

**Glasgow City Council****Report to: Operational Delivery Scrutiny Committee****Report by: The Chief Executive****Date:****Contact: Anne Connolly, Strategic Adviser to the Chief Executive Ext: 75678****Local Government Benchmarking Framework****Purpose of Report:**

This report provides the committee with an overview of the Local Government Benchmarking Framework which forms part of the suite of Statutory Performance Indicators used by Audit Scotland to assess 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;
- note that the Local Government Benchmarking Framework will be reported annually to the committee when the figures are updated and that further reports on benchmarking activities will be provided to committee as appropriate.
- note that the Depute Chief Executive will have oversight of a further programme of work using the LGBF as the basis for a programme of benchmarking work;
- refer the report to the Finance and Audit Scrutiny Committee for their consideration on the Value for Money cost indicators.

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 Audit Scotland to assess how the Council is performing in its duty to deliver Best Value.

1.2 Developed by the Improvement Service (IS) on behalf of SOLACE, the framework provides benchmarking comparisons for all 32 Scottish local authorities across six key headings:

- Children's Services
- Corporate Services
- Adult Social Care
- Culture and Leisure
- Environmental Services
- Economic Development

1.3 One of the key aims of the benchmarking indicators is that they should provide consistent data for all 32 Scottish local authorities. To achieve this, they use data from a number of pre-existing sources, including:

- Local Finance Return (LFR);
- Statutory Performance Indicators (SPIs);
- the Scottish Household Survey;
- selected Scottish Government returns.

A full list of the indicators is included at Appendix 1.

1.4 The LGBF incorporates the Statutory Performance Indicators previously published separately by Audit Scotland.

1.5 The intention of the LGBF is not to make league table style comparisons across local authorities, but rather to facilitate in-depth benchmarking exercises. Accordingly, the IS has assigned each local authority to benchmarking family groups with similar socio-economic or environmental characteristics. The family groups for Glasgow are:

Educational & Social Work Indicators

Eilean Siar
Dundee City
East Ayrshire
North Ayrshire
North Lanarkshire
Inverclyde
West Dunbartonshire
Glasgow City

Environmental, Culture & Leisure, Corporate & Property Indicators

North Lanarkshire
Falkirk
East Dunbartonshire
Aberdeen City
Edinburgh (city of)
West Dunbartonshire
Dundee City
Glasgow City

1.6 The Extended Corporate Management Team (ECMT) has reviewed the indicators and the Depute Chief Executive will have oversight of a further programme of work using the LGBF as the basis for a programme of benchmarking work.

2.0 Comparisons

- 2.1 A full set of charts showing Glasgow's performance against all 32 other local authorities is provided at Appendix 2. These charts also highlight the respective performance of the appropriate benchmarking family for each of the indicators. The indicators relating to council housing have been excluded as this service is not provided by Glasgow City Council
- 2.2 Glasgow City Council generally occupies a mid-range position across the range of indicators. Table 1 below summarises the indicators where Glasgow's performance is outwith this mid-range and is grouped among the highest or lowest positions for the indicator being presented.
- 2.3 The IS provides an overview report to accompany the release of the LGBF. This can be found at: <http://www.improvementservice.org.uk/benchmarking/>

Indicators Grouped Amongst the Highest or Lowest National Positions			
CHN3	Cost per Pre-School registration	C&L4	Cost of Parks and Open Spaces per 1,000 population
CHN4	% of pupils gaining 5+ Awards at Level 5 for Standard Grade (Pre-Appeal)	C&L5c	% adults satisfied with museums & galleries
CHN5	% of pupils gaining 5+ Awards at Level 6 for Higher Grade by S6 (Pre-Appeal)	ENV1	Gross Waste collection per premise
CHN7	% of pupils gaining 5+ Awards at Level 6 for Higher Grade by SIMD (Pre-Appeal)	ENV4c	% of B class roads that should be considered for maintenance treatment
CHN9	Balance of Care for Looked After Children: % of children being looked after in the Community	ENV4d	% of C class roads that should be considered for maintenance treatment
CHN11	Proportion of pupils entering positive destinations	ENV2	Gross Waste disposal cost per premises
CORP2	Democratic Core Costs per 1,000 population	ENV3a	Net cost of street cleaning per 1,000 population
CORP3b	% of the highest paid employees who are women	ENV3b	Overall cleanliness index
CORP4	Cost per dwelling of Council Tax collection	ENV6	% of total waste arising that is recycled
CORP5b3	Average time (hours) between time of noise complaint and attendance on site, for those requiring attendance on site	ENV7a	% of adults satisfied with refuse collection
CORP6	Sickness Absence Days per employee	ENV7b	% of adults satisfied with street cleaning
CORP7	% due from Council Tax paid by year end	CORP ASSET1	Proportion of Operational Building Suitable for Current Use
SW2	SDS spend on adults 18+ as a percentage of total social work spend on adults 18+	CORP ASSET 2	Proportion of Internal Floor Area of Buildings in Satisfactory Condition

Table 1			
Indicators Grouped Amongst the Highest or Lowest National Positions			
C&L1	Cost per attendance at Sports Facilities	ECON1	Percentage of unemployed people assisted into work from council operated/funded employability programmes
C&L2	Cost per library visit		

GROUP COMPARISONS:

3.0 Children's Services

3.1 Cost per pre-school education registration

This indicator shows a high degree of variance across the selected group. Reflecting the high levels of investment within the city, Glasgow records the third highest costs of any local authority for pre-school education registration costs. Within the family group for this indicator, Inverclyde has higher costs and those for West Dunbartonshire are comparable to those for Glasgow.

3.2 Percentage of pupils gaining 5+ awards at Level 5

Percentage of pupils gaining 5+ Awards at Level 6

The education attainment indicators both show a significant degree of variation across the selected benchmarking authorities, with Glasgow, West Dunbartonshire and the Western Isles having amongst the lowest percentage of pupils gaining five or more awards at levels 5 and 6.

When deprivation is factored in, Glasgow's attainment levels occupy a position in the top third of authorities

3.3 Balance of Care for Looked After Children: % of children being looked after in the Community

Glasgow is eighth nationally and fourth within its family group for the percentage of looked after children being cared for in the community. The figures for this indicator are closely matched across all Scottish local authorities with very little variation.

3.4 Proportion of pupils entering positive destinations

Within a narrow range of outcomes, Glasgow has the fourth lowest proportion nationally of pupils entering positive destinations and the lowest within the benchmarking group. The IS notes a "clear link between deprivation and lower levels of participation in higher education across Scotland" and that although Glasgow has the highest levels of deprivation in Scotland, the higher education participation rate is still high, with over 30% of all the city's its pupils going on to university. During 2013/14, the Council has participated in a national benchmarking pilot programme of work around positive destinations the results of which will be published by the IS in June 2014.

4.0 Corporate Services

4.1 Democratic Core Costs per 1,000 population.

Glasgow is at the lower end of the cost spectrum for this indicator, a position it shares with other members of its benchmarking family group.

4.2 Percentage of the highest paid employees who are women

This indicator is described by the IS as a significant measure of the attempts by Councils to ensure equal opportunity between genders. Glasgow has the highest proportion nationally of the highest paid employees being women and therefore also within its family group. The nearest comparator authorities are West Dunbartonshire placed 2nd, North Lanarkshire placed 6th. Edinburgh and Aberdeen are placed 12th and 13th respectively.

4.3 Cost per dwelling of collecting Council Tax

Nationally, Glasgow has a relatively high cost per dwelling for collecting the Council Tax. The costs are however similar to those of West Dunbartonshire and North Lanarkshire and lower than both Dundee and Edinburgh. Both Aberdeen and East Dunbartonshire have significantly lower collection costs.

4.4 Average time (hours) between time of noise complaint and attendance on site, for those requiring attendance on site

Glasgow records the longest time nationally between receipt of a noise complaint and on site attendance.

4.5 Sickness absence days per employee

Glasgow has the fourth lowest sickness absence rate nationally and the second lowest within its assigned family group.

4.6 Percentage of income due from Council Tax received by the end of the year

Within a narrow range, Glasgow is ranked second lowest for the percentage of income due from Council tax received by the end of the year. The IS reports that that the Scottish average for in year collection has remained steady since 2010/11 and notes that to achieve this during a period of significant economic pressure is “testimony to the hard work of councils and their finance staff”. Within the same period, Glasgow’s collection rate has improved from 92.3% to 93.1%

4.7 Proportion of operational buildings that are suitable for their current use

This indicator shows that, at the national level, Glasgow has the second highest proportion of buildings classified as suitable for their current use and the highest proportion within the family group.

5.0 Adult Social Care

5.1 Self Directed Spend on adults 18+ as a percentage of total social work spend on adults 18+

The IS notes that the drive towards higher levels of self directed spend as a percentage of total Social Work expenditure is designed to engender greater client choice in shaping the care they receive. Glasgow has significantly the highest percentage of total social work expenditure on self directed spend, both nationally and within the benchmarking group.

6.0 Culture and Leisure

6.1 Cost per attendance at sports facilities

This indicator includes the costs of indoor and outdoor sports and recreation facilities and covers swimming pools, sports halls, leisure centres, running tracks, tennis courts, football pitches and golf courses. Glasgow has the second highest cost per attendance within its family group, with only Falkirk having a higher cost per attendance within group. Nationally Glasgow has the seventh highest cost per attendance.

6.2 Cost per library visit

Glasgow has the lowest cost for library visits within the benchmarking family group. Nationally, only Clackmannanshire, West and East Lothian and Highland have lower costs per visit.

6.3 Cost of parks & open spaces per 1,000 population

Glasgow has amongst the highest costs for parks and open spaces than the other authorities in the benchmarking group. Within the family group, only West Dunbartonshire has higher costs.

6.4 Percentage of adults satisfied with museums & galleries

Glasgow has the fourth highest level of satisfaction with museums & galleries nationally, with only Edinburgh being more highly placed within the family group. Comparisons of this type highlight some of the difficulties associated with benchmarking, because although the measure of satisfaction is valid, it may be that Edinburgh citizens are also expressing their satisfaction with the National Museums located in Edinburgh that are directly funded by the Scottish Government.

7.0 Environmental Services

7.1 Gross cost of waste collection per premise

Glasgow's costs for waste collection are among the lowest nationally, however in the family group, however Aberdeen, North Lanarkshire and West Dunbartonshire all have lower gross costs.

7.2 Percentage of B class roads that should be considered for maintenance treatment

Percentage of C class roads that should be considered for maintenance treatment

Glasgow is amongst the authorities with the lowest proportion of roads to be considered for maintenance treatment for both indicators. Only Dundee has fewer C class roads that should be considered for maintenance in the family group. For B class road maintenance, Dundee, Aberdeen, Edinburgh and West Dunbartonshire have a slightly lower percentage of roads to be considered for maintenance treatment.

7.3 Gross cost per waste disposal per premise

In contrast to the low waste collection costs exhibited by Glasgow, the cost of waste disposal is ranked as the seventh highest in Scotland; this cost is very similar to those for both East and West Dunbartonshire and Aberdeen. Edinburgh is shown as having a significantly lower cost, along with Falkirk which is ranked as having the lowest waste disposal cost in Scotland.

7.4 Net cost of street cleaning per 1,000 population

The net cost of street cleaning per 1,000 population is the second highest in Scotland at £28,000 per 1,000 population. Glasgow is grouped with West Dunbartonshire and Dundee which have the first and third highest costs respectively, both nationally and within the comparator group.

7.5 Street Cleanliness Index

Within a narrow range, Glasgow is ranked in the bottom third of authorities on the Street Cleanliness Index. Glasgow, Edinburgh, West Dunbartonshire and Aberdeen are all closely grouped; the scores for Falkirk North Lanarkshire and Dundee are slightly higher.

7.6 Percentage of total waste arising that is recycled

Glasgow has amongst the lowest rate of total waste recycling in Scotland. Dundee is the only comparator authority to report a lower figure.

7.7 Percentage of of adults satisfied with refuse collection

Percentage of of adults satisfied with street cleaning

Satisfaction rates for refuse collection and street cleaning placed Glasgow in the bottom third of authorities, at 75% and 70% respectively. In both cases the differential between the majority of comparator authorities was not significant, with the exception of Dundee and East Dunbartonshire which were in the higher third of satisfaction for both indicators.

8.0 Economic Development

8.1 Percentage of unemployed people assisted into work from council operated/funded employability programmes

Glasgow has the third highest percentage of unemployed people assisted into work nationally and is second only to Inverclyde in its benchmarking family group.

9.0 Benchmarking Activity

9.1 The stated intention for the LGBF is that it should provide a starting point for benchmarking activities and subsequent identification of areas for service improvement. To develop this key objective for collecting the data, the IS in conjunction with SOLACE identified two indicators around which a national pilot benchmarking programme would be undertaken during 2013/14. The areas identified for this programme were roads maintenance (ENV4) and positive destinations for school leavers (CHN11). Glasgow City Council has been an active participant in these pilots and the IS will publish a reports on these exercises in June 2014

10.0 Council Strategic Plan Implications

<i>Economic Impact:</i>	None
<i>Sustainability:</i>	None
<i>Financial:</i>	None
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Sustainable Procurement and Article 19:</i>	None

11.0 Recommendations

The committee is asked to note this report and to:

- consider the Local Government Benchmarking Framework and provide comment;
- note that the Local Government Benchmarking Framework will be reported annually to the committee when the figures are updated and that further reports on benchmarking activities will be provided to committee as appropriate.
- note that the Depute Chief Executive will have oversight of a further programme of work using the LGBF as the basis for a programme of benchmarking work;
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Appendix 1

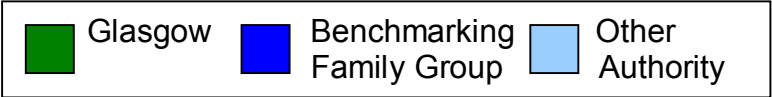
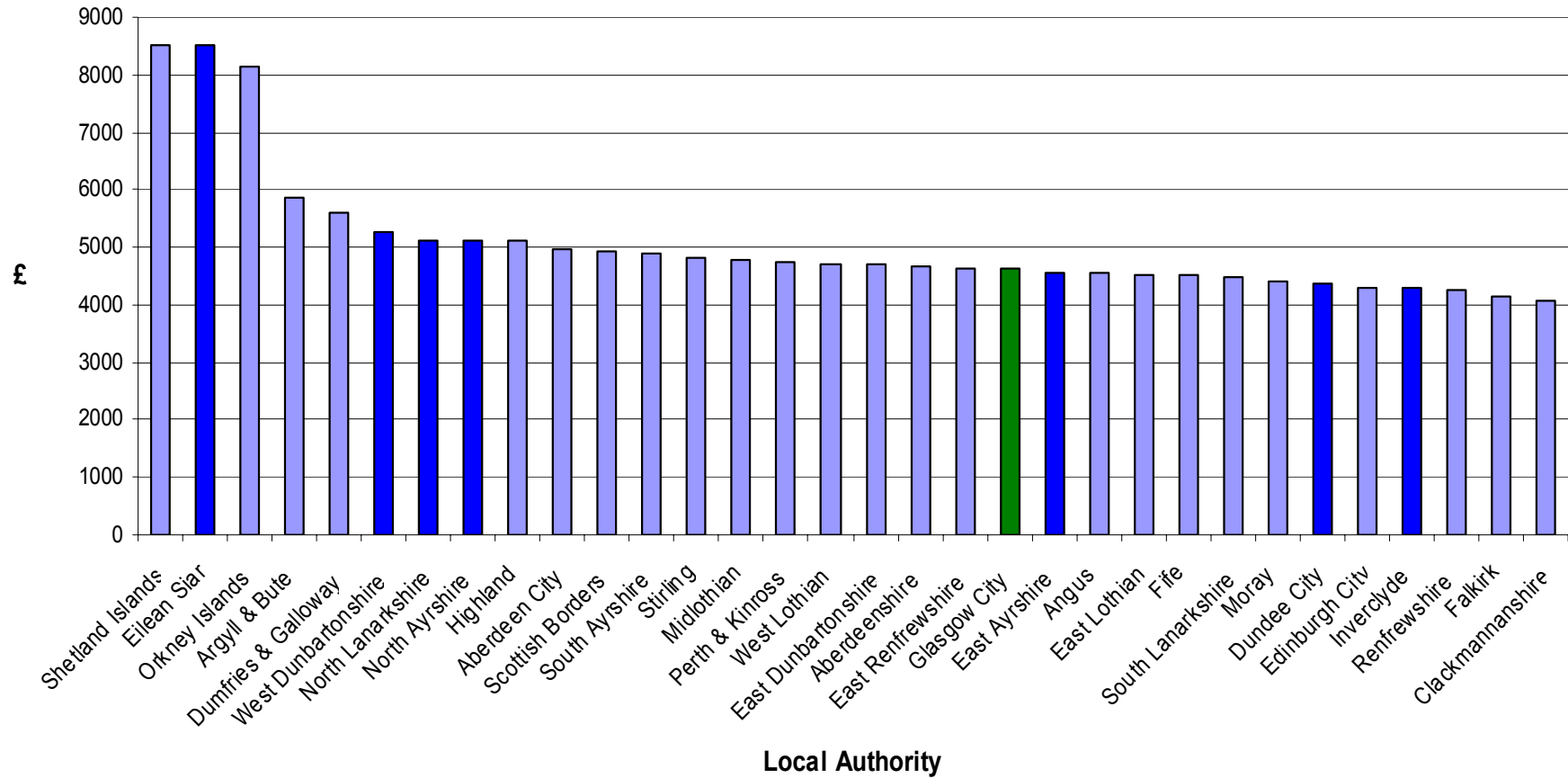
High Level Indicators

The following is a list of the high level indicators for each of the seven main service areas.

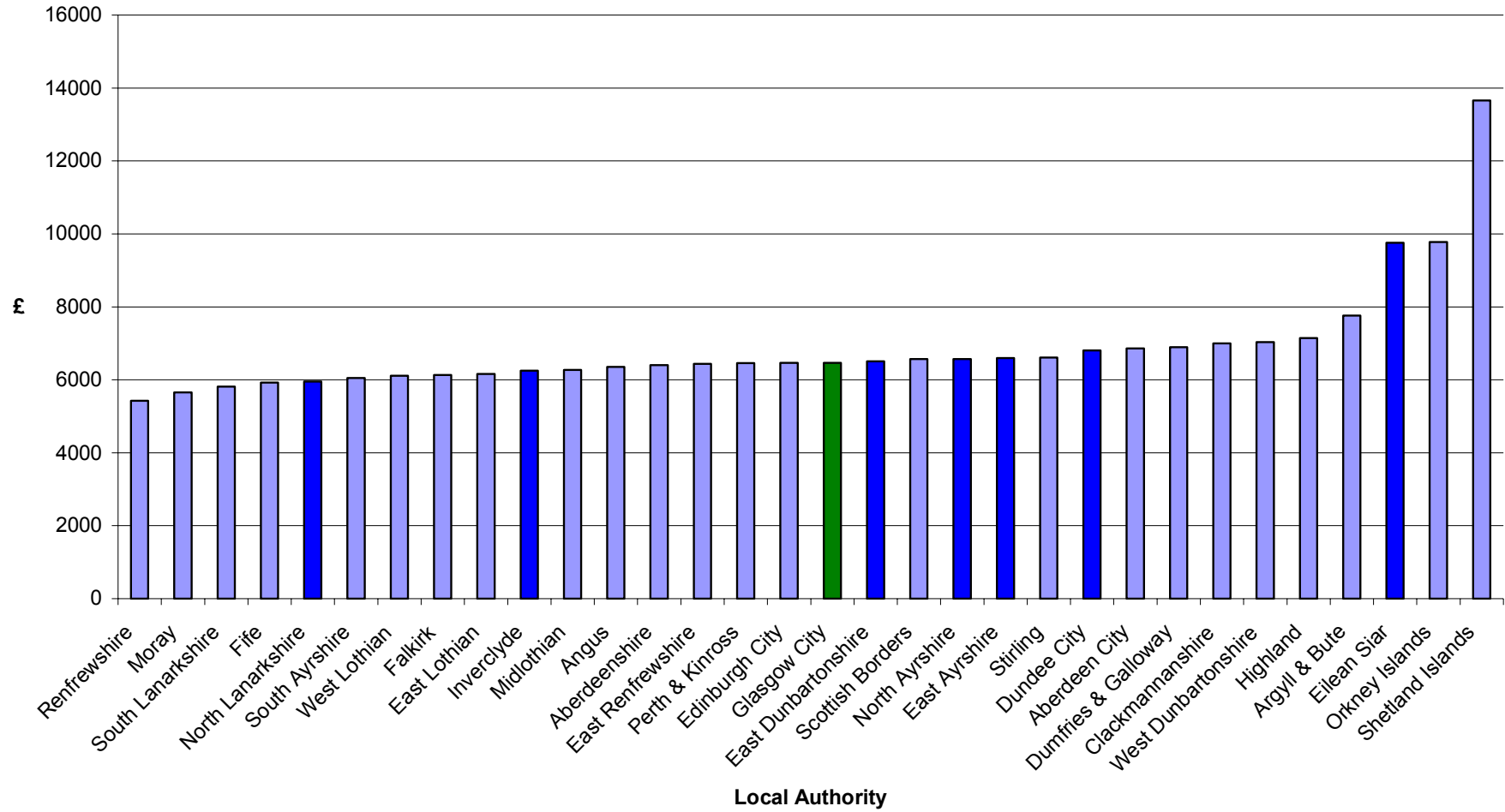
CHN1	Cost per Primary school Pupil
CHN2	Cost per Secondary School Pupil
CHN3	Cost per Pre-School Education Registration
CHN 4	Attainment of Children at Standard Grade by all children
CHN5	Attainment of all children at Higher Grade
CHN6	% of Pupils Gaining 5+ Awards at Level 5 for Standard Grade by SIMD (Pre-Appeal)
CHN7	% of Pupils Gaining 5+ Awards at Level 6 for Higher Grade by SIMD (Pre-Appeal)
CHN8a	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week
CHN8b	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
CHN 9	Balance of Care for looked after children: % of children being looked after in the Community
CHN10	% of Adults Satisfied with local schools
CHN11	Proportion of Pupils Entering Positive Destinations
CORP 1	Support services as a % of Total Gross expenditure
CORP 2	Cost of Democratic Core per 1,000 population
CORP 3a	The percentage of the highest paid 2% who are women
CORP 3b	The percentage of the highest paid 5% who are women
CORP 4	The cost per dwelling of collecting Council Tax
CORP 5a	The number of complaints of domestic noise received during the year settled without the need for attendance on site
CORP 5b1	The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with
CORP 5b2	Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site
CORP 5c3	Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004
CORP 6	Sickness Absence Days per Employee
SW1	Older Persons (Over65) Home Care Costs per Hour
SW2	Self Directed Support spend on adults 18+ as a % of total social work spend on adults 18+
SW3	% of people 65+ with intensive needs receiving care at home
SW4	% of Adults satisfied with social care or social work services
C&L1	Gross cost per attendance at Sports facilities
C&L2	Cost Per Library Visit
C&L3	Cost of Parks& Open Spaces per 1,000 Populations
C&L5a	% of adults satisfied with libraries
C&L5b	% of adults satisfied with parks and open spaces
C&L5c	% of adults satisfied with museums and galleries
C&L5d	% of adults satisfied with leisure facilities

ENV 1	Gross cost of Waste collection per premise
ENV2	Gross cost per Waste disposal per premise
ENV 3a	Net cost of street cleaning per 1,000 population
ENV 3b	Street Cleanliness Index
ENV 4a	Cost of maintenance per kilometre of roads
ENV 4b	Percentage of A class roads that should be considered for maintenance treatment
ENV 4c	Percentage of B class roads that should be considered for maintenance treatment
ENV 4d	Percentage of C class roads that should be considered for maintenance treatment
ENV 5	Cost of trading standards and environmental health per 1,000 population
ENV 6	The % of total waste arising that is recycled
ENV 7a	% of adults satisfied with refuse collection
ENV 7b	% of adults satisfied with street cleaning
HSN 1	Current tenants' arrears as a percentage of net rent due
HSN2	Percentage of rent due in the year that was lost due to voids
HSN 3	Percentage of dwellings meeting SHQS
HSN 4	Percentage of repairs completed within target times
HSN 5	Percentage of council dwellings that are energy efficient
CORPAM1	Proportion of operational buildings that are suitable for their current use
CORPAM2	Proportion of internal floor area of operational buildings in satisfactory condition
ECON01	Percentage of unemployed people assisted into work from council operated/funded employability programmes

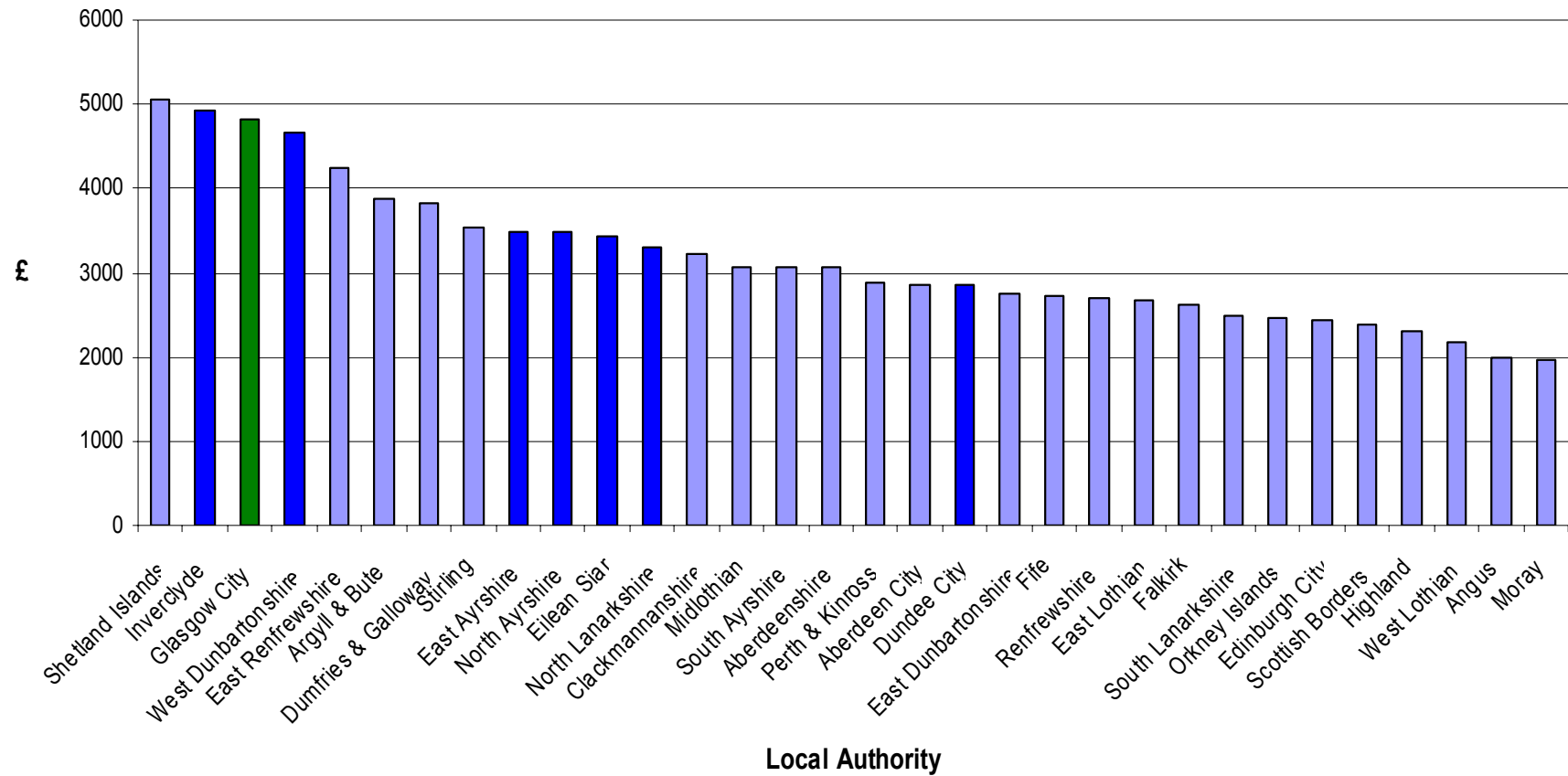
CHN1 - Cost Per Primary School Pupil 2012-13



