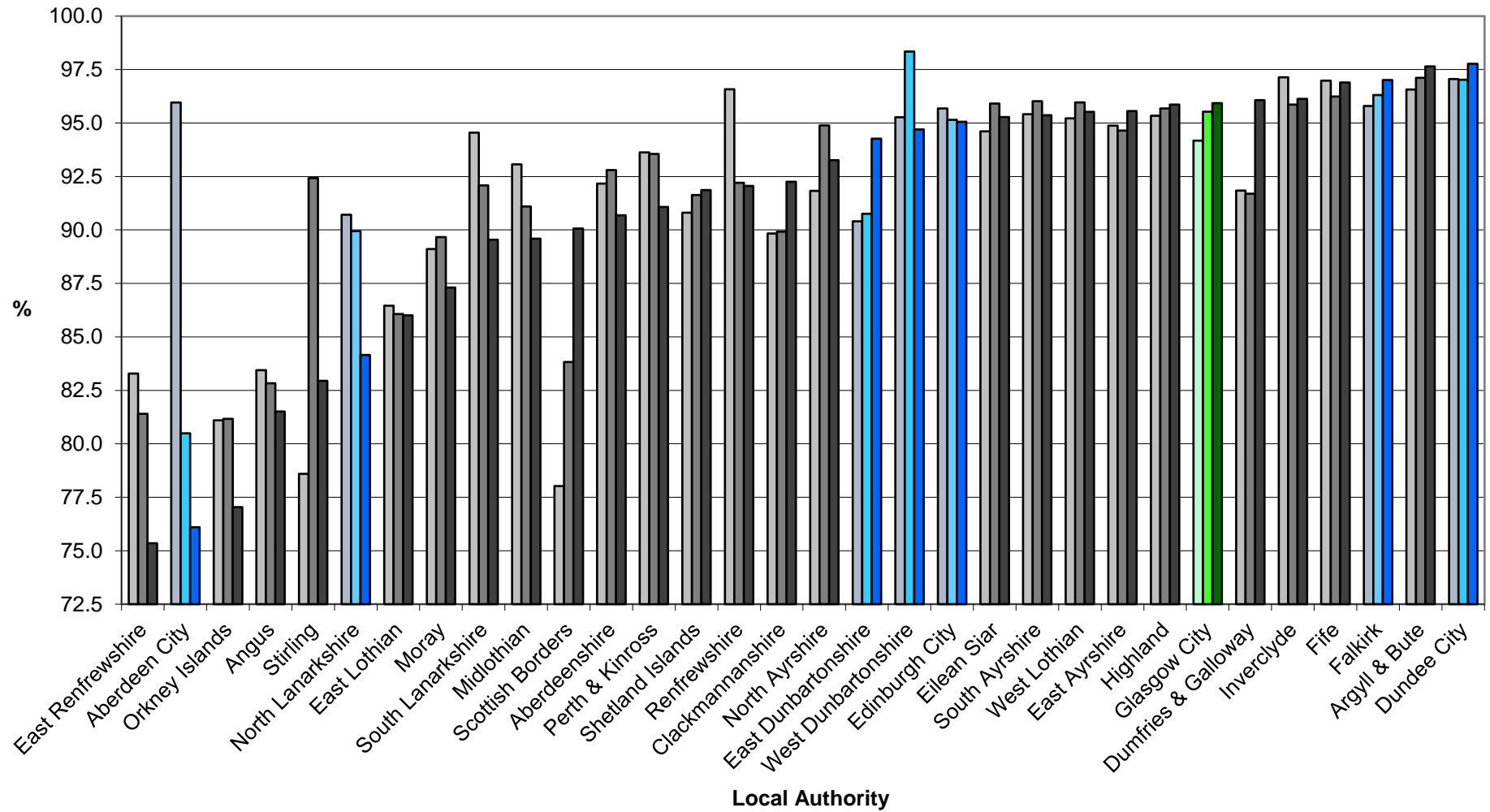


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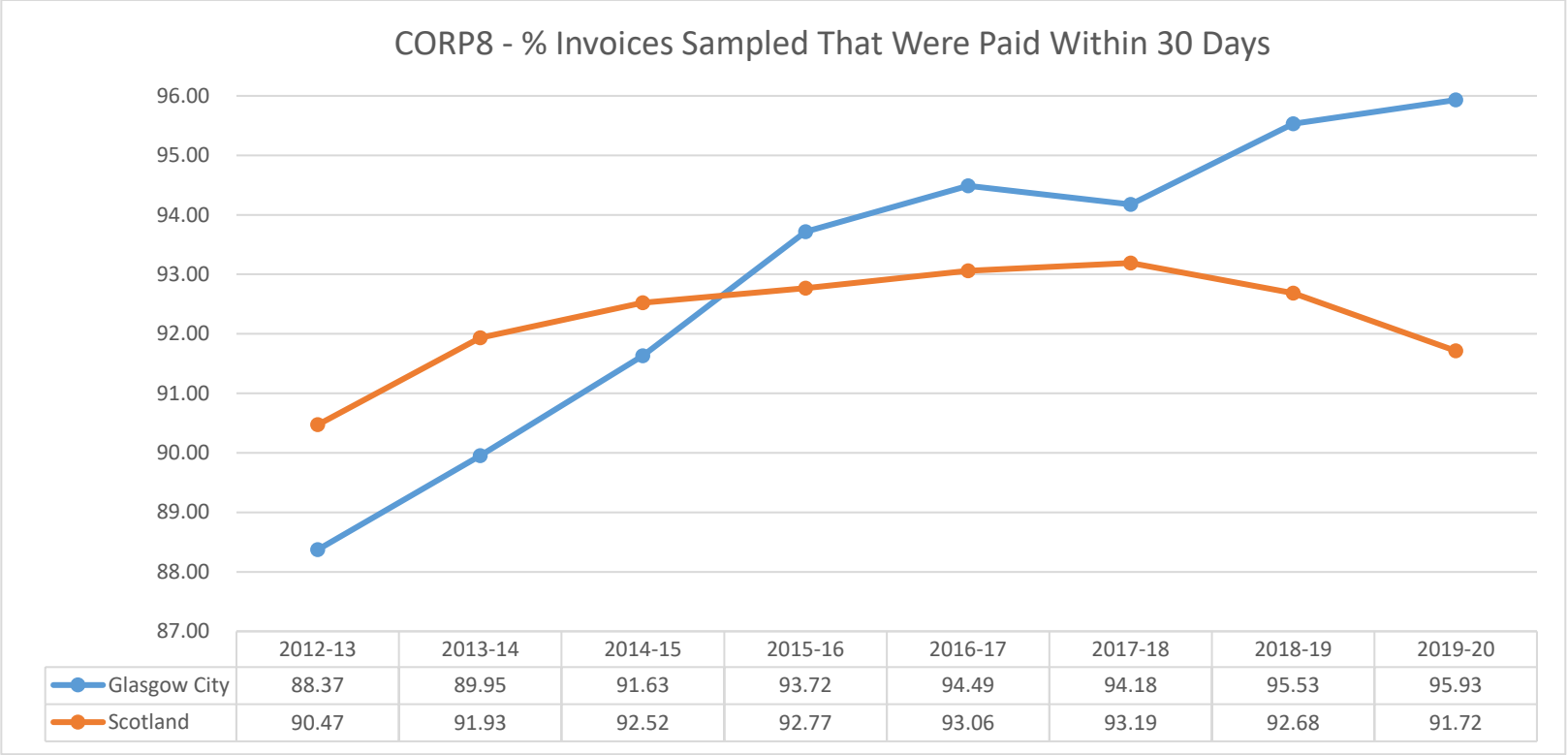


OFFICIAL

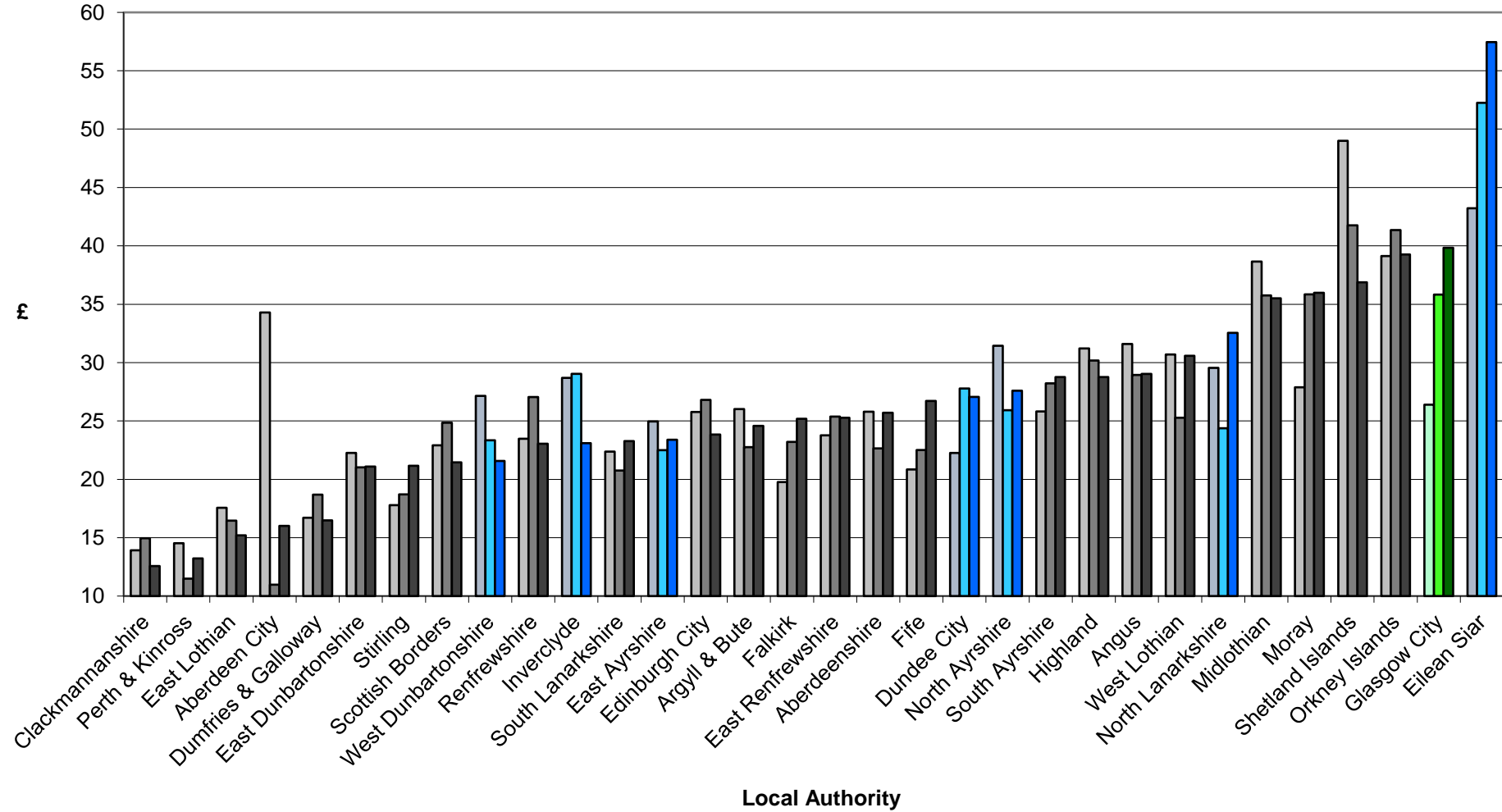
**CORP8 - % Invoices Sampled That Were Paid Within 30 Days
2017/18, 2018/19, 2019/20**

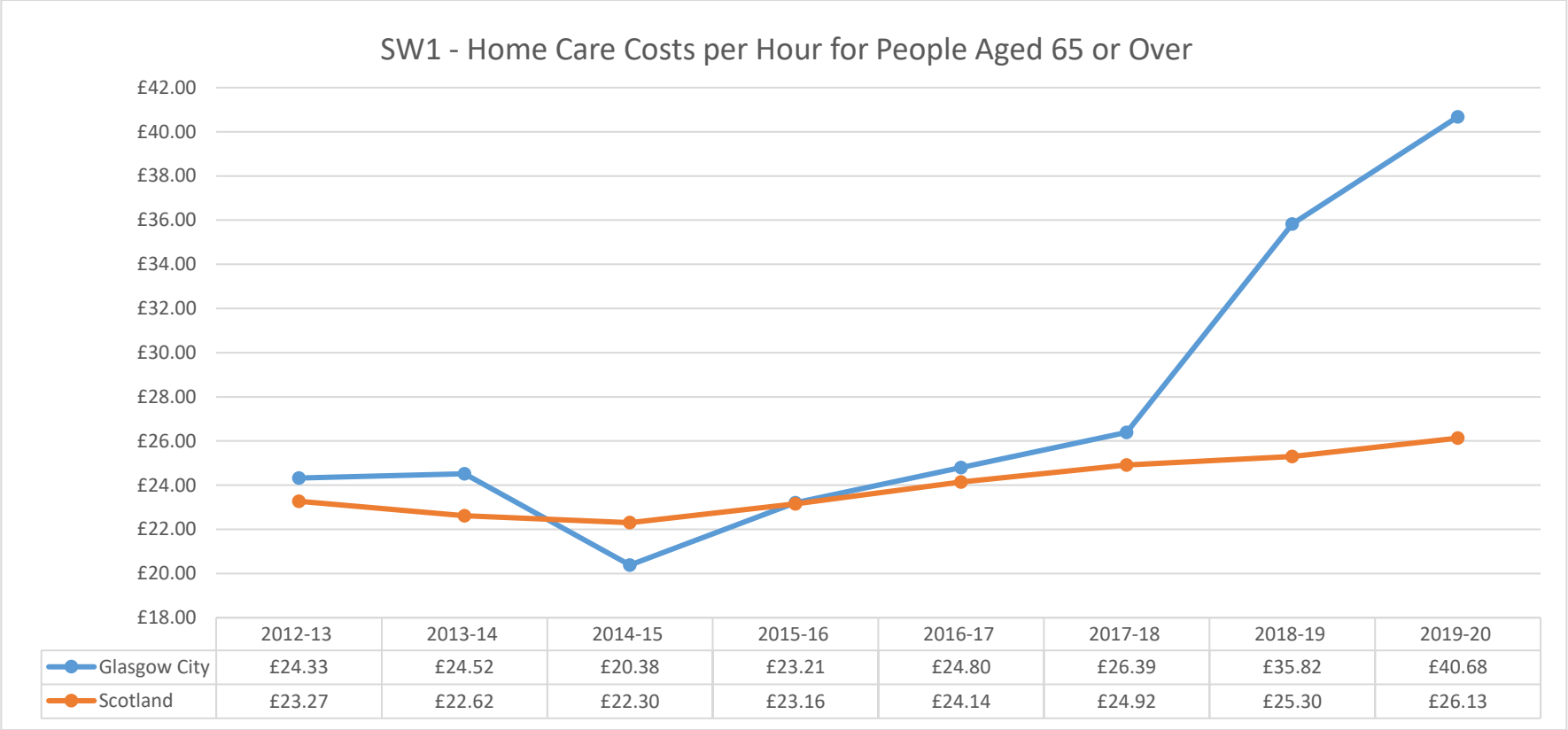


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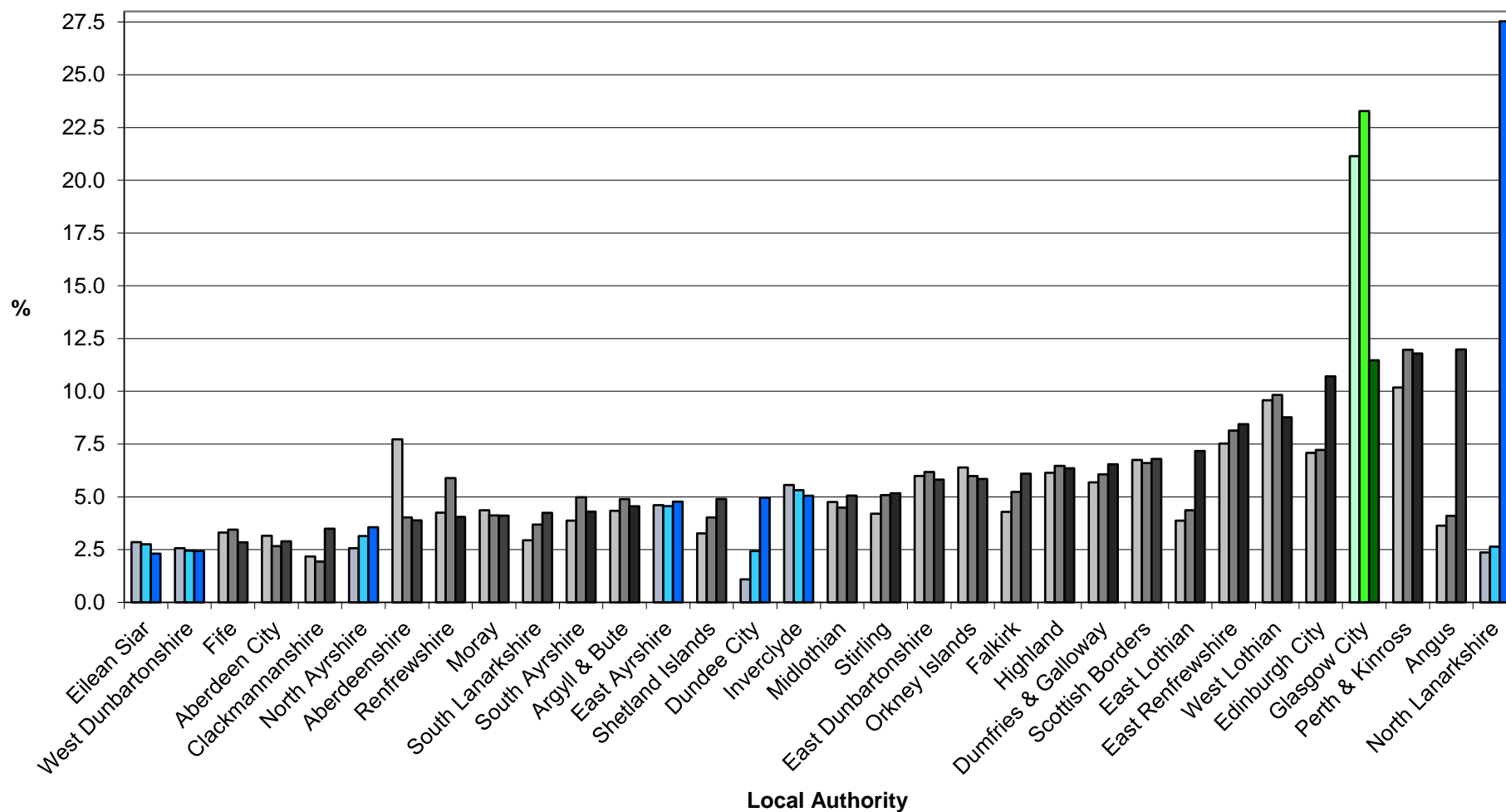
SW1 - Home Care Costs per Hour for People Aged 65 or Over
2017/18, 2018/19, 2019/20





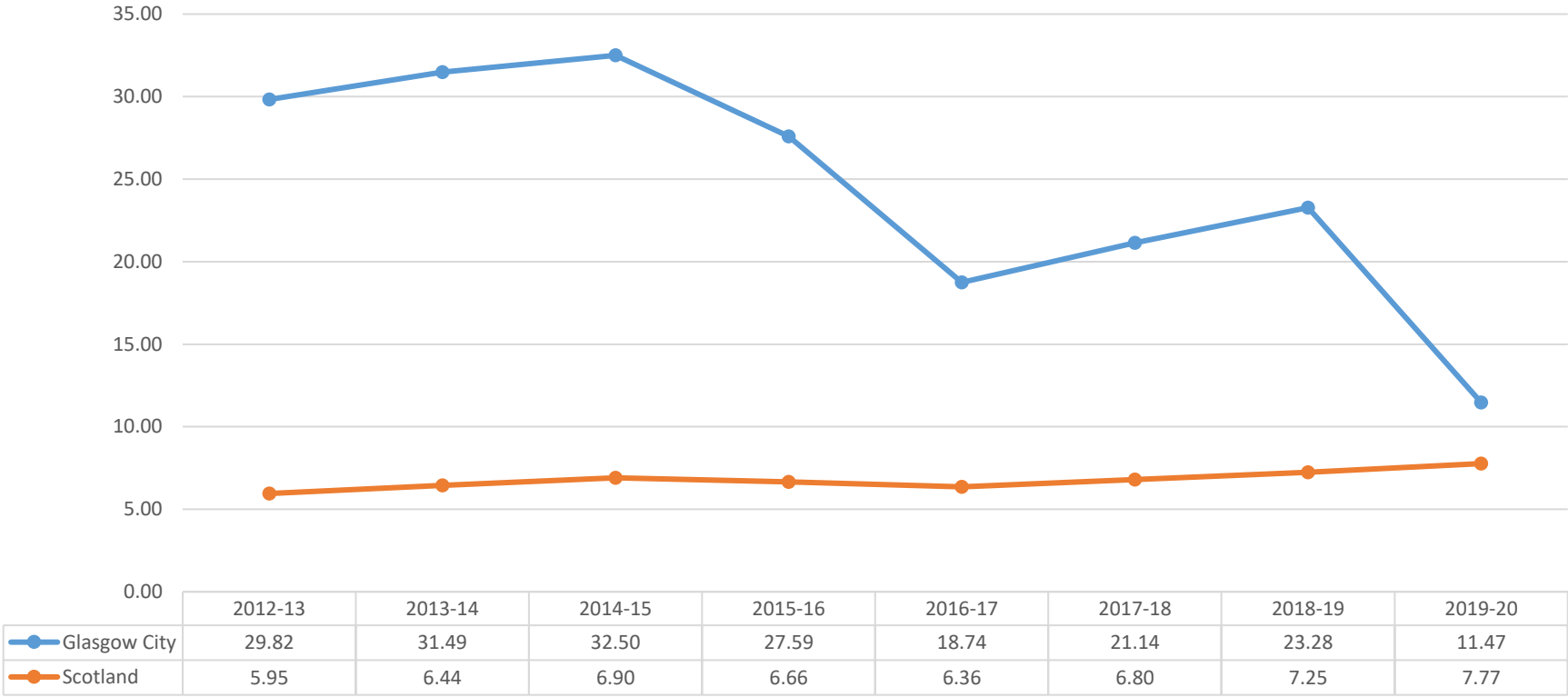
OFFICIAL

SW2 -Self Directed Support (Direct Payments + Managed Personalised Budgets)
Spend on Adults 18+ as % of Total Social Work Spend on Adults 18+
2017/18, 2018/19, 2019/20



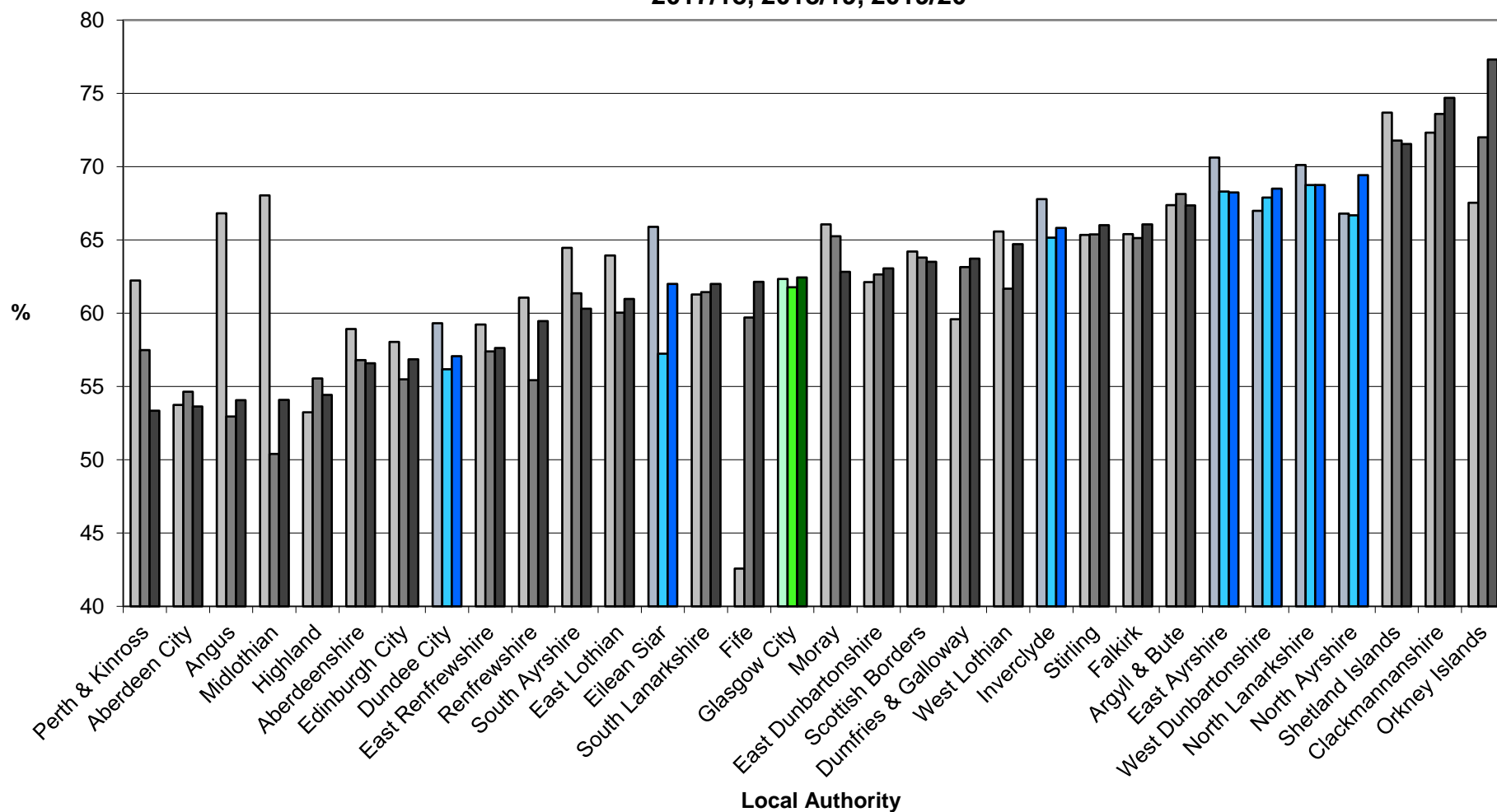
OFFICIAL

SW2 - Self Directed Support (Direct Payments + Managed Personalised Budgets)
Spend on Adults 18+ as % of Total Social Work Spend on Adults 18+



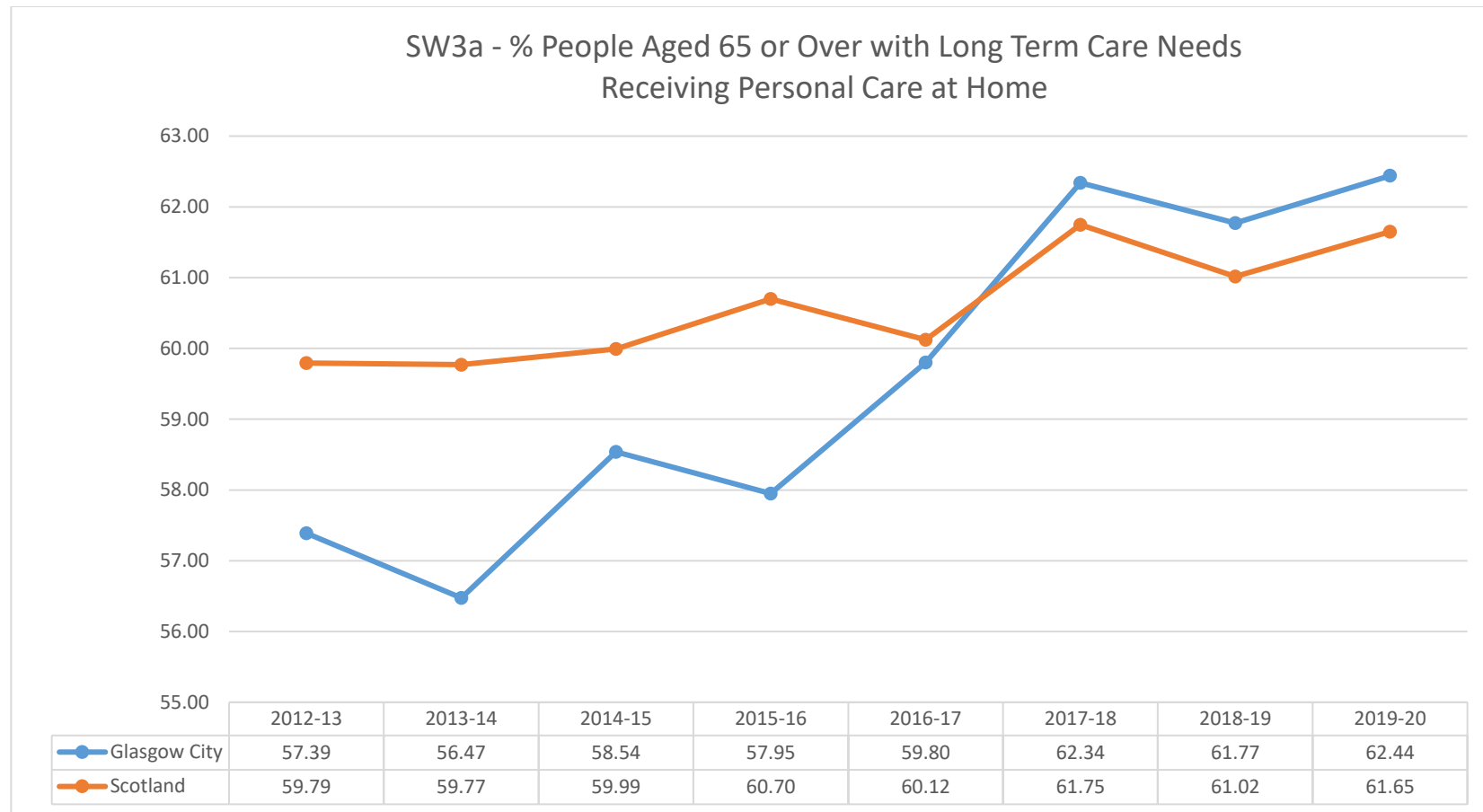
OFFICIAL

**SW3a - % of People Aged 65 or Over With Long Term Care Needs
Receiving Personal Care at Home
2017/18, 2018/19, 2019/20**



OFFICIAL

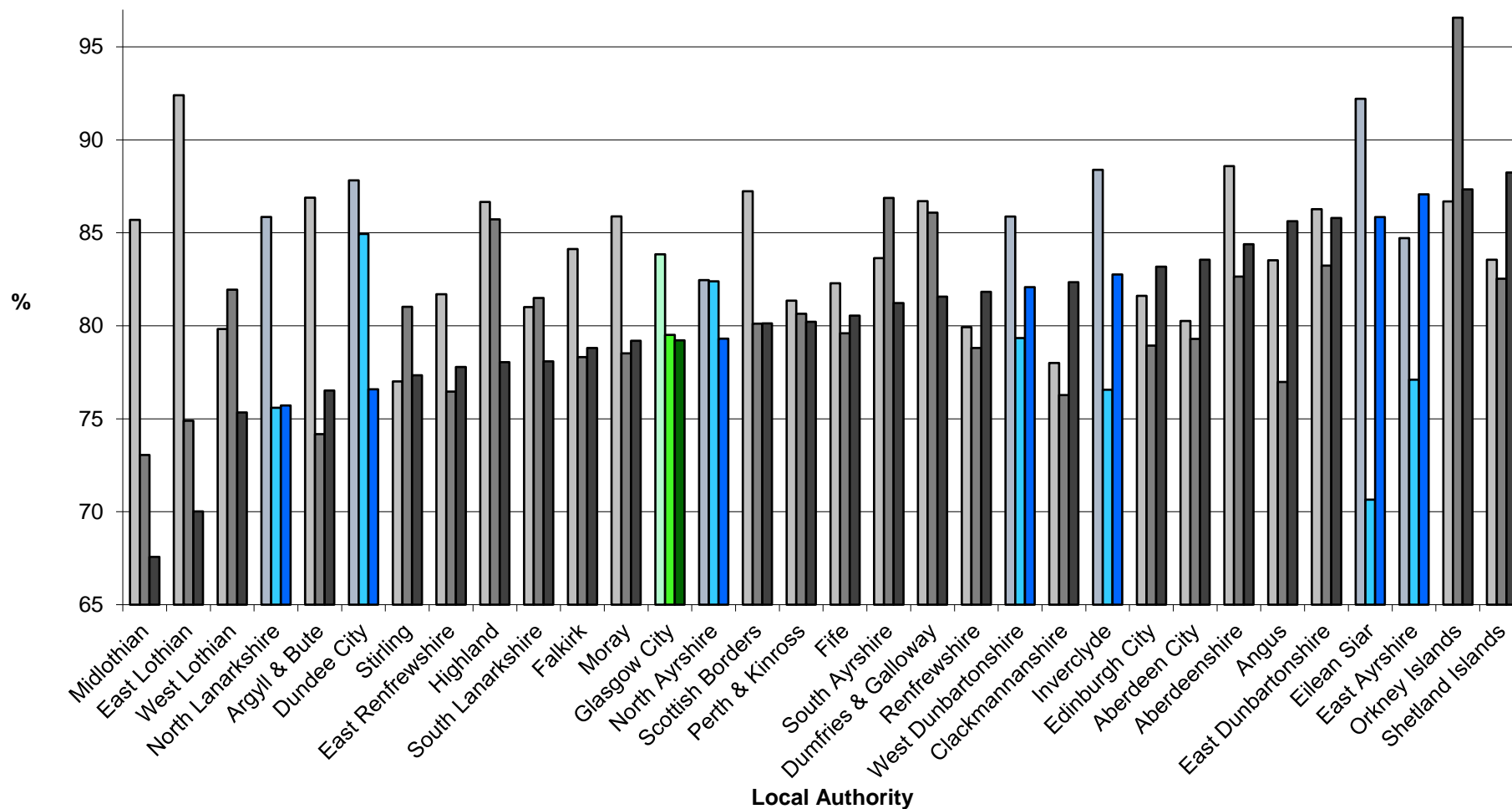
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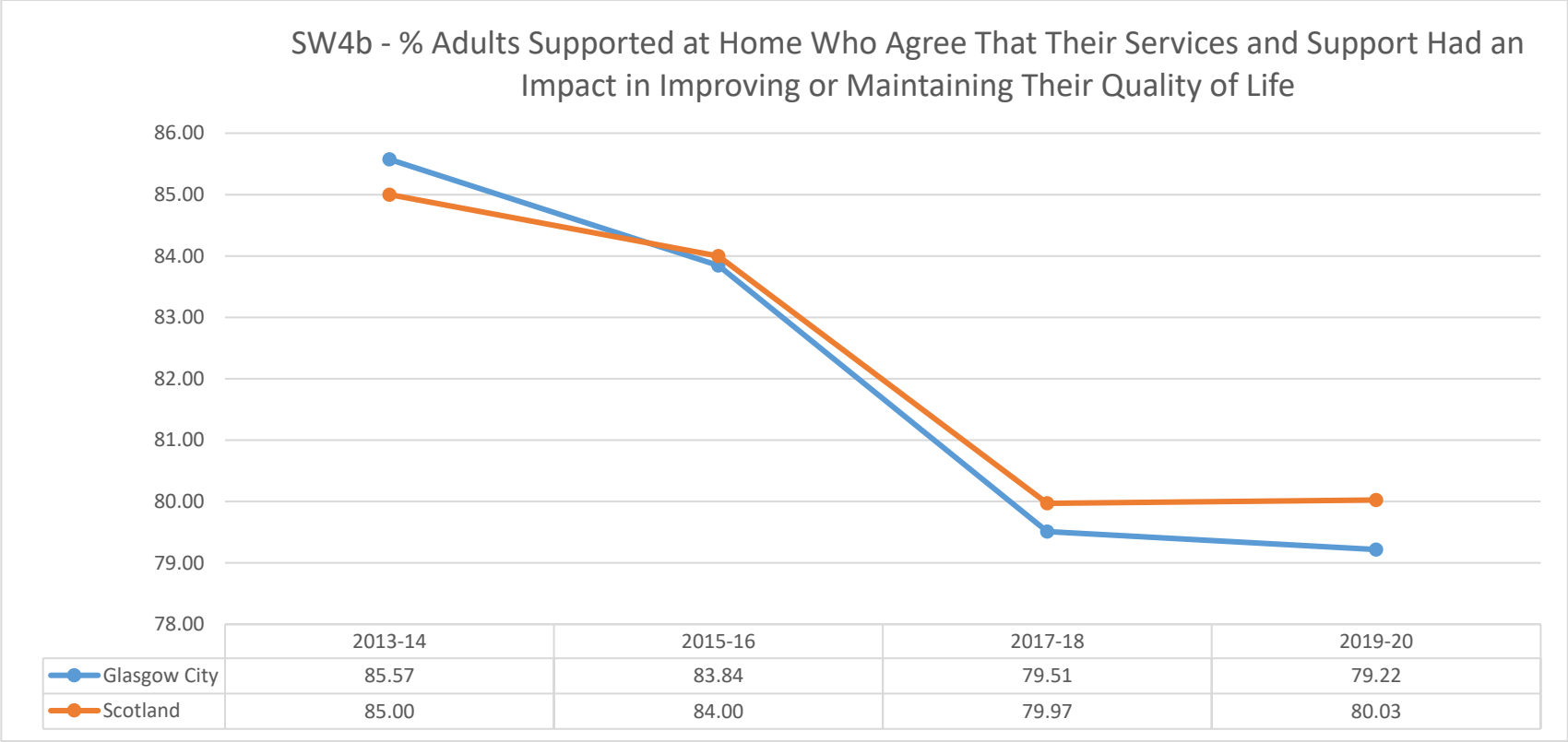
OFFICIAL

