



**Glasgow City Council**

**Finance and Audit Scrutiny Committee**

**Report by Chief Executive**

**Contact: Cormac Quinn Ext: 73625**

## **Local Government Benchmarking Framework 2021/22**

### **Purpose of Report:**

This report provides the Committee with an overview of the Local Government Benchmarking Framework (LGBF). This report presents members with a wide suite of measures for consideration and assessment of performance.

This report follows on from the LGBF Background report noted by OPDSC on the 5<sup>th</sup> April 2023 and the LGBF Framework report on the 3<sup>rd</sup> May 2023.

### **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 This report presents detailed information from the Local Government Benchmarking Framework (LGBF). These indicators form part of the suite of Statutory Performance measures used by the Council to consider how it is performing in its duty to deliver Value for Money and are 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 2021/22. 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 nine key headings
- Children's Services
  - Corporate Services
  - Adult Social Care
  - Housing
  - Culture and Leisure
  - Environmental Services
  - Economic Development and Planning
  - Financial Sustainability
  - Tackling Climate Change
- 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 This report follows on from a detailed background to Operational Performance and Delivery Scrutiny Committee, noted by members on the 5<sup>th</sup> of April 2023 [https://www.Background Report on LGBF](https://www.glasgow.gov.uk/Background-Report-on-LGBF). This further report will present high level data and insight which is designed to encourage further exploration of the variances against local strategic priorities.
- 2.2 A complete set of charts of the 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.
- 2.3 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.

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- 2.4 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.
- 2.5 The 2021/22 publication will present data from a timeline where Local Authorities had prioritised resources to deal with the most immediate concerns relating to the COVID-19 pandemic. The impact of the pandemic has altered core operations and delivery landscapes across all 32 Local Authorities, as such the LGBF performance and expenditure data needs to be interpreted against this context. LGBF data for 2021/22 provides an opportunity to highlight and reflect on the key pressures and areas significantly impacted, as well as to identify areas of progress and achievement.
- 2.6 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.
- 2.7 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.
- 2.8 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.
- 2.9 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
- 2.10 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 It is important to note that work will be required in conjunction with the Improvement Service to set the context for all future reporting of LGBF data to accurately 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 sixth highest costs of any local authority for pre-school education registration (**£12,230**) against a Scottish Average of **£10,283**. 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.

#### ➤ % 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 61%** of pupils achieving 5+ awards, with **69% the Scottish Average**.

**In respect of SCQF level 6 pupils, Glasgow records 34%** of pupils achieving 5+ awards **against the Scottish average of 40%**. However, **Glasgow sits above the Scottish average when deprivation figures are factored in with 54%** achieving 5+ at level 5, **against the Scottish national average of 52%** 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.

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

The **net cost of street cleaning per 1,000 is the 2<sup>nd</sup> highest in Scotland at £21.55 per person**, which is a reduction of £5.08 per person on last year's 2020/21 figures (£26.63 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 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.

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- 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 street scene service.

### ➤ **% Of total household waste that is recycled**

Currently **Glasgow at 27.3%% of all waste recycled**; has the **third lowest rate** of recycling across all Councils. The **average rate** of recycling for Scotland is **42.7%** of all waste.

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

Currently Glasgow is the **2nd lowest ranking** of all the authorities at **7.3 starts ups per 10,000 population**. The Scottish Average for Business Gateway Start Ups is 14.4

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 calculated using the total population or working age population as baseline data.

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

Glasgow has the **6th highest cost per application at £5,784**, with the Scottish average figure reported as £5067.

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, therefore comparable data may not have been used to calculate the differentials in the Costing of the Planning Service.

The LGBF allocates an average cost to a planning application for different authorities. To gain the "average cost of applications" the total cost of the Planning and Building Standards staff is divided by the total number of planning applications. A fuller understanding of what figures were used to calculate the cost per planning application is required to ensure that accurate direct staff costs are attributed rather than a cost centre approach. All Councils in fact allocate their budgets differently which could potentially skew the apparent "cost" of dealing with planning applications. In Glasgow City Council does not have a definitive way of calculating the average cost of a planning application as the service is not split into different parts (e.g., the GCC budget covers policy planning and enforcement as well as development management which deals with planning applications).

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The Planning applications that are included for the number of planning applications also only includes Local application (not major). It also excludes many applications that fall in to the 'other' categories such as telecoms applications which form a large part of the City's workload in planning. For authorities such as Glasgow this could potentially impact the accuracy of the data.

### ➤ **Cost per attendance at sports facilities**

Glasgow has the **second highest cost per attendance** at sports facilities in Scotland at **£17.01** against a **Scottish average of £6.43**. The highest cost per attendance has been recorded by Midlothian at £19.40.

Glasgow has dropped from being the highest cost per attendance at sports facilities in 2020-21 at £223.61 against a Scottish average of £40.37.

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 sporting events and attendances by spectators at 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.

Visits to sports facilities in Glasgow have increased by 1113% in comparison to 2020-21 but are -63% below the last year of normal operation pre pandemic in 2019-20. Expenditure on sports facilities has reduced by -10% in comparison to 2020-21 but is 22% higher than pre-pandemic as a result of how temporary Covid support monies have been accounted for.

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) 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.

### ➤ **Cost per Library visit**

Glasgow has the **second highest cost per library visit** at **£12.11** compared to a Scottish National Average of **£2.90**. The highest cost per attendance has been recorded at Argyll and Bute at £22.53.

Glasgow had the third highest cost per library visit in 2020-21 at £23.24 against a Scottish average of £13.22.

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Visits to libraries in Glasgow have increased by 98% in comparison to 2020-21 but are -74% below the last year of normal operation pre pandemic in 2019-20. Expenditure on libraries has increased by 3% in comparison to 2020-21 and remain 14% higher than pre-pandemic as a result of how temporary Covid support monies have been accounted for, which differs across local authorities.

### 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 **61.5%**, across similar Councils Glasgow has the **highest proportion of female employees** in highly paid posts with a **Scottish Average of 58.9%**. From 2019 this indicator has been supplemented by an additional pay equality indicator, so this will continue to be reflected in future reporting.

#### ➤ Home care costs per hour for people aged 65 and over

Glasgow ranks **3<sup>rd</sup> highest** across all councils for spend on home care cost per hour for persons over 65 at **£39.57** against a **national average of £28.57**.

#### ➤ Investment in Economic Development and Tourism per 1000 population

Glasgow has the **4<sup>th</sup> highest level of investment at £183,975 per 1000** of the population; the Scottish **national average** for this indicator is **£119,388**.

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

Glasgow has the **4<sup>th</sup> lowest** percentage of people recorded as **earning less than the Living Wage** at **11.3%** against a **national figure of 14.4%**.

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.

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### ➤ Proportion of properties receiving superfast broadband

Glasgow at **98.4%** of properties has **4<sup>th</sup> highest** proportion of properties receiving superfast broadband in Scotland. The **Scottish average** is currently **93.2%**.

### ➤ Tackling Climate Change

Glasgow has the **5<sup>th</sup> lowest level** of Carbon emissions at 3.3 tonnes per capita, the national average for Scotland was 4.6 tonnes. When compared to similar Councils Glasgow was second lowest.

When measuring the level of Carbon emission directly impacted by the Council, Glasgow recorded the **lowest level of all 32 Councils** at 2.9 tonnes per capita, against a national average of 4.1 tonnes. The figures provided are for calendar year 2019. It should be noted that the scope of what is included will differ depending on the Local Authority. The following areas can be omitted by Local Authorities in their individual returns:

1. Emissions from sites within the EU ETS (except power stations, whose emissions are indirectly included via the end-user estimates which cover electricity use.
2. Emissions from Motorway Traffic
3. Emissions from Diesel Railways
4. Emissions from the Land use, Land use Change, and Forestry (LULUCF) sector.

## 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
SW7	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	7	ENV4d	% Of C Class roads that should be considered for maintenance treatment	6
SW2	SDS Spend on adults as a % of total adult spend	2	ENV 4e	% Of unclassified roads that should be considered for maintenance treatment	3



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SW4e	% Of carers who agree that they have been supported to continue in their caring role	6	ECON 8	Proportion of properties receiving superfast broadband	4
CHN7	% Of Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)	6	ECON 11	Gross Value Added (GVA) per capita in Council Area	3
CH12b	Average Total Tariff SIMD quintile 1	6	CORP 8	Efficiency in paying invoices on time	8
ECON 7	Lowest proportion of people earning less than the living wage	4	Corp 3c	Current Gender Balance in Senior posts	7
ECON 6	Investment in Economic Development & Tourism	4	FINSUS5	Actual outturn as a percentage of budgeted expenditure	5
CLM1	Carbon emissions in Council Area	5	CLIM 2	Carbon emissions directly impacted by the Council	1

## Lowest Ranked Quartile

		Rank			Rank
CHN 2	Cost per Secondary School Pupil	30	C&L1	Cost per attendance at leisure facilities	31
CHN 3	Cost per pre-school education place,	24	C&L2	Cost per Library visit	31
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	27	ENV1a	Net cost of Waste Collection per Premises	28
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	27	ENV2a	Net Cost of Waste Disposal per Premise	24
CHN18	% Of early years funded establishments rated as good or better	31 ranked 7th when SIMD considered -	ENV 3a	Net cost of street cleaning per 1000 of the population	31

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CORP 1	Support services as a % of total gross expenditure	23 ranked 6th when SIMD considered	ENV 3c	Street Cleanliness Score	31
CORP 7	% Of income due from council tax received by the end of the year	29	ENV 6	% Of Household waste recycled	30
CORP 9	SWF Crisis Grant Decisions made within 1 day	32	ENV 7b	Resident satisfaction with Street Refuse Collection	29
ECON 3	Av time to deliver Commercial Planning decisions	29	ECON 5	Business Gateway Start Ups per 10,000 population	31
ECON 12a	Claimants count as % of working age population	26	ECON1	% Of unemployed people assisted in to work via Council employability programmes	26
			ECON 2	Cost of Building and Planning Standards per application	27

### 5.0 Scotland-wide Benchmarking Programme

- 5.1 An on-going programme of benchmarking development exercises has been rolled out by the Improvement Service. All 32 Scottish local authorities are taking place in sessions to look at various aspects of the performance data such as Cost of Living and Climate indicators etc. All Councils are encouraged to view the LGBF as a platform to learn from each other by sharing best practise and experience.
- 5.2 Glasgow continues to engage in an on-going programme of work with the Improvement Services and the Scottish Performance Network to ensure we are making effective use of the LGBF data. Using the LGBF indicators as 'can-openers' we aim through these collaborative networks to explore the very high-level indicators to focus questions on why variations in costs, outcomes and performance are occurring across similar council areas.

### 6.0 Other Benchmarking Activities

- 6.1 Each Council Service is required to produce an Annual Business Plan which sets out current year priorities in the context of previous performance. The guidance around the development process for the individual service plans recognises the importance of benchmarking for achieving and demonstrating Best Value. Services are also encouraged to consider any other relevant benchmarking activity that could be undertaken out with those reflected within the LGBF structure.

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- 6.2 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.

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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 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 2021-22, 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:*

No significant climate impacts identified at this point.

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*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

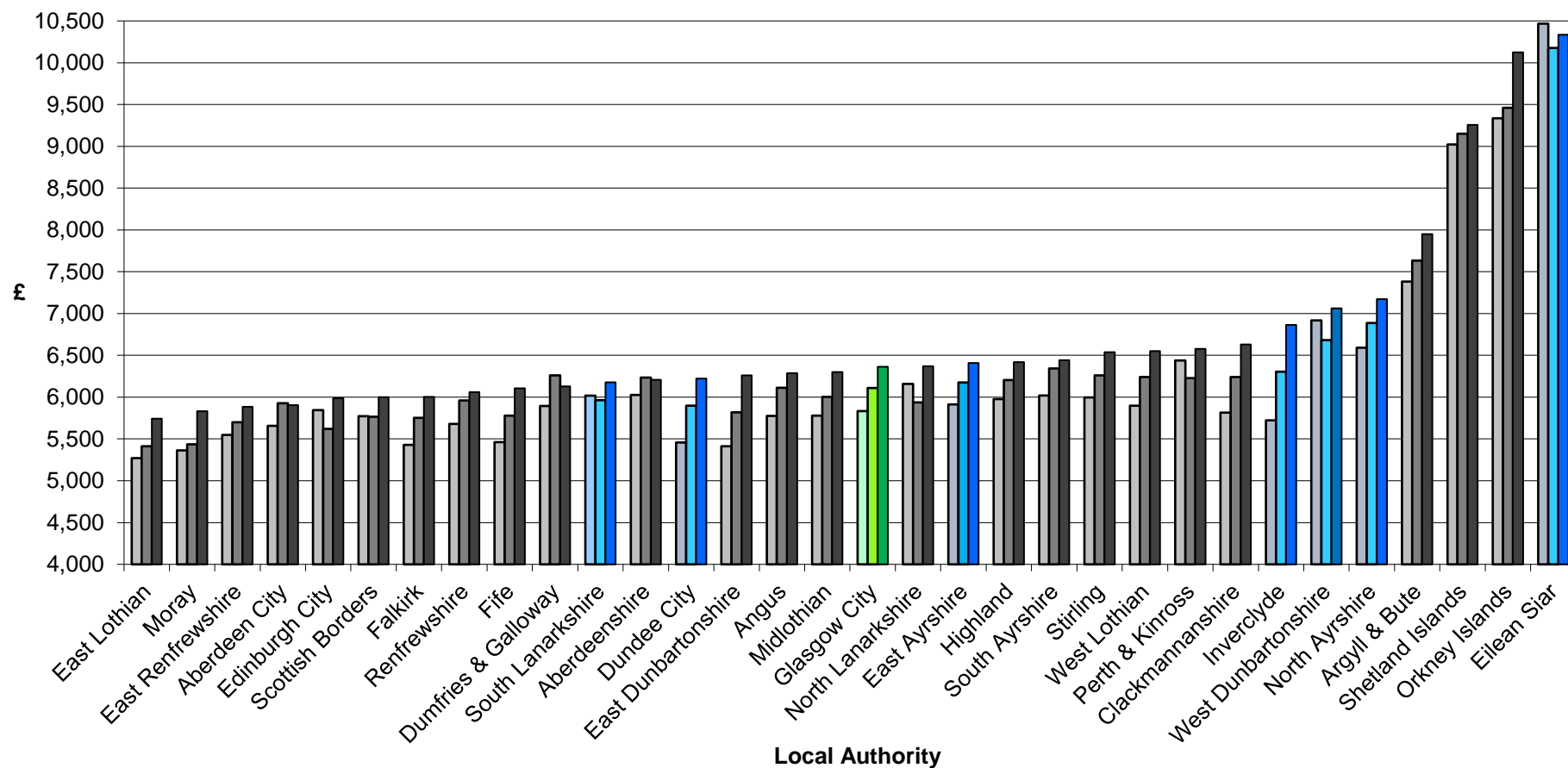
**Privacy and Data Protection impacts:**

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

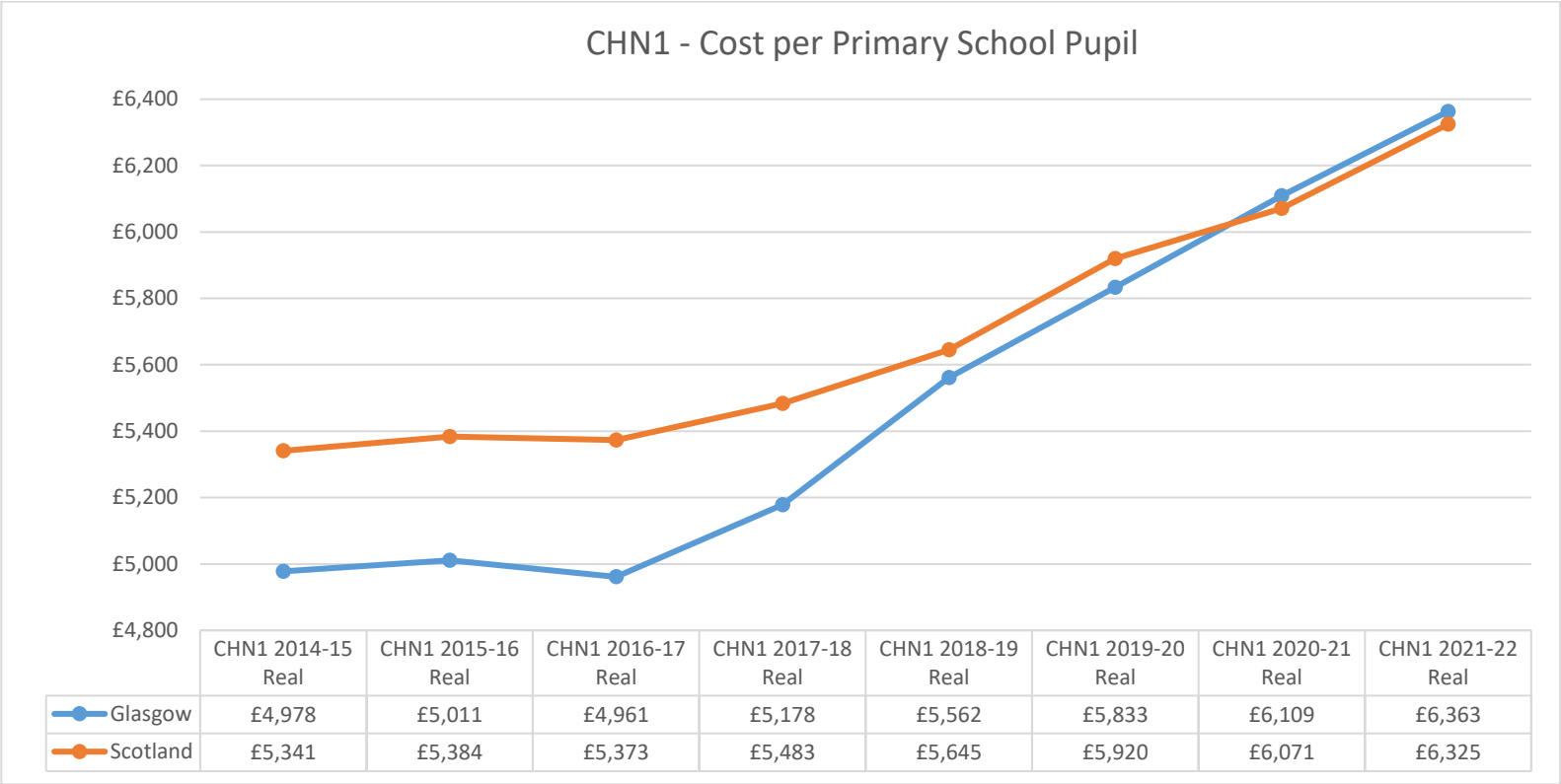
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**CHN1 - Cost per Primary School Pupil  
2019/20, 2020/21, 2021/22**

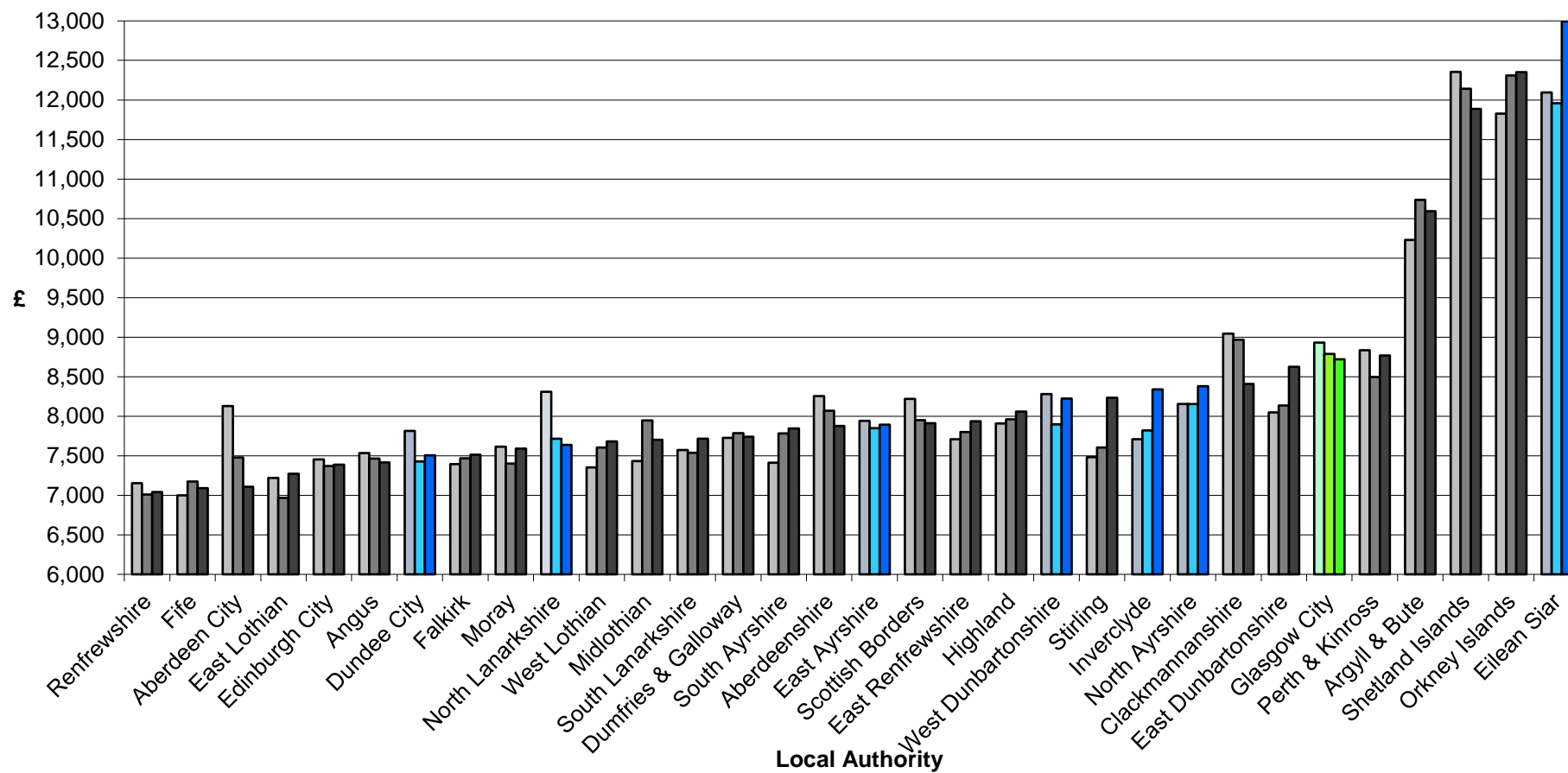


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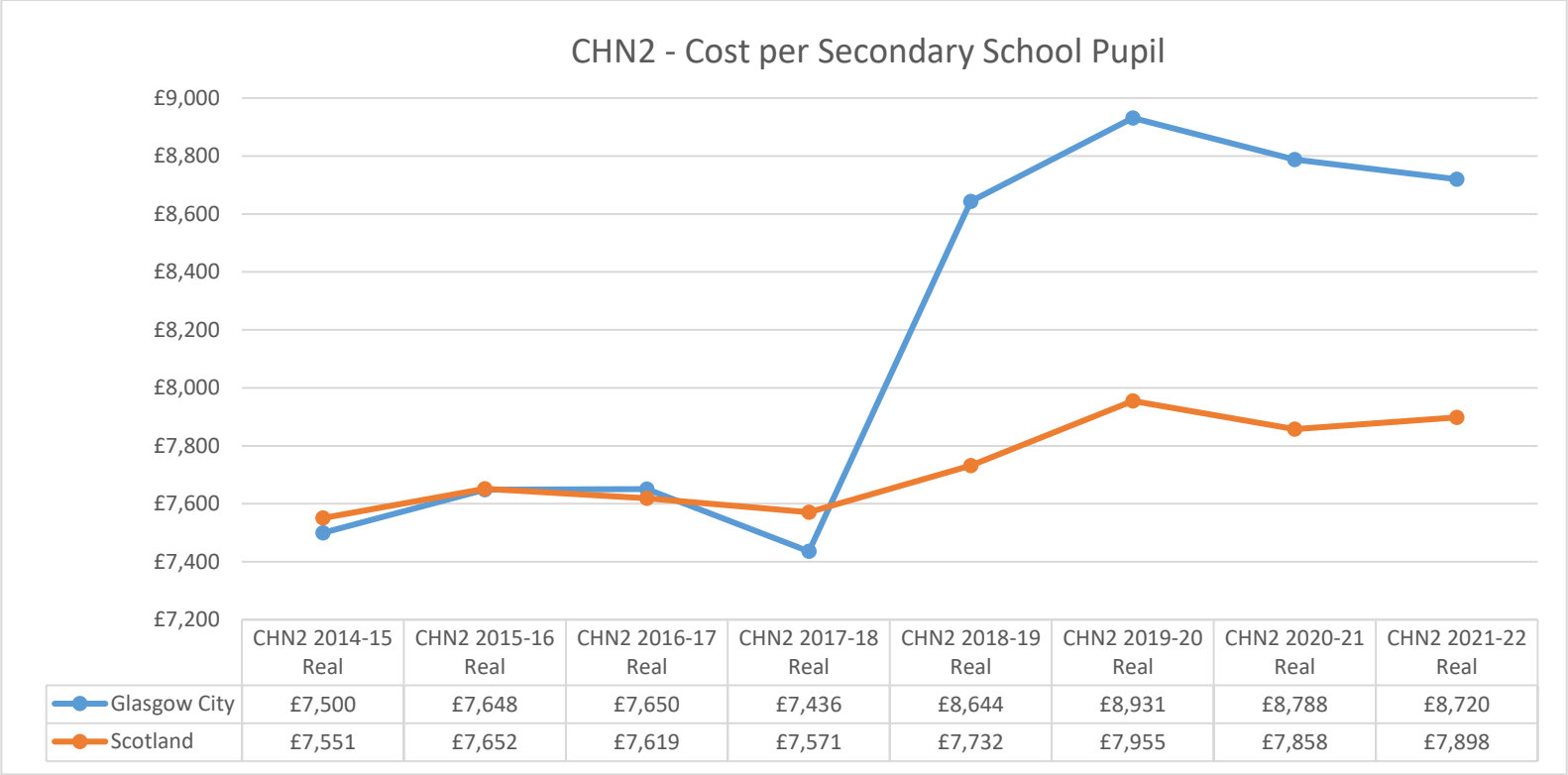
**CHN2 - Cost per Secondary School Pupil**  
**2019/20, 2020/21, 2021/22**



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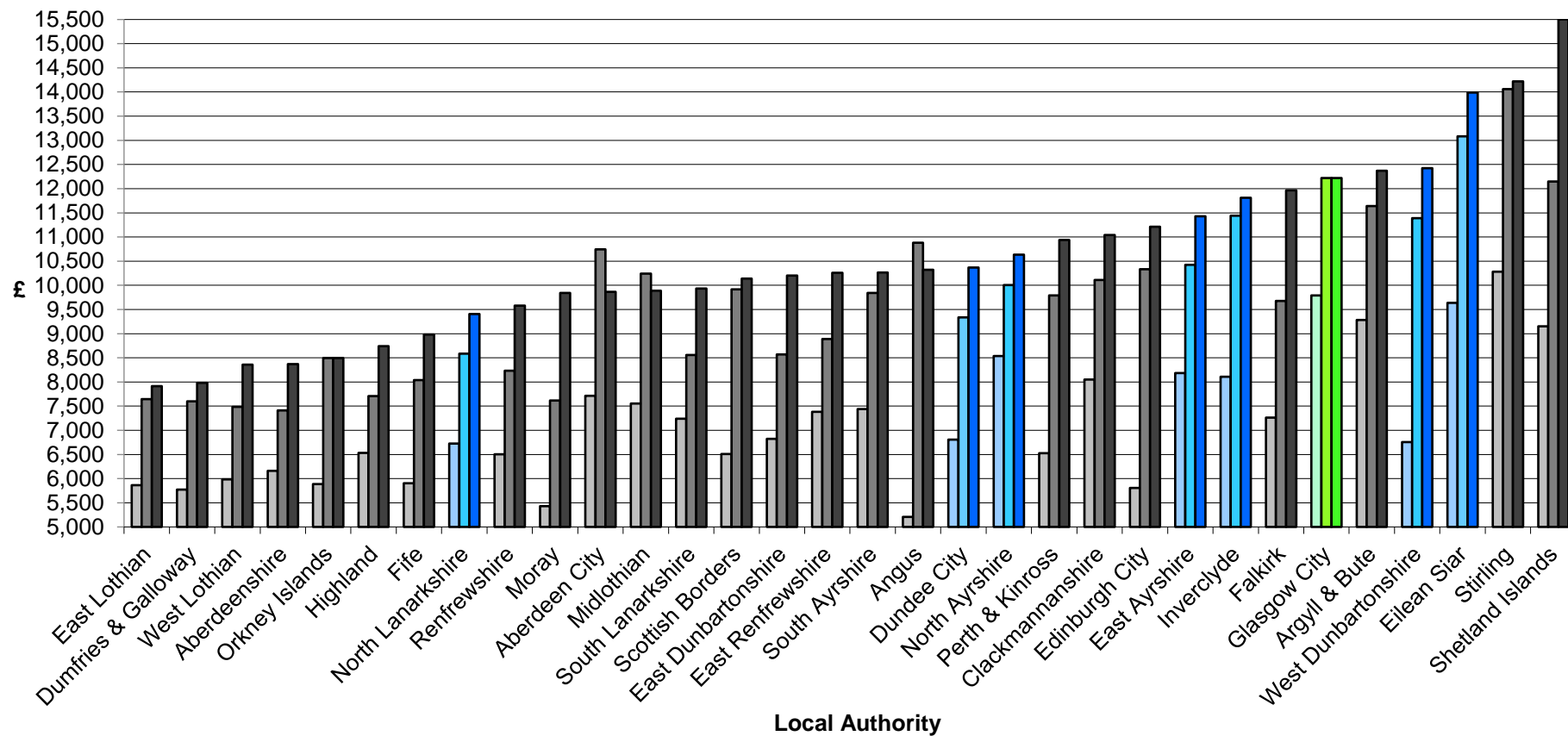
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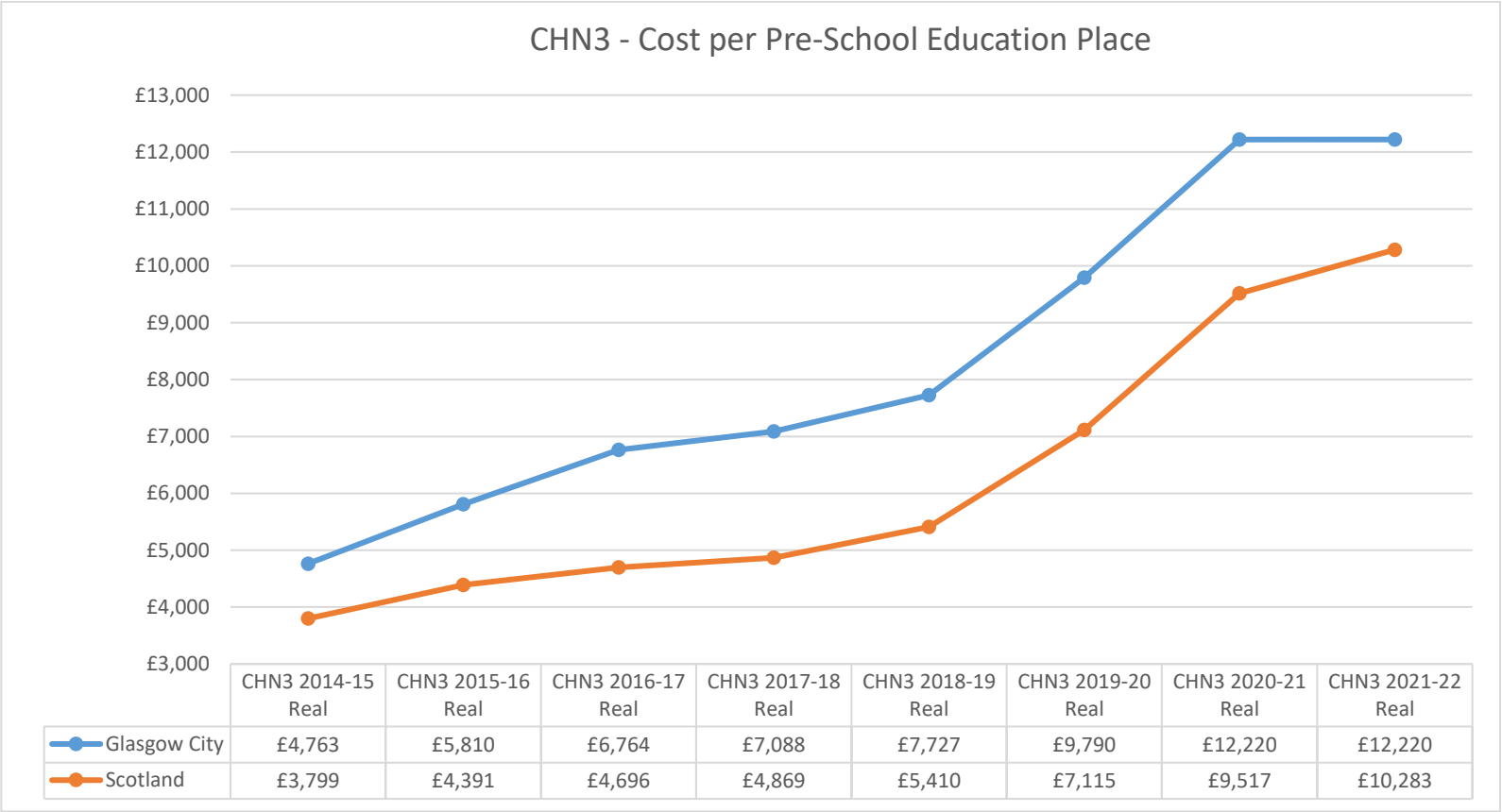
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**CHN3 - Cost per Pre-School Education Place  
2019/20, 2020/21, 2021/22**

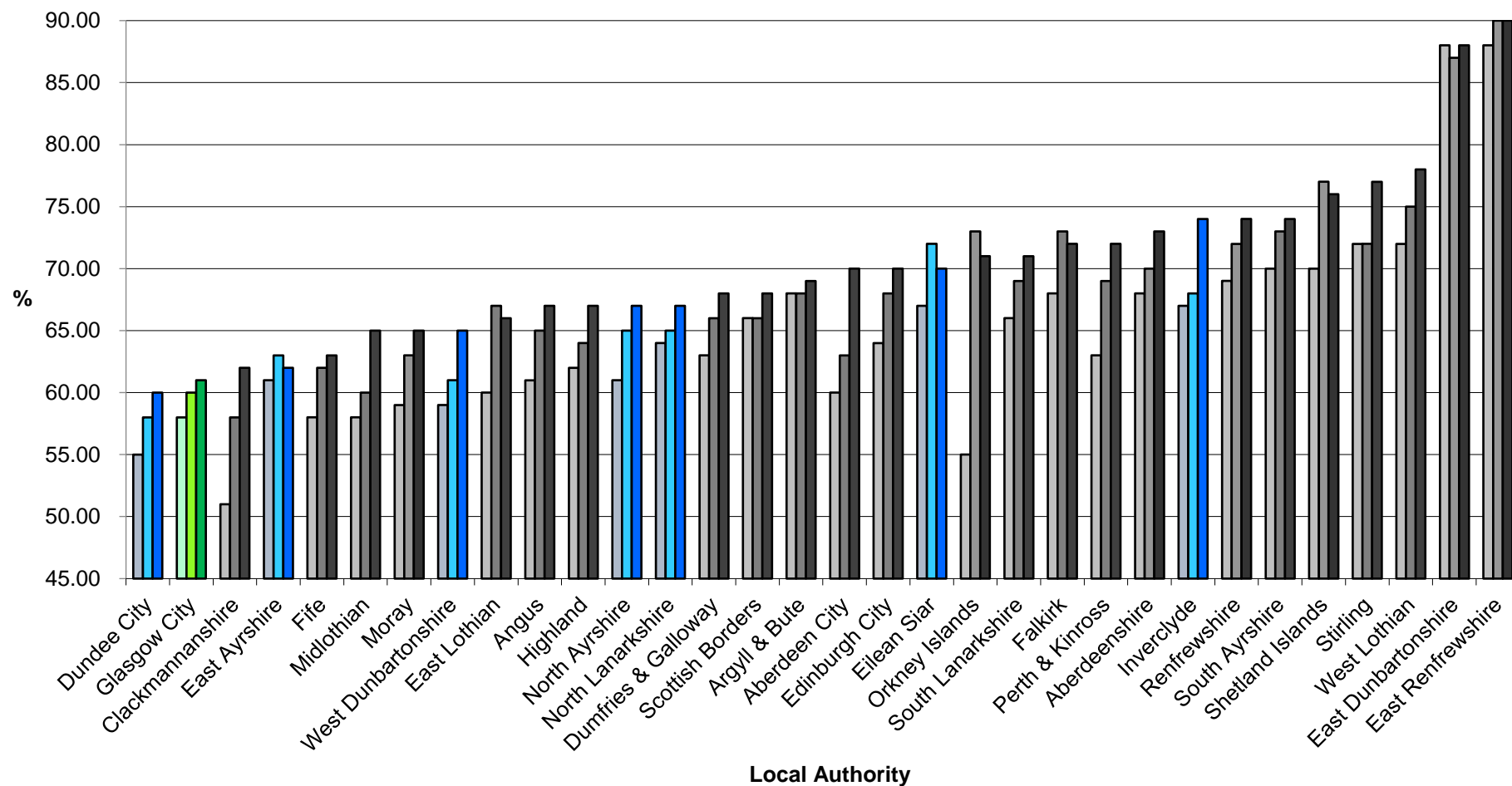


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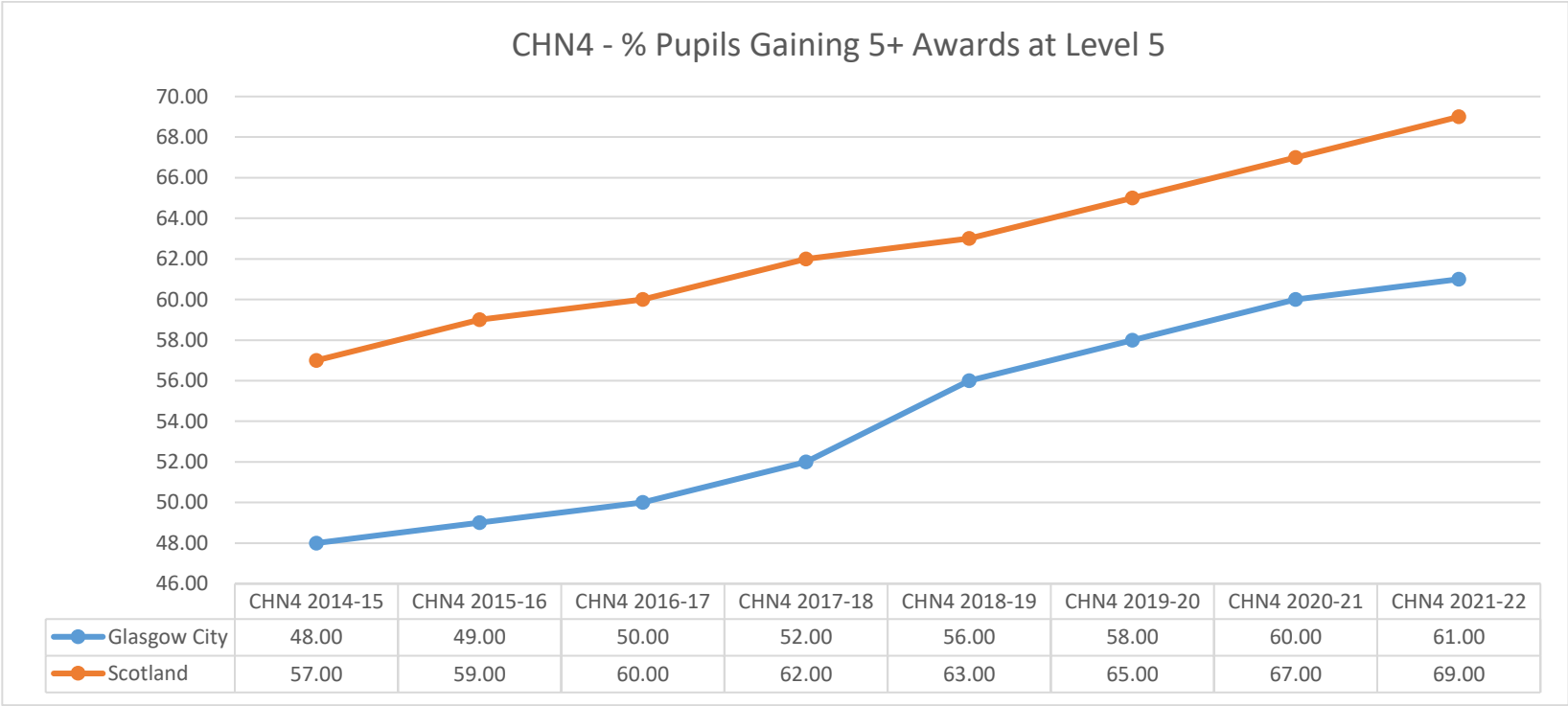


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**CHN4 - % Pupils Gaining 5+ Awards at Level 5**  
**2019/20, 2020/21, 2021/22**

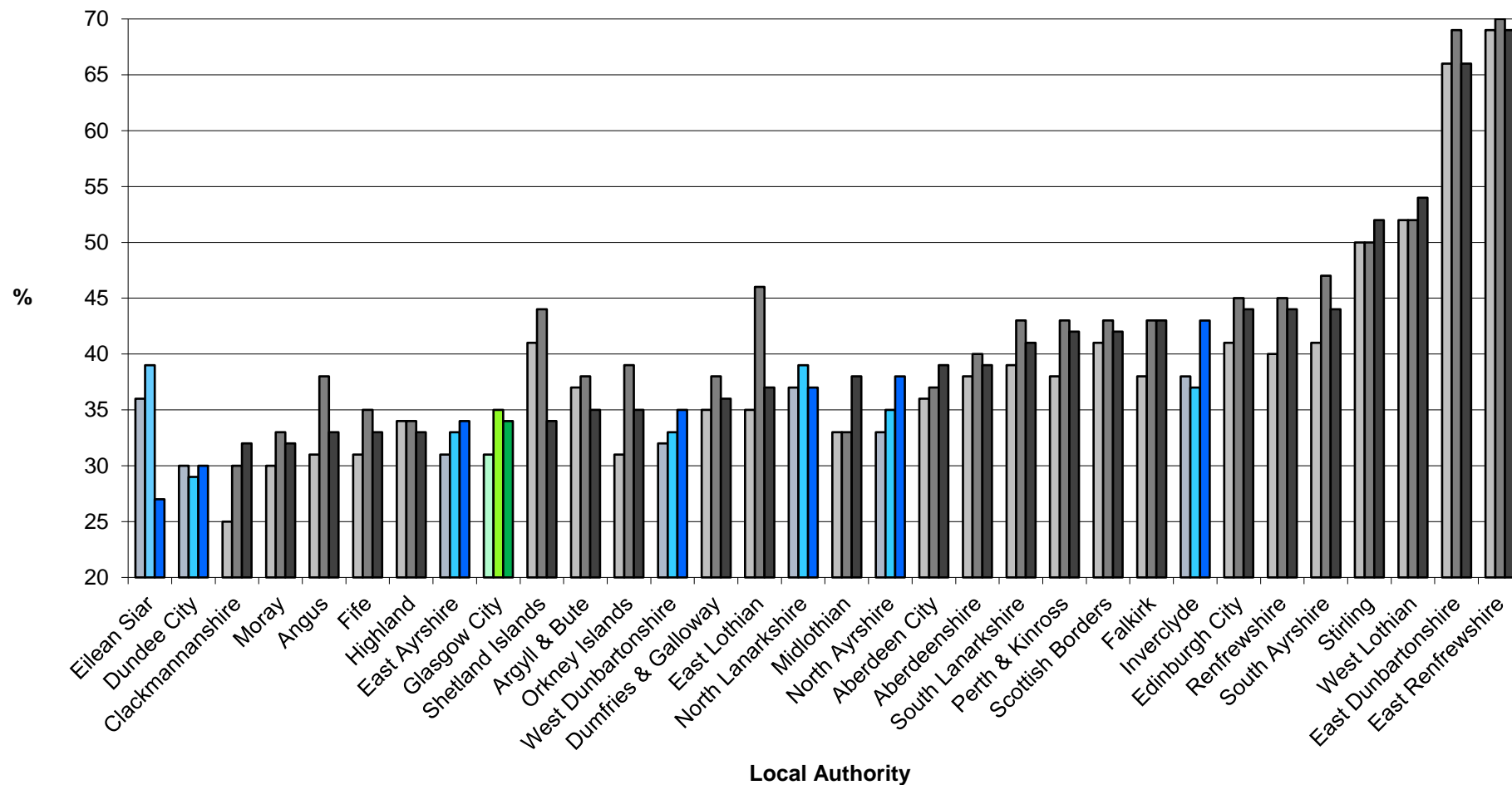


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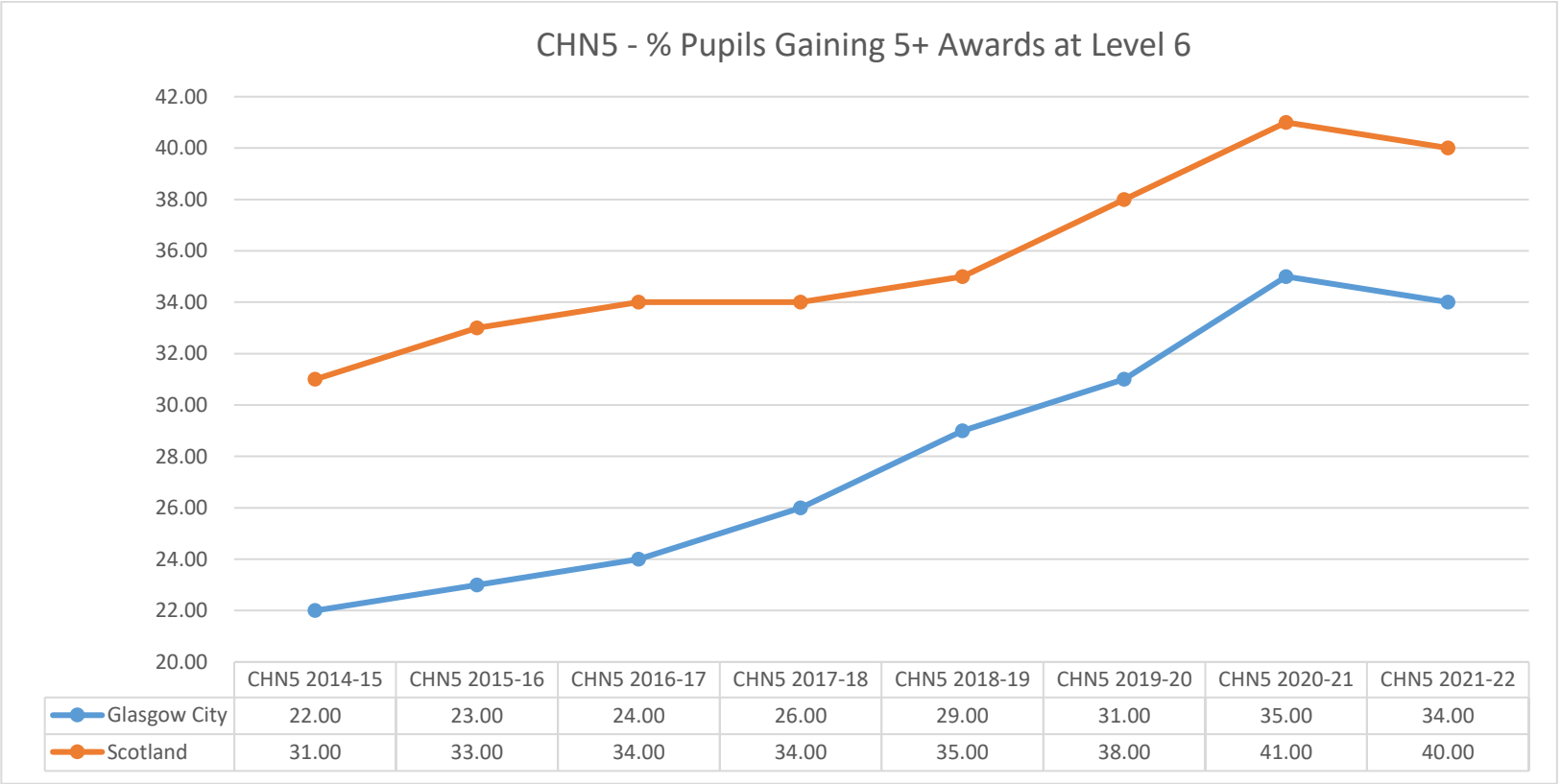


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**CHN5 - % Pupils Gaining 5+ Awards at Level 6**  
**2019/20, 2020/21, 2021/22**

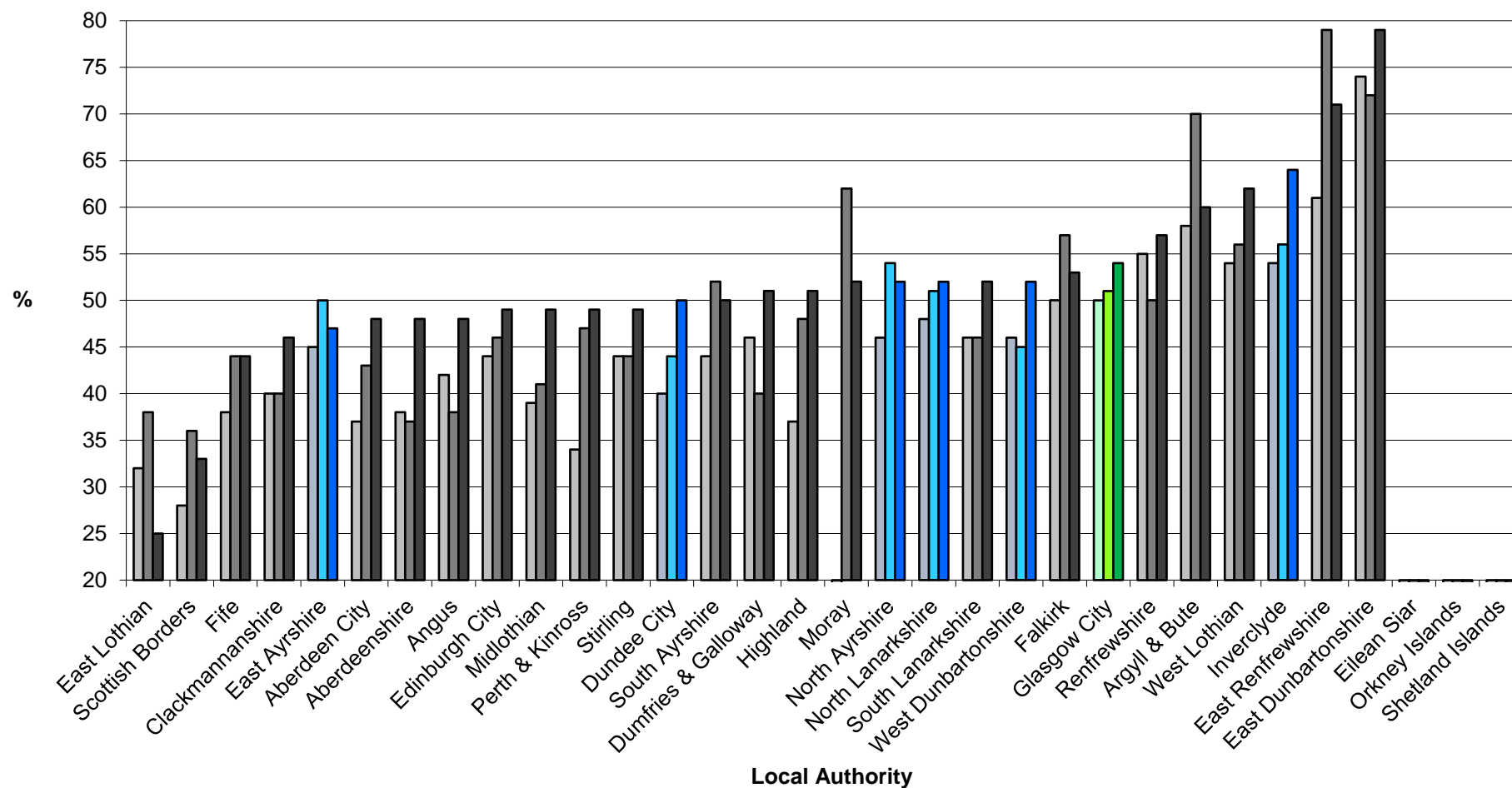


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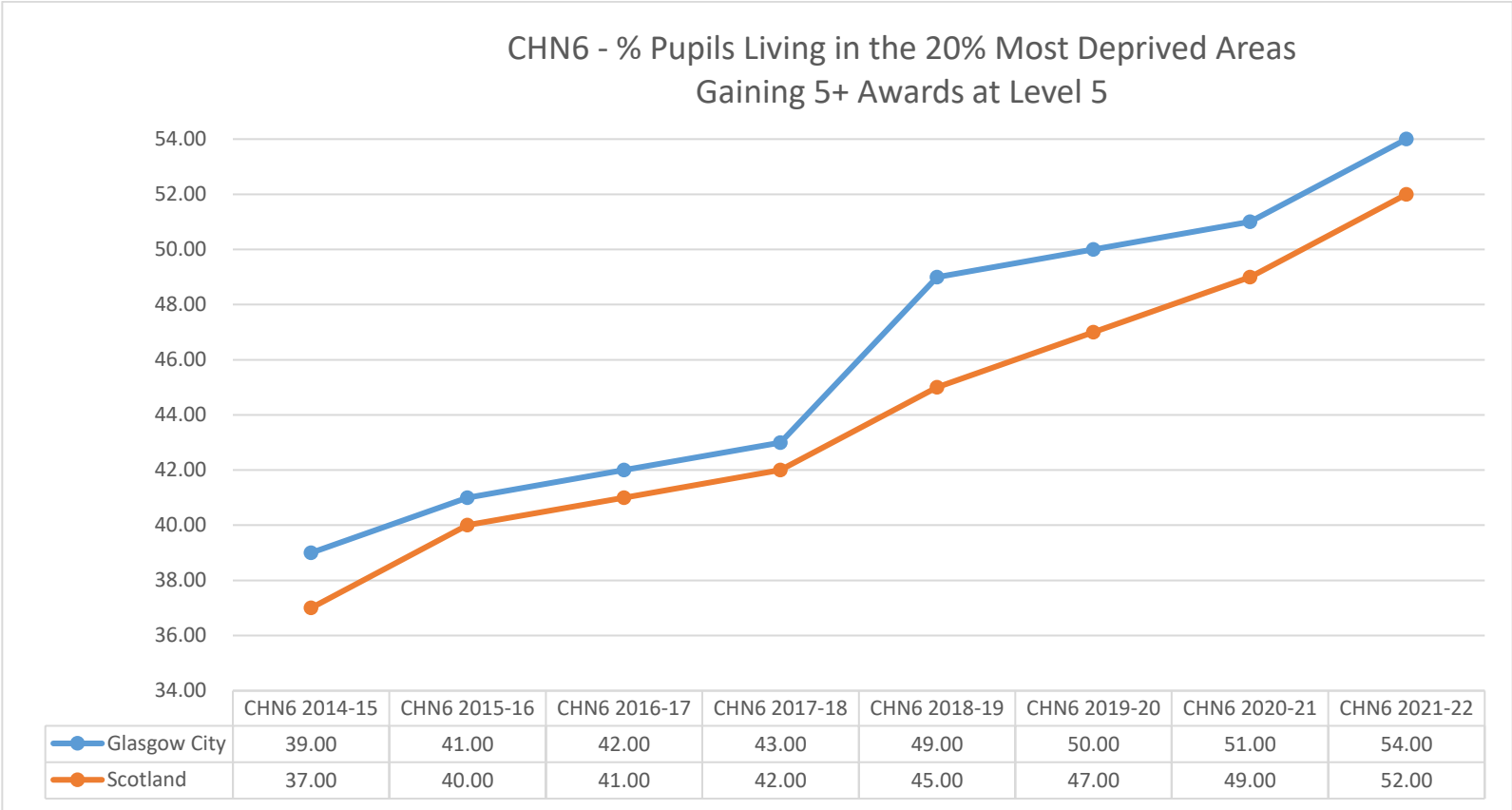
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**CHN6 - % Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 5**  
**2019/20, 2020/21, 2021/22**



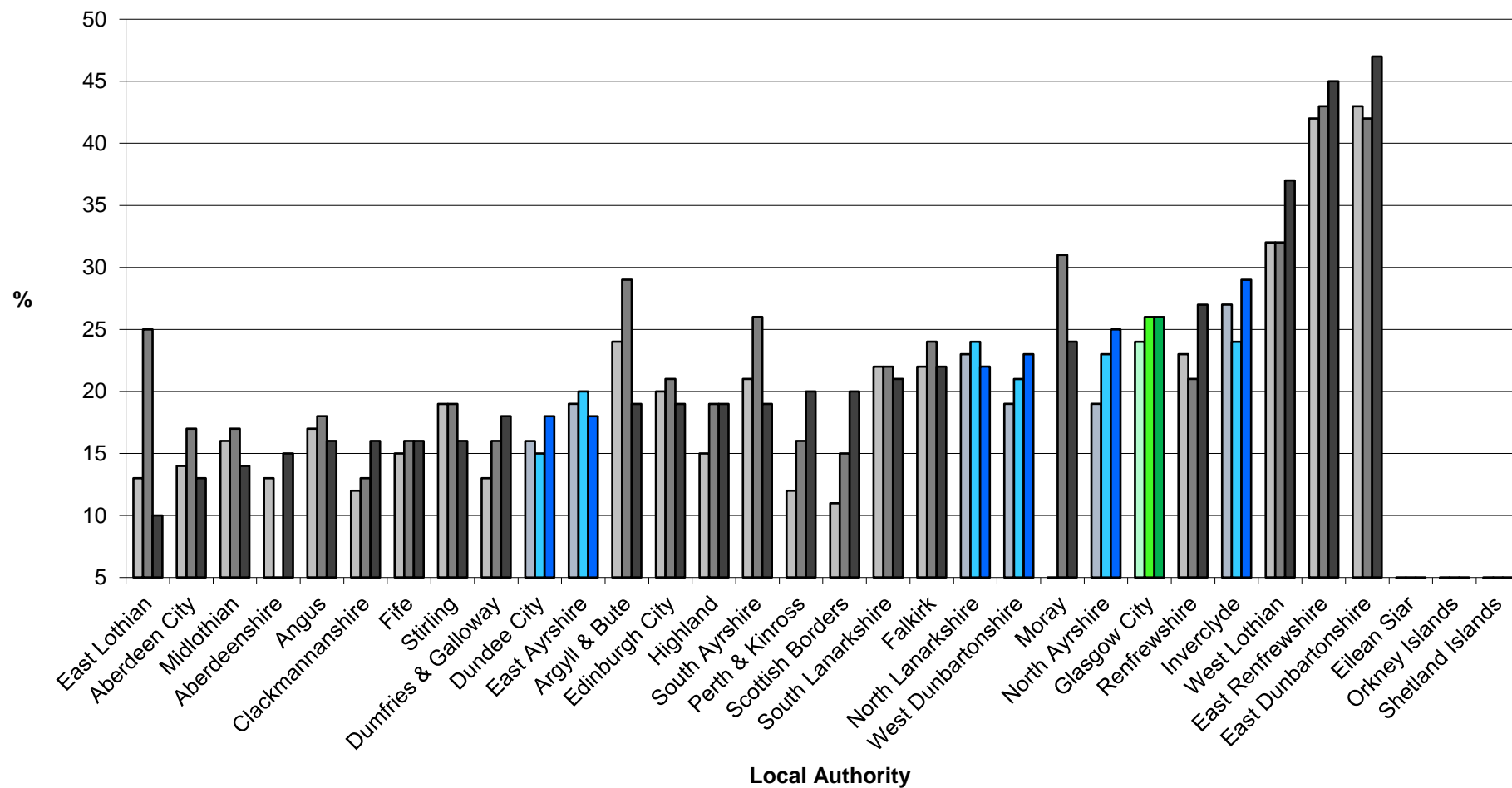
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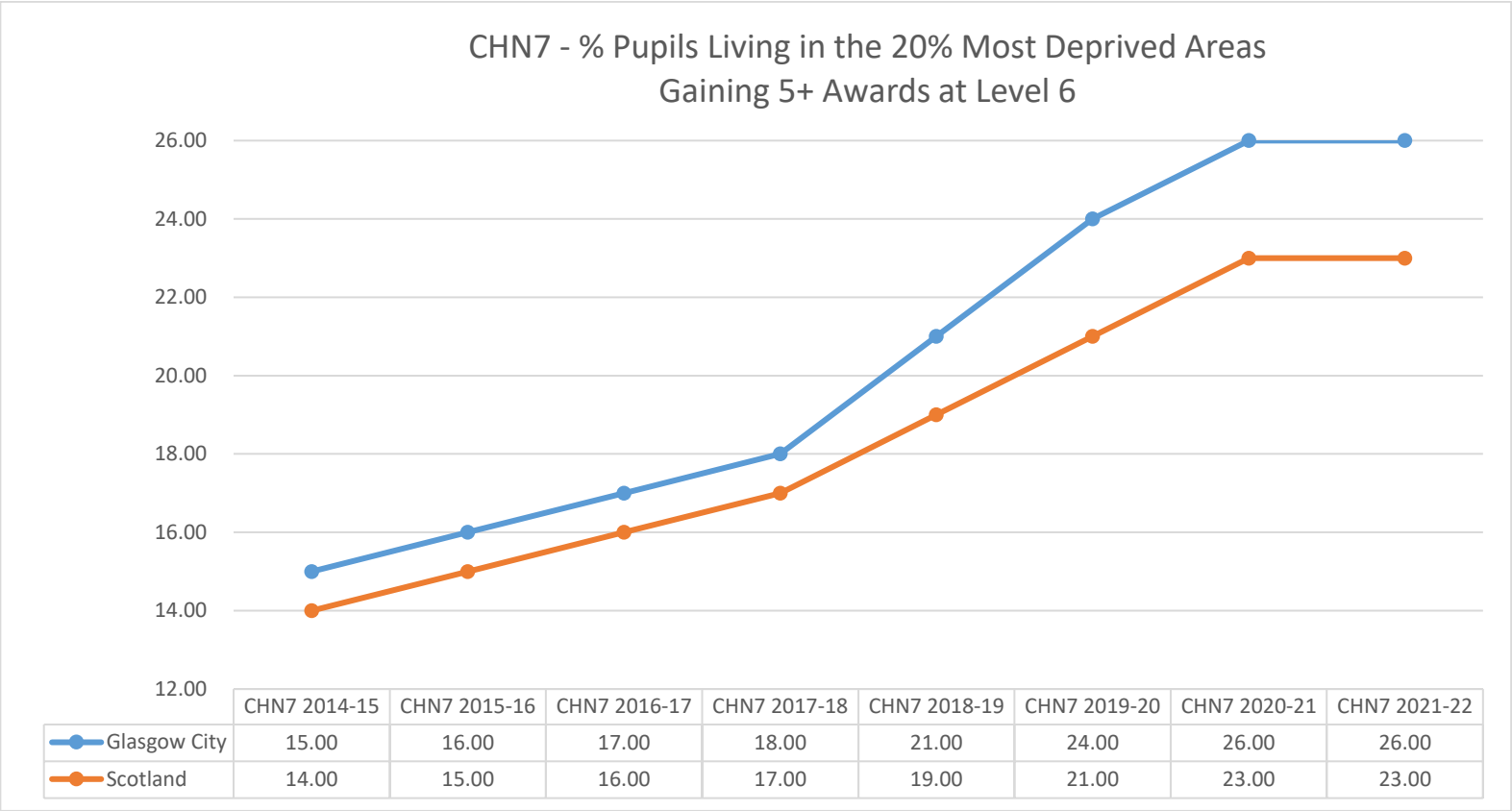


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**CHN7 - % Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 6  
2019/20, 2020/21, 2021/22**

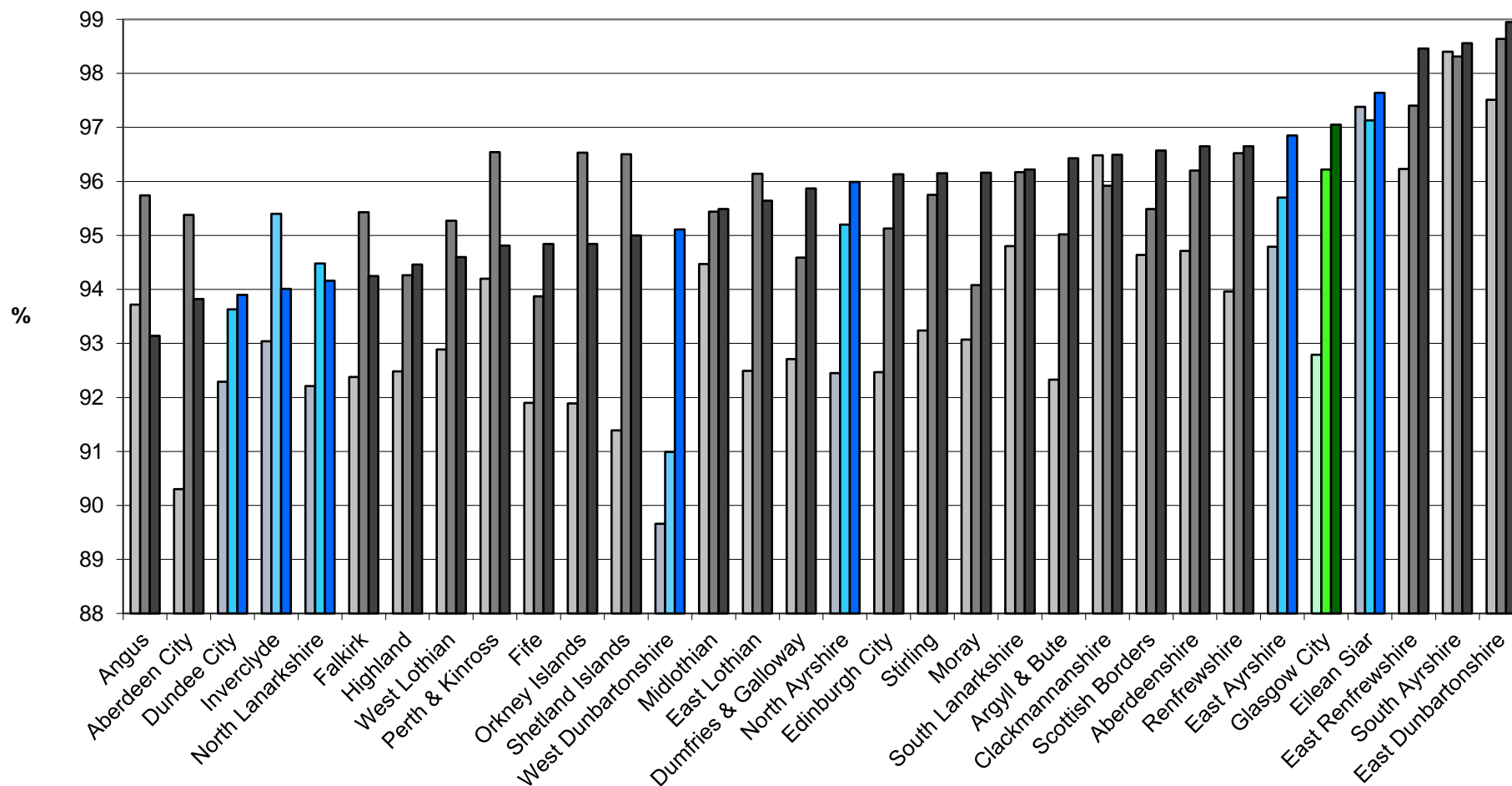


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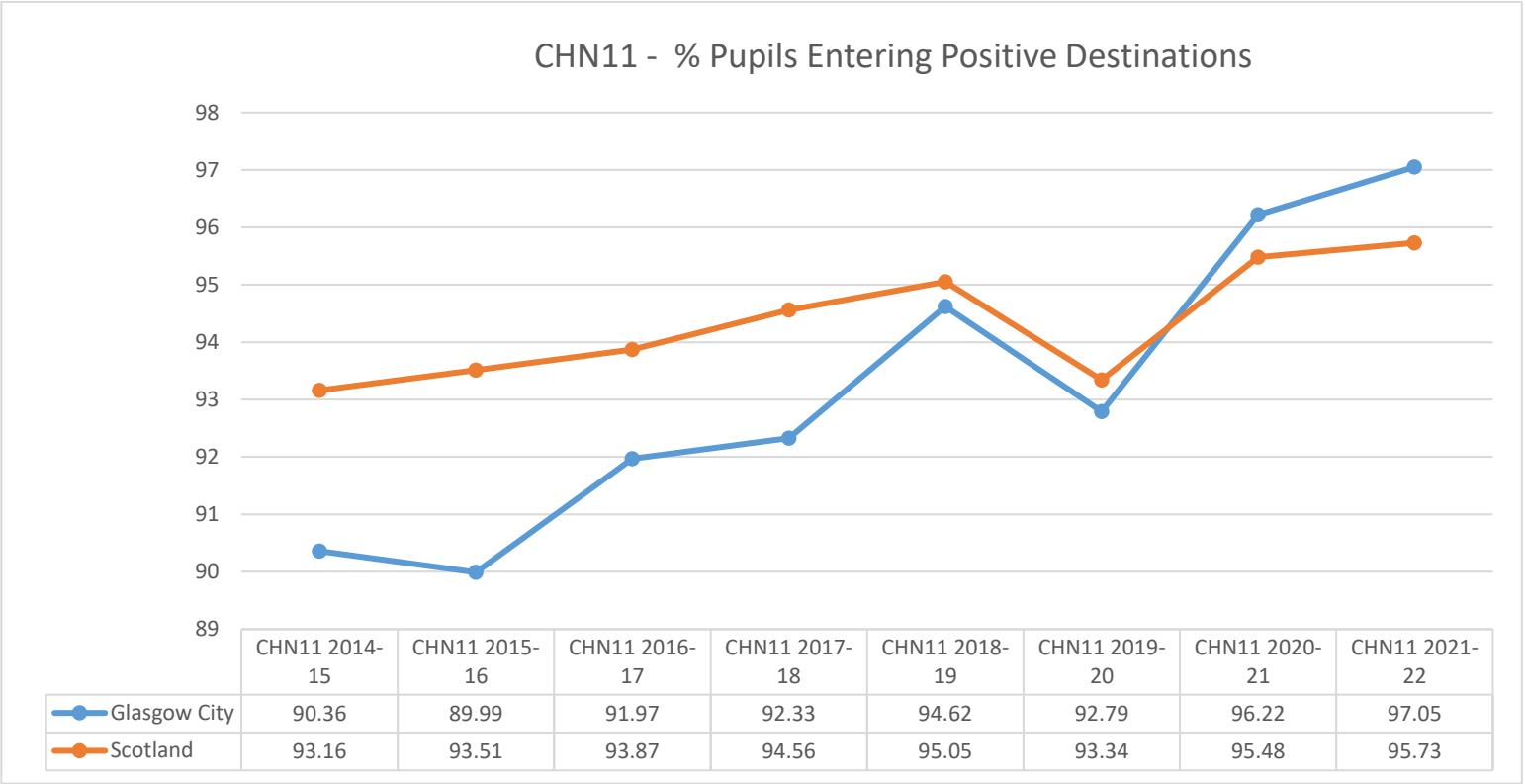


