



**Glasgow City Council**

**Finance and 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 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 ☐

## 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 2020-21. 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.
- 1.5 This report was considered by the Operational and Performance Scrutiny Committee on the 21<sup>st</sup> September 2022. Members noted that future reports would continue to be presented on an annual basis and that work to support the development and practical application of the indicators was on-going.

## 2.0 The Local Government Benchmarking Framework (LGBF)

- 2.1 A complete set of charts of the distinct indicators relevant to Glasgow are included at Appendix 1 (to follow). 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.

## OFFICIAL

- 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 No value judgement is made about a high or low ranking as this may be affected by several factors including local choices on investment priorities, population distribution, and the socio-economic composition of each local authority.
- 2.5 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.
- 2.6 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. An Improvement Service hosted subgroup of Directors of Finance across all 32 authorities continues to look in detail at how to improve consistency, identify potential anomalies, and highlight areas for improved financial recording and reporting.
- 2.7 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
- 2.8 Some of the key LBGF indicators have also been a component part of the Strategic Plan actions and are therefore have been included in the thematic reporting cycle.
- 2.9 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. and 5.3.
- 2.10 It is important to note that work will continue in conjunction with the Improvement Service to set the context for future reporting of the current 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.

## OFFICIAL

## 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 second highest costs of any local authority for pre-school education registration. GCC already provides significantly more extensive Early Learning Centre (ELC) provision than many 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.

### ➤ % of pupils gaining 5+ Awards

Glasgow records the second lowest percentage of pupils gaining more than 5 awards at Level 5 across similar Councils, with **60%** of pupils achieving 5+ awards, with **67%** the Scottish Average.

In respect of SCQF level 6 pupils, **Glasgow records 35%** of pupils achieving 5+ awards against the **Scottish average of 41%**, this ranks **Glasgow as 25<sup>th</sup> amongst all Councils**. However, **Glasgow sits above the Scottish average when deprivation figures are factored in** with 51% achieving 5+ at level 5, against the Scottish national average of 49% and 26% at level 6, against the national average of 23%.

Caution should be exercised when making comparisons over time between attainment figures to reflect the impact of the change of assessment approach during 2020/21. This would apply across all local authorities in Scotland and is due to the impact of the Pandemic on in-person examinations and on education more widely.

### ➤ % of adults satisfied with schools

**Glasgow has 66.5% of adults satisfied with local schools** and the **Scottish average is currently 71.8%**. 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.

## OFFICIAL

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

**Glasgow at £29.67 per person** has the fourth highest spend on parks and open spaces; and continues to make a substantial investment in its extensive parks and open spaces. The **Scottish Average is currently £19.11 per person**. GGC manages over 20% of Glasgow's parks and open spaces and has a significant 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, reducing from almost £35 per person spend during 19/20.

### ➤ **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 £25.94 per person**; which is a reduction of a £6.51 per person on last year's 2019-20 figures (£32.45 per person).

Glasgow is actively reviewing the Street Cleaning cost and benchmarking other local authority models. Since 2018 there has been on-going investment in this area of business, which has 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 29.6% of all waste recycled**; has the **third lowest rate** of recycling of Councils of a similar size in Scotland. The **average rate of recycling for Scotland is 42%** of all waste.

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

## OFFICIAL

## OFFICIAL

Currently **Glasgow is the lowest ranking of all the authorities at 2.3 starts ups per 10,000 population**. The **Scottish Average** for Business Gateway **Start Ups is 11.2**.

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. 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 figure is calculated using the total population or working age population as baseline data<sup>[1]</sup>.

### ➤ **Cost of Planning Per Application**

**Glasgow has the 7th<sup>th</sup> highest cost per application at £6,541**, with the **Scottish average figure** reported as **£5067**.

A fuller understanding of what figures were used to calculate the cost per planning application is required to ensure that accurate direct staff costs 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 Culture and Leisure Facilities**

Glasgow has the highest cost per attendance at sports facilities in Scotland at **£223.61** against a Scottish average of **£40.37**.

Figures have increased from 2019/20 Glasgow fig of £5.27 and Scottish Average of £2.92.

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, Toll cross and Scotstoun Stadium).

---

<sup>[1]</sup> ONS (2017) Available at:

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

## OFFICIAL

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.

Pre-covid 19 Glasgow's cost per visit was showing a downward trend as Glasgow Life attracted more people to facilities, thereby steadily reducing the cost per visit ratio to Leisure Facilities. However, as a result of the pandemic in 2020-21, the number of usages at sports facilities reduced by 97% and at the same time, Glasgow City Council's net expenditure on sports facilities increased by 30%

Cost per Library visit was **£22.65** compared to a Scottish National Average of **£2.88**. Glasgow's cost per visit to city museums and galleries was **£126.68** against a national average figure of **£10.19**.

It should be noted that inconsistencies in how local authorities are structured and interpretation of the guidance on how to allocate costs and income (including covid funding and furlough payments) has had a significant impact on the cost per visit metric. The resulting inconsistencies have become a long-standing issue, that has been raised with the Improvement Service.

Furthermore, it should also be noted that some of the variation across local authority areas will be influenced by local lockdown restrictions. With levels and severity of regulations differing significantly across the country. Central Scotland for example, including Glasgow, was subject to level four and three restriction longer than most other parts of the country.

### 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.

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

At **60.8%**, **across all Councils** Glasgow has the **ninth highest proportion** of female employees in highly paid posts. From 2019 this indicator has been supplemented by an additional pay equality indicator, so this will continue to be reflected in future reporting.

Glasgow has moved from 8<sup>th</sup> to 9<sup>th</sup> place in this indicator with a 0.3% difference between Glasgow and Moray Council, however **Glasgow remains 2.5% above the Scottish average** on this measure.

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

## OFFICIAL

## OFFICIAL

Across all similar sized Scottish local authorities in 2020-21 Glasgow was placed 8<sup>th</sup> in terms of days of absence per employee at 10.75 days against a Scottish average of 9.71 days.

When ranked against all Local Authorities, sickness absence days for employees (non-teachers) has changed from being ranked 24<sup>th</sup> in 19/20 to 27<sup>th</sup> in 20/21.

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

Glasgow spends the **second highest percentage (16.5%)** 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 continue to implement the legislation, which has significantly shifted the balance of care since the 17-18 period.

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

Glasgow has the **lowest percentage of people recorded as earning less the Living Wage at 11.1%** against a **national figure of 15.2%**.

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 are placed within the Community**

Glasgow is **ranked 5<sup>th</sup> nationally** regarding the percentage (**93.2%**) of Looked After Children in community placements. The **Scottish average** is (**90.3%**).

Within the family group of similar authorities **only North Lanarkshire at (96.5%) ranks higher**.

➤ **Proportion of properties receiving superfast broadband**

Glasgow **at 97.5% of properties** has **5<sup>th</sup> highest** proportion of properties receiving superfast broadband in Scotland. The **Scottish average** is currently **93.8%**.

## OFFICIAL



➤ **Percentage of Carbon Emissions in Council Area**

For Councils grouped together by population density, **Glasgow is ranked 2<sup>nd</sup> for the lowest percentage of Carbon Emission Levels with 3.8%** (for 2019-20) against a **national average of 5.7%**. Only East Dunbartonshire performed slightly better with 3.7%.

#### 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
<b>Adult Services</b> SW2	SDS spend on adults 18+ as a percentage of total social work spend on adults 18+	3	<b>Culture &amp; Leisure</b> C&L5C	% adults satisfied with museums & galleries	2
SW5	Residential Cost per week resident over 65	3	<b>Environmental Services</b> ENV4d	% of C Class roads that should be considered for maintenance treatment	4
SW7	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	7	ENV4e	% of unclassified roads that should be considered for maintenance treatment	7
<b>Children's Services</b> CHN7	% of Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)	6	<b>Economic Development</b> ECON 8	Proportion of properties receiving superfast broadband	5

**OFFICIAL**

CHN9	Balance of Care % Looked After Children Looked After in the Community	5	ECON 11	Gross Value Added (GVA) per capita in Council Area	3
CHN12b	Average Total Tariff SIMD quintile 1	7	Corporate Services  CORP8	Efficiency in paying invoices on time	8
CHN12c	Average Total Tariff SIMD quintile 2	7	Financial Sustainability  FINSUS5	Actual outturn as a percentage of budgeted expenditure	5
CHN12f	Average Total Tariff SIMD quintile 5	5	Tackling Climate Change  CLIM1	CO2 emissions area wide per capita	5
CHN20a	School exclusion rate (per 1,000 pupils)	4	CLIM2	CO2 emissions area wide: emissions within scope of LA per capita	1

**Lowest Ranked Quartile**

		Rank			Rank
Adult Care Services  SW1	Homecare costs per hour aged 65 or over	27	Culture & Leisure  C&L1	Cost per attendance at leisure facilities	32
SW8	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	25	C&L2	Cost per Library visit	30

**OFFICIAL**

**OFFICIAL**

<b>Children's Services</b>  CHN3	Cost per Pre-School registration	30	C&L3	Cost per visit to Museums & Galleries	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	28  (but ranked 9 when SIMD taken into account - out of 28 reporting LA's)	C&L4	Cost of Parks and Open Spaces (per 100,000 of pop)	29
CHN5 & CHN7  (linked indicators)	% of pupils gaining 5+ Awards at Level 6  % of pupils gaining 5+ Awards at Level 6 for Higher Grade by SIMD	24  (but ranked 6 when SIMD taken into account - out of 27 reporting LA's)	<b>Environmental Services</b>  ENV1a	Net cost of Waste Collection per Premises	31
CHN8a	Cost of Looked After Children in Residential Based Services	28	ENV2a	Net Cost of Waste Disposal per Premise	25
CHN10	% of Adults Satisfied With Local Schools	28	ENV3a	Net cost of street cleaning per 1,000 population	32
CHN17	% of children meeting developmental milestones	31	ENV3c	Cleanliness Score	30
CHN19a	School Attendance Rate	30	ENV6	% of total household waste that is recycled	30

## OFFICIAL

<b>Corporate Services</b> CHN21	16-19 year olds in Learning/ Work/ Training	28	ENV7a	% of adults satisfied with refuse collection	25
CORP1	Support services as a % of total gross expenditure	27	ENV7b	% of adults satisfied with street cleaning	30
CORP6a	Sickness Absence per Employee (non-teacher)	27	<b>Economic Development</b> ECON6	Investment in Economic Development & Tourism per 1,000 Population	30
<b>Economic Development</b> CORP7	% of income due from council tax received by the end of the year	30	ECON7	Proportion of people earning less than the real living wage  (out of 26 Local Authorities who reported on this measure)	26
ECON 2	Cost of Building and Planning Standards per Planning Application	24			
ECON 5	Business Gateway Start Ups per 10,000 population	31			

### 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 online benchmarking events during 2020/21:
- Support Services
  - Council Tax
  - Street Cleaning
  - Libraries

## OFFICIAL

## OFFICIAL

- Adult Social Care
- Finance Learning
- Economic Development
- Planning
- Museums
- Sports
- Looked After Children

5.3 The Improvement Service programme of Events for 2022-23 will focus on the following key areas:

- **Child Poverty:** These sessions will focus on LGBF data and other key areas of data sources to examine progress towards the targets set out within the Child Poverty Act (Scotland) 2017.
- **Wellbeing Economy:** Sessions to explore how the LGBF can provide a useful lens for Councils to examine local growth, community resilience and well-being.
- **Climate Change:** Learning event to review how enhanced analysis of the Public Bodies Climate Change duties reporting will help Councils better understand the factors important to progress.
- **The Promise:** exploring the data available to measure progress against the 5 priority areas outlined in the Promise including A Good Childhood, Supporting the Workforce, Planning and Building Capacity and Whole Family Support.
- **Cost of Living Crisis:** Exploration of the impact of the Cost of Living Crisis and effect on Councils Strategic Spending Plans. This Learning will provide an opportunity to begin to understand the landscape prior to assessing the impact through future LGBF data.
- **Covid-19- Impact and Recovery:** This workstream will examine the on-going impact of COVID-19 on communities and council services and explore the implications for recovery.

## 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 from 3.0 onwards, the indicators highlighted within the highest and lowest quartile will also be followed up by individual Services and service leads throughout the year. The Strategic Planning and Performance Working Group, comprising of performance leads across the Council Family also

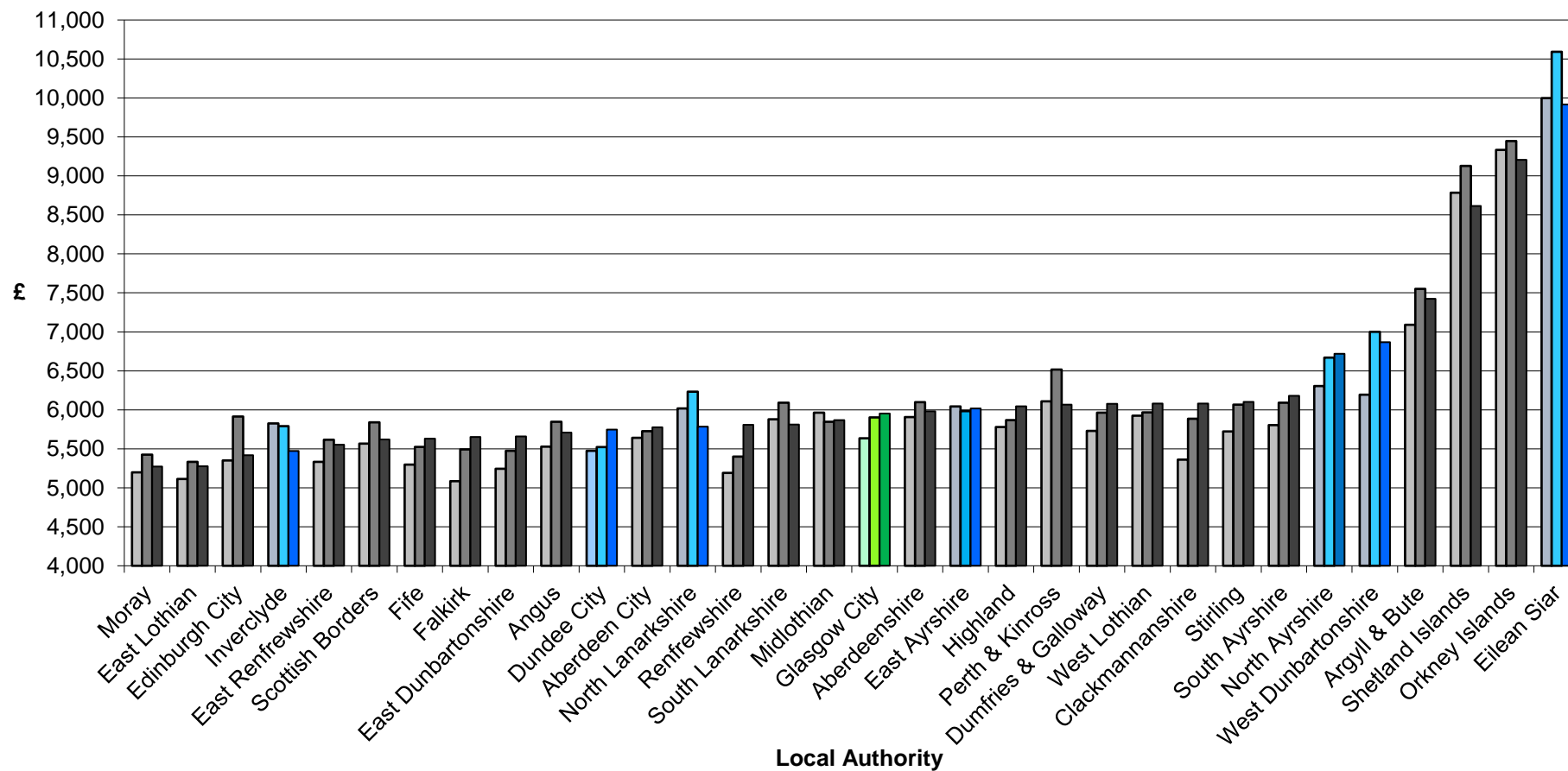
## OFFICIAL

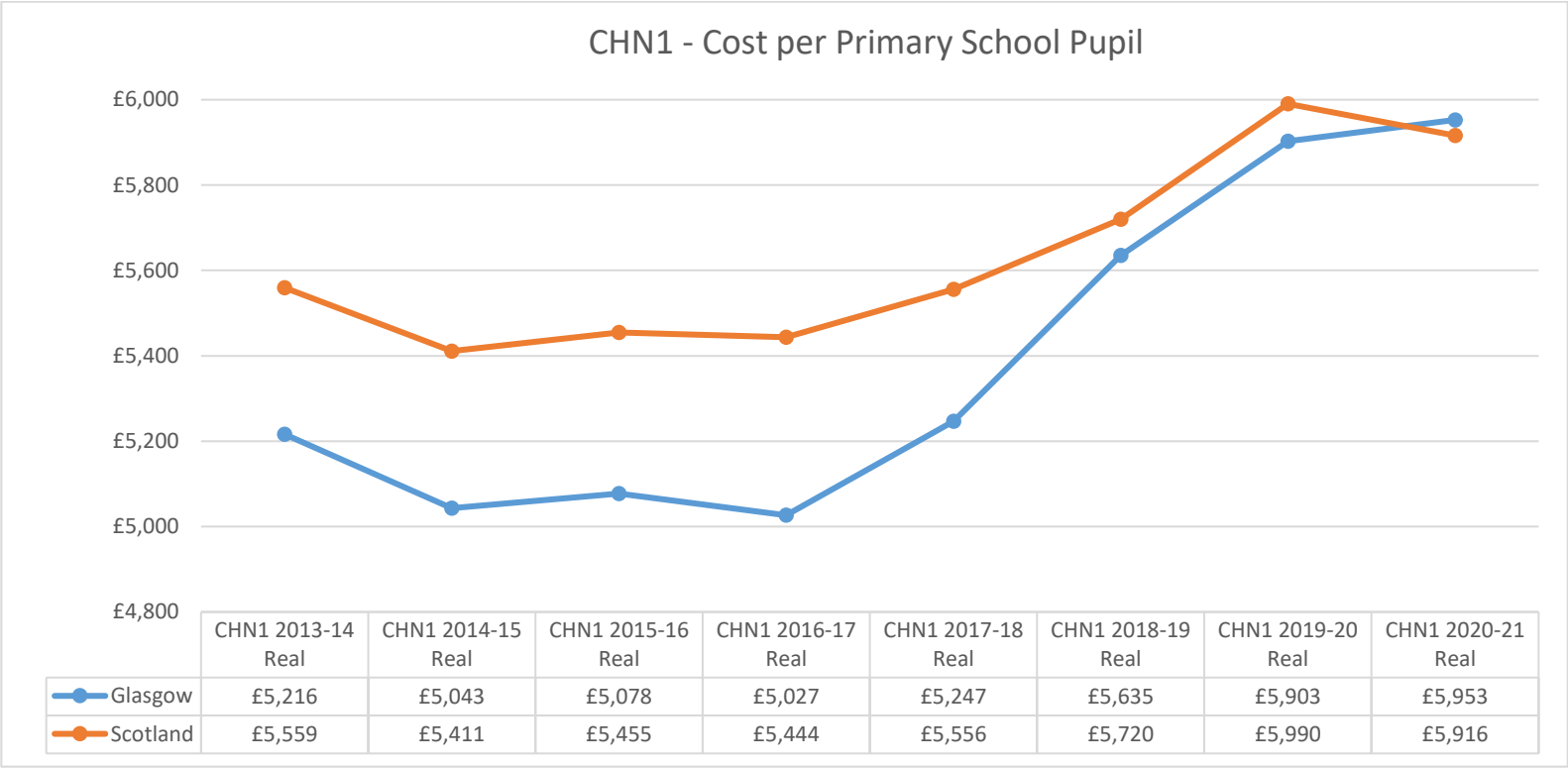
## **OFFICIAL**

regularly scrutinise LGBF outliers in the course of the scheduled work programme.

- 6.4 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 2022/23 this will also be included within any future ASPIR related reporting framework reflecting the new Council Strategic Plan process.

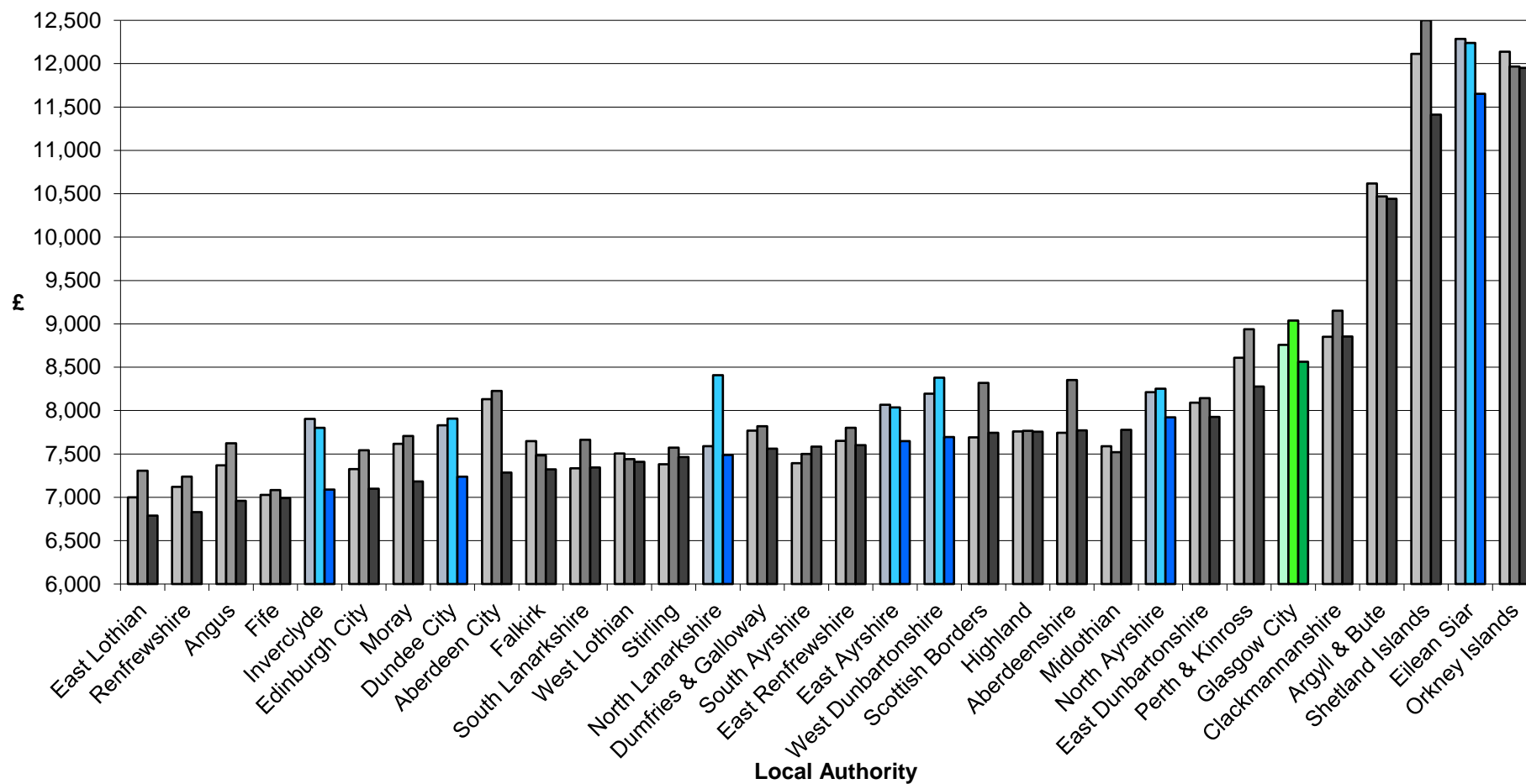
**CHN1 - Cost per Primary School Pupil  
2018/19, 2019/20, 2020/21**

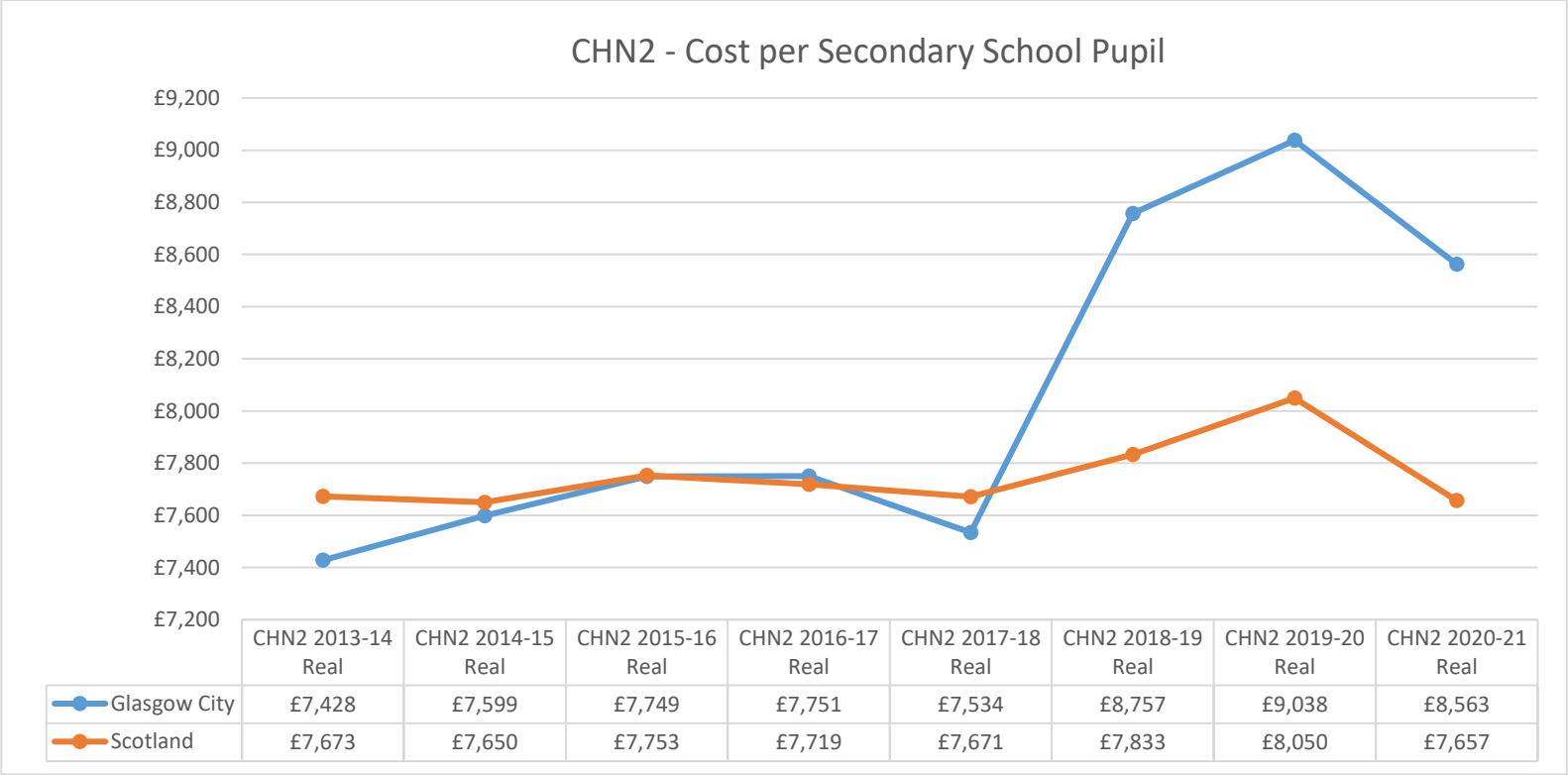




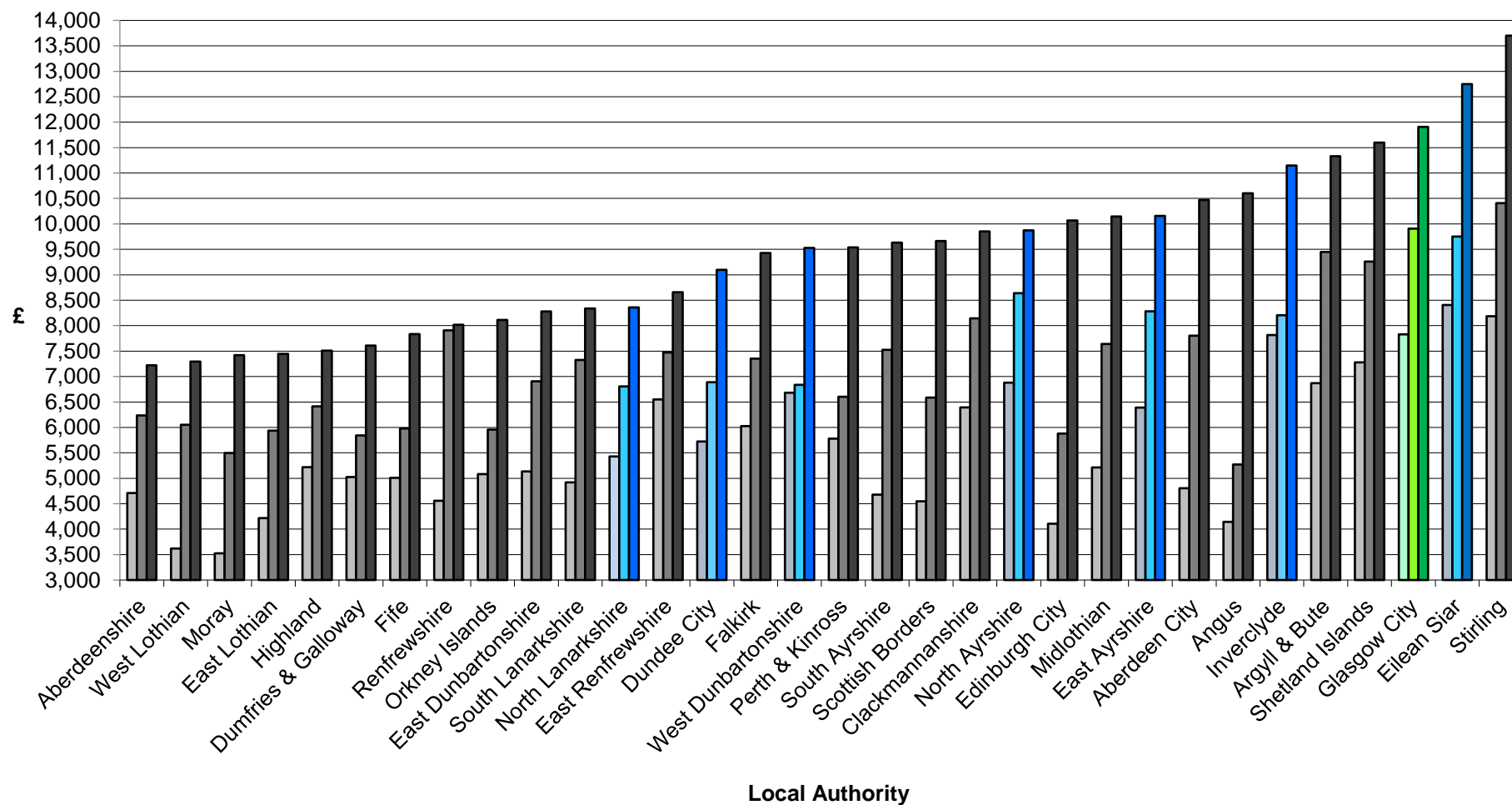


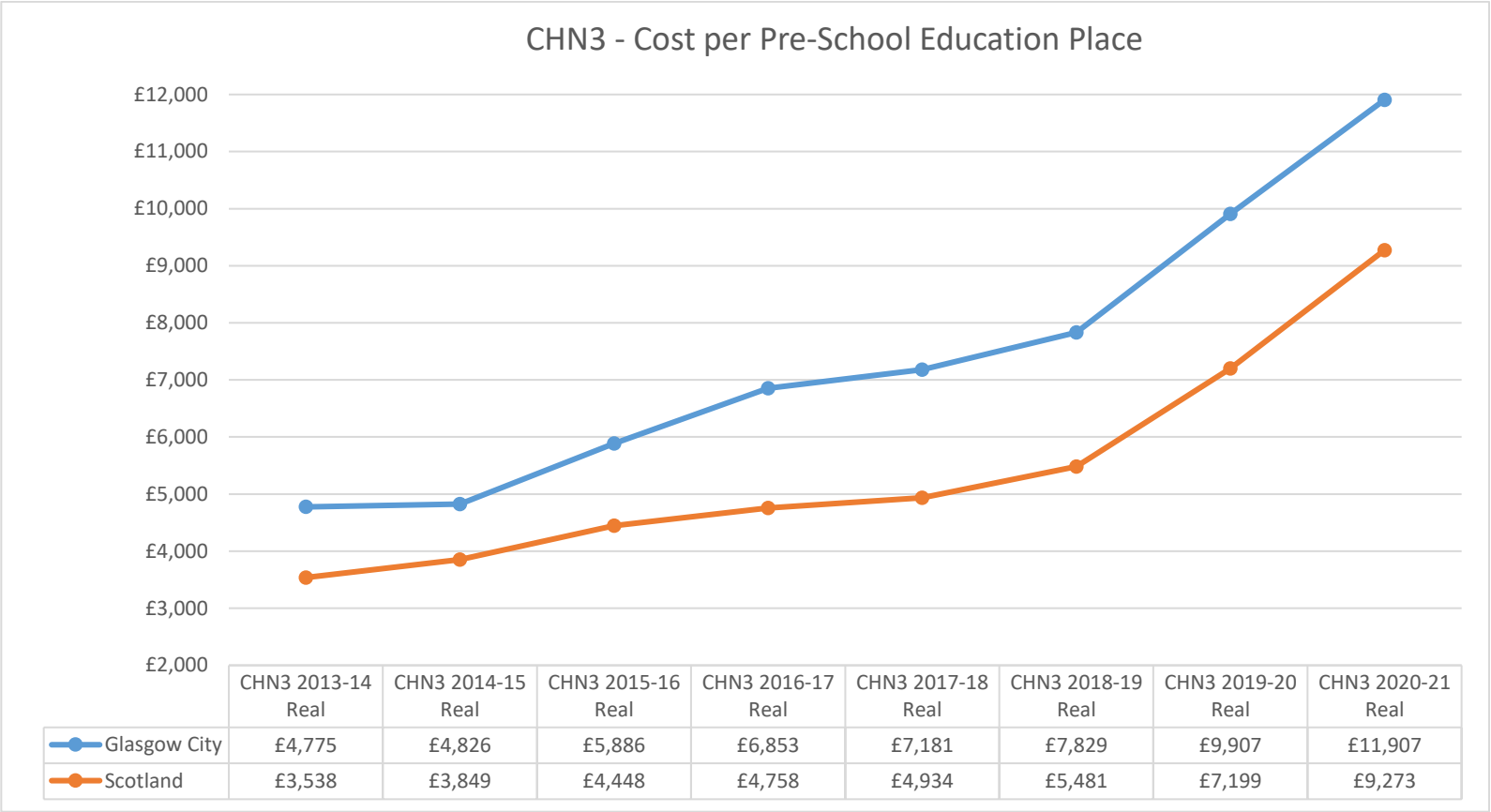
**CHN2 - Cost per Secondary School Pupil  
2018/19, 2019/20, 2020/21**



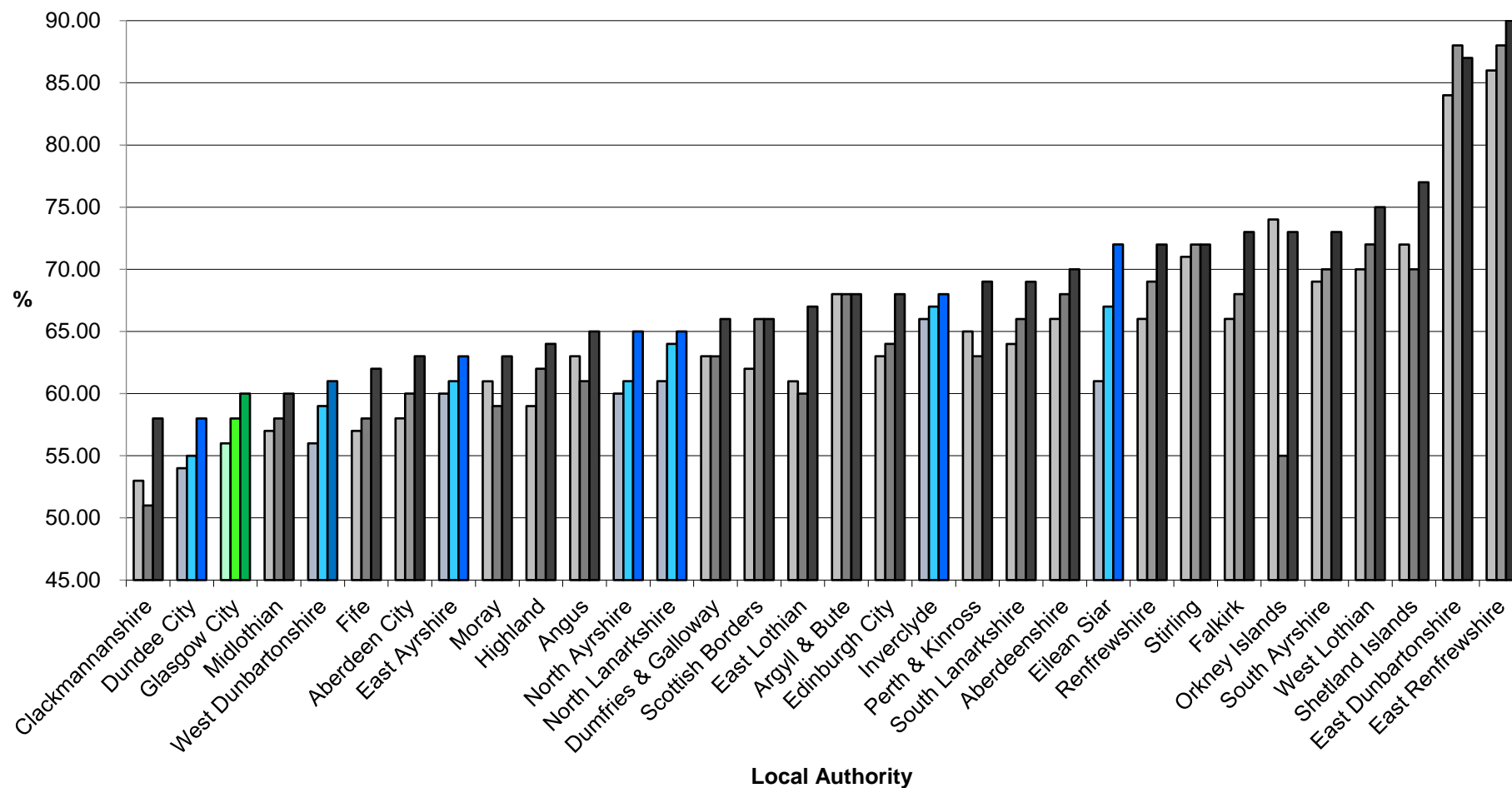


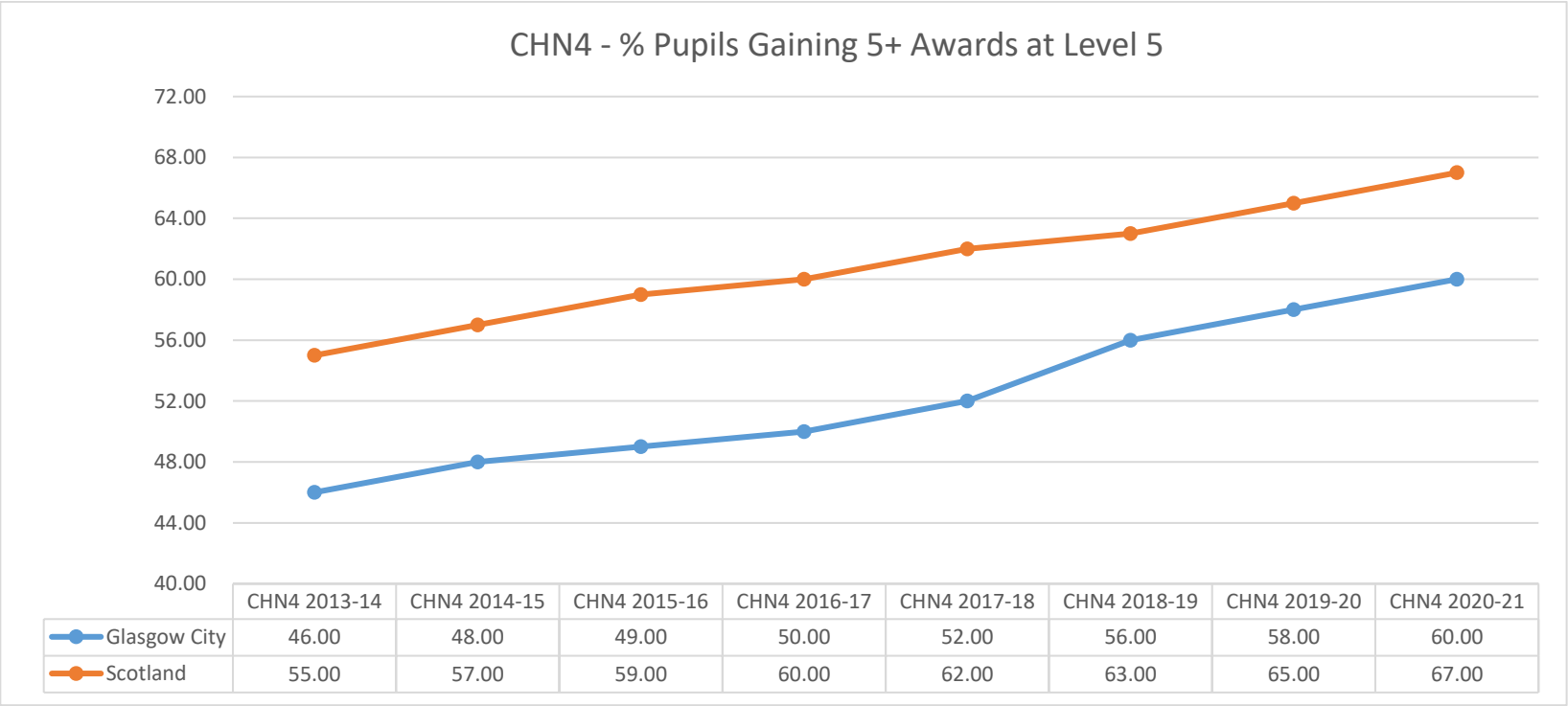
**CHN3 - Cost per Pre-School Education Place  
2018/19, 2019/20, 2020/21**



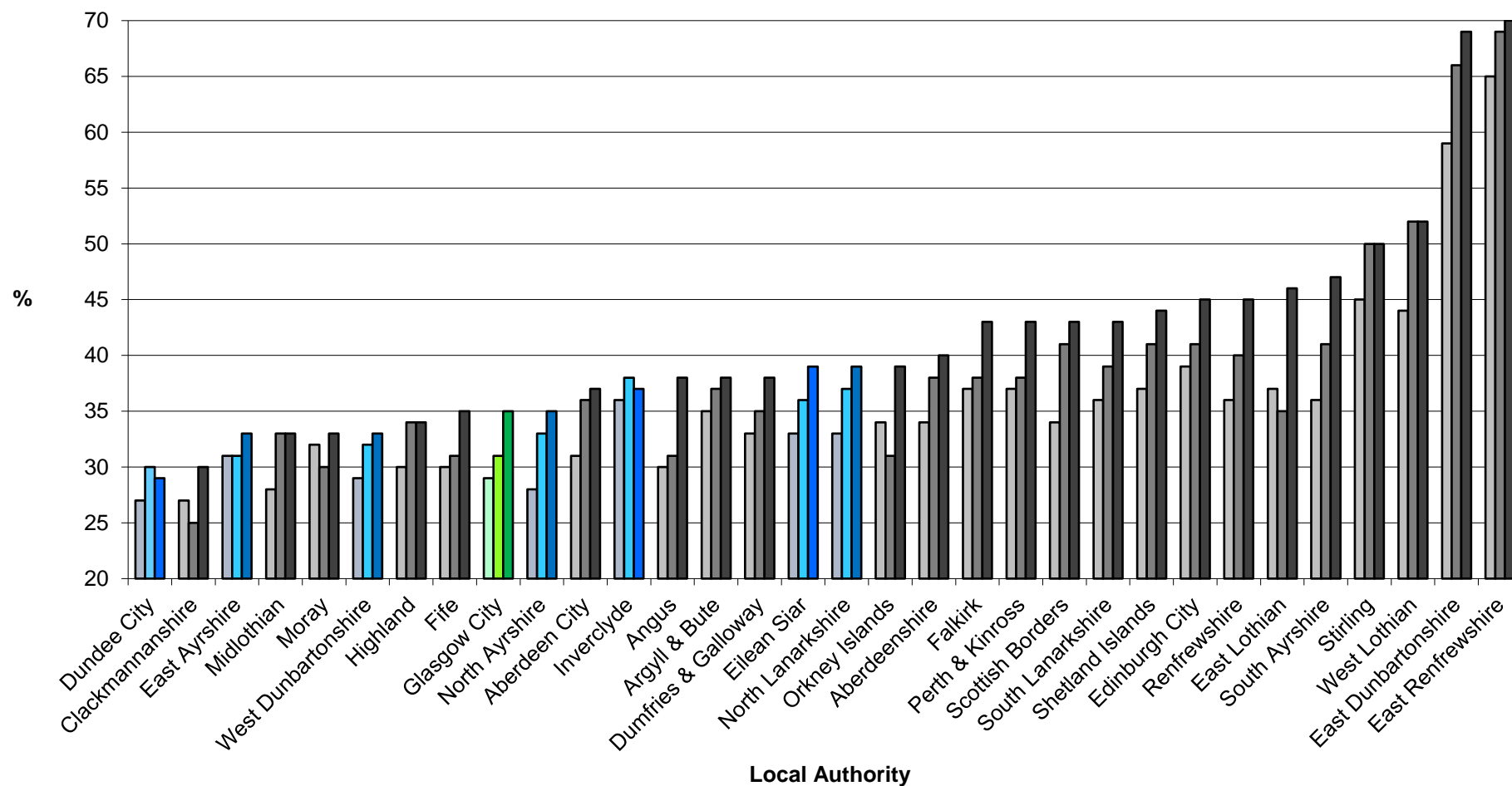


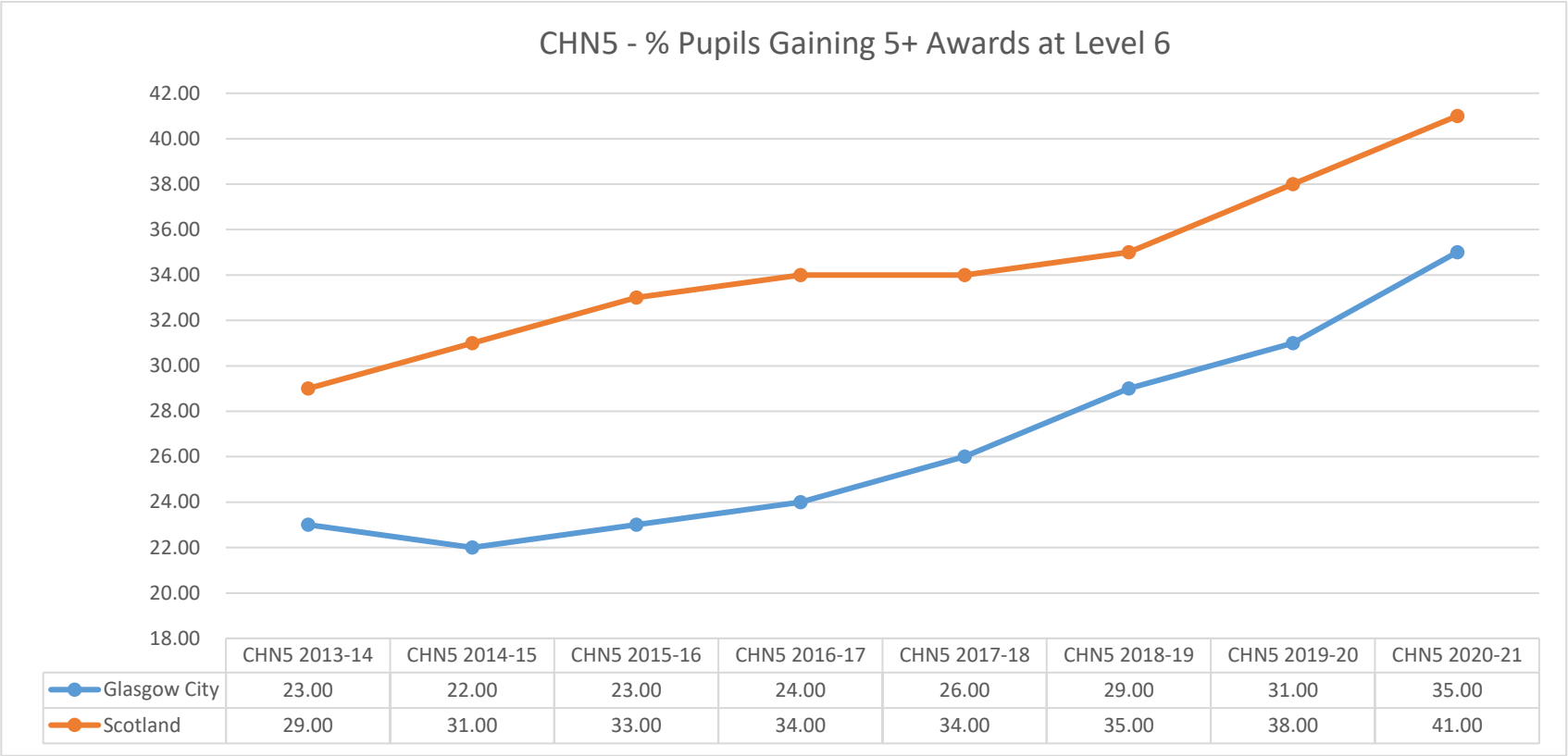
**CHN4 - % Pupils Gaining 5+ Awards at Level 5**  
**2018/19, 2019/20, 2020/21**





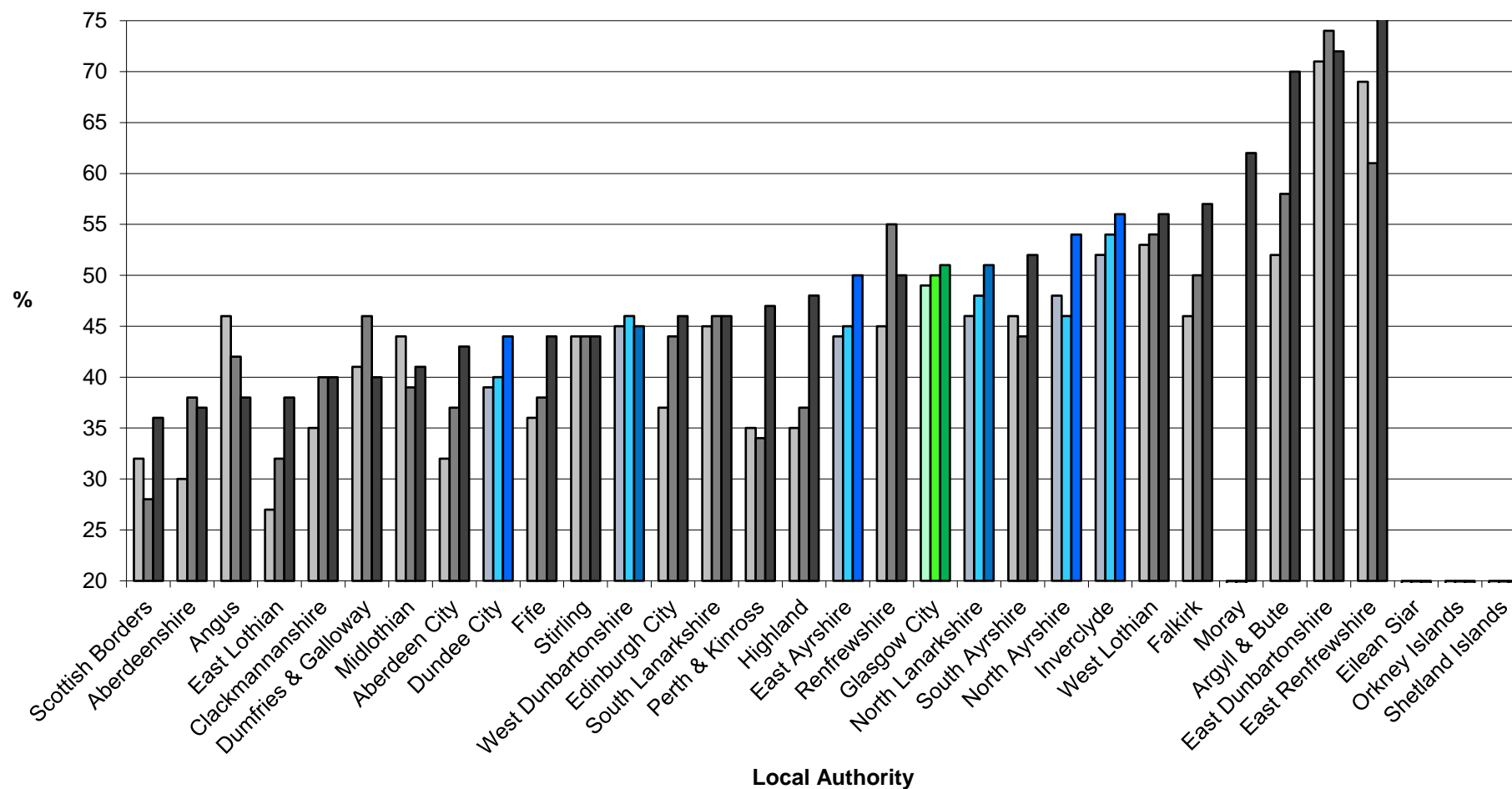
**CHN5 - % Pupils Gaining 5+ Awards at Level 6**  
**2018/19, 2019/20, 2020/21**

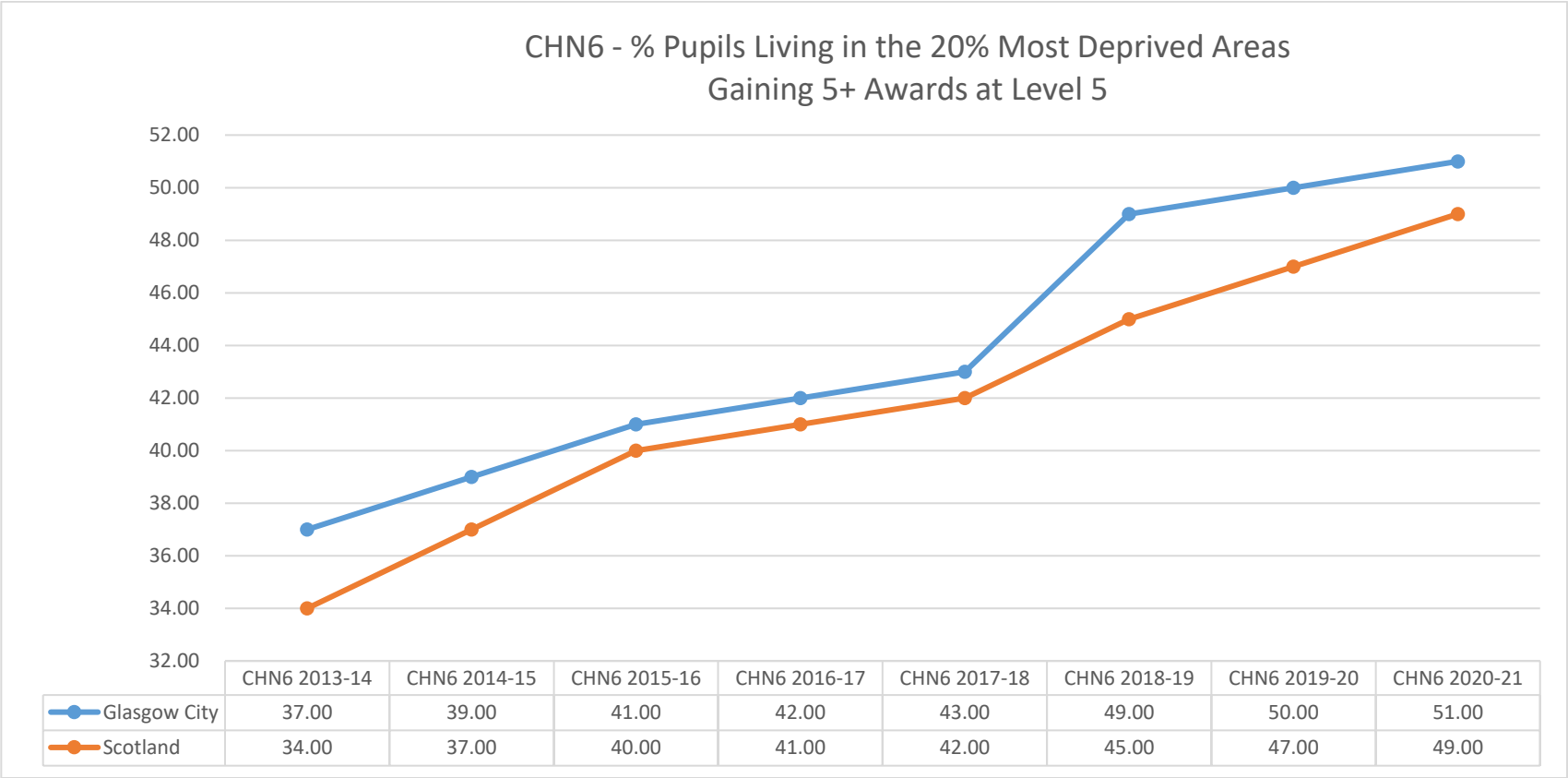




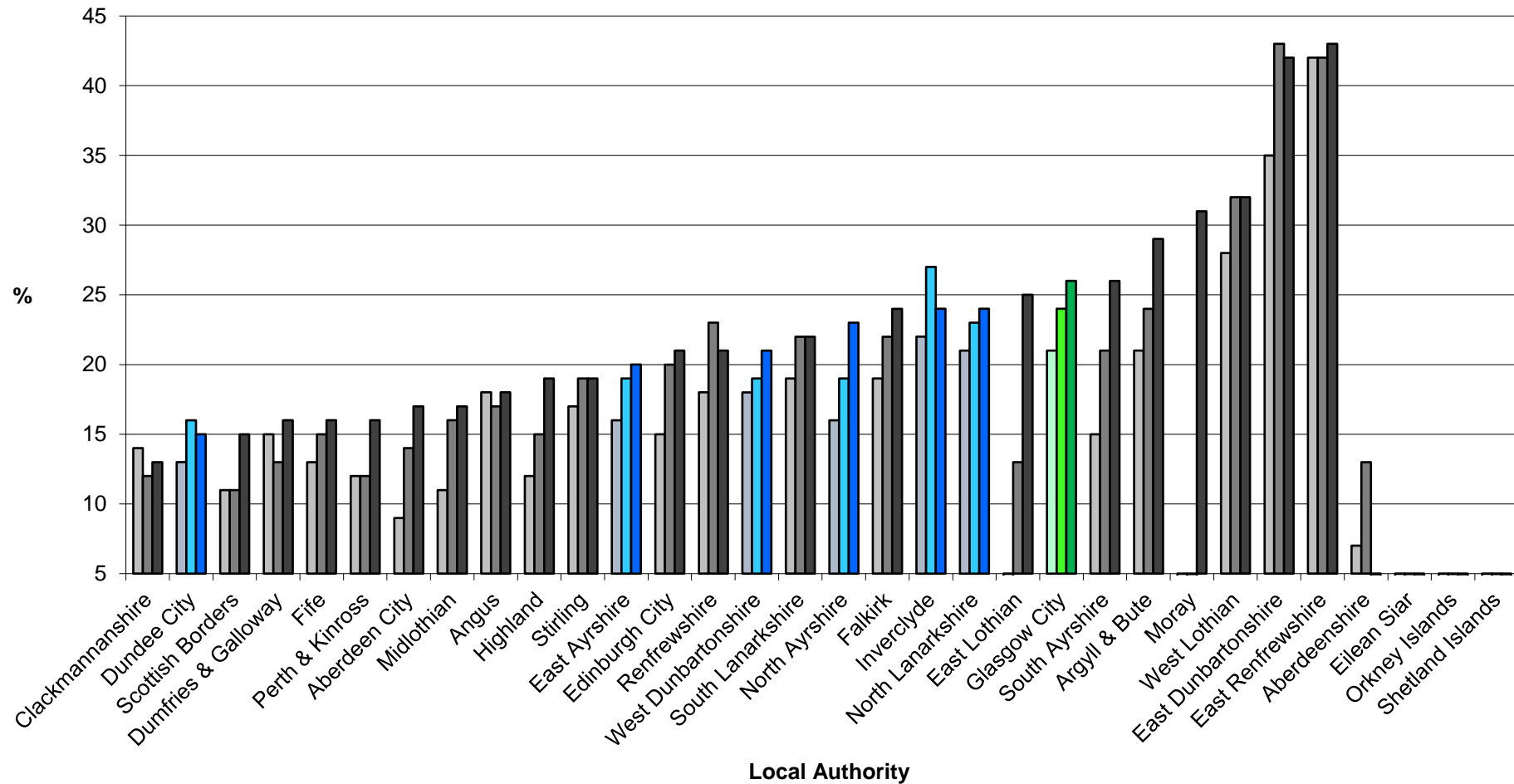


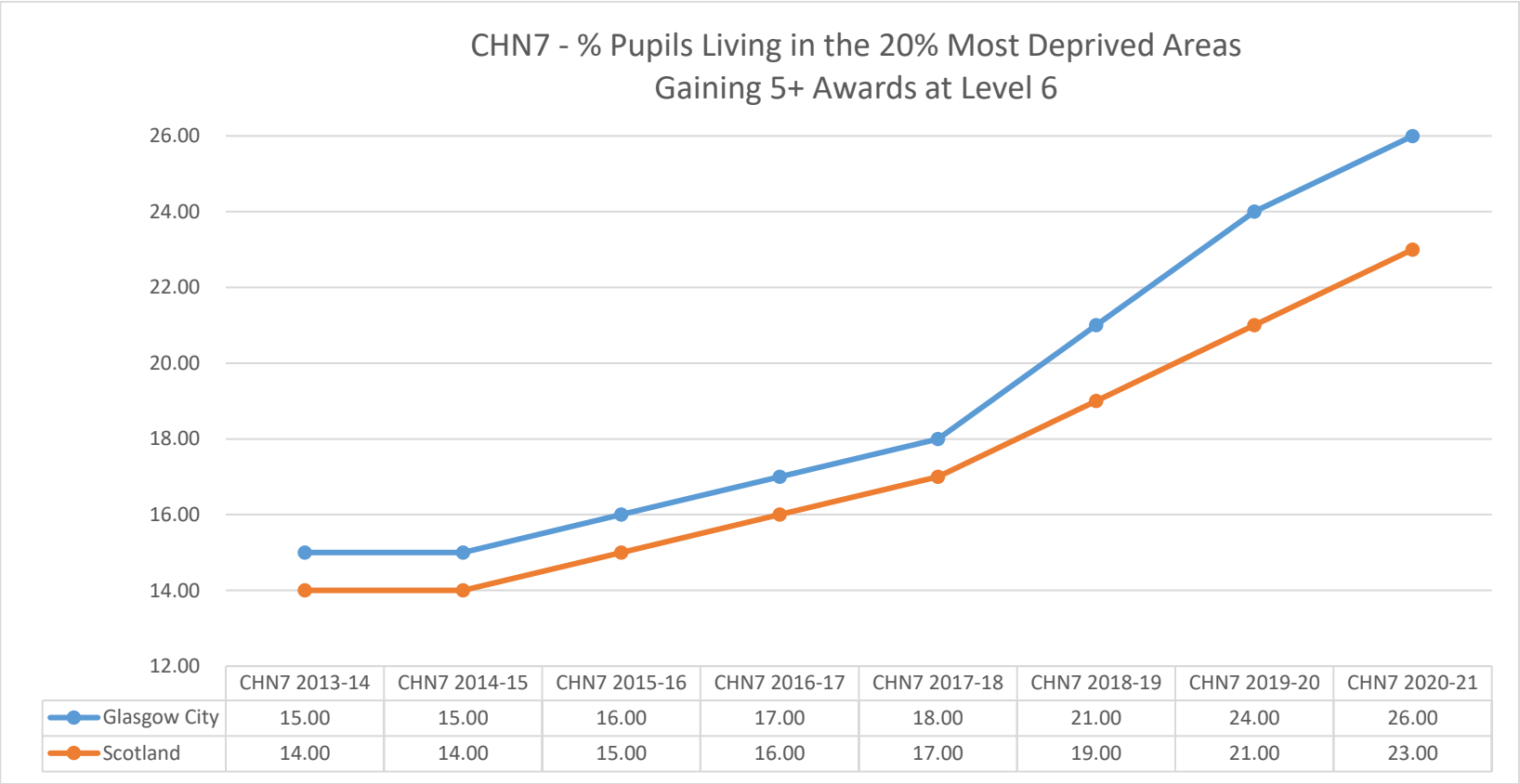
**CHN6 - % Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 5**  
**2018/19, 2019/20, 2020/21**



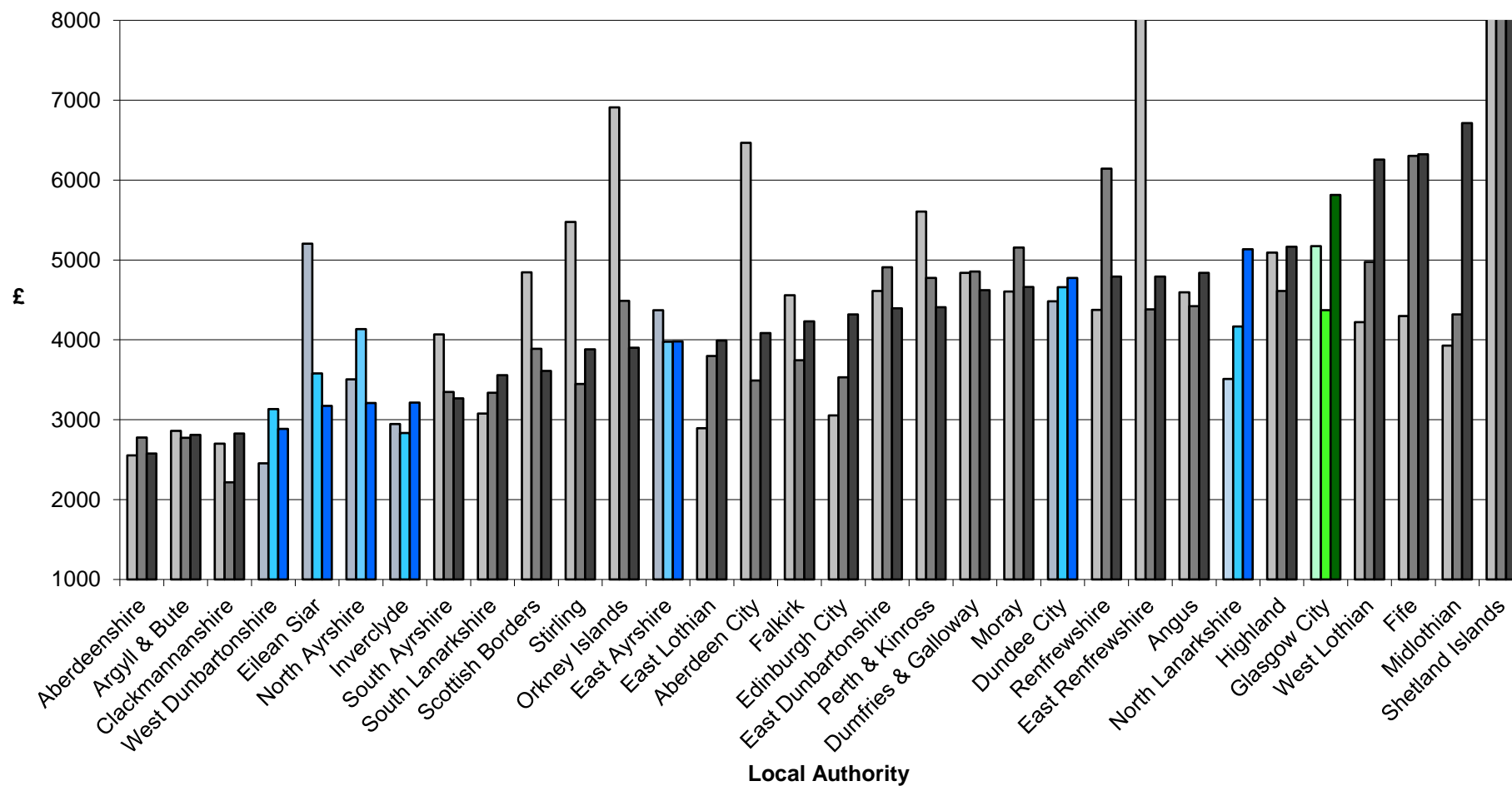


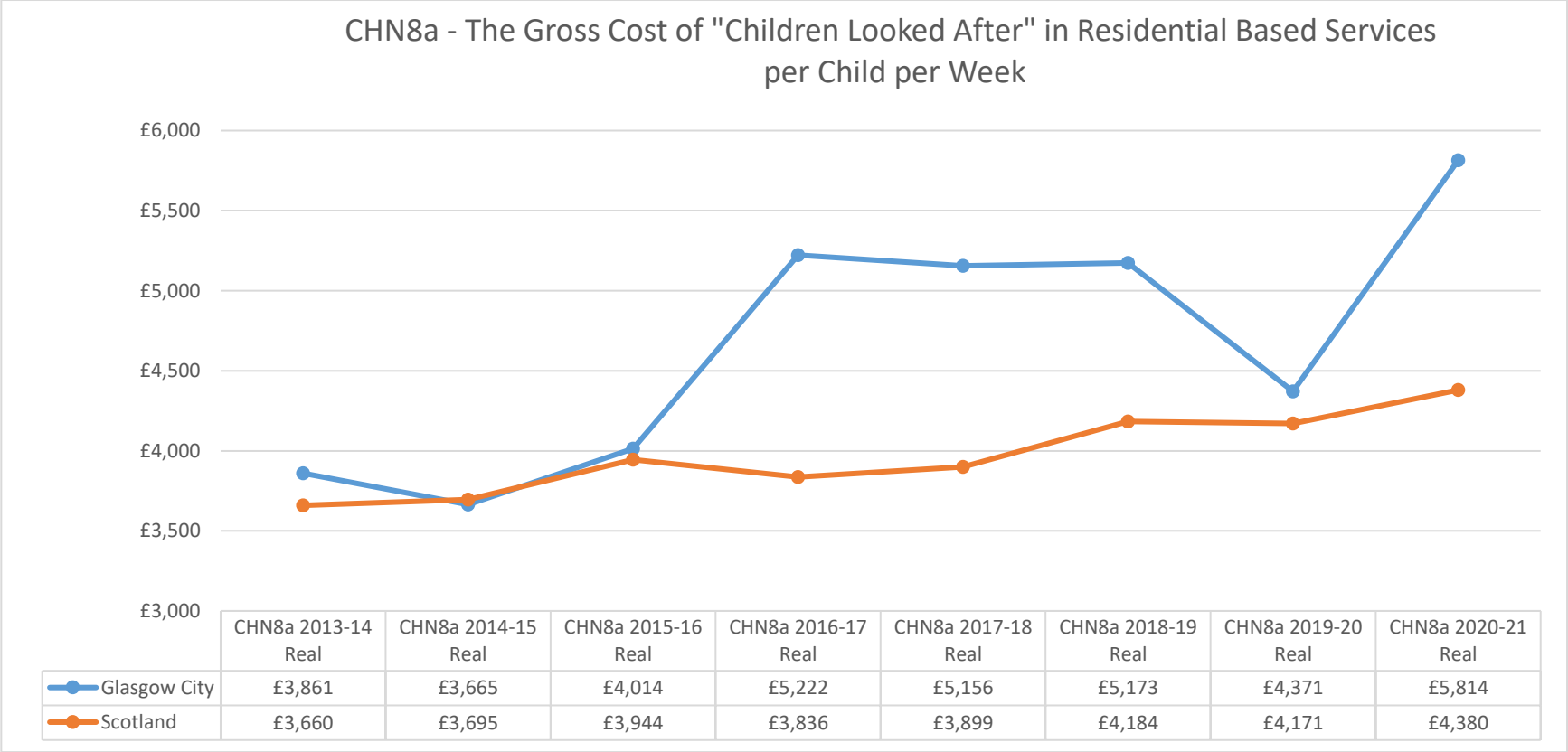
**CHN7 - % Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 6  
2018/19, 2019/20, 2020/21**