OFFICIAL

**SW4b - % of Adults Supported at Home Who Agree That Their Services and Support
Had an Impact in Improving or Maintaining Their Quality of Life
2017/18, 2018/19, 2019/20**

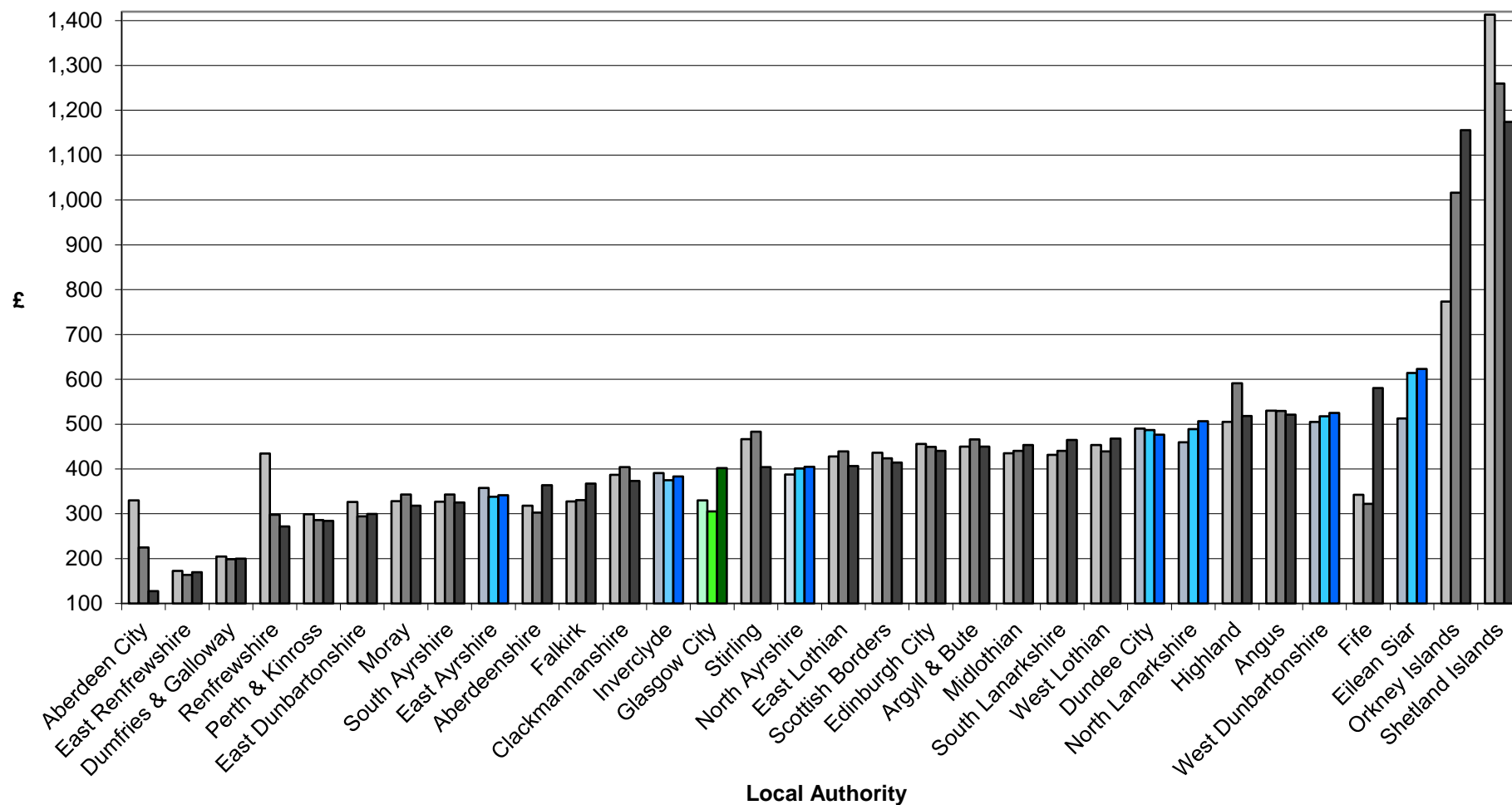


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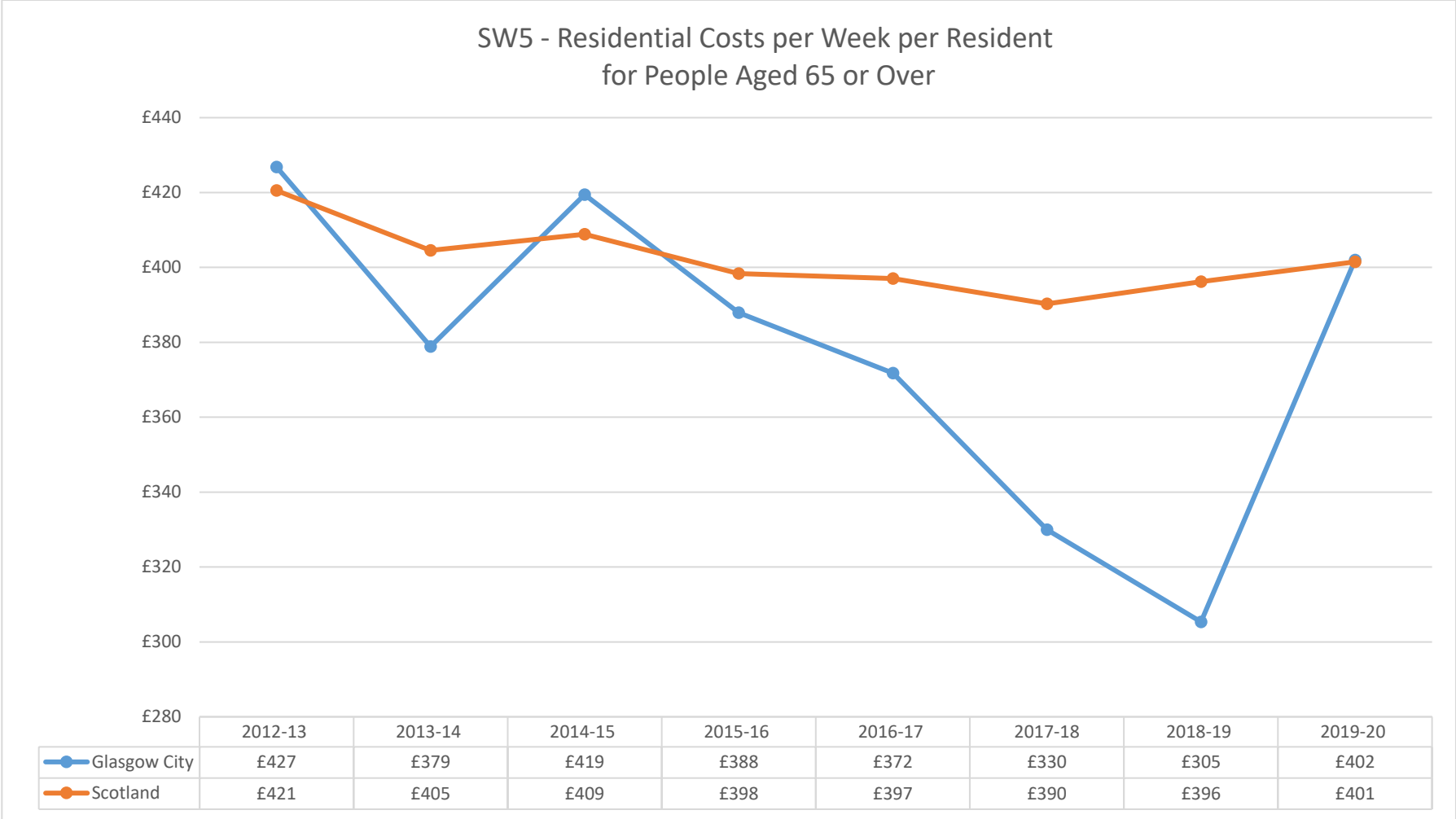
OFFICIAL

**SW5 - Residential Costs per Week per Resident for People Aged 65 or Over
2017/18, 2018/19, 2019/20**



OFFICIAL

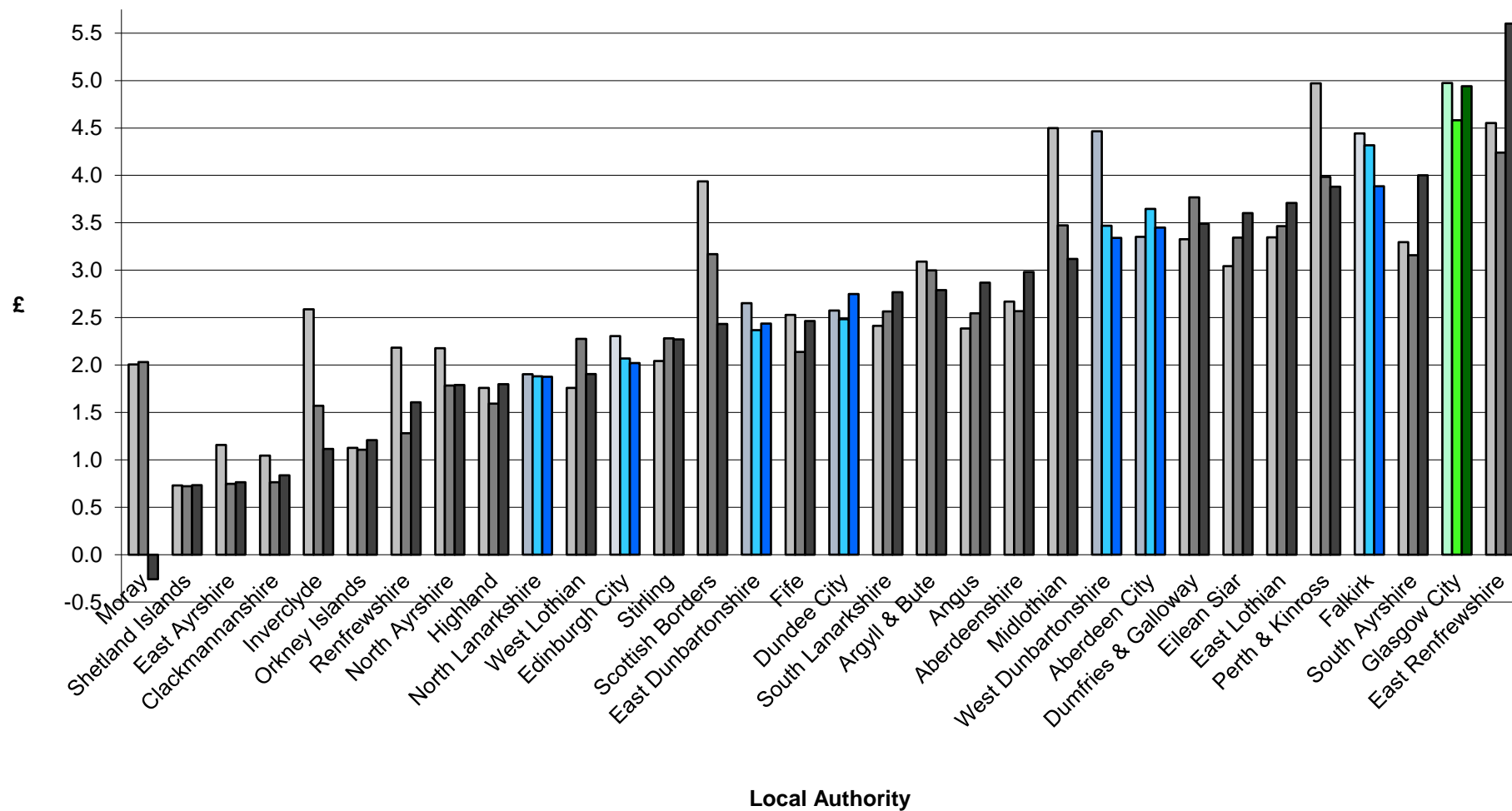
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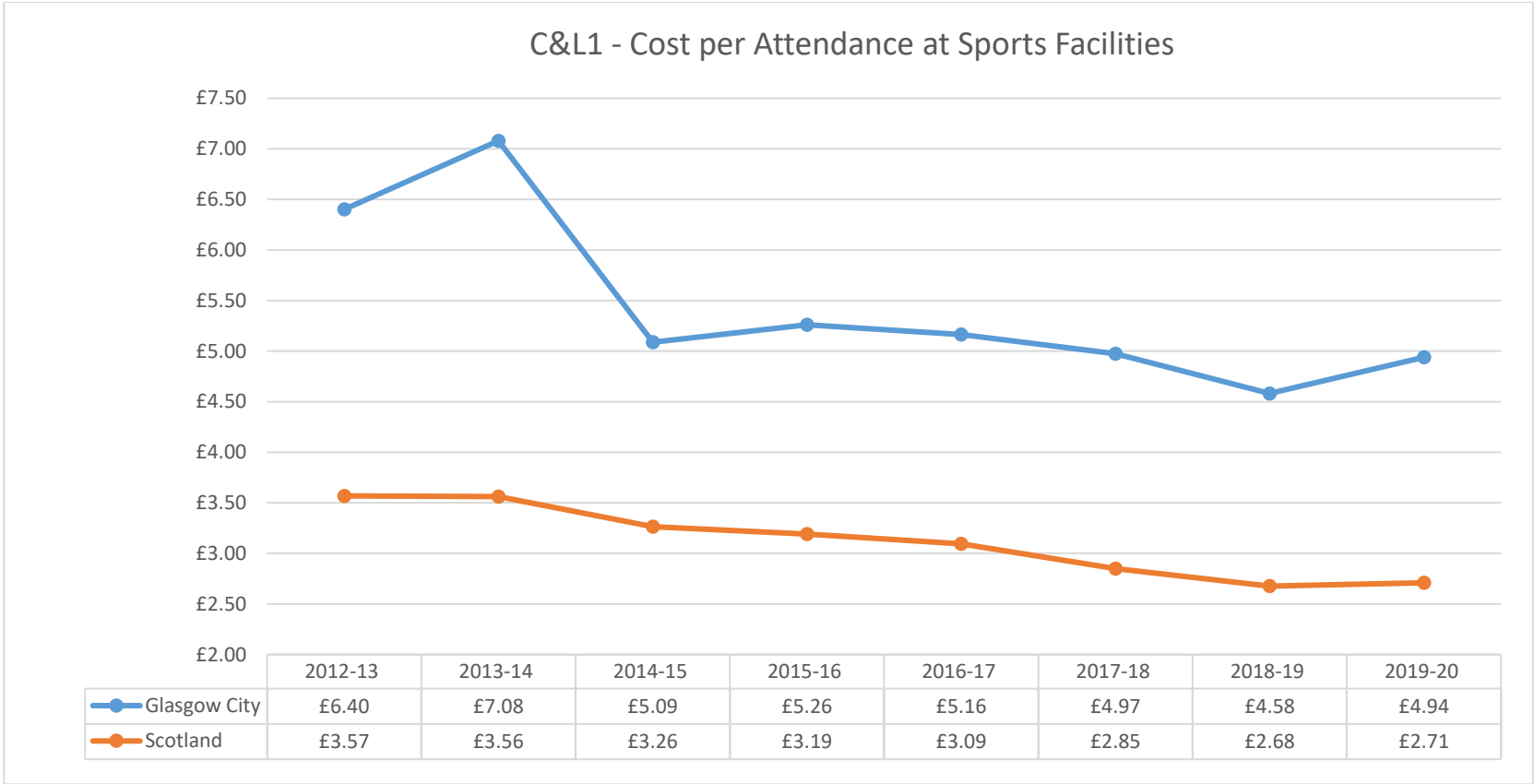
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**C&L1 - Cost per Attendance at Sports Facilities
2017/18, 2018/19, 2019/20**

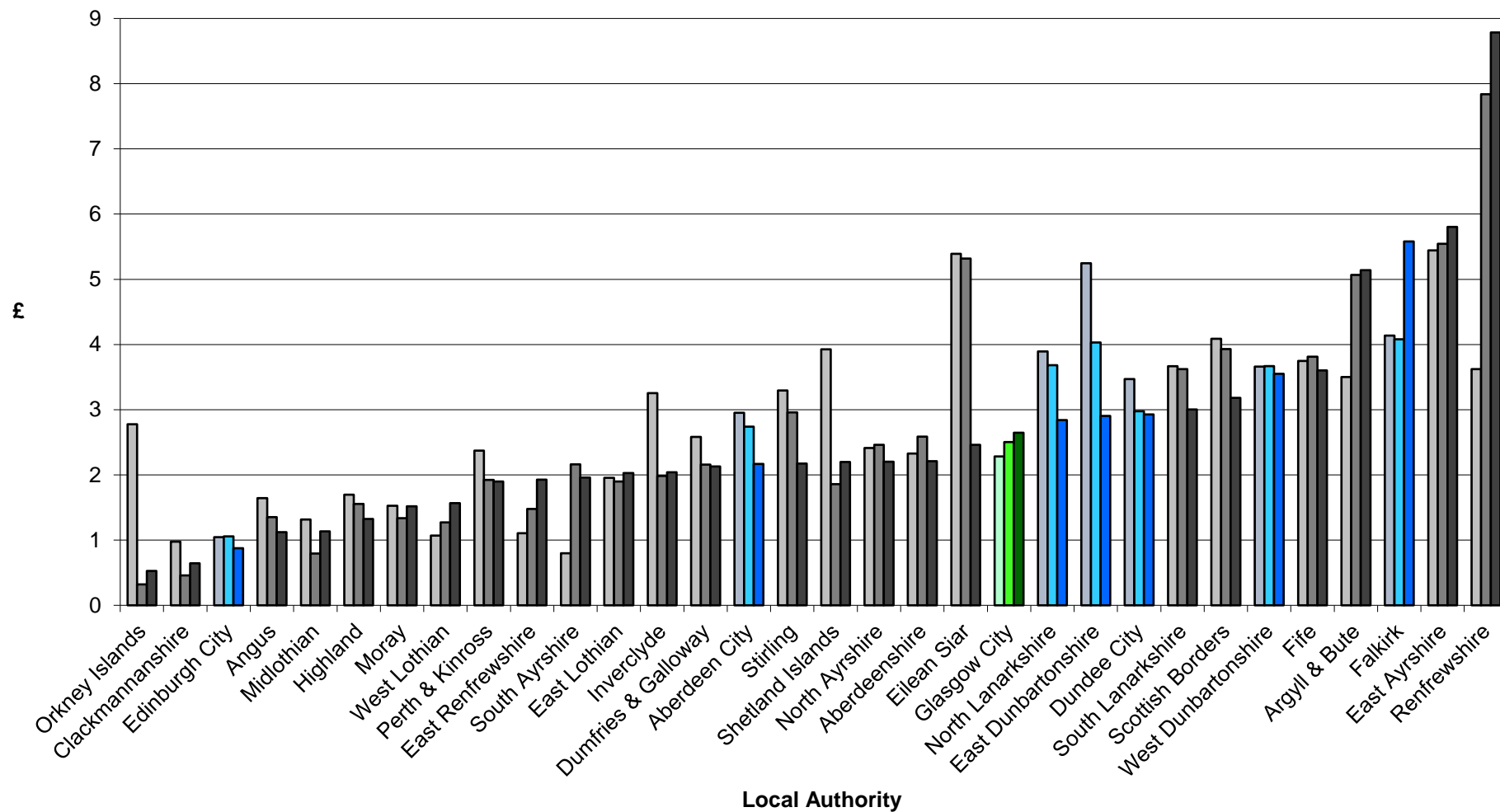


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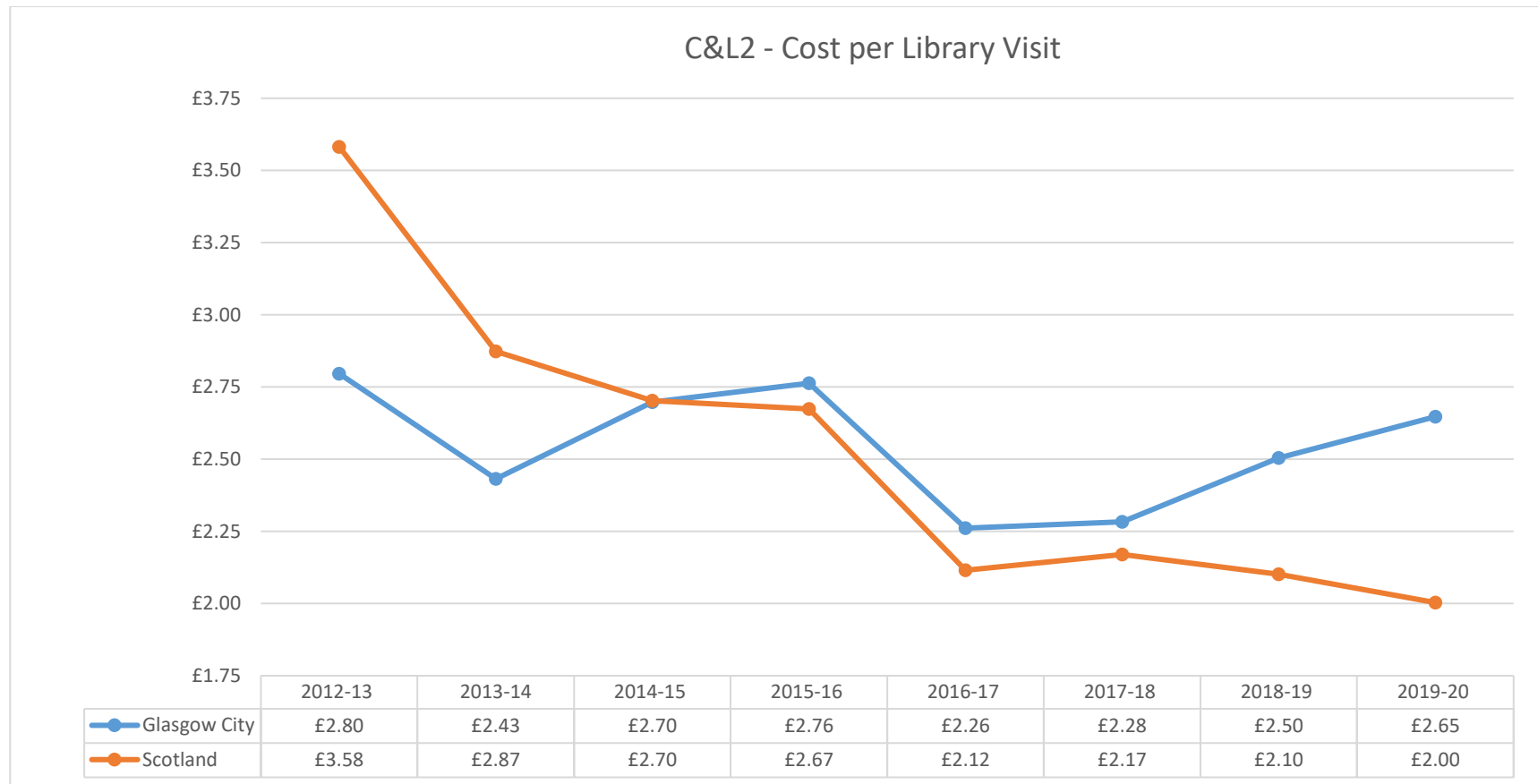
OFFICIAL

**C&L2 - Cost per Library Visit
2017/18, 2018/19, 2019/20**



OFFICIAL

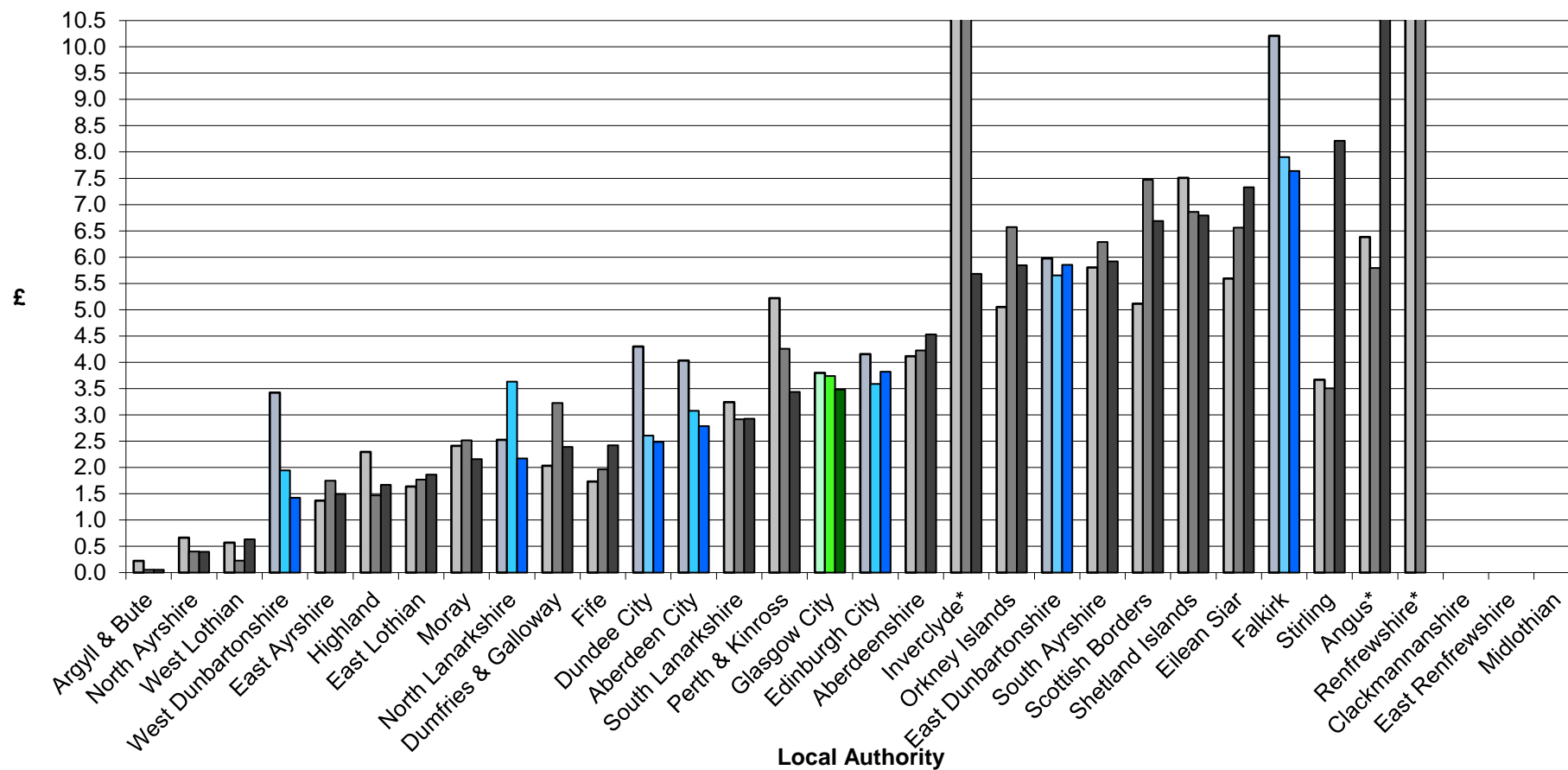
OFFICIAL



OFFICIAL

OFFICIAL

**C&L3 - Cost of Museums per Visit
2017/18, 2018/19, 2019/20**



* Inverclyde **2017/18** £12.93, **2018/19** £39.20

* Angus **2019/20** £13.15

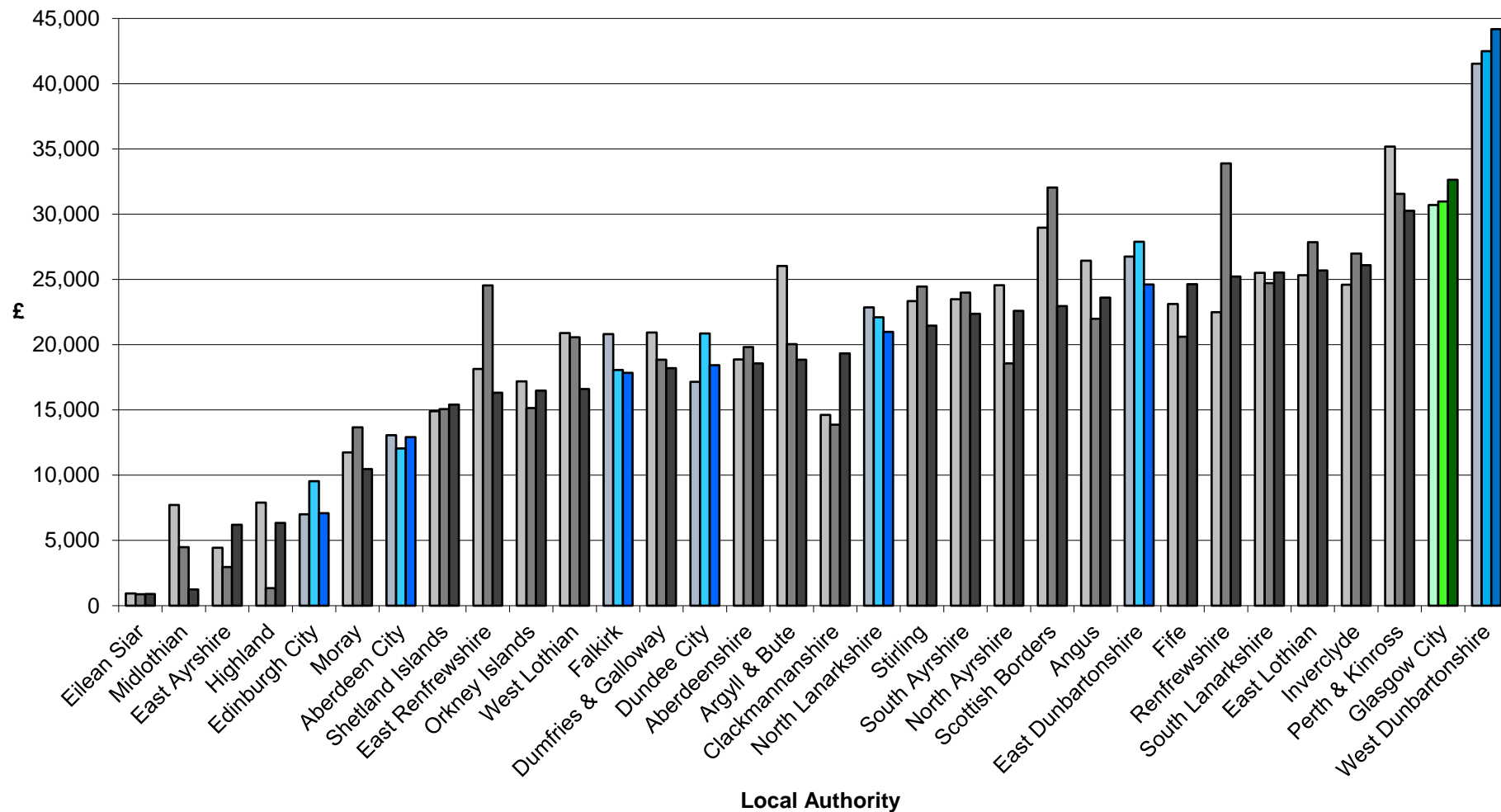
* Renfrewshire **2017/18** £45.13, **2018/19** £45.55