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**CHN11 - % Pupils Entering Positive Destinations  
2019/20, 2020/21, 2021/22**

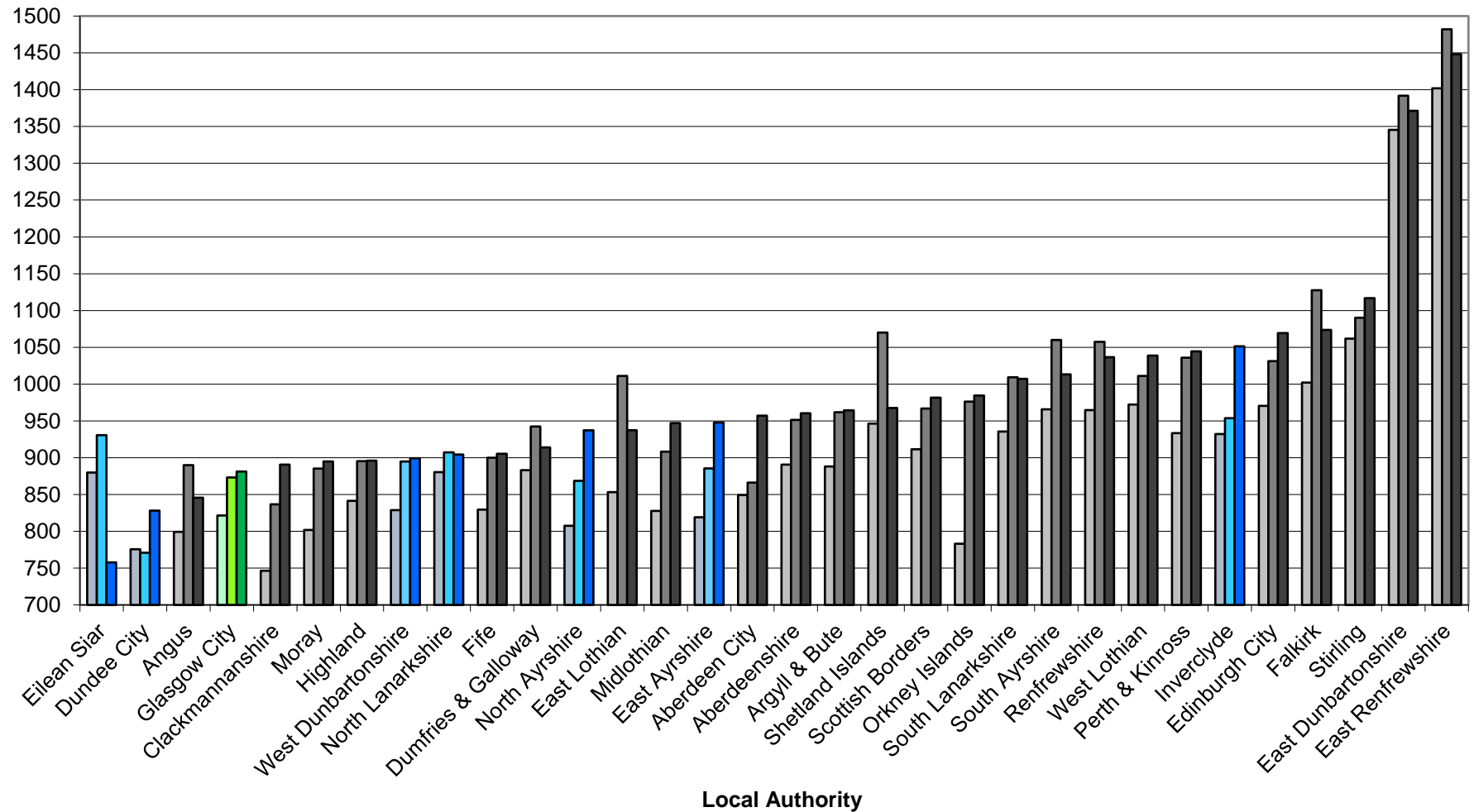


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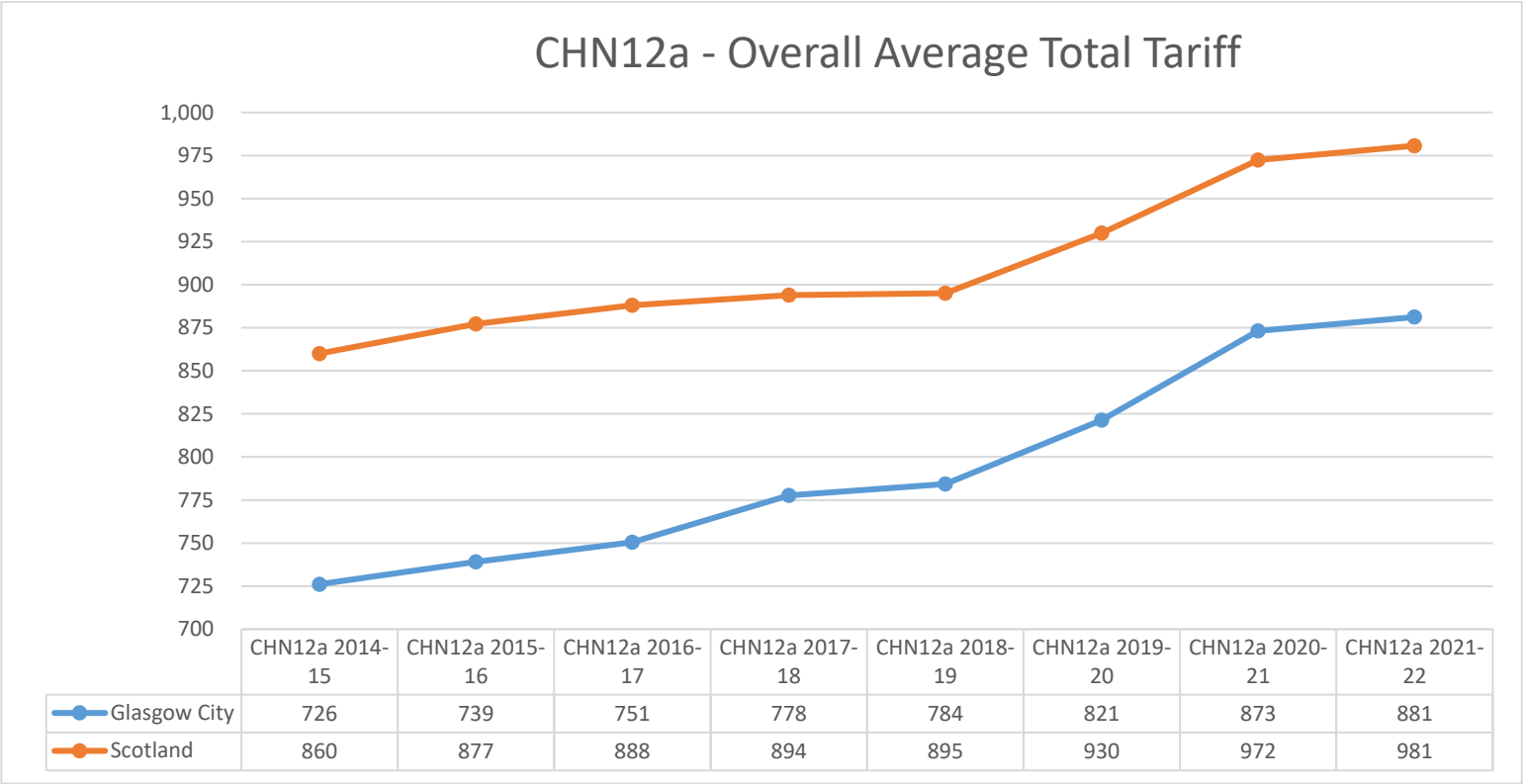


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CHN12a - Overall Average Total Tariff  
2019/20, 2020/21, 2021/22

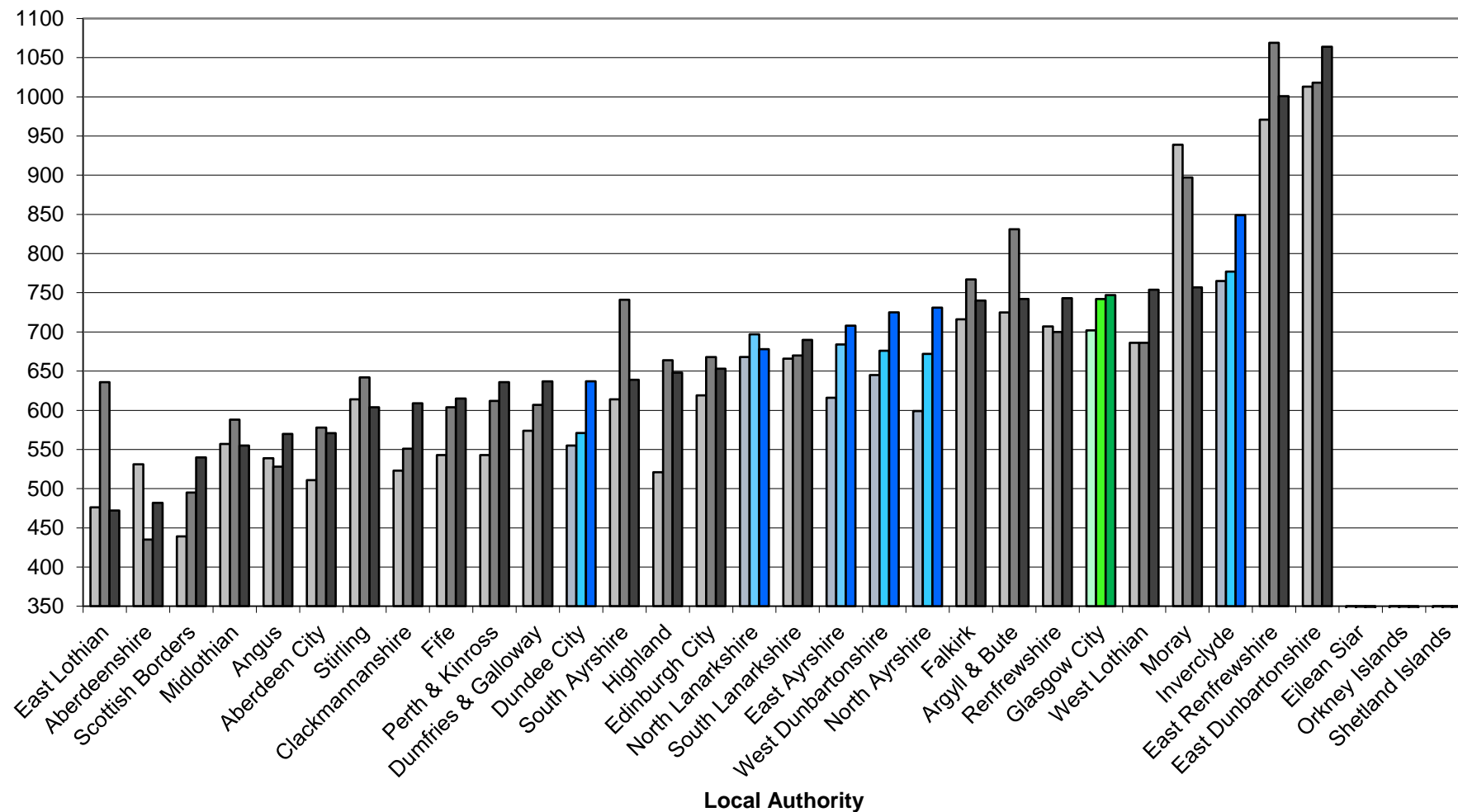


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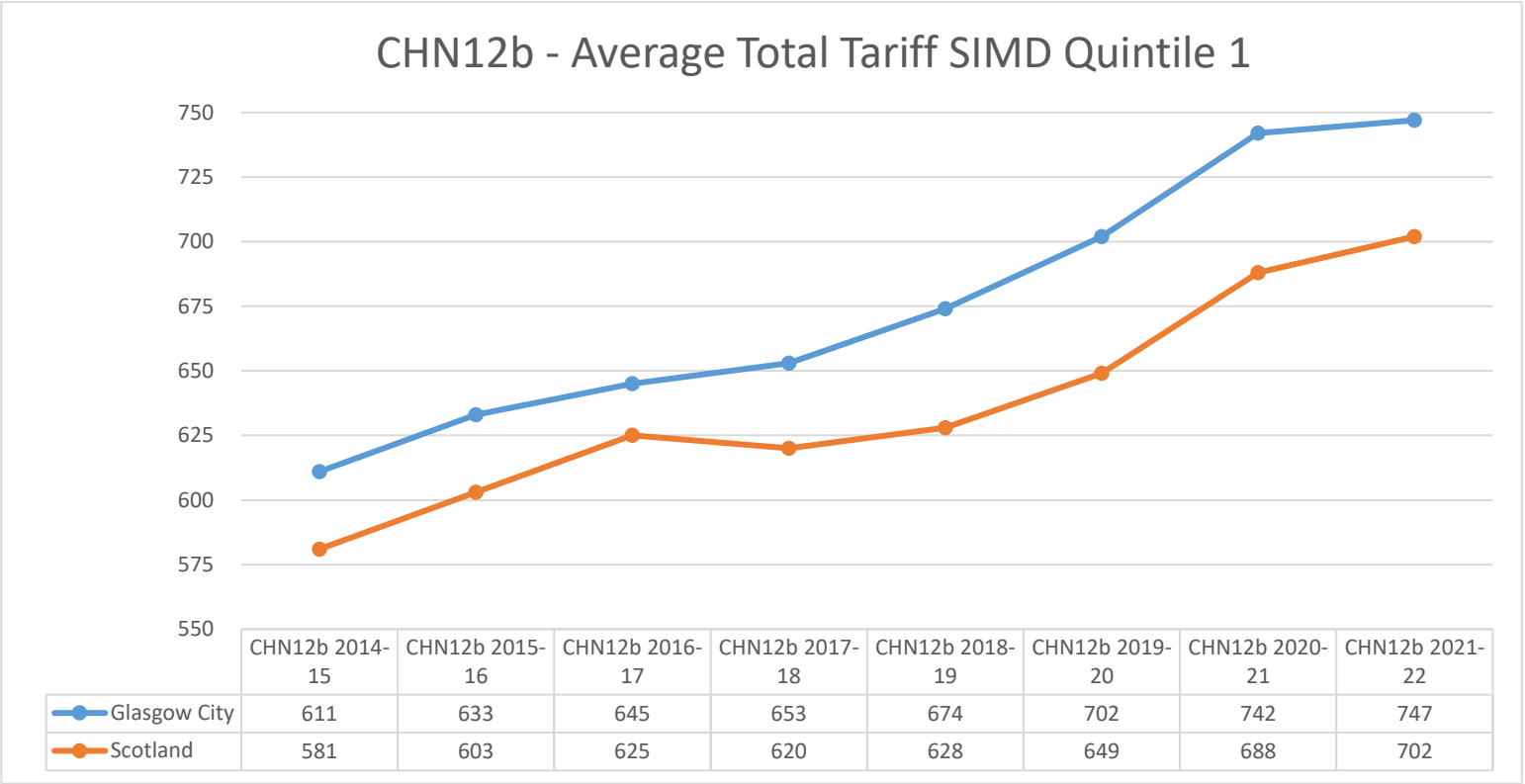
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CHN12b - Average Total Tariff SIMD Quintile 1  
2019/20, 2020/21, 2021/22



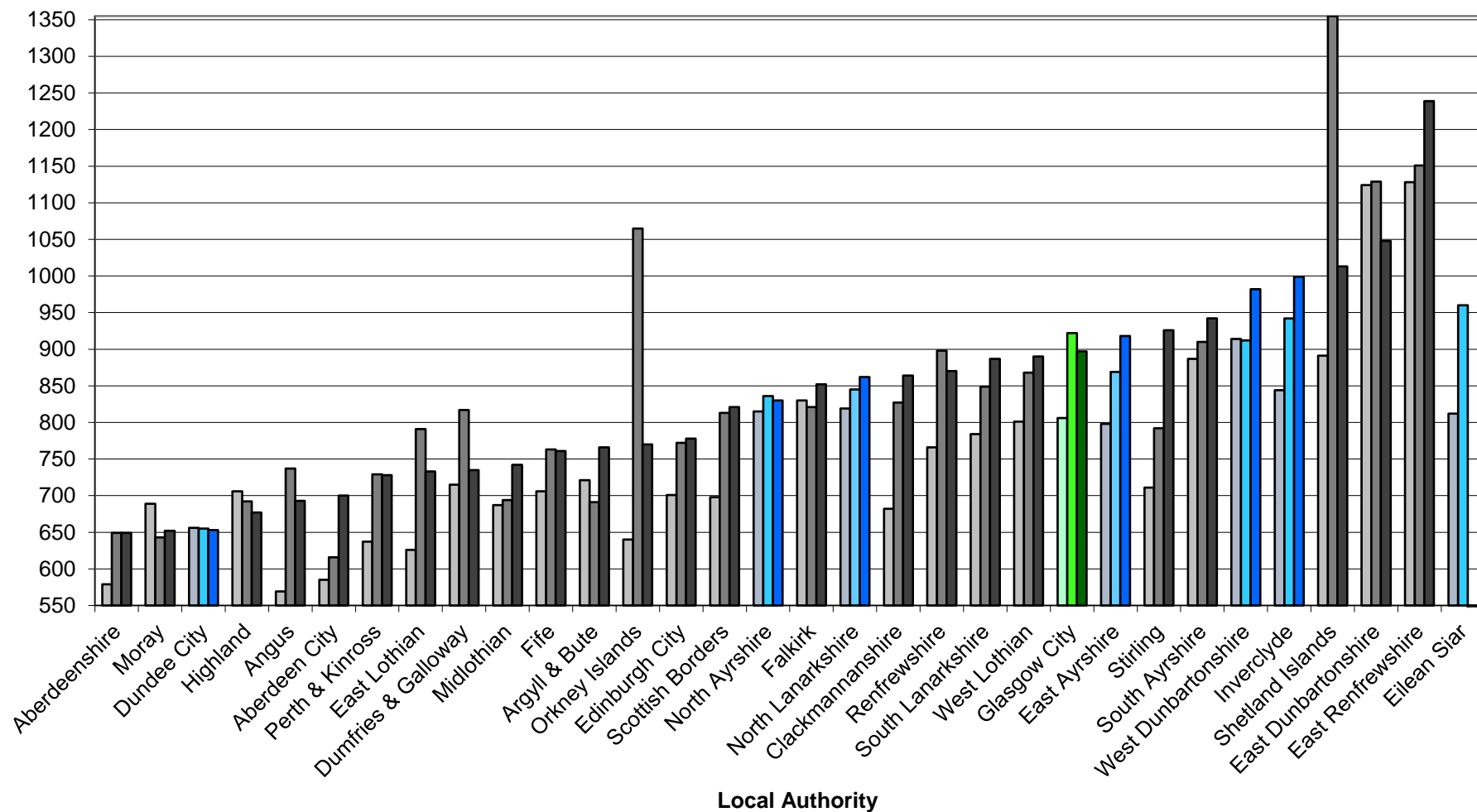
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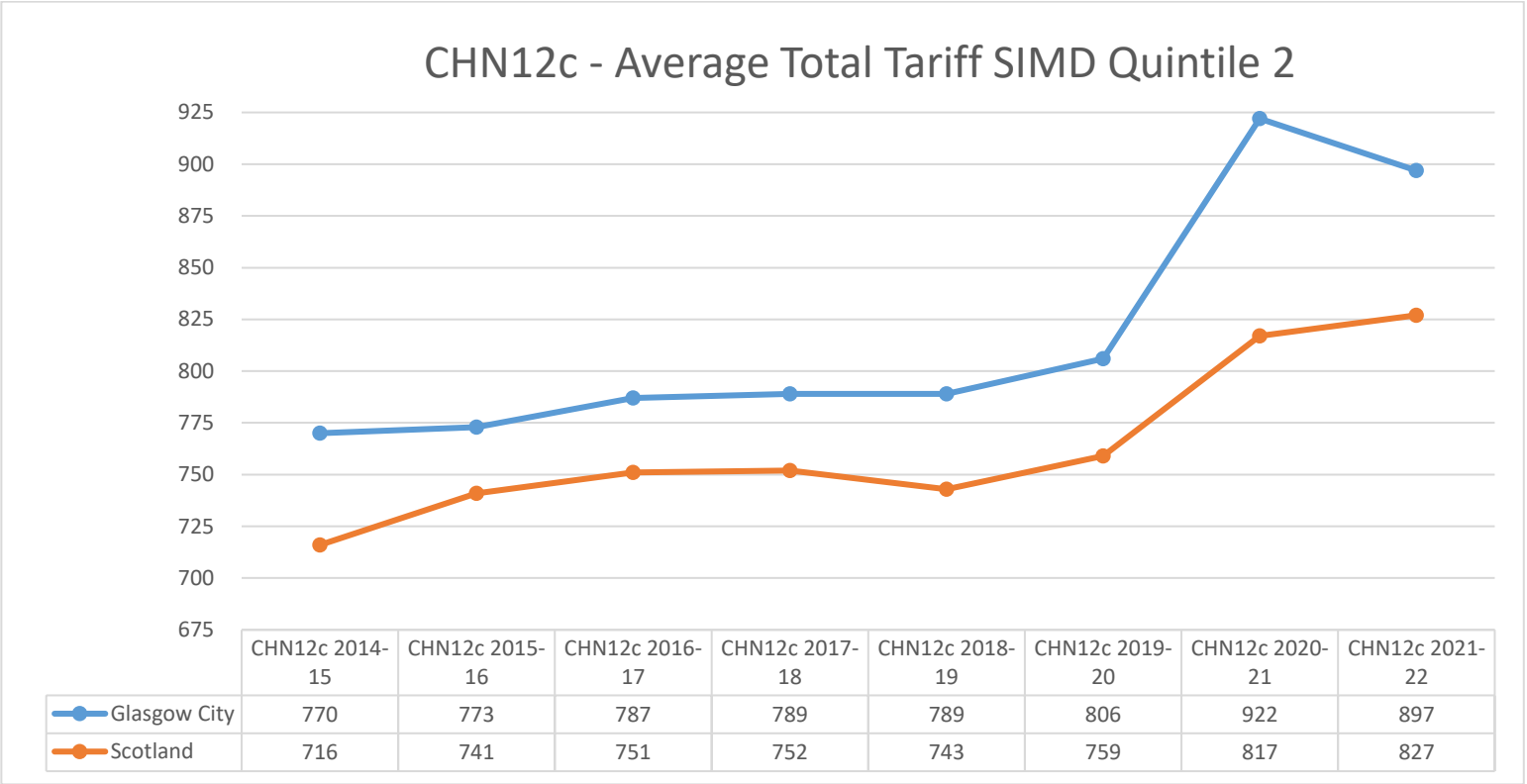


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**CHN12c - Average Total Tariff SIMD Quintile 1  
2019/20, 2020/21, 2021/22**

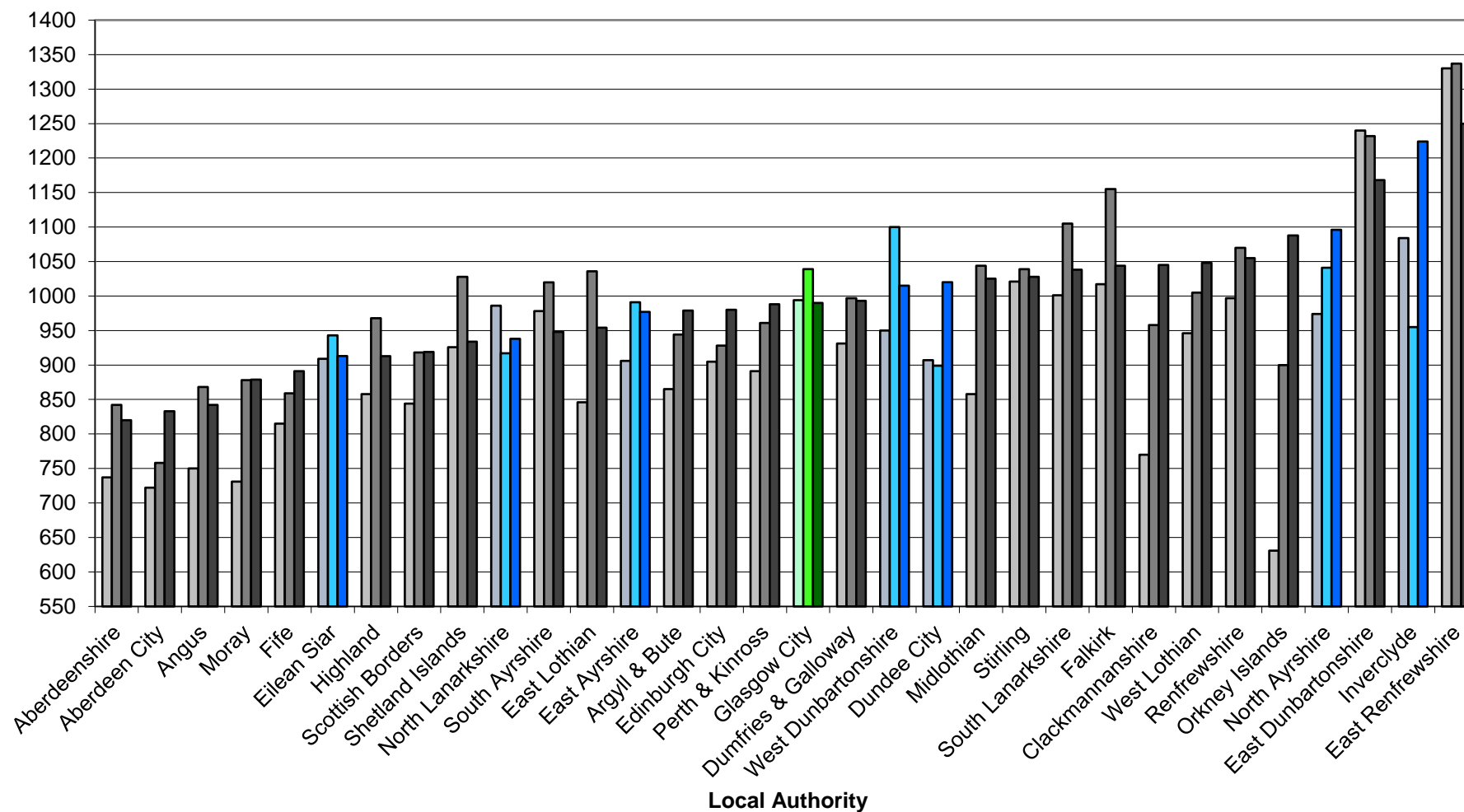


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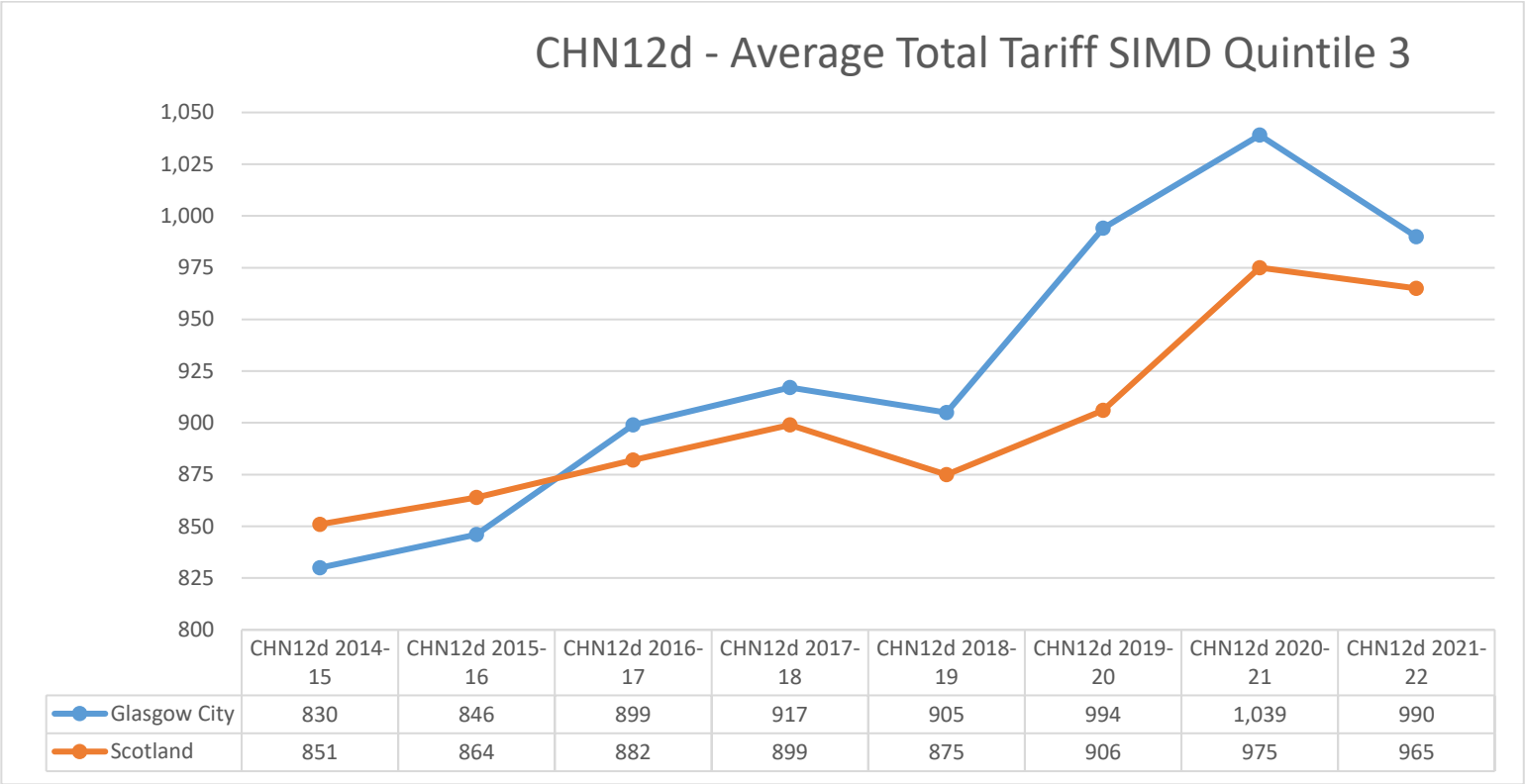


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**CHN12d - Average Total Tariff SIMD Quintile 3  
2019/20, 2020/21, 2021/22**

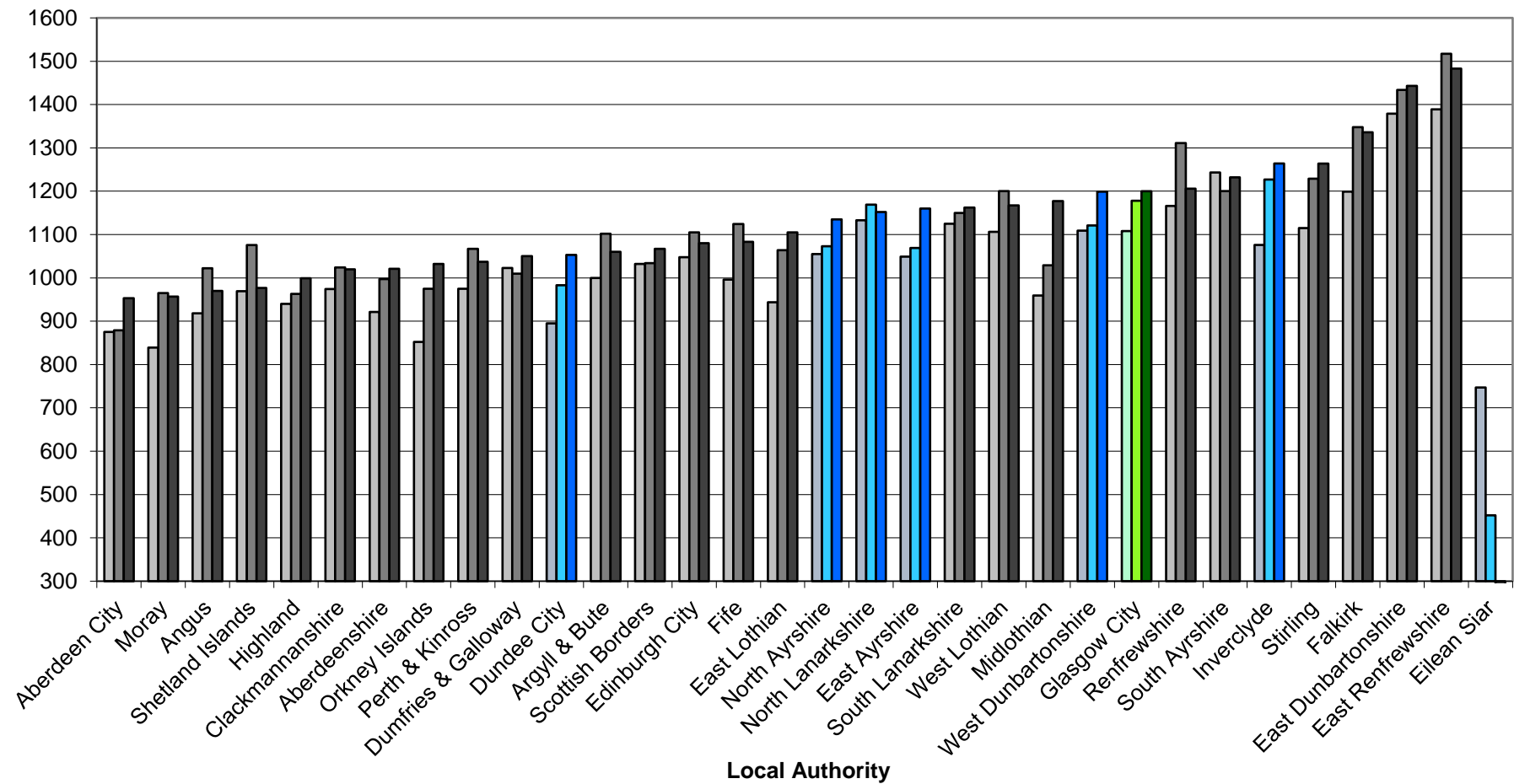


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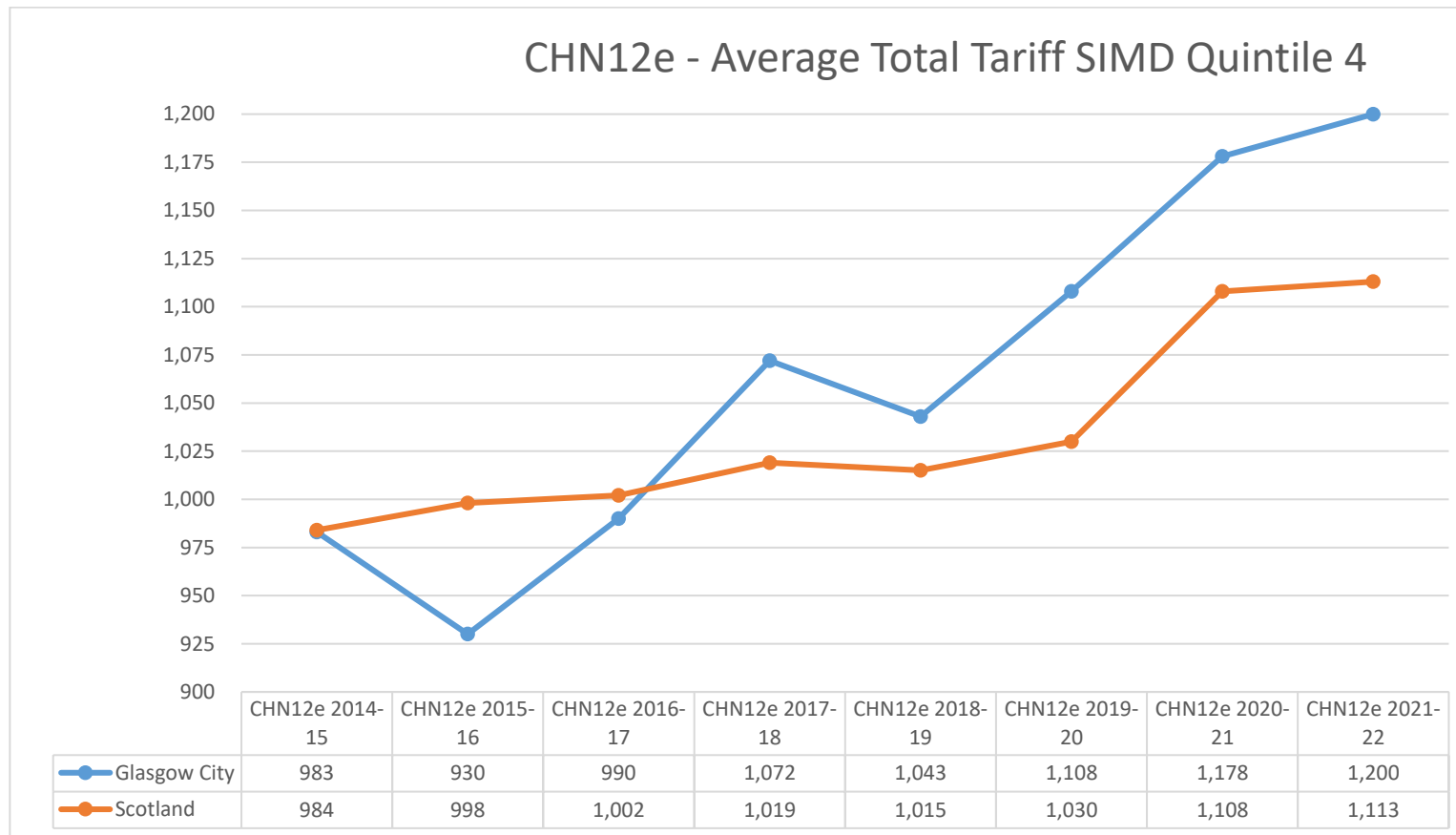
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**CHN12e - Average Total Tariff SIMD Quintile 4**  
**2019/20, 2020/21, 2021/22**



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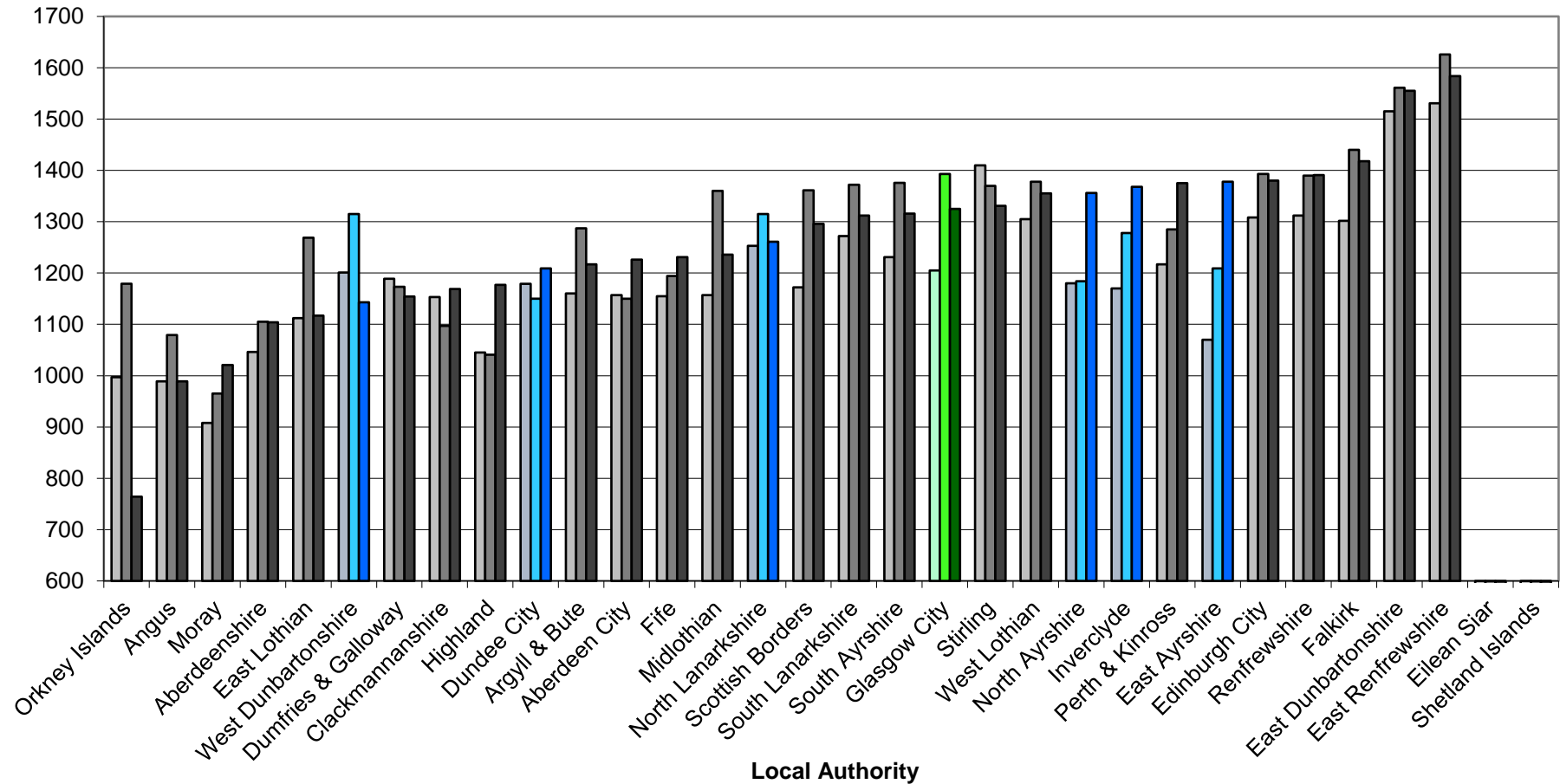
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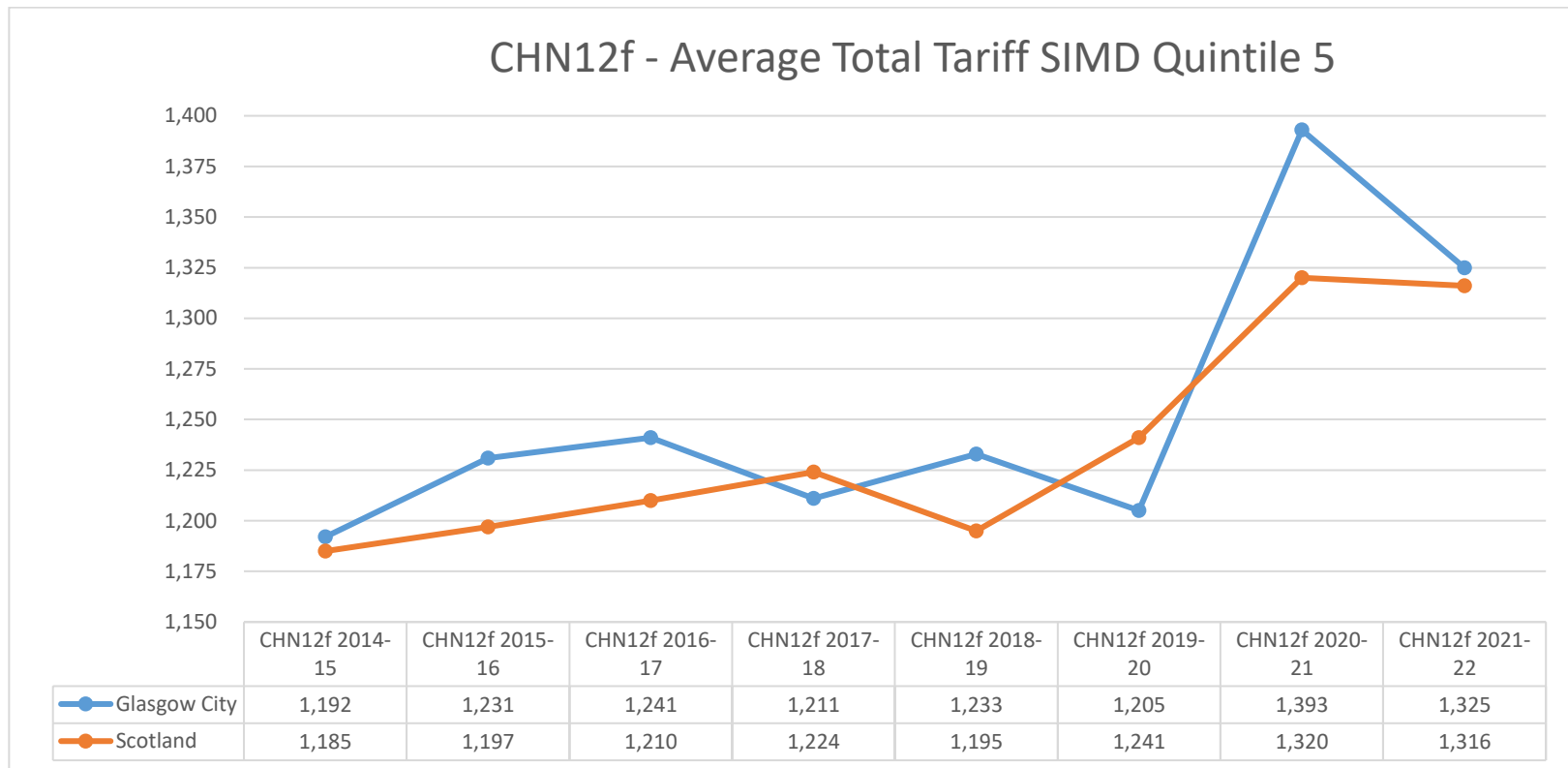
**CHN12f - Average Total Tariff SIMD Quintile 5  
2019/20, 2020/21, 2021/22**



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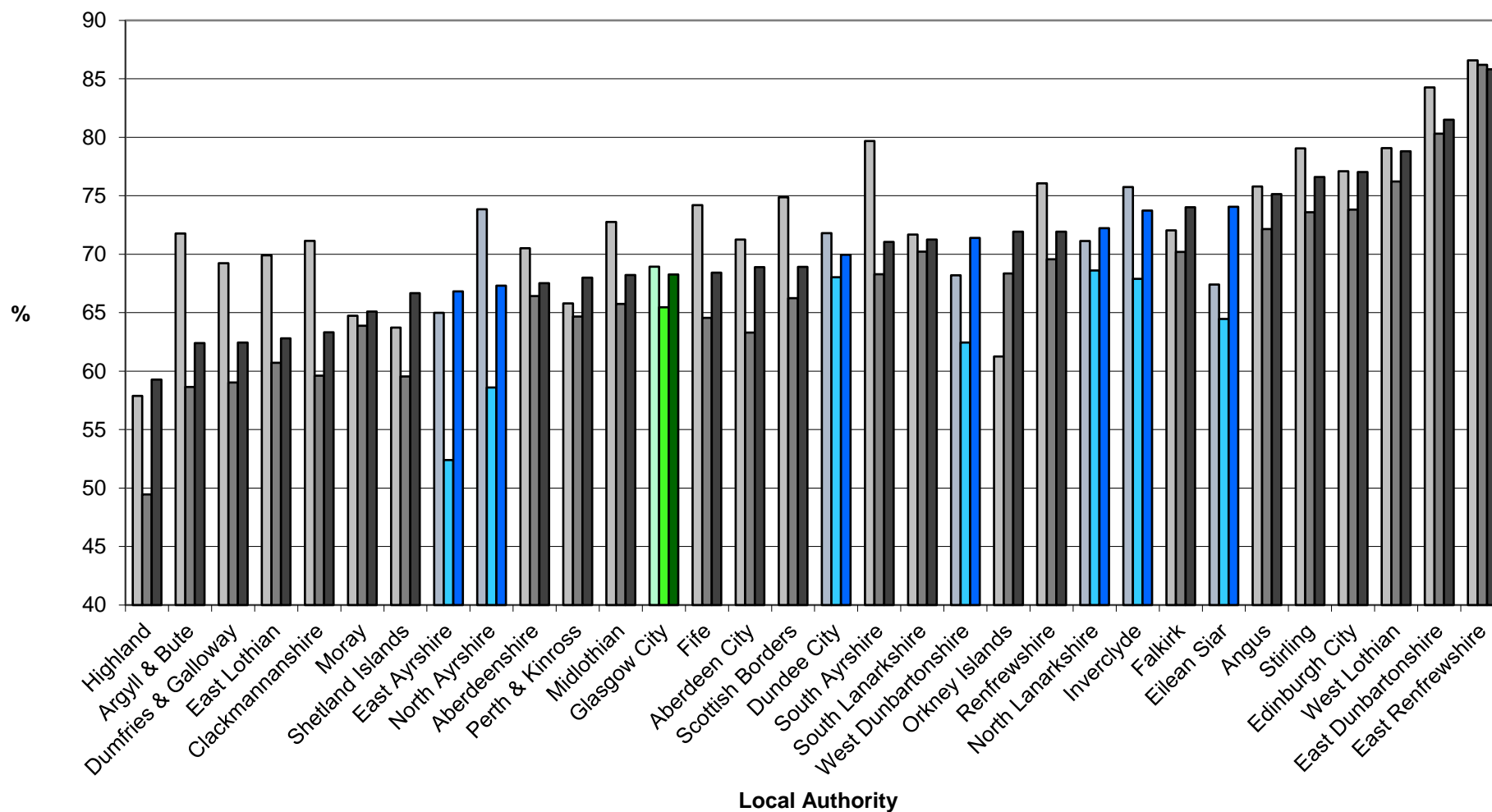
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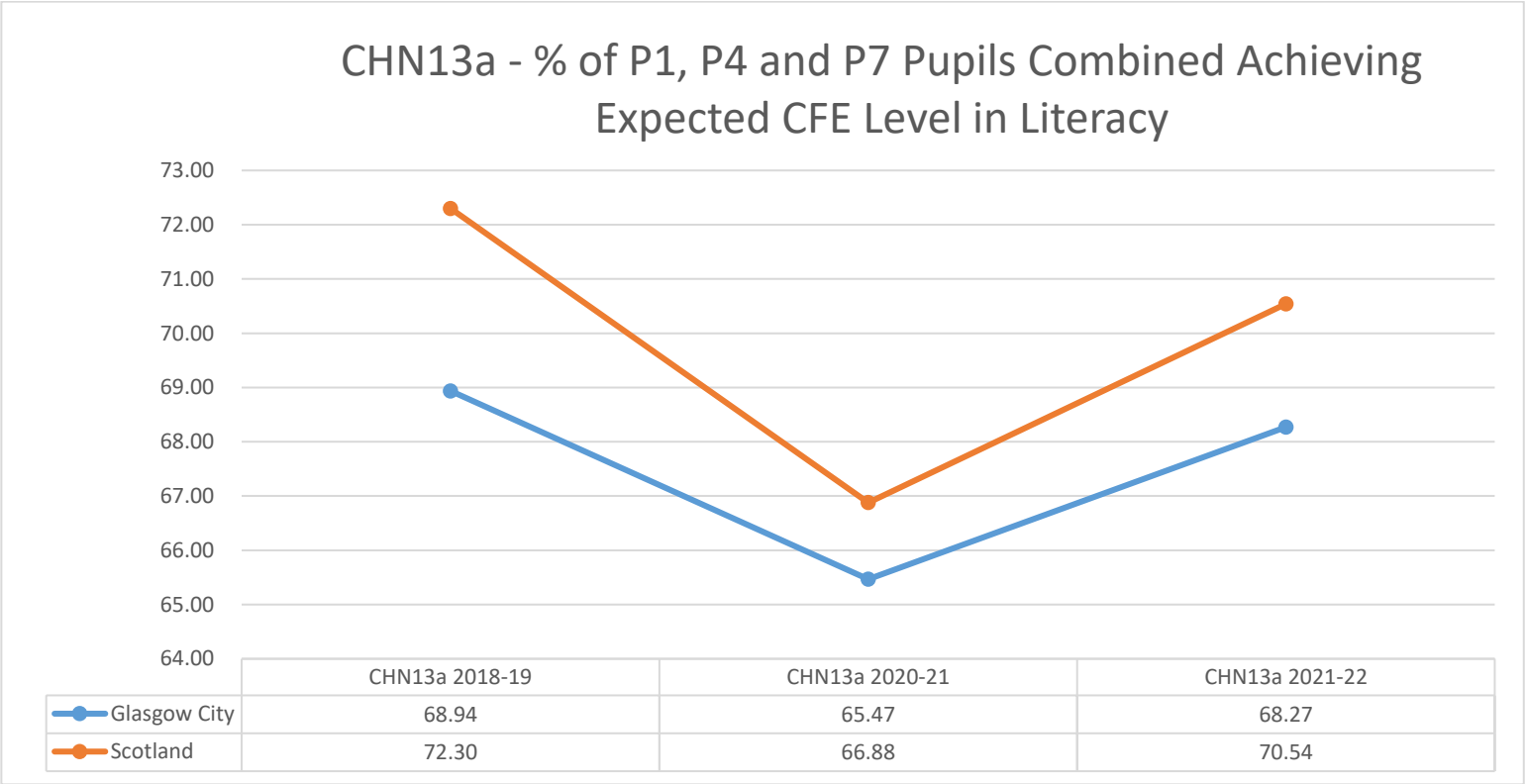
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**CHN13a - % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Literacy  
2018/19, 2020/21, 2021/22 (dna 2019/20)**

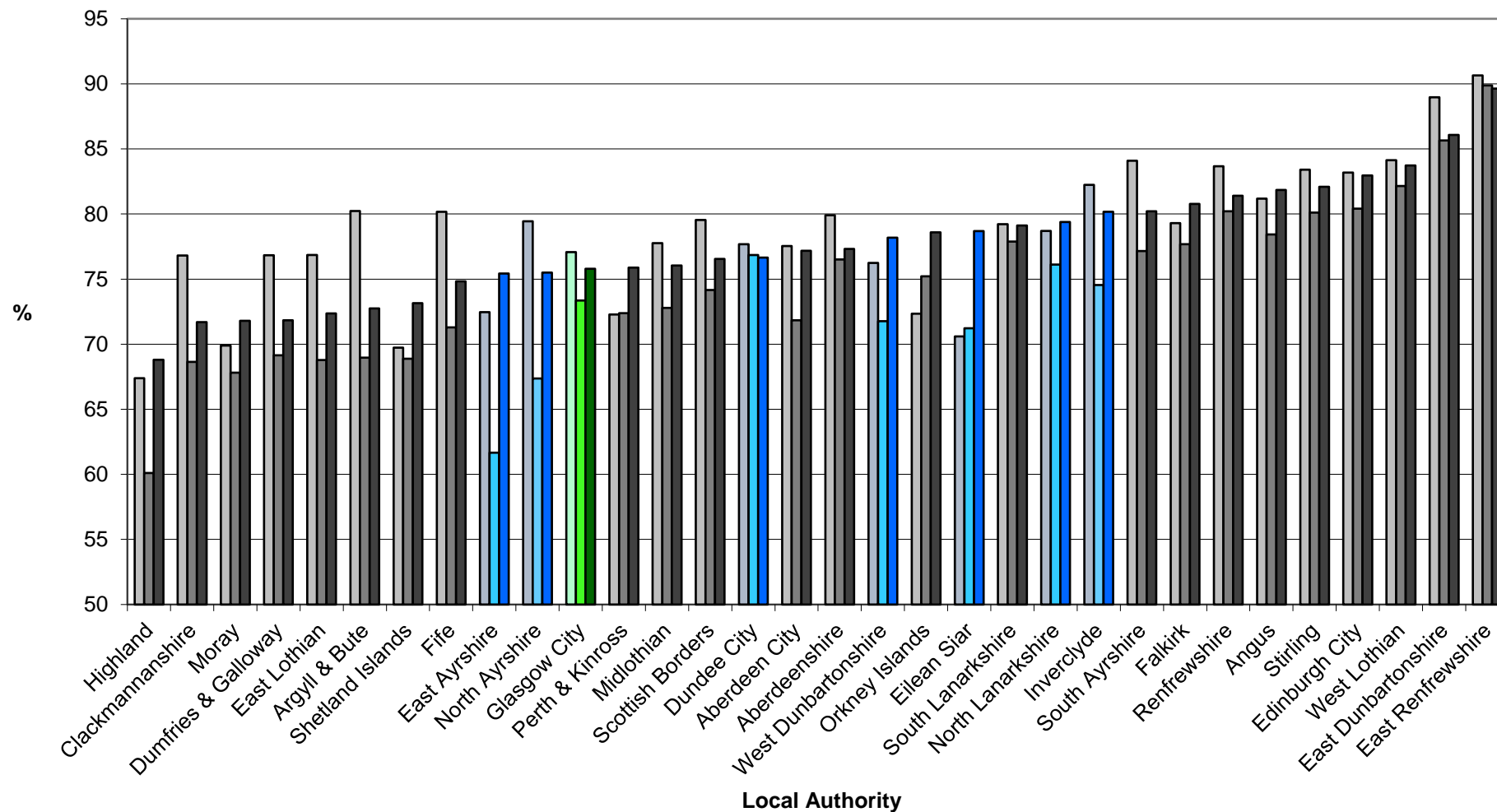


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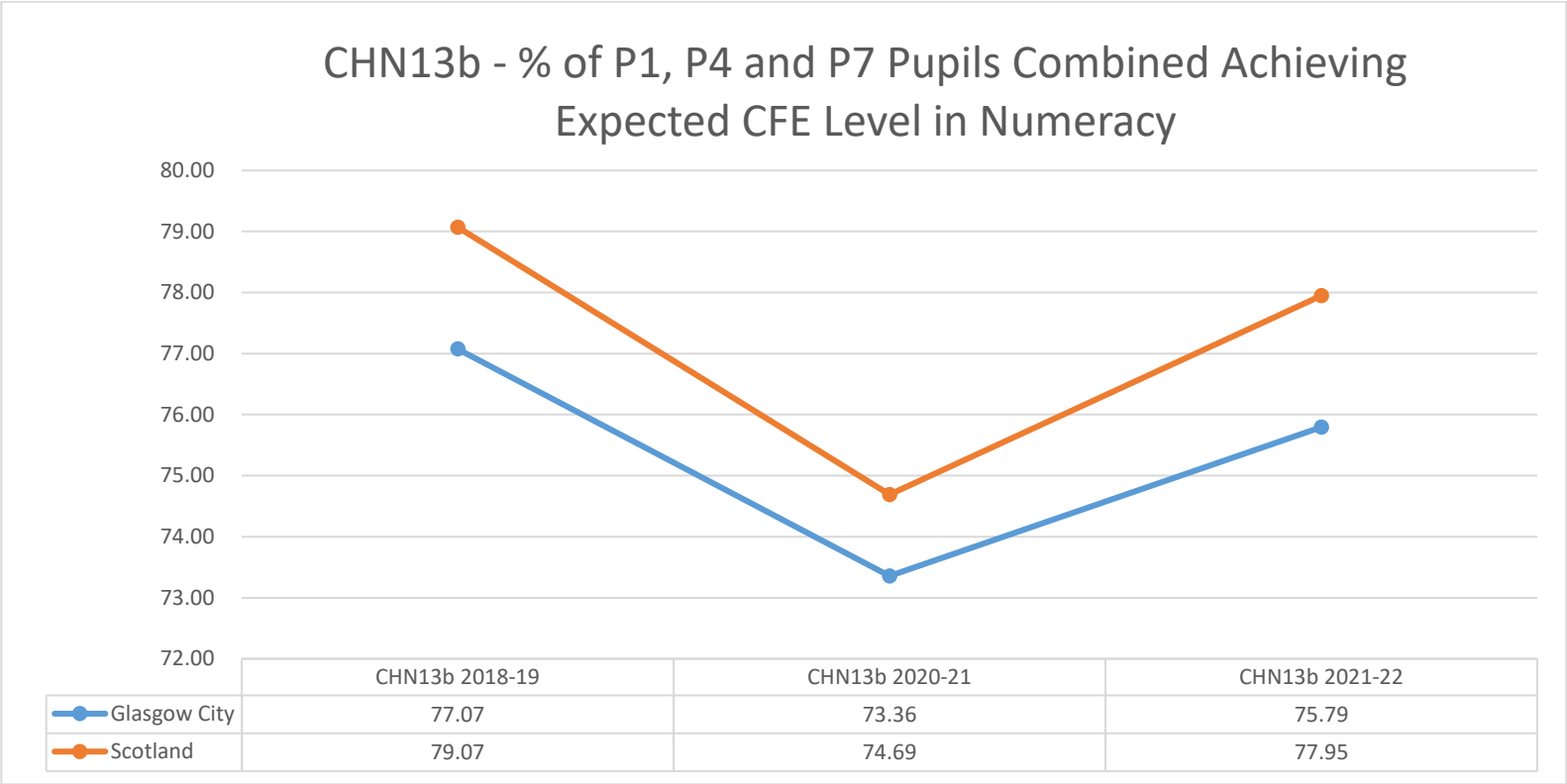


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**CHN13b - % P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Numeracy  
2018/19, 2020/21, 2021/22 (dna 2019/20)**

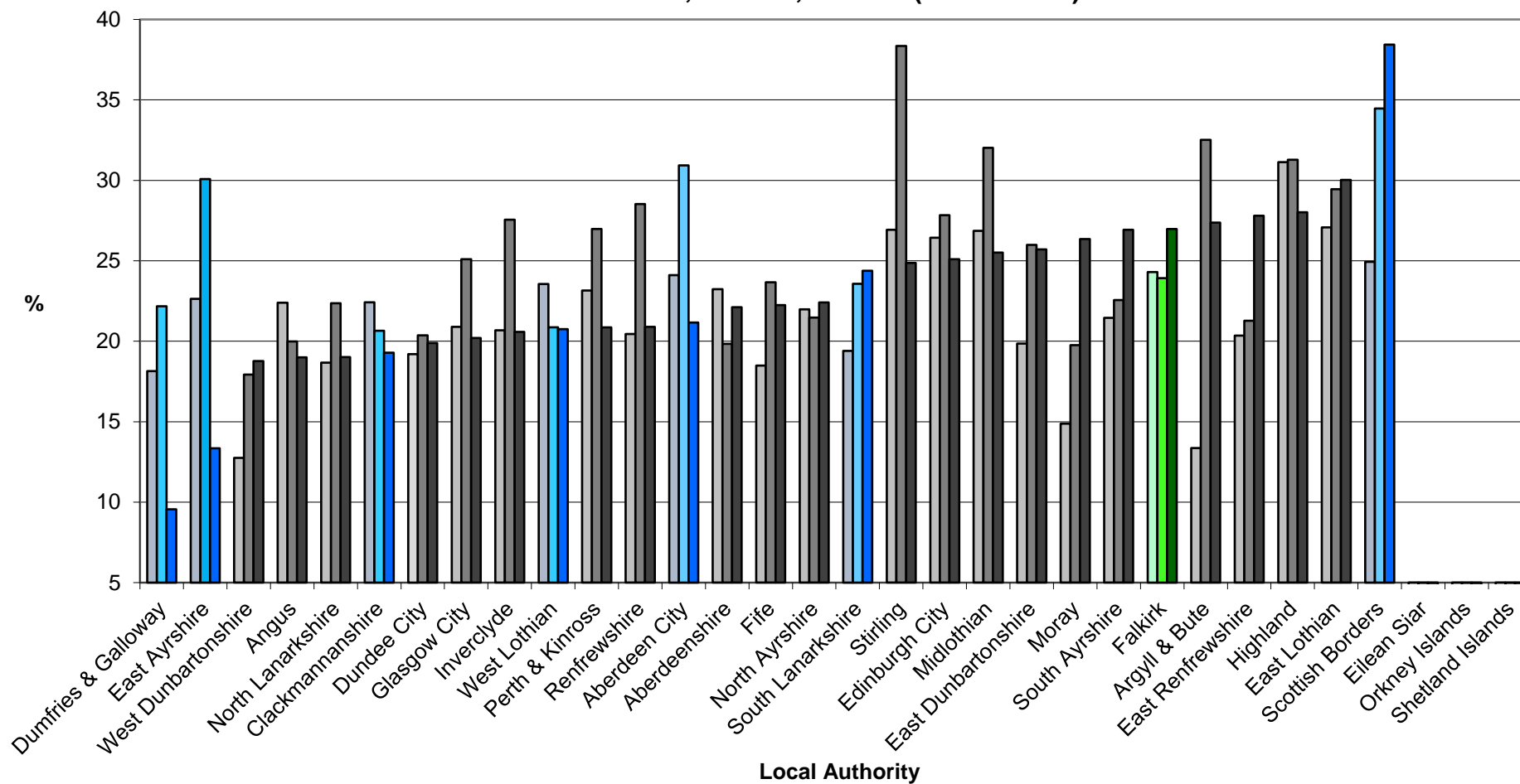


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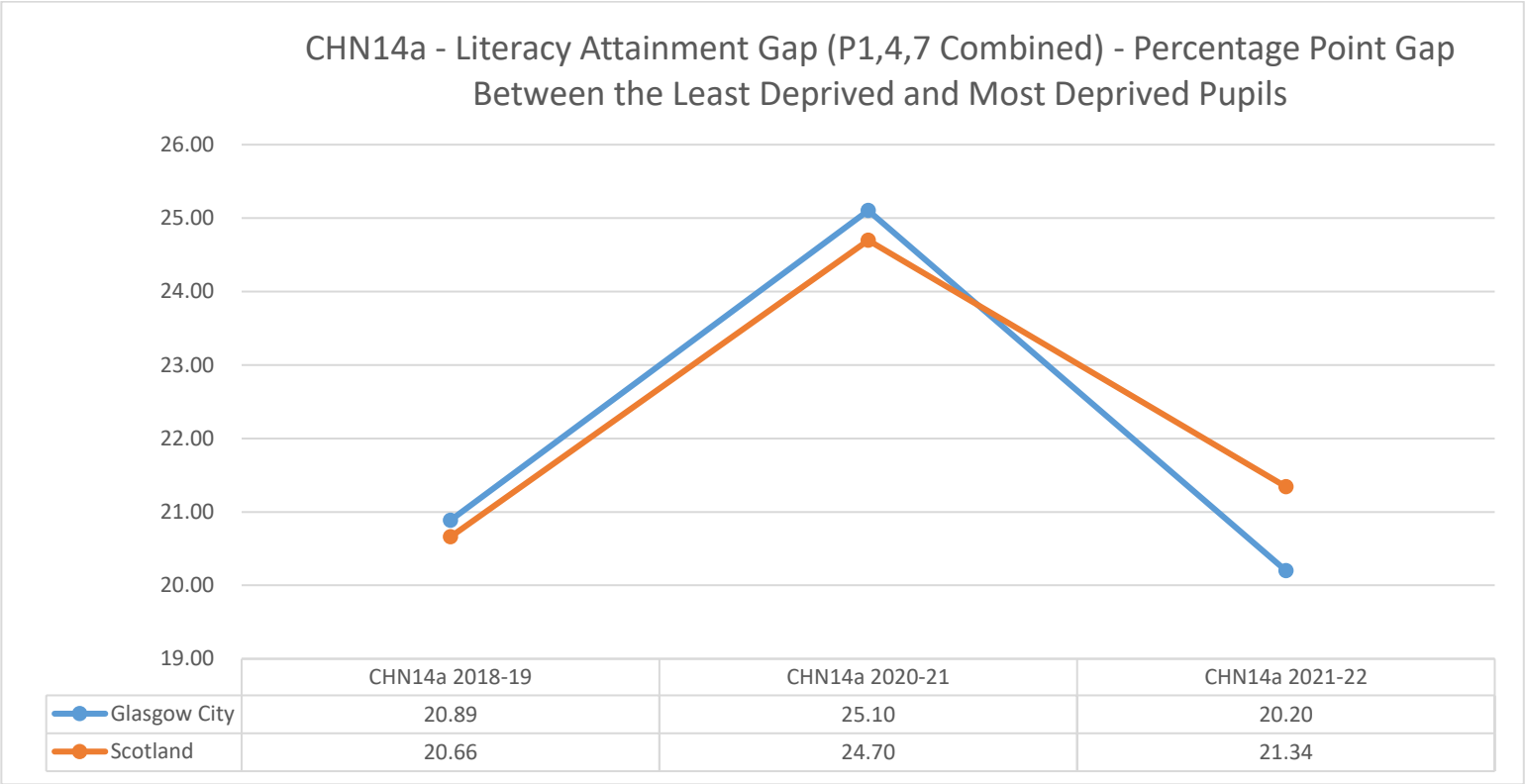


