Glasgow City Council

Operational Performance Delivery and Scrutiny Committee

Report by: **The Chief Executive**

Date:

Contact: **Anne Connolly Ext: 75678**

Local Government Benchmarking Framework

Purpose of Report:

This report provides the committee with an overview of the Local Government Benchmarking Framework. The Framework forms part of the suite of Performance Indicators used by Audit Scotland to consider how the Council is performing in its duty to deliver Best Value.

Recommendations:

The committee is asked to note this report and to:

- consider the Local Government Benchmarking Framework and provide comment;

- note that the Local Government Benchmarking Framework will be reported annually to the committee when the figures are updated;

- note the ongoing programme of benchmarking work;

Ward No(s):   Citywide: ✓

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

Resource Implications:

Financial: none

Legal: none

Personnel: none

Procurement: none

Council Strategic Plan: The performance indicators and measures included are statutory indicators which are typically included in the performance framework underpinning the Council Strategic Plan.

Equality Impacts: See below

EQIA carried out: None, as no service, policy or budget change as a consequence of this report

Sustainability Impacts: None, as no service, policy or budget change as a consequence of this report

Environmental: None

Social: None

Economic: none

1.0   Background

1.1   The Local Government Benchmarking Framework (LGBF) forms part of the suite of Statutory Performance Indicators used by the Council to consider how it is performing in its duty to deliver Value for Money and used by Audit Scotland to assess how the Council is performing in its duty to deliver Best Value.

1.2   This report reflects the data provided by all 32 local authorities in Scotland, based on their Local Financial Return (LFR) for 2016-17. The LGBF is managed by the Improvement Service, the national improvement organisation for local government in Scotland.

1.3   The LGBF provides benchmark comparisons across six key headings, introducing Economic Development as a reportable heading for the 16-17 data release:

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

1.4   To facilitate comparisons within the LGBF, local authorities are grouped into two sets of benchmarking families. These groupings reflect either similar social or environmental characteristics, depending on the measure being considered.

1.5   A full set of charts of the 54 distinct indicators relevant to Glasgow is 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 performance for each of the indicators included in the LGBF can also be accessed via the My Local Council Scotland webpage.

1.6   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.

1.7   No value judgement is made about a high or low ranking as this may be affected by a number of factors including local choices on investment priorities, population distribution, and the socio-economic composition of each local authority.

1.8   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.

1.9   Since we last reported to OPDSC, Services have looked at outlying areas of performance and we have used this emerging work to provide some policy context to these areas of interest.

2.0 National Comparisons

2.1 Table 1 below summarises the indicators which are ranked within the highest or lowest eight local authorities (the highest and lowest quartiles).

Highest ranked quartile					
		Rank			Rank
CHN1	Cost per primary school Pupil	6	C&L5c	% adults satisfied with museums & galleries	5
CORP3b	% of the highest paid employees who are women	2	ENV4c	% of B class roads that should be considered for maintenance treatment	3
SW2	SDS spend on adults 18+ as a percentage of total social work spend on adults 18+	2	ENV4d	% of C class roads that should be considered for maintenance treatment	3
SW3	% of people 65+ with intensive needs receiving care at home	7			

Lowest ranked quartile					
		Rank			Rank
CHN3	Cost per pre-school education registration	32	C&L5a	% of adults satisfied with libraries	25
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	32 (but ranked 15 when SIMD taken into account)	C&L5d	% of adults satisfied with leisure facilities	27

		Rank			Rank
Lowest ranked quartile					
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	31 (but ranked 11 when SIMD taken into account)	ENV1a	Net cost of Waste Collection per Premises	27
			ENV3a	Net cost of street cleaning per 1,000 population	32
CH10	% of Adults Satisfied With Local Schools	31	ENV3c	Cleanliness Score	29
CHN11	Proportion of pupils entering positive destinations	29	ENV5b	Cost of environmental health per 1,000 population	29
CORP 7	% of income due from Council Tax received by the end of the year	27	ENV6	% of total waste arising that is recycled	29
			ENV7a	% of adults satisfied with refuse collection	29
			ENV7b	% of adults satisfied with street cleaning	31
			CORP-ASSET 2	Proportion of internal floor area of operational buildings in satisfactory condition	27
			ECON 2	Cost of Planning Per Application	27
C&L1	Cost per attendance at sports facilities	31	ECON 5	Business Gateway Start Ups per 10,000 population	32
C&L4	Cost of parks and open spaces per 1,000 population	32			

3.0 Key Indicators Ranked in the Lowest Eight (Quartile)

3.1 Cost per pre-school education registration

This indicator reflects the cost of pre-school education per child. It shows a high degree of variance across authorities. Reflecting the high levels of investment within the city, Glasgow records the highest costs of any local authority for pre-school education registration. GCC already provides significantly more extensive Early Learning Centre (ELC) provision than other Local Authorities, catering for the children most challenged by poverty and social circumstances. Glasgow has invested ahead of the curve and is already well on the way to delivering Government aspirations around the increased ELC entitlement (600 to 1140 hrs) by 2020. More than 3,500 children in the city already access 1140 hours or more**.**

3.2 % of pupils gaining 5+ Awards at Level 5 / % of pupils gaining 5+ Awards at Level 6

Glasgow records the lowest percentage of pupils gaining more than 5 awards at Level 5, however, year on year improvement achieved in recent years is evident, when deprivation is factored in. The percentage increases to 42%, the highest for Glasgow since the Benchmarking Framework was developed. Glasgow has consistently performed above the Scottish average. When deprivation is factored in, Glasgow's attainment levels occupies a position in the top half of authorities and in the 4th within its direct comparator authorities, behind only West Dunbartonshire, North Lanarkshire and North Ayrshire.

Glasgow records the second lowest percentage of pupils gaining more than 5 awards at Level 6; however, improvement achieved in recent years is evident, when deprivation is factored in, with the percentage increasing to 16%, the highest since the Benchmarking Framework was developed. When deprivation is factored in, Glasgow's attainment levels occupies a position in the top third of authorities, and in the 3rd within its direct comparator authorities, behind only West Dunbartonshire and North Ayrshire. Glasgow has consistently been above the Scottish Average in this respect.

3.4 % of adults satisfied with schools

Glasgow's satisfaction rate is 65%. The Scottish Average is 75%. A significant number of local authorities have experienced a reduction in the satisfaction rate for this year. The satisfaction data is from the Scottish Household Survey, and represents satisfaction levels for the public at large rather than specifically for service users. It should also be noted that all other large urban local authorities are below the national average based on the Household Survey methodology.

3.5   **Proportion of pupils entering positive destinations**

Glasgow has the fourth lowest proportion of pupils entering positive destinations in Scotland. In the last benchmarking report Glasgow was in last place out of all 32 authorities, so although significant challenges remain there has been a consistent improvement in this area since 2011/12. The Improvement Service (IS) has previously noted a "clear link between deprivation and lower levels of participation in higher education across Scotland" which impacts on positive destination figures. Glasgow currently has 91.9% of pupils against a Scottish average of 93.7%, which is an increase of 2% on the previous year. The first significant increase since the LGBF has collated this data.

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

Glasgow at £29 per person has the second highest spend on parks and open spaces, behind West Dunbartonshire, and continues to make a substantial investment in its extensive parks and open spaces. The Scottish Average is currently £20 per person. GGC manages over 20% of Glasgow's parks and open spaces and has a number of high footfall attractions unique to large cities across Scotland and the UK. For example, GCC fully fund Glasgow Botanic Gardens and is home to the largest urban country park in Scotland, Pollok Country Park.

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

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

The net cost of street cleaning per 1,000 population is the highest in Scotland at £26 per person, although the cost has reduced from £29 per person in 2012. Glasgow is actively reviewing the Street Cleaning cost, and benchmarking other local authority models. In 2018 there has also been investment in this area of business, which it is anticipated will impact on cost, including:

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

3.8   Business Gateway Start Ups per 10,000 population

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

The way in which Business Gateway data is calculated is solely based on the number of SMEs Business Gateway has engaged with during a set period of time. Glasgow tends to use ONS data, which captures the total SME population of Glasgow, not just those who have engaged with Business Gateway, to reflect 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 over 2015 and 2016, whether calculated using the total population or working age population as baseline data[1].

4.0   Key indicators Ranked in the Highest Eight (Quartile)

4.1   **Cost per primary school Pupil**

With the exception of the rural authorities, the majority of Scottish local authorities spend a similar amount on primary school pupils. Glasgow's expenditure is the sixth lowest in the country

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

Glasgow has the second highest proportion of employees in highly paid posts. From 2019 this indicator will be supplemented by an additional pay equality indicator.

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

Glasgow still spends significantly one of the highest percentages of total social work expenditure on self-directed spend, both nationally and within the benchmarking group. This is due to Glasgow implementing a legislative requirement earlier than other Councils. It is anticipated that other local authorities SDS spend will increase in due course as they implement the legislation, such as Scottish Borders Council, which has significantly shifted the balance of care in the 16-17 period.

5.0   Scotland-wide Benchmarking Programme

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

---

[1] ONS (2017) Available at:
https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/bulletins/businessdemography/2015

5.2   Glasgow City Council will host the majority of the following Improvement Service benchmarking events during year 2018:

- ➢ Housing
- ➢ Libraries
- ➢ Economic Development
- ➢ Waste Management
- ➢ Museums
- ➢ Street Cleaning
- ➢ Adult Social Care
- ➢ Finance

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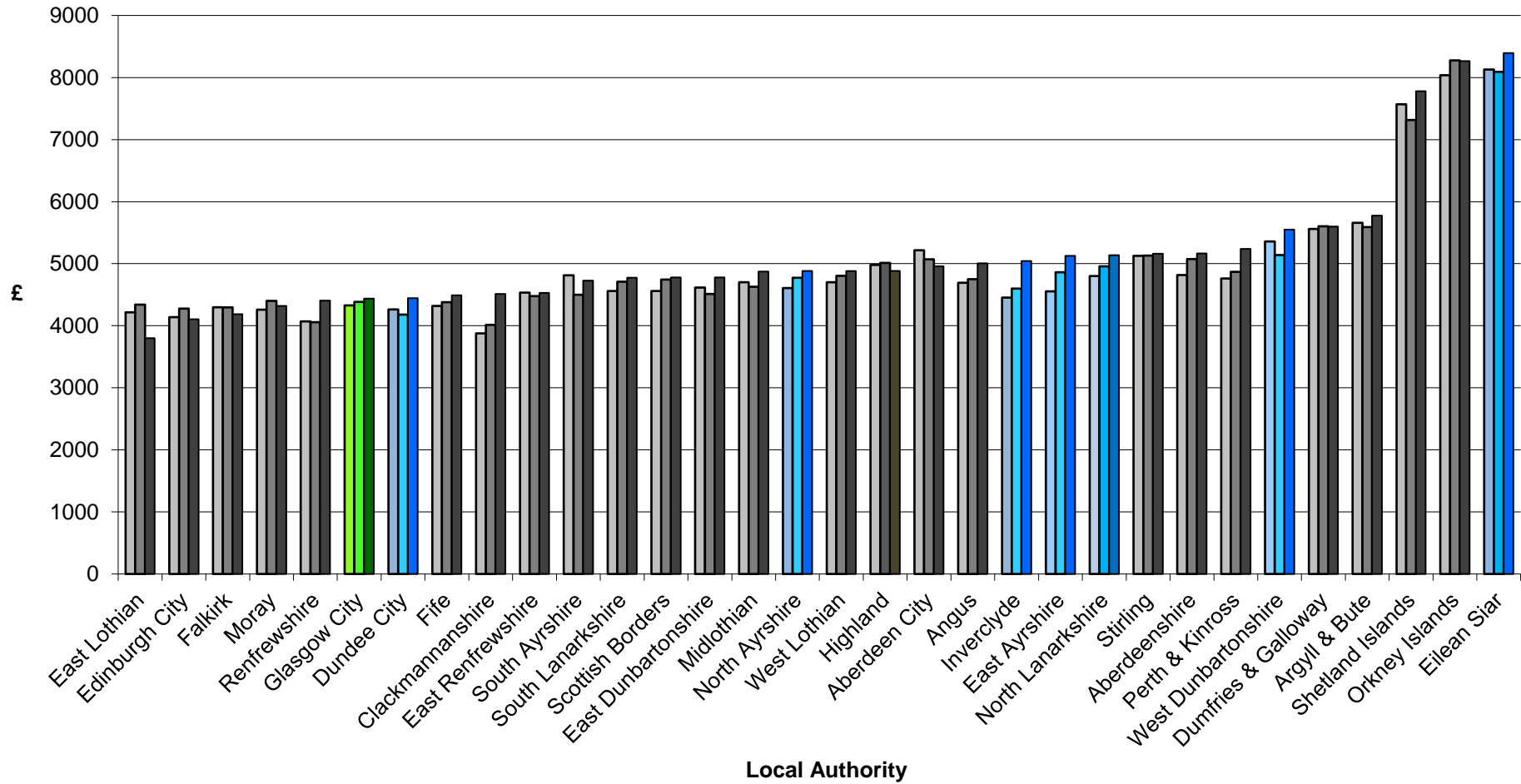

6.0   **Other Benchmarking Activities**

6.1   Each Council Service is required to produce an Annual Service Plan and Performance Report (ASPIR). This sets out current year priorities in the context of previous performance. The ASPIR process recognises the importance of benchmarking for achieving and demonstrating Best Value and identifies that the LGBF is only one aspect of benchmarking activity currently taking place across all Scottish local authorities.

6.2   The ASPIR guidance requests that Services highlight current benchmarking activities including those not reflected within the LGBF.

6.3   The ASPIR guidance for 2018/19 gives prominence to the reporting of benchmarking exercises, and explicitly requires the reporting of progress of the LGBF indicators within Service ASPIRs.

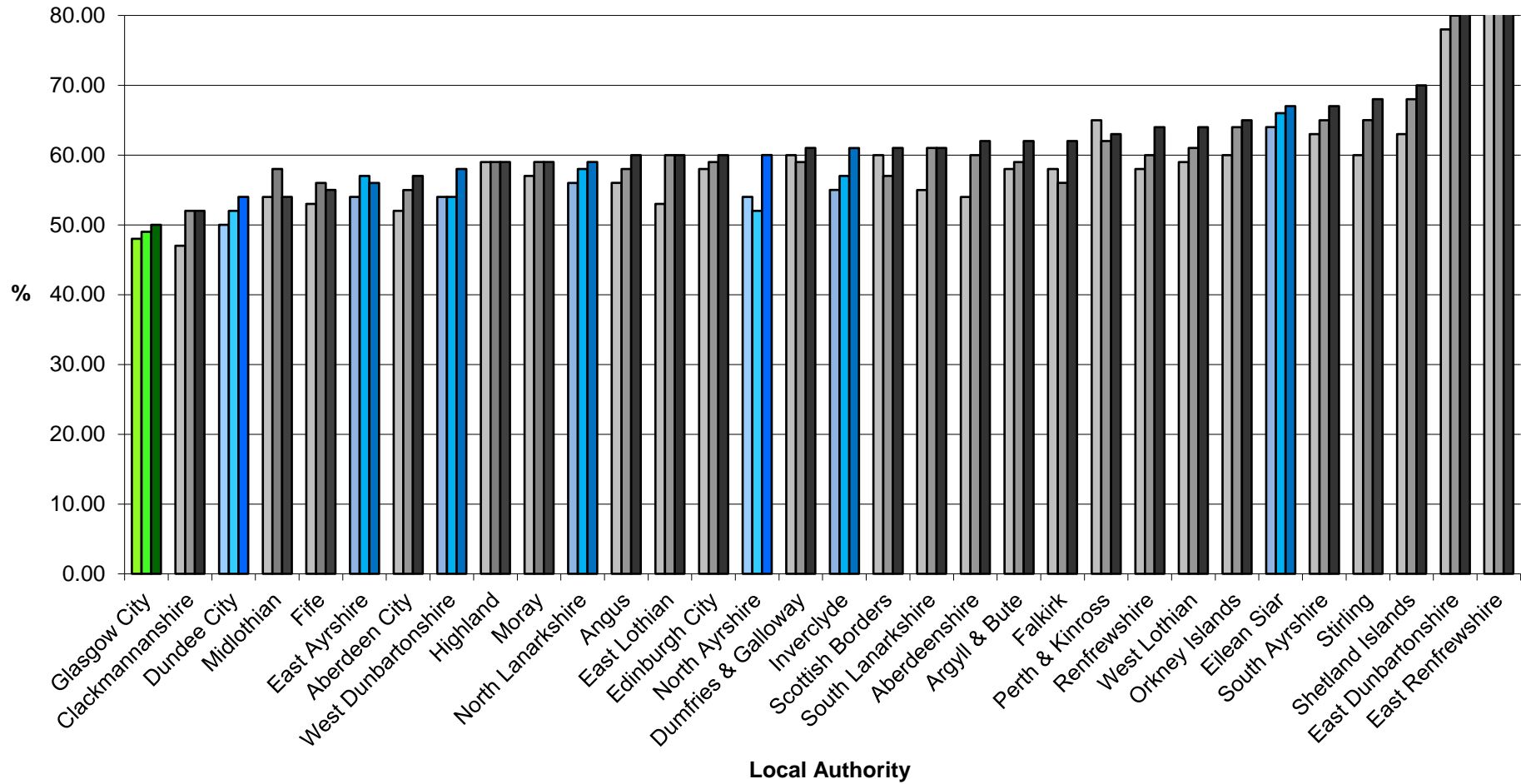**CHN1 - Cost per Primary School Pupil**
2014/15, 2015/16, 2016/17

£

9000
8000
7000
6000
5000
4000
3000
2000
1000
0

East Lothian, Edinburgh City, Falkirk, Moray, Renfrewshire, Glasgow City, Dundee City, Fife, Clackmannanshire, East Renfrewshire, South Ayrshire, South Lanarkshire, Scottish Borders, East Dunbartonshire, Midlothian, North Ayrshire, West Lothian, Highland, Aberdeen City, Angus, Inverclyde, East Ayrshire, North Lanarkshire, Stirling, Aberdeenshire, Perth & Kinross, West Dunbartonshire, Dumfries & Galloway, Argyll & Bute, Shetland Islands, Orkney Islands, Eilean Siar