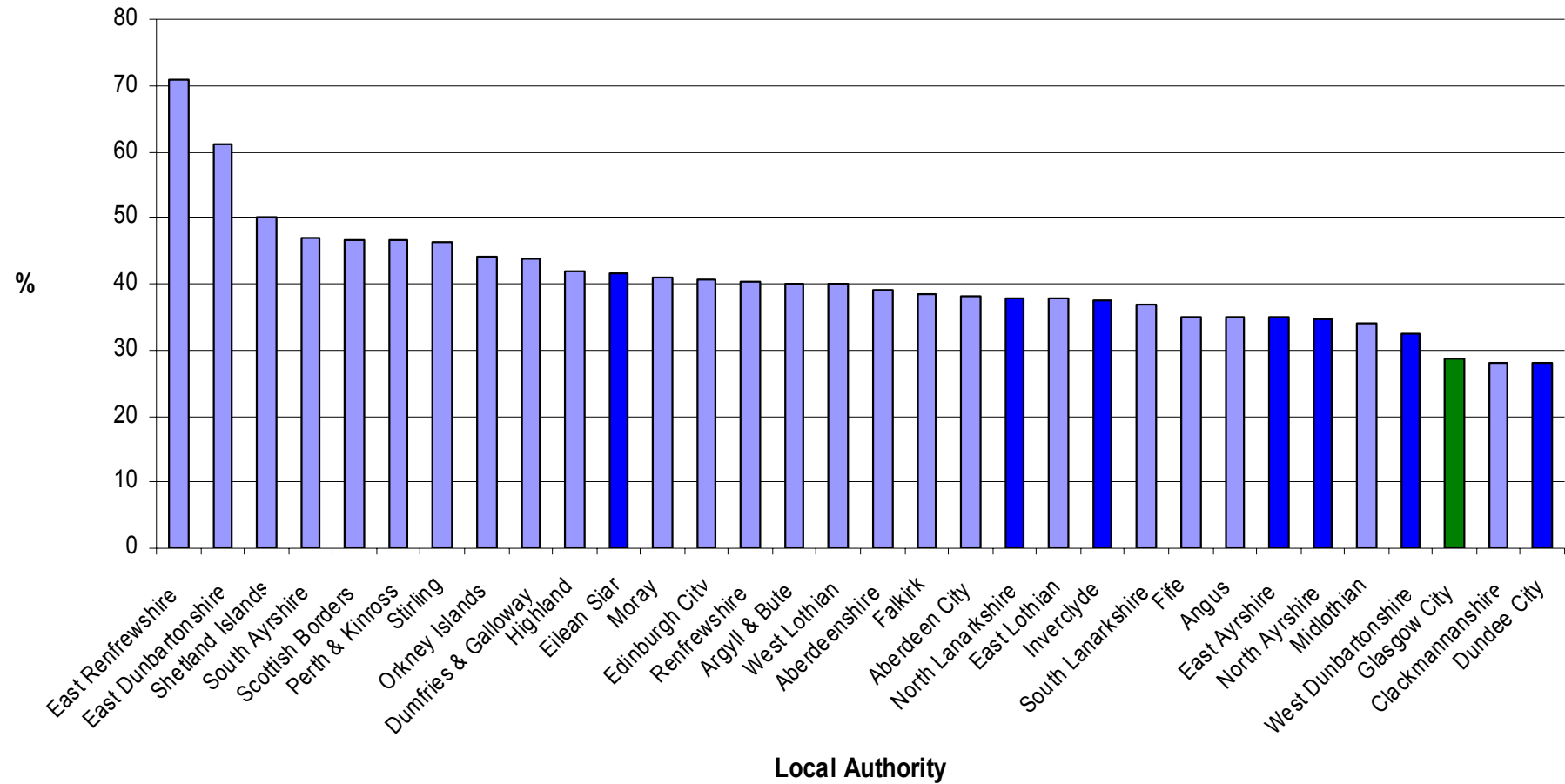
CHN2 - Cost per Secondary School Pupil 2012-13



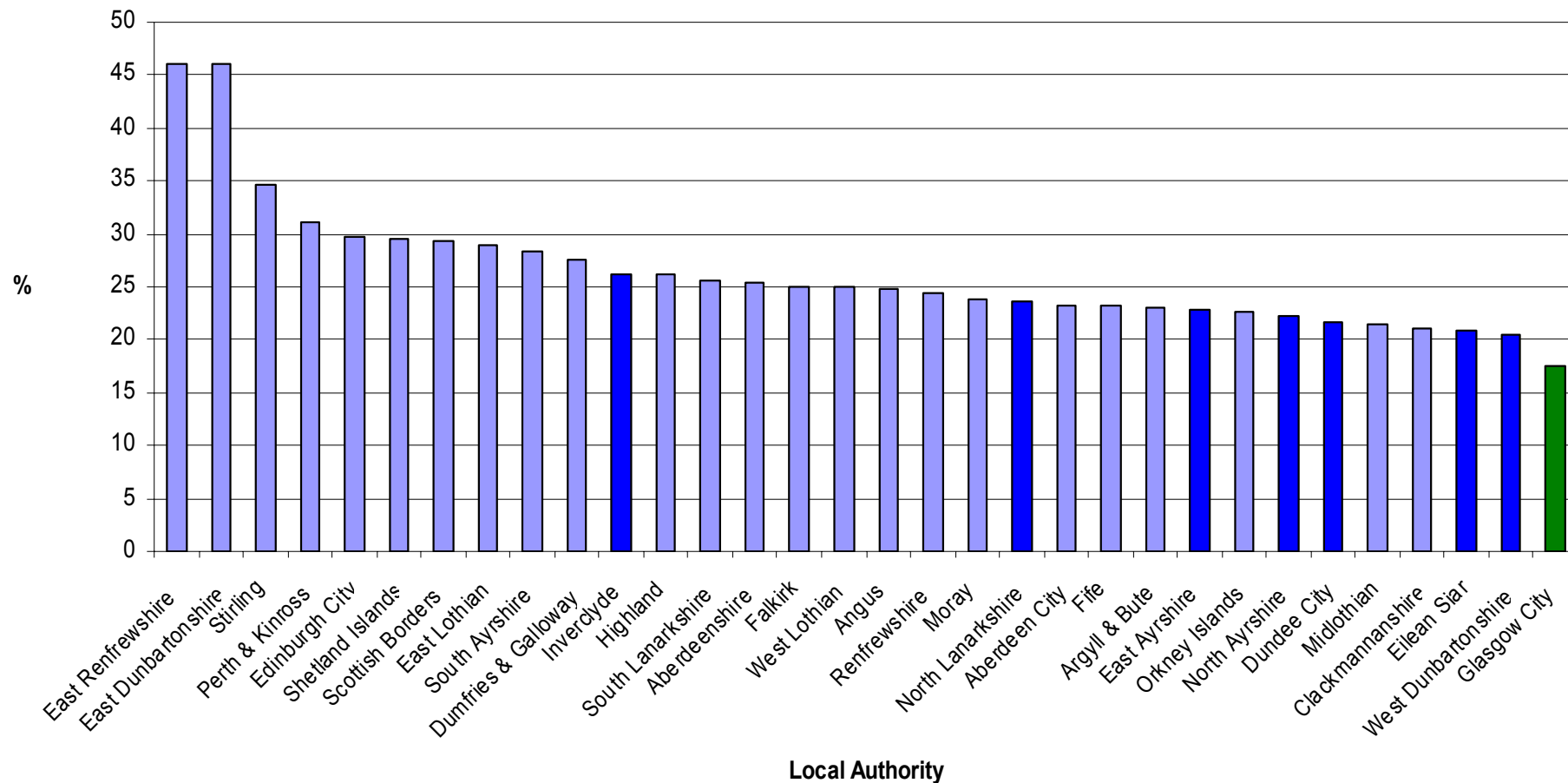
CHN3 - Cost per Pre-School Education Registration



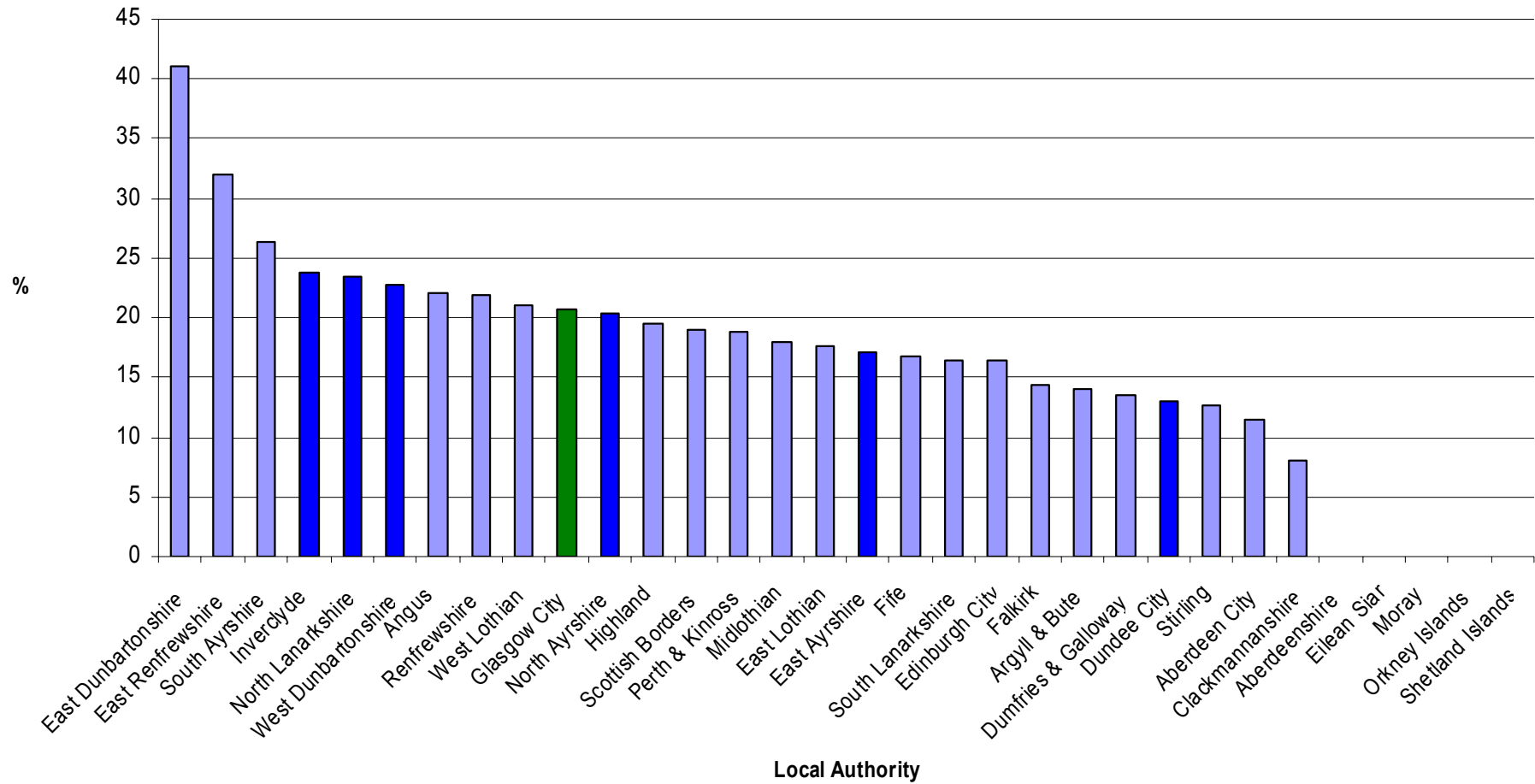
CHN4 - % of Pupils Gaining 5+ Awards at Level 5 2012-2013



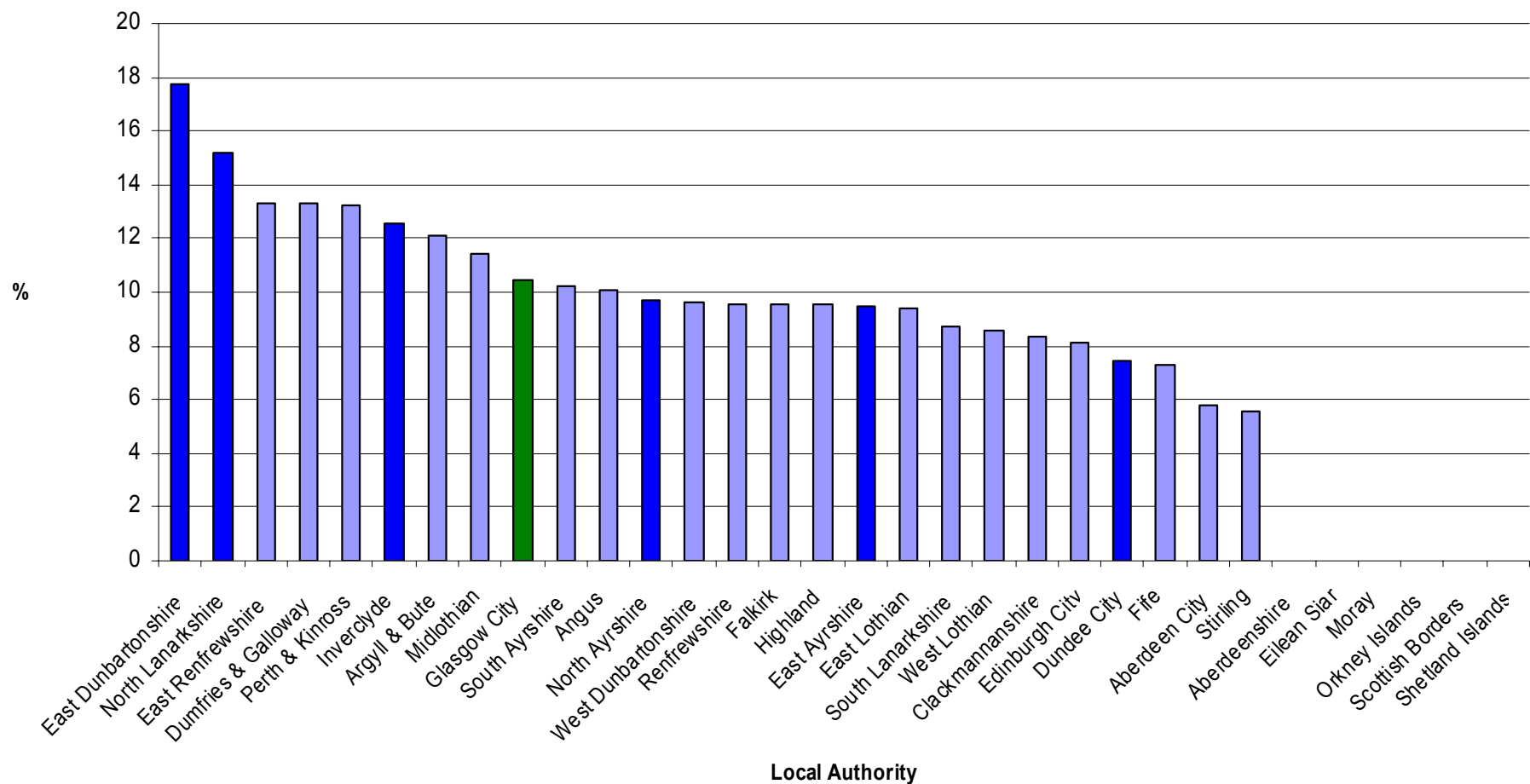
CHN5 - % of Pupils Gaining 5+ Awards at Level 6 2012-2013



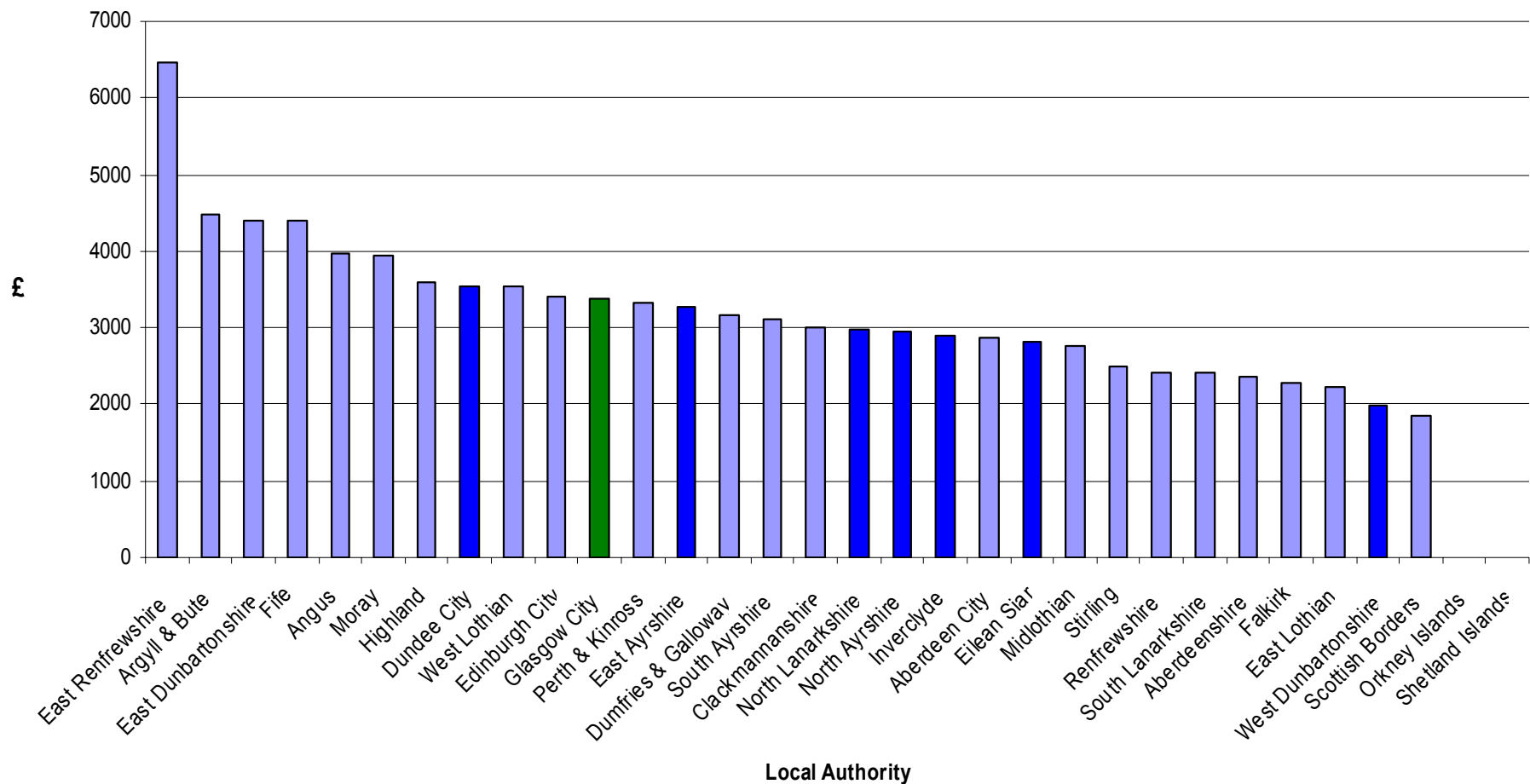
CGN6 - % of Pupils From Deprived Areas Gaining 5+ Awards at Level 5 (SIMD) 2012-2013



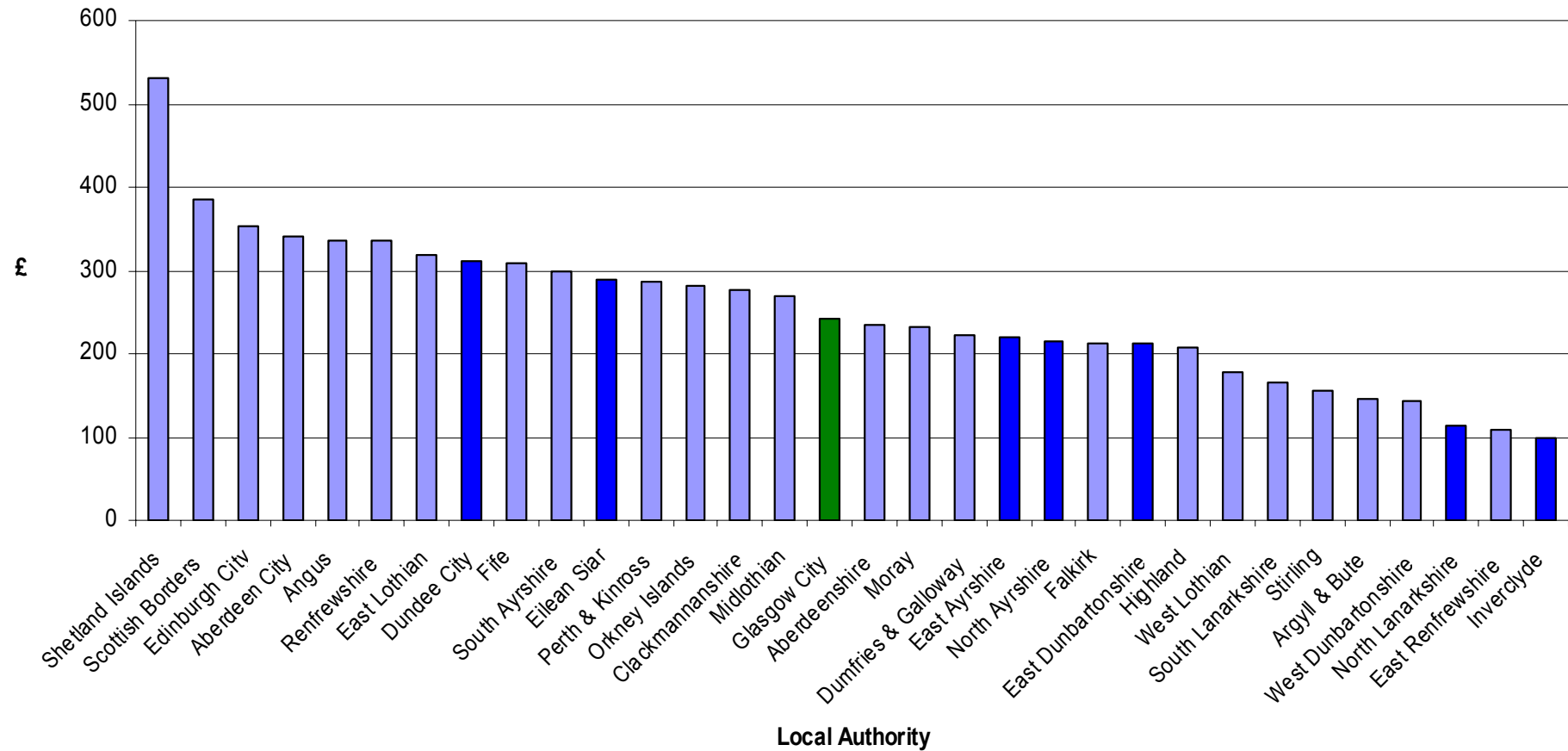
CHN7 - %Pupils in 20% Most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD) 2012-2013



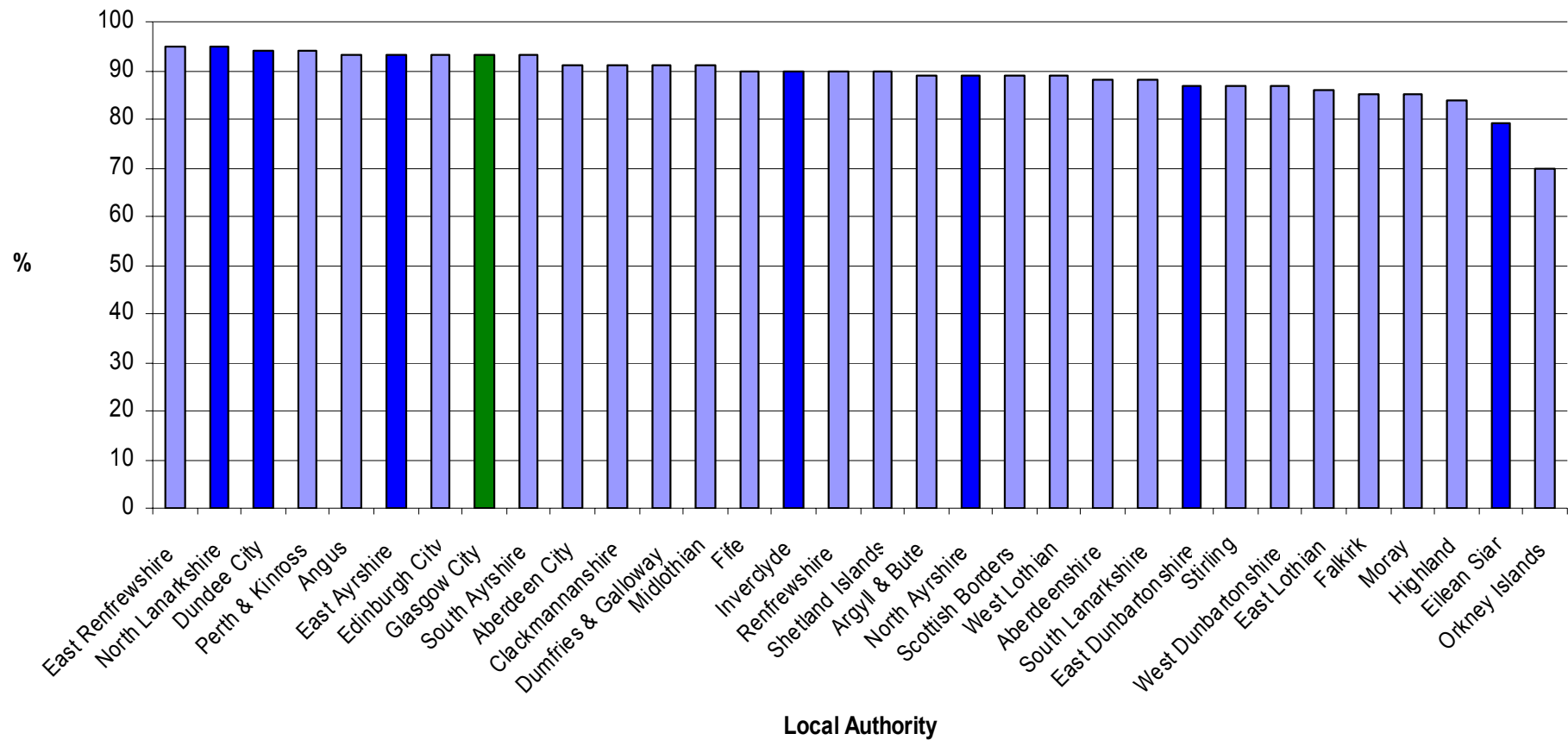
CHN8a - Gross Cost of "Children Looked After" In Residential Based Services Per Child Per Week 2012-2013



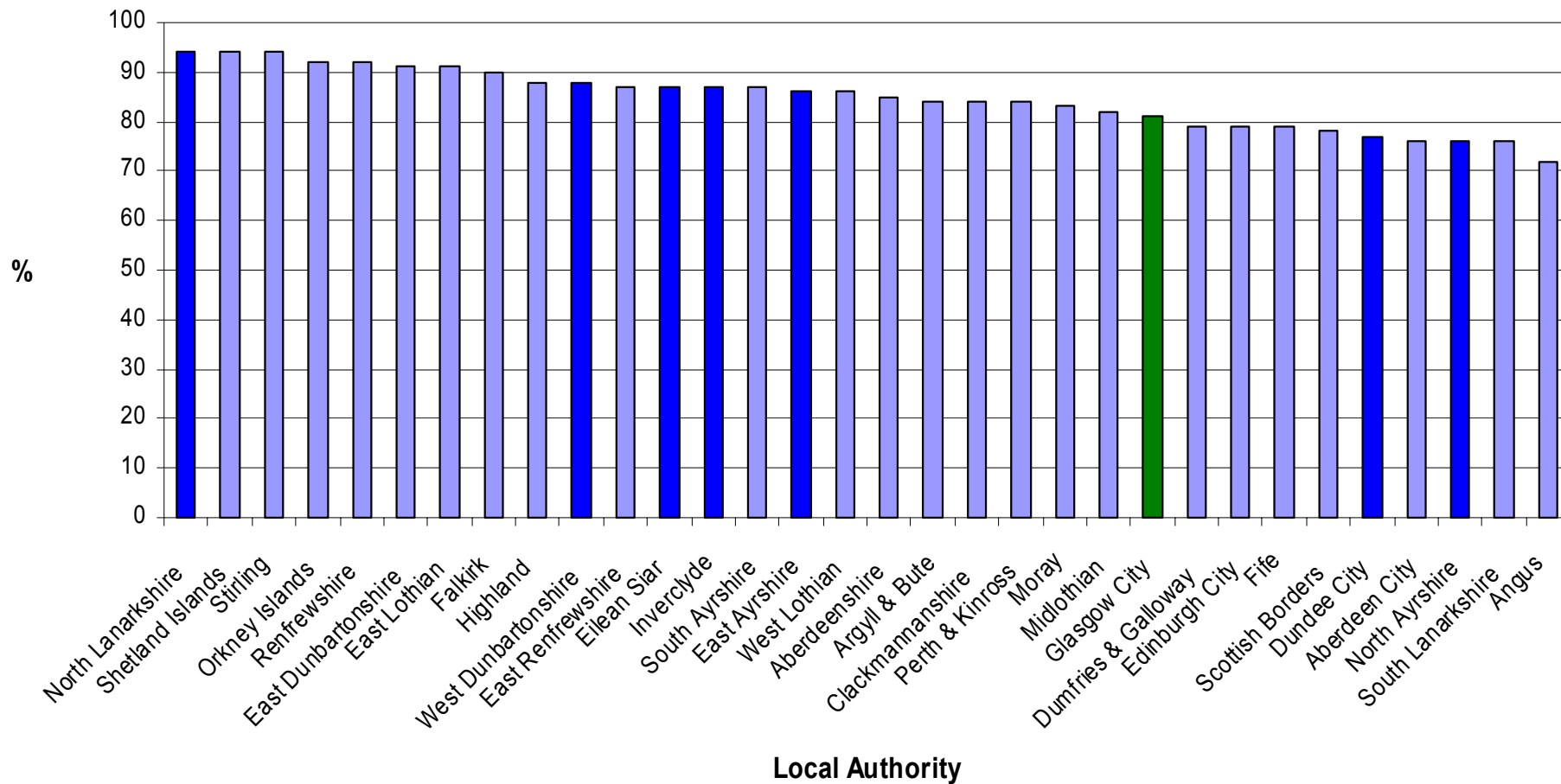
CHN8b - The Gross Cost of "Children Looked After" In a Community Setting Per Child Per Week 2012-2013