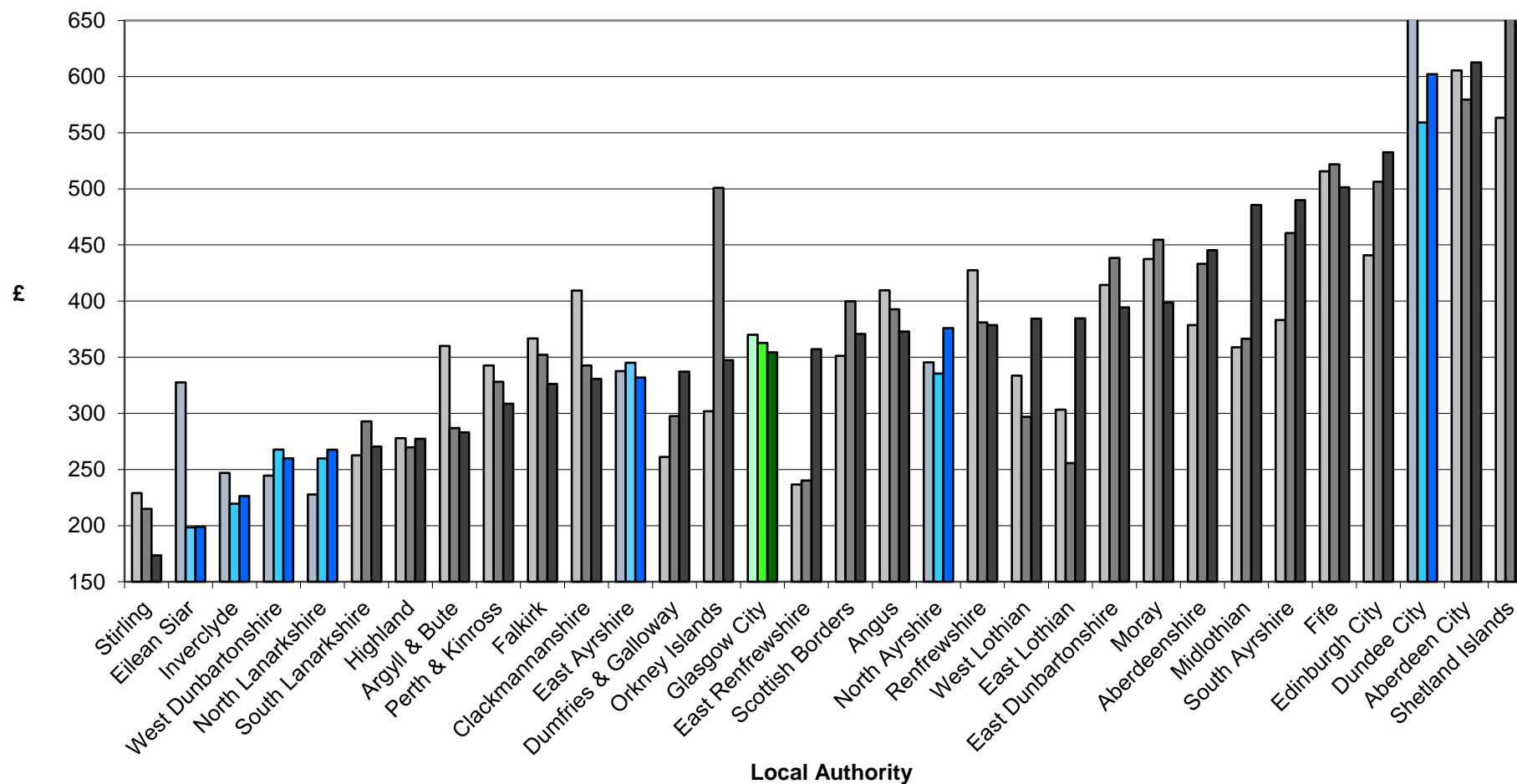


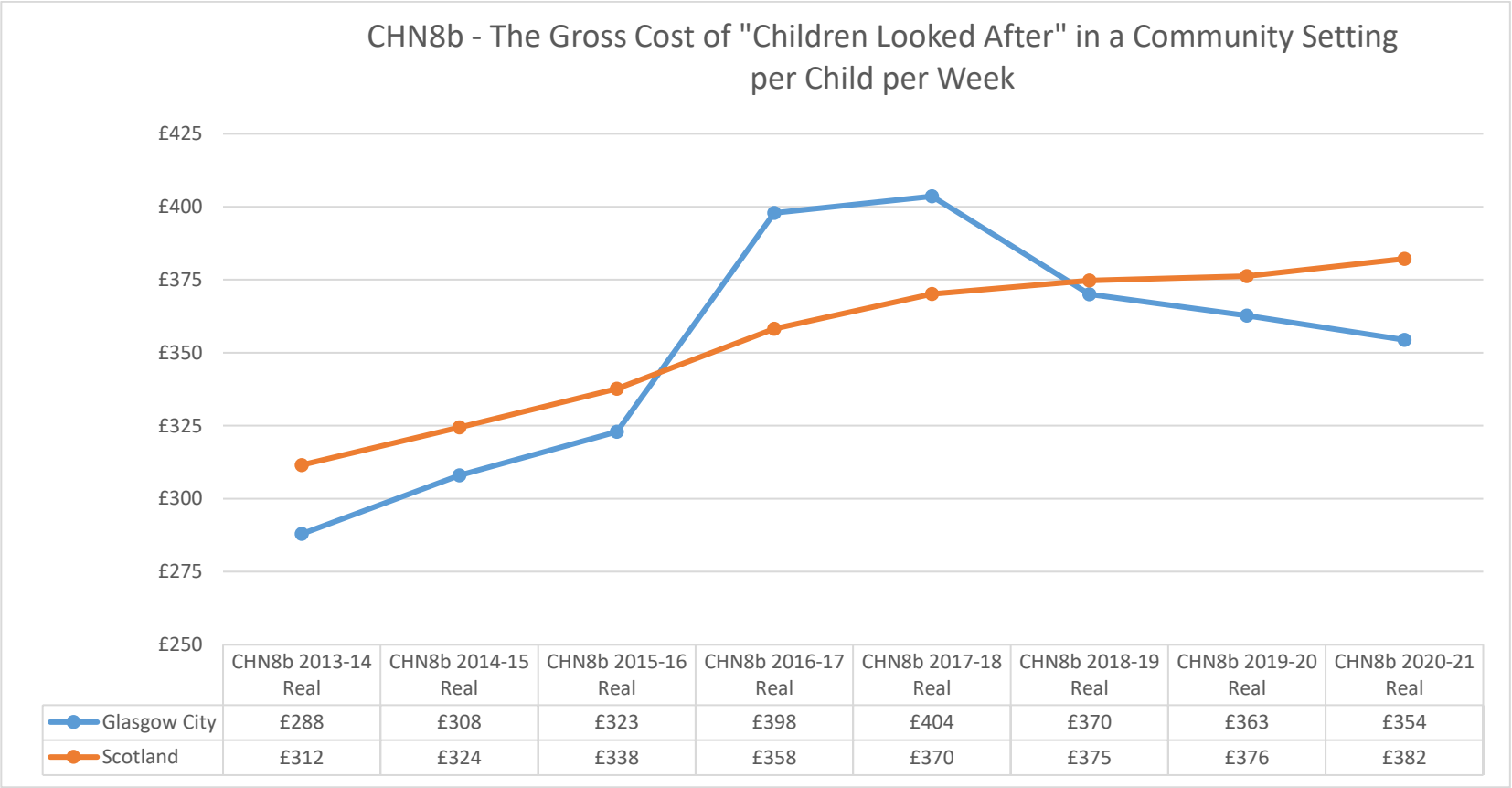
**CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services  
Per Child Per Week 2018/19, 2019/20, 1920/21**





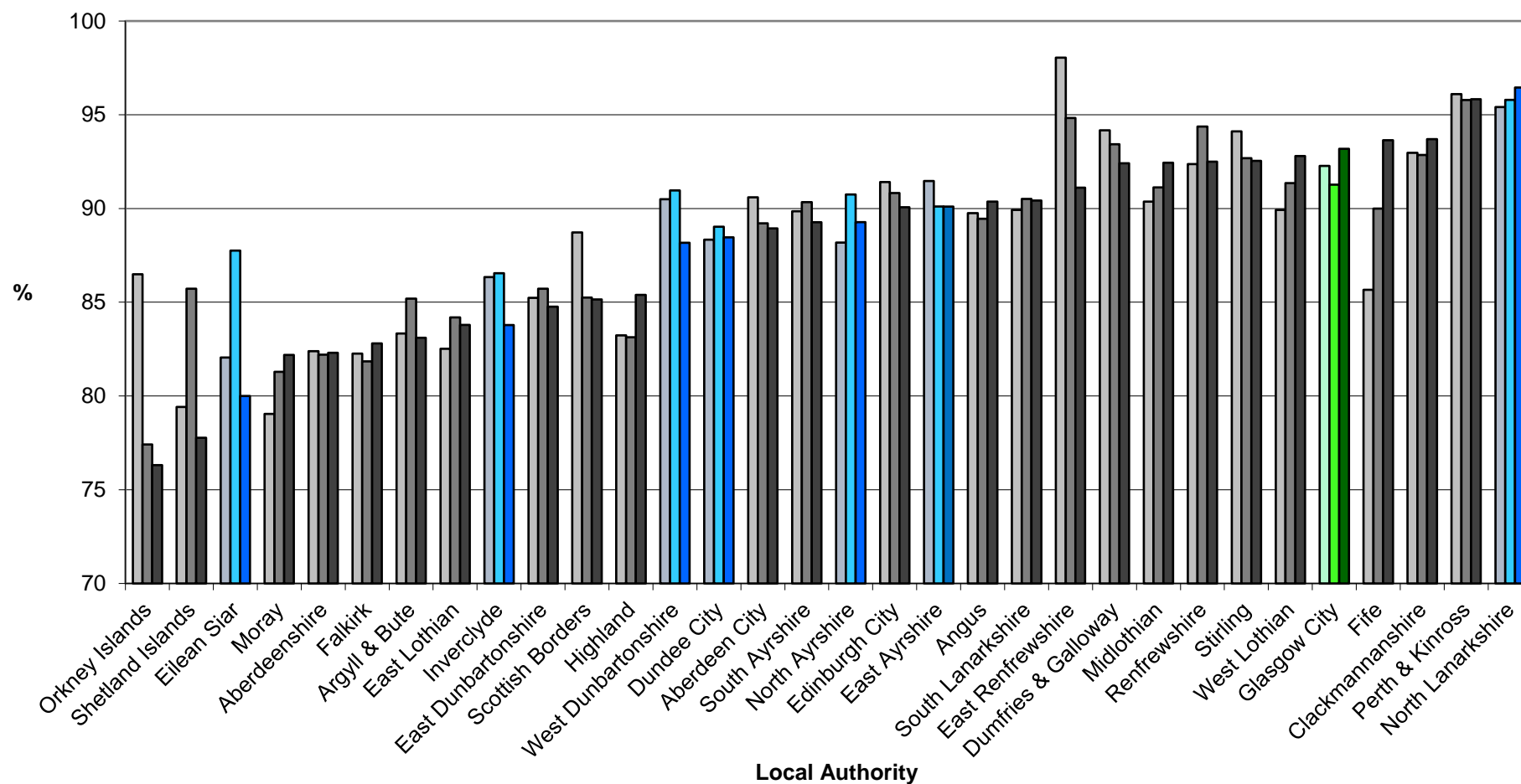
**CHN8b - The Gross Cost of "Children Looked After" in a Community Setting  
Per Child Per Week 2018/19, 2019/20, 2020/21**

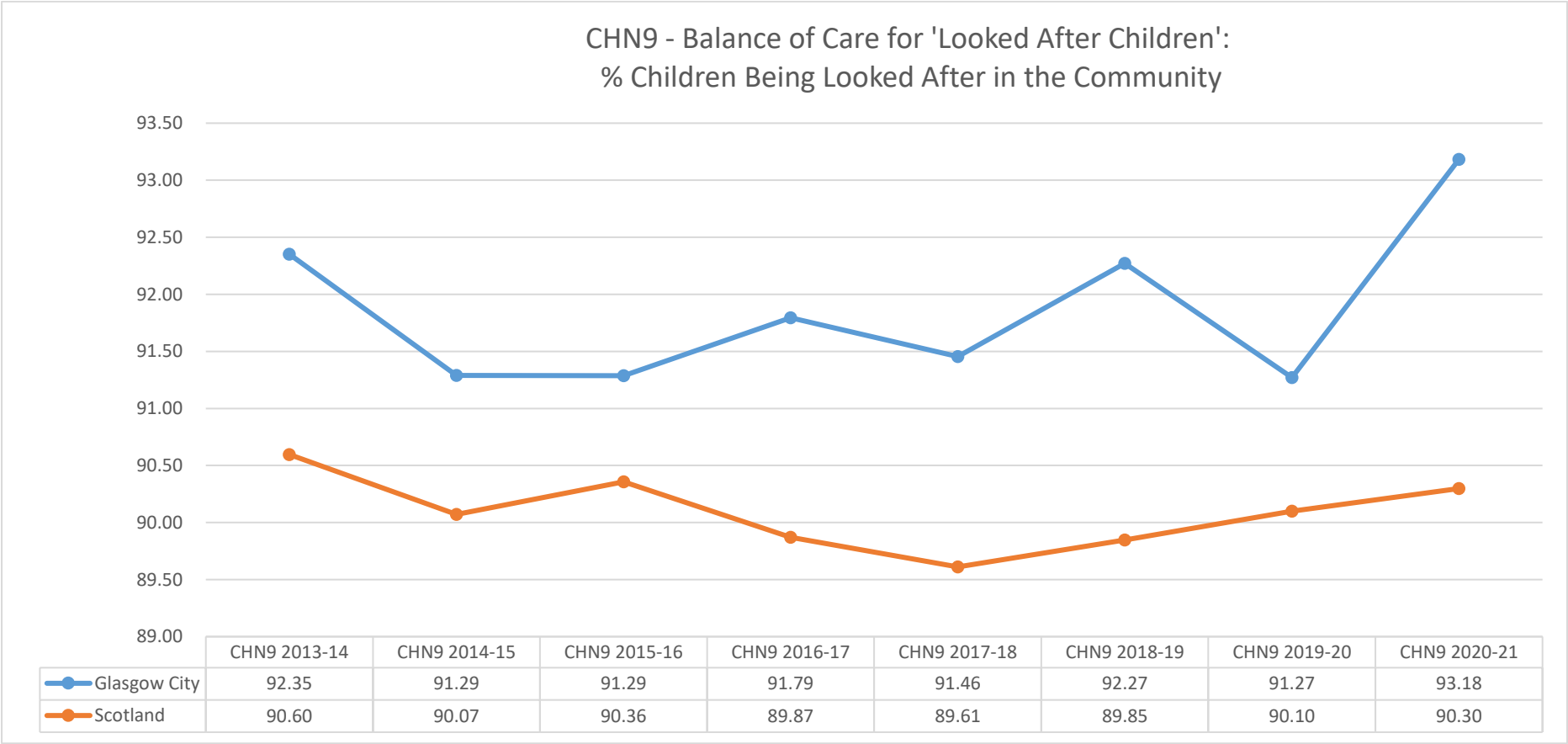




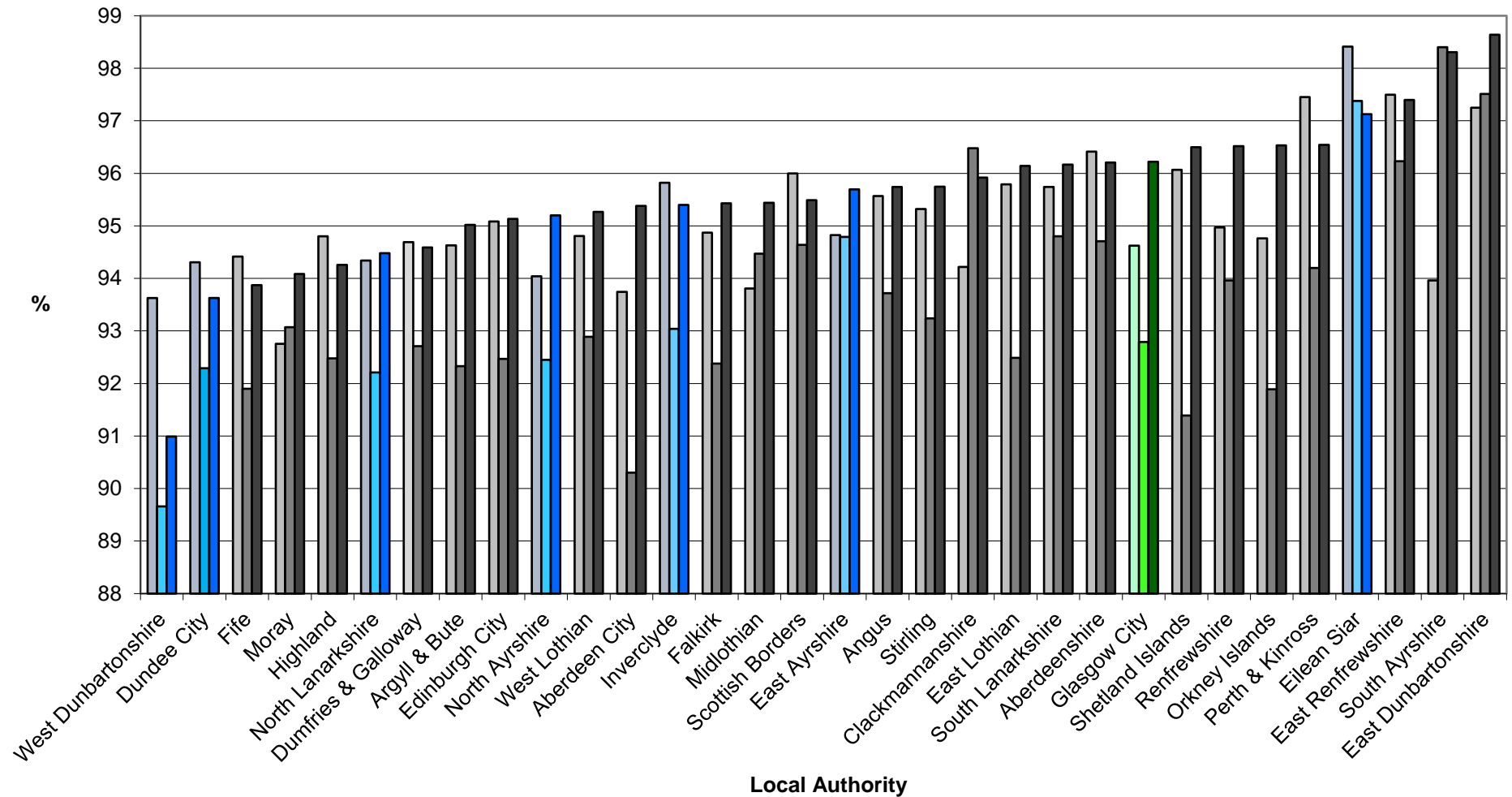


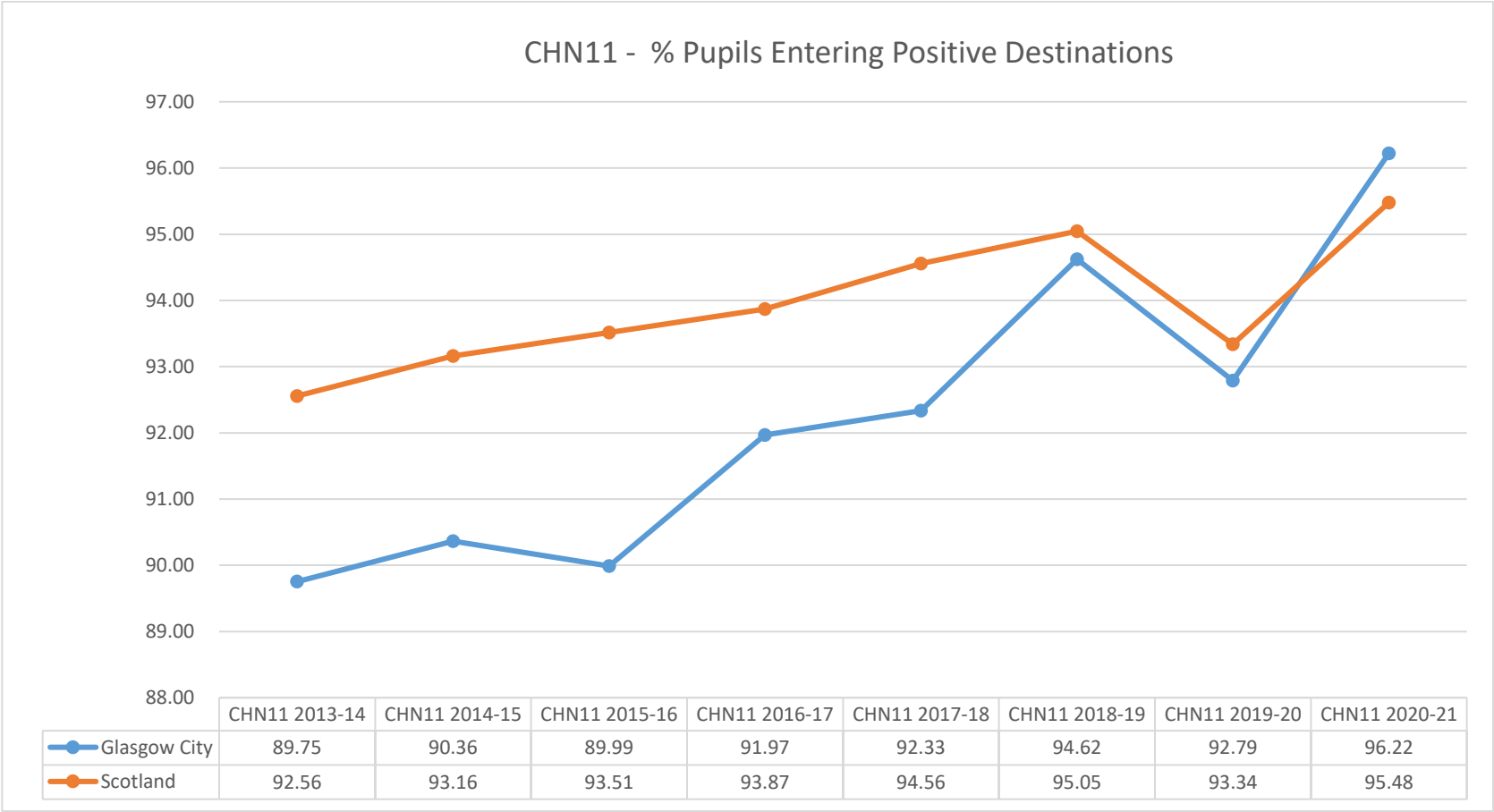
**CHN9 - Balance of Care for Looked After Children:  
% of Children Being Looked After in The Community 2018/19, 2019/20, 2020/21**

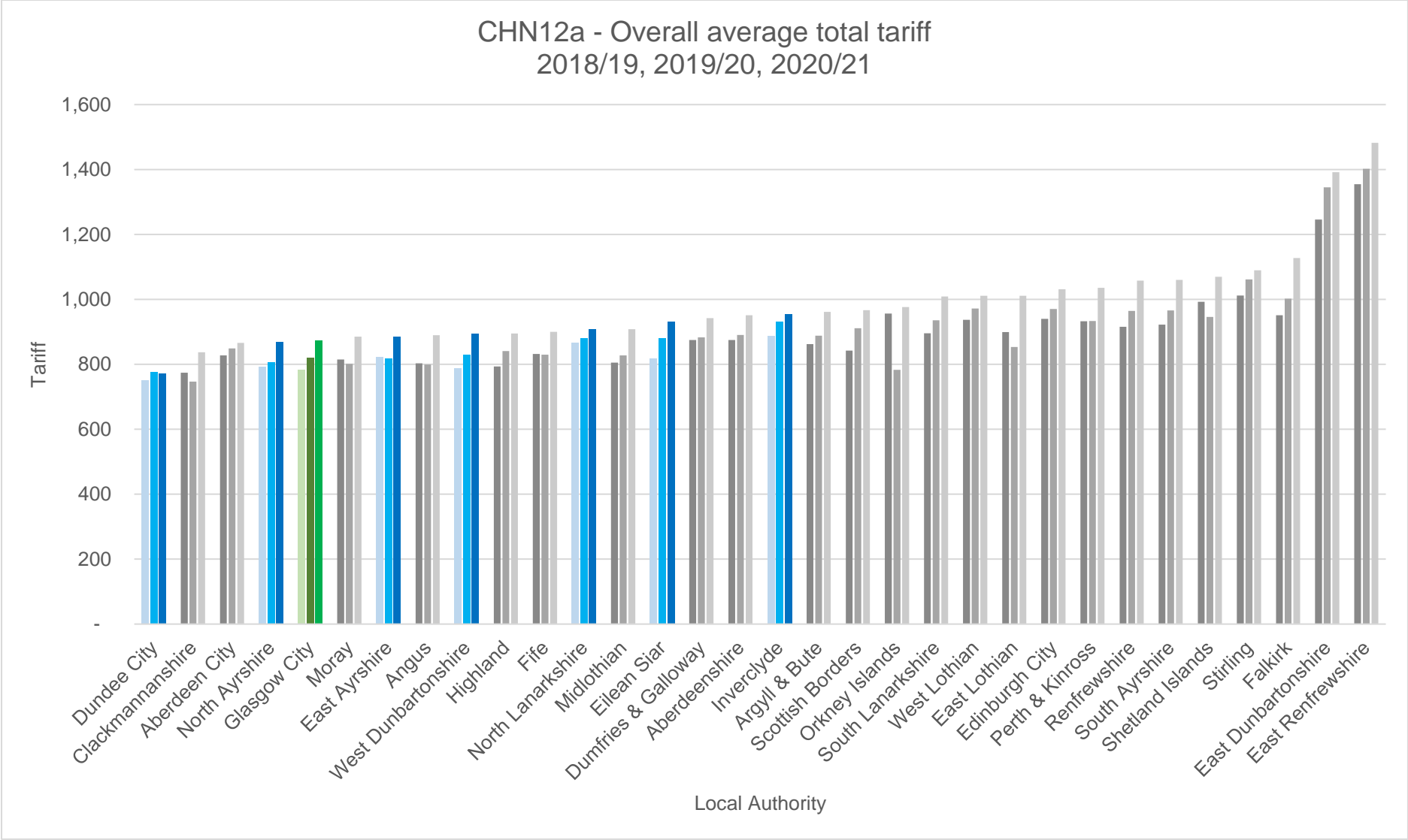


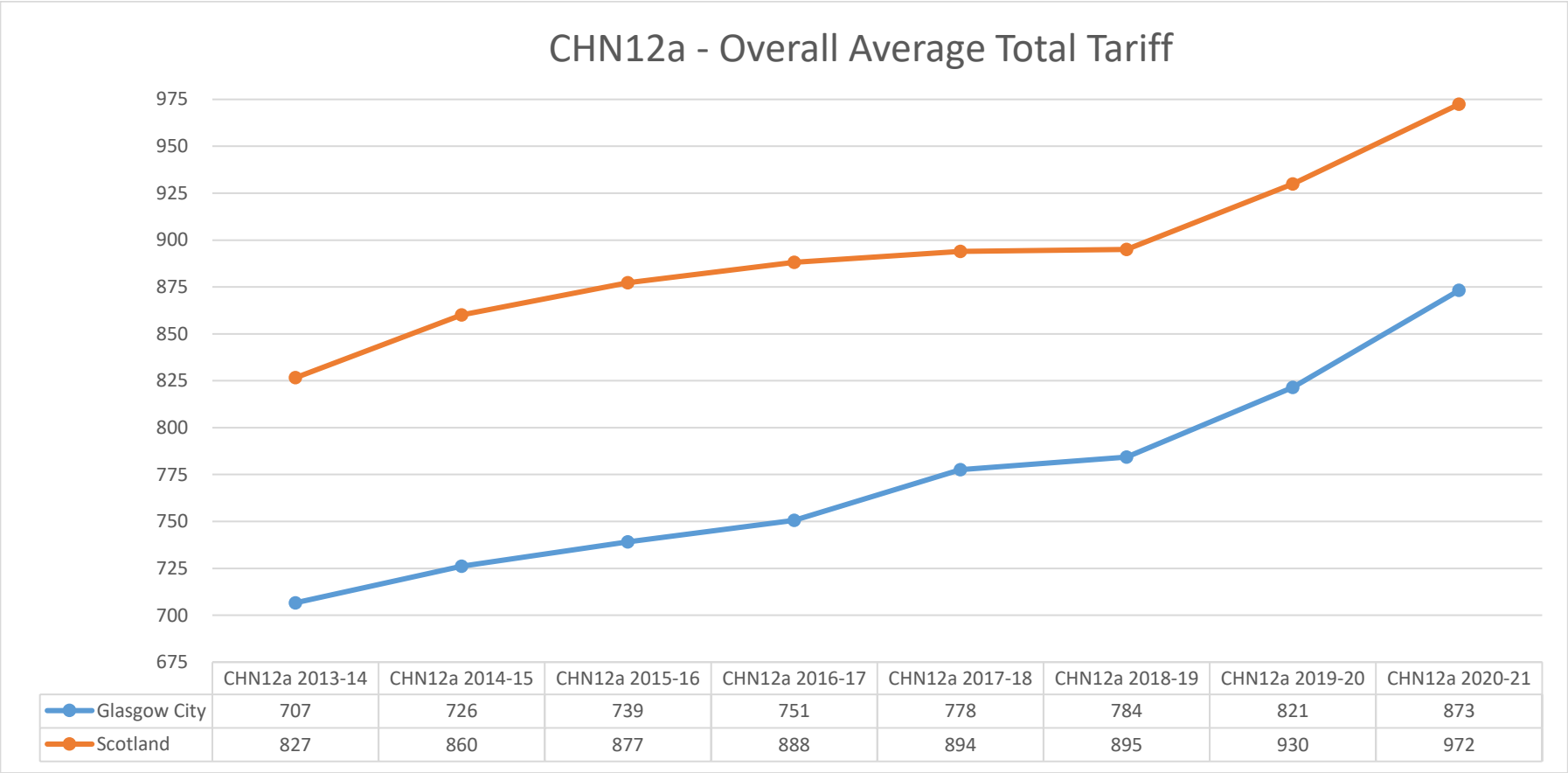


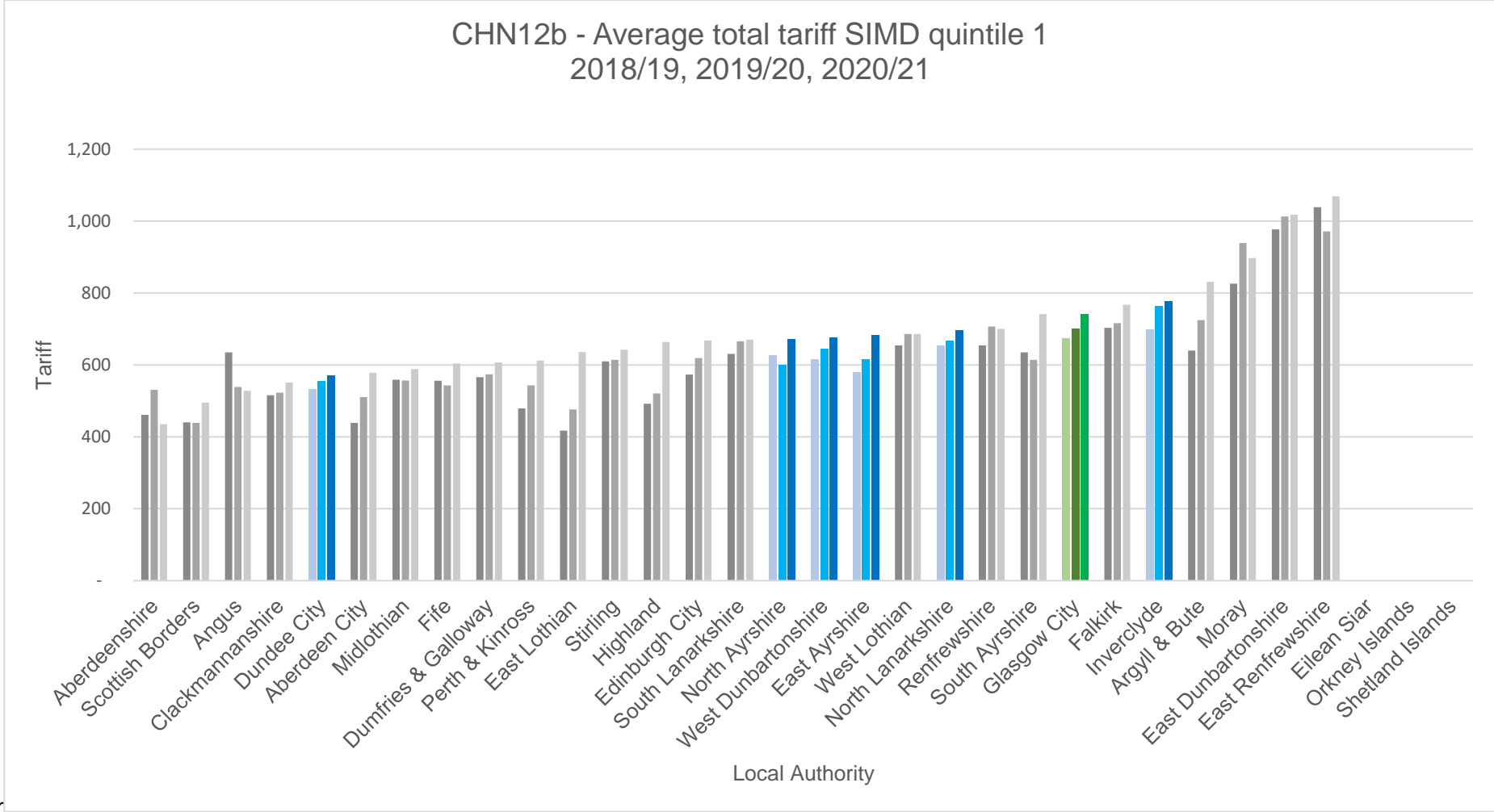
**CHN11 - % Pupils Entering Positive Destinations  
2018/19, 2019/20, 2020/21**