Local Authority

CHN2 - Cost per Secondary School Pupil
2014/15, 2015/16, 2016/17

£

14000

12000

10000

8000

6000

4000

2000

0

Renfrewshire
Edinburgh City
East Lothian
Fife
South Ayrshire
South Lanarkshire
West Lothian
Falkirk
East Renfrewshire
Moray
West Dunbartonshire
North Lanarkshire
Scottish Borders
Midlothian
Glasgow City
Inverclyde
Stirling
Angus
East Ayrshire
Highland
Aberdeenshire
East Dunbartonshire
North Ayrshire
Dundee City
Dumfries & Galloway
Aberdeen City
Perth & Kinross
Clackmannanshire
Argyll & Bute
Eilean Siar
Shetland Islands
Orkney Islands

Local Authority

CHN3 - Cost per pre-school Education Registration
2014/15, 2015/16, 2016/17

£

Local Authority

Moray, West Lothian, Edinburgh City, Scottish Borders, Angus, Renfrewshire, Dundee City, South Lanarkshire, Dumfries & Galloway, East Dunbartonshire, Fife, Orkney Islands, South Ayrshire, Aberdeenshire, Highland, North Lanarkshire, Midlothian, East Ayrshire, Clackmannanshire, North Ayrshire, West Dunbartonshire, Argyll & Bute, East Renfrewshire, Falkirk, Perth & Kinross, Aberdeen City, Stirling, Eilean Siar, Inverclyde, East Lothian, Shetland Islands, Glasgow City

CHN4 - % of Pupils Gaining 5+ Awards at Level 5
2014/15, 2015/16, 2016/17

%

Local Authority

Glasgow City, Clackmannanshire, Dundee City, Midlothian, Fife, East Ayrshire, Aberdeen City, West Dunbartonshire, Highland, Moray, North Lanarkshire, Angus, East Lothian, Edinburgh City, North Ayrshire, Dumfries & Galloway, Inverclyde, Scottish Borders, South Lanarkshire, Aberdeenshire, Argyll & Bute, Falkirk, Perth & Kinross, Renfrewshire, West Lothian, Orkney Islands, Eilean Siar, South Ayrshire, Stirling, Shetland Islands, East Dunbartonshire, East Renfrewshire

CHN5 - % of Pupils Gaining 5+ Awards at Level 6
2014/15, 2015/16, 2016/17

Local Authority

CHN6 - % of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)
2014/15, 2015/16, 2016/17
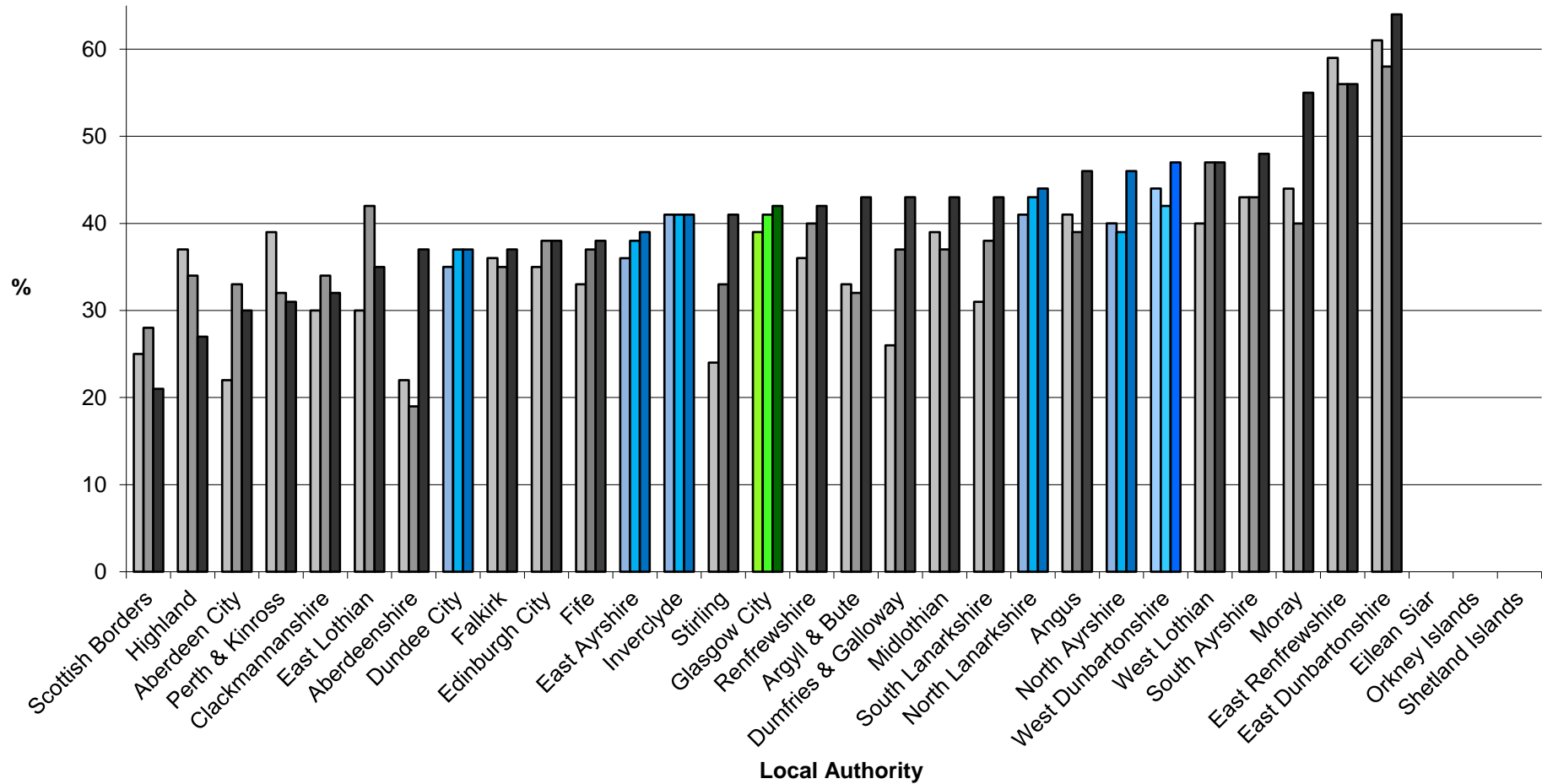
CHN7 - % Pupils in 20% Most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)
2014/15, 2015/16, 2016/17

%

Local Authority
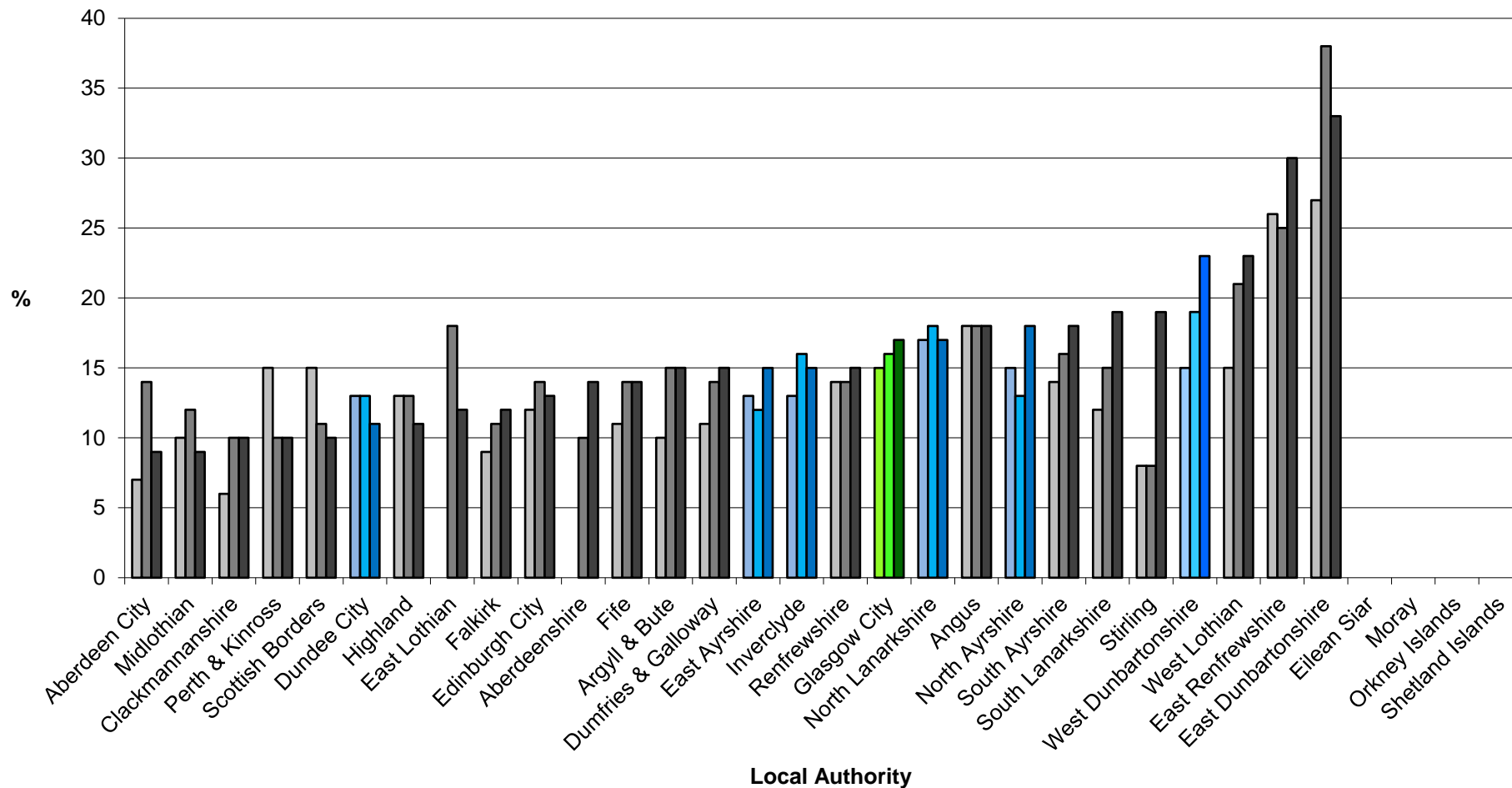
CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services per child per week 2014/15, 2015/16, 2016/17

Local Authority
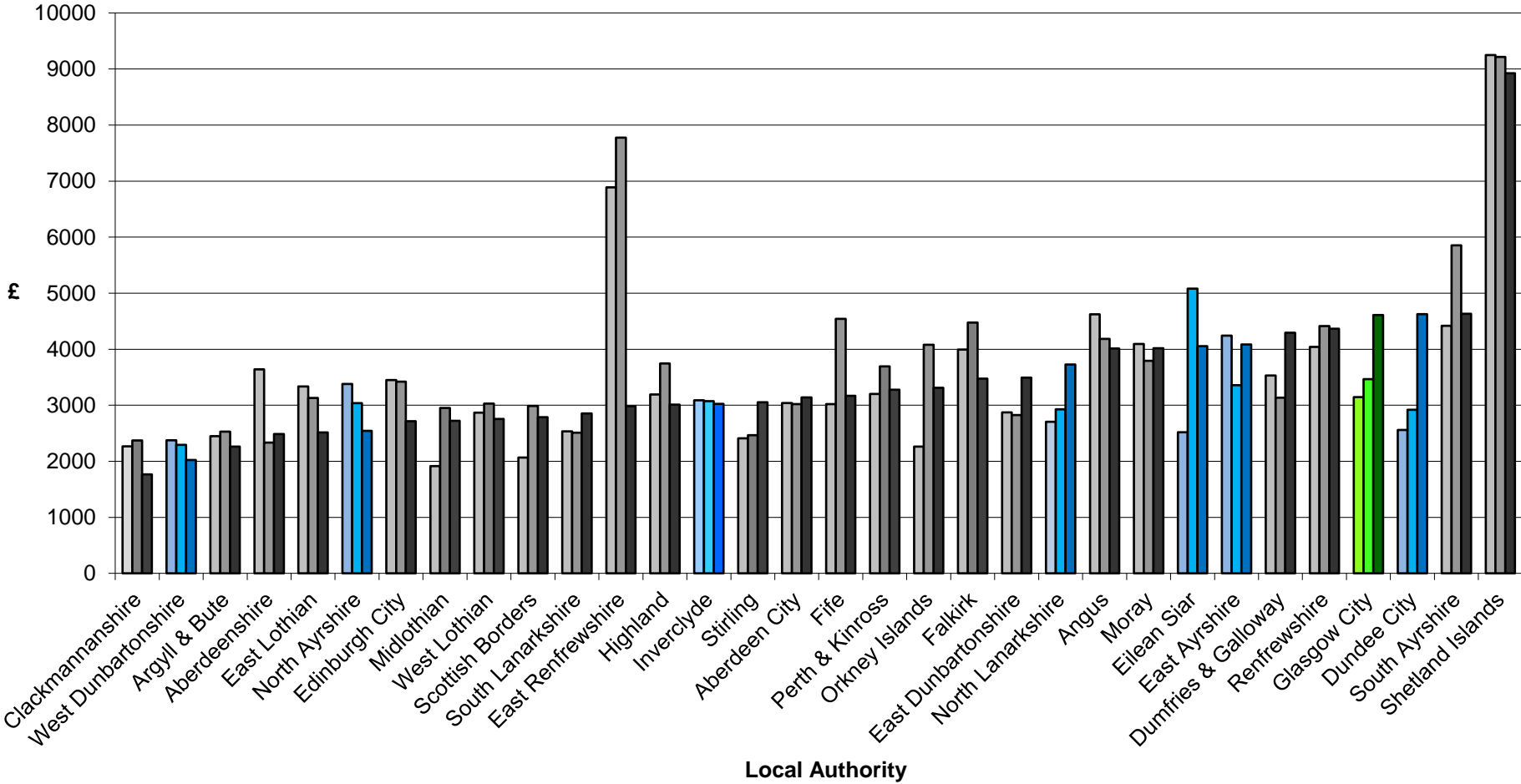
**CHN8b - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
2014/15, 2015/16, 2016/17**

£

600

500

400

300

200

100

0

North Lanarkshire
Inverclyde
Highland
West Dunbartonshire
Eilean Siar
East Renfrewshire
Stirling
East Dunbartonshire
West Lothian
Dumfries & Galloway
East Lothian
Argyll & Bute
South Lanarkshire
Falkirk
South Ayrshire
Aberdeenshire
North Ayrshire
Scottish Borders
Midlothian
Angus
Edinburgh City
East Ayrshire
Glasgow City
Perth & Kinross
Orkney Islands
Clackmannanshire
Shetland Islands
Fife
Aberdeen City
Moray
Renfrewshire
Dundee City

Local Authority

CHN9 - Balance of Care for looked after children: % of children being looked after in the Community 2014/15, 2015/16, 2016/17

Local Authority
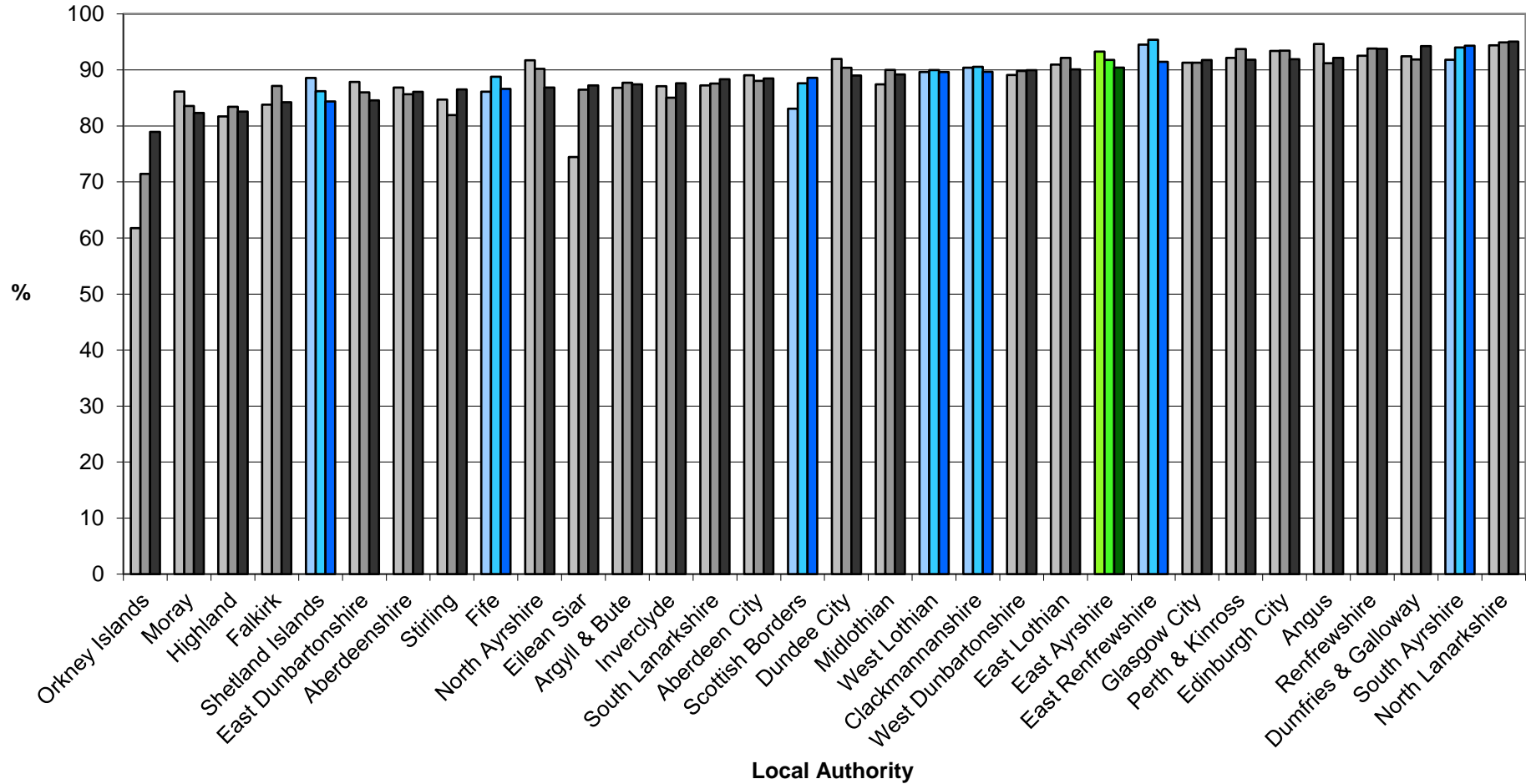
CHN10 - % of Adults Satisfied with Local Schools
2012/15, 2013/16, 2014/17