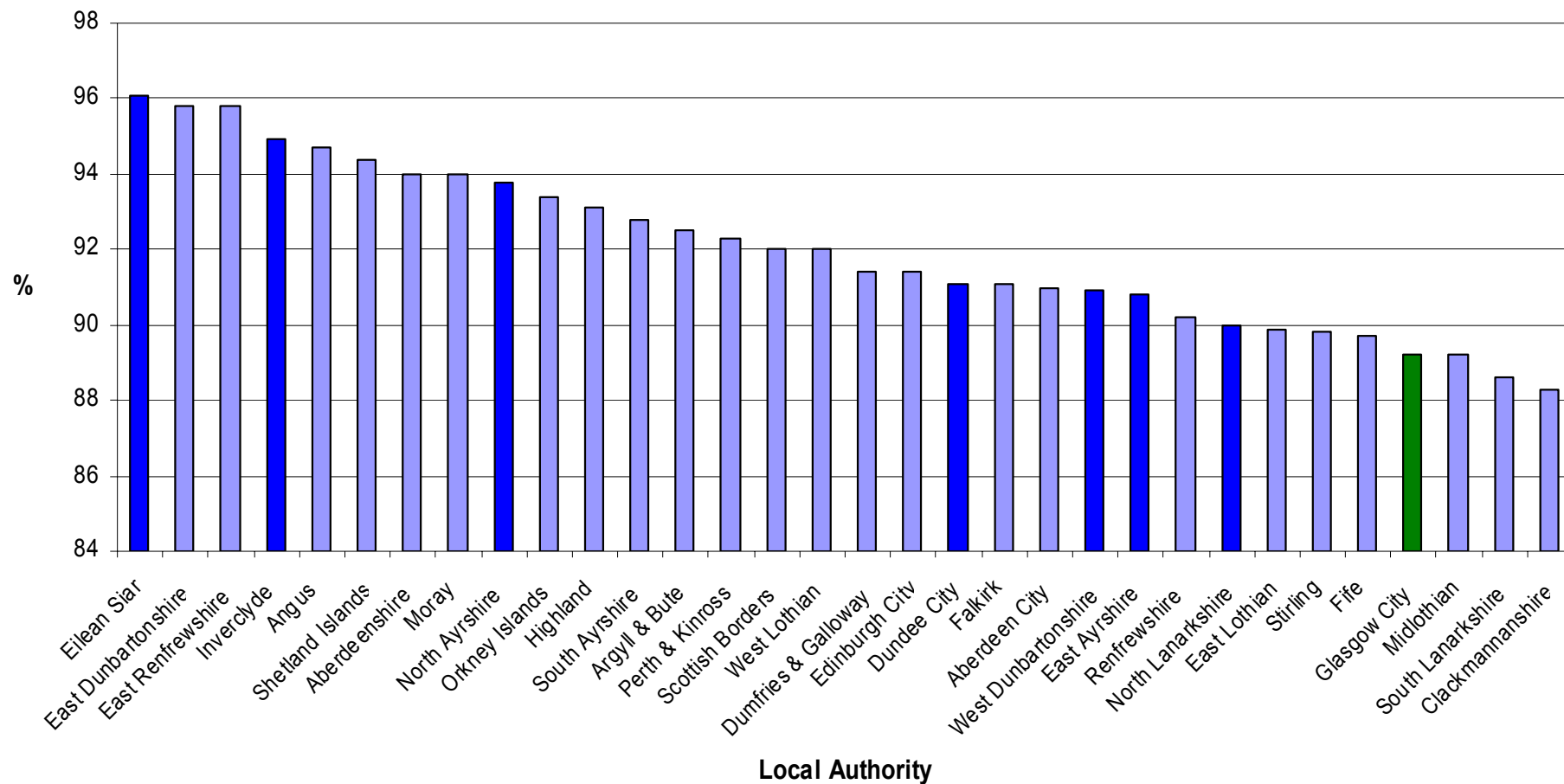
CHN9 - Balance of Care For Looked After Children: % of Children Being Looked After in the Community 2012-2013



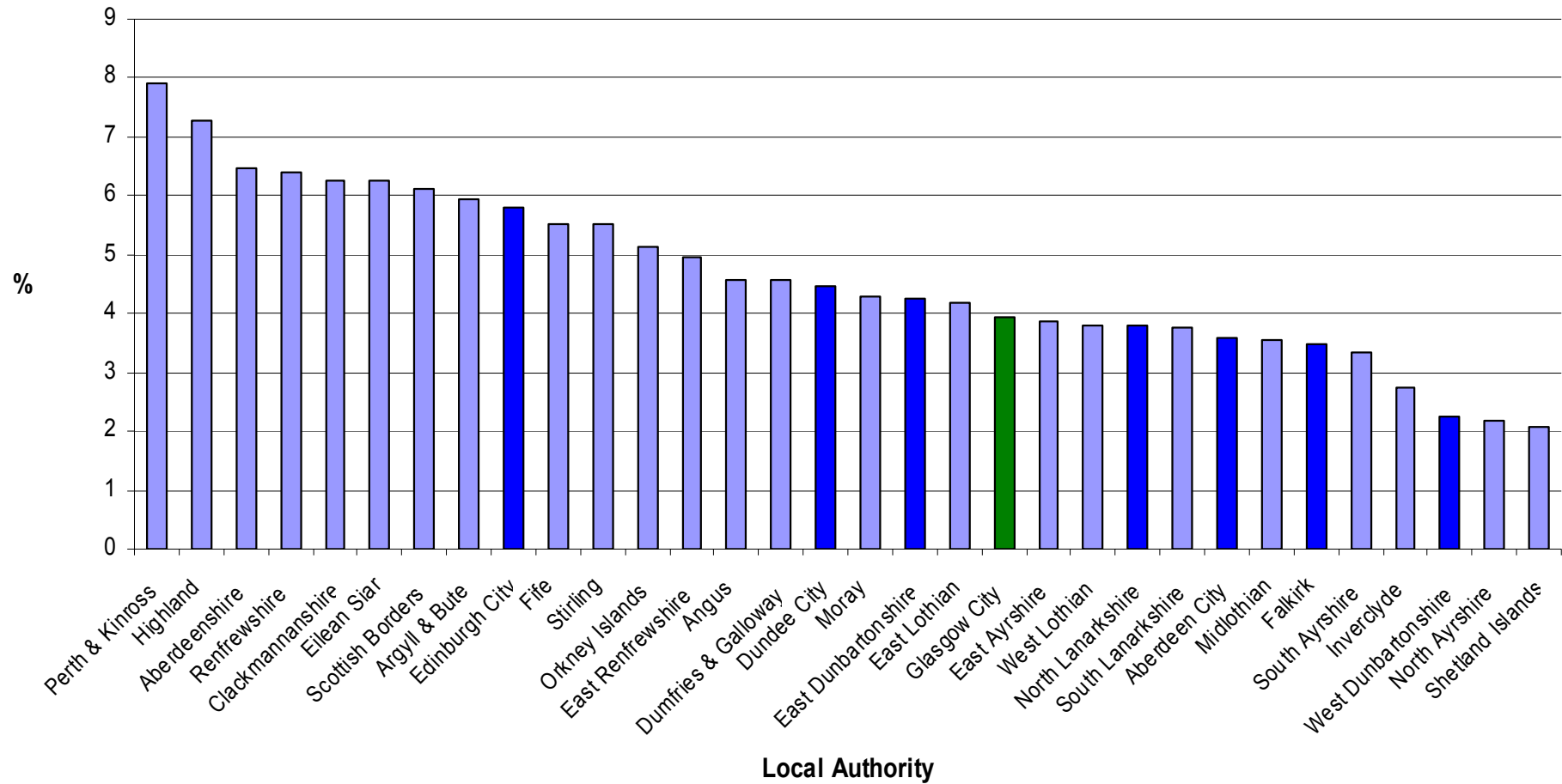
CHN10 - % Of Adults Satisfied With Local Schools 2012-2013



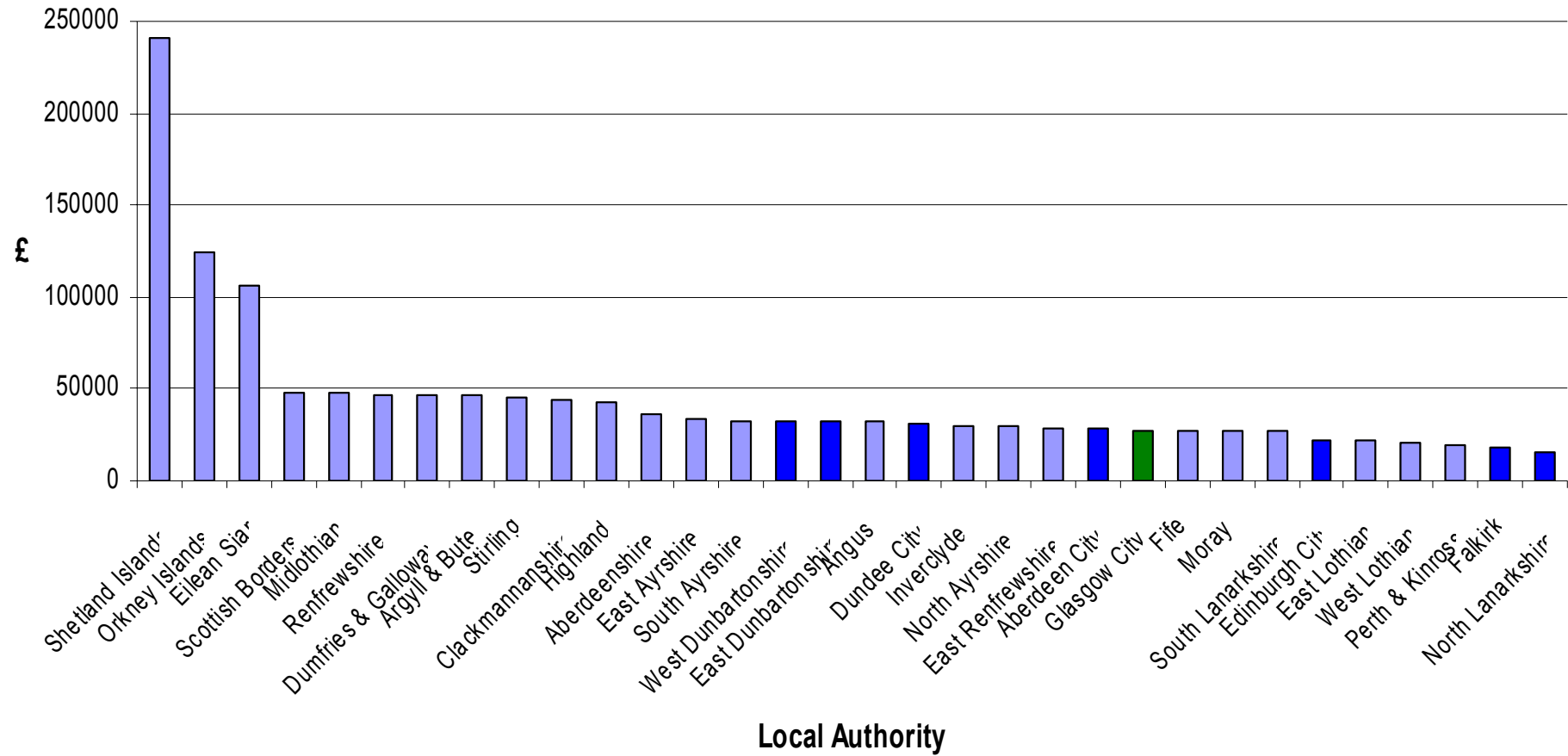
CHN11 - Proportion of Pupils Entering Positive Destinations 2012-2013



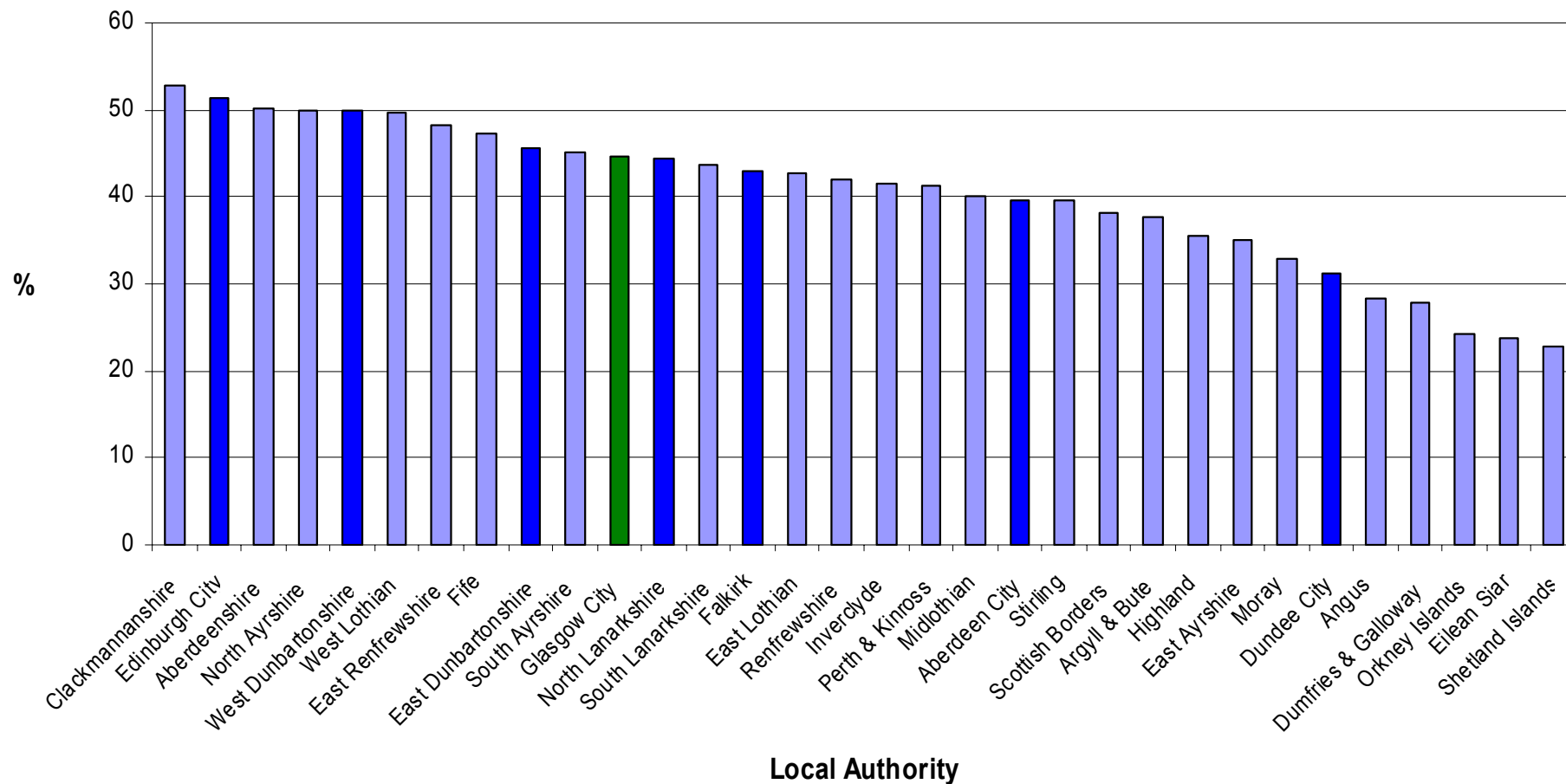
CORP1 - Support Services As a % Total Gross Expenditure 2012-2013



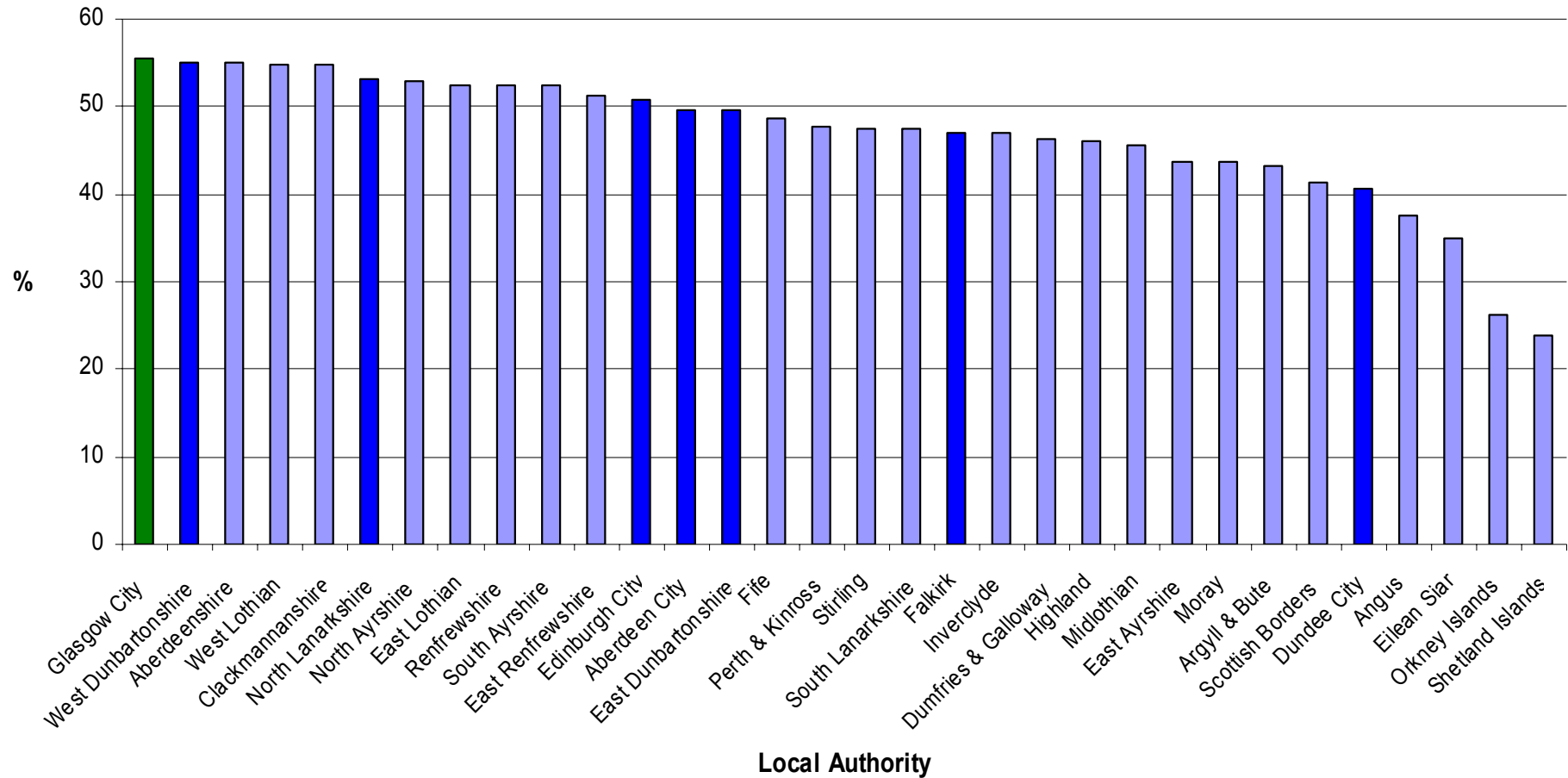
CORP2 - Cost of Democratic Core Per 1,000 Population 2012-2013



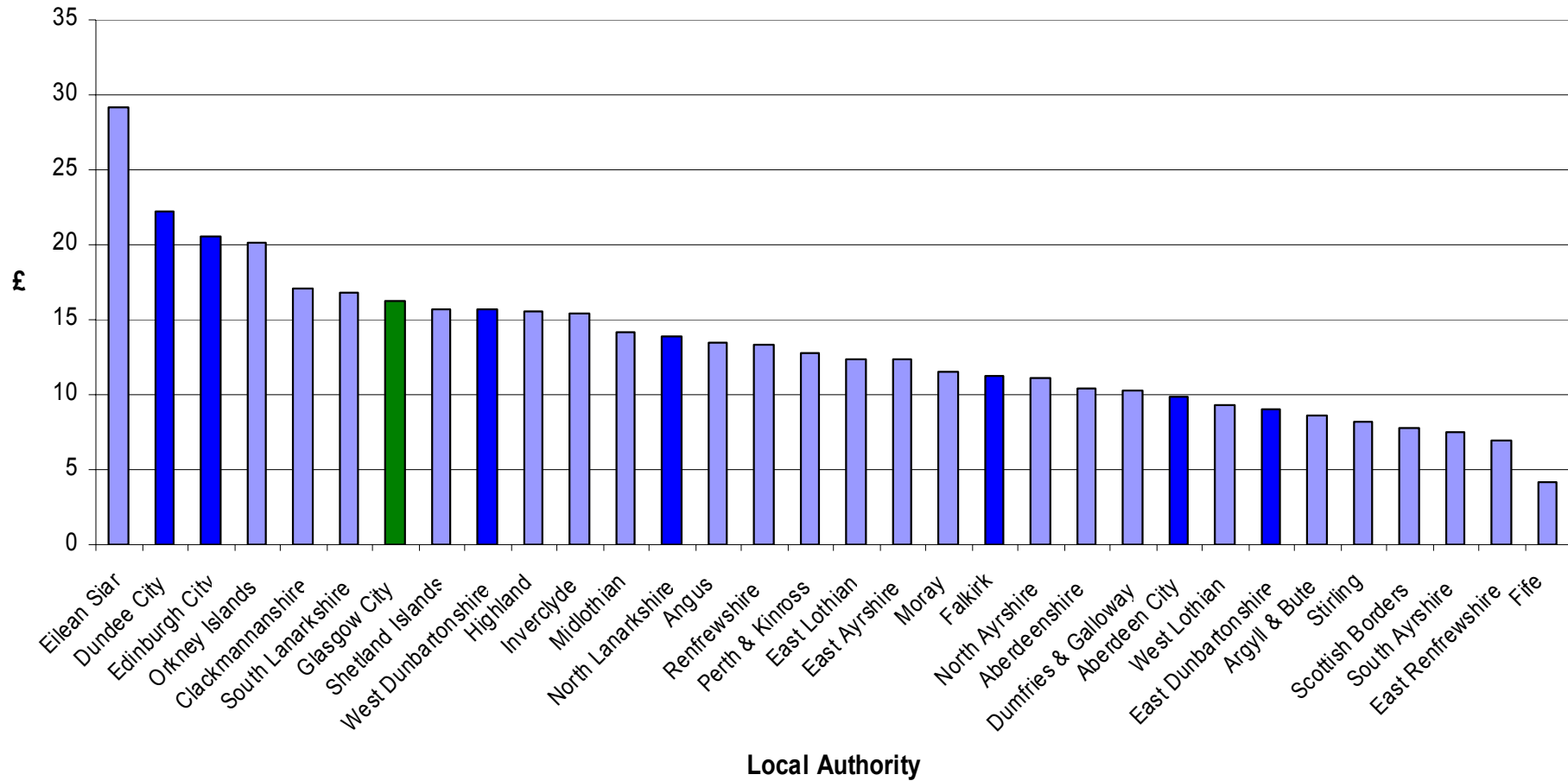
CORP3a - The Percentage Of The Highest Paid 2% Employees Who Are Women 2012-2013



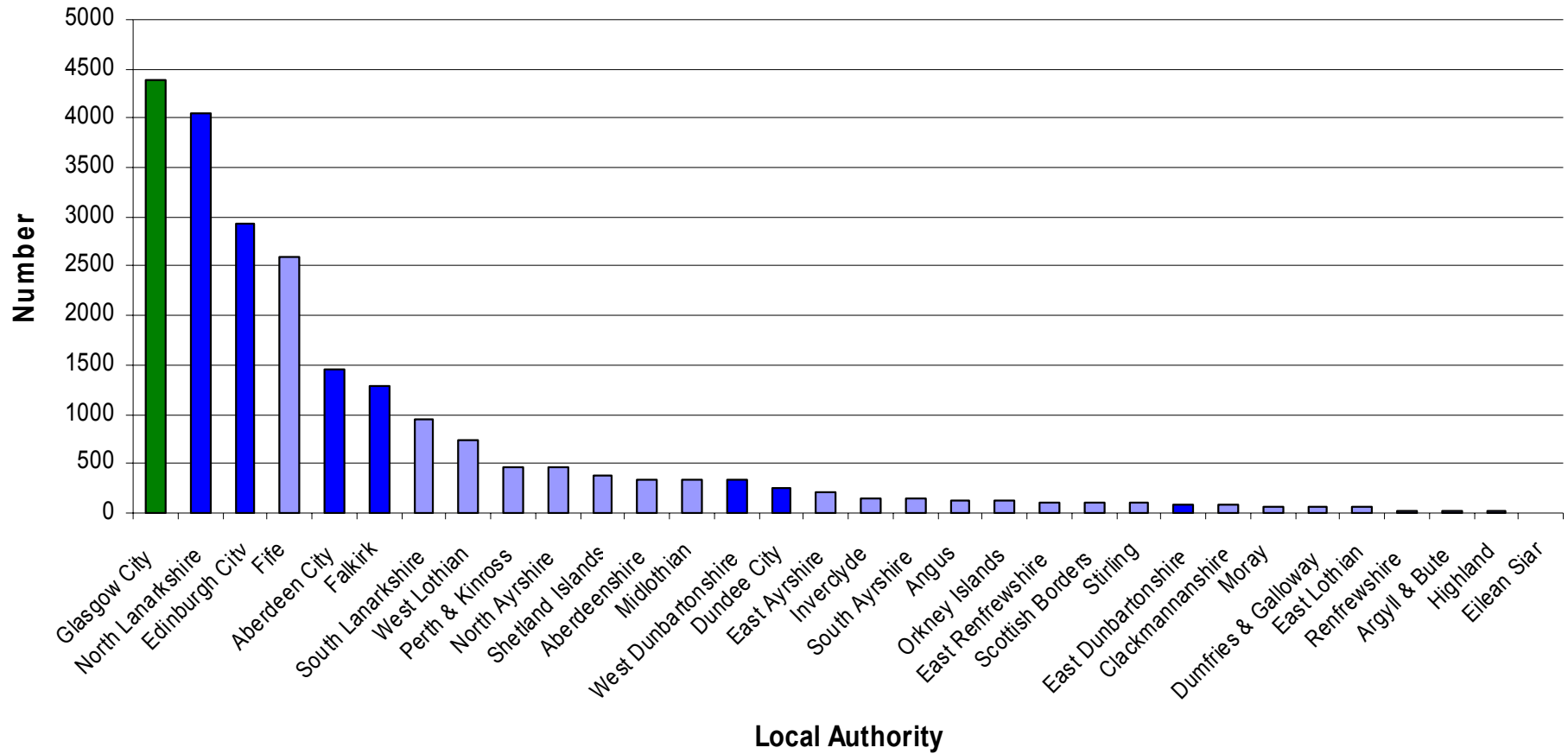
CORP3b - The Percentage Of The Highest Paid Employees Who Are Women 2012-2013