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**CHN14a - Literacy Attainment Gap (P1,4,7 Combined) -  
Percentage Point Gap Between the Least Deprived and Most Deprived Pupils  
2018/19, 2020/21, 2021/22 (2019/20 dna)**

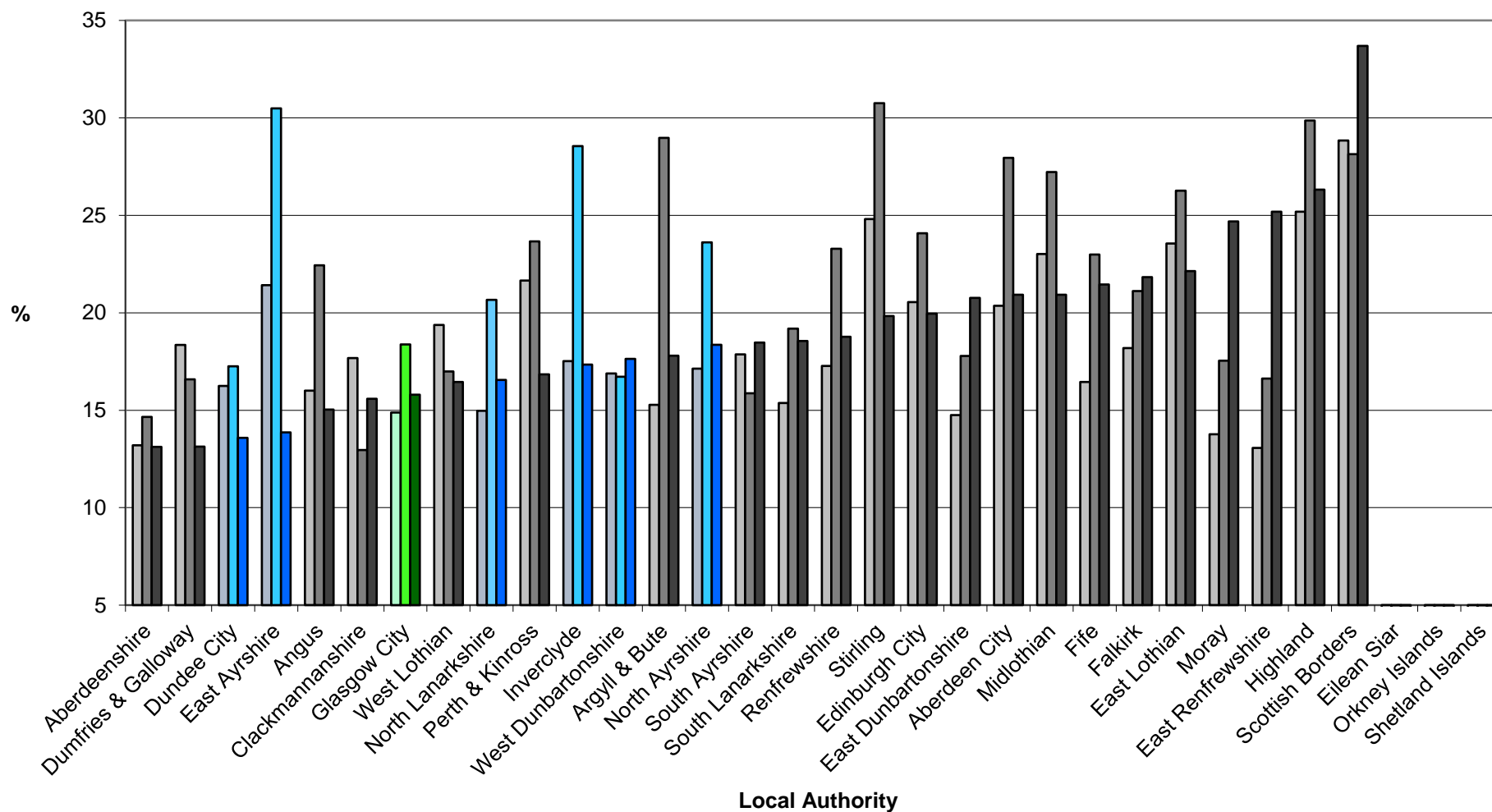


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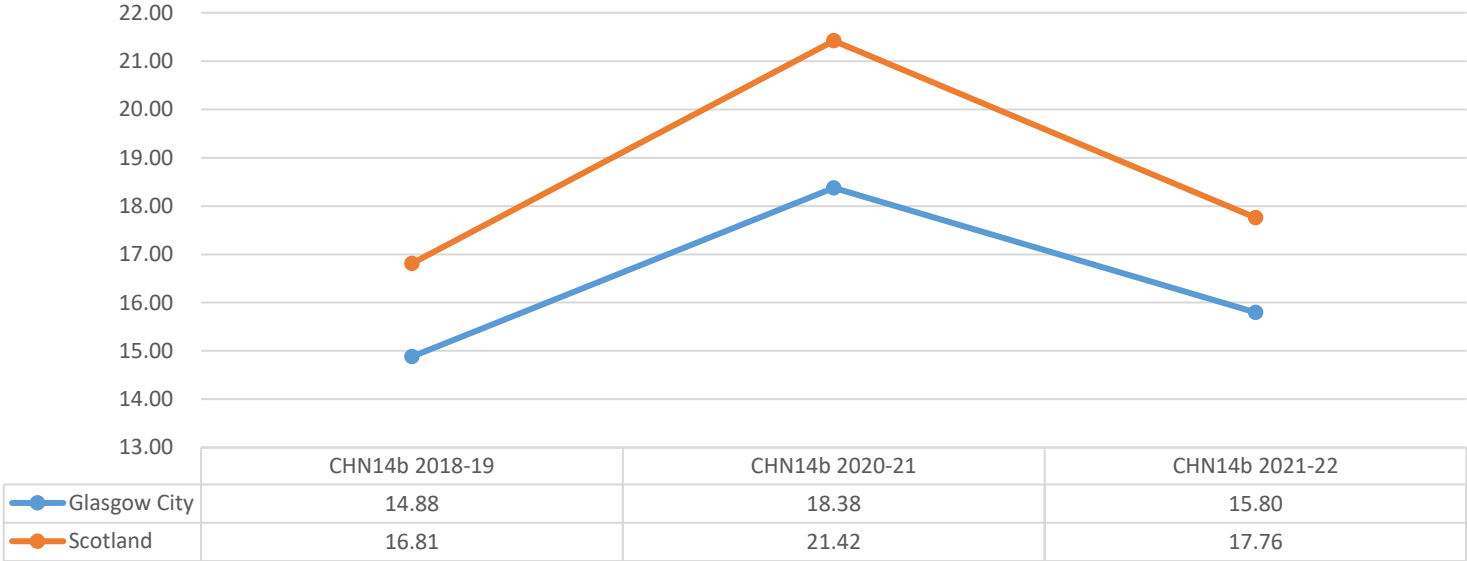
**CHN14b - Numeracy Attainment Gap (P1,4,7 Combined) -  
Percentage Point Gap Between the Least Deprived and Most Deprived Pupils  
2018/19, 2020/21, 2021/22 (2019/20 dna)**



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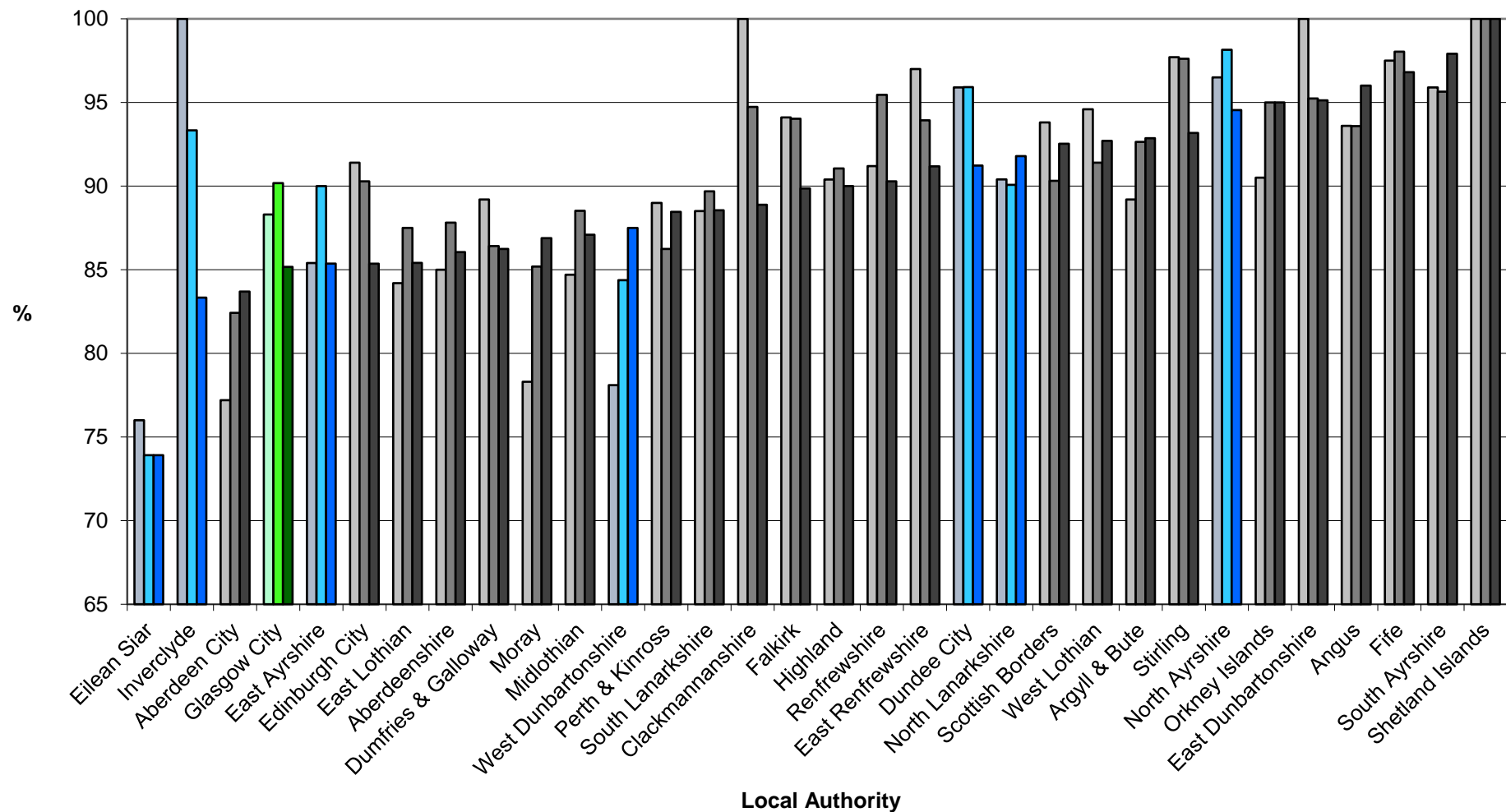


CHN14b - Numeracy Attainment Gap (P1,4,7 Combined) -  
Percentage Point Gap Between the Least Deprived and Most  
Deprived Pupils



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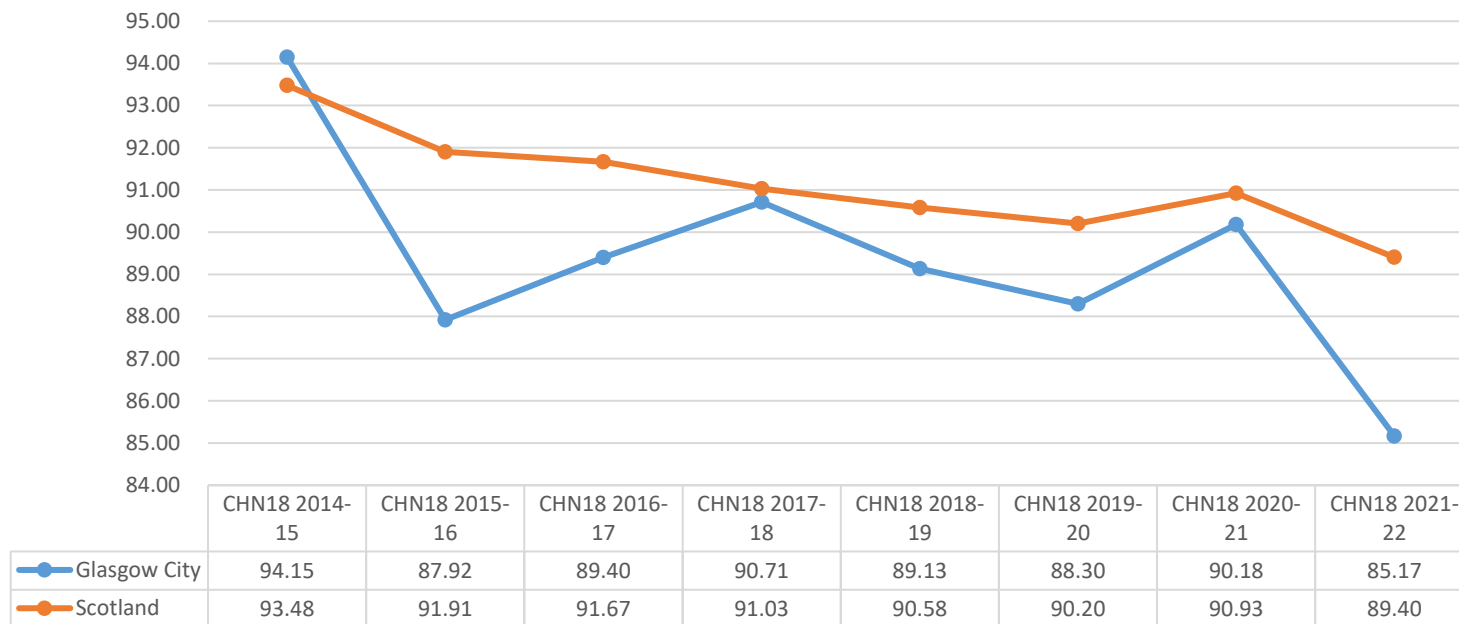
**CHN18 - % Funded Early Years Provision Which is Graded Good/Better  
2019/20, 2020/21, 2021/22**



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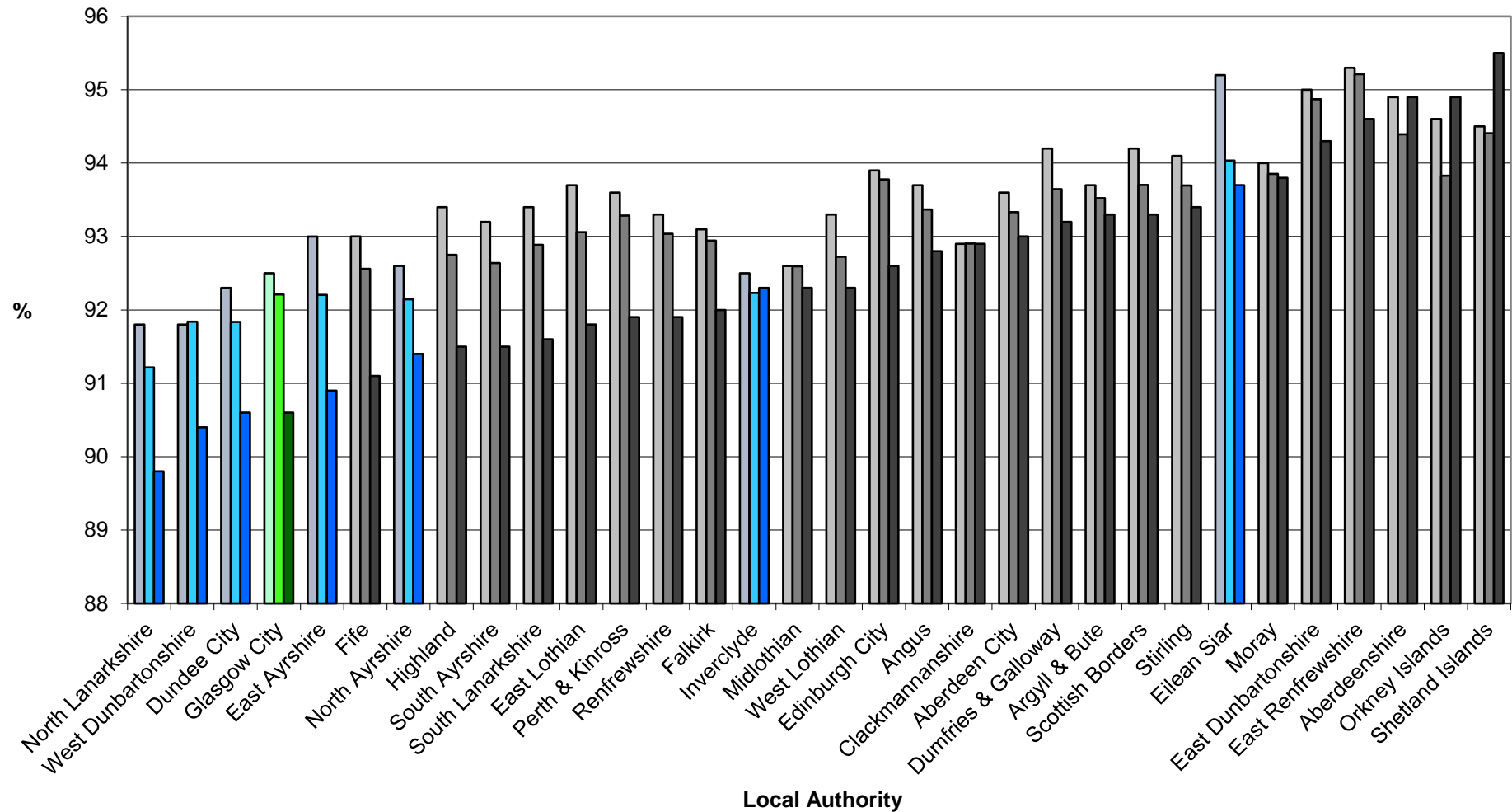
### CHN18 - % of Funded Early Years Provision which is Graded Good/Better



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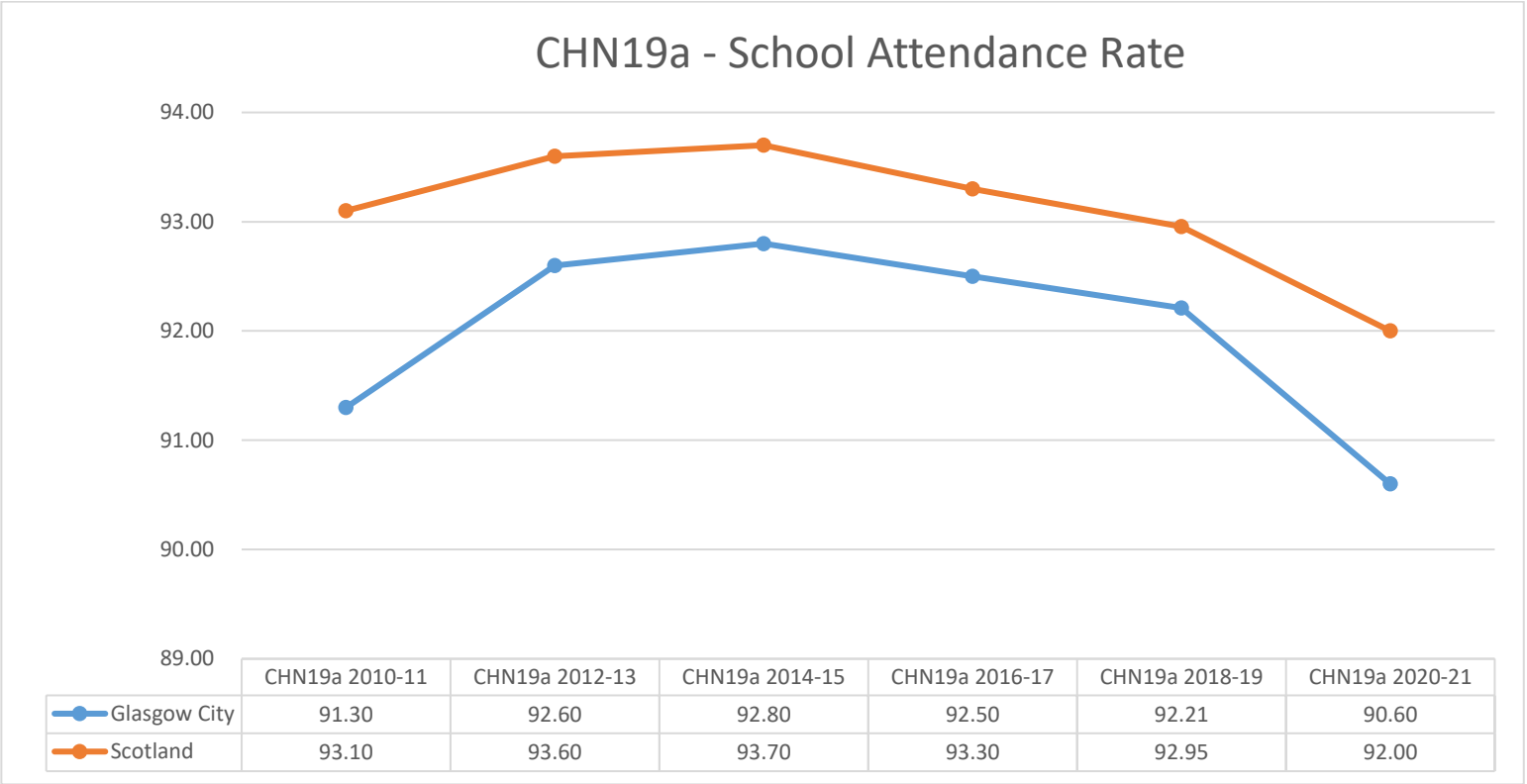
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**CHN19a - School Attendance Rate  
2018/19, 2020/21, 2021/22**



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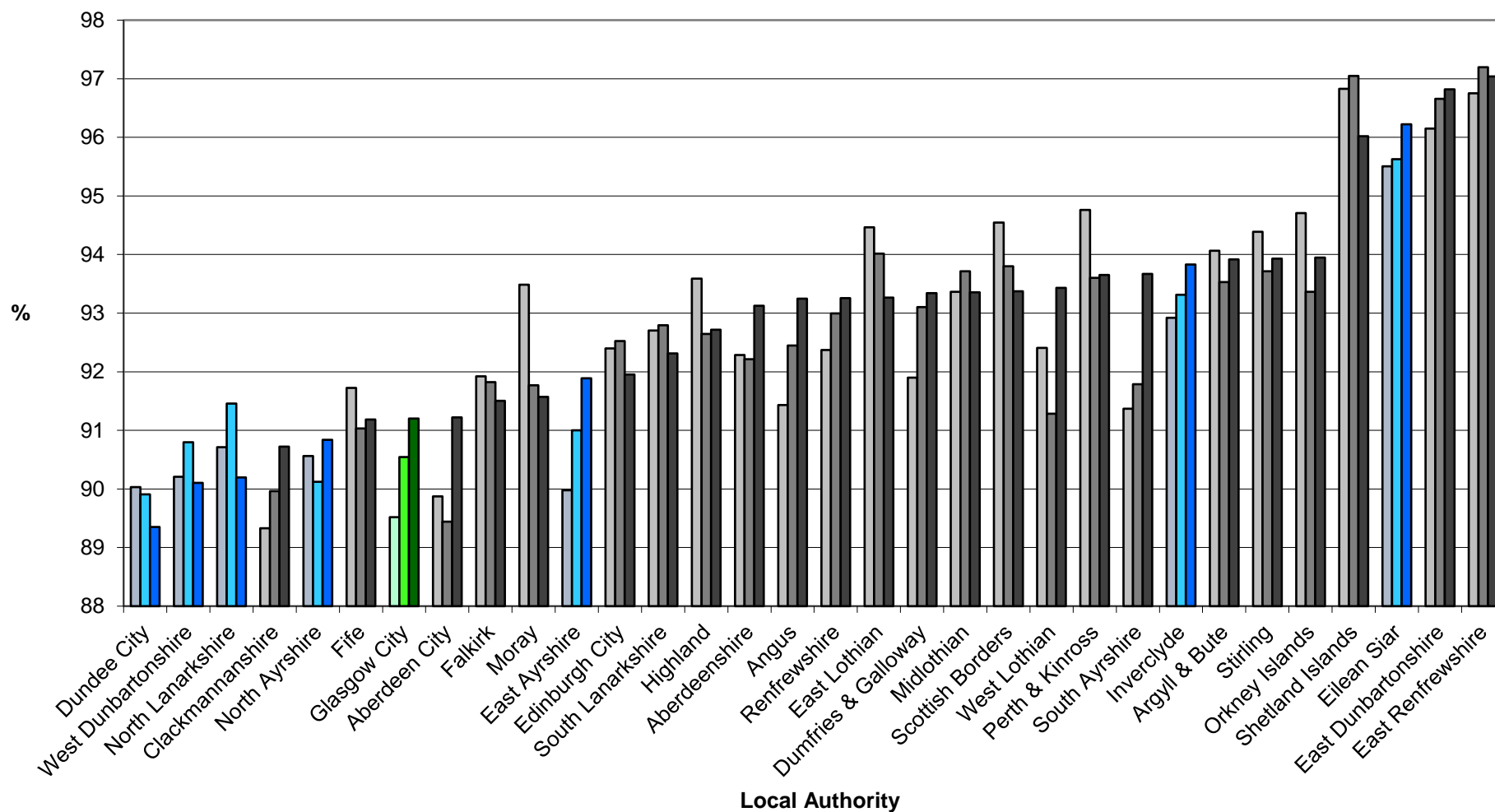
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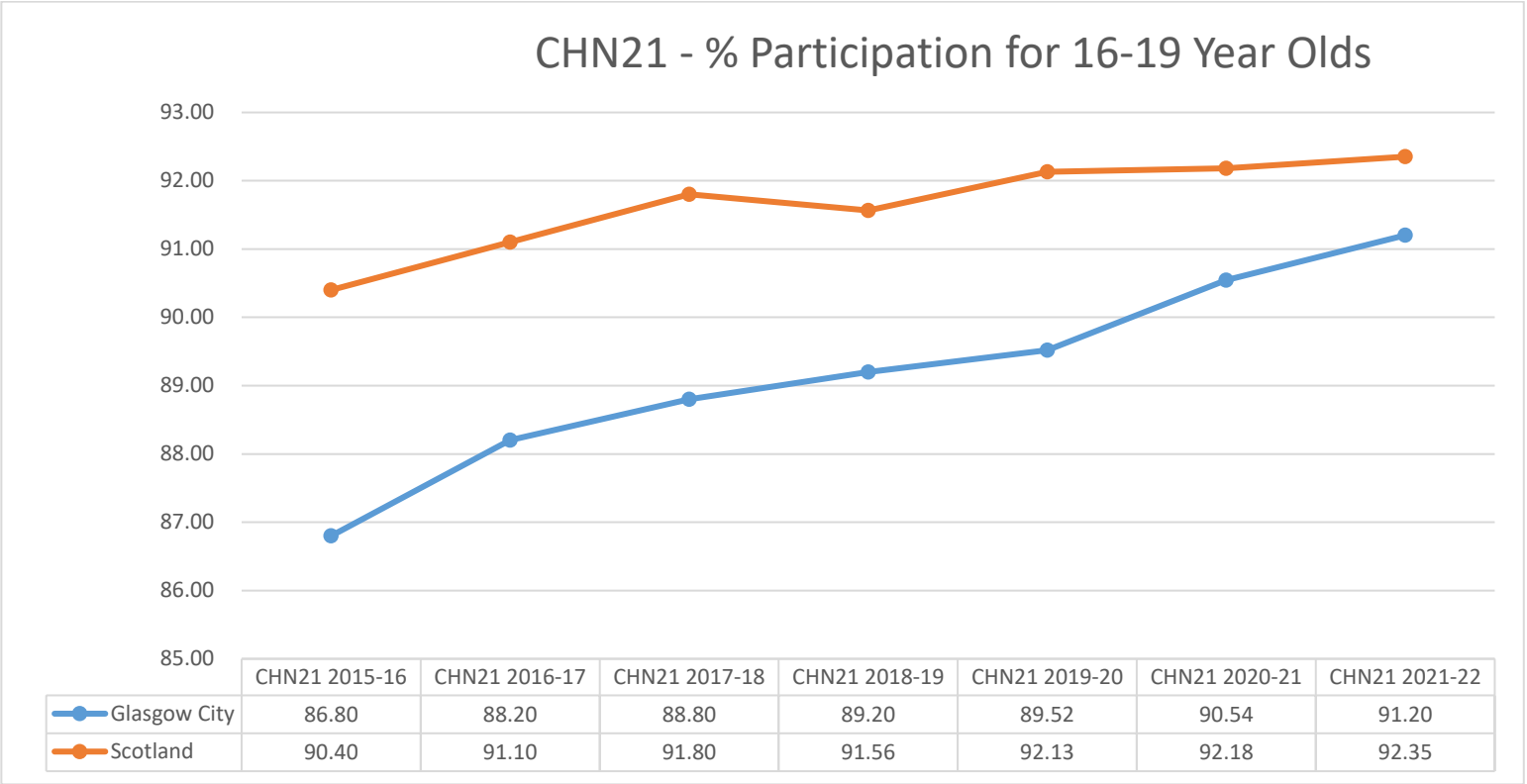
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**CHN21 - % Participation for 16-19 Year Olds  
2019/20, 2020/21, 2021/22**



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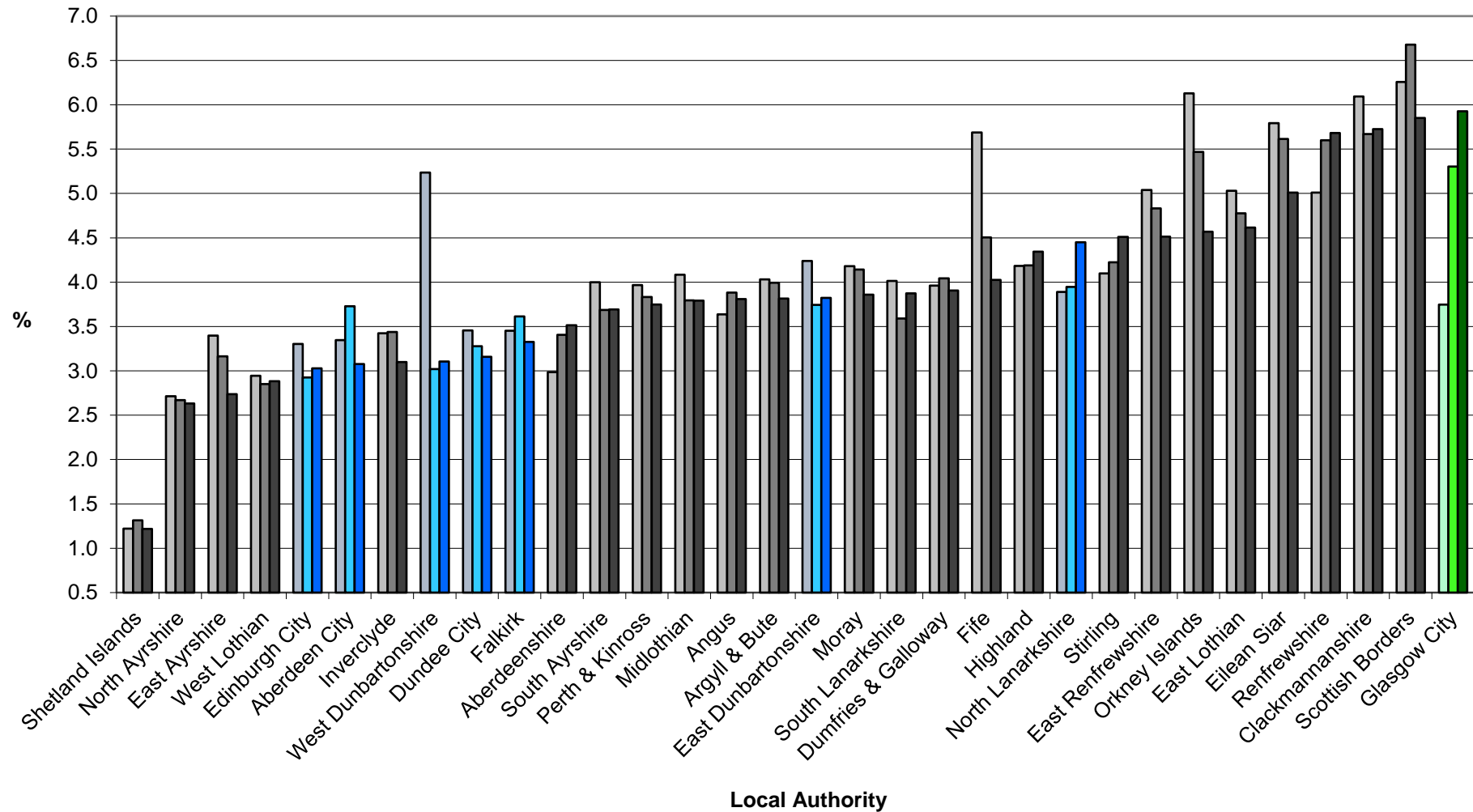
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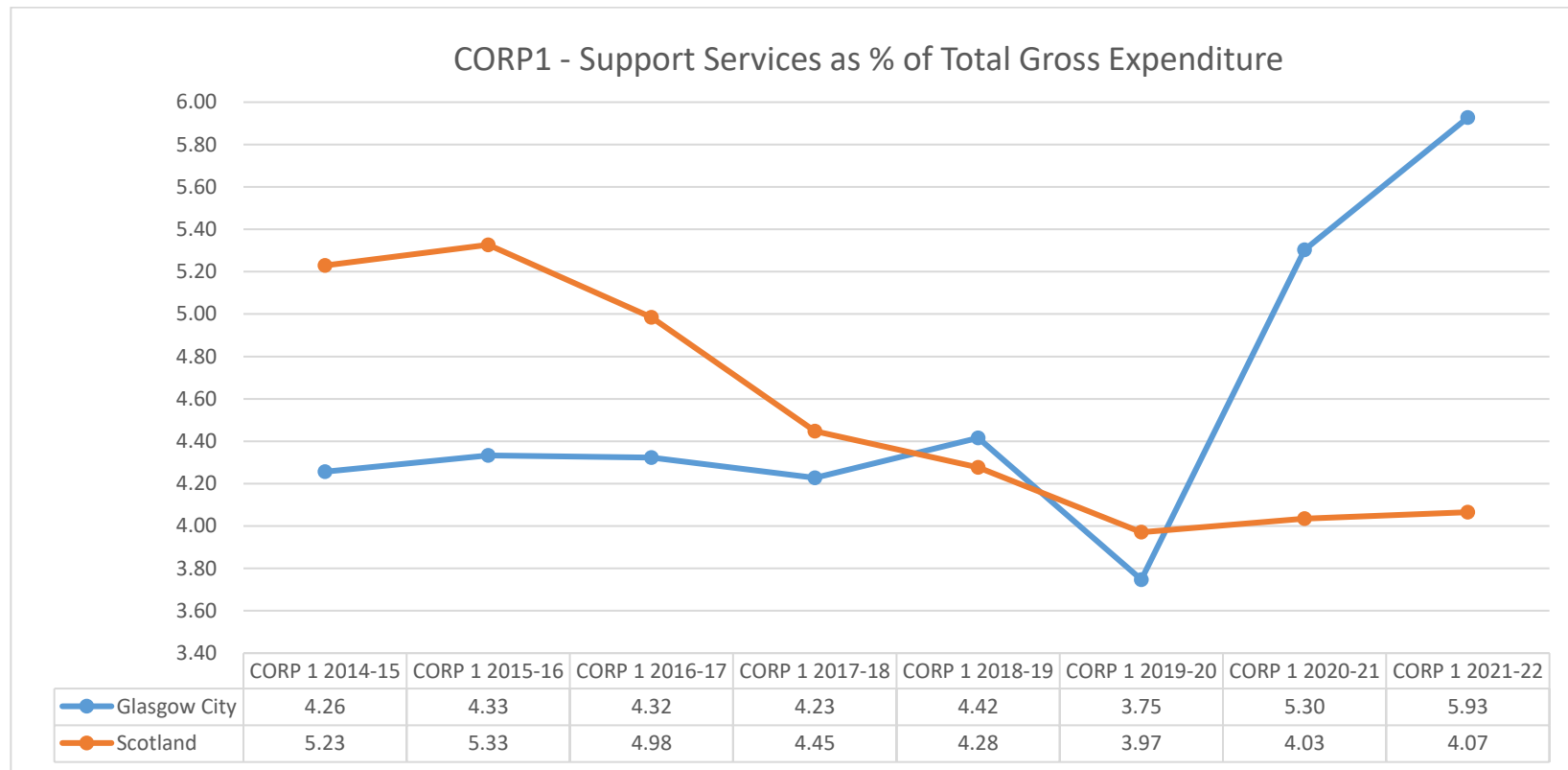
**CORP1 - Support Services as a % of Total Gross Expenditure  
2019/20, 2020/21, 2021/22**



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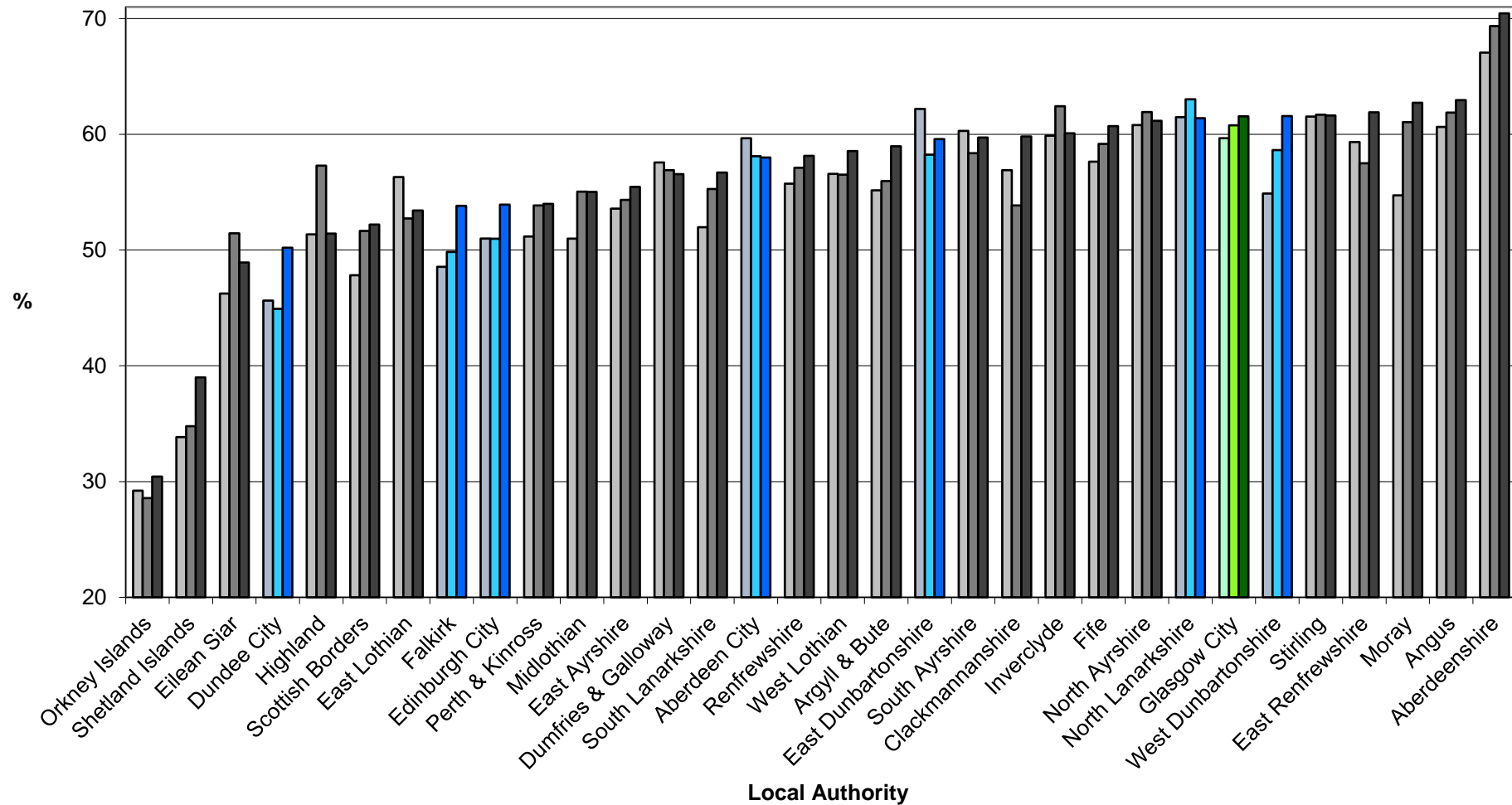
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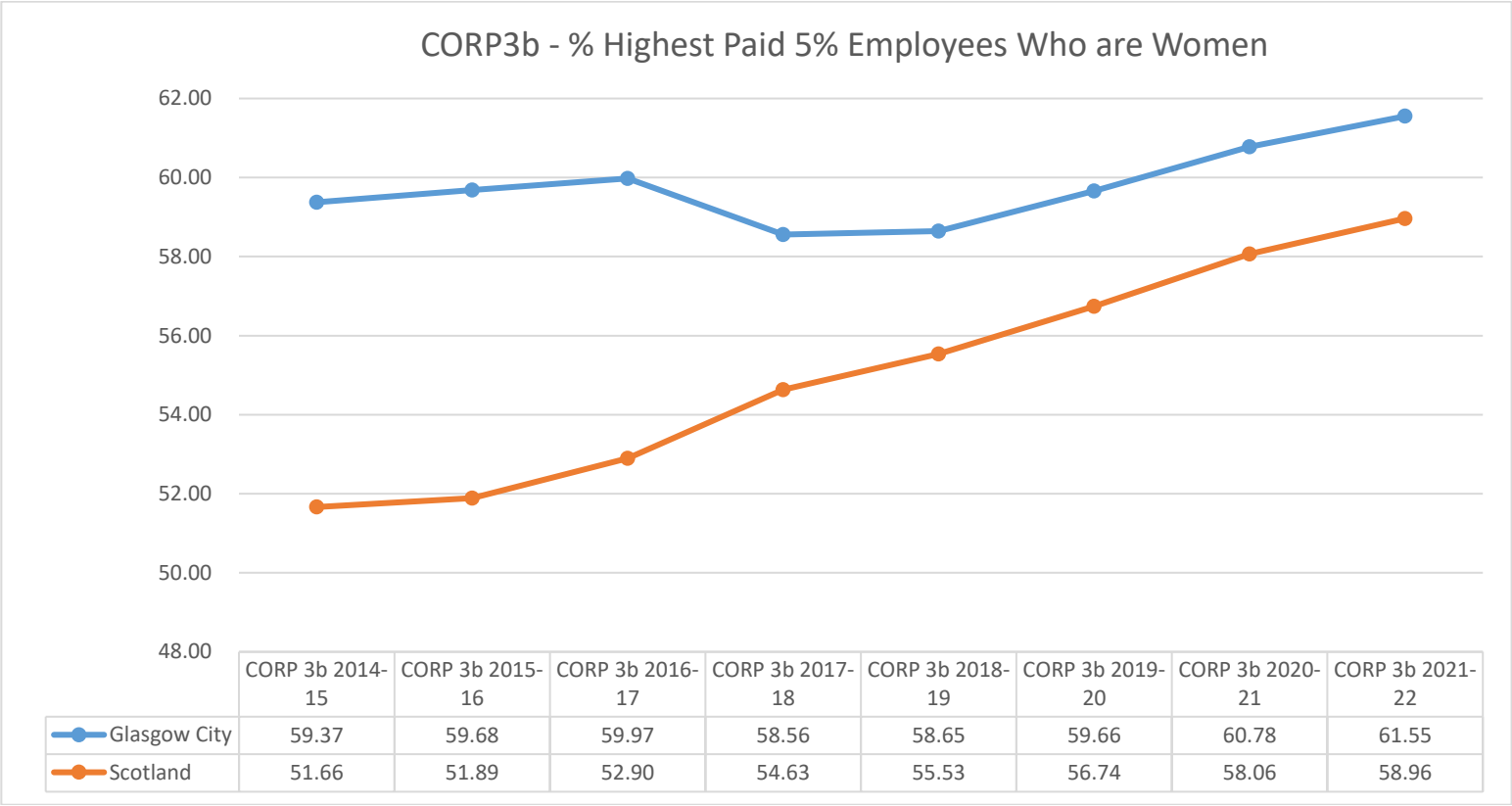
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**CORP3b - % the Highest Paid 5% of Employees Who are Women**  
**2019/20, 2020/21, 2021/22**

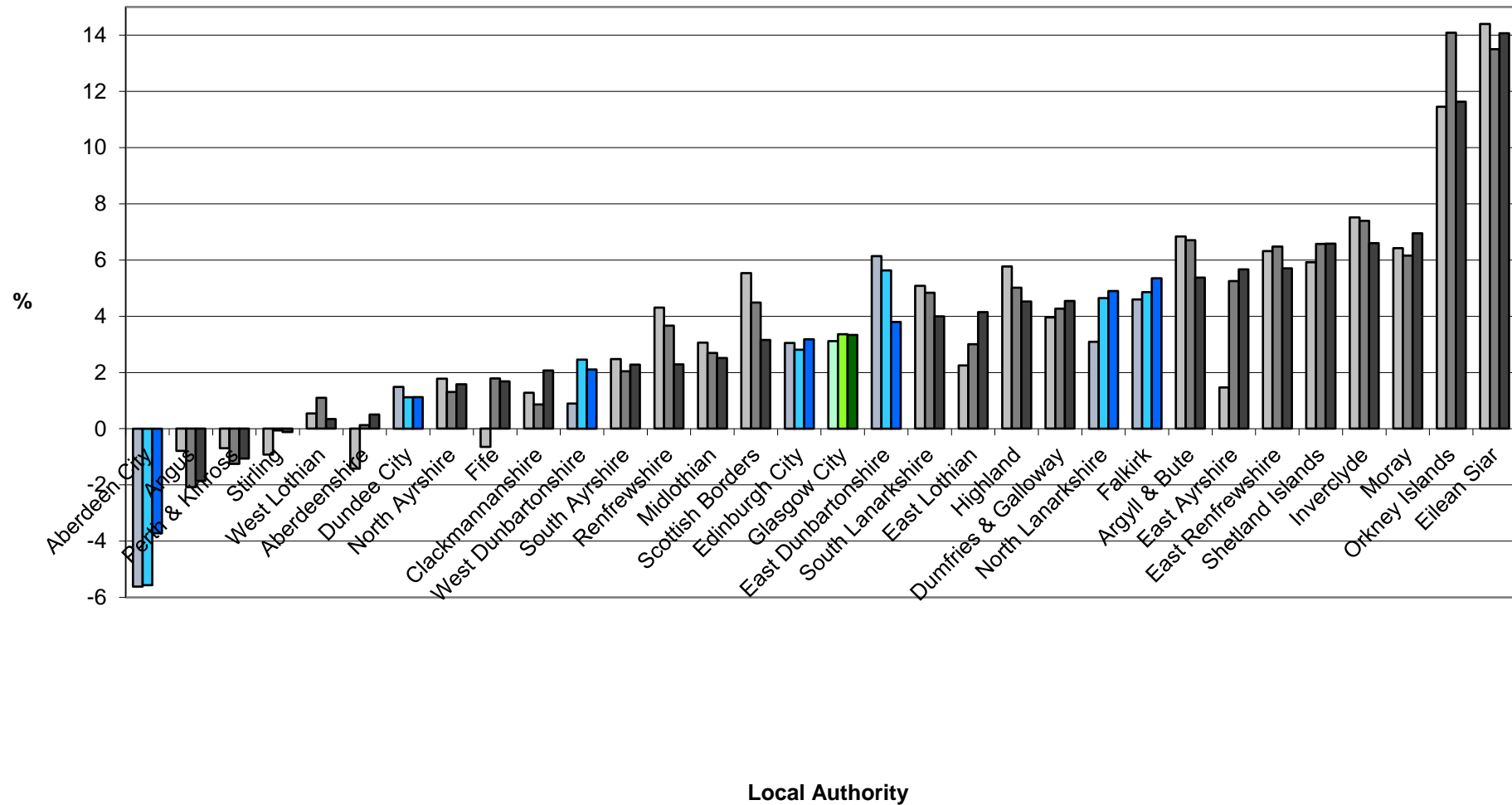


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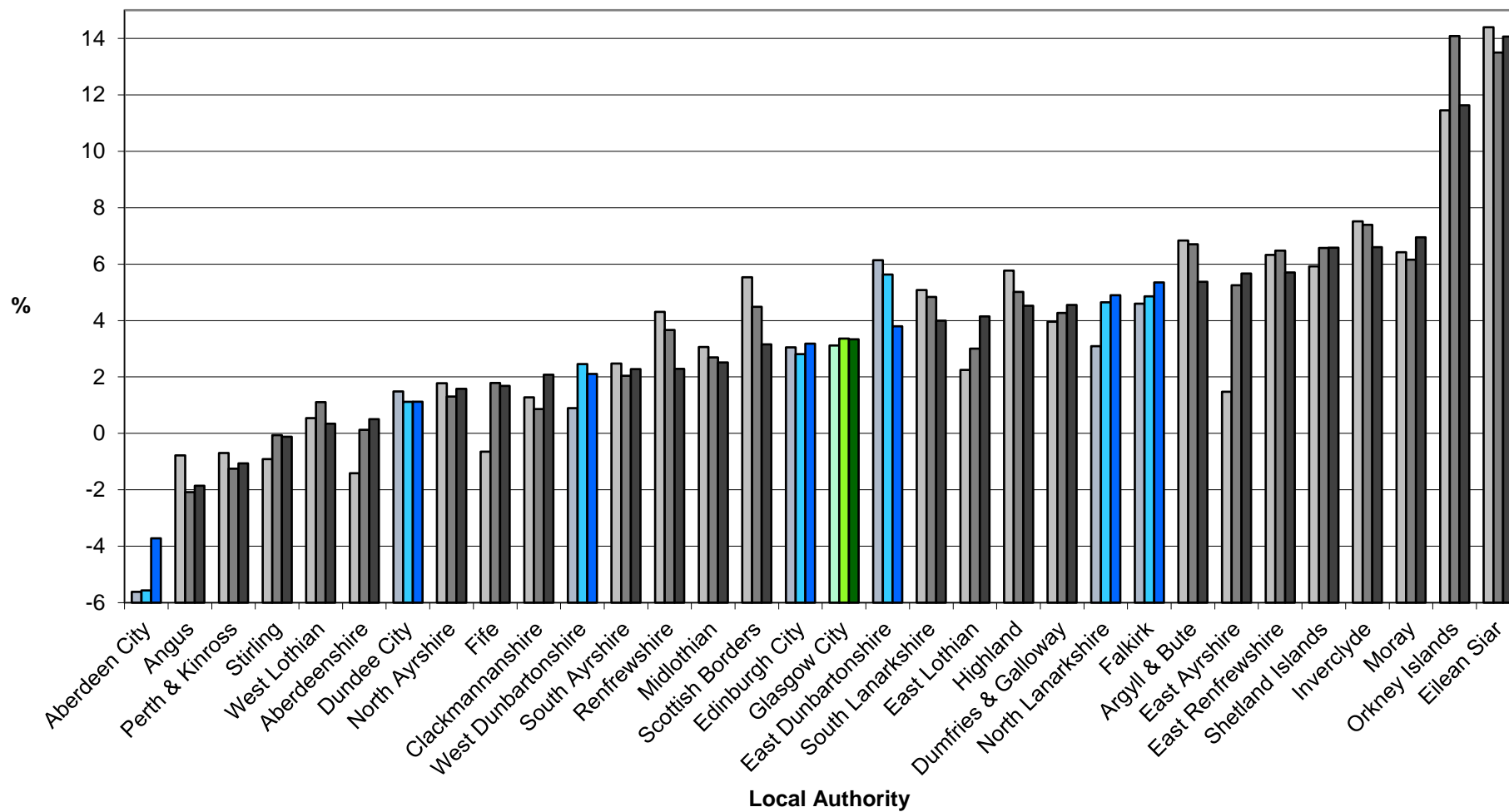
**CORP 3c - The Gender Pay Gap (%)**  
**2019/20, 2020/21, 2021/22**



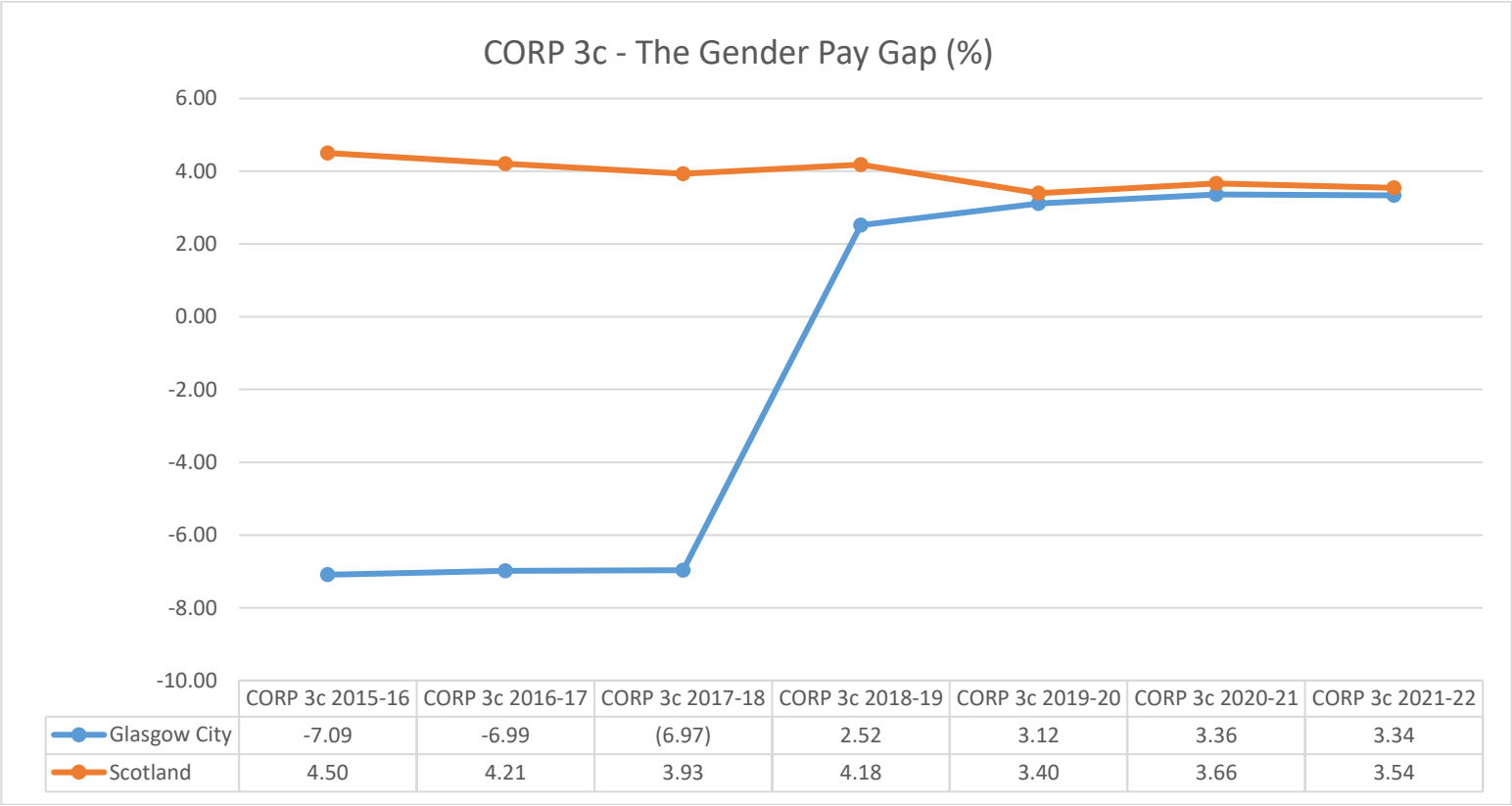
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**CORP 3c - The Gender Pay Gap (%)**  
**2019/20, 2020/21, 2021/22**

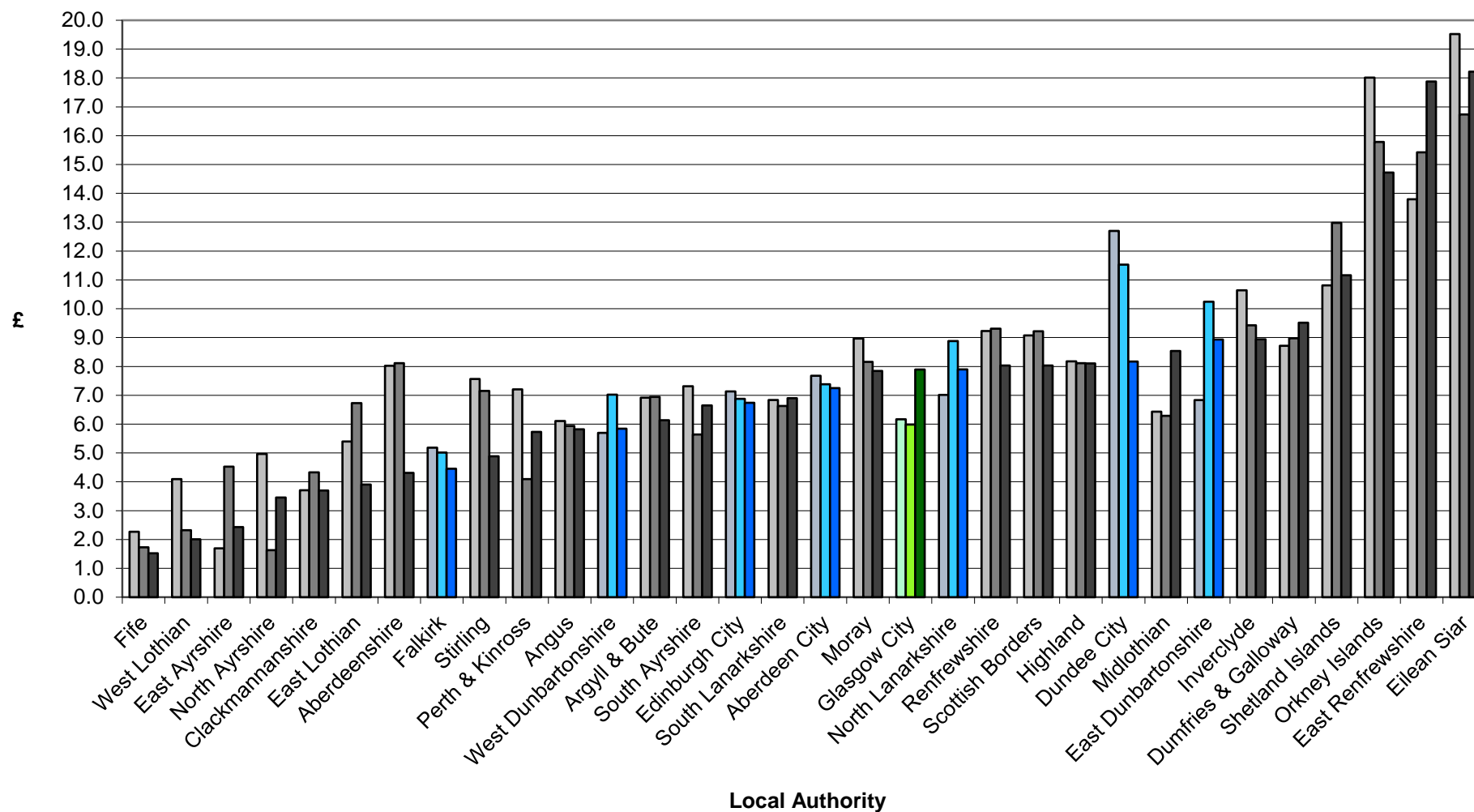


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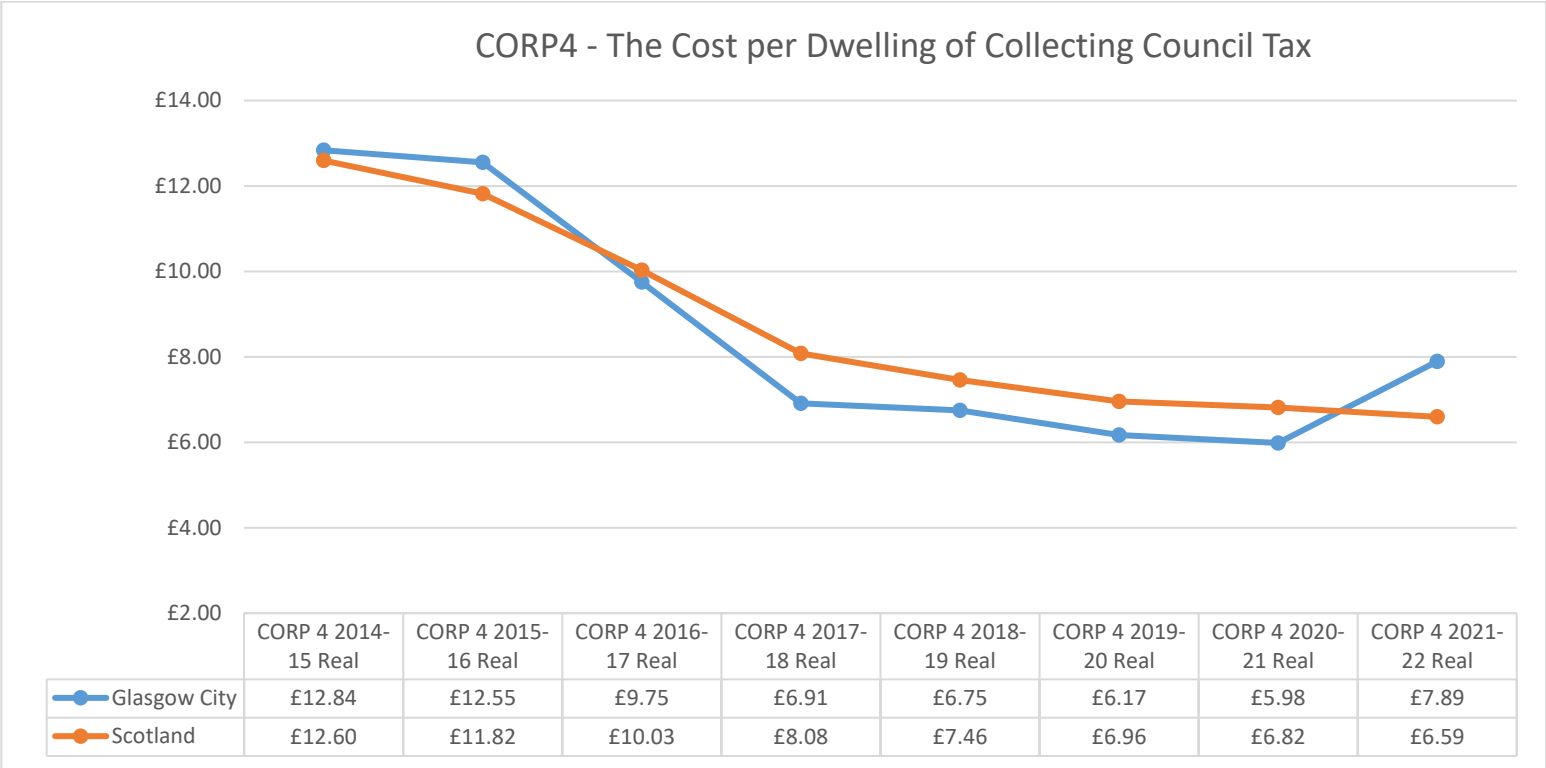


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**CORP4 - The Cost per Dwelling of Collecting Council Tax  
2019/20, 2020/21, 2021/22**