Local Authority
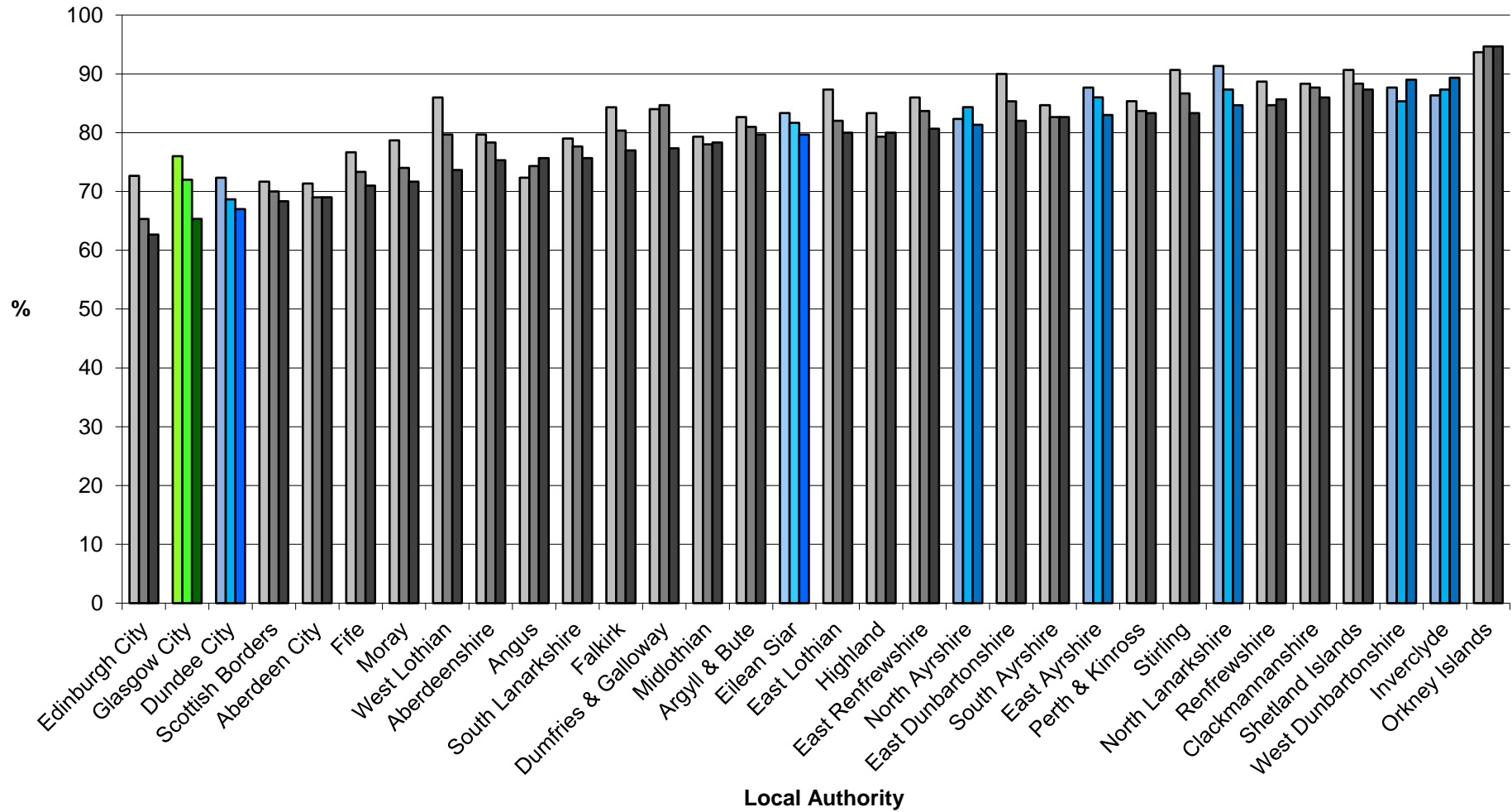
CHN11 - Proportion of Pupils Entering Positive Destinations
2014/15, 2015/16, 2016/17

%

Local Authority
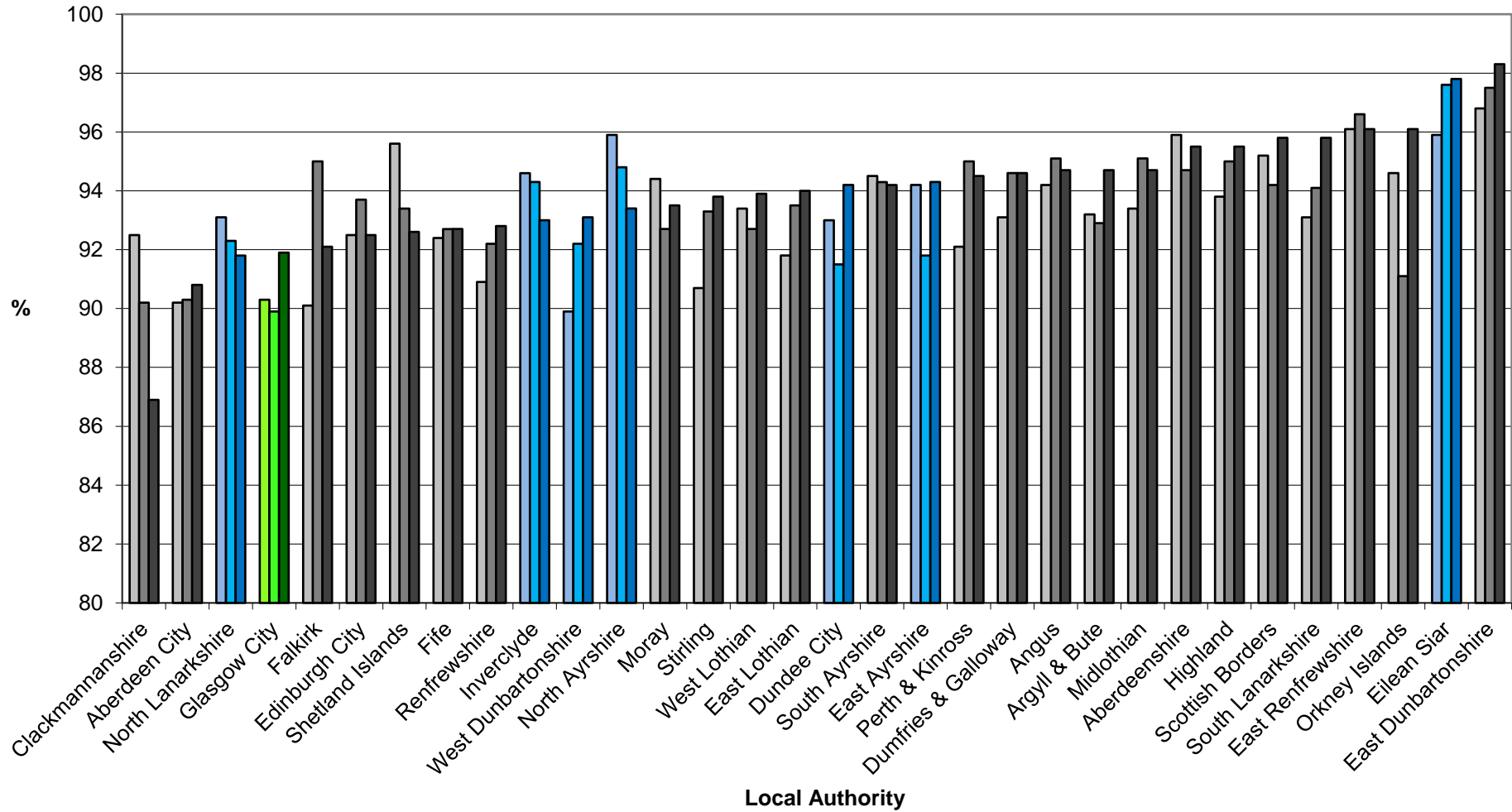
CORP1 - Support Services as a % of Total Gross Expenditure 2014/15, 2015/16, 2016/17

Local Authority
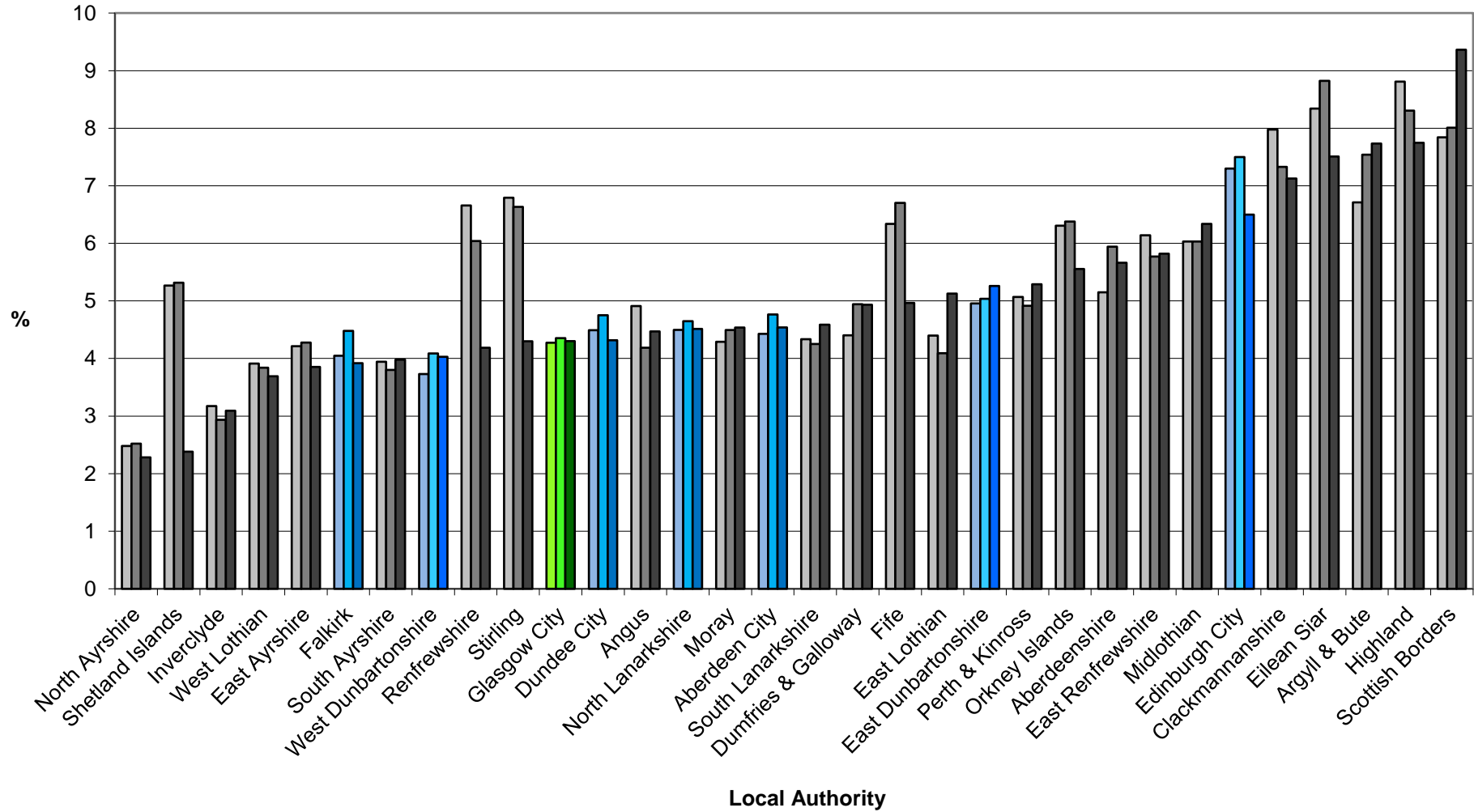
CORP3b - The percentage of the highest paid 5% of employees who are women
2014/15, 2015/16, 2016/17

%

Local Authority

Shetland Islands, Orkney Islands, Eilean Siar, Dundee City, Scottish Borders, South Lanarkshire, Midlothian, Aberdeen City, Falkirk, Edinburgh City, Perth & Kinross, Angus, Argyll & Bute, East Ayrshire, Fife, Highland, Moray, East Renfrewshire, East Lothian, Inverclyde, West Lothian, Dumfries & Galloway, Clackmannanshire, South Ayrshire, Stirling, North Ayrshire, Renfrewshire, West Dunbartonshire, North Lanarkshire, East Dunbartonshire, Glasgow City, Aberdeenshire

CORP4 - The cost per dwelling of collecting Council Tax 2014/15, 2015/16, 2016/17