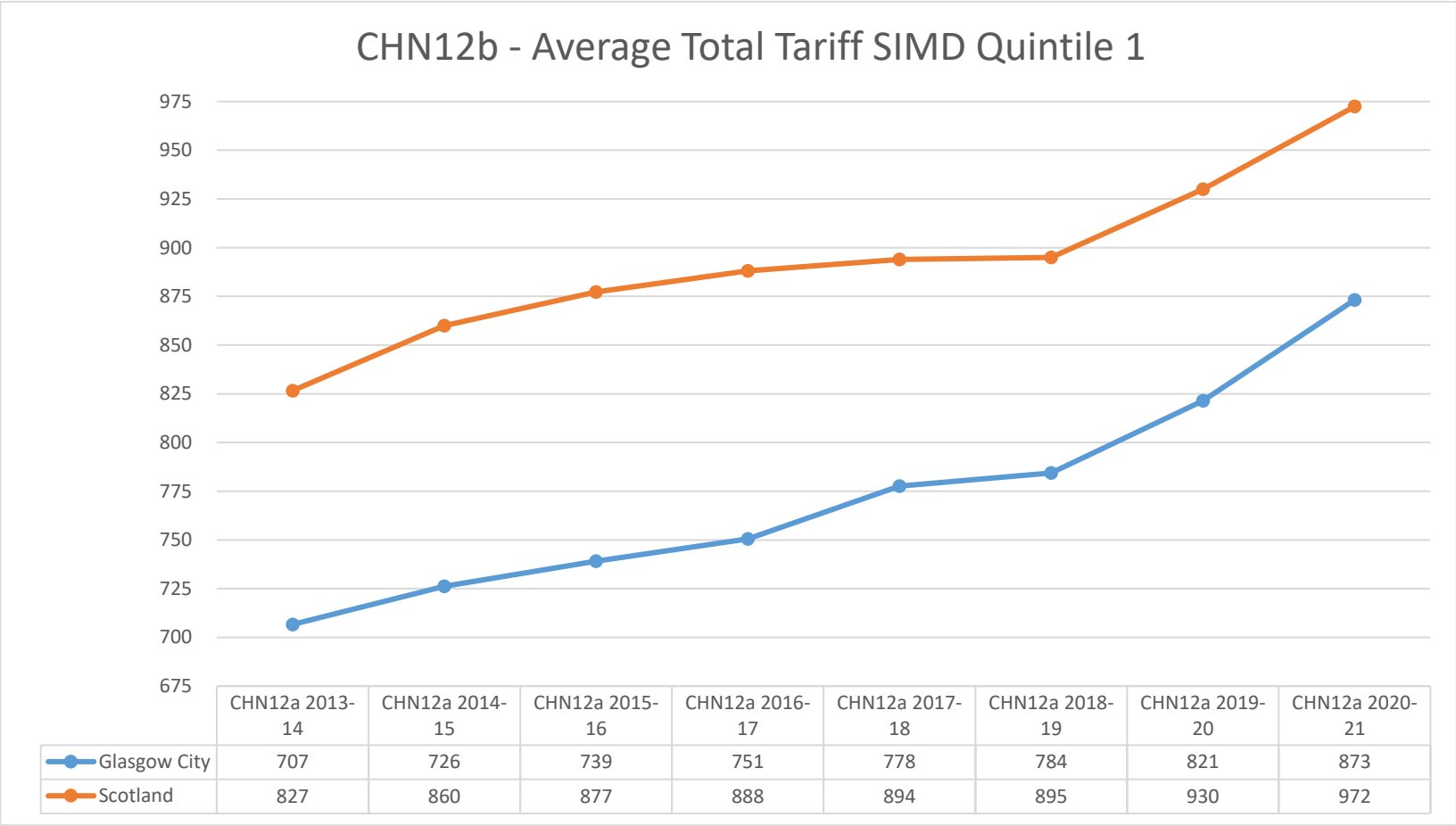




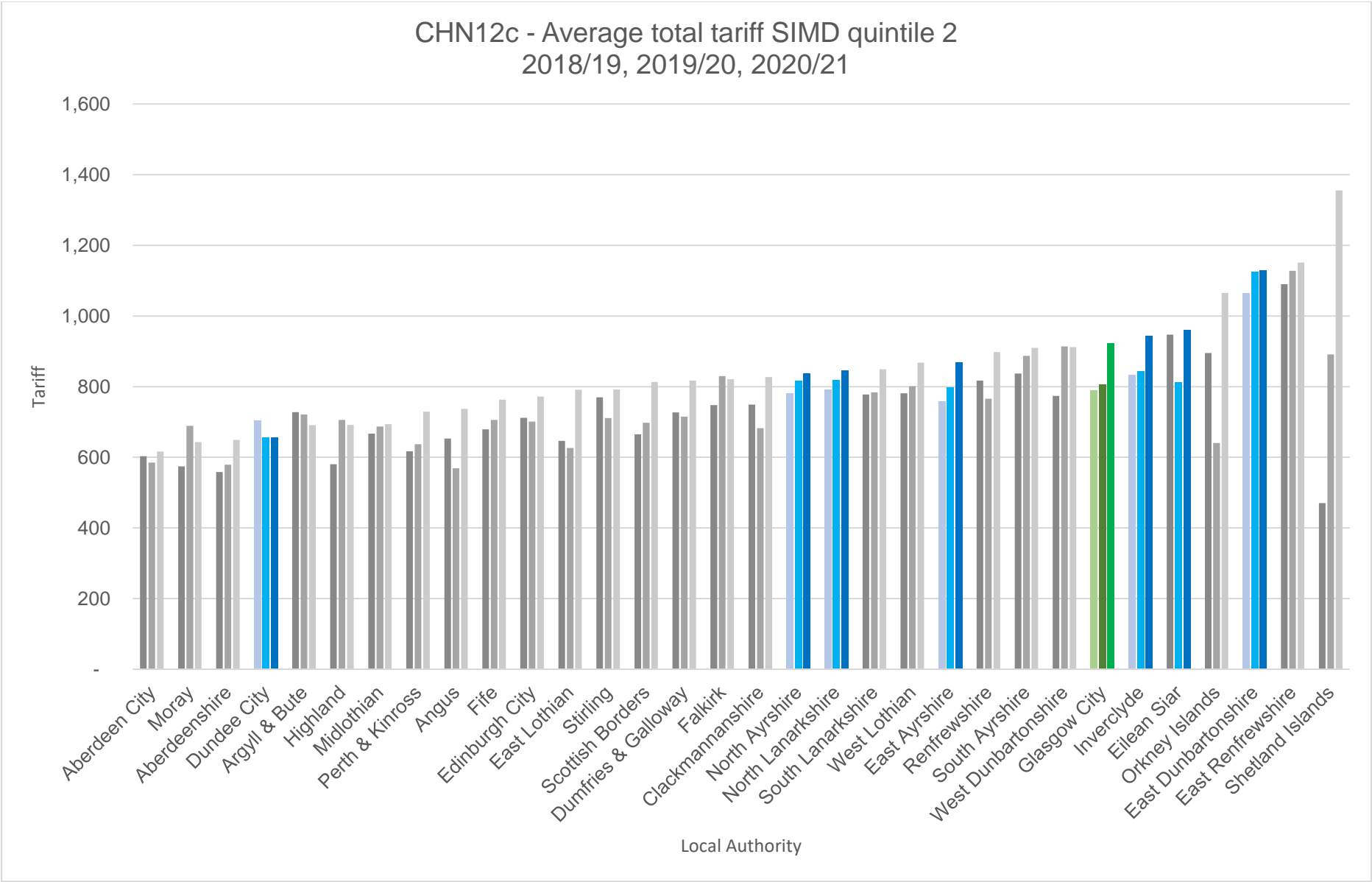


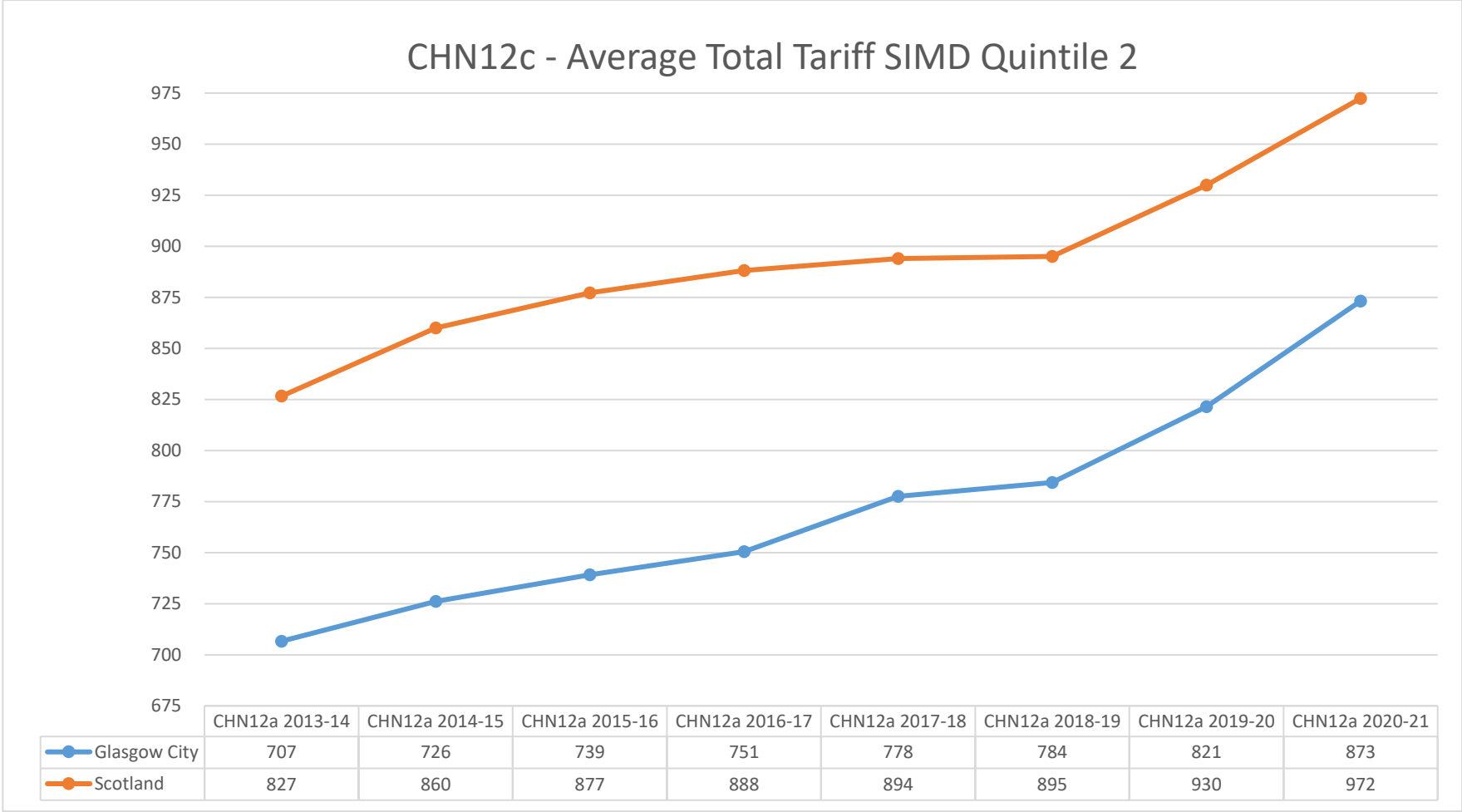


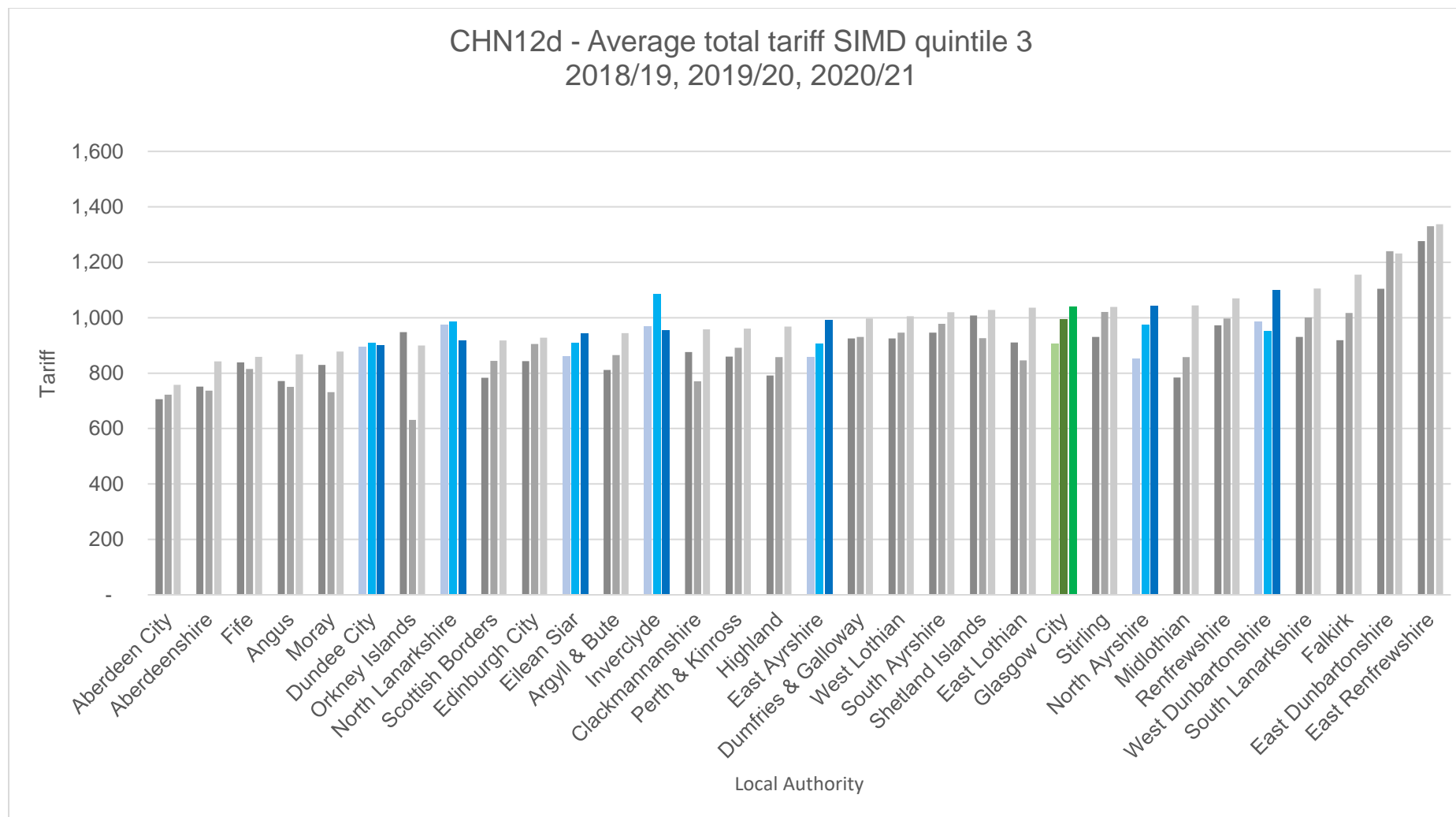


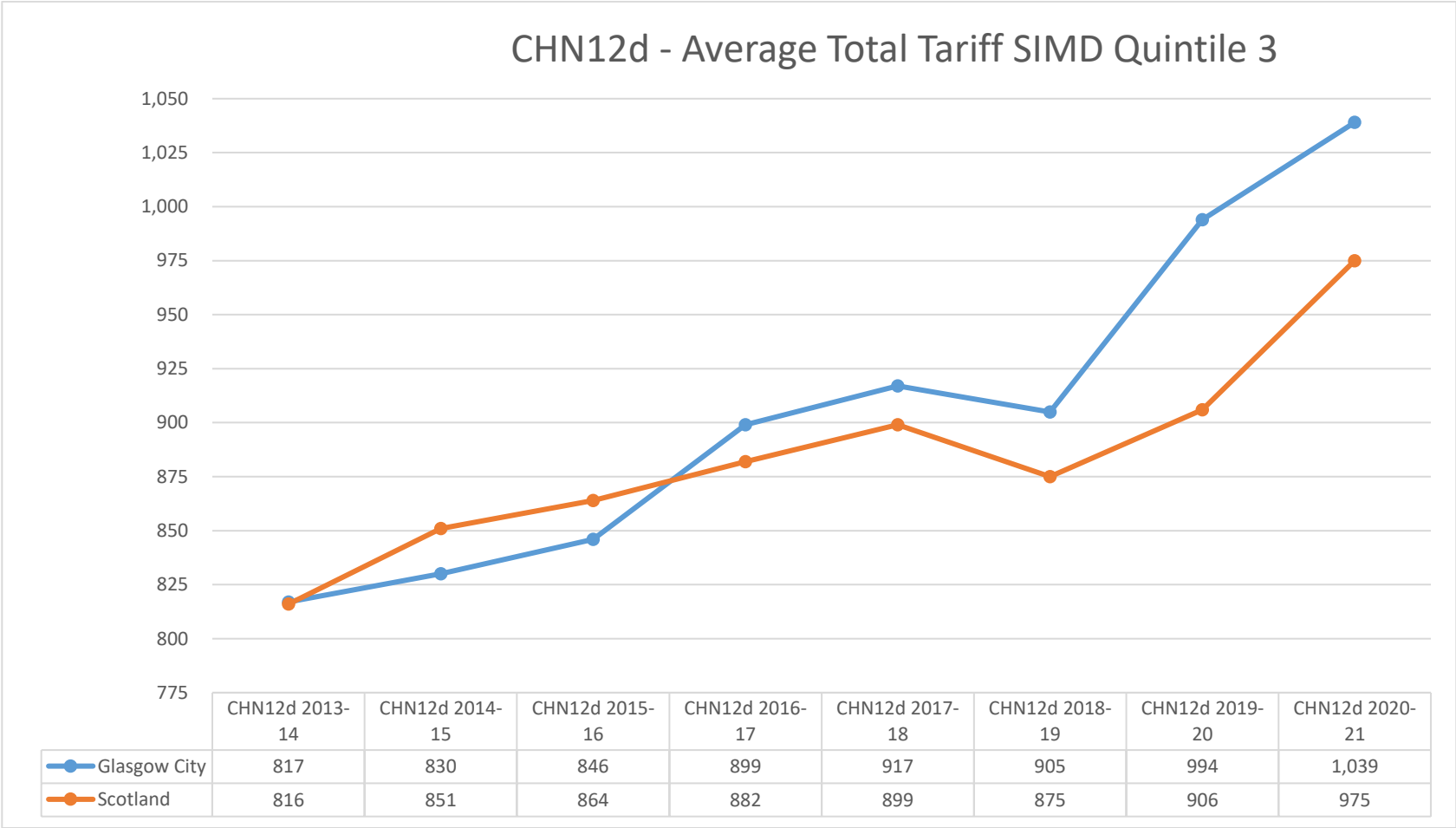


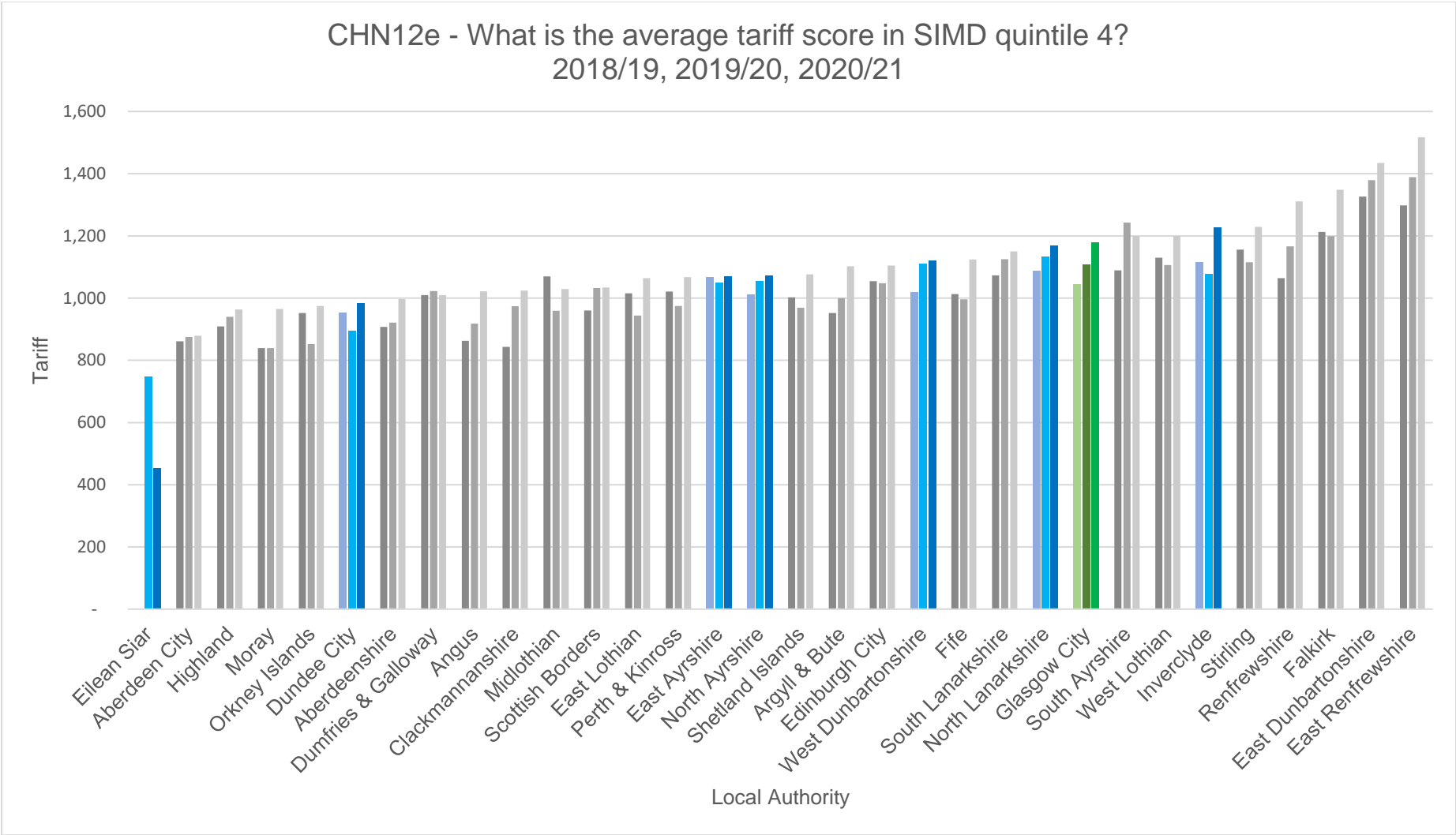


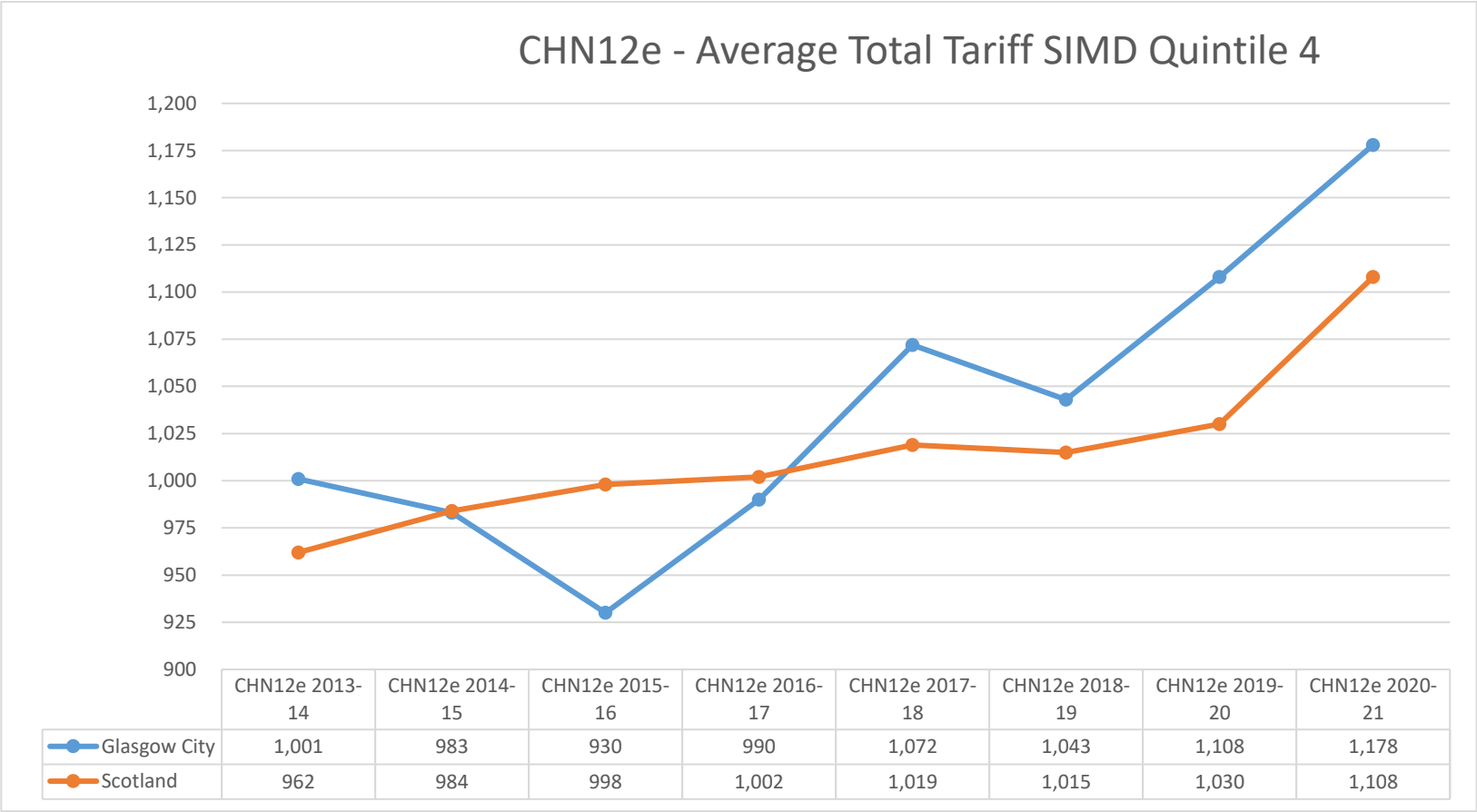


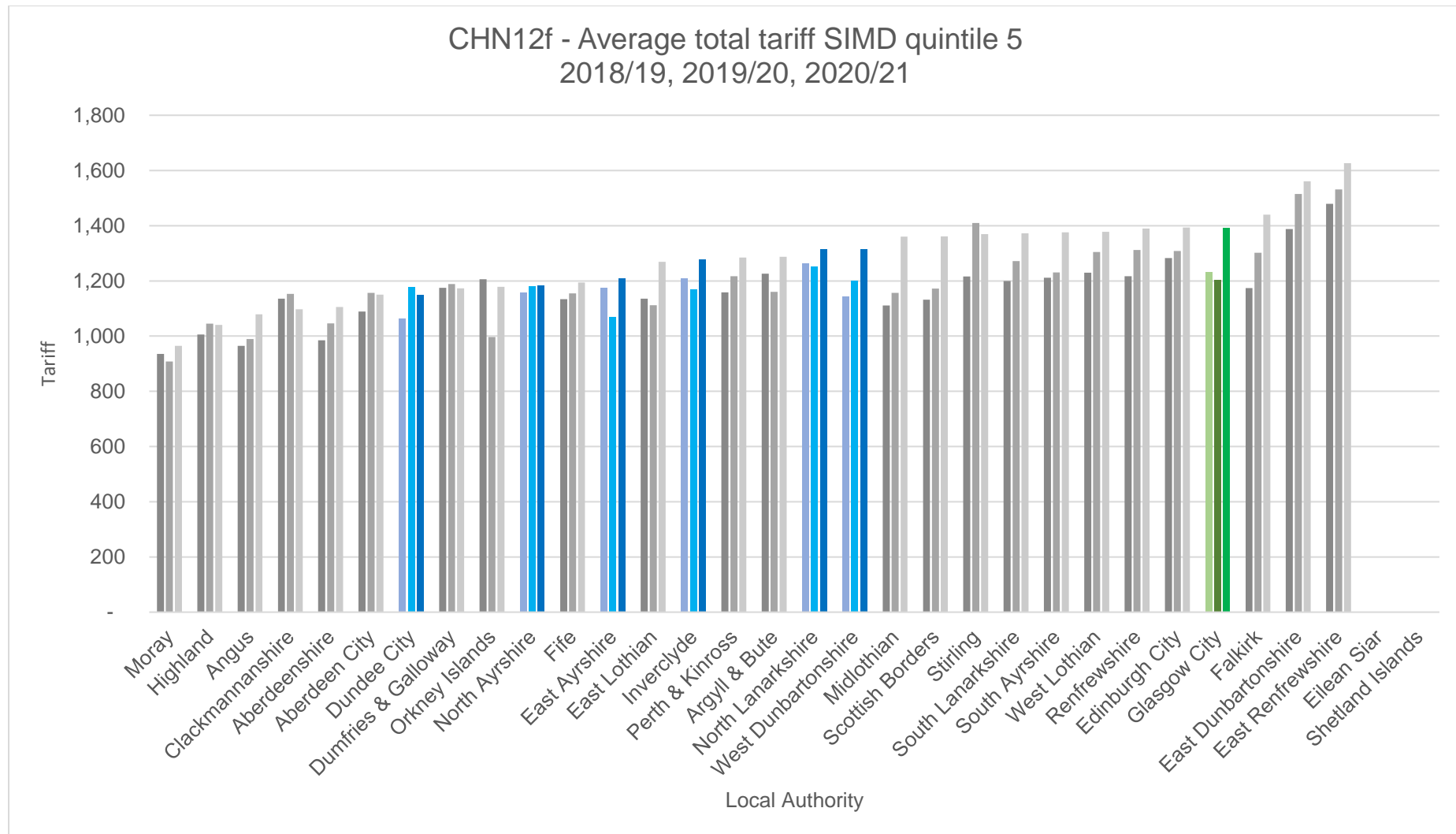


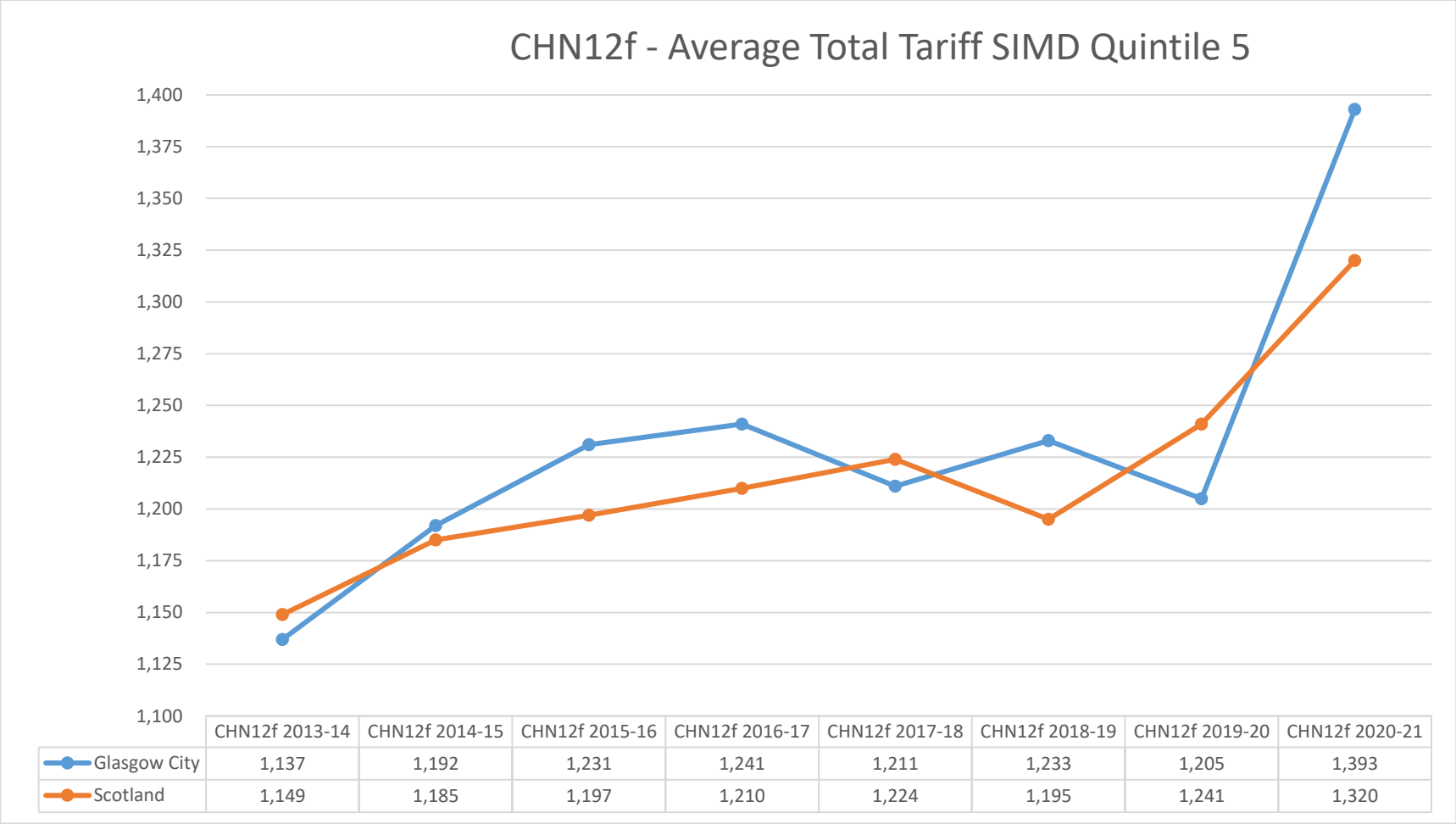






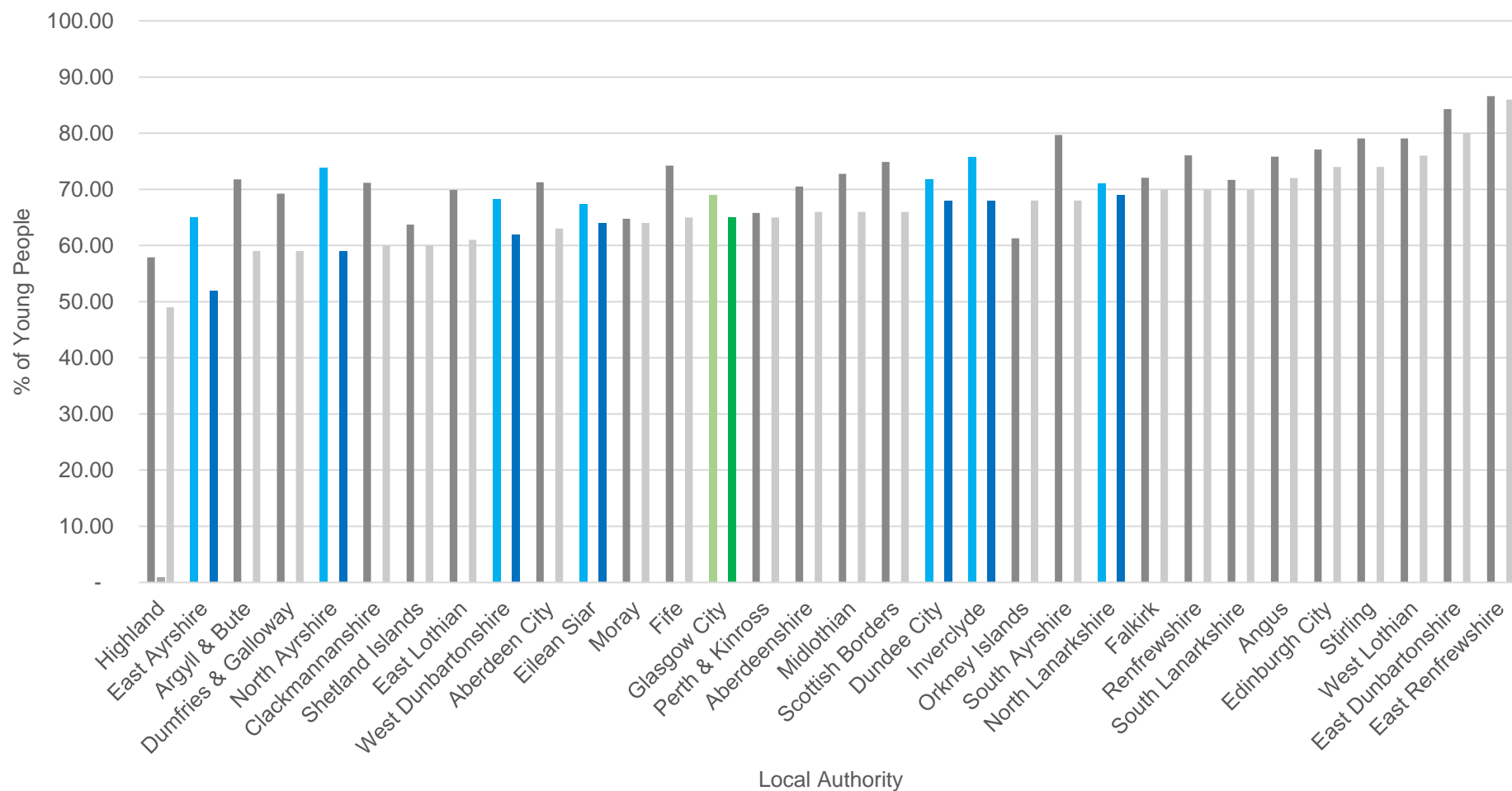




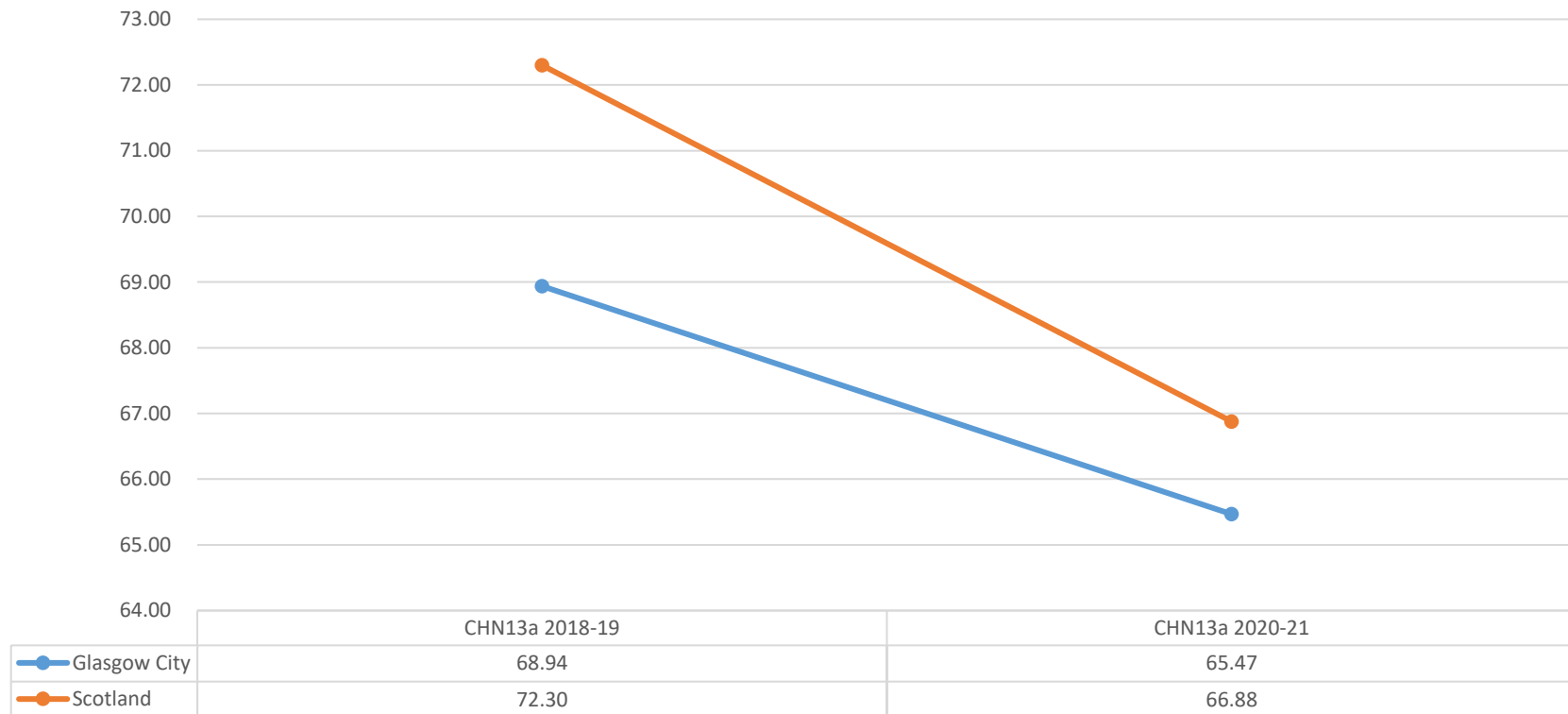


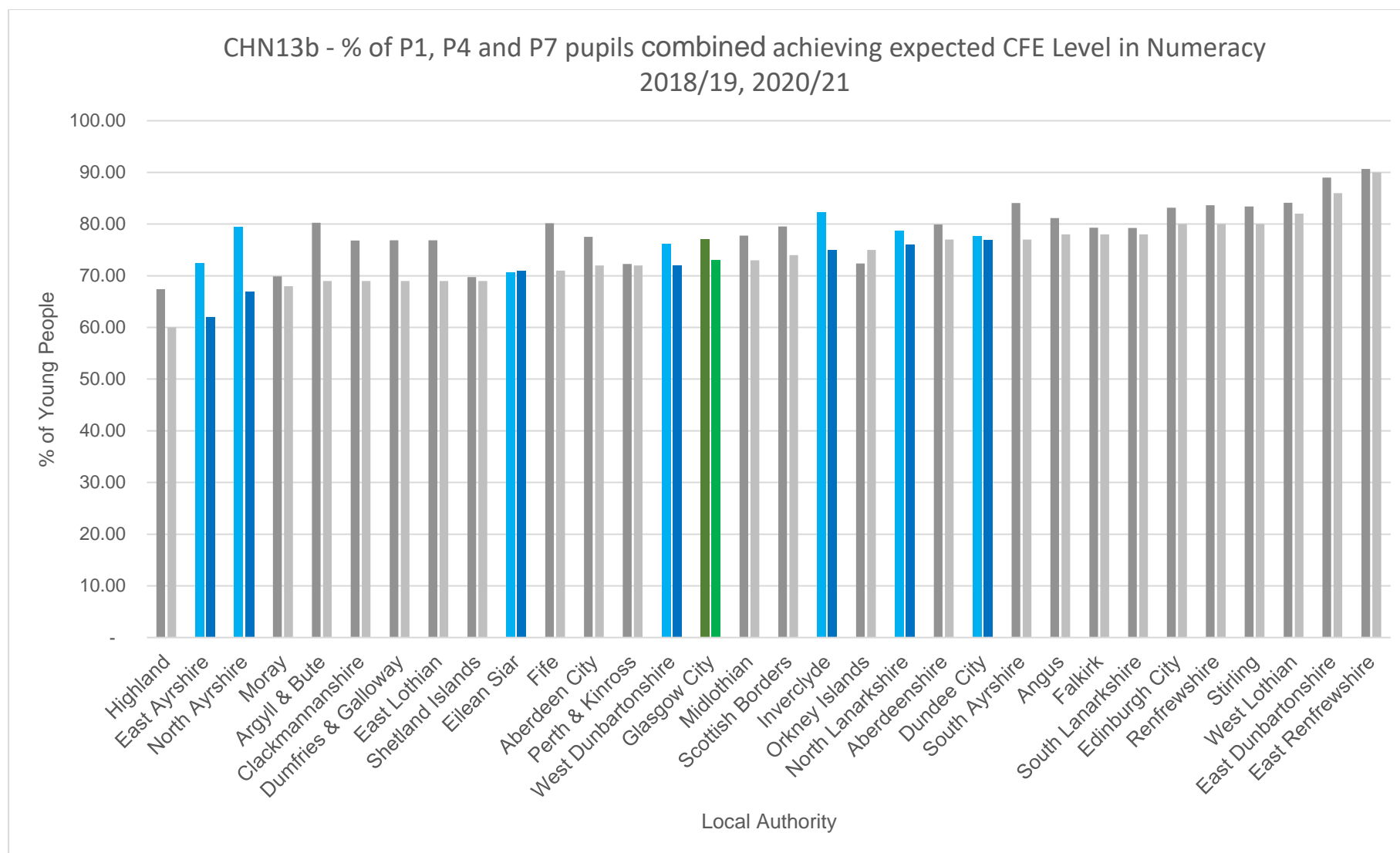


CHN13a - % of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy  
2018/19, 2020/21

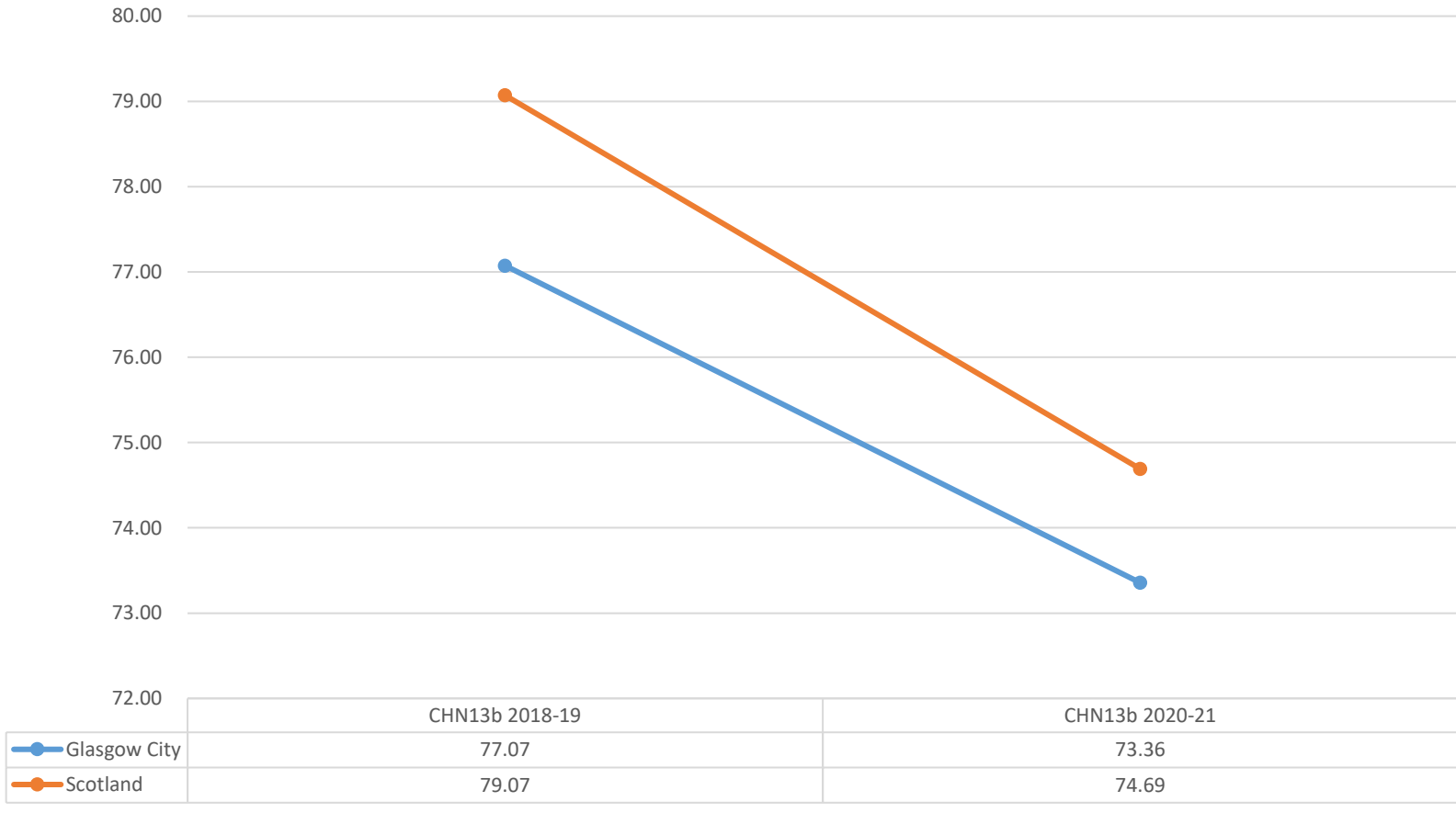


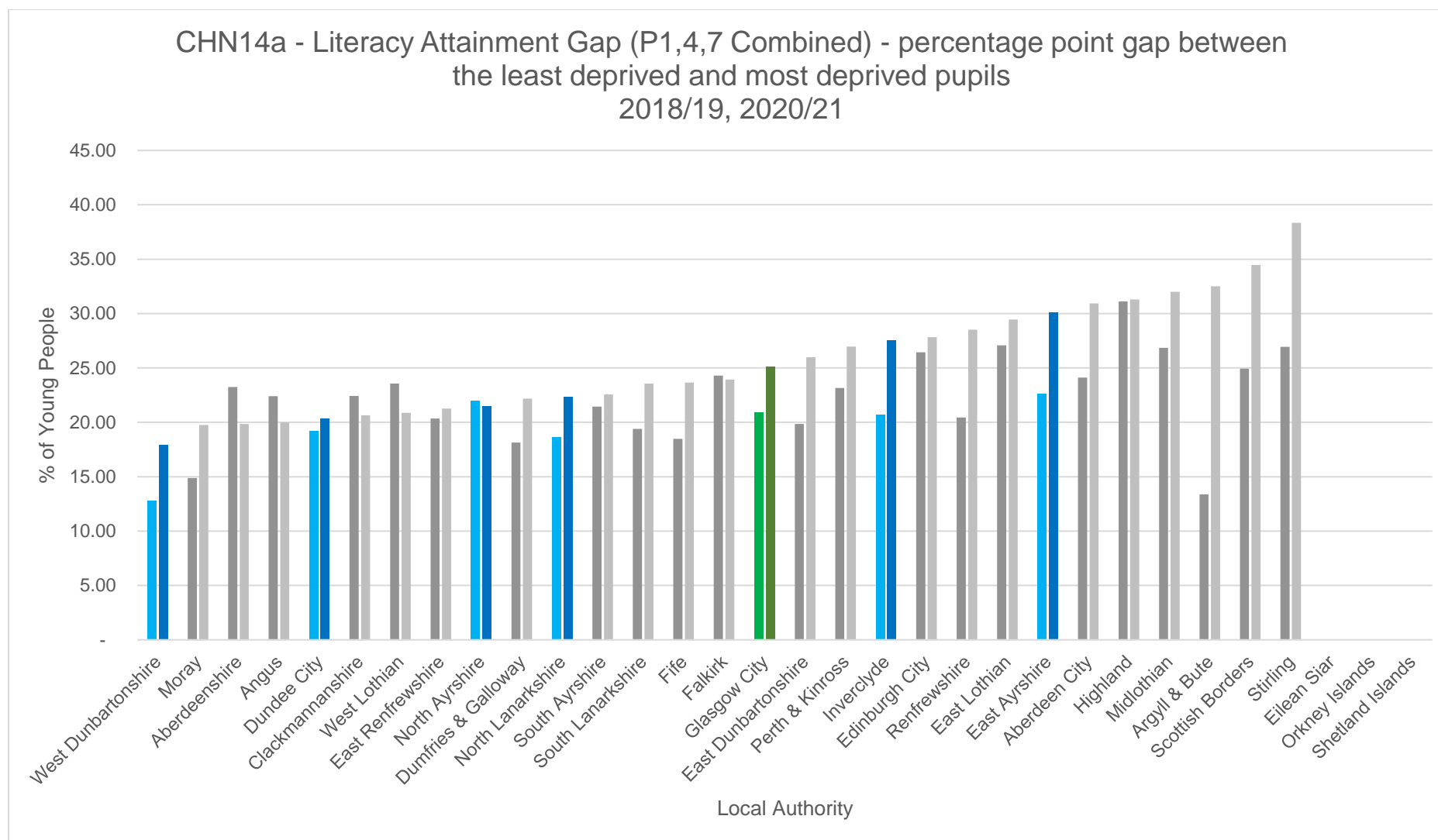
### CHN13a - % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Literacy

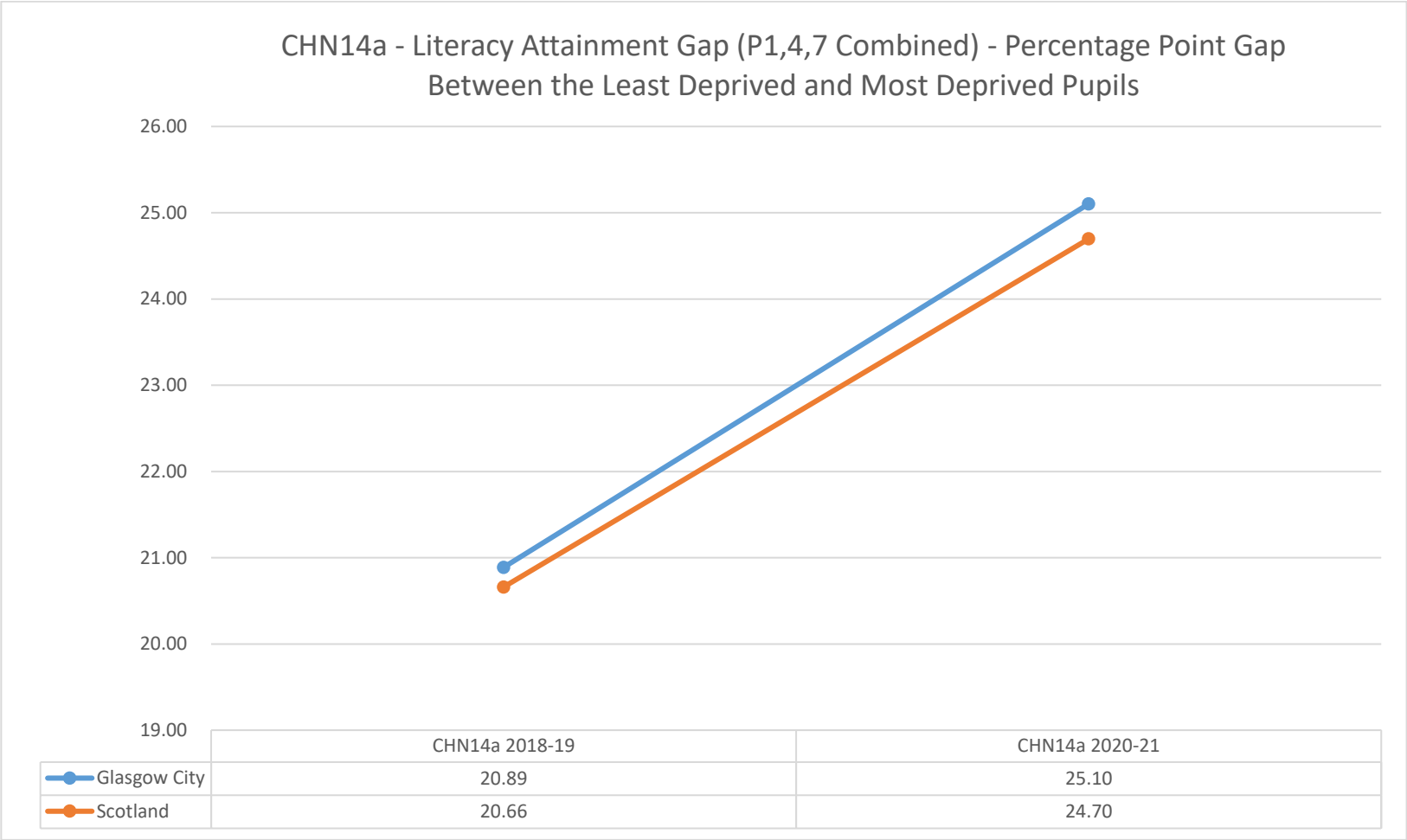


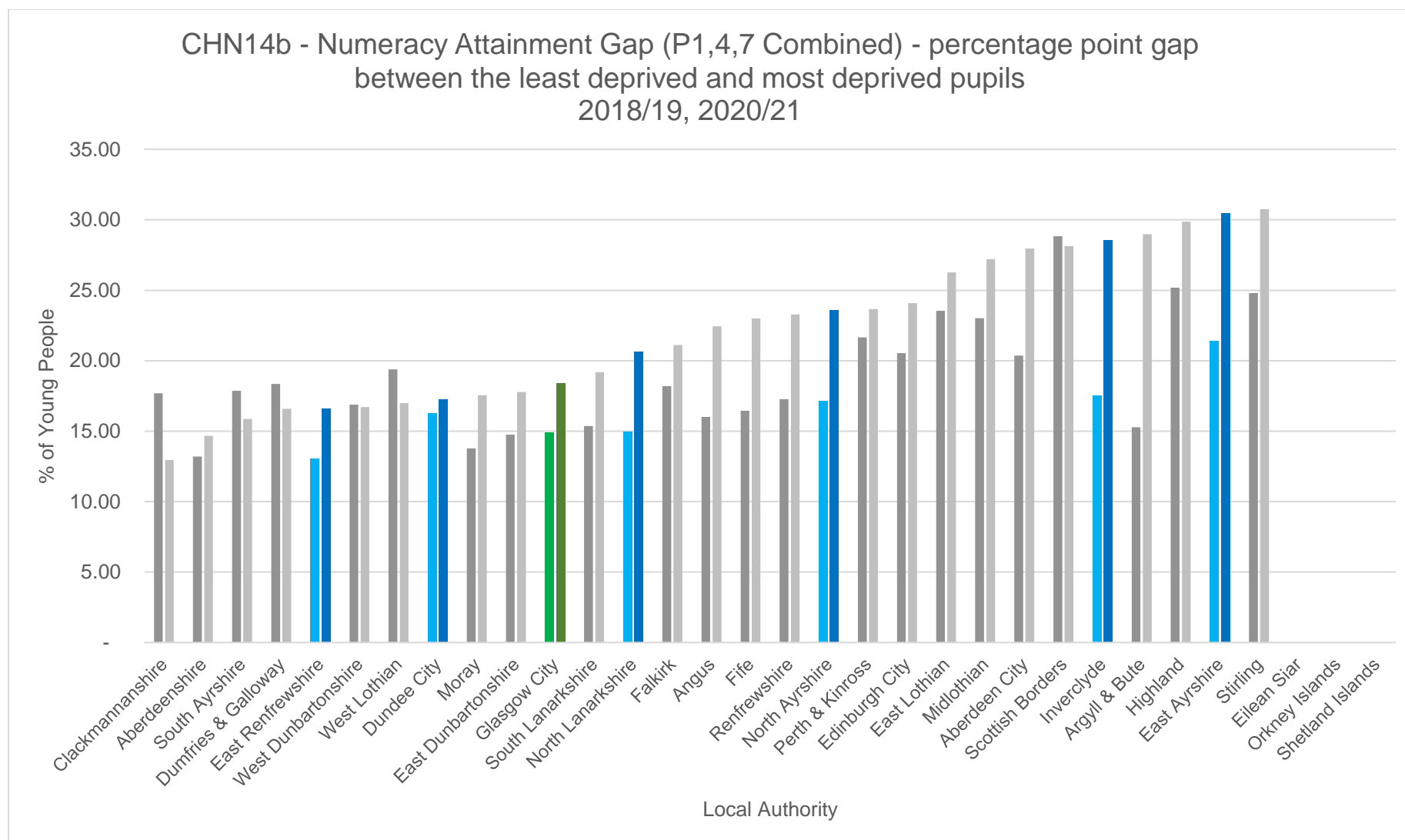


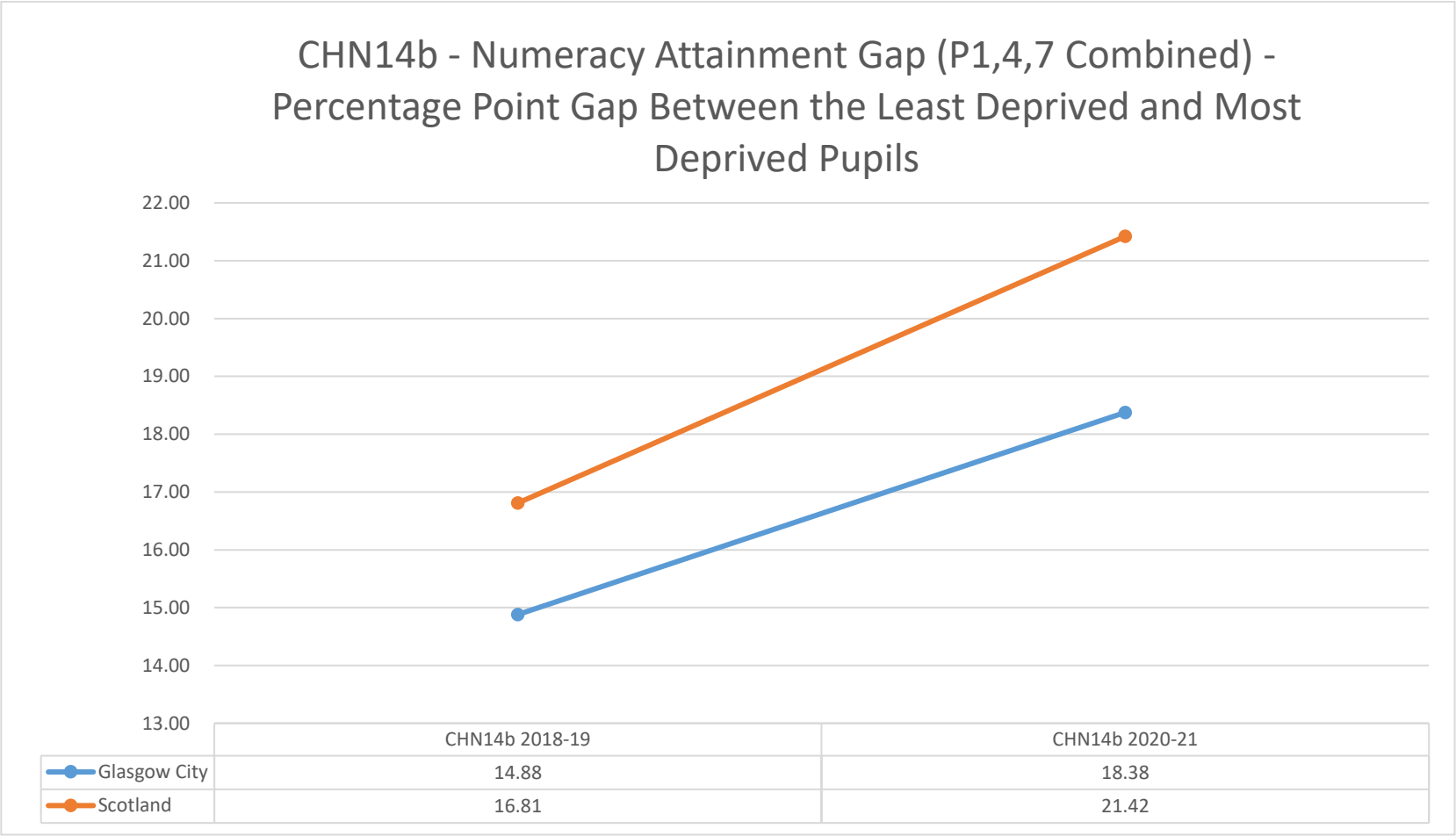
CHN13b - % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Numeracy



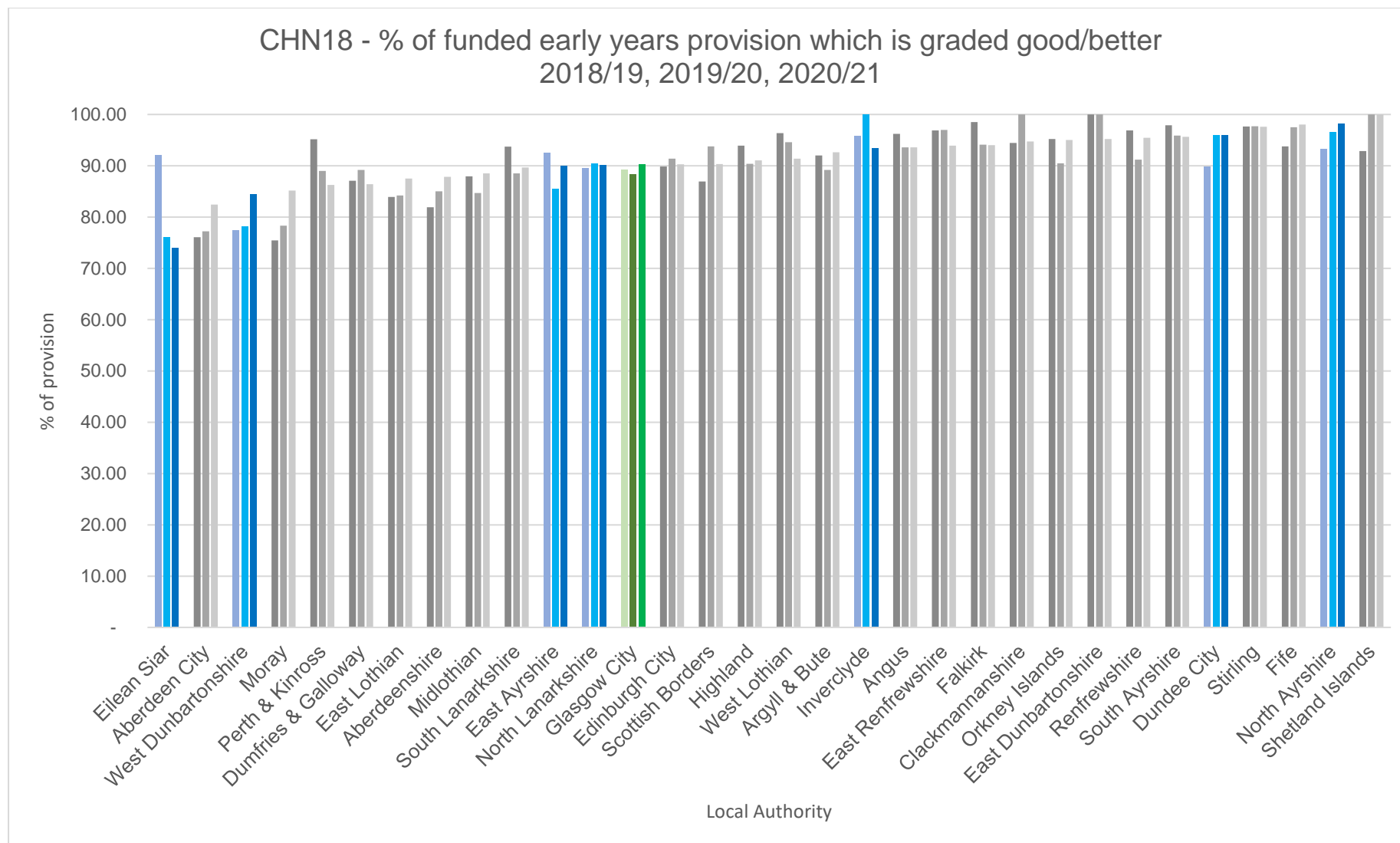




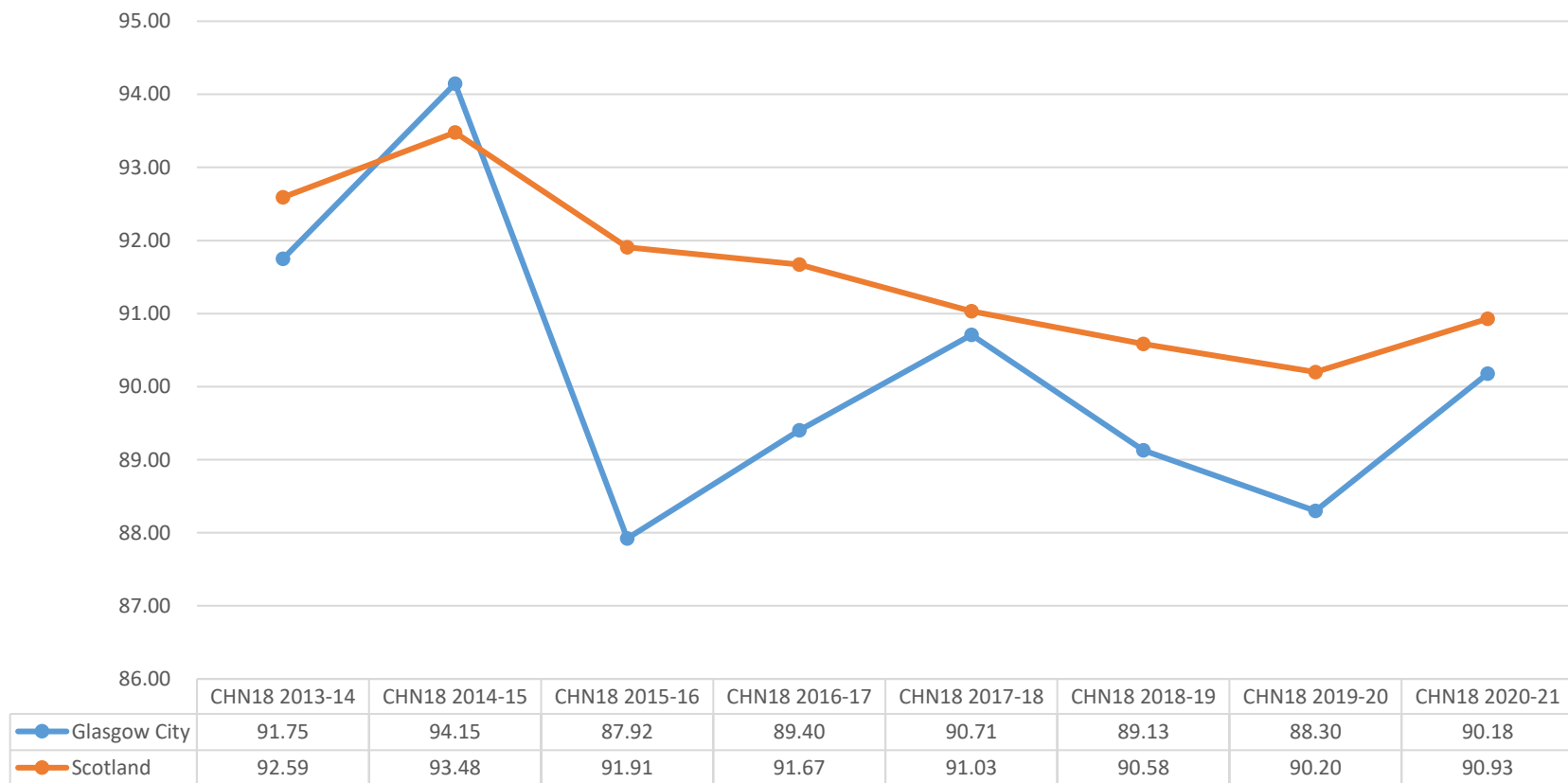


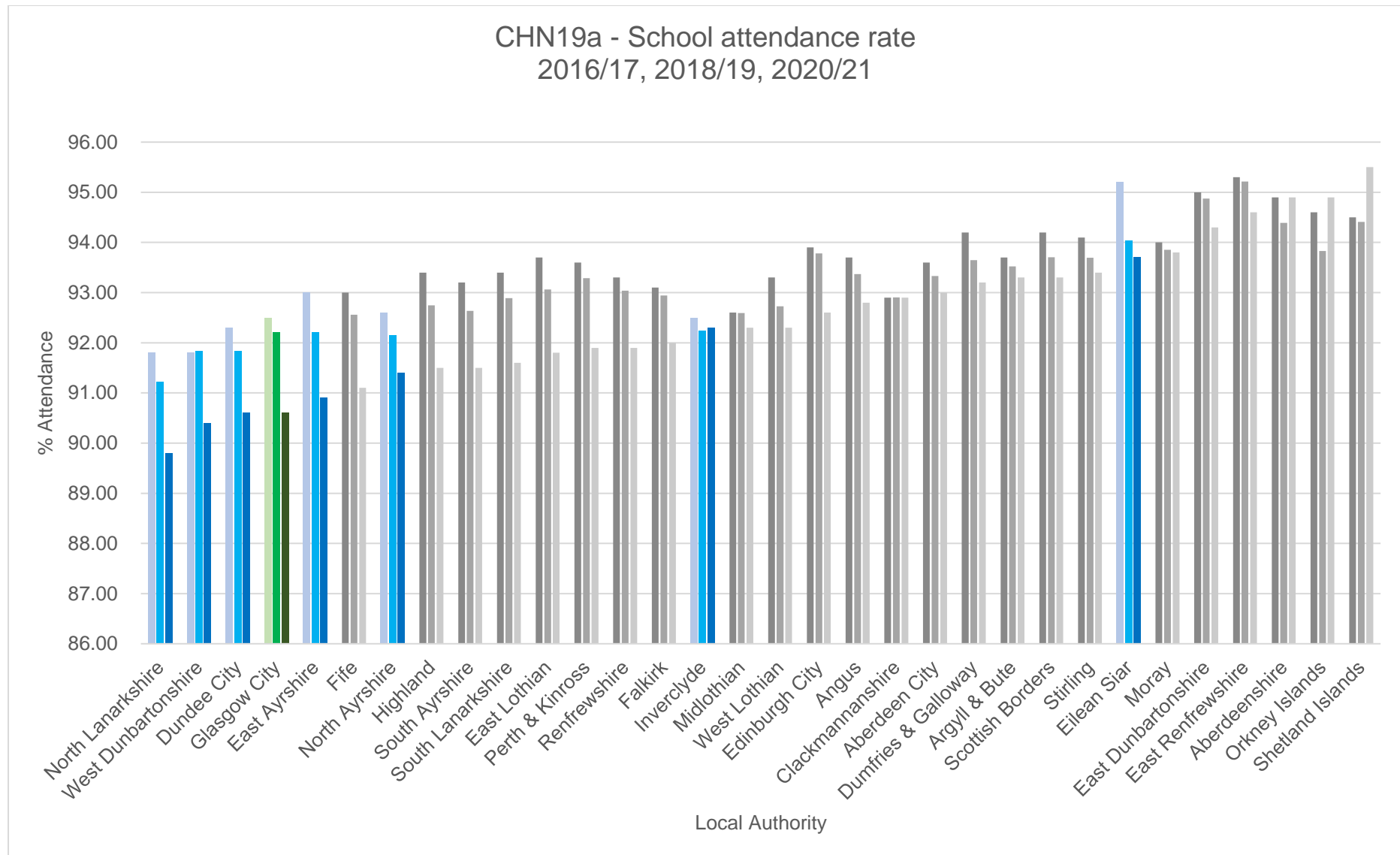


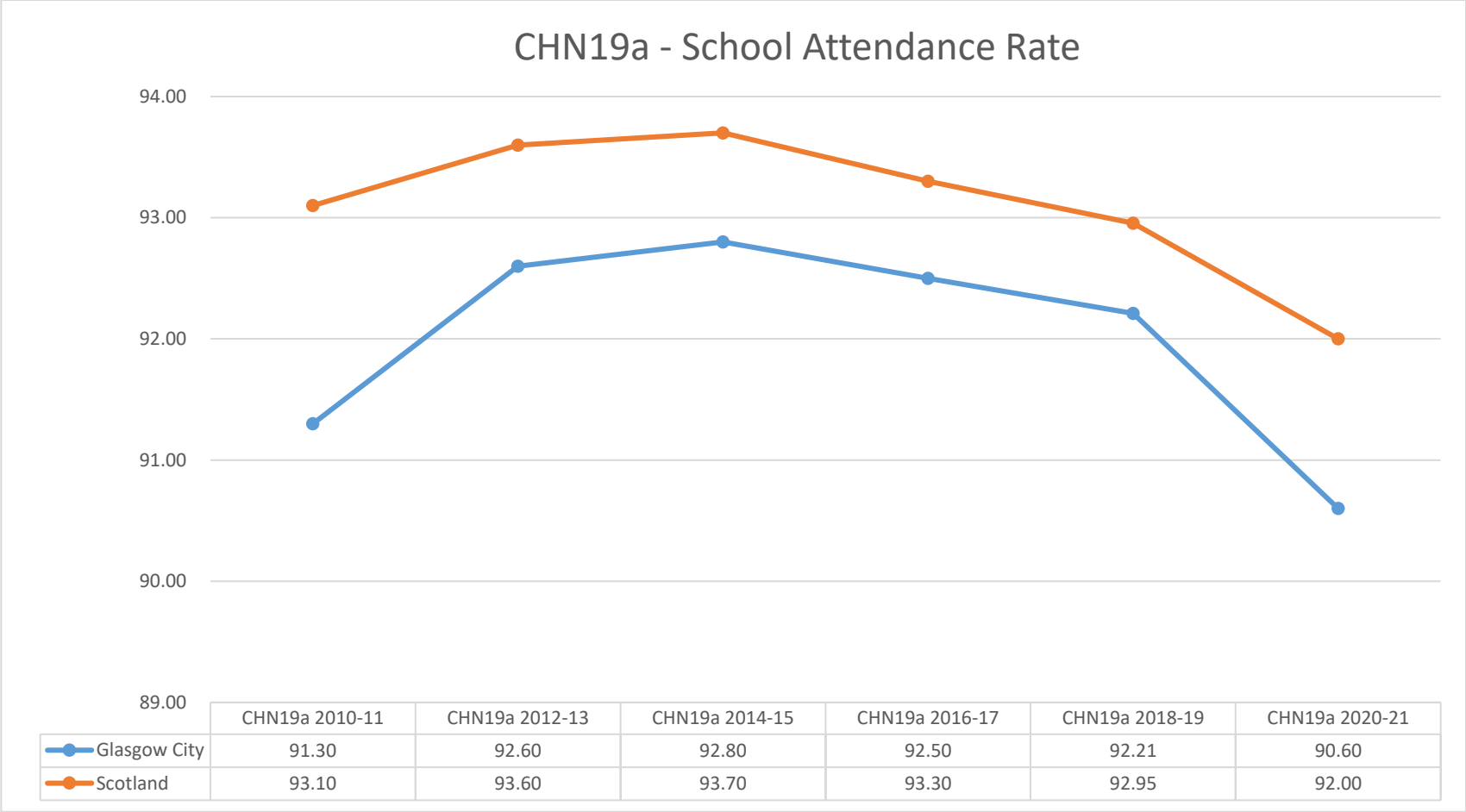


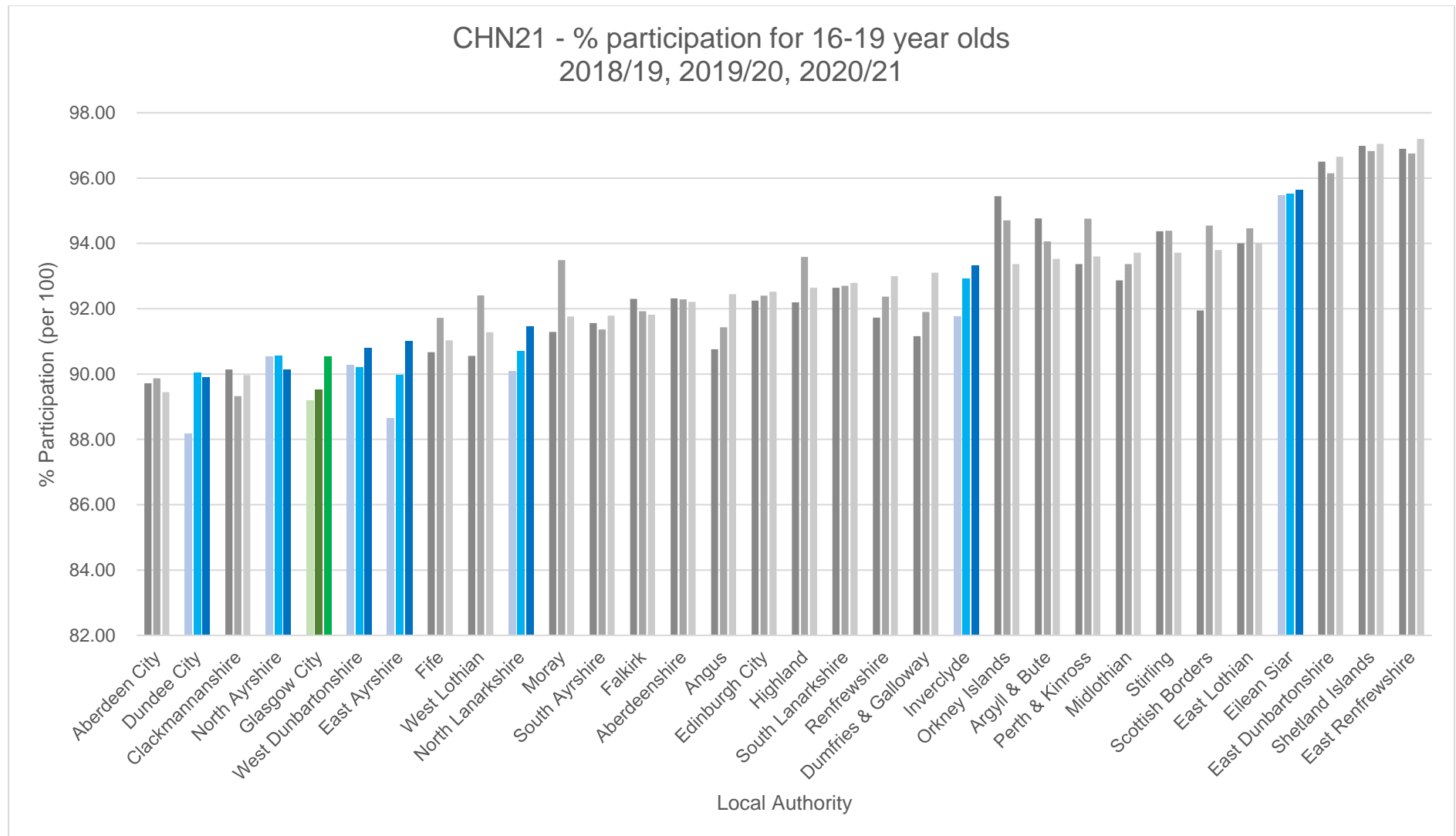


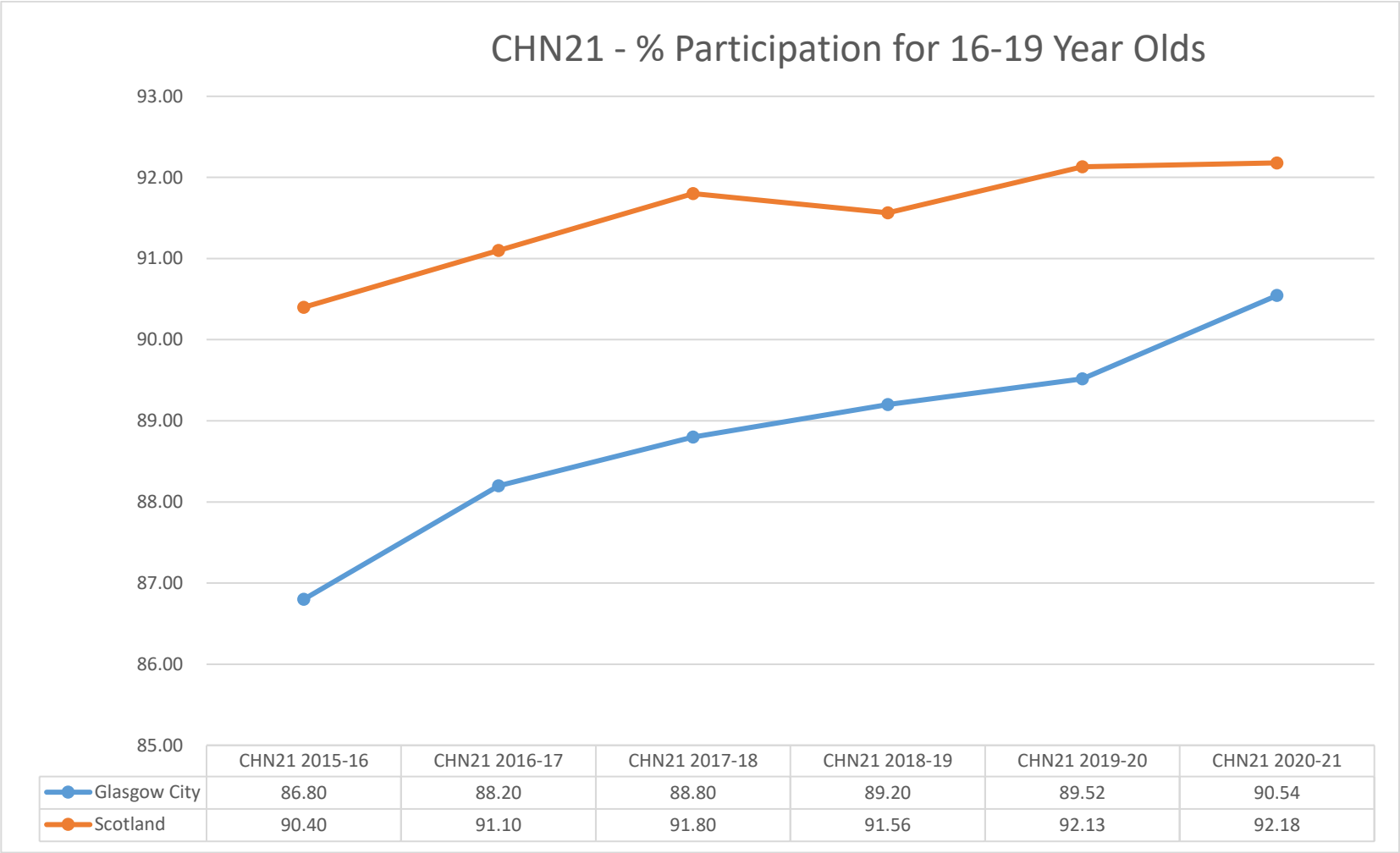
### CHN18 - % of Funded Early Years Provision which is Graded Good/Better



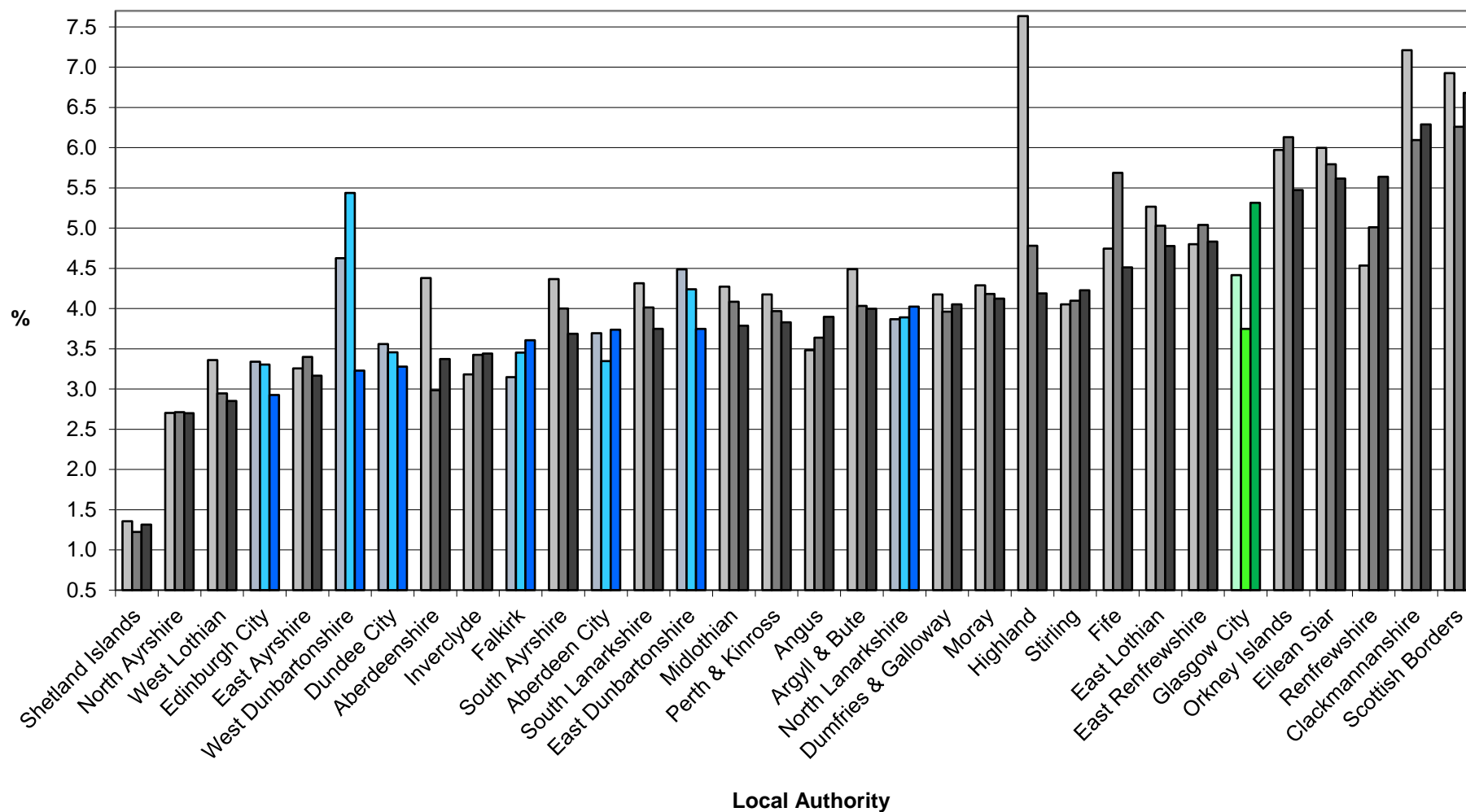


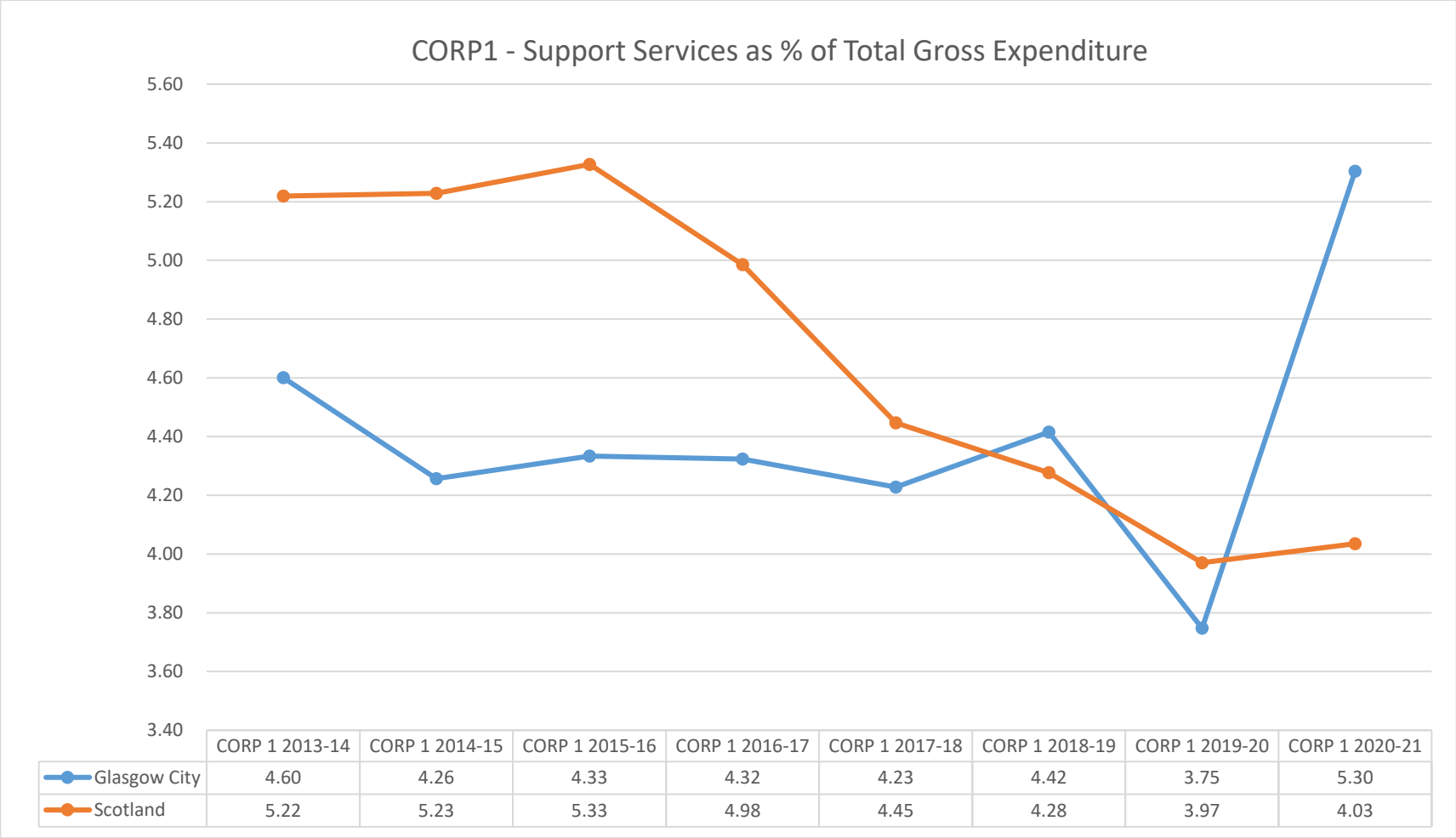






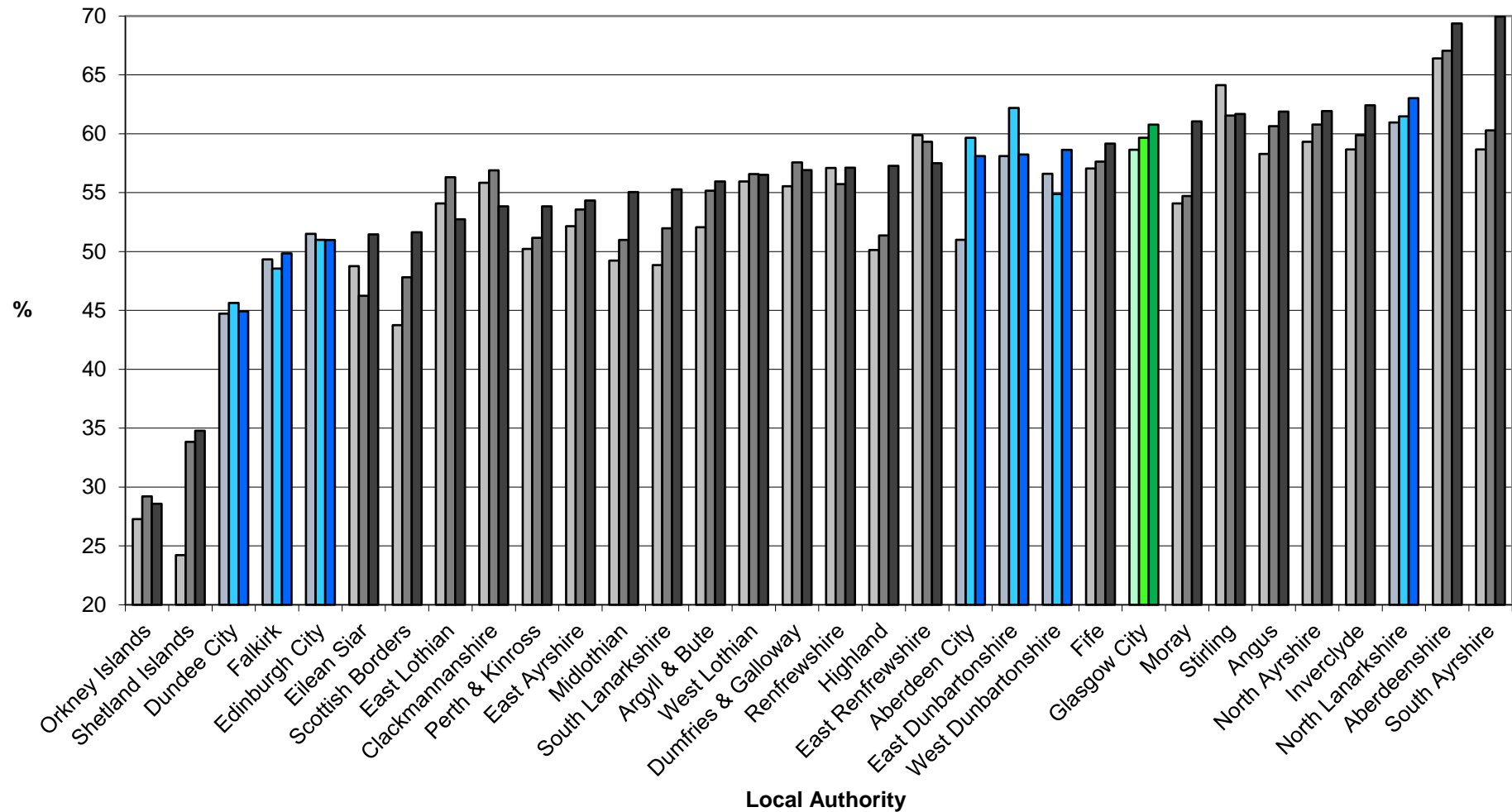
**CORP1 - Support Services as a % of Total Gross Expenditure  
2018/19, 2019/20, 2020/21**