OFFICIAL

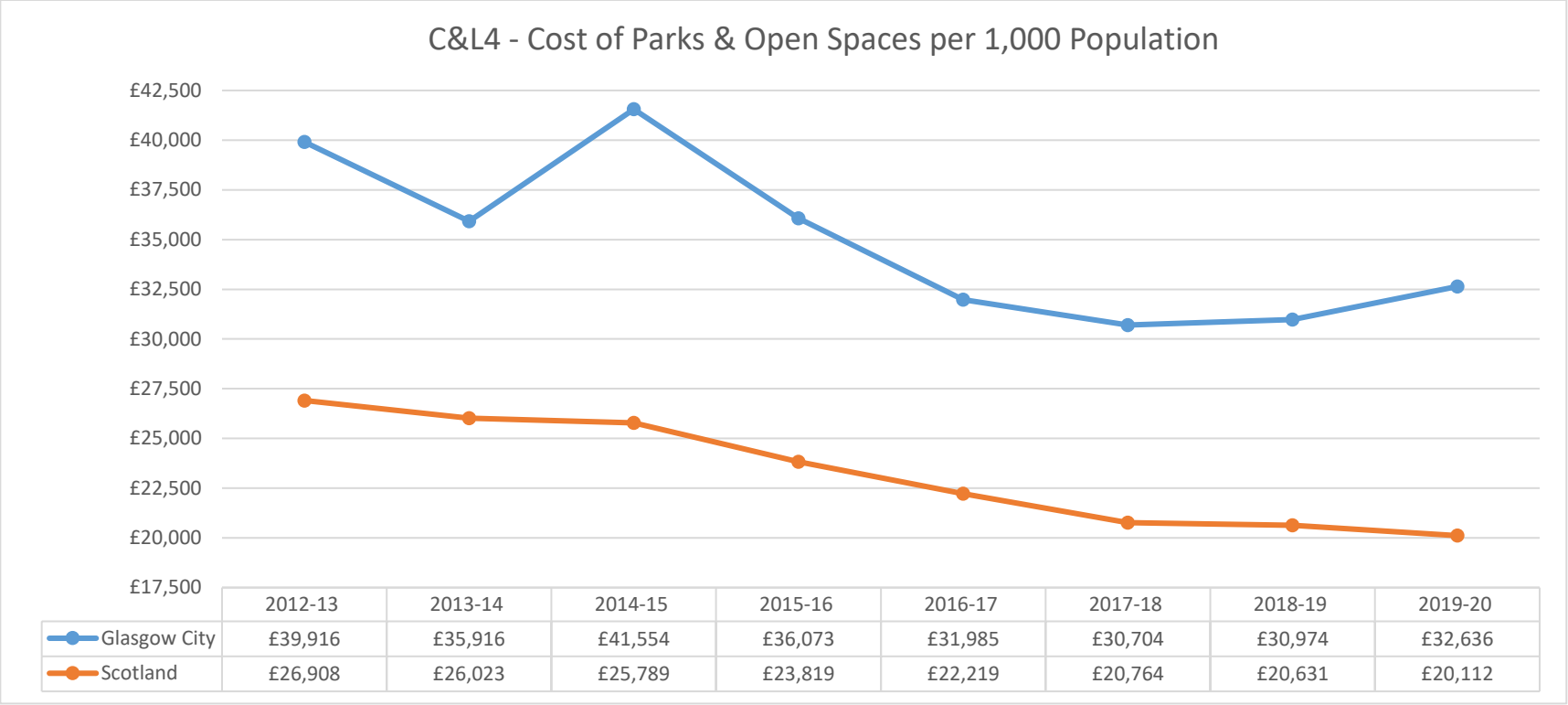


OFFICIAL

**C&L4 - Cost of Parks & Open Spaces per 1,000 Population
2017/18, 2018/19, 2019/20**

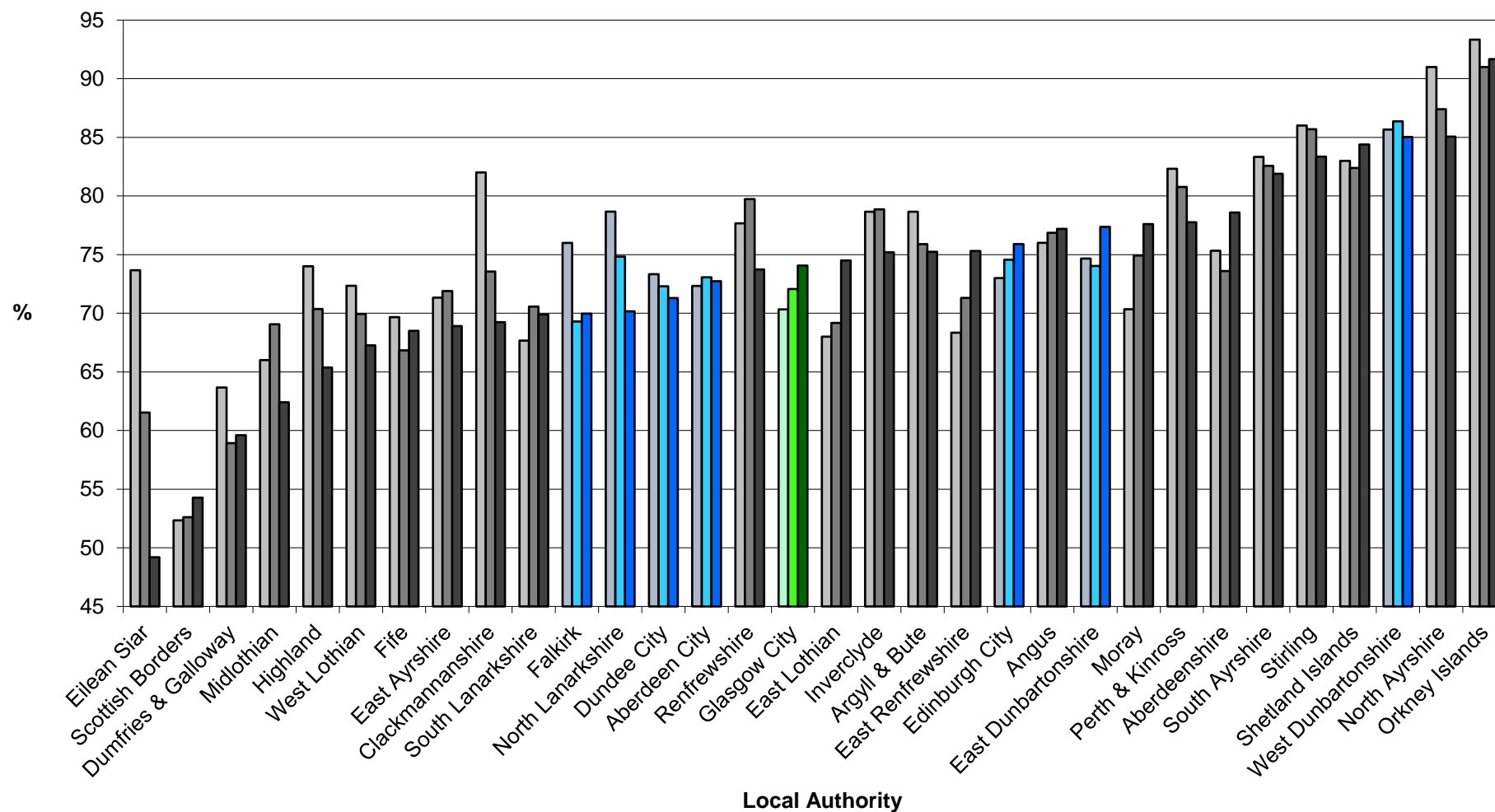


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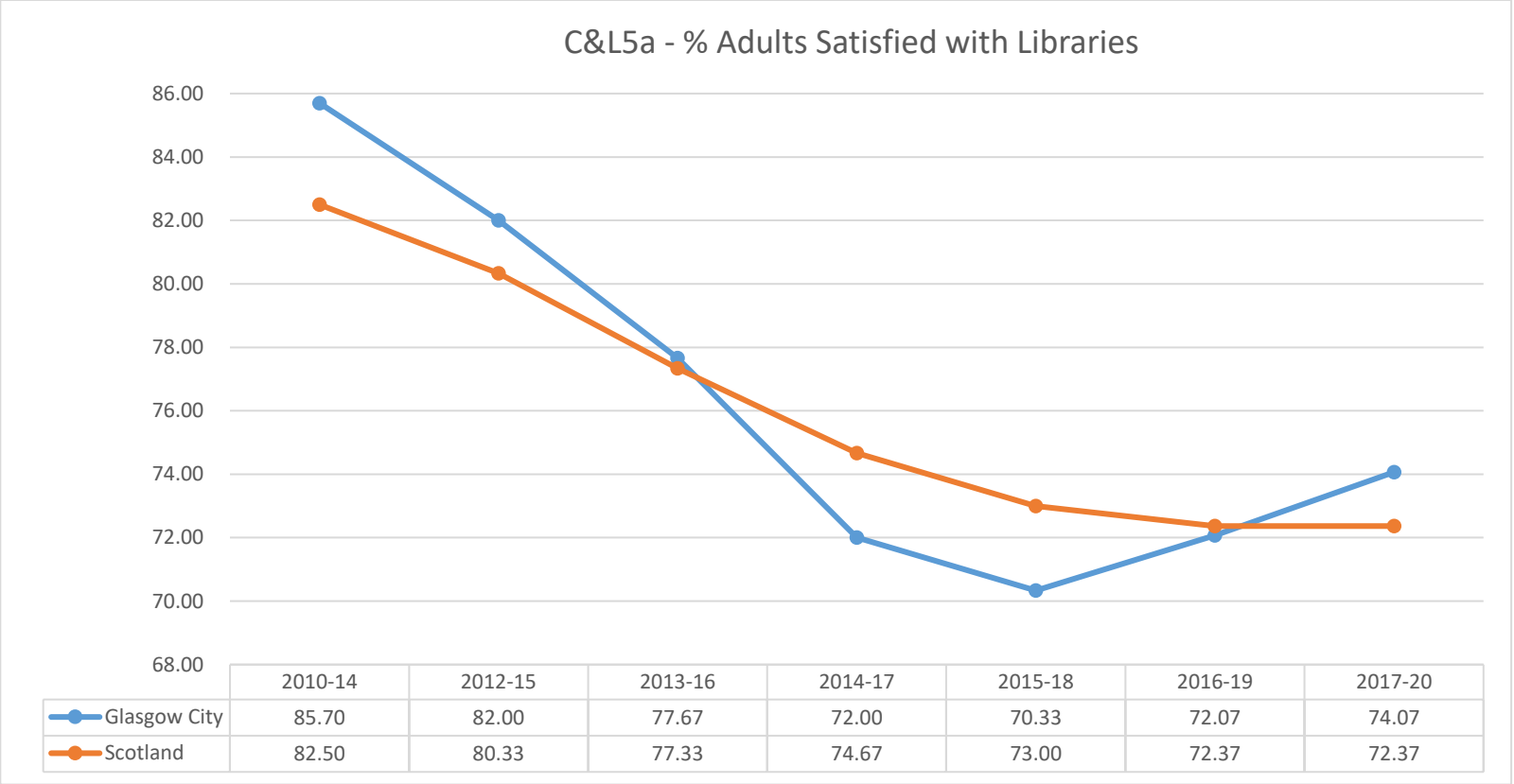
OFFICIAL

C&L5a - % Adults Satisfied with Libraries
2015/18, 2016/19, 2017/20



OFFICIAL

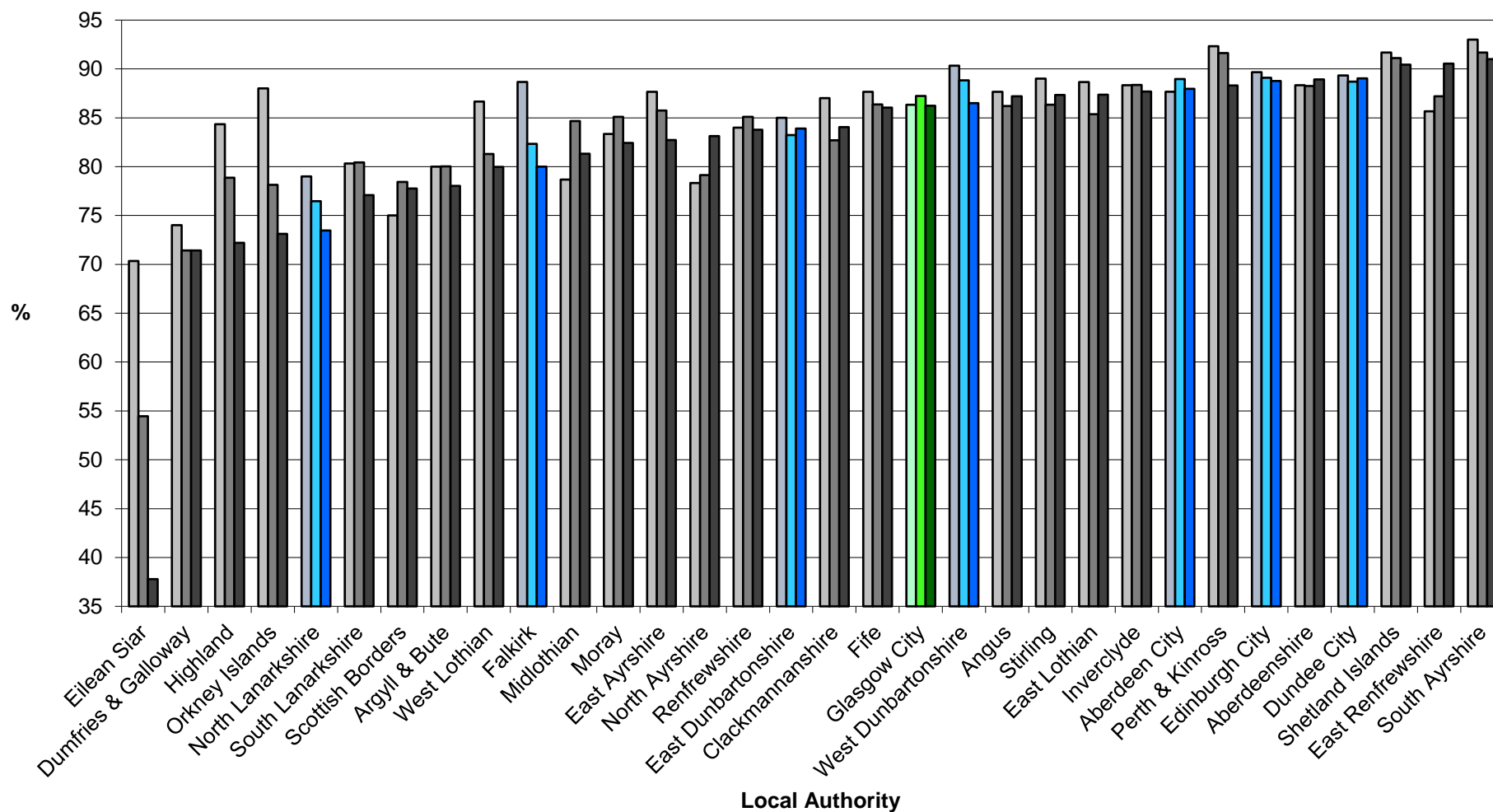
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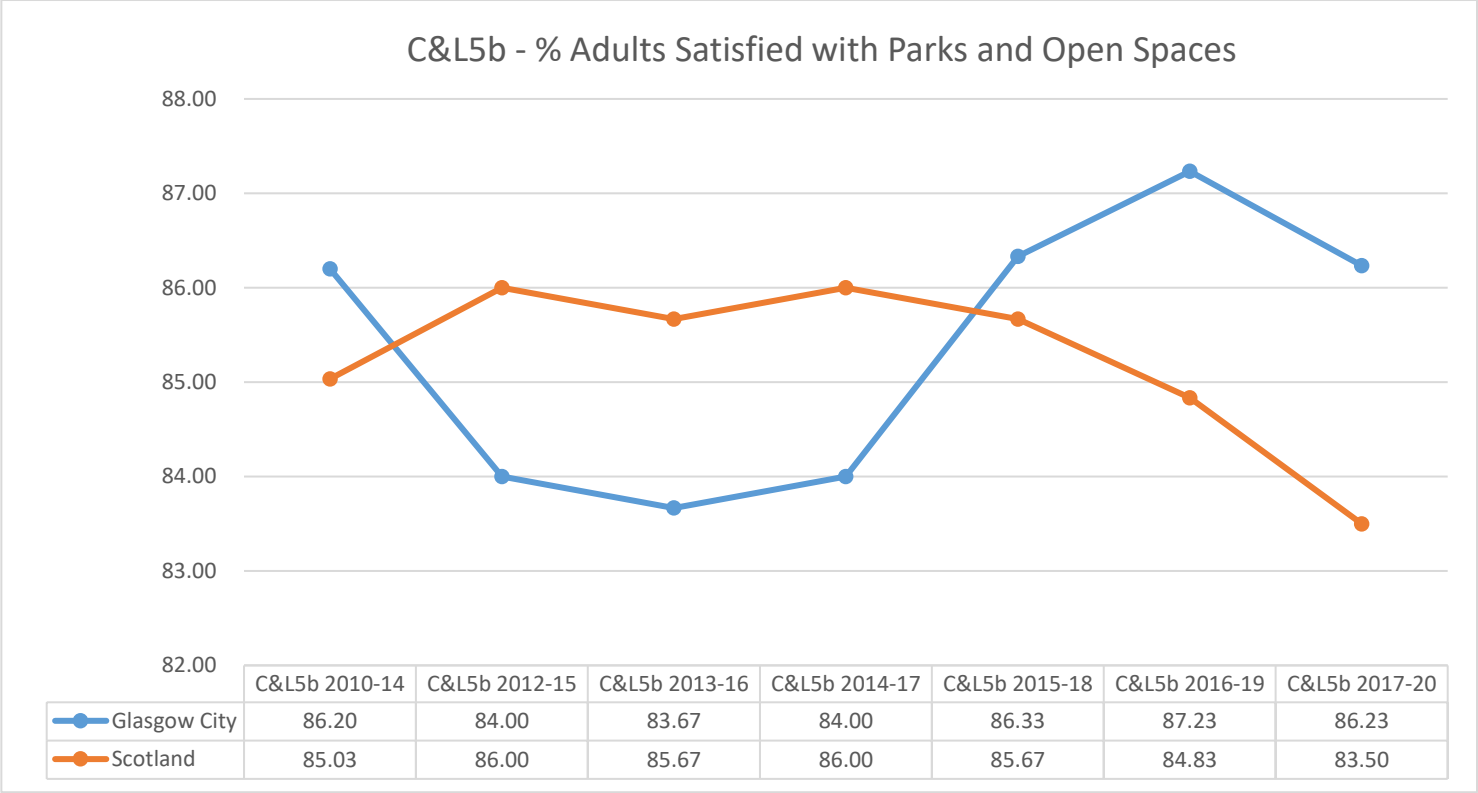
OFFICIAL

OFFICIAL

**C&L5b - % Adults Satisfied with Parks and Open Spaces
2015/18, 2016/19, 2017/20**

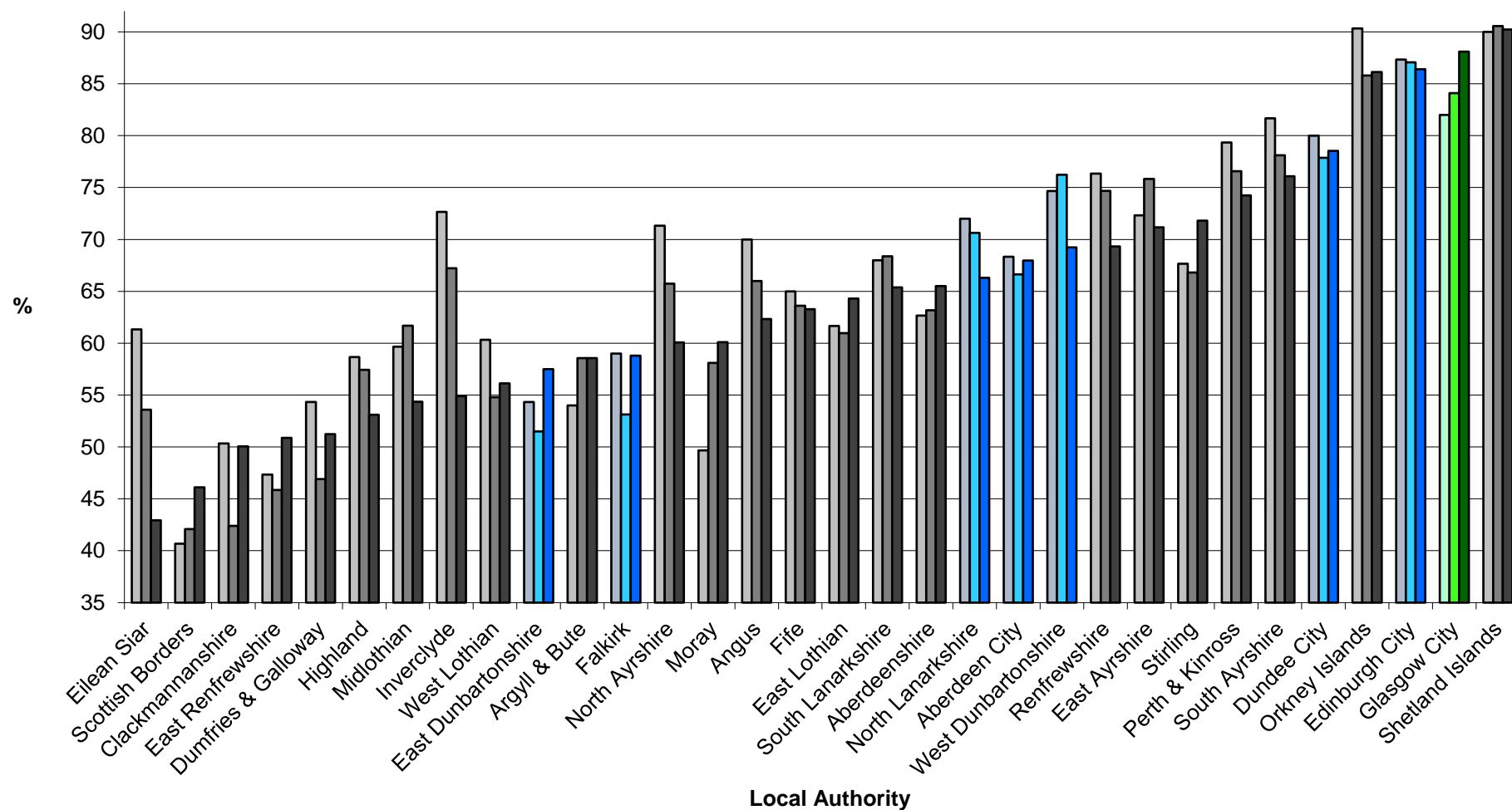


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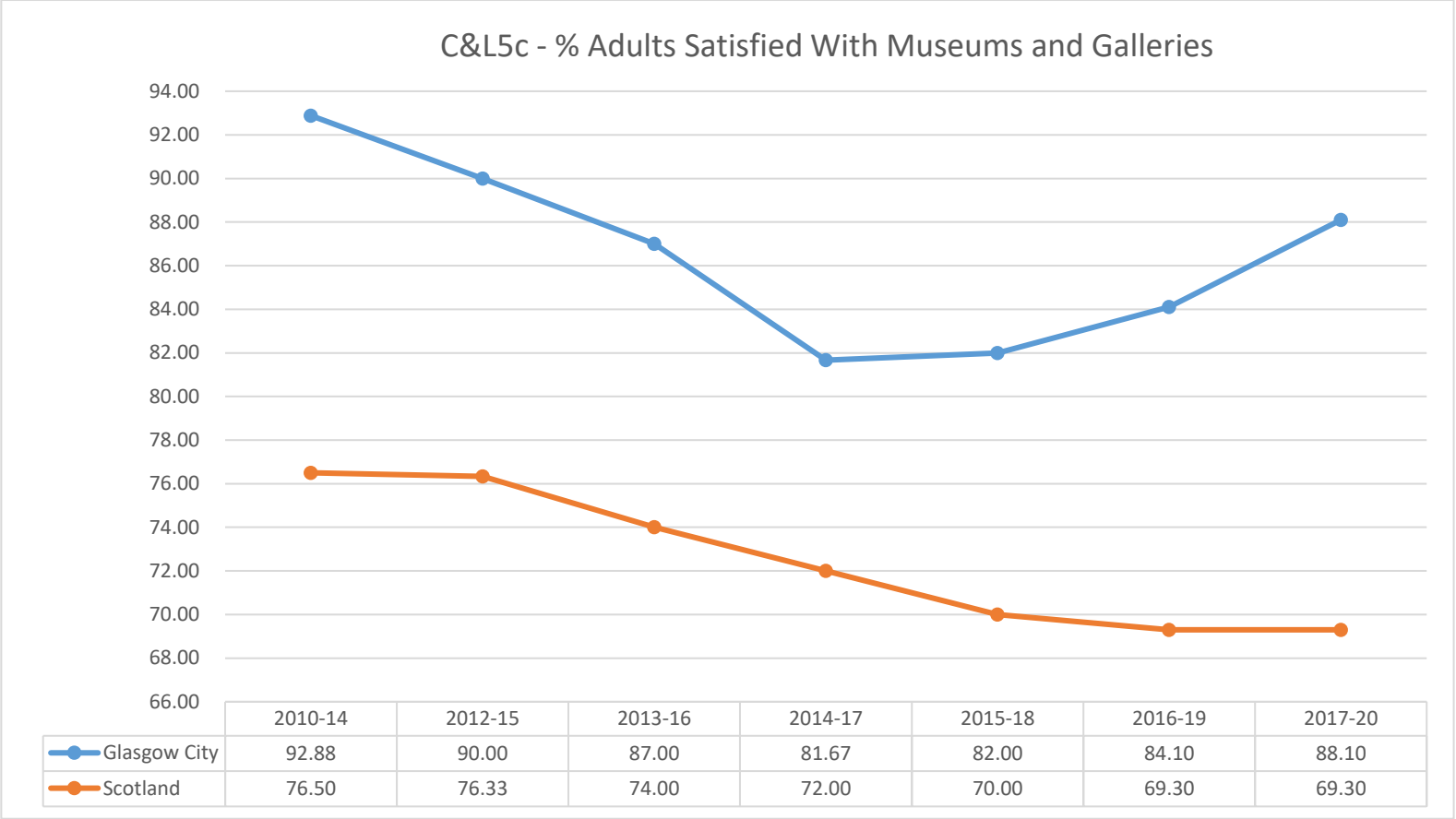


OFFICIAL

**C&L5c - % Adults Satisfied with Museums and Galleries
2015/18, 2016/19, 2017/20**

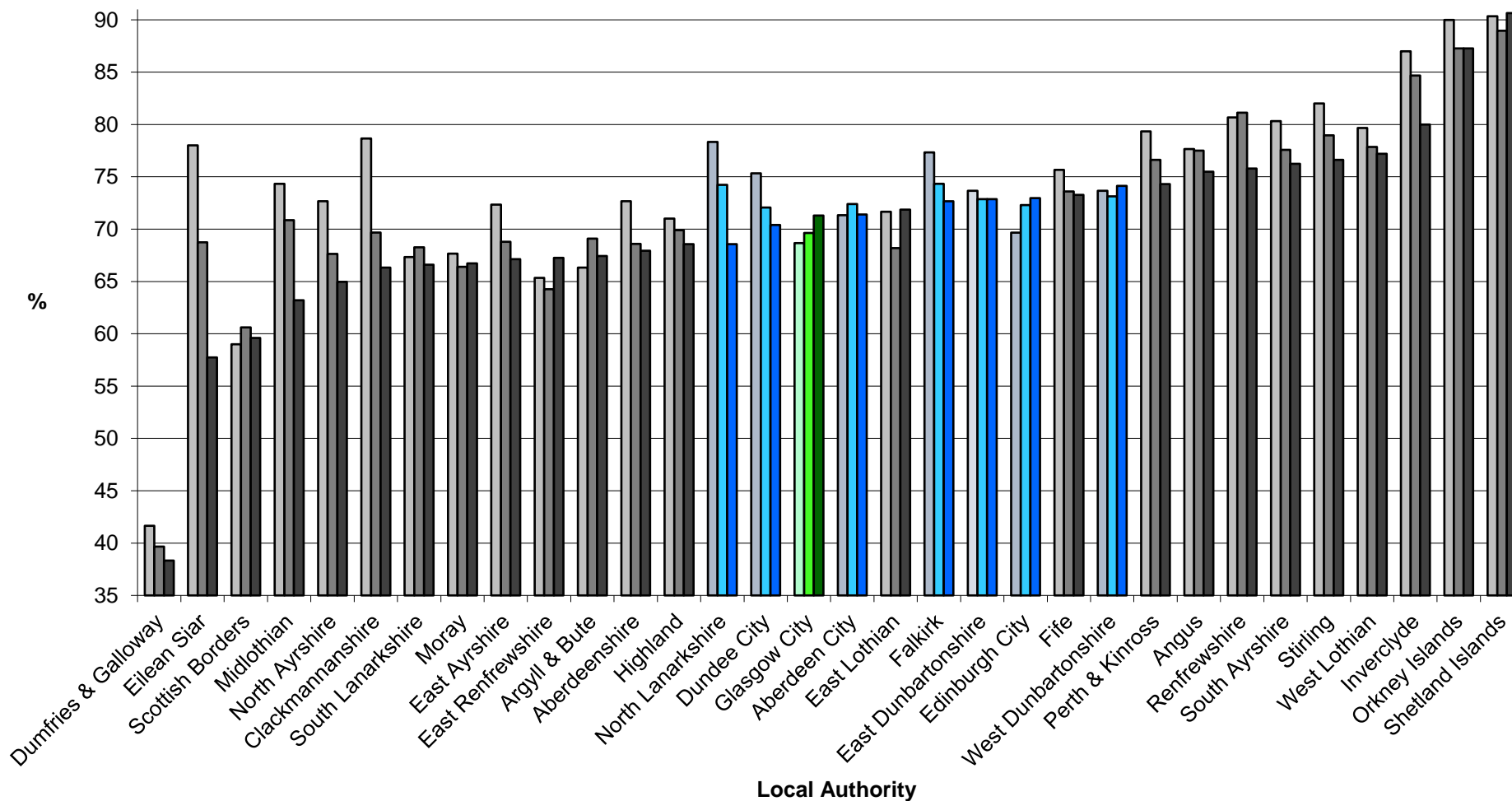


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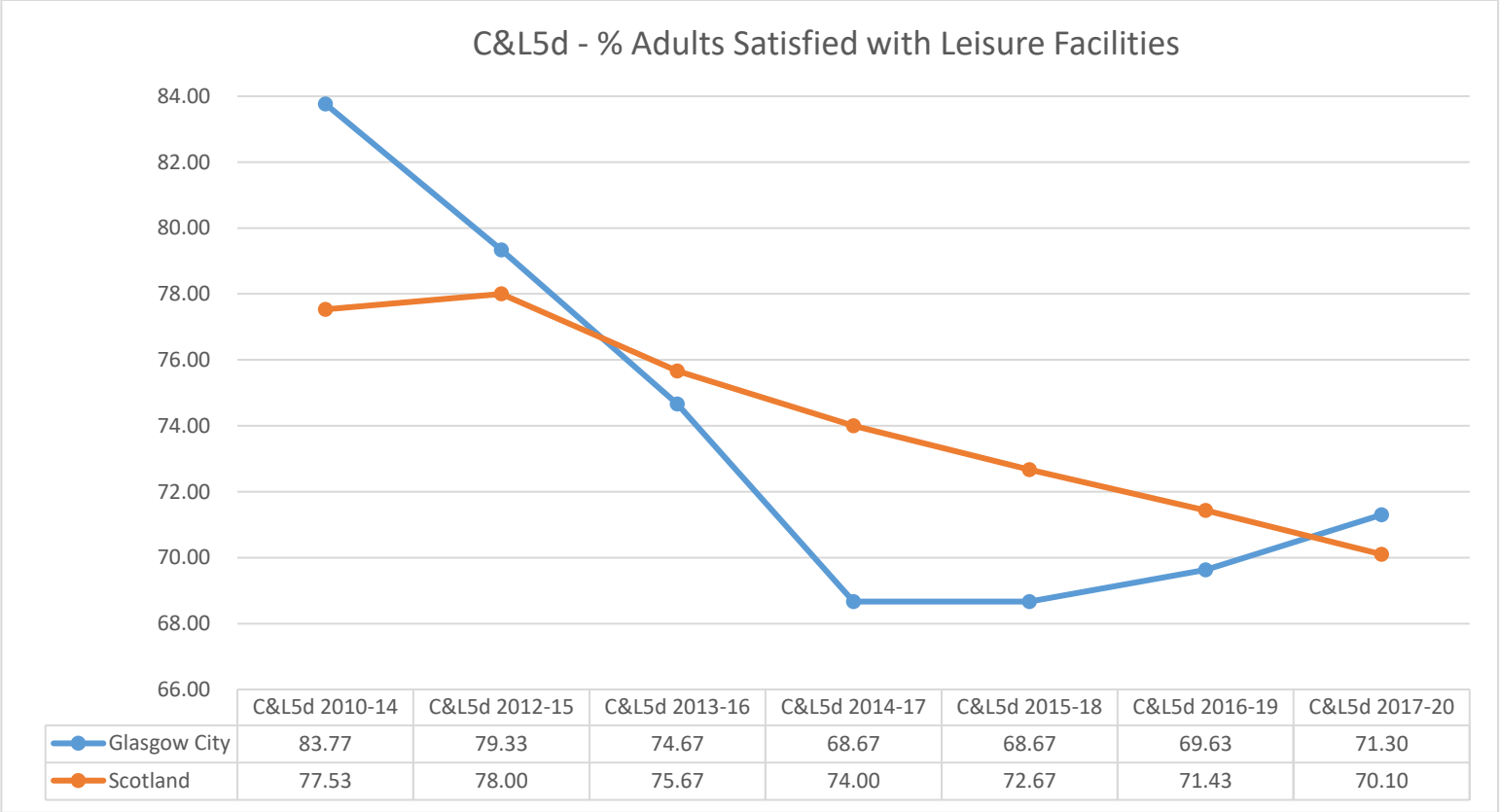
OFFICIAL