£

Local Authority
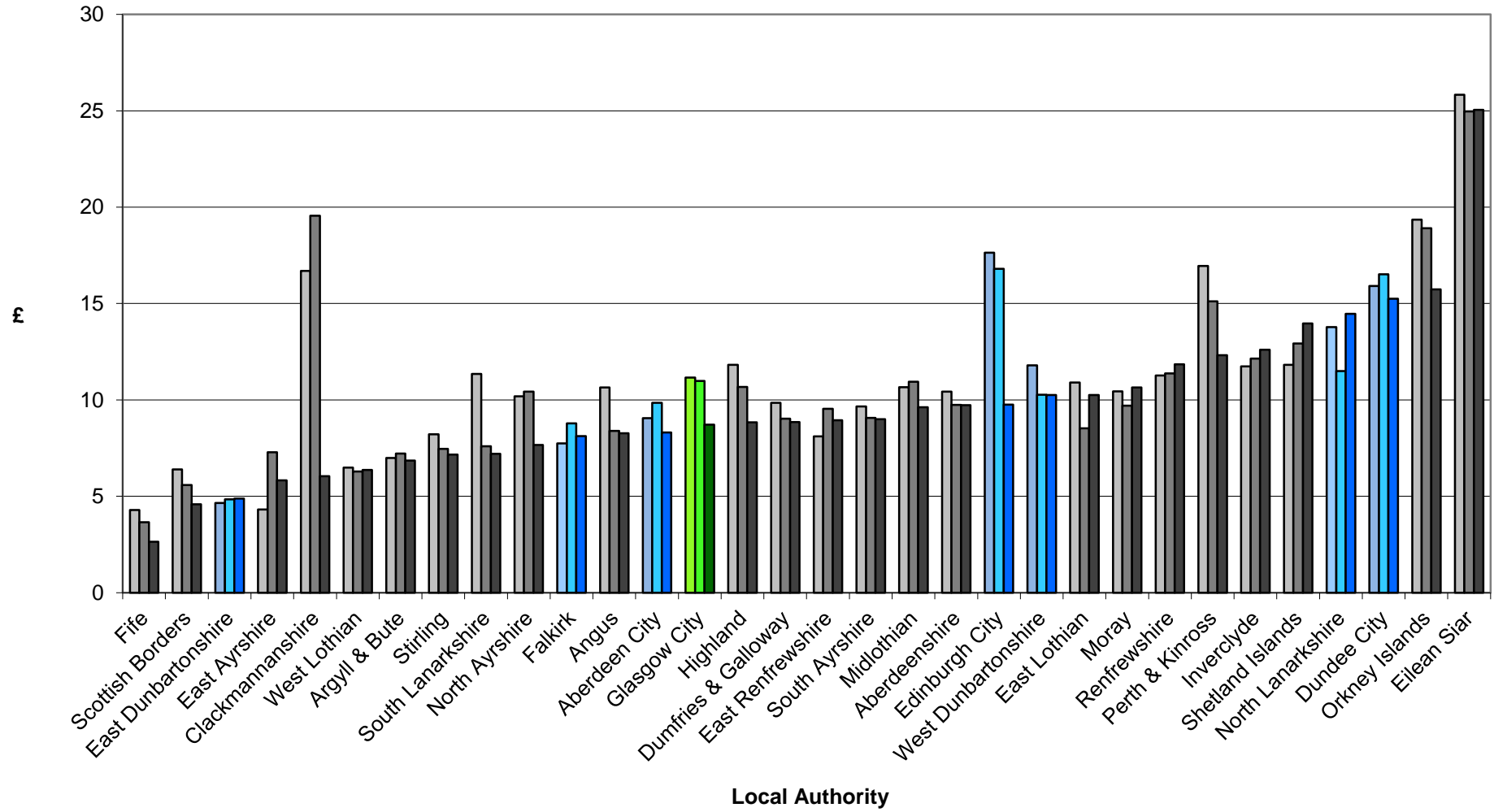
CORP6a - Sickness Absence Days per Teacher 2014/15, 2015/16, 2016/17
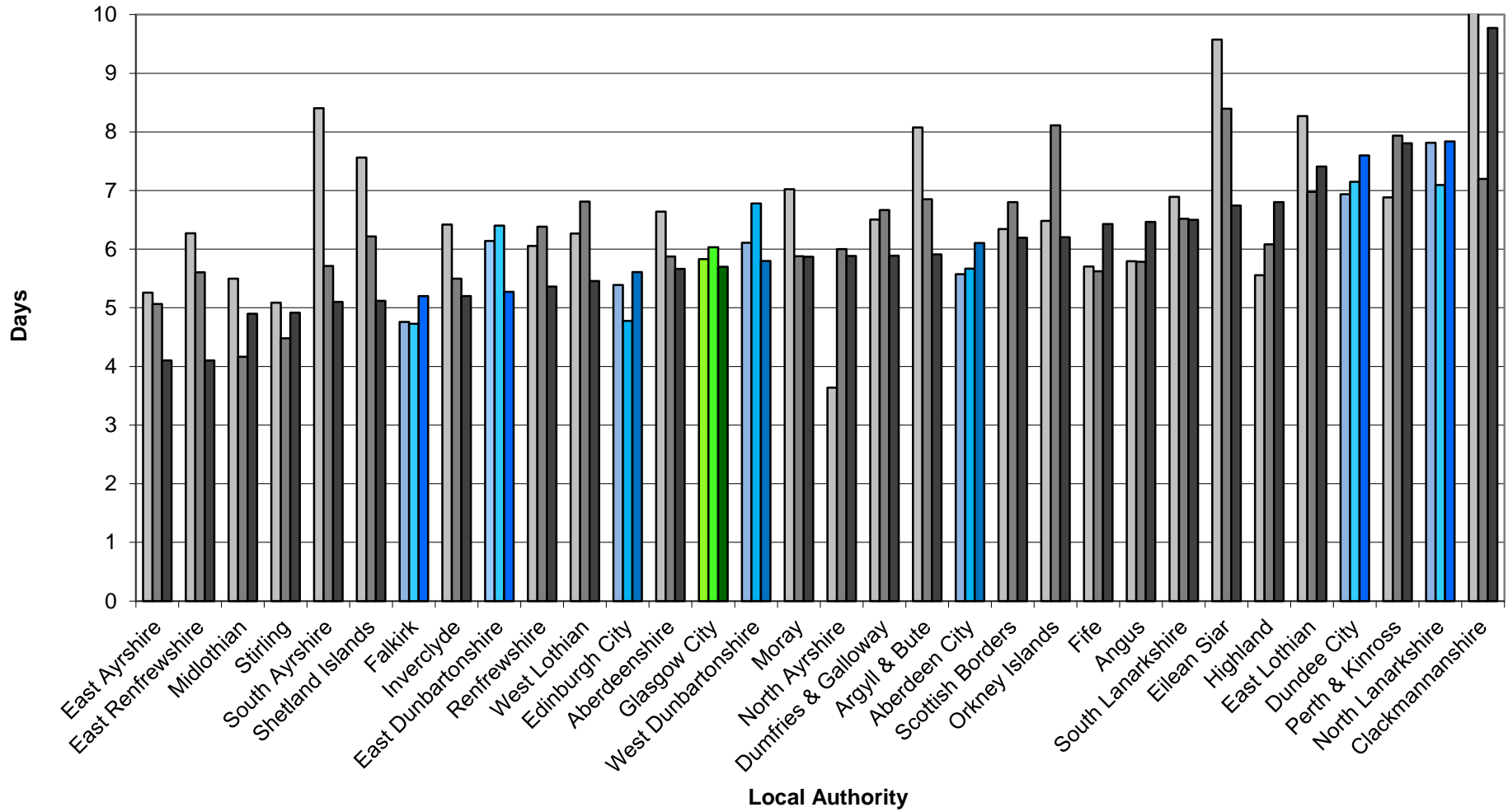
CORP6b - Sickness Absence Days per Employee (non-teacher) 2014/15, 2015/16, 2016/17
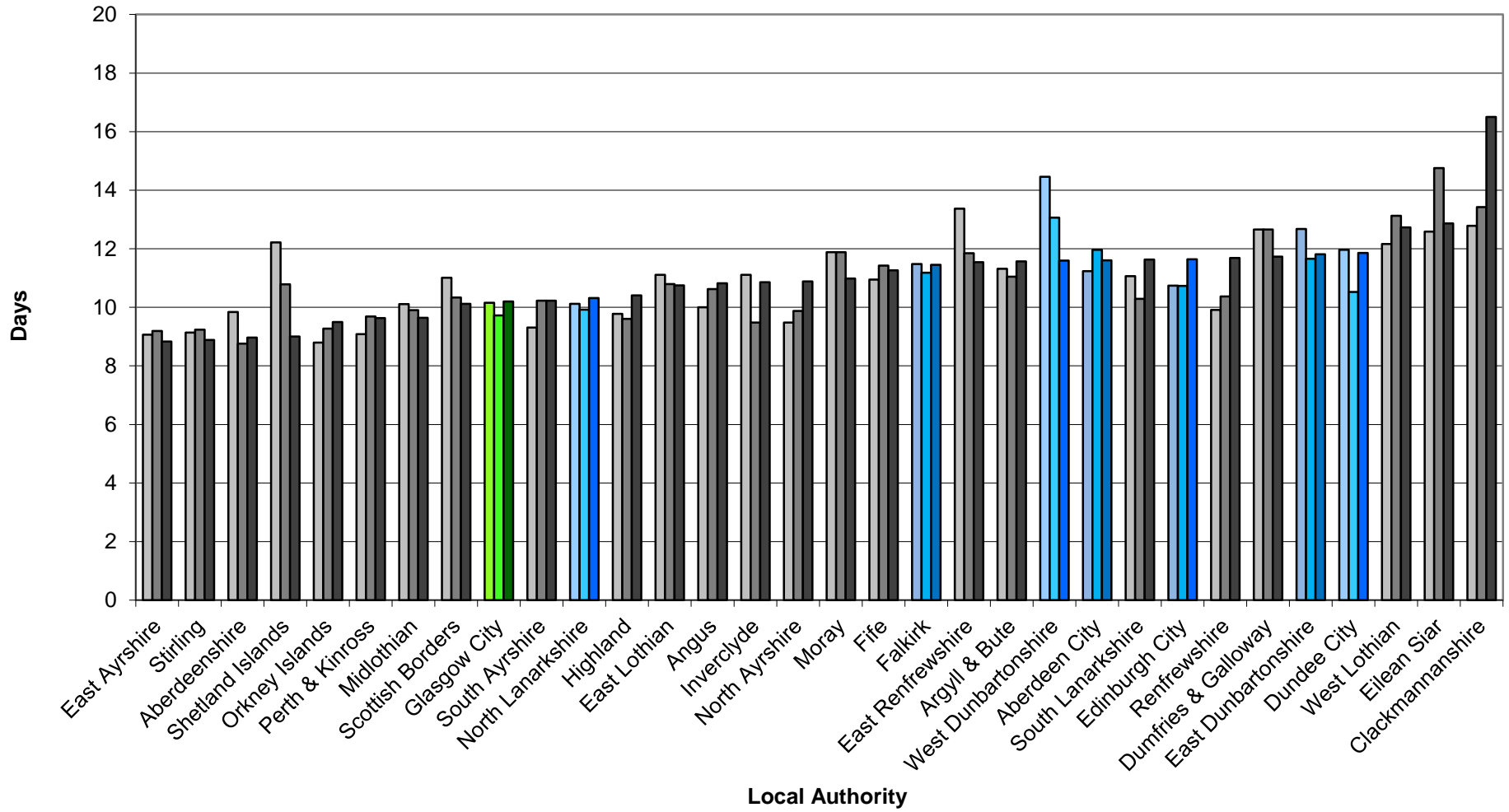
CORP7 - Percentage of income due from Council Tax received by the end of the year
2014/15, 2015/16, 2016/17
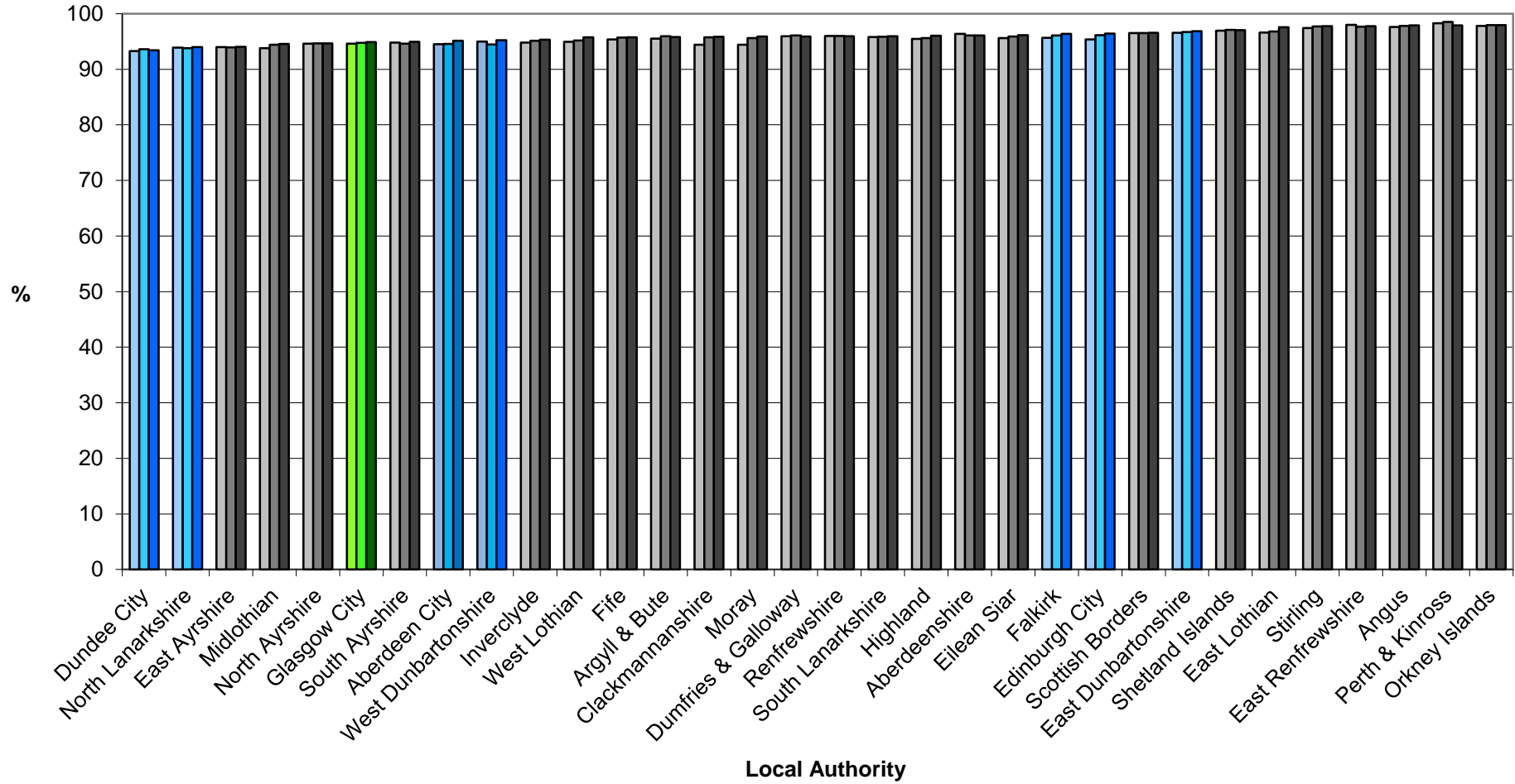
CORP8 - Percentage of invoices sampled that were paid within 30 days 2014/15, 2015/16, 2016/17

Local Authority
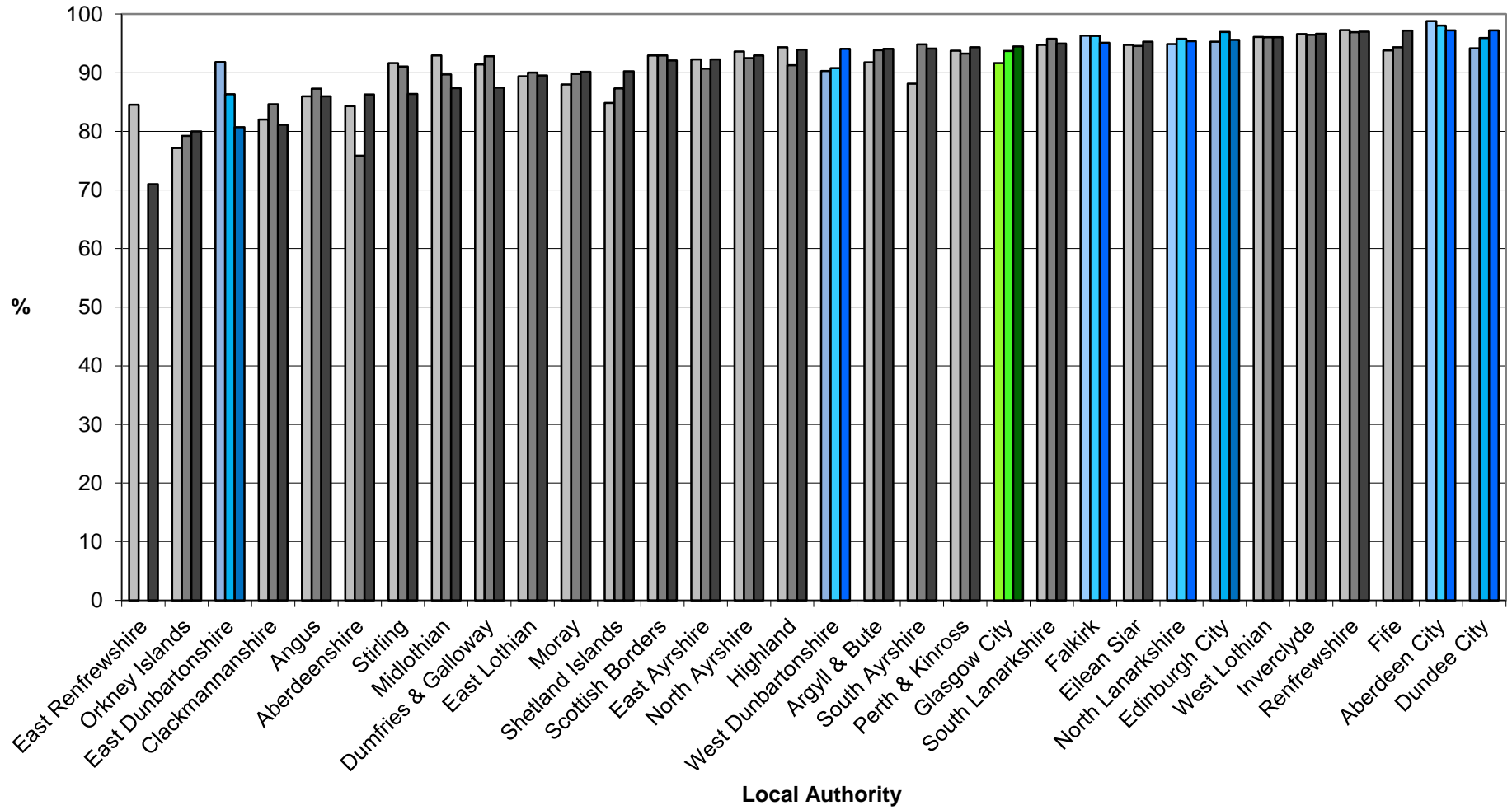
SW1 - Older Persons (Over65) Home Care Costs per Hour 2014/15, 2015/16, 2016/17
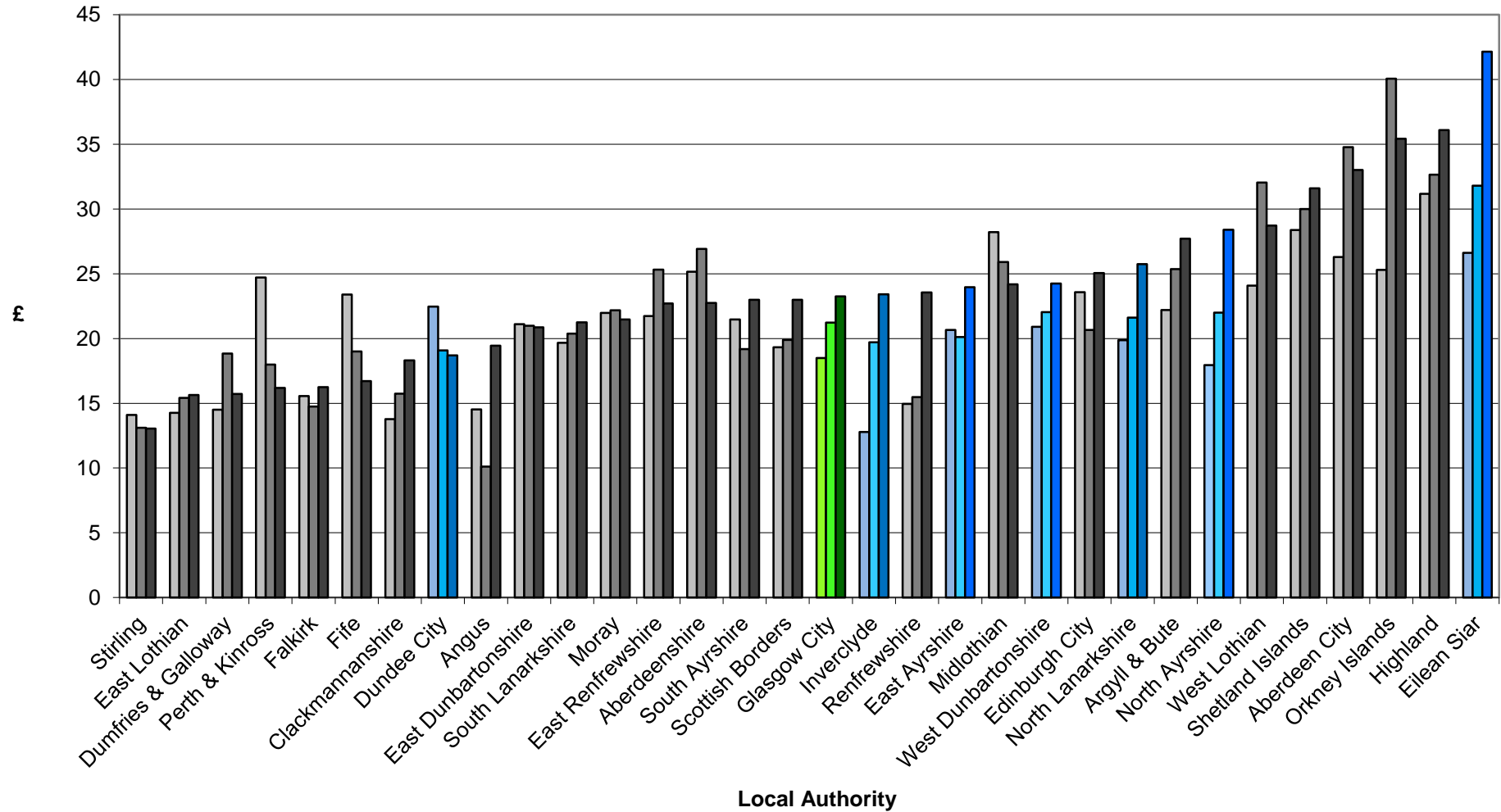
SW2 - SDS spend on adults 18+ as a % of total social work spend on adults 18+
2014/15, 2015/16, 2016/17