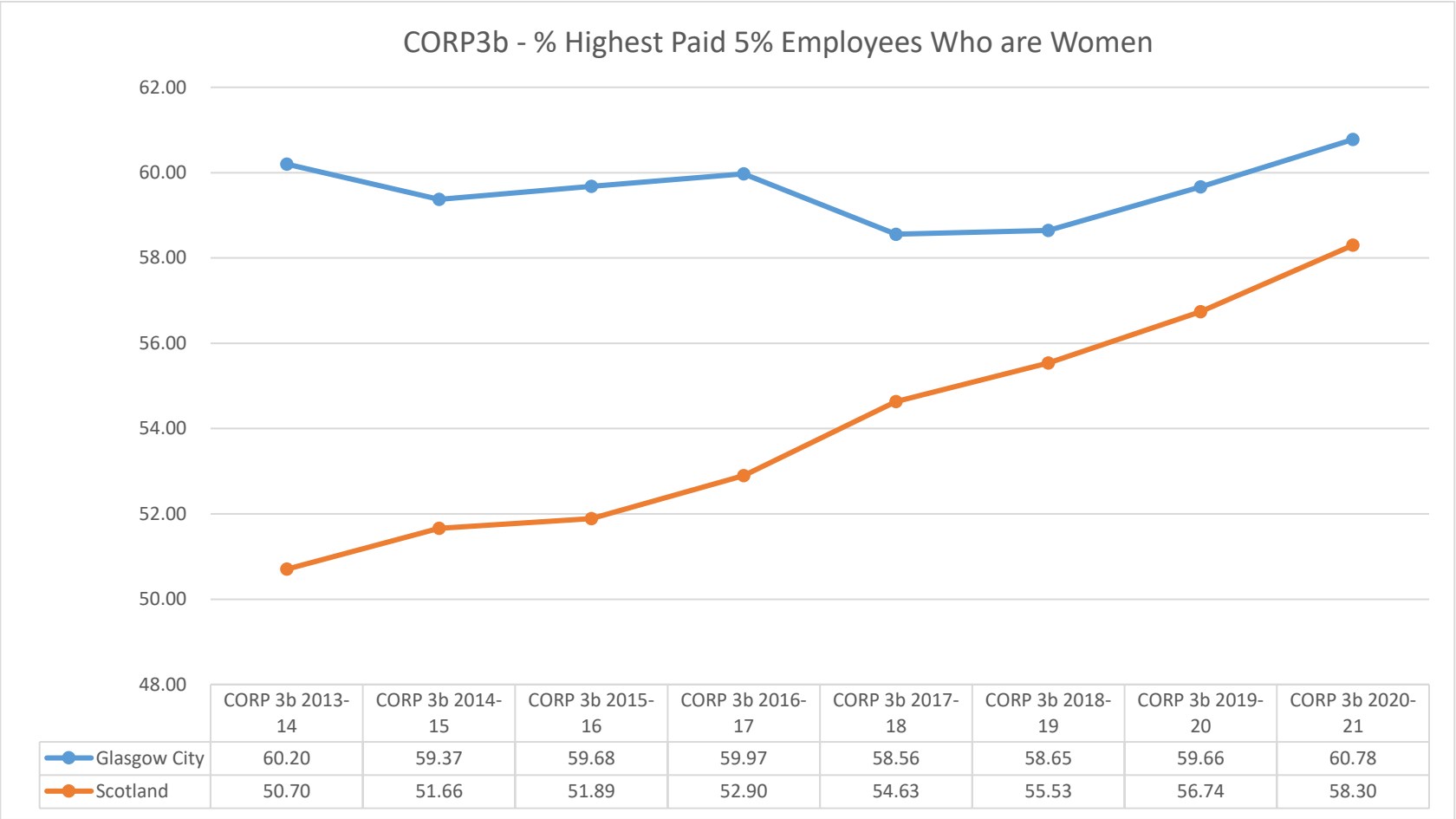


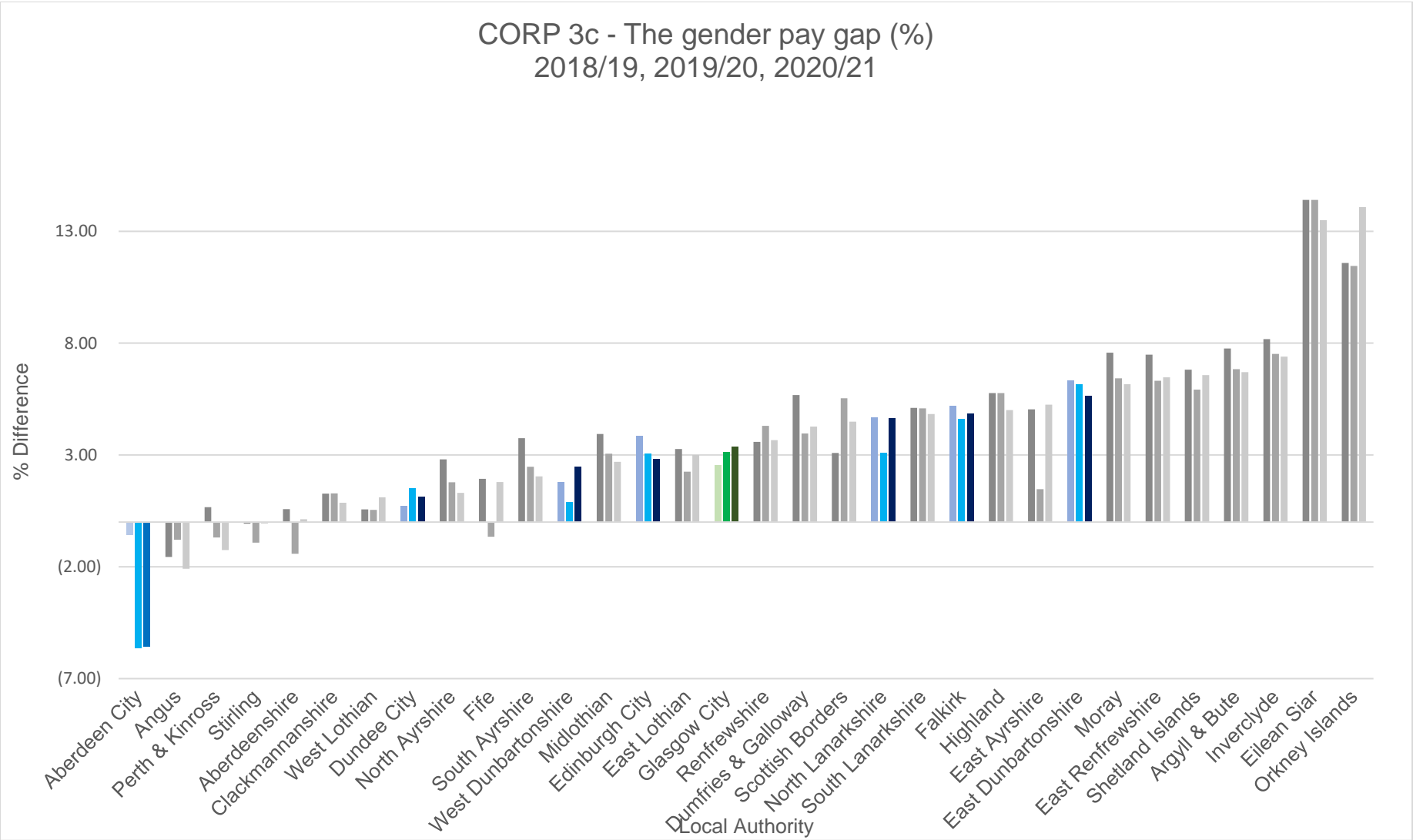


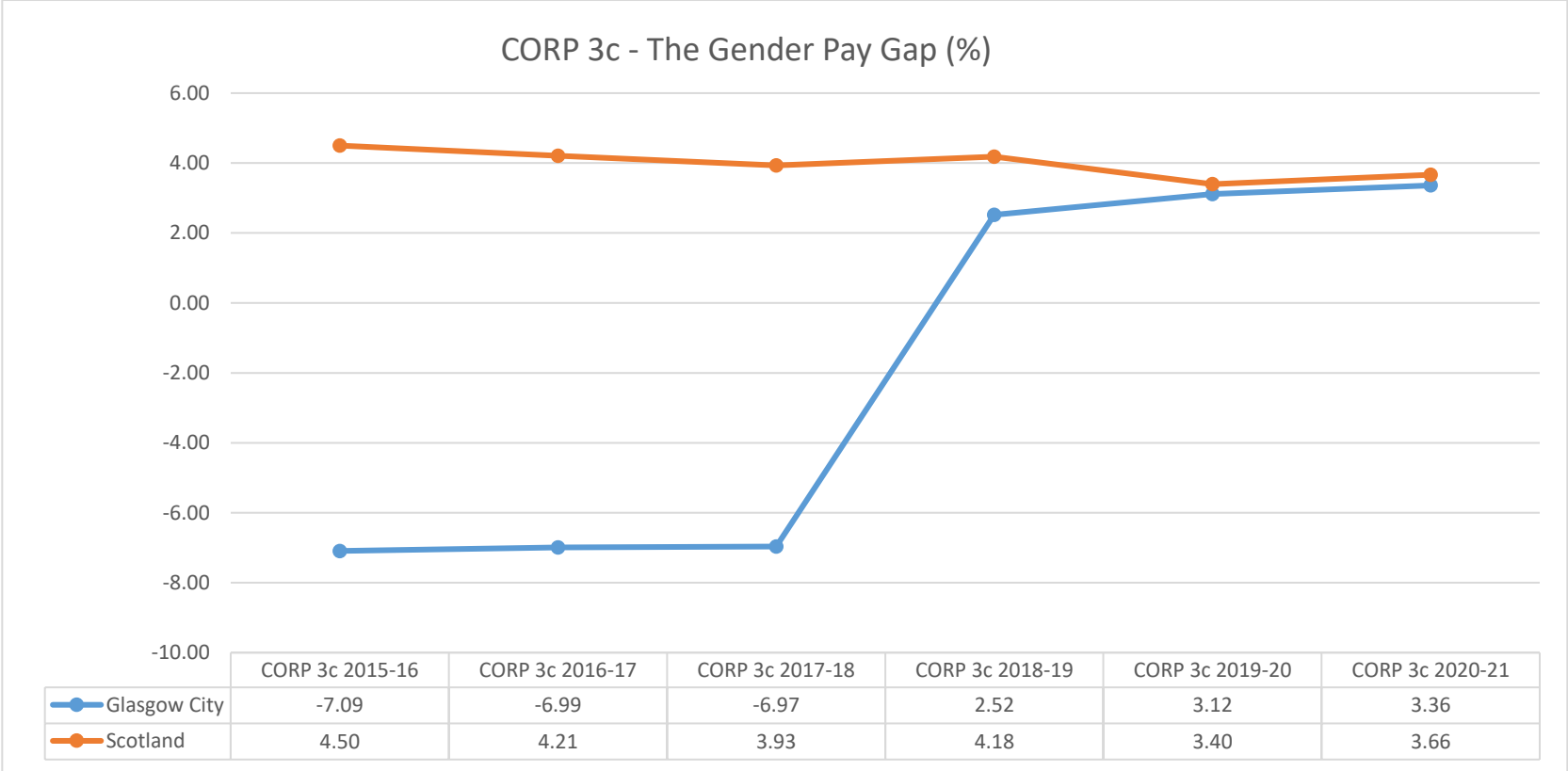


**CORP3b - % the Highest Paid 5% of Employees Who are Women**  
**2018/19, 2019/20, 2020/21**

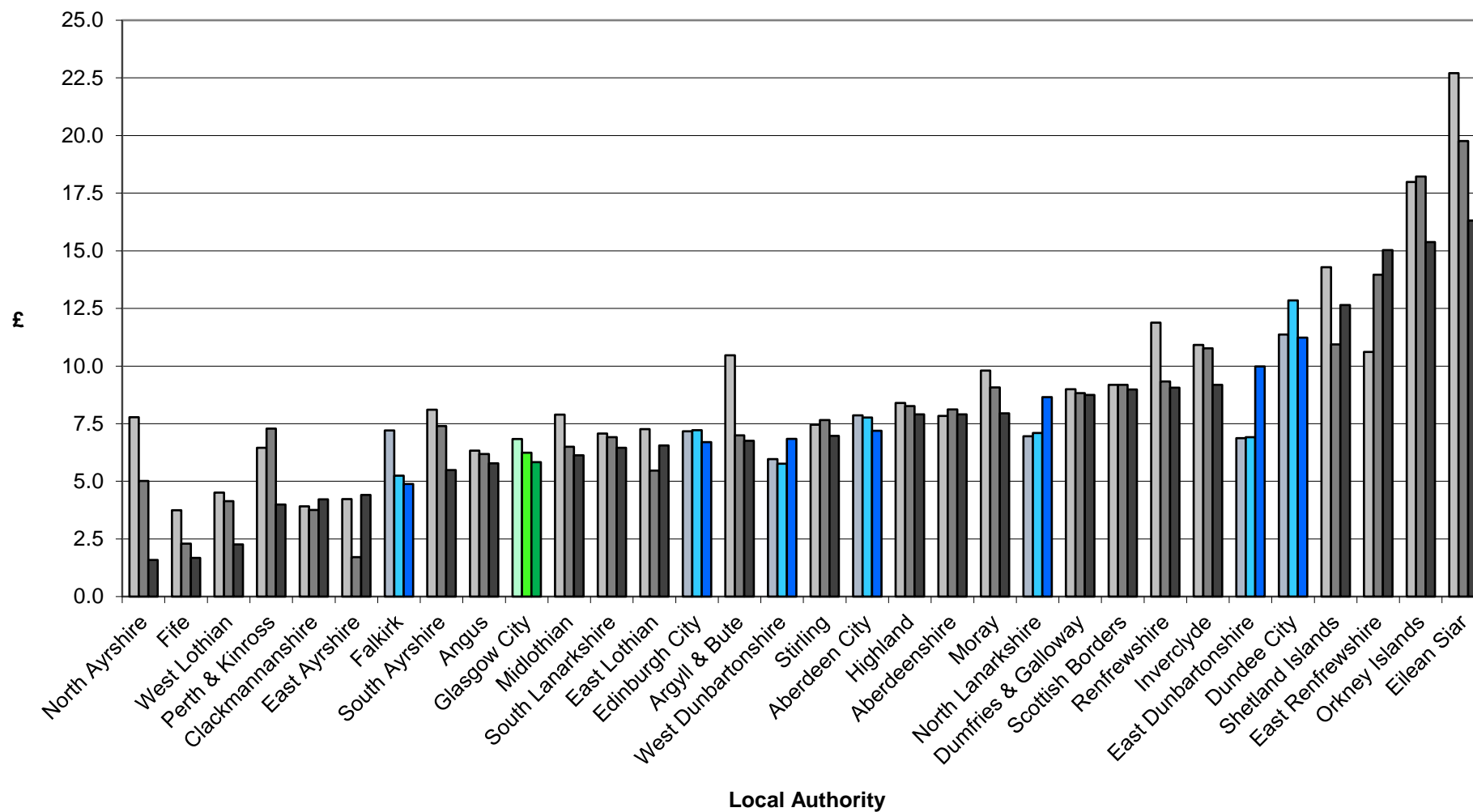


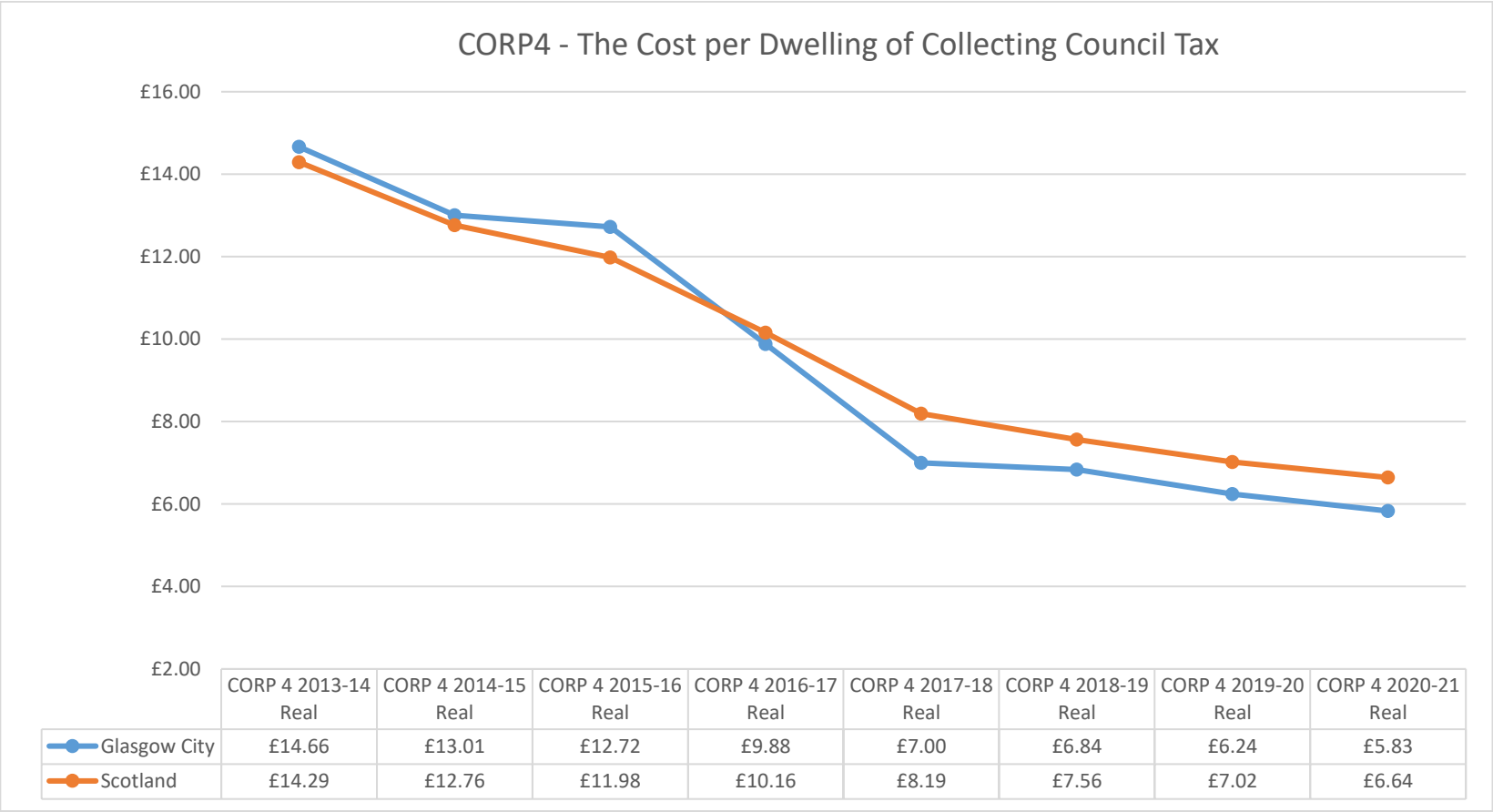




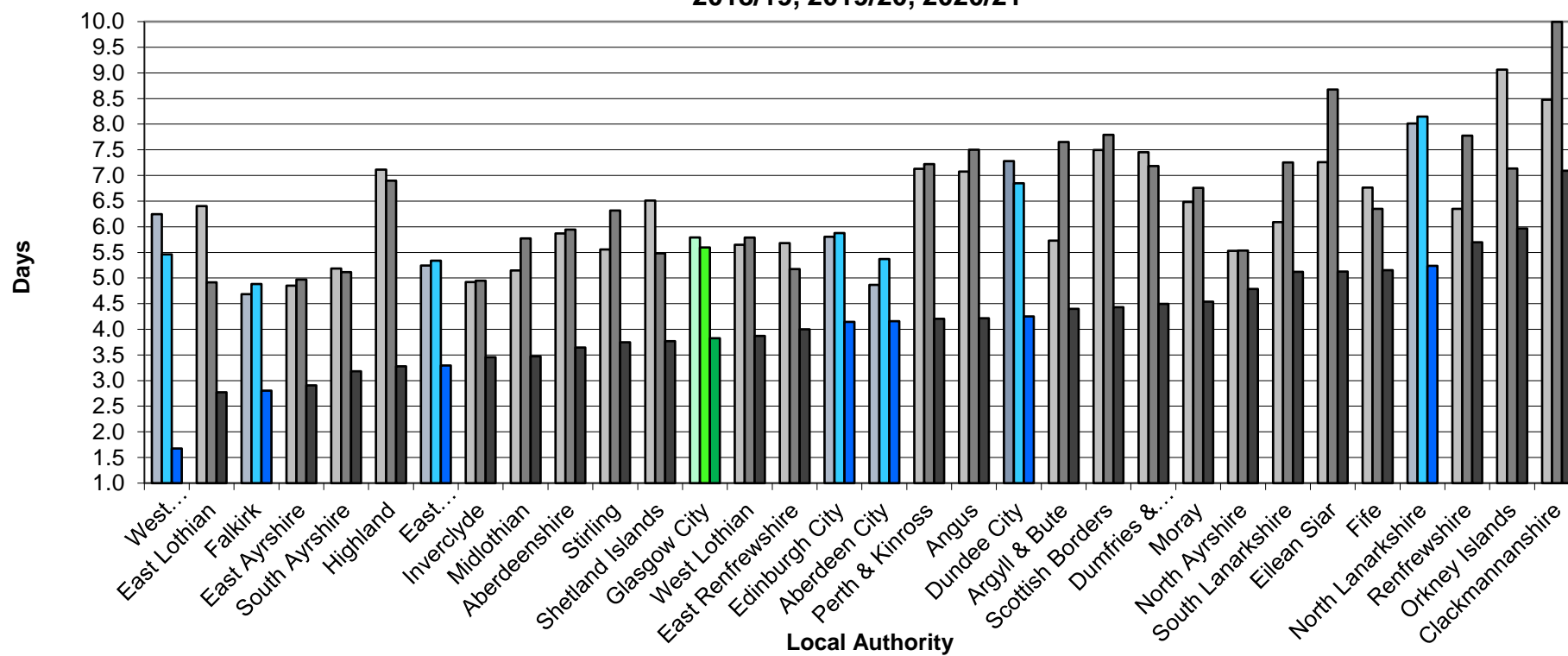


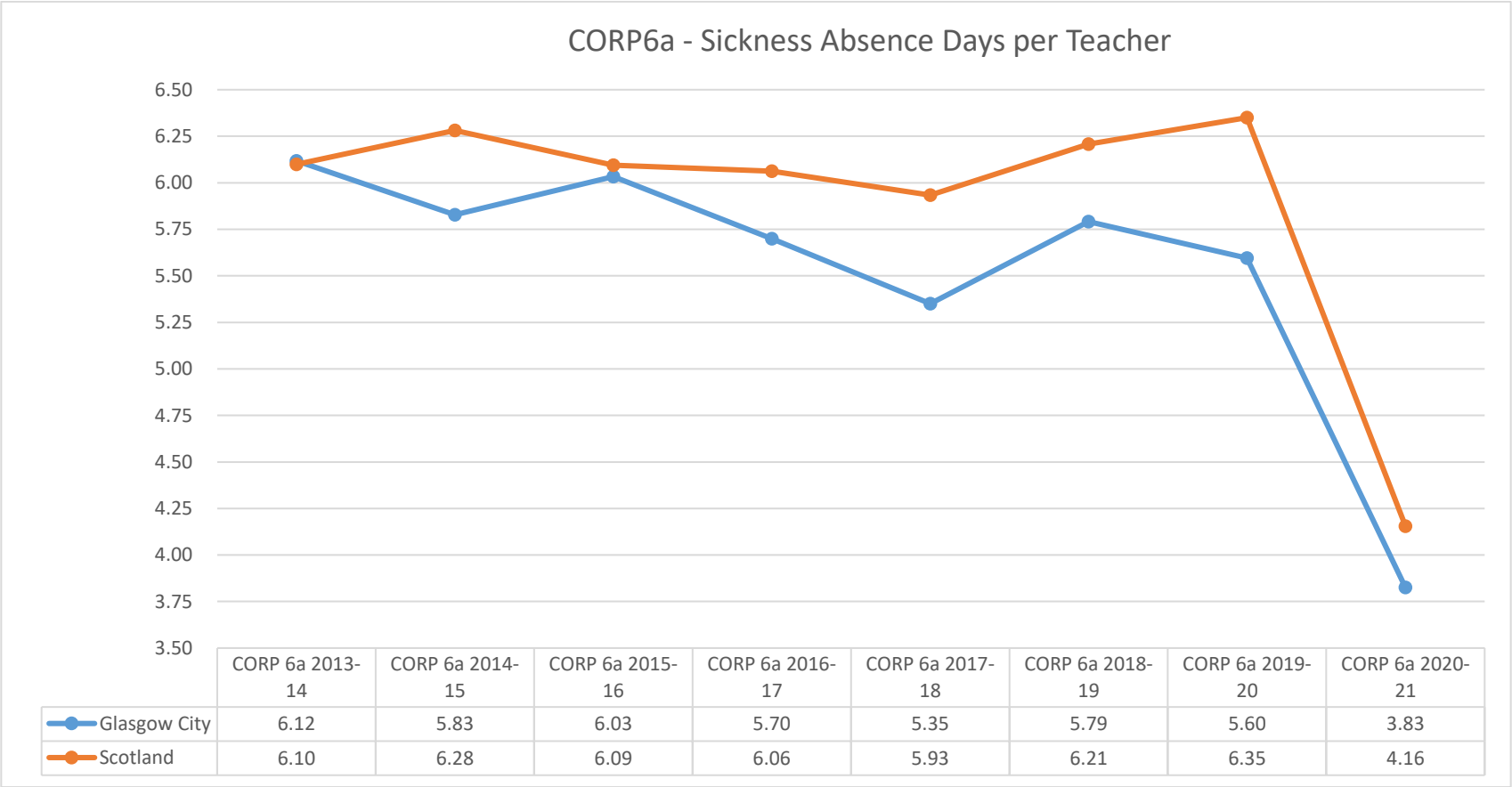
**CORP4 - The Cost per Dwelling of Collecting Council Tax  
2018/19, 2019/20, 2020/21**





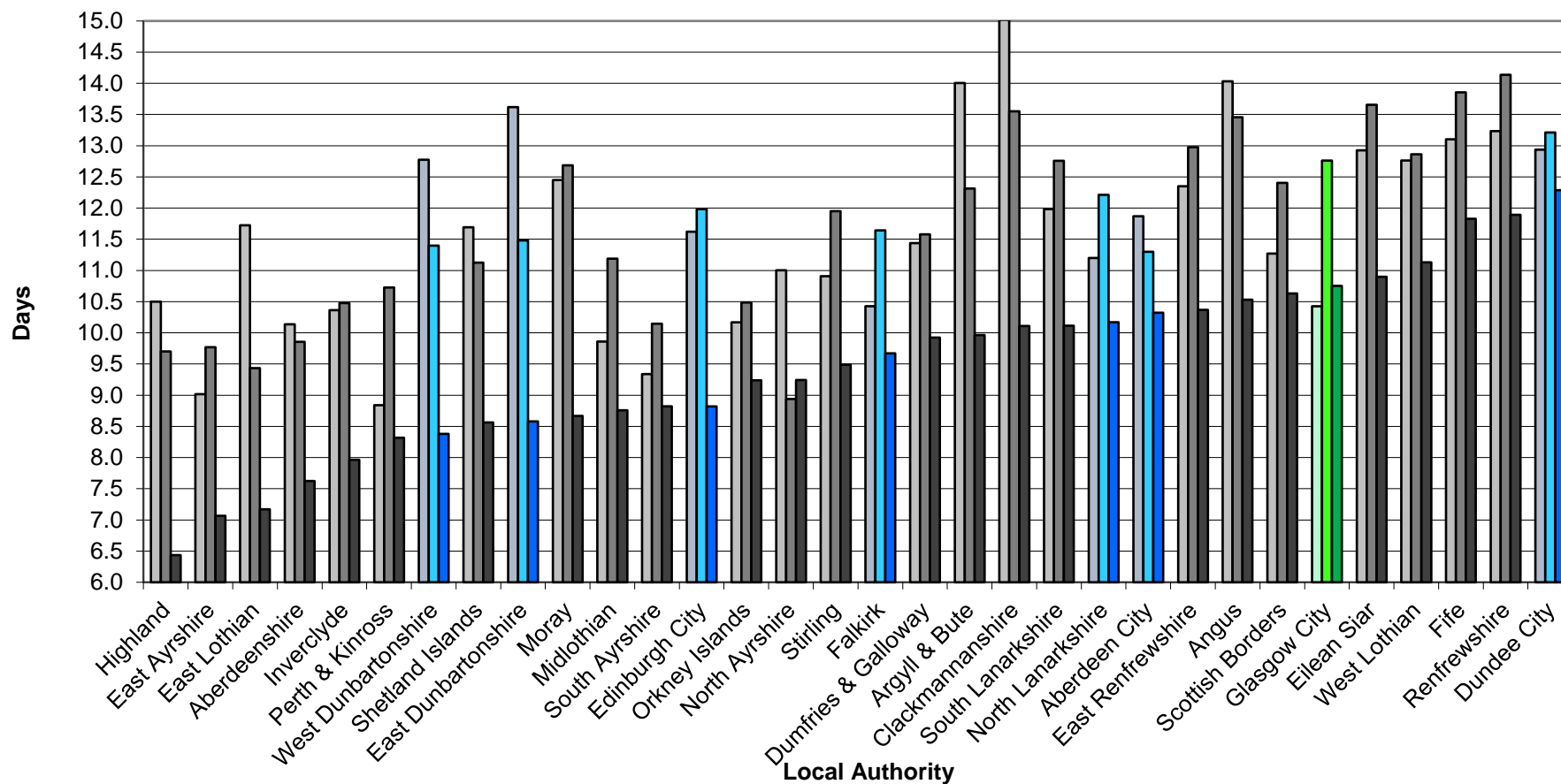
**CORP6a - Sickness Absence Days per Teacher**  
**2018/19, 2019/20, 2020/21**

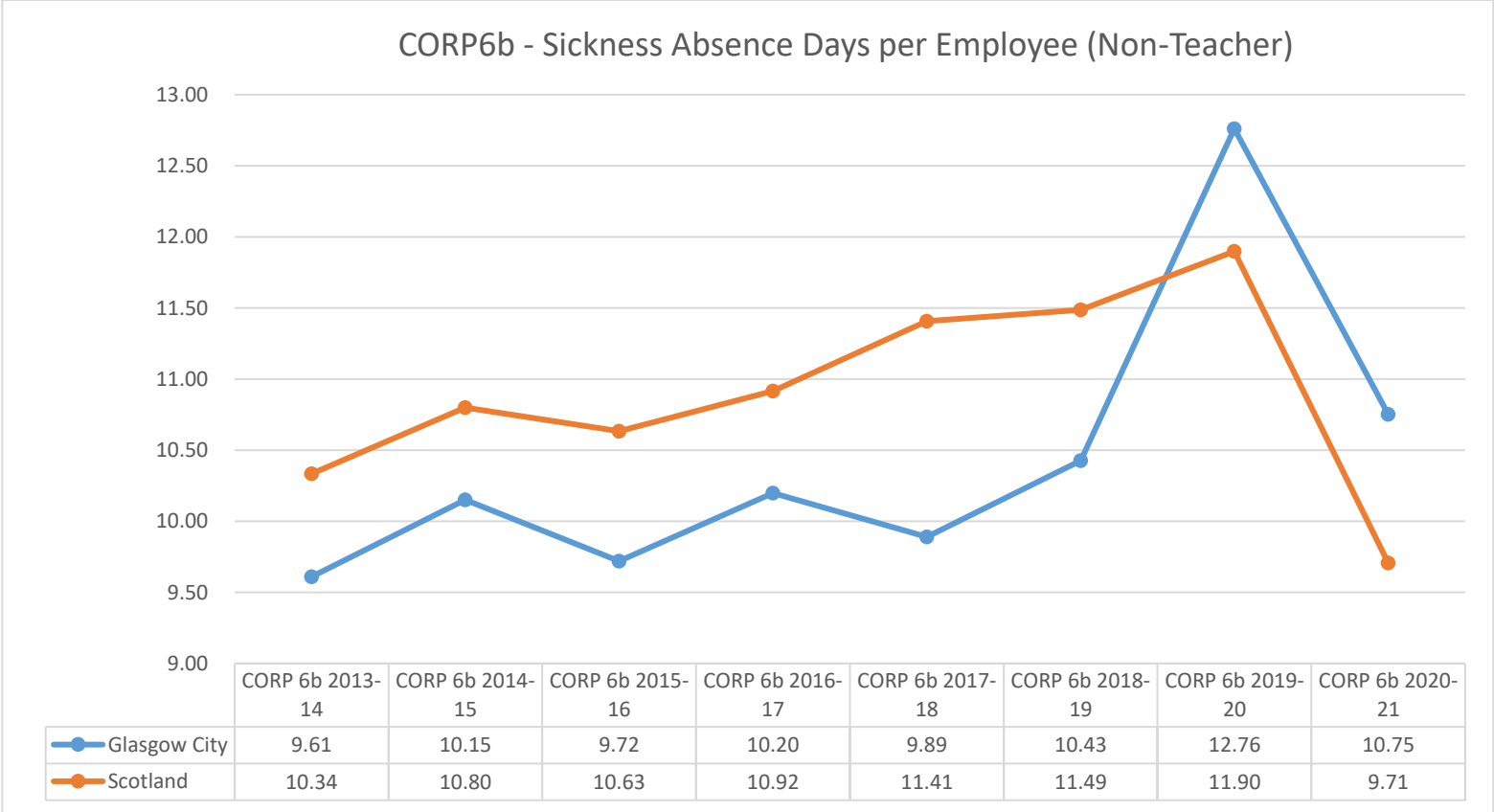




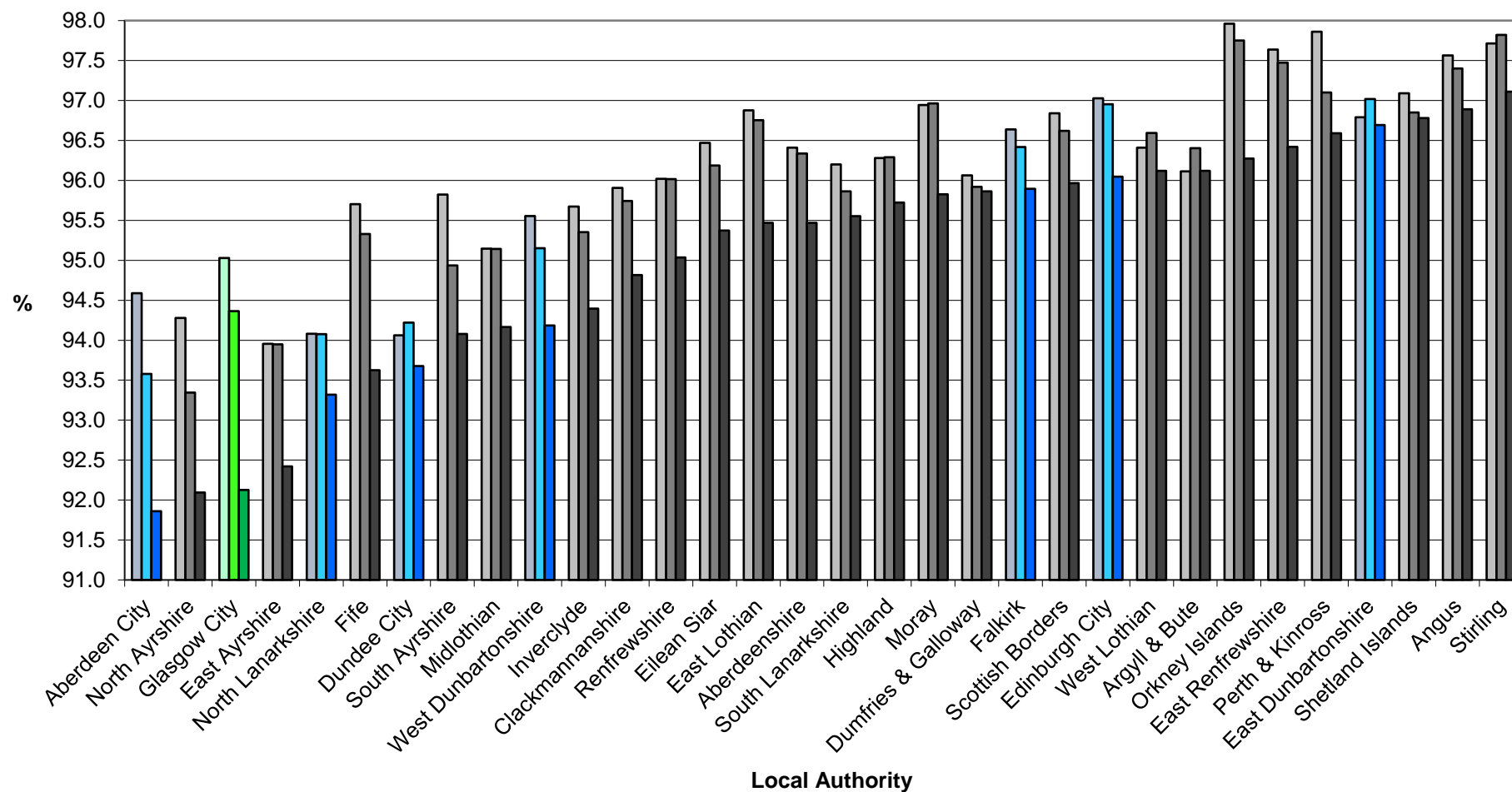


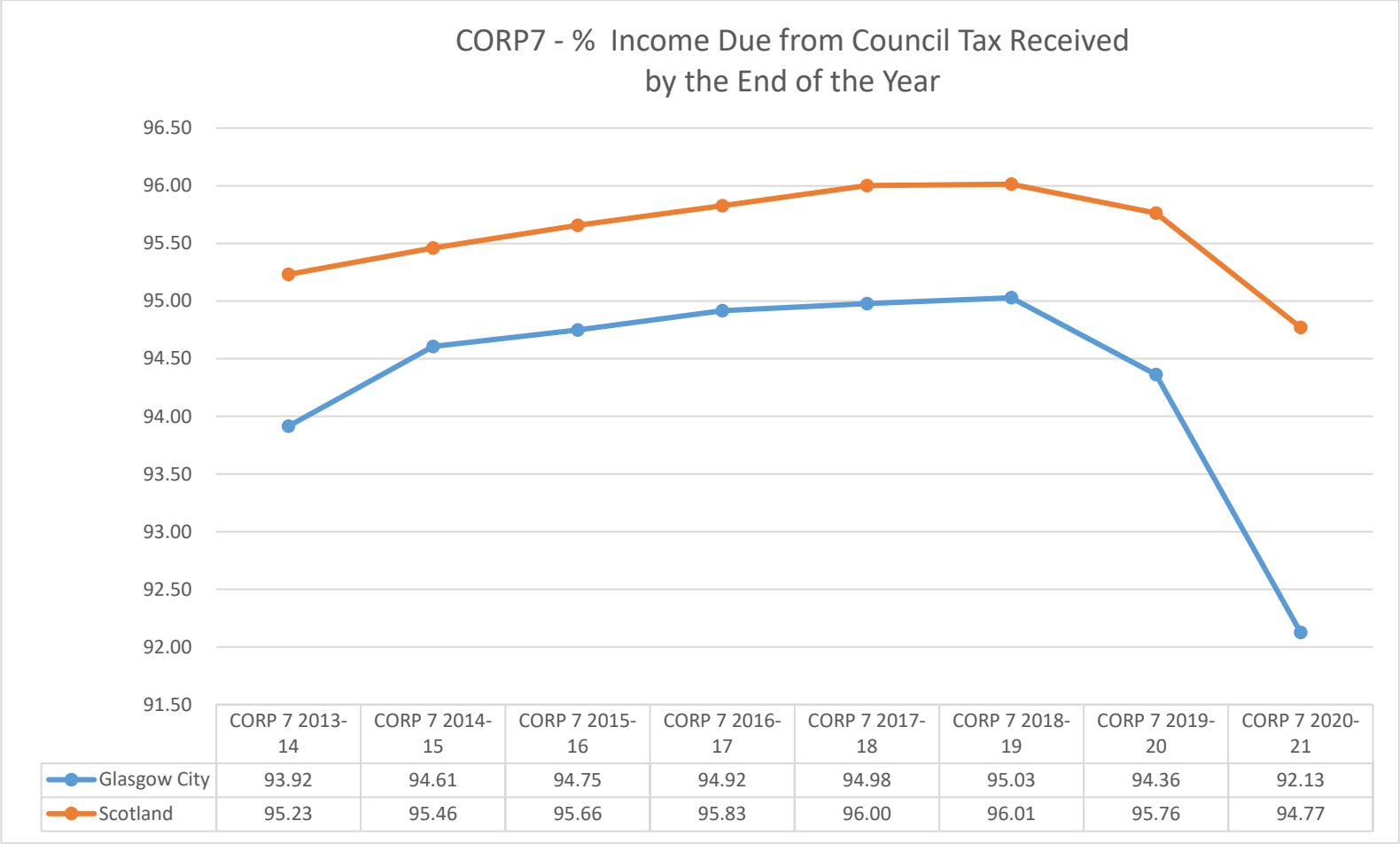
**CORP6b - Sickness Absence Days per Employee (Non-Teacher)**  
**2018/19, 2019/20, 2020/21**



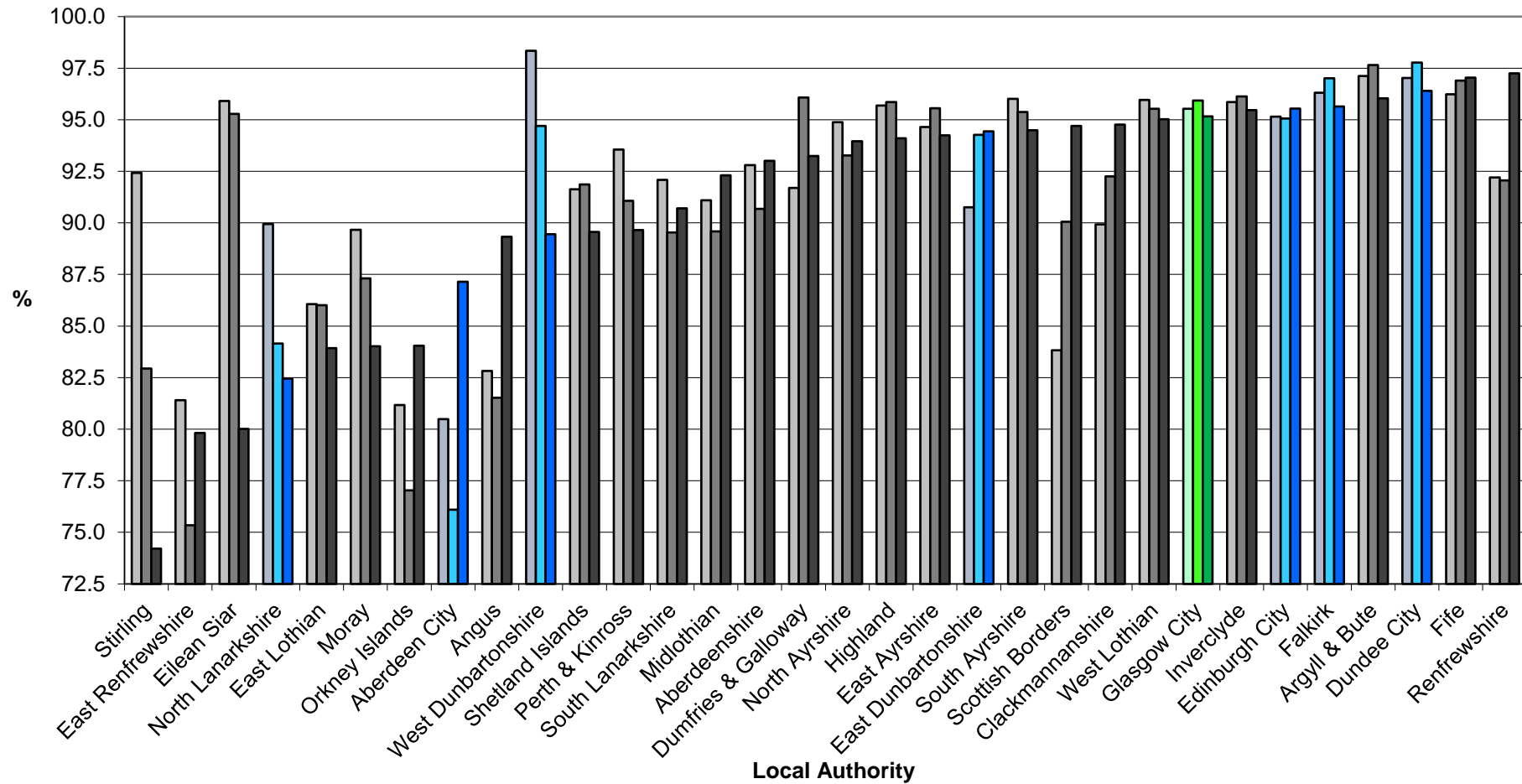


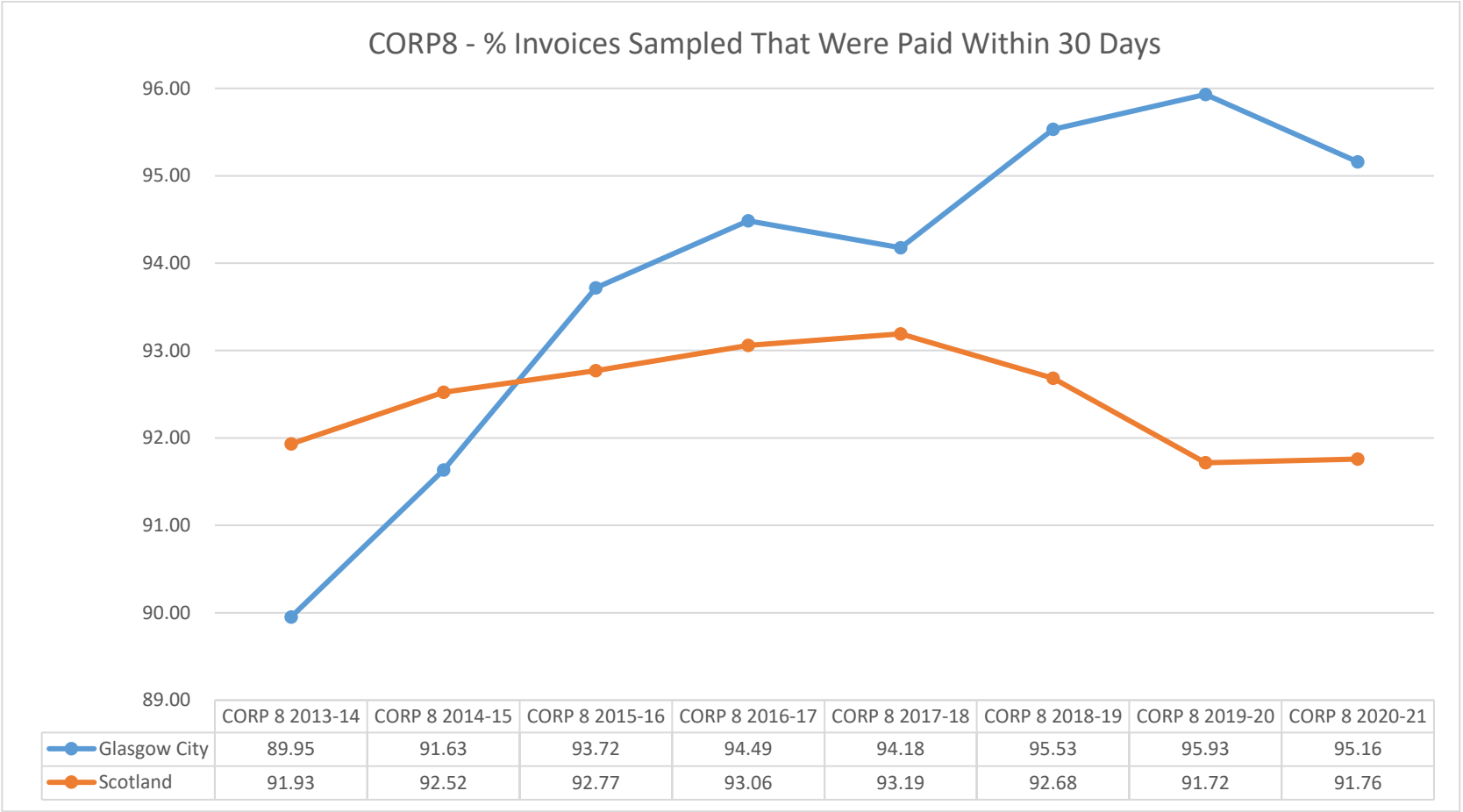
**CORP7 - % Income Due from Council Tax Received by the End of the Year  
2018/19, 2019/20, 2020/21**



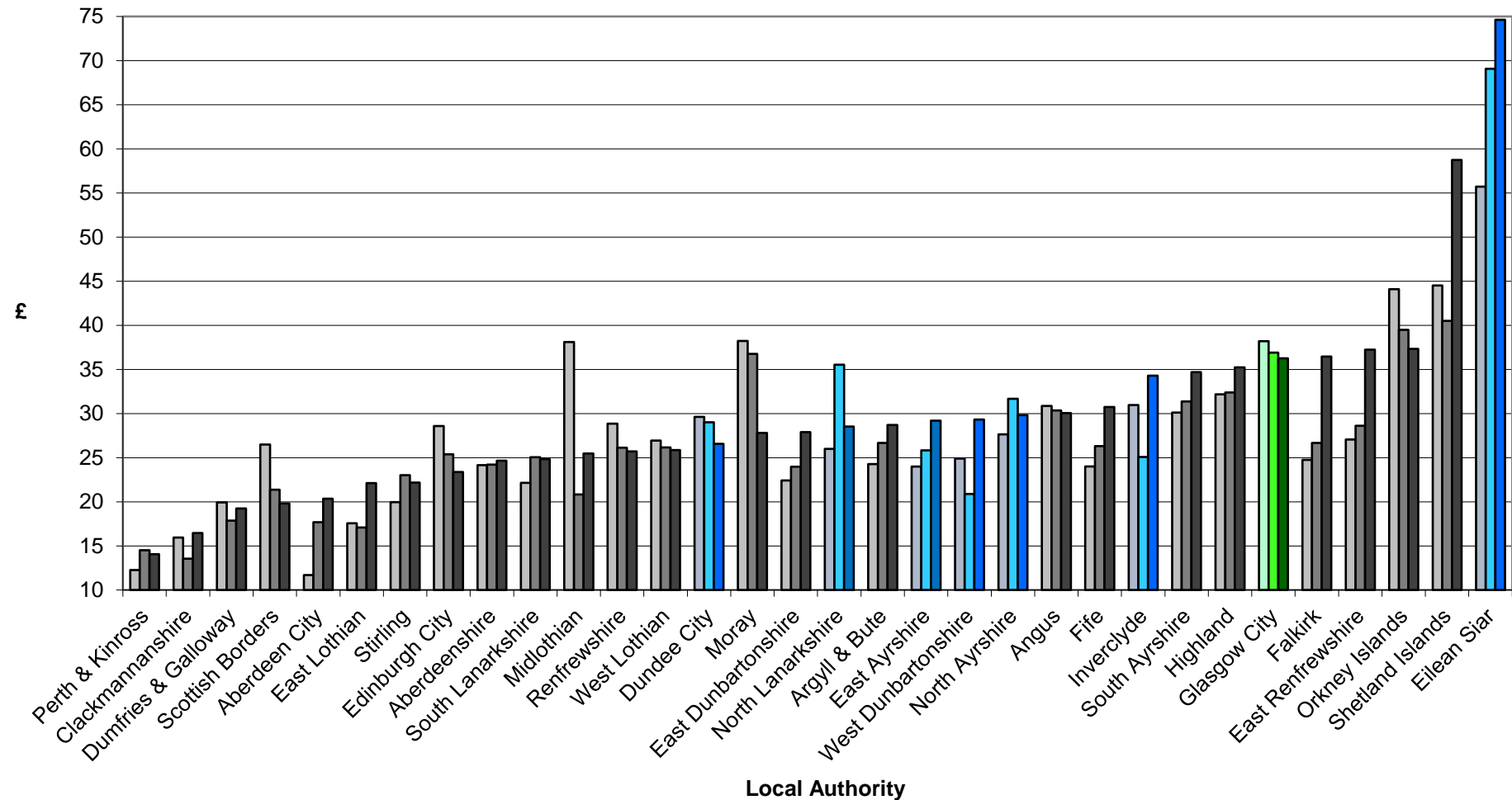


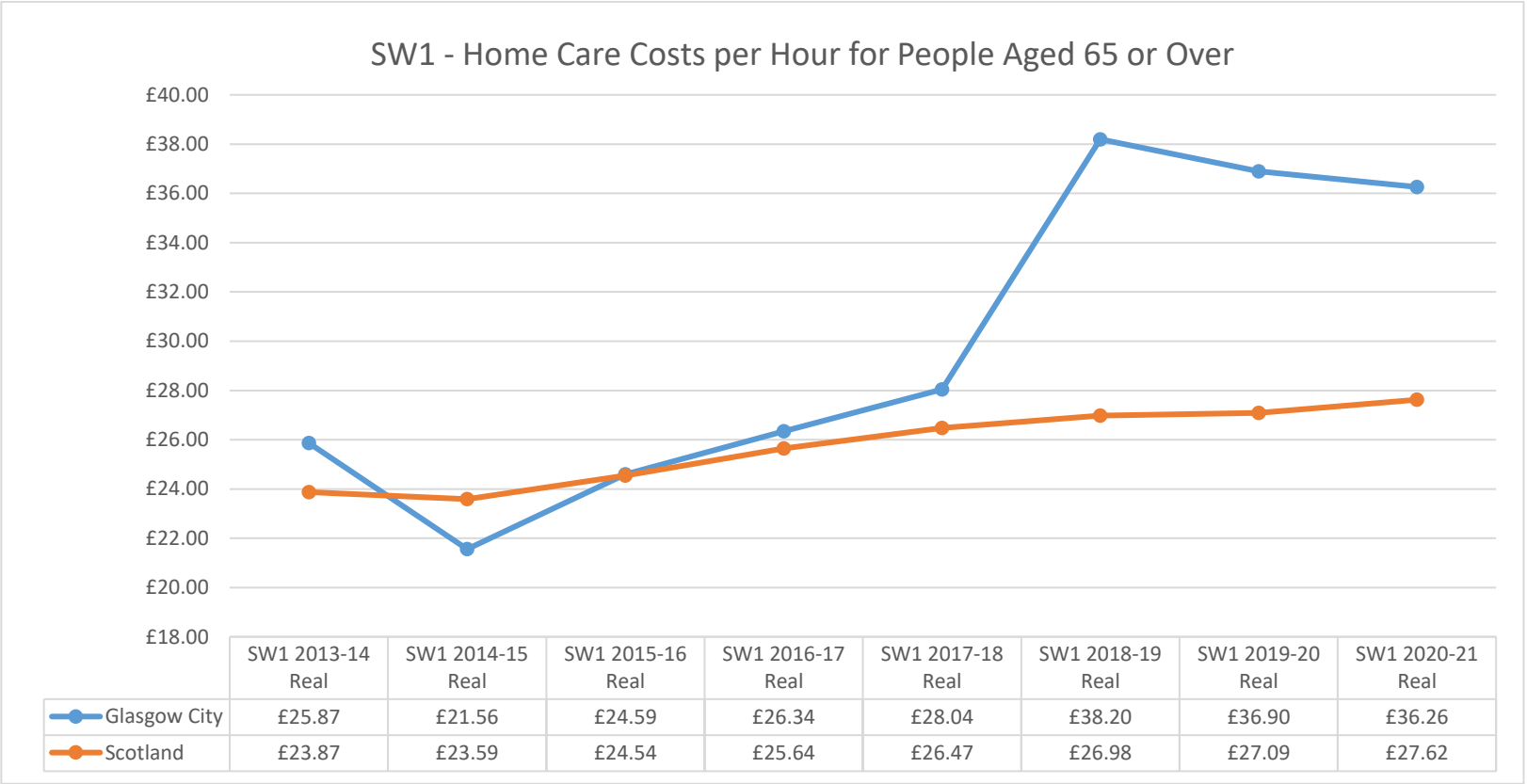
**CORP8 - % of Invoices Sampled That Were Paid Within 30 Days**  
**2018/19, 2019/20, 2020/21**





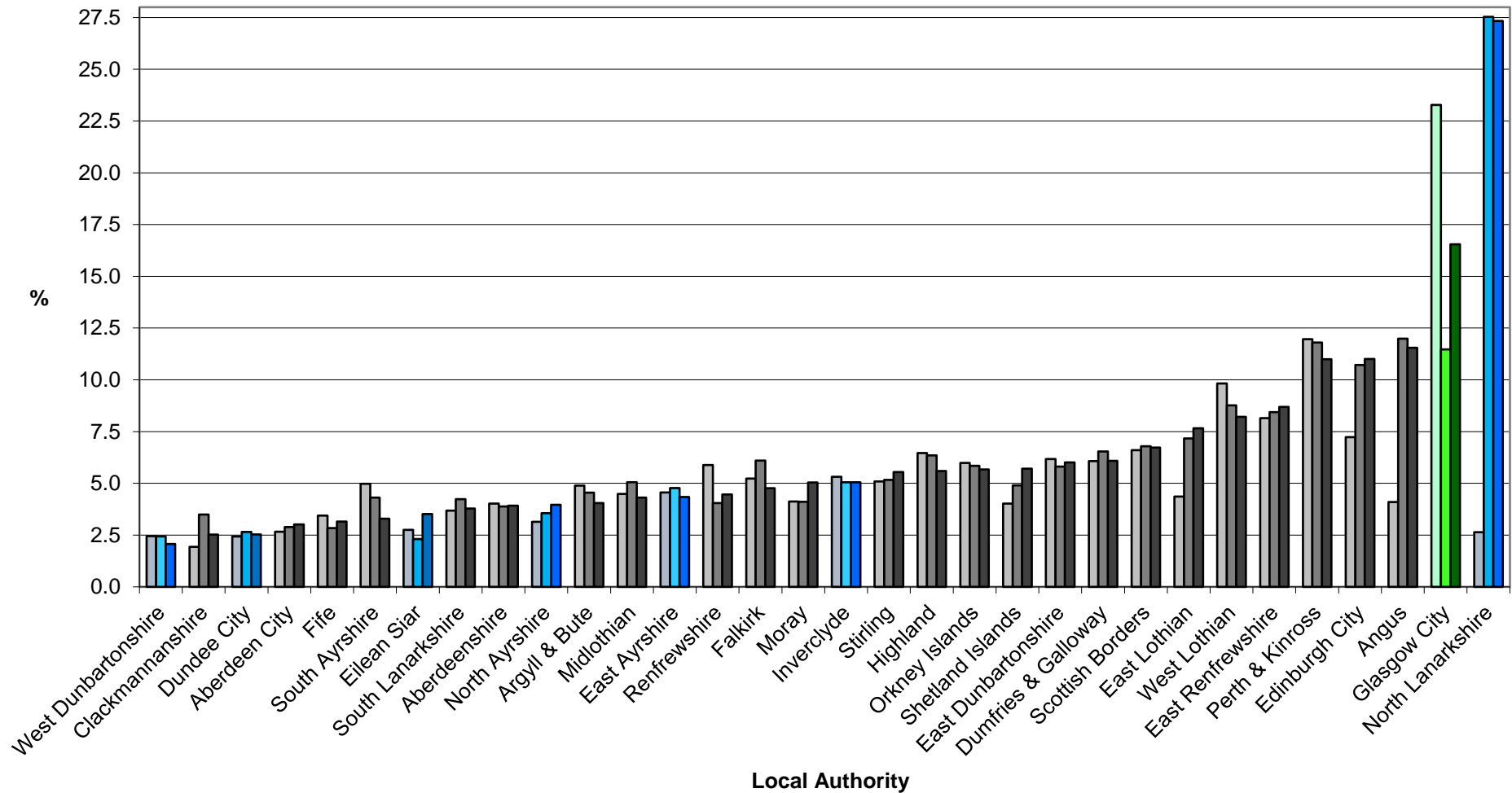
**SW1 - Home Care Costs per Hour for People Aged 65 or Over  
2018/19, 2019/20, 2020/21**

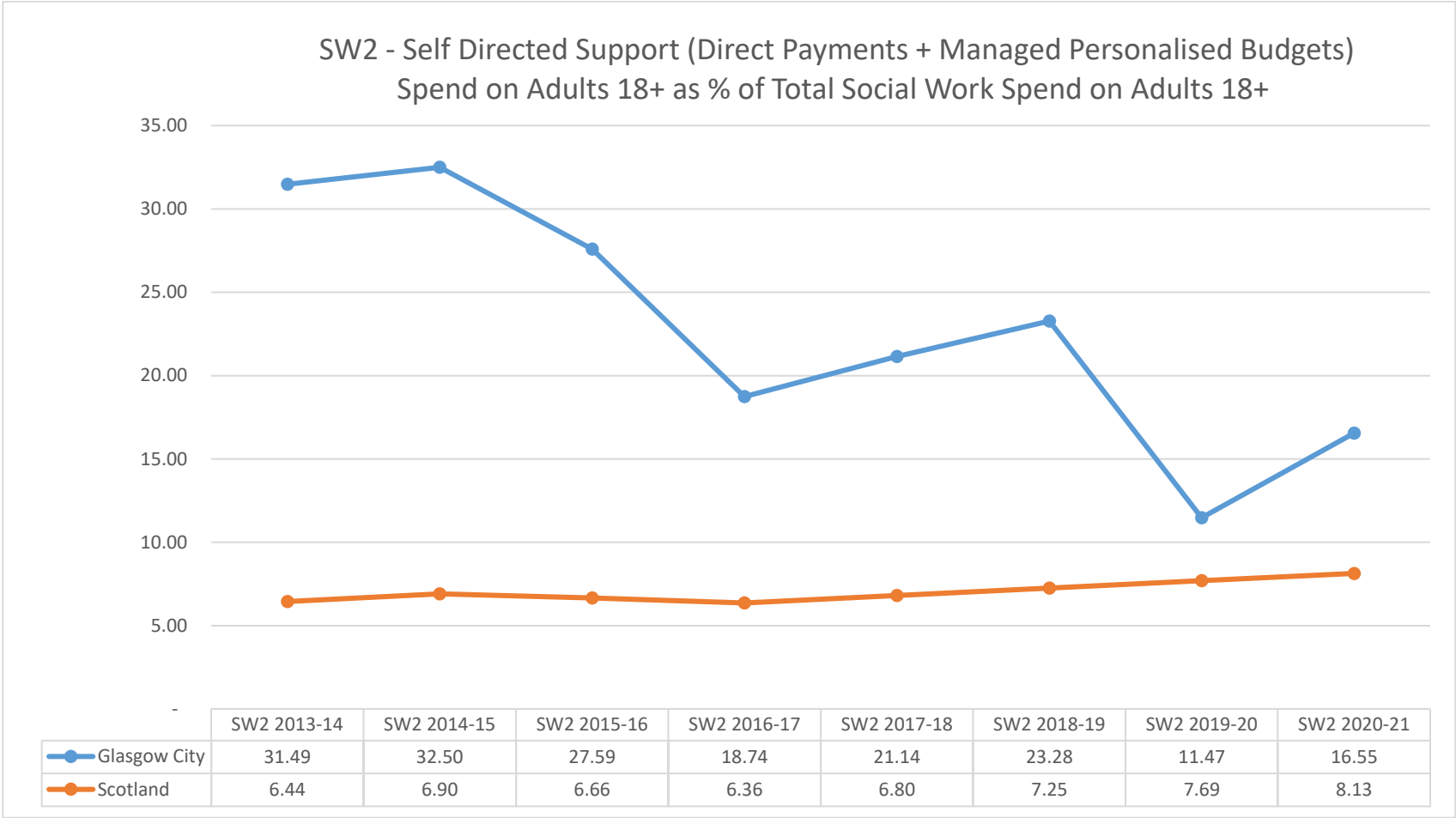




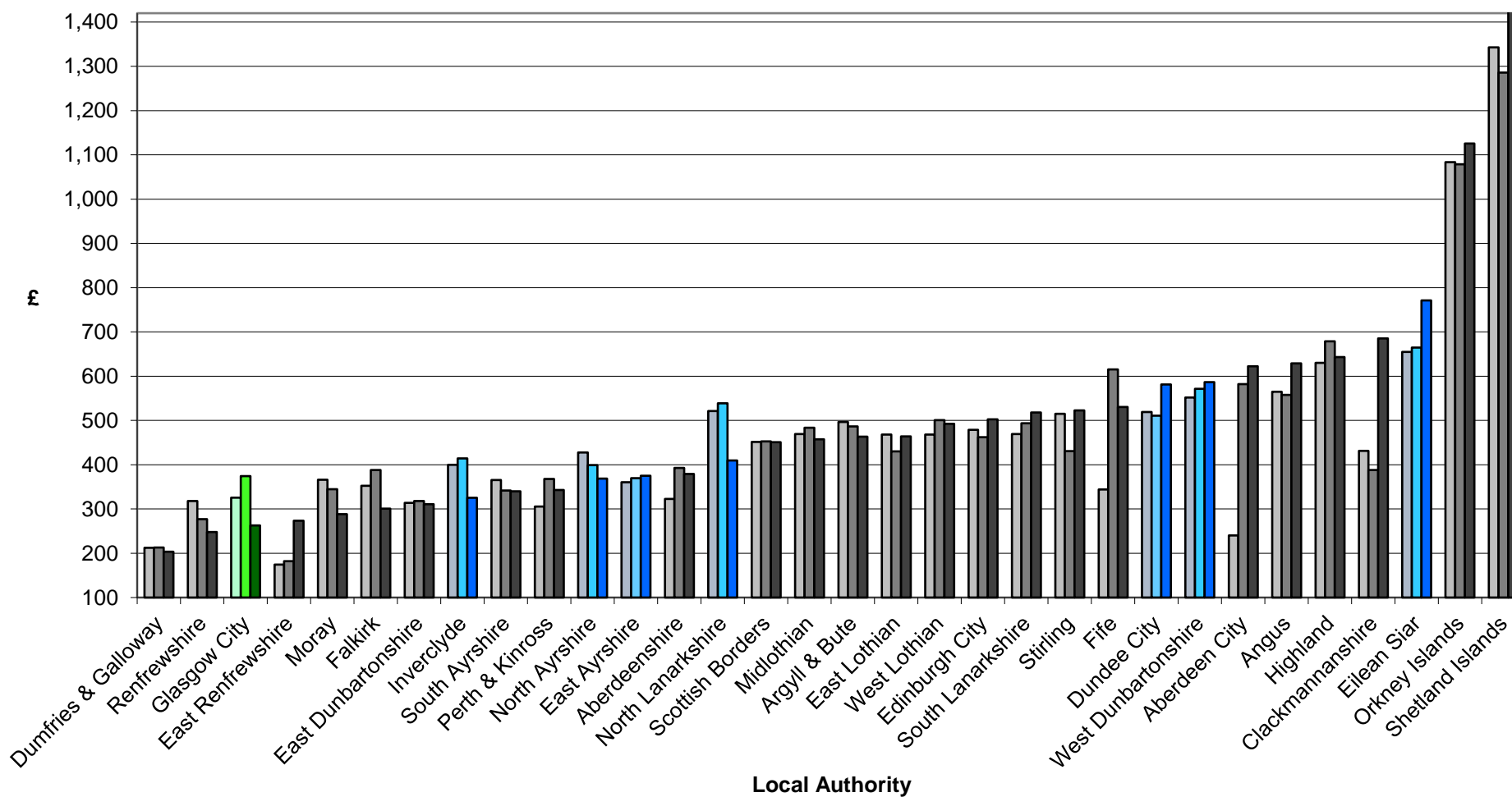


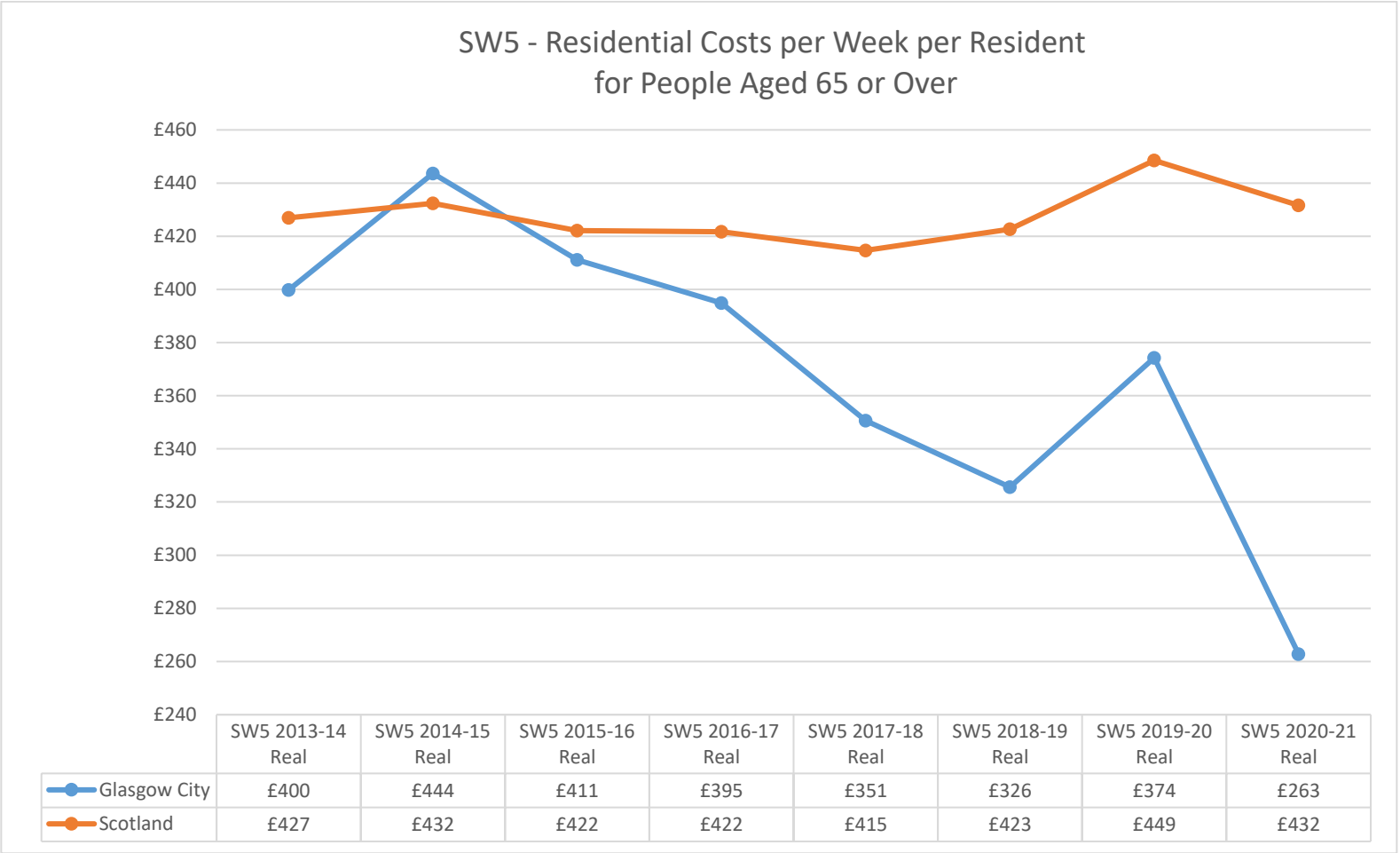
**SW2 -Self Directed Support (Direct Payments + Managed Personalised Budgets)**  
**Spend on Adults 18+ as % of Total Social Work Spend on Adults 18+**  
**2018/19, 2019/20, 2020/21**