C&L5d - % Adults Satisfied with Leisure Facilities
2015/18, 2016/19, 2017/20



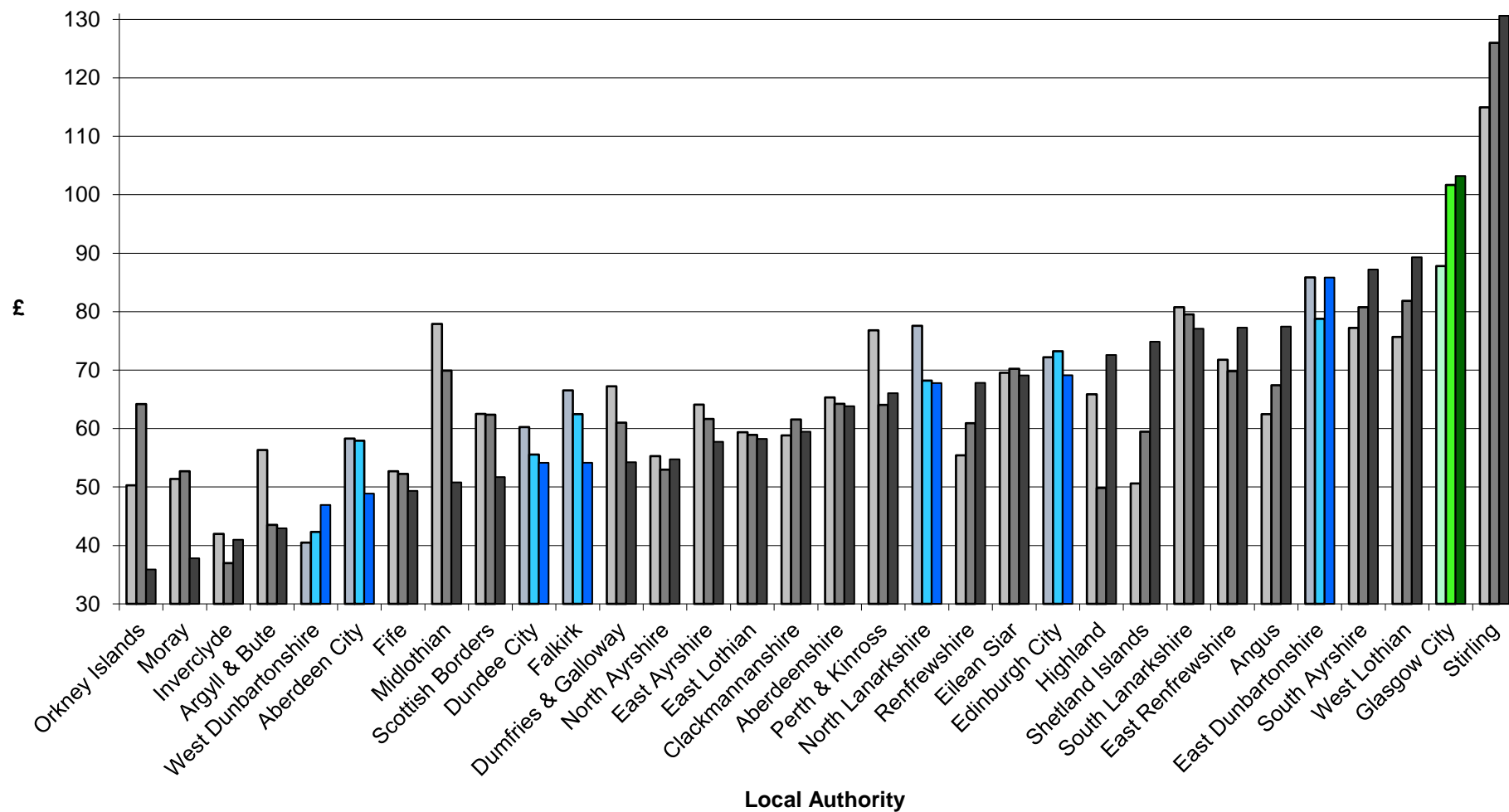
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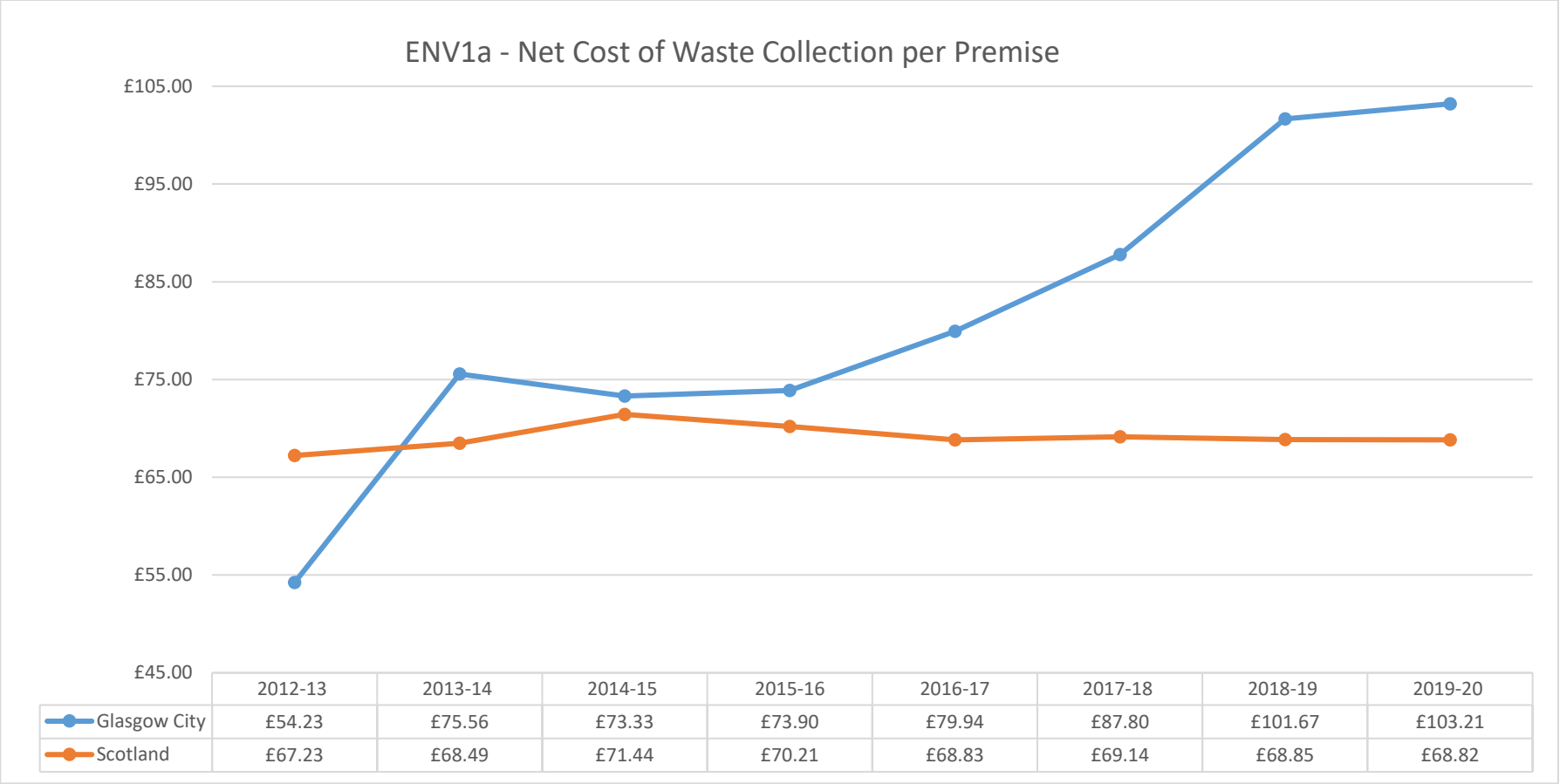
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**ENV1a - Net Cost of Waste Collection per Premise
2017/18, 2018/19, 2019/20**



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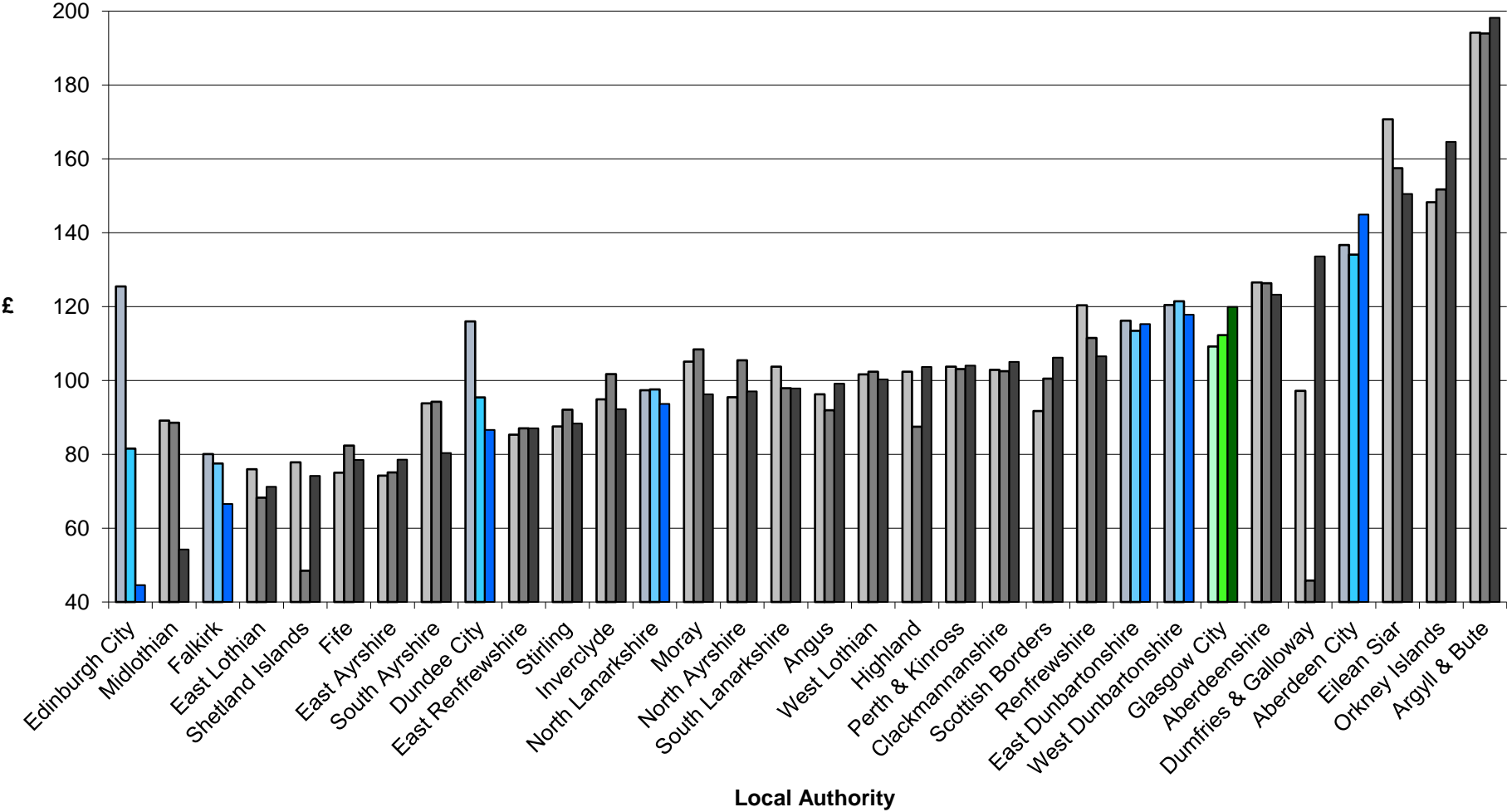
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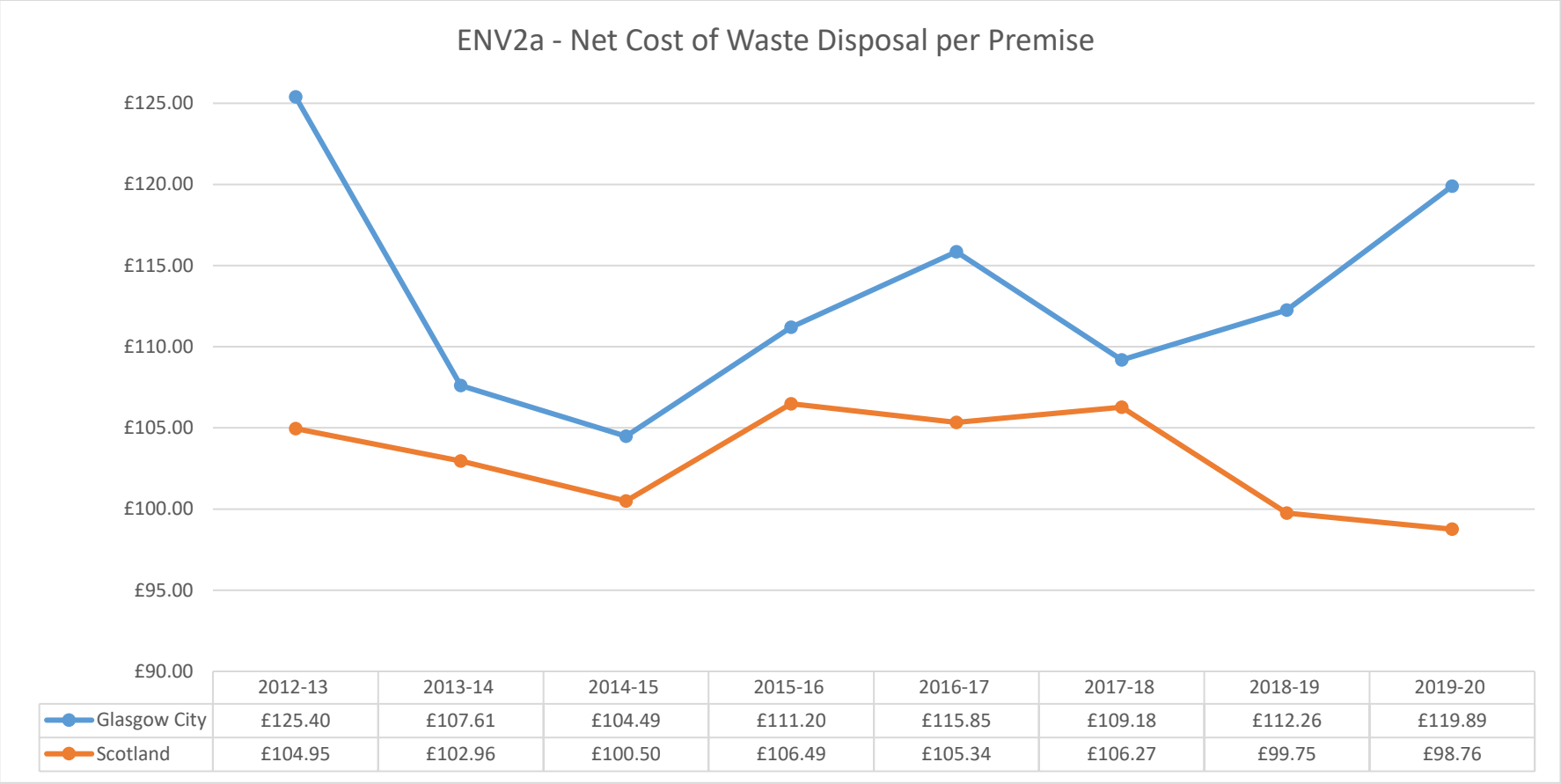
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OFFICIAL

ENV2a - Net Cost of Waste Disposal per Premise
2017/18, 2018/19, 2019/20

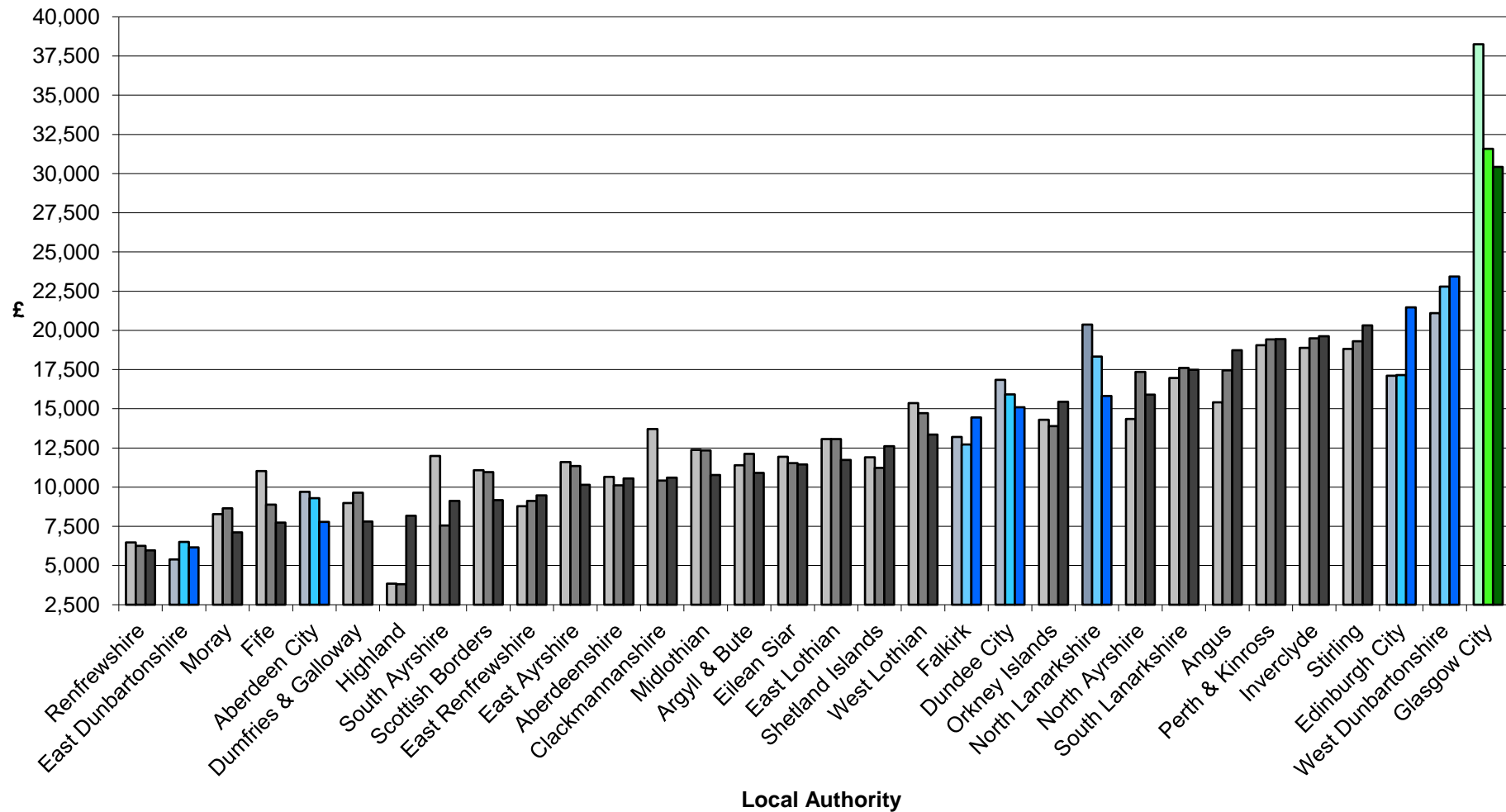


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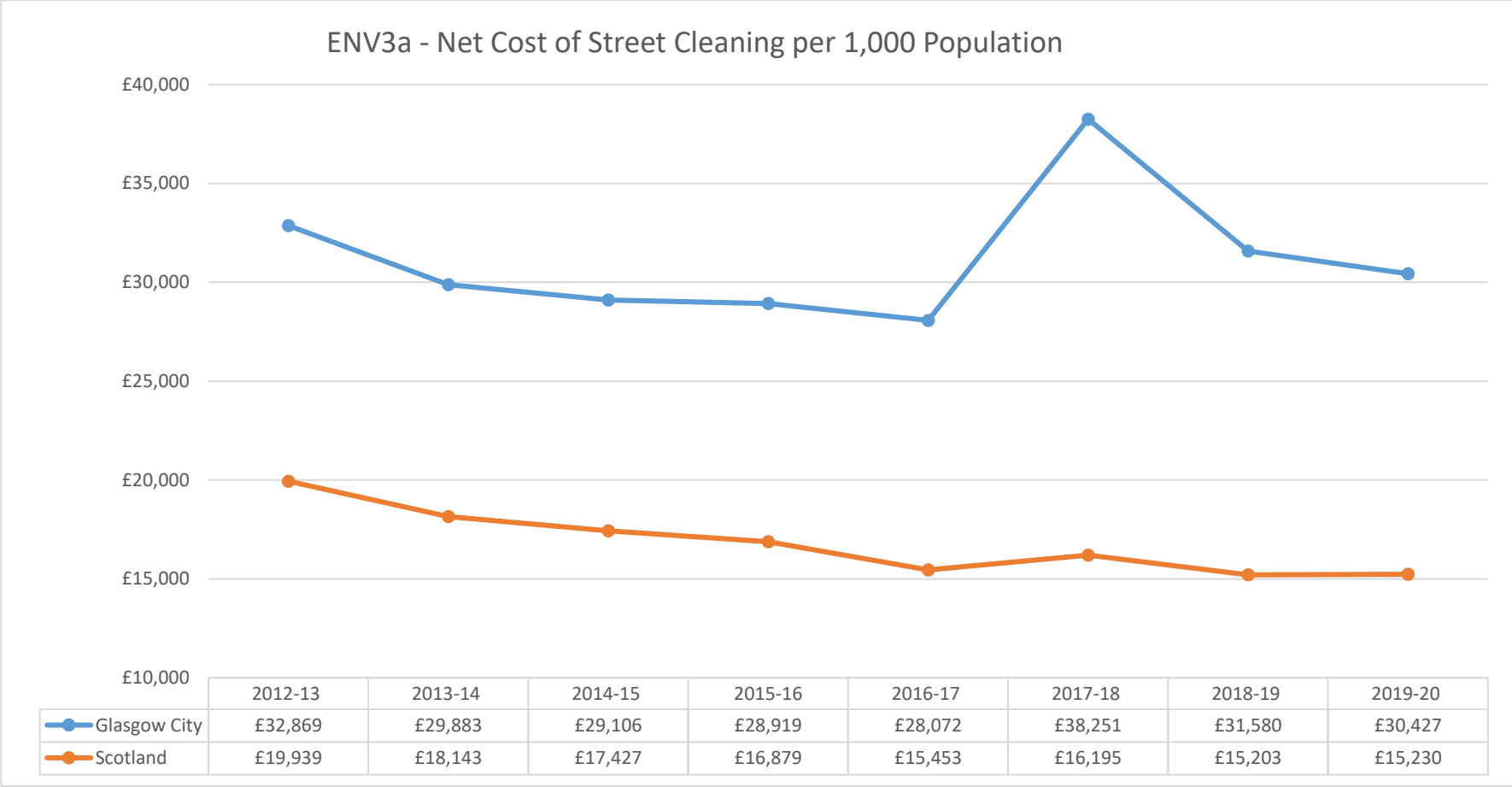


OFFICIAL

**ENV3a - Net Cost of Street Cleaning per 1,000 Population
2017/18, 2018/19, 2019/20**

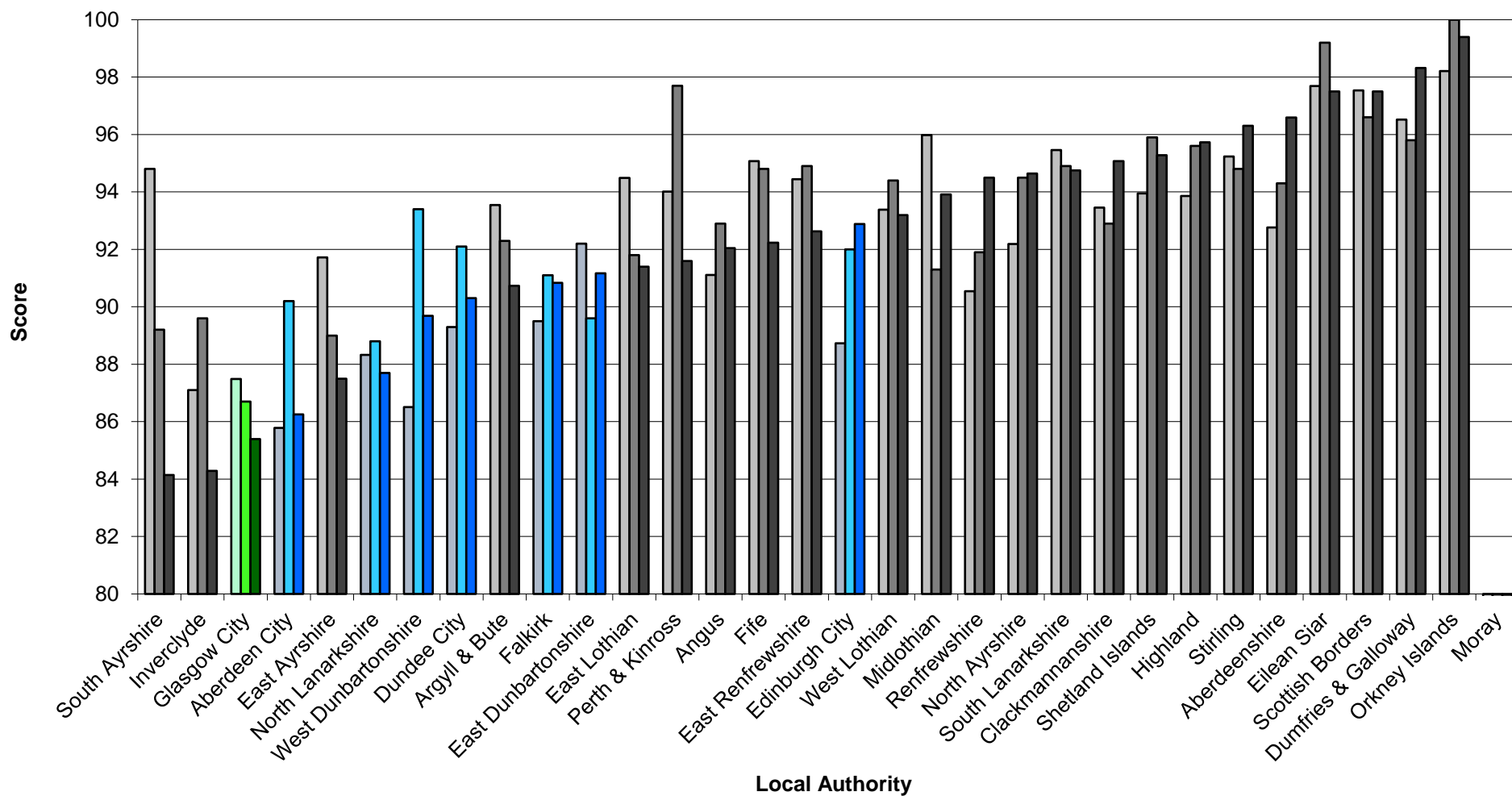


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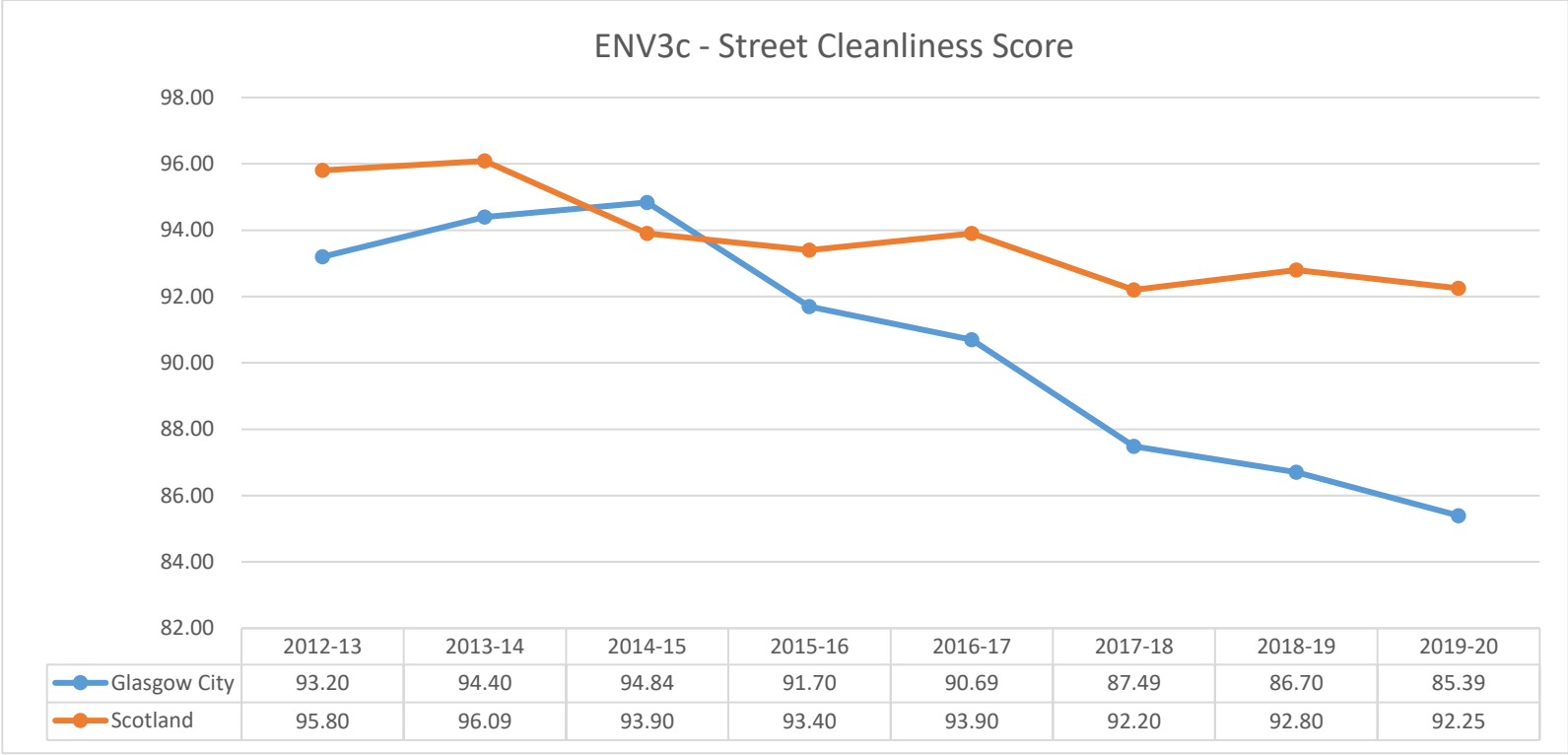
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ENV3c - Street Cleanliness Score
2017/18, 2018/19, 2019/20



OFFICIAL

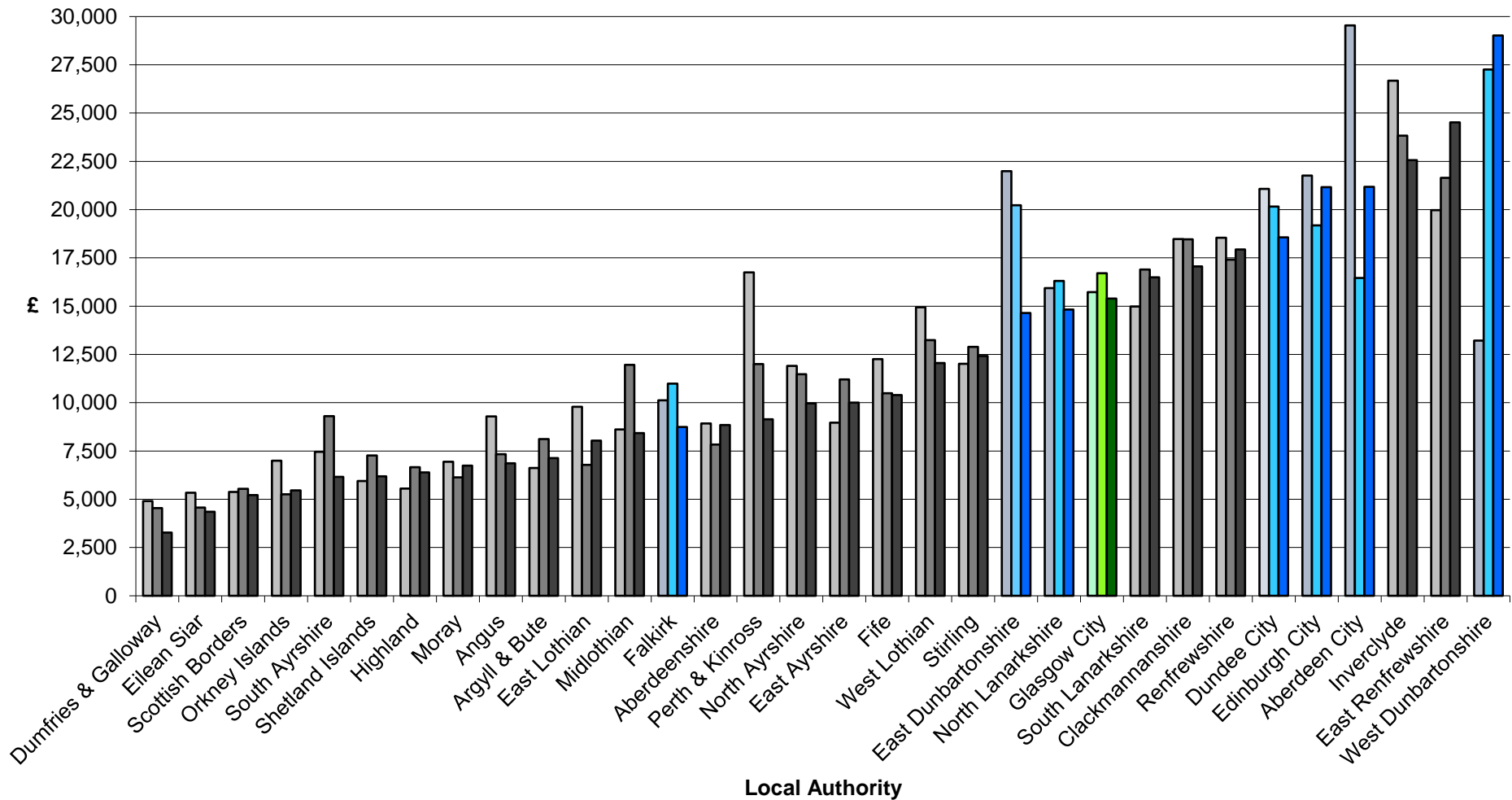
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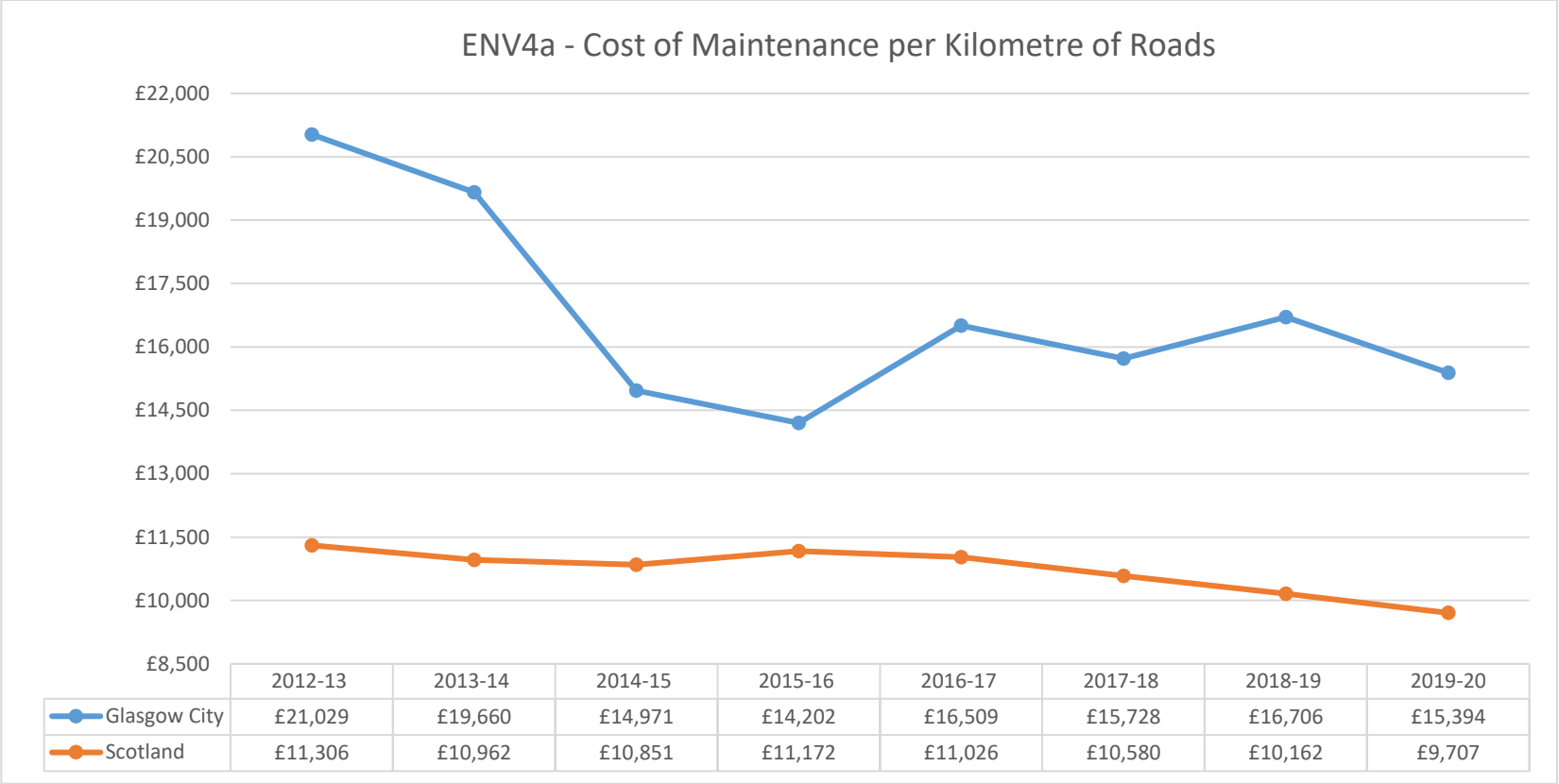
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**ENV4a - Cost of Maintenance per Kilometre of Roads
2017/18, 2018/19, 2019/20**