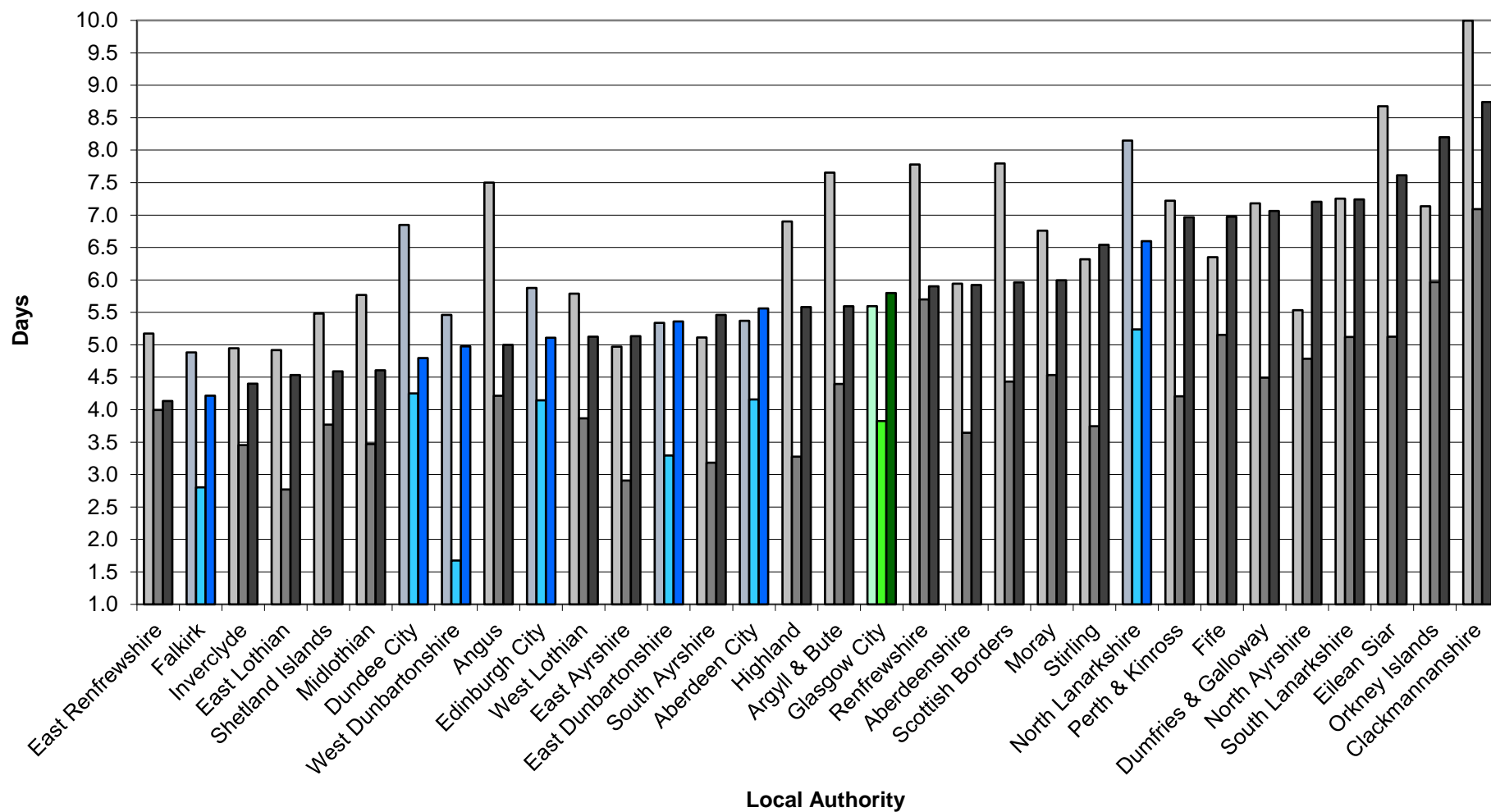
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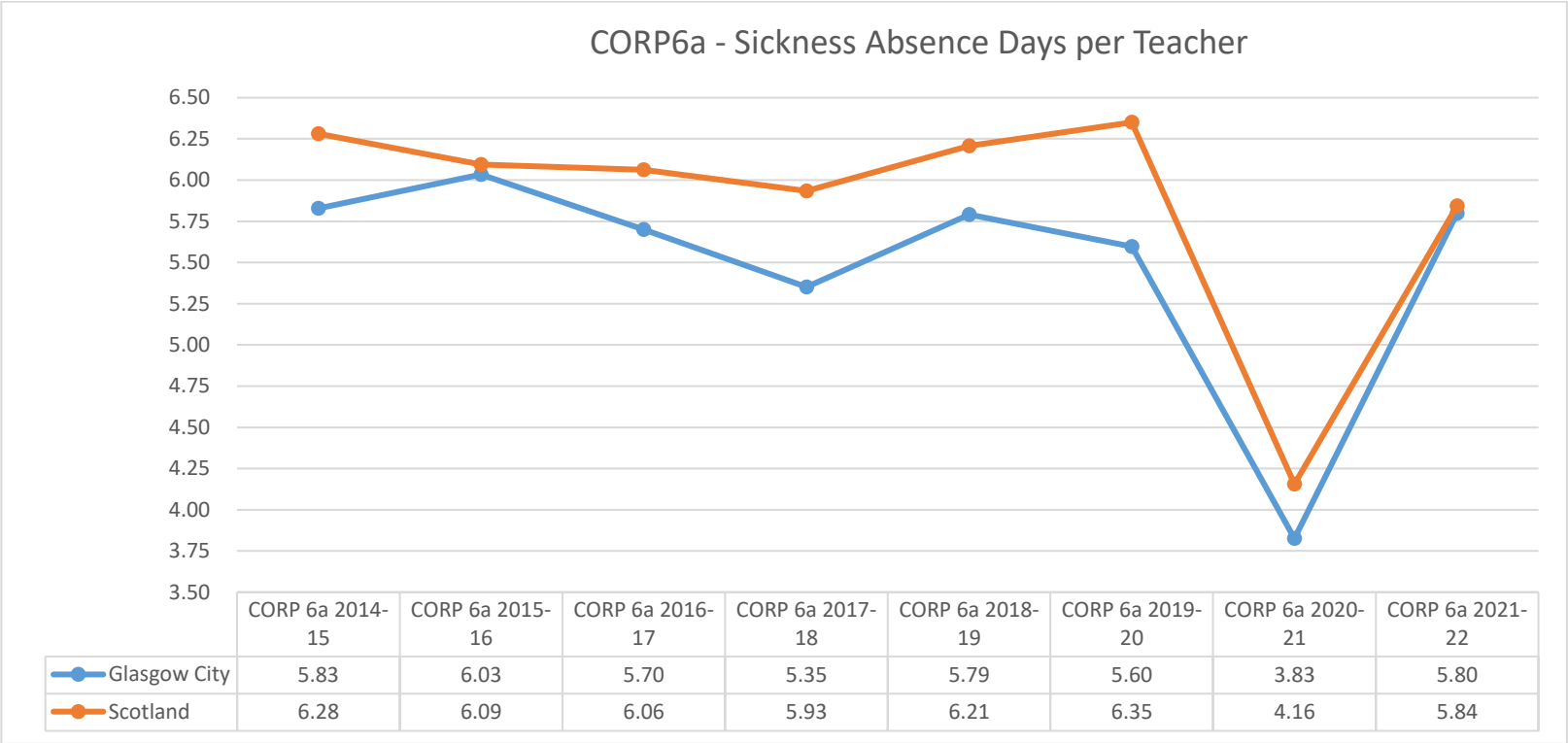


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**CORP6a - Sickness Absence Days per Teacher**  
**2019/20, 2020/21, 2021/22**

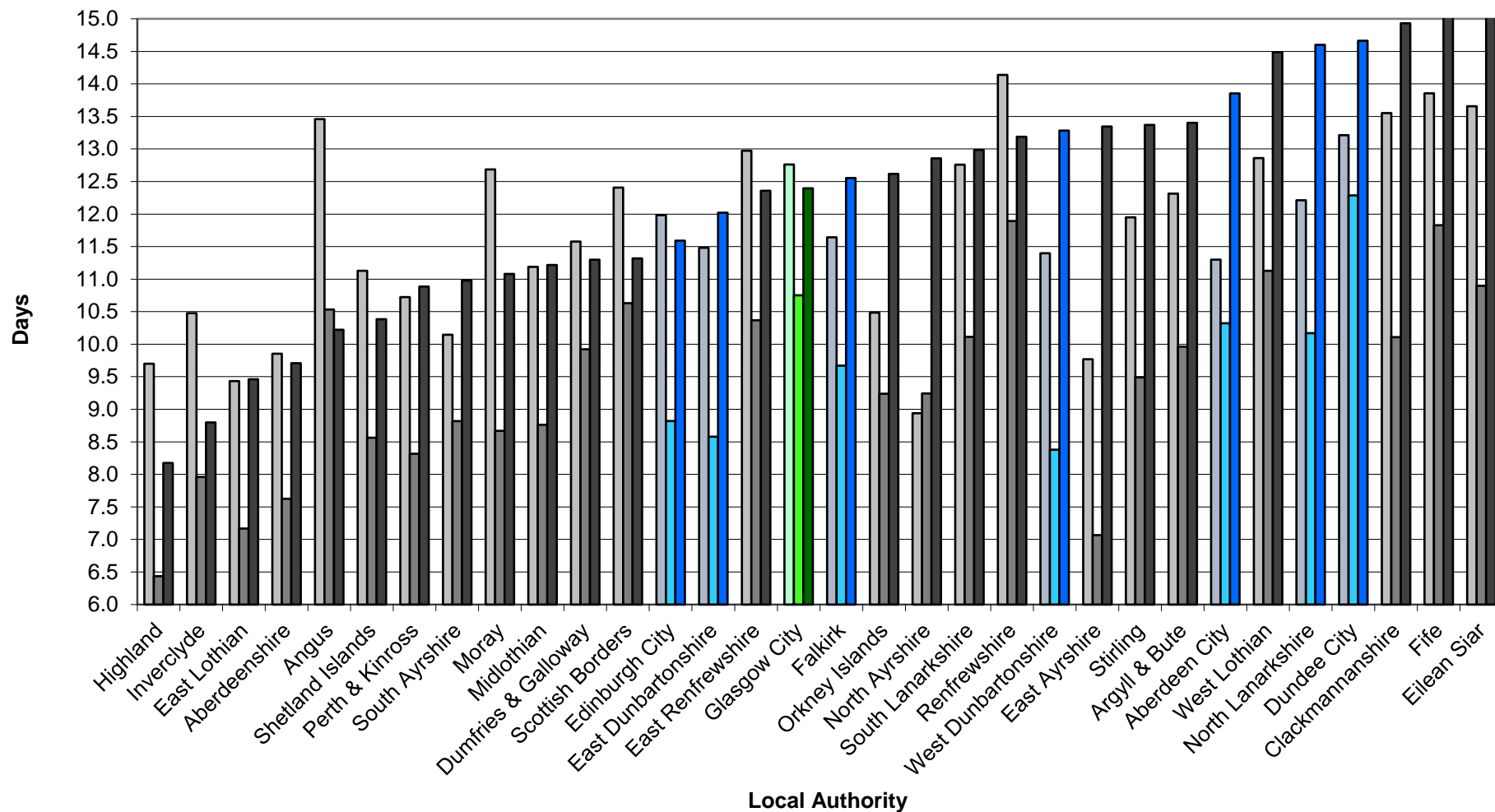


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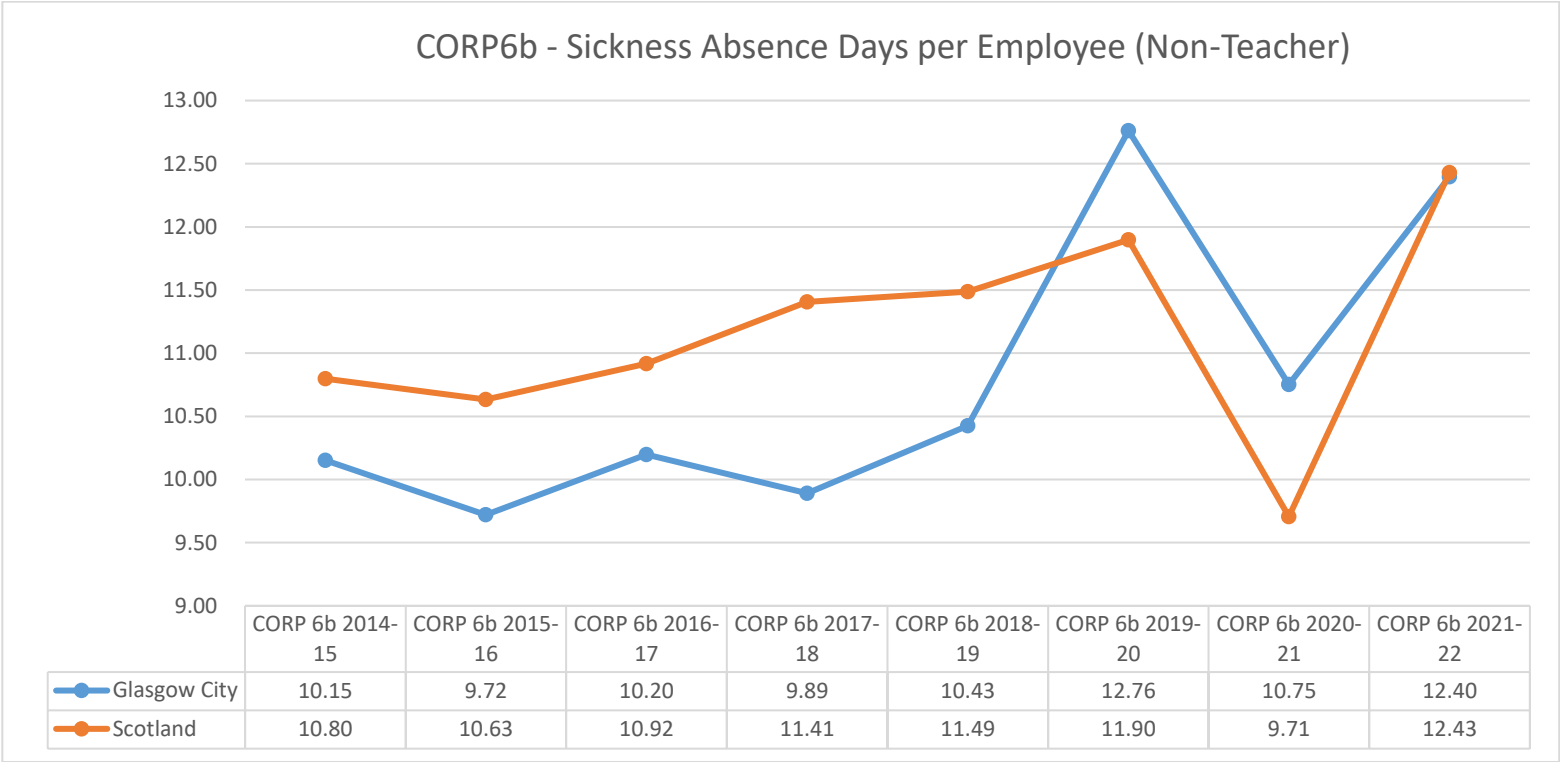


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**CORP6b - Sickness Absence Days per Employee (Non-Teacher)**  
**2019/20, 2020/21, 2021/22**

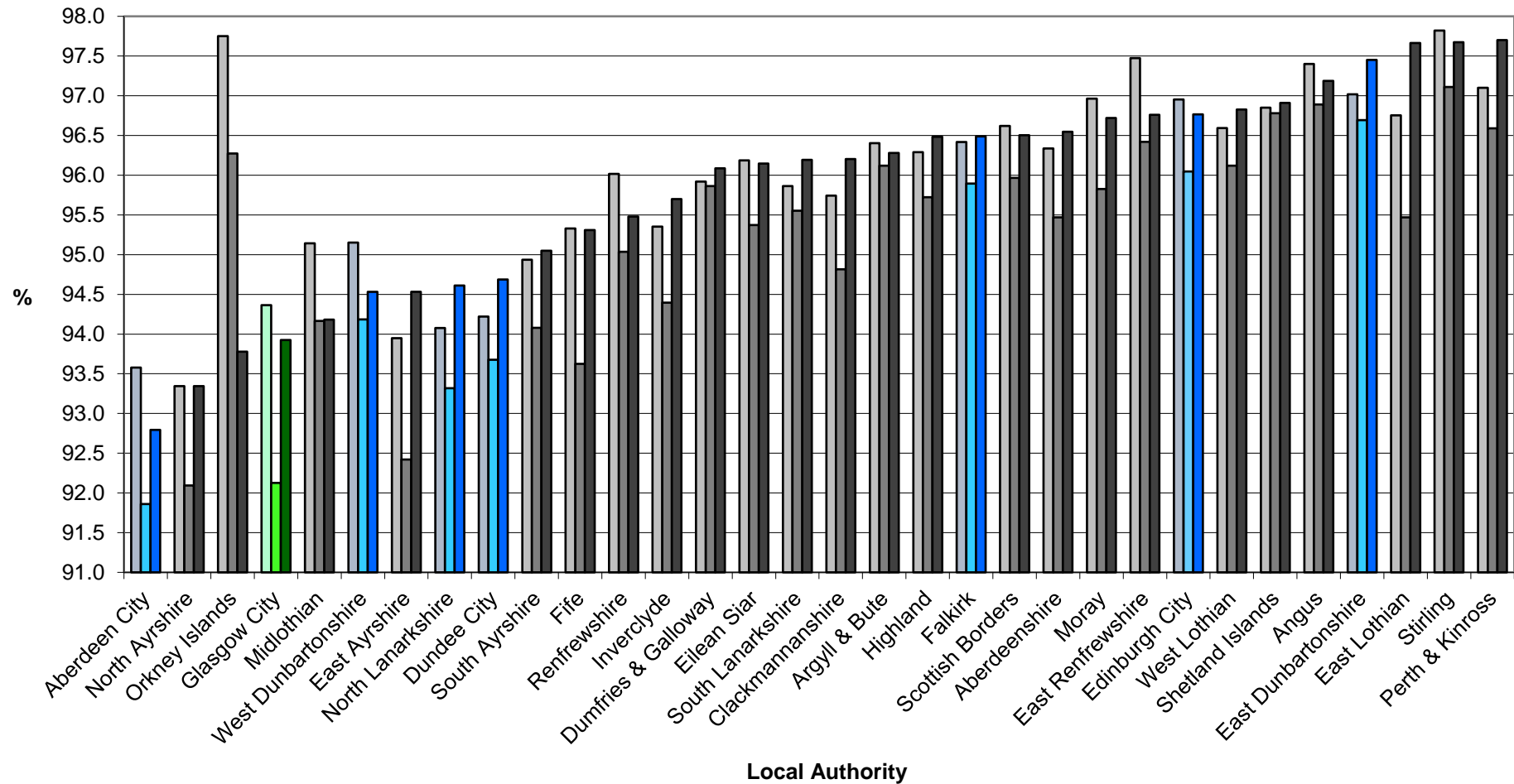


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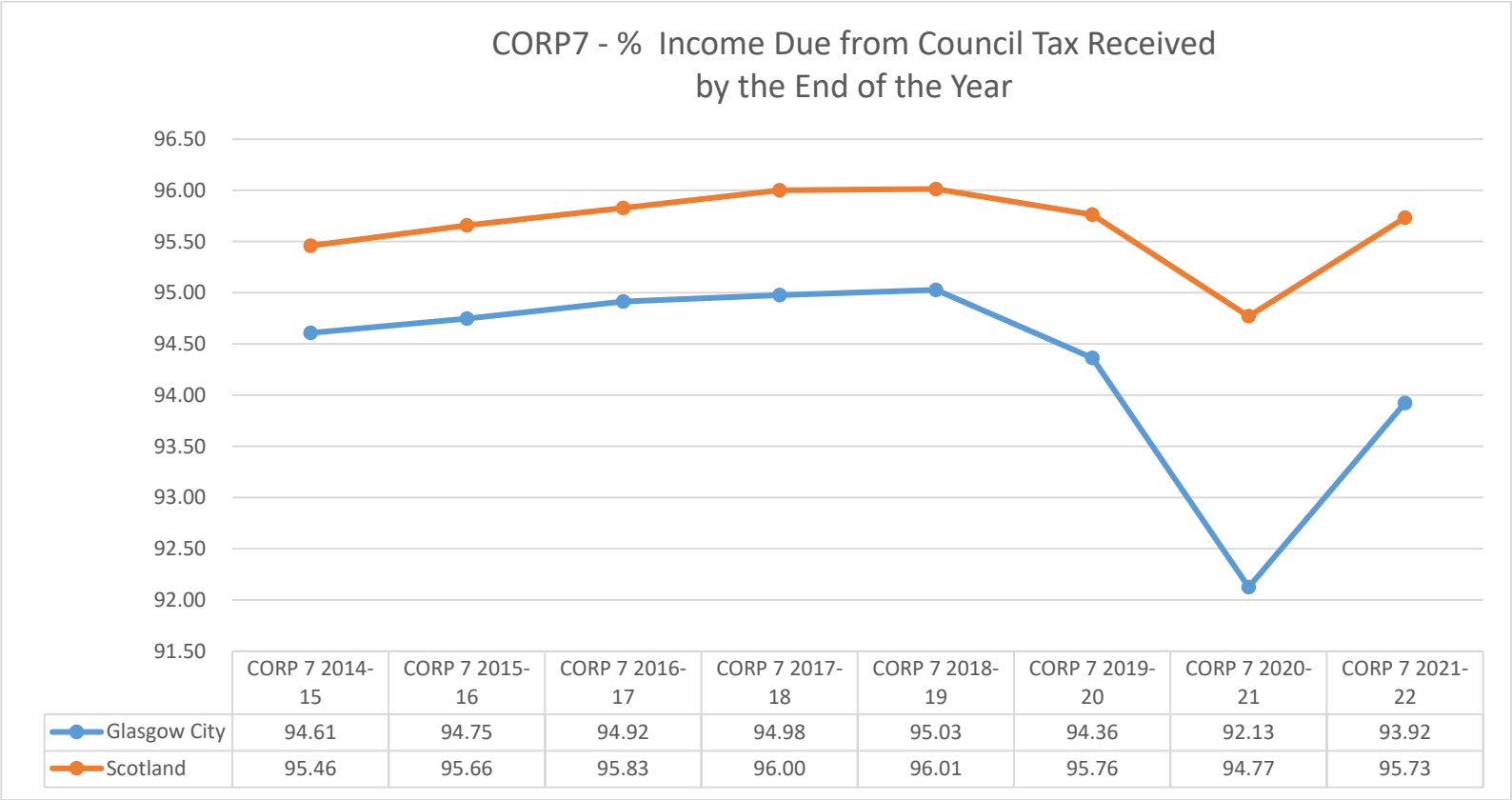


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**CORP7 - % Income Due from Council Tax Received by the End of the Year  
2019/20, 2020/21, 2021/22**

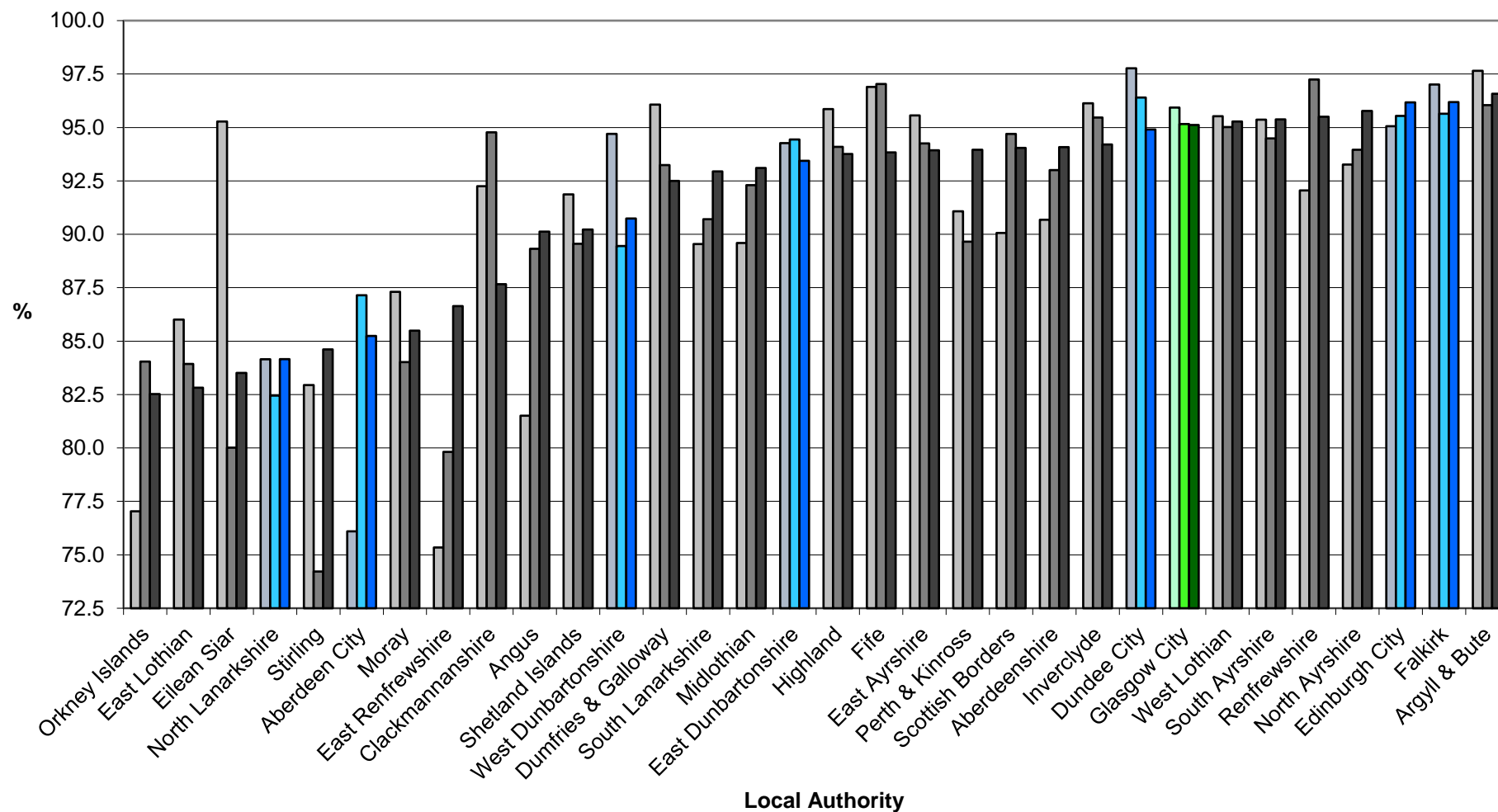


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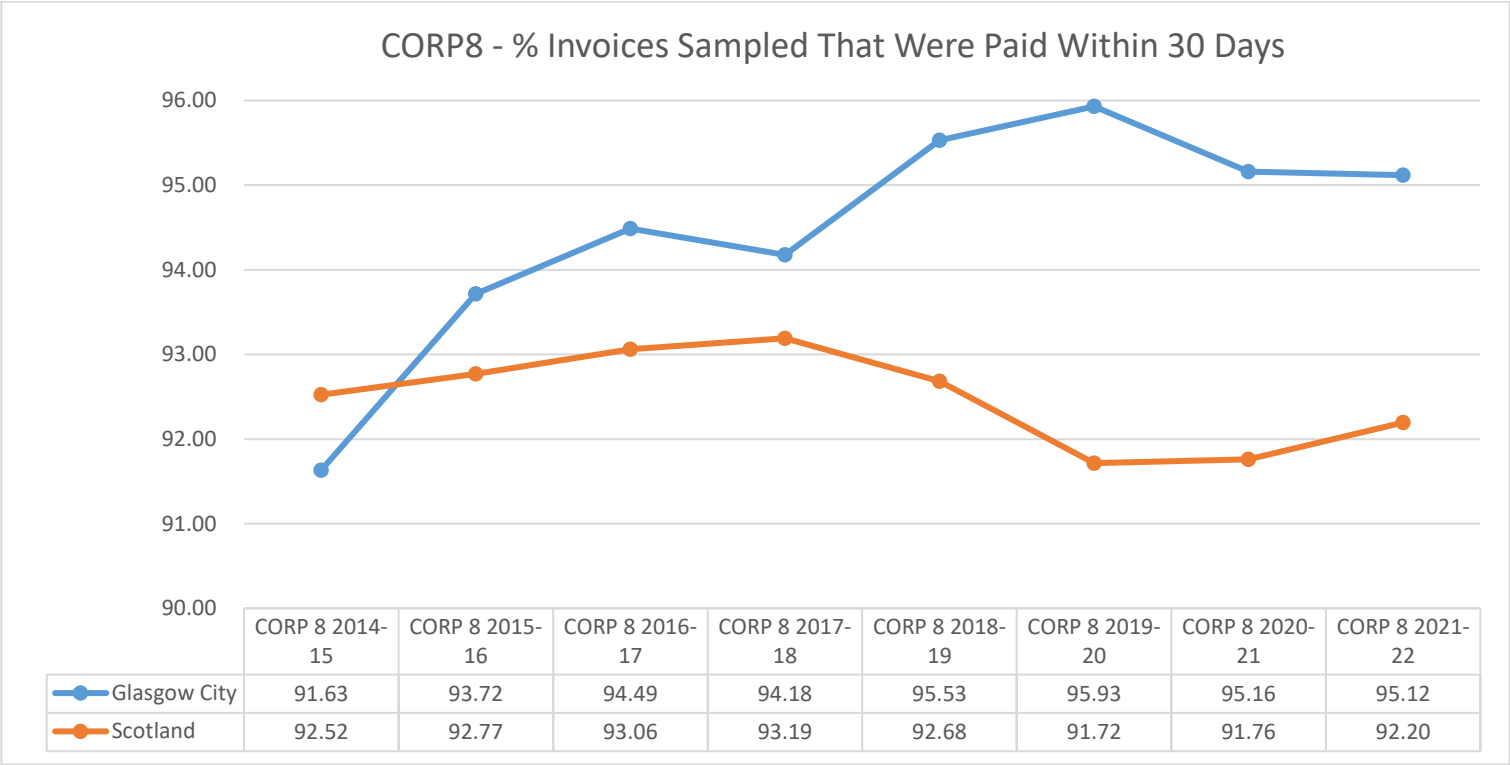


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**CORP8 - % of Invoices Sampled That Were Paid Within 30 Days**  
**2019/20, 2020/21, 2021/22**



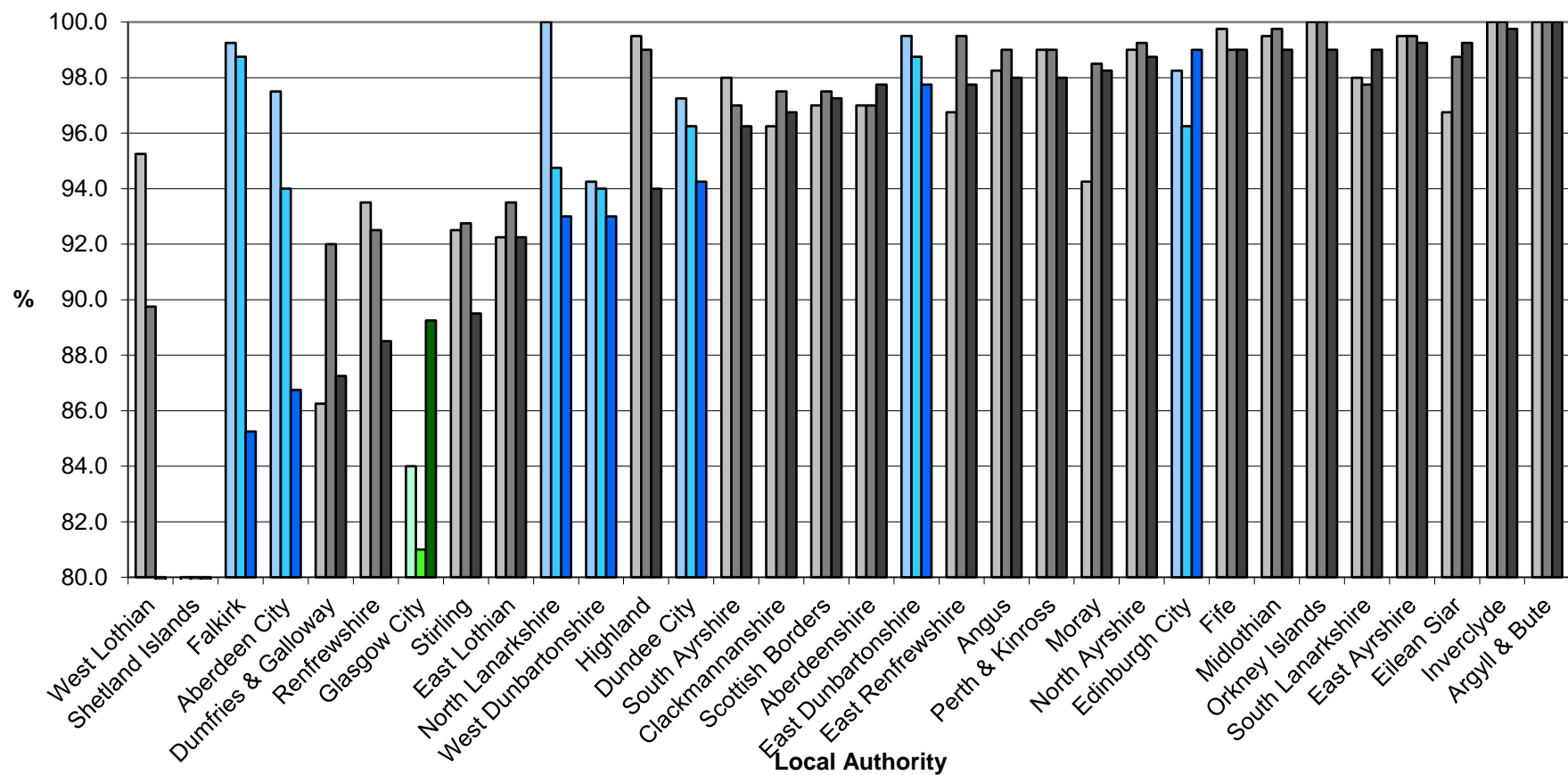
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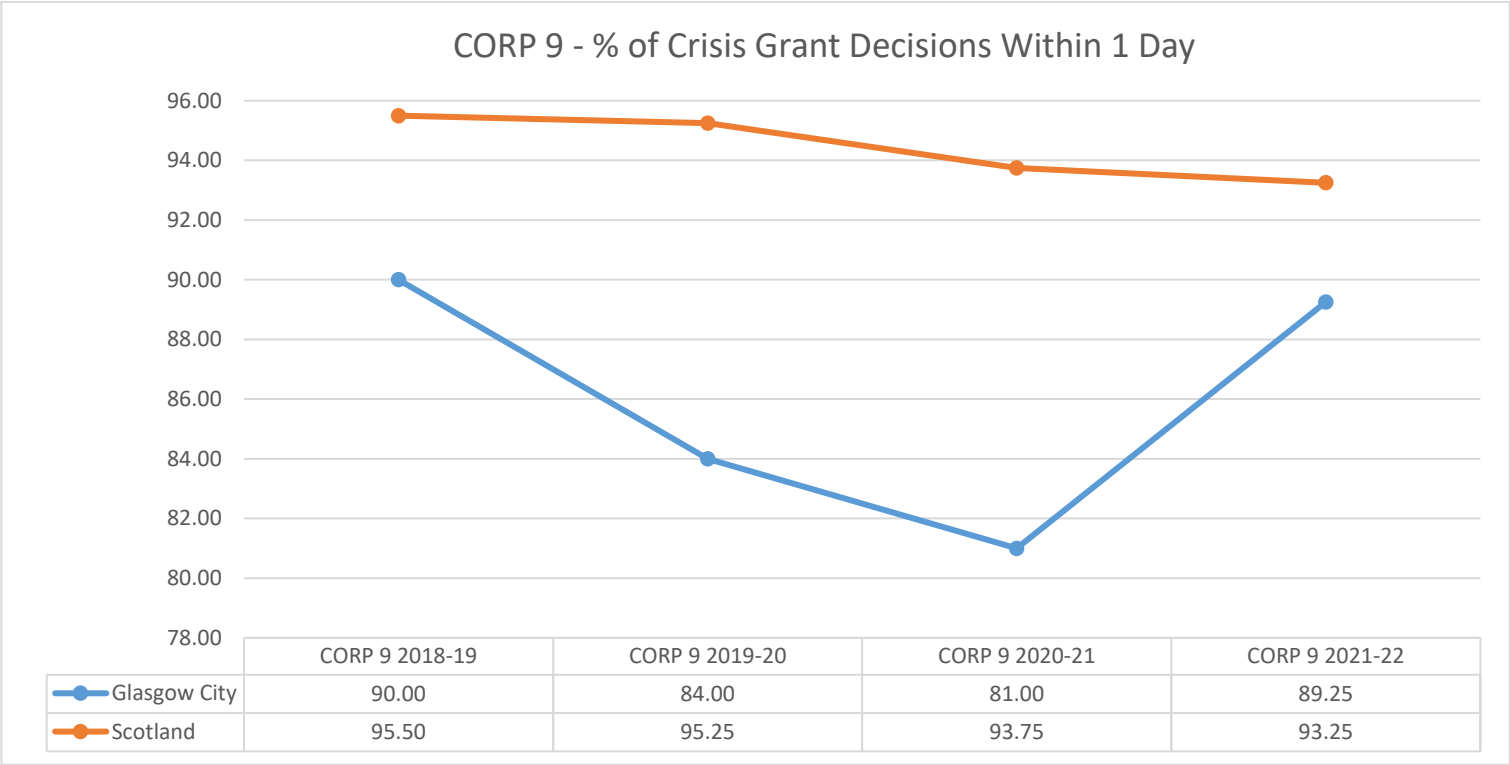
**CORP 9 - % of Crisis Grant Decisions Within 1 Day**  
**2019/20, 2020/21, 2021/22**



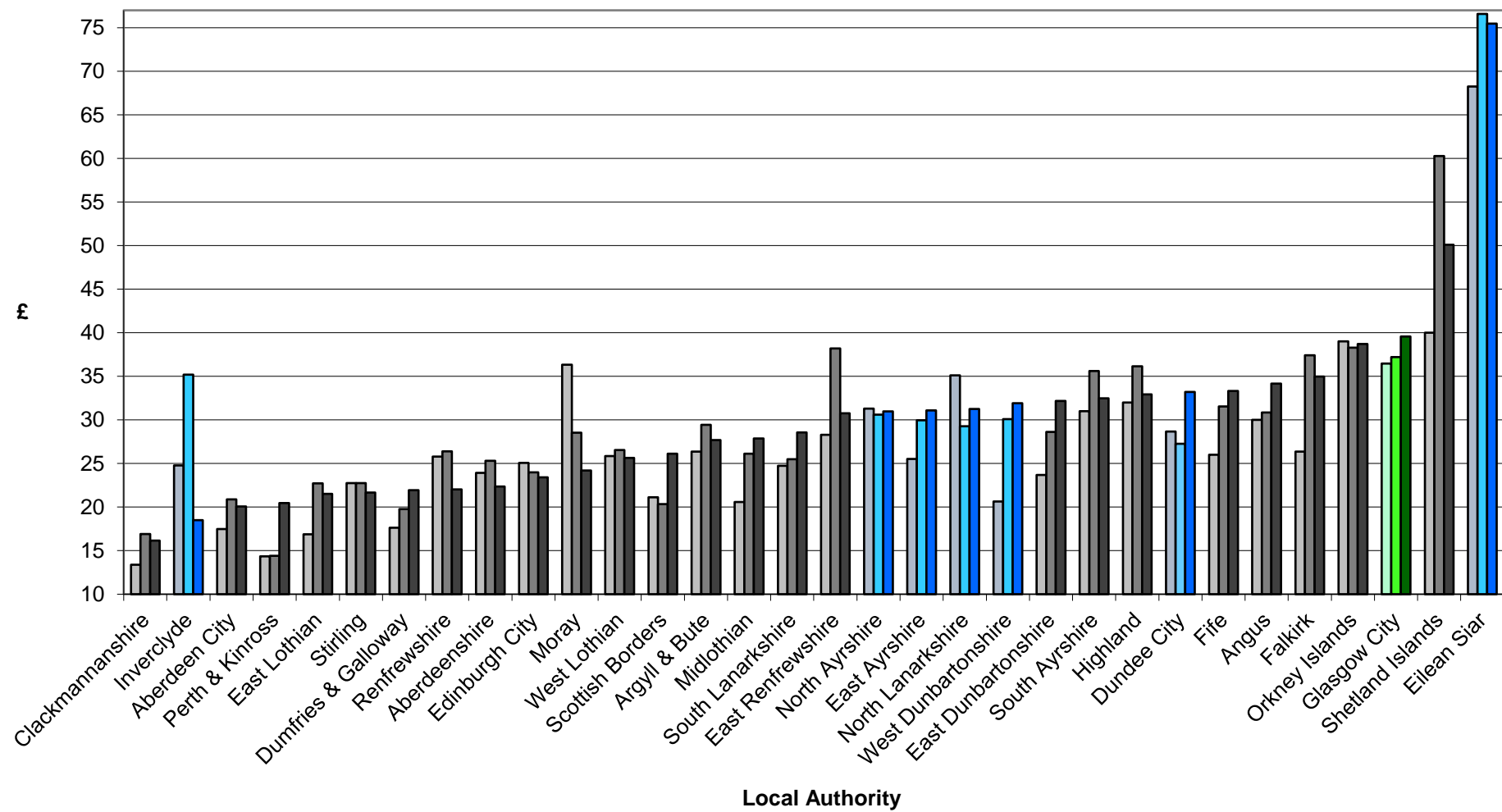
**West Lothian: 2021-22 64.5%**

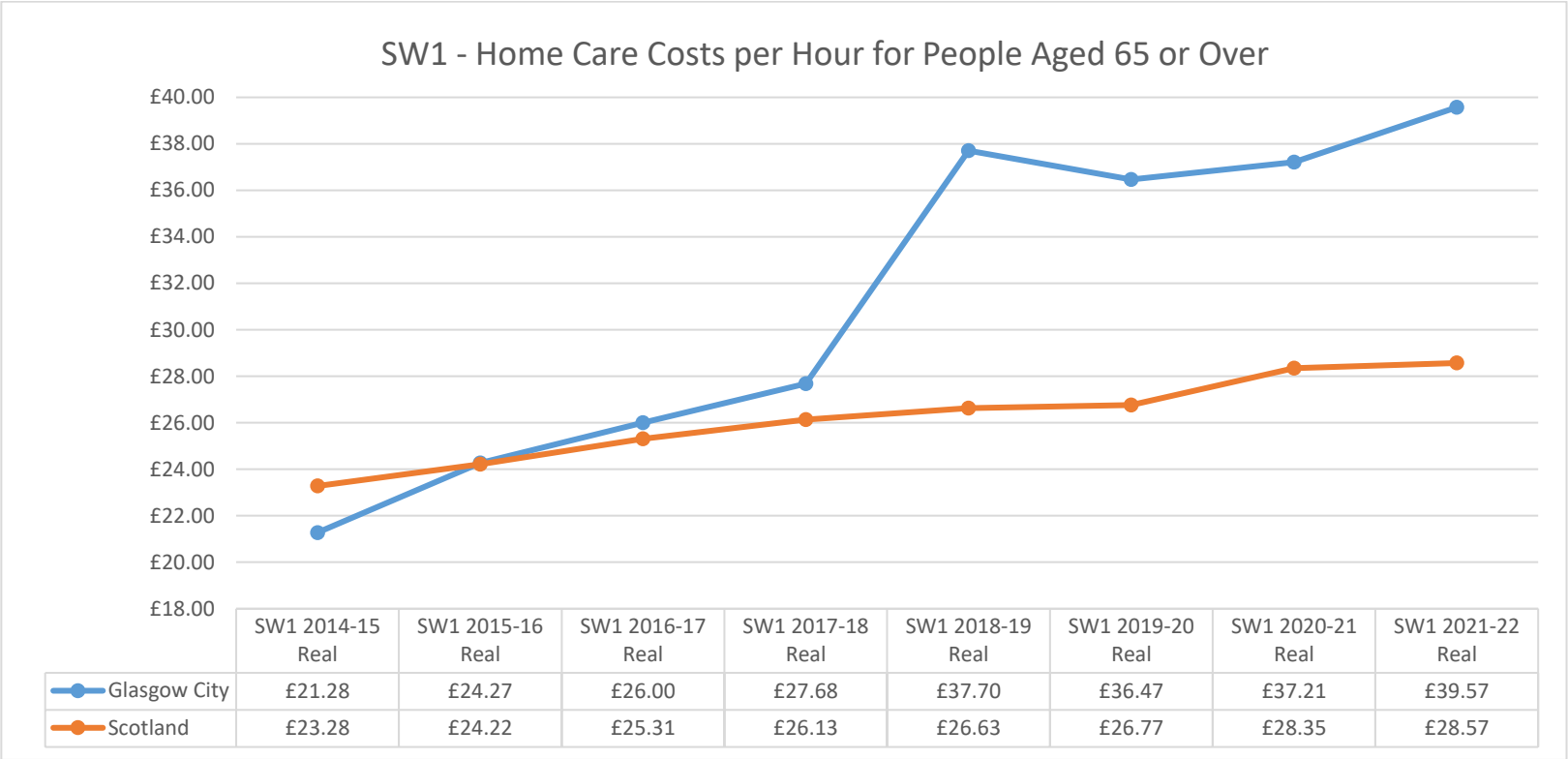
**Shetland Islands: 2019-20 55.25% 2020-21 55.0% 2021-22 73%**

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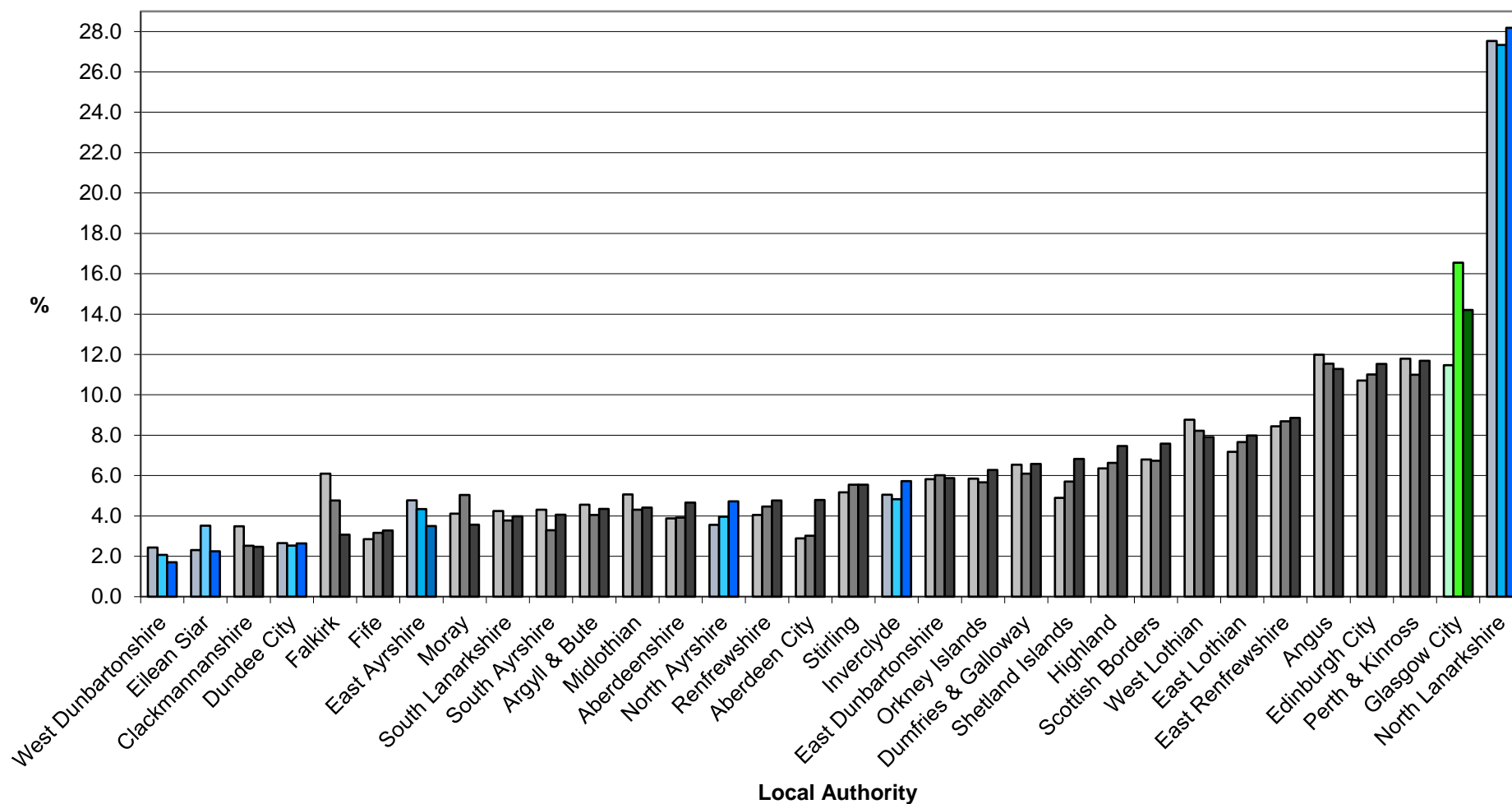
SW1 - Home Care Costs per Hour for People Aged 65 or Over  
2019/20, 2020/21, 2021/22



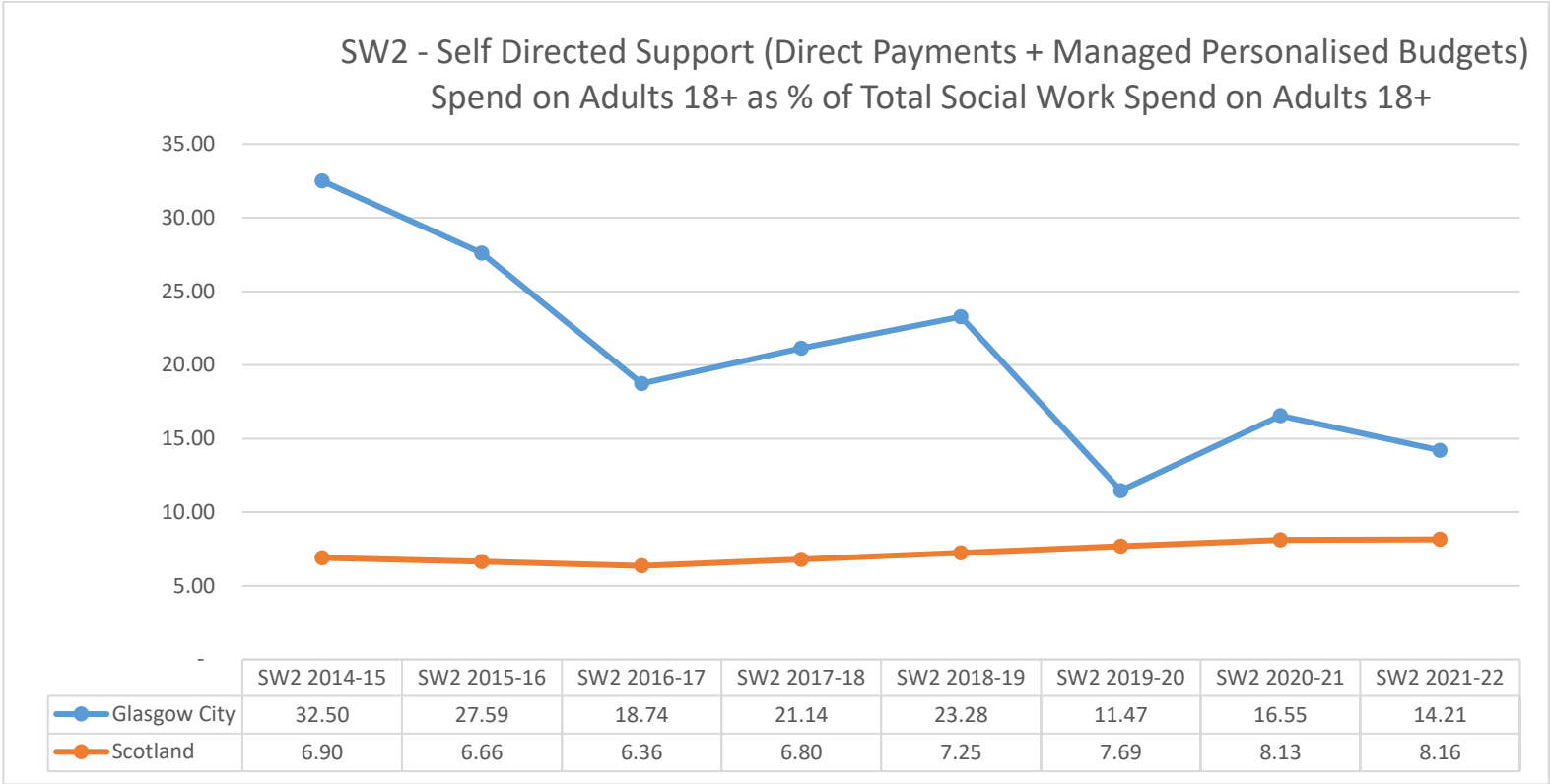


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**SW2 -Self Directed Support (Direct Payments + Managed Personalised Budgets)**  
**Spend on Adults 18+ as % of Total Social Work Spend on Adults 18+**  
**2019/20, 2020/21, 2021/22**

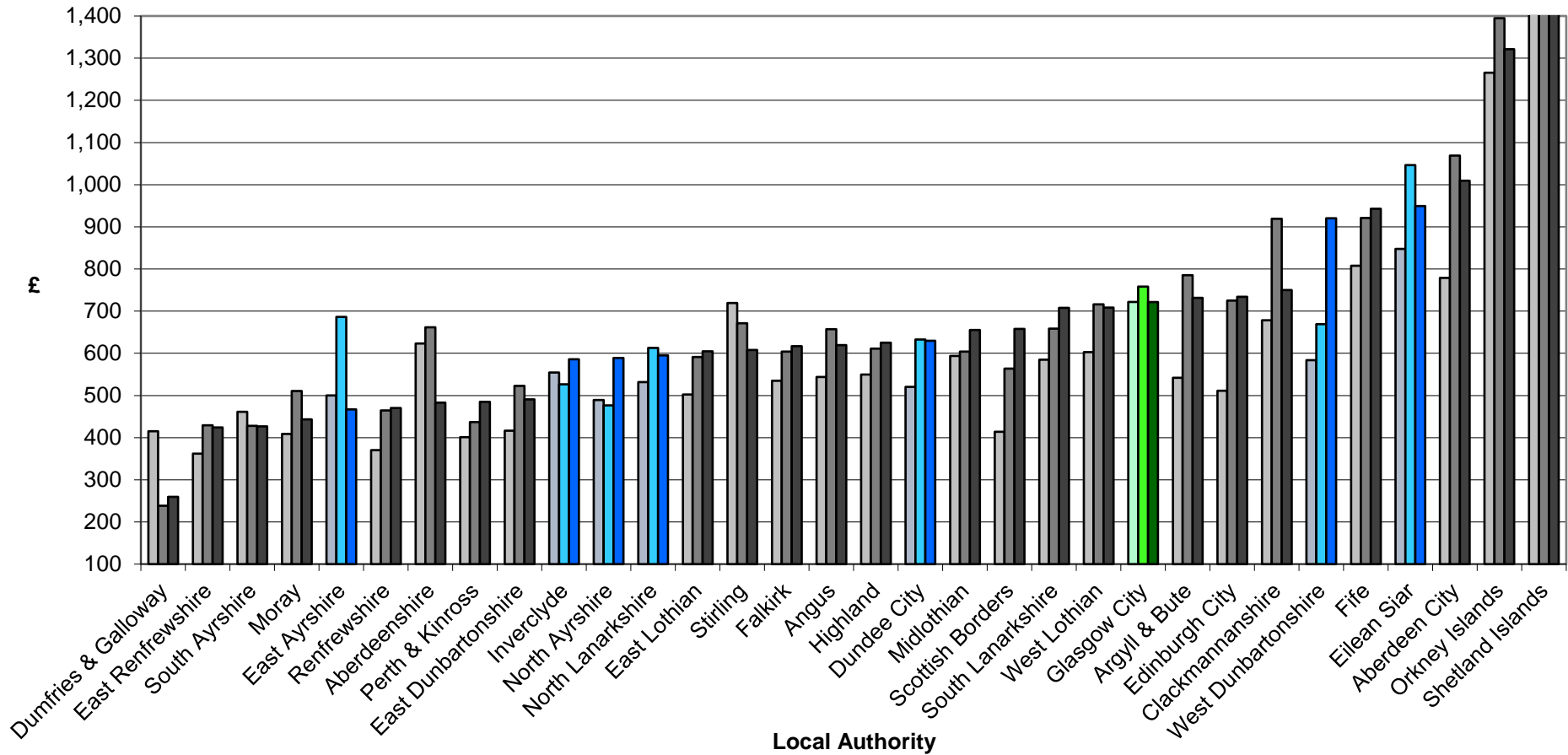


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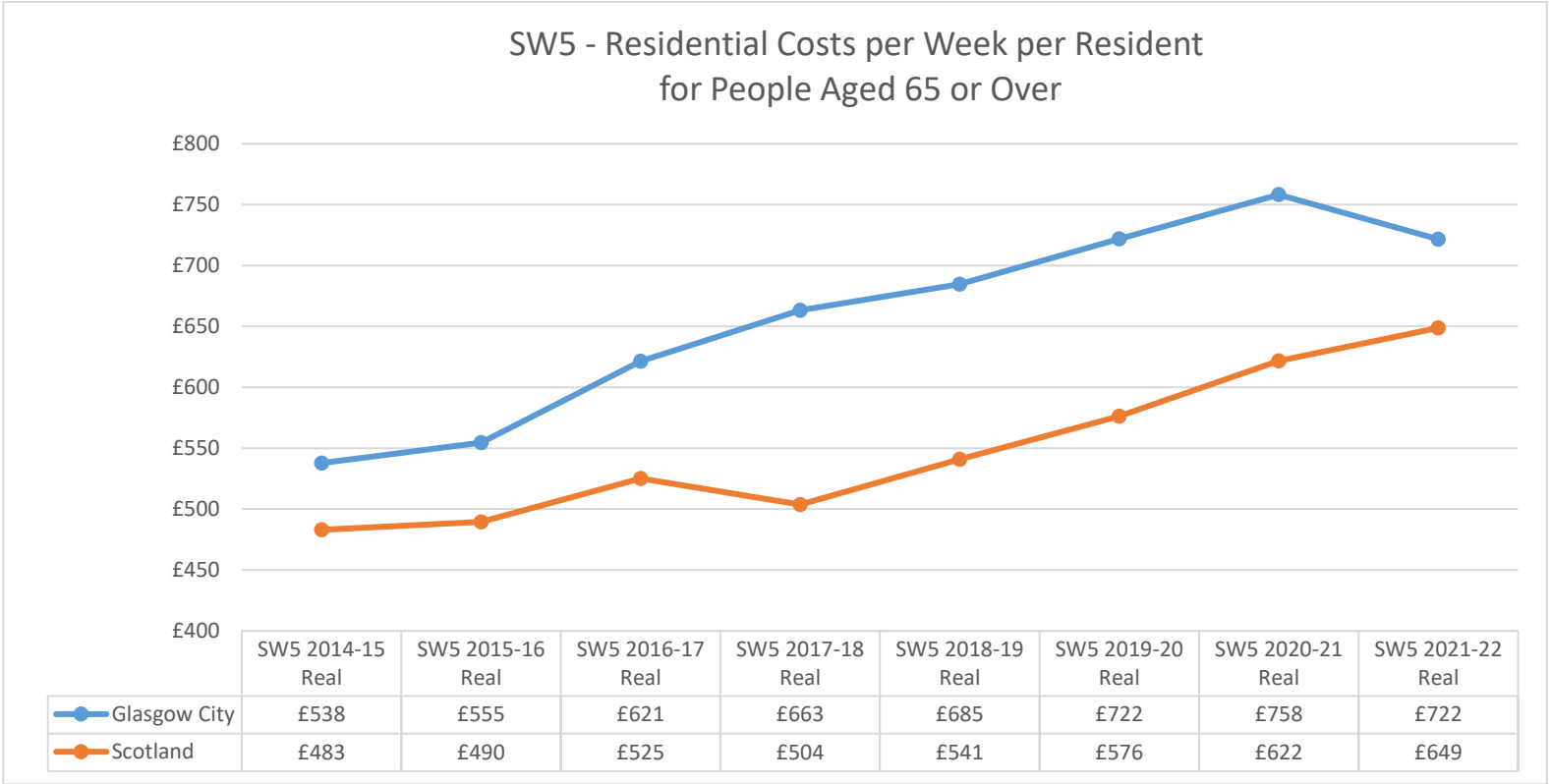
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**SW5 - Residential Costs per Week per Resident for People Aged 65 or Over  
2019/20, 2020/21, 2021/22**



**Shetland Islands: 2019/20 £1,885 2020/21 £2,317 2021/22 £2,778**

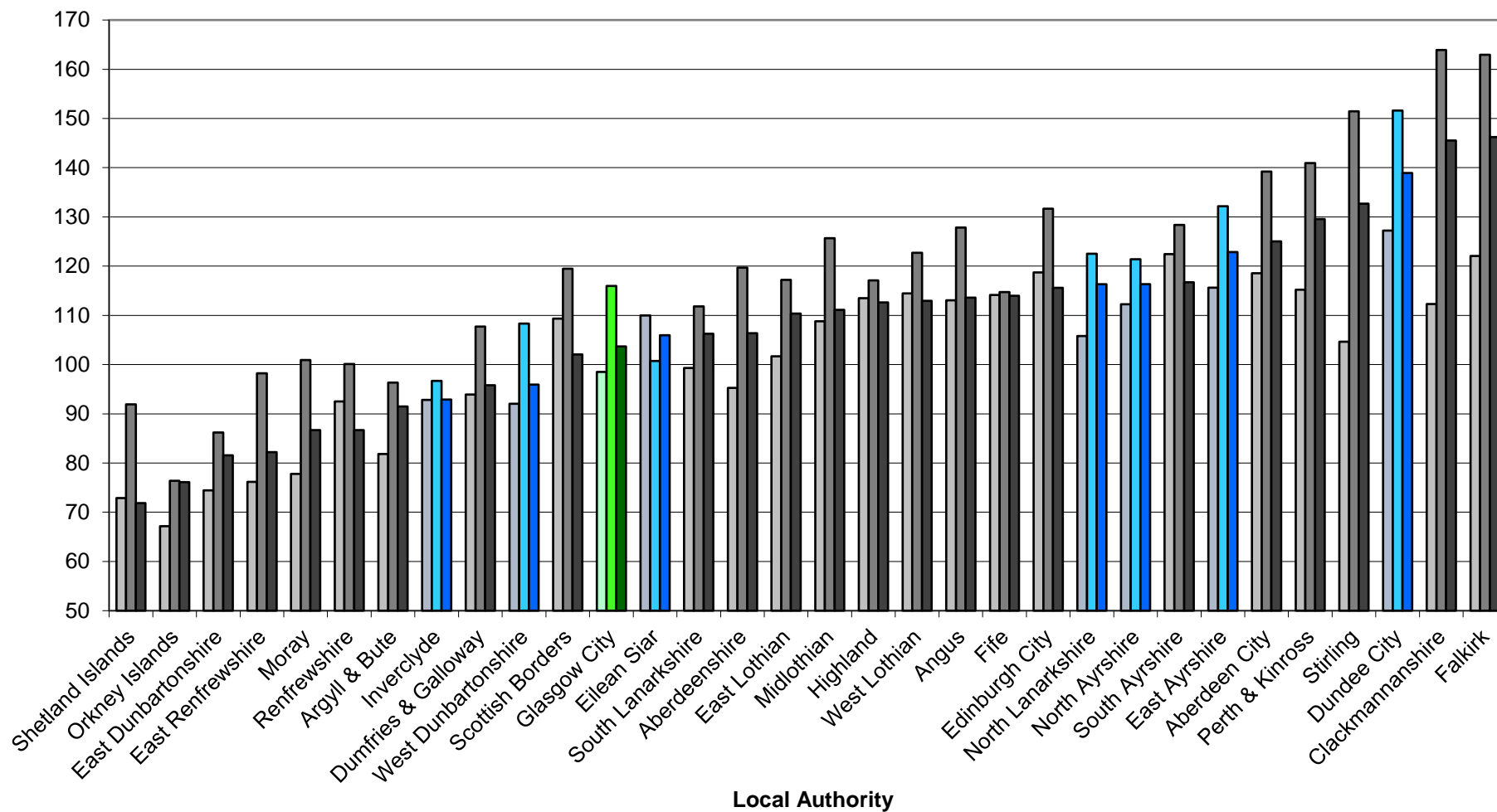
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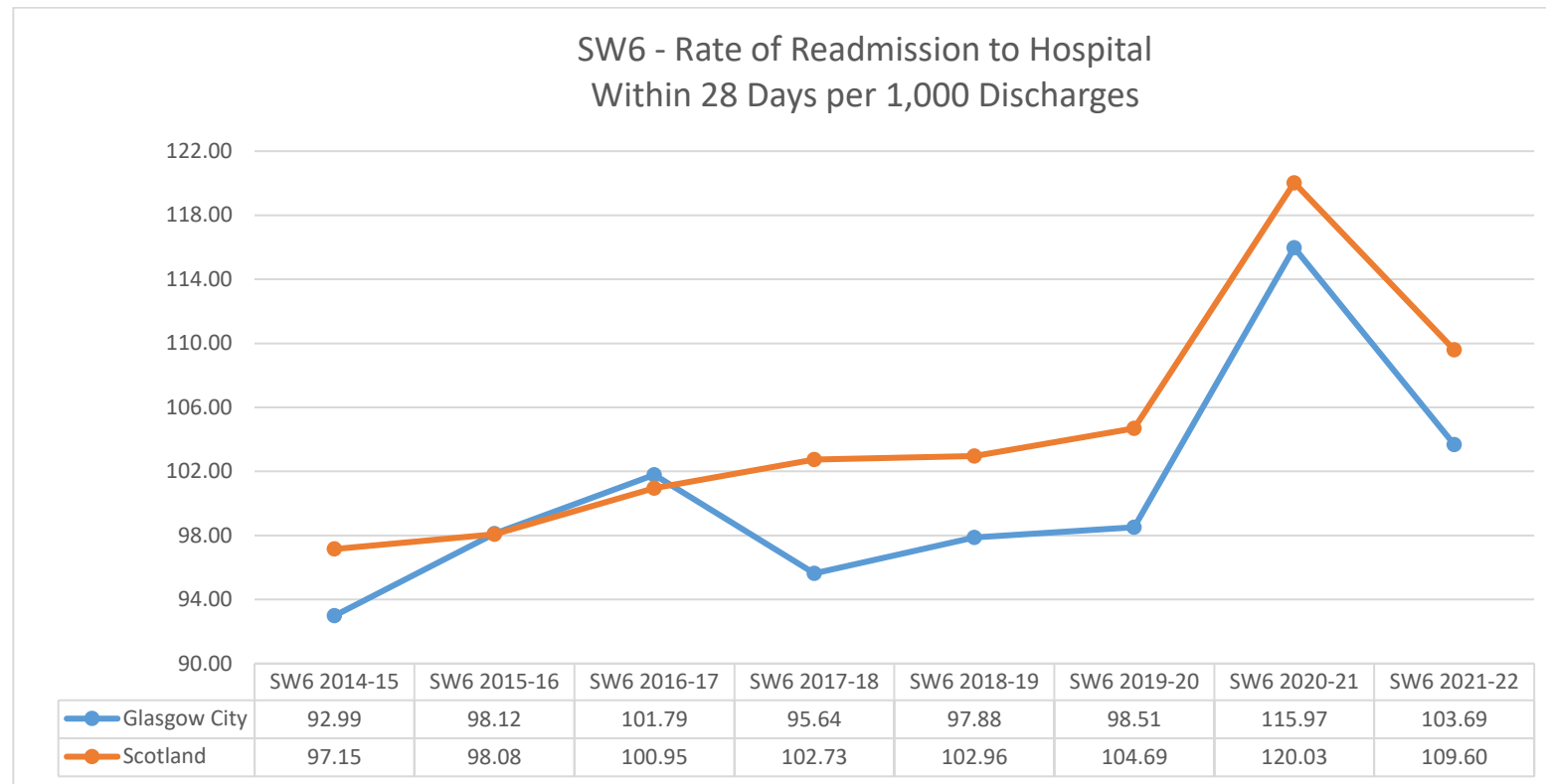
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**SW6 - Rate of Readmission to Hospital within 28 days per 1,000 Discharges  
2019/20, 2020/21, 2021/22**