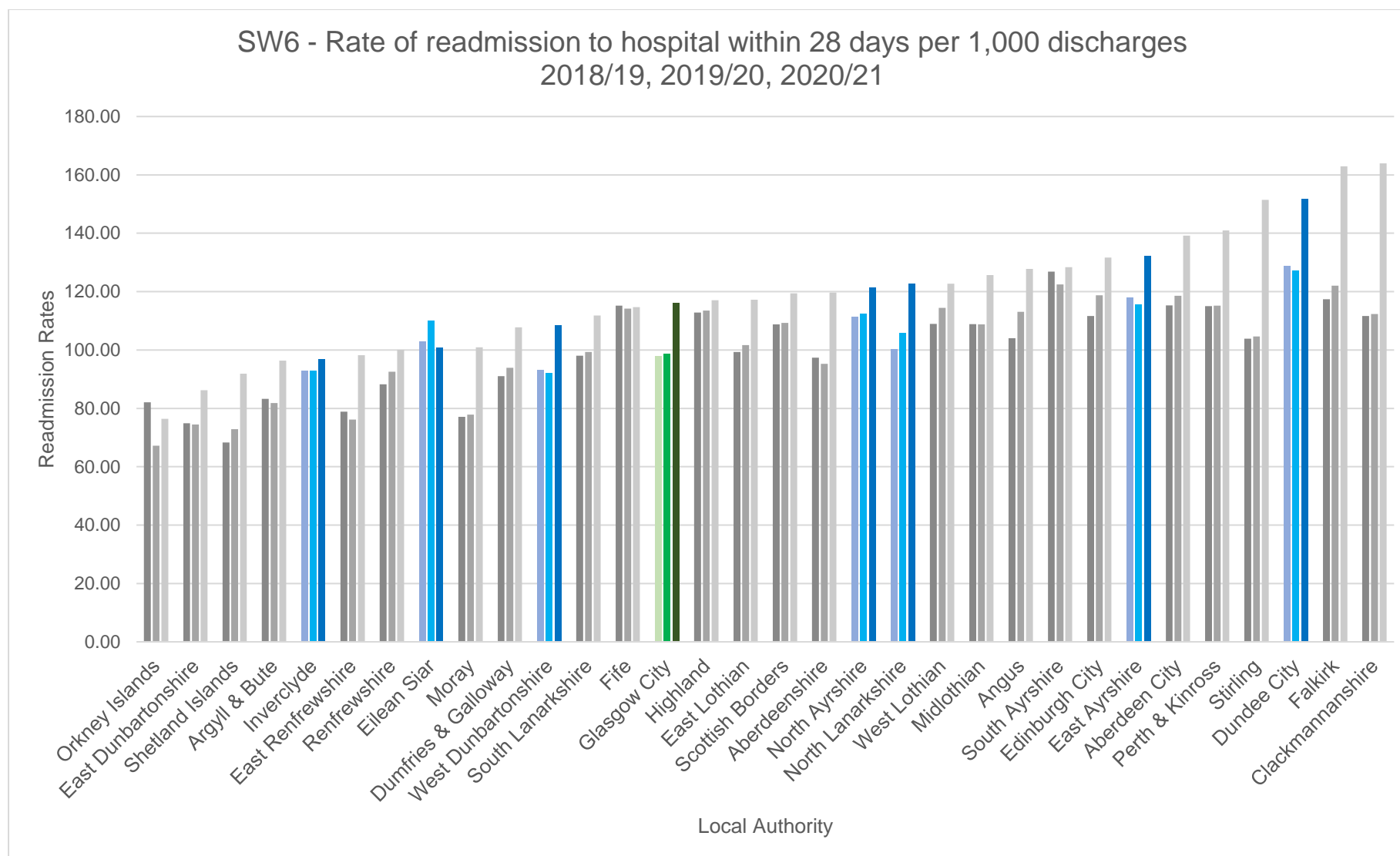


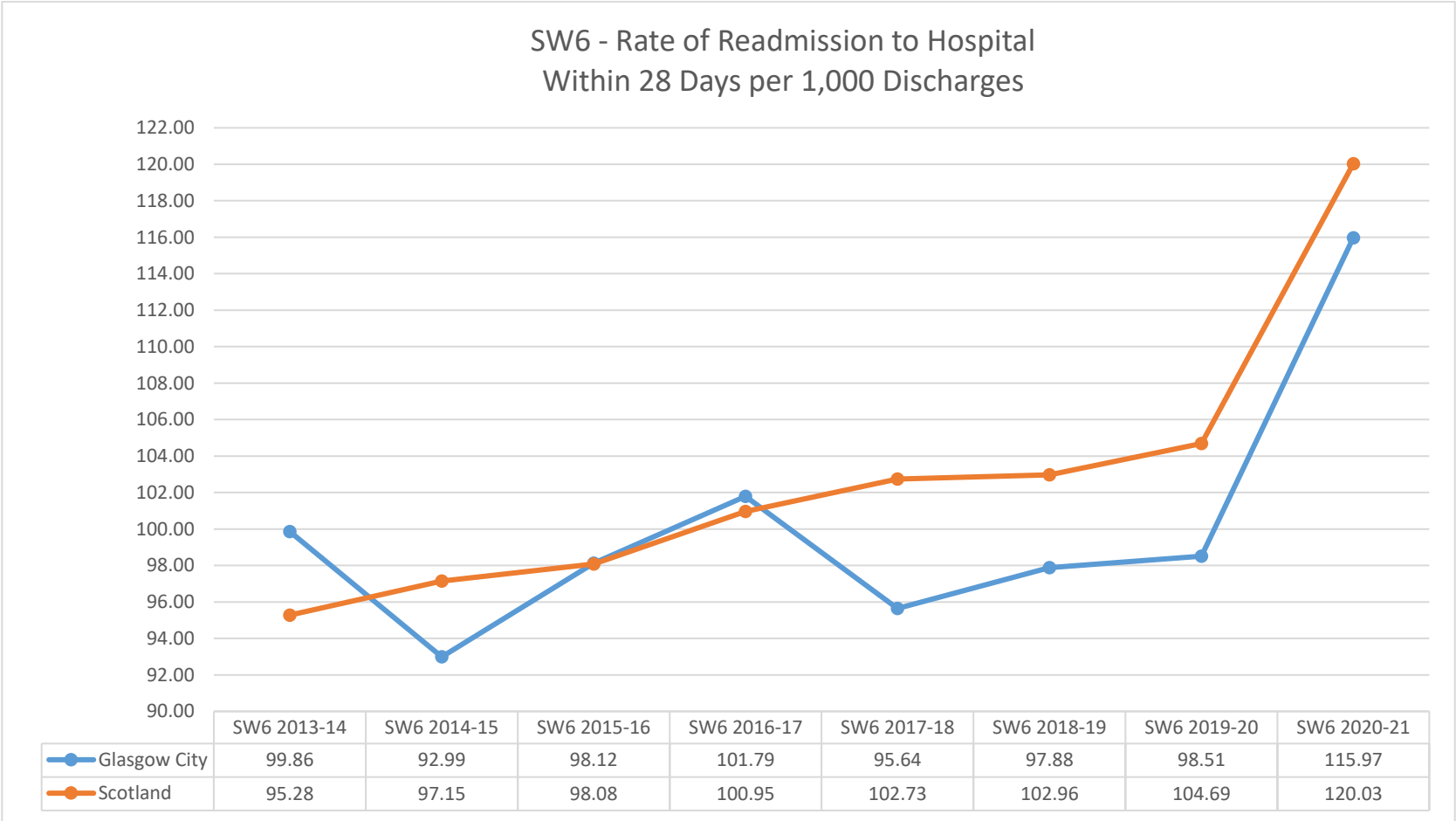


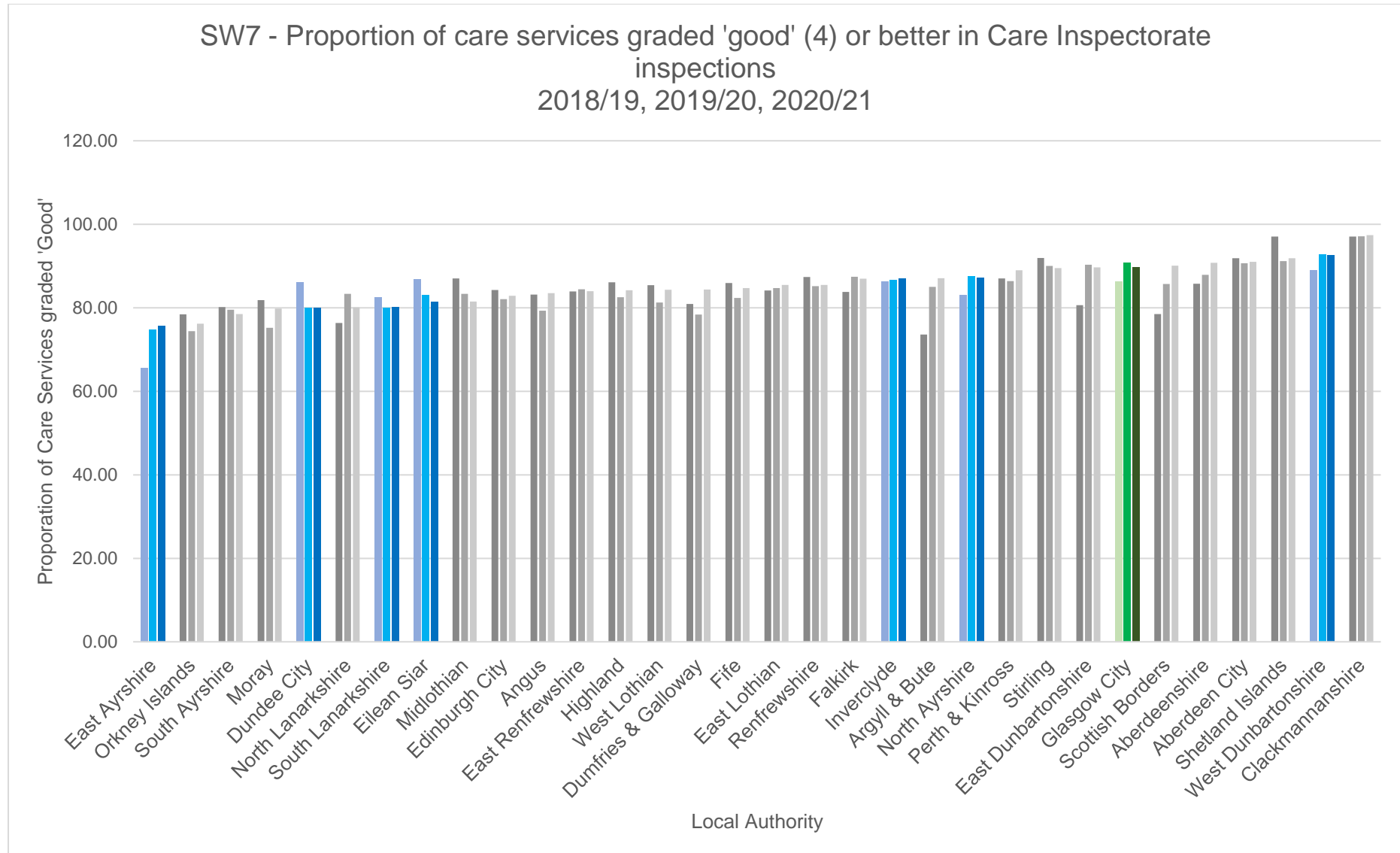
**SW5 - Residential Costs per Week per Resident for People Aged 65 or Over  
2018/19, 2019/20, 2020/21**

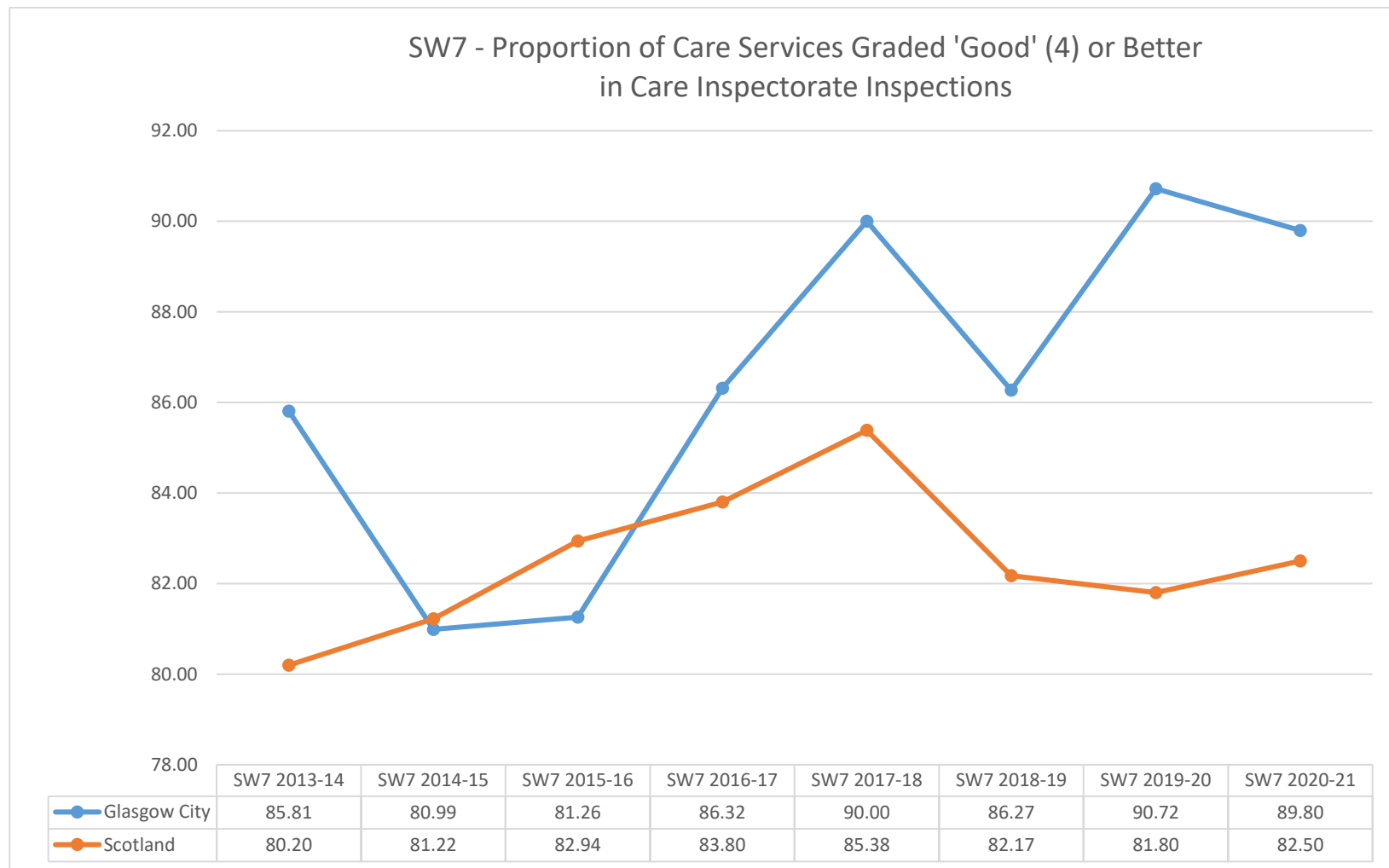




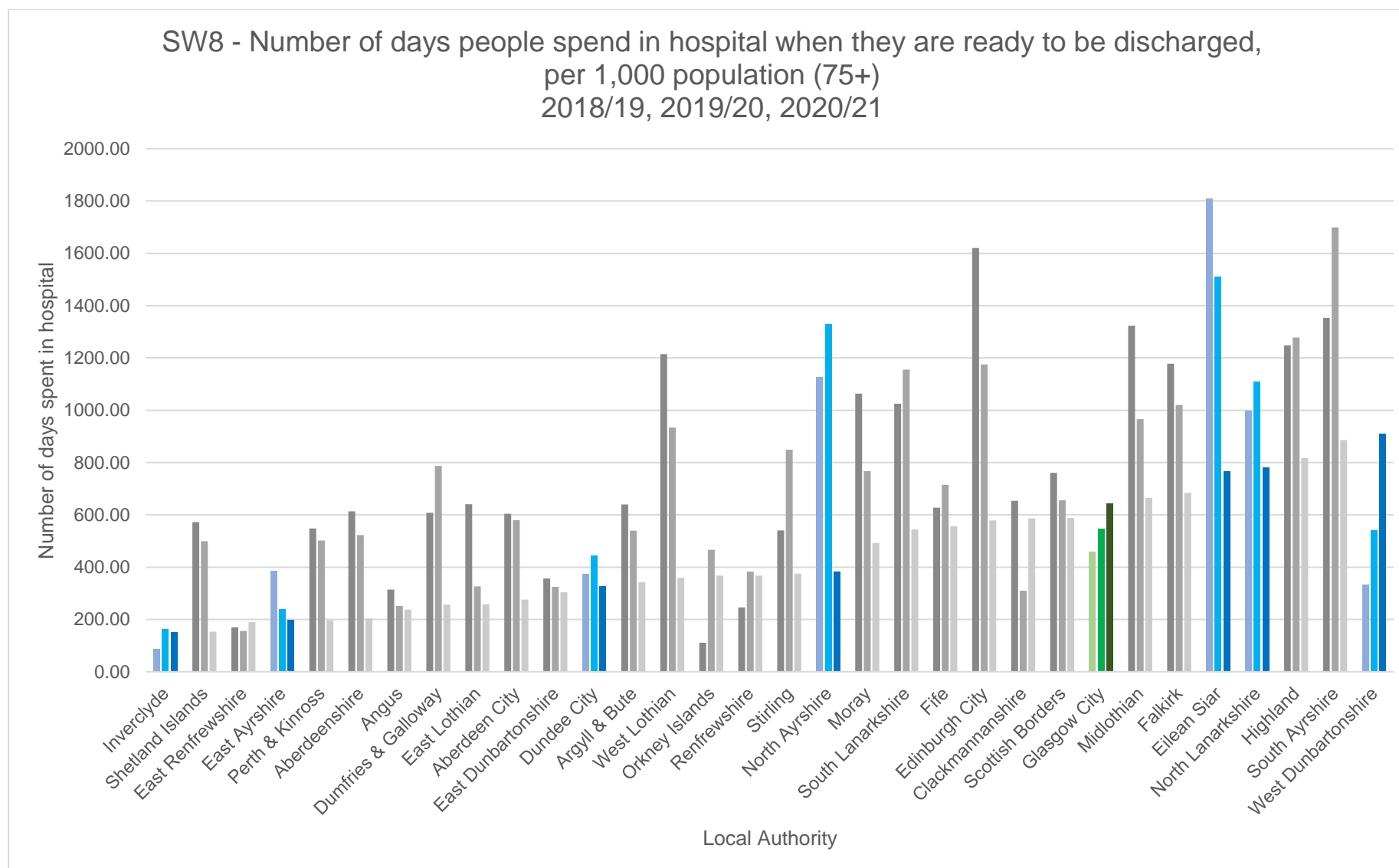


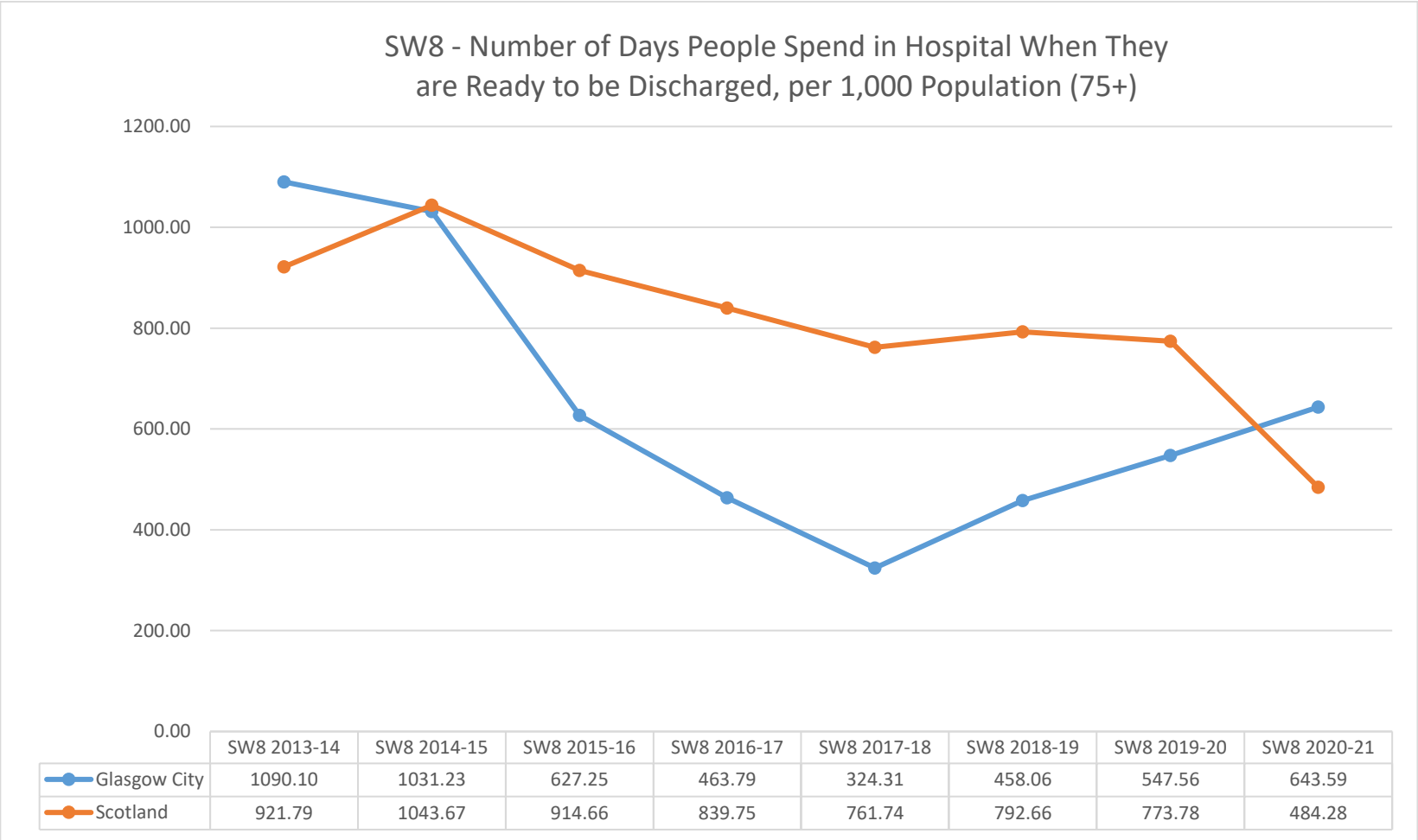




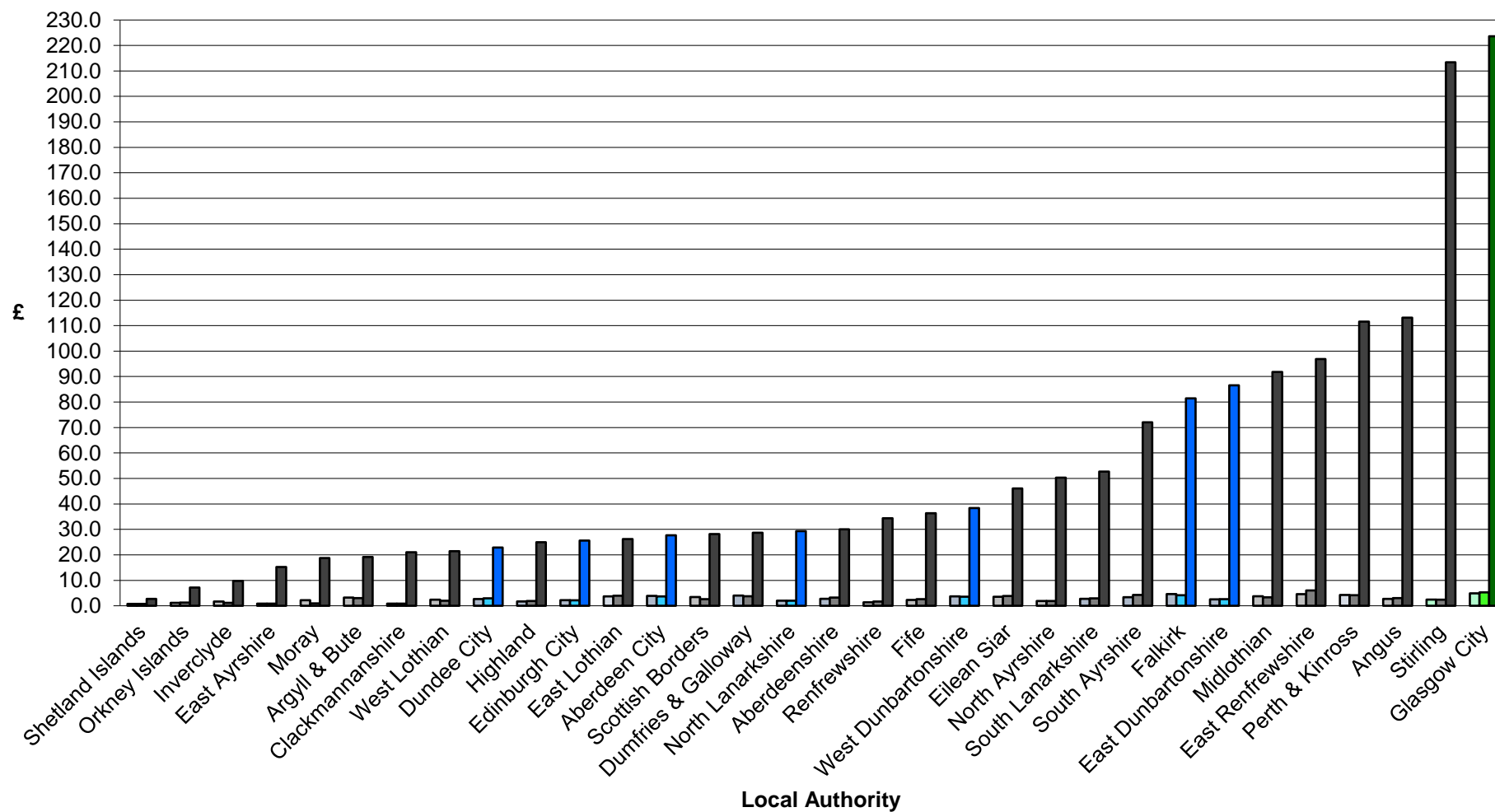


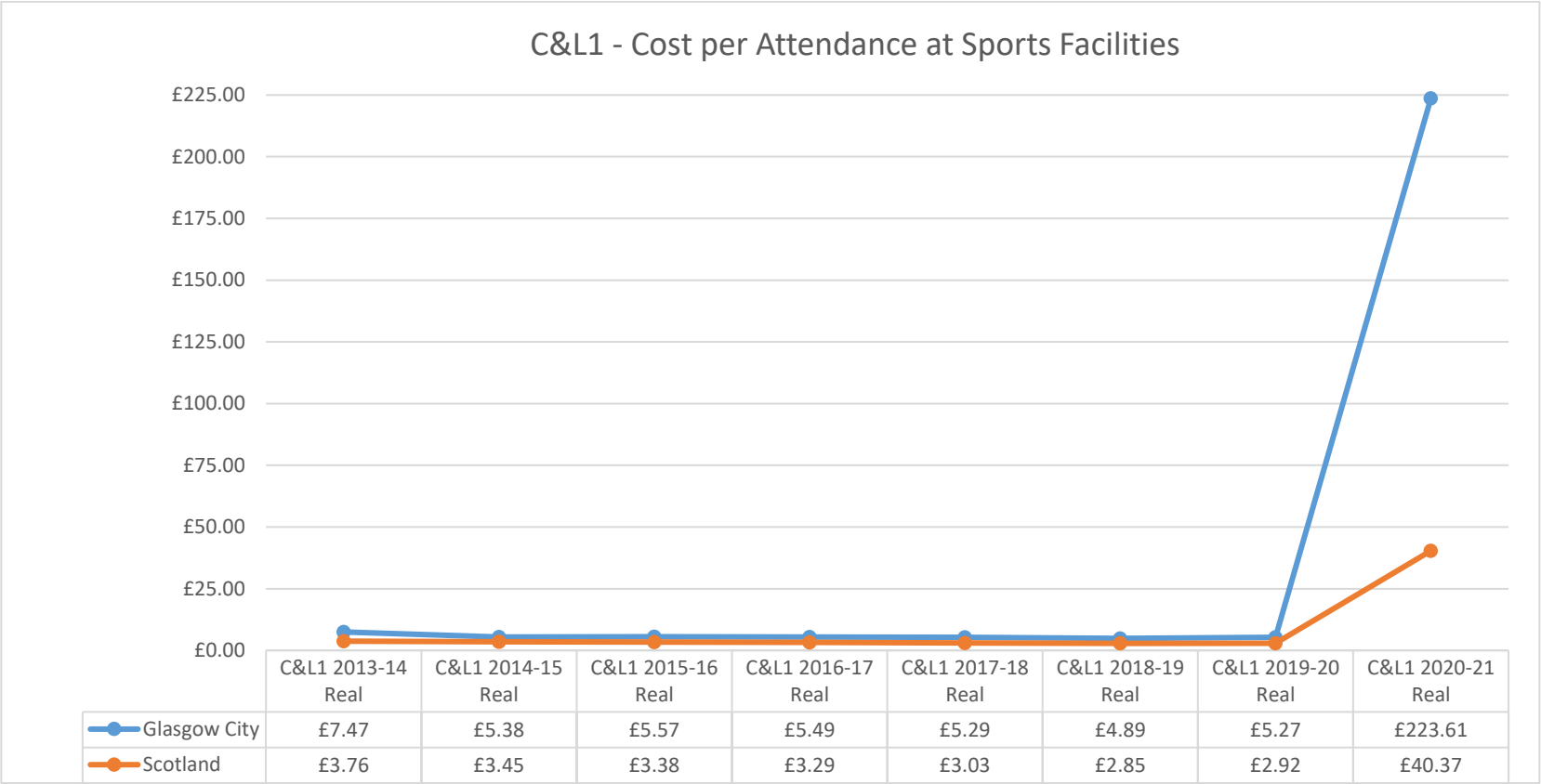




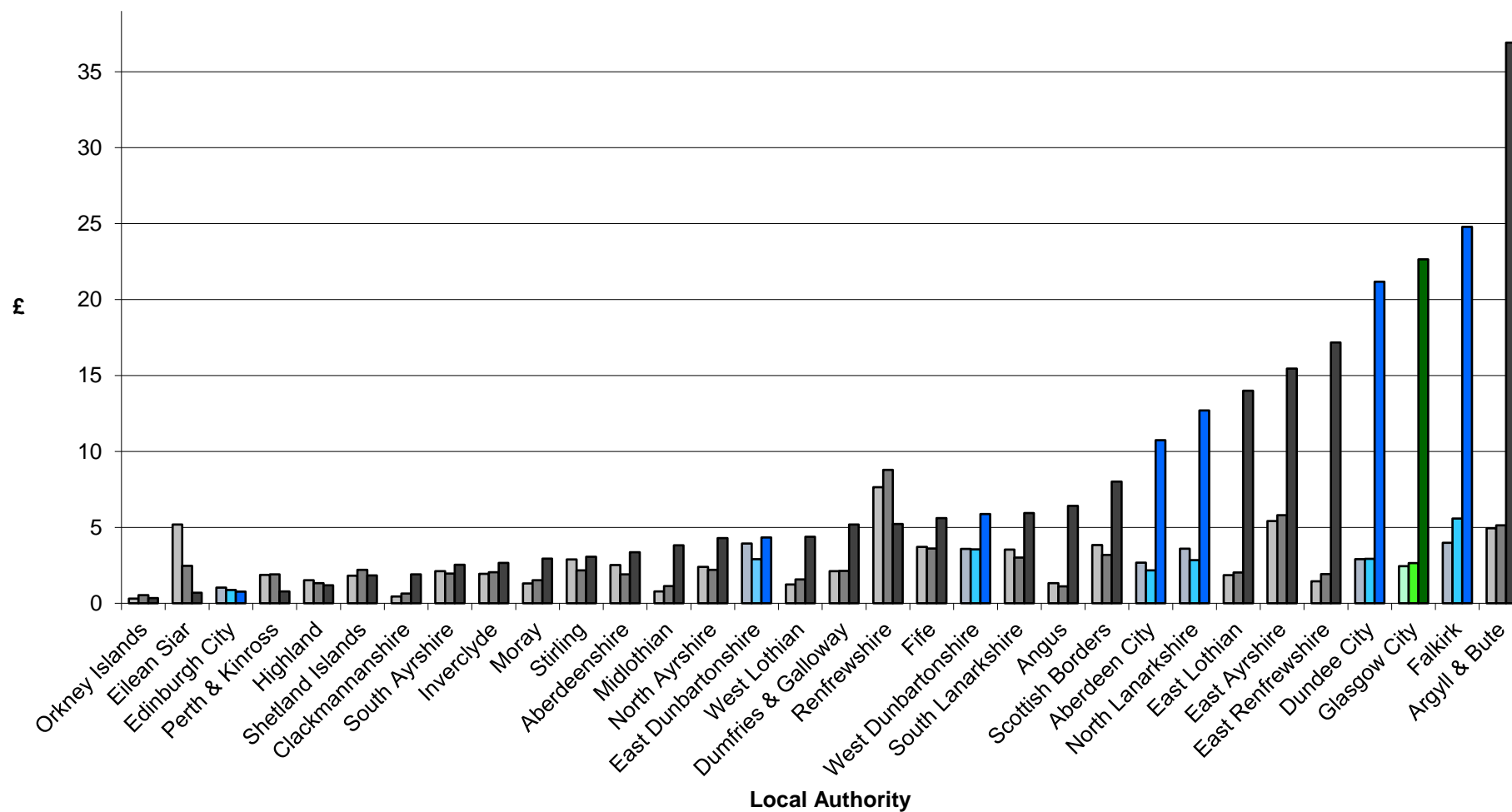


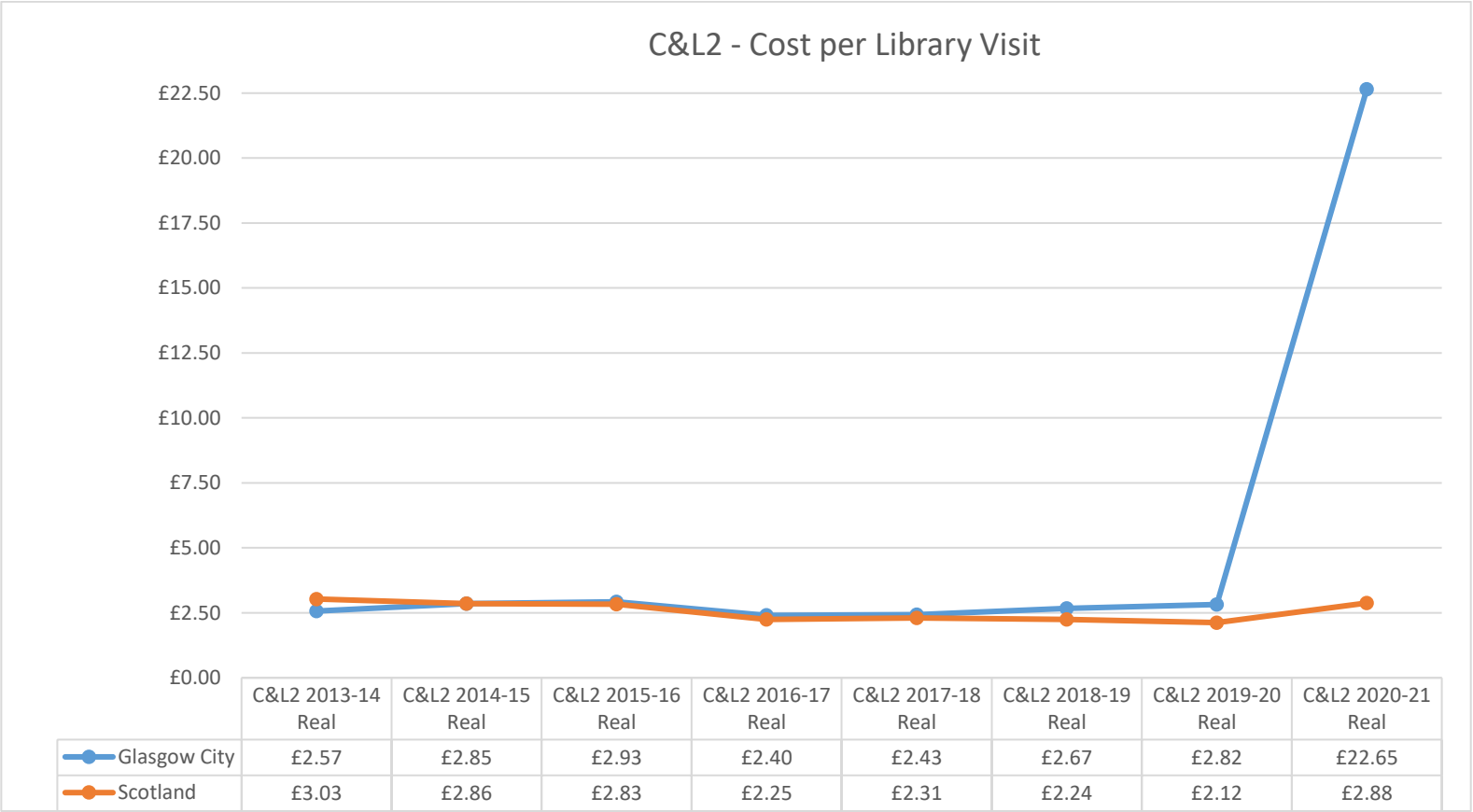
**C&L1 - Cost per Attendance at Sports Facilities**  
**2018/19, 2019/20, 2020/21**



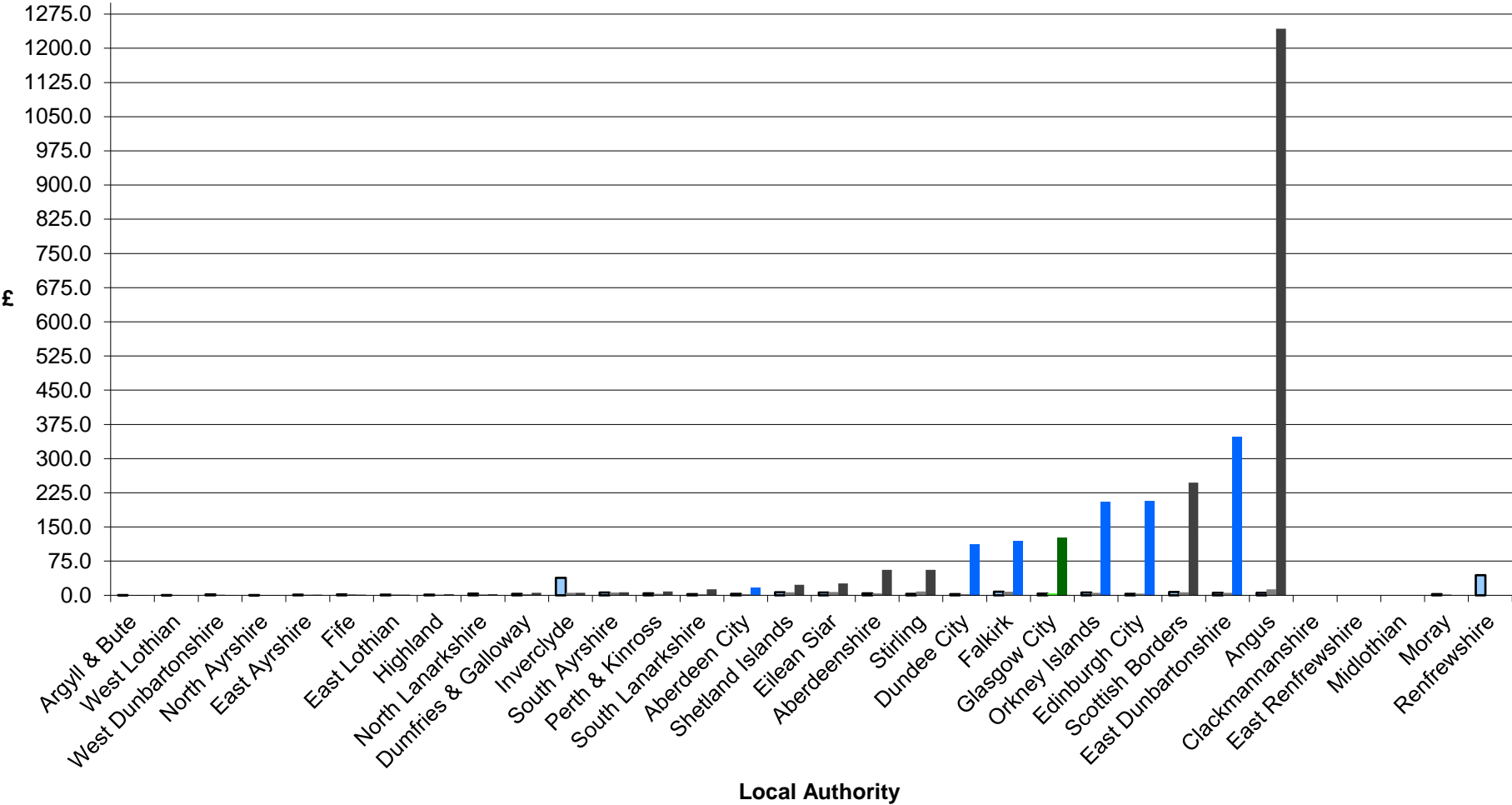


**C&L2 - Cost per Library Visit**  
**2018/19, 2019/20, 2020/21**





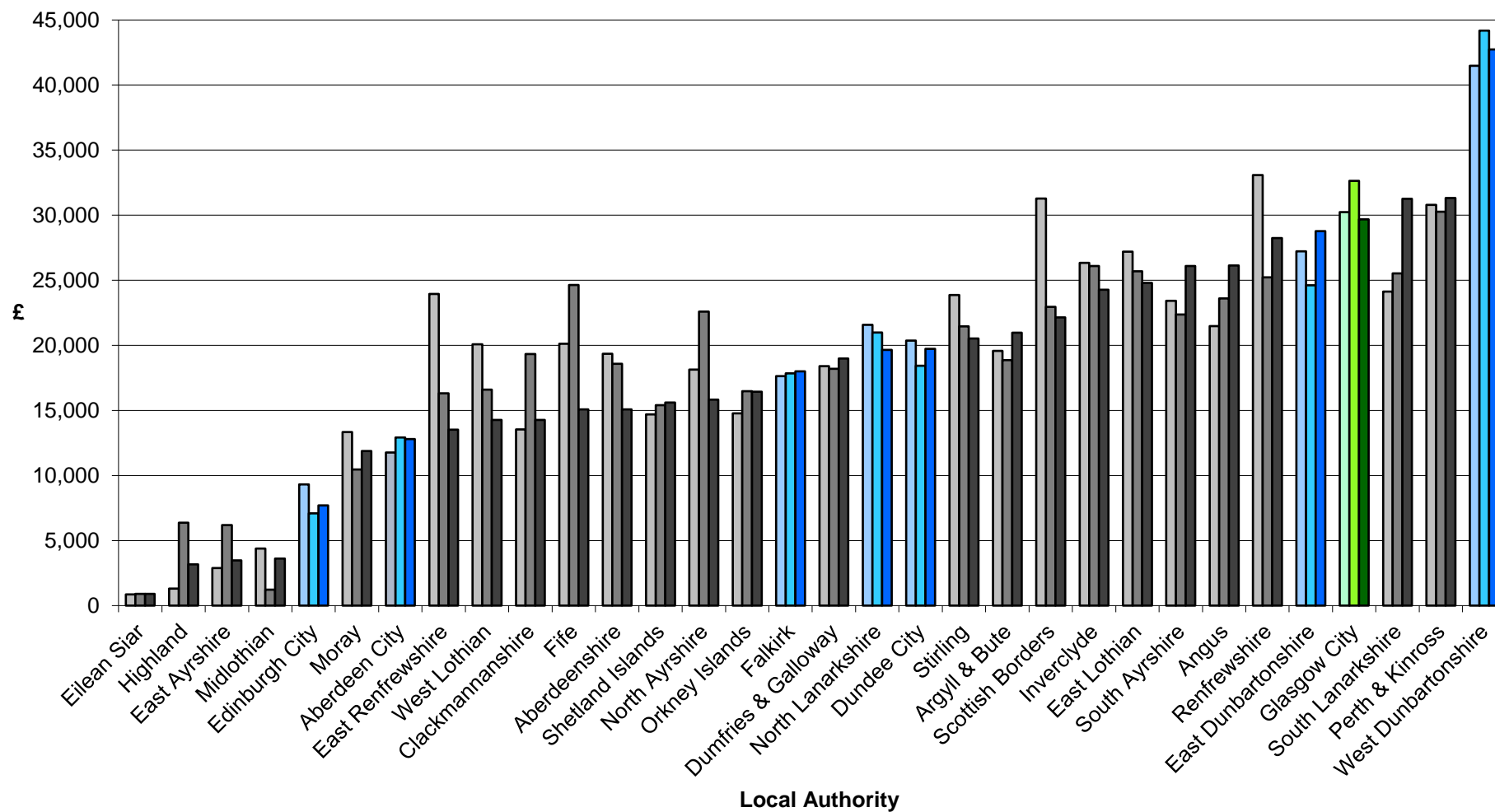
C&L3 - Cost of Museums per Visit  
2018/19, 2019/20, 2020/21

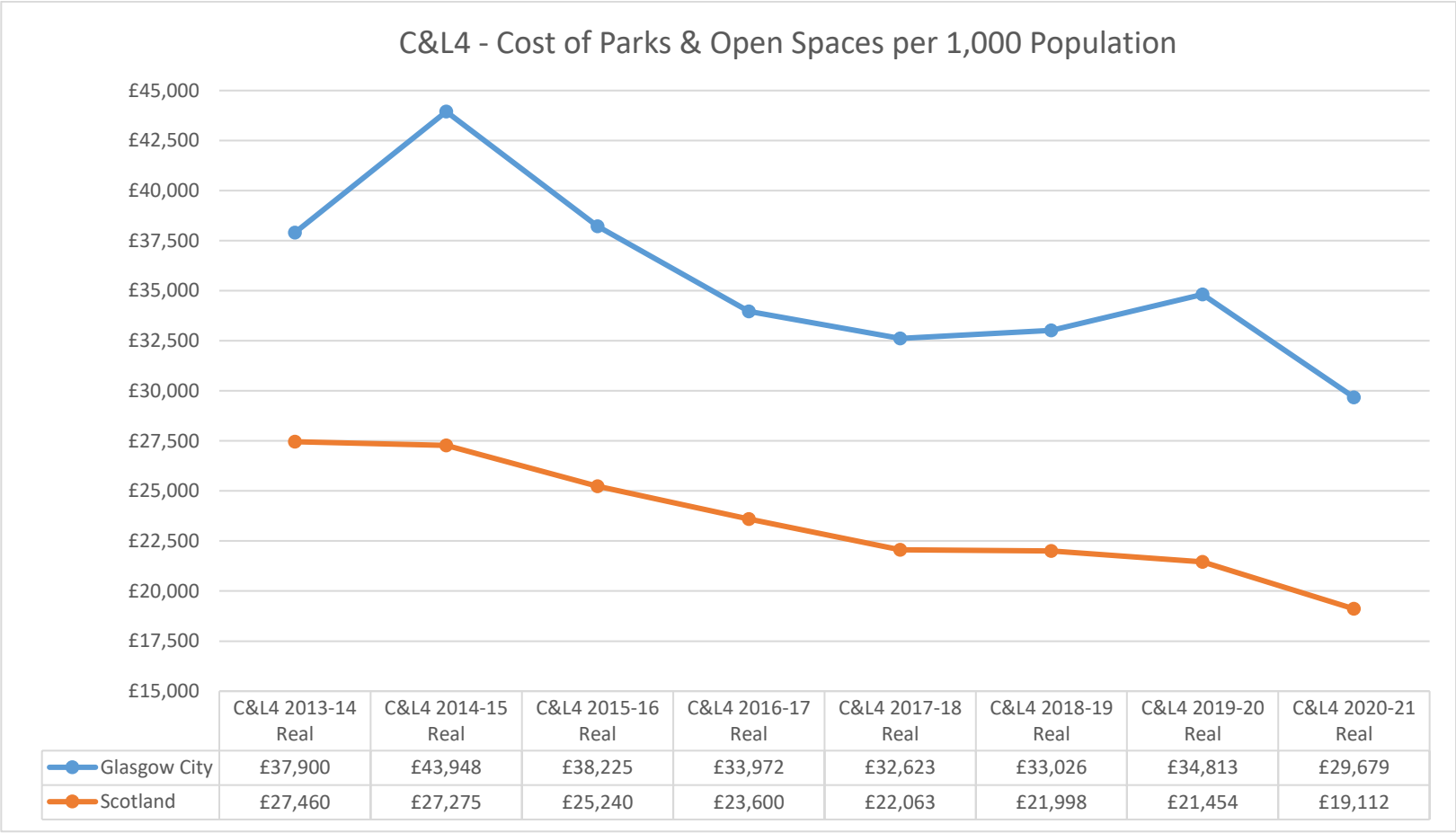




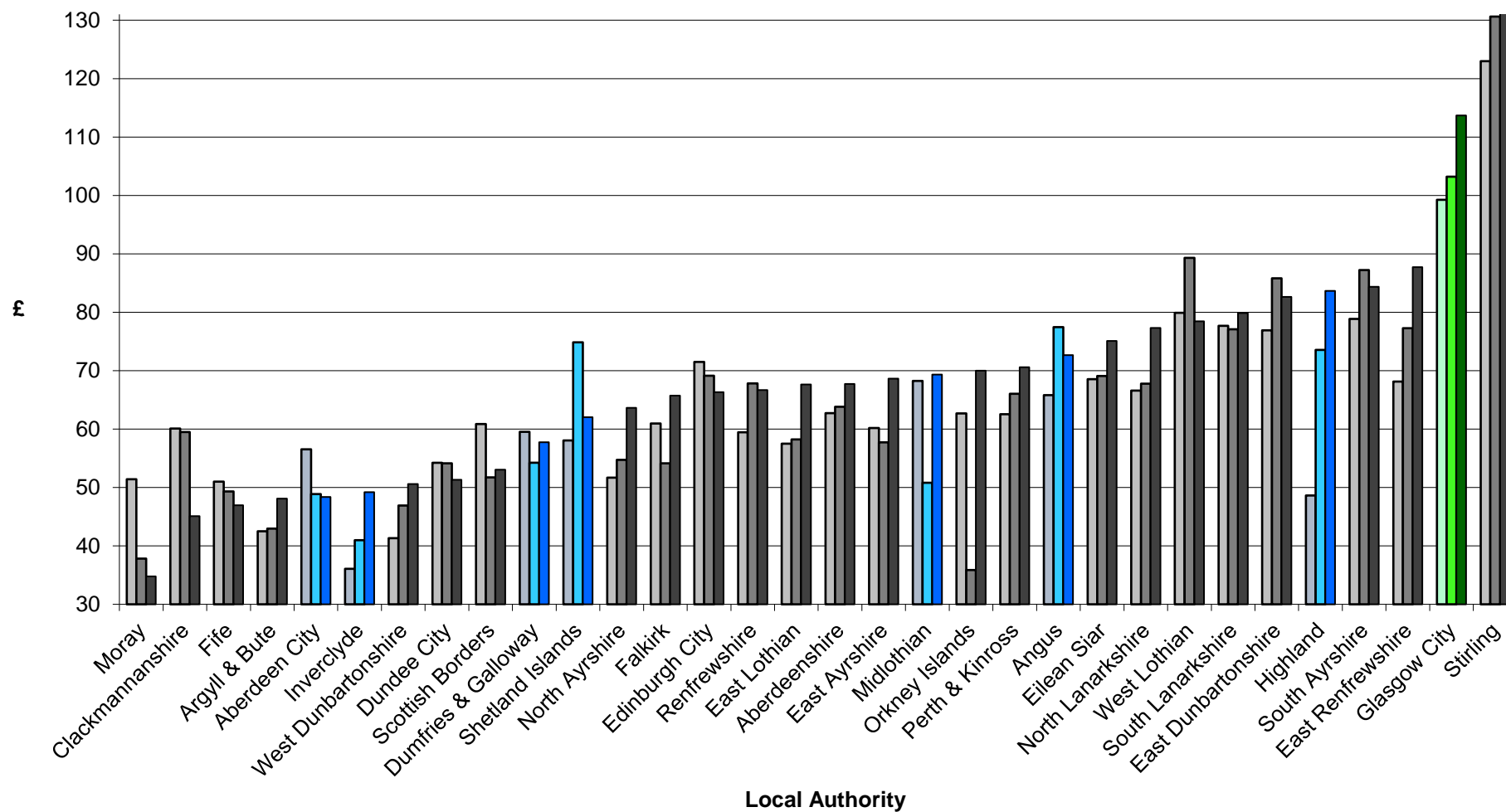


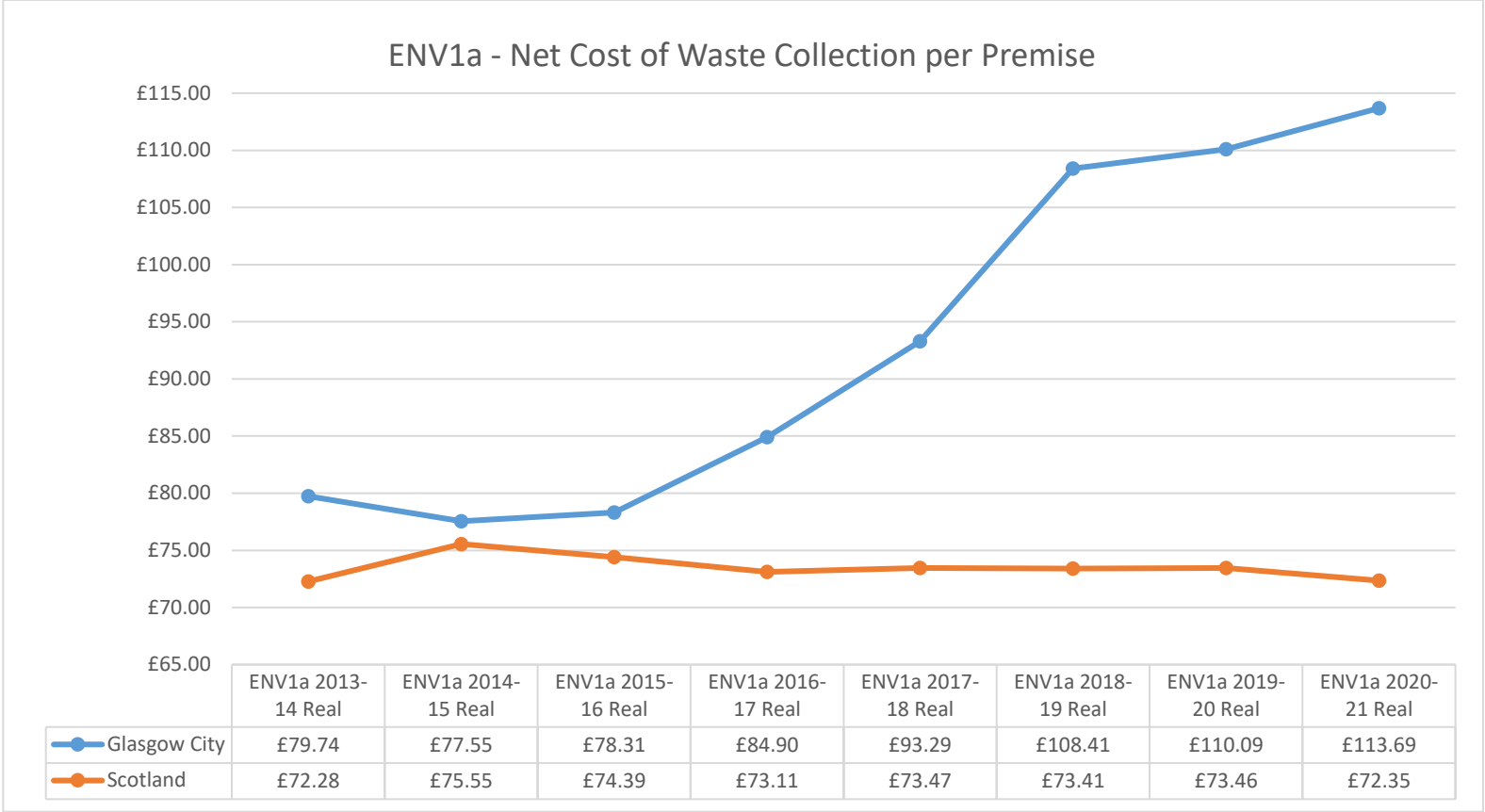
**C&L4 - Cost of Parks & Open Spaces per 1,000 Population  
2018/19, 2019/20, 2020/21**



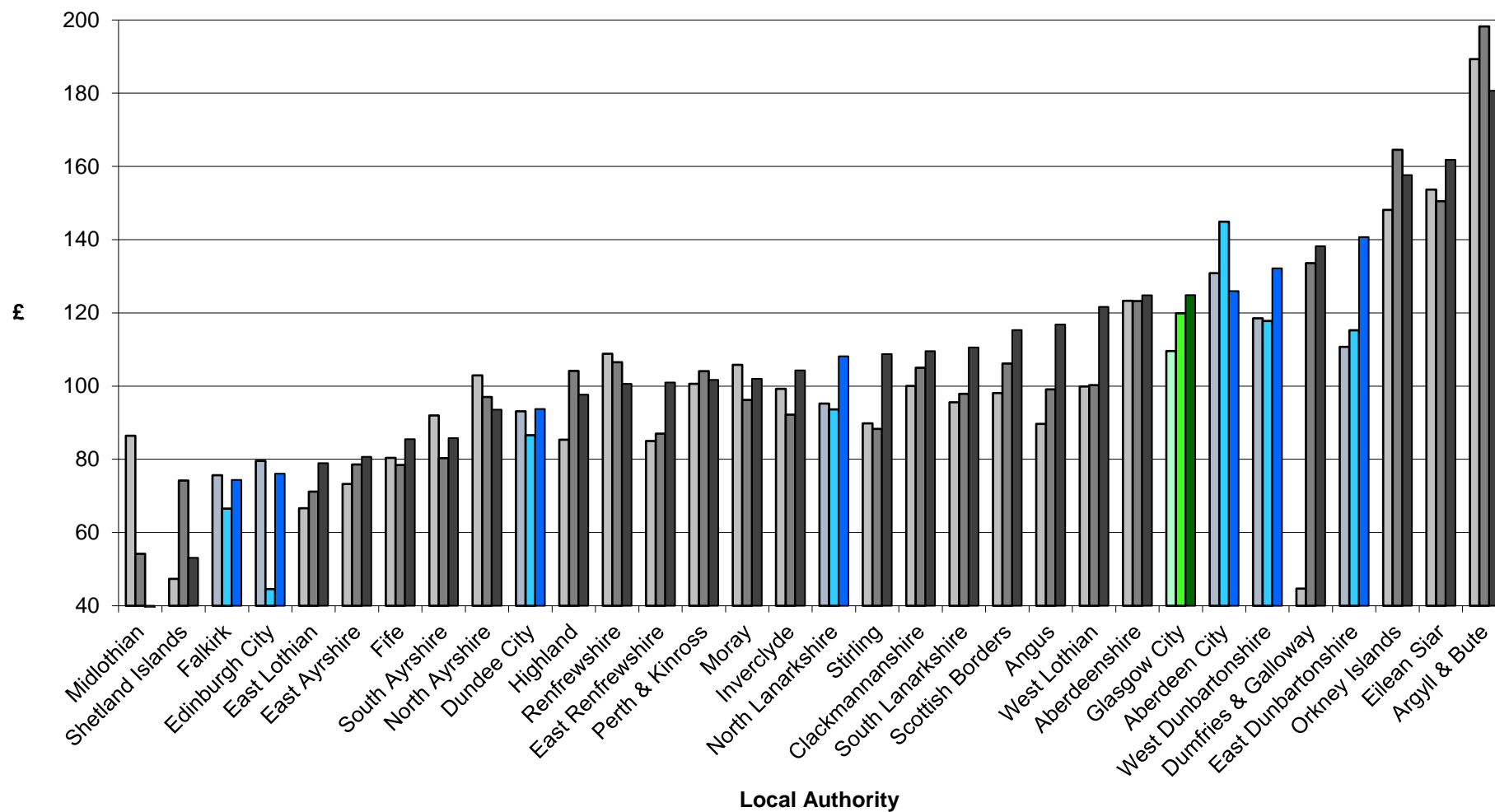


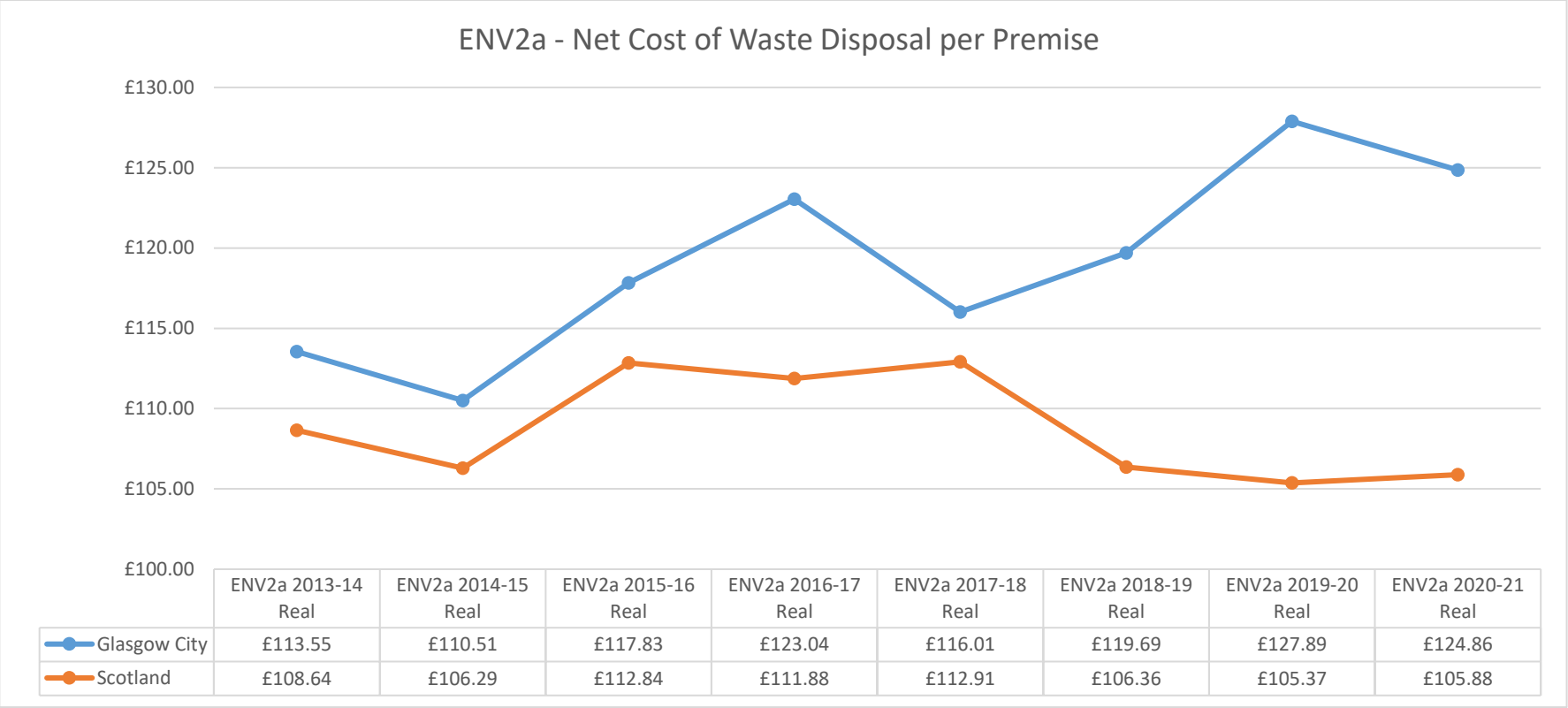
**ENV1a - Net Cost of Waste Collection per Premise  
2018/19, 2019/20, 2020/21**



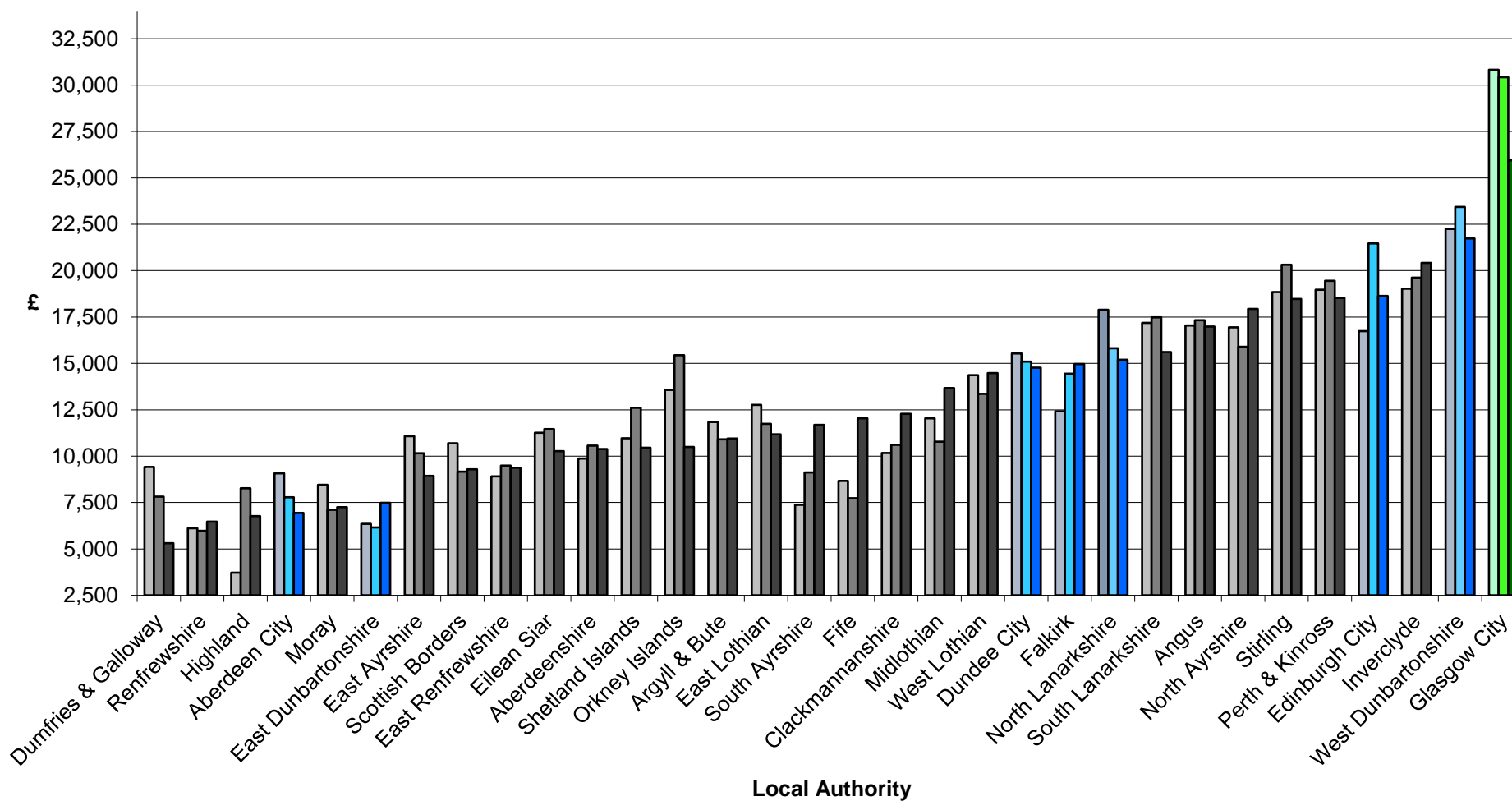


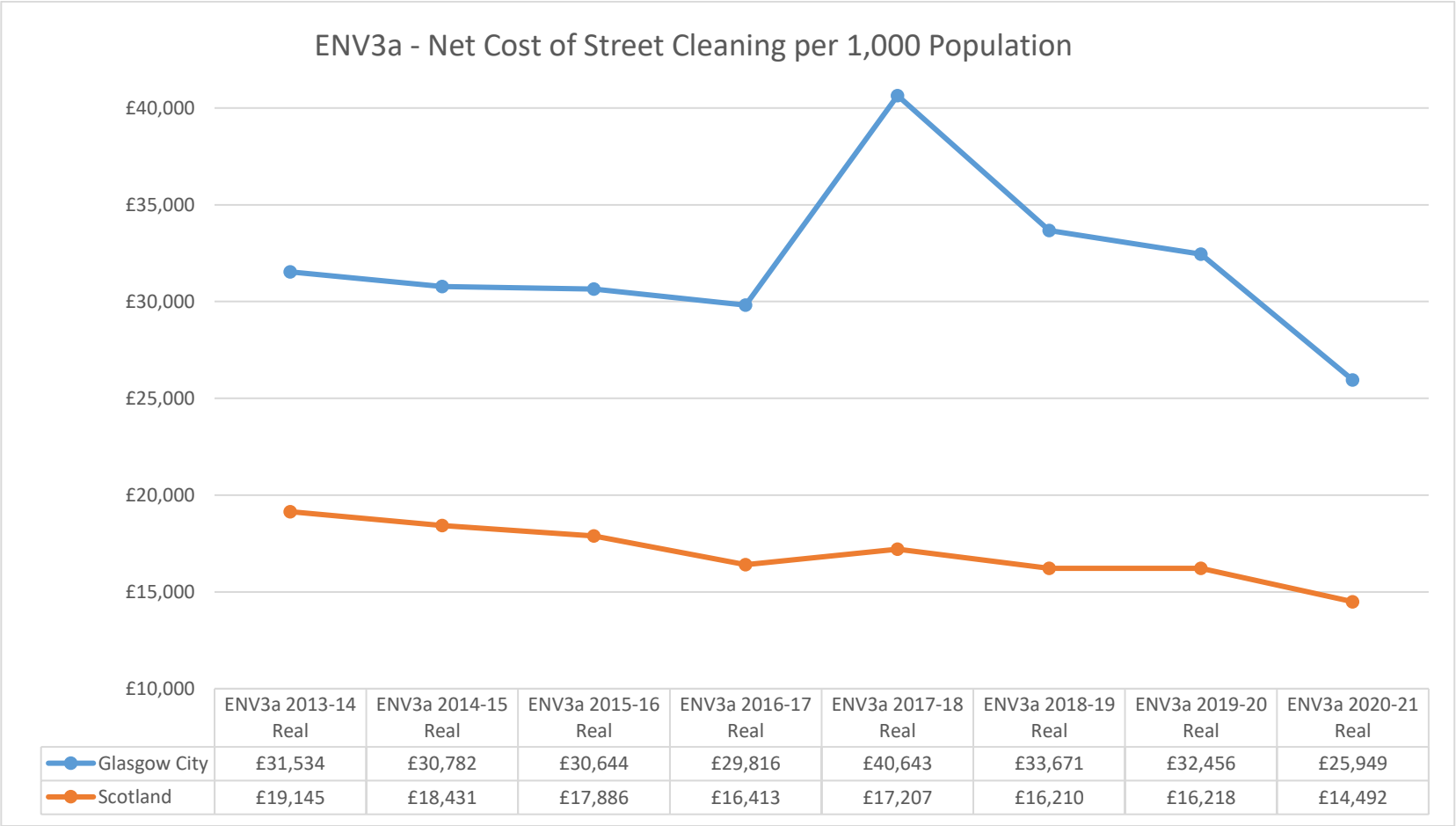
**ENV2a - Net Cost of Waste Disposal per Premise**  
**2018/19, 2019/20, 2020/21**





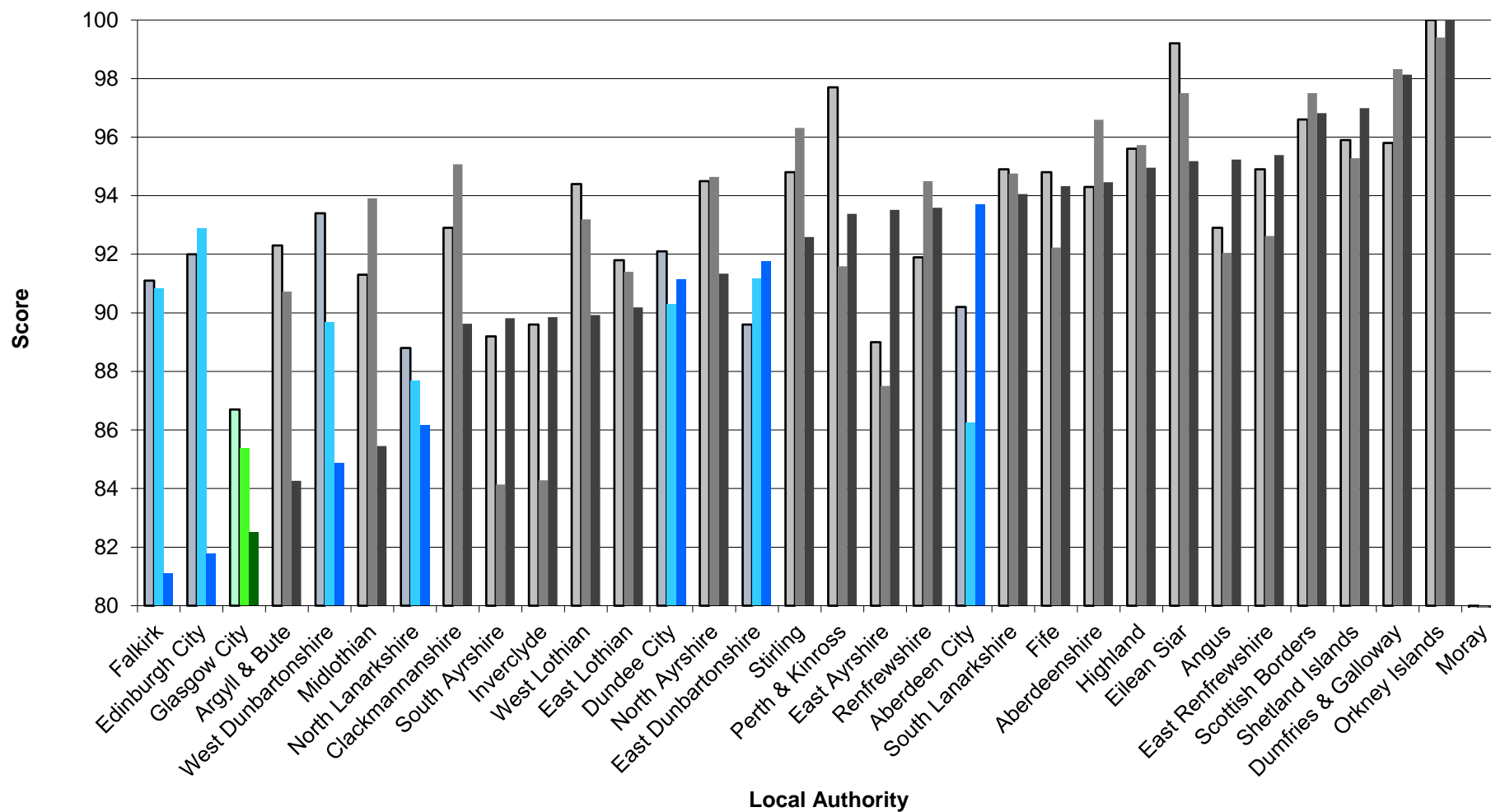
**ENV3a - Net Cost of Street Cleaning per 1,000 Population  
2018/19, 2019/20, 2020/21**