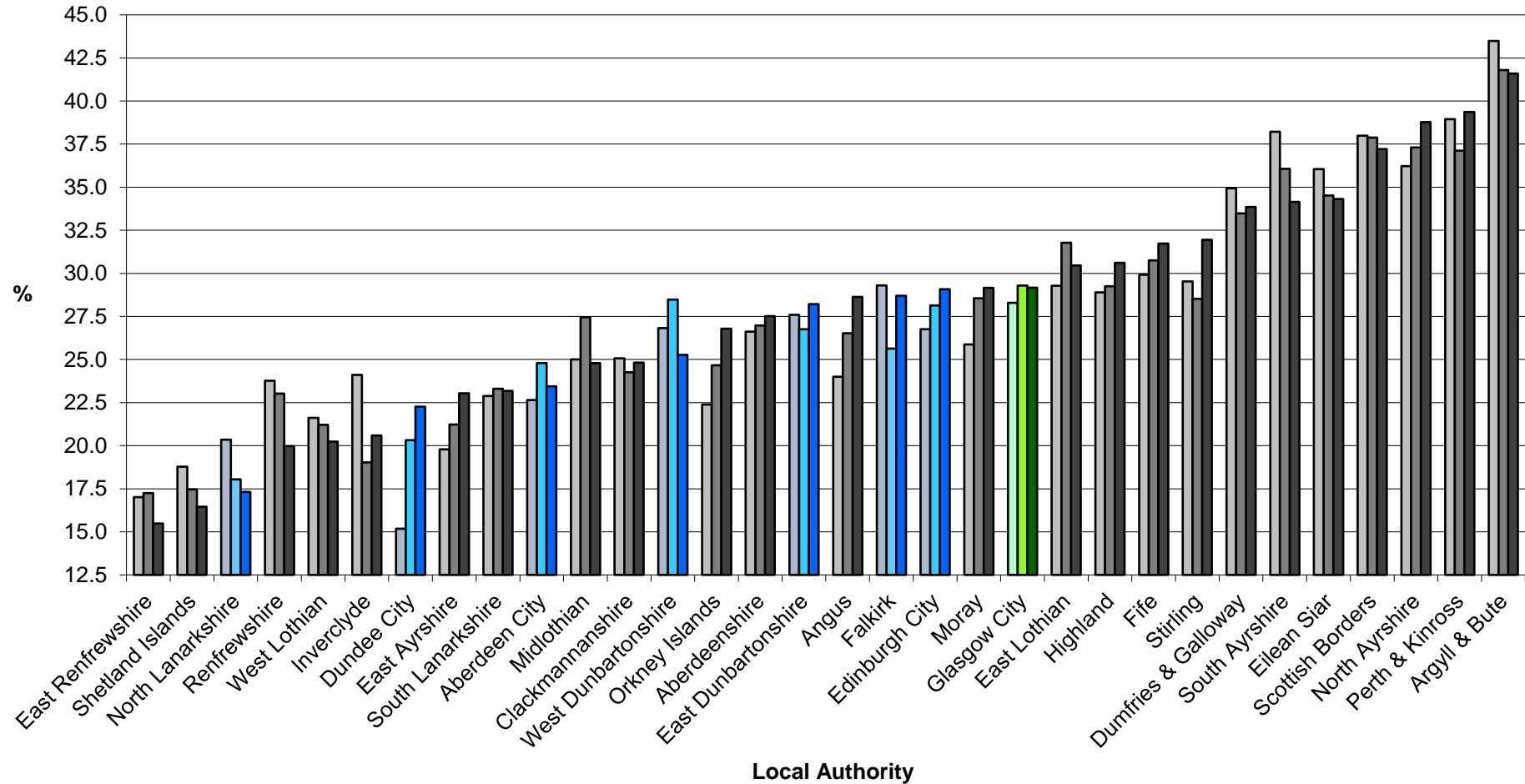


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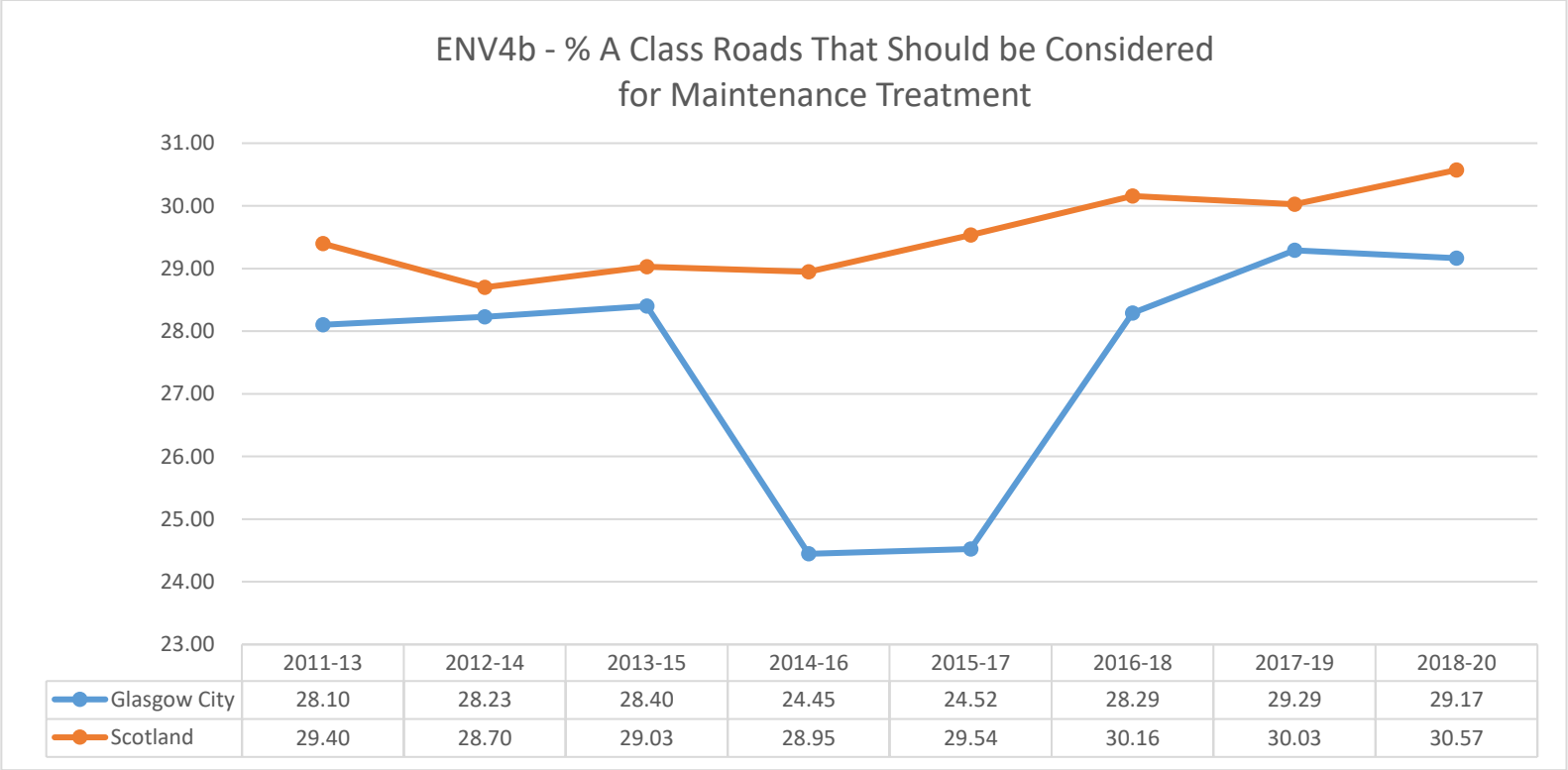


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**ENV4b - Percentage A Class Roads that Should be Considered for Maintenance Treatment
2016/18, 2017/19, 2018/20**

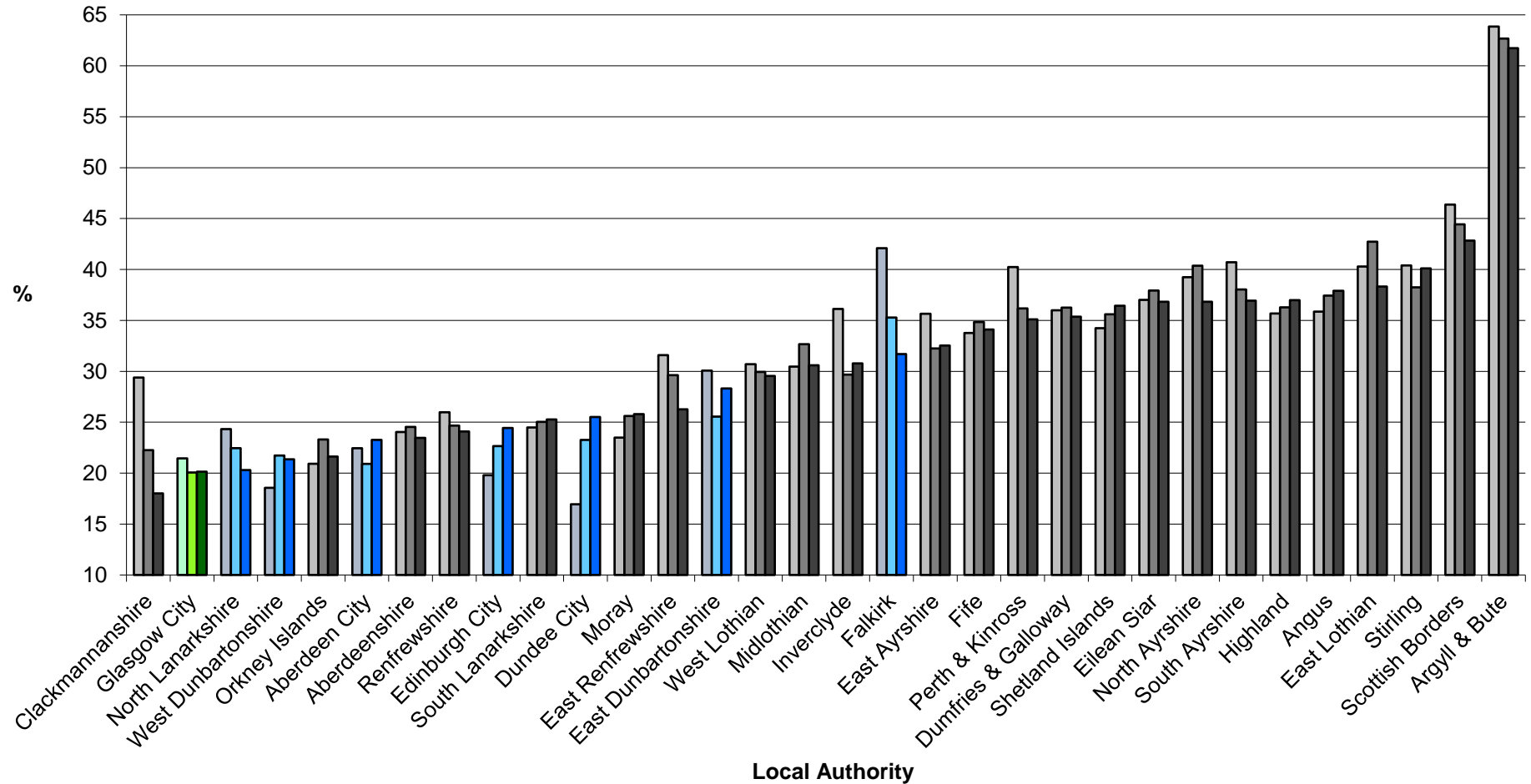


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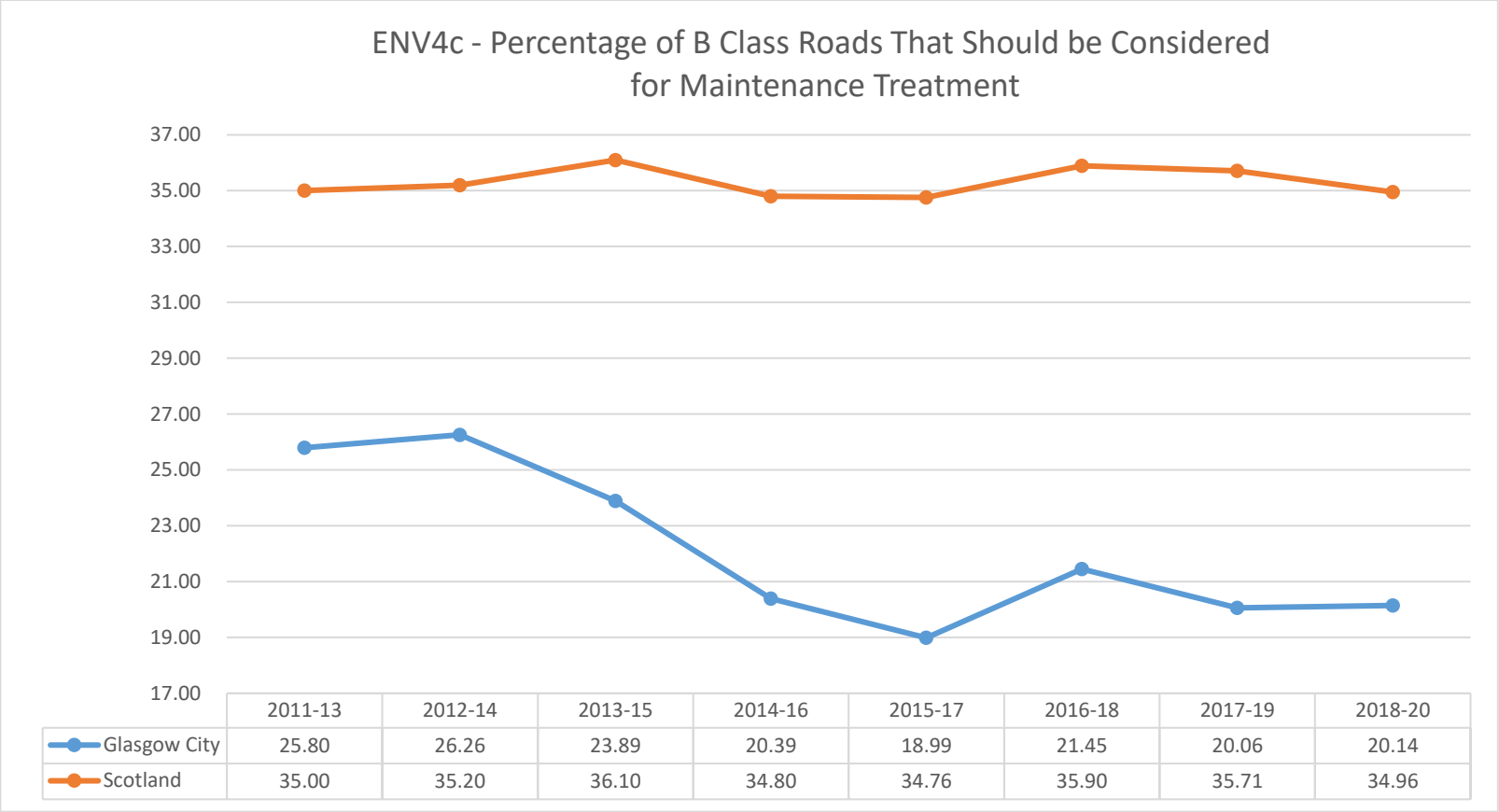


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**ENV4c - Percentage B Class Roads That Should be Considered for Maintenance Treatment
2016/18, 2017/19, 2018/20**

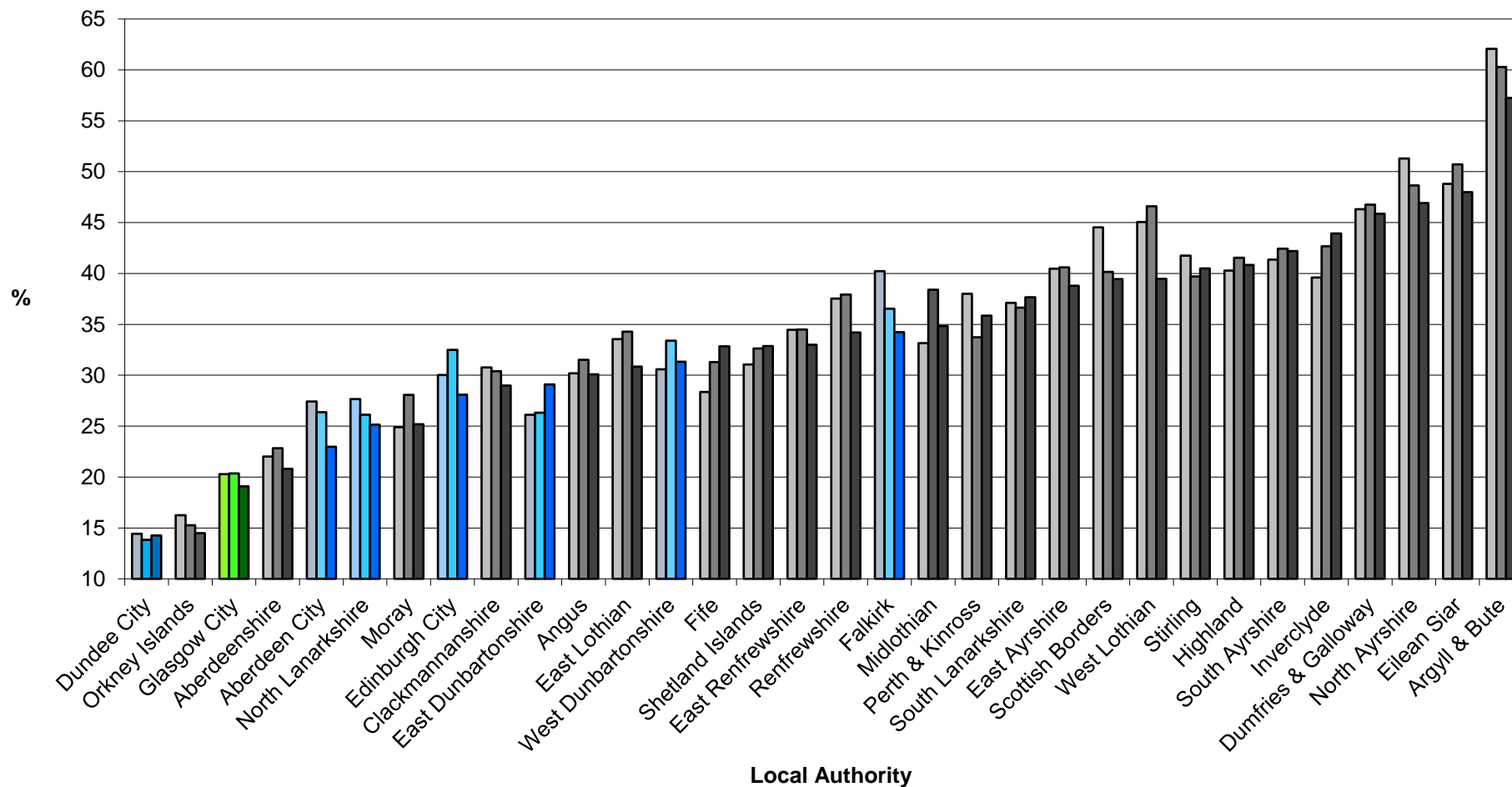


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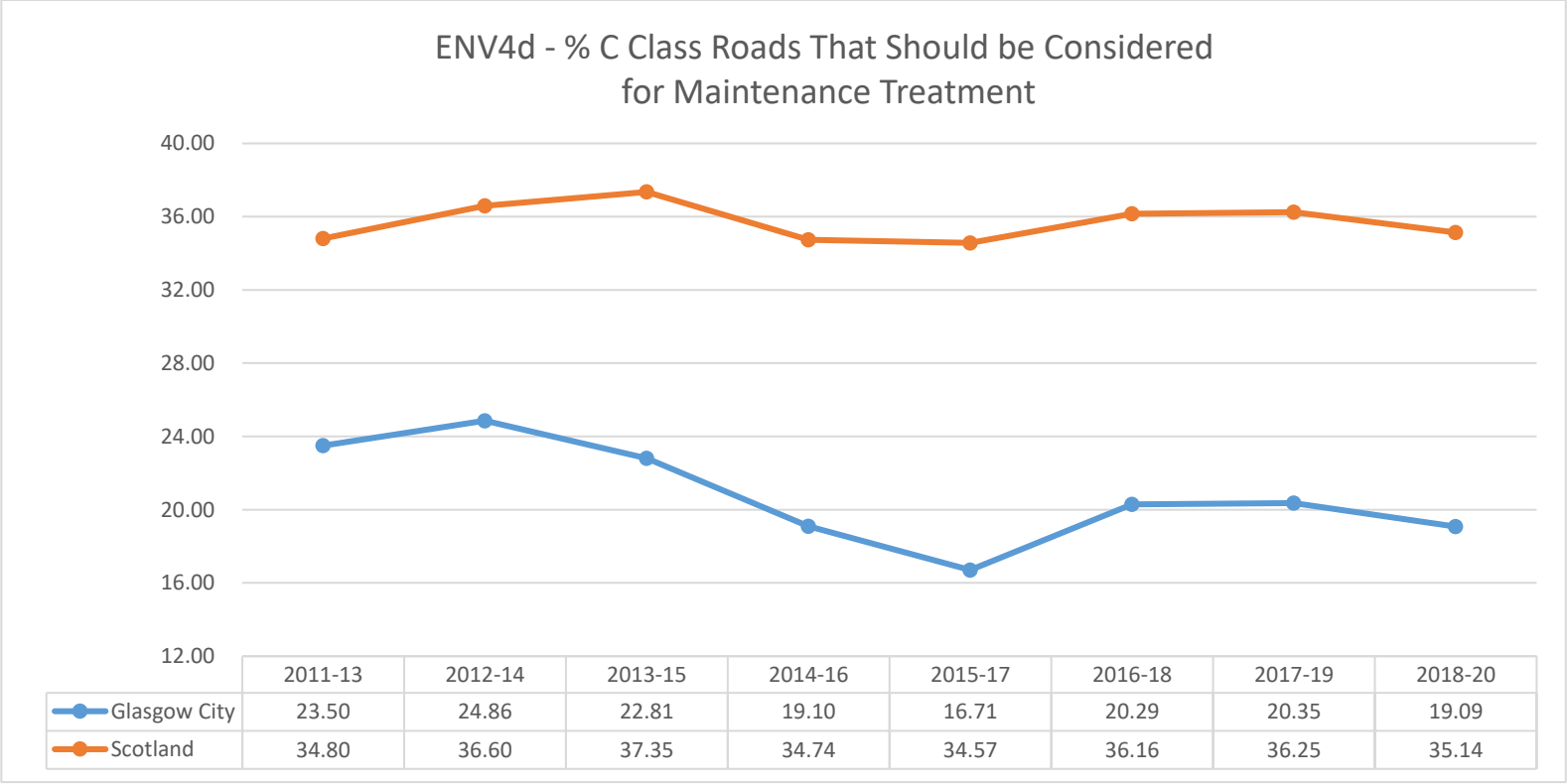


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**ENV4d - Percentage C Class Roads That Should be Considered for Maintenance Treatment
2016/18, 2017/19, 2018/20**

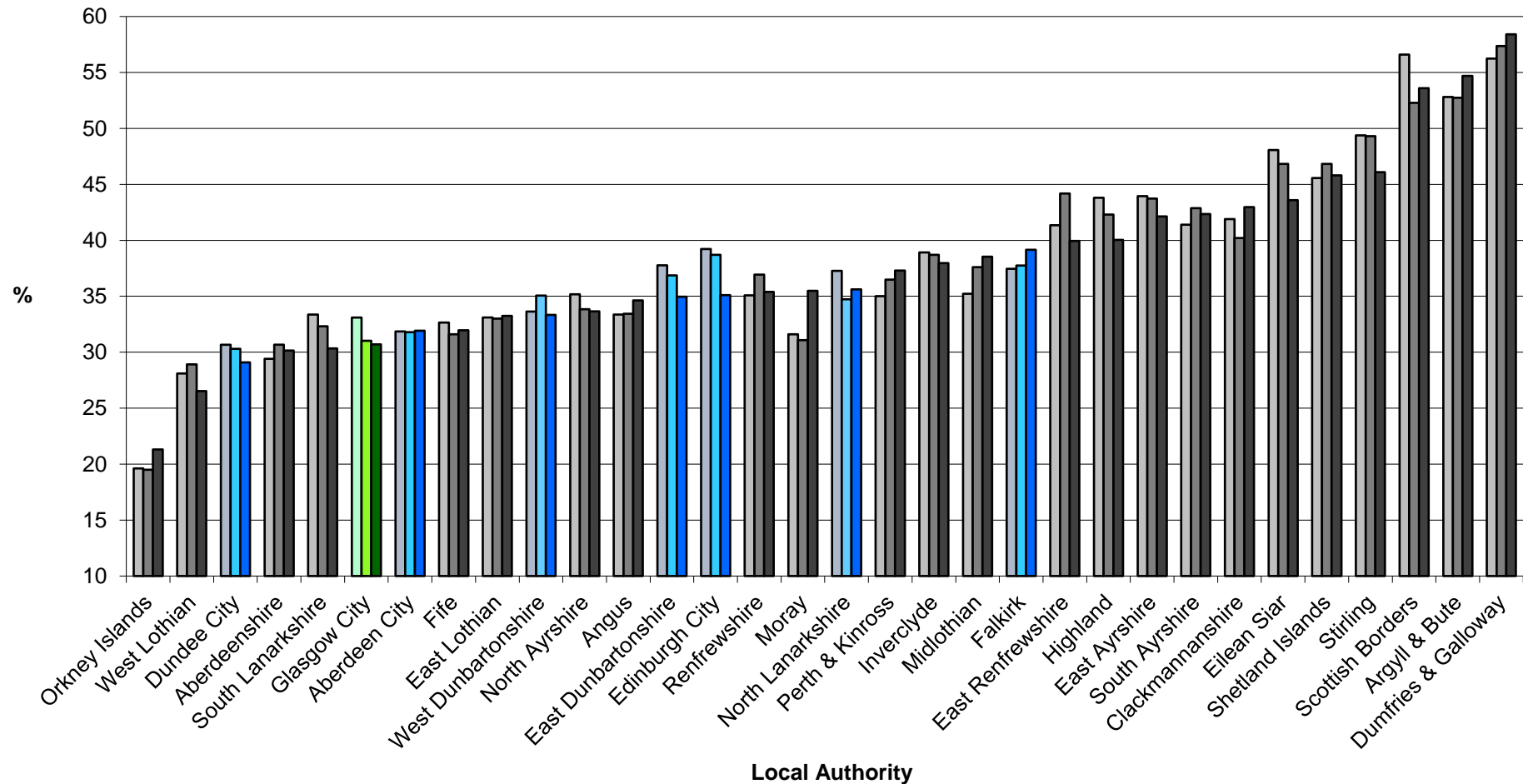


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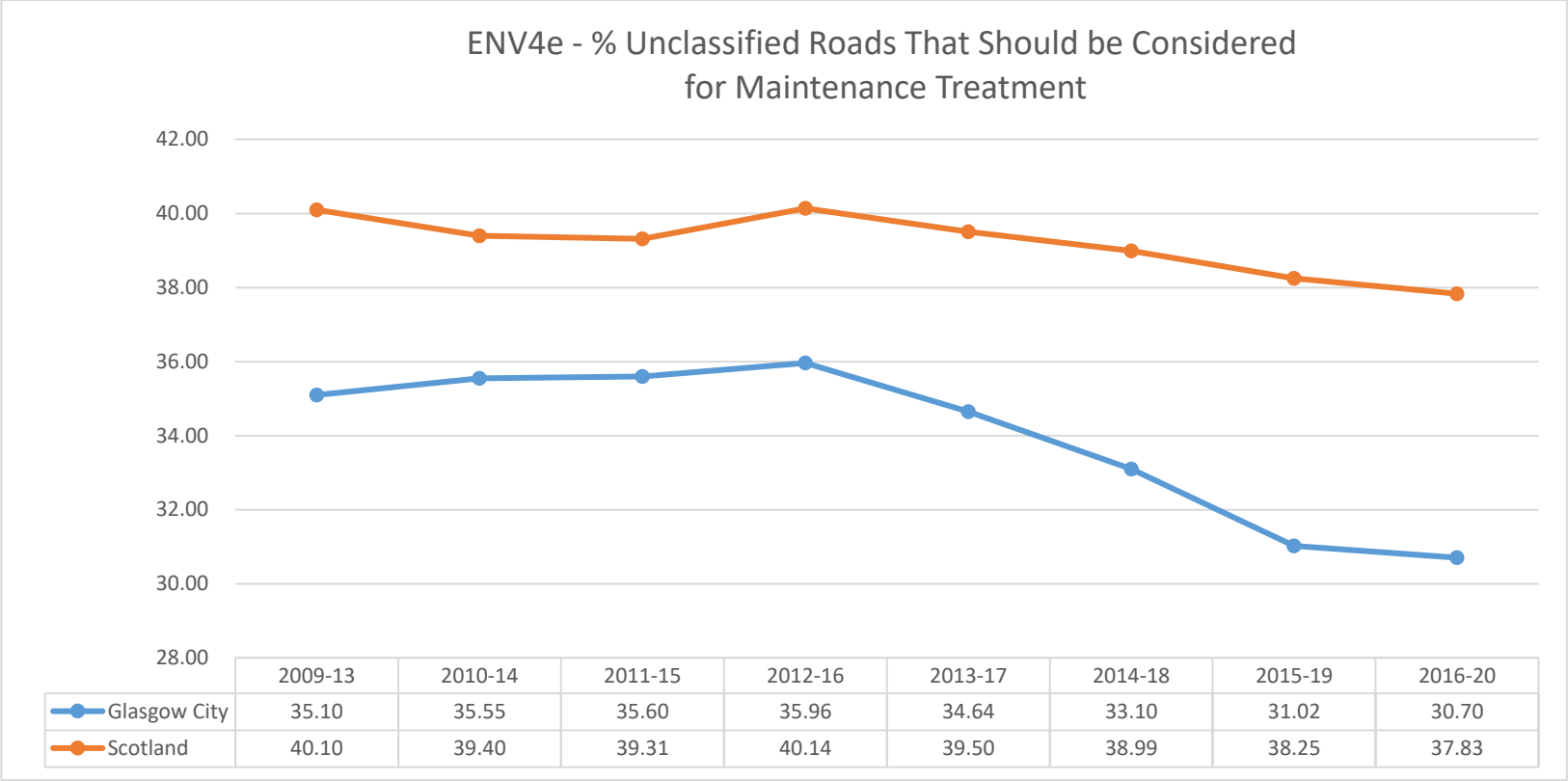


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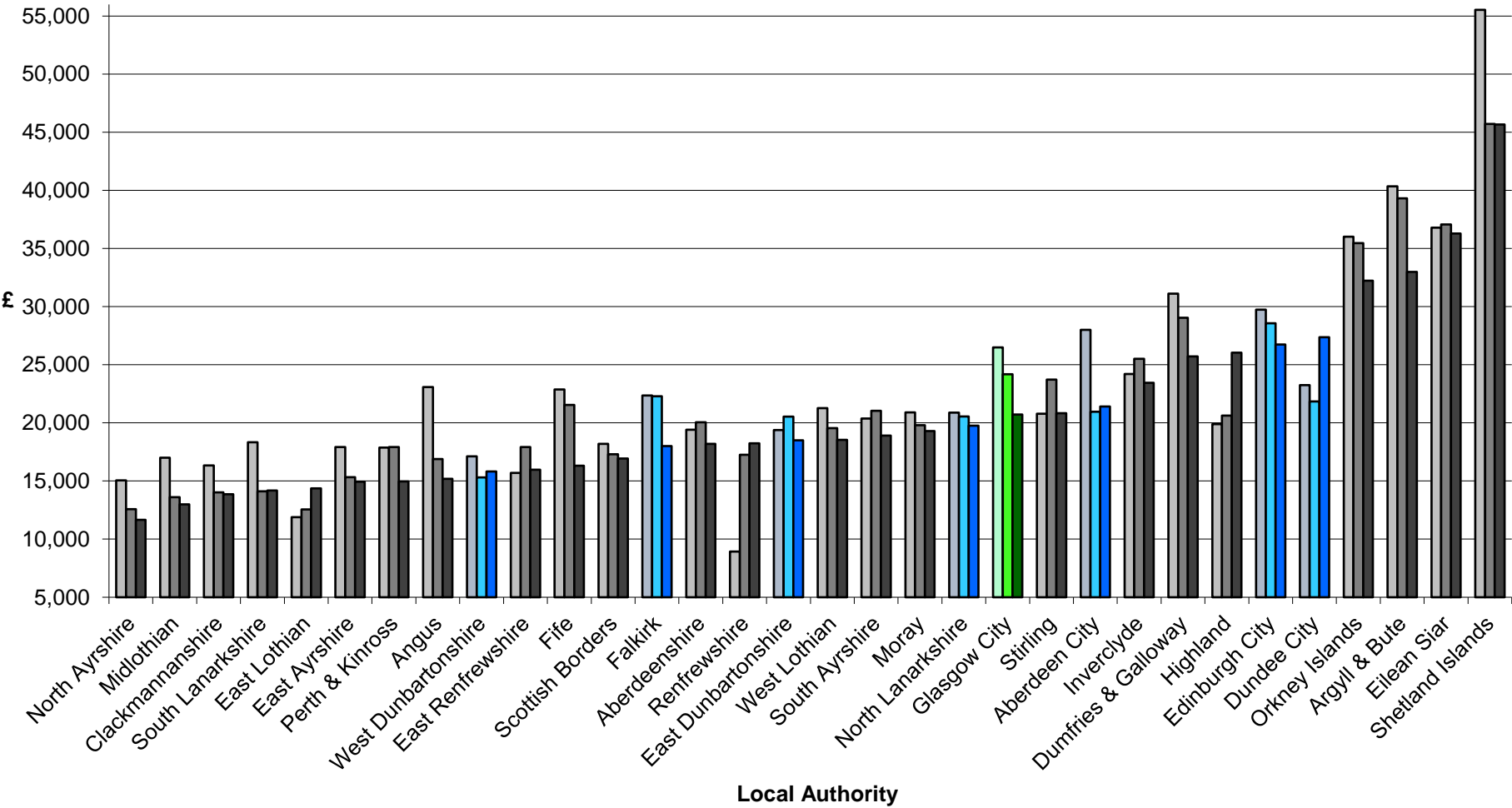
**ENV4e - Percentage Unclassified Roads That Should be Considered for Maintenance Treatment
2014/18, 2015/19, 2016/20**