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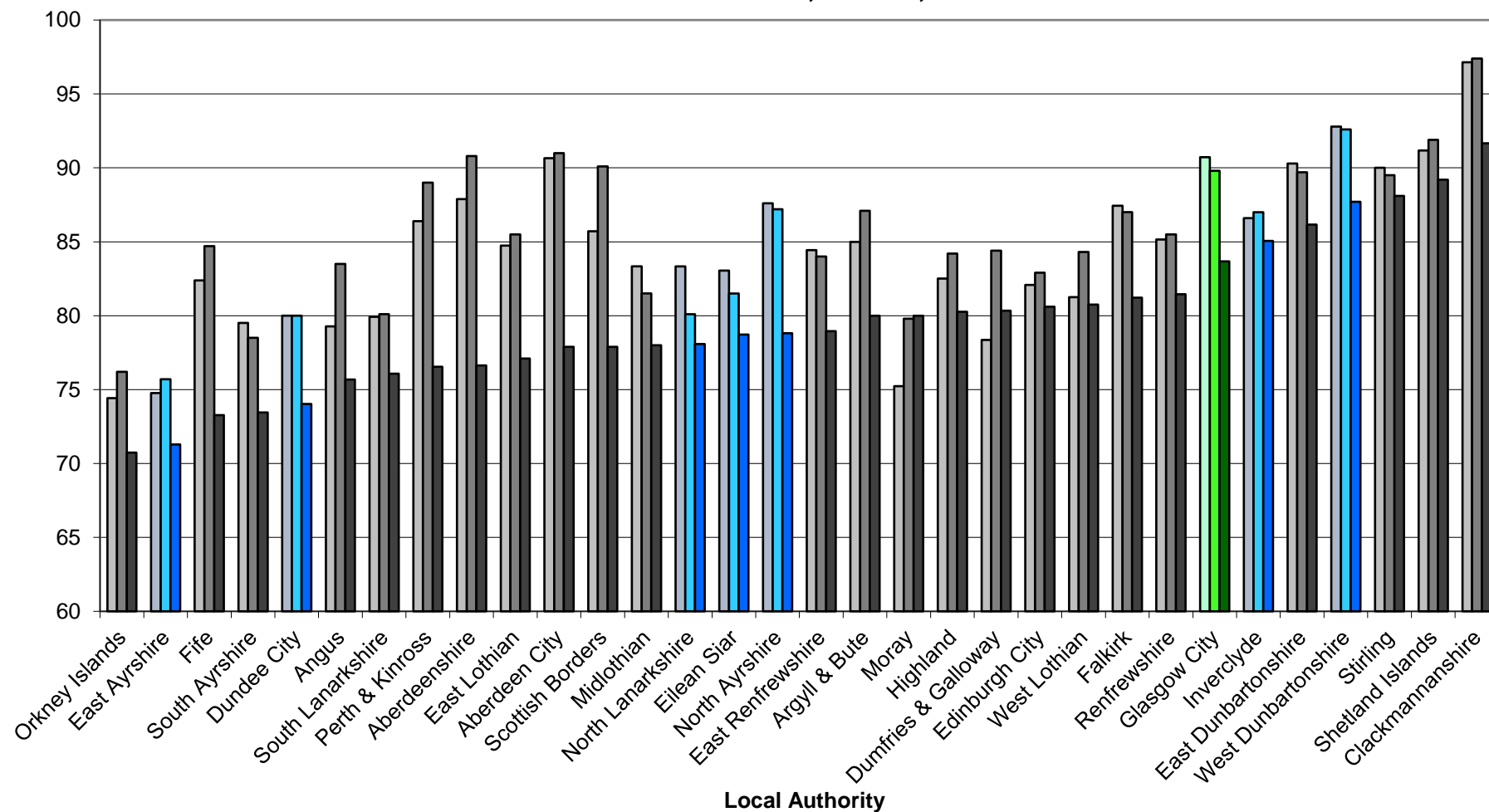
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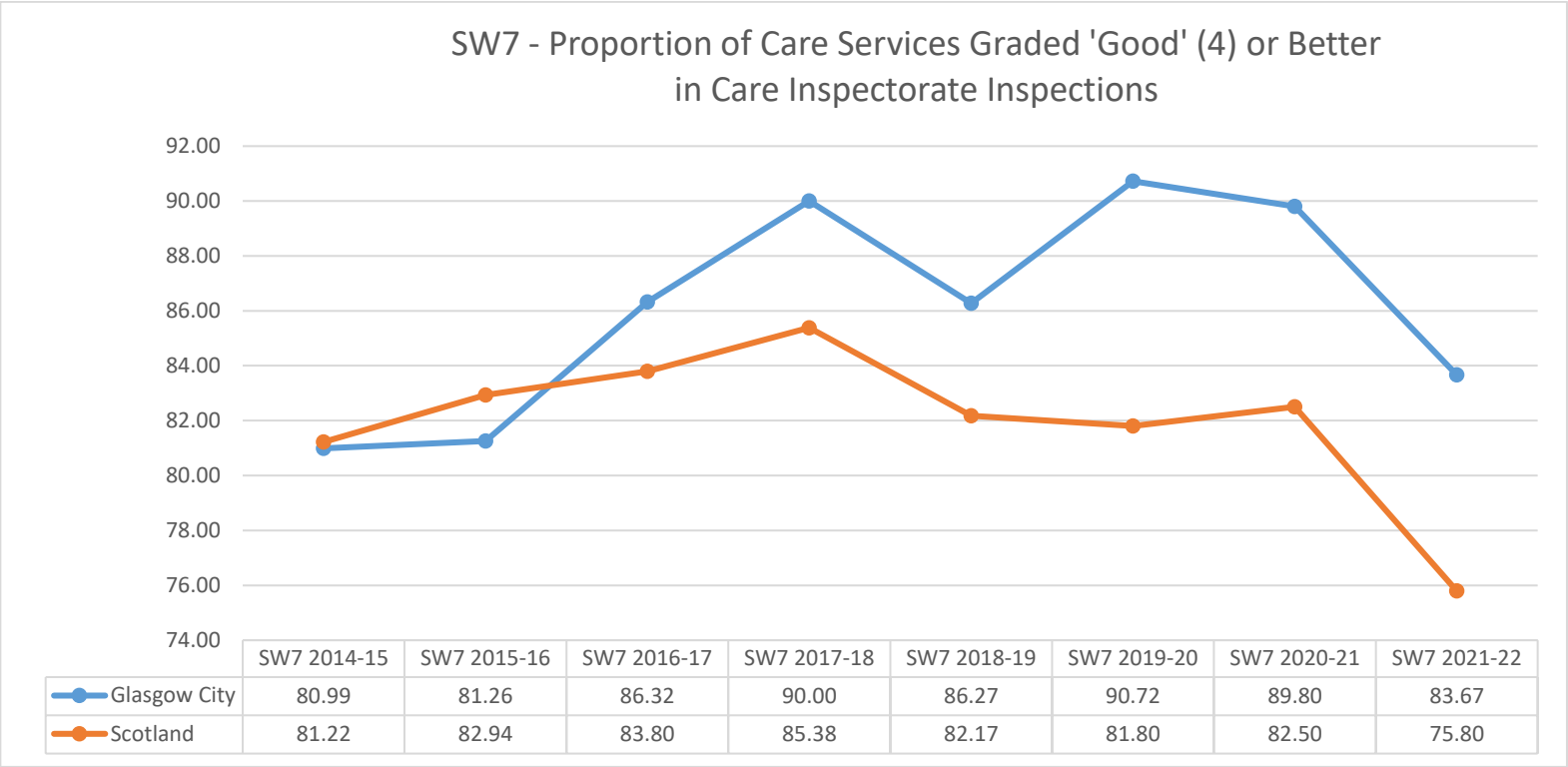
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**SW7 - Proportion of Care Services Graded 'Good' (4) or Better in  
Care Inspectorate Inspections  
2019/20, 2020/21, 2021/22**



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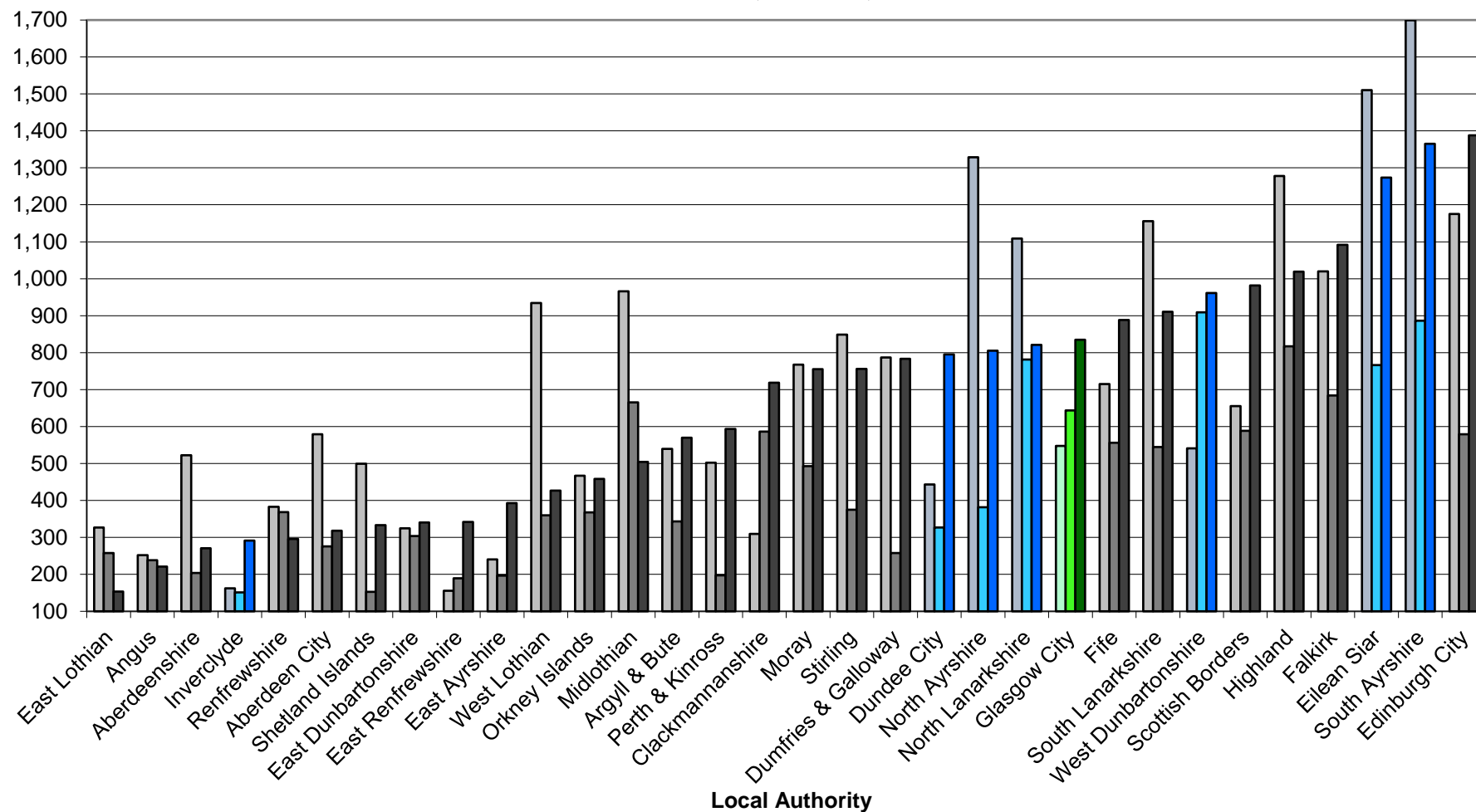
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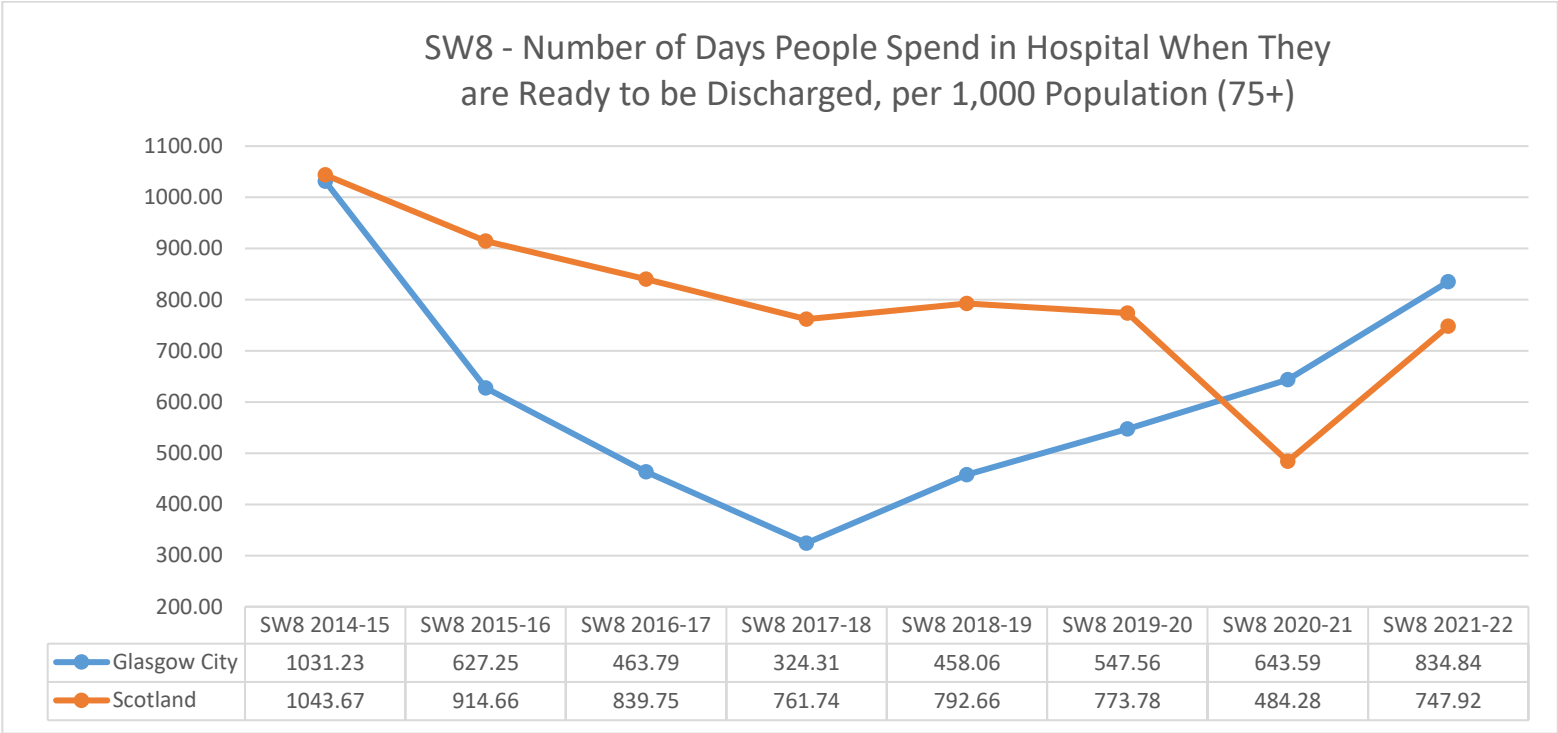
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**SW8 - Number of Days People Spend in Hospital  
When They are Ready to be Discharged, per 1,000 Population (75+)  
2019/20, 2020/21, 2021/22**

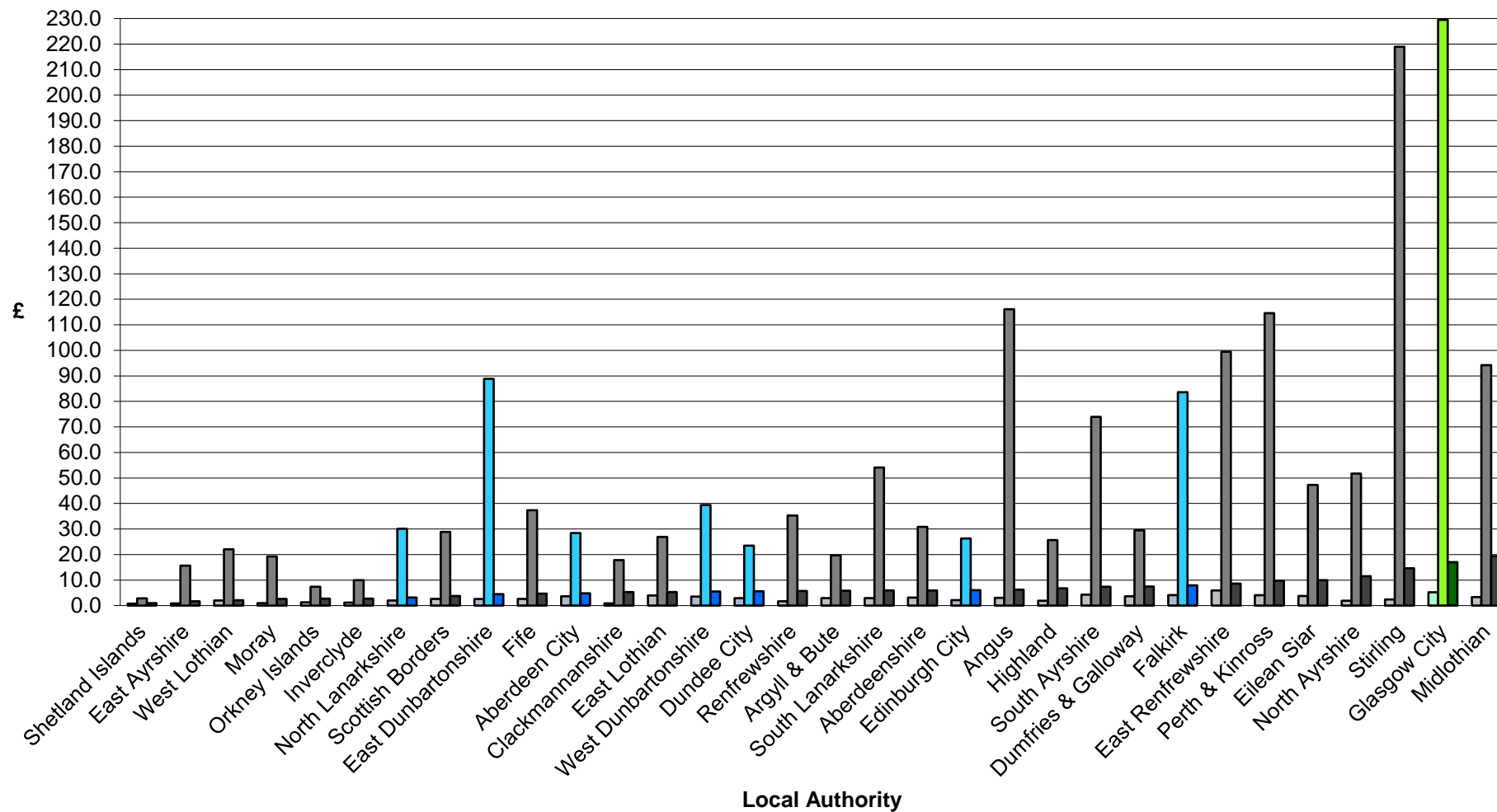


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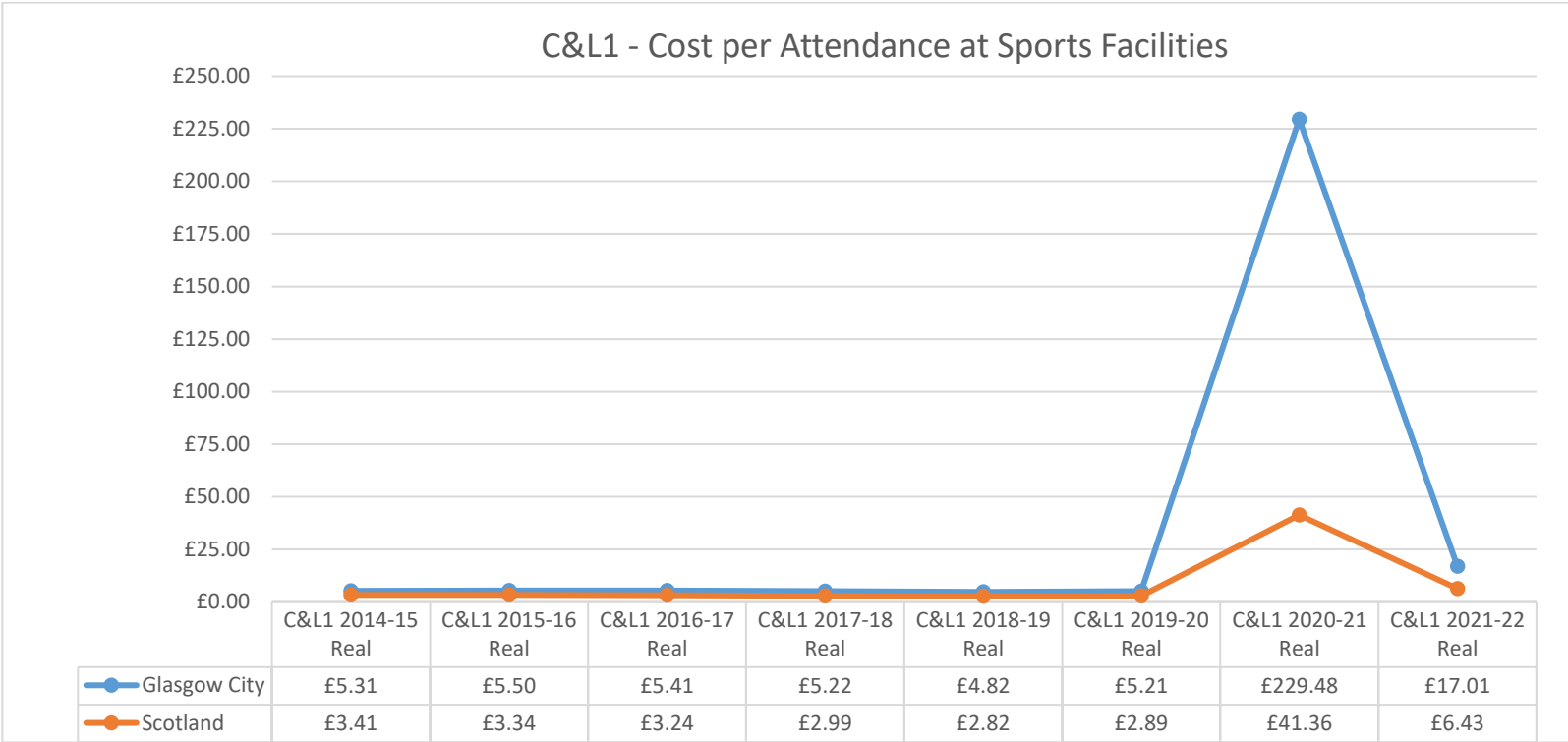


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**C&L1 - Cost per Attendance at Sports Facilities  
2019/20, 2020/21, 2021/22**



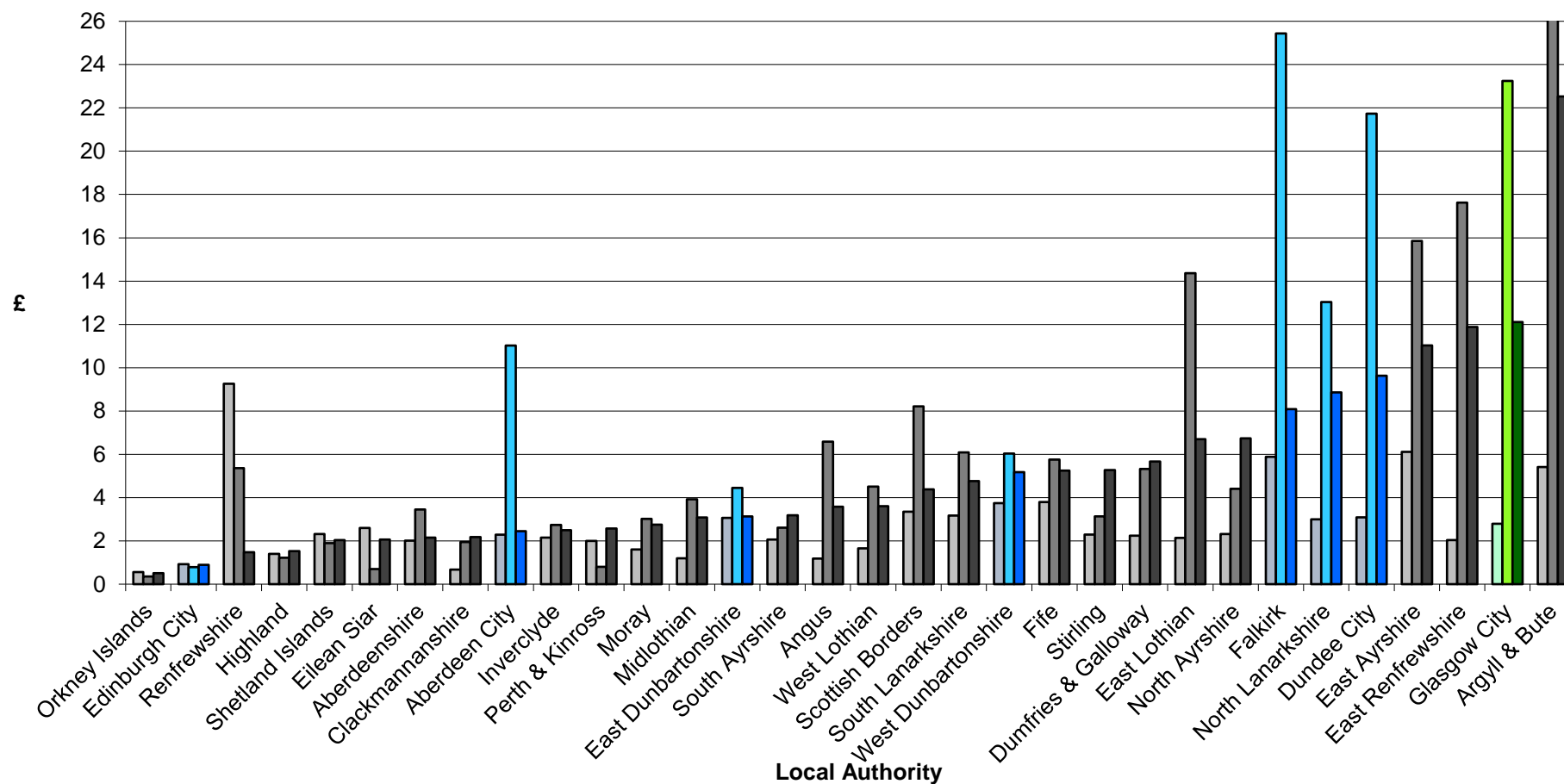
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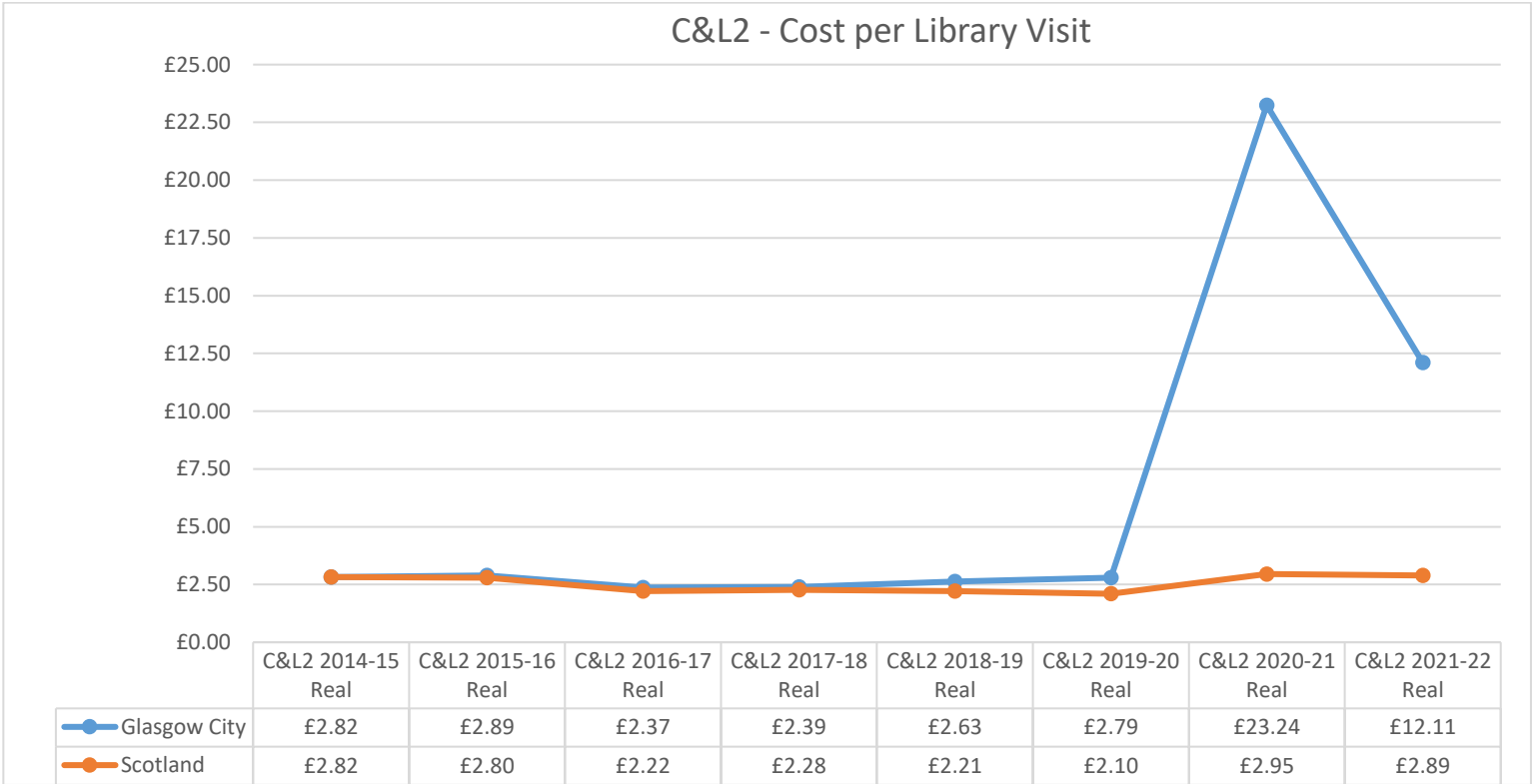
**C&L2 - Cost per Library Visit  
2019/20, 2020/21, 2021/22**



**Argyle & Bute: 2020/21 £37.89**

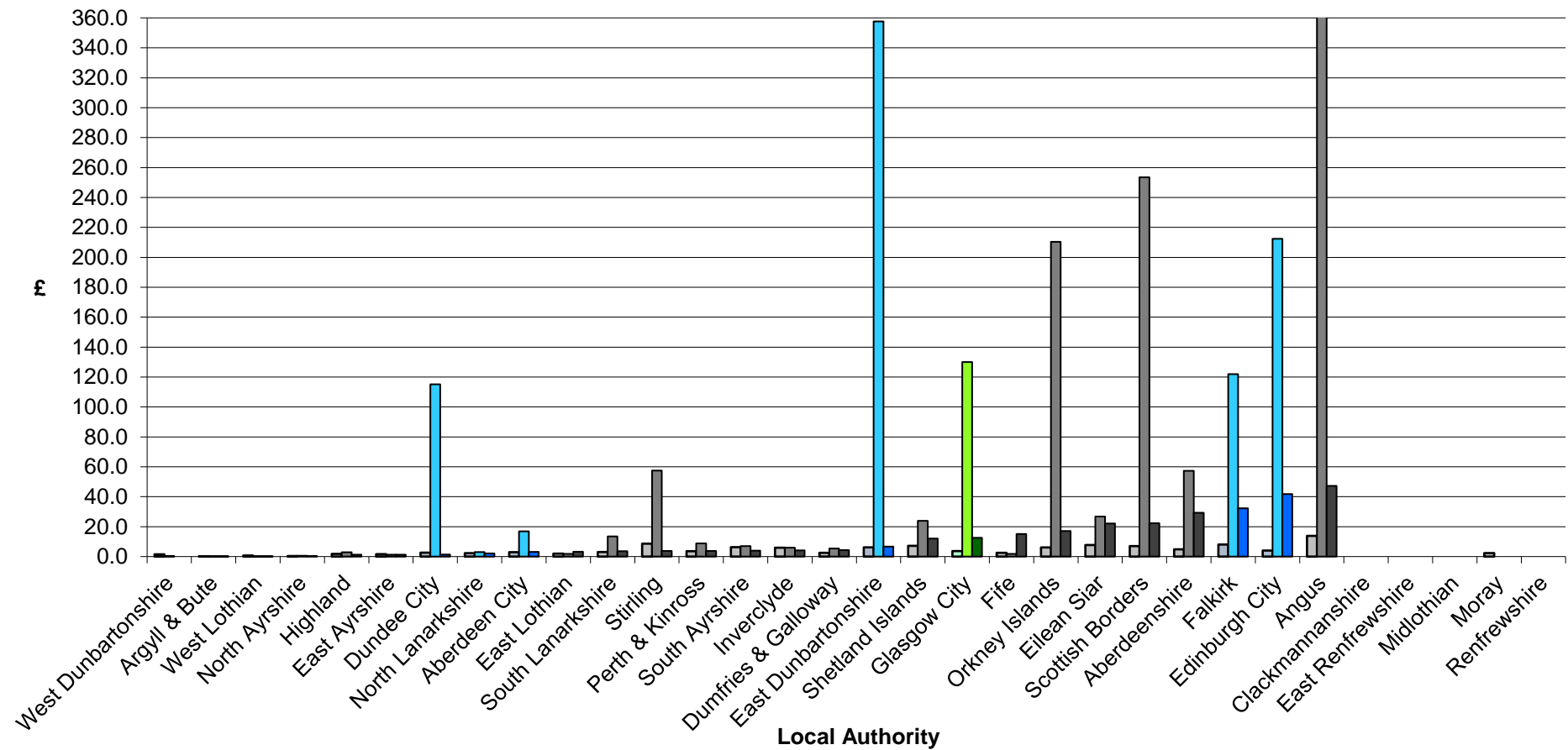
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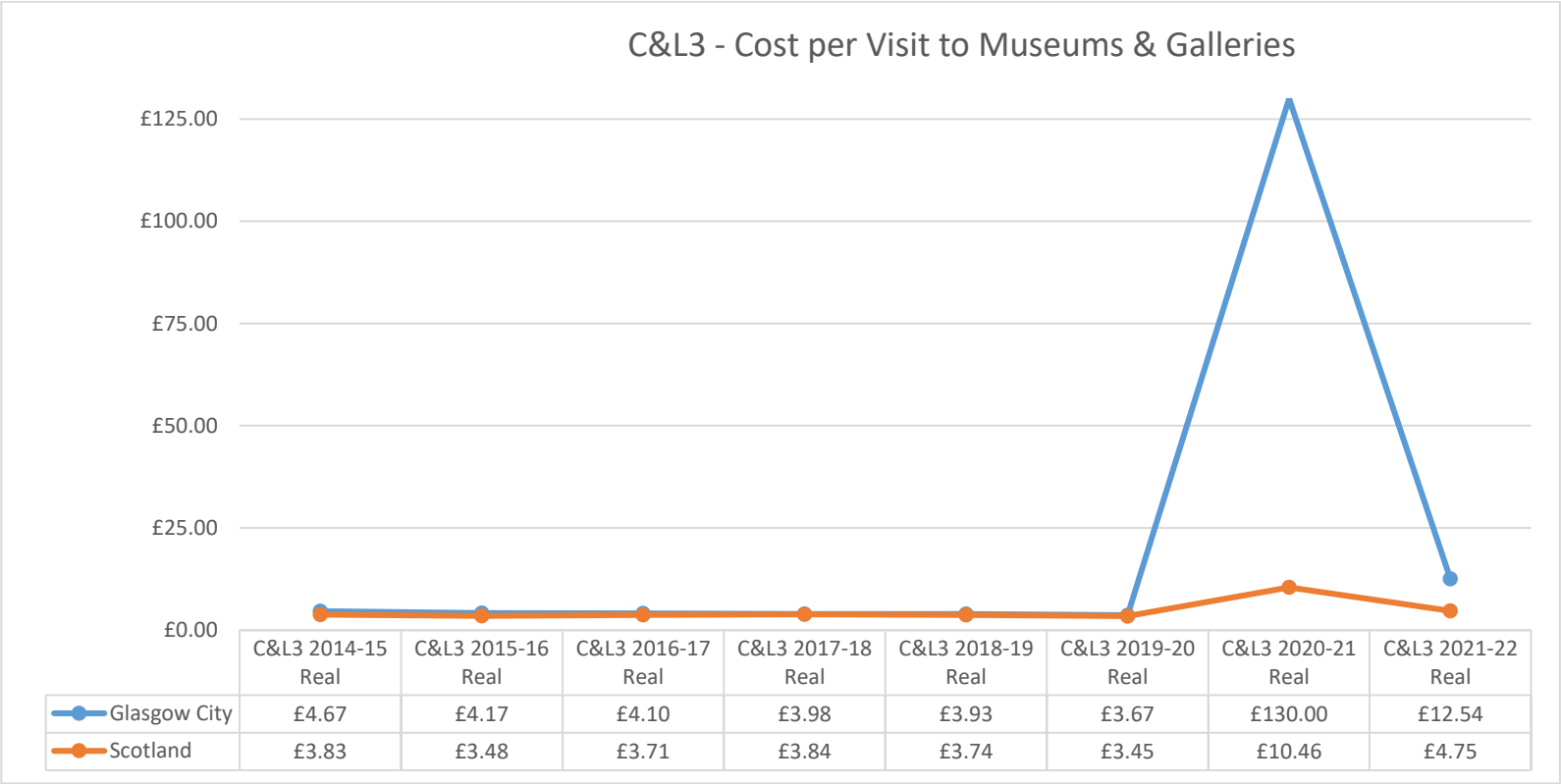
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**C&L3 - Cost of Museums per Visit  
2019/20, 2020/21, 2021/22**



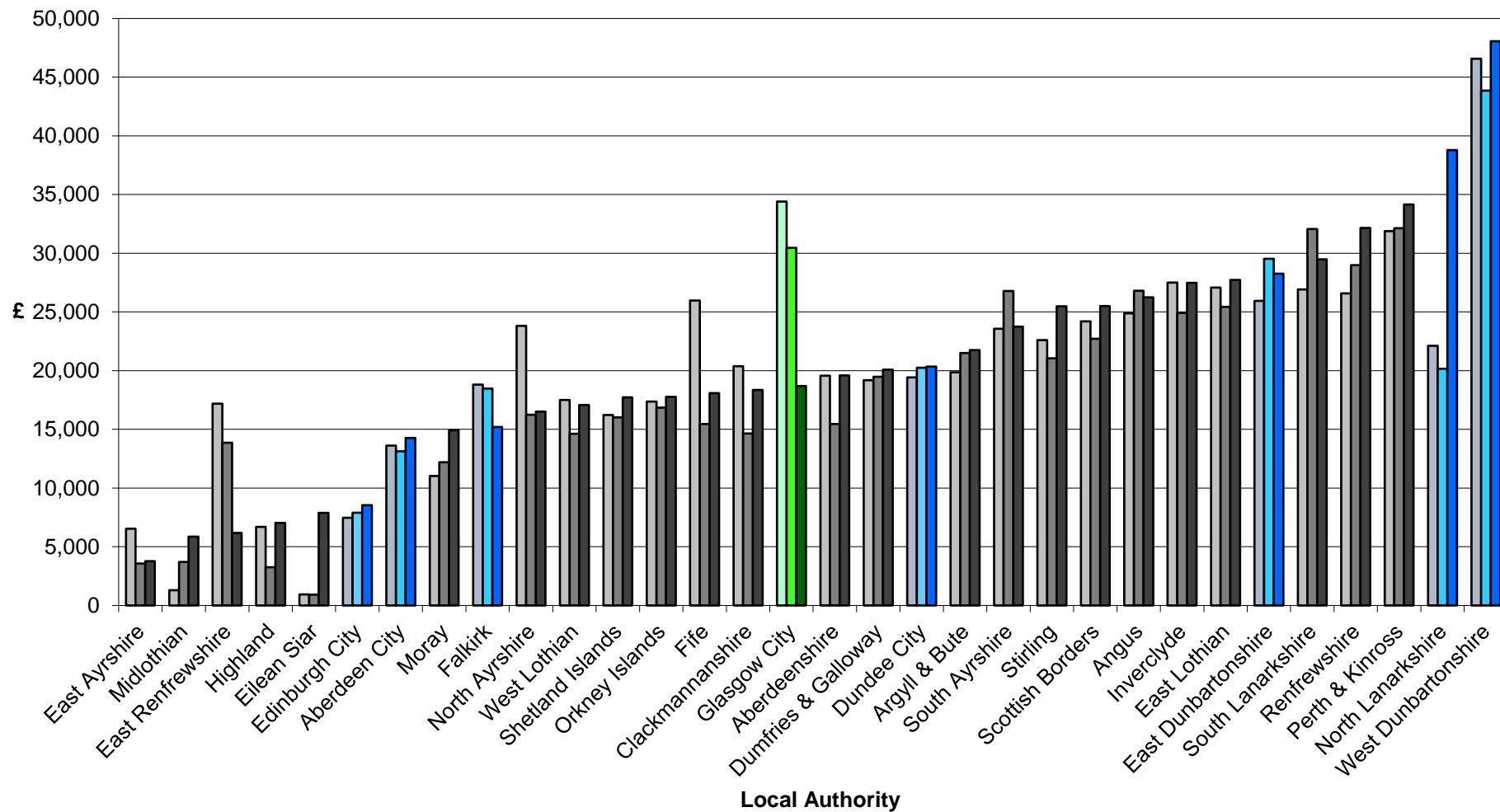
Angus: 2020/21 - £1,275.31

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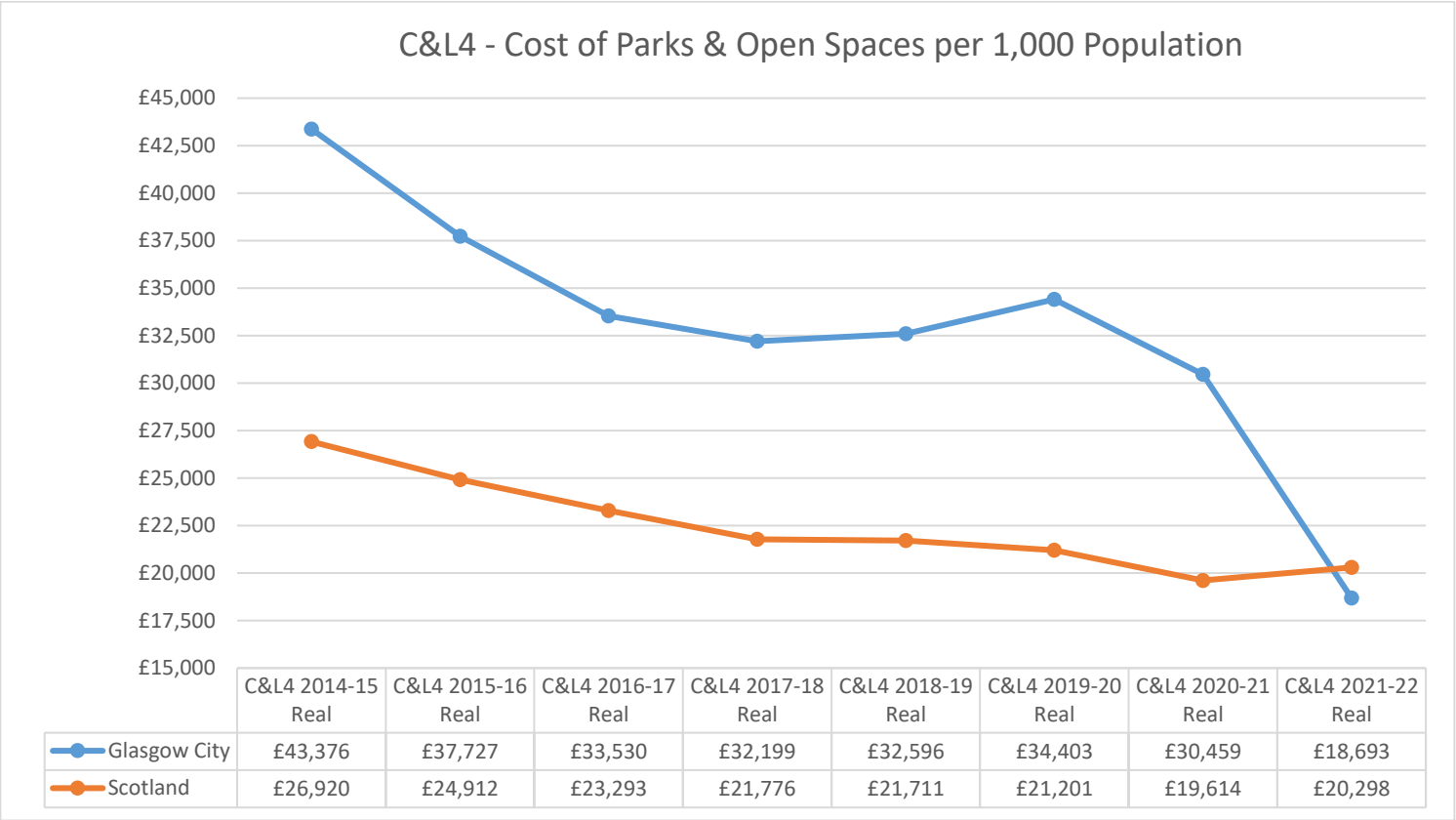


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**C&L4 - Cost of Parks & Open Spaces per 1,000 Population  
2019/20, 2020/21, 2021/22**

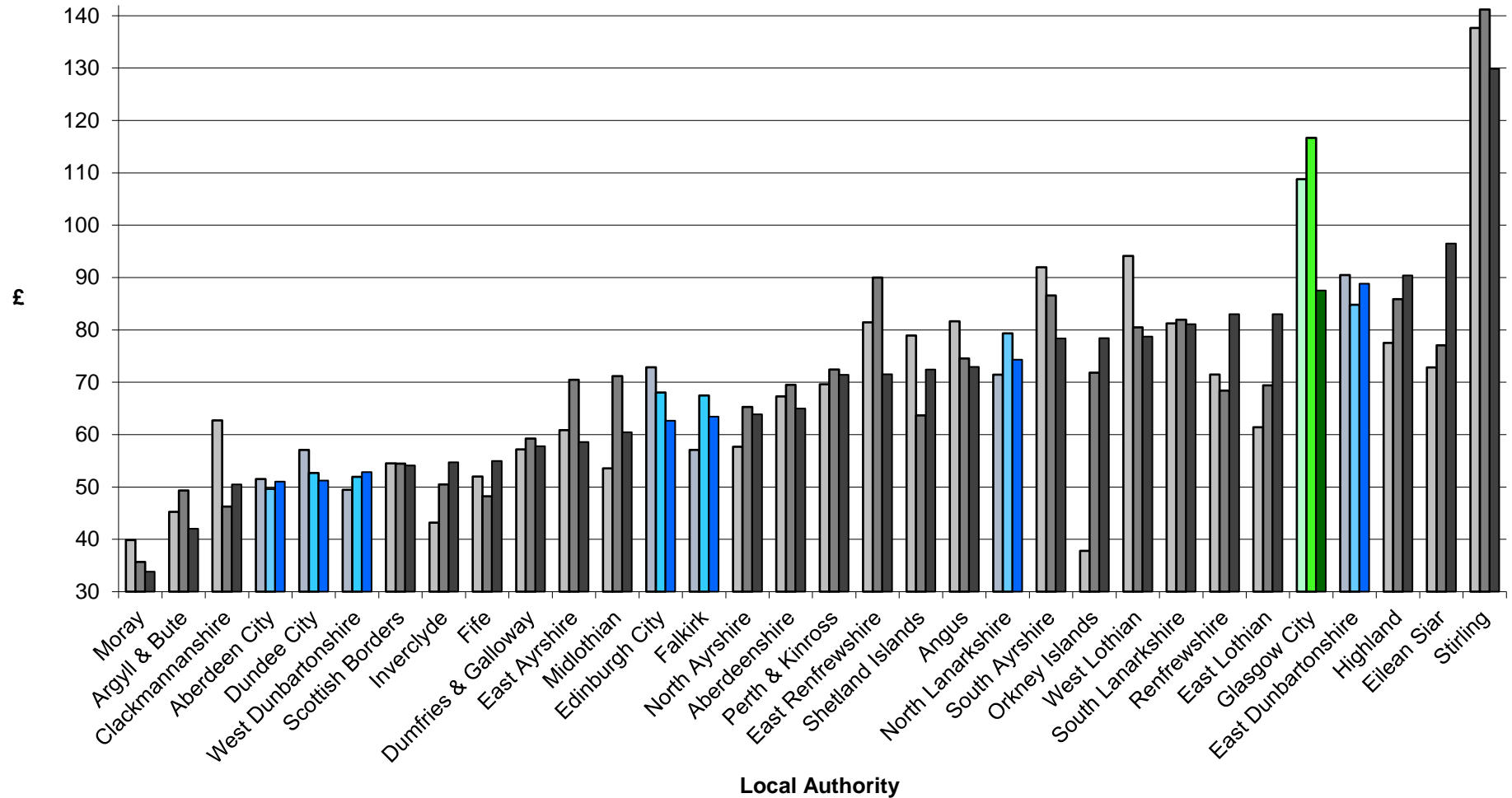


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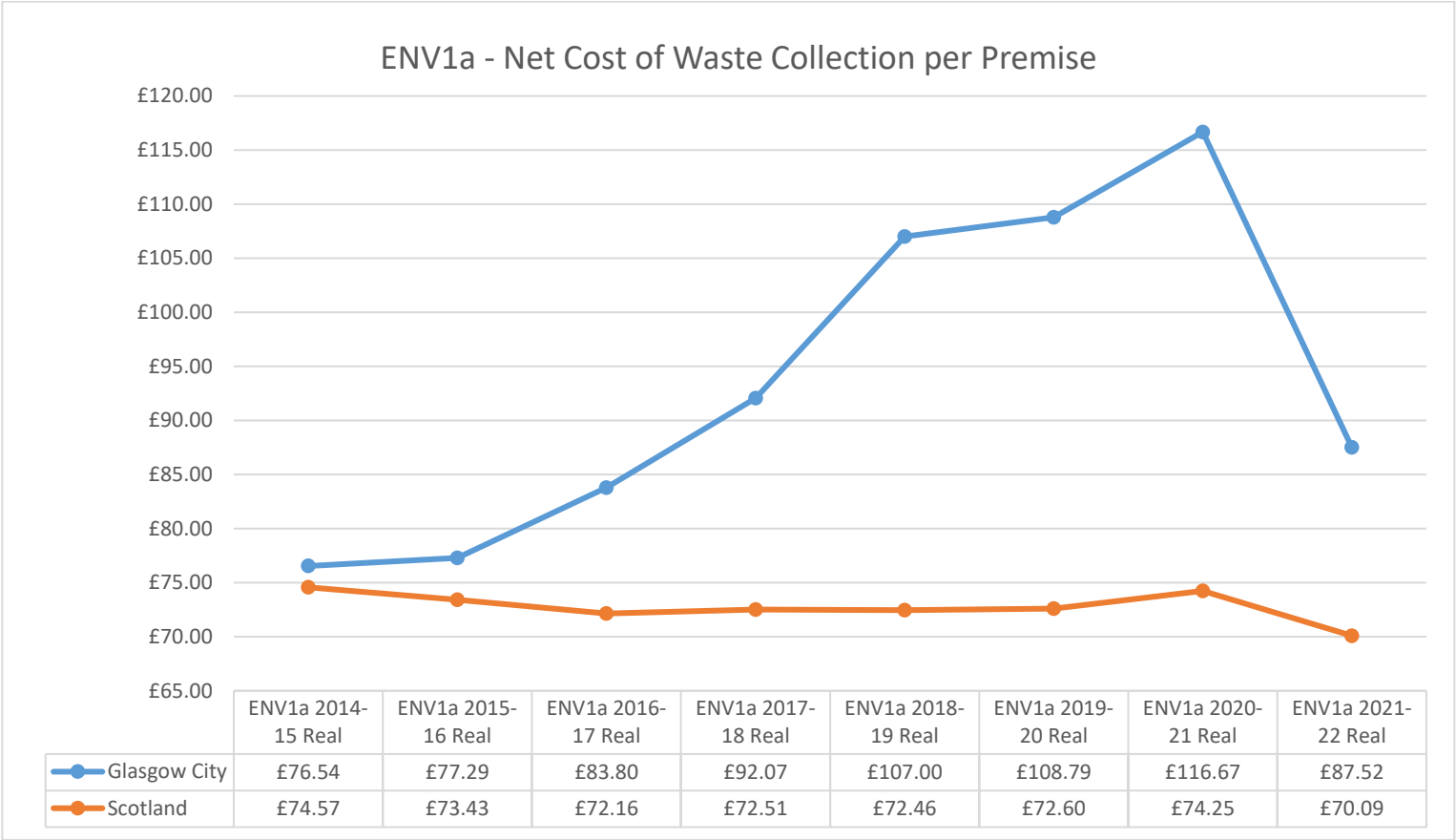


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**ENV1a - Net Cost of Waste Collection per Premise  
2019/20, 2020/21, 2021/22**



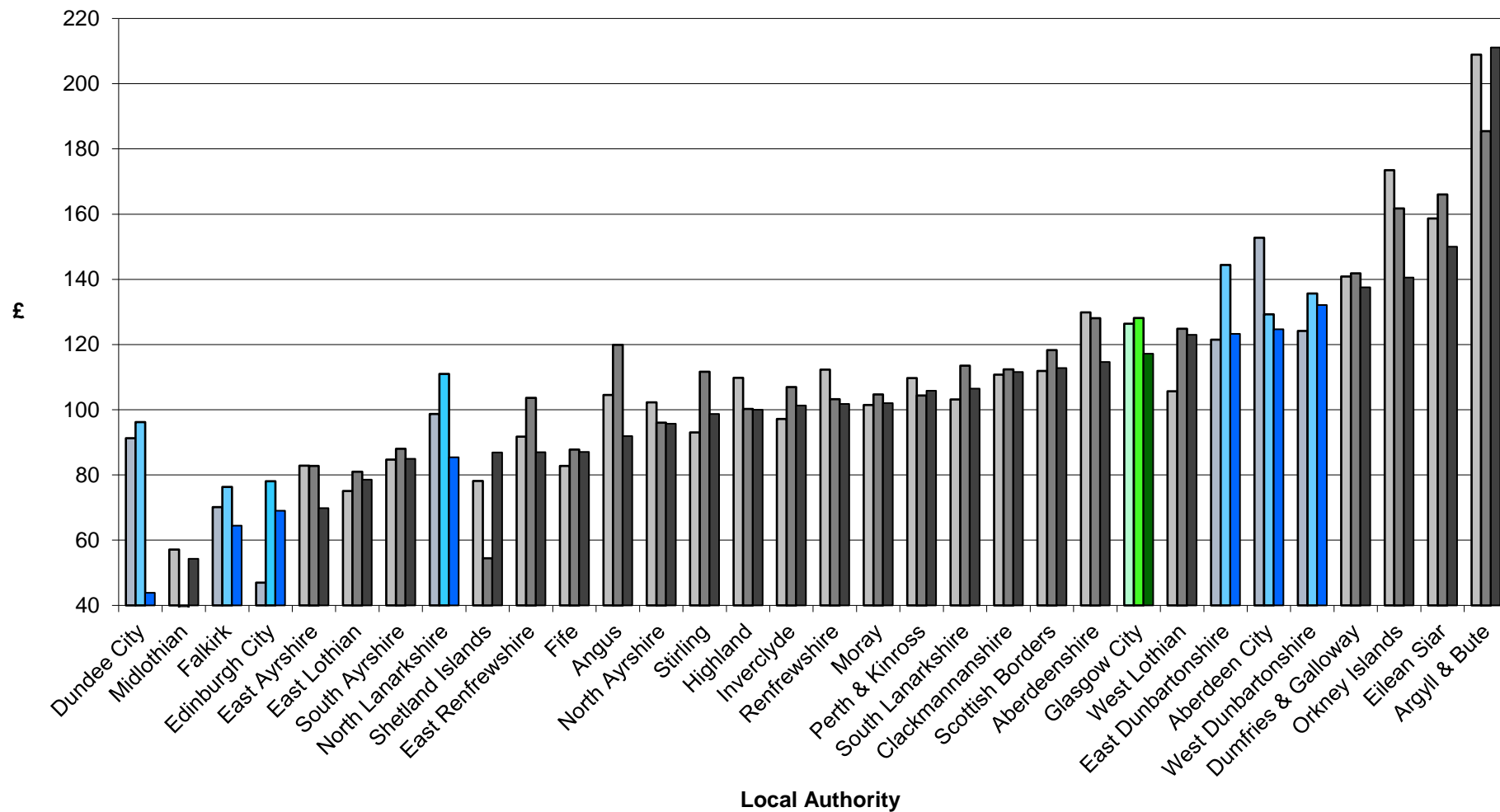
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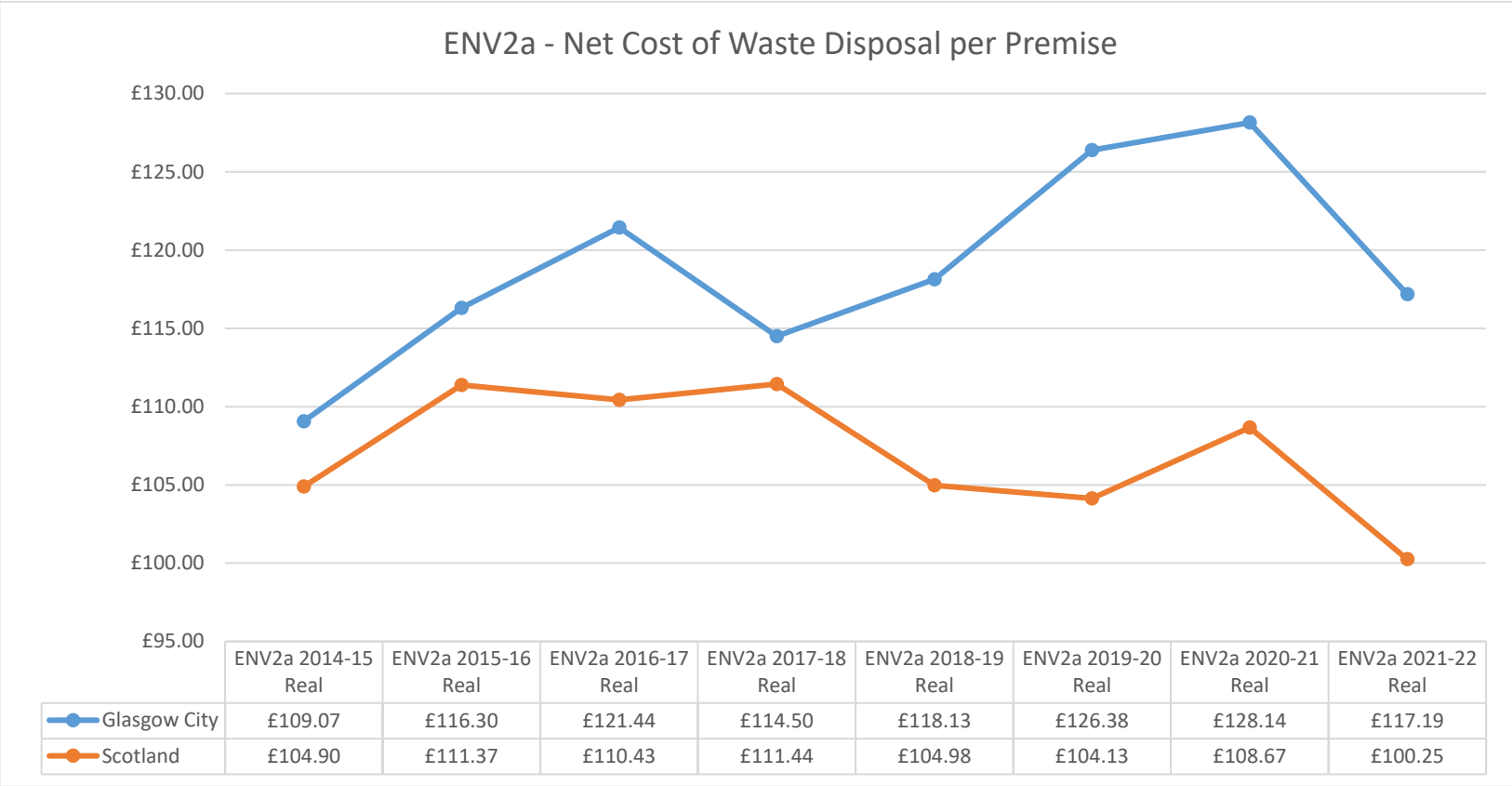


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**ENV2a - Net Cost of Waste Disposal per Premise**  
**2019/20, 2020/21, 2021/22**

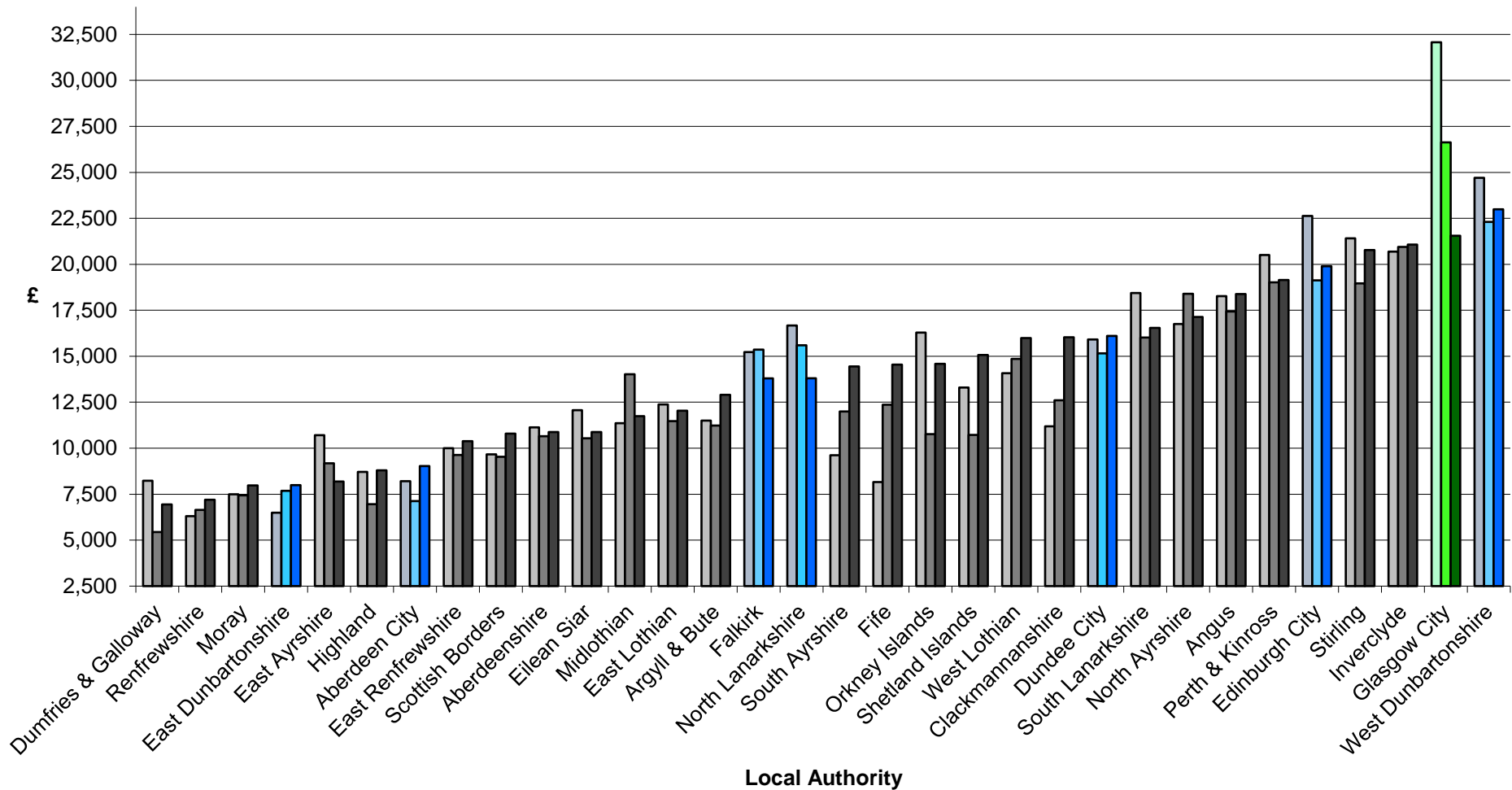


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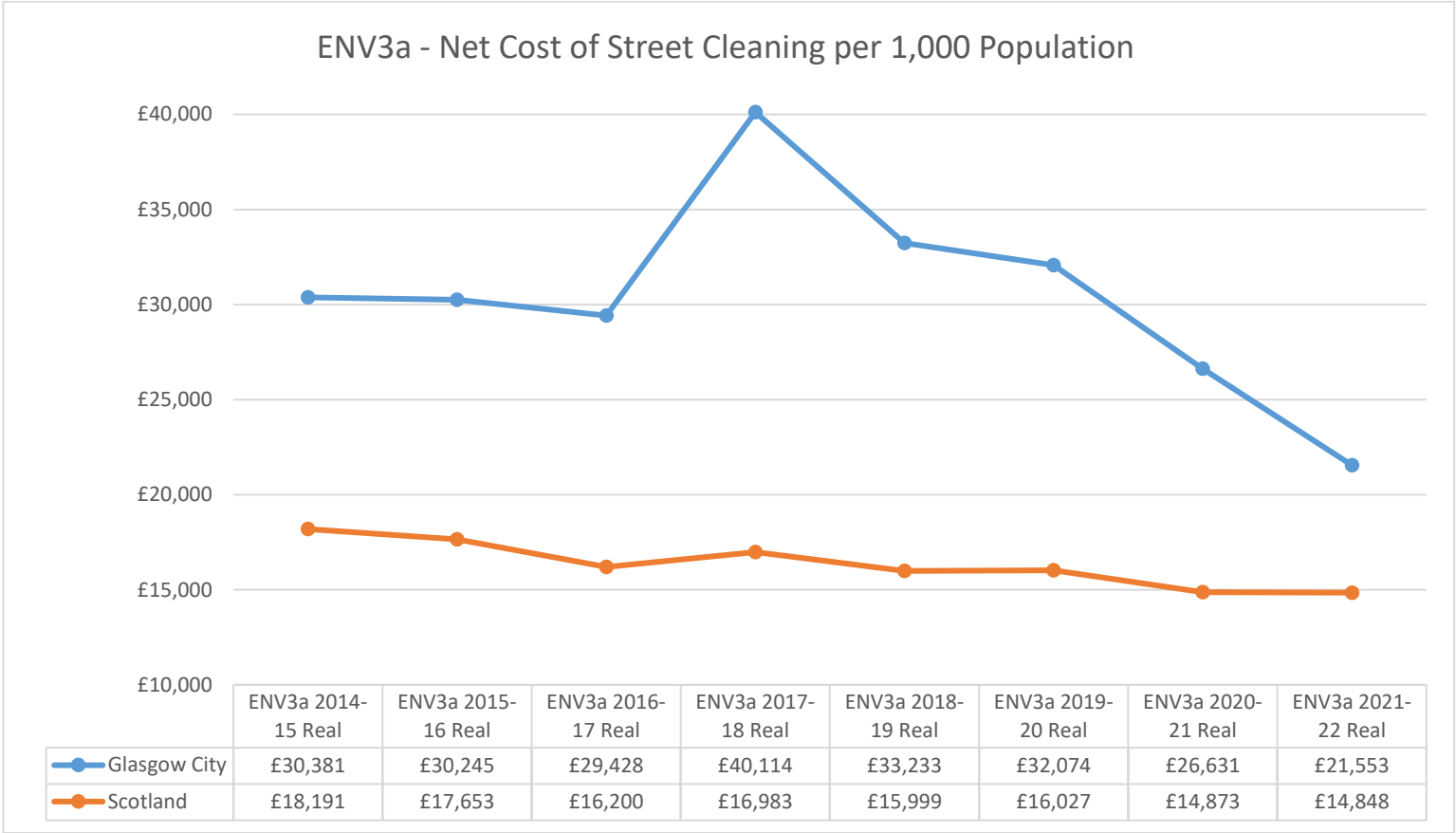


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**ENV3a - Net Cost of Street Cleaning per 1,000 Population  
2019/20, 2020/21, 2021/22**