%

Local Authority
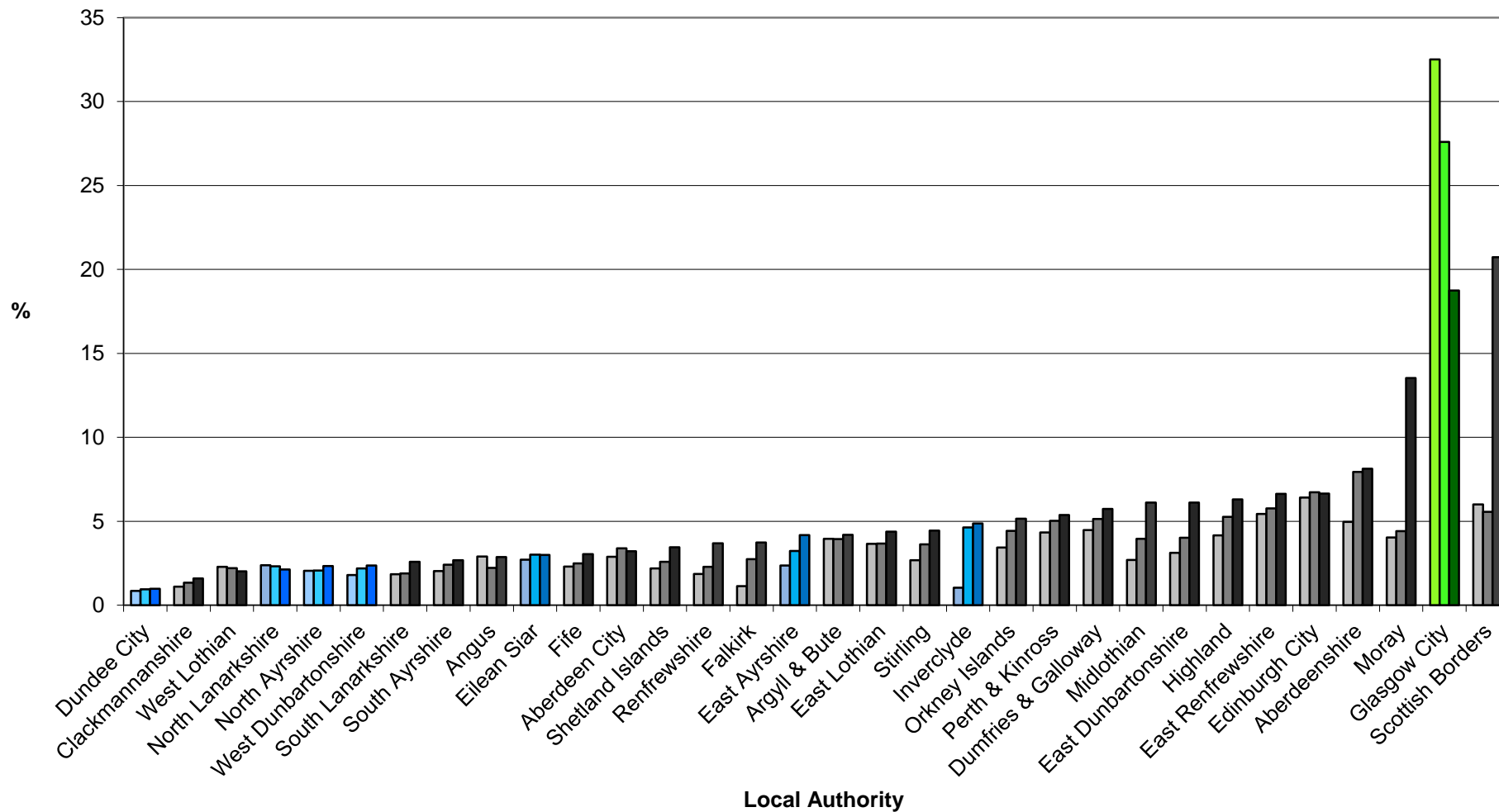
SW3 - % of people 65+ with intensive needs receiving care at home 2014/15, 2015/16, 2016/17

%

Local Authority
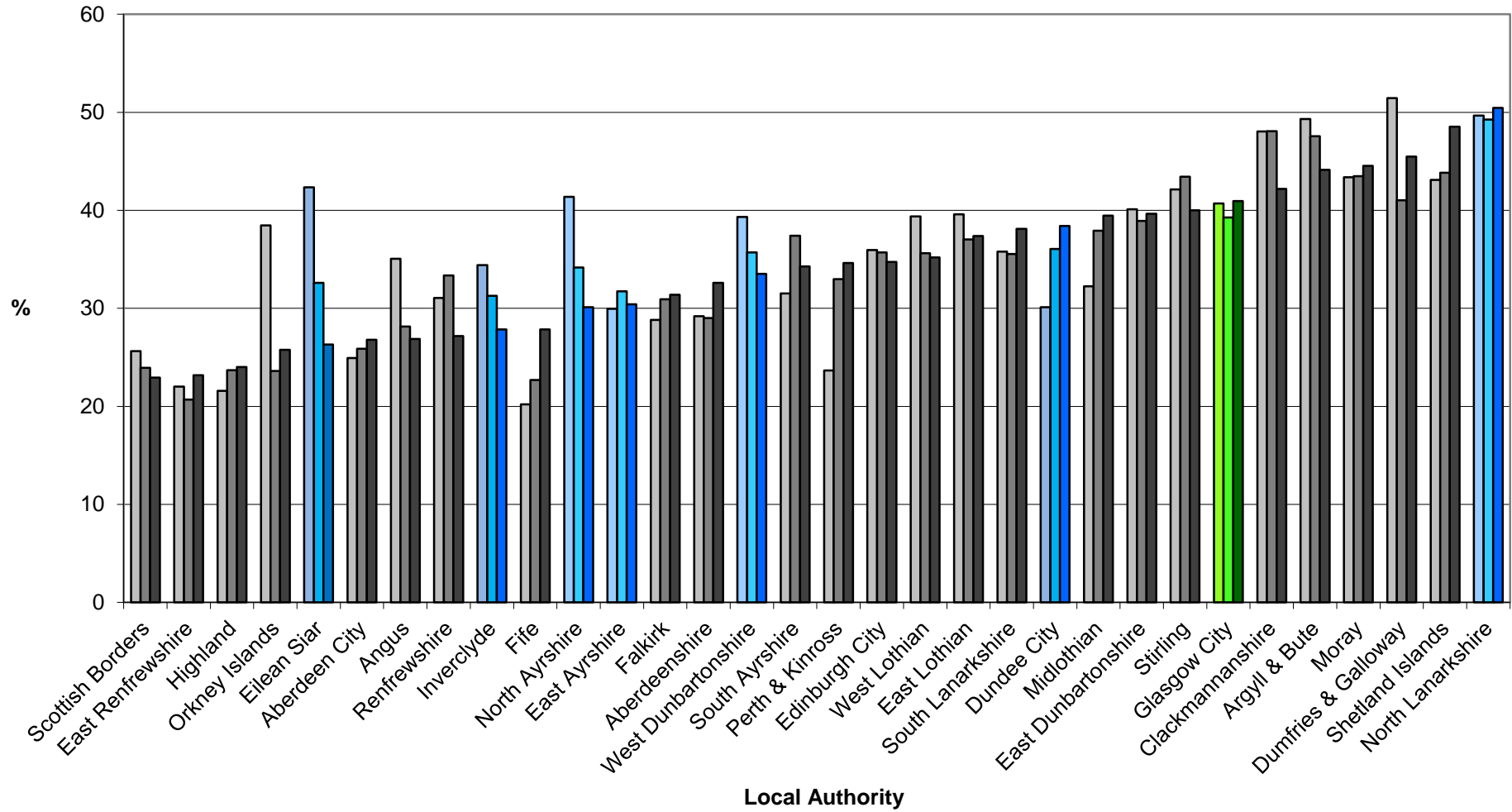
SW5 - Older persons (over 65) residential care costs per week per resident 2014/15, 2015/16, 2016/17

Local Authority
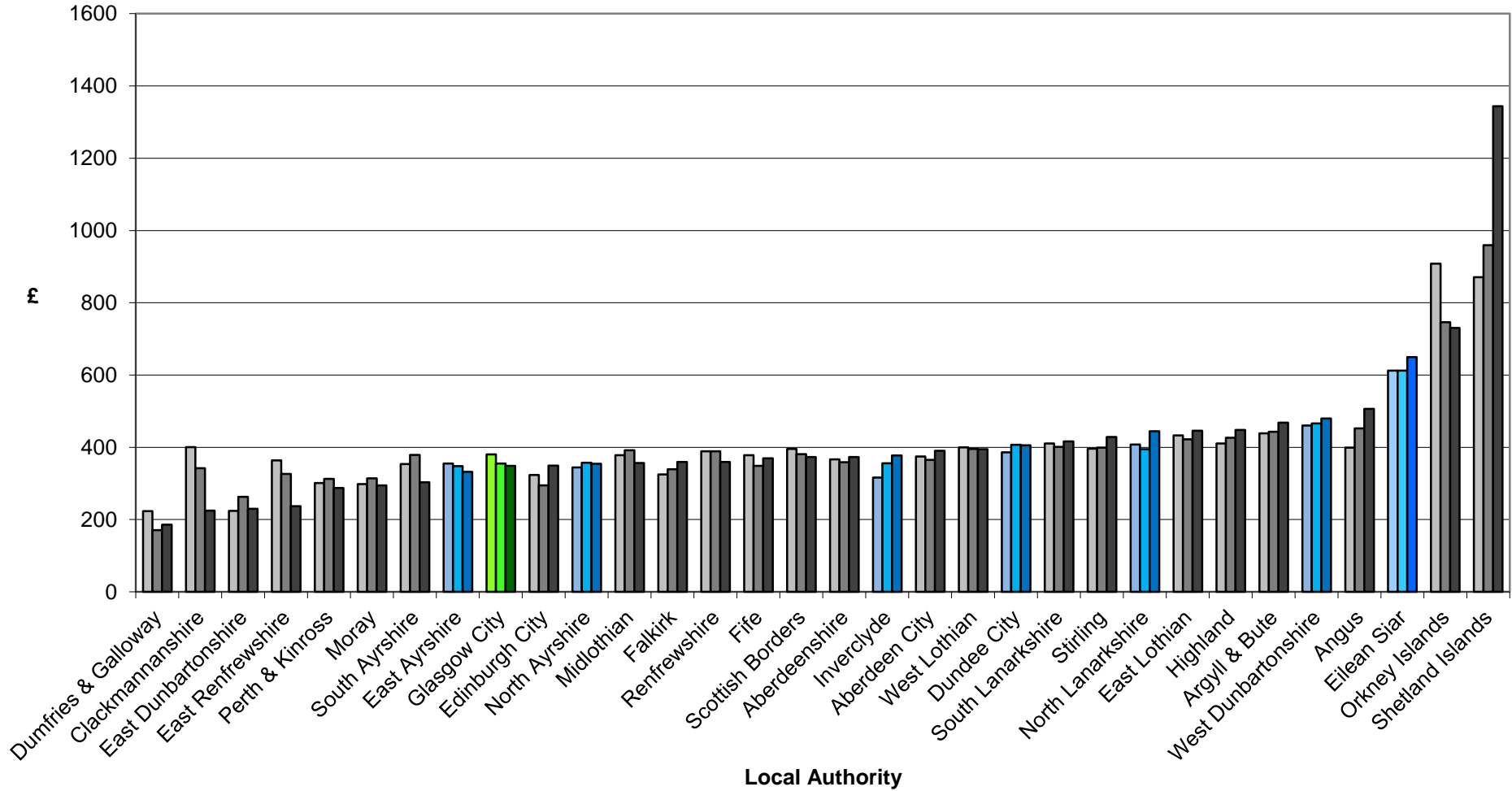
C&L1 - Cost per Attendance at Sports Facilities 2014/15, 2015/16, 2016/17

£ (y-axis)

Local Authority (x-axis)

Local Authorities (left to right): East Ayrshire, Shetland Islands, Orkney Islands, Highland, Clackmannanshire, Stirling, Inverclyde, North Lanarkshire, Moray, Edinburgh City, Renfrewshire, South Lanarkshire, East Dunbartonshire, Dundee City, Fife, Eilean Siar, Angus, West Lothian, Aberdeenshire, Aberdeen City, Argyll & Bute, North Ayrshire, East Lothian, Dumfries & Galloway, Scottish Borders, Midlothian, East Renfrewshire, South Ayrshire, Falkirk, Perth & Kinross, Glasgow City, West Dunbartonshire

C&L2 - Cost per Library visit 2014/15, 2015/16, 2016/17

£

Local Authority

Local authorities (x-axis): South Ayrshire, Edinburgh City, Midlothian, Clackmannanshire, West Lothian, Moray, North Ayrshire, Angus, East Renfrewshire, Perth & Kinross, Highland, East Lothian, Glasgow City, Orkney Islands, Aberdeenshire, Renfrewshire, Stirling, Dumfries & Galloway, Inverclyde, Aberdeen City, West Dunbartonshire, Dundee City, North Lanarkshire, South Lanarkshire, East Ayrshire, Fife, Falkirk, Scottish Borders, East Dunbartonshire, Eilean Siar, Argyll & Bute, Shetland Islands

C&L3 - Cost of Museums per visit 2014/15, 2015/16, 2016/17

£

Local Authority
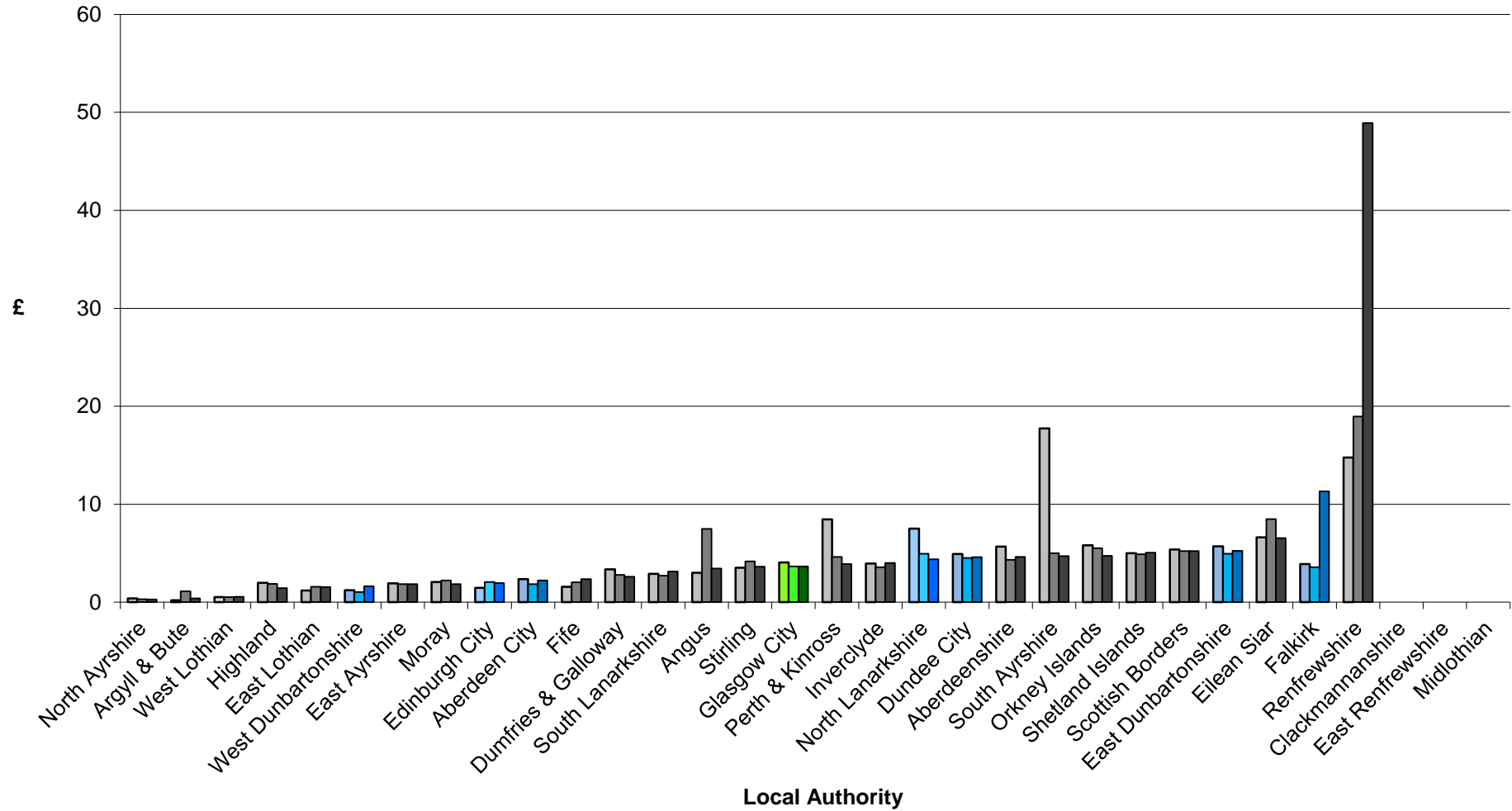
C&L4 - Cost Parks & Open Spaces per 1000 Population 2014/15, 2015/16, 2016/17

£

Local Authority

Eilean Siar, East Ayrshire, Edinburgh City, Midlothian, Highland, Shetland Islands, Moray, East Renfrewshire, Aberdeen City, Orkney Islands, Falkirk, Argyll & Bute, Aberdeenshire, East Lothian, Stirling, South Ayrshire, West Lothian, Dumfries & Galloway, Renfrewshire, Dundee City, Angus, Fife, Scottish Borders, East Dunbartonshire, North Lanarkshire, Inverclyde, Clackmannanshire, South Lanarkshire, North Ayrshire, Perth & Kinross, Glasgow City, West Dunbartonshire