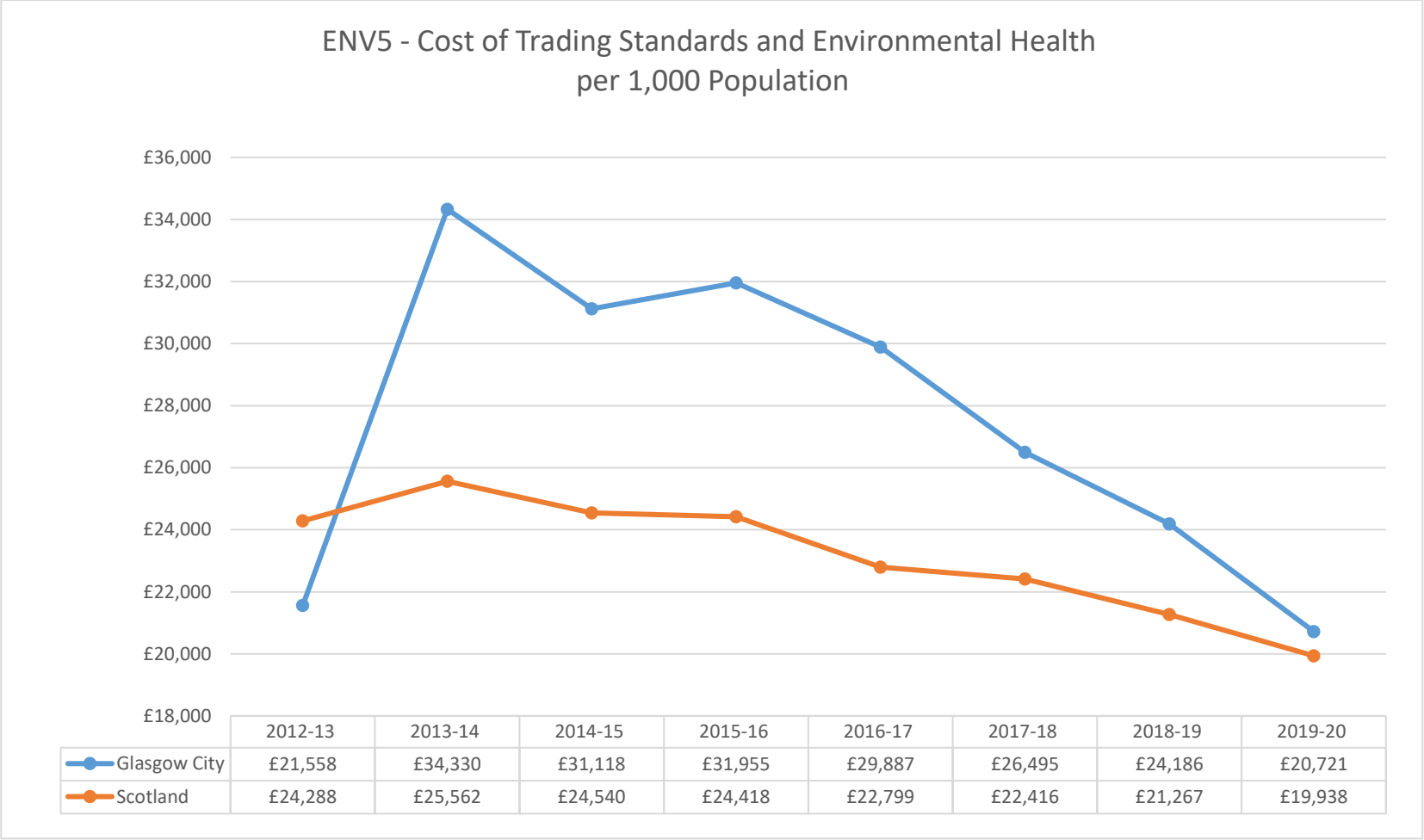


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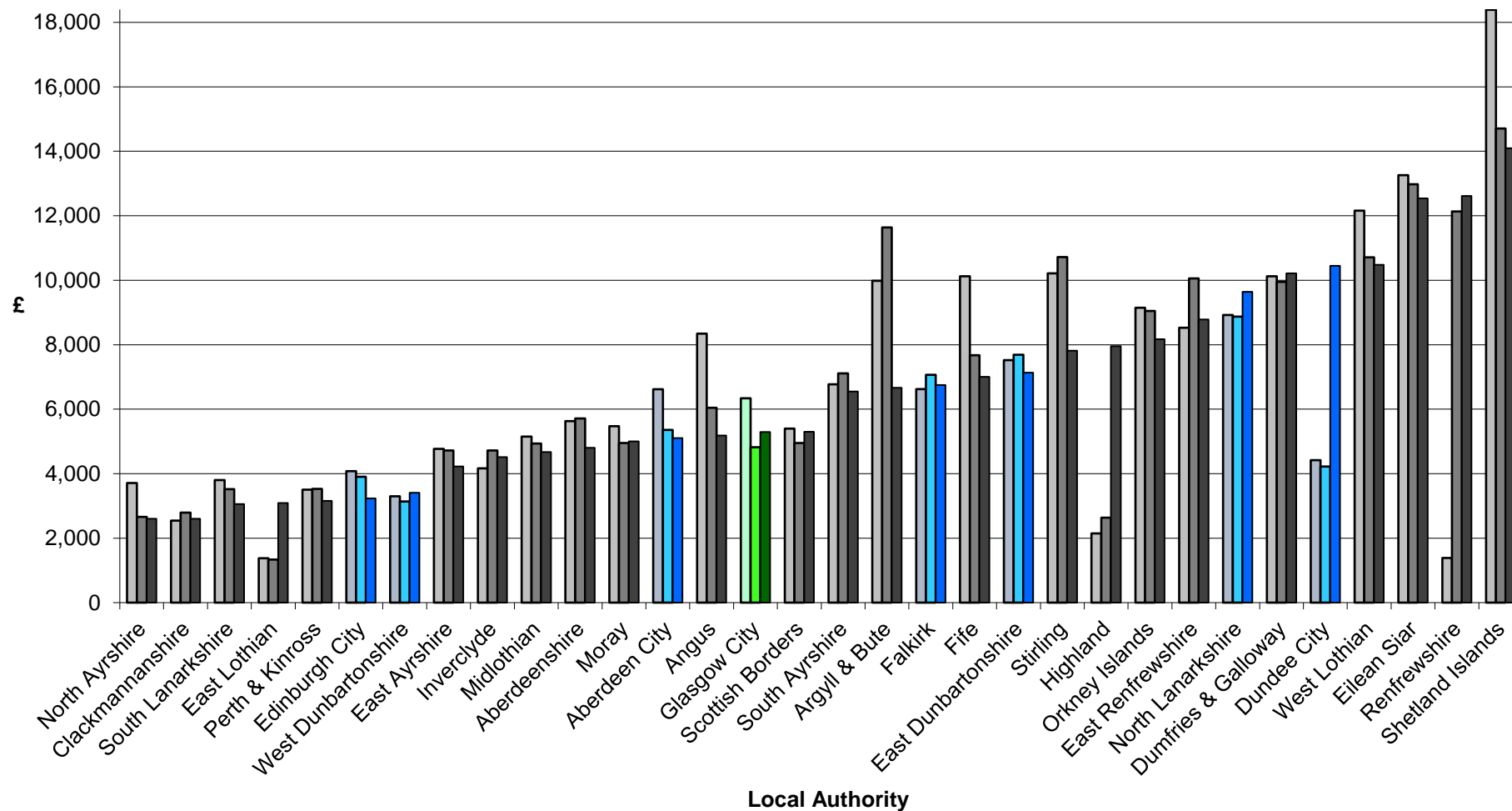
ENV5 - Cost of Trading Standards and Environmental Health per 1,000 Population
2017/18, 2018/19, 2019/20



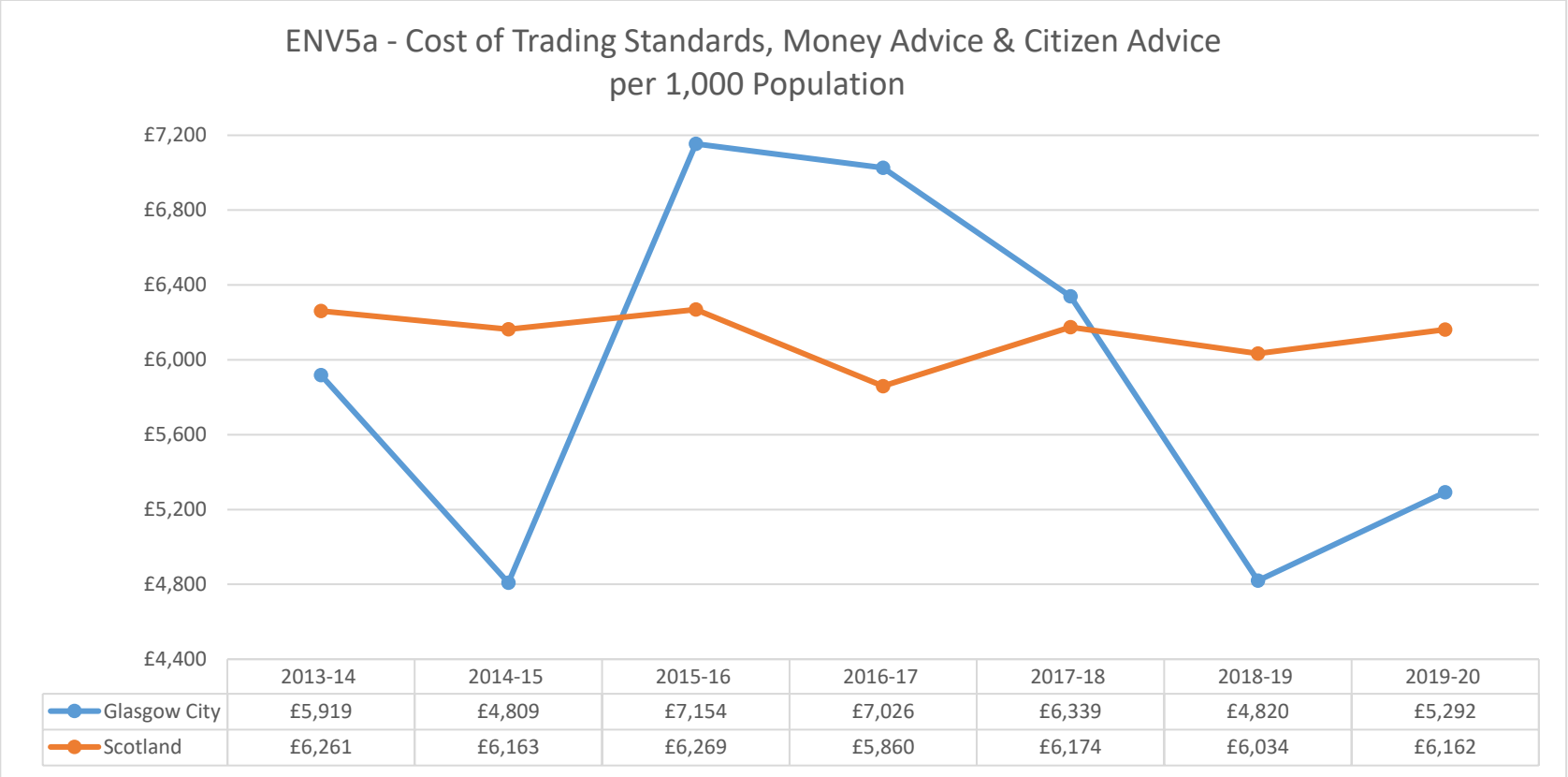


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**ENV5a - Cost of Trading Standards, Money Advice & Citizen Advice per 1,000 Population
2017/18, 2018/19, 2019/20**

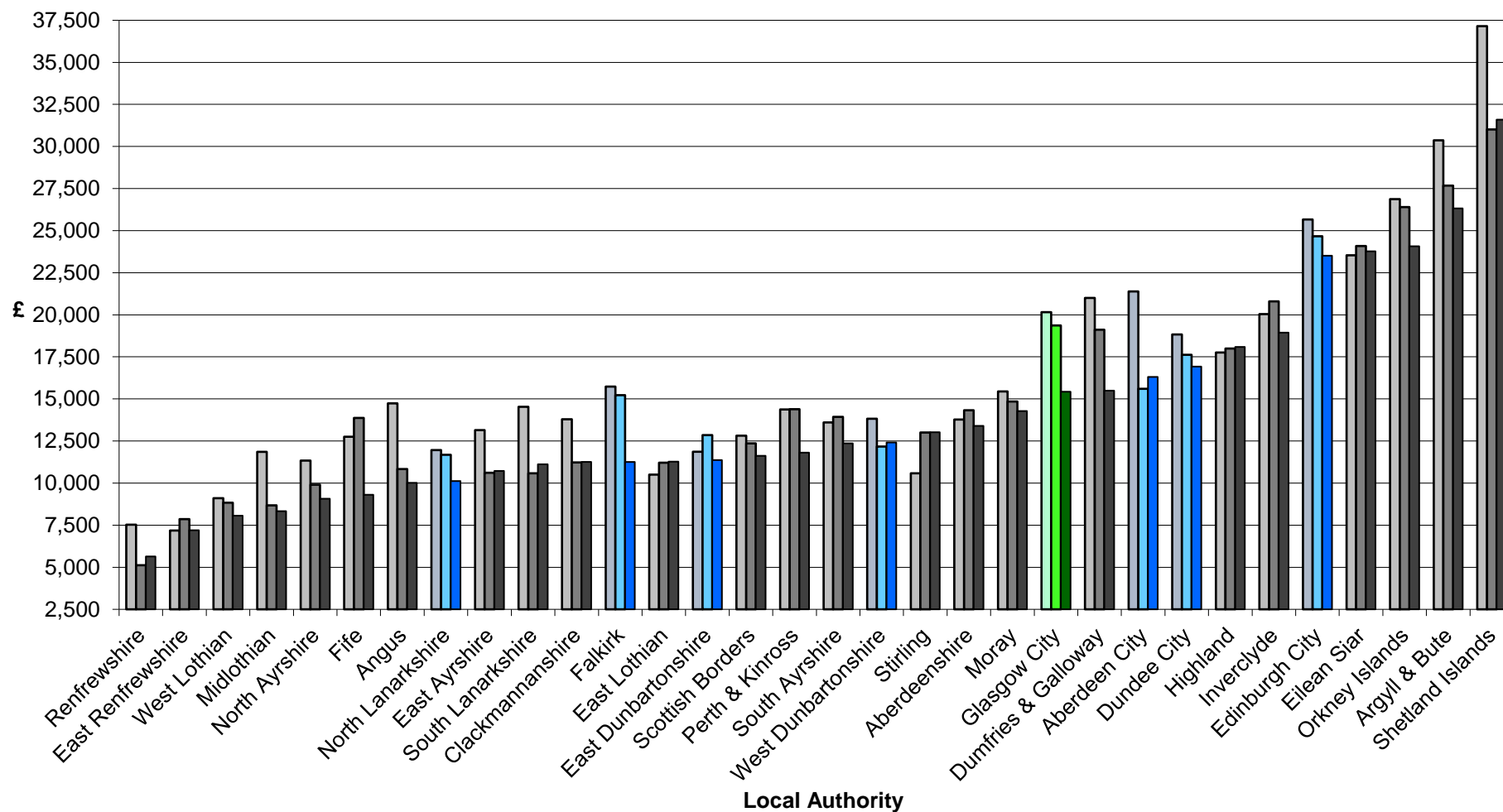


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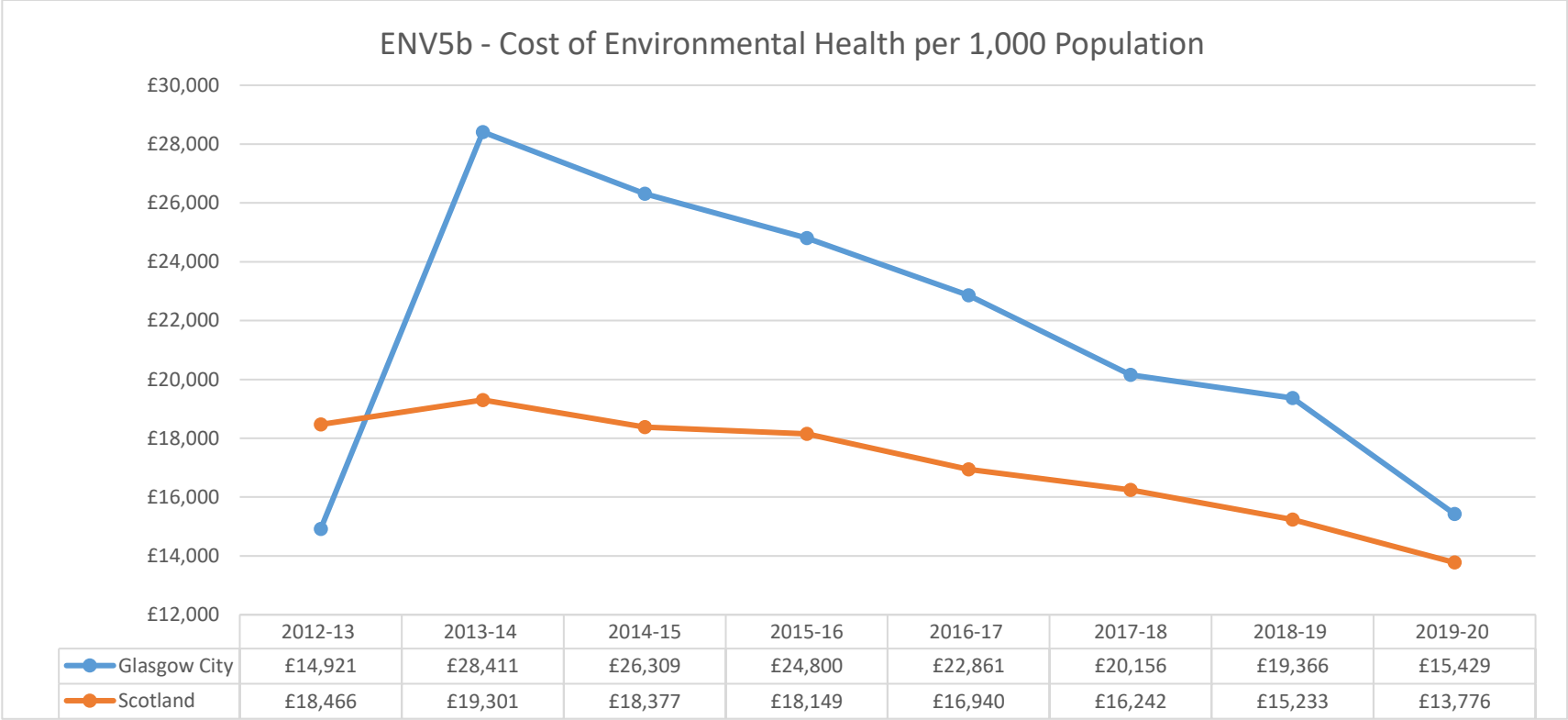


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**ENV5b - Cost of Environmental Health per 1,000 Population
2017/18, 2018/19, 2019/20**

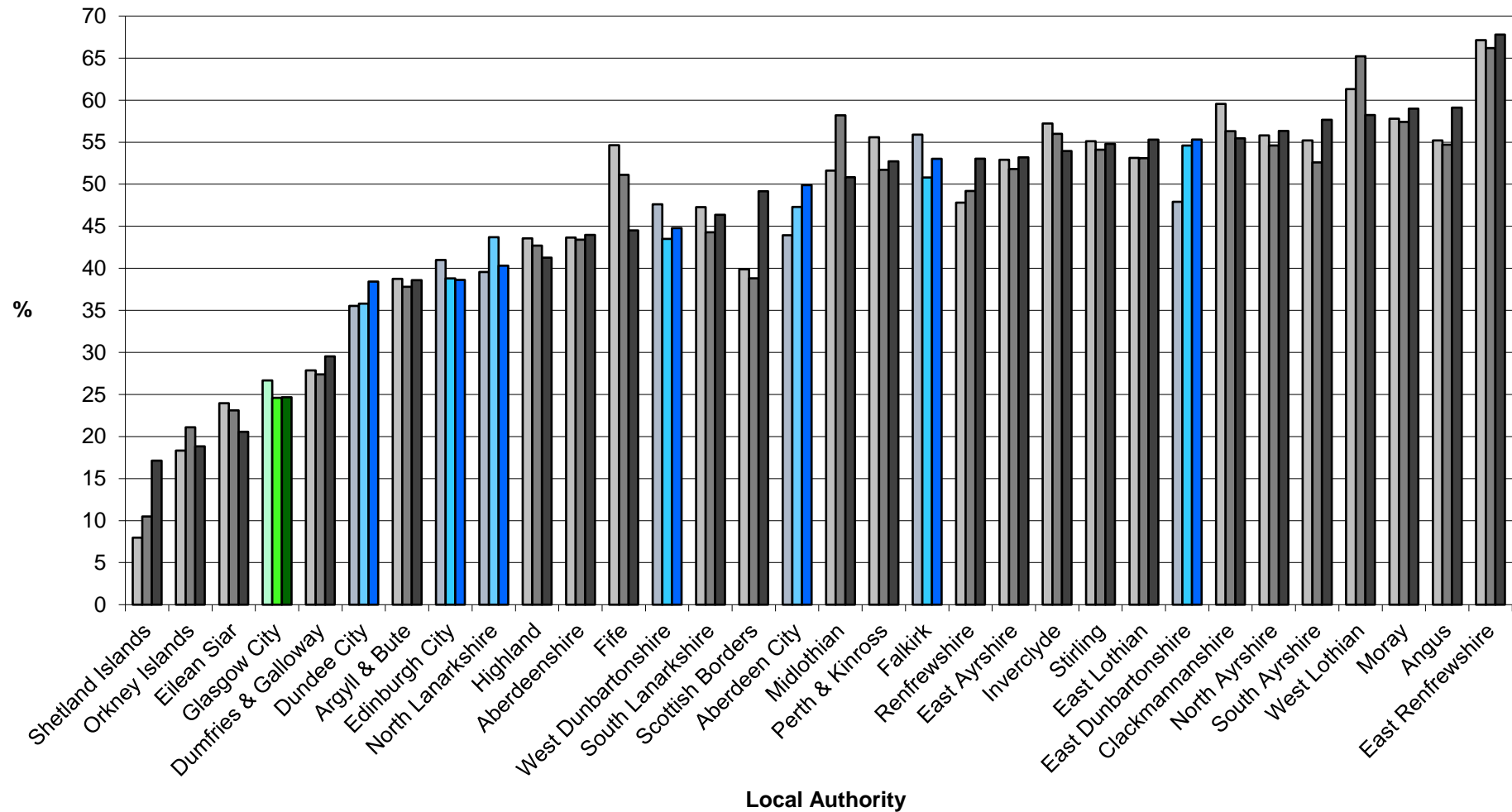


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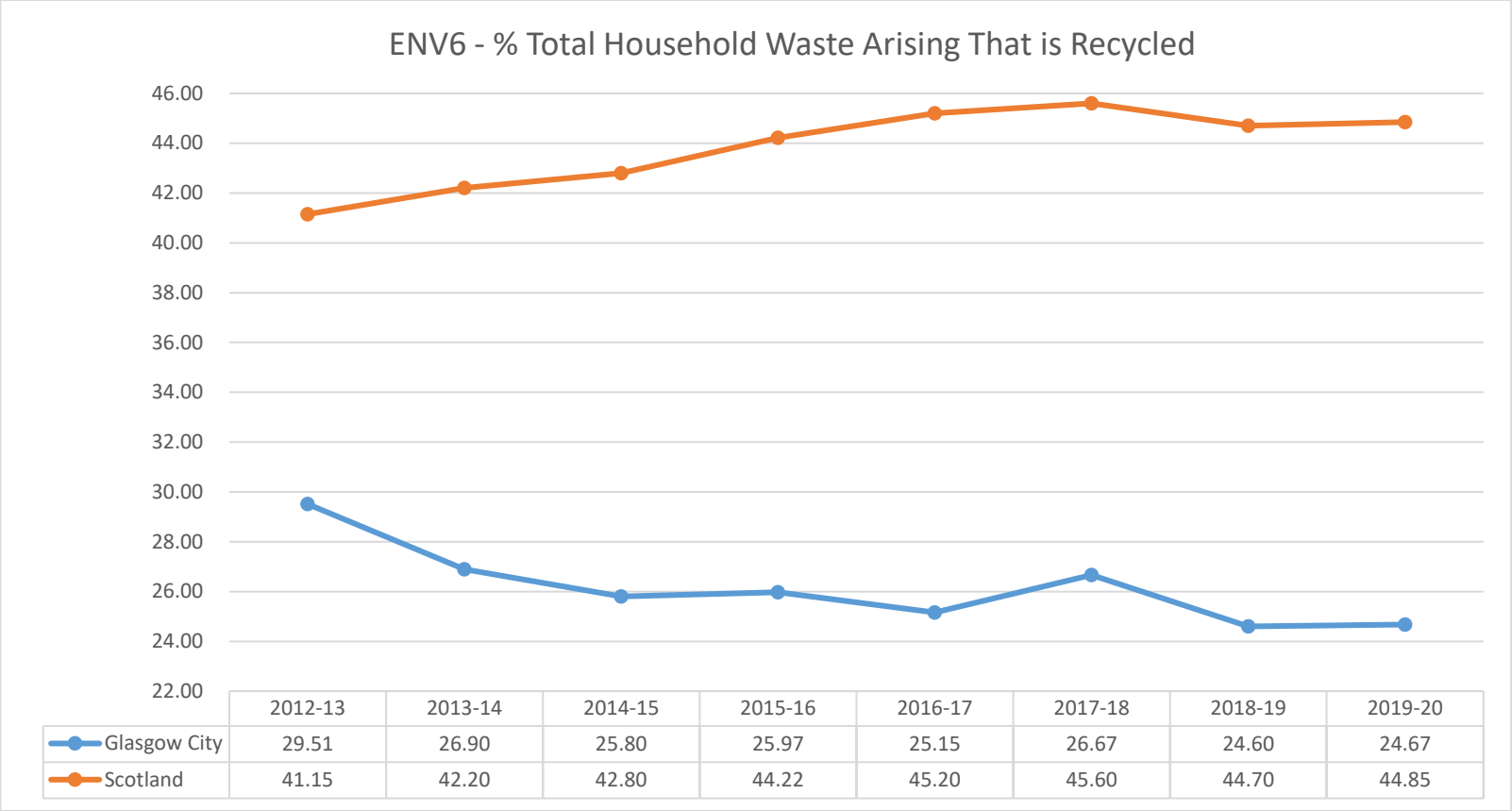


OFFICIAL

**ENV6 - % Total Household Waste Arising that is Recycled
2017/18, 2018/19, 2019/20**

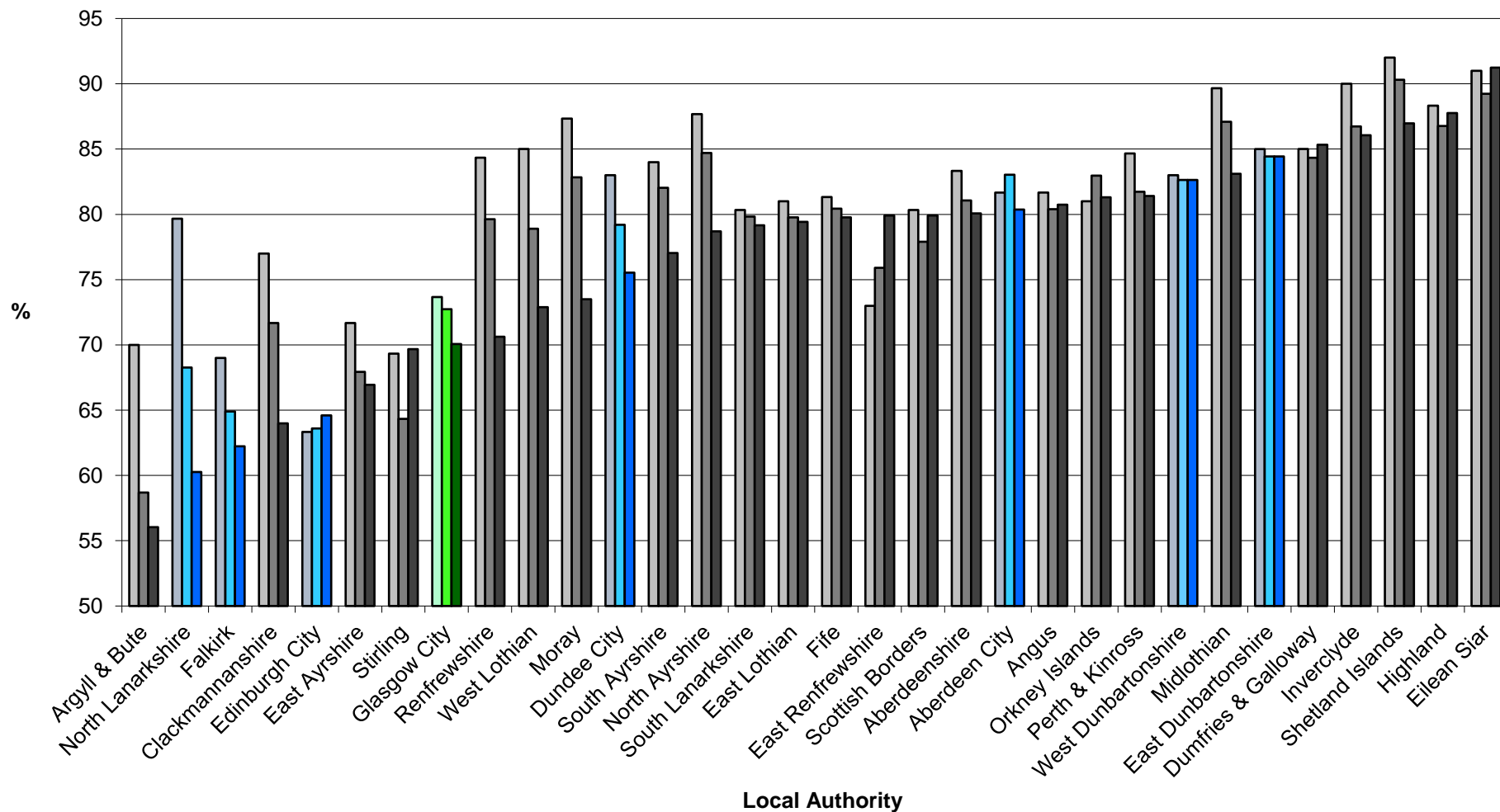


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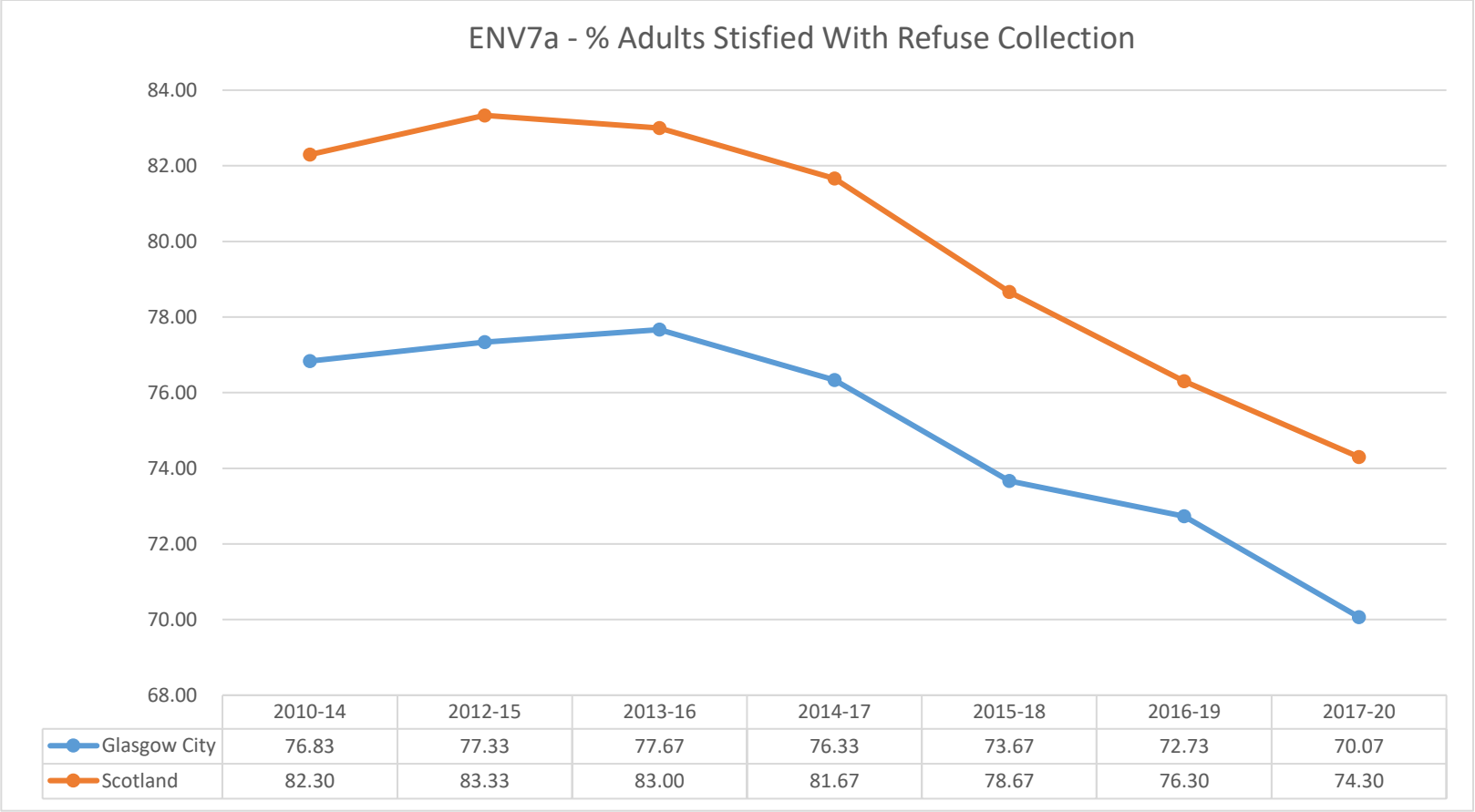