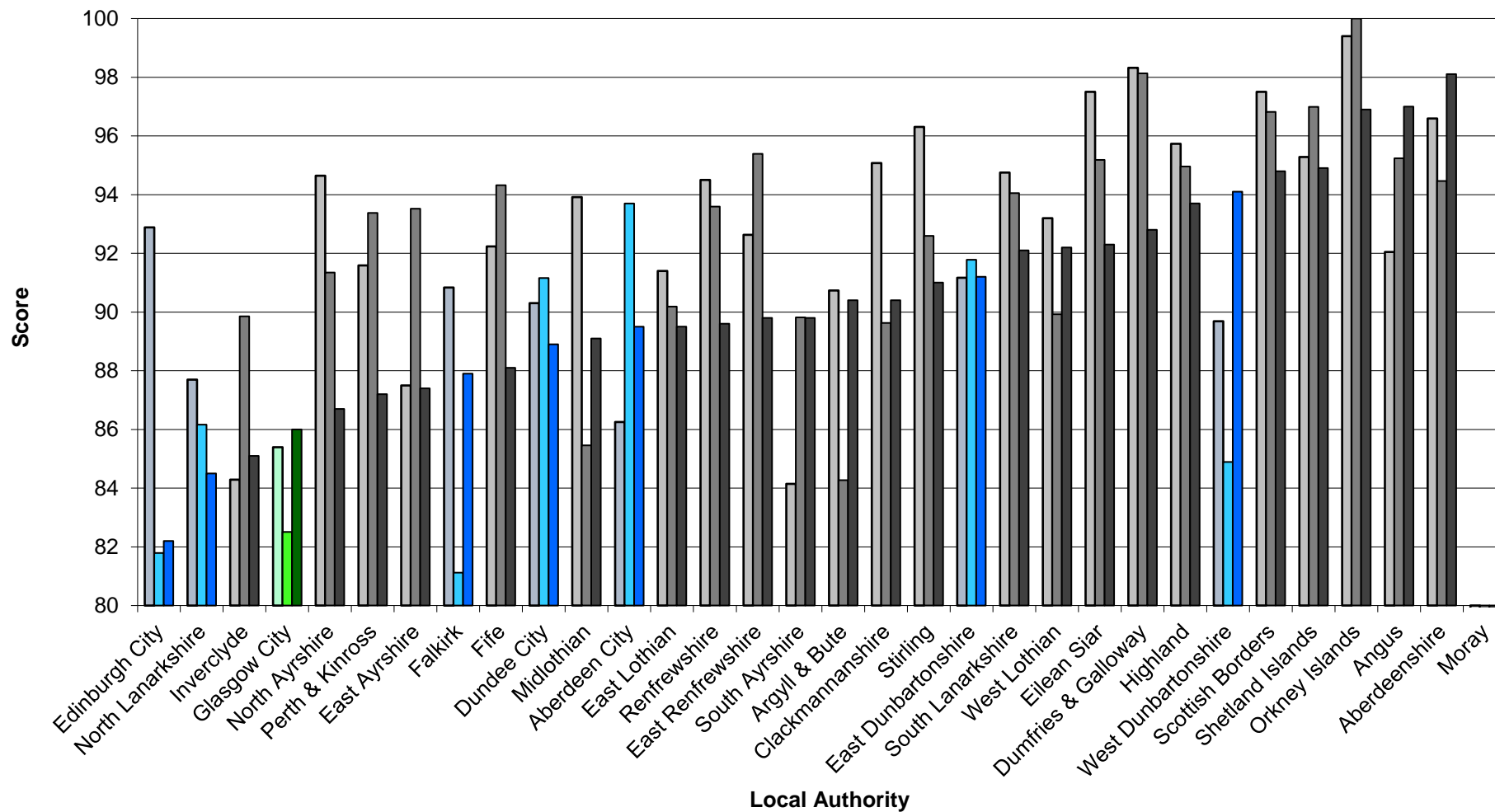


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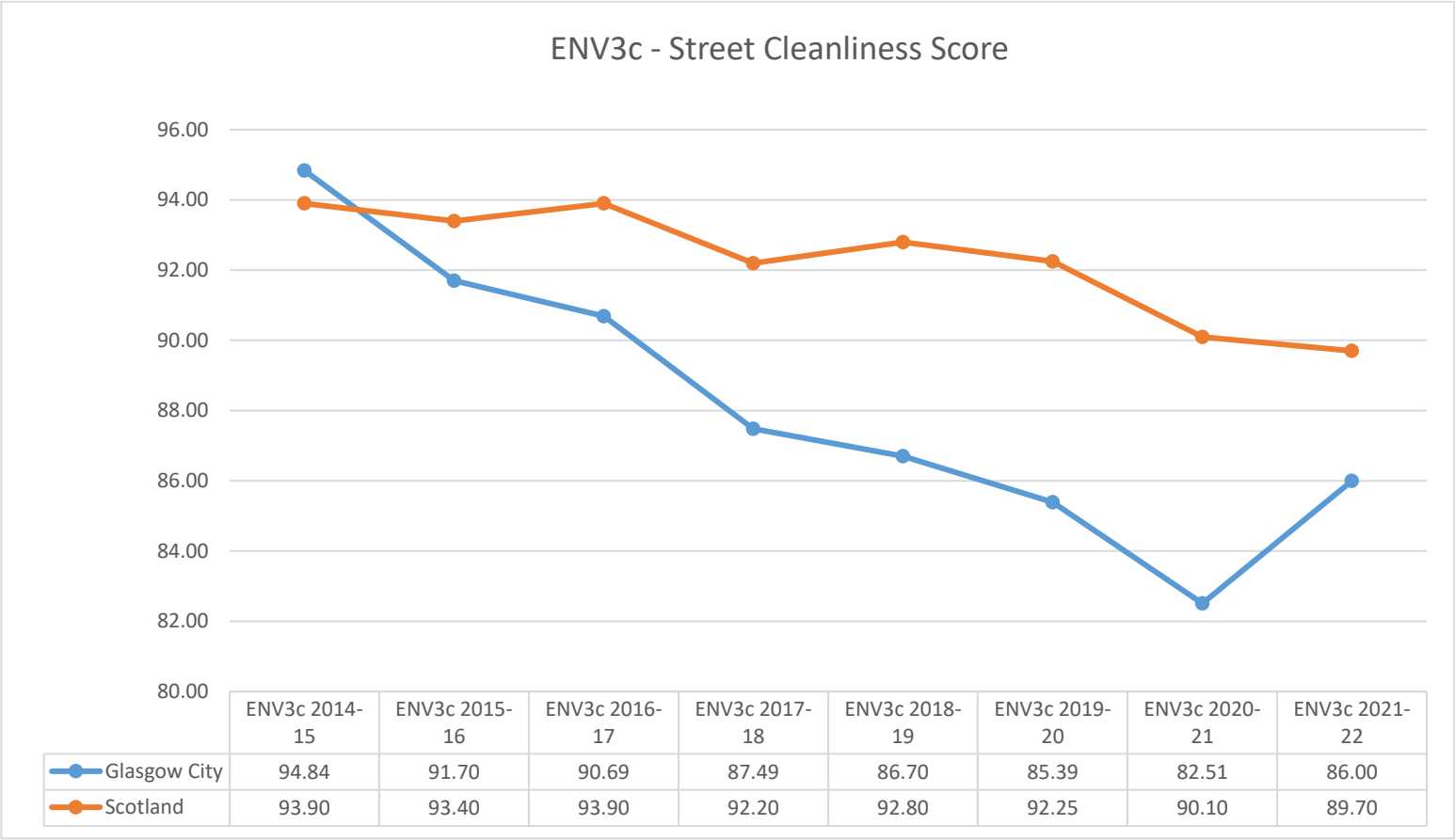


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ENV3c - Street Cleanliness Score  
2019/20, 2020/21, 2021/22

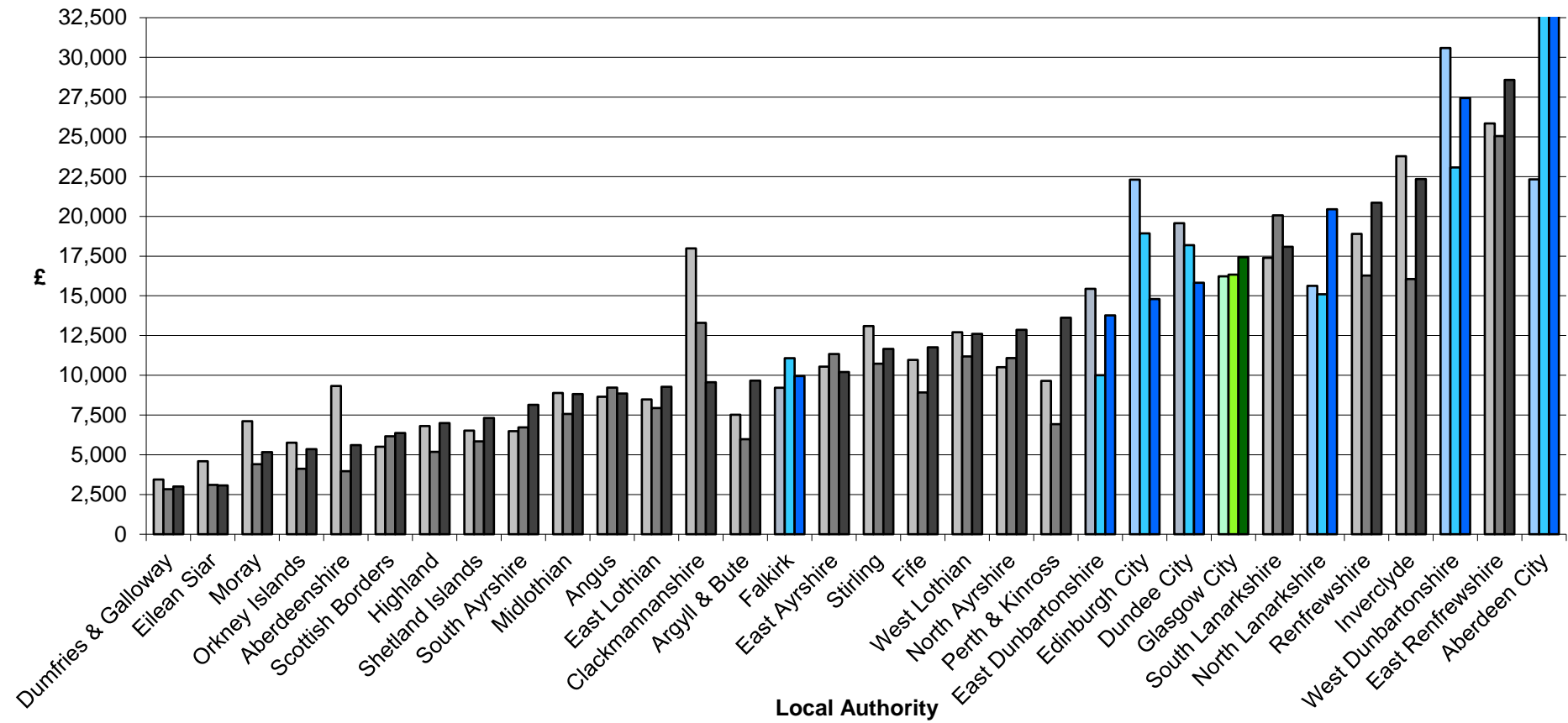


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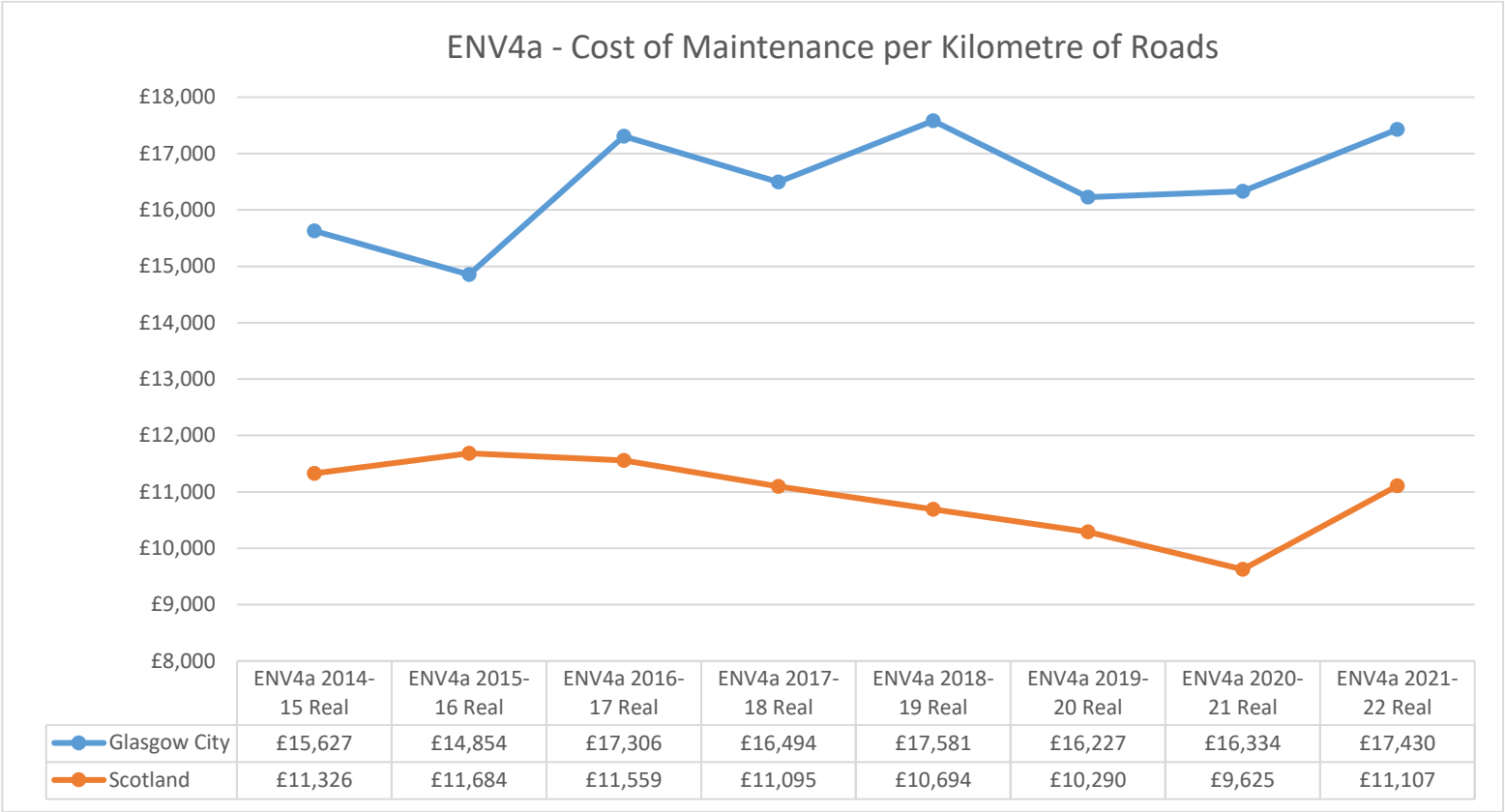
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**ENV4a - Cost of Maintenance per Kilometre of Roads  
2019/20, 2020/21, 2021/22**



**Aberdeen City: 2020/21 £66,205 2021/22 £69,500**

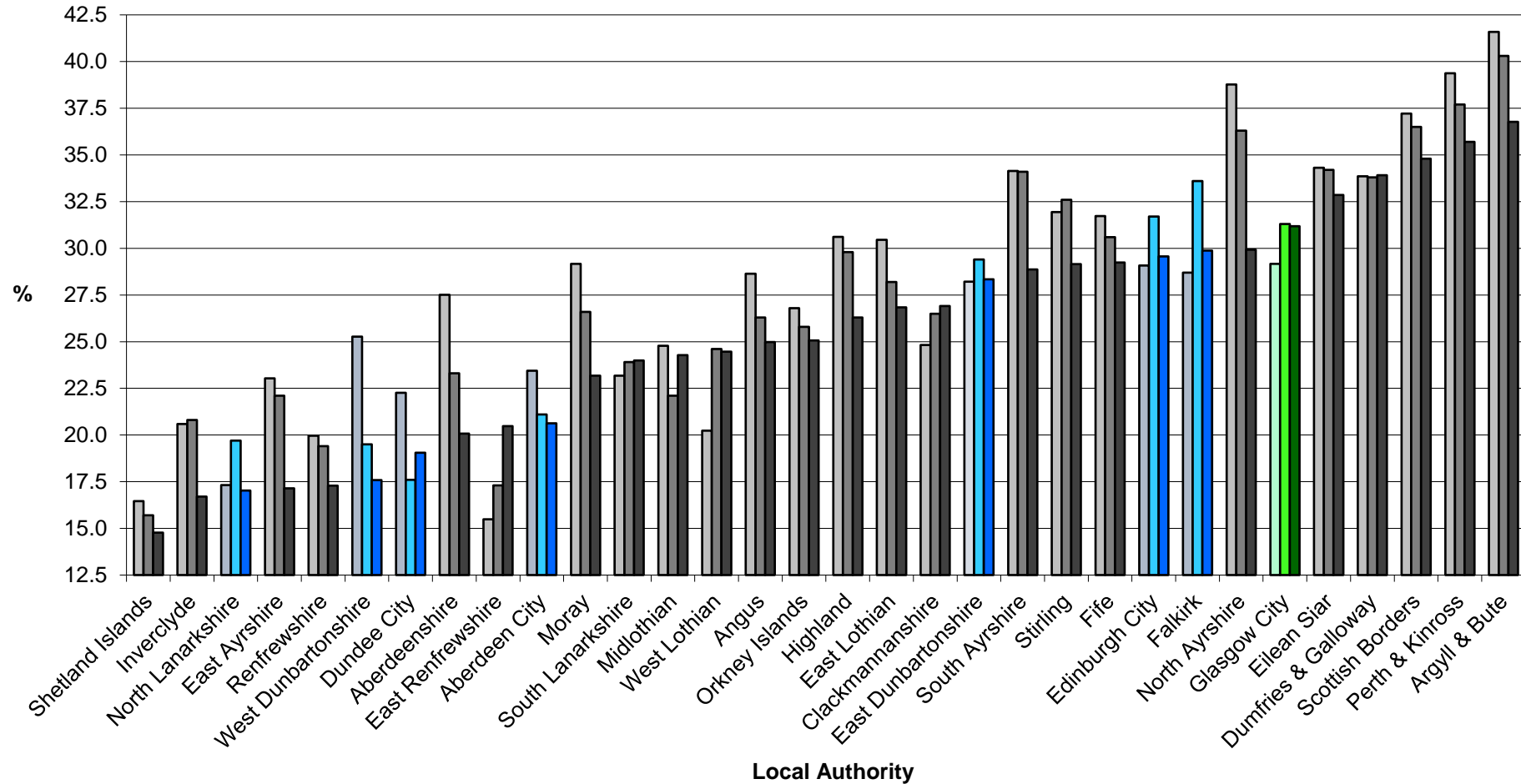
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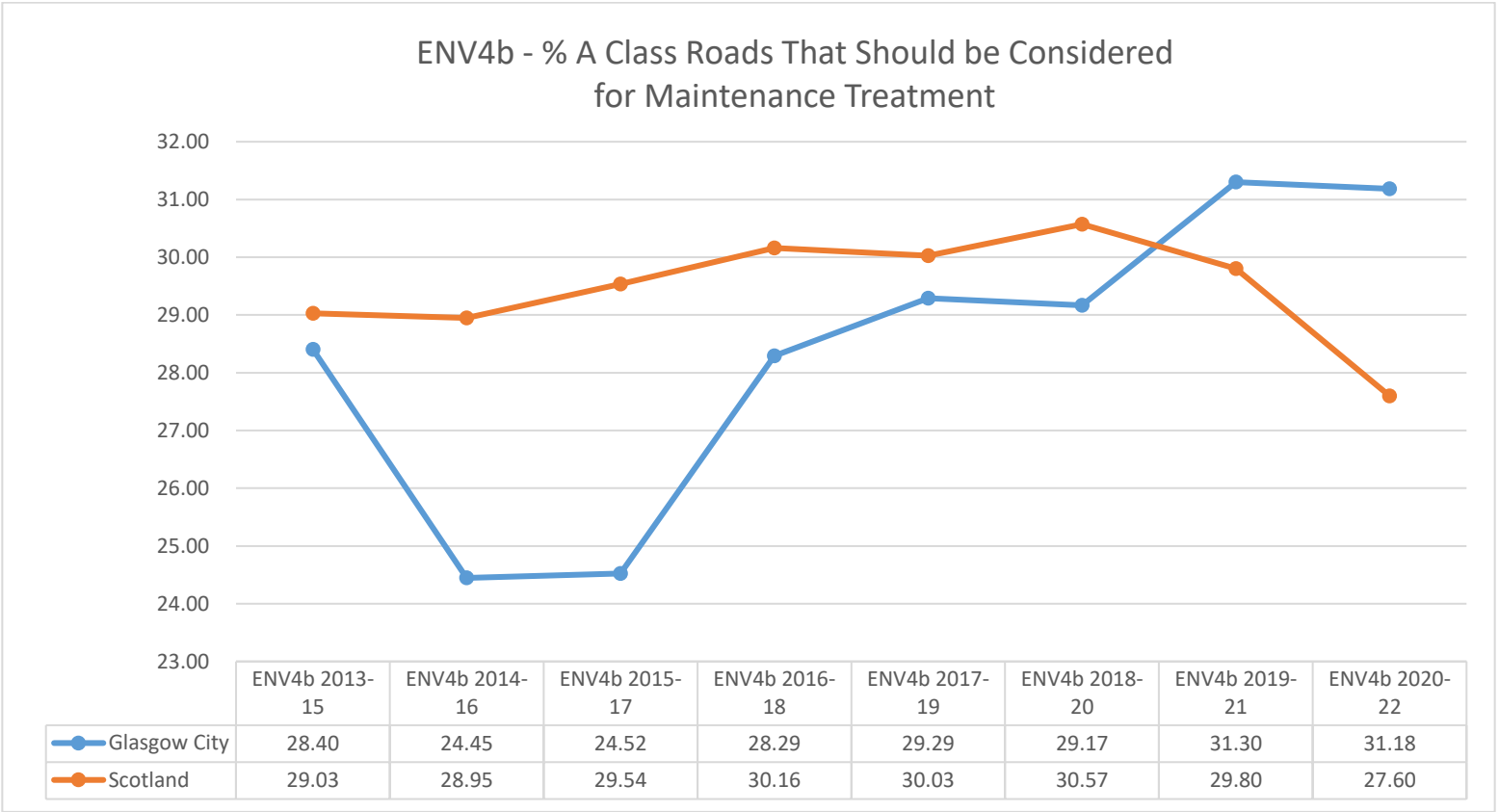


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**ENV4b - Percentage A Class Roads that Should be Considered for Maintenance Treatment  
2018/20, 2019/21, 2020/22**

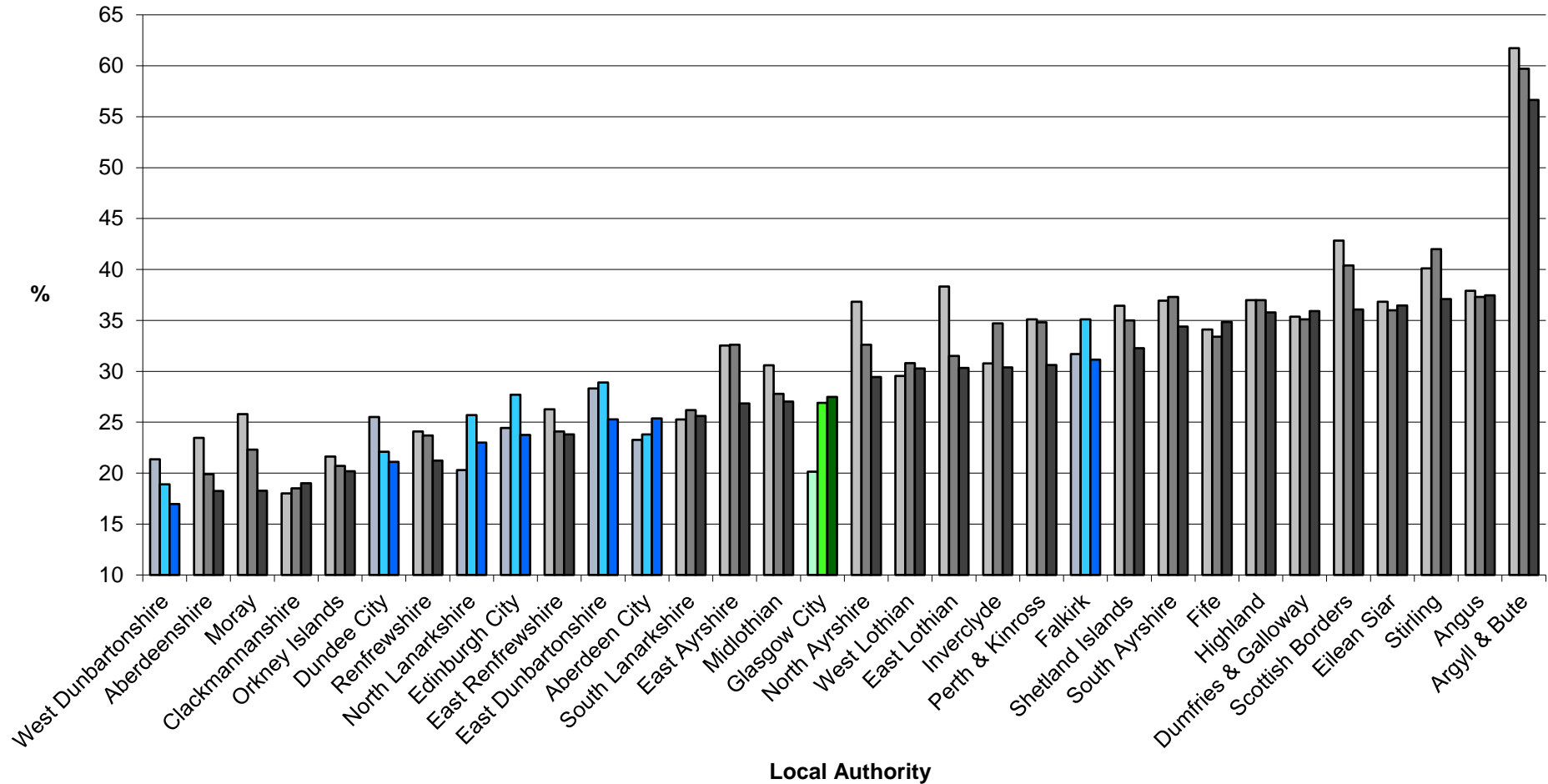


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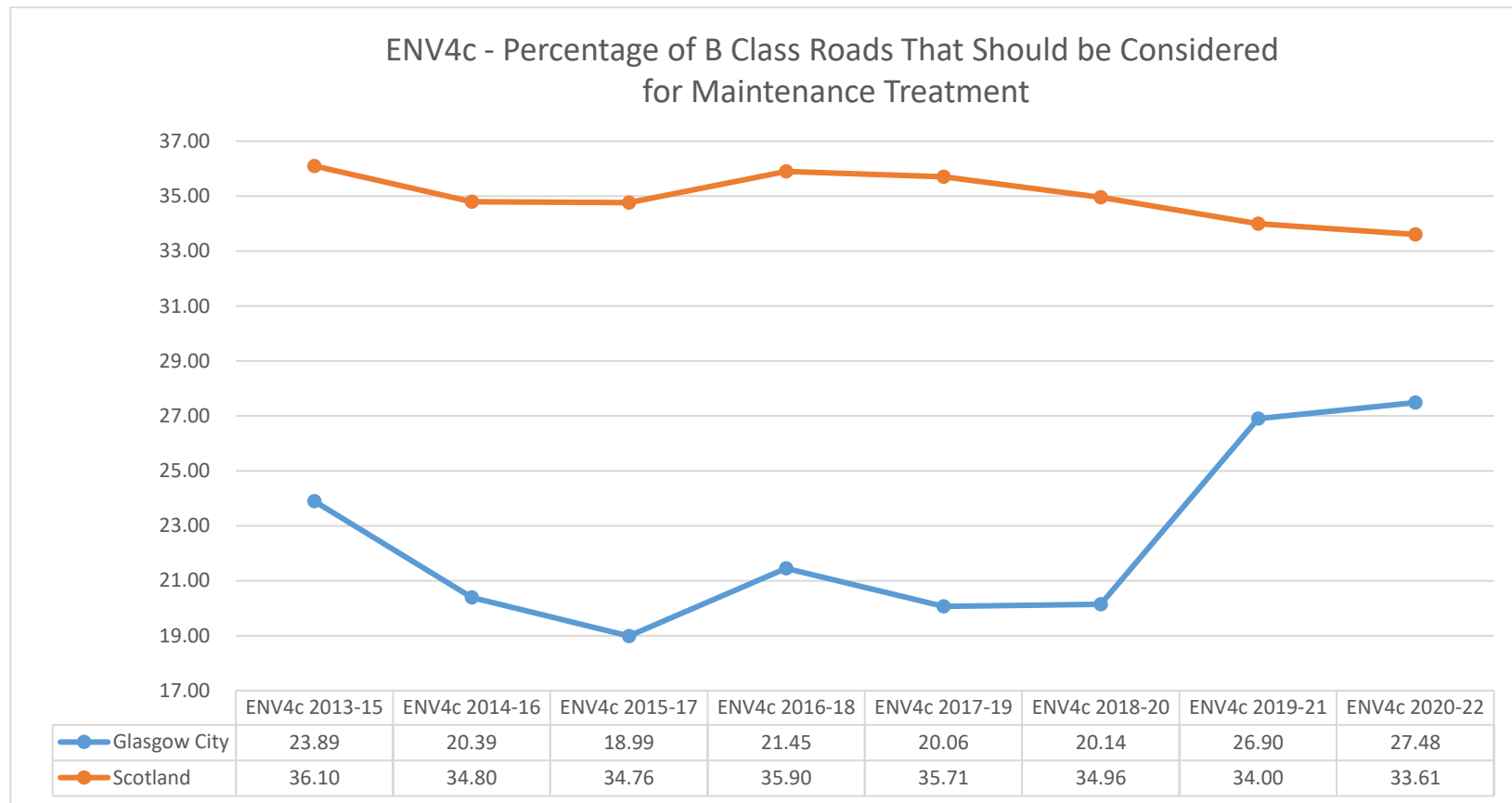
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**ENV4c - Percentage B Class Roads That Should be Considered for Maintenance Treatment  
2018/20, 2019/21, 2020/22**



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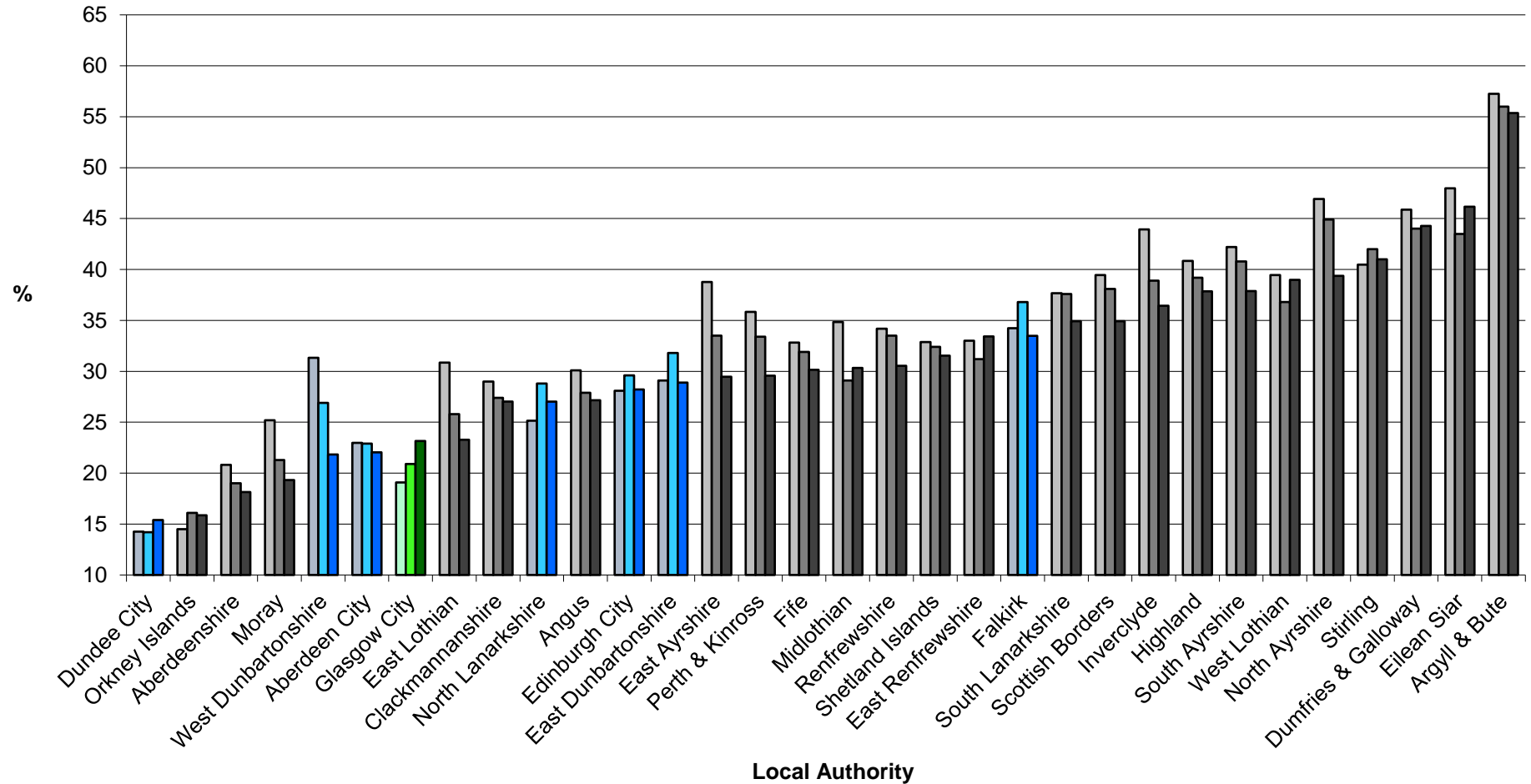
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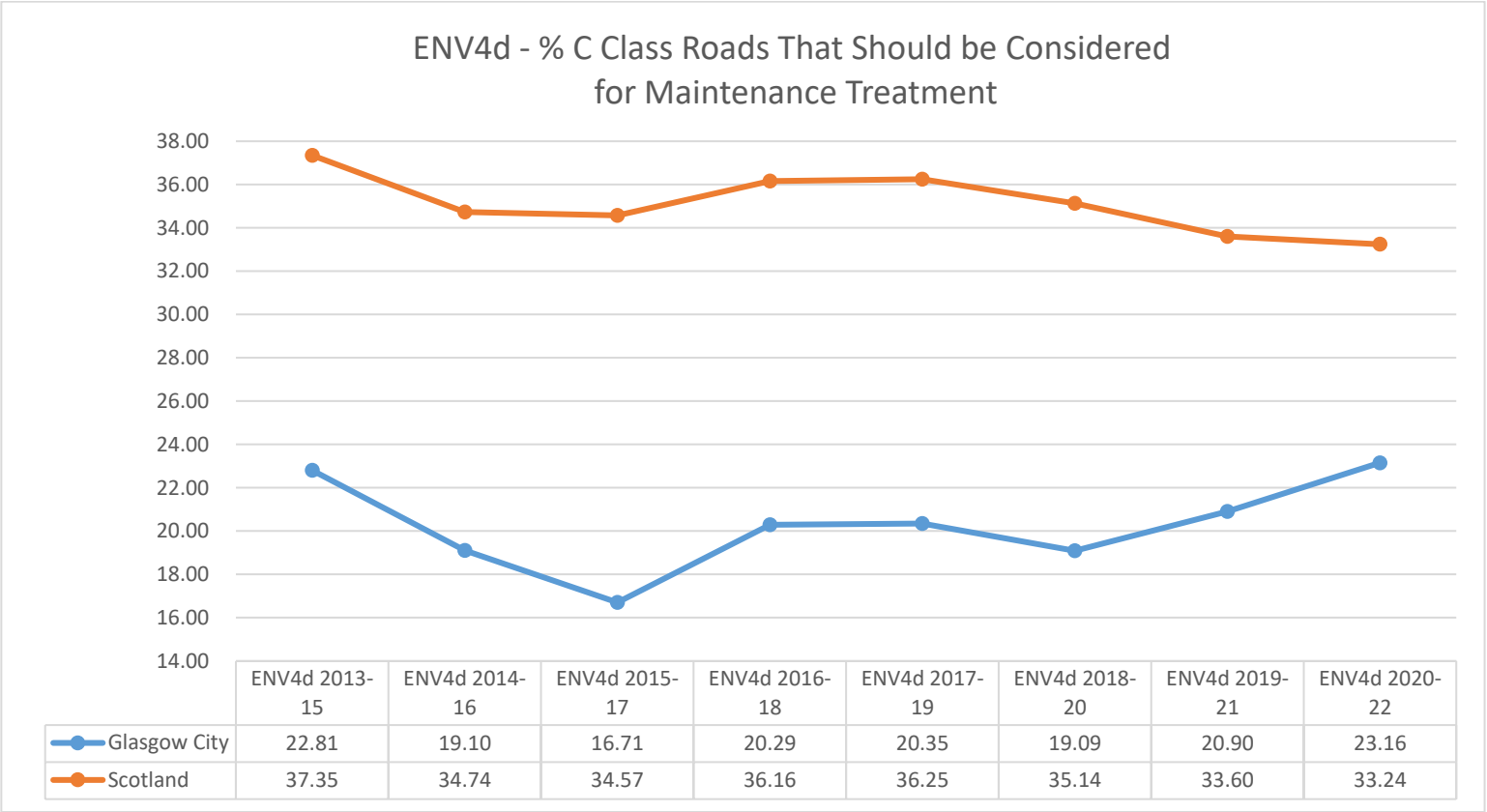
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**ENV4d - Percentage C Class Roads That Should be Considered for Maintenance Treatment  
2018/20, 2019/21, 2020/22**

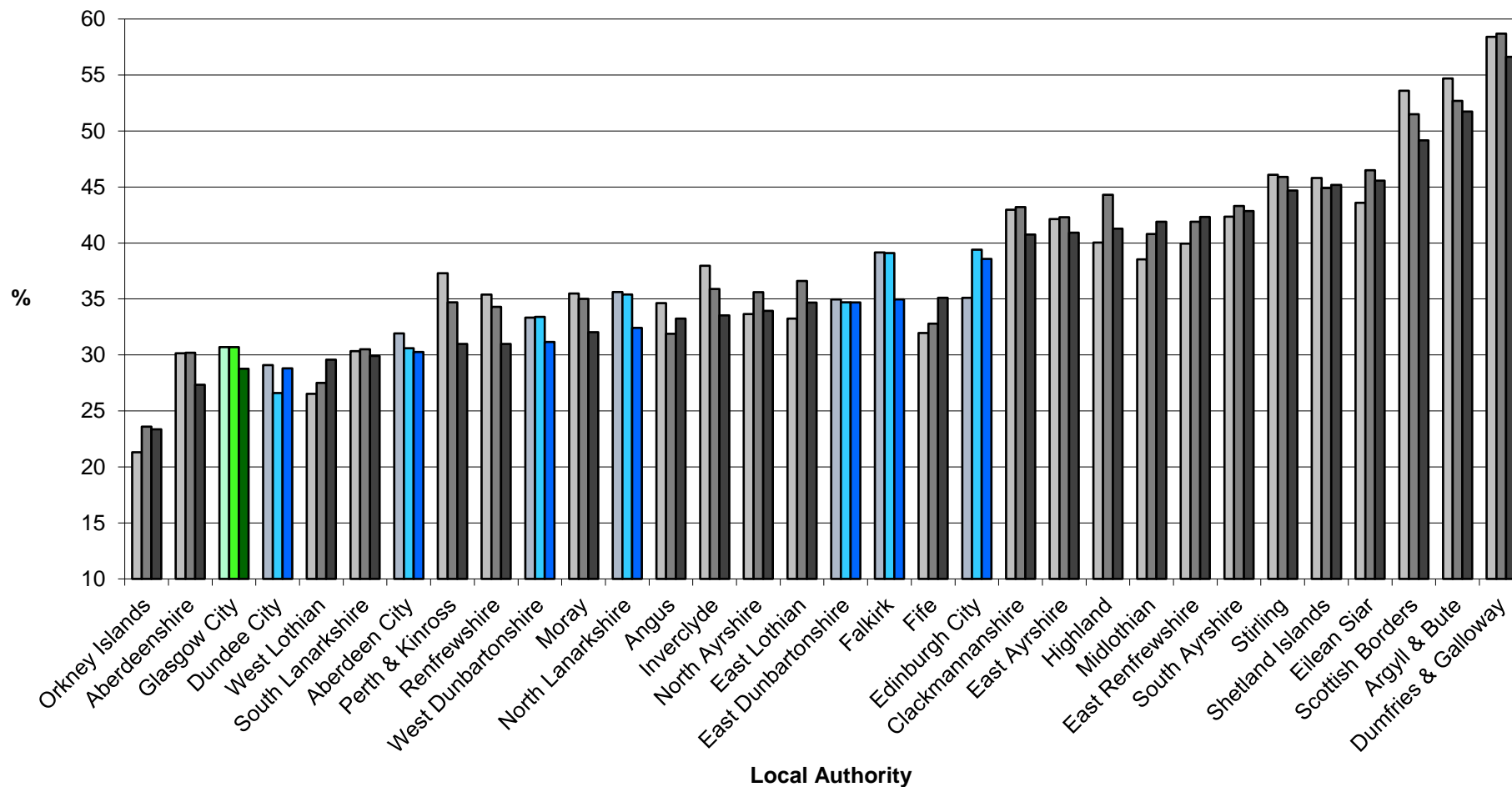


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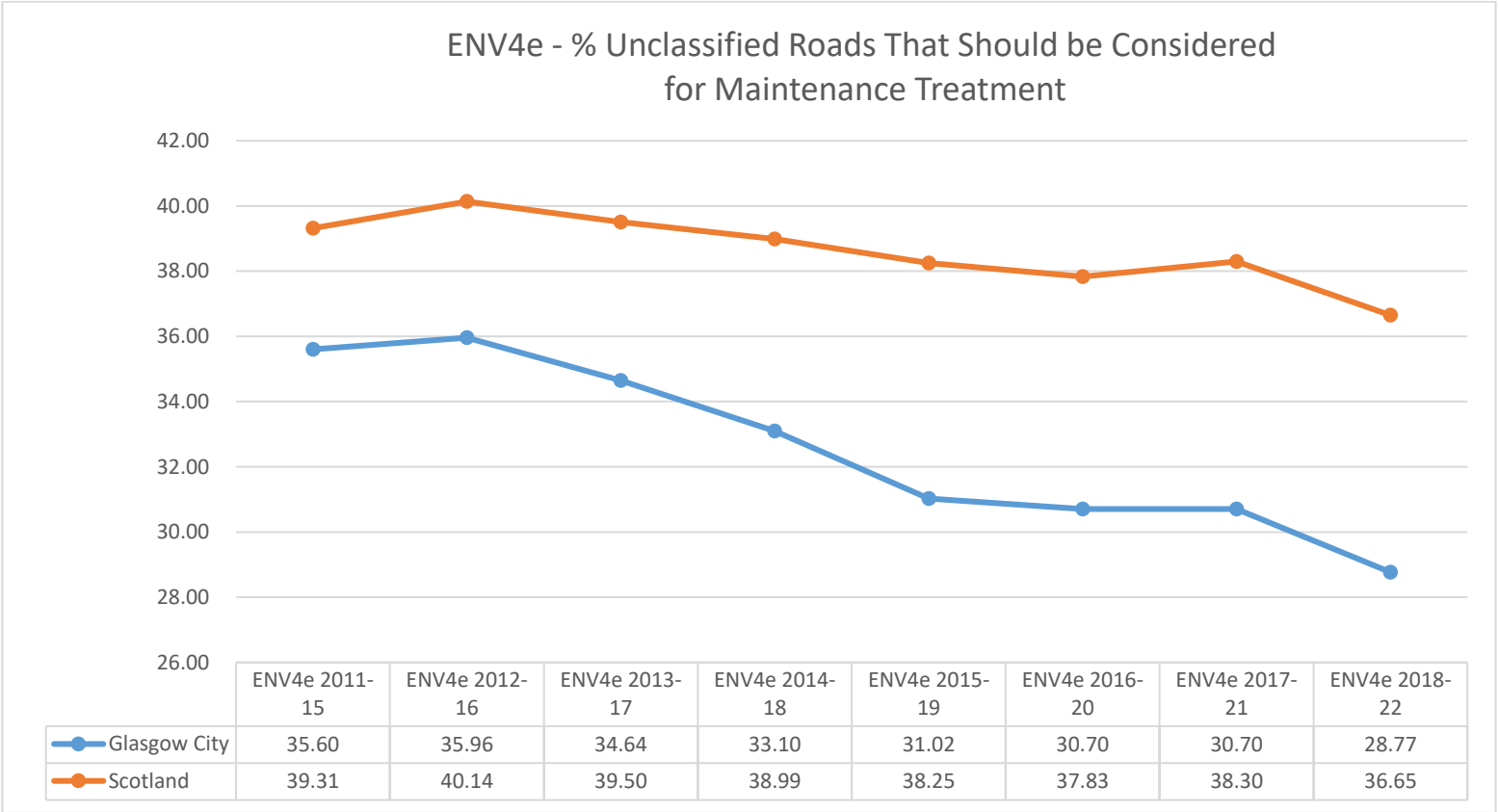


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**ENV4e - Percentage Unclassified Roads That Should be Considered for Maintenance Treatment  
2016/20, 2017/21, 2018/22**



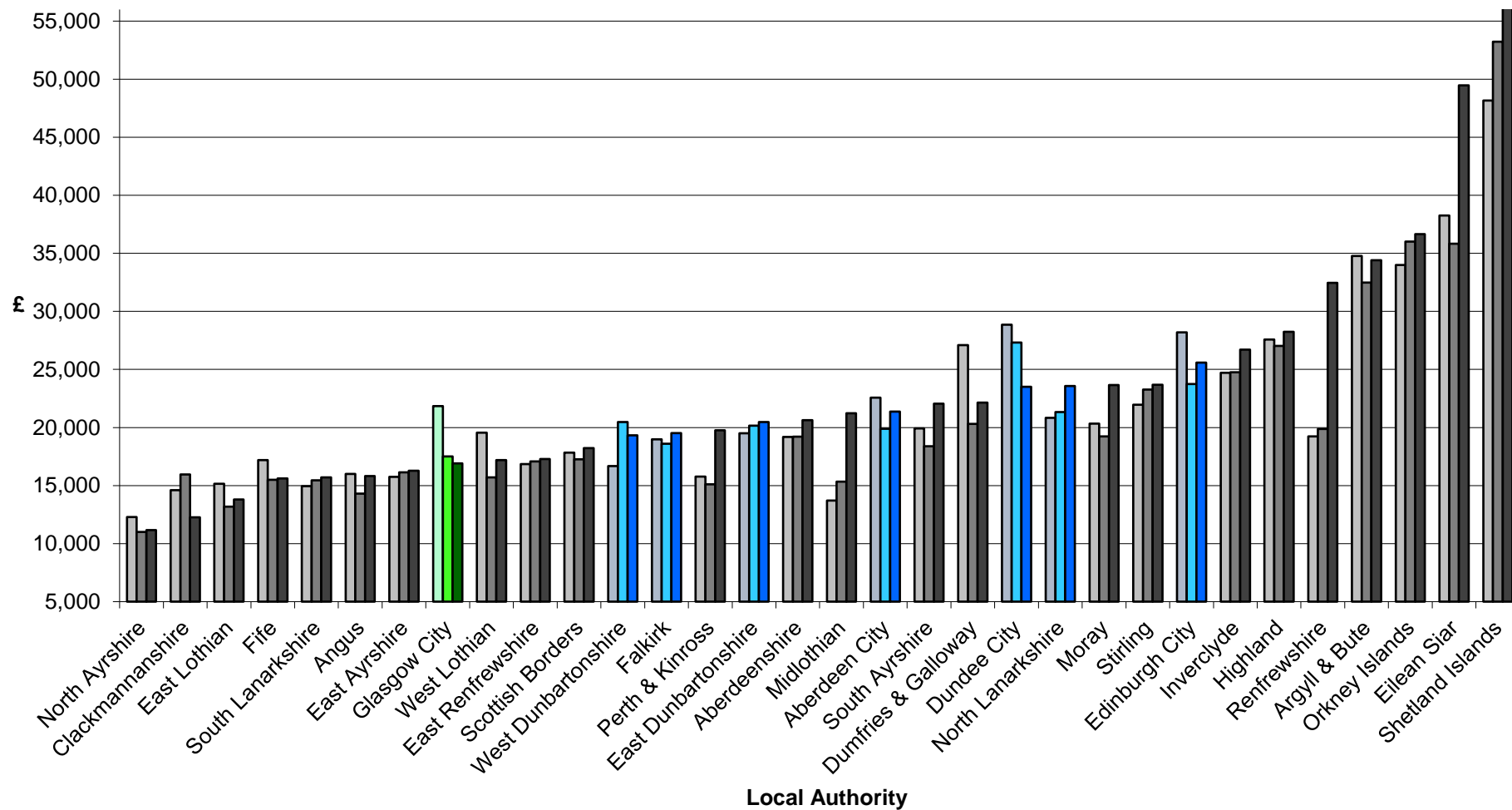
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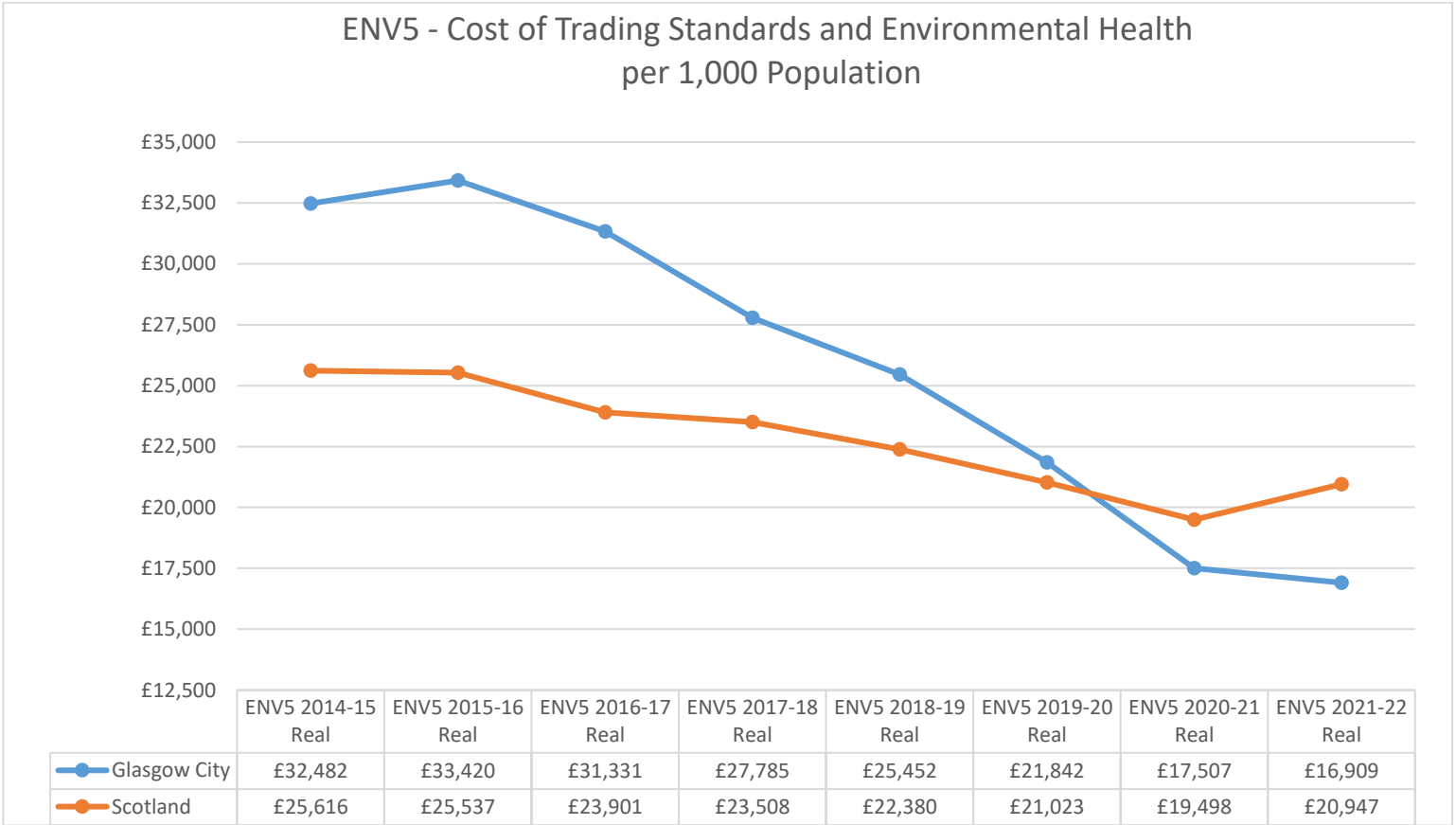
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**ENV5 - Cost of Trading Standards and Environmental Health per 1,000 Population**  
**2019/20, 2020/21, 2021/22**



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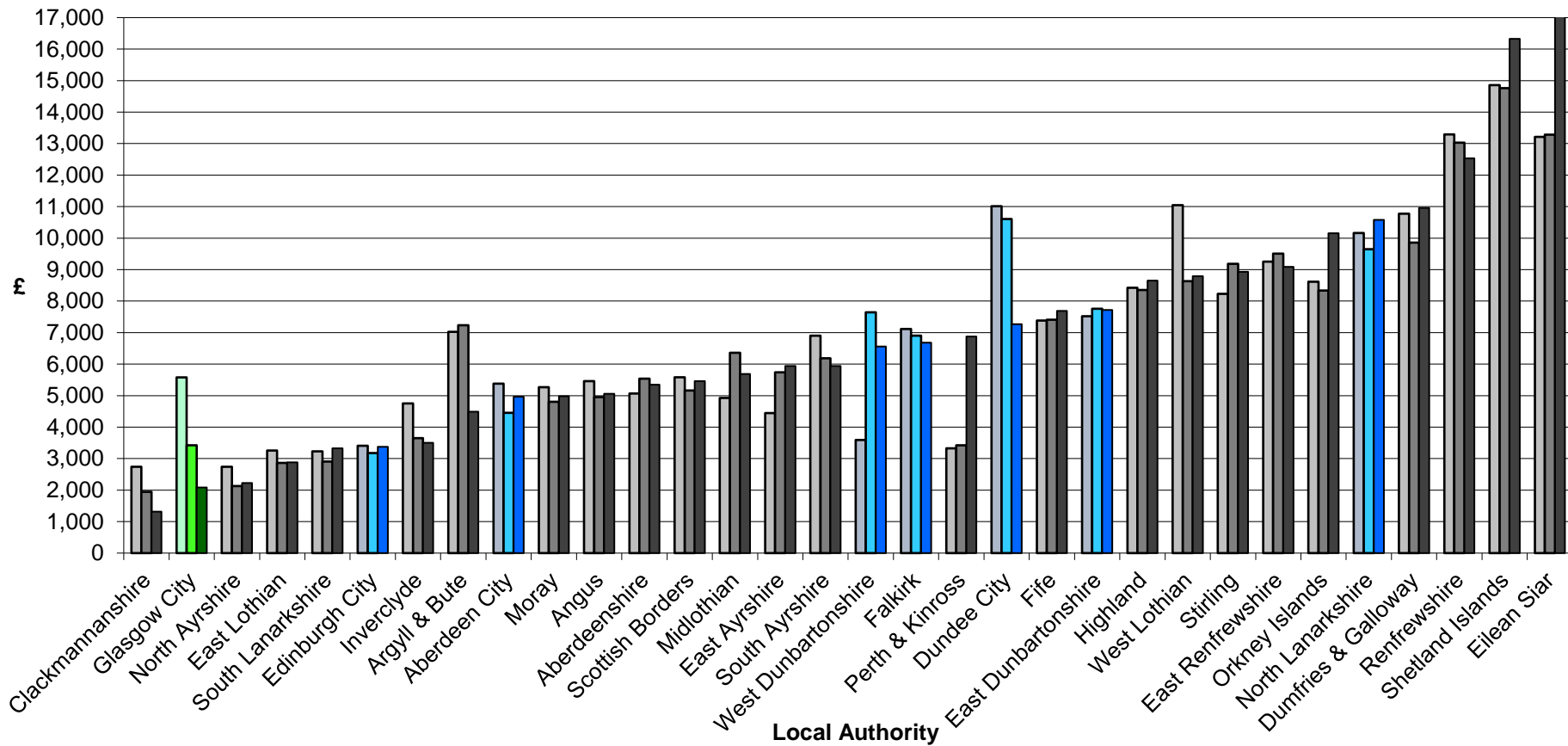
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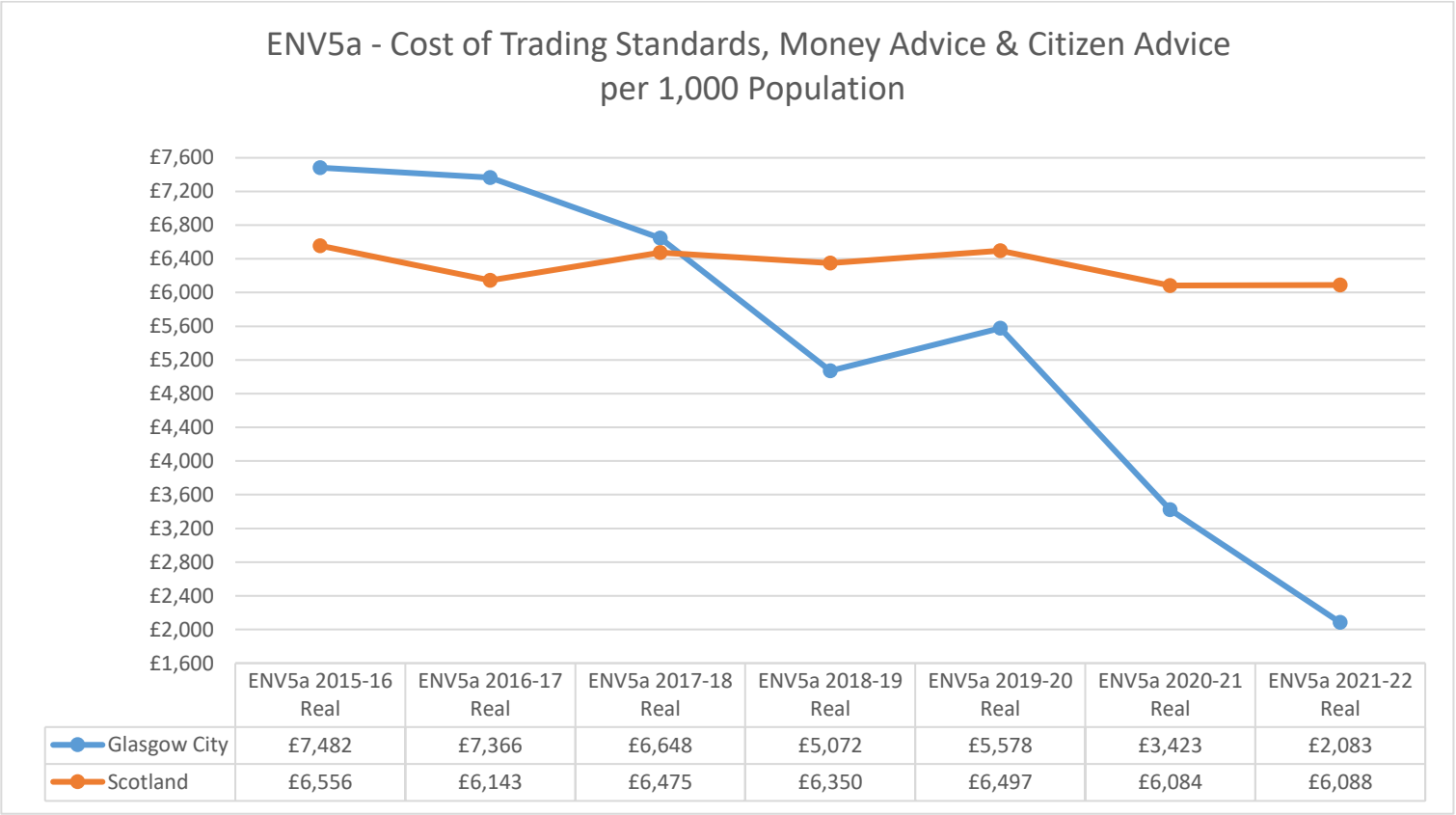
**ENV5a - Cost of Trading Standards, Money Advice & Citizen Advice per 1,000 Population  
2019/20, 2020/21, 2021/22**



**Eilean Siar: 2021/22 £25,580**

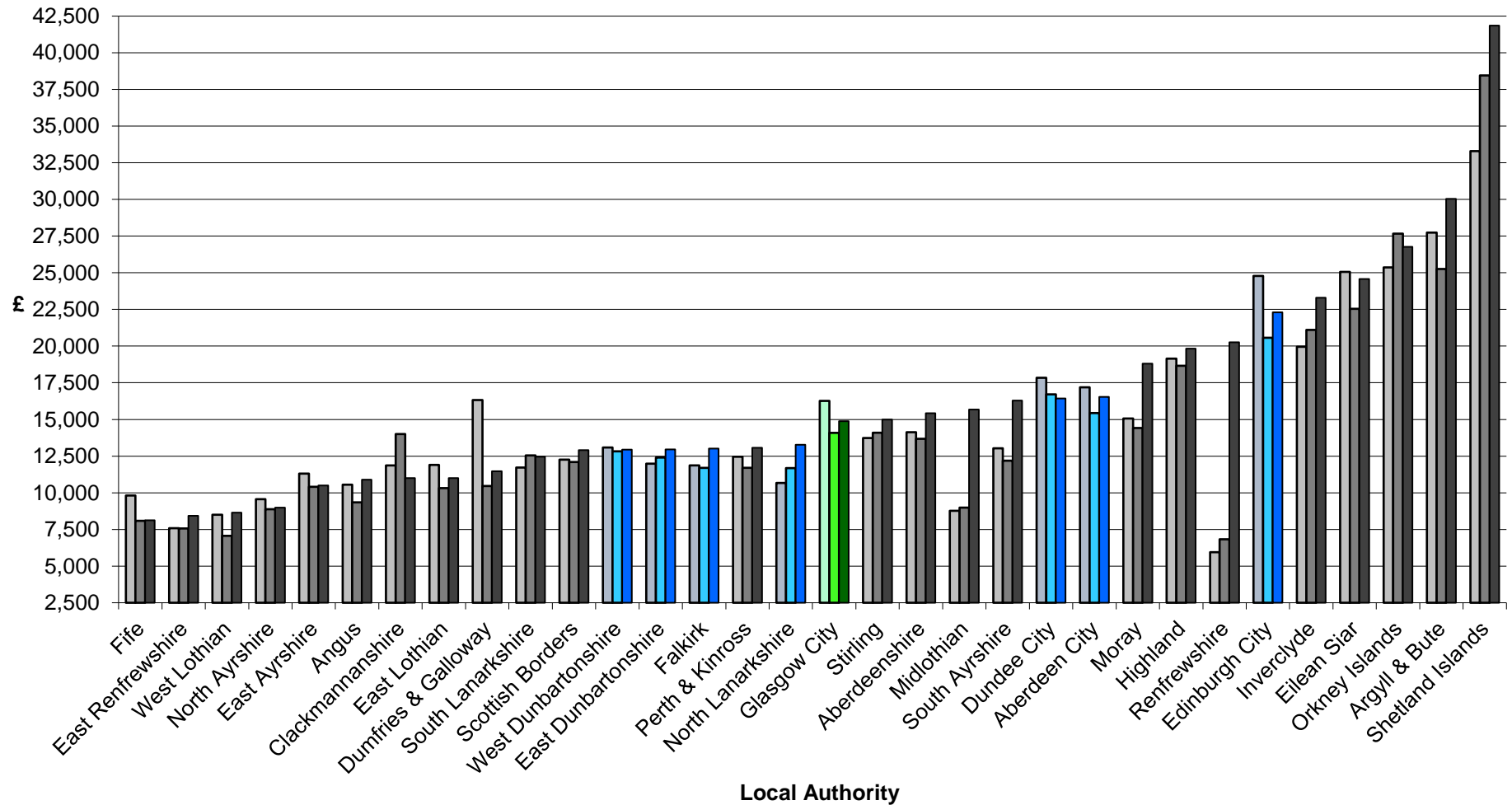
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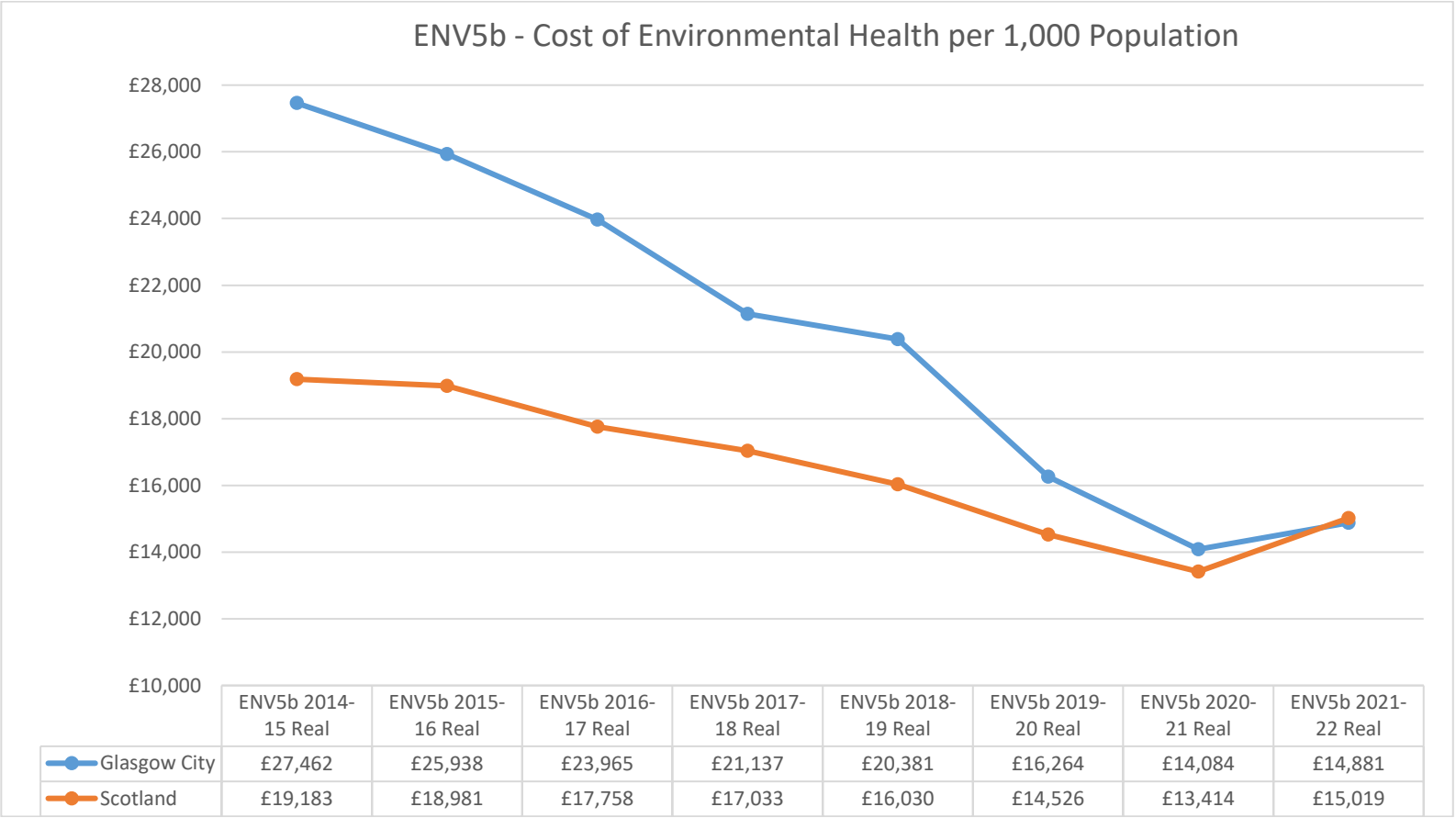
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**ENV5b - Cost of Environmental Health per 1,000 Population  
2019/20, 2020/21, 2021/22**