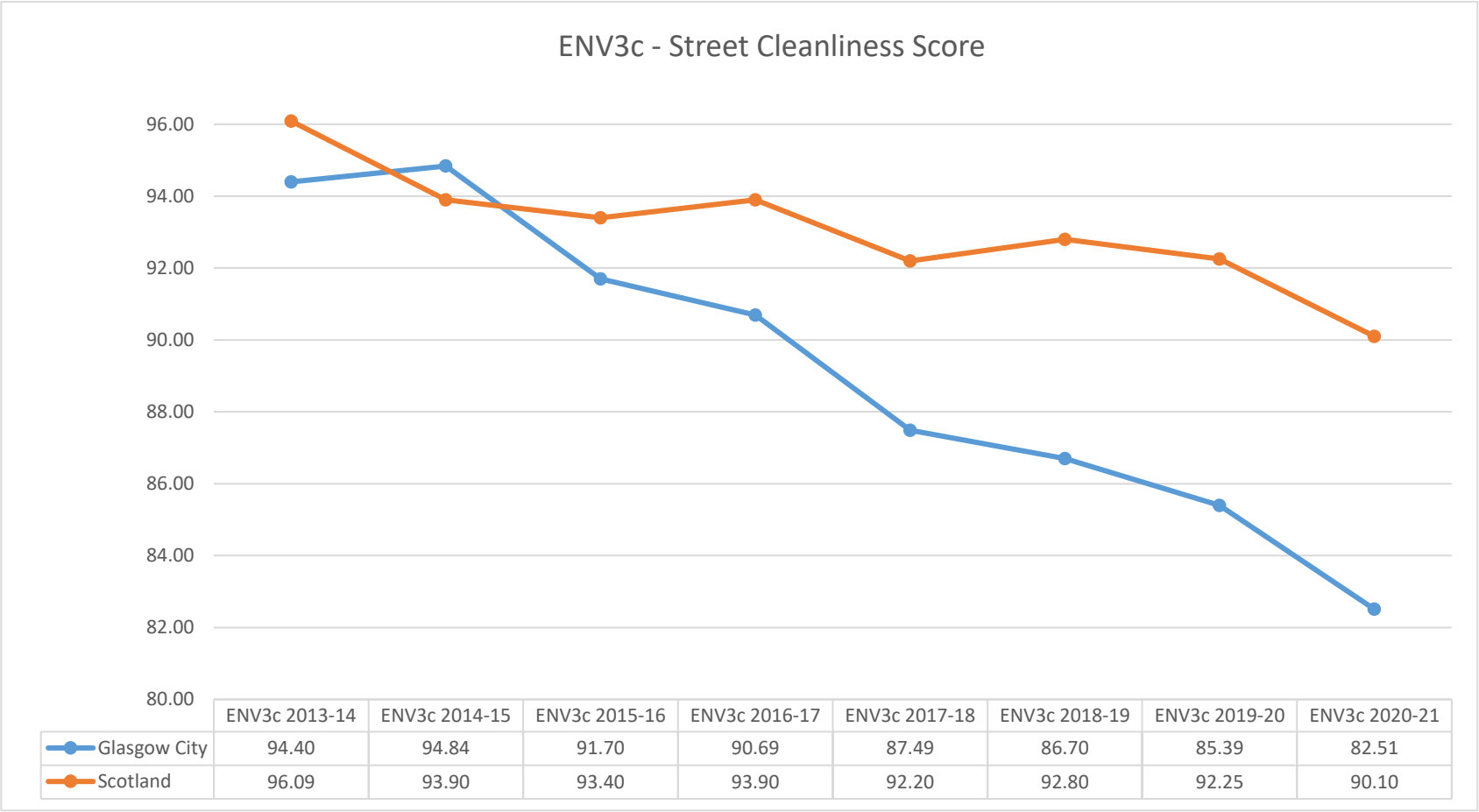




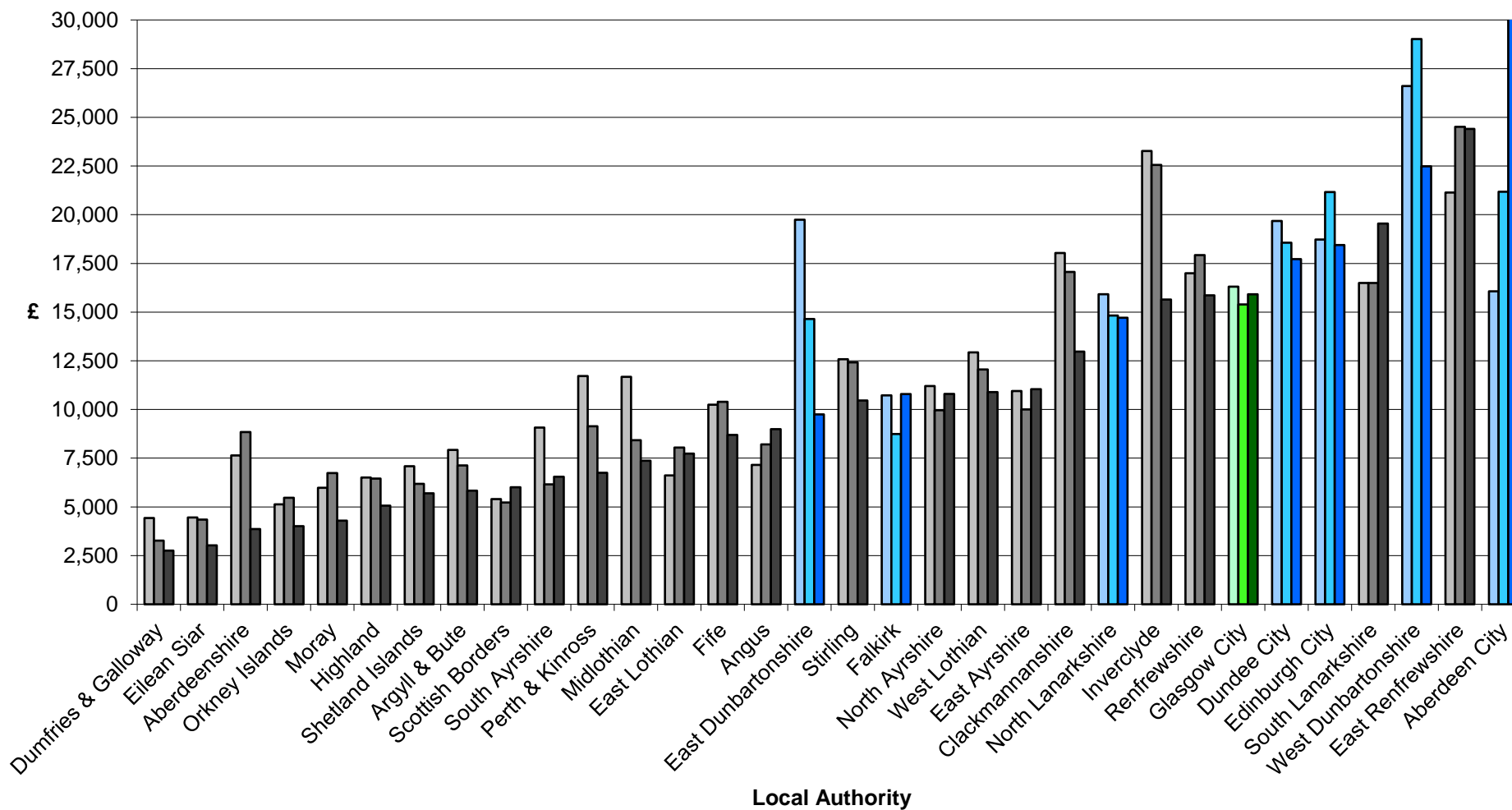


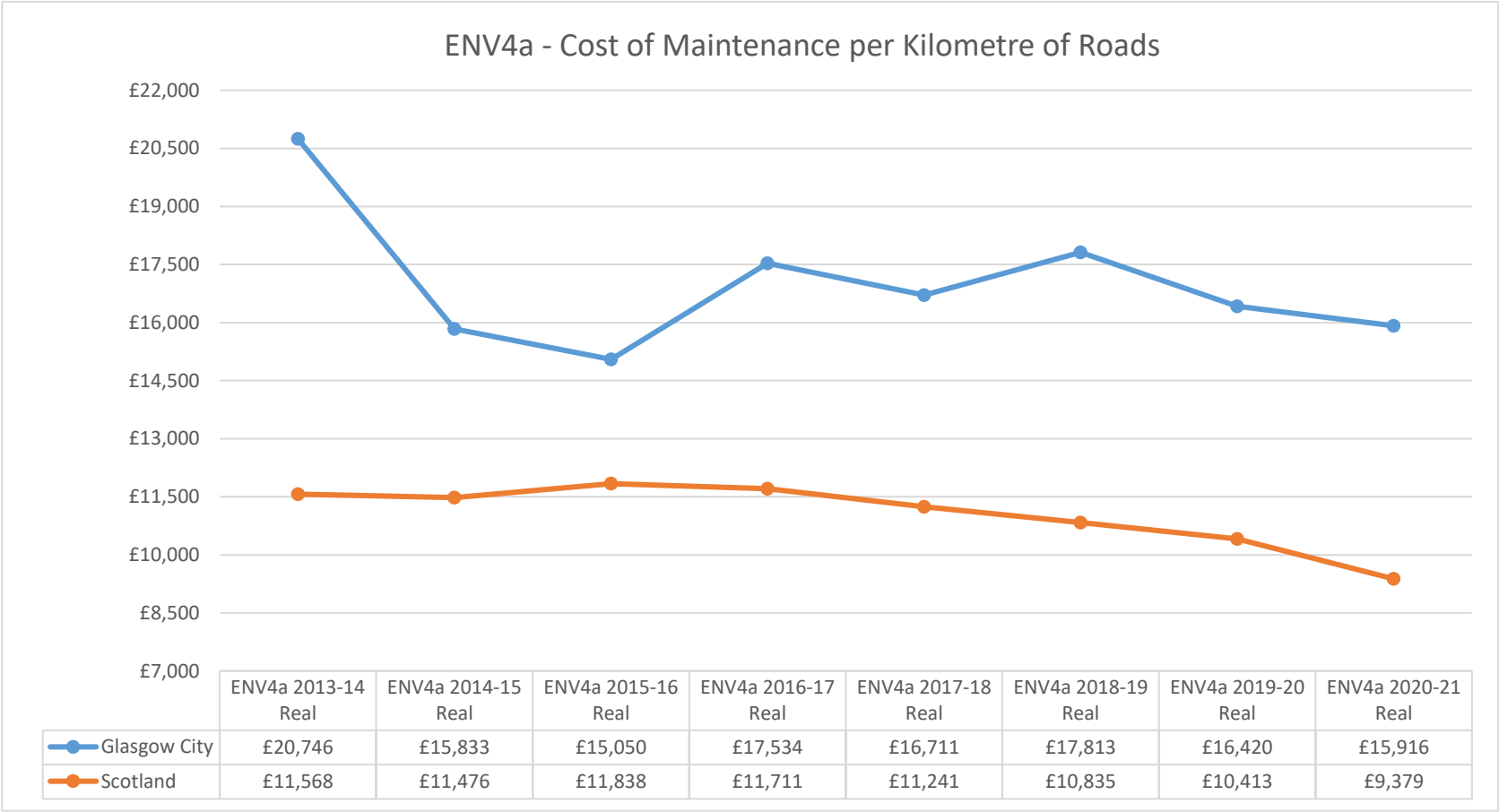
**ENV3c - Street Cleanliness Score**  
**2018/19, 2019/20, 2020/21**



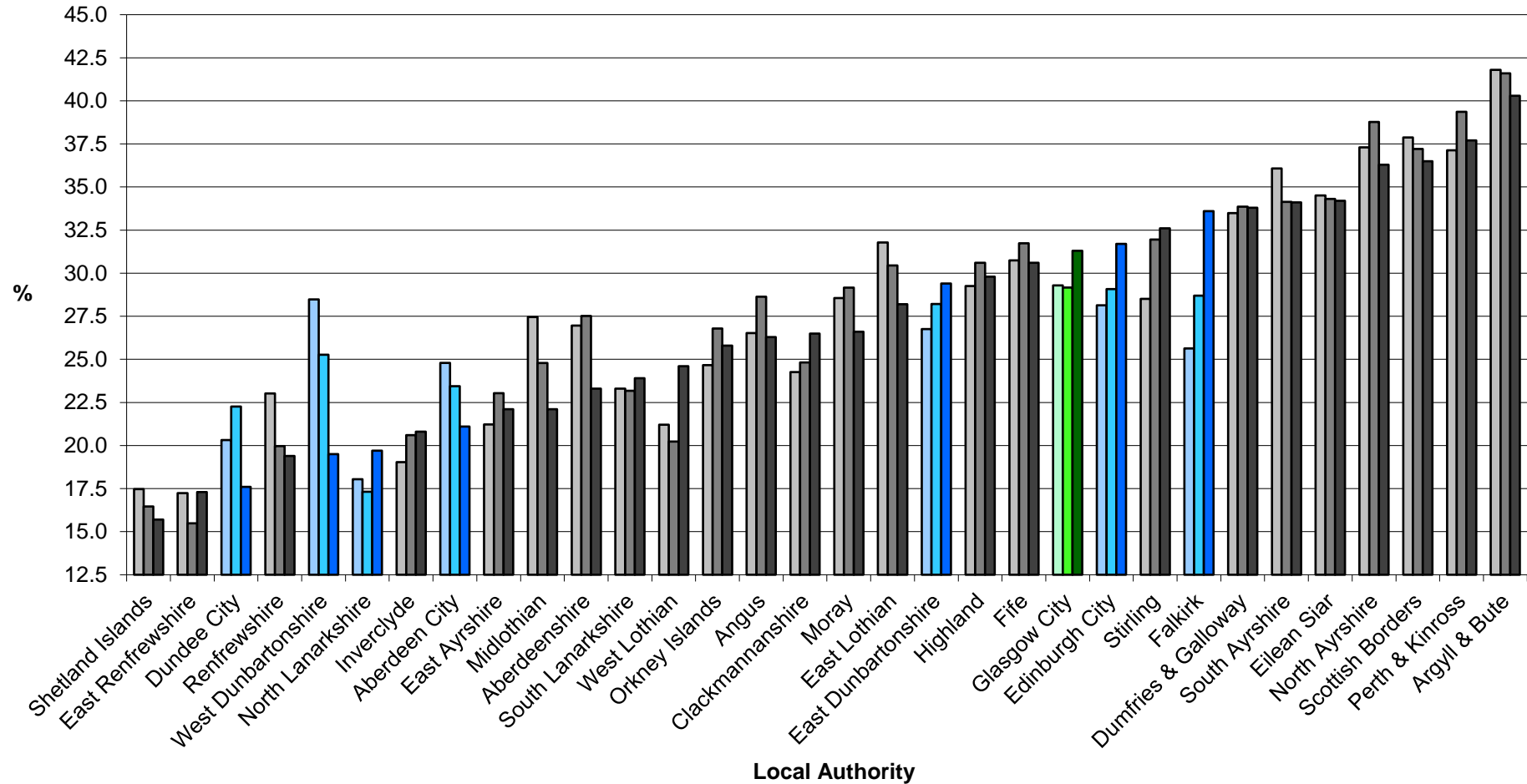


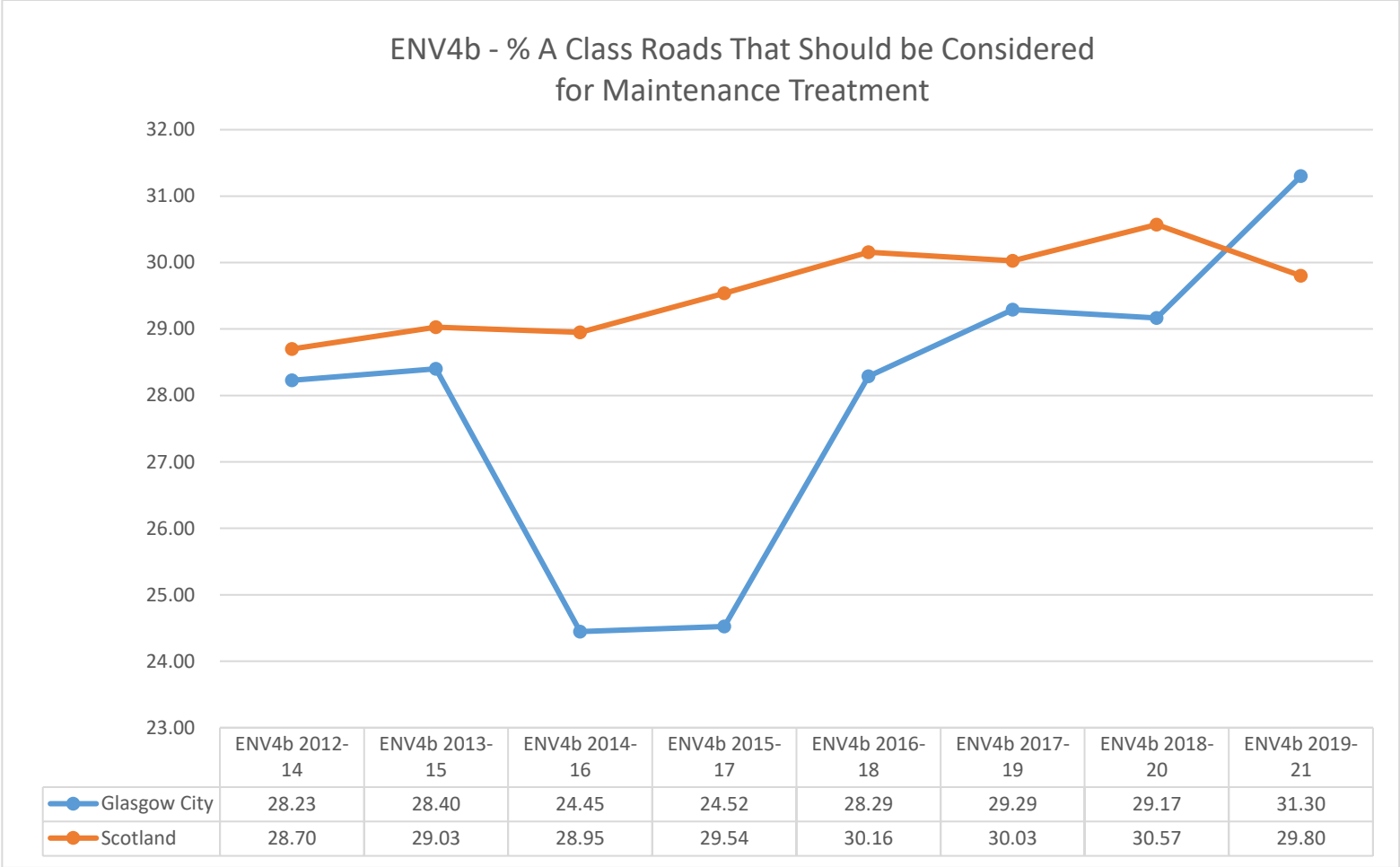
**ENV4a - Cost of Maintenance per Kilometre of Roads  
2018/19, 2019/20, 2020/21**



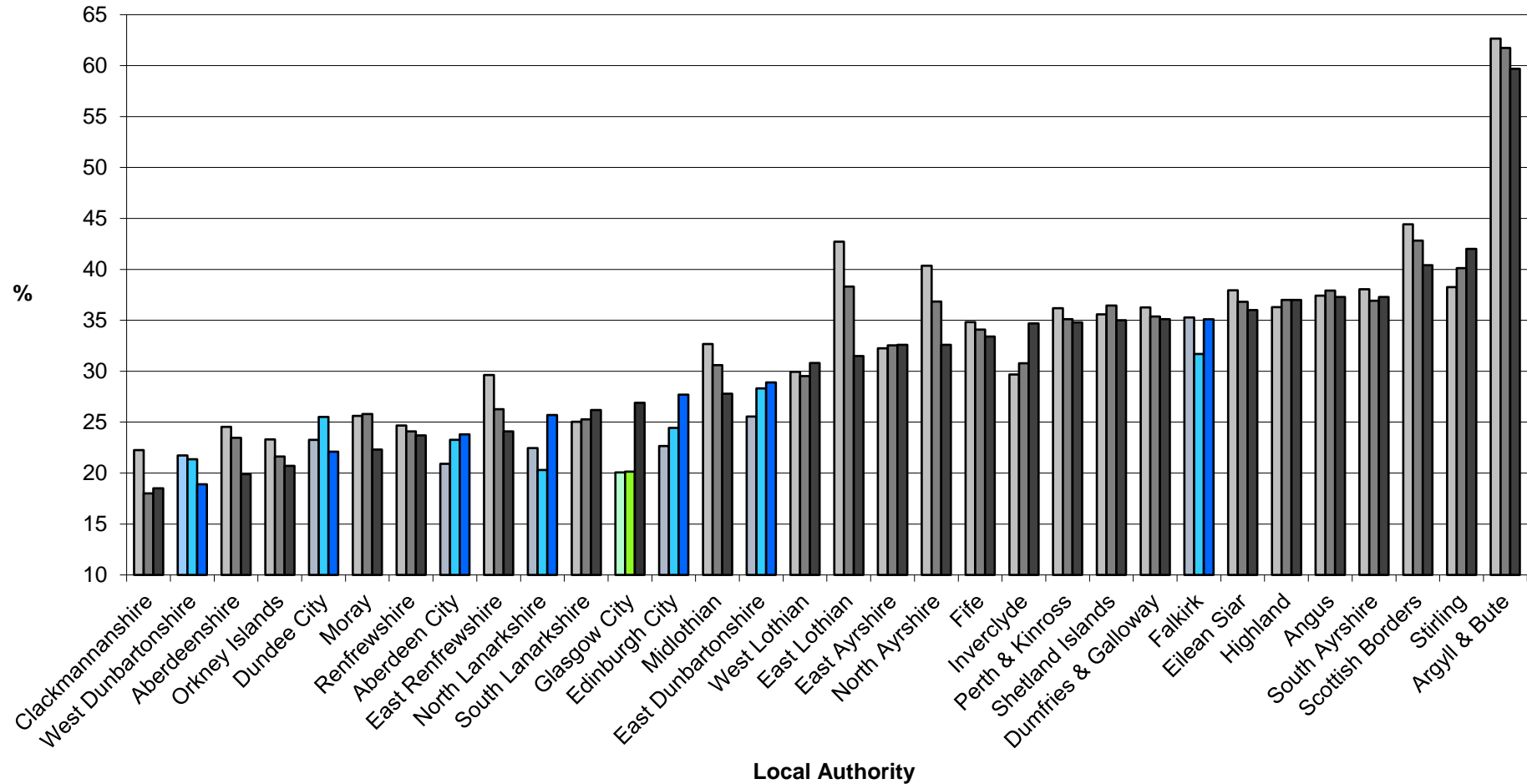


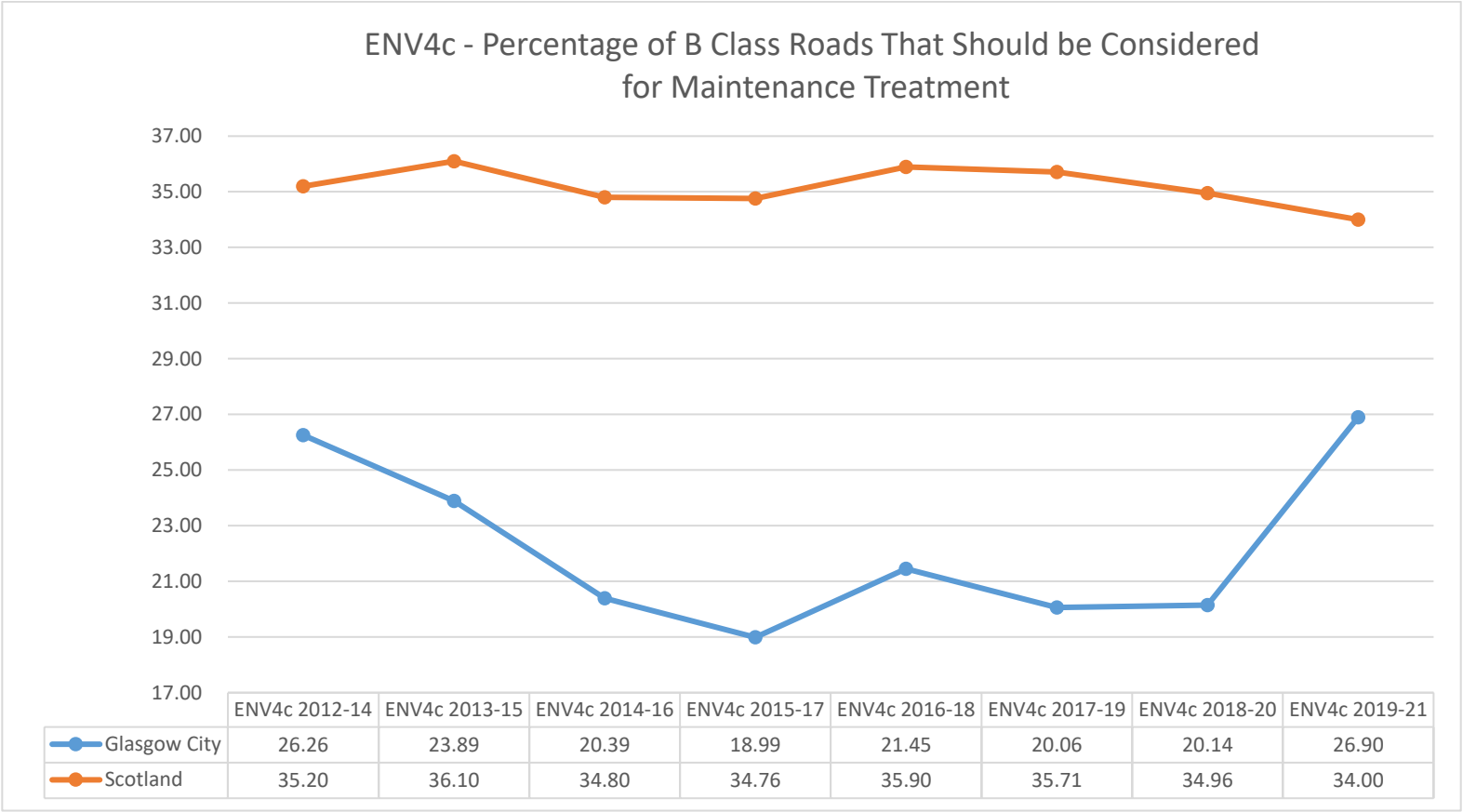
**ENV4b - Percentage A Class Roads that Should be Considered for Maintenance Treatment  
2017/19, 2018/20, 2019/21**





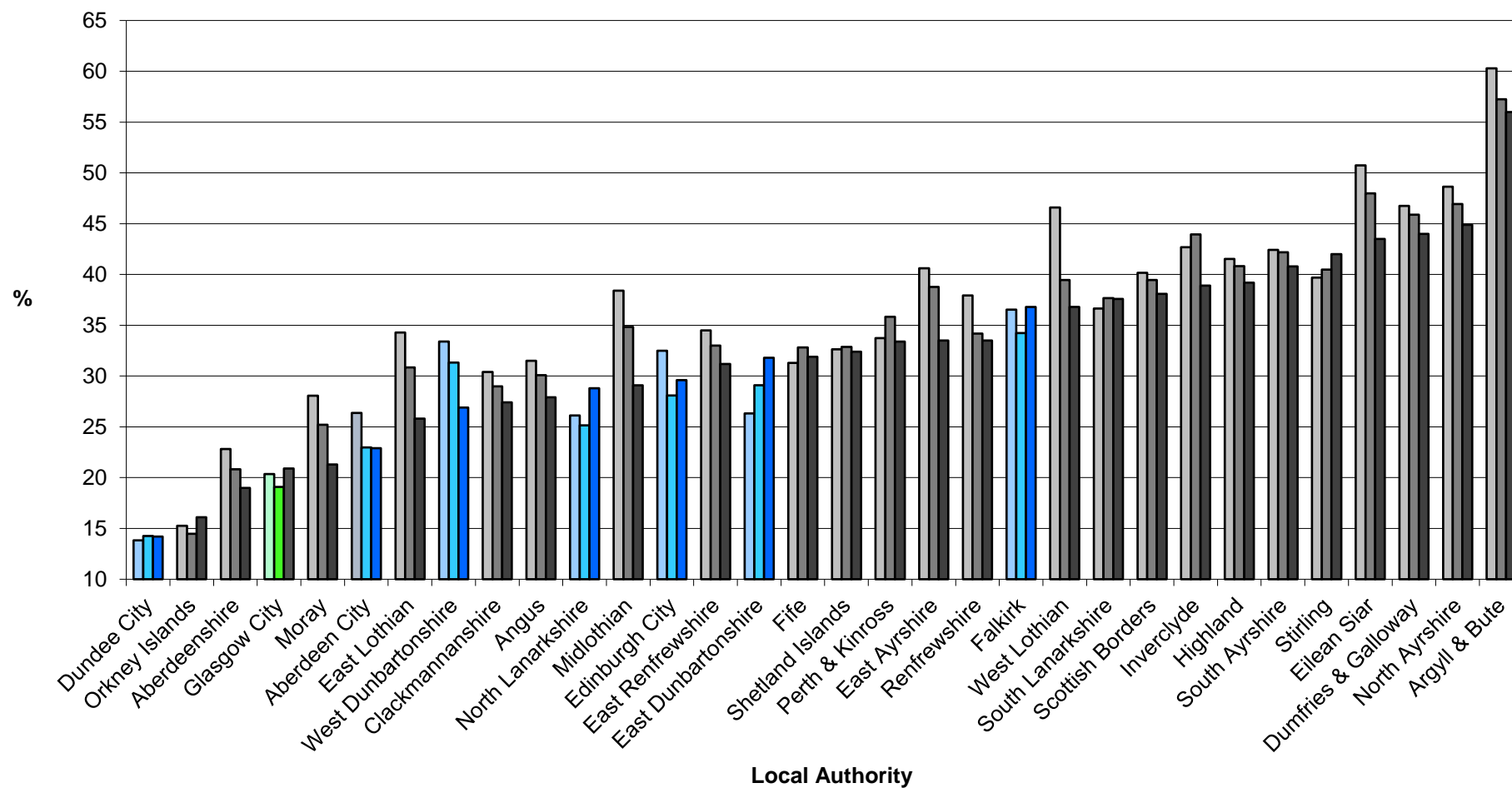
**ENV4c - Percentage B Class Roads That Should be Considered for Maintenance Treatment  
2017/19, 2018/20, 2019/21**

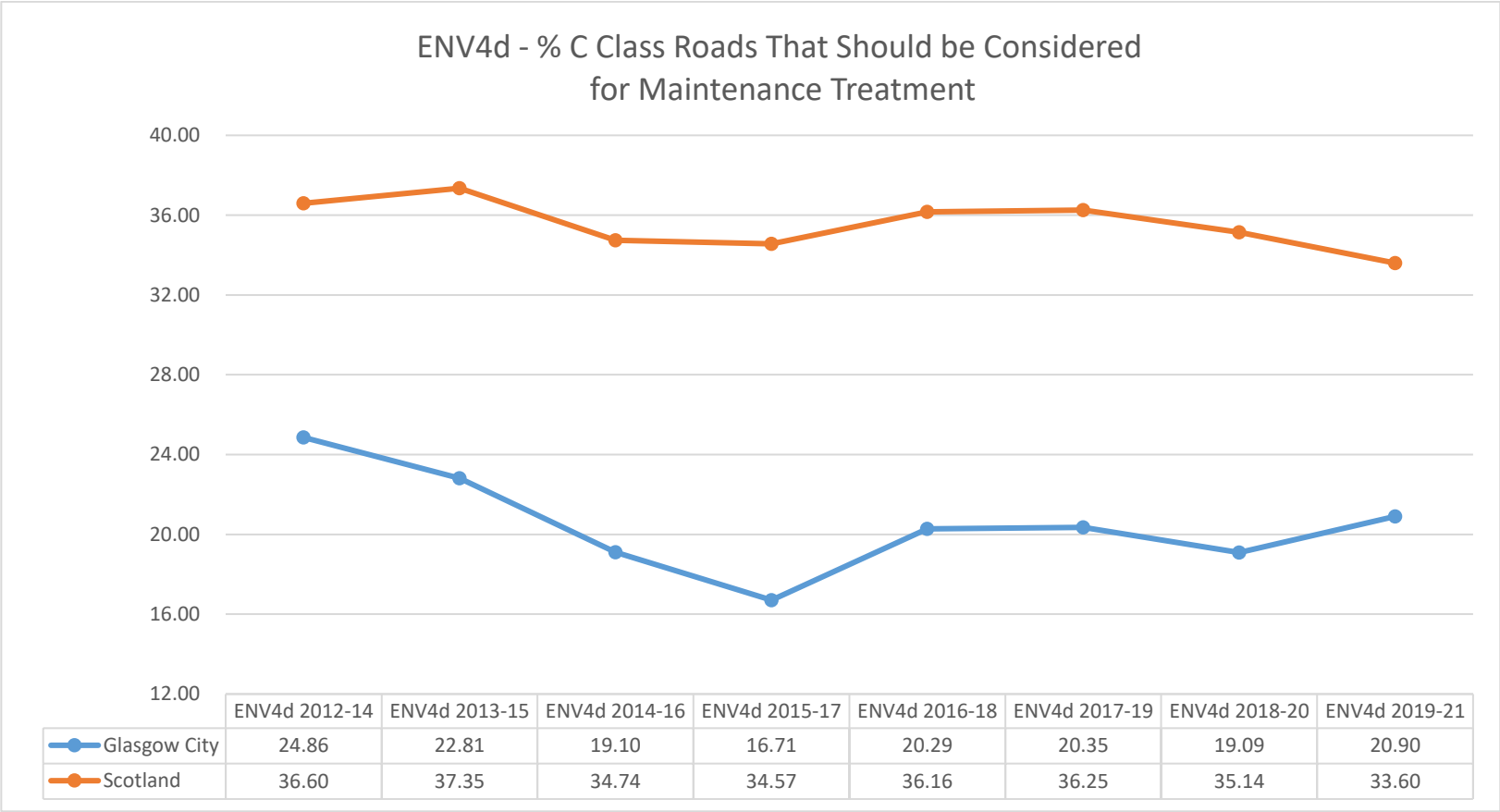




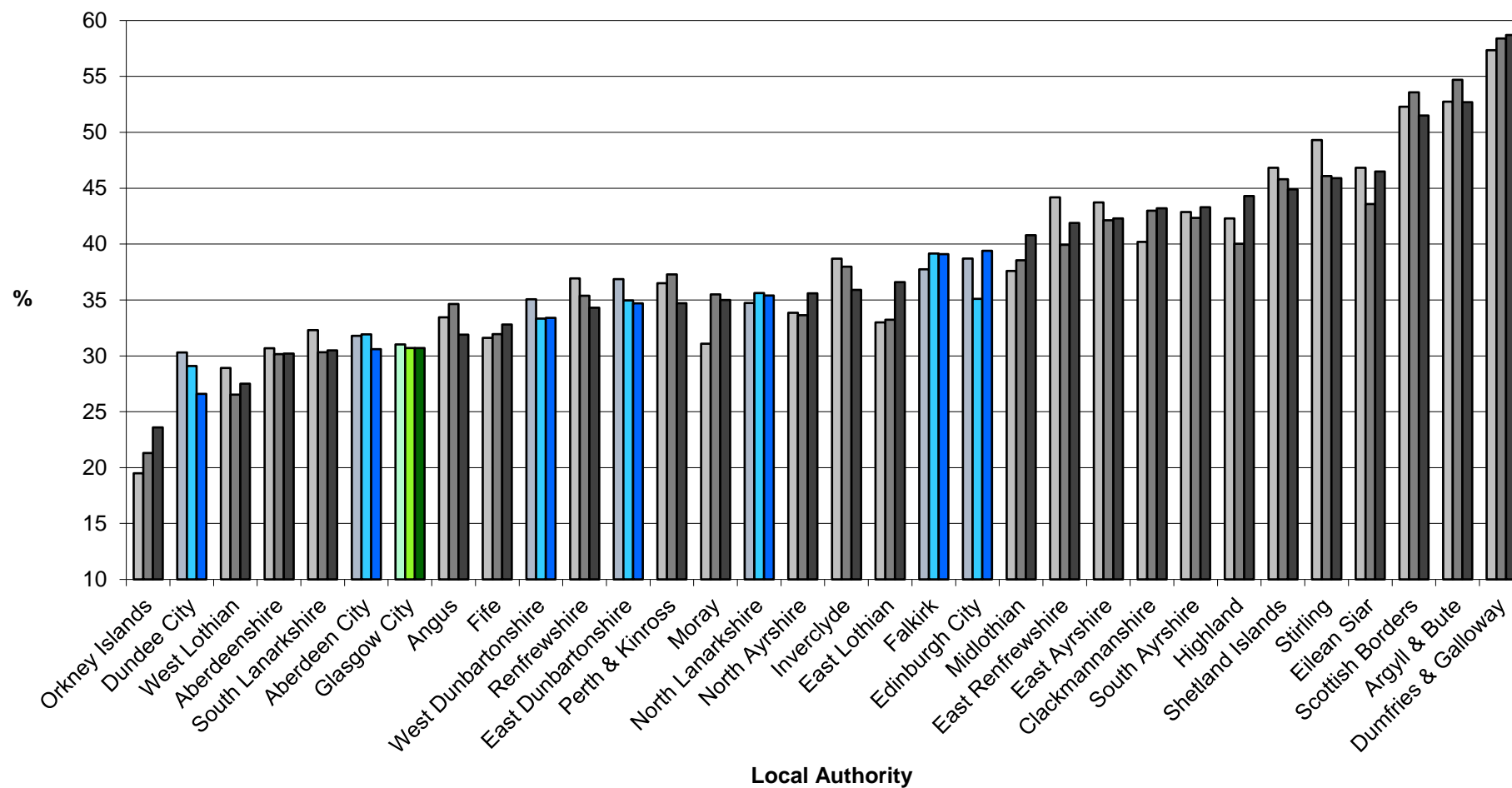


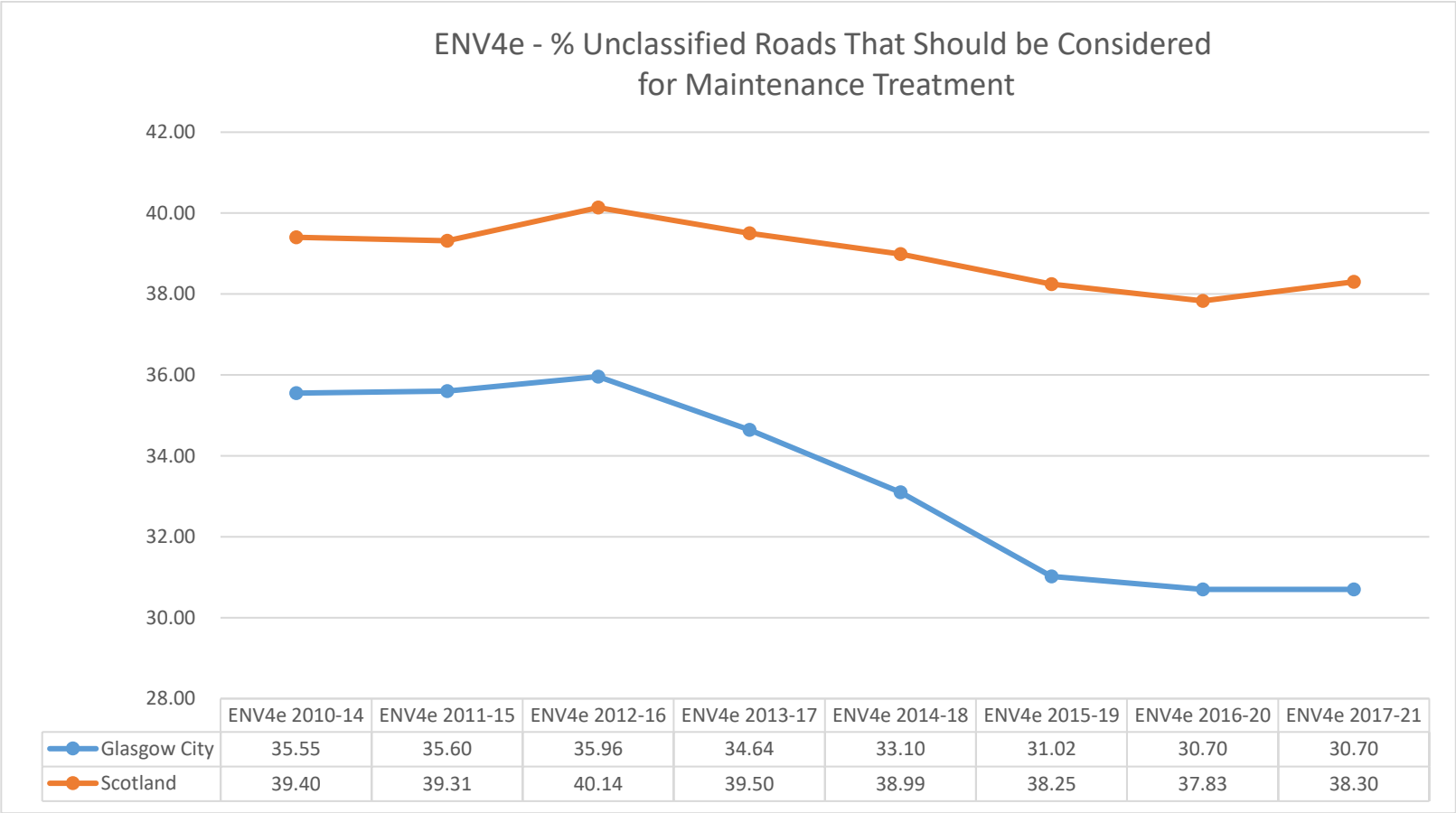
**ENV4d - Percentage C Class Roads That Should be Considered for Maintenance Treatment  
2017/19, 2018/20, 2019/21**



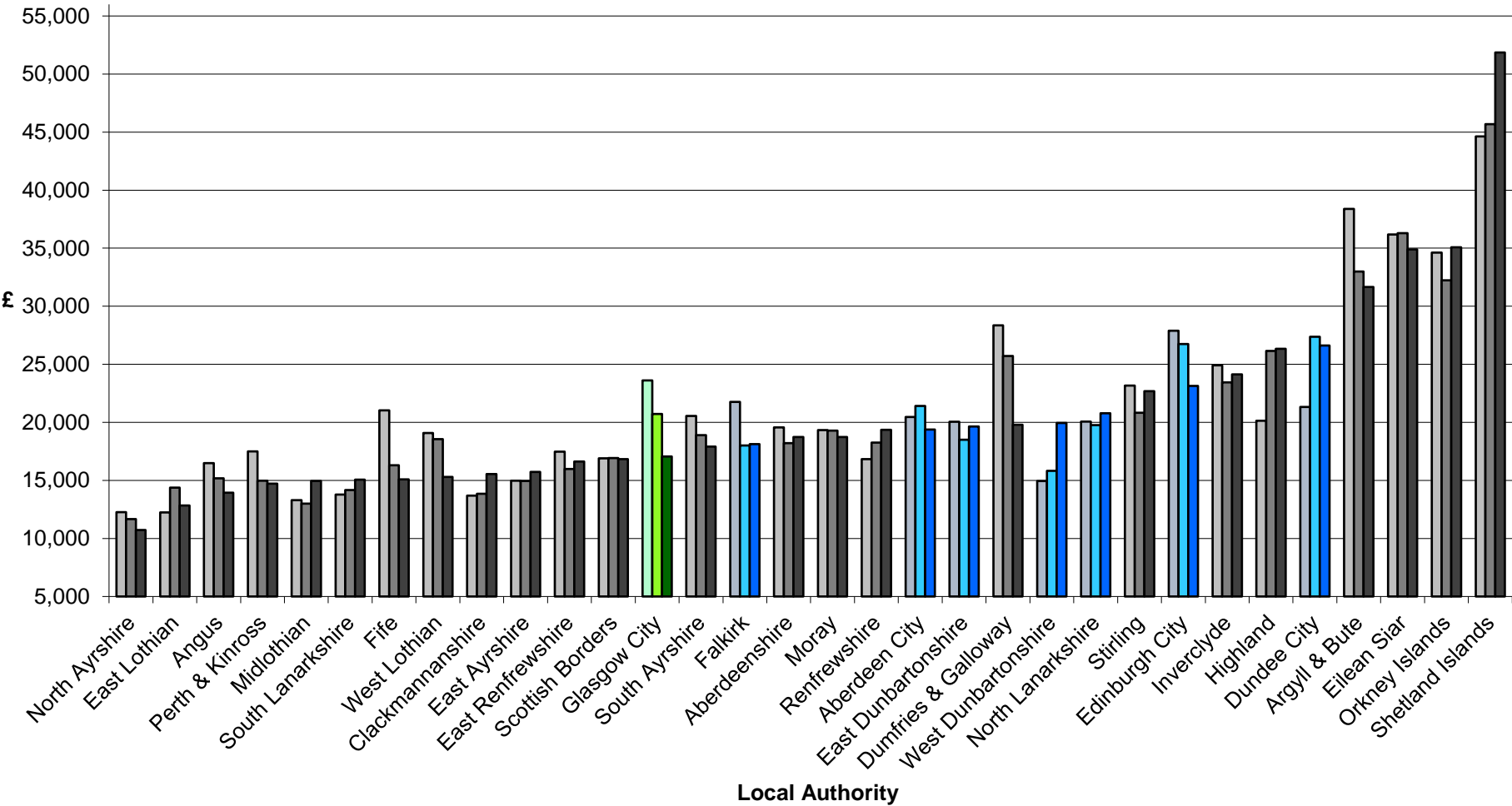


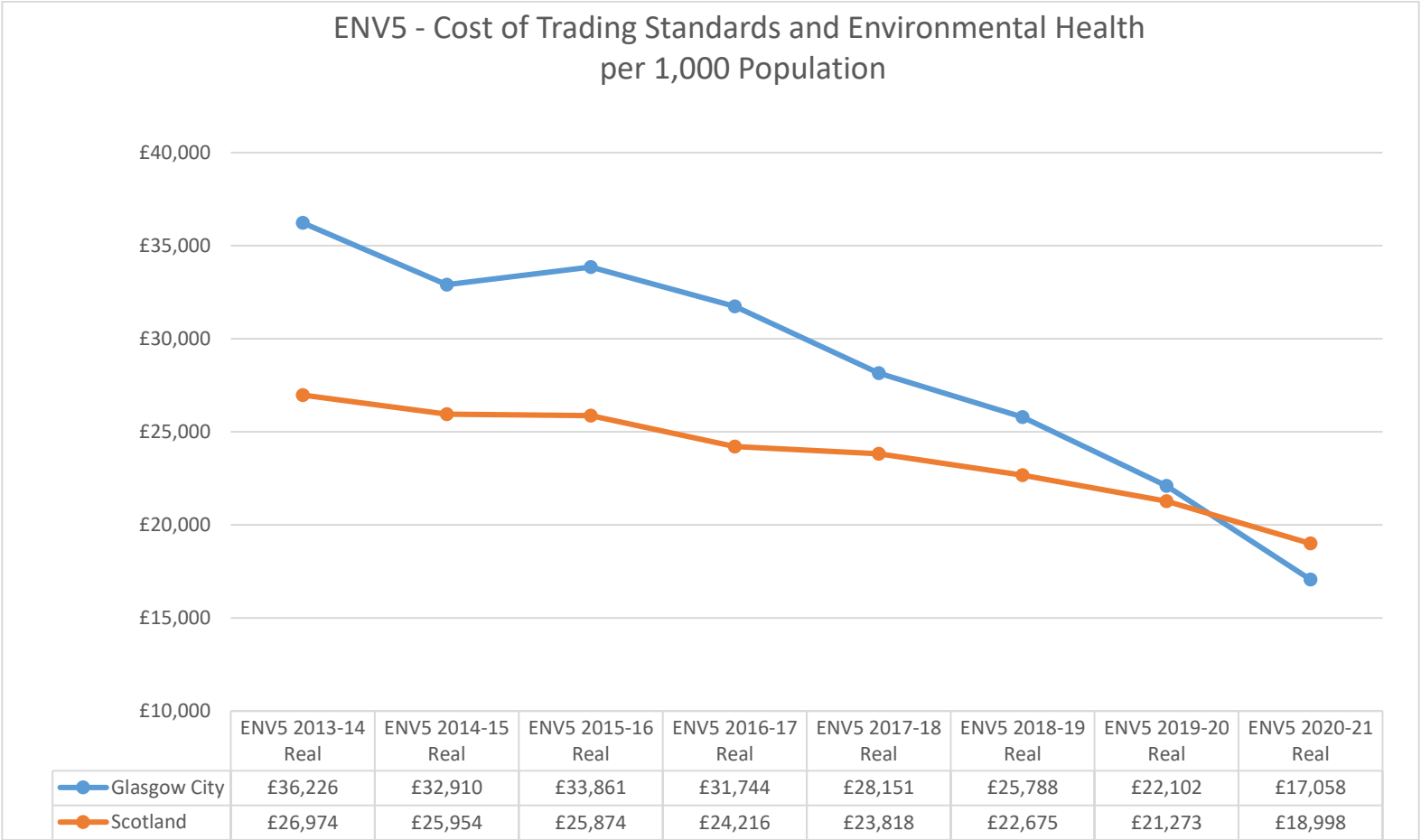
**ENV4e - Percentage Unclassified Roads That Should be Considered for Maintenance Treatment  
2015/19, 2016/20, 2017/21**



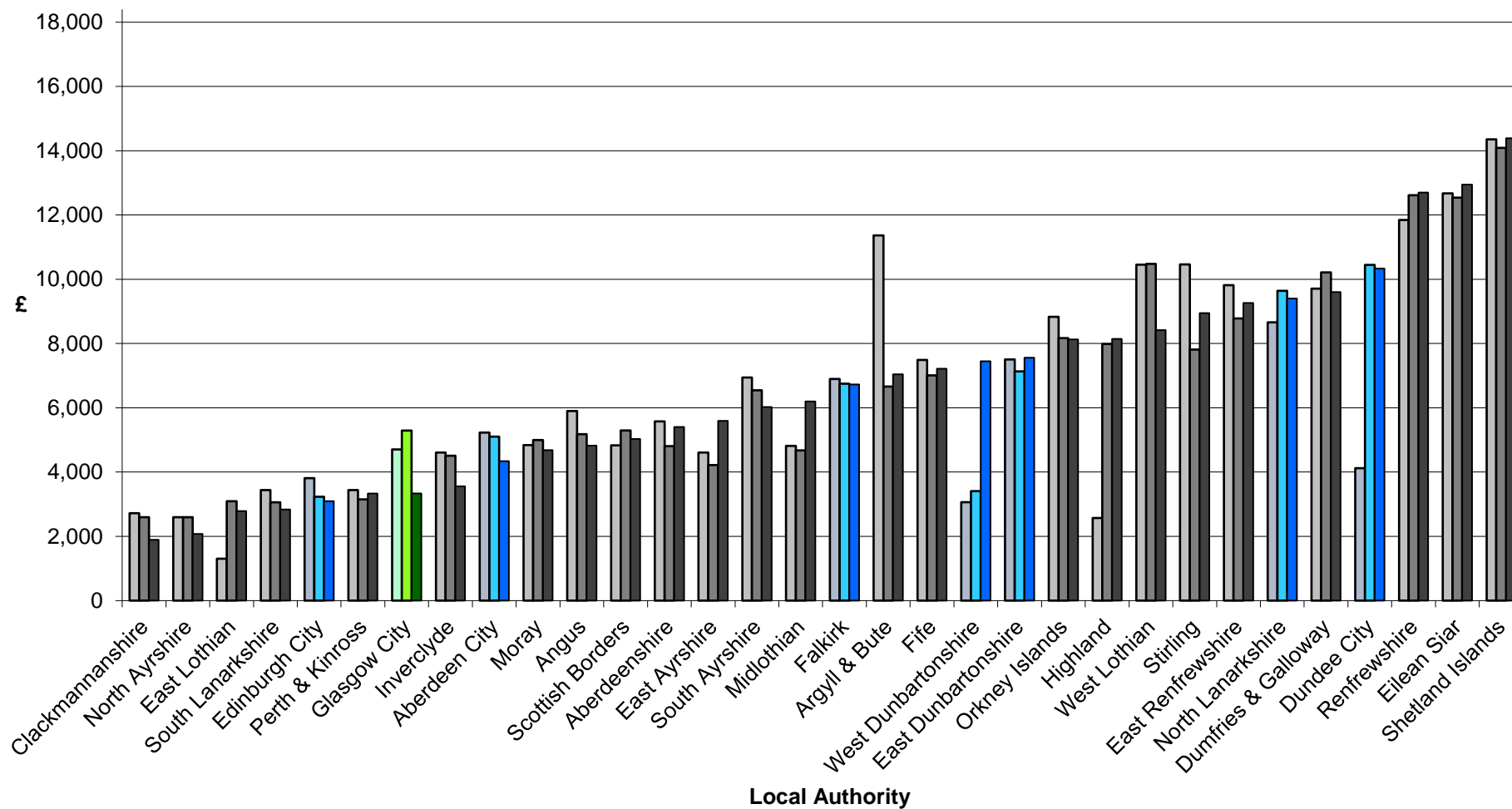


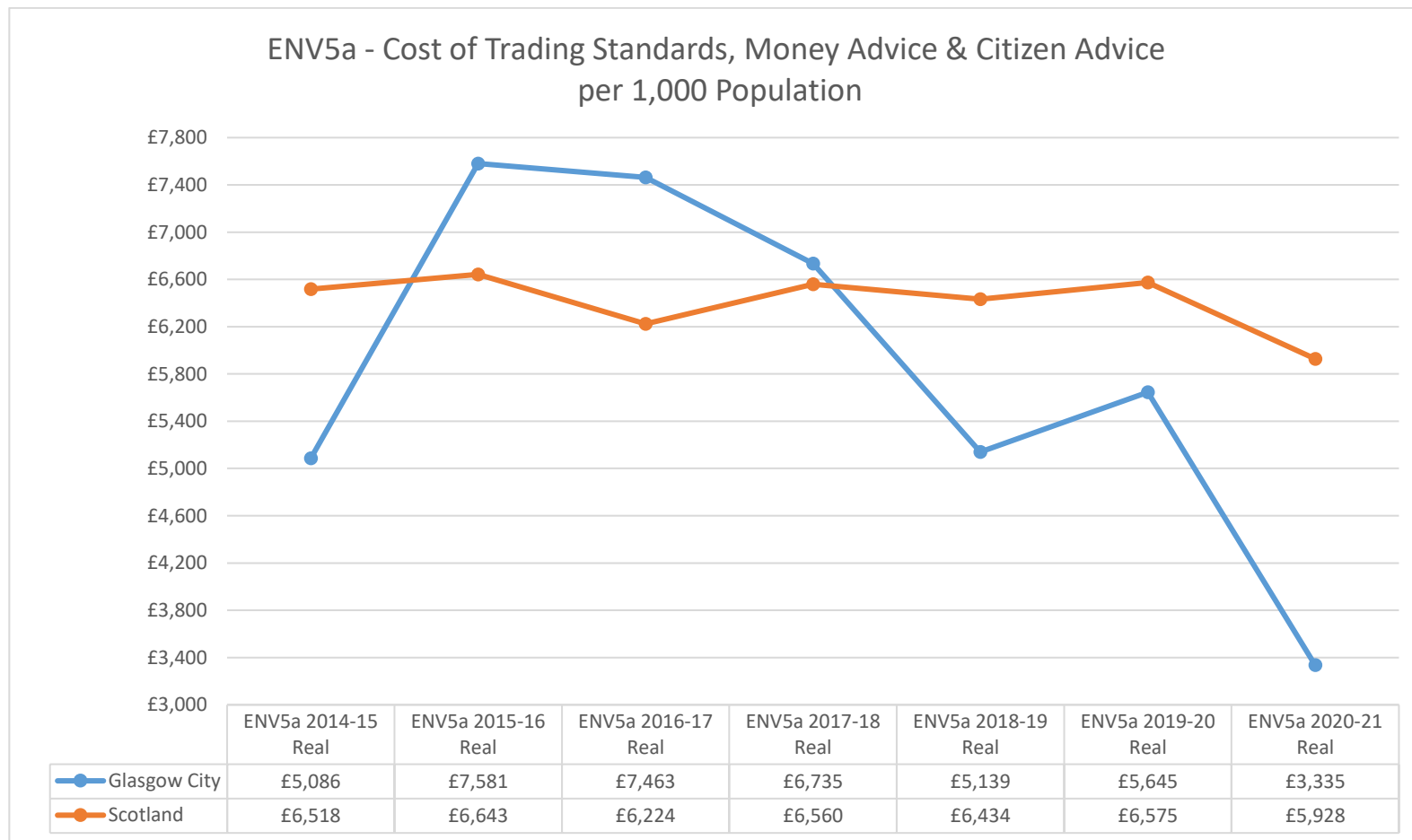
ENV5 - Cost of Trading Standards and Environmental Health per 1,000 Population  
2018/19, 2019/20, 2020/21





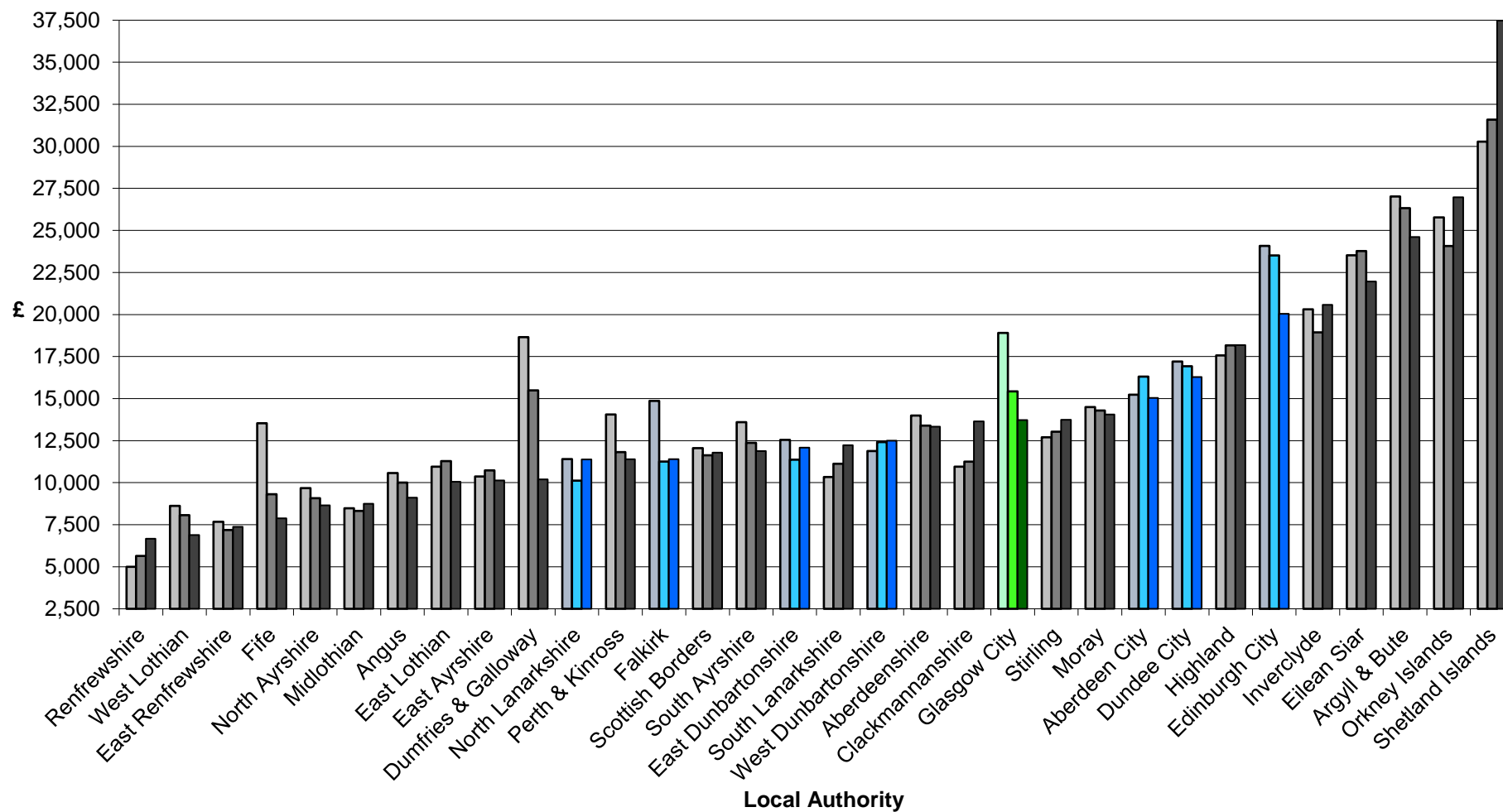
**ENV5a - Cost of Trading Standards, Money Advice & Citizen Advice per 1,000 Population  
2018/19, 2019/20, 2020/21**

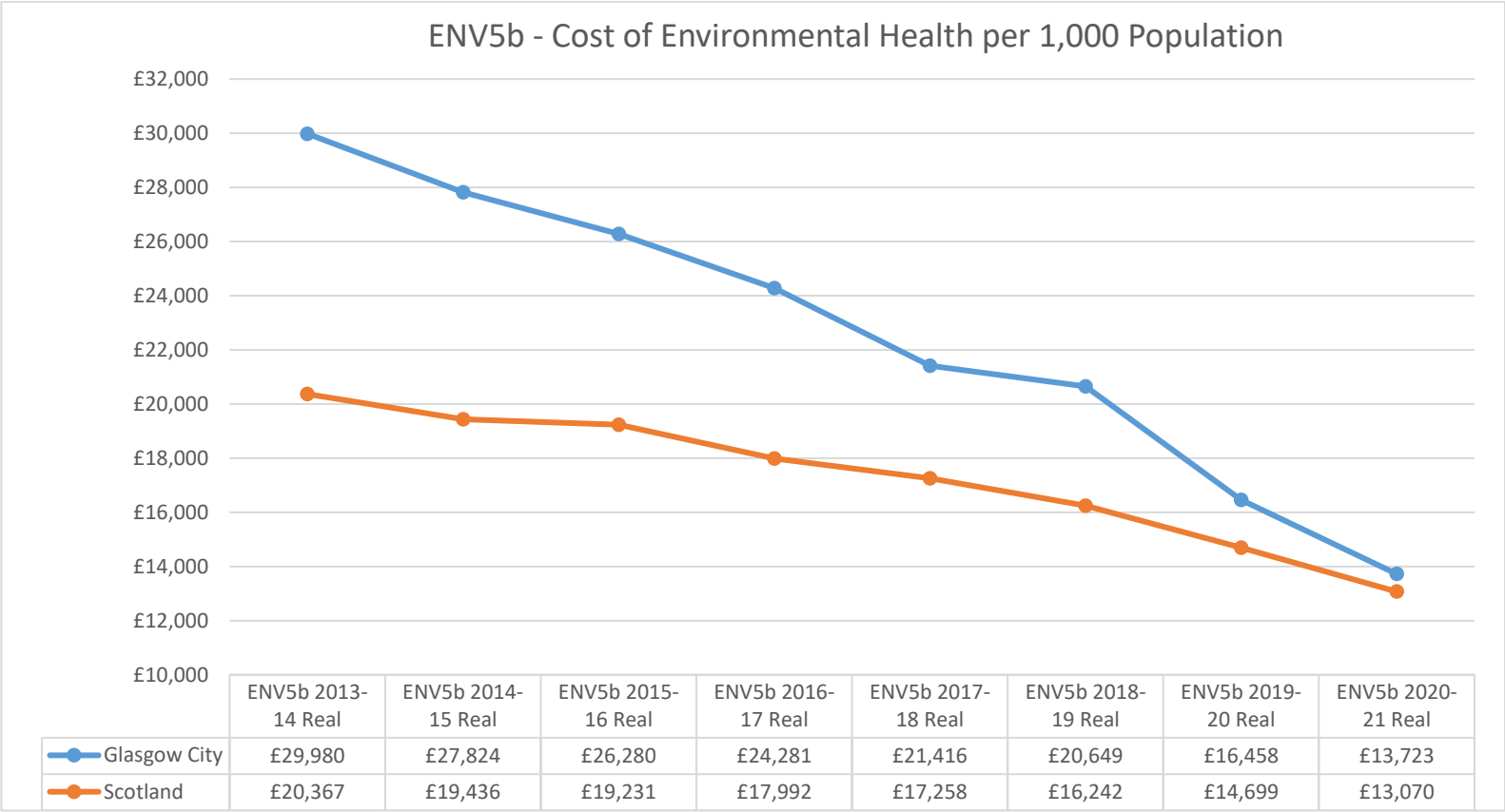




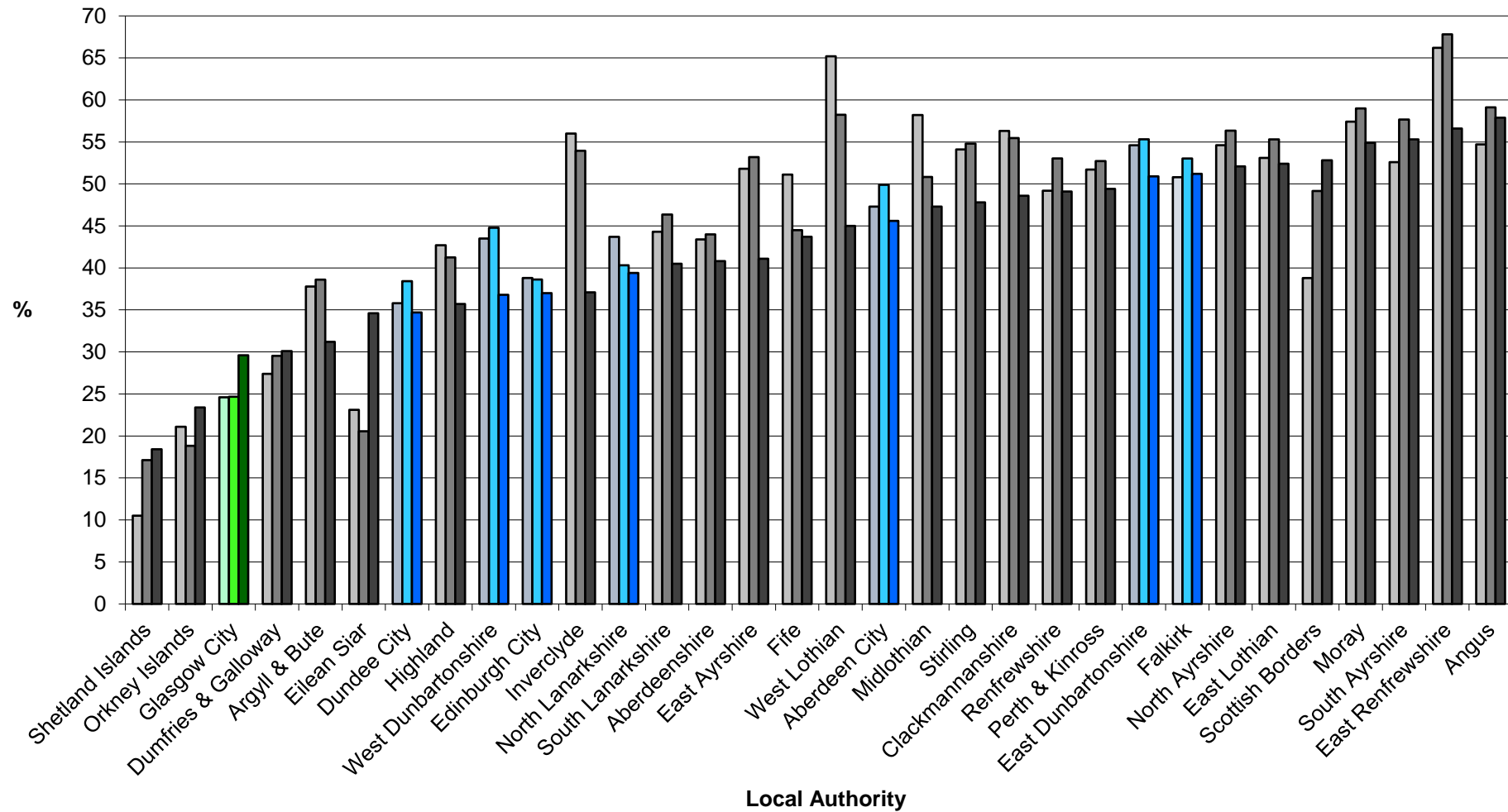


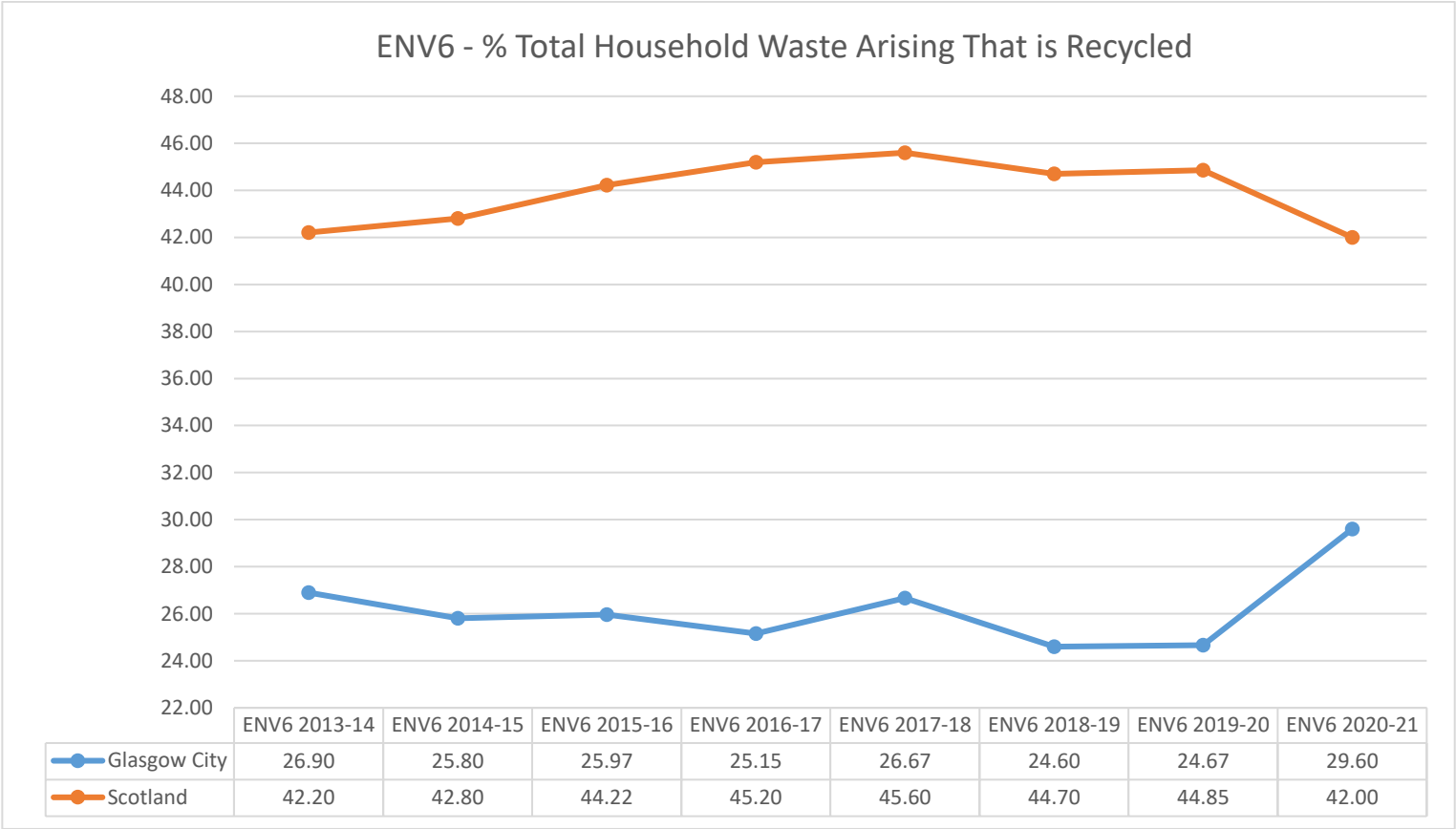
**ENV5b - Cost of Environmental Health per 1,000 Population  
2018/19, 2019/20, 2020/21**