C&L5a - % of adults satisfied with libraries 2012/15, 2013/16, 2014/17
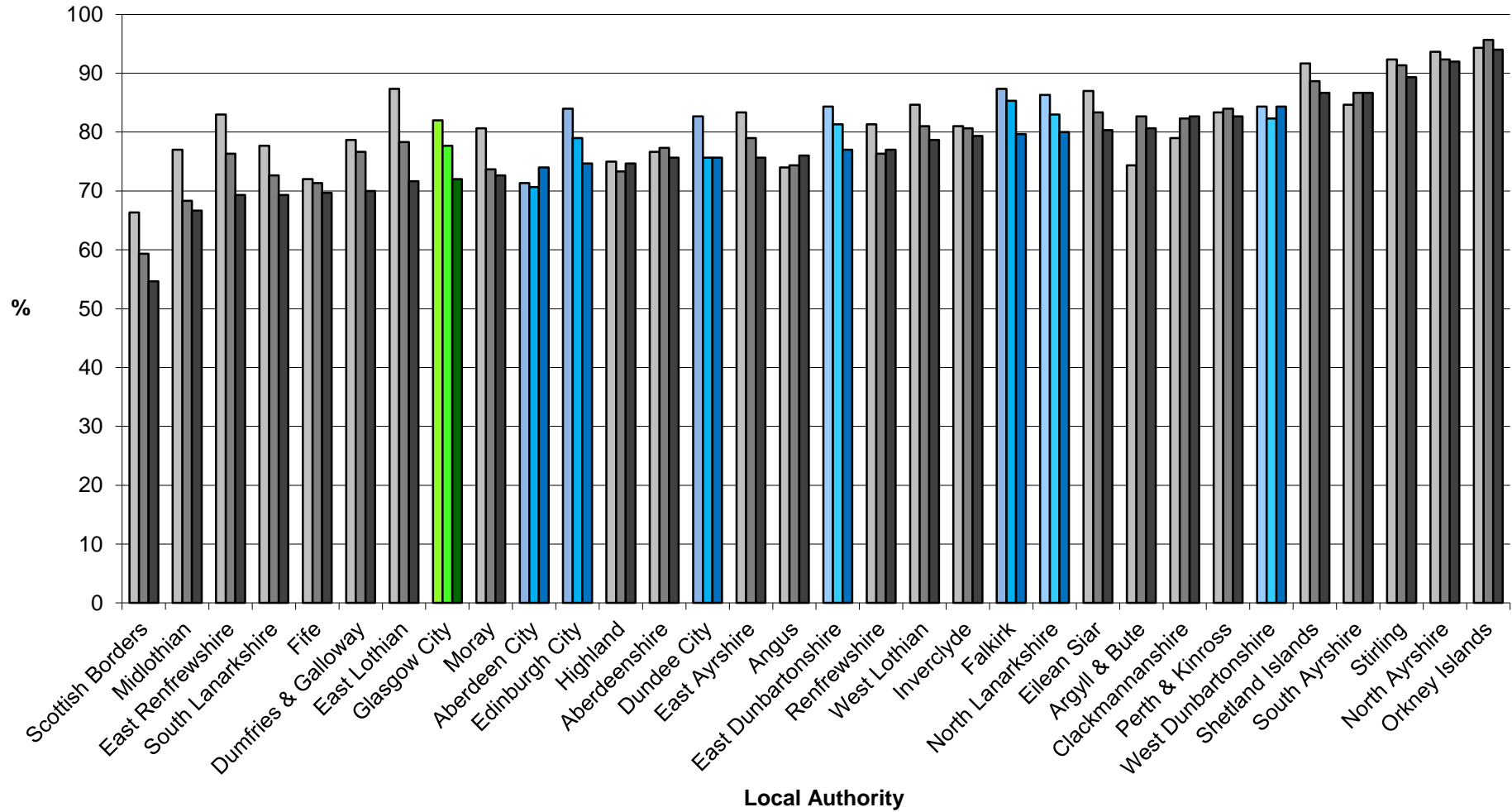
C&L5b - % of adults satisfied with parks and open spaces 2012/15, 2013/16, 2014/17
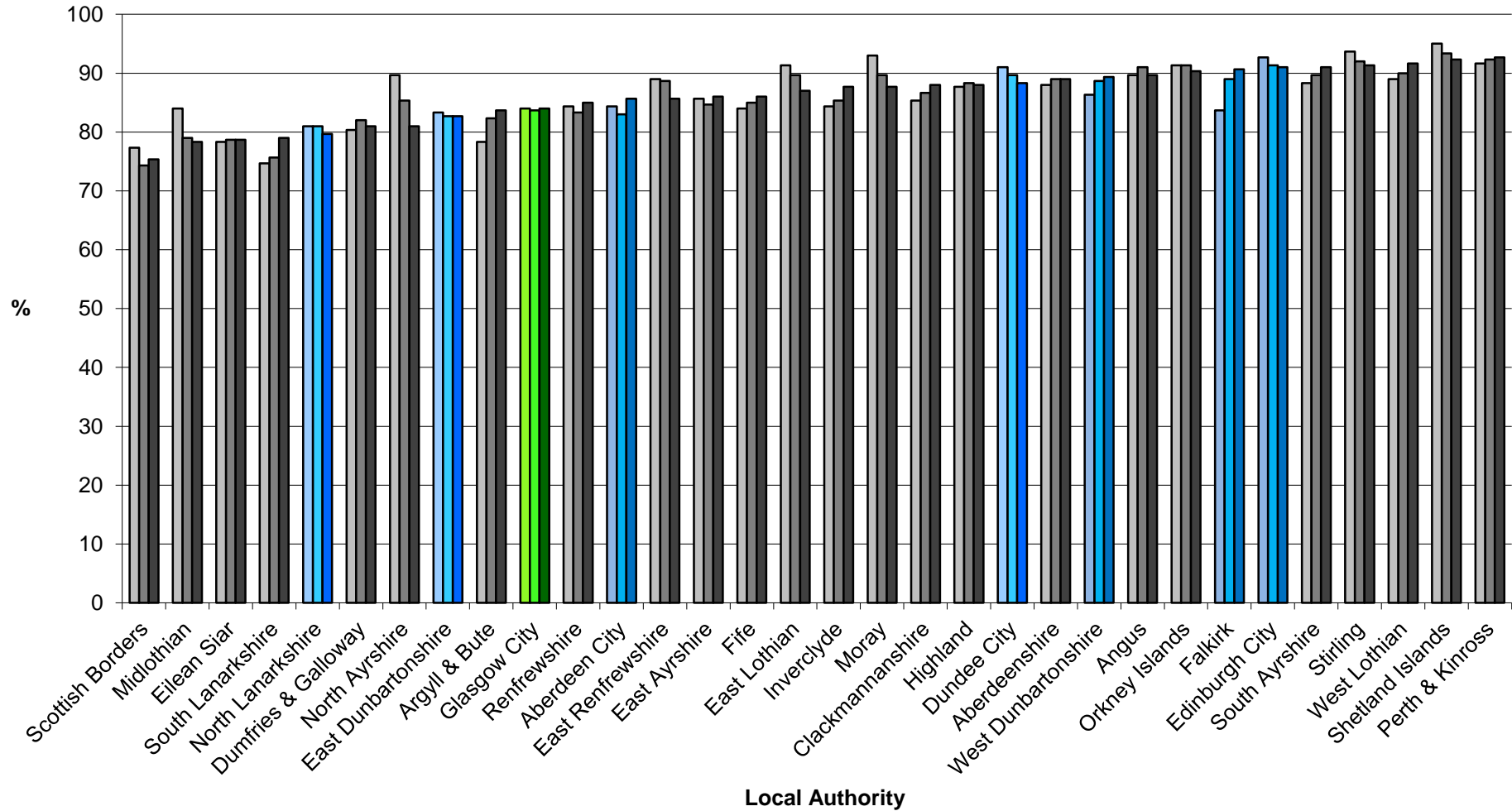
C&L5c - % of adults satisfied with museums and galleries 2012/15, 2013/16, 2014/17

%

Local Authority
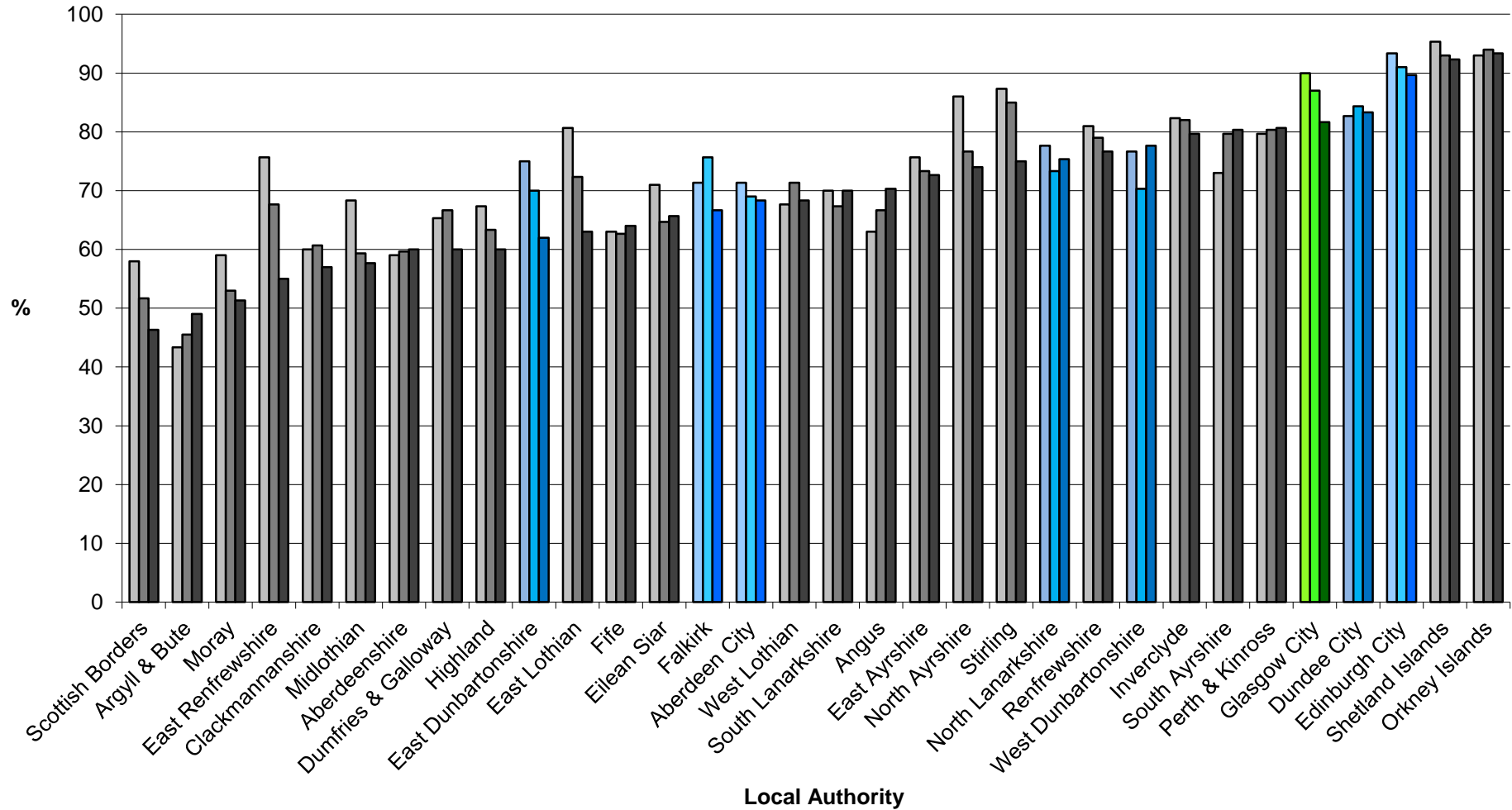
C&L5d - % of adults satisfied with leisure facilities 2012/15, 2013/16, 2014/17

% (y-axis)

Local Authority (x-axis)

Local Authorities (left to right): Dumfries & Galloway, Scottish Borders, East Renfrewshire, Argyll & Bute, Glasgow City, Aberdeen City, Aberdeenshire, Edinburgh City, North Ayrshire, South Lanarkshire, Highland, Moray, Midlothian, West Dunbartonshire, East Ayrshire, Fife, Angus, Dundee City, East Dunbartonshire, East Lothian, South Ayrshire, Falkirk, North Lanarkshire, Clackmannanshire, West Lothian, Perth & Kinross, Renfrewshire, Stirling, Eilean Siar, Inverclyde, Shetland Islands, Orkney Islands