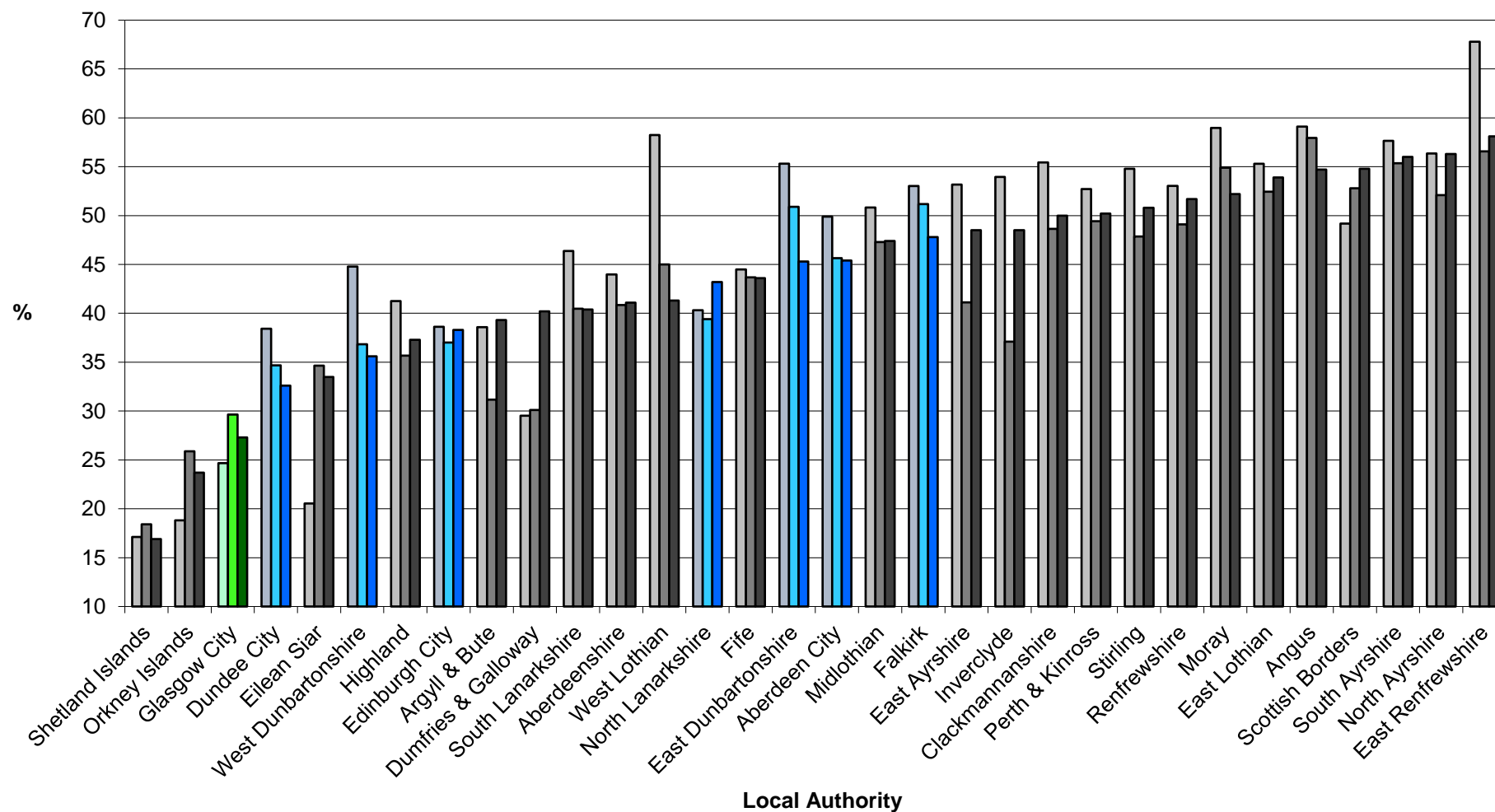
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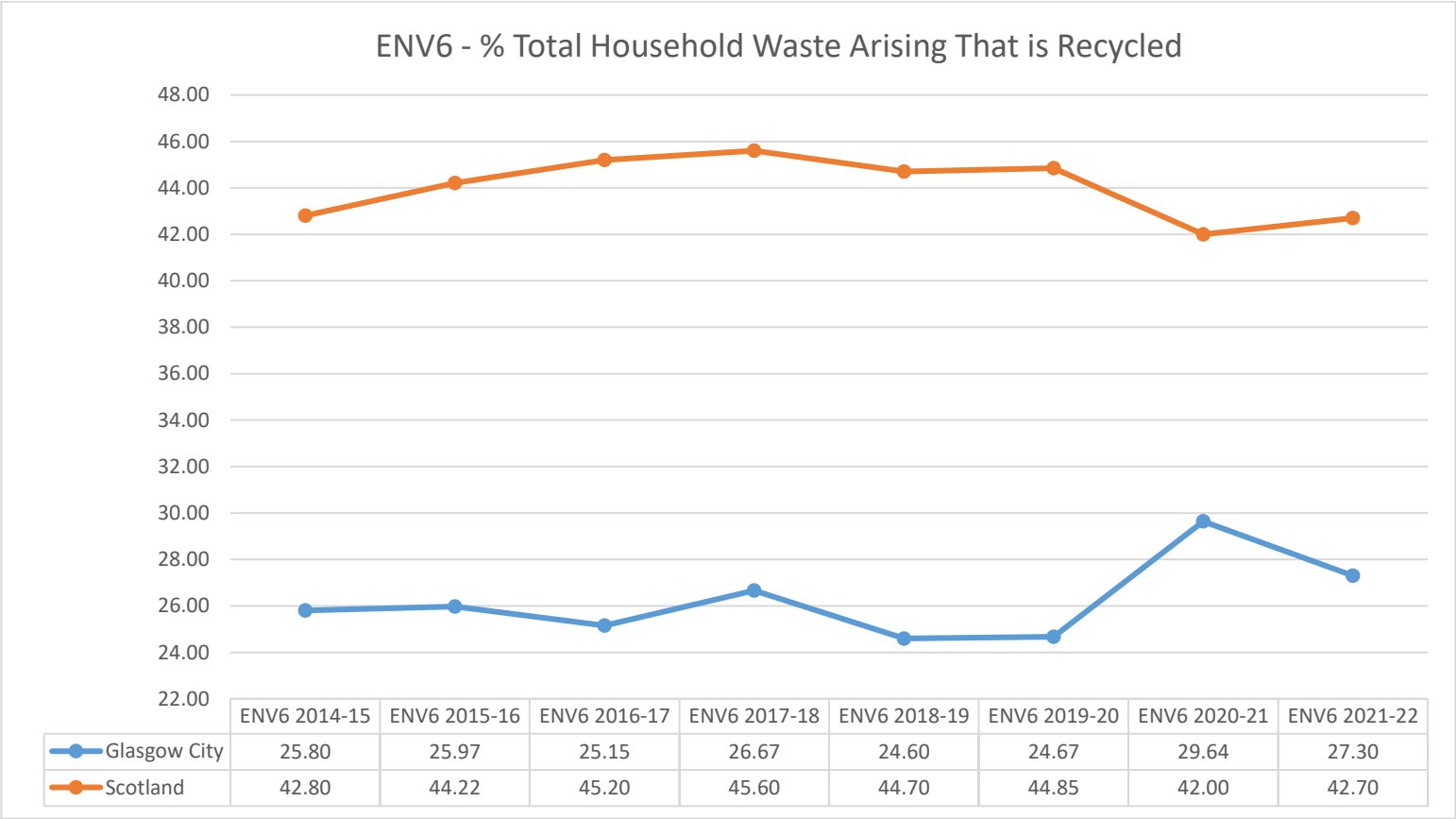


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**ENV6 - % Total Household Waste Arising that is Recycled  
2019/20, 2020/21, 2021/22**



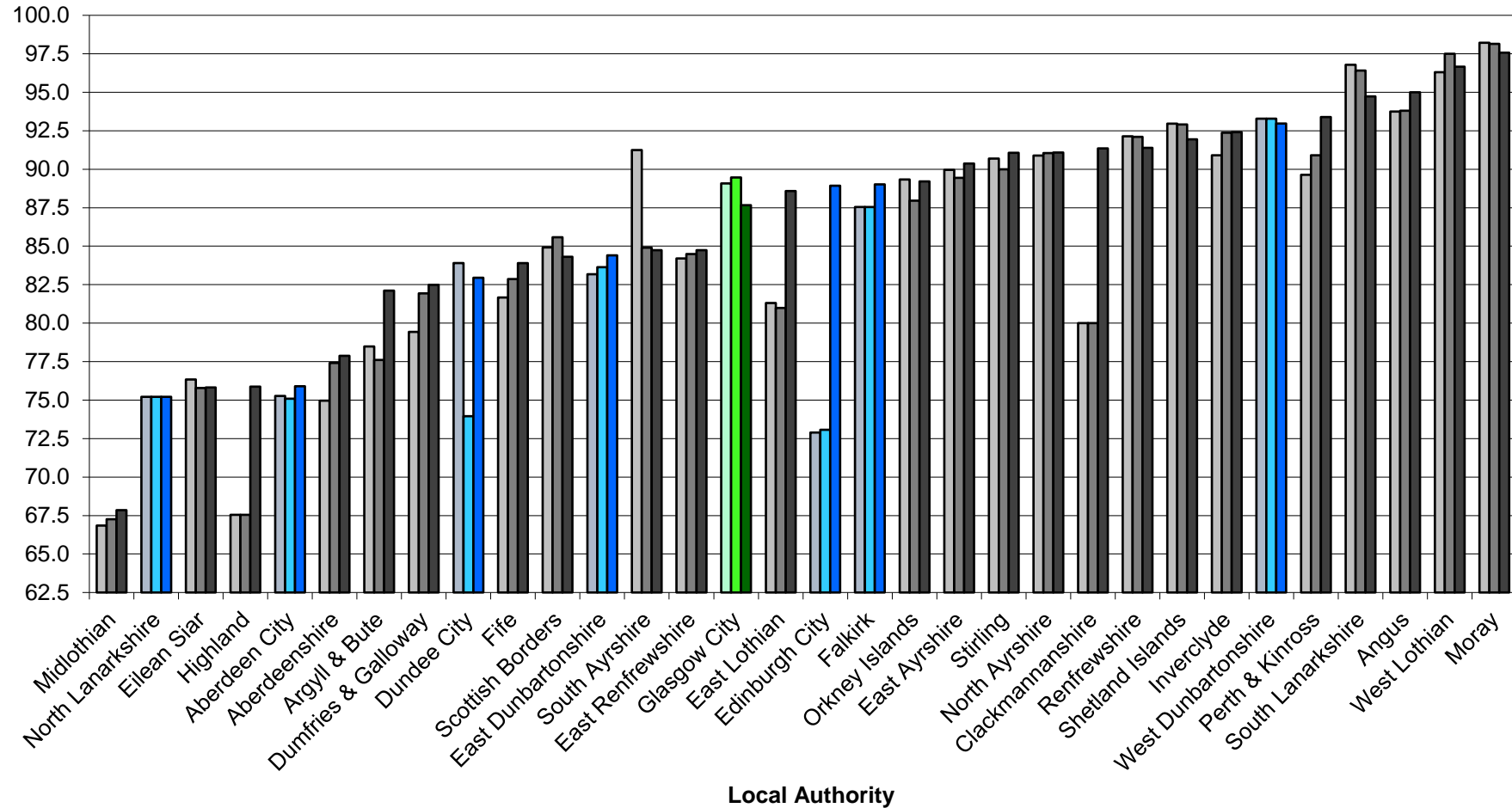
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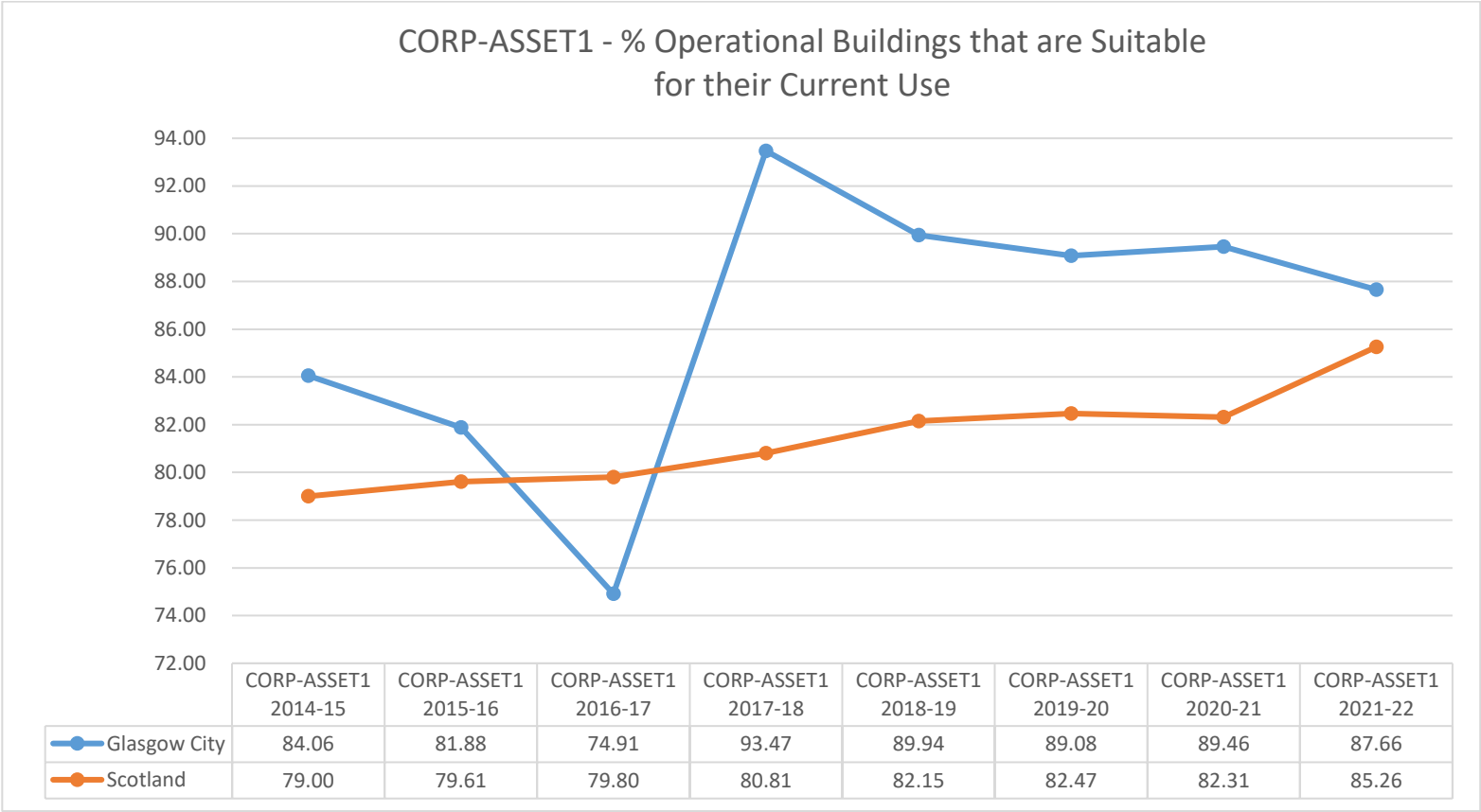


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**CORP-ASSET1 - % Operational Buildings That are Suitable for Their Current Use  
2019/20, 2020/21, 2021/22**

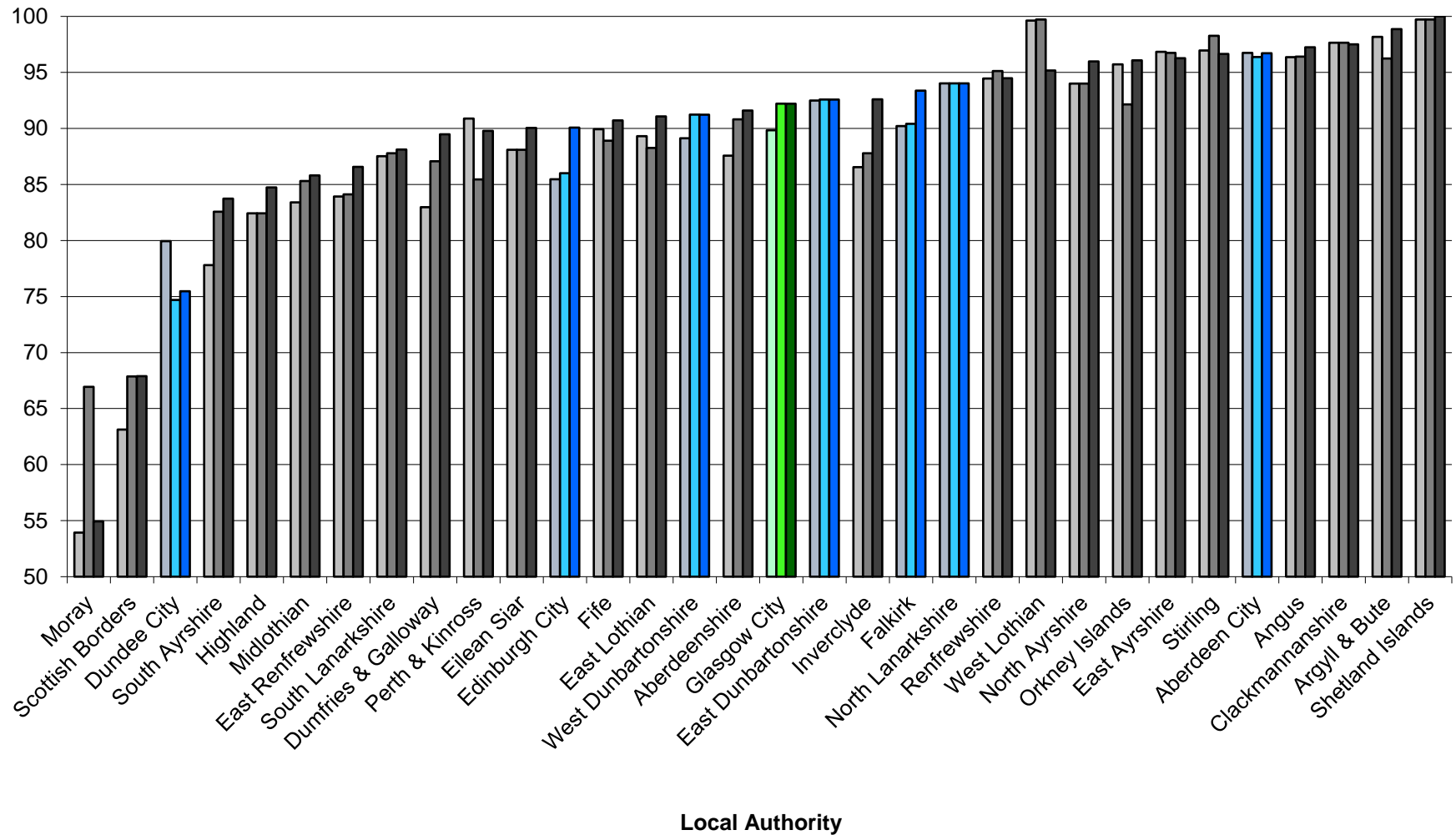


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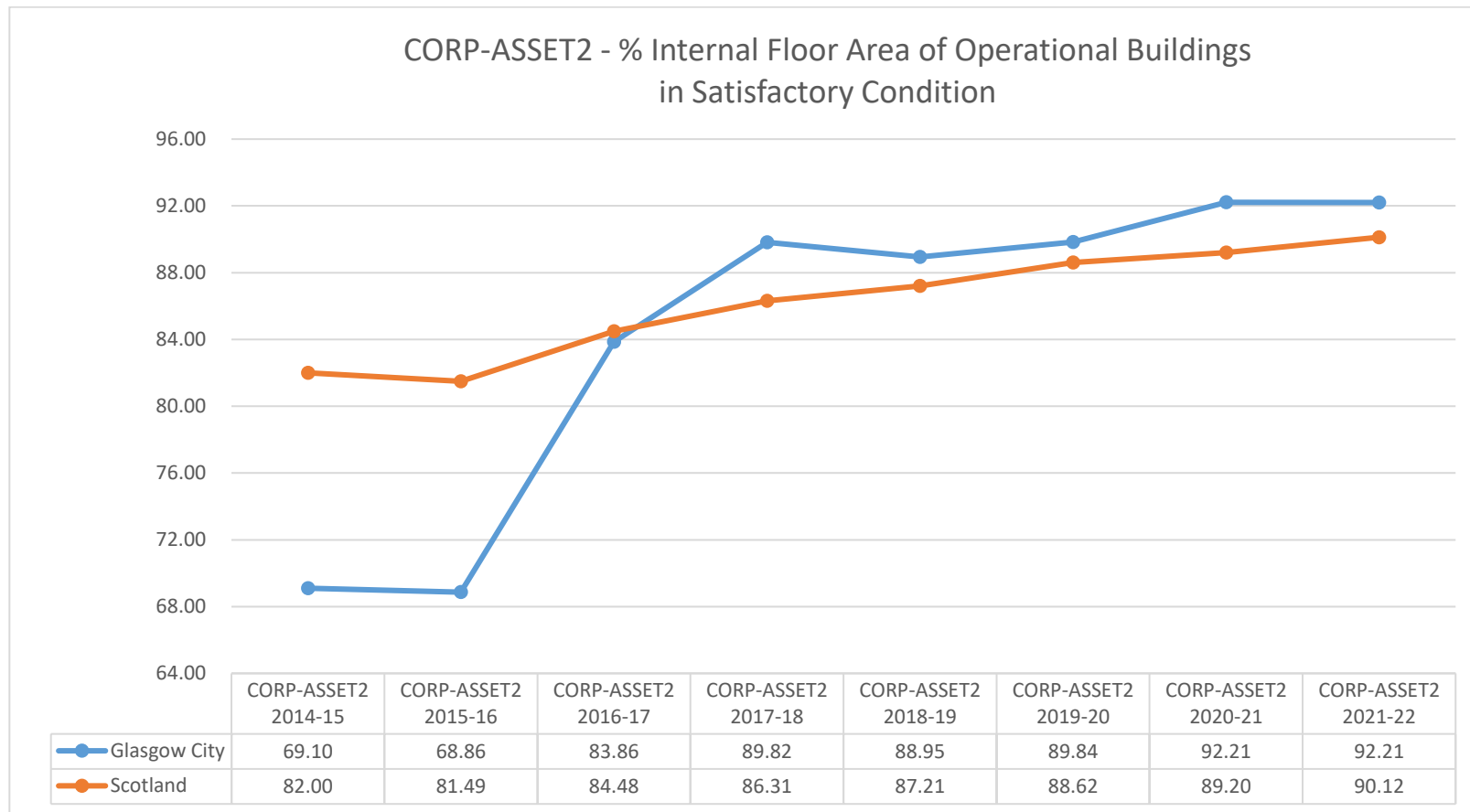
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**CORP-ASSET2 - % Internal Floor Area of Operational Buildings in Satisfactory Condition  
2019/20, 2020/21, 2021/22**



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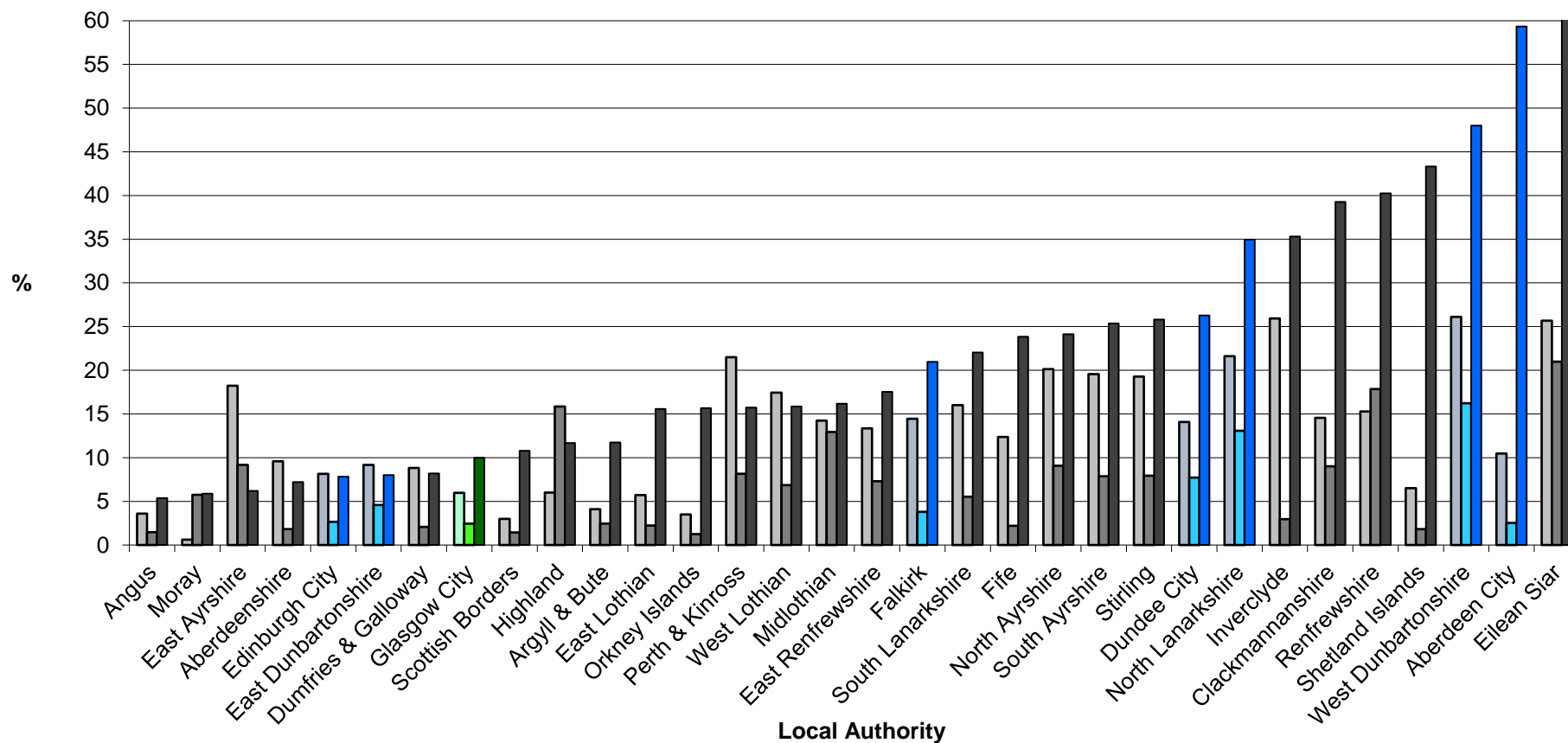
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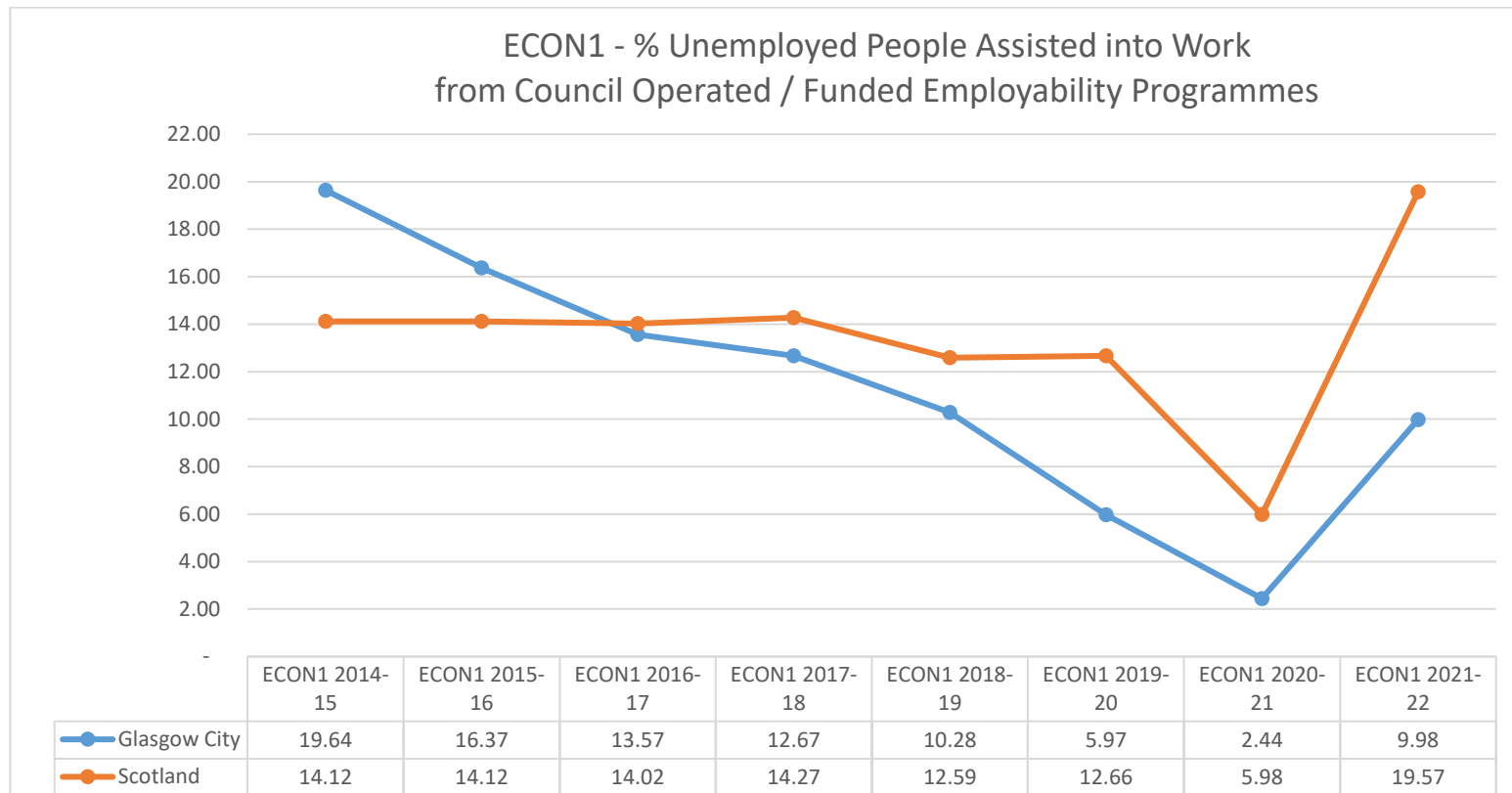
**ECON 1 - % Unemployed People Assisted into Work from Council Operated / Funded  
Employability Programmes 2019/20, 2020/21, 2021/22**



Eilean Siar: 2021/22 £115.50

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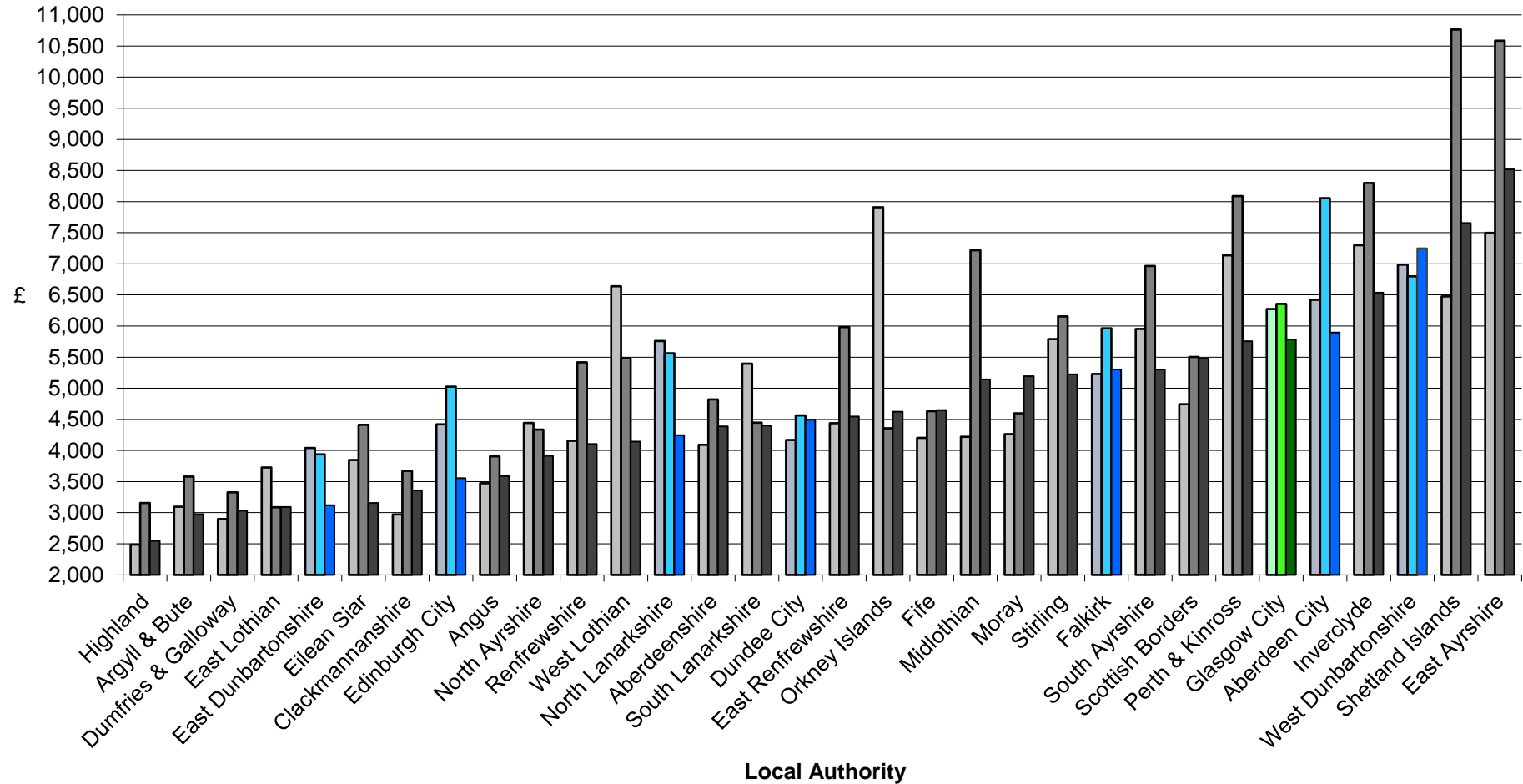
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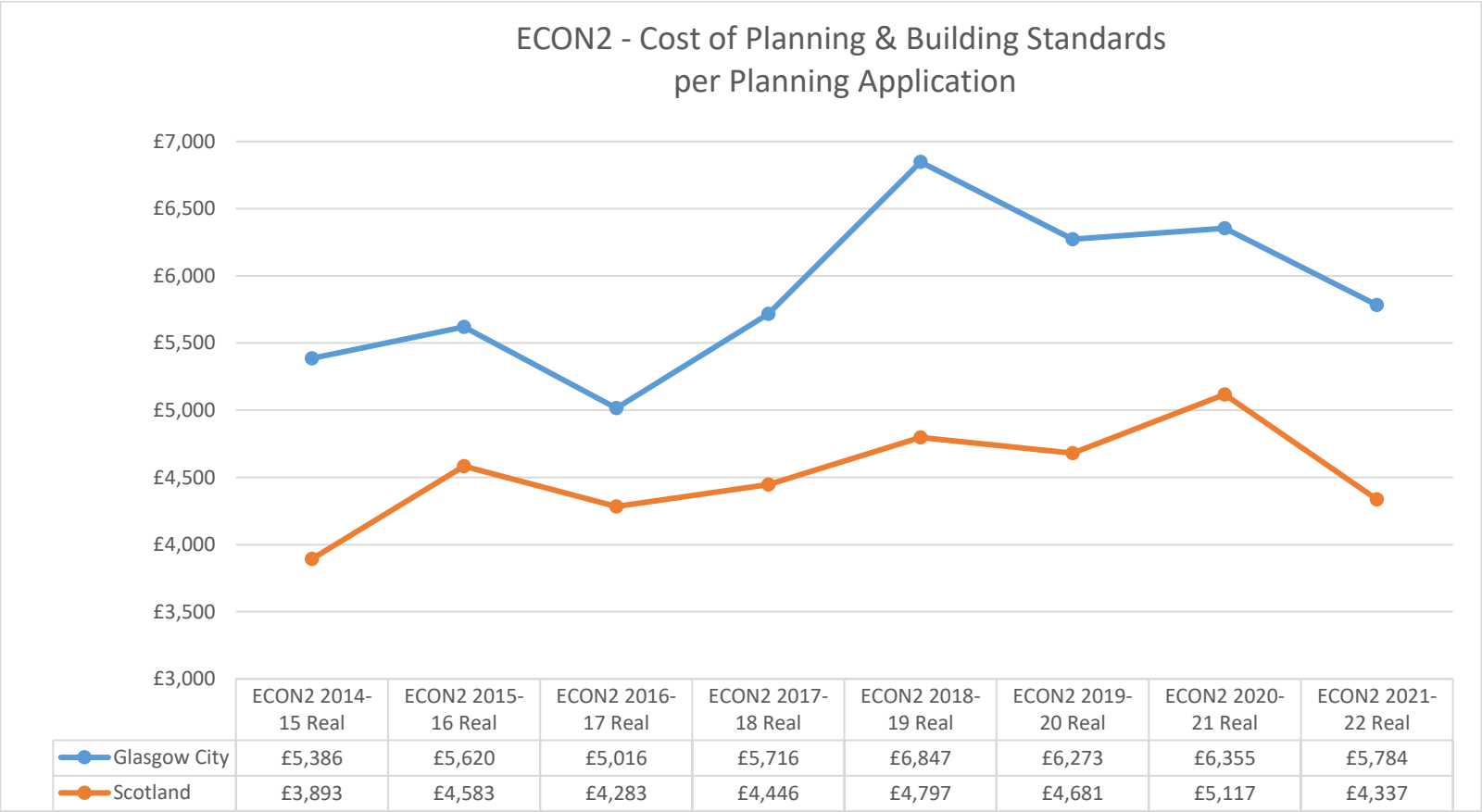
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**ECON 2 - Cost of Planning & Building Standards per Planning Application  
2019/20, 2020/21, 2021/22**



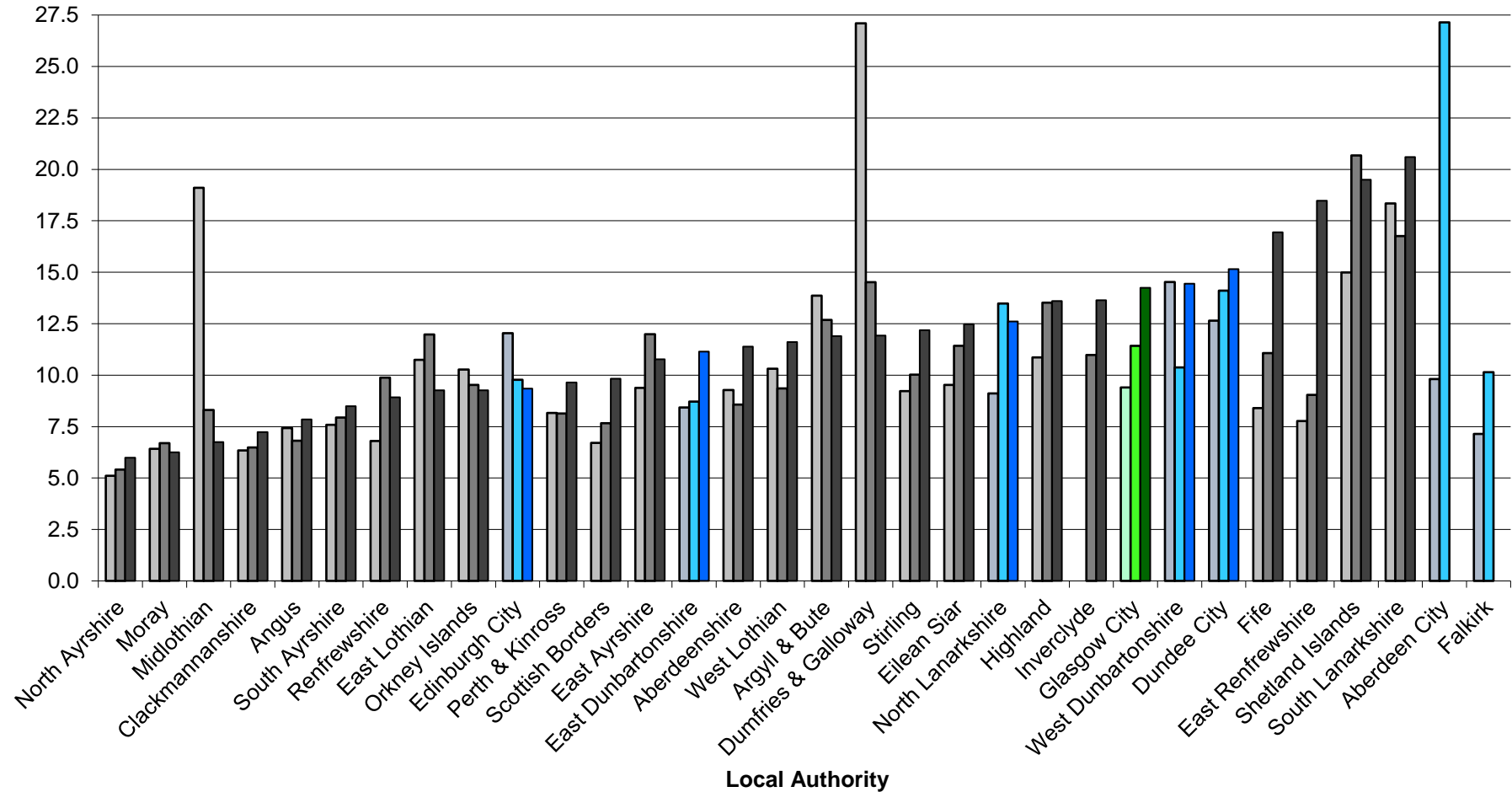
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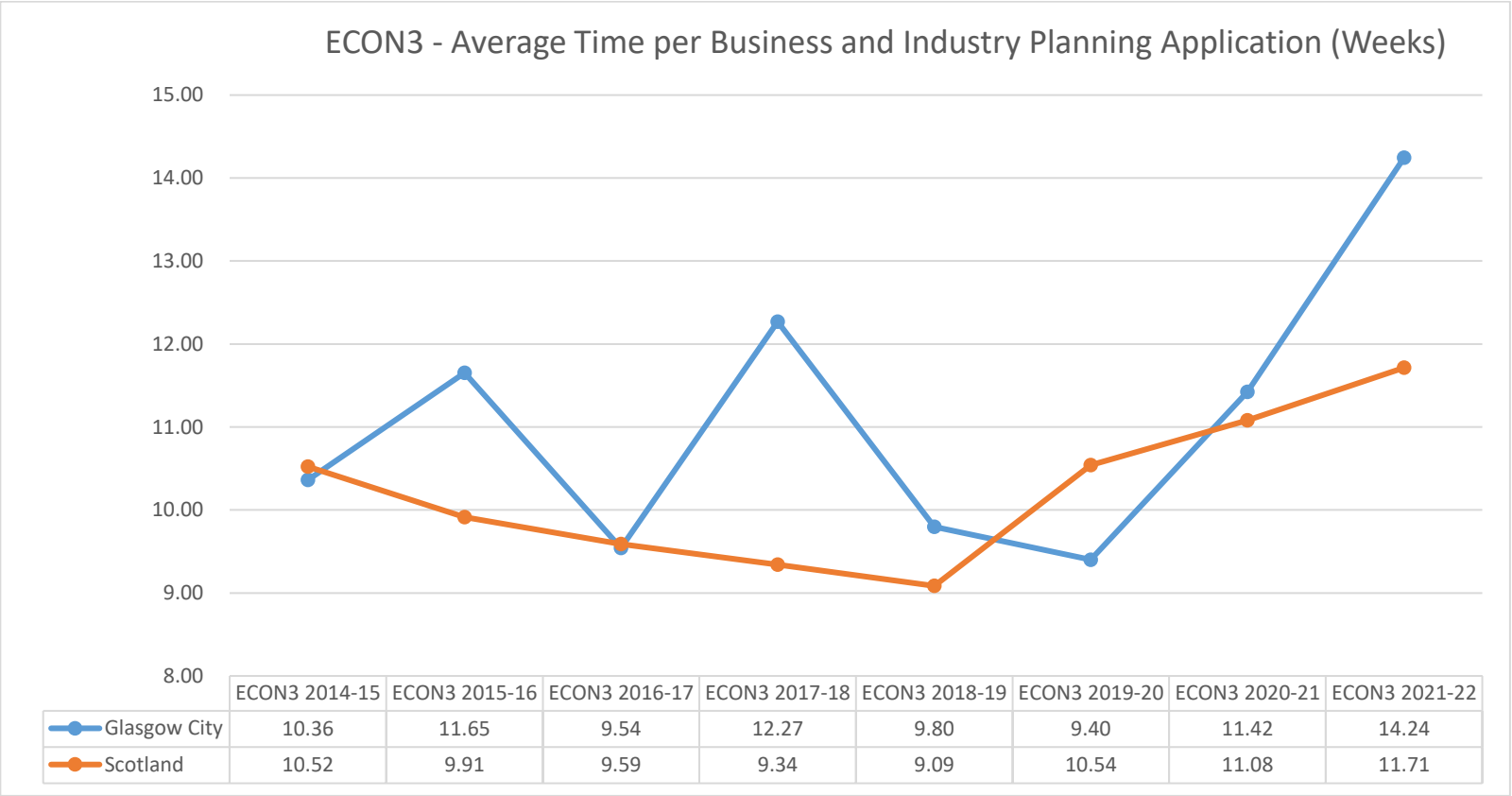


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**ECON 3 - Average Time per Business and Industry Planning Application (Weeks)**  
**2019/20, 2020/21, 2021/22**

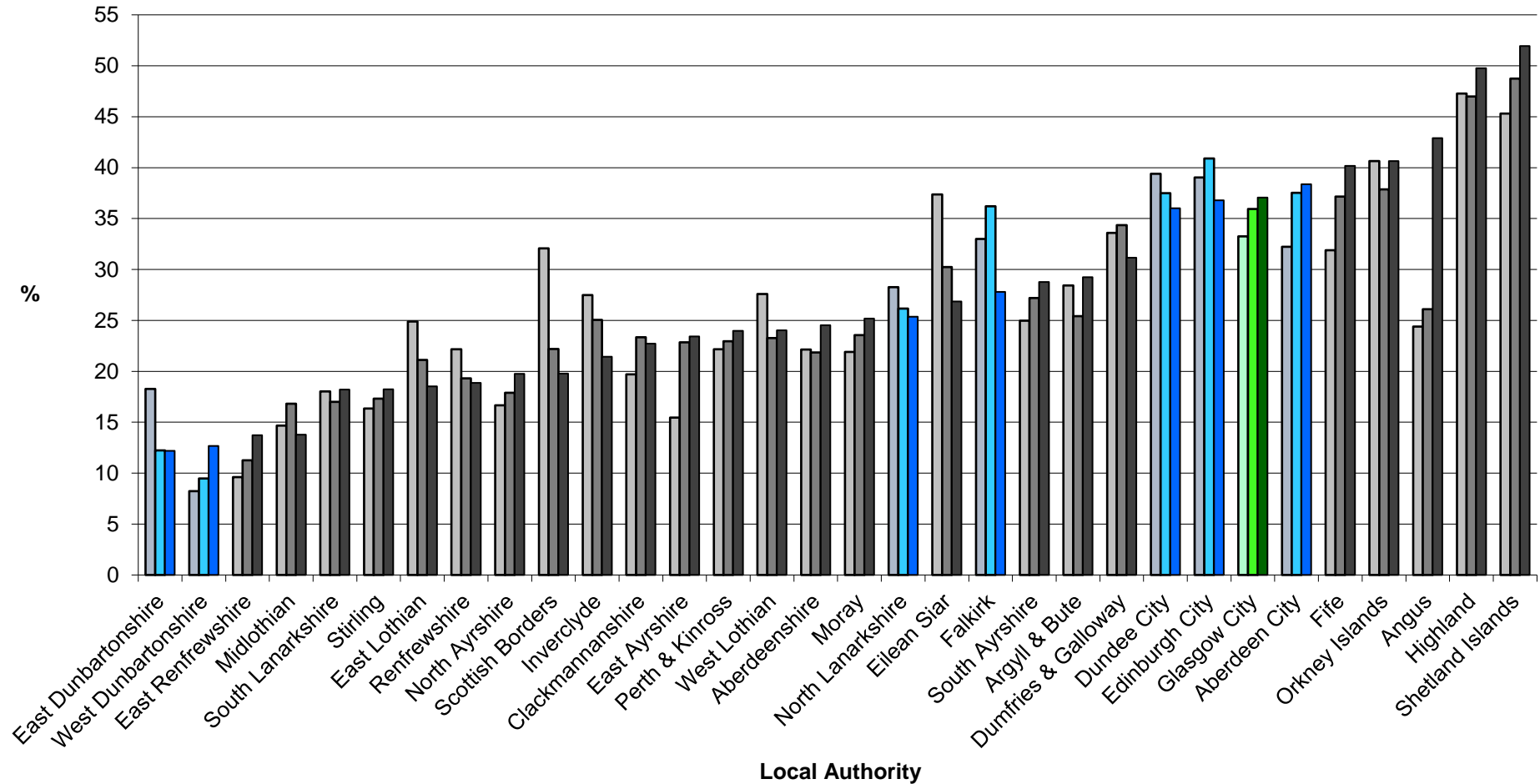


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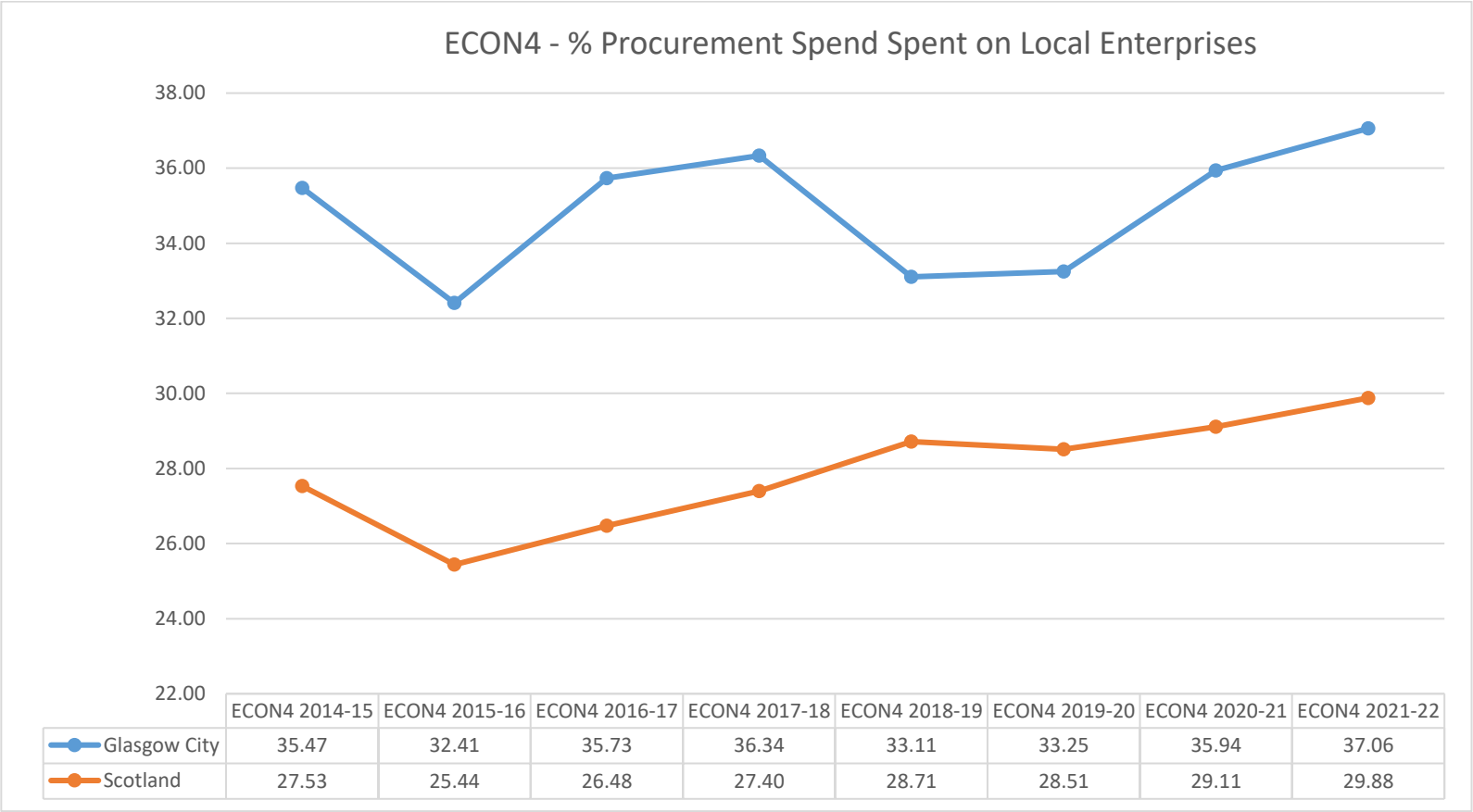


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**ECON 4 - % Procurement Spend Spent on Local Enterprises**  
**2019/20, 2020/21, 2021/22**

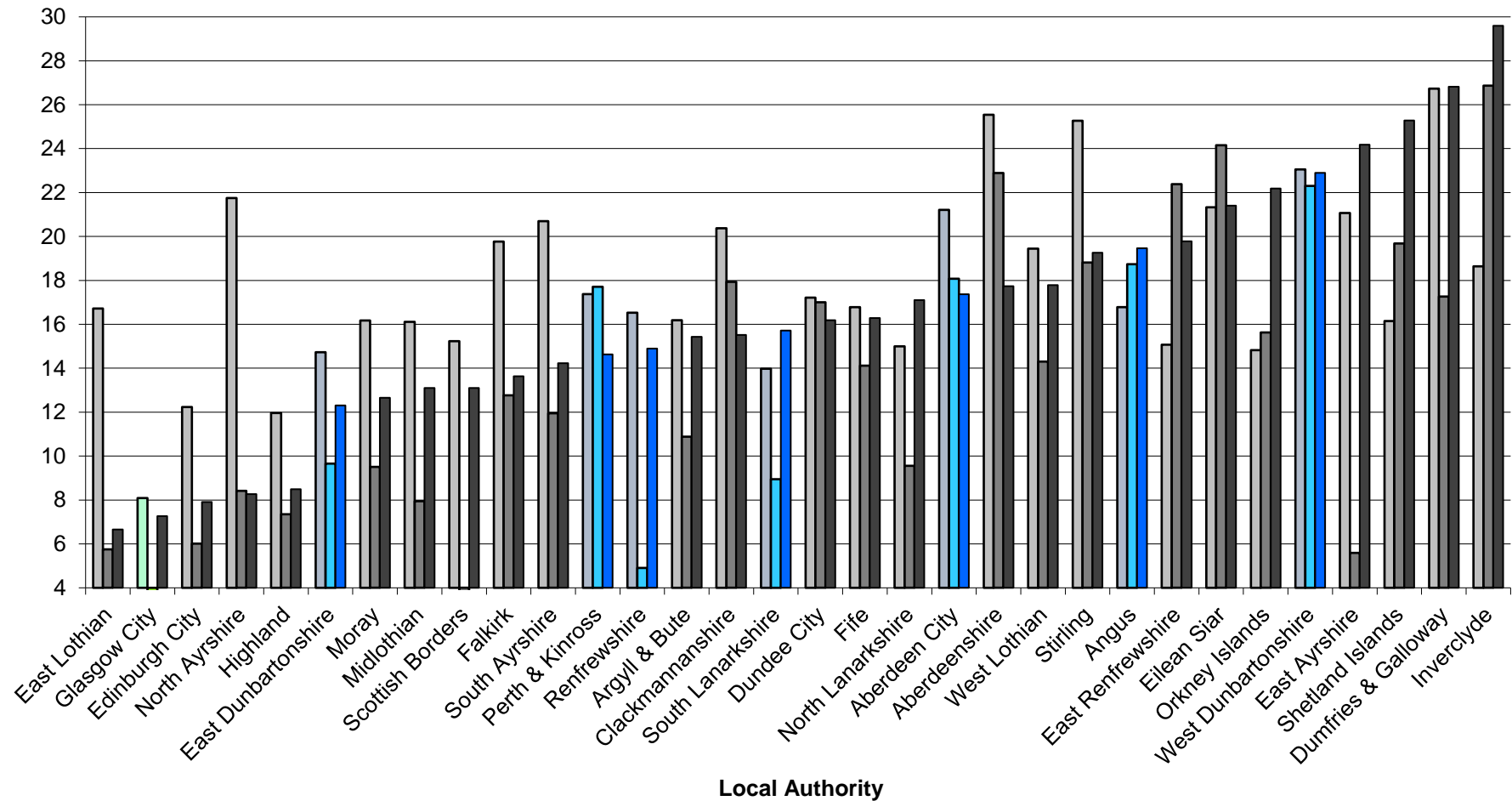


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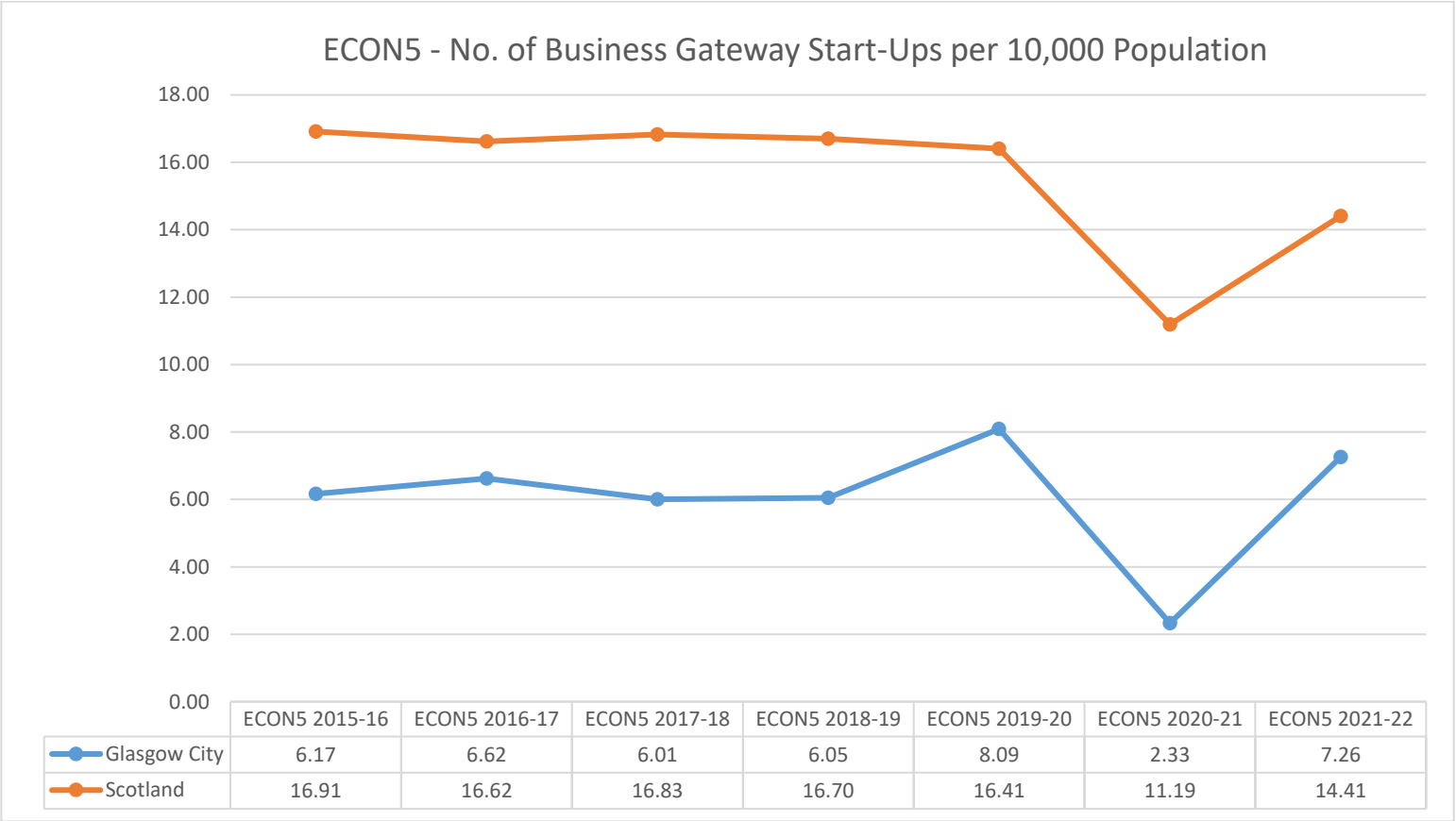


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**ECON 5 - No. of Business Gateway Start-Ups per 10,000 Population  
2019/20, 2020/21, 2021/22**

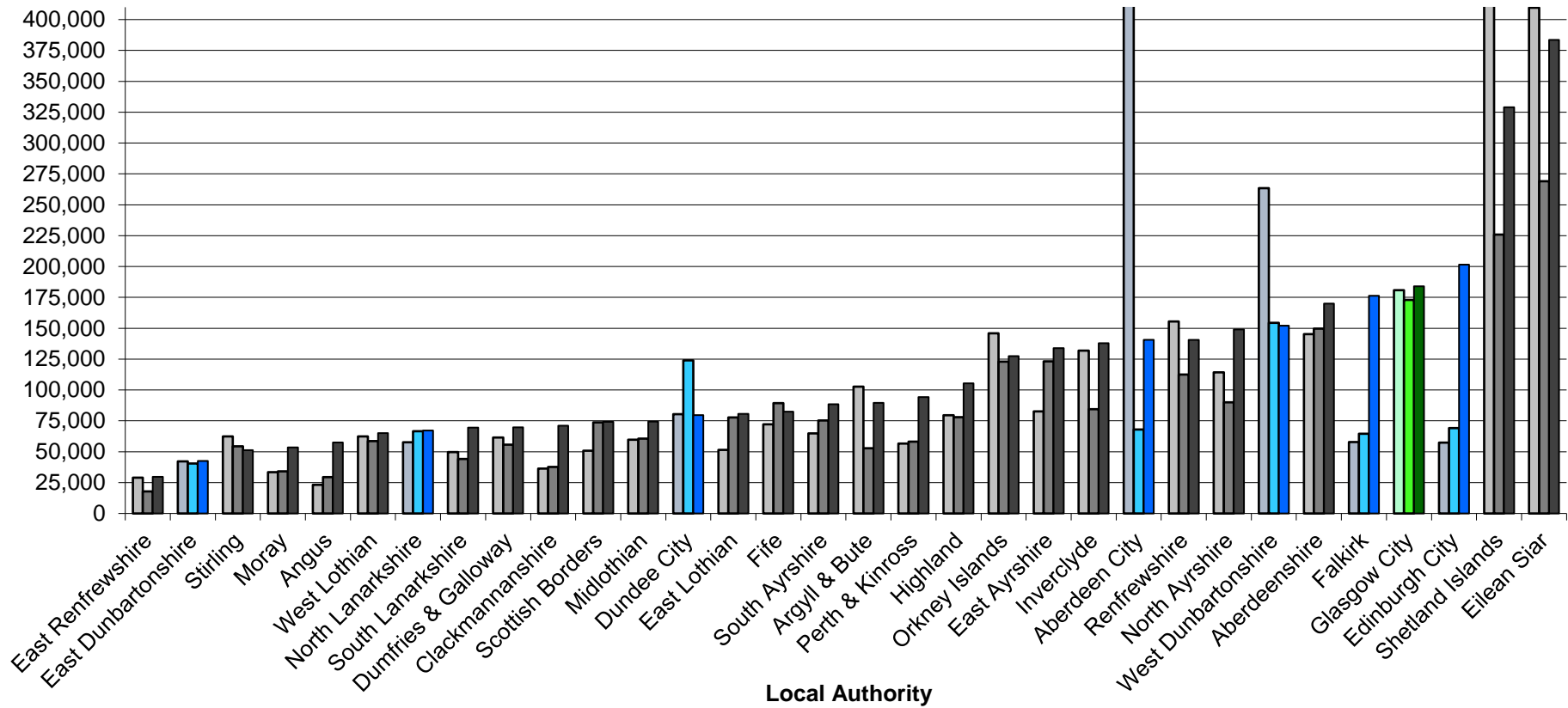


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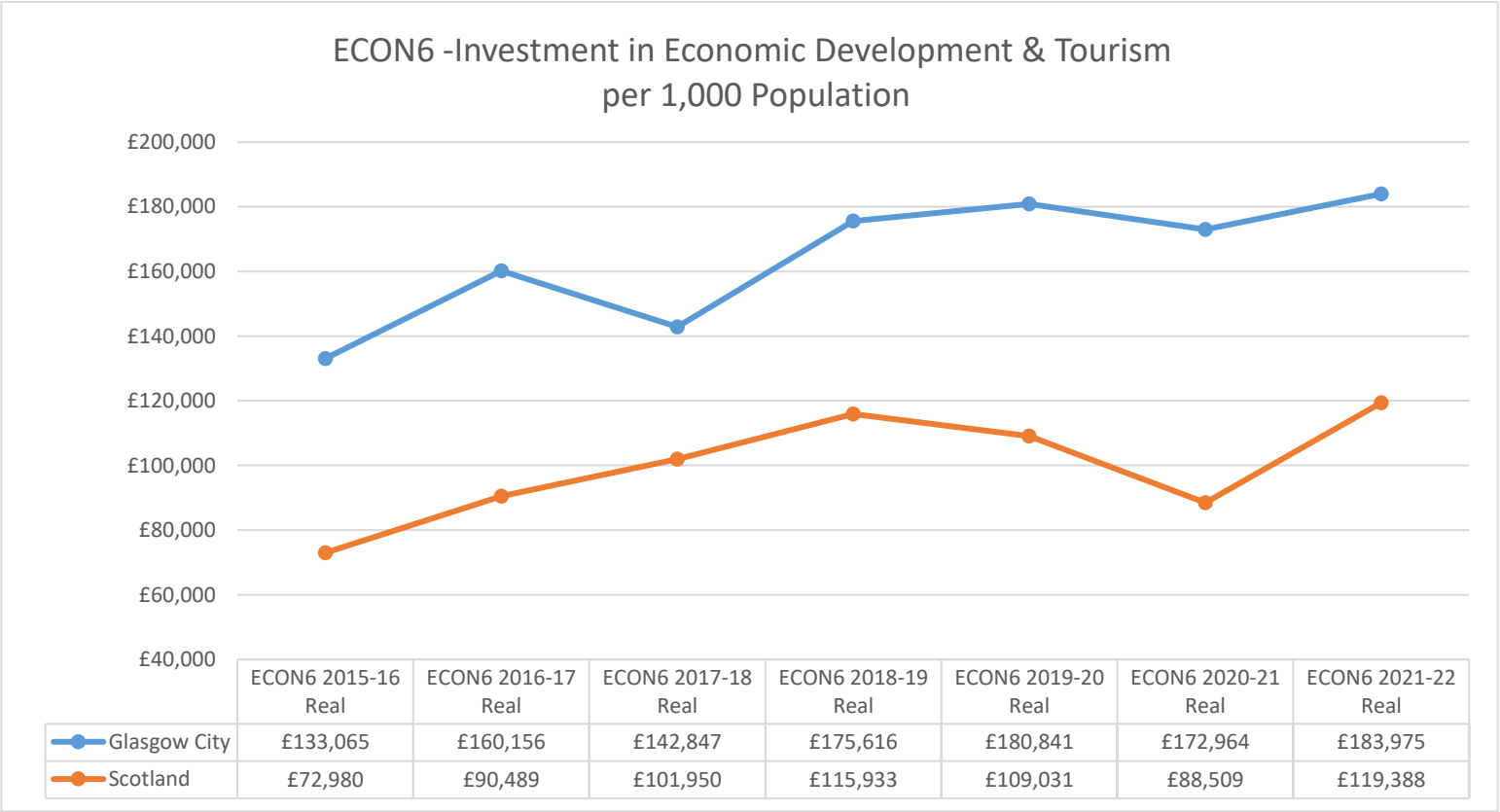
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**ECON6 - Investment in Economic Development & Tourism per 1,000 Population  
2019/20, 2020/21, 2021/22**