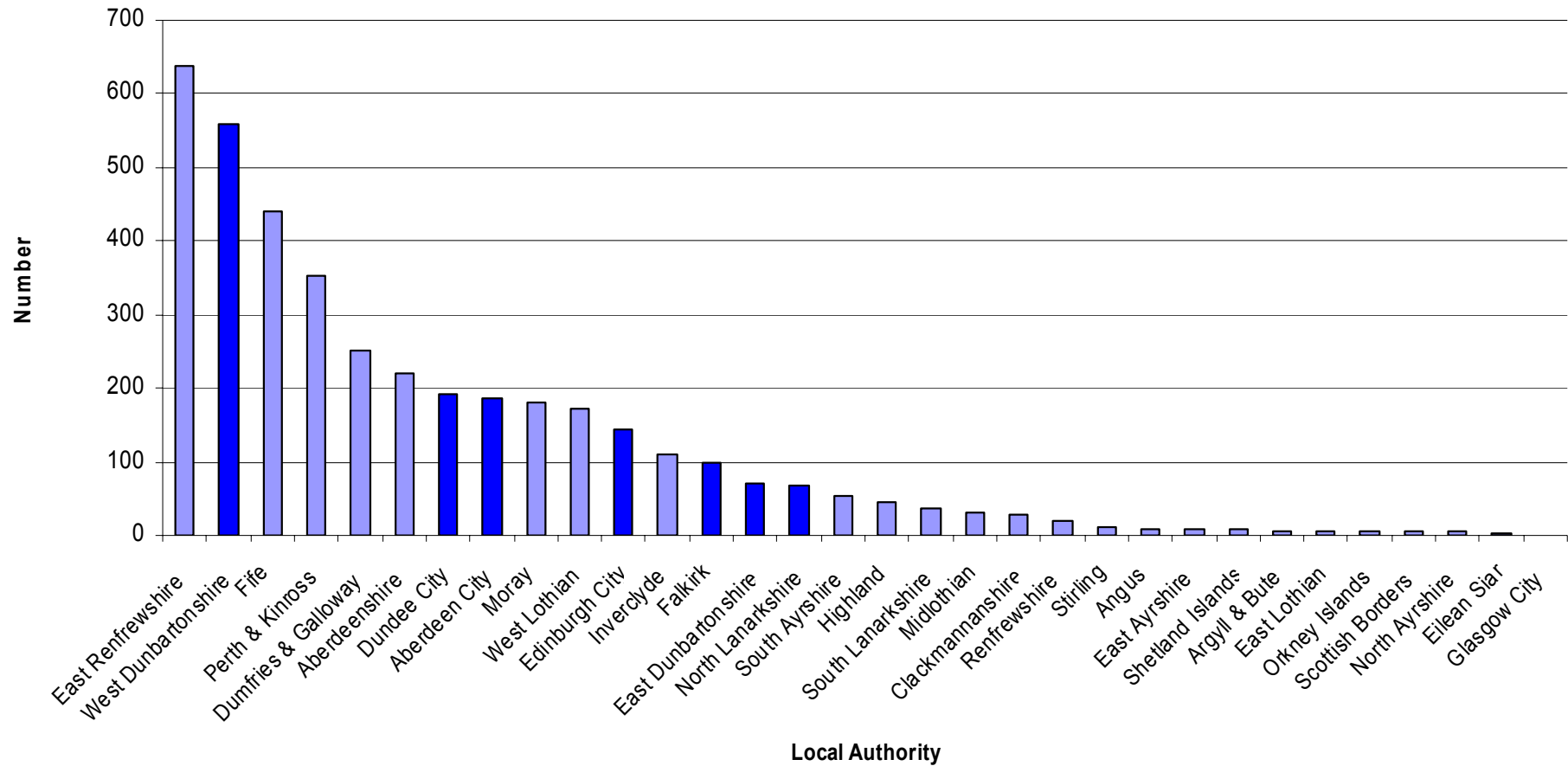
CORP4 - The cost Per Dwelling Of collecting Council Tax 2012-2013



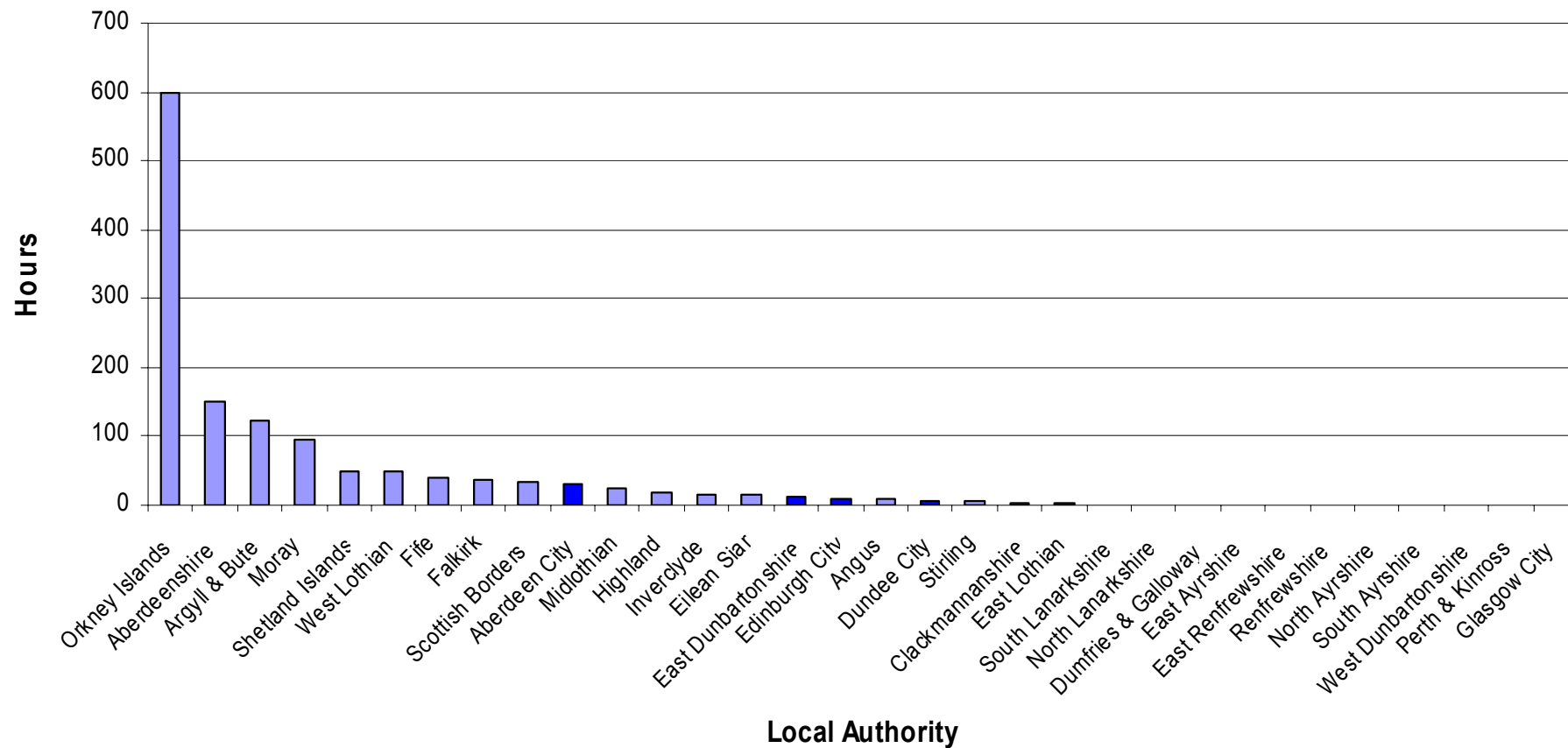
**CORP5a - The Number of Complaints Of Domestic Noise Received During the Year Settled Without
the Need For Attendance on Site 2012-2013**



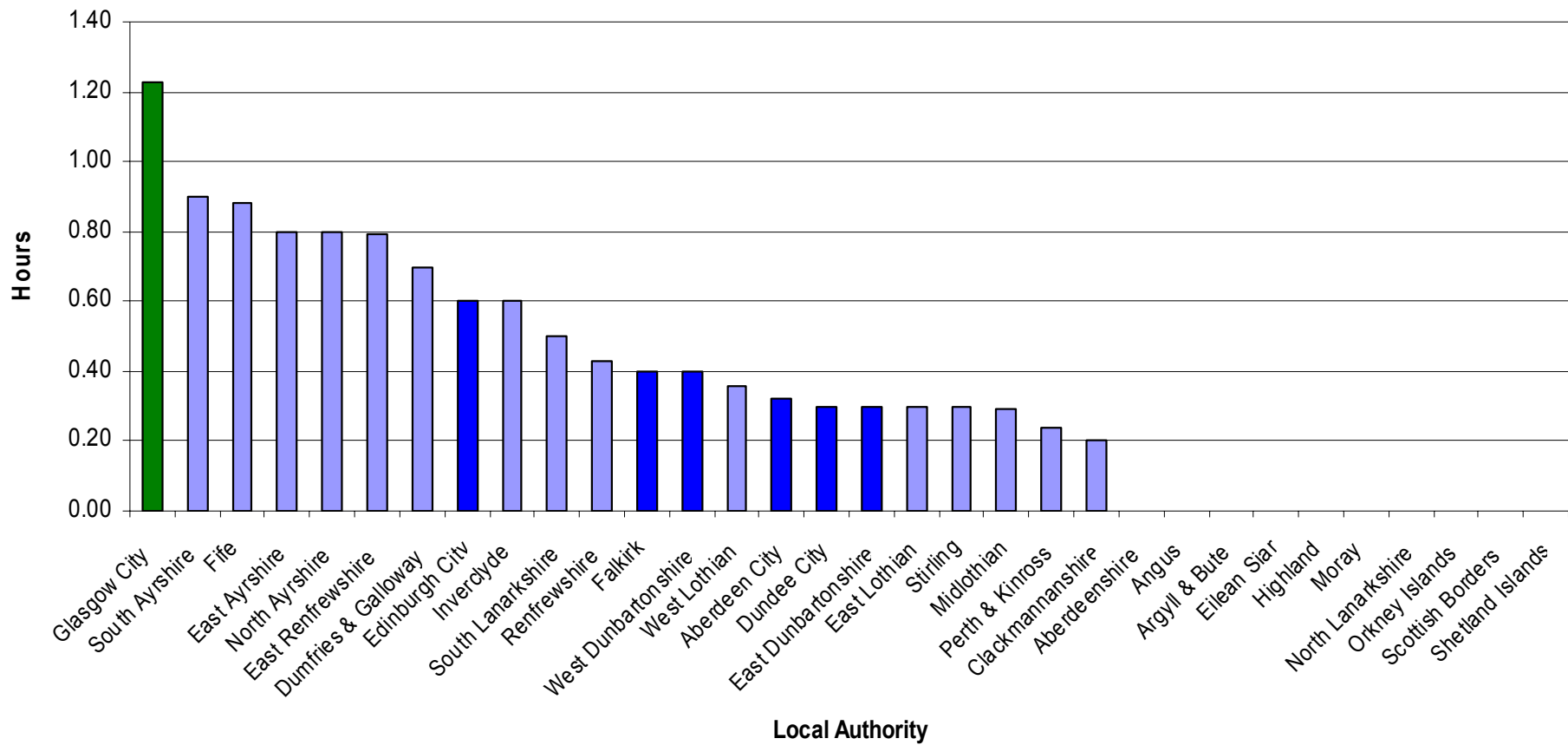
CORP5b1 - The Number of Complaints of Domestic Noise Received During the Year Requiring Attendance on site and Not Dealt With Under Part V of the Antisocial Behaviour etc (Scotland) Act 2004 2012-2013



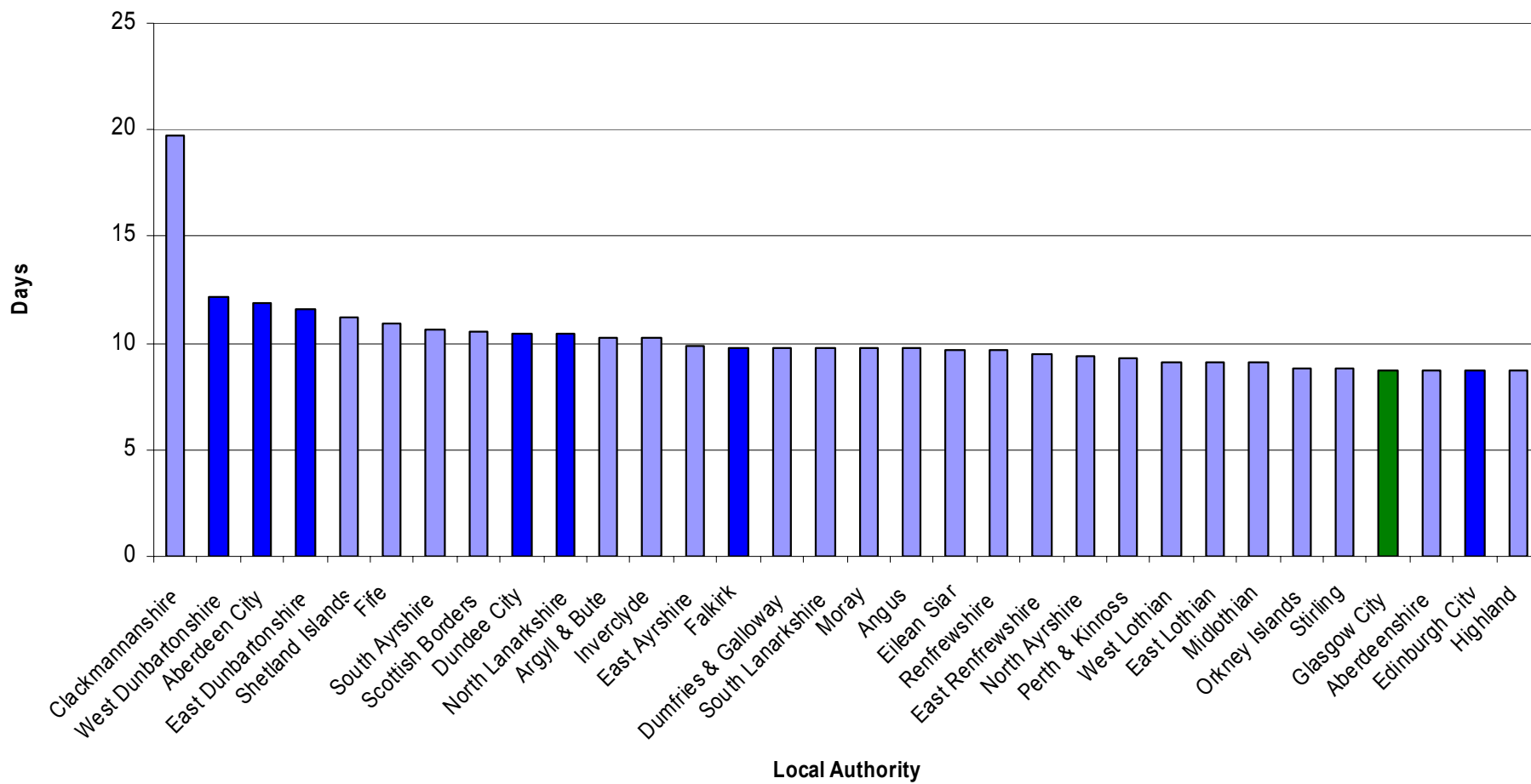
CORP5b2 - Average Time Between Time of Noise Complaint and Attendance on Site (hours)
2012-2013



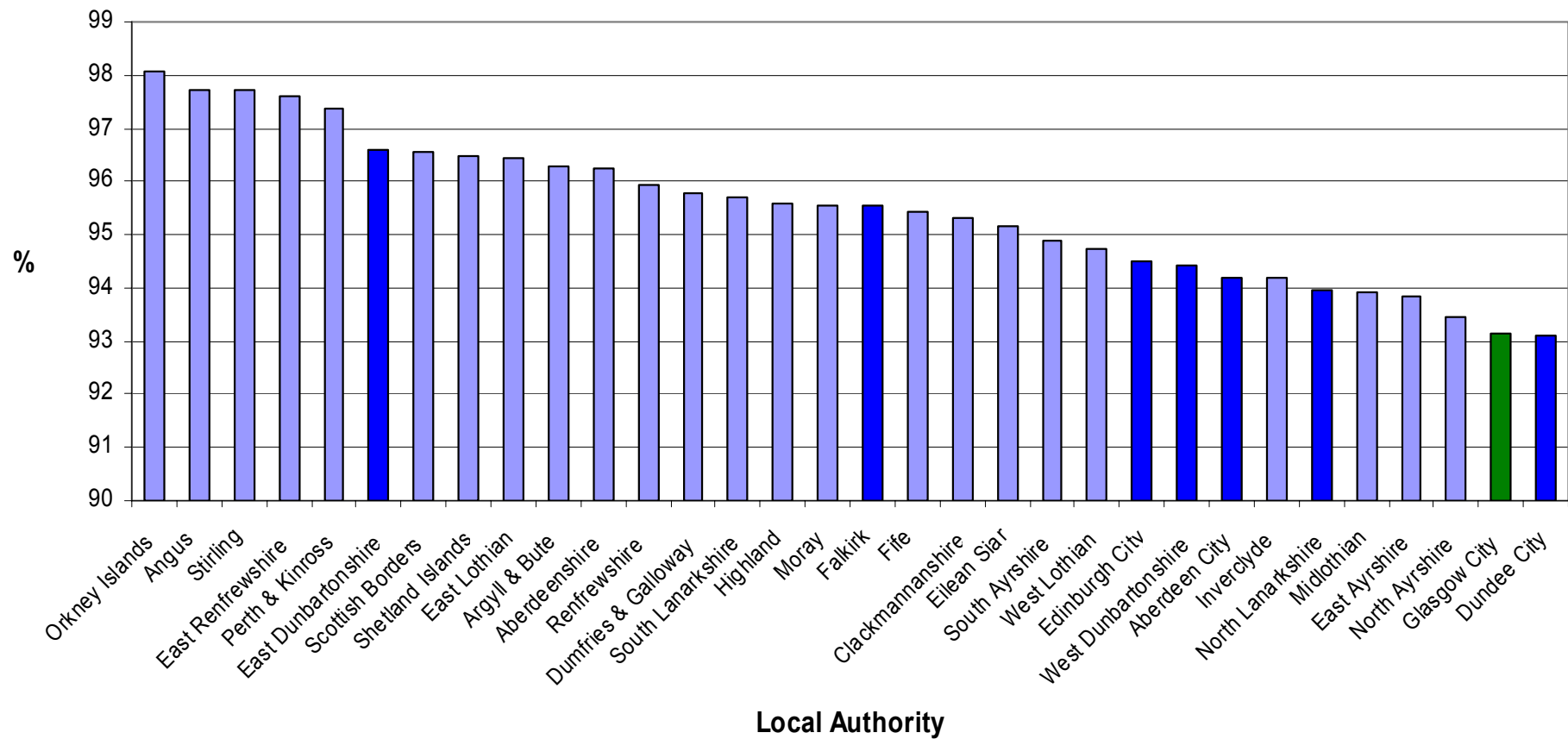
CORP5b3 - Average Time Between Time of Noise Complaint and Attendance on Site as Dealt With
Under the ASB Act (hours) 2012-2013



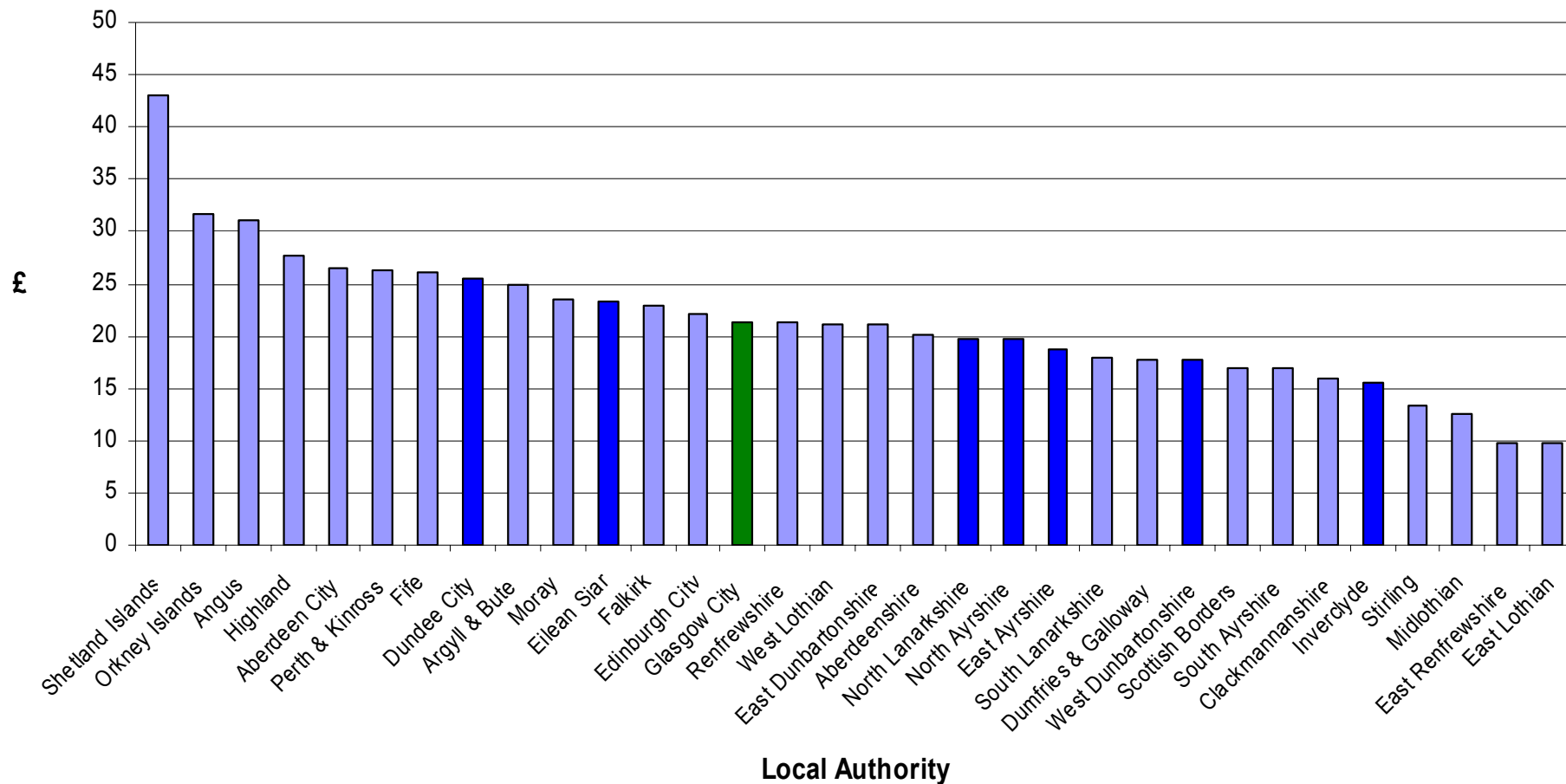
CORP6 - Sickness Absence Days Per Employee 2012-2013



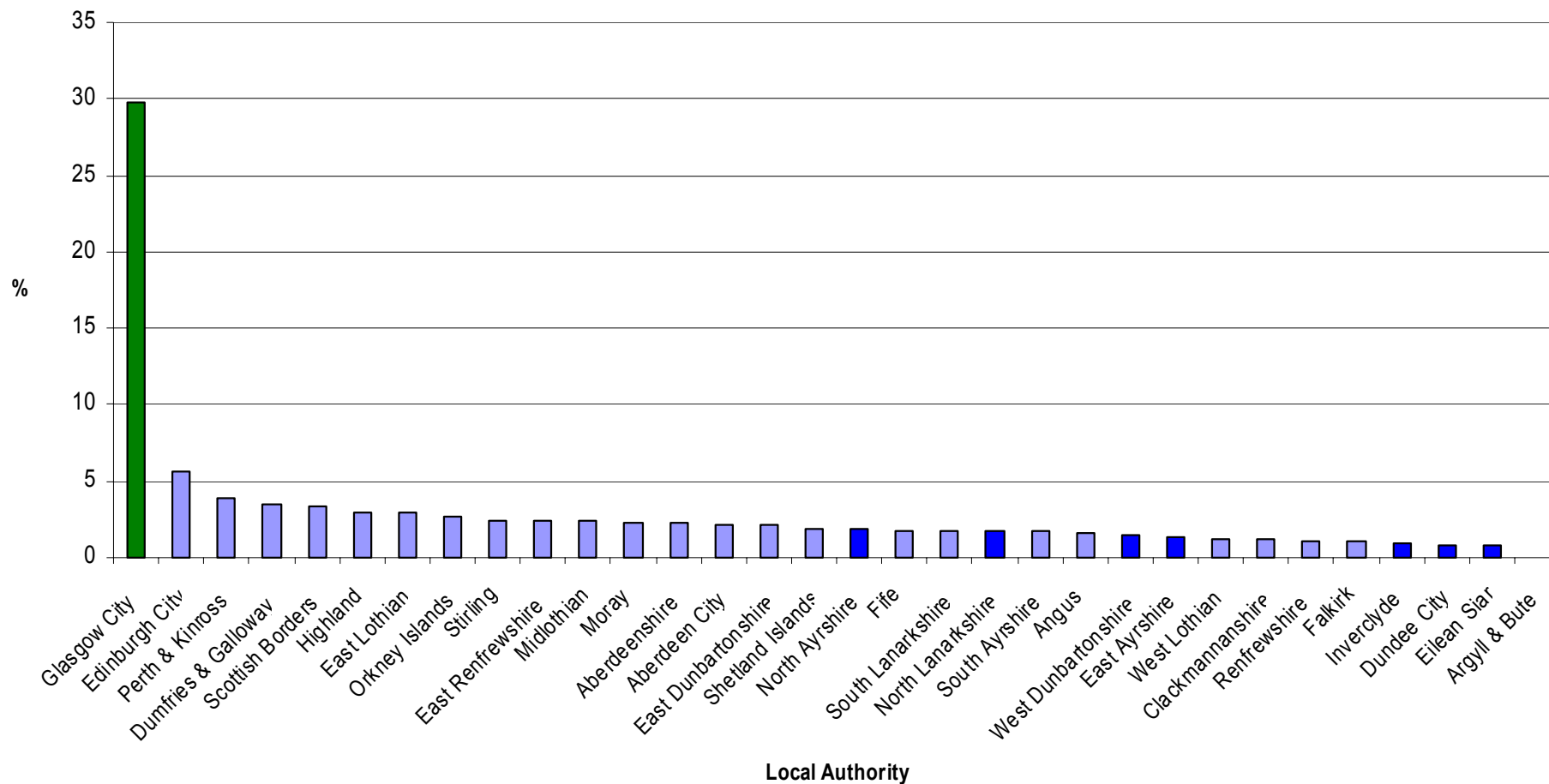
CORP7 - Percentage of Income Due From Council Tax Received by the End of the Year 2012-
2013



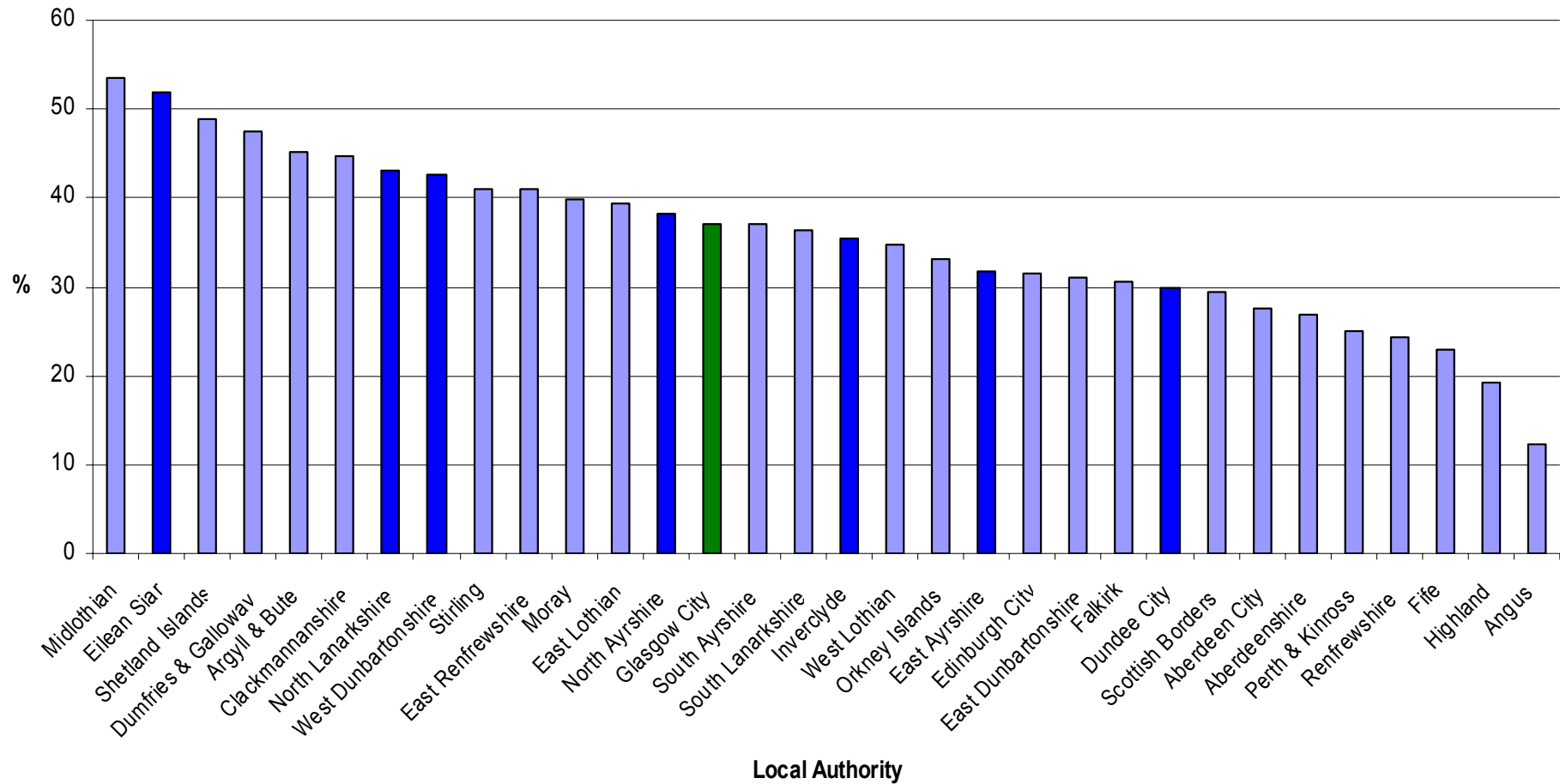
SW1 - Older Persons (Over 65) Home Care Cost Per Hour 2012-2013