ENV1 - Gross cost of Waste Collection per Premises 12/13, 13/14, 14/15 - NO NEW DATA
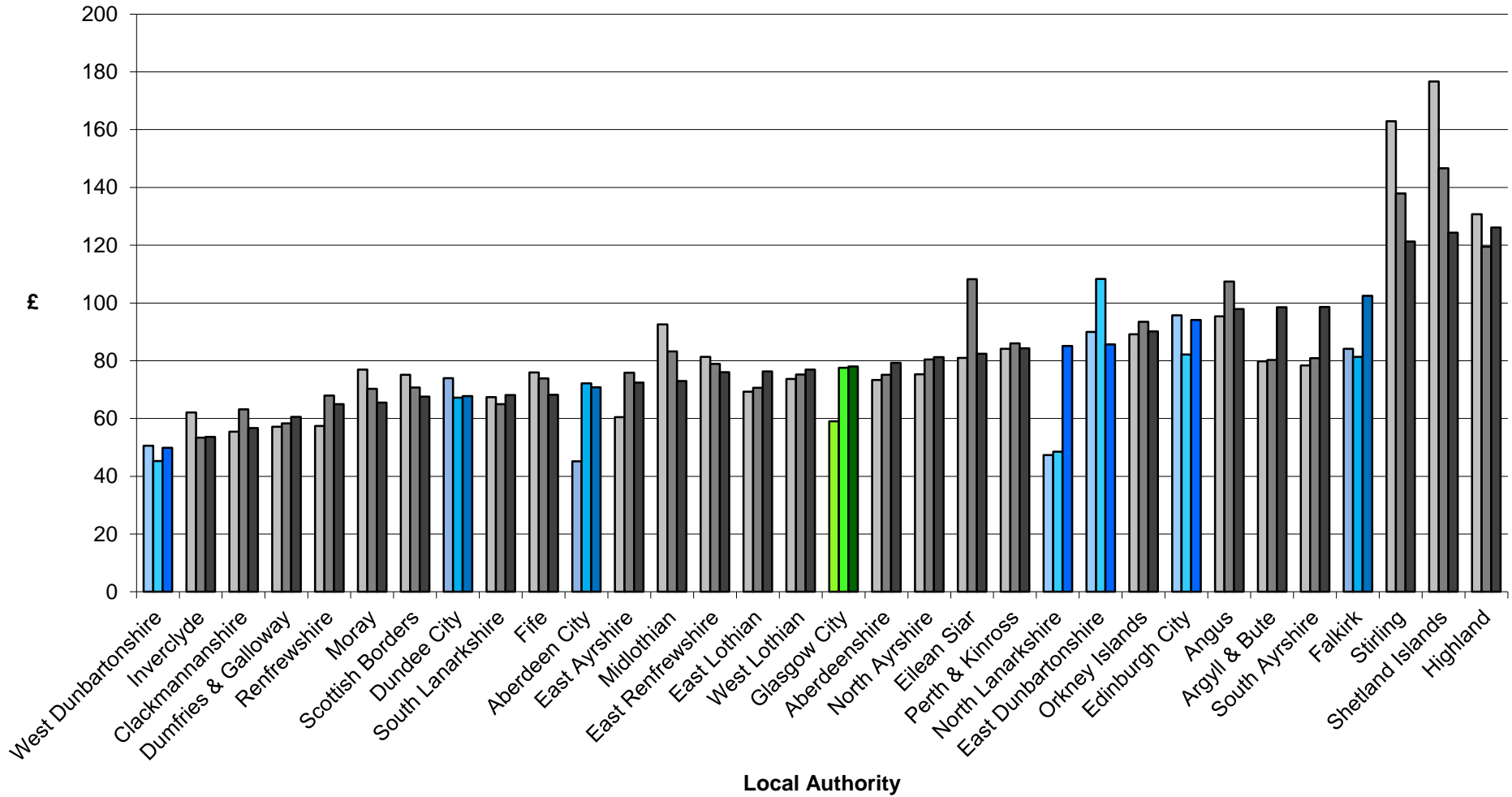
ENV1a - Net cost per Waste Collection per Premises 2014/15, 2015/16, 2016/17
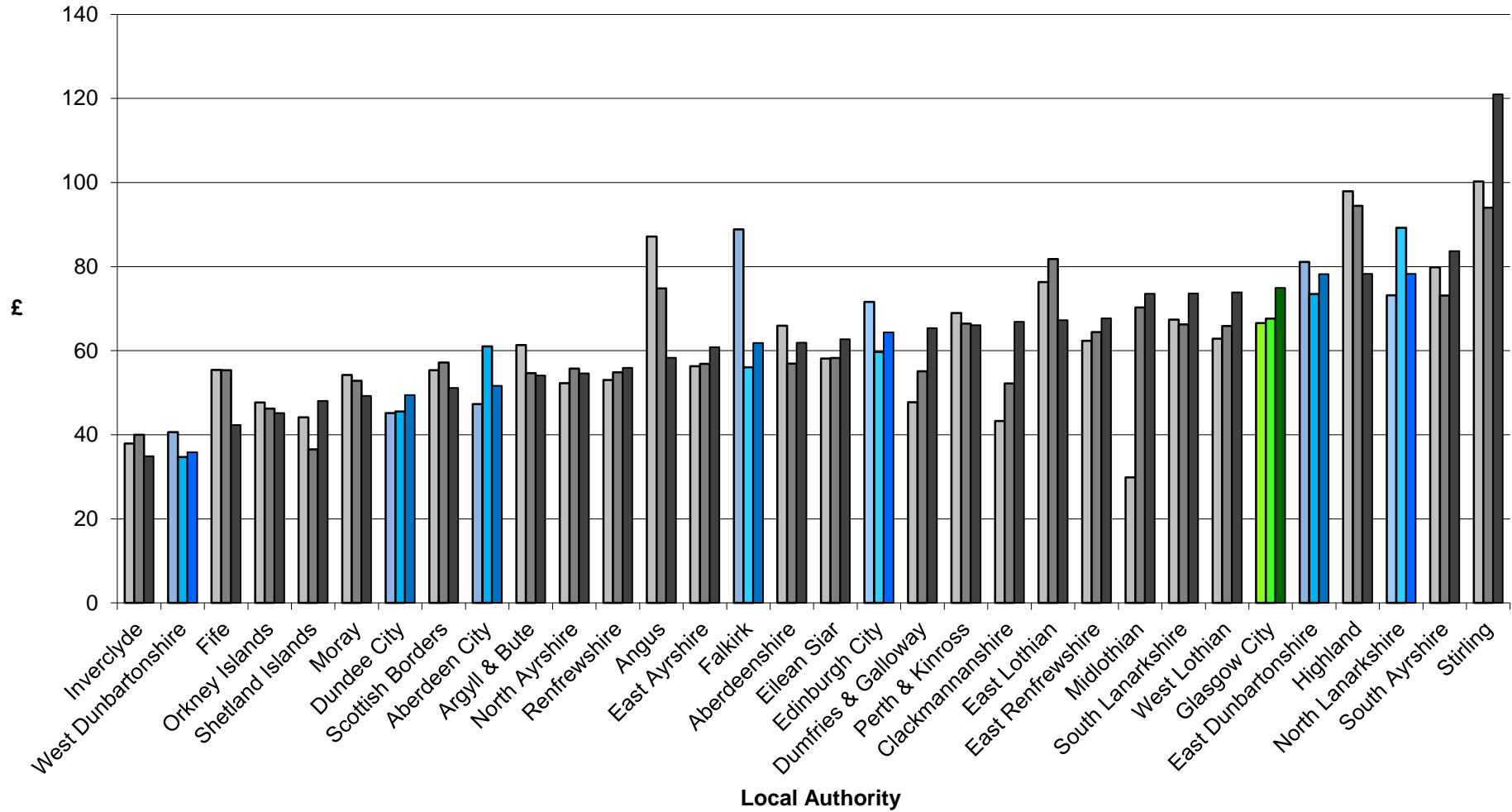
ENV2 - Gross cost per Waste Disposal per Premises 2012/13, 2013/14, 2014/15 - NO NEW DATA
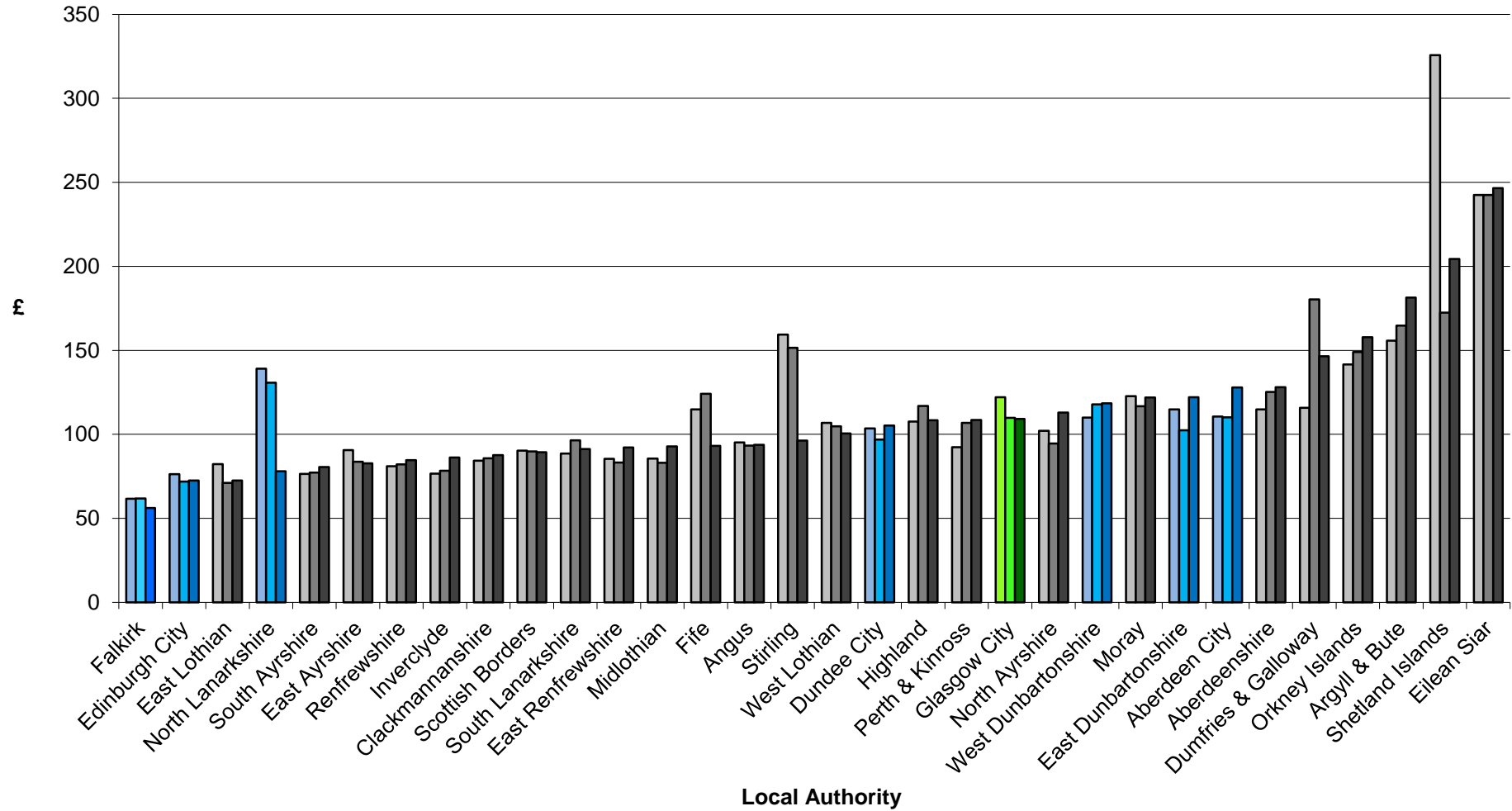
ENV2a - net cost per waste Disposal per Premises 2014/15, 2015/16, 2016/17
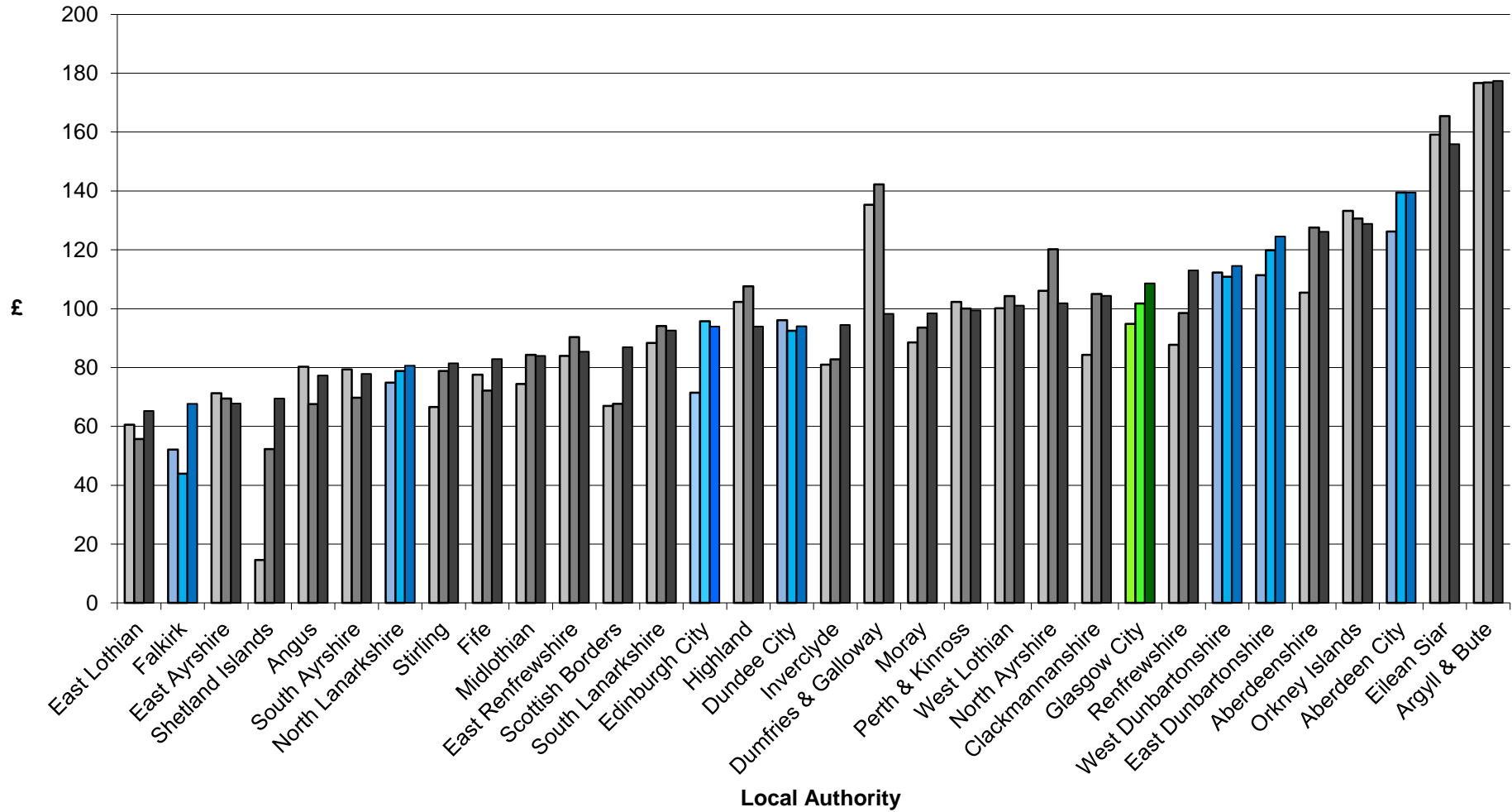
ENV3a - net cost of street Cleaning per 1,000 Population 2014/15, 2015/16, 2016/17

Local Authority
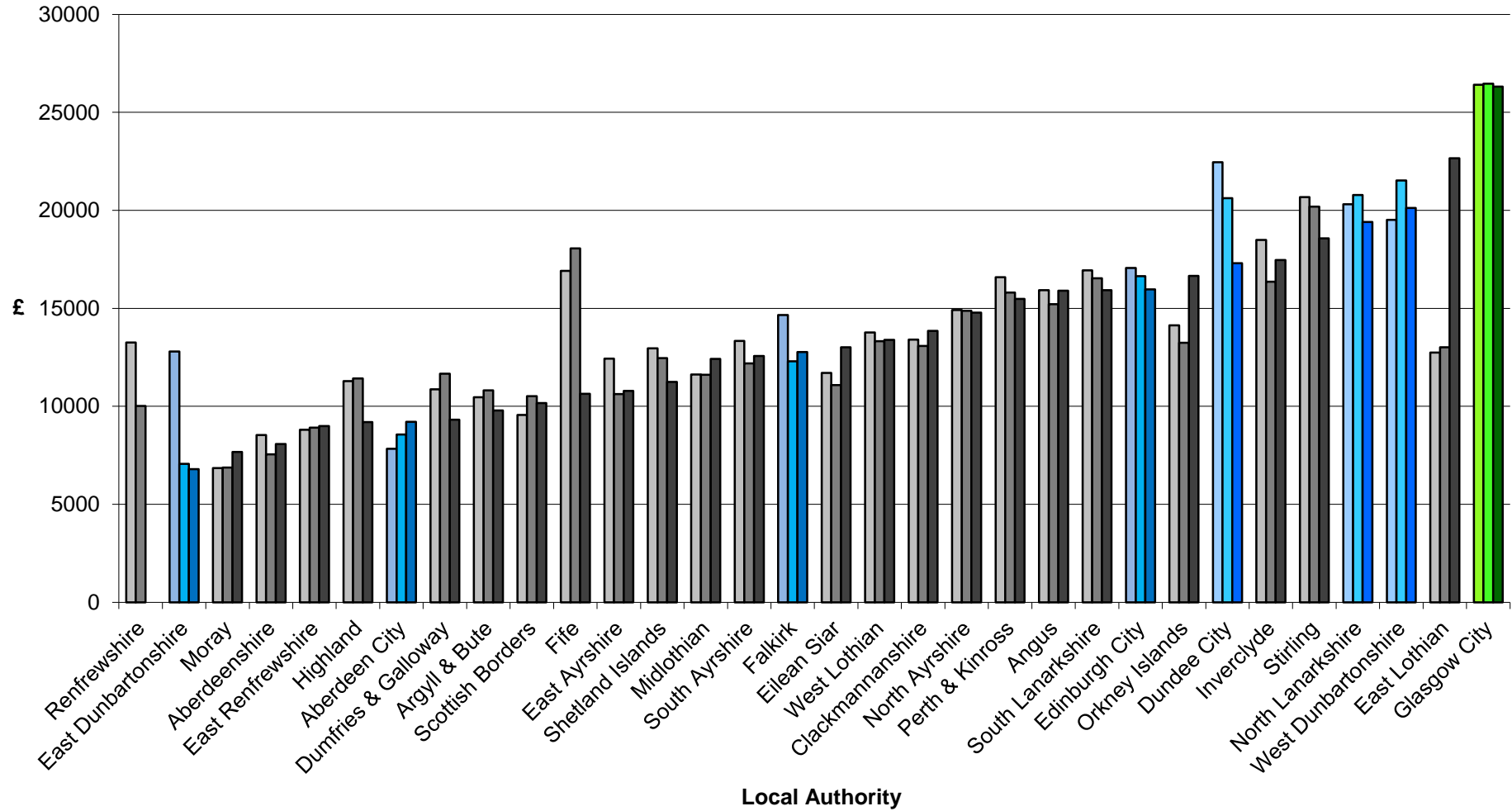
ENV3c - Cleanliness Score (% Acceptable) 2014/15, 2015/16, 2016/17

Y-axis: Score

X-axis: Local Authority

Categories: Aberdeen City, Scottish Borders, North Ayrshire, Glasgow City, East Lothian, Renfrewshire, West Lothian, East Dunbartonshire, Dundee City, Edinburgh City, West Dunbartonshire, North Lanarkshire, Inverclyde, Angus, Falkirk, Clackmannanshire, Highland, East Renfrewshire, Eilean Siar, South Ayrshire, Argyll & Bute, Stirling, East Ayrshire, Fife, Dumfries & Galloway, Shetland Islands, South Lanarkshire, Aberdeenshire, Perth & Kinross, Midlothian, Orkney Islands, Moray