OFFICIAL

ENV7a - % Adults Satisfied With Refuse Collection
2015/18, 2016/19, 2017/20

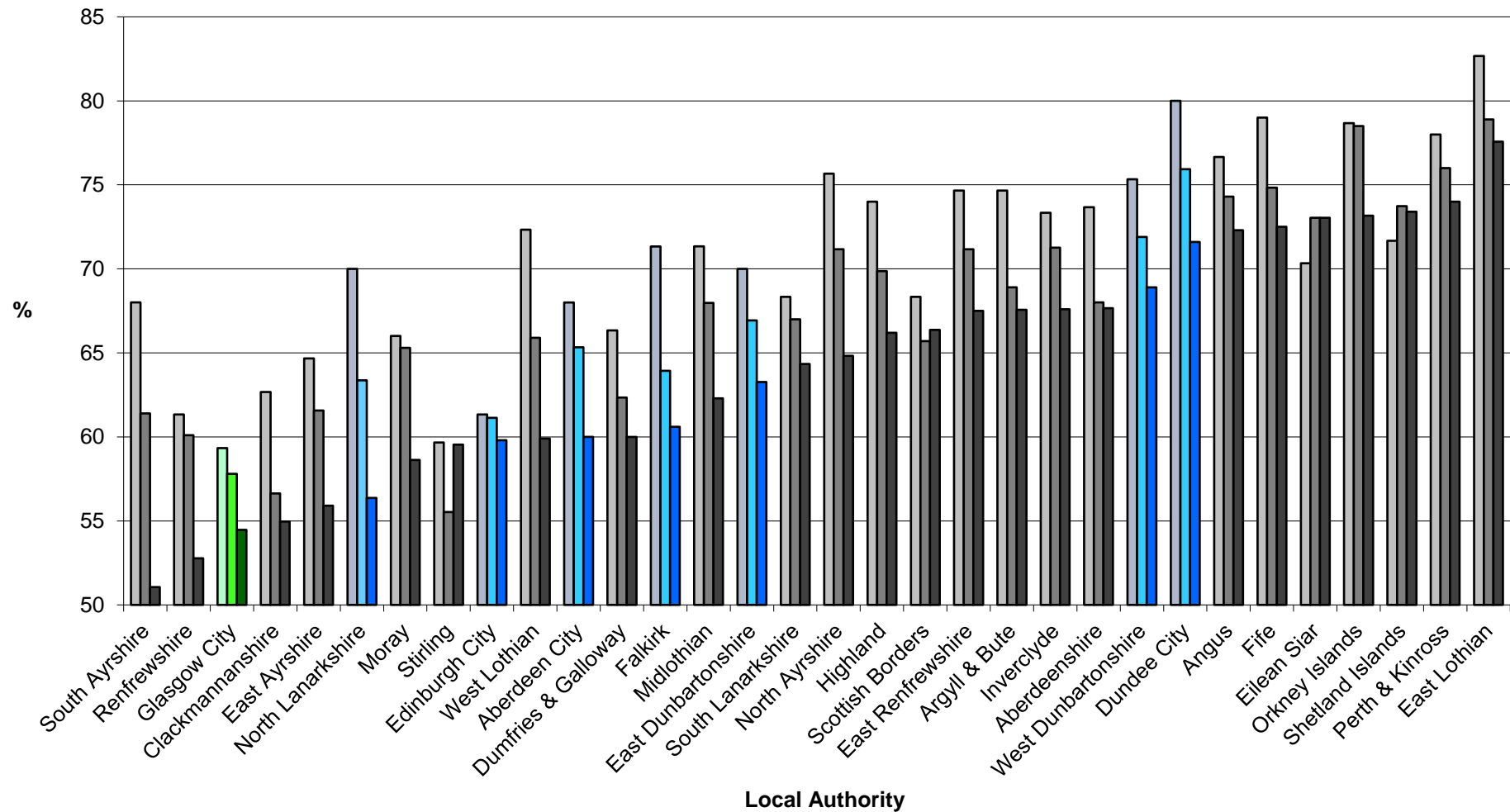


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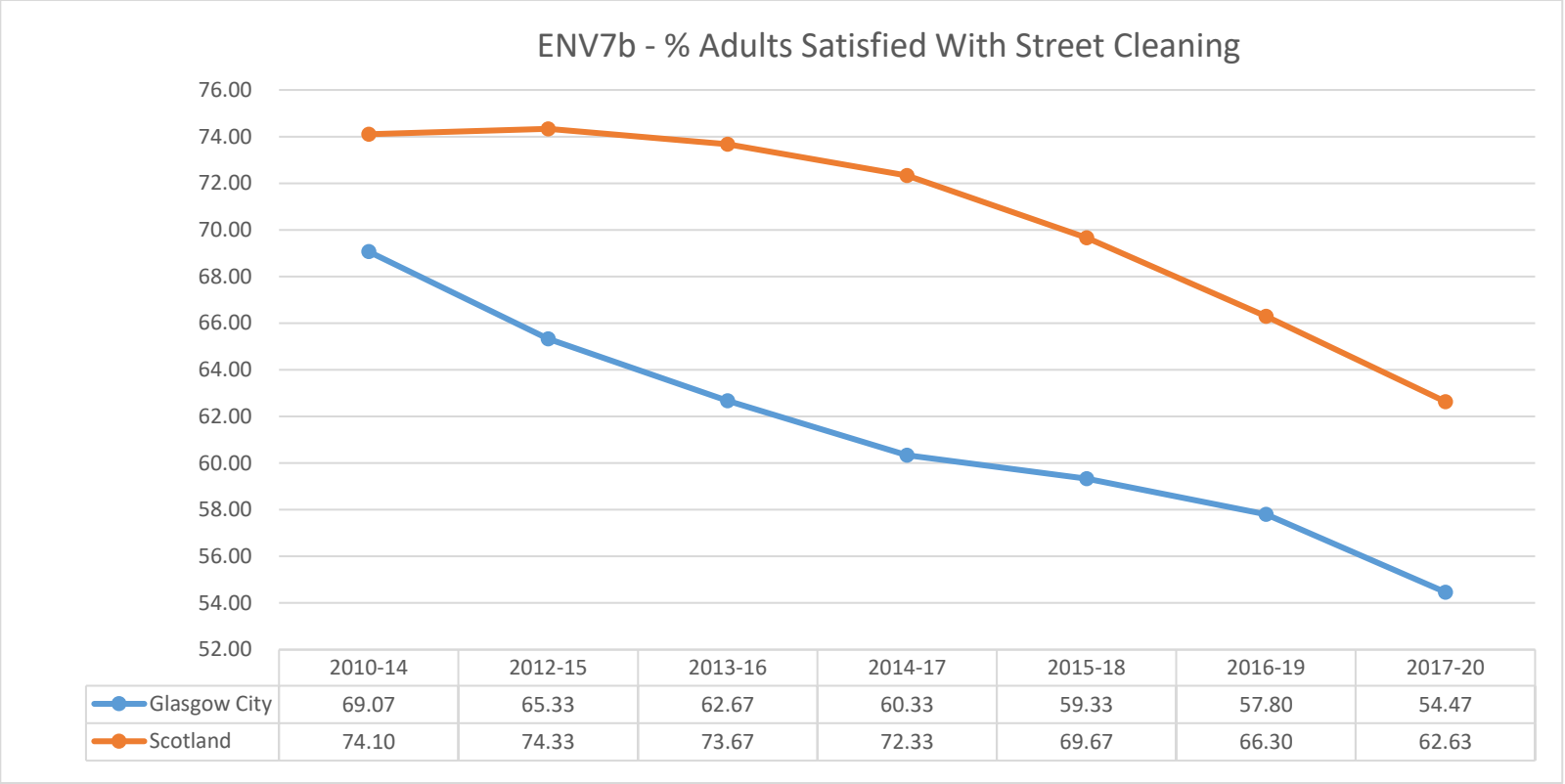
OFFICIAL

ENV7b - % Adults Satisfied with Street Cleaning
2015/18, 2016/19, 2017/20



OFFICIAL

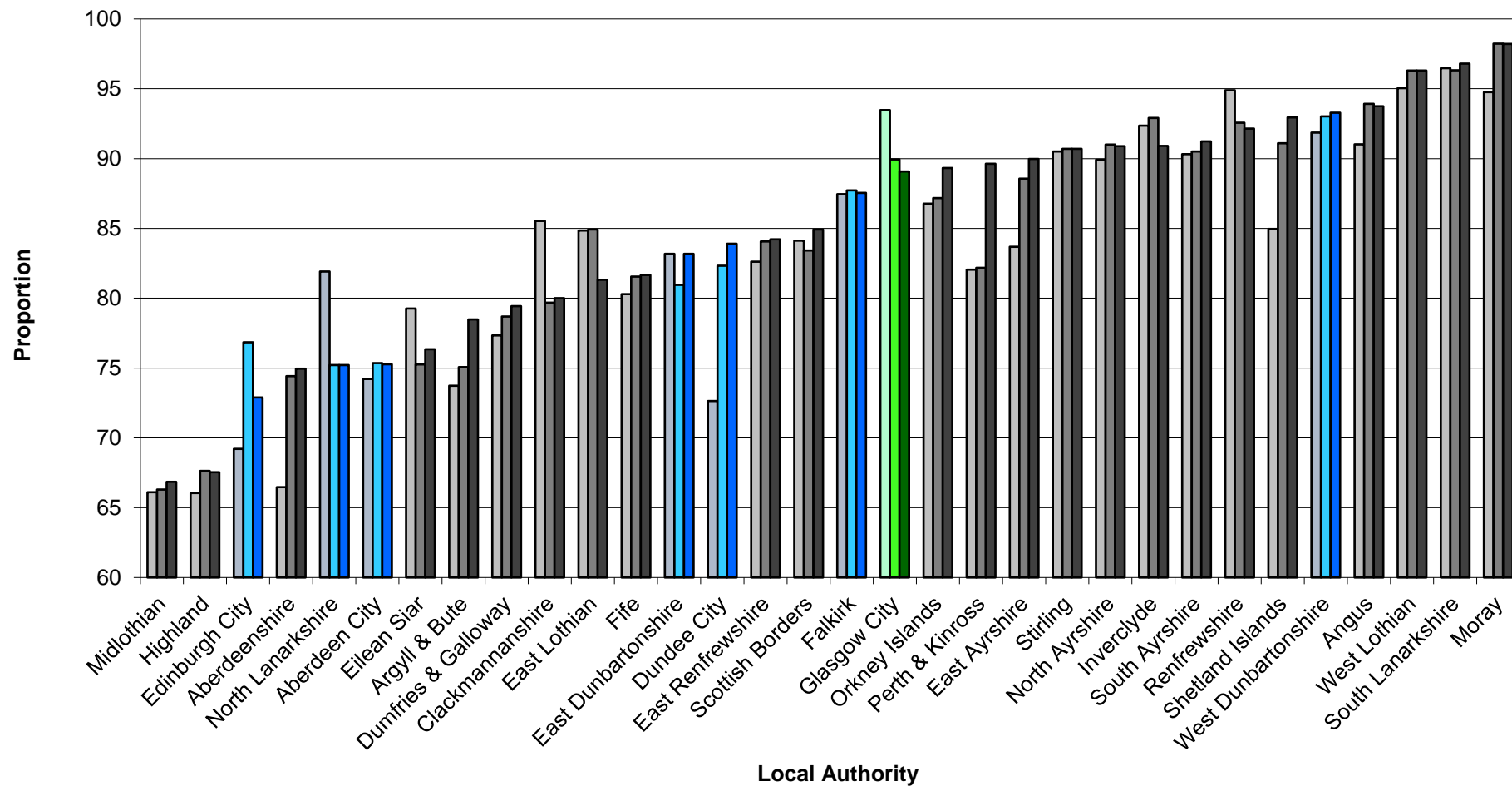
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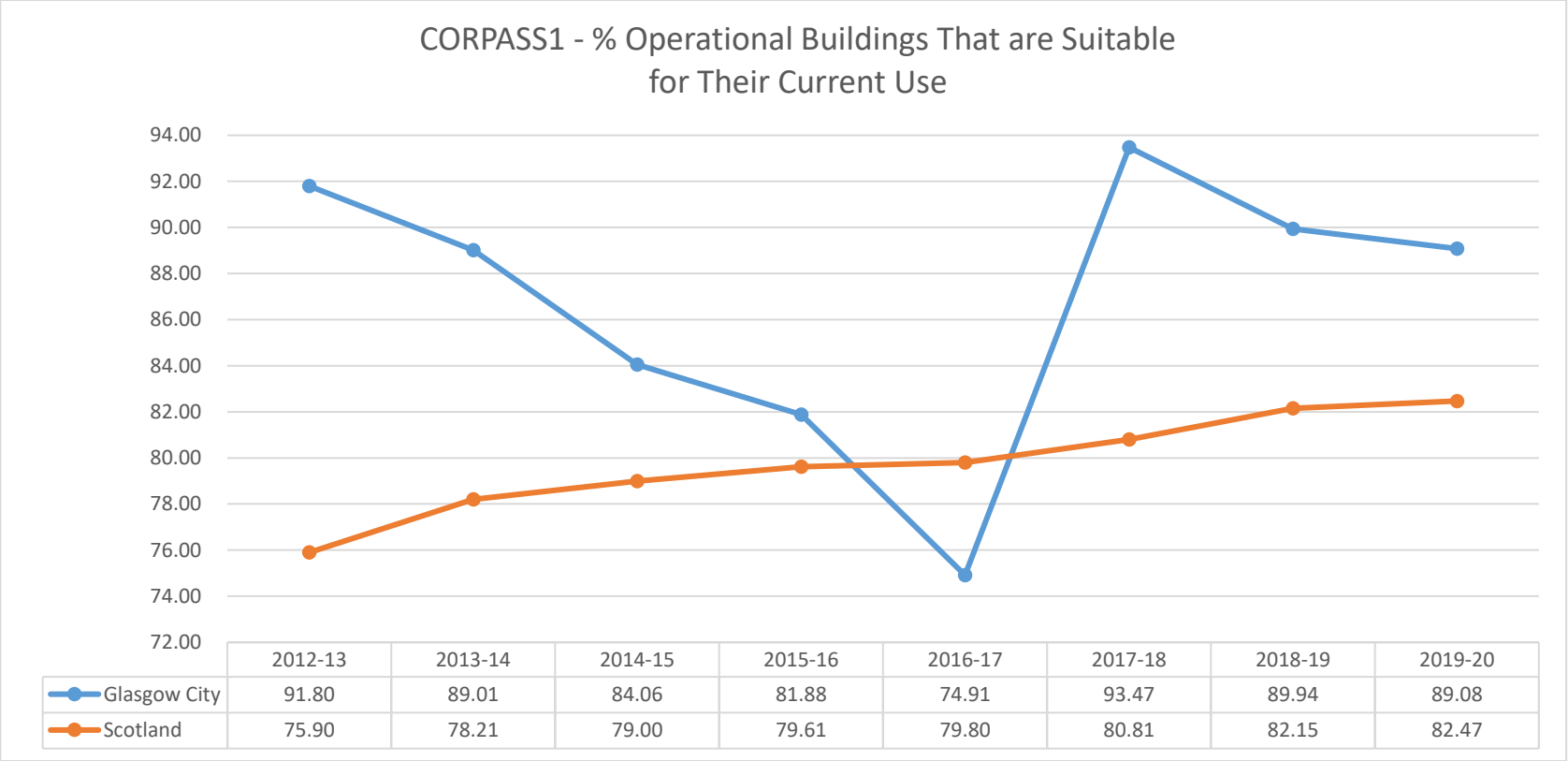
OFFICIAL

CORPASS1 - % Operational Buildings That are Suitable for Their Current Use
2017/18, 2018/19, 2019/20



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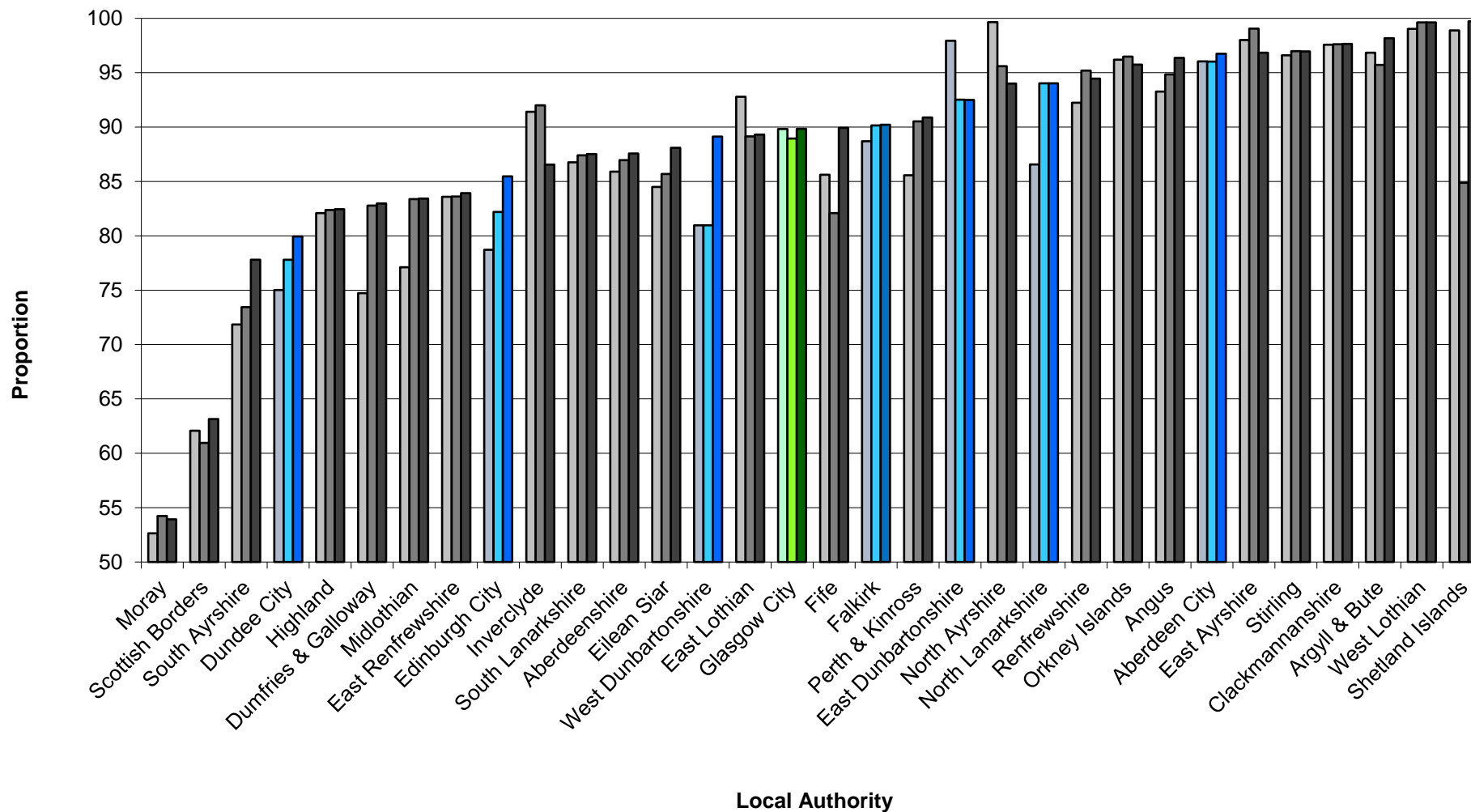
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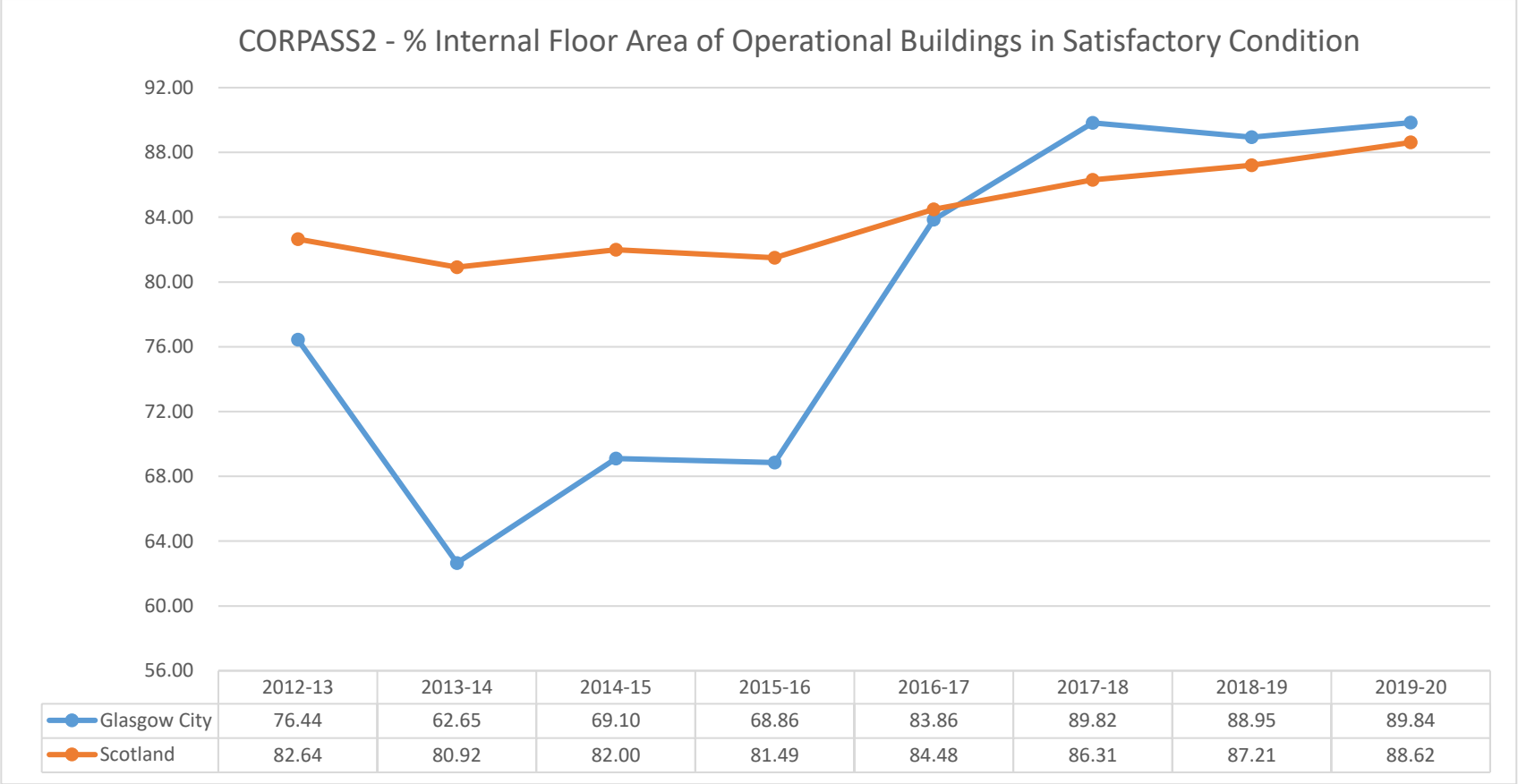
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**CORPASS2 - % Internal Floor Area of Operational Buildings in Satisfactory Condition
2017/18, 2018/19, 2019/20**

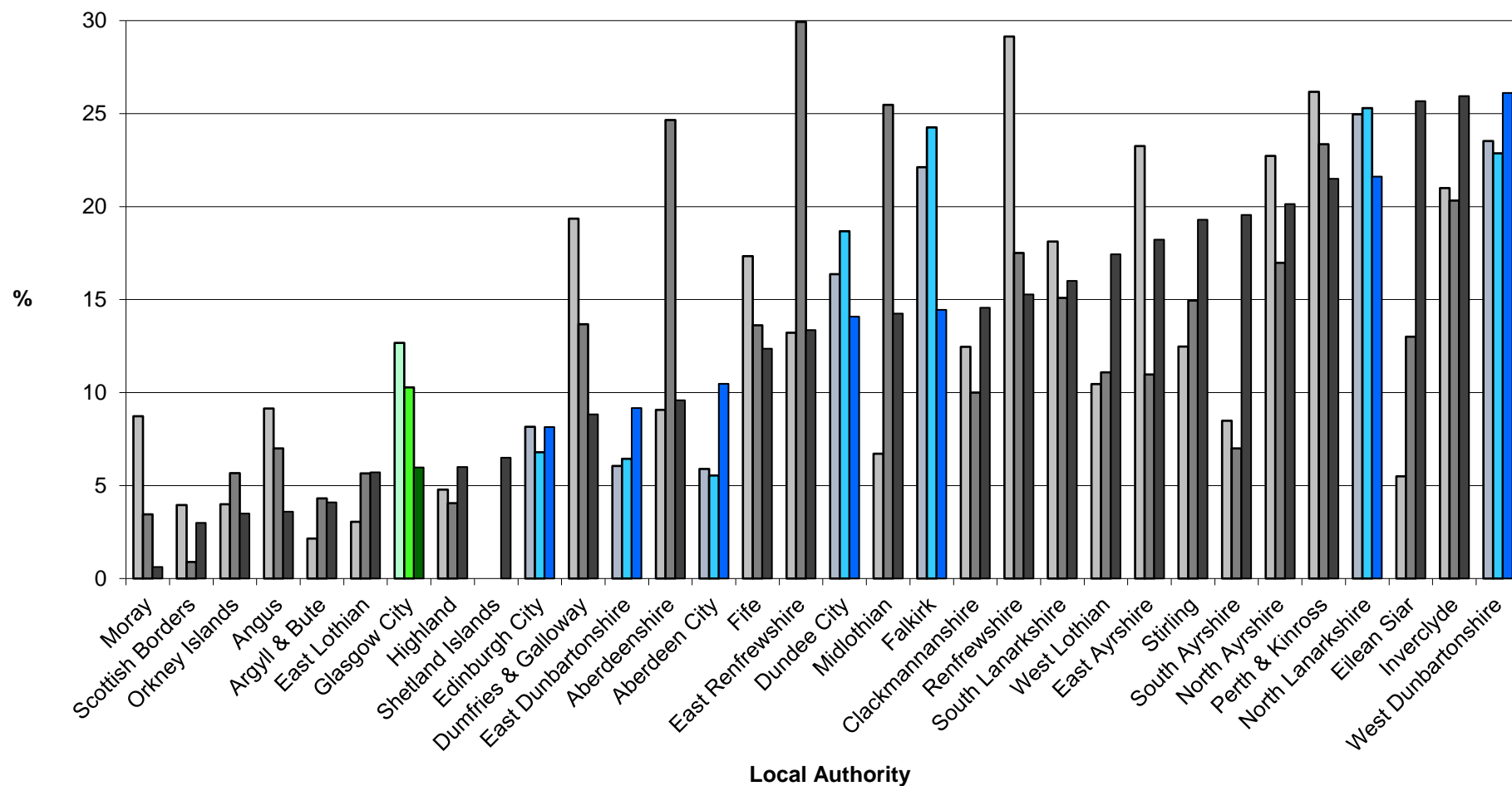


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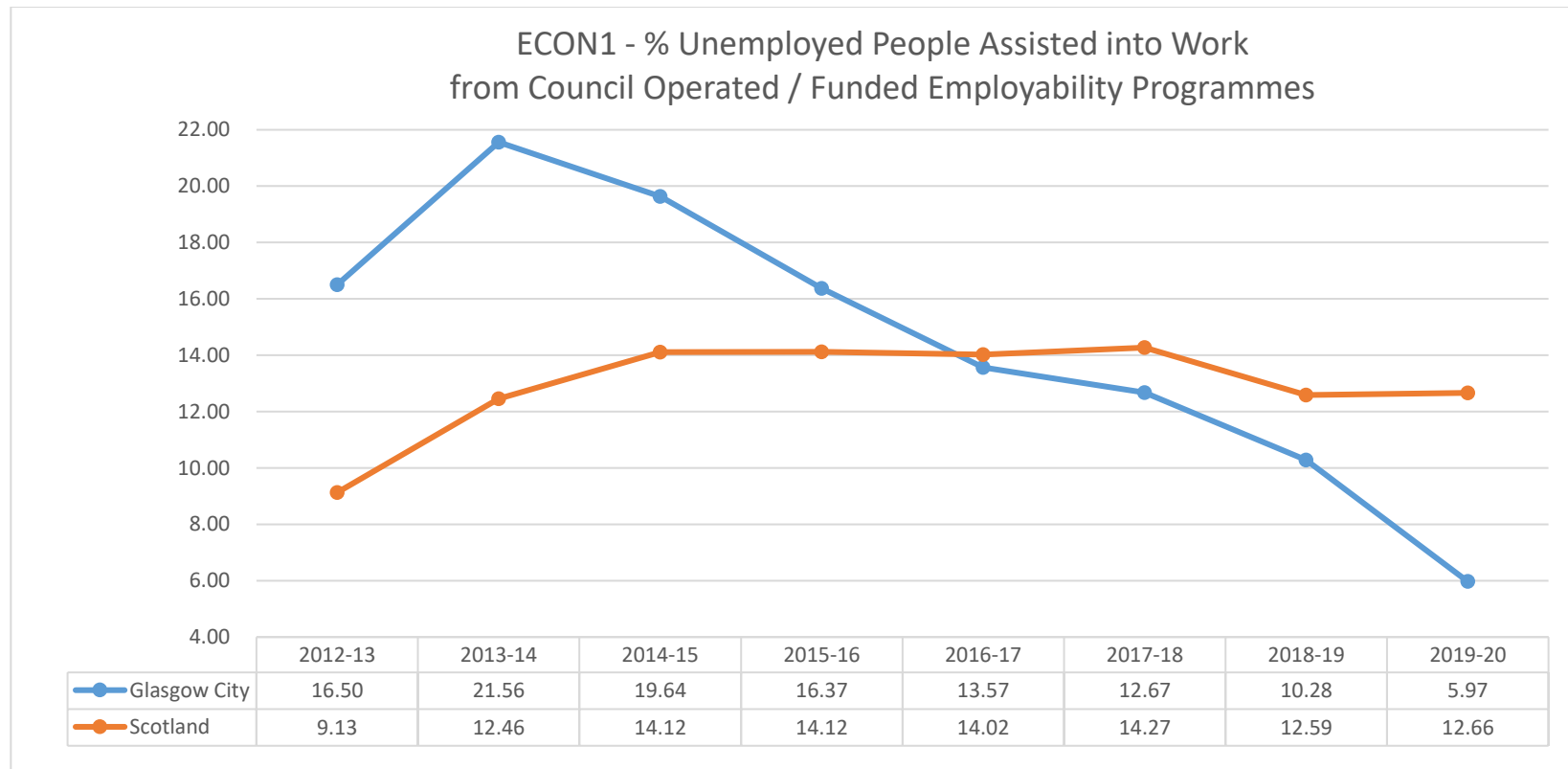
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**ECON 1 - % Unemployed People Assisted into Work from
Council Operated / Fund Employability Programmes
2017/18, 2018/19, 2019/20**



OFFICIAL

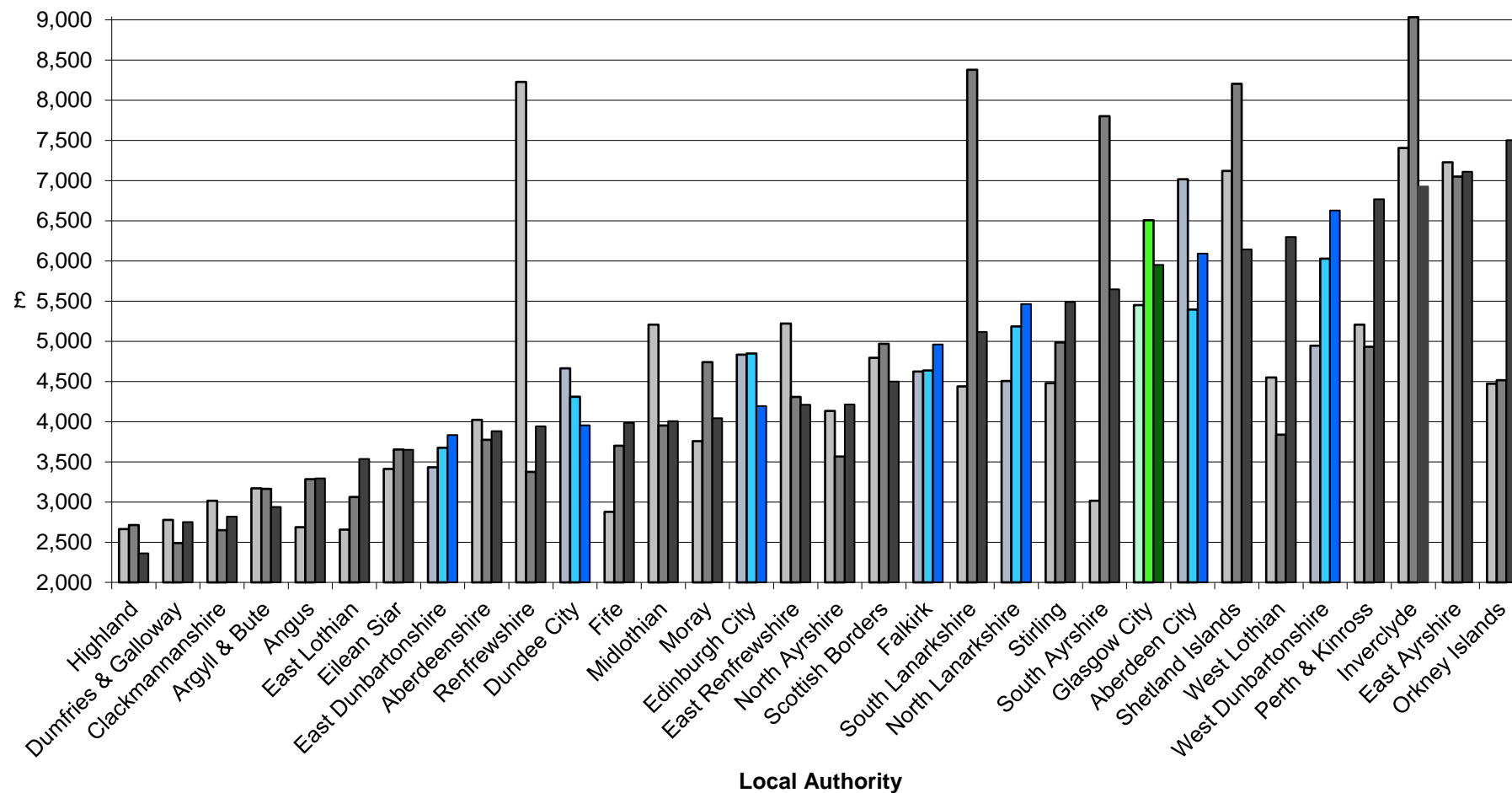
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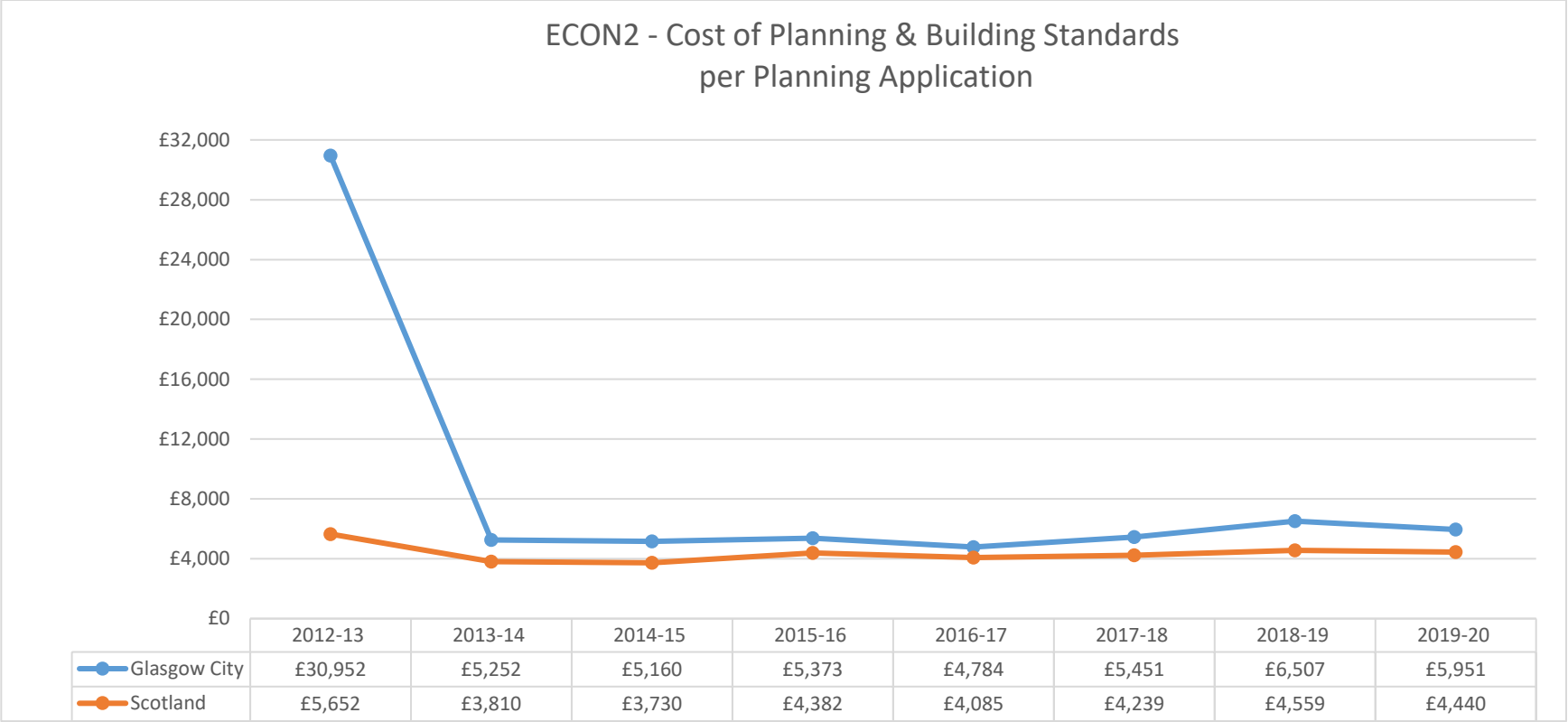
OFFICIAL