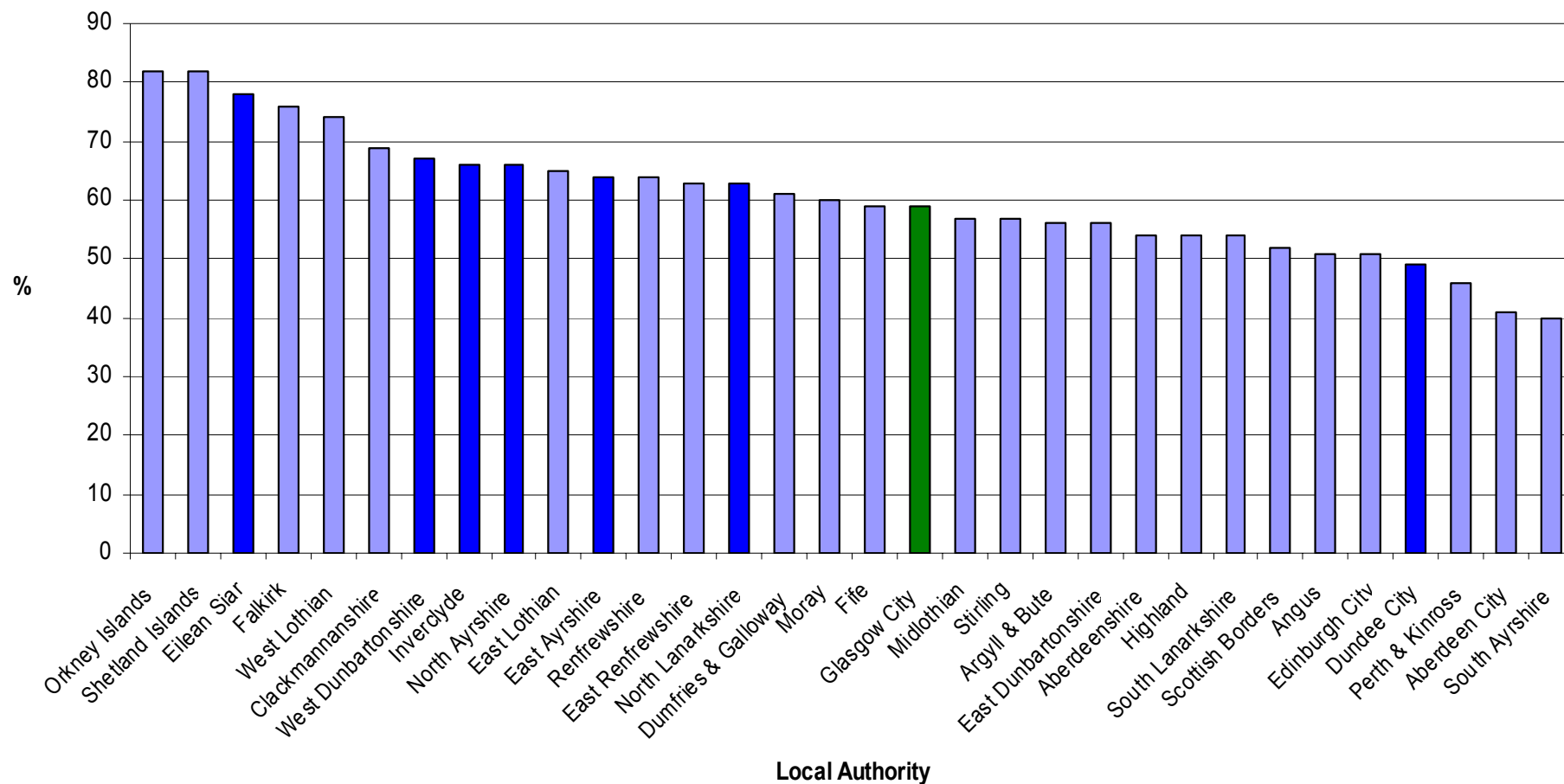
SW2 - SDS Spend On Adults 18+ a % of Total social Work Spend on Adults 18+ 2012-2013



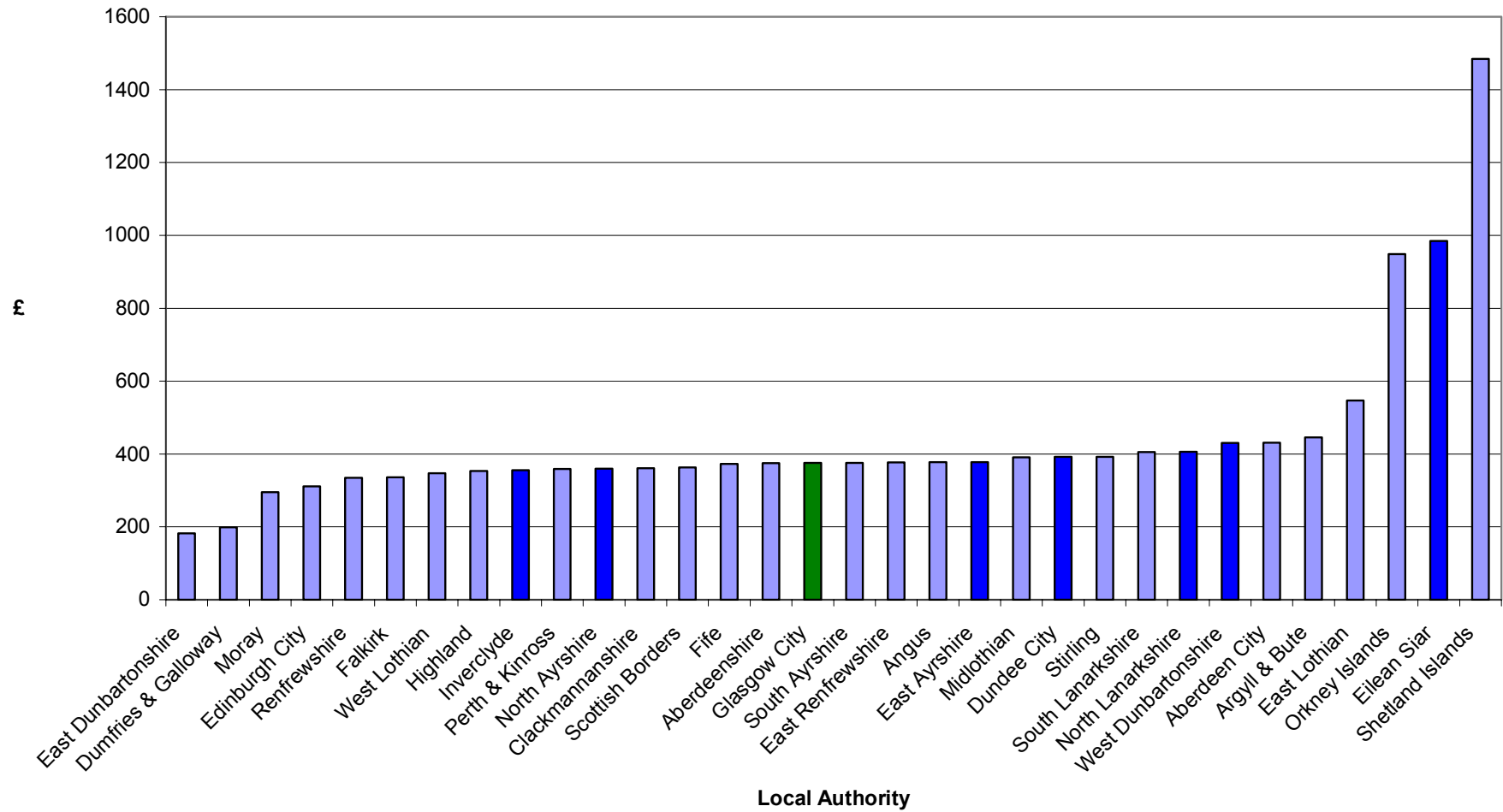
SW3 - % of People 65+ With Intensive Needs Receiving Care at Home 2012-2013



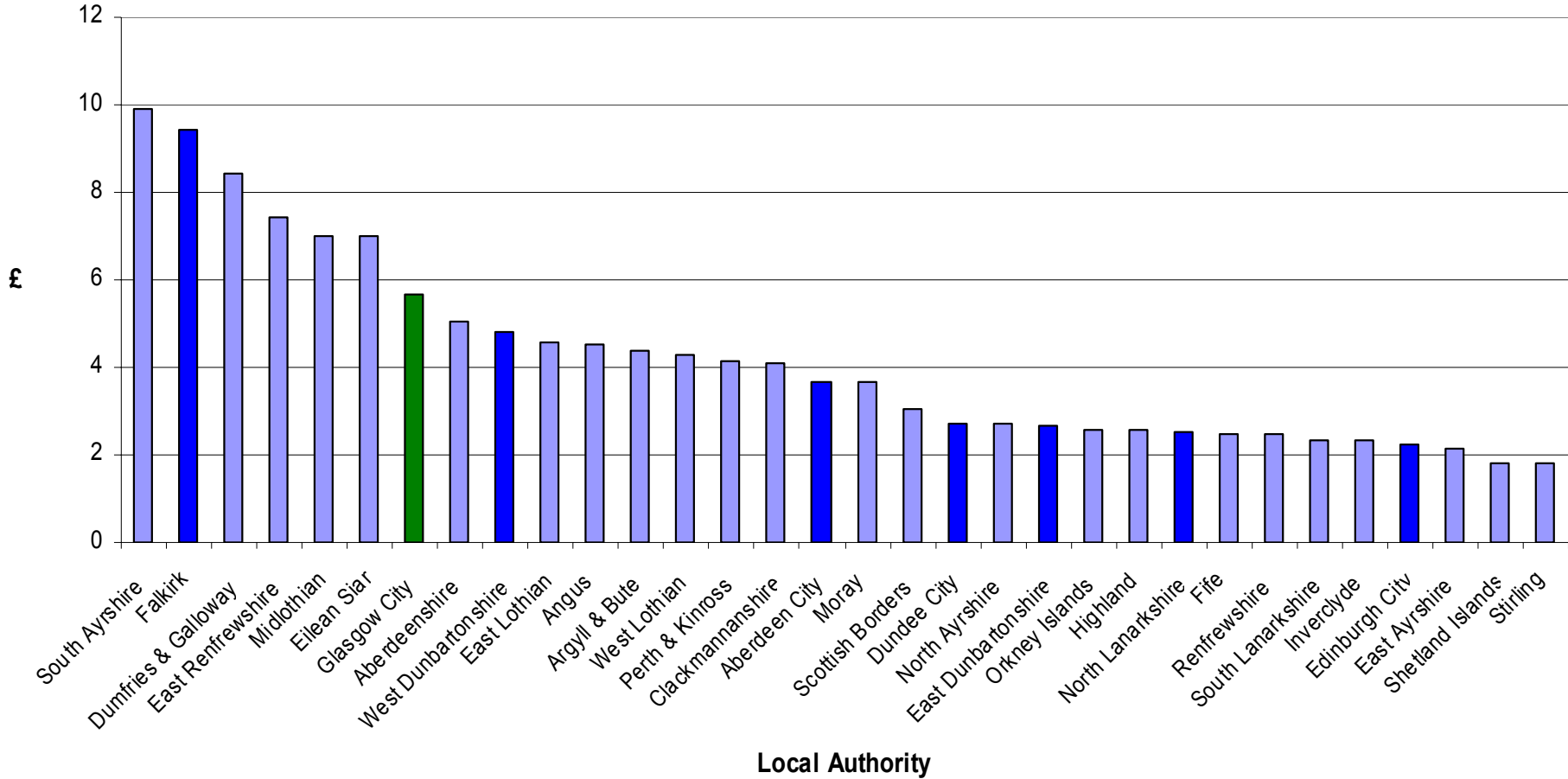
SW4 - % of Adults Satisfied with Social Care Services or Social Work Services 2012-2013



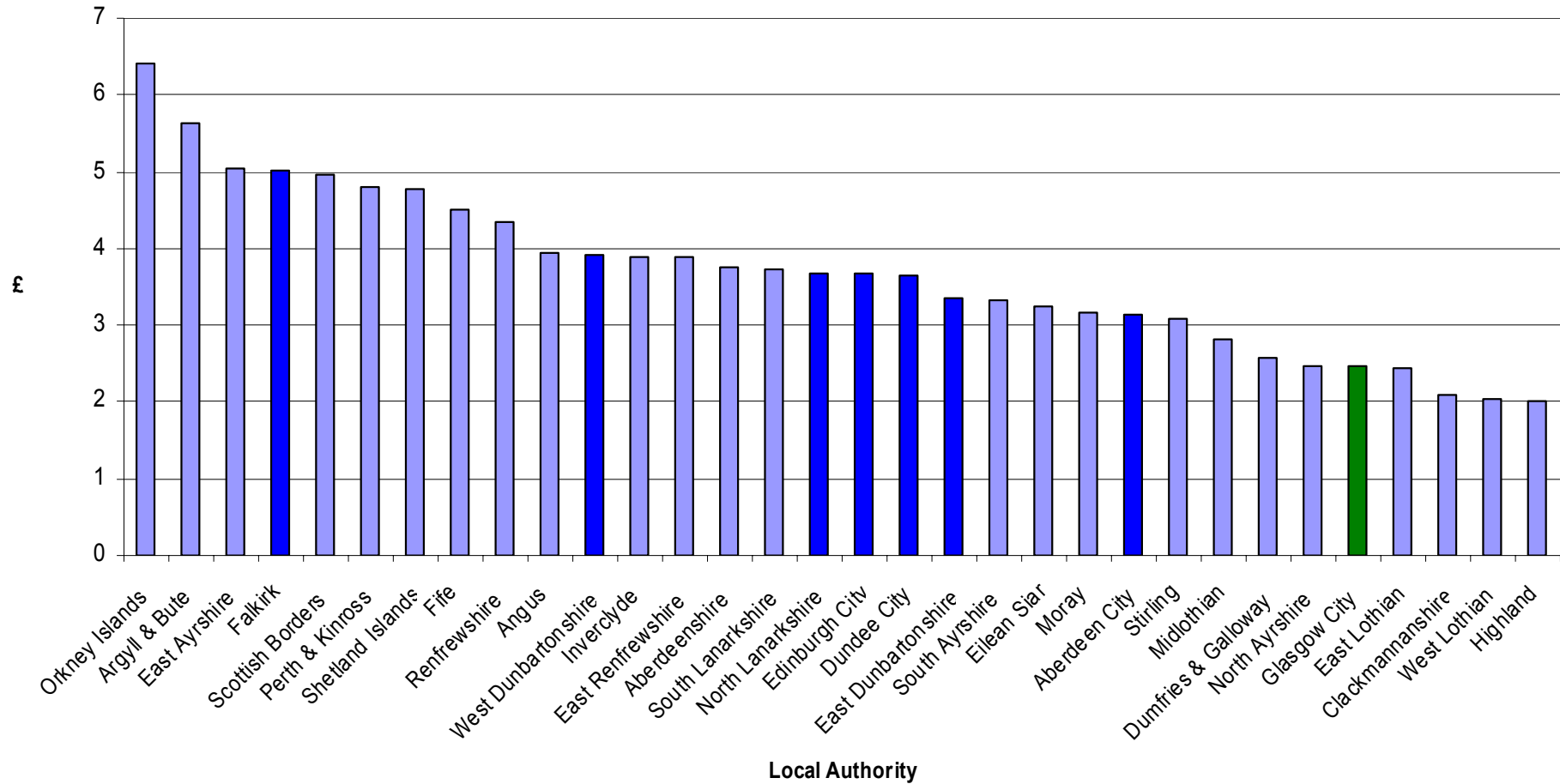
SW5 - Average weekly cost per resident 2012-13



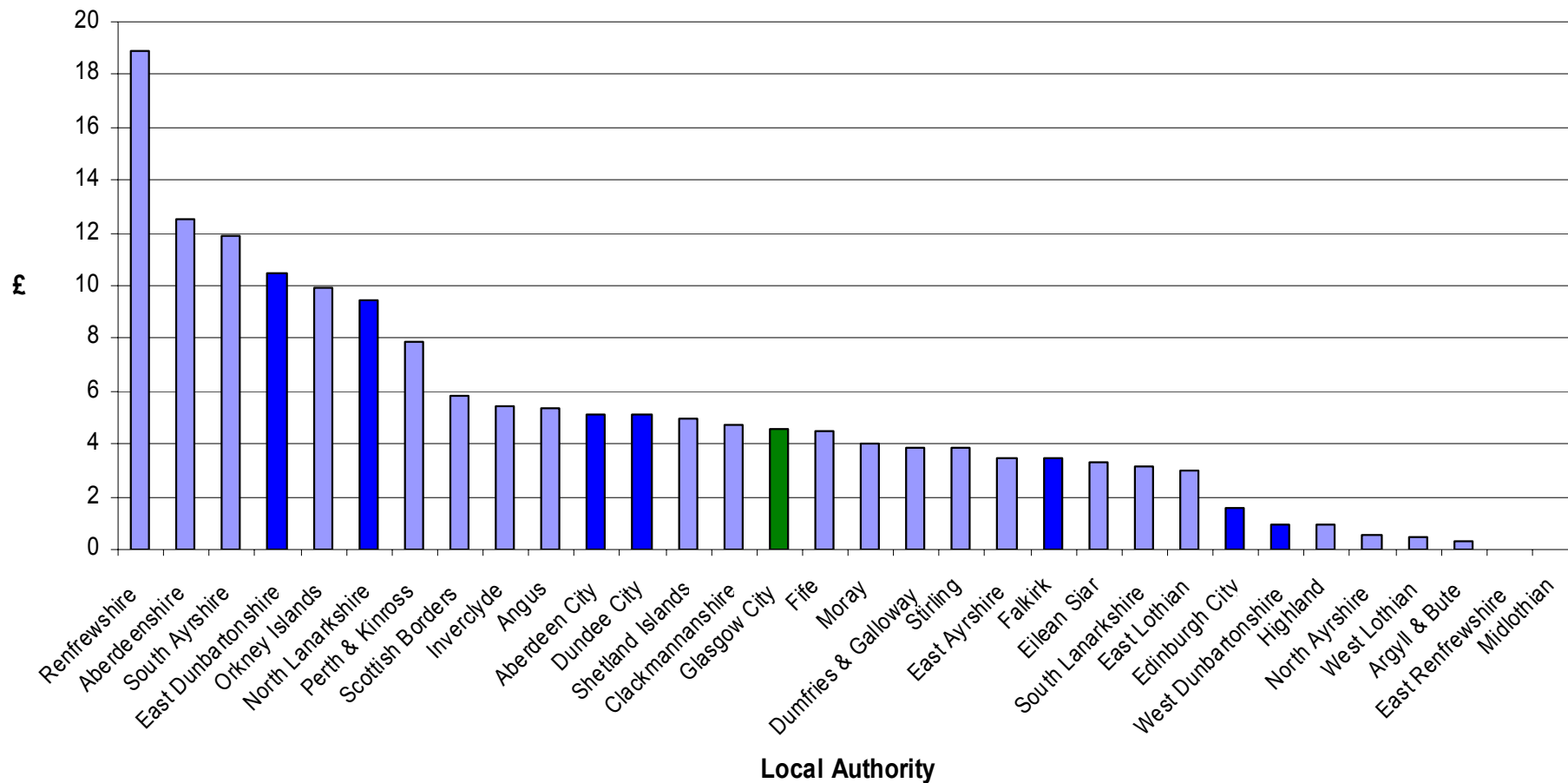
C&L1 - Cost Per Attendance at Sports Facilities 2012-2013



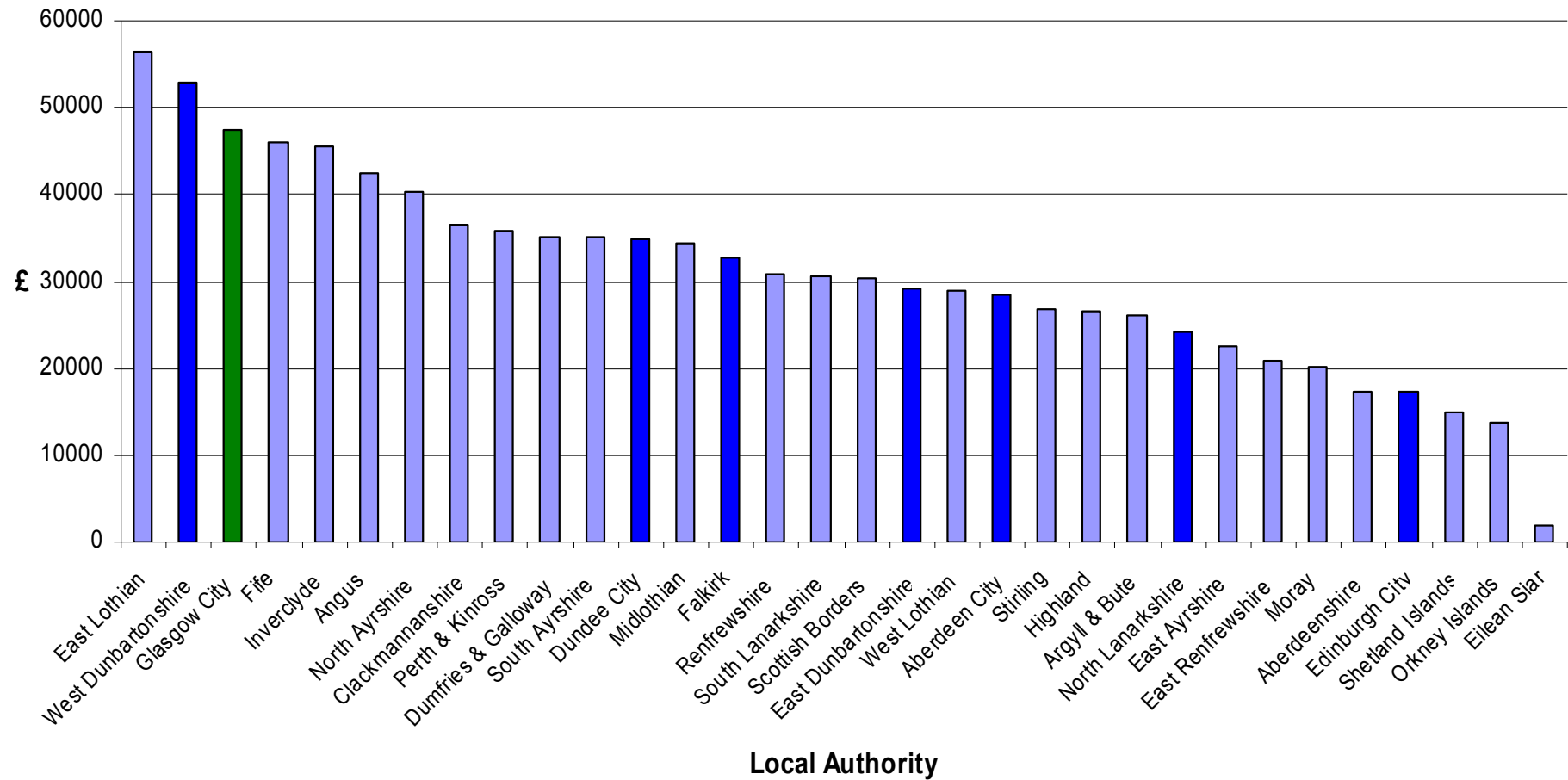
C&L2 - Cost Per Library Visit 2012-2013



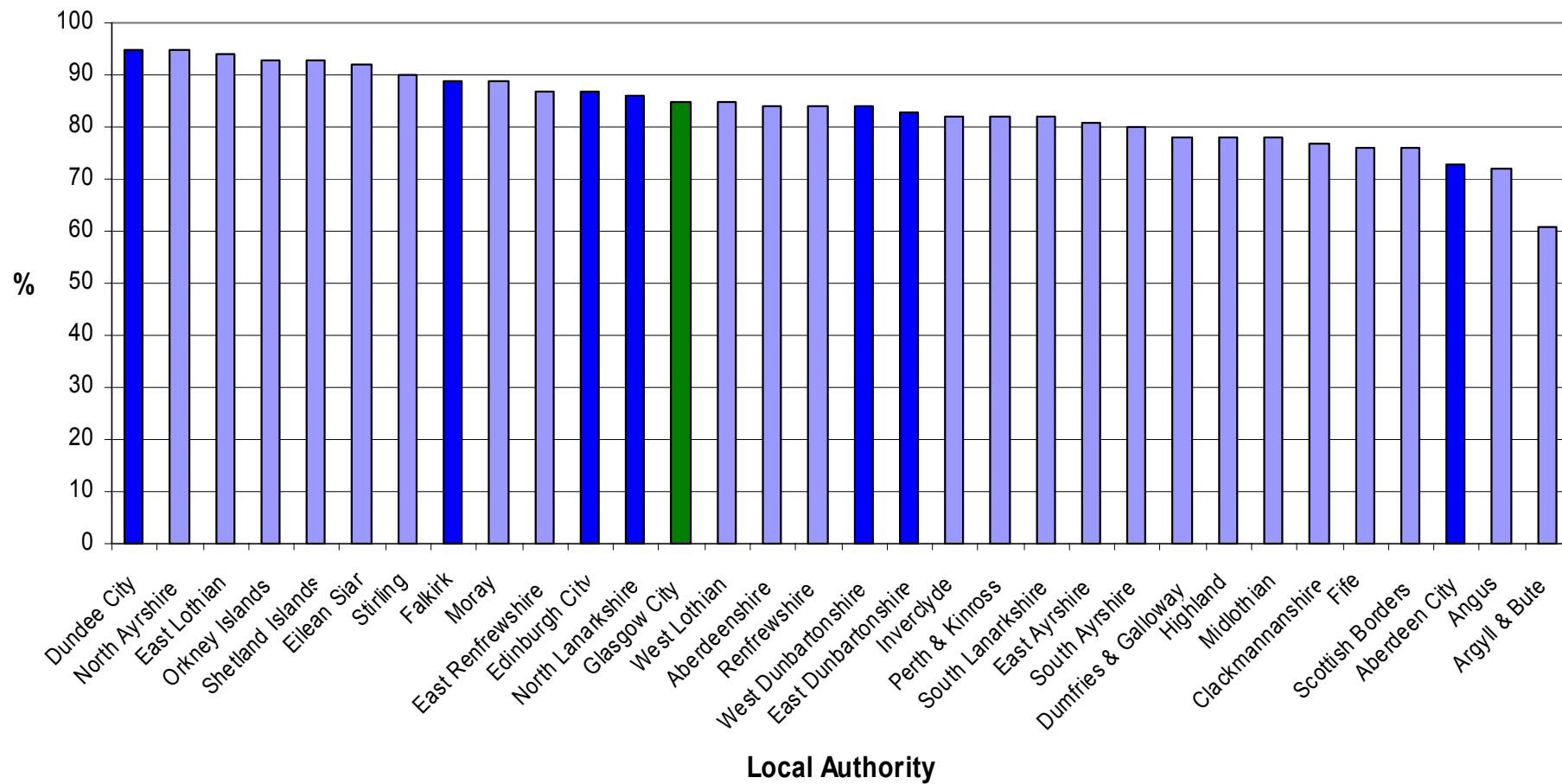
C&L2 - Cost of Museums per Visit 2012-2013