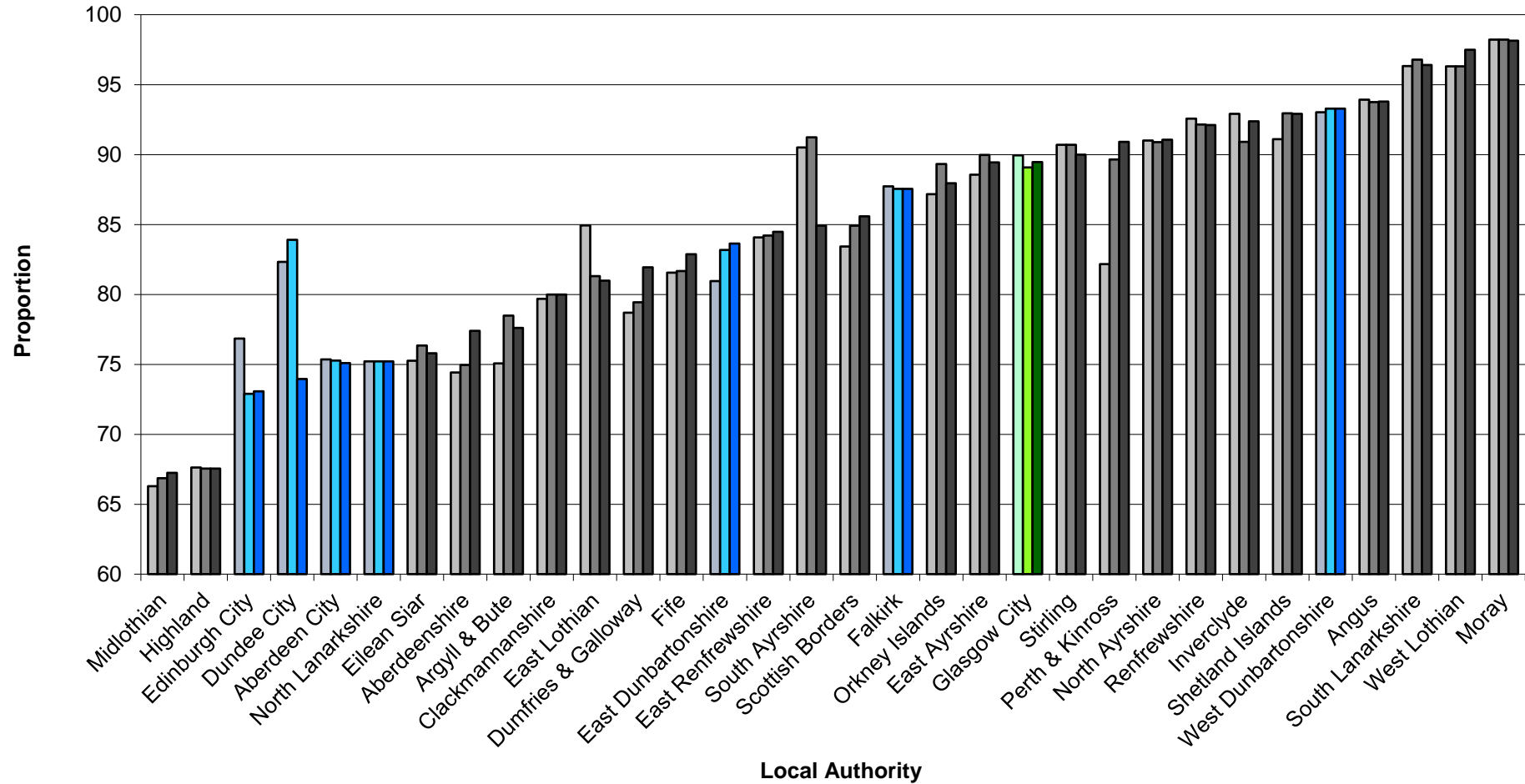


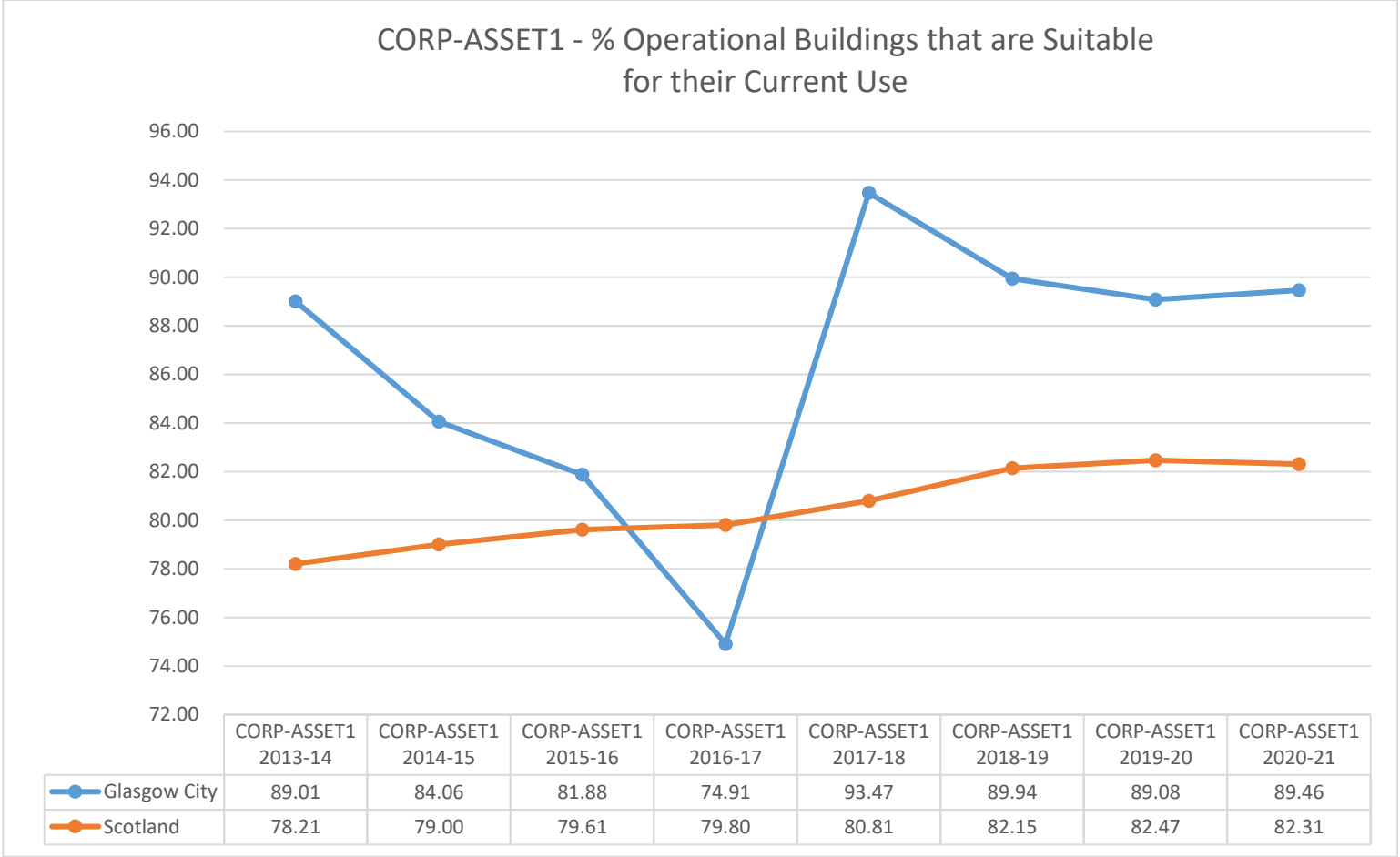
**ENV6 - % Total Household Waste Arising that is Recycled  
2018/19, 2019/20, 2020/21**



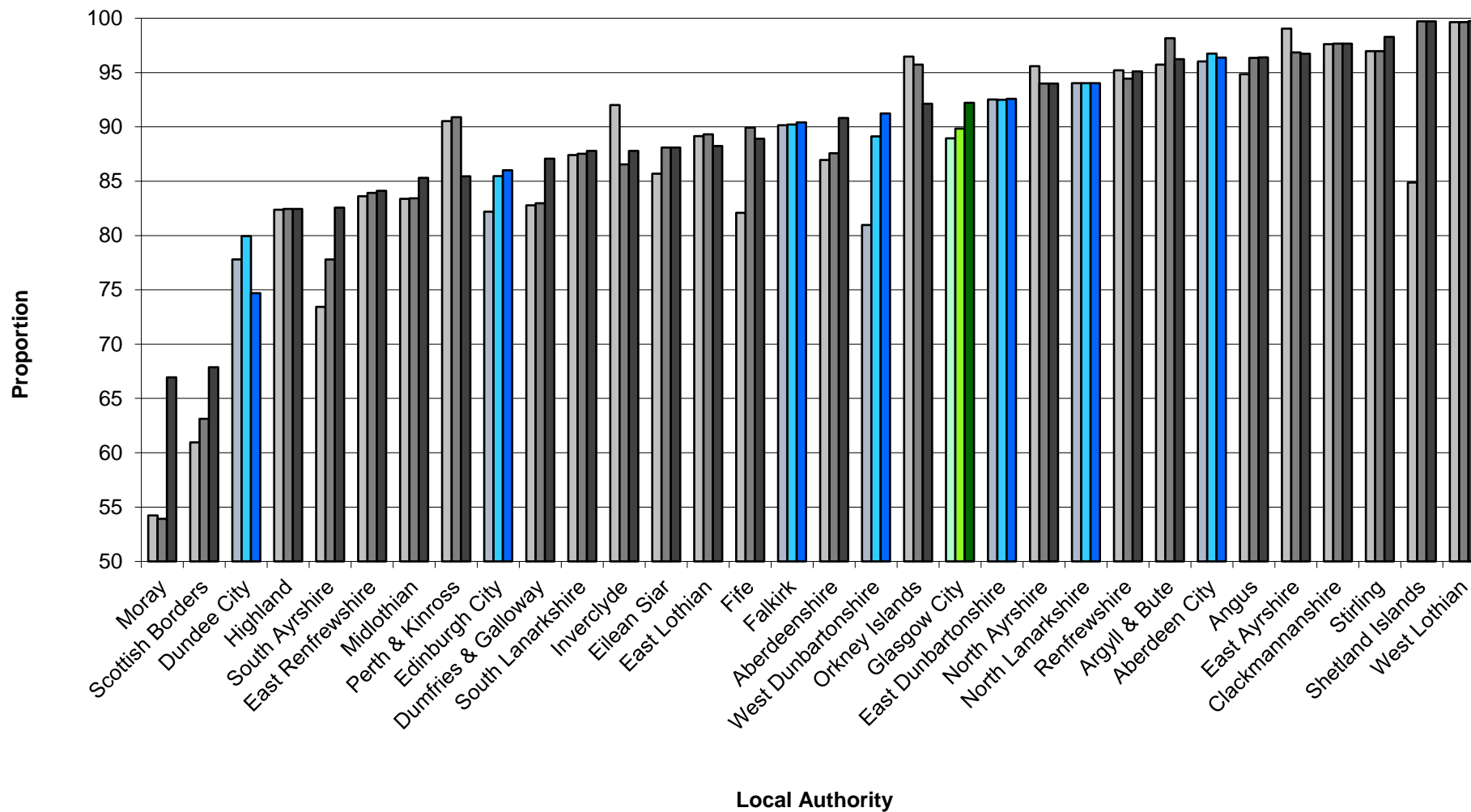


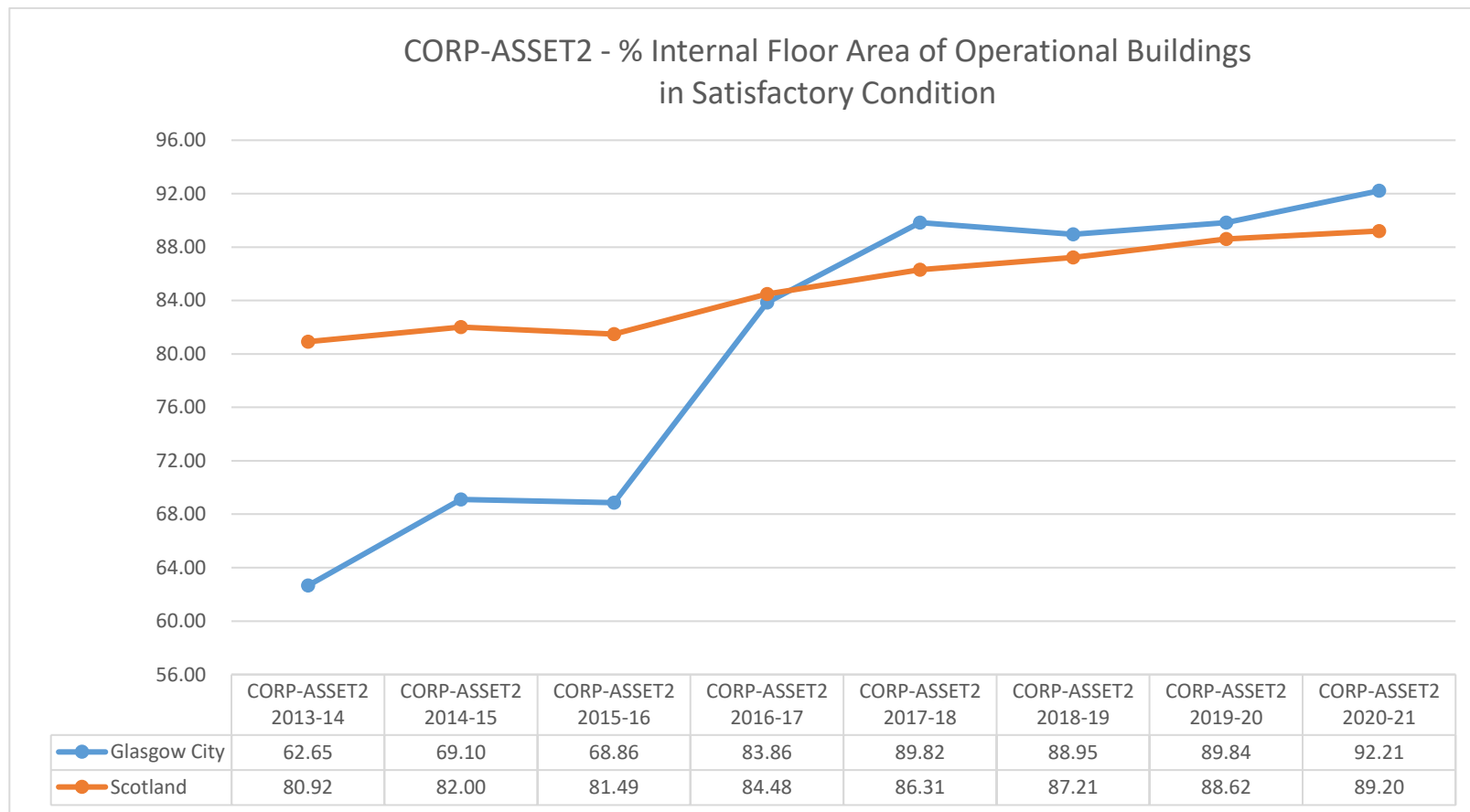
**CORPASS1 - % Operational Buildings That are Suitable for Their Current Use**  
**2018/19, 2019/20, 2020/21**





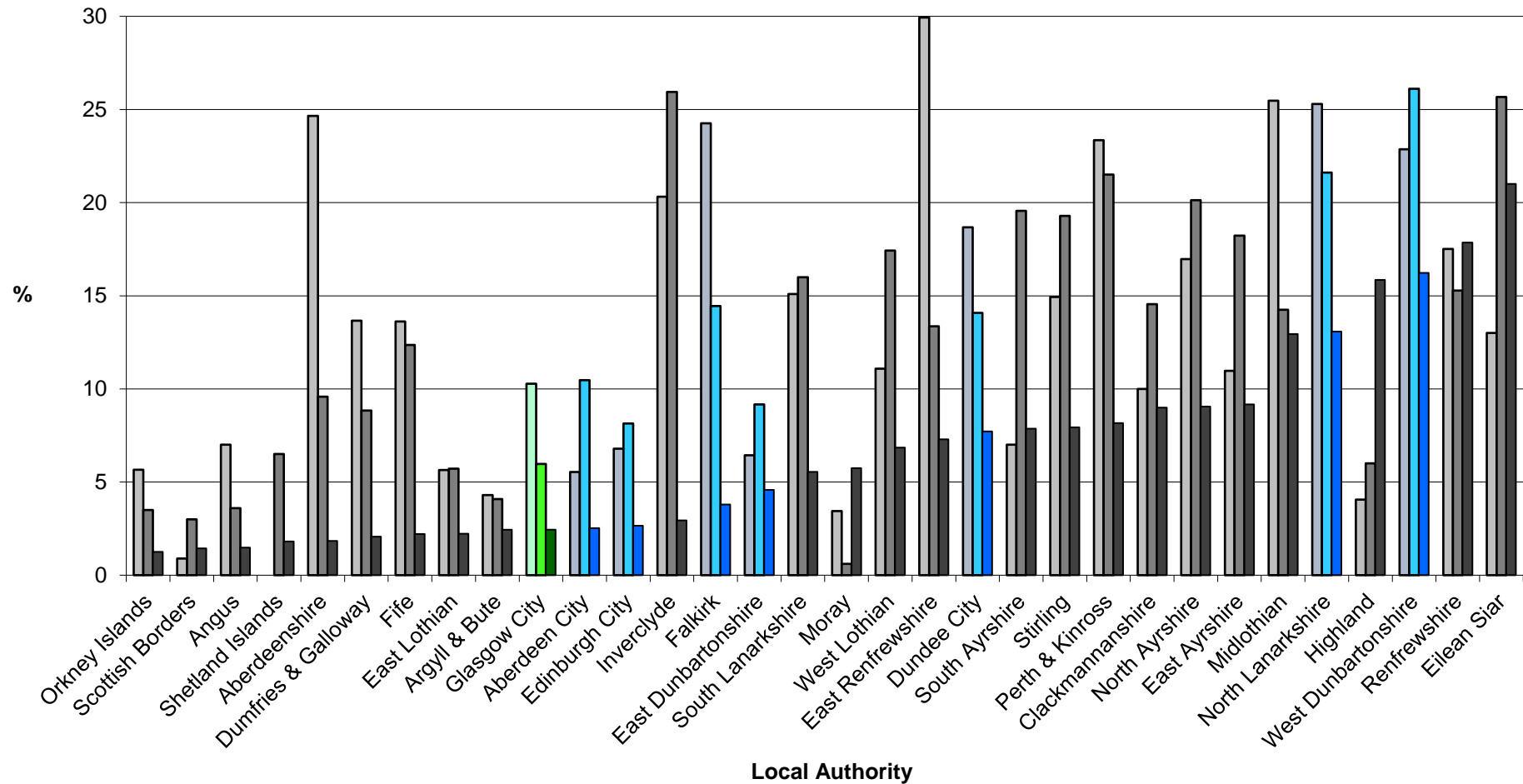
**CORPASS2 - % Internal Floor Area of Operational Buildings in Satisfactory Condition  
2018/19, 2019/20, 2020/21**

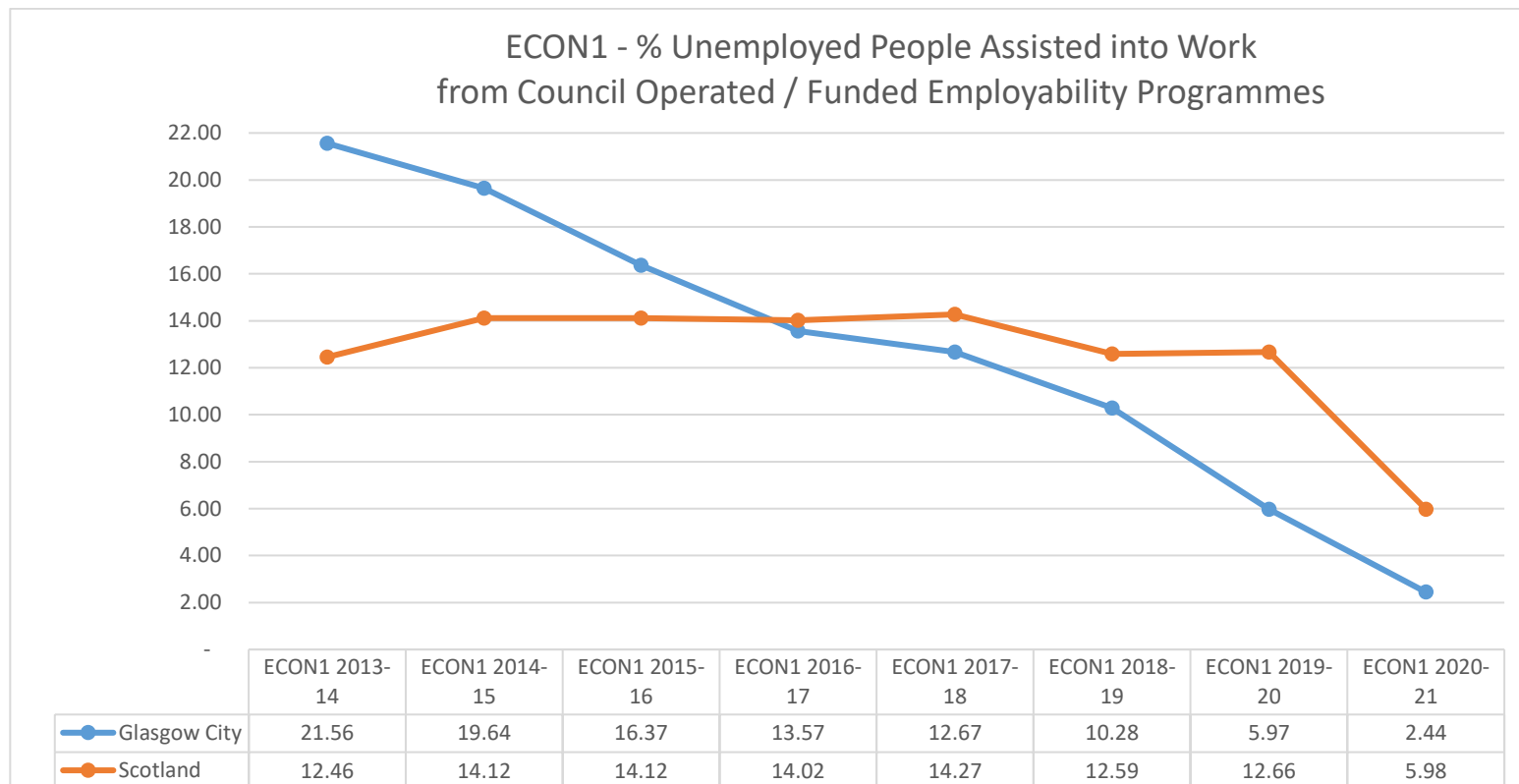




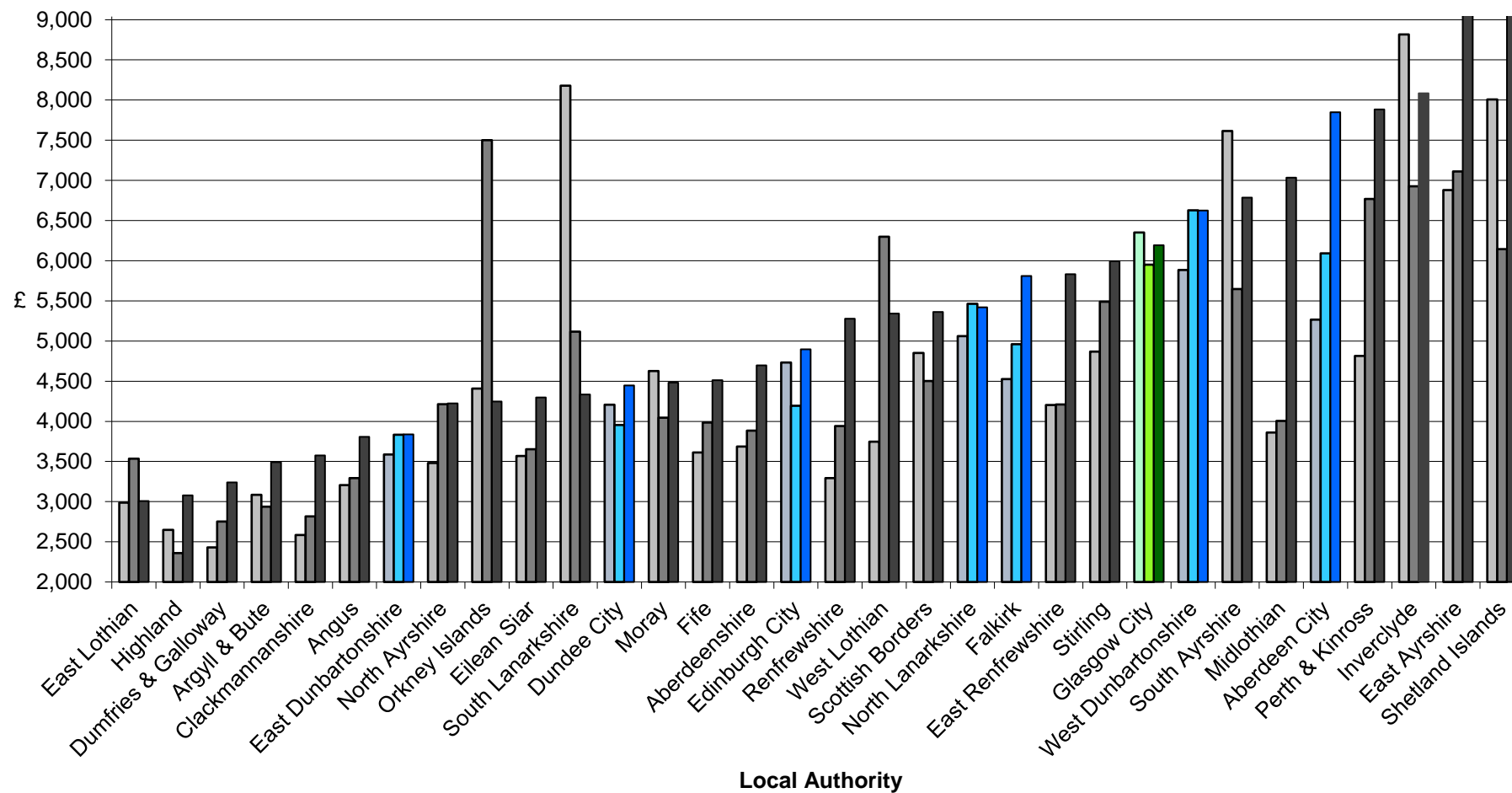


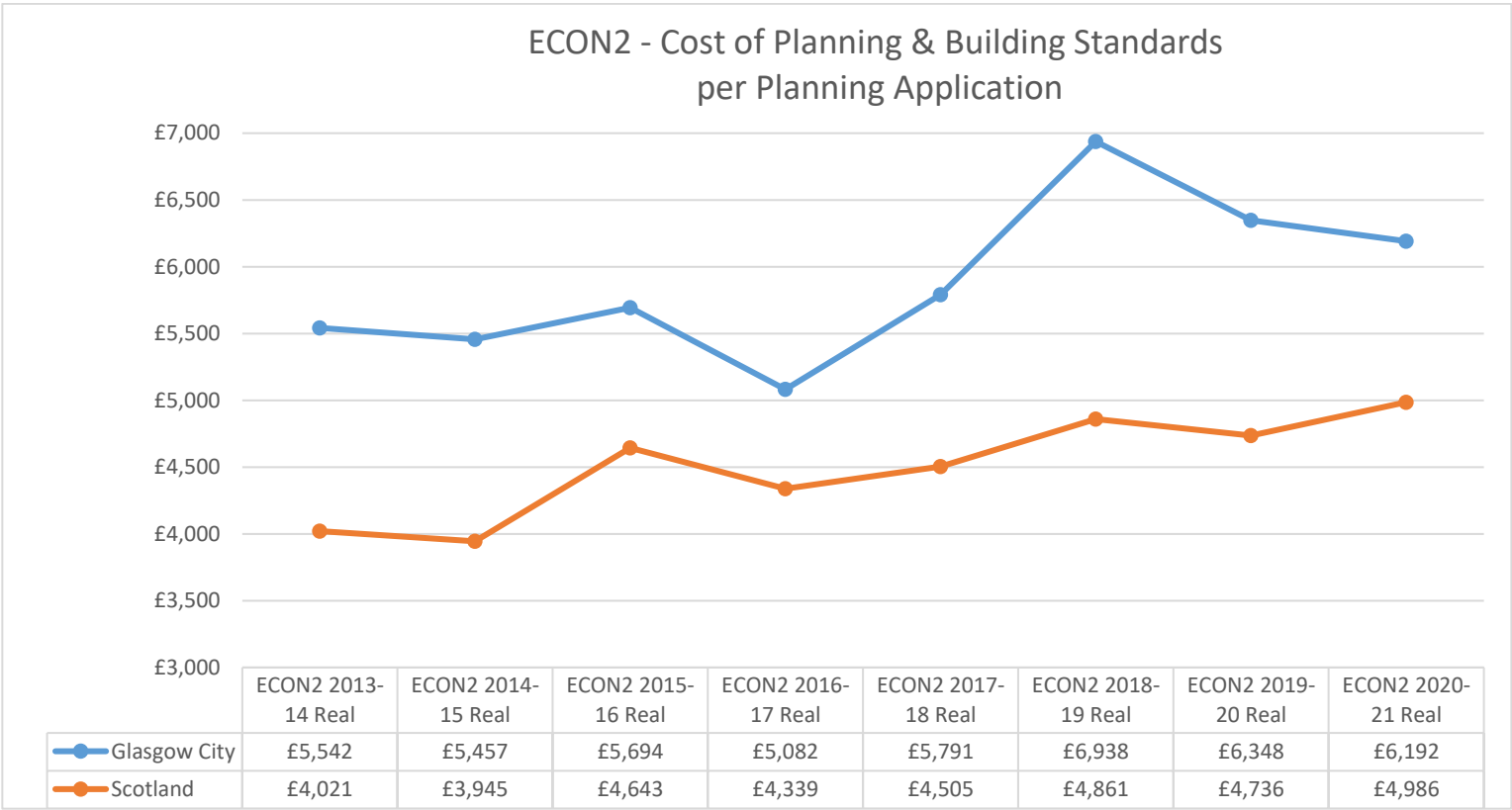
**ECON 1 - % Unemployed People Assisted into Work from Council Operated / Funded  
Employability Programmes 2018/19, 2019/20, 2020/21**



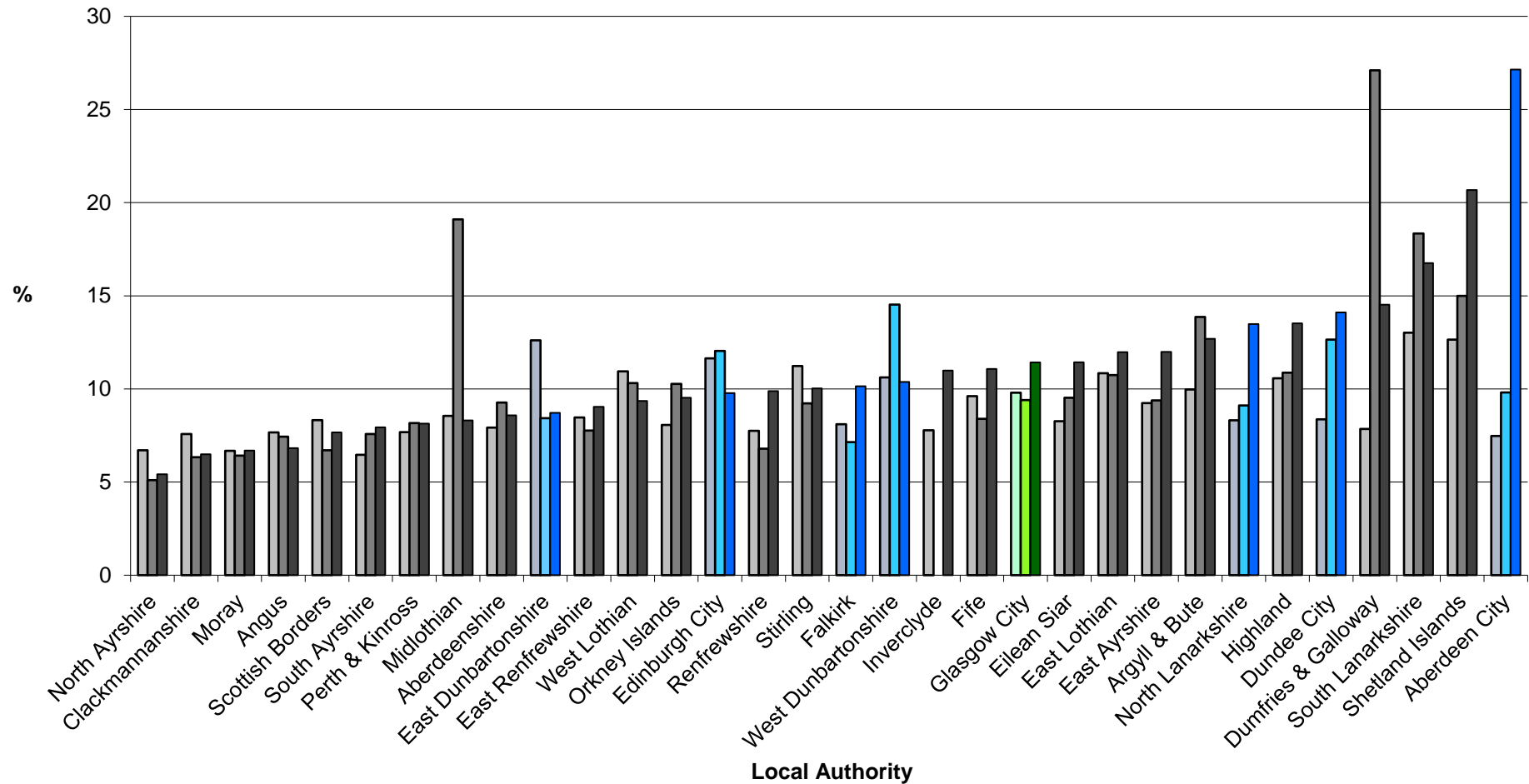


**ECON 2 - Cost of Planning & Building Standards per Planning Application  
2018/19, 2019/20, 2020/21**

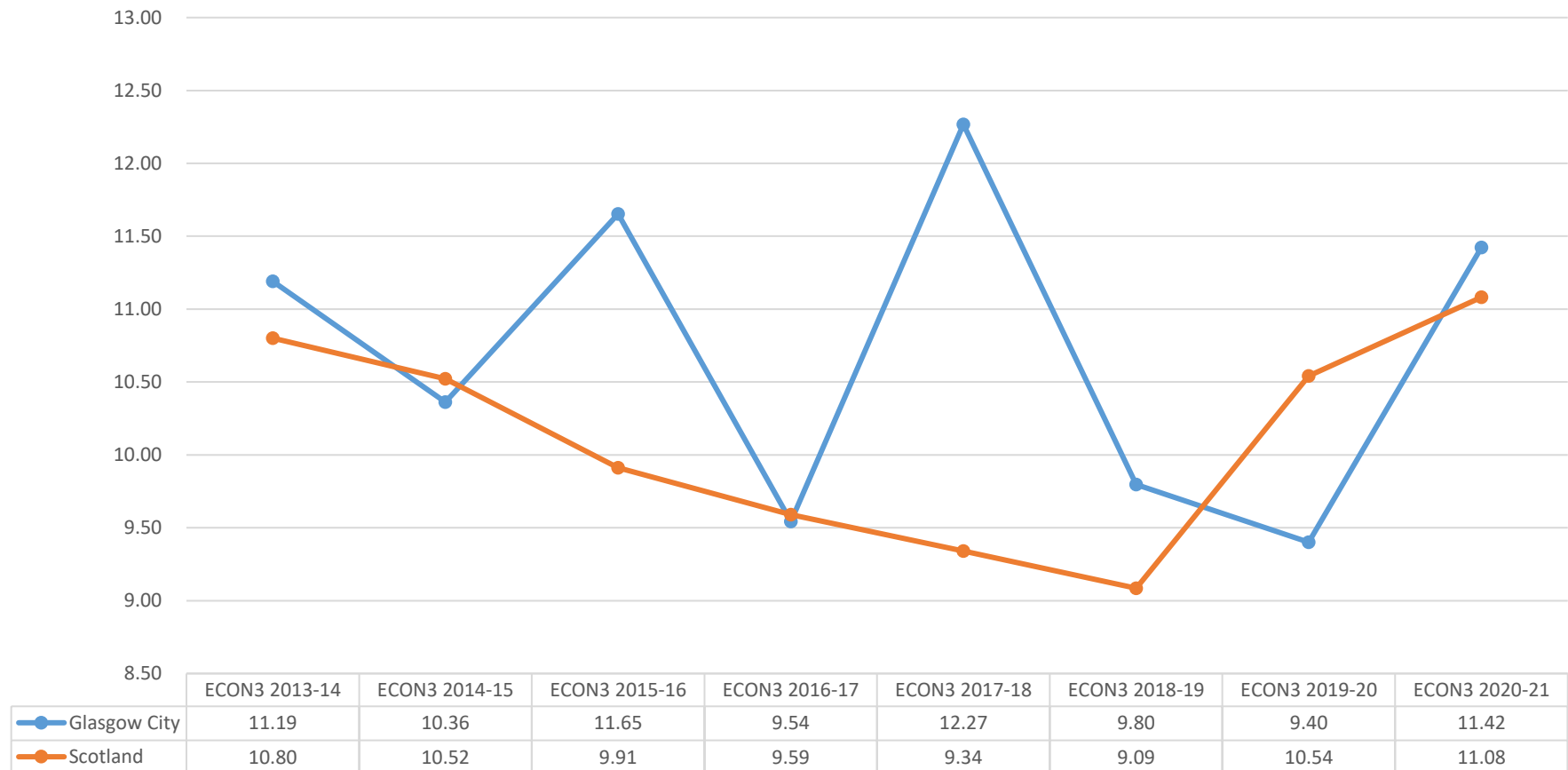




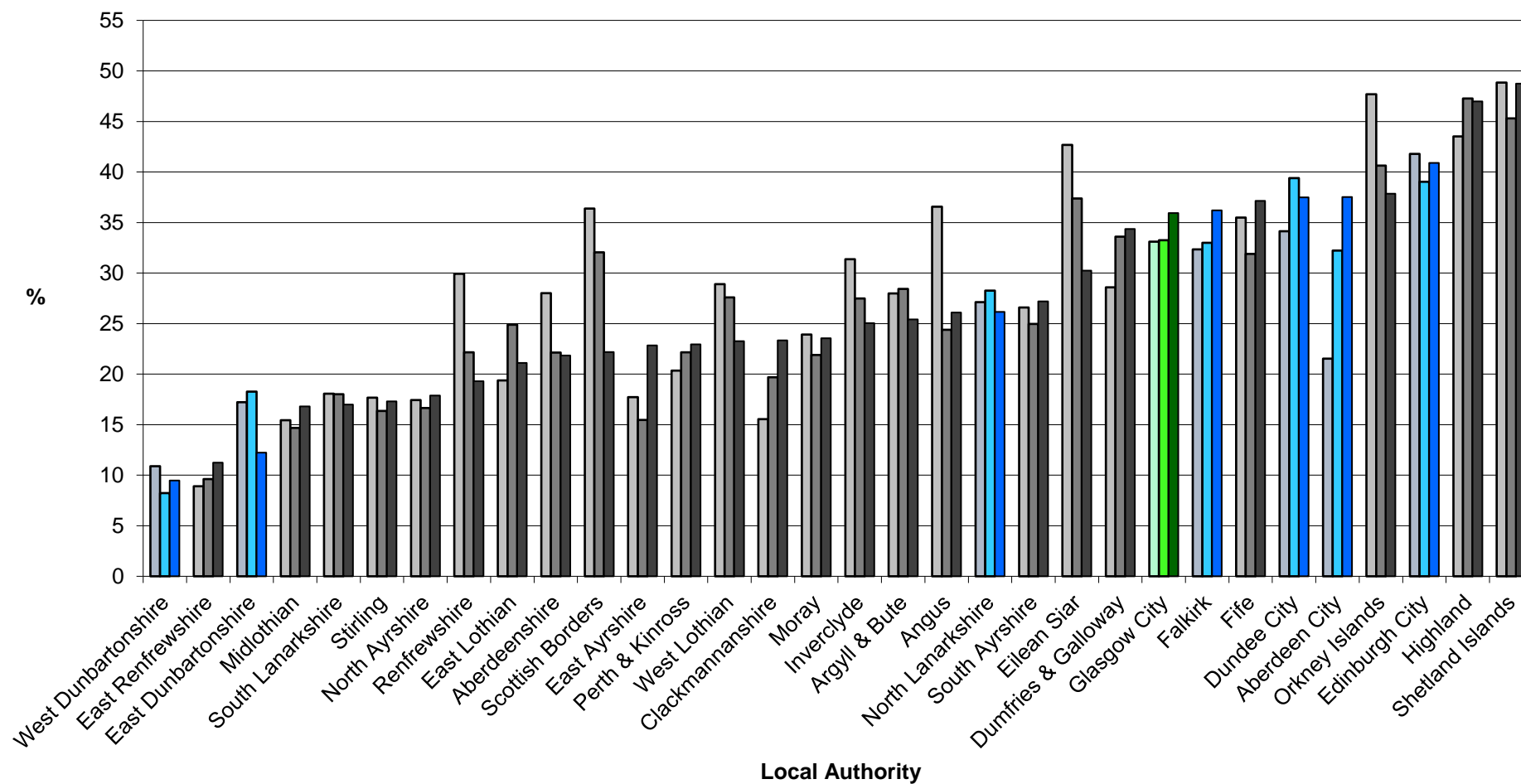
**ECON 3 - Average Time per Business and Industry Planning Application (Weeks)**  
**2018/19, 2019/20, 2020/21**

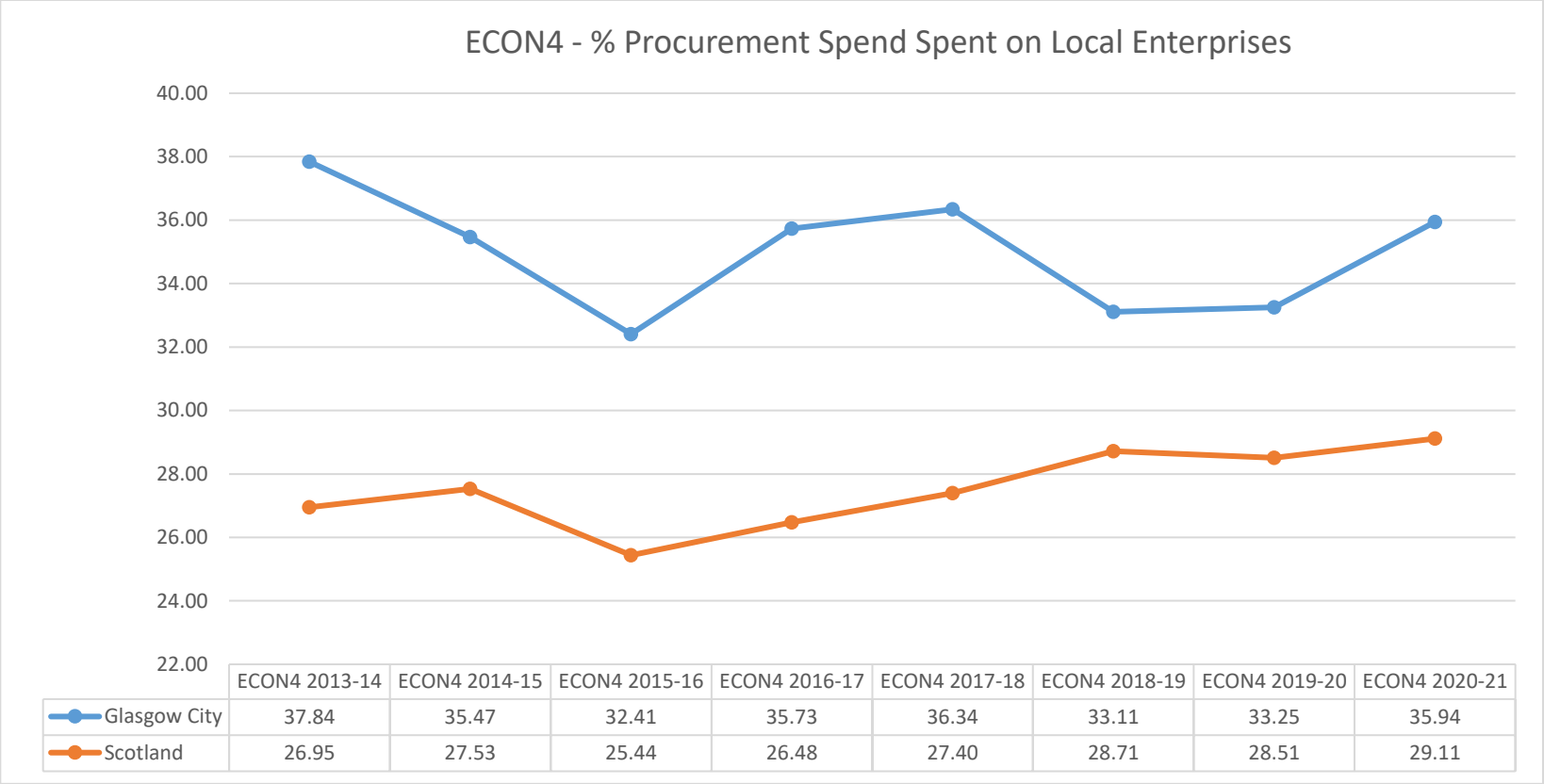


ECON3 - Average Time per Business and Industry Planning Application (Weeks)



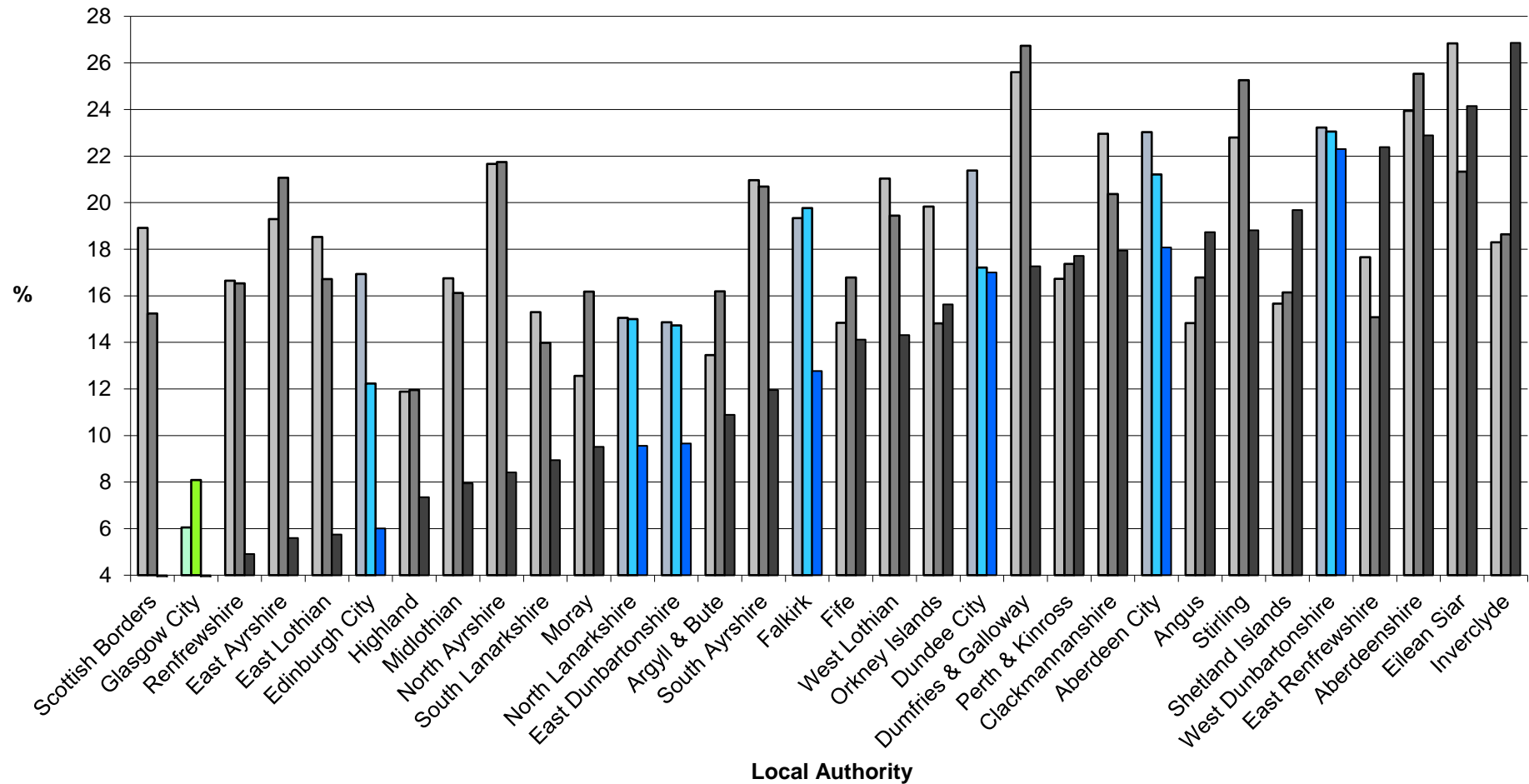
**ECON 4 - % Procurement Spend Spent on Local Enterprises**  
**2018/19, 2019/20, 2020/21**

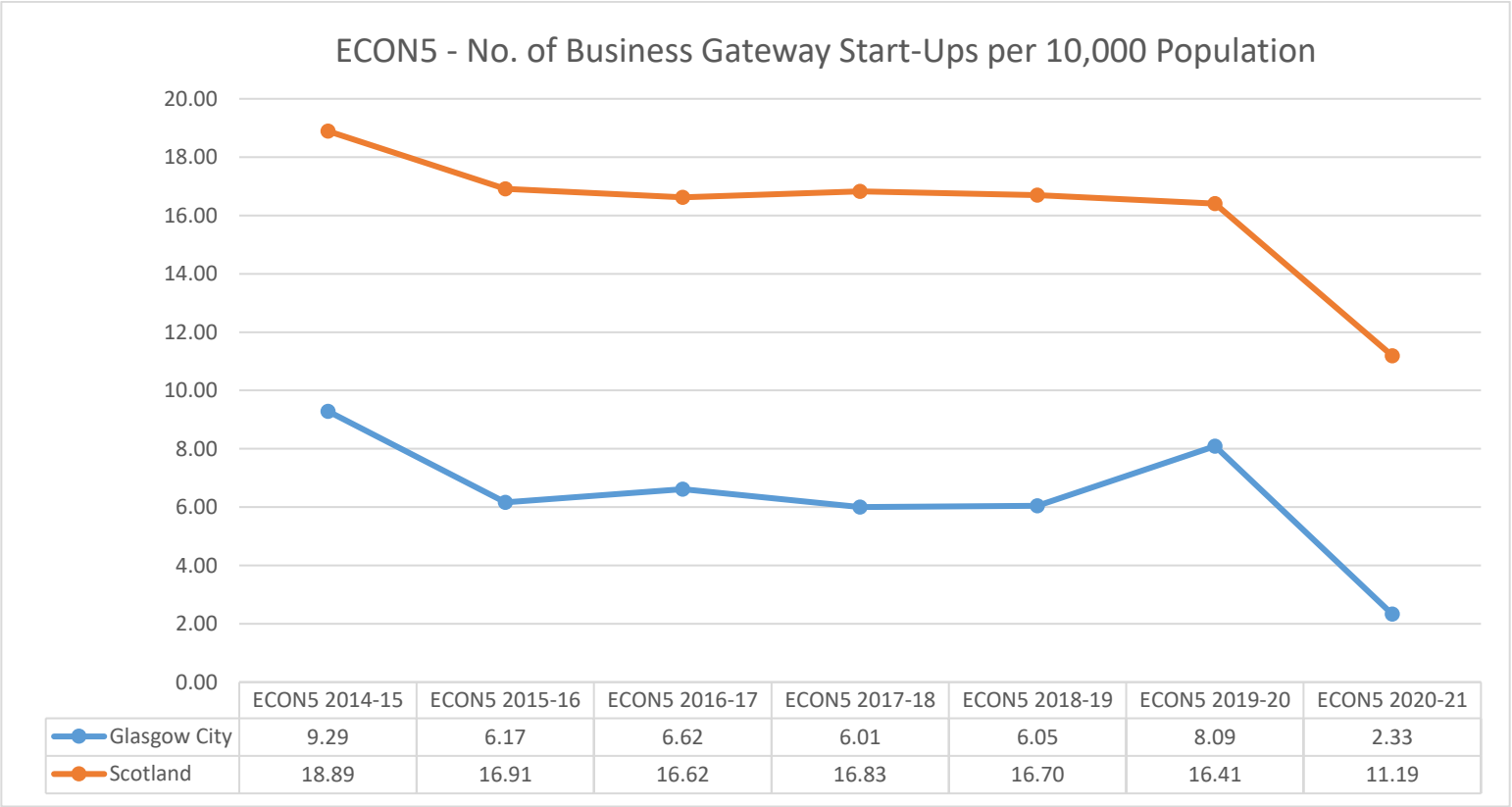


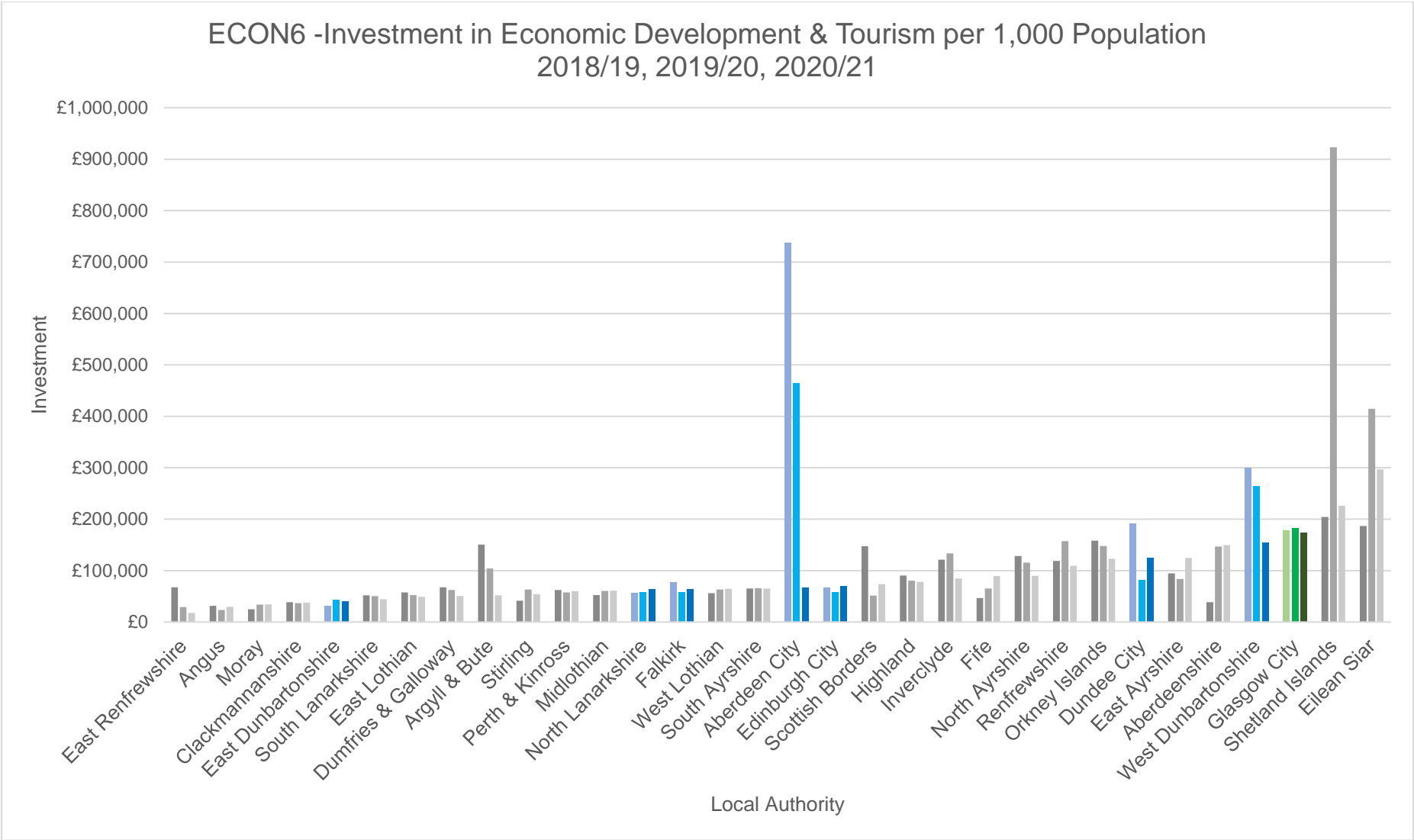


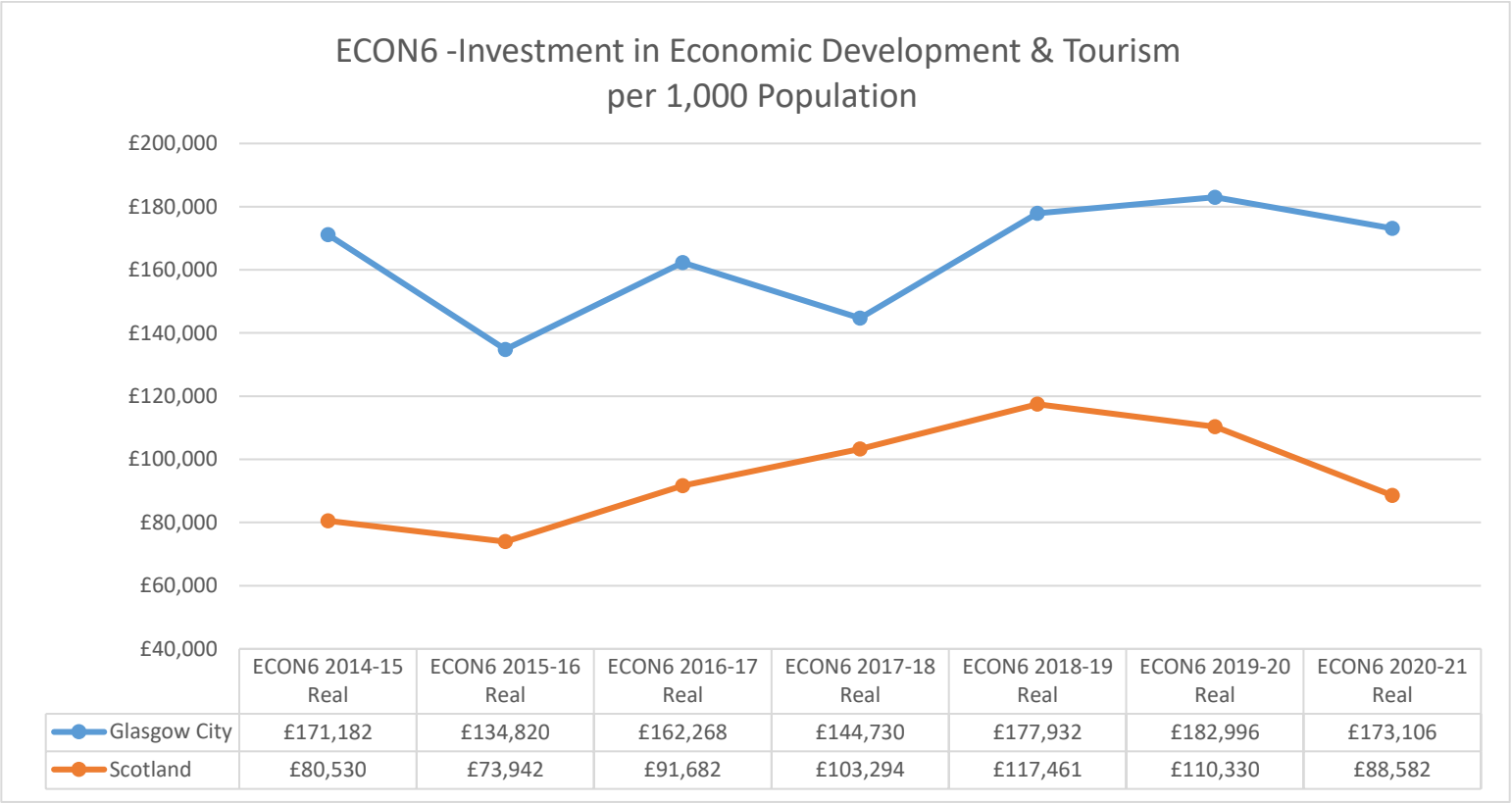


**ECON 5 - No. of Business Gateway Start-Ups per 10,000 Population  
2018/19, 2019/20, 2020/21**

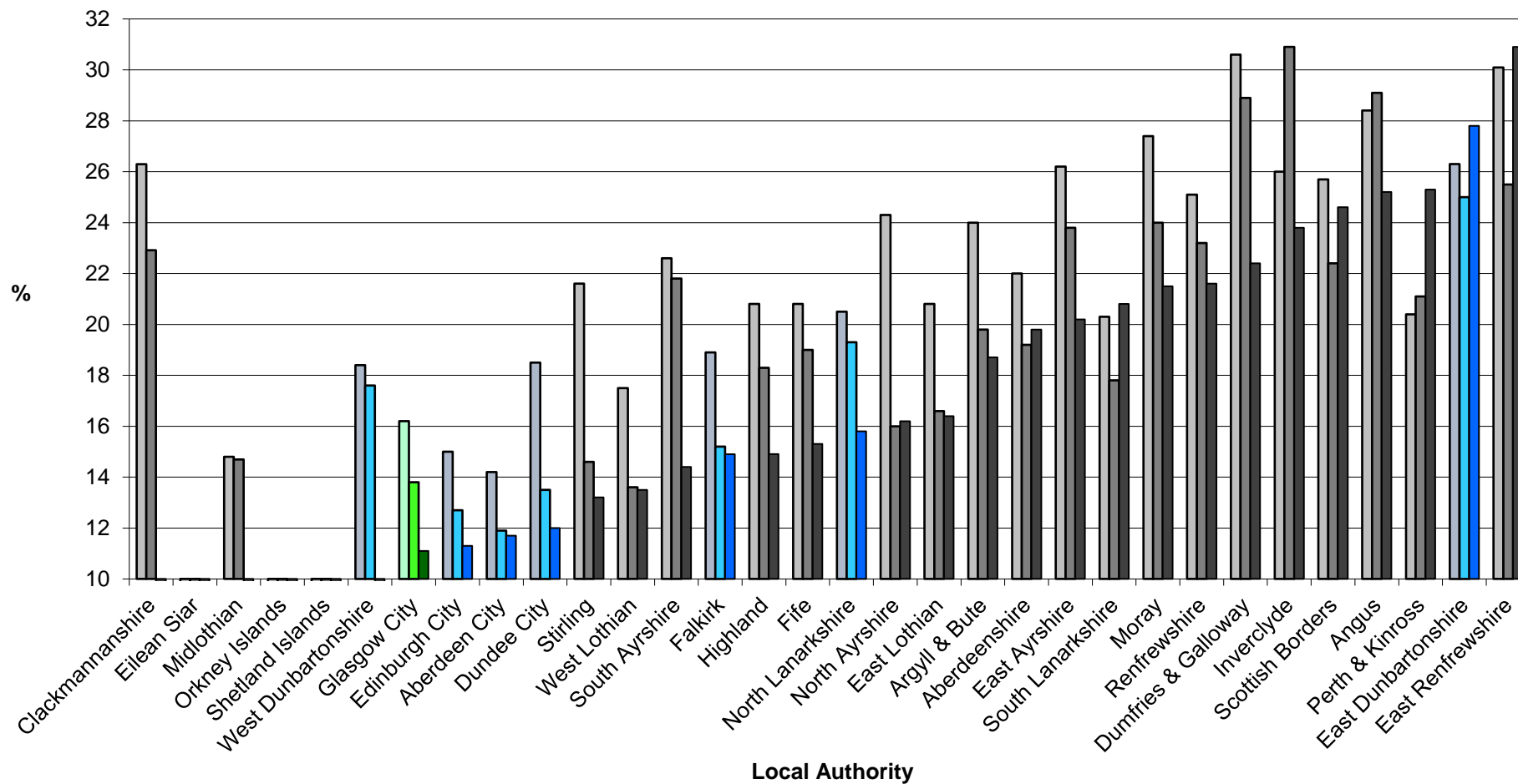


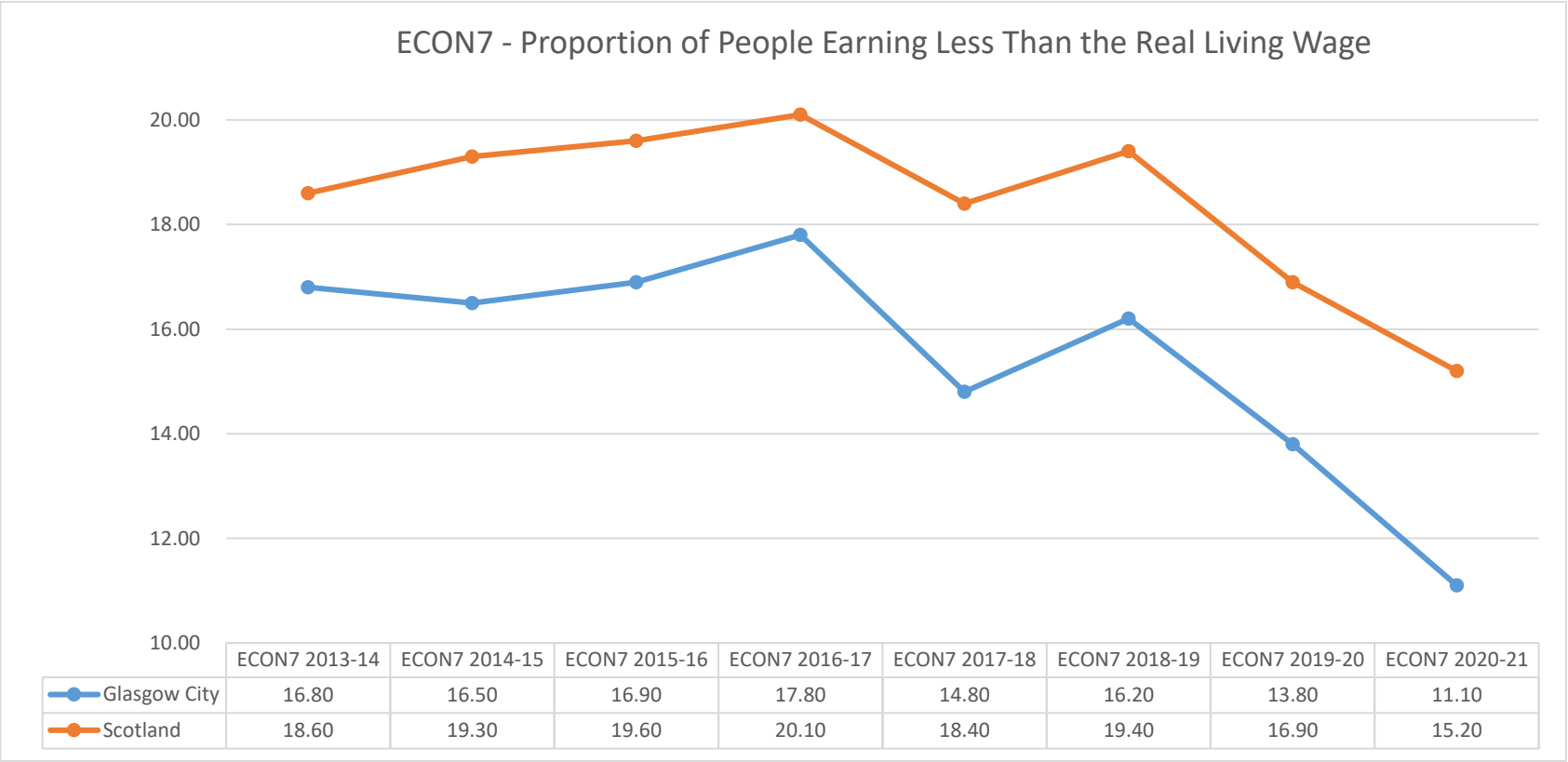




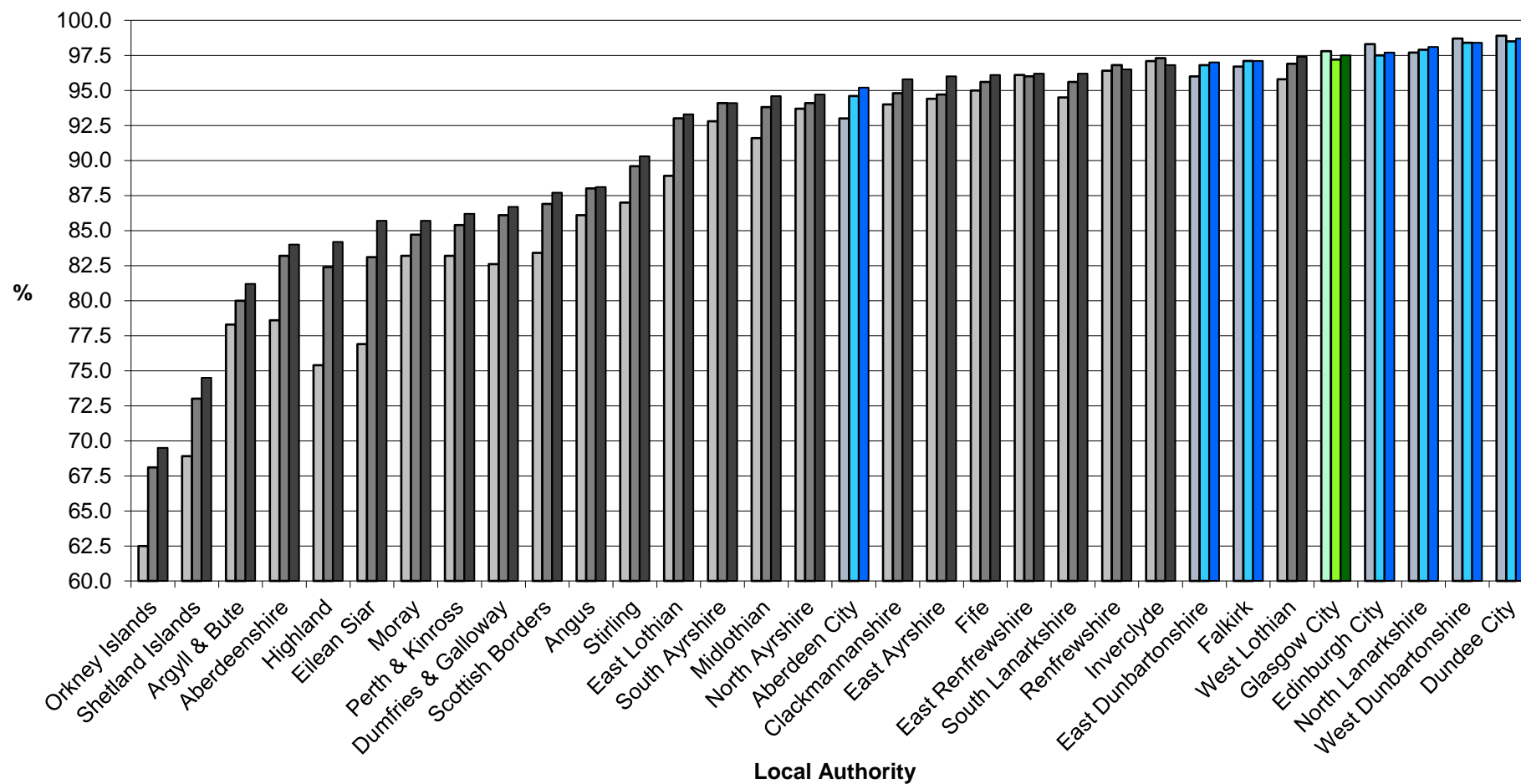


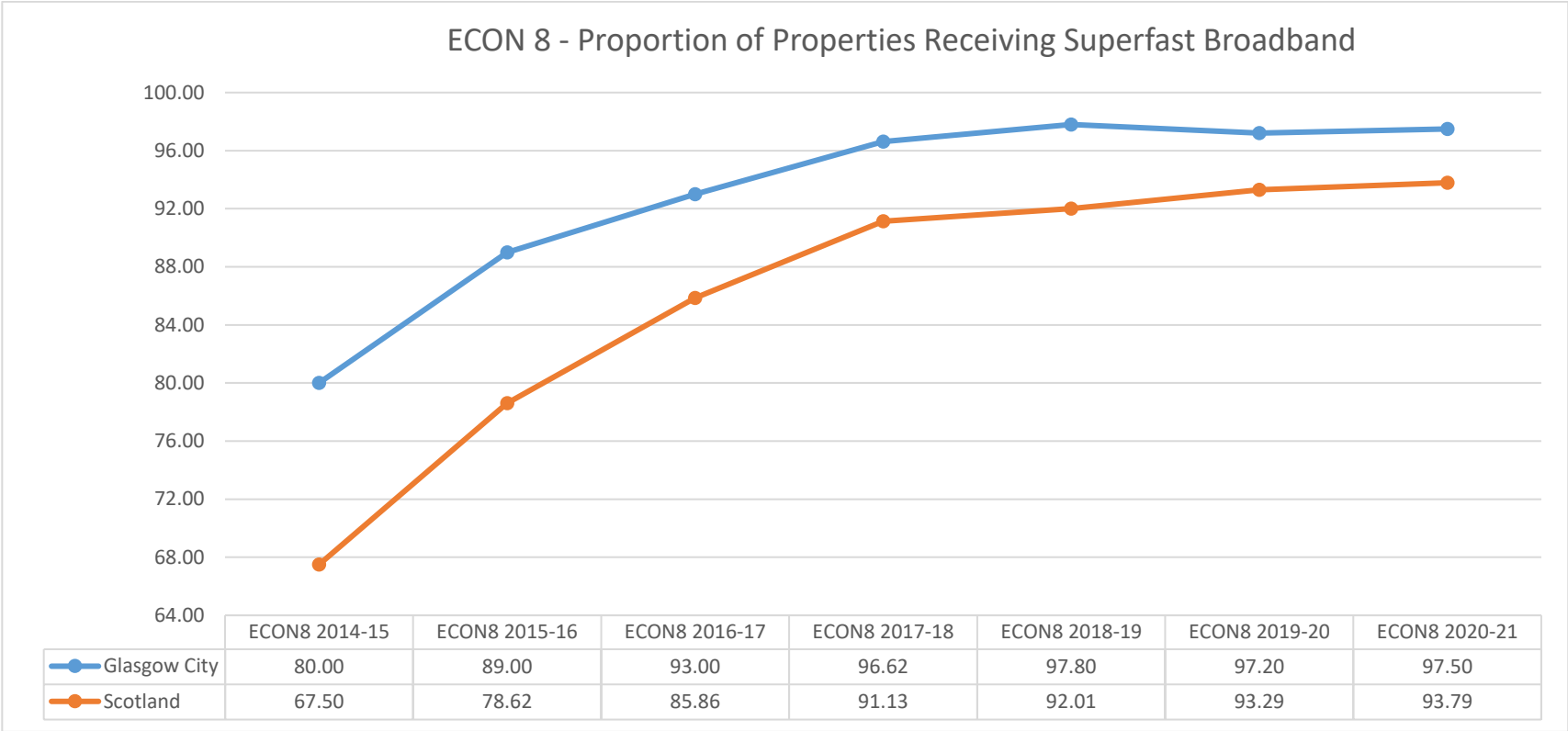
**ECON 7 - Proportion of People Earning Less Than the Living Wage  
2018/19, 2019/20, 2020/21**