**Aberdeen City: 2019/20 £459,387, Shetland Islands 2019/20 £912,153**

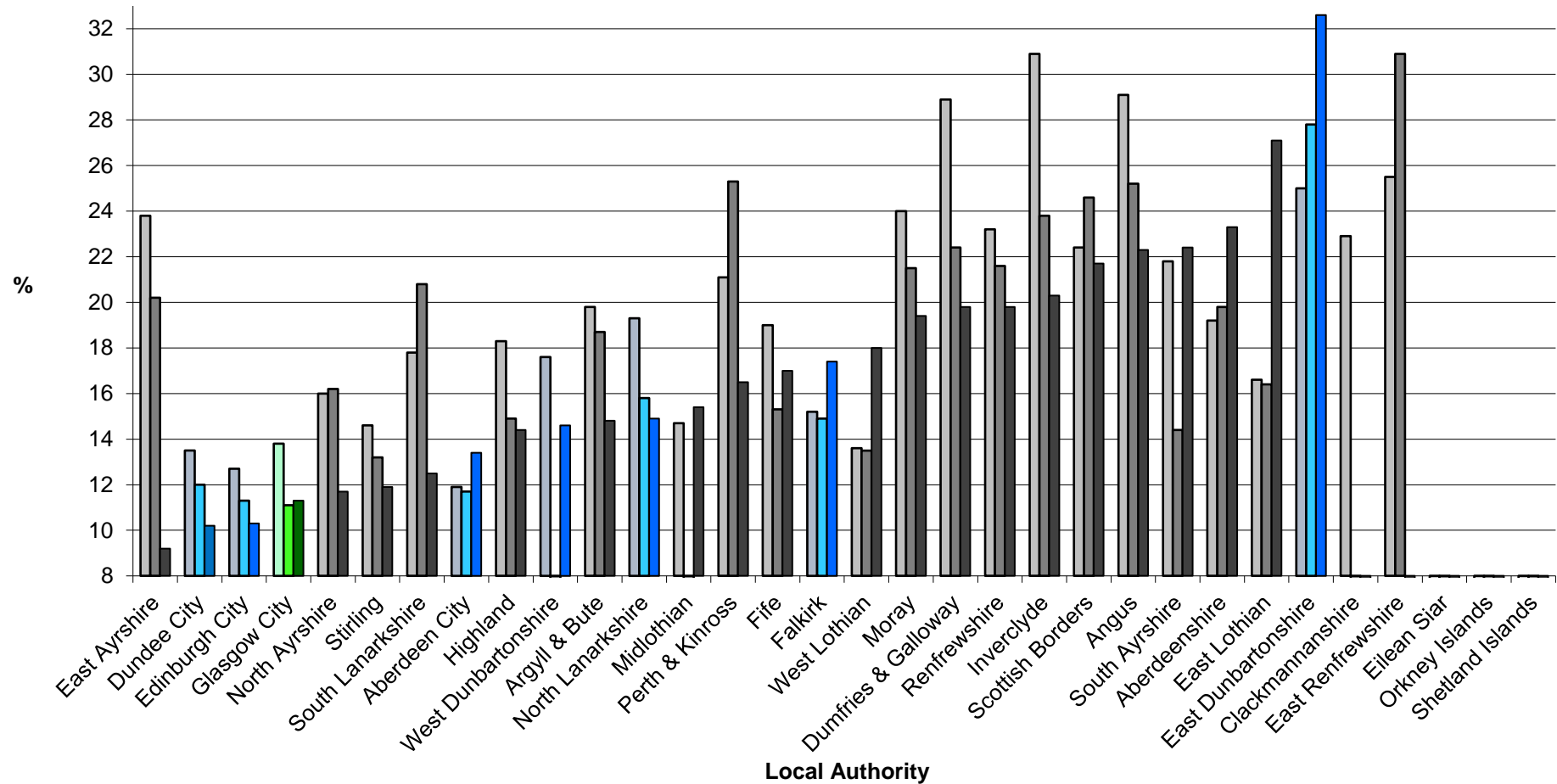
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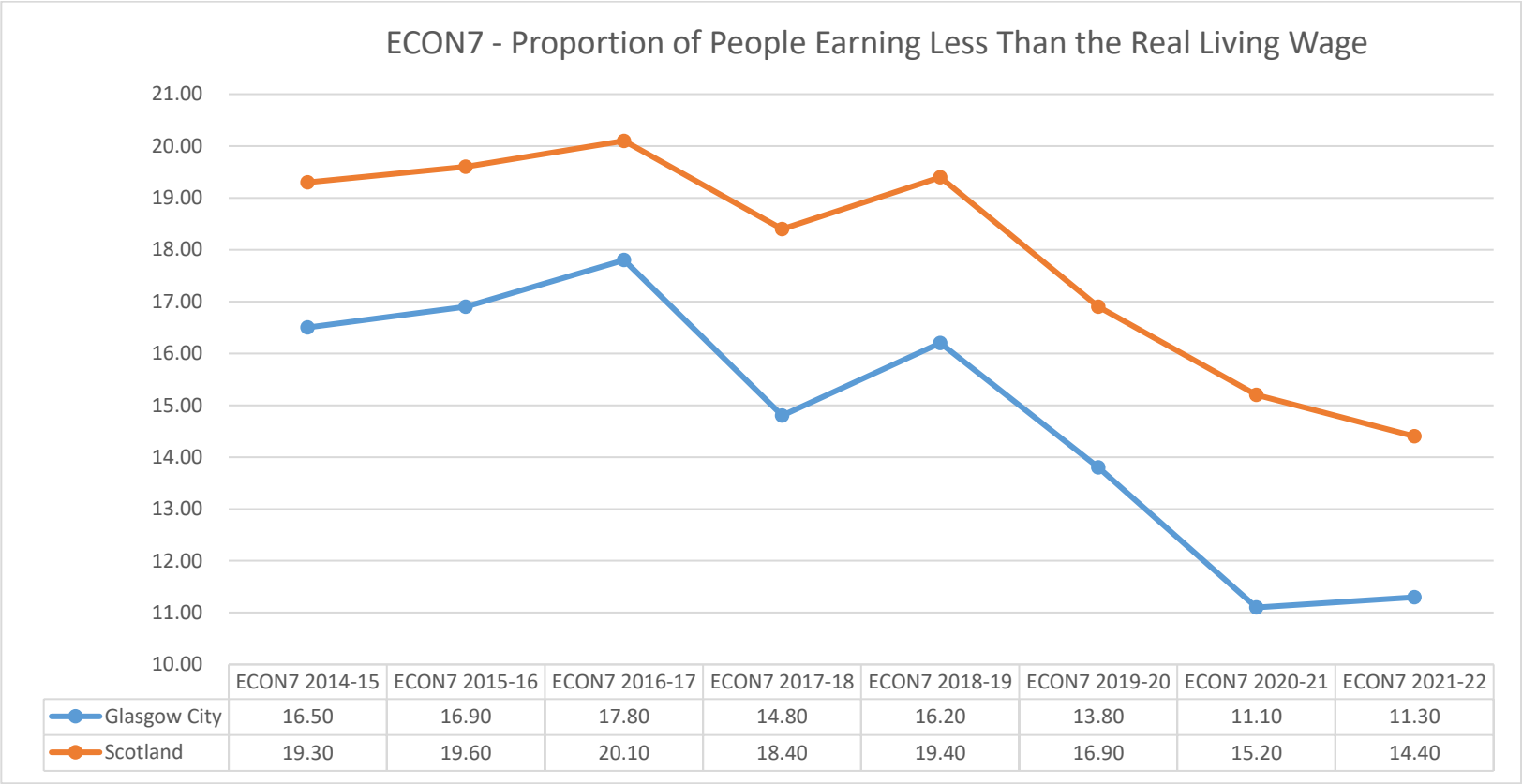
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**ECON 7 - Proportion of People Earning Less Than the Living Wage  
2019/20, 2020/21, 2021/22**



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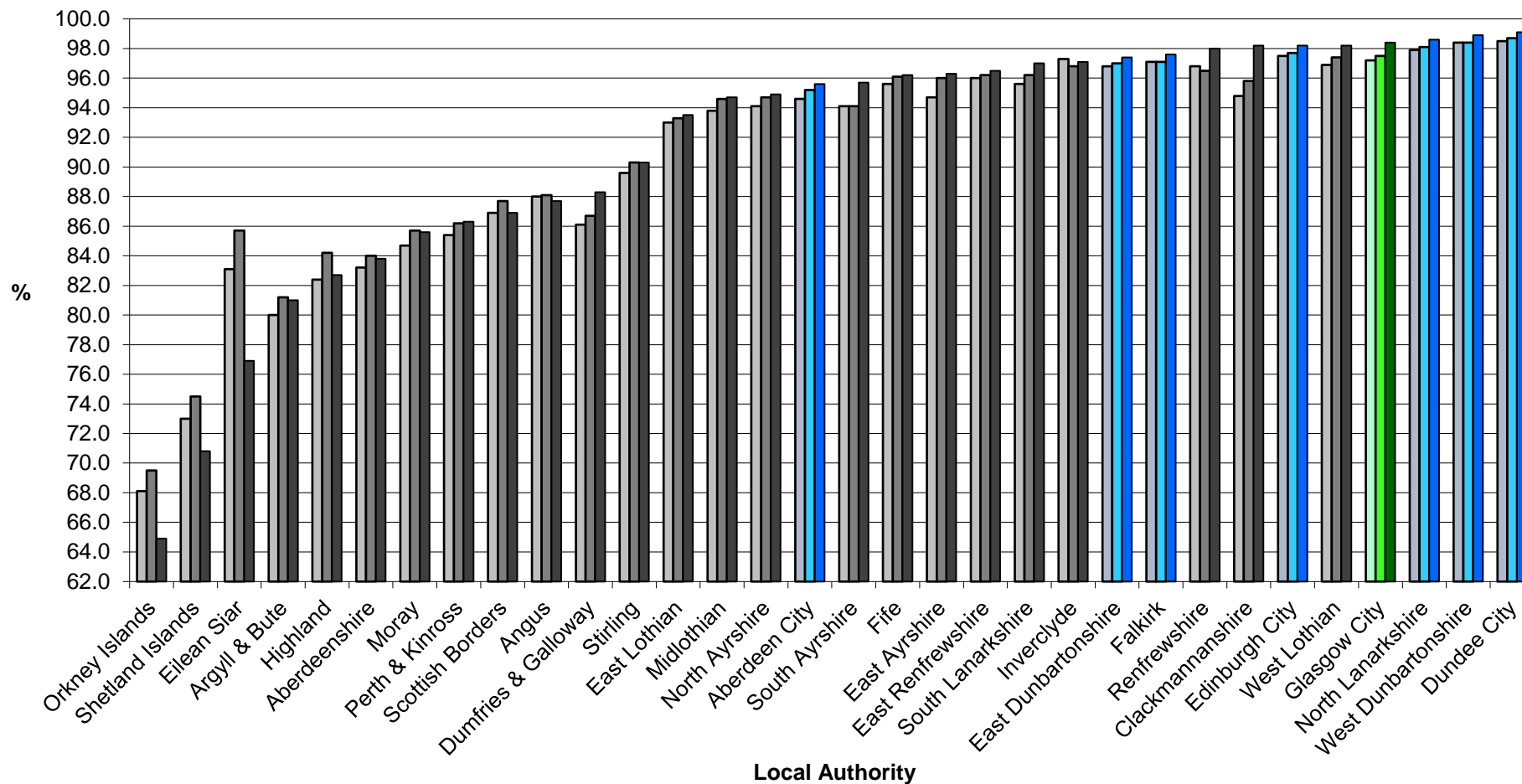
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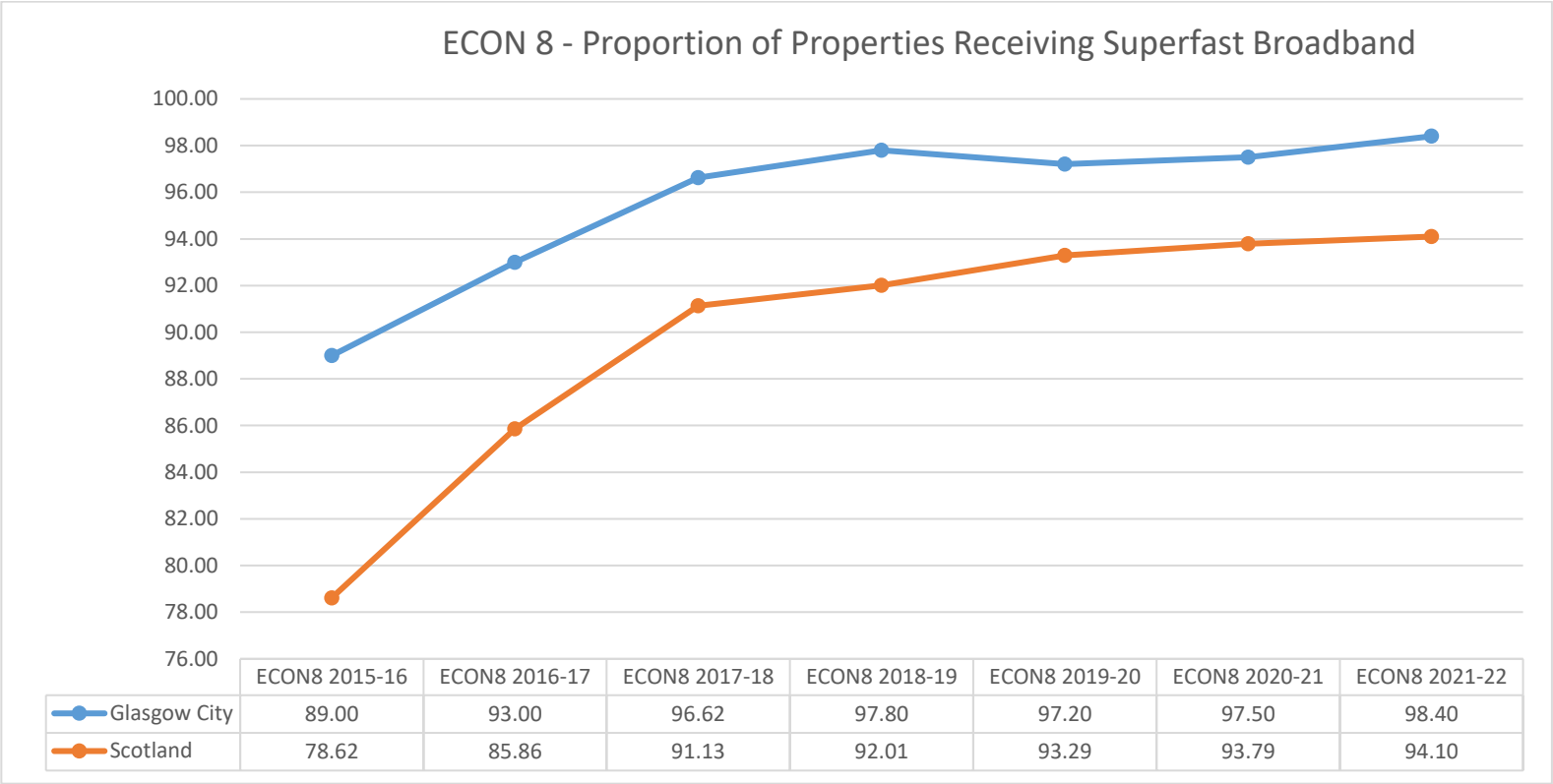
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**ECON 8 - Proportion of Properties Receiving Superfast Broadband  
2019/20, 2020/21, 2021/22**

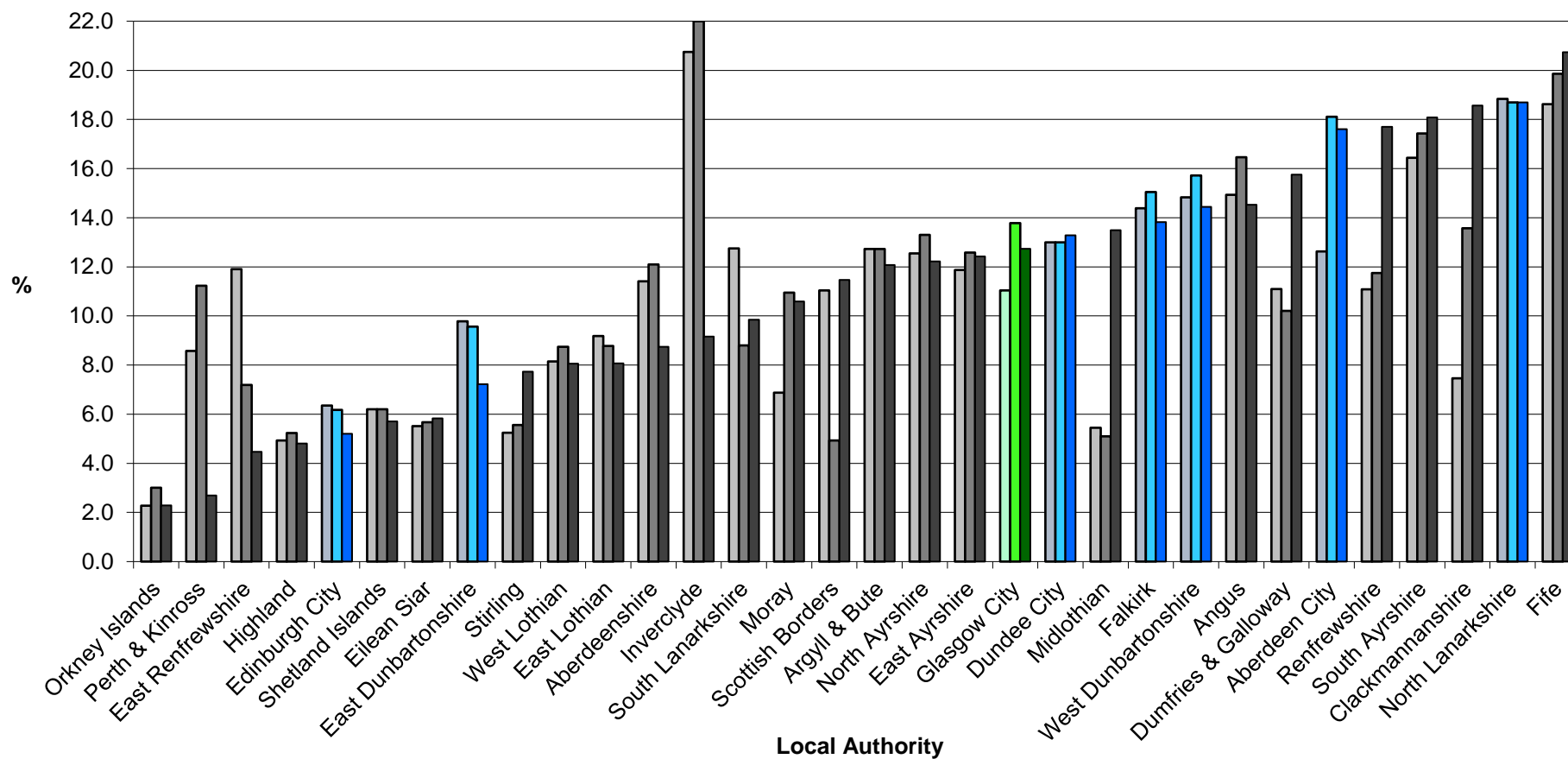


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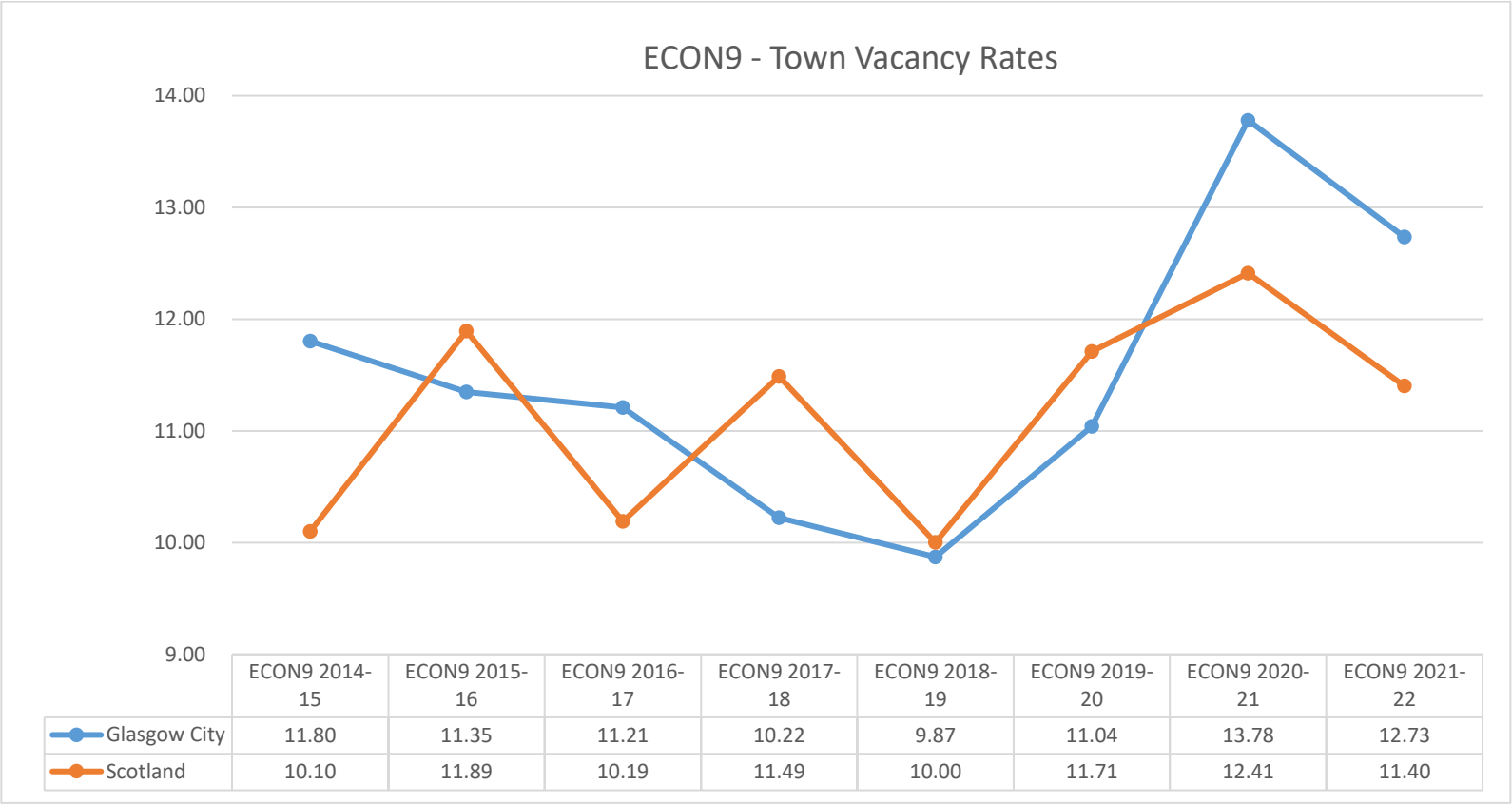


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ECON9 - Town Vacancy Rates  
2019/20, 2020/21, 2021/22

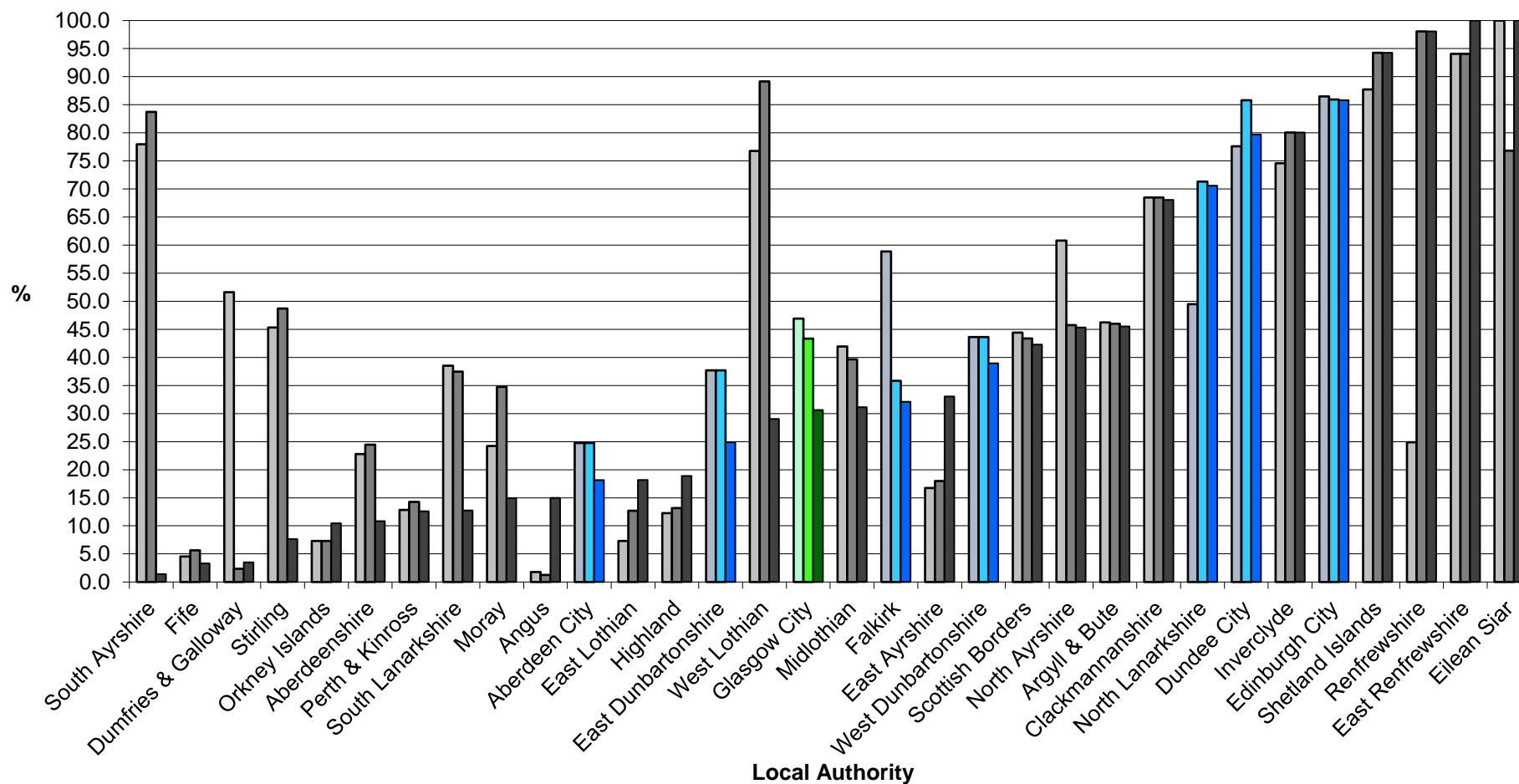


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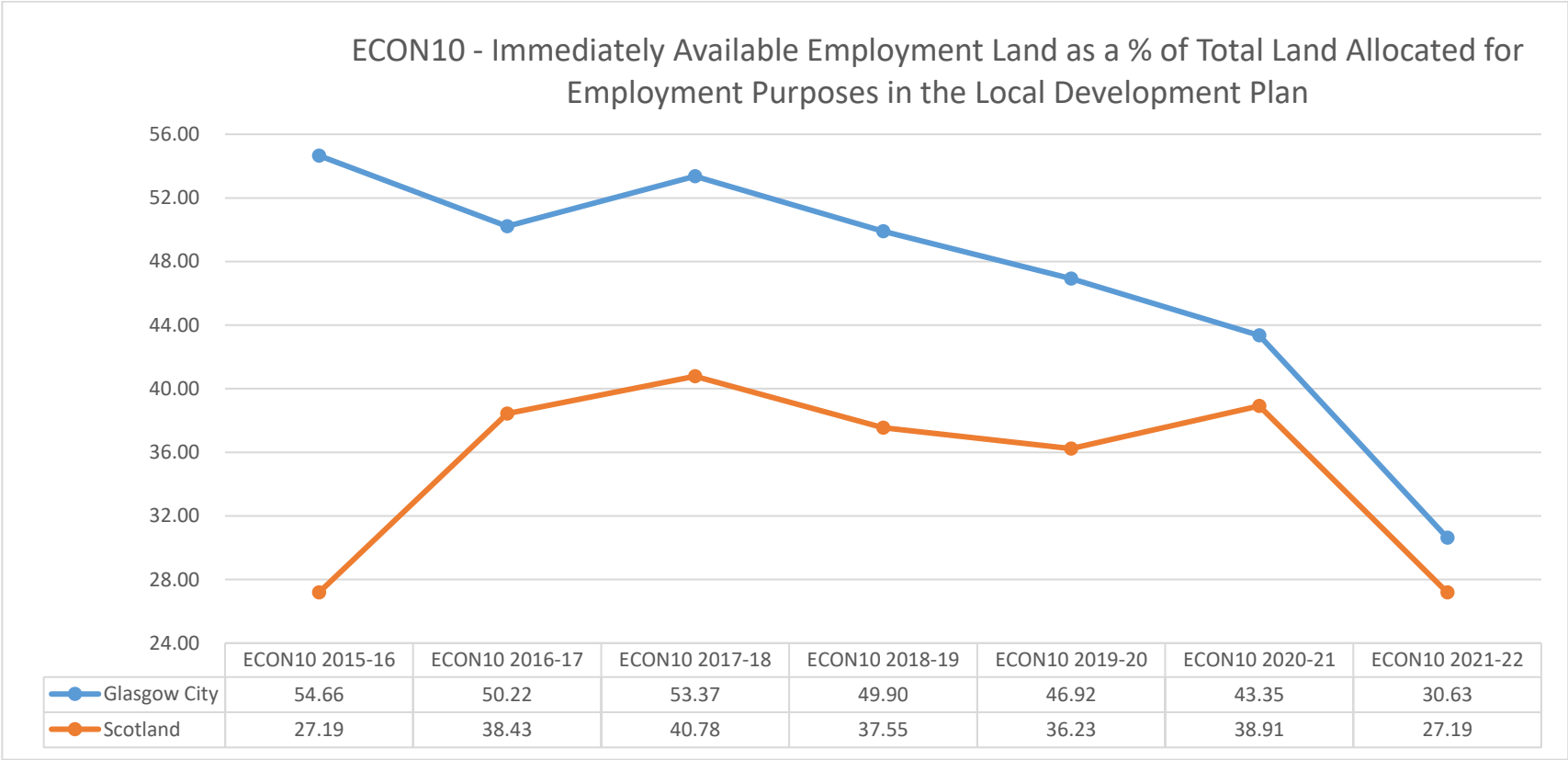


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**ECON10 - Immediately Available Employment Land as a % of Total Land Allocated  
for Employment Purposes in the Local Development Plan  
2019/20, 2020/21, 2021/22**



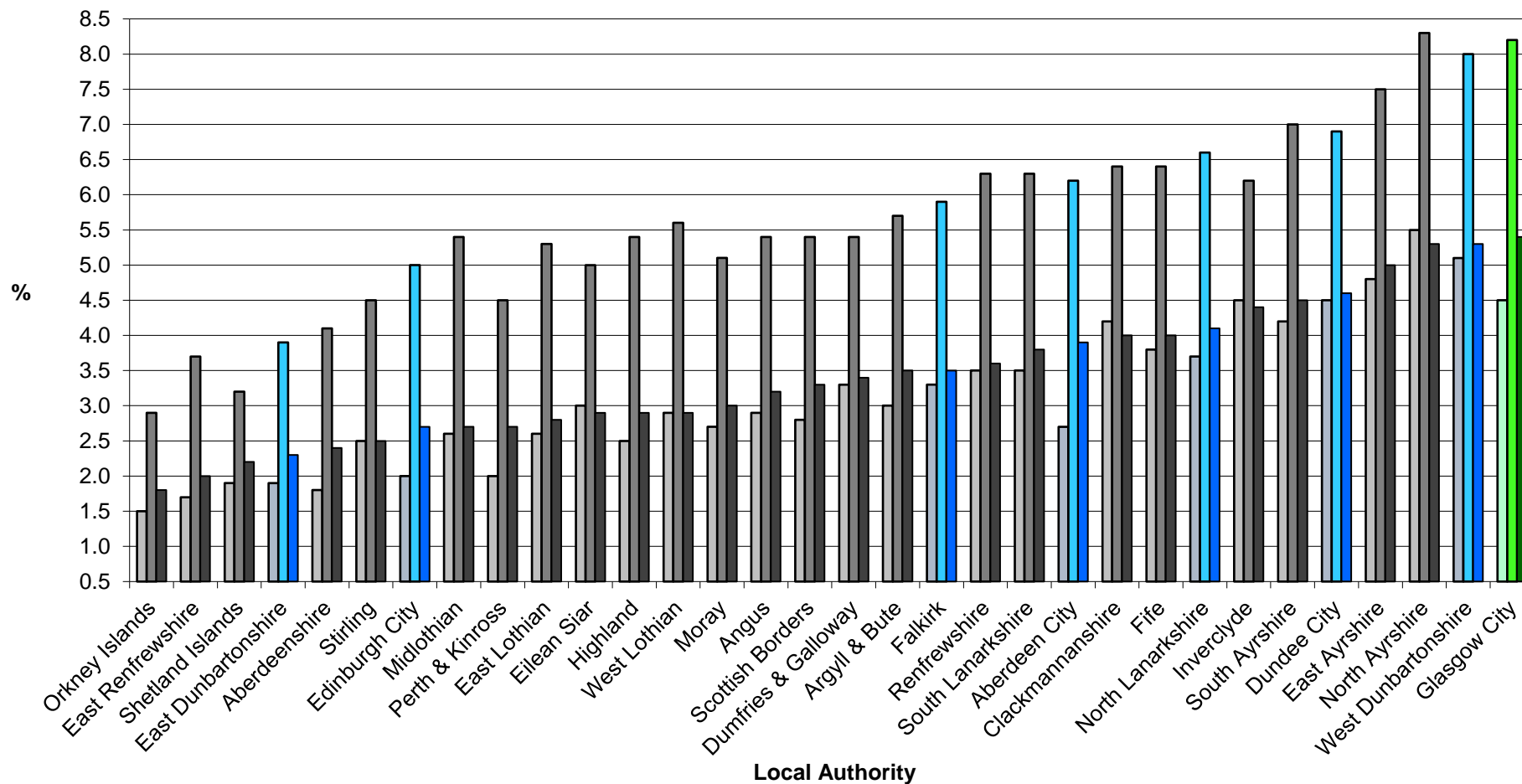
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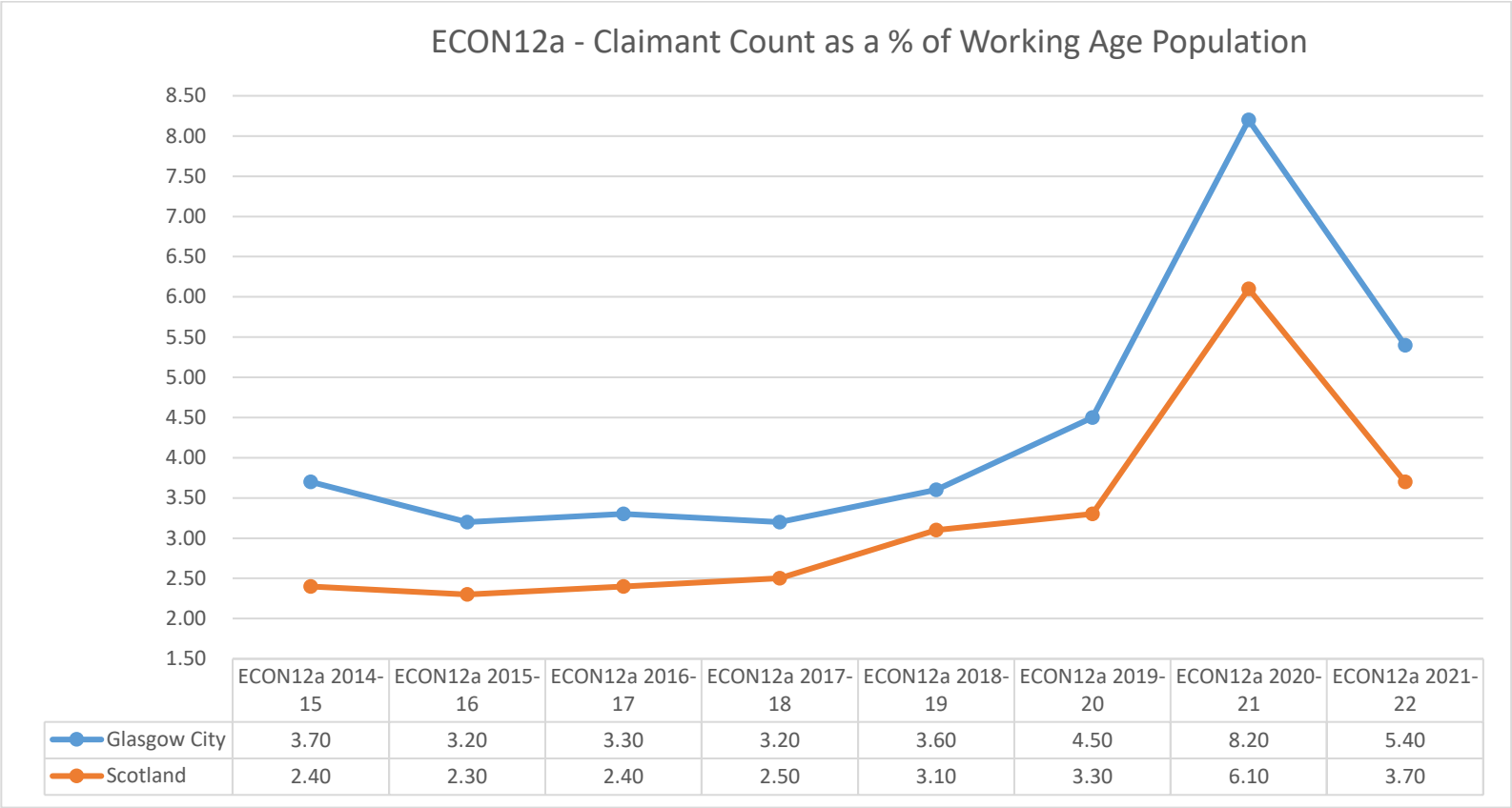


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**ECON12a - Claimant Count as a % of Working Age Population  
2019/20, 2020/21, 2021/22**

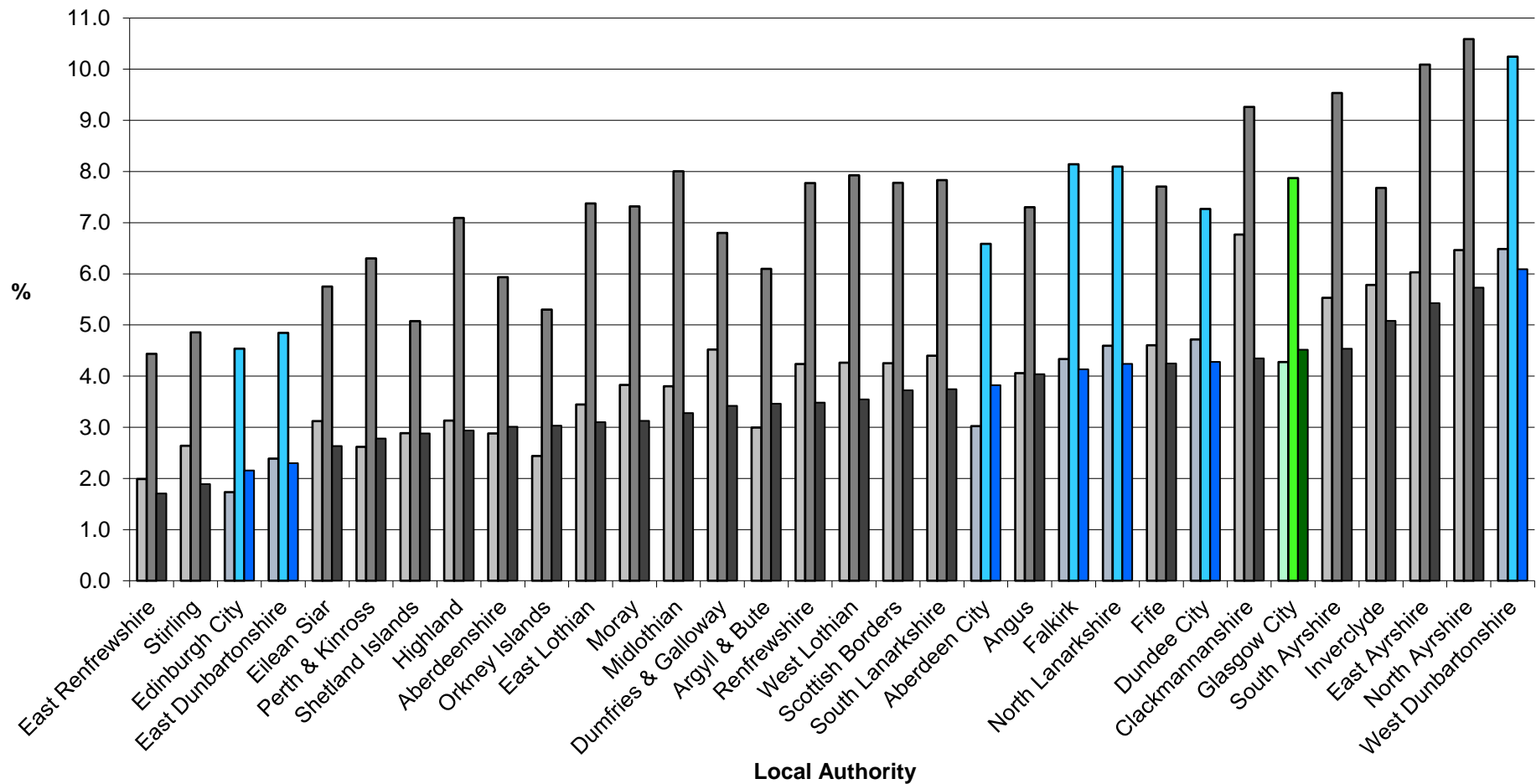


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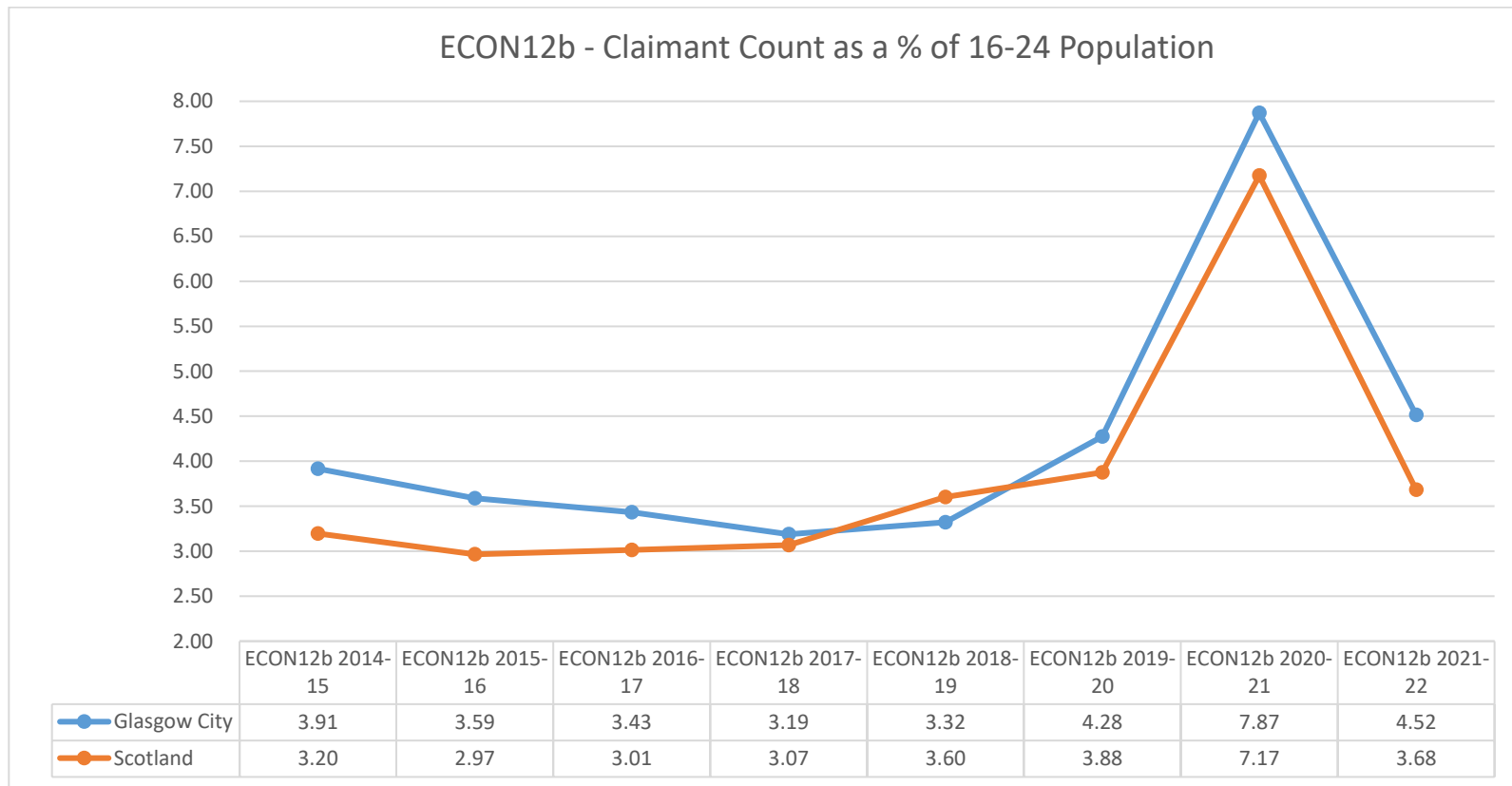
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**ECON12b - Claimant Count as a % of 16-24 Population  
2019/20, 2020/21, 2021/22**



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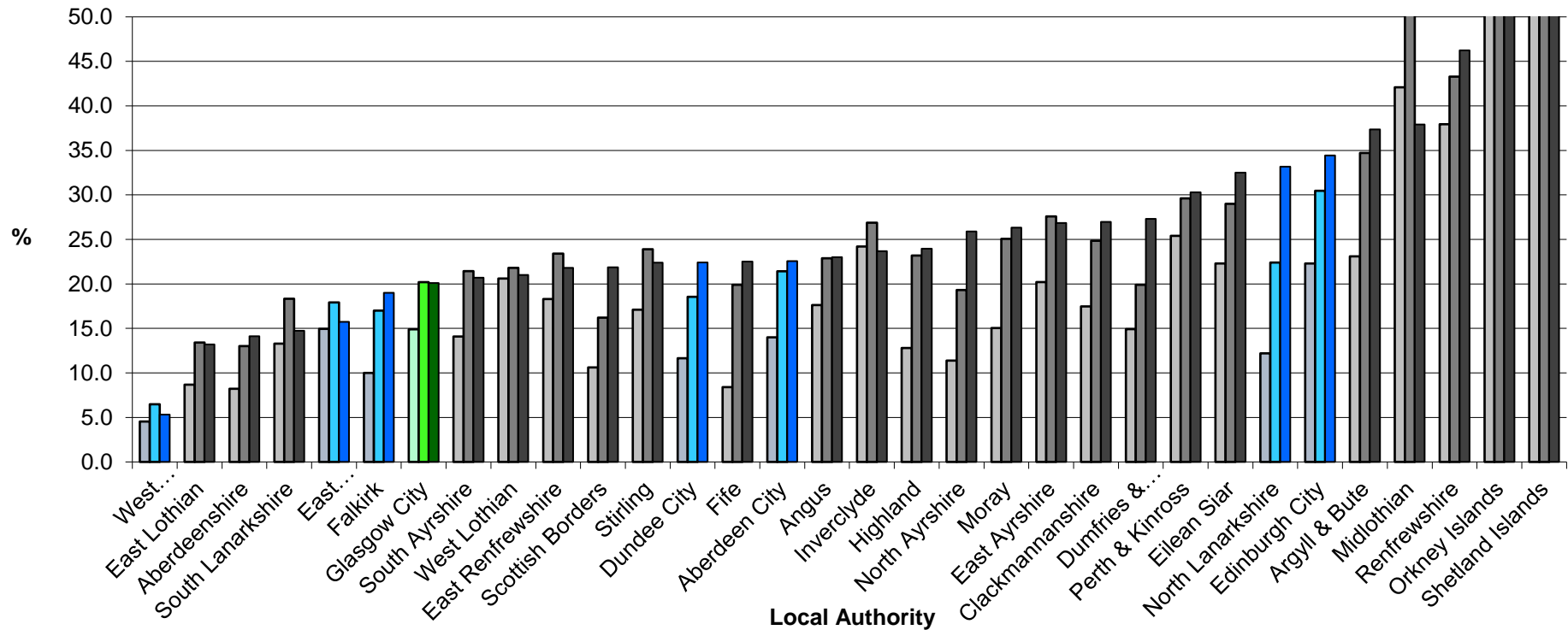
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**FINUS1 - Total Useable Reserves as a % of Council Annual Budgeted net Revenue  
2019/20, 2020/21, 2021/22**

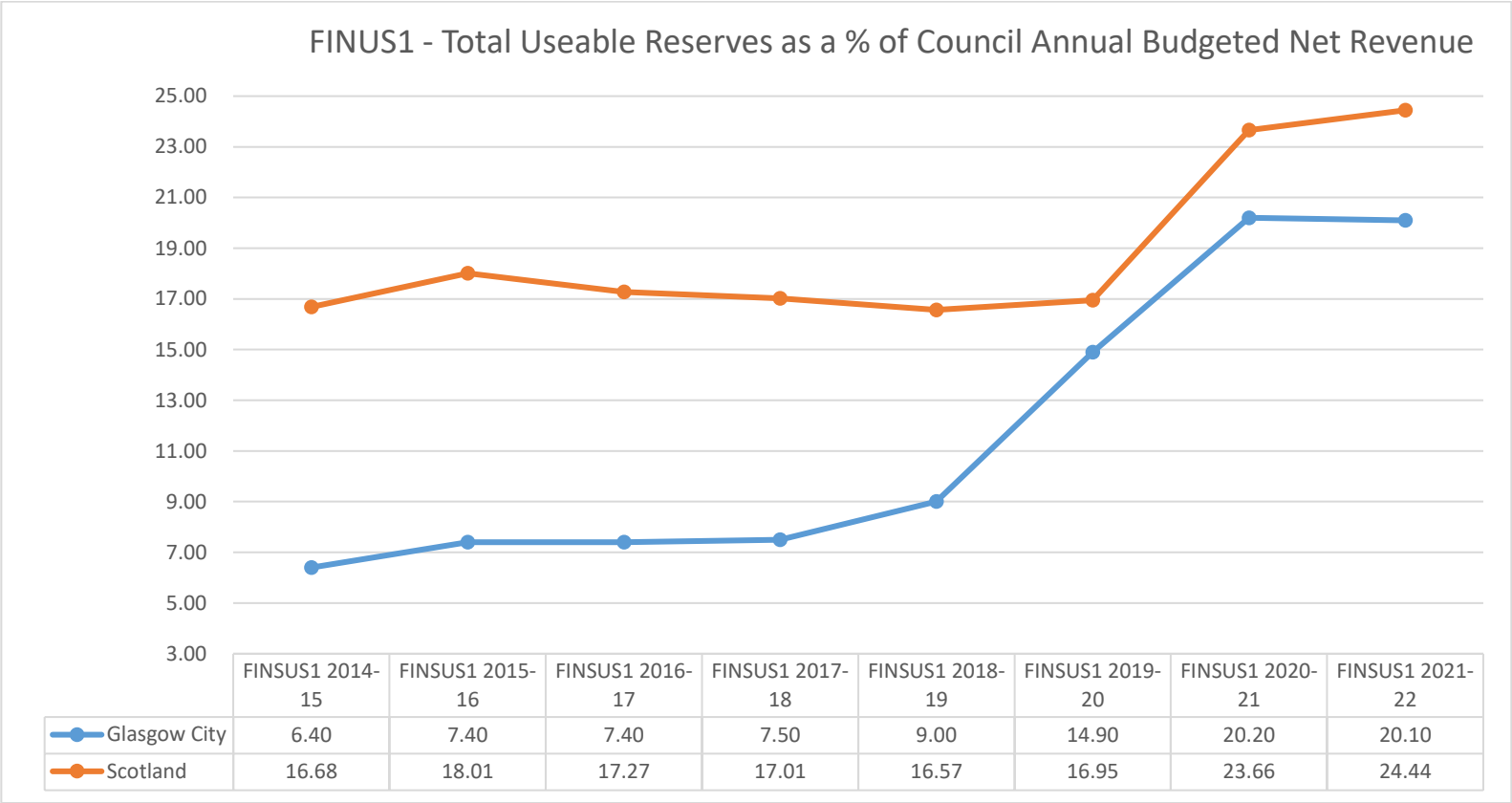


**Midlothian: 2020/21 57.73**

**Orkney Islands: 2019/20 272.9, 2020/21 327.2, 2021/22 313.2**

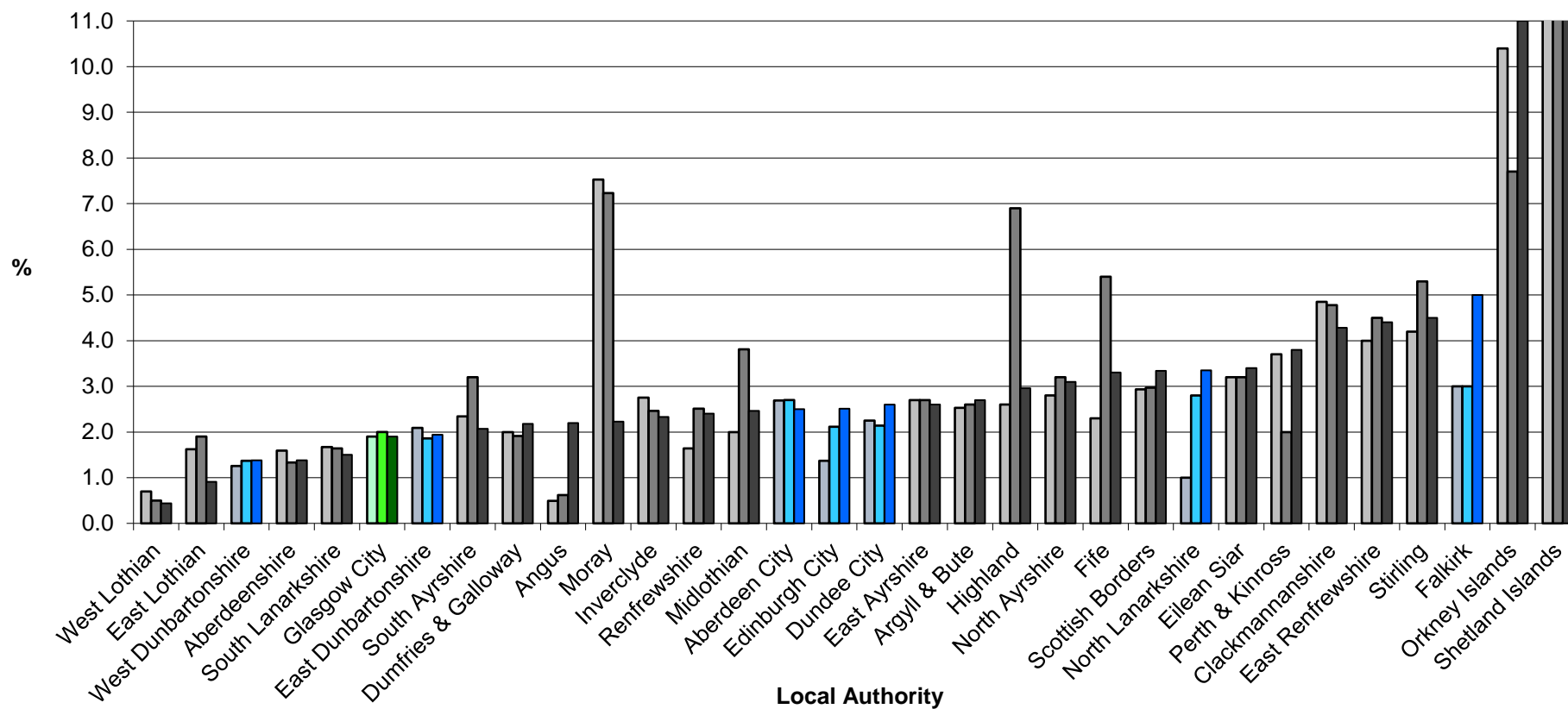
**Shetland Islands: 2019/20 308.79, 2020/21 375.27, 2021/22 364.08**

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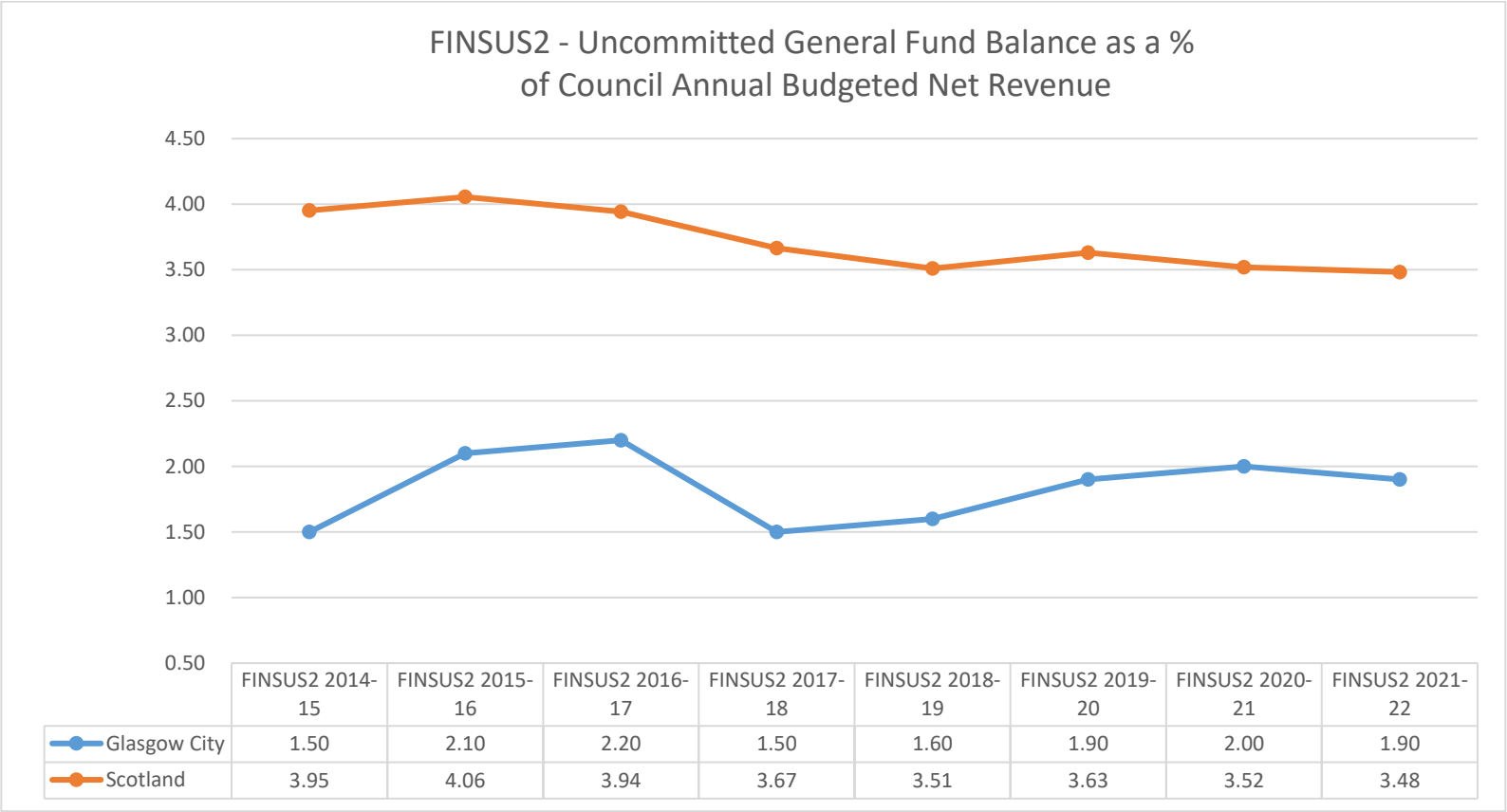
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**FINUS2 - Uncommitted General Fund Balance as a %  
of Council Annual Budgeted Net Revenue  
2019/20, 2020/21, 2021/22**



**Shetland Isles: 2019/20 30.04, 2020/21 16.29, 2021/22 20.78**

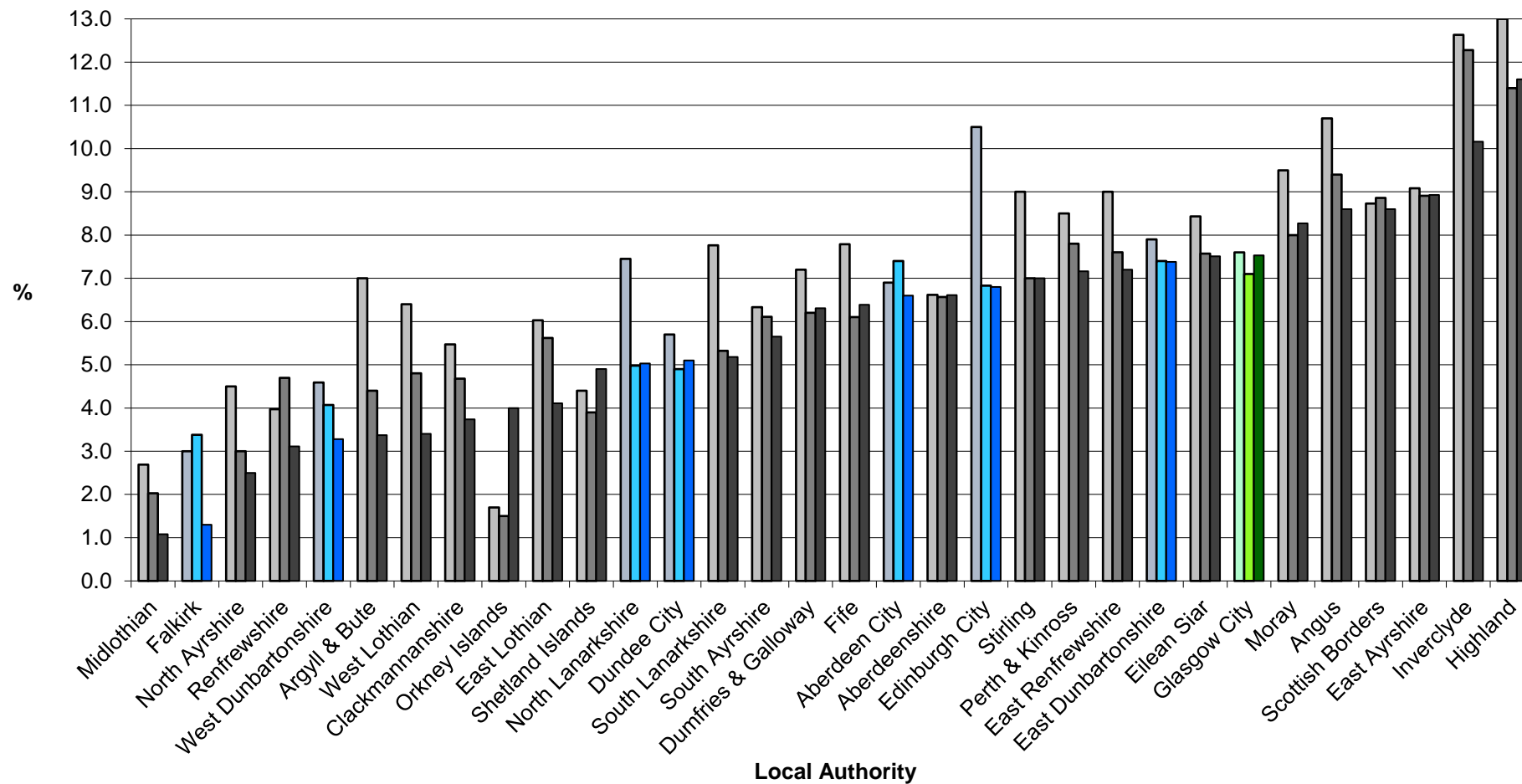
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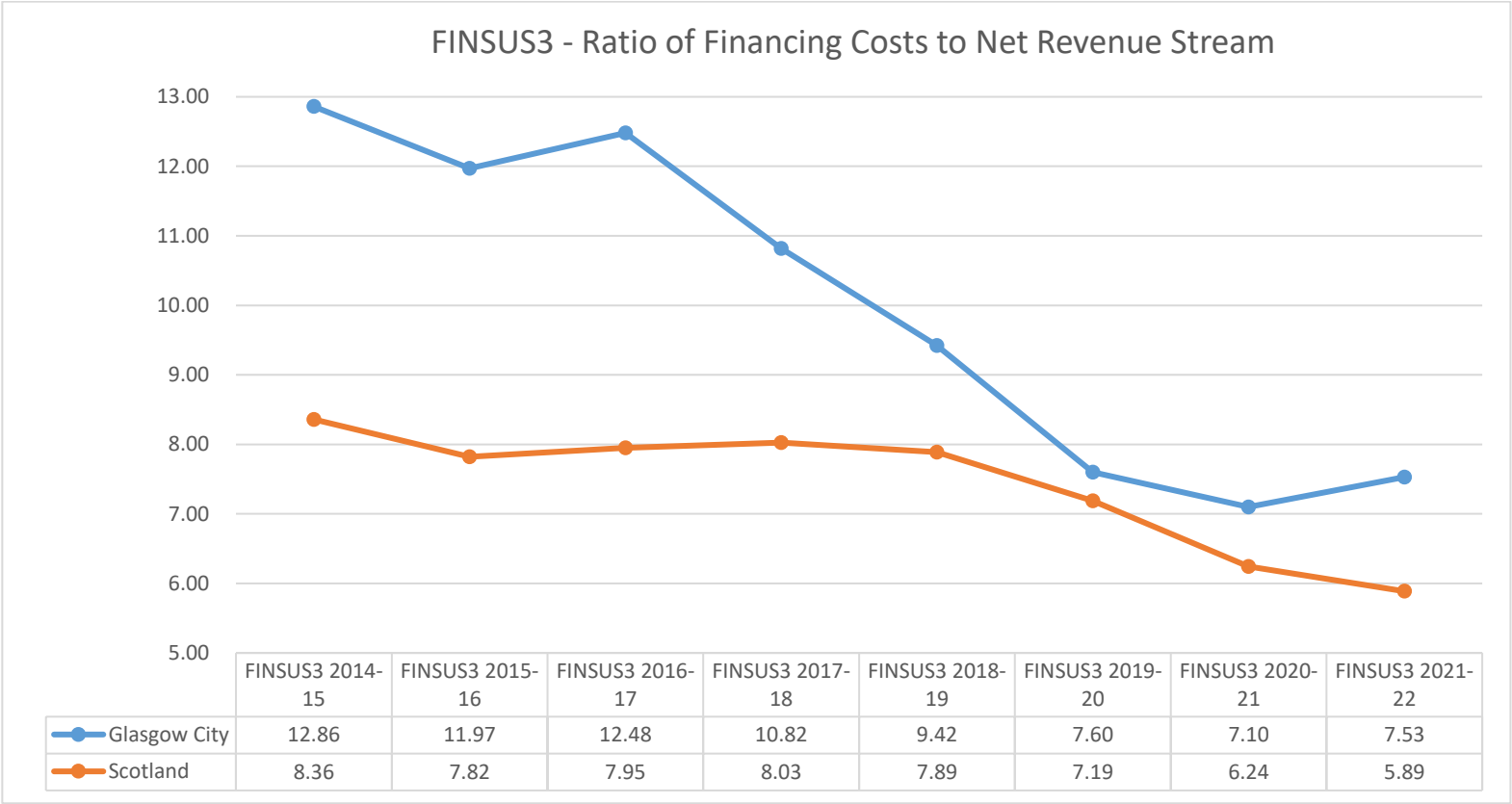


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**FINSUS3 - Ratio of Financing Costs to Net Revenue Stream  
2019/20, 2020/21, 2021/22**

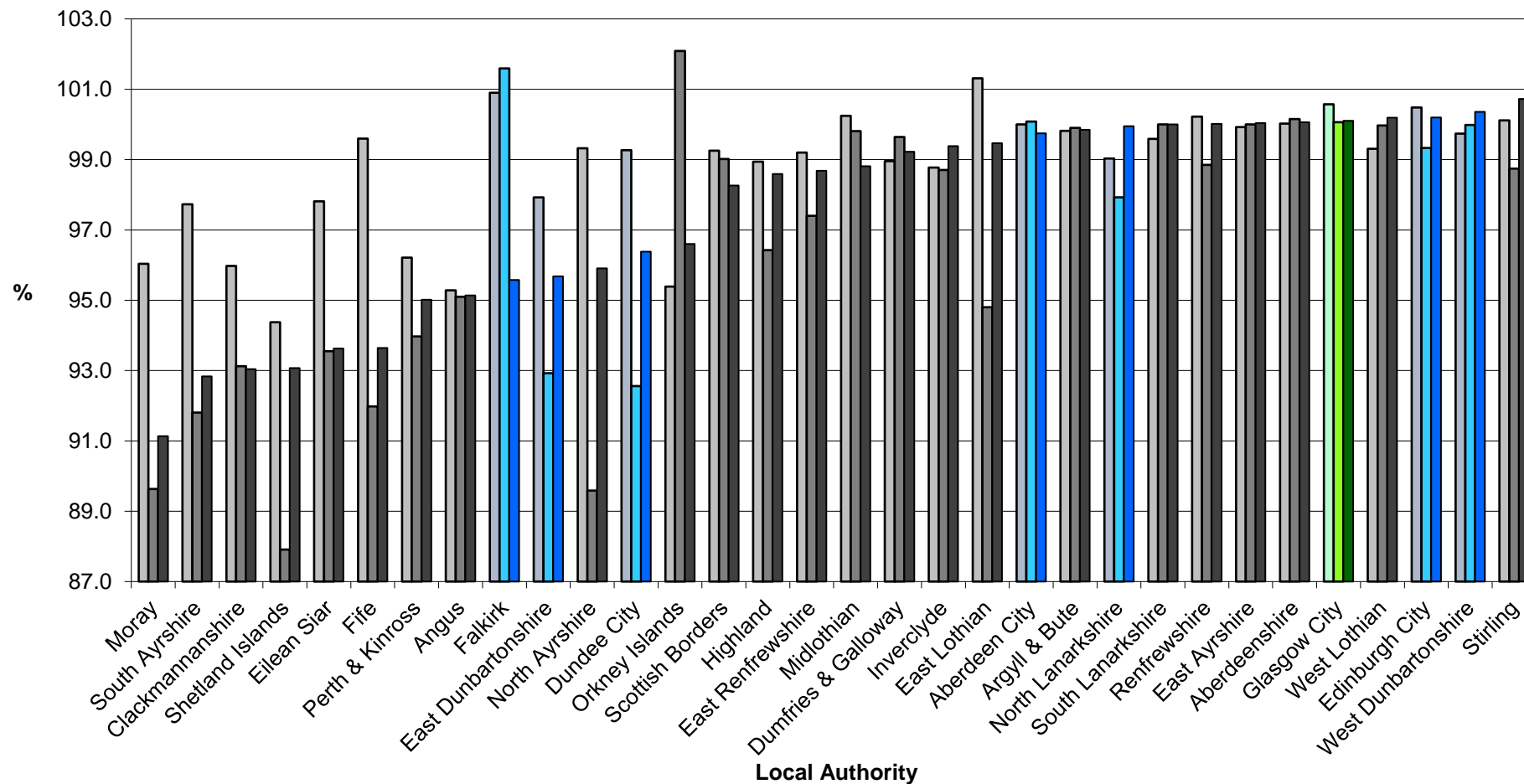


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**FINSUS5 - Actual Outrun as a Percentage of Budgeted Expenditure  
2019/20, 2020/21, 2021/22**



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