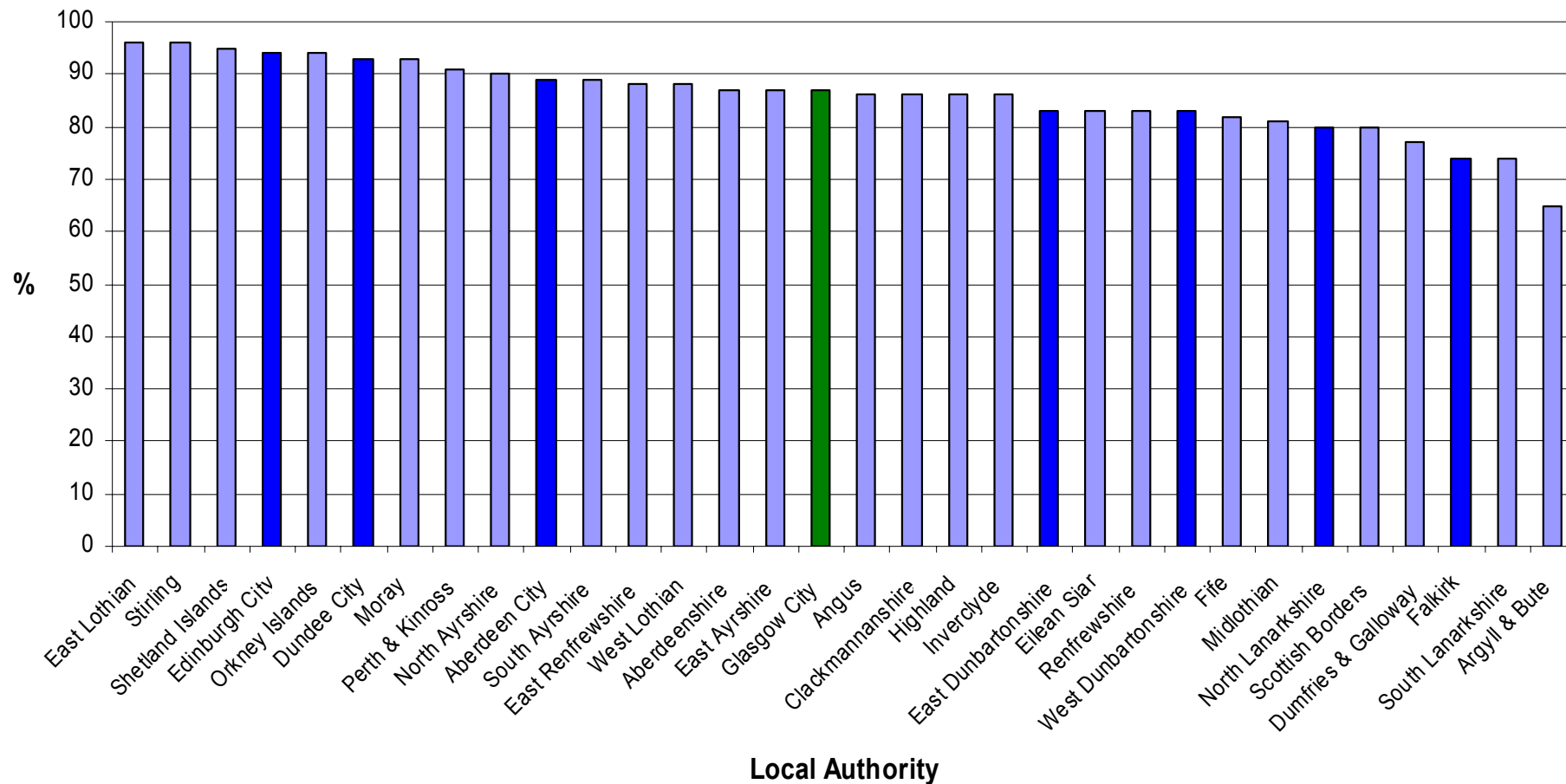
C&L4 - Cost Parks & Open Spaces Per 1,000 Population 2012-2013



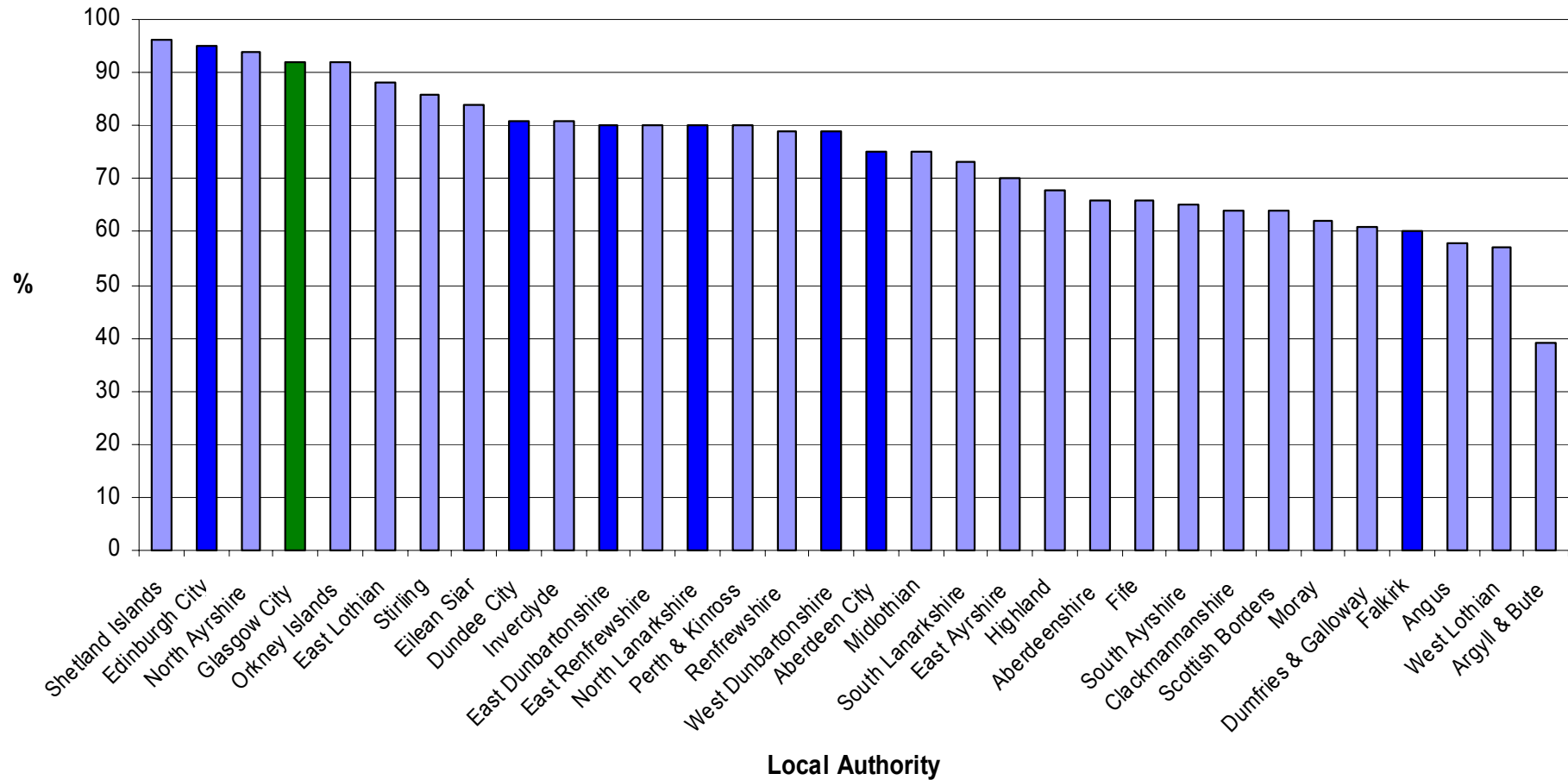
C&L5a - % of Adults Satisfied with Libraries 2012-2013



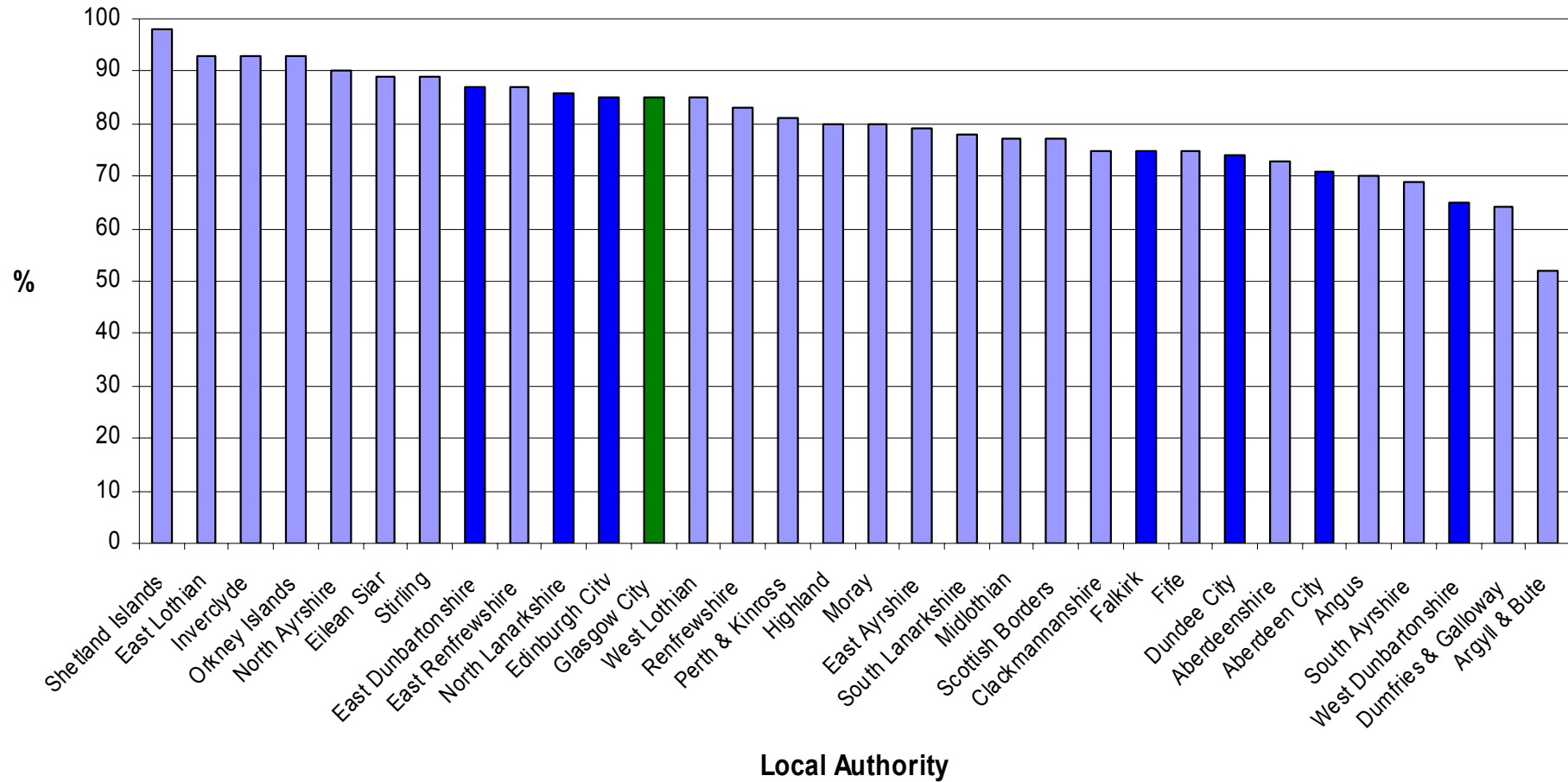
C&L5b - % of Adults Satisfied with Parks and Open Spaces 2012-2013



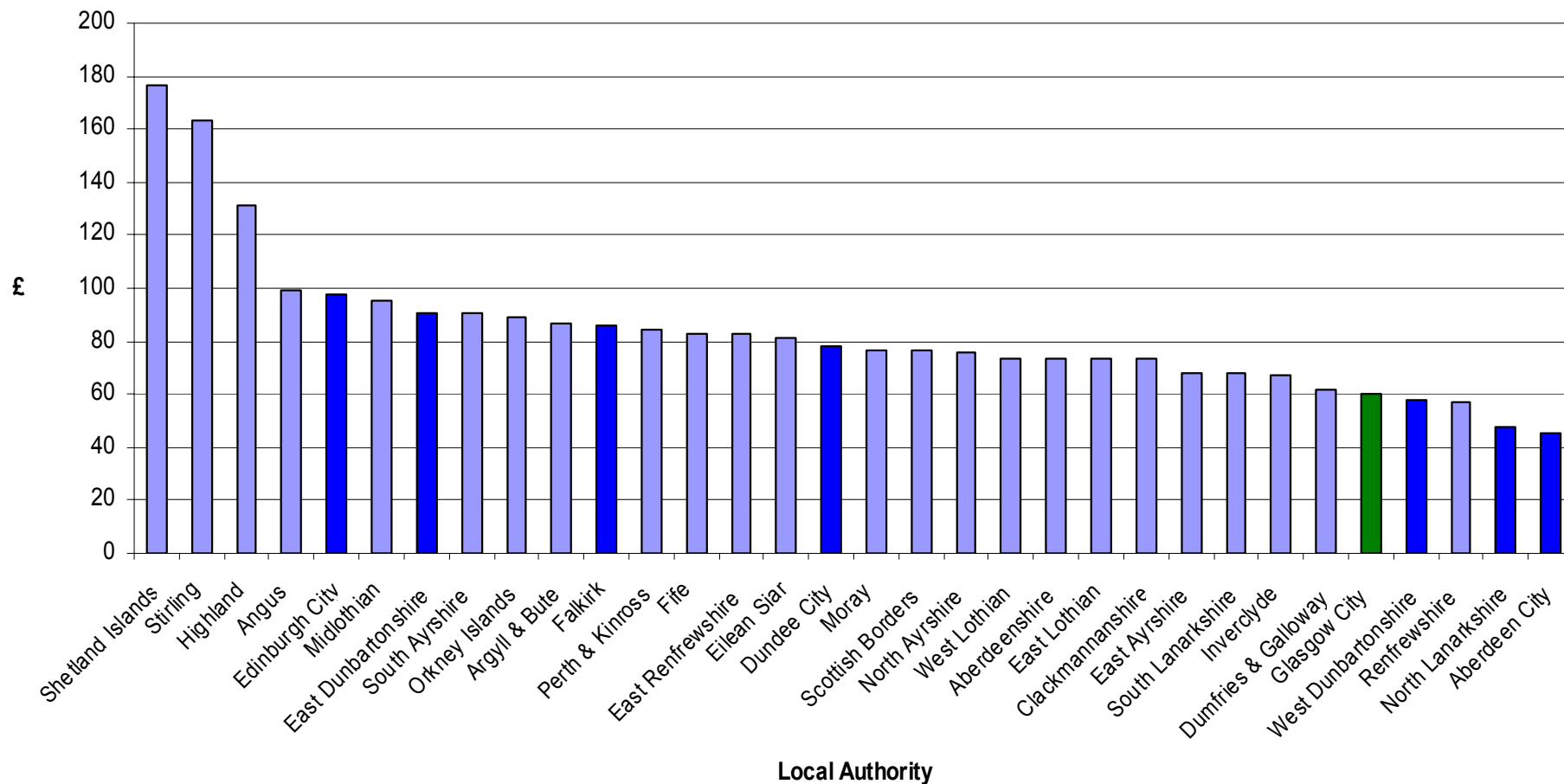
C&L5c - % of Adults Satisfied with Museums and Galleries 2012-2013



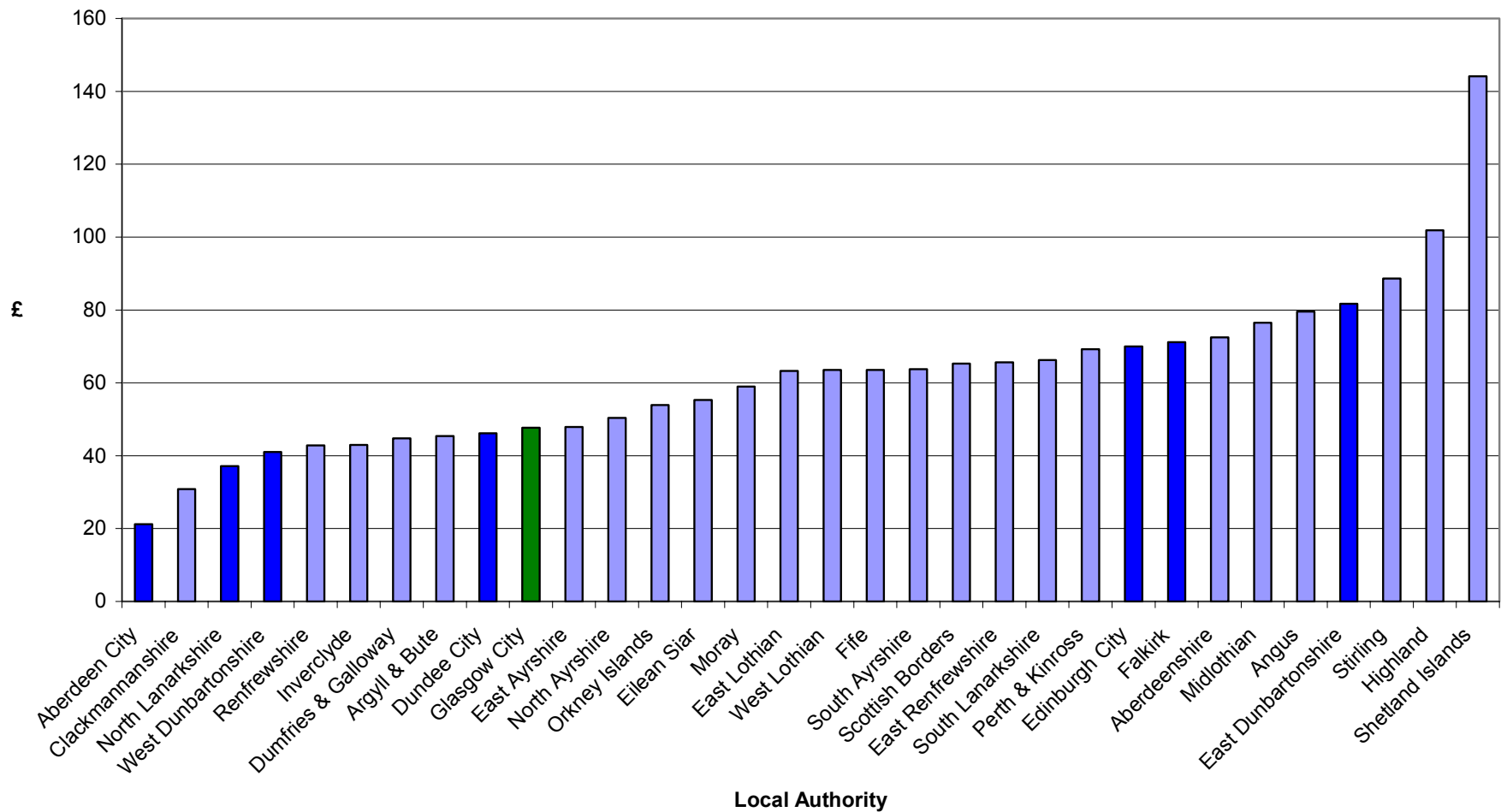
C&L5d - % of Adults Satisfied with Leisure Facilities 2012-2013



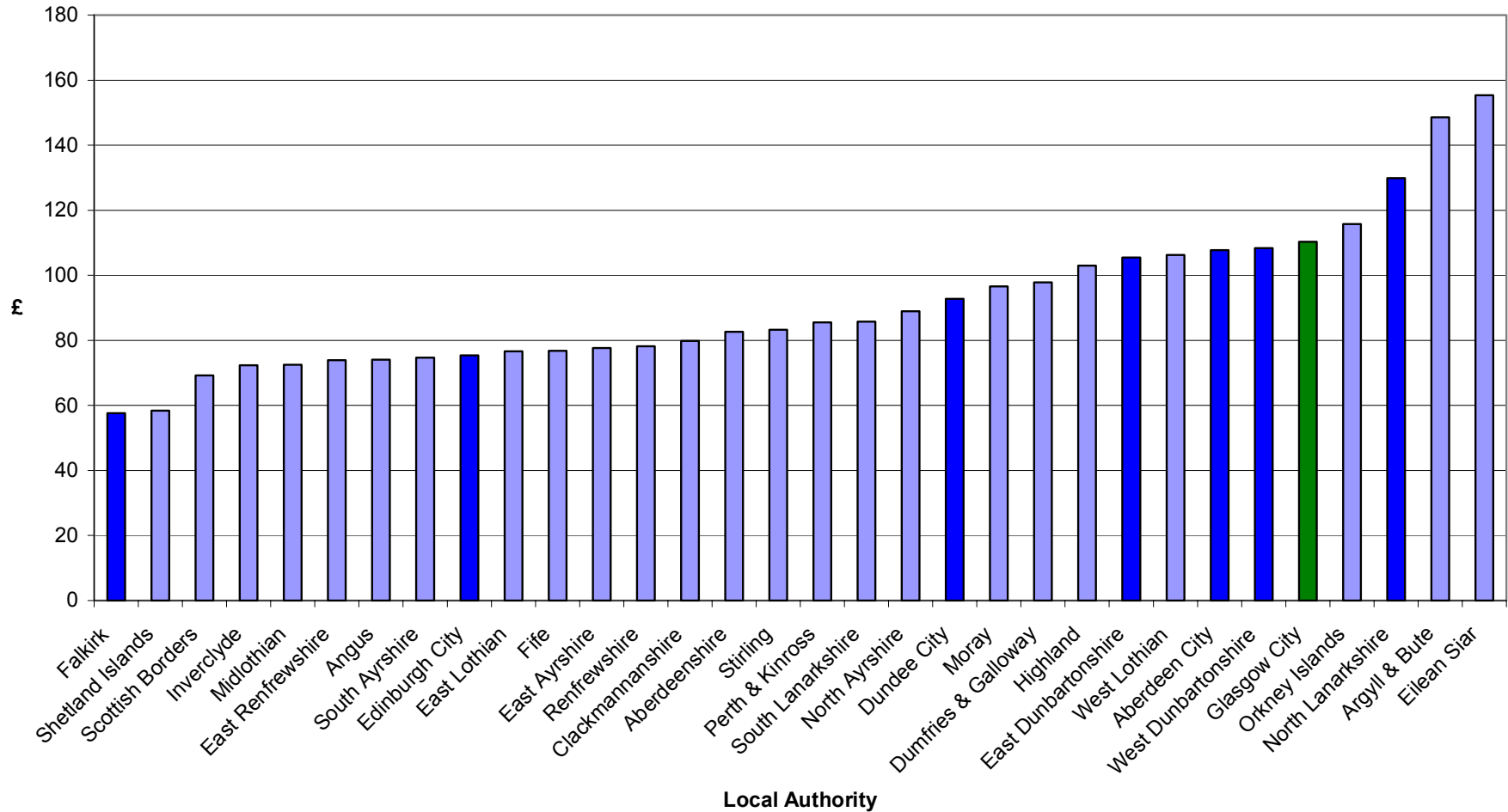
ENV1 - Gross Cost of Waste Collection per Premise 2012-2013



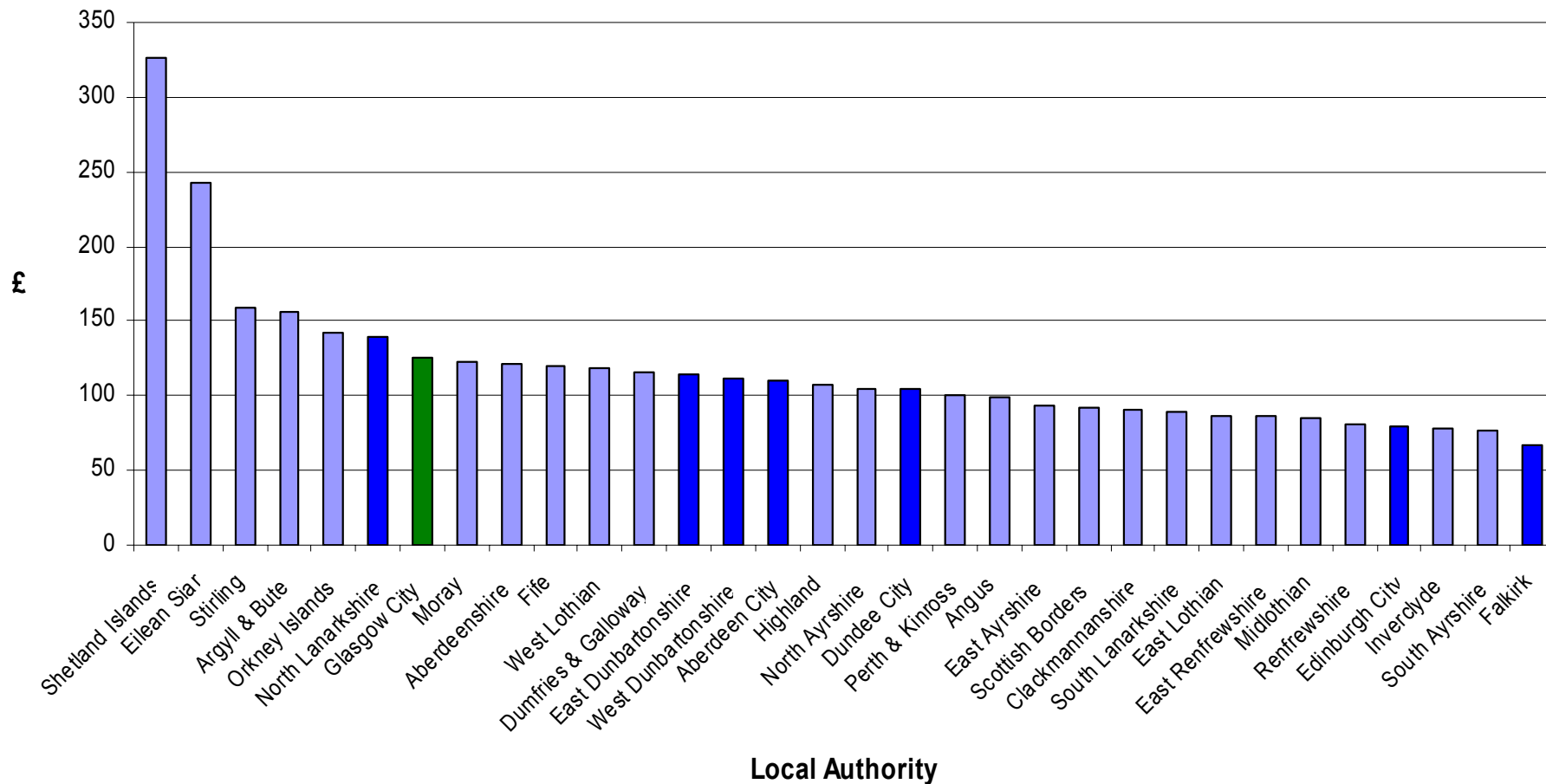
ENV1b - Net cost per Waste collection per premises 2012-13



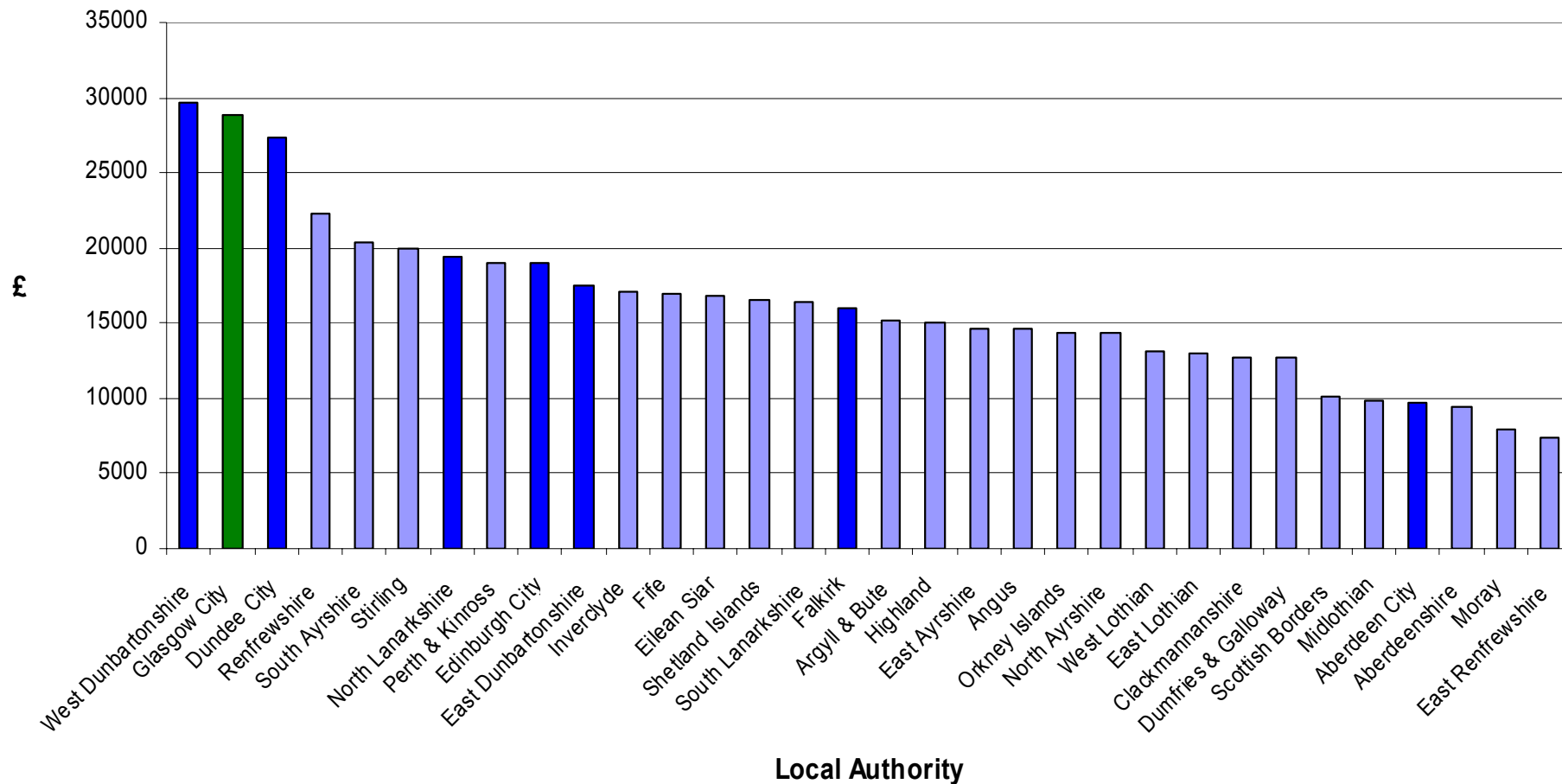
ENV2b - Net cost per Waste disposal per premises 2012-2013