OFFICIAL

**ECON 2 - Cost of Planning & Building Standards per Planning Application
2017/18, 2018/19, 2019/20**

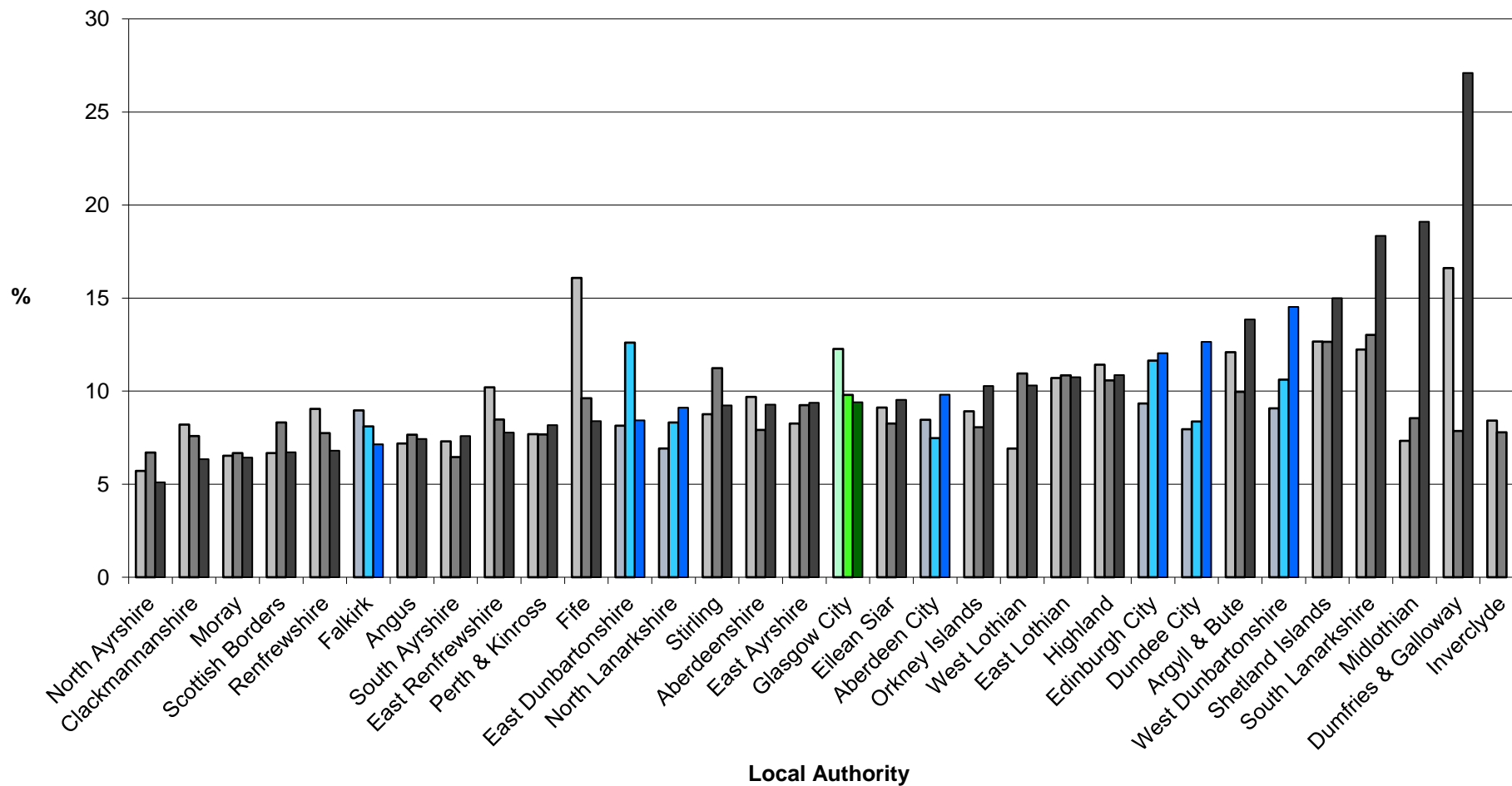


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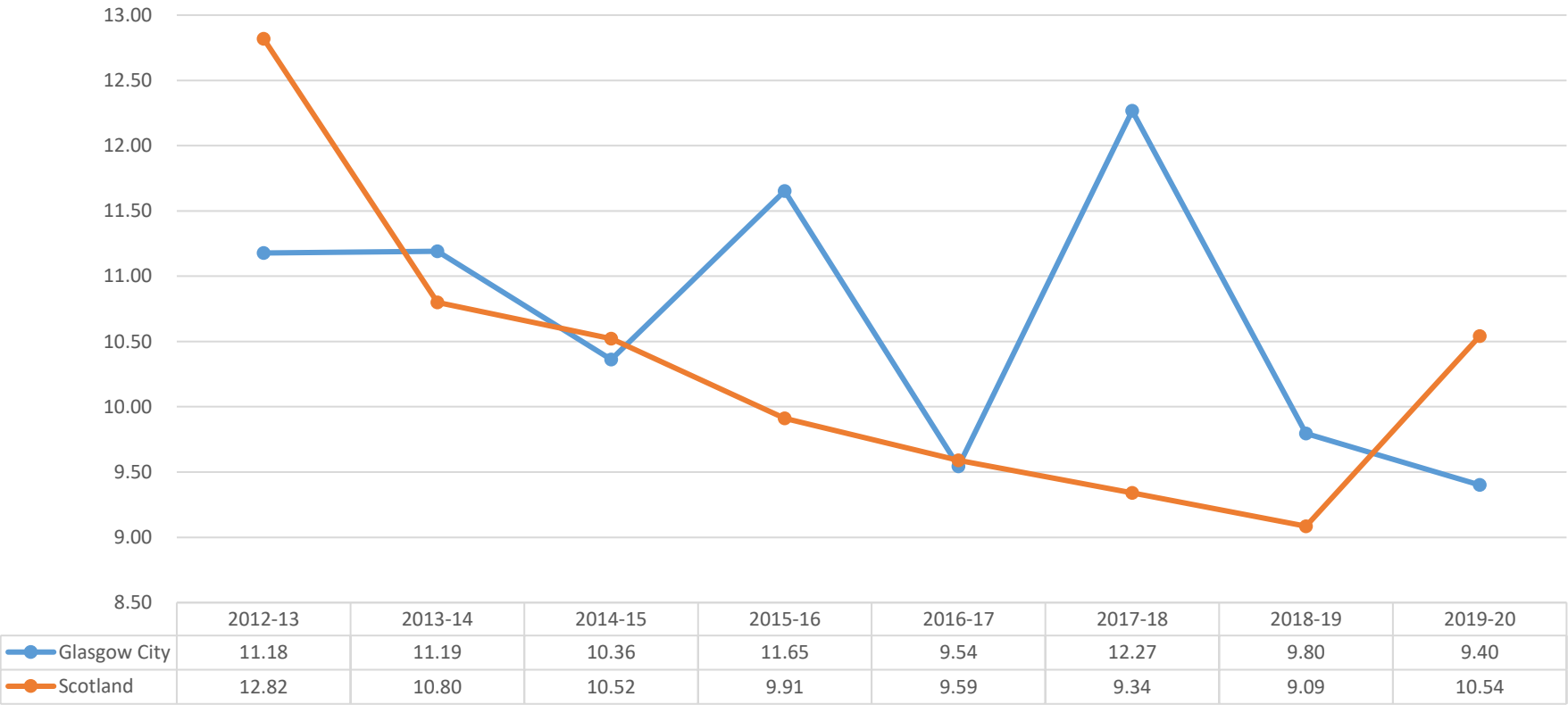
OFFICIAL

ECON 3 - Average Time per Business and Industry Planning Application (Weeks)
2017/18, 2018/19, 2019/20



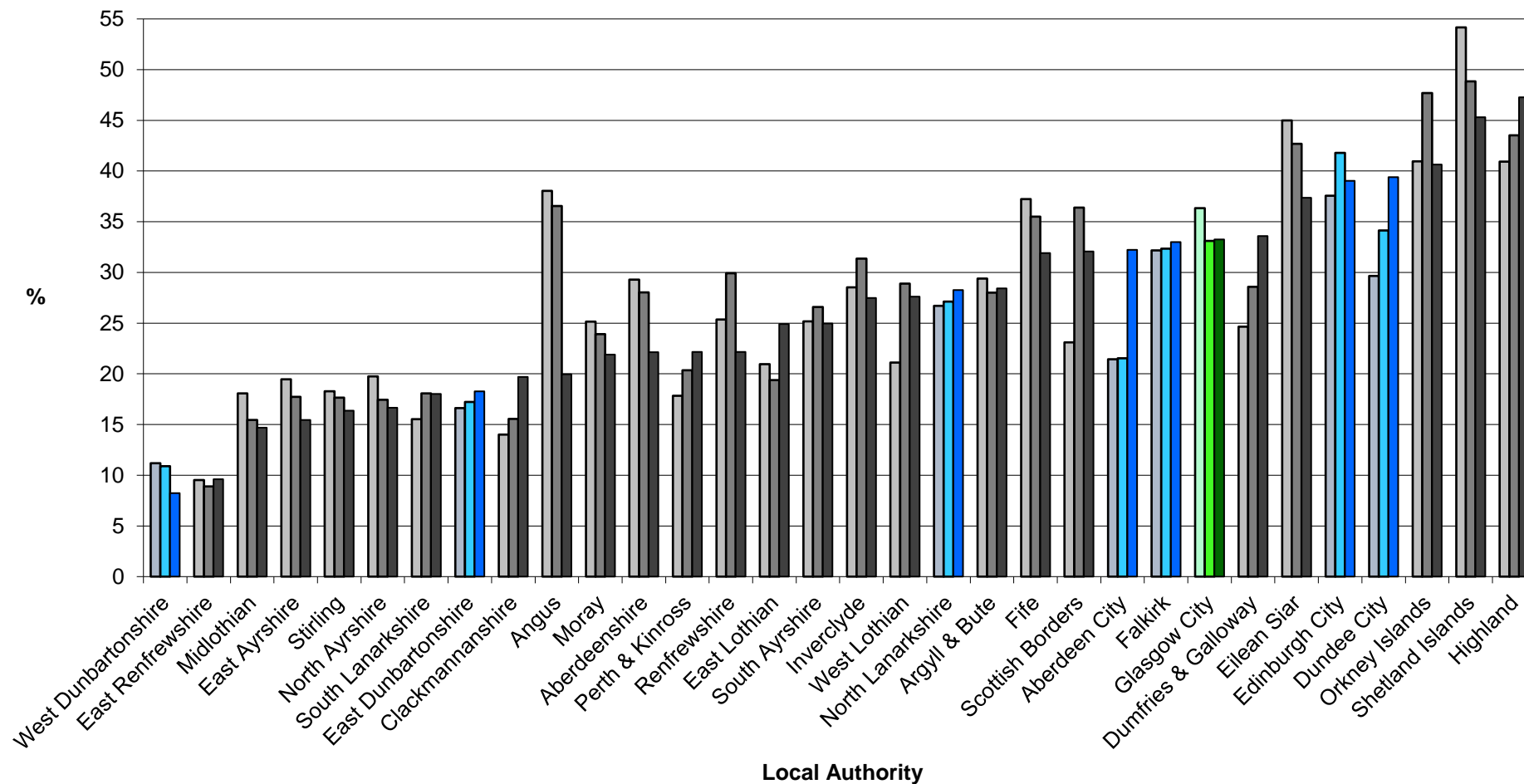
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ECON3 - Average Time per Business and Industry Planning Application (Weeks)

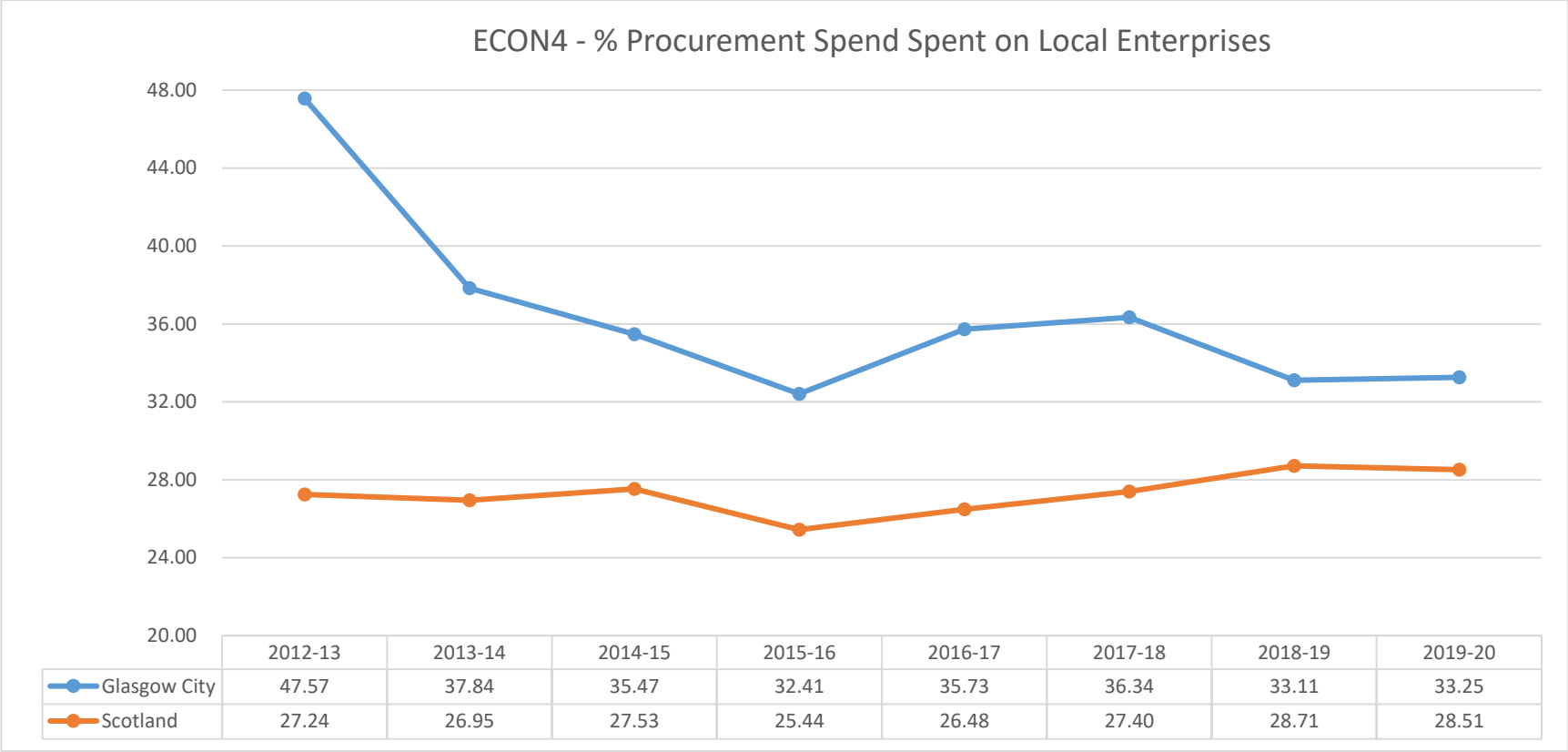


OFFICIAL

ECON 4 - % Procurement Spend Spent on Local Enterprises
2017/18, 2018/19, 2019/20

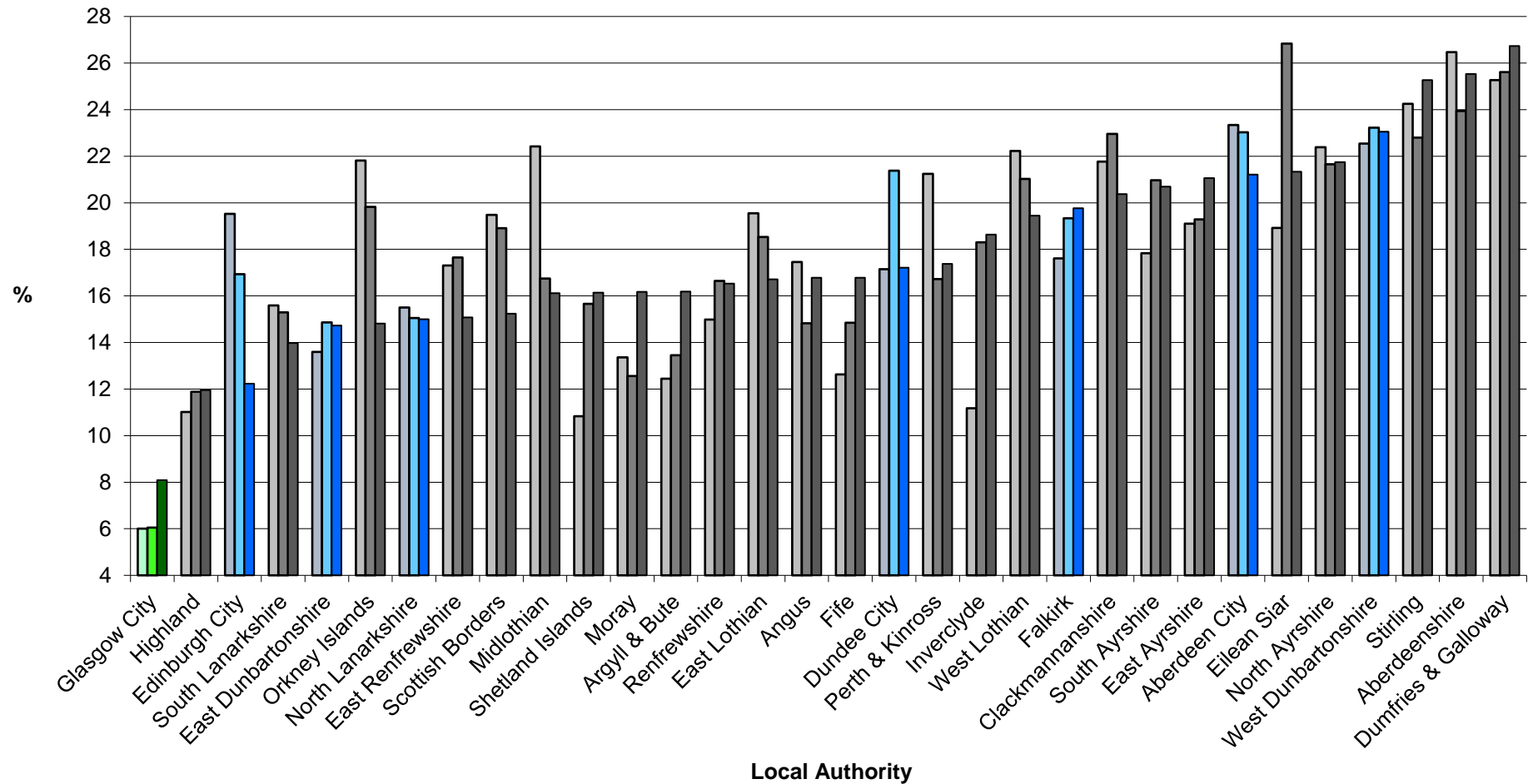


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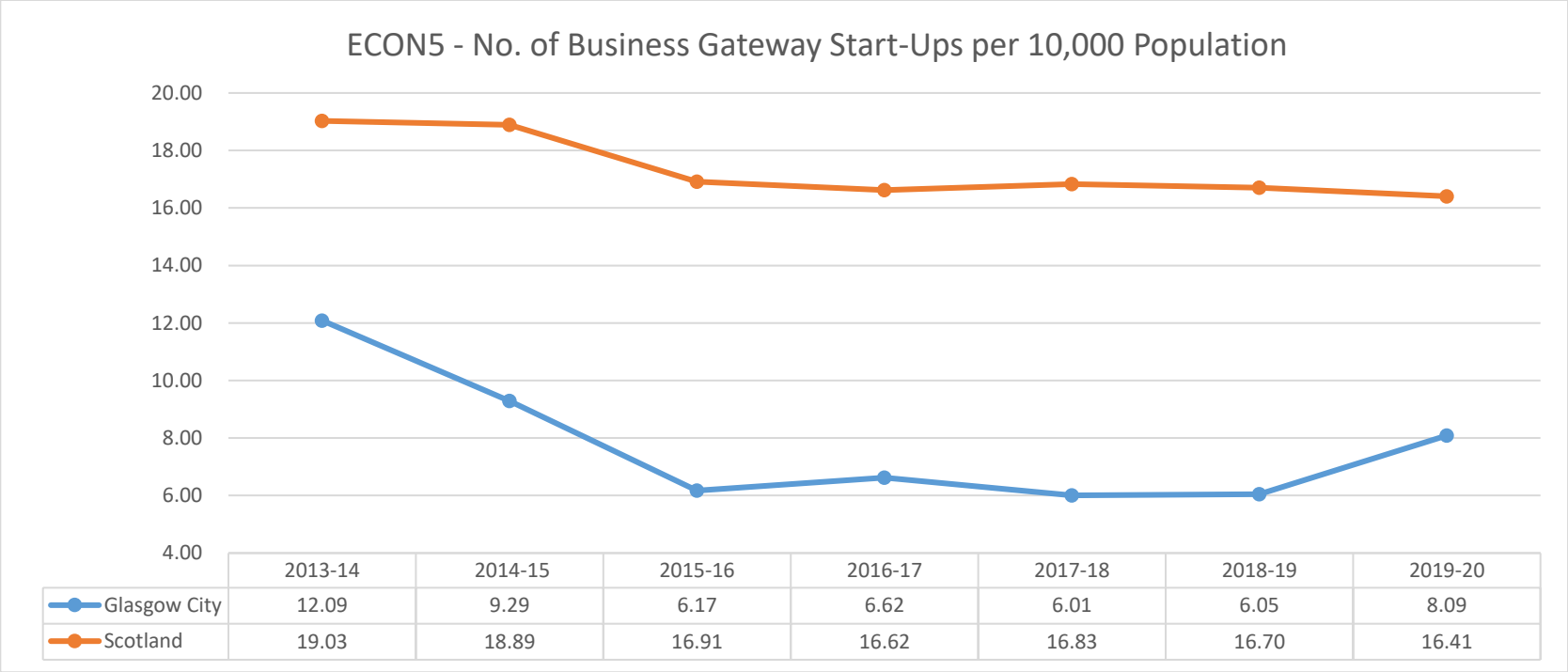


OFFICIAL

**ECON 5 - No. of Business Gateway Start-Ups per 10,000 Population
2017/18, 2018/19, 2019/20**

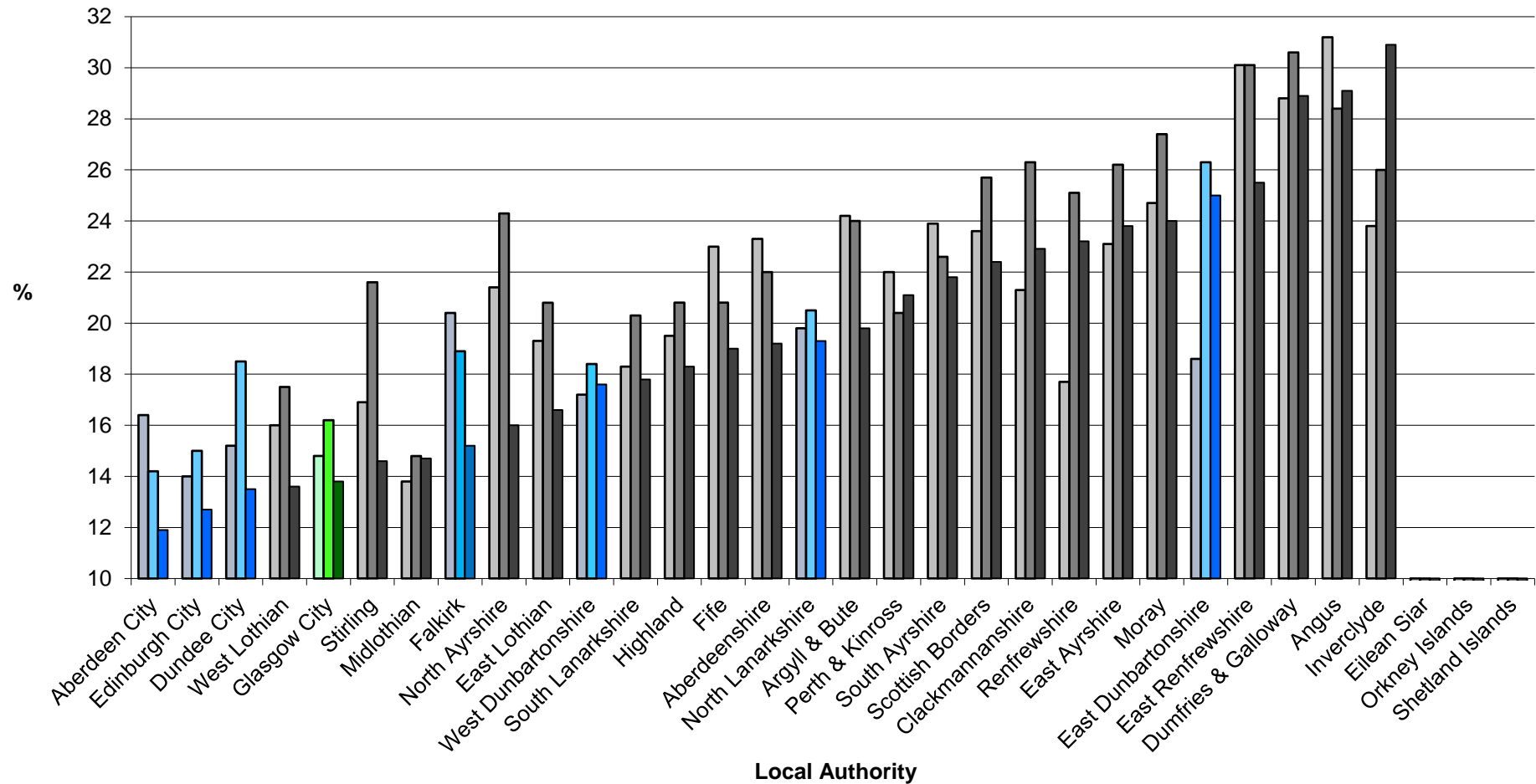


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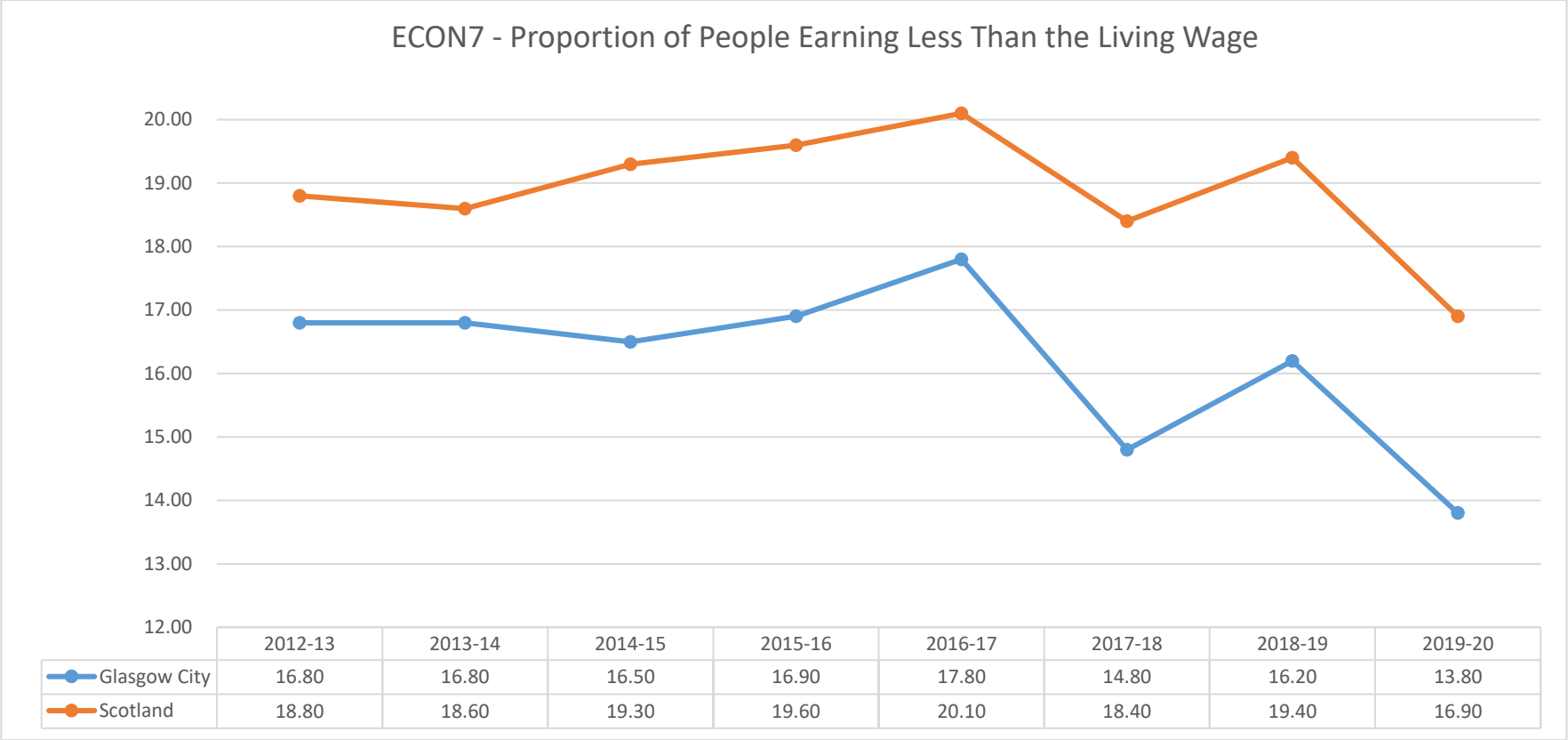
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**ECON 7 - Proportion of People Earning Less Than the Living Wage
2017/18, 2018/19, 2019/20**



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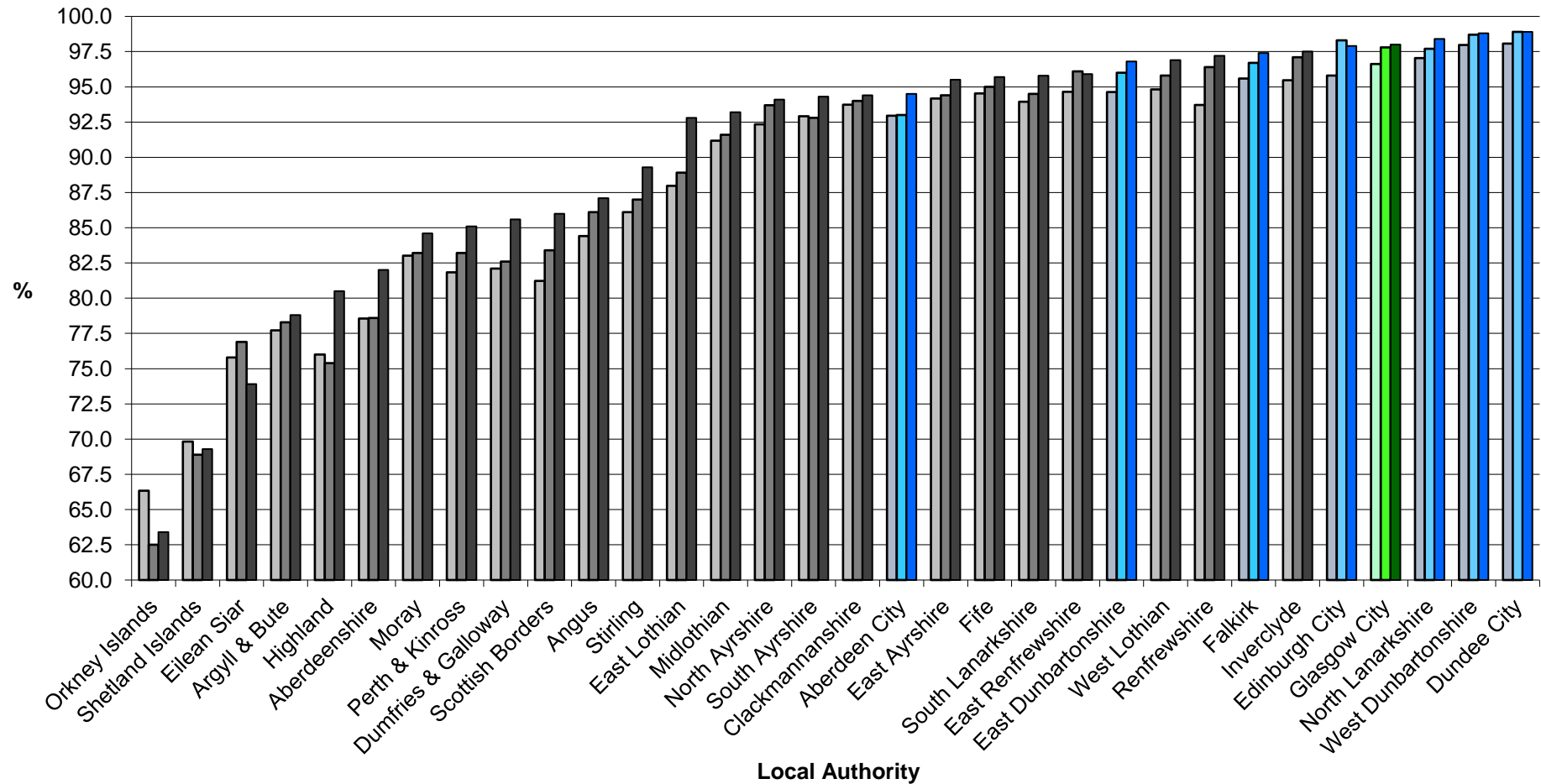
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**ECON 8 - Proportion of Properties Receiving Superfast Broadband
2017/18, 2018/19, 2019/20**



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ECON 8 - Proportion of Properties Receiving Superfast Broadband