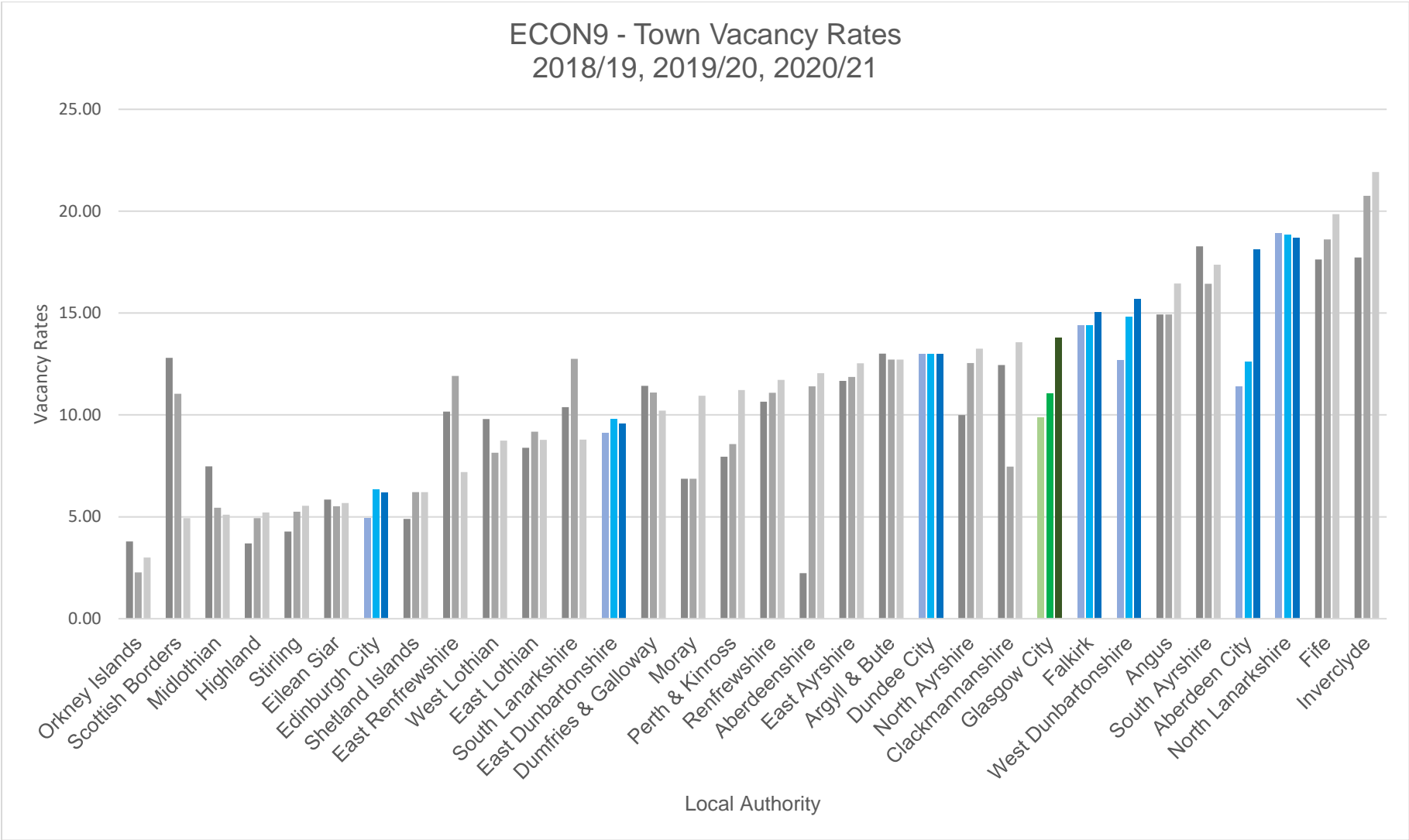


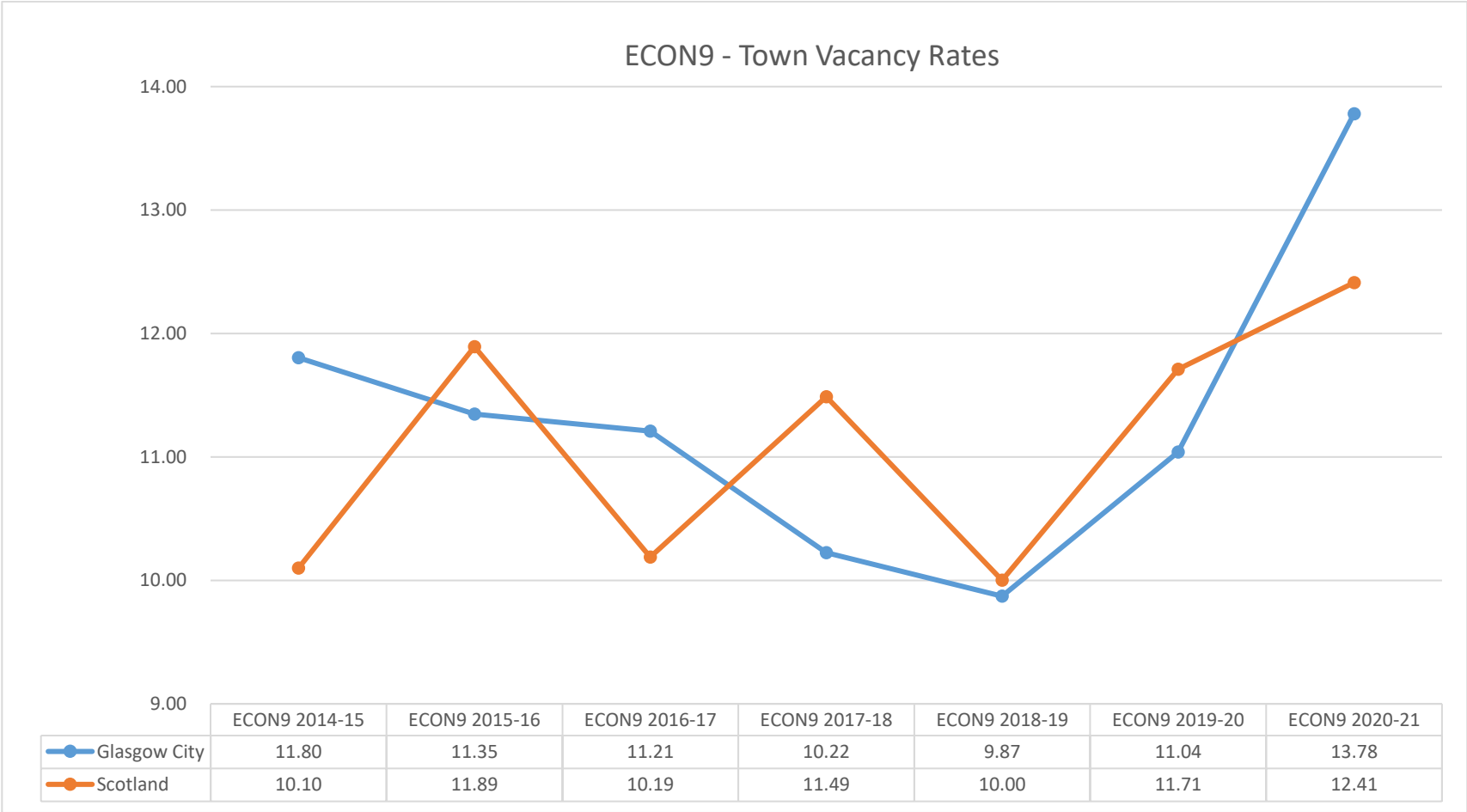
### ECON 8 - Proportion of Properties Receiving Superfast Broadband 2018/19, 2019/20, 2020/21

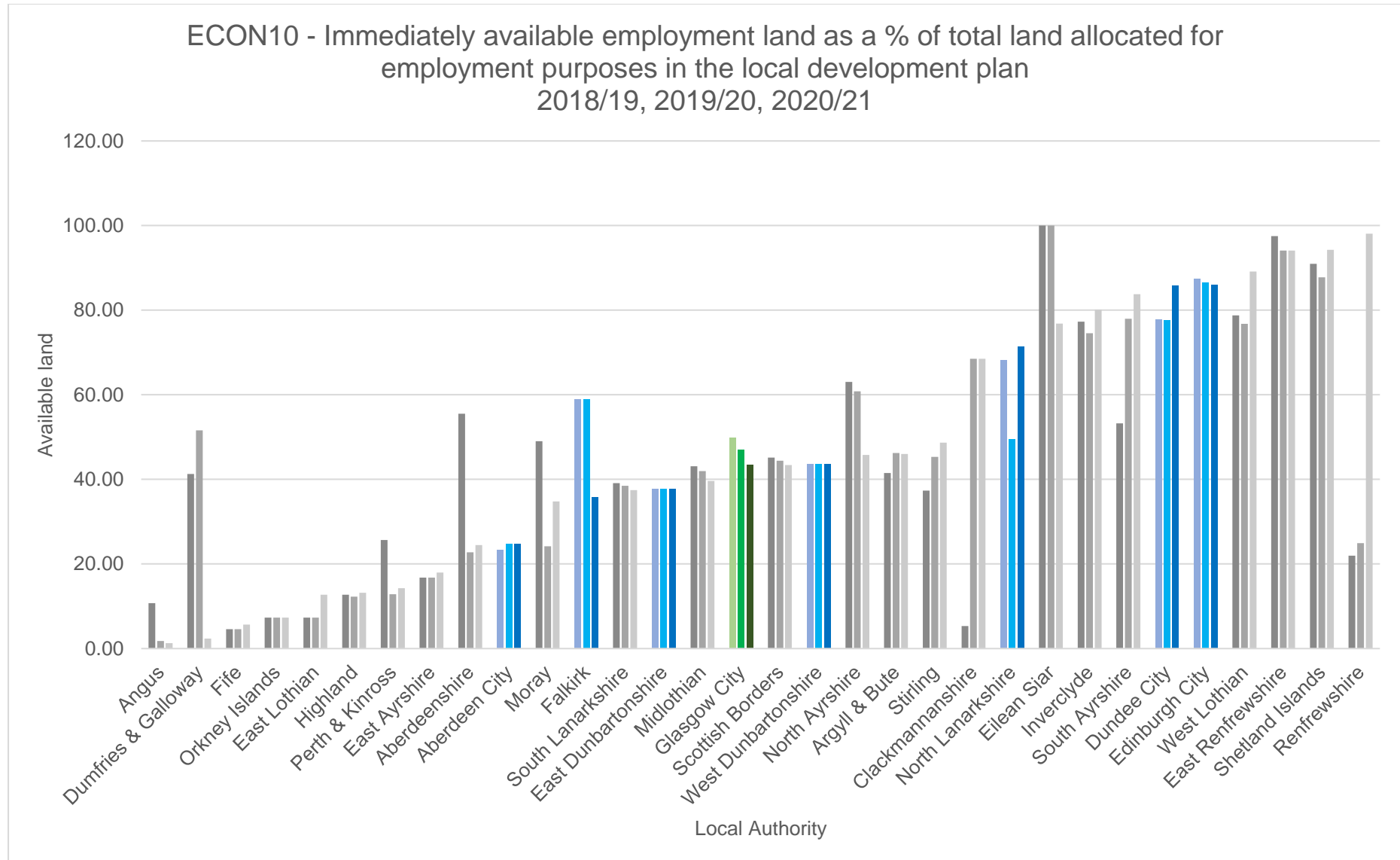


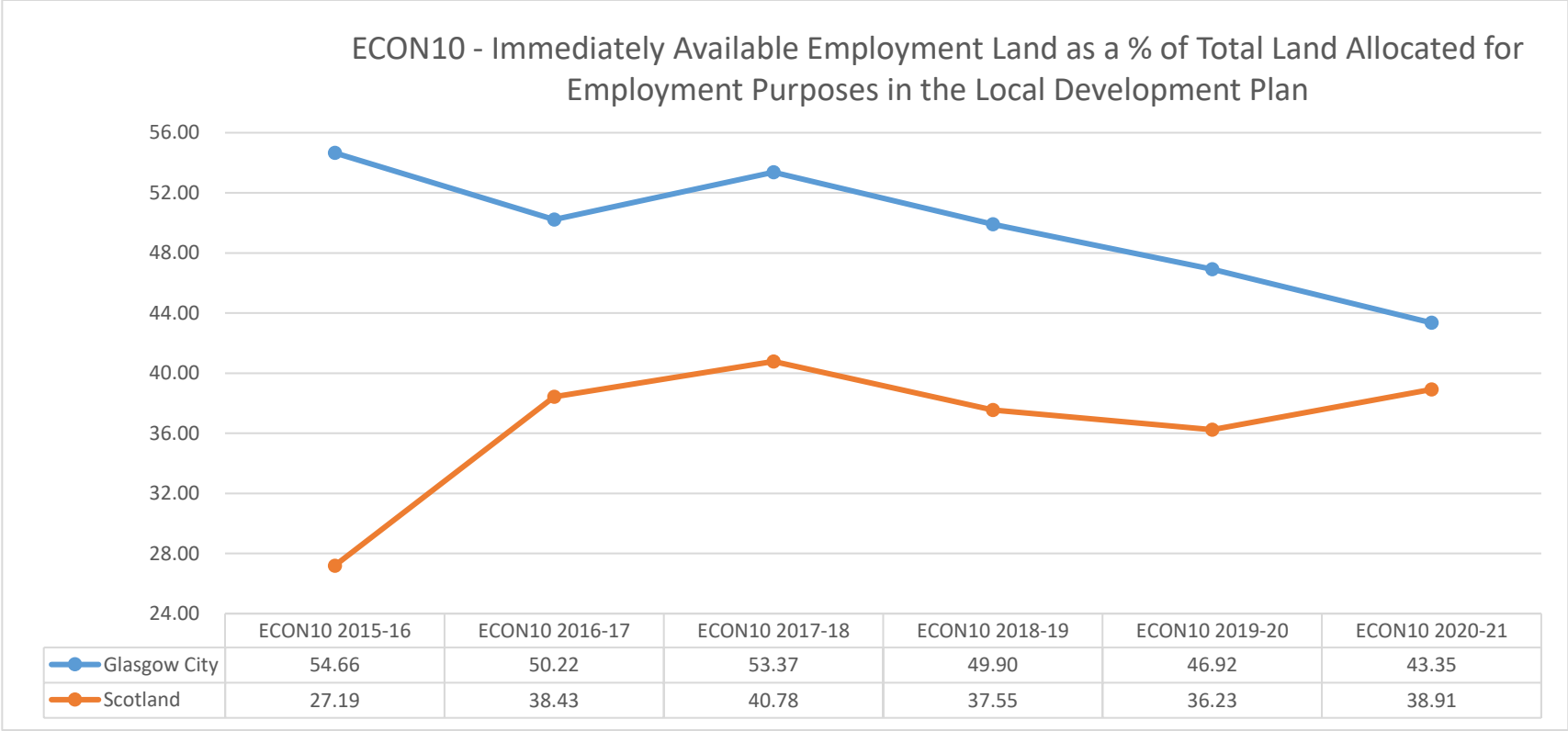


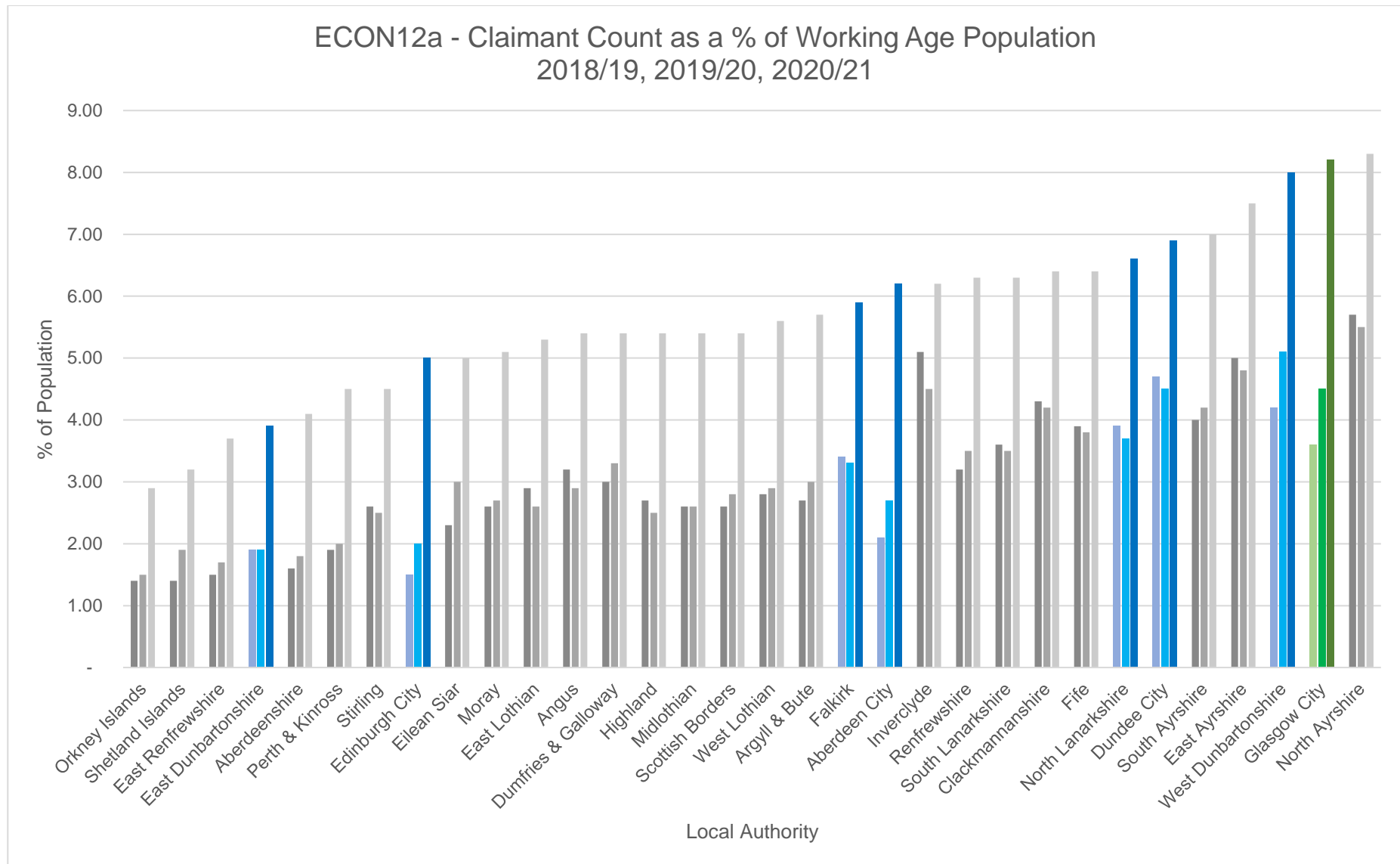


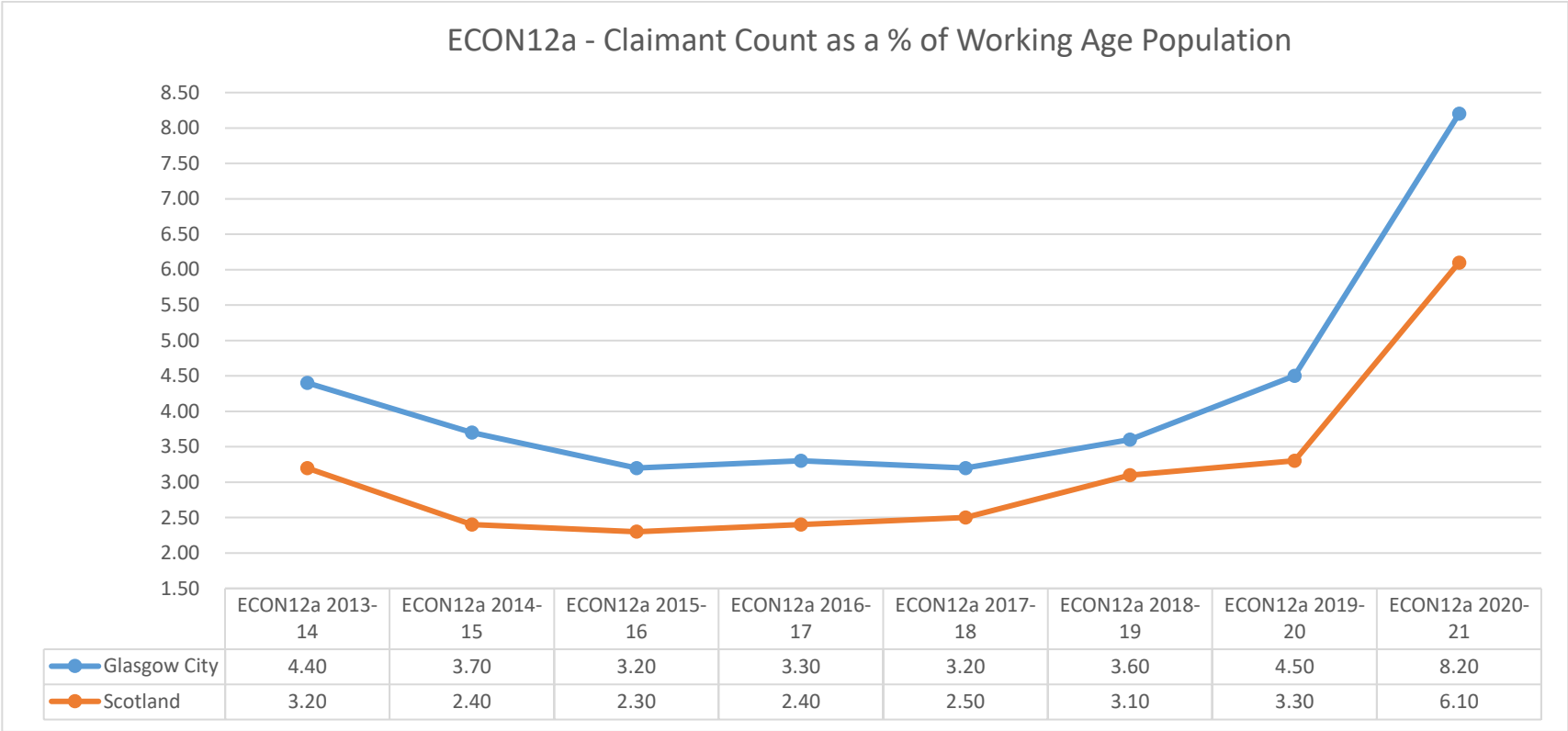


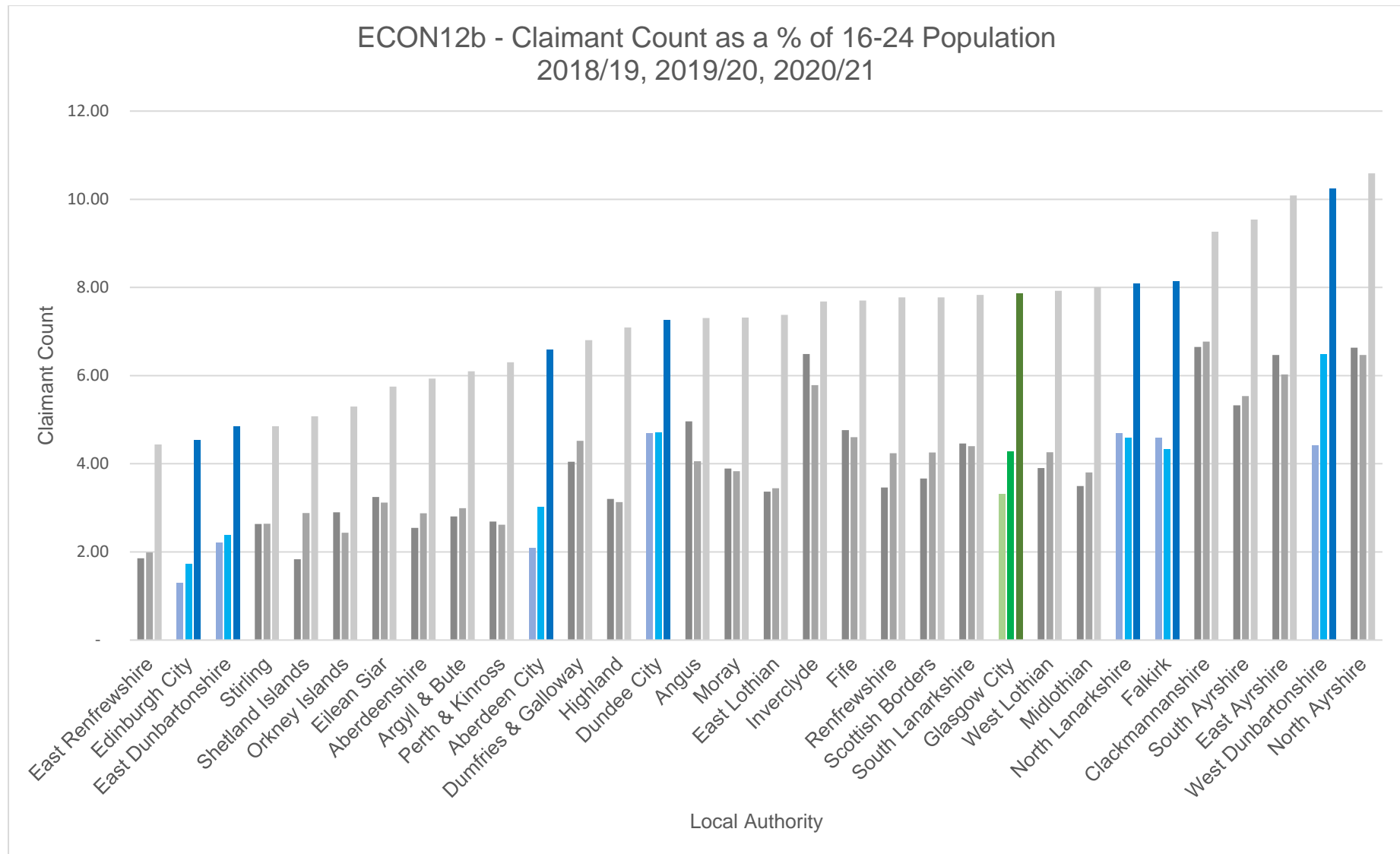


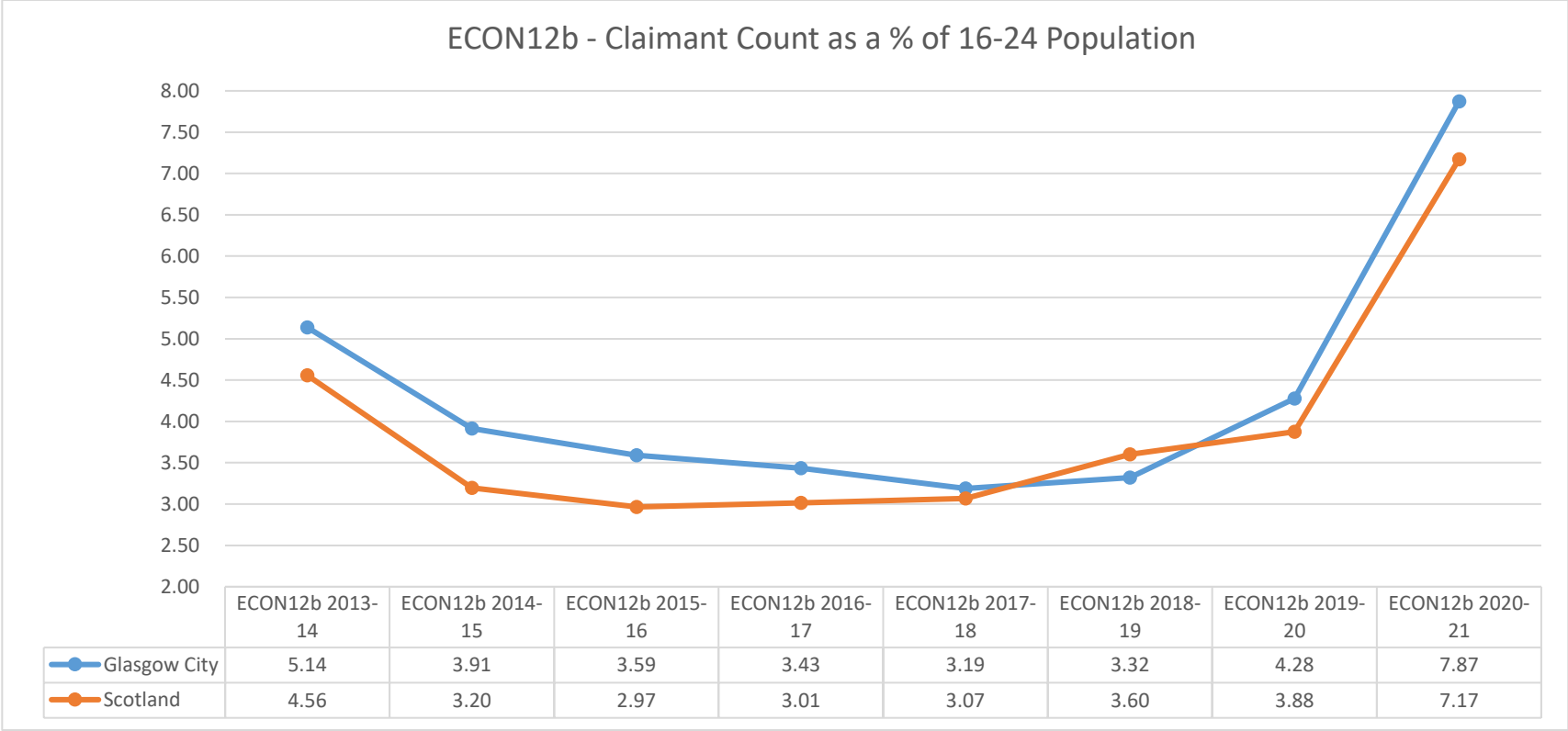




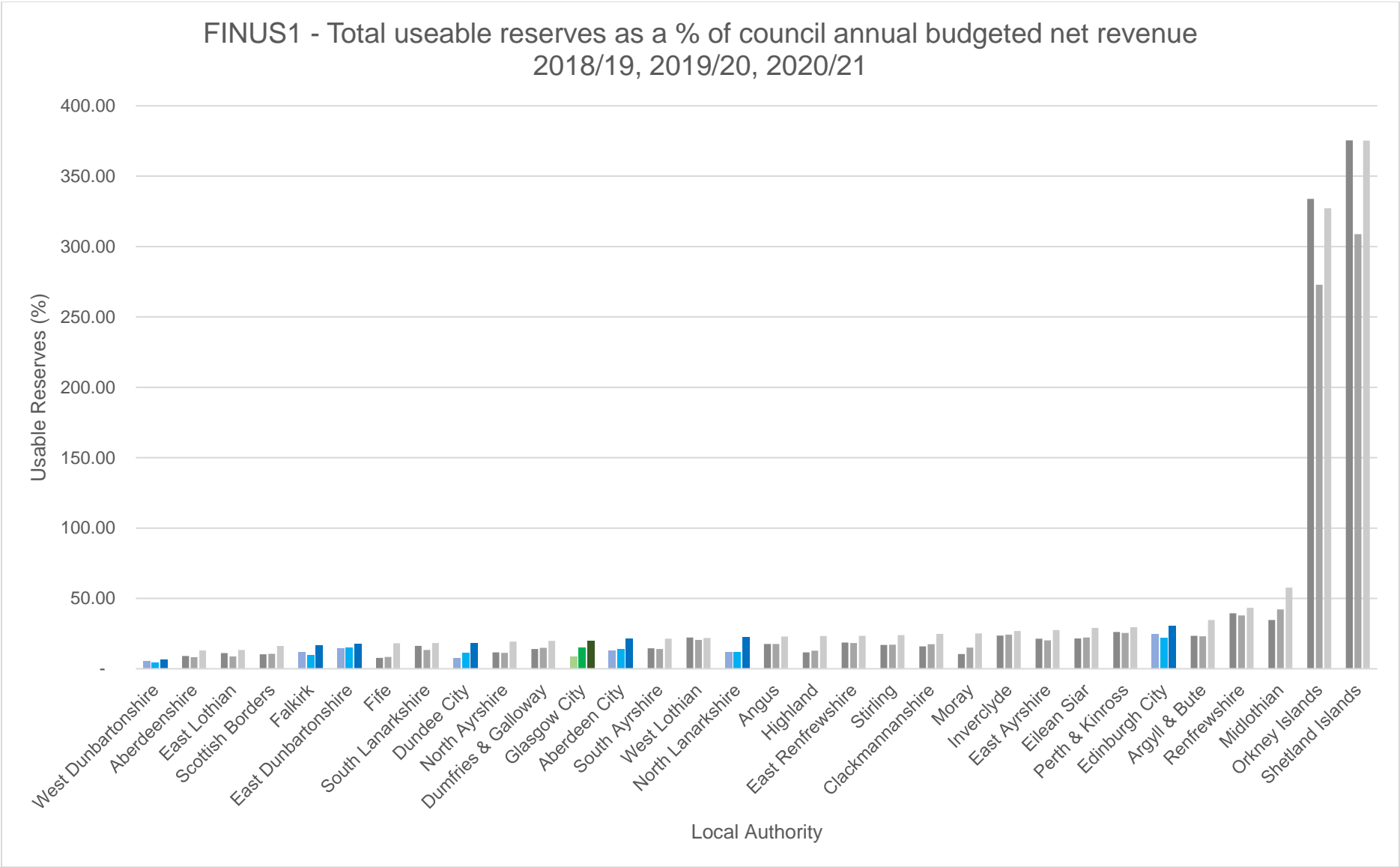


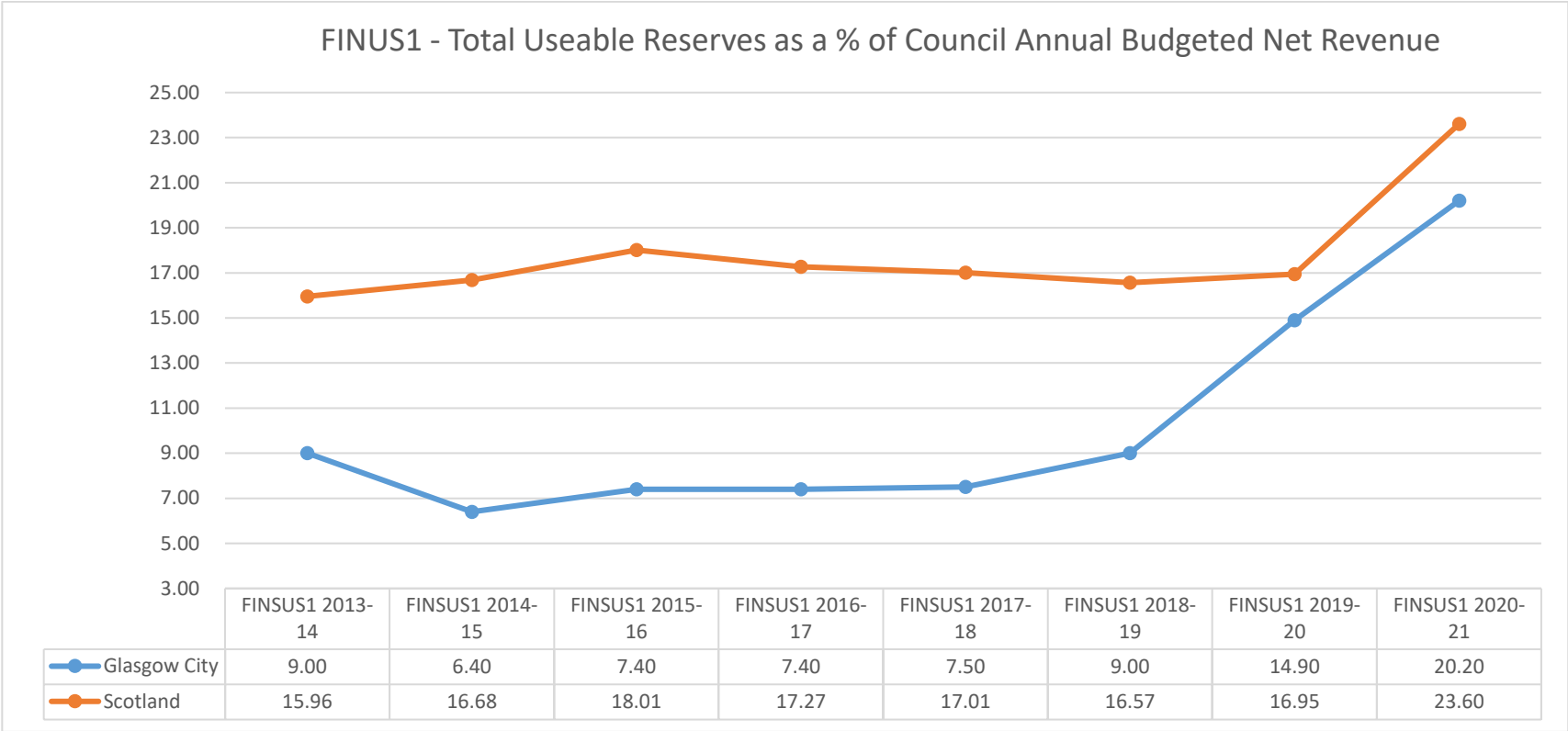


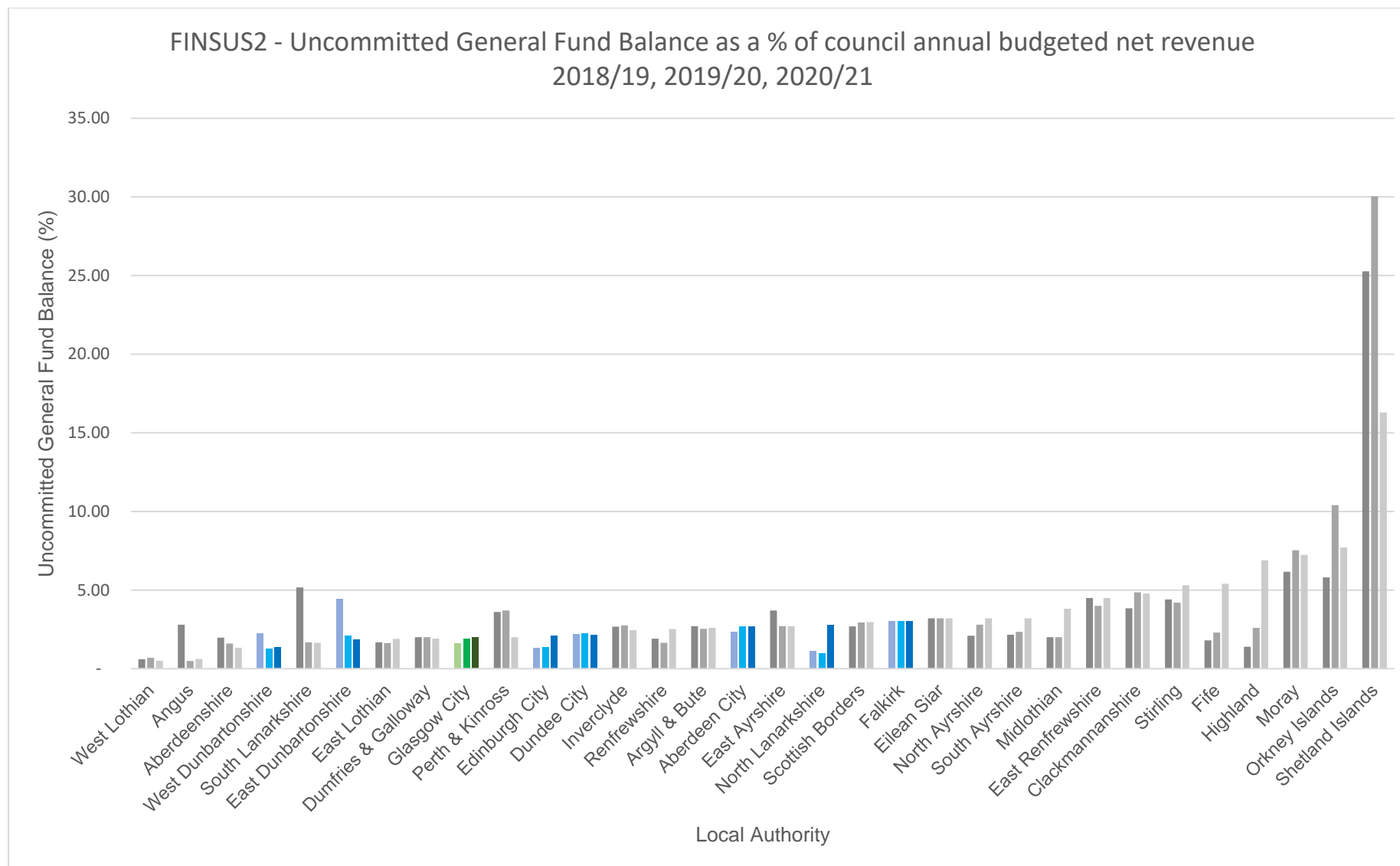


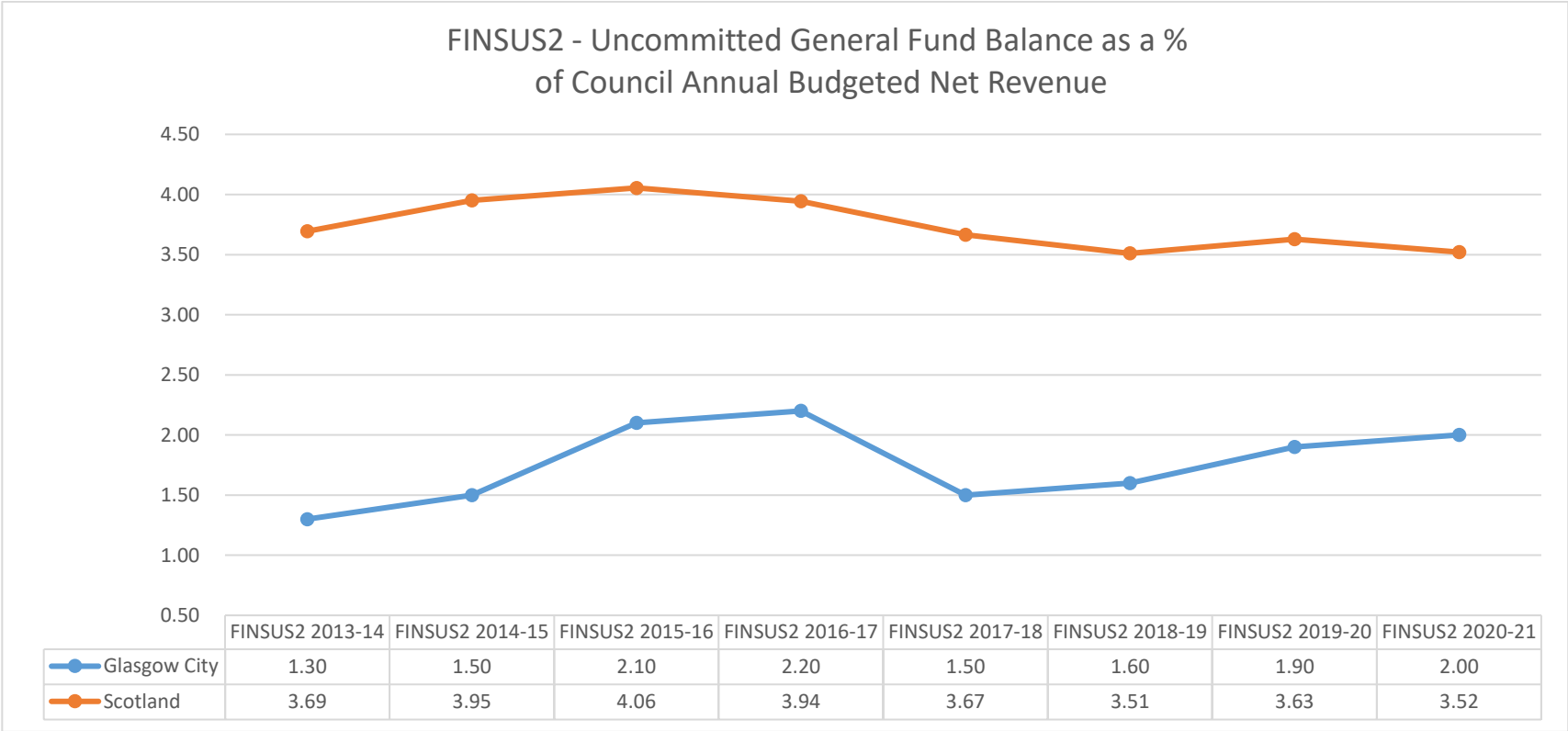


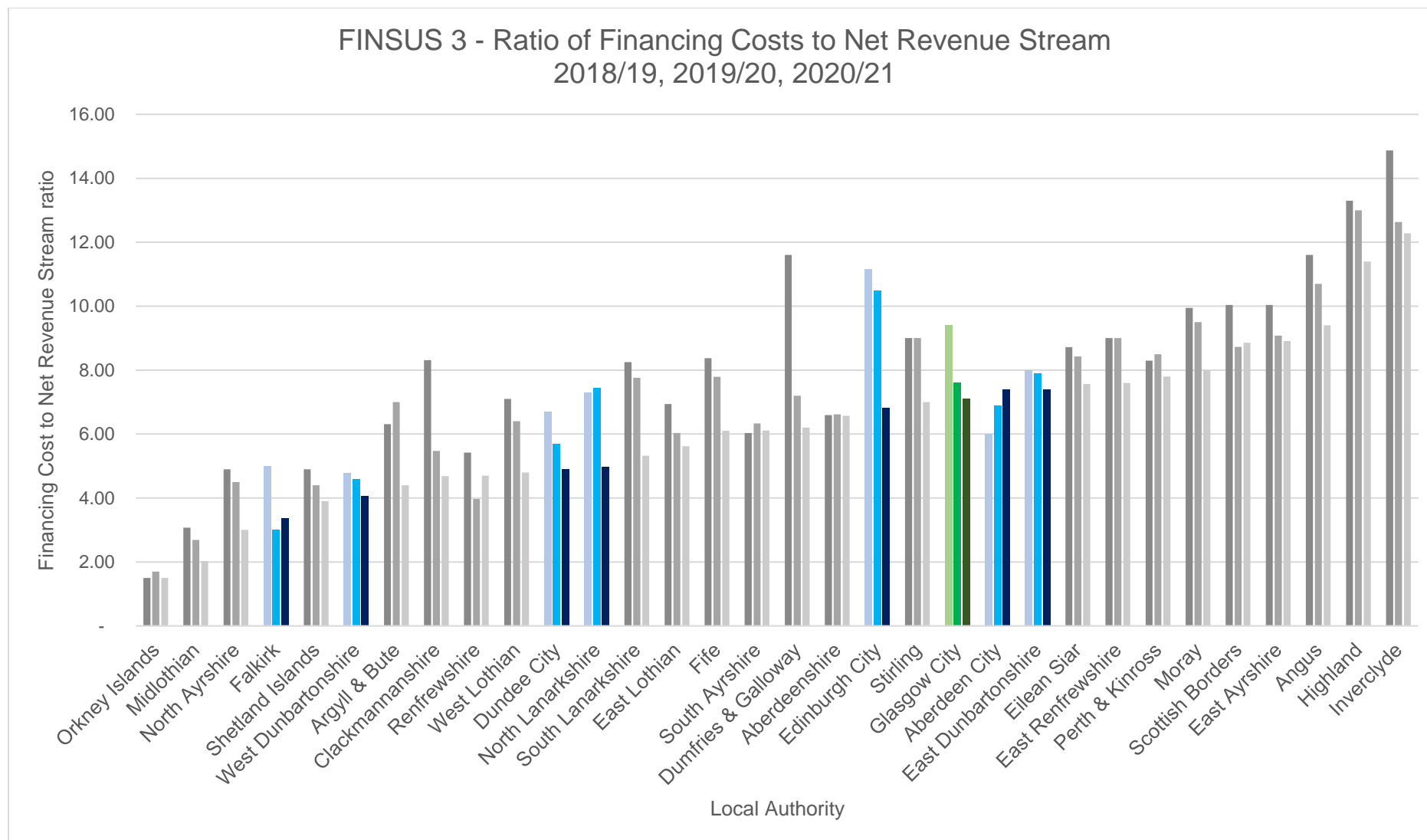


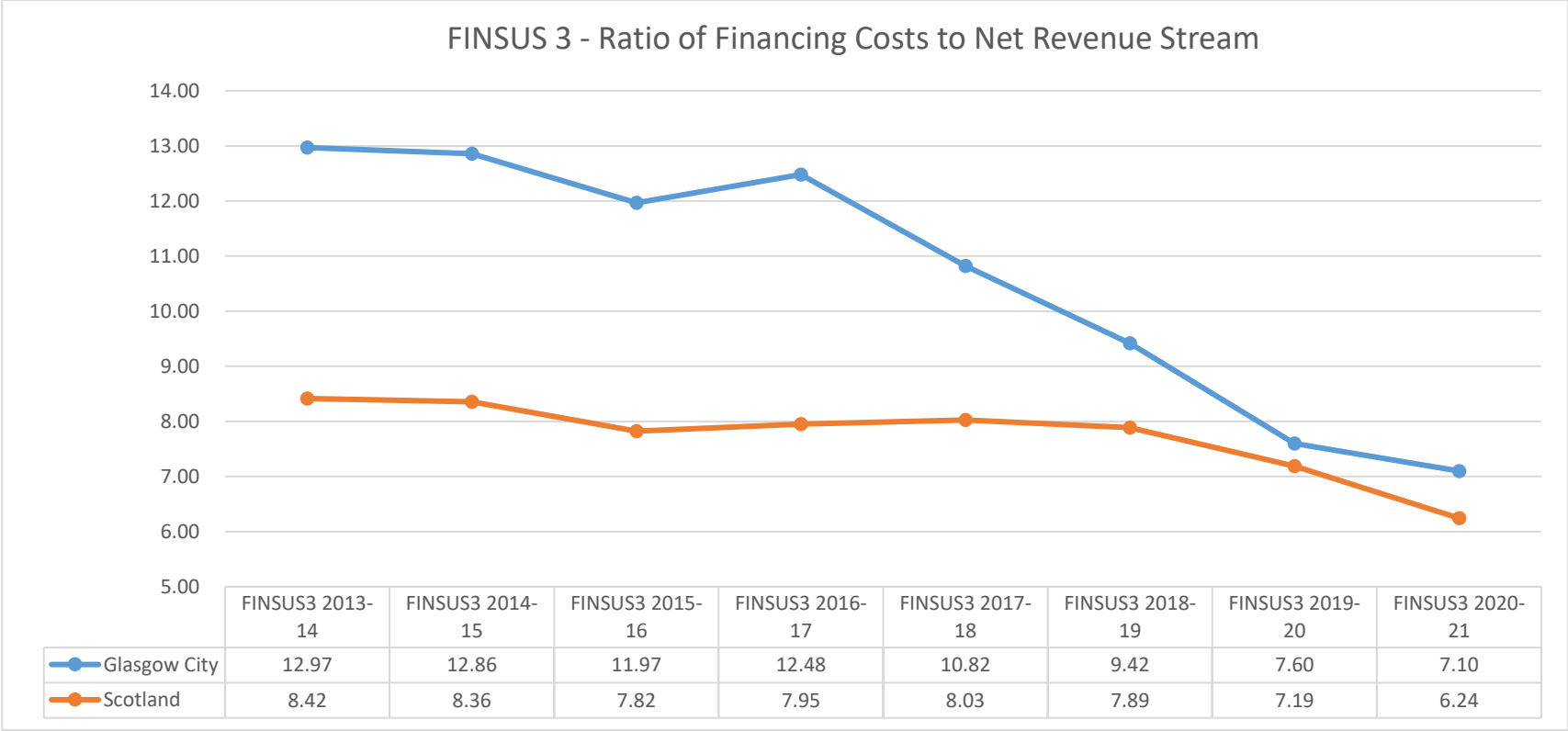


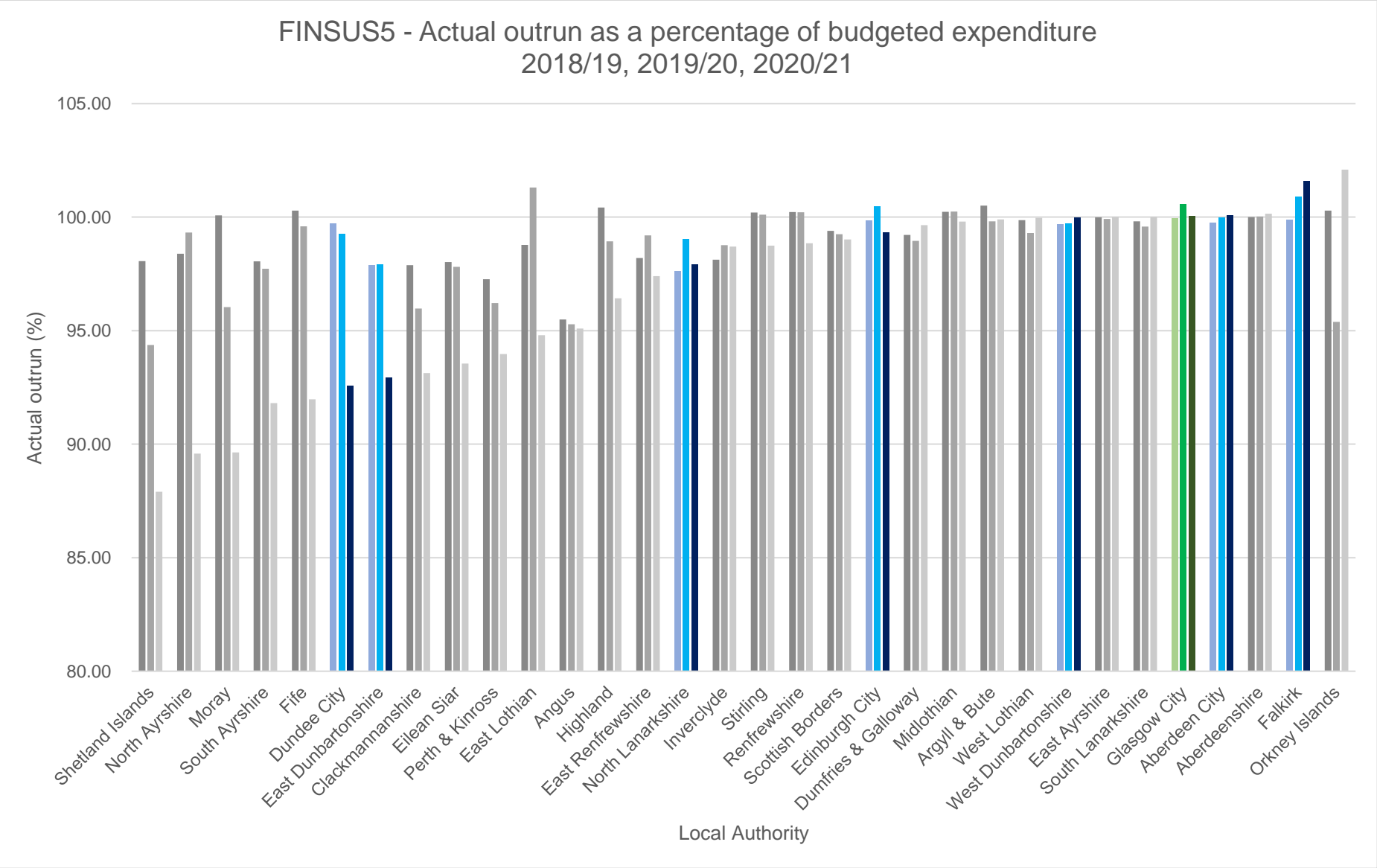


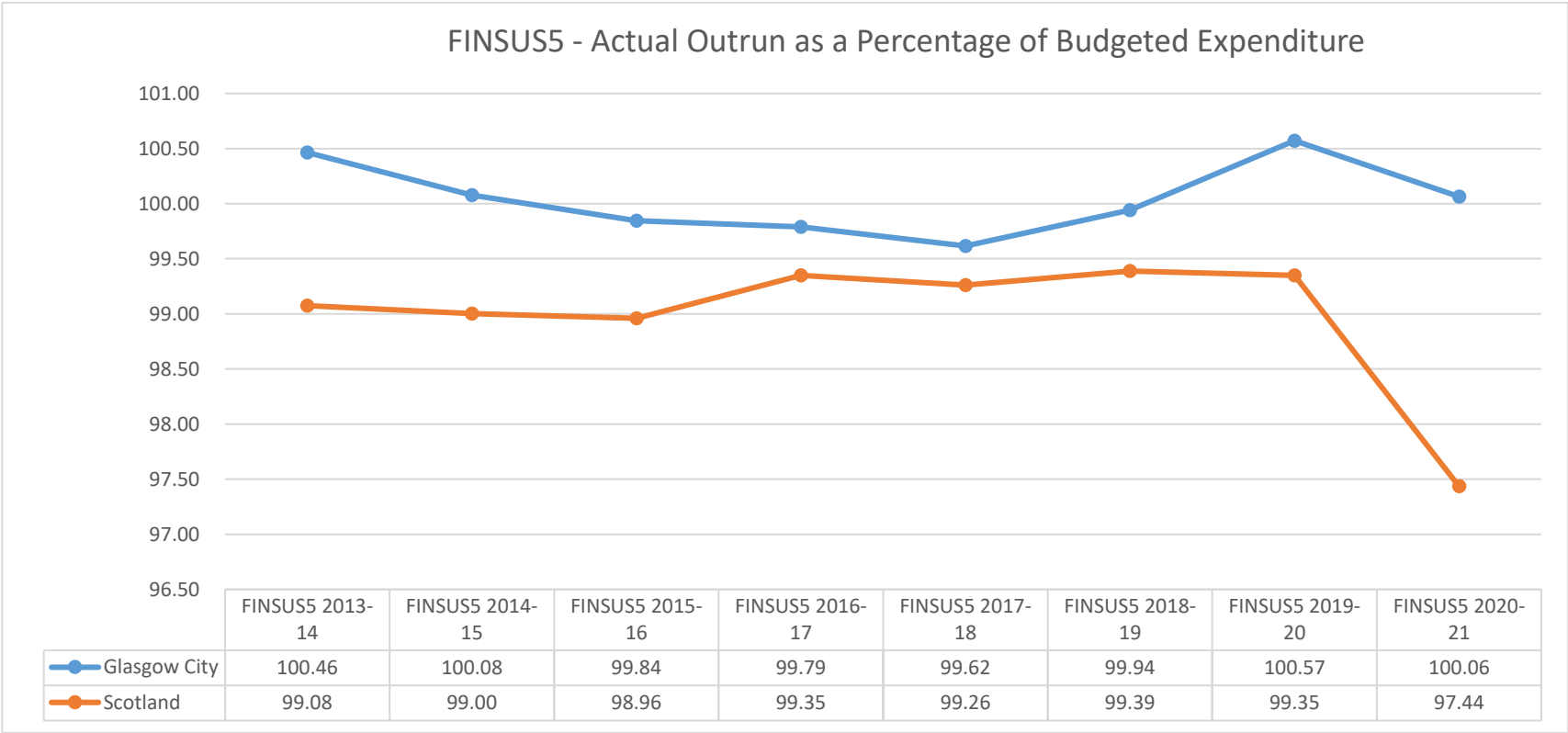














## OFFICIAL

### 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 and Socio-Economic Impacts:

*Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.*

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 2020-21, and no policy decisions are initiated in this report.

*Please highlight if the policy/proposal will help address socio-economic disadvantage:*

Yes, by highlighting areas of work the report seeks to assist in increasing people's knowledge about Fairness and impact of policy/planning on socio-economic outcomes.

#### Climate Impacts:

*Does the proposal support any climate Plan actions? Please specify:*

*Not Directly*

OFFICIAL

OFFICIAL

*What are the potential climate impacts as a result of this proposal?*

None

*Will the proposal contribute to Glasgow's net zero carbon target?*

N/A

**Privacy and Data Protection impacts:**

Data collated with be handled in accordance with the General Data Protection Regulation

## **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.