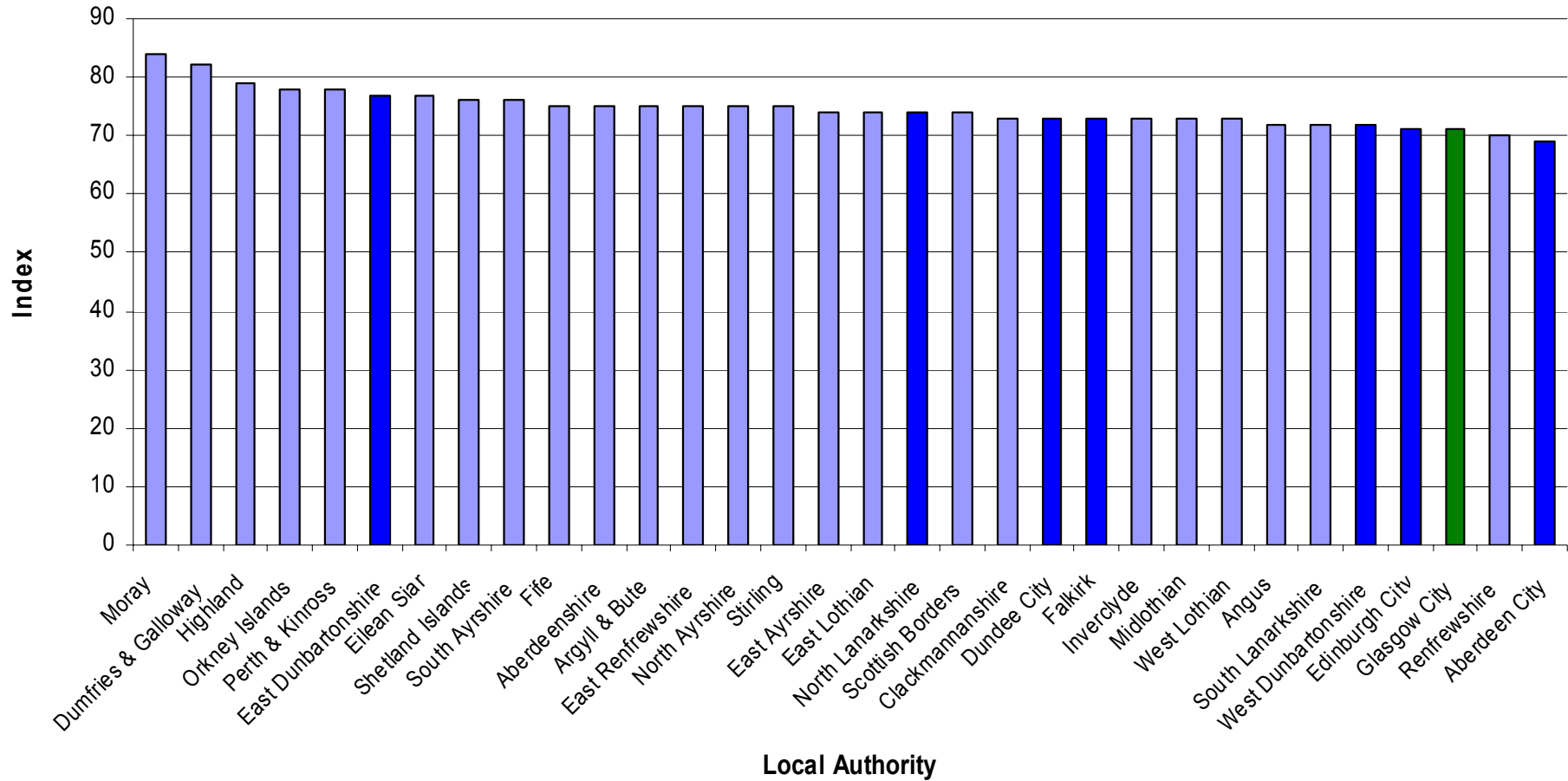
ENV2 - Gross Cost per Waste Disposal per Premise 2012-2013



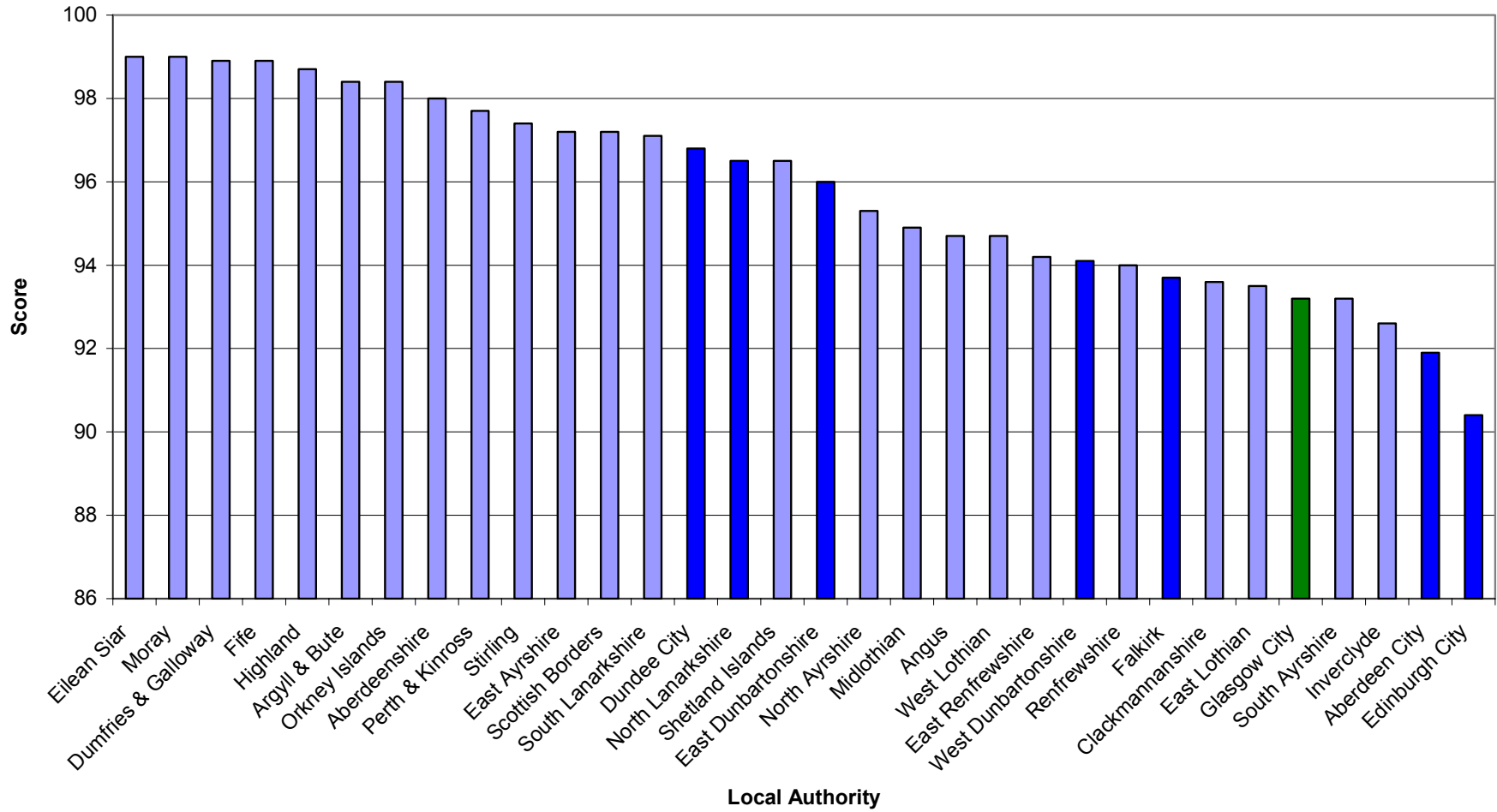
ENV3a - Net Cost of Street Cleaning per 1,000 Population 2012-2013



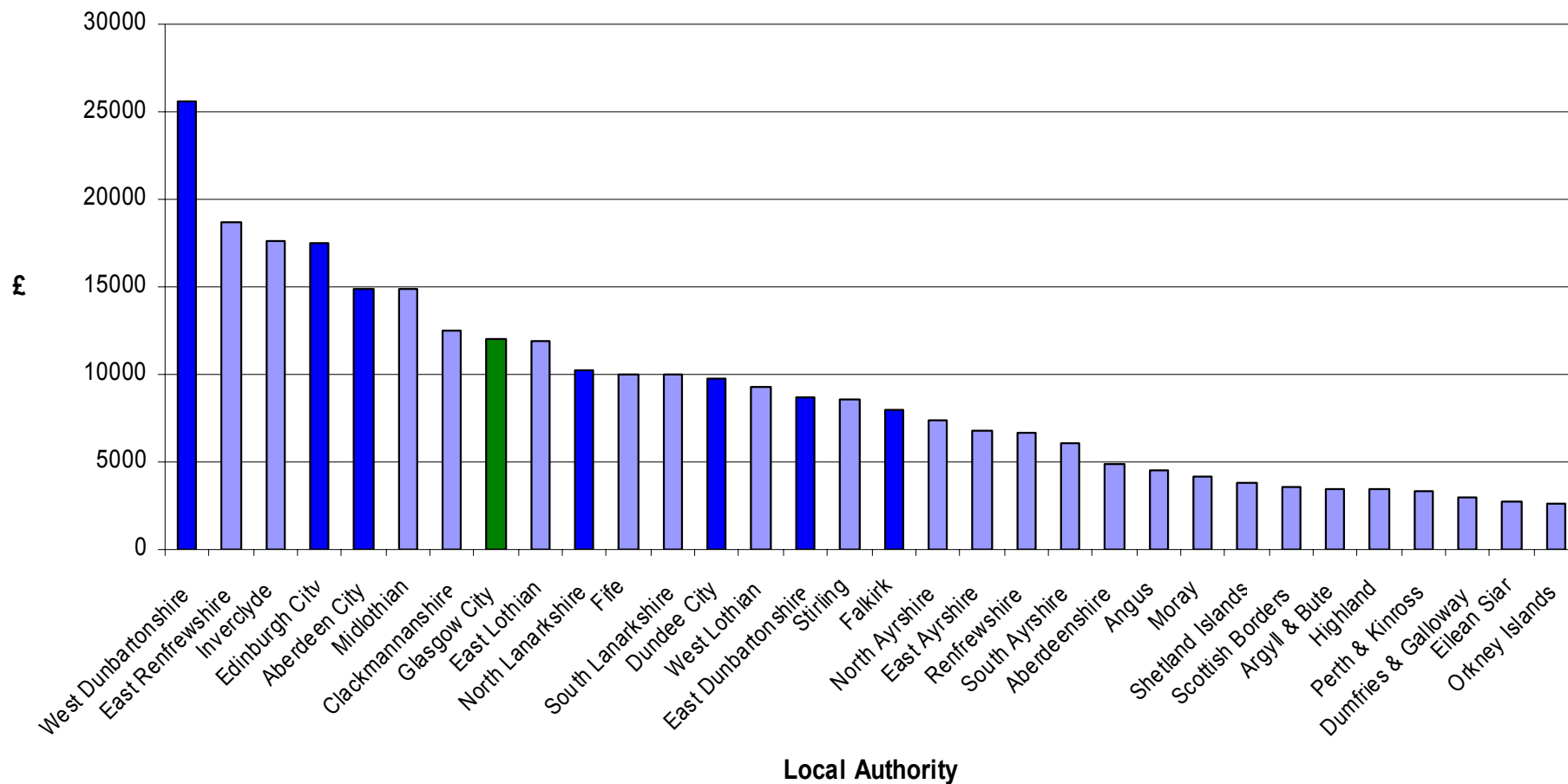
ENV3b - Street Cleanliness Index 2012-2013



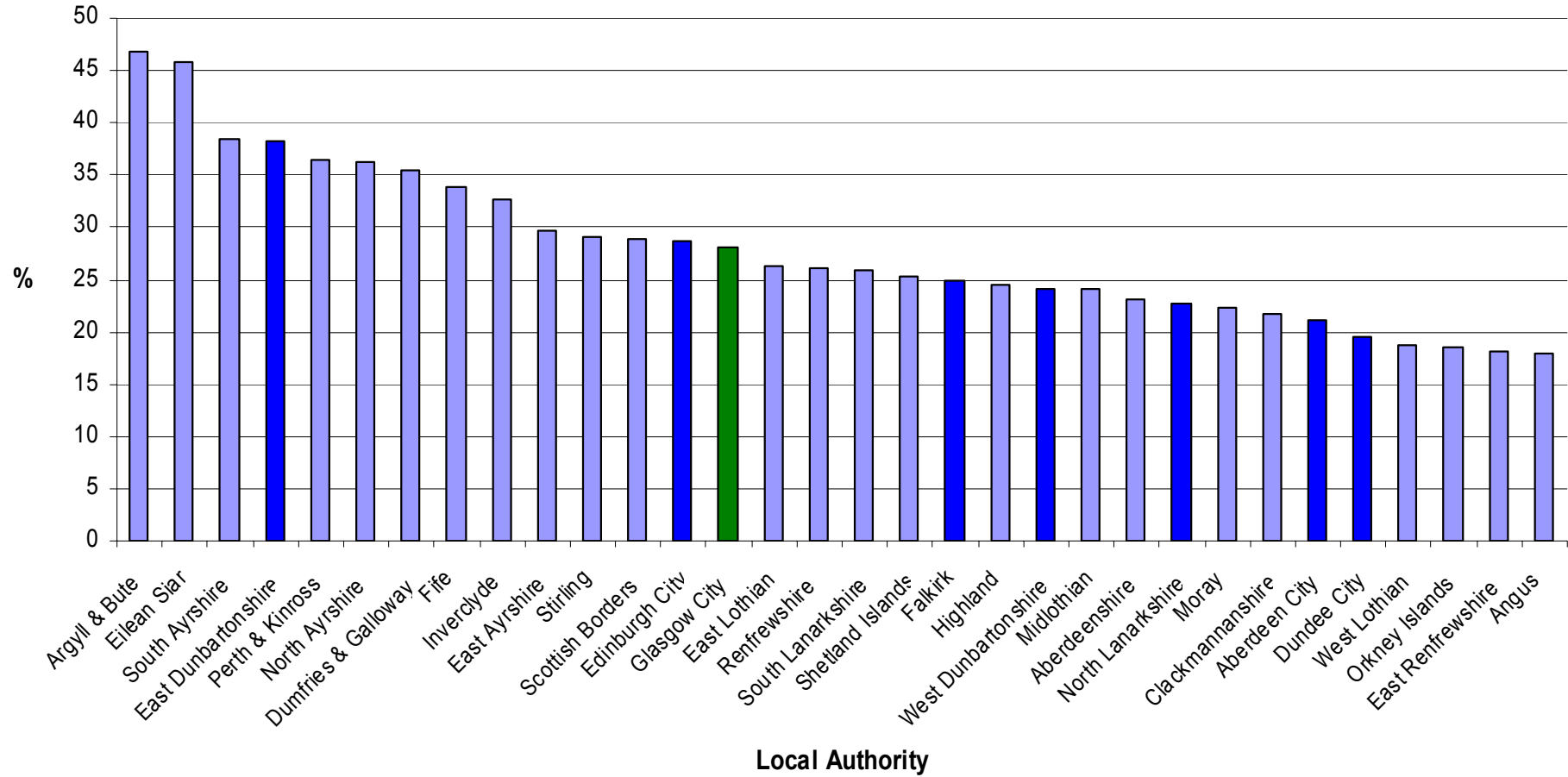
ENV3c - Cleanliness Score (%age Acceptable) 2012-2013



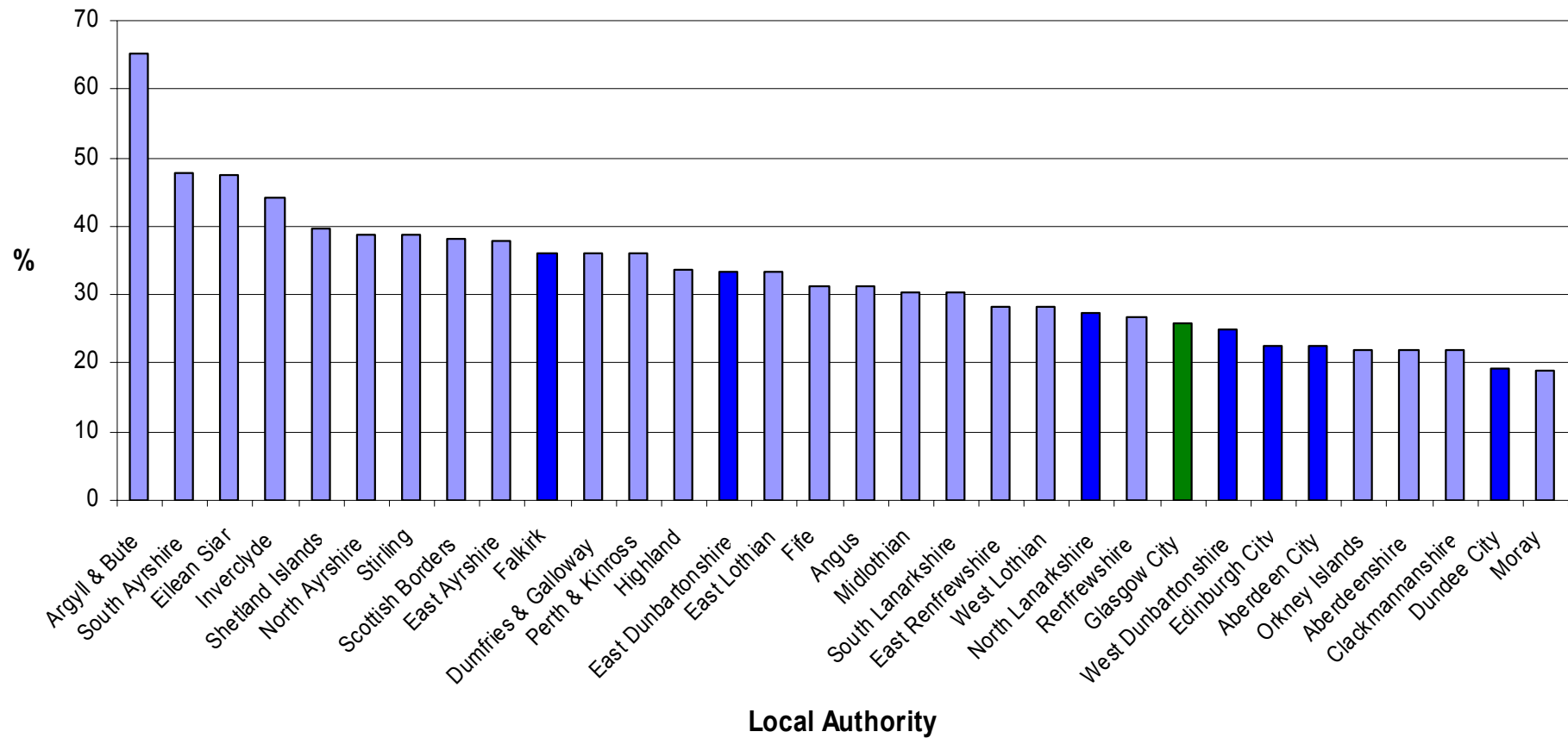
ENV4a - Cost of Maintenance per Kilometre of Roads 2012-2013



ENV4b - Percentage of a Class that Should be Considered for Maintenance Treatment 2011-2013

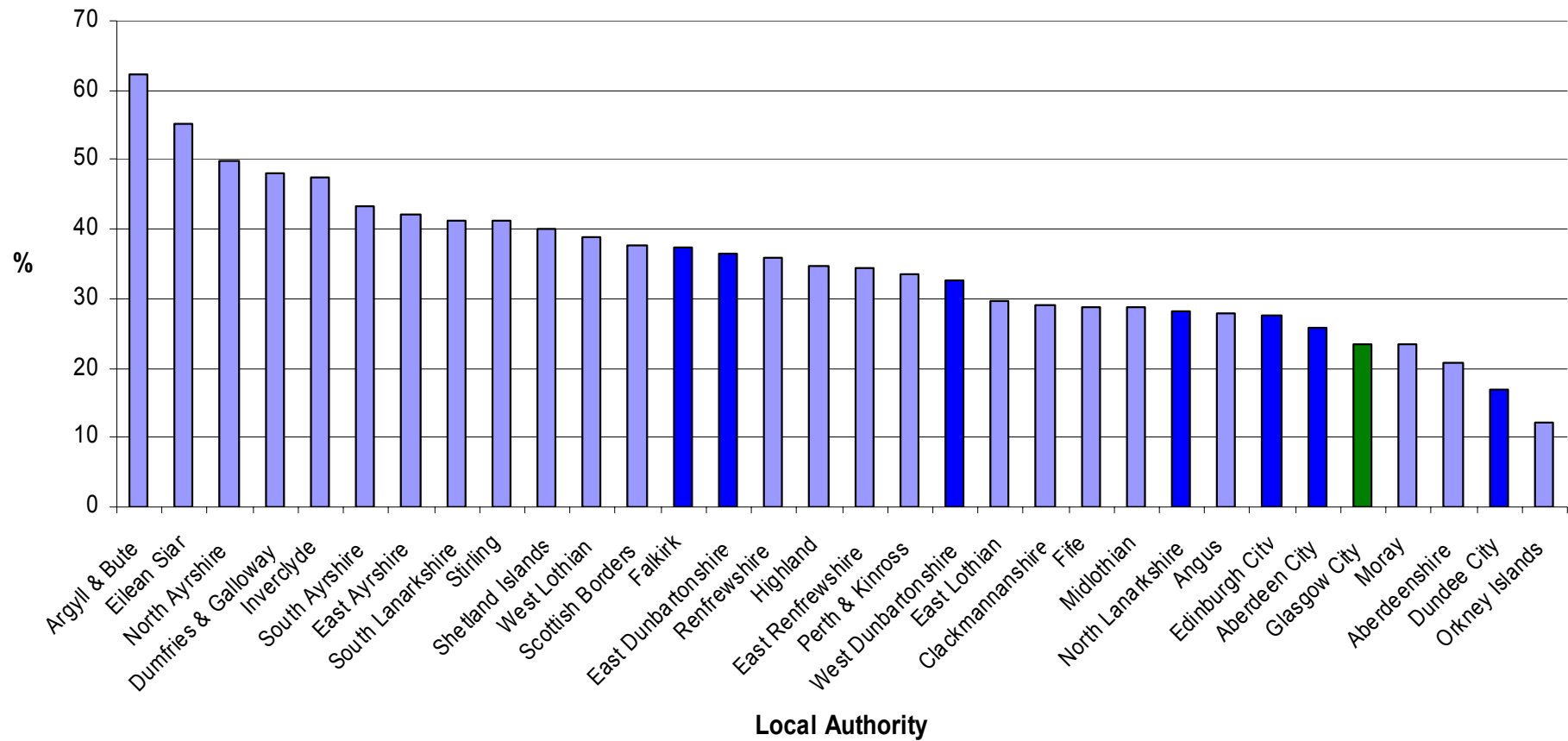


ENV4c - Percentage of B Class Roads that Should be Considered for Maintenance Treatment
2011-2013

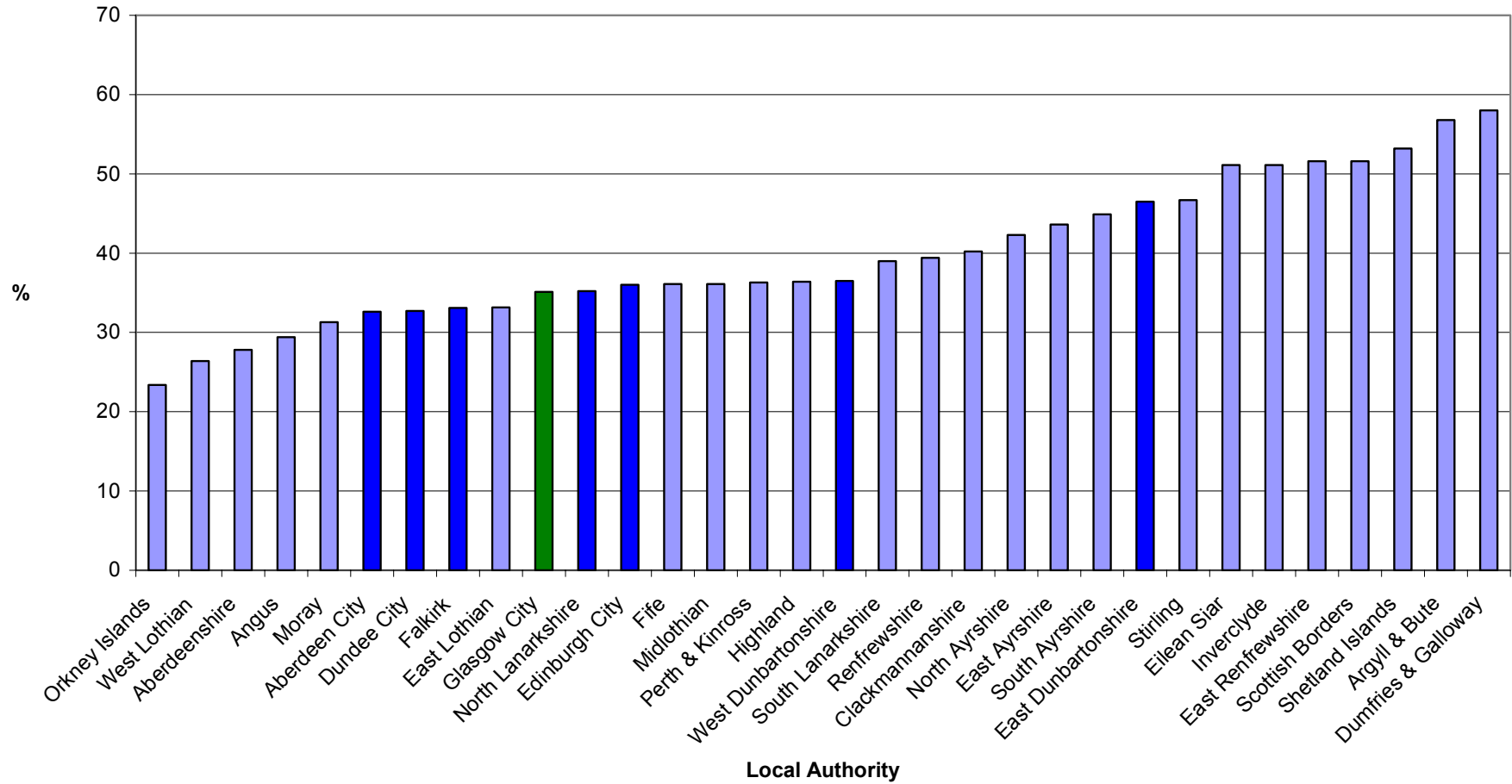


ENV4d - Percentage of C Class Roads that Should be Considered for Maintenance Treatment 2011-

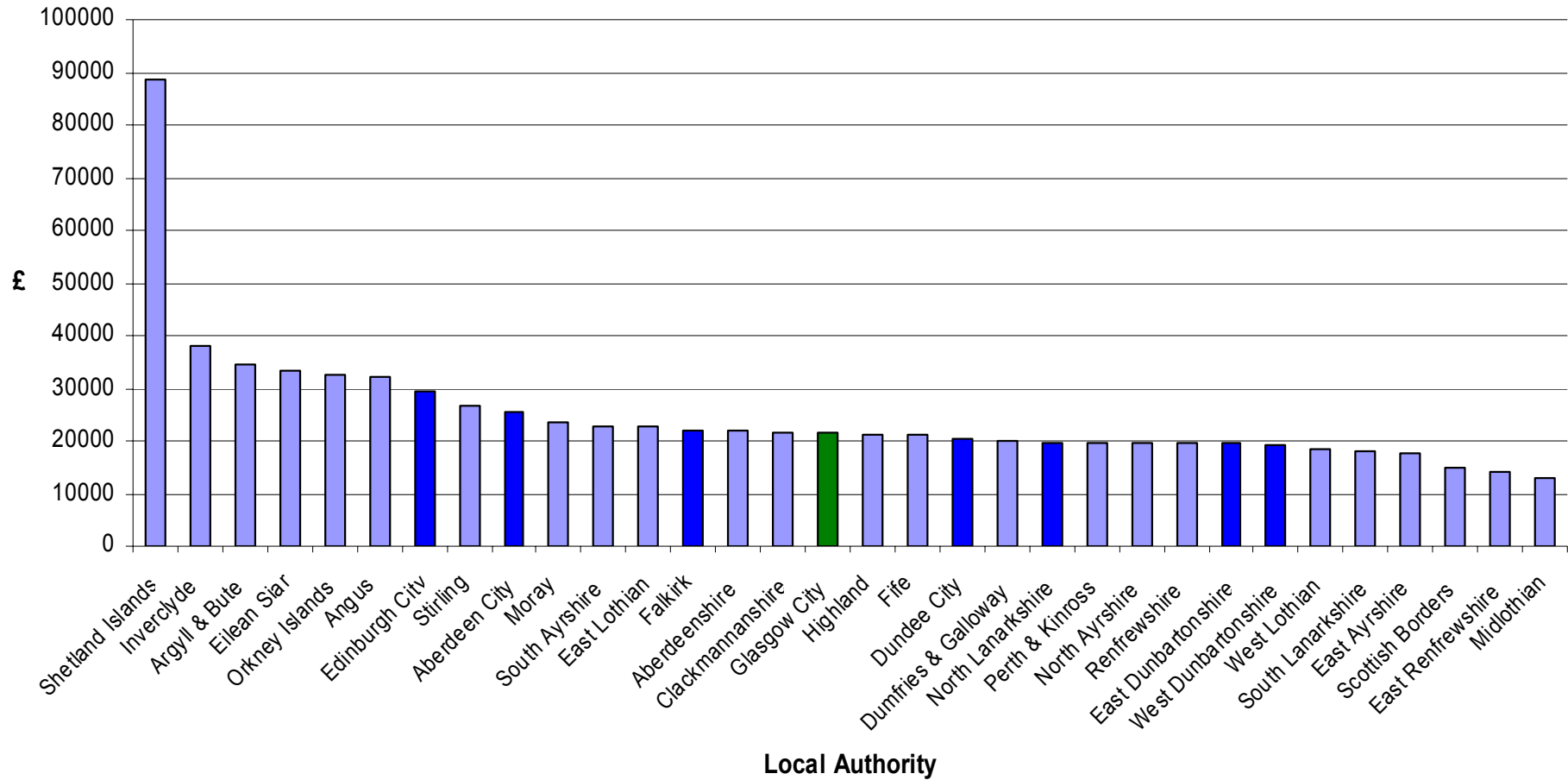
2013



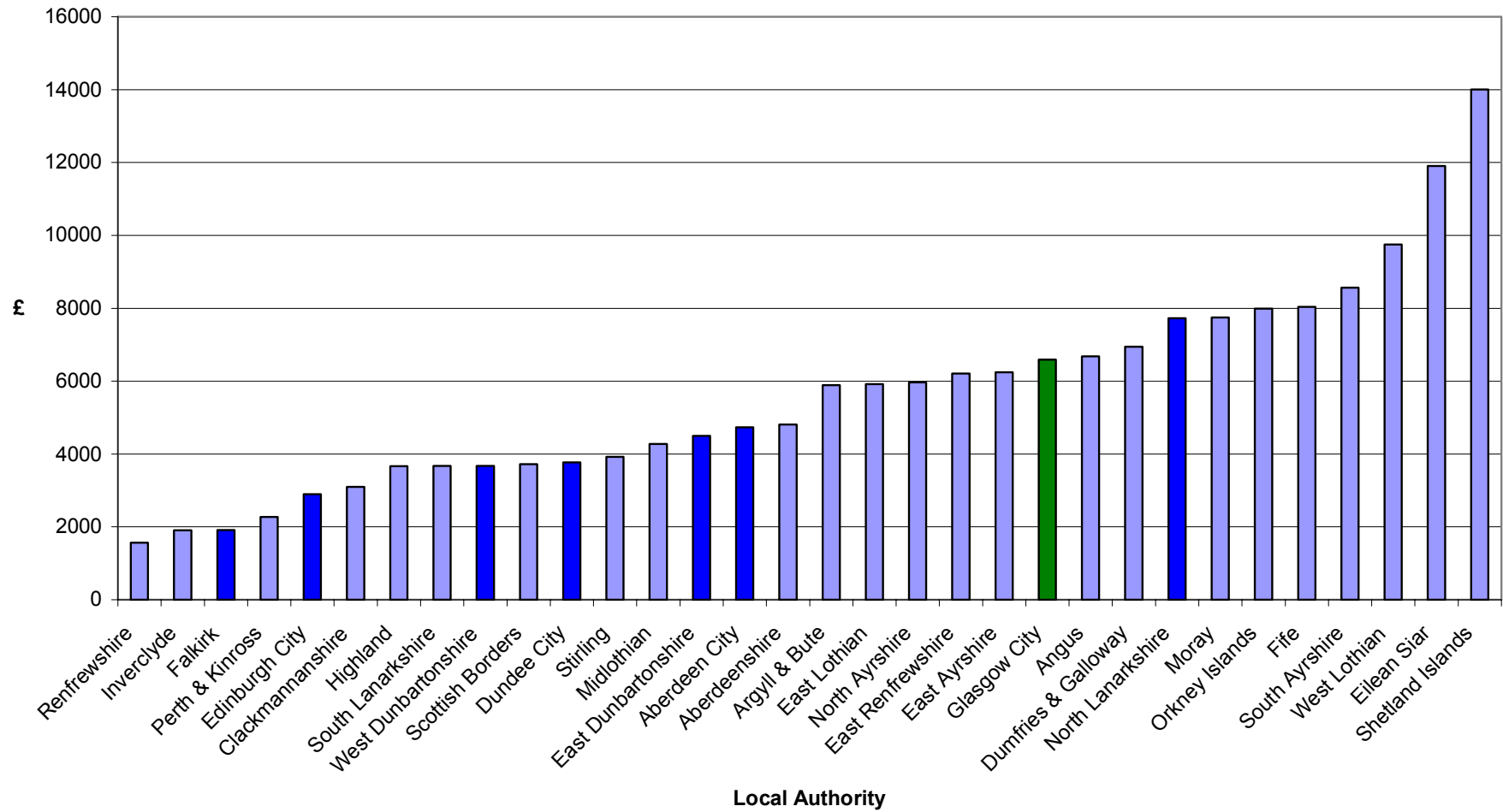
ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment
2009-13



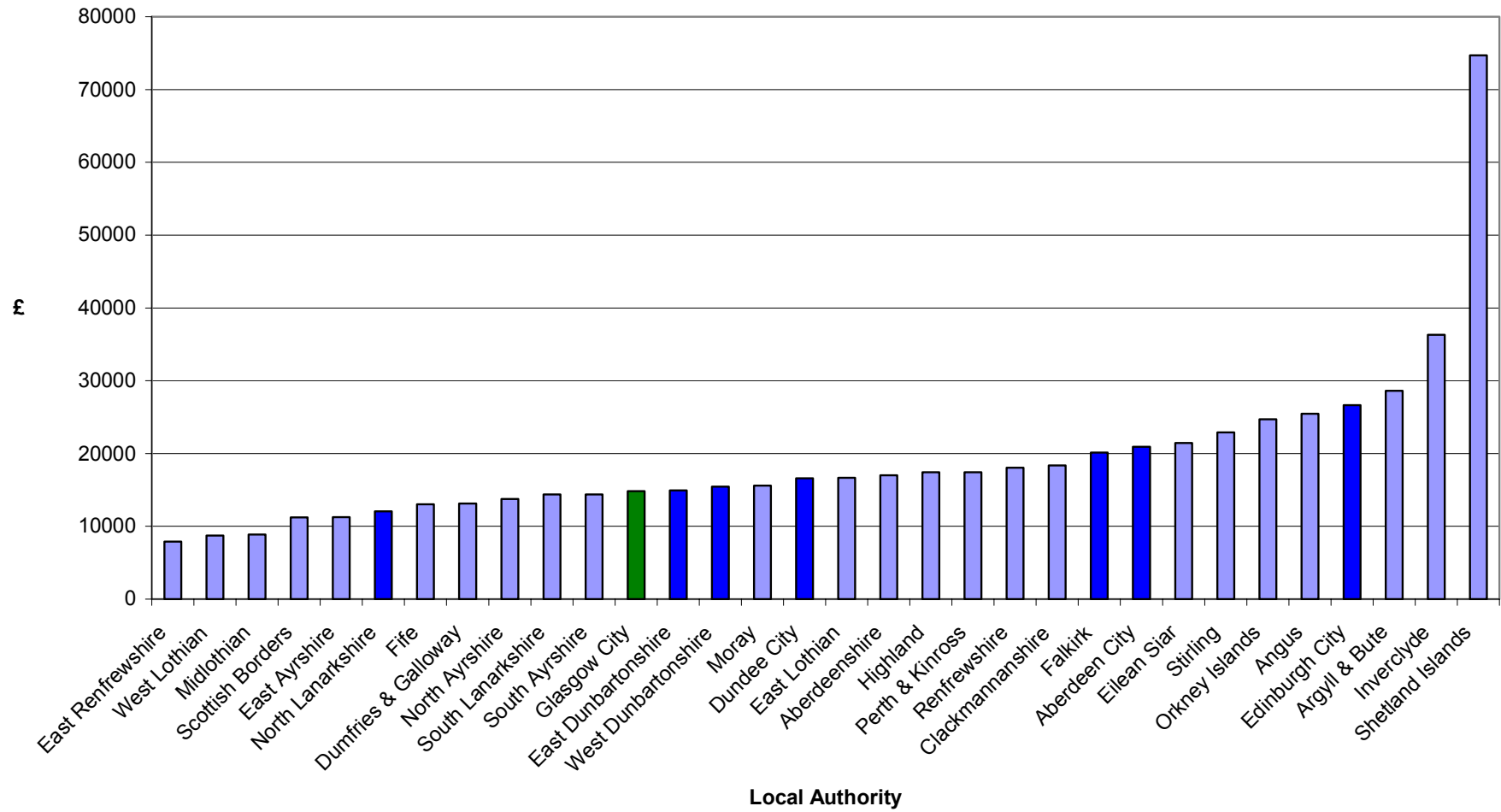
ENV5 - Cost of Trading Standards and Environmental Health per 1,000 Population 2011-2013



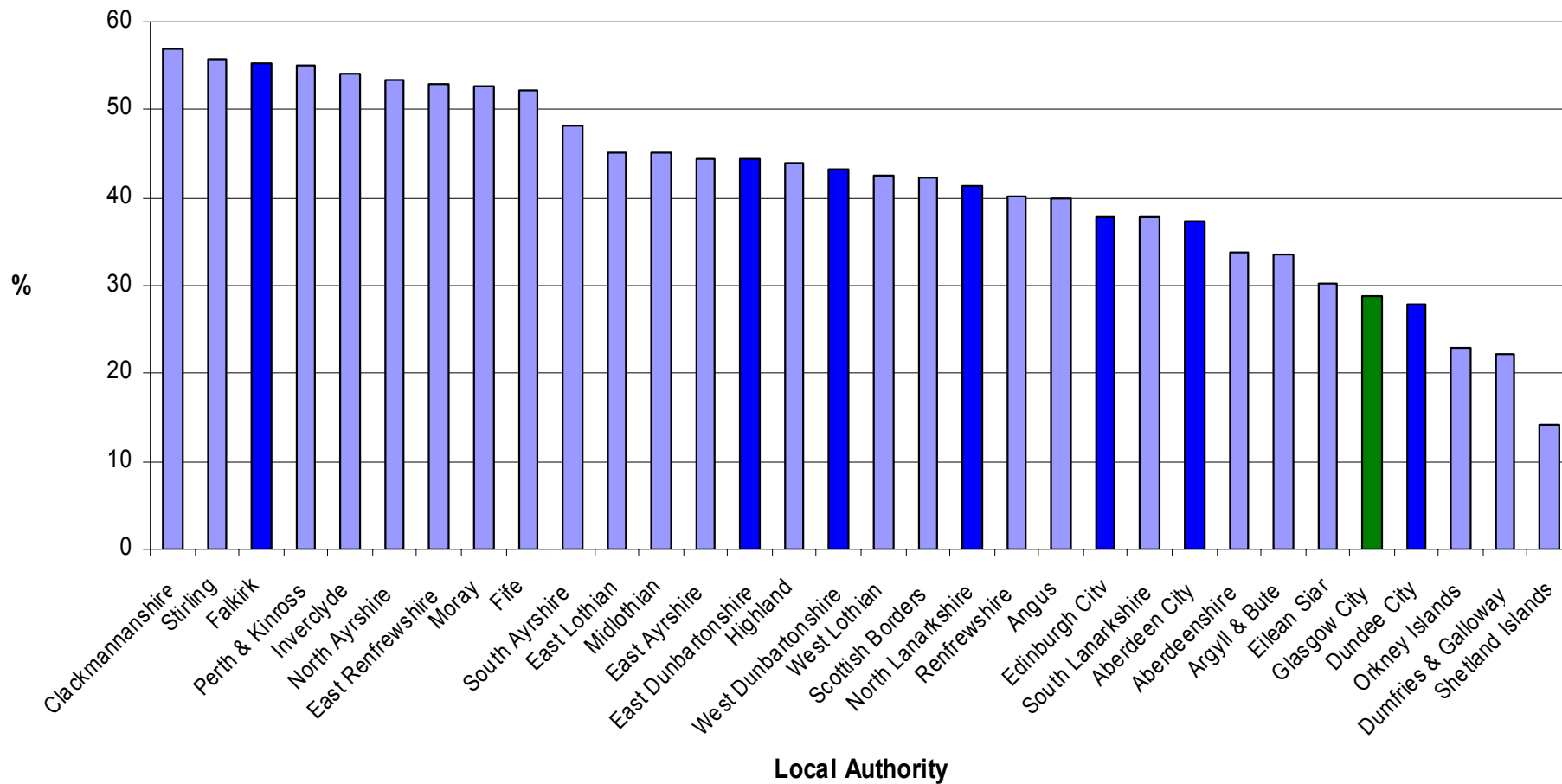
ENV5a - Cost of trading standards per 1,000 population 2012-13



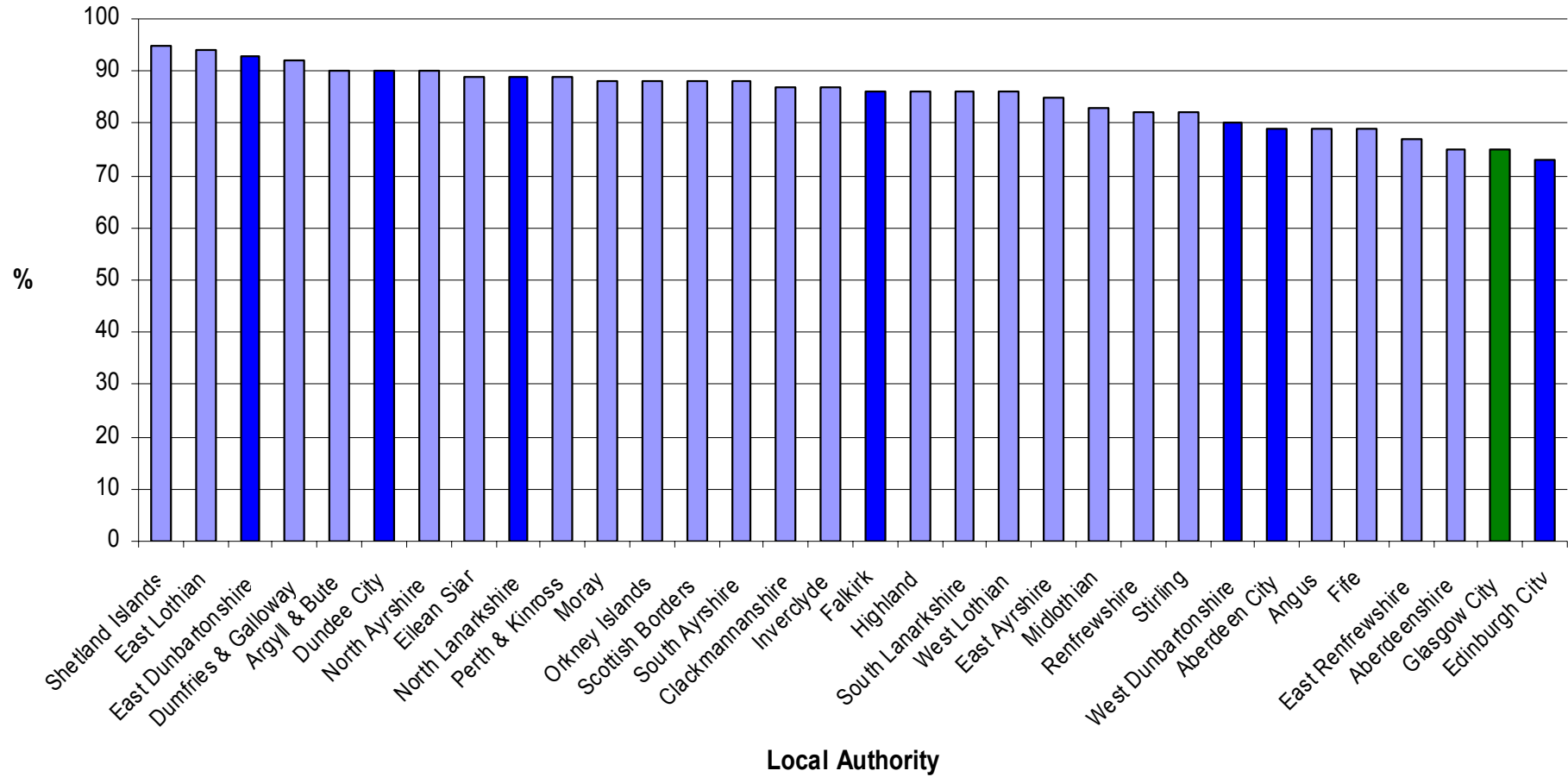
ENV5b - Cost of environmental health per 1,000 population 2012-13



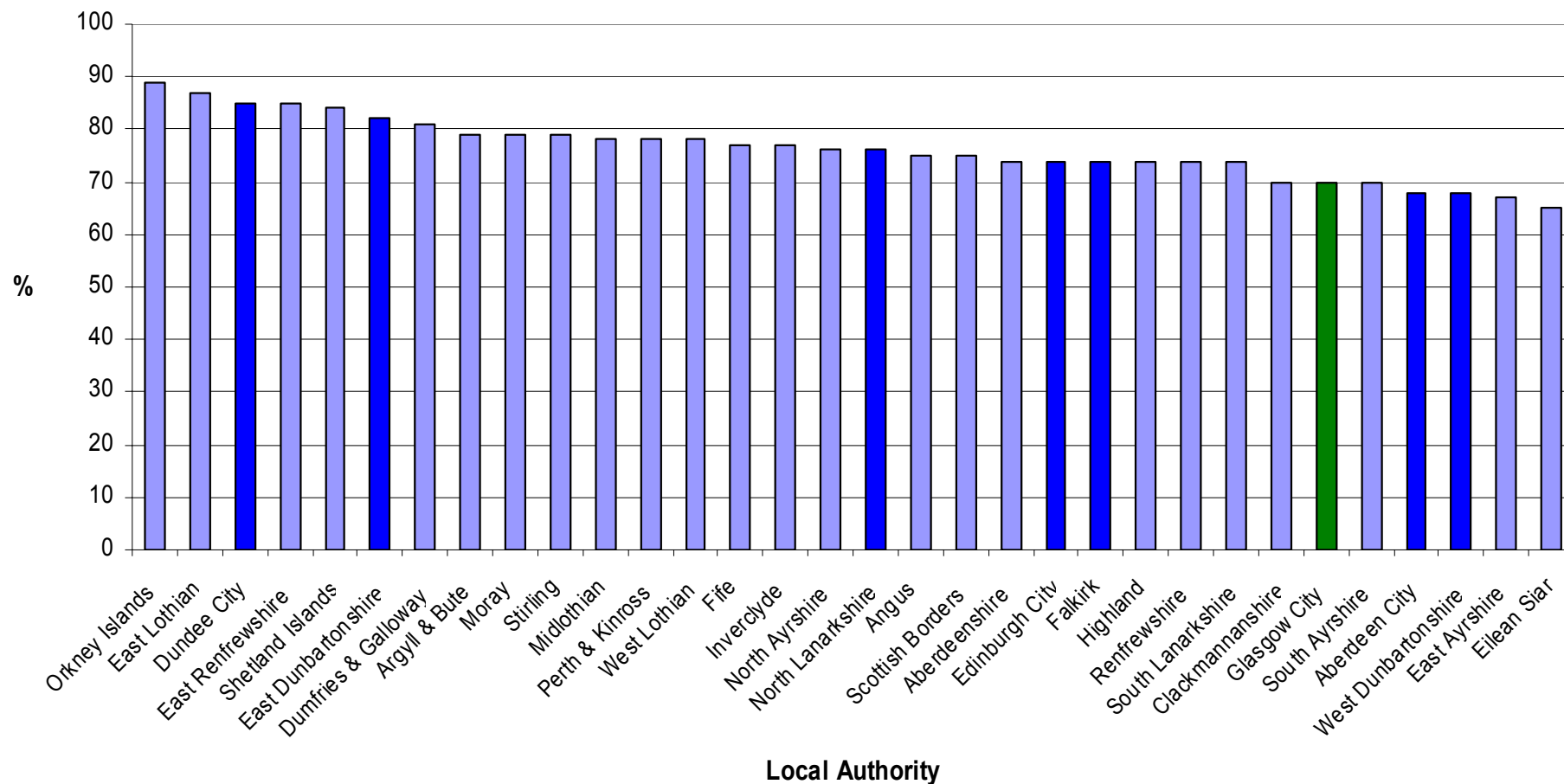
ENV6 - The Percentage of Total Waste Arising that is Recycled 2012-2013



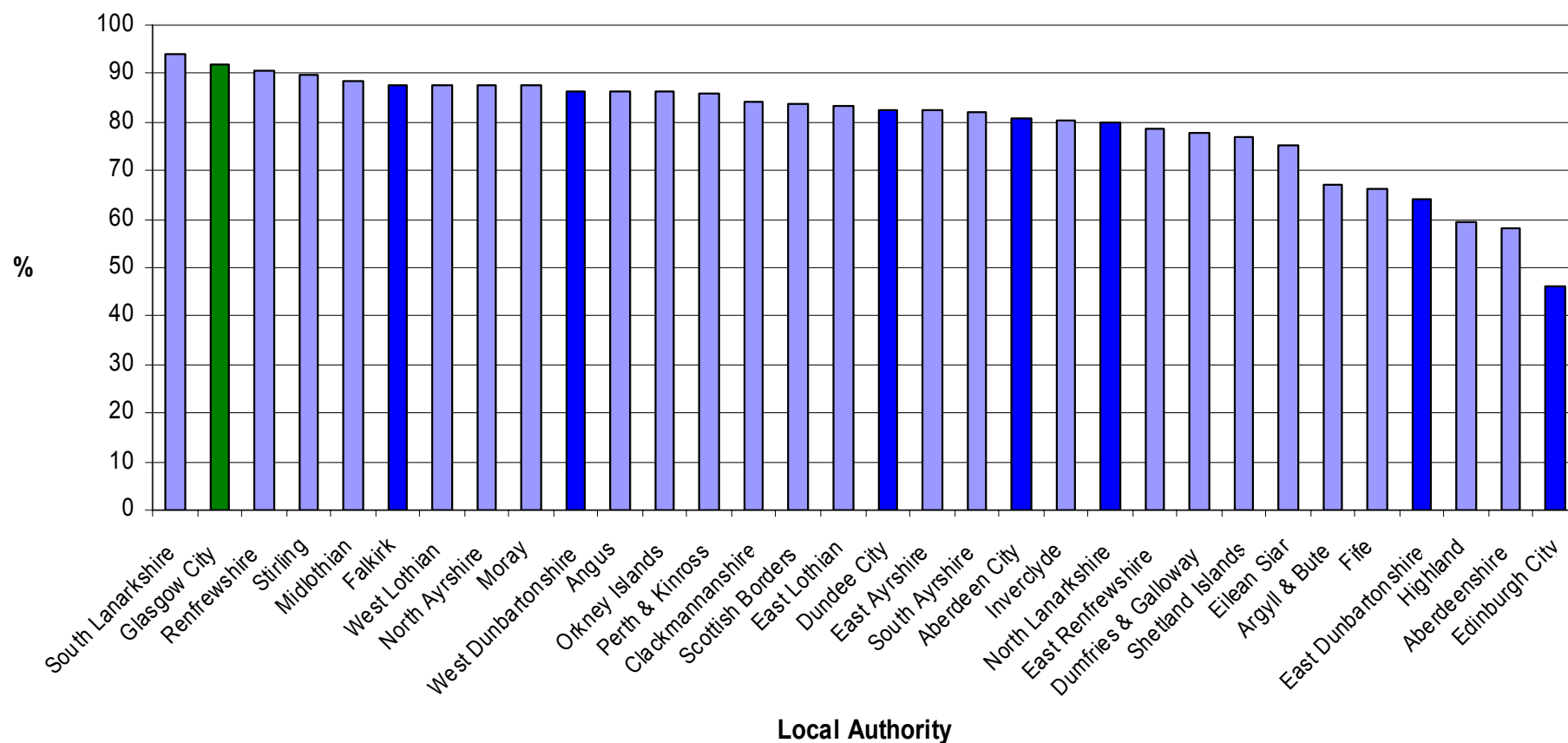
ENV7a - Percentage of Adults Satisfied with Refuse Collection 2012-2013



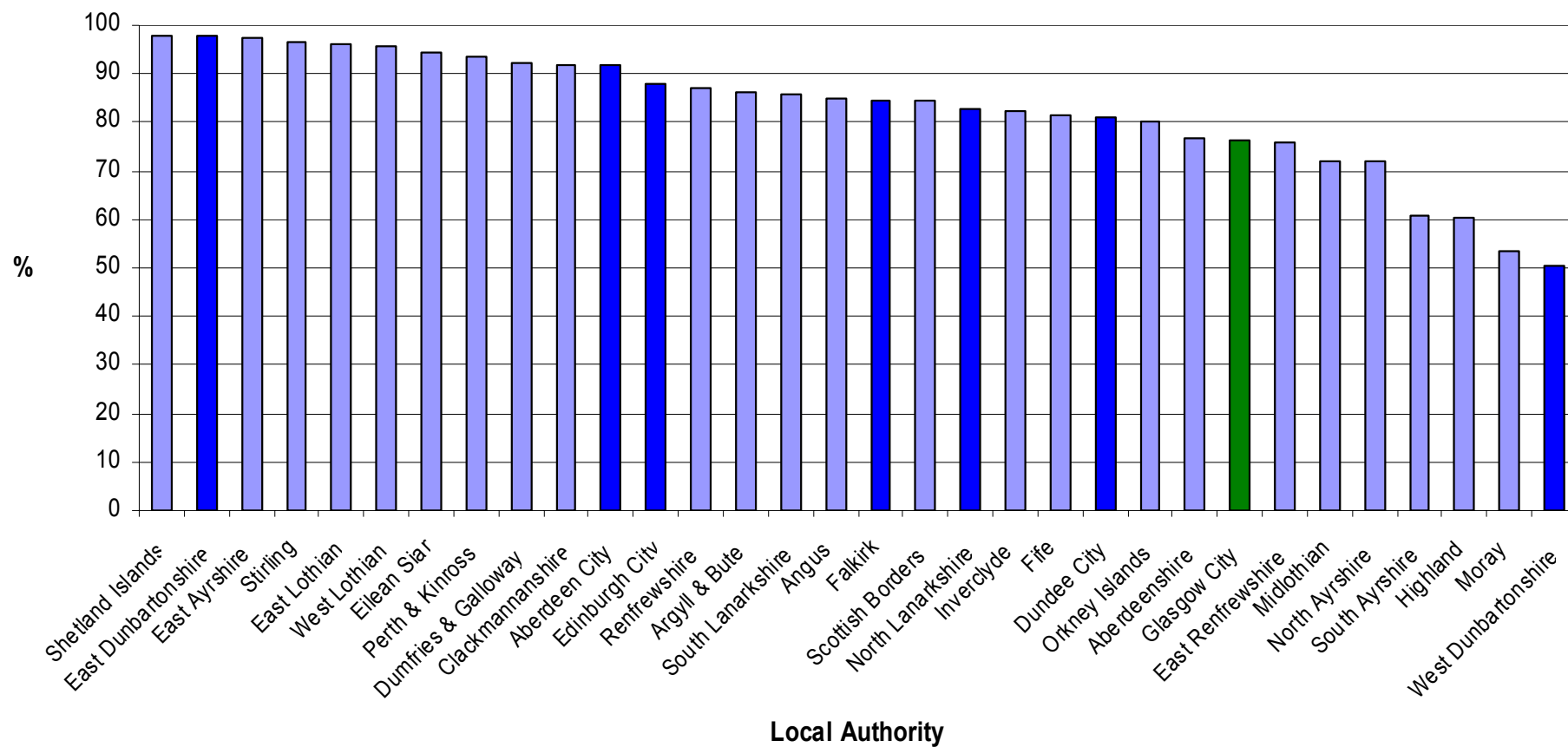
ENV7b - Percentage of Adults Satisfied with Street Cleaning 2012-2013



CORP ASSET 1 - Proportion of Operation Buildings that are suitable for their Current Use
2012-2013



CORP ASSET 2 - Proportion of Internal Floor Area of Operation Buildings in Satisfactory Condition
2012-2013



% Unemployed People Assisted into work from Council operated / funded Employability Programmes - 2012/13