ENV4a - Cost of Maintenance per kilometre of roads 2014/15, 2015/16, 2016/17
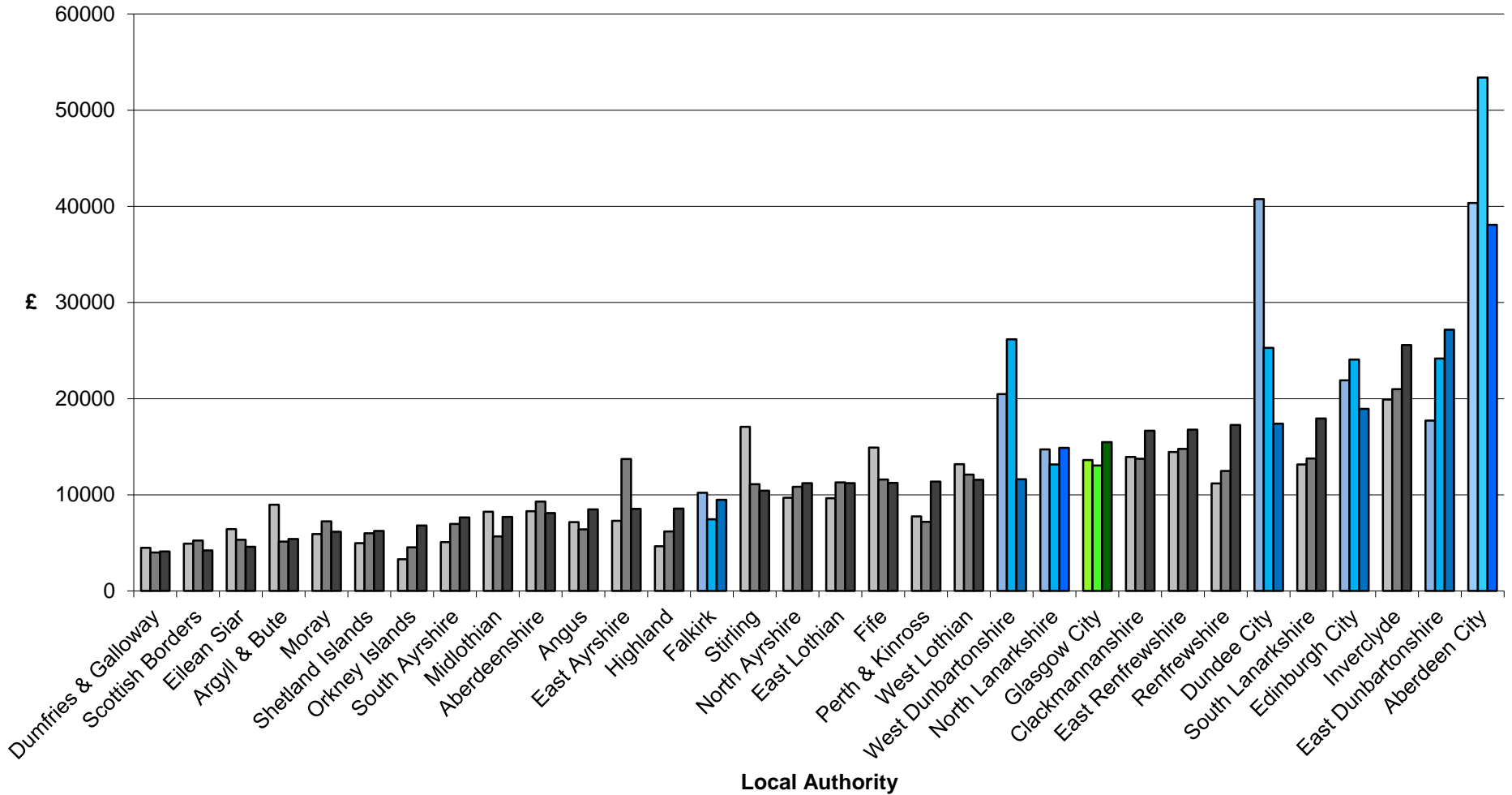
ENV4b - Percentage of A class roads that should be considered for Maintenance Treatment 2013/15, 2014/16, 2015/17
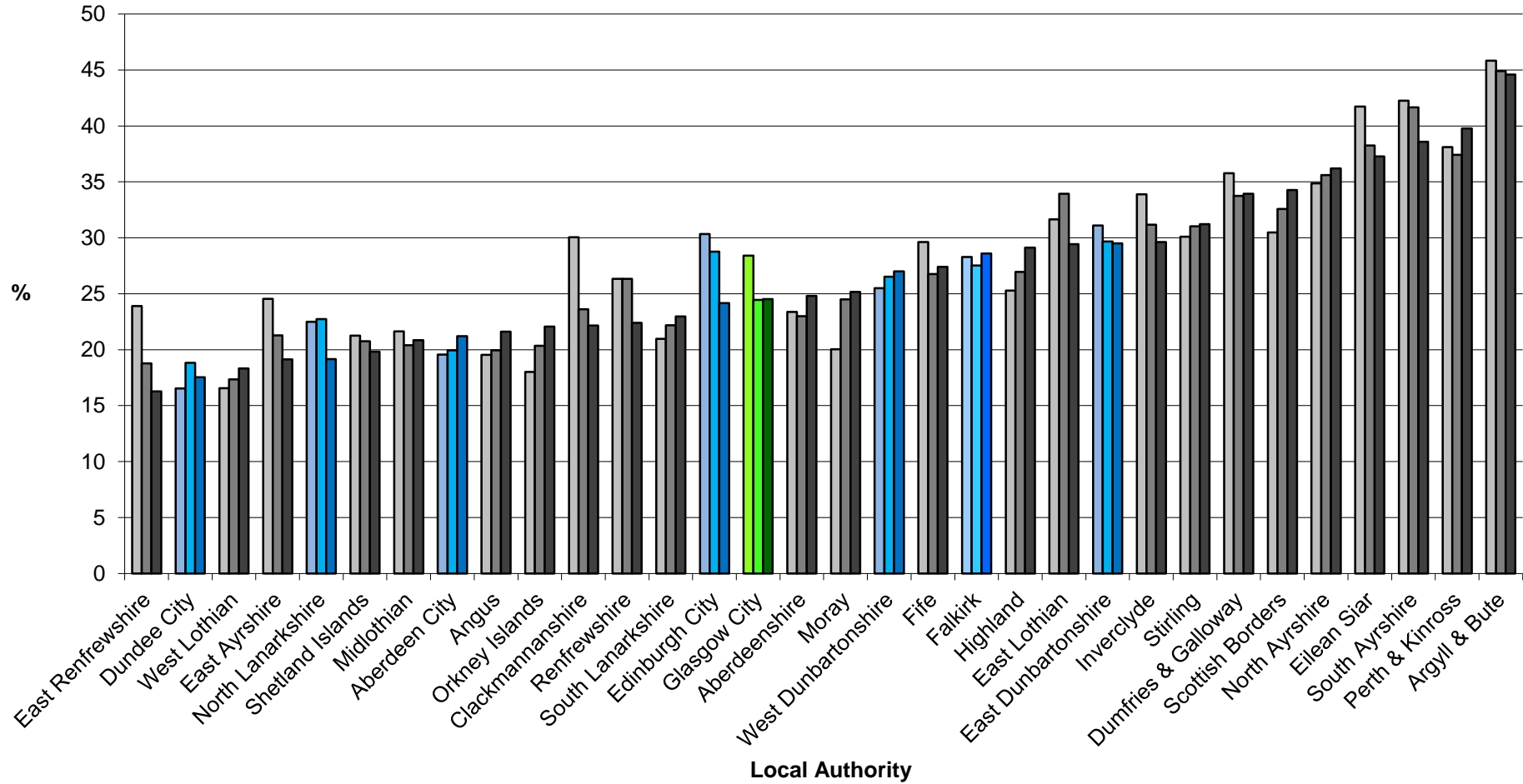
**ENV4c - Percentage of B class roads that should be considered for Maintenance Treatment
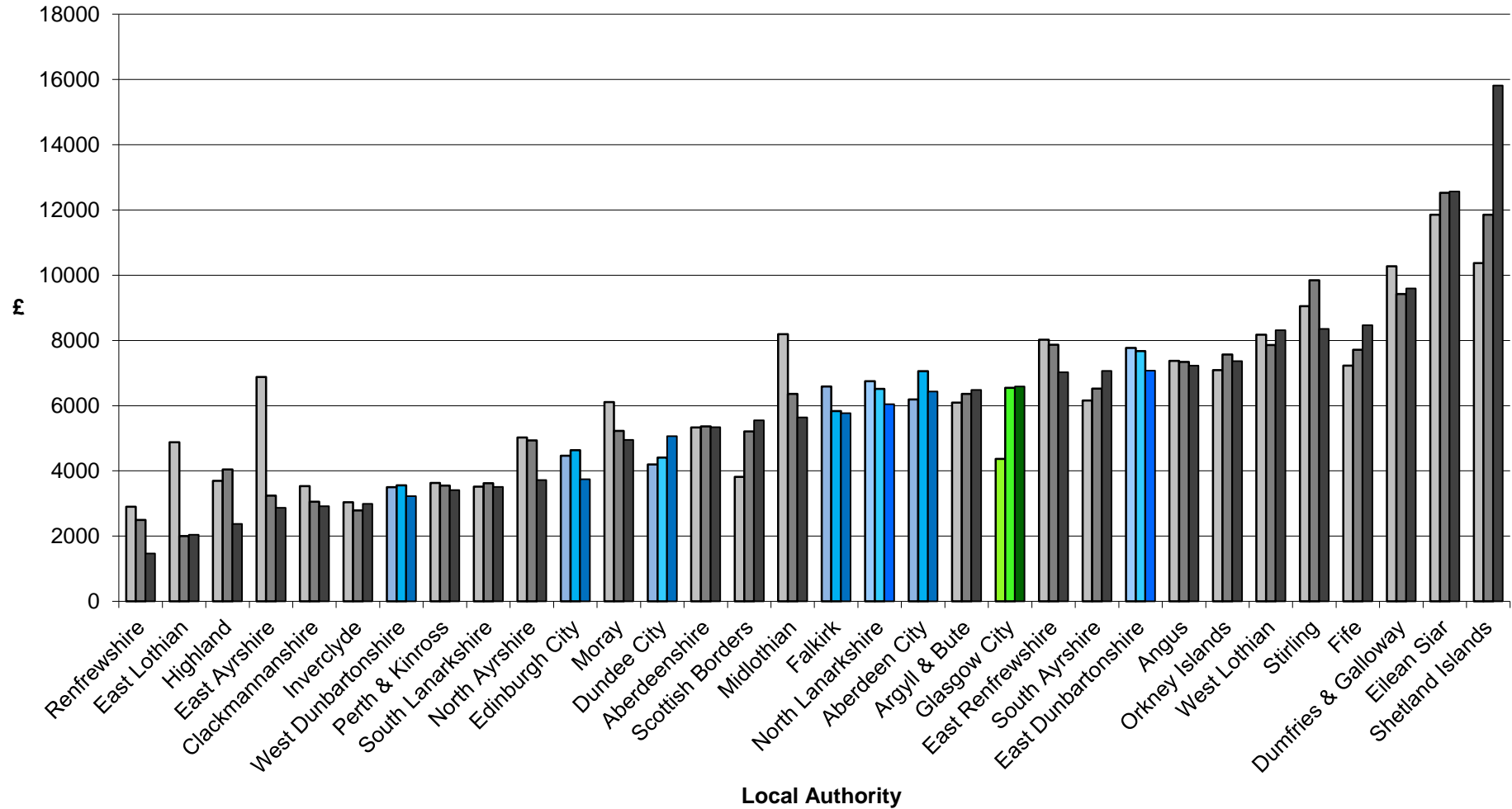2013/15, 2014/16, 2015/17**
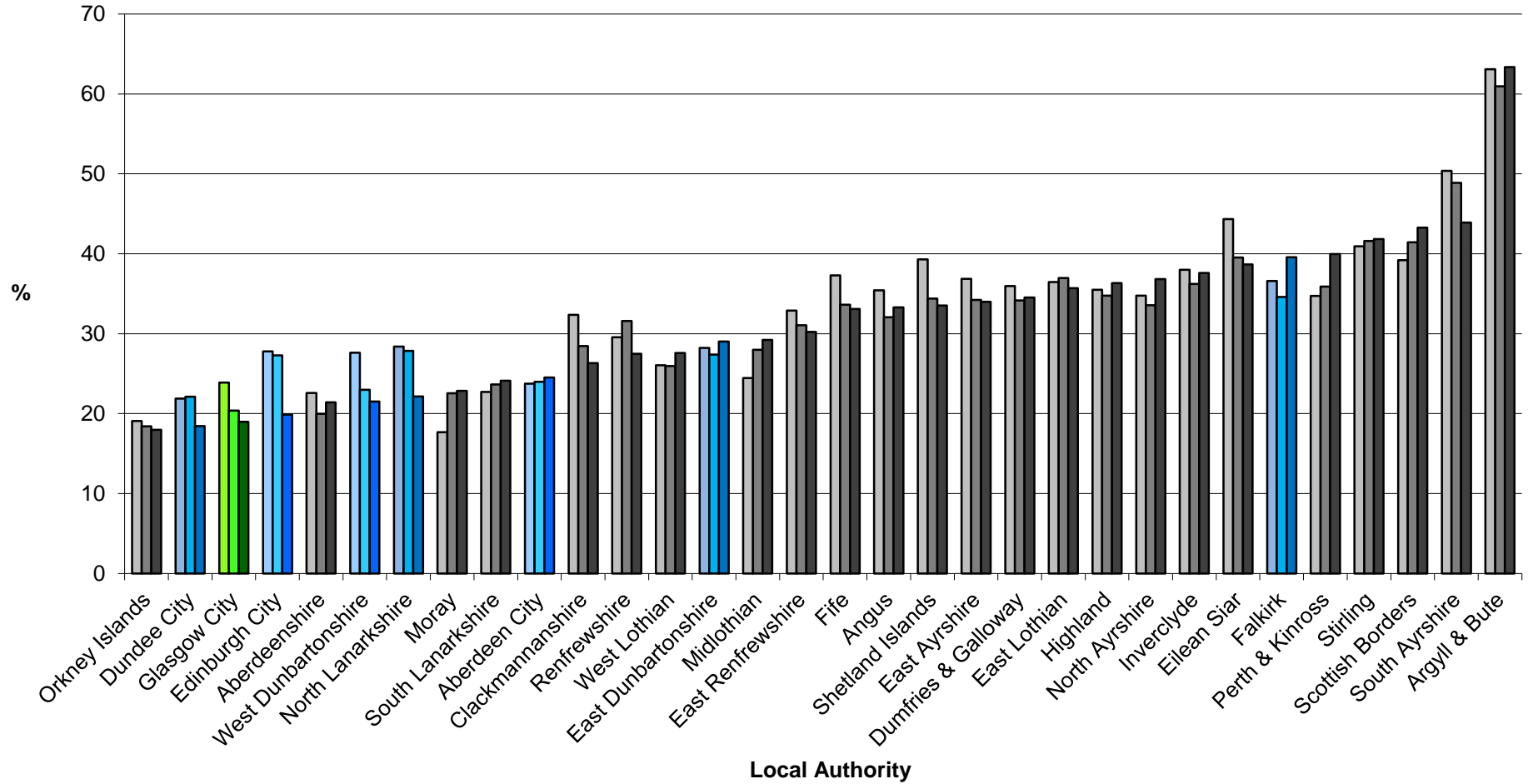
**ENV4d - Percentage of C class roads that should be considered for Maintenance Treatment
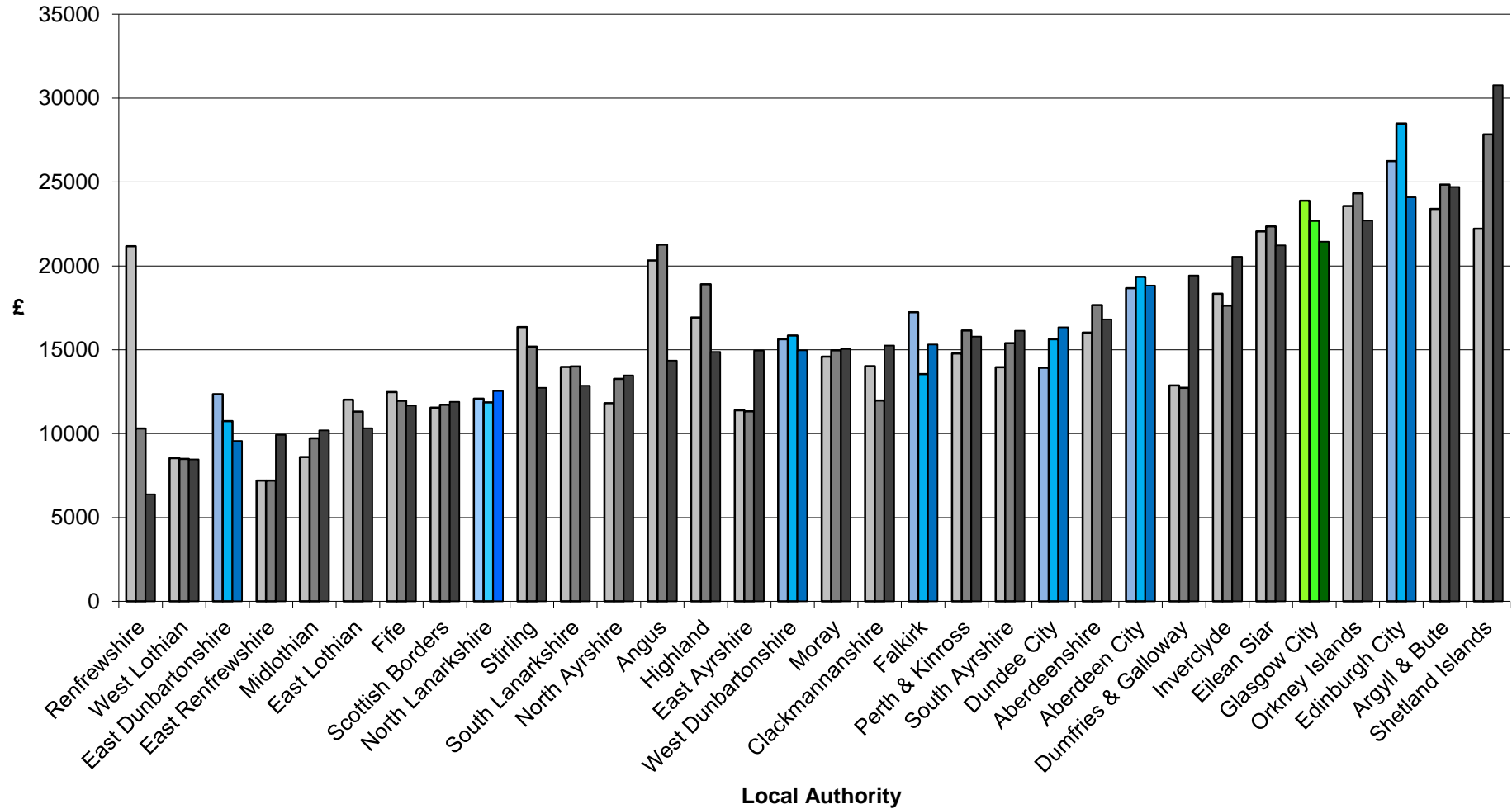2013/15, 2014/16, 2015/17**
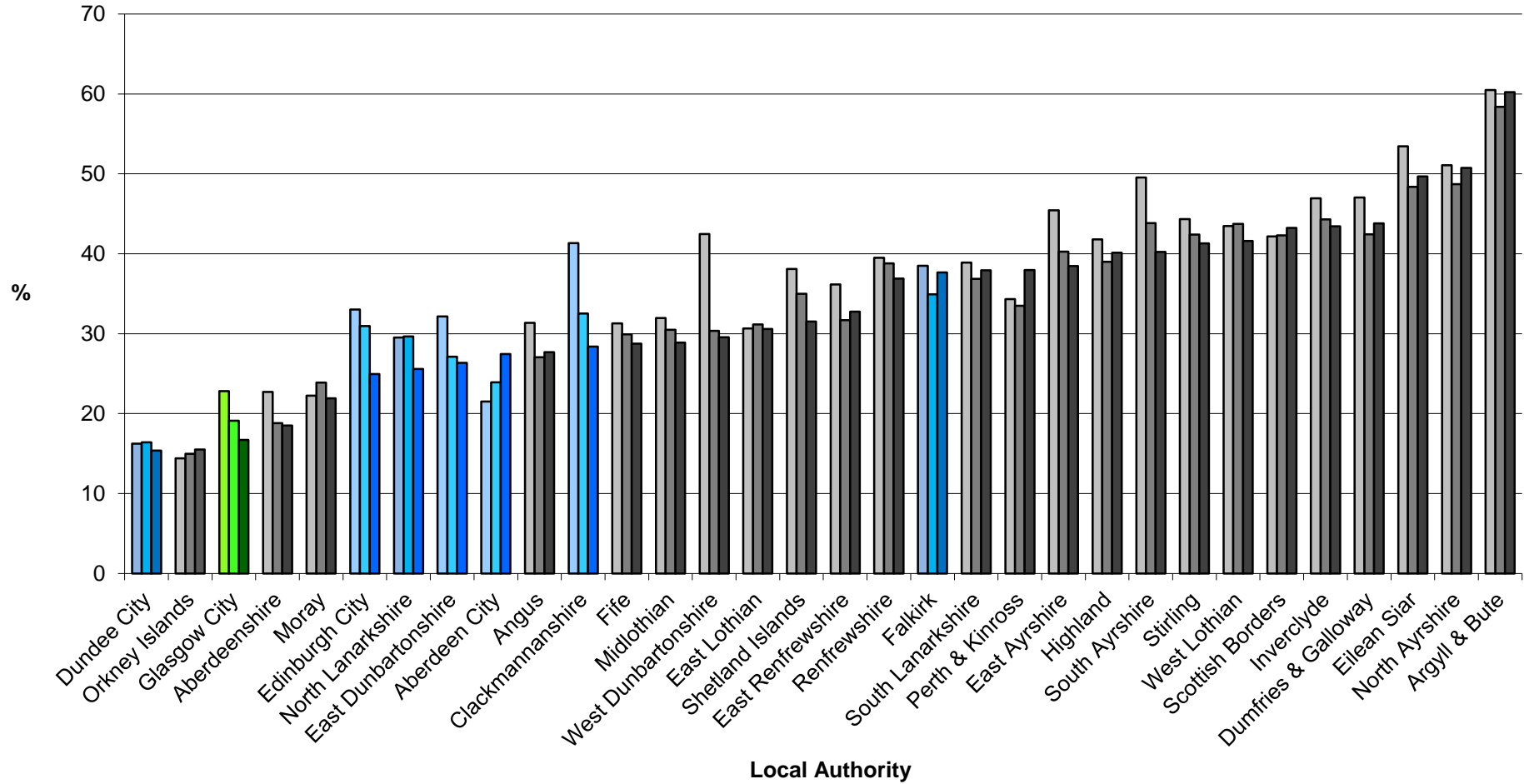
ENV4e - Percentage of unclassified roads that should be considered for Maintenance Treatment 2011/15, 2012/16, 2013/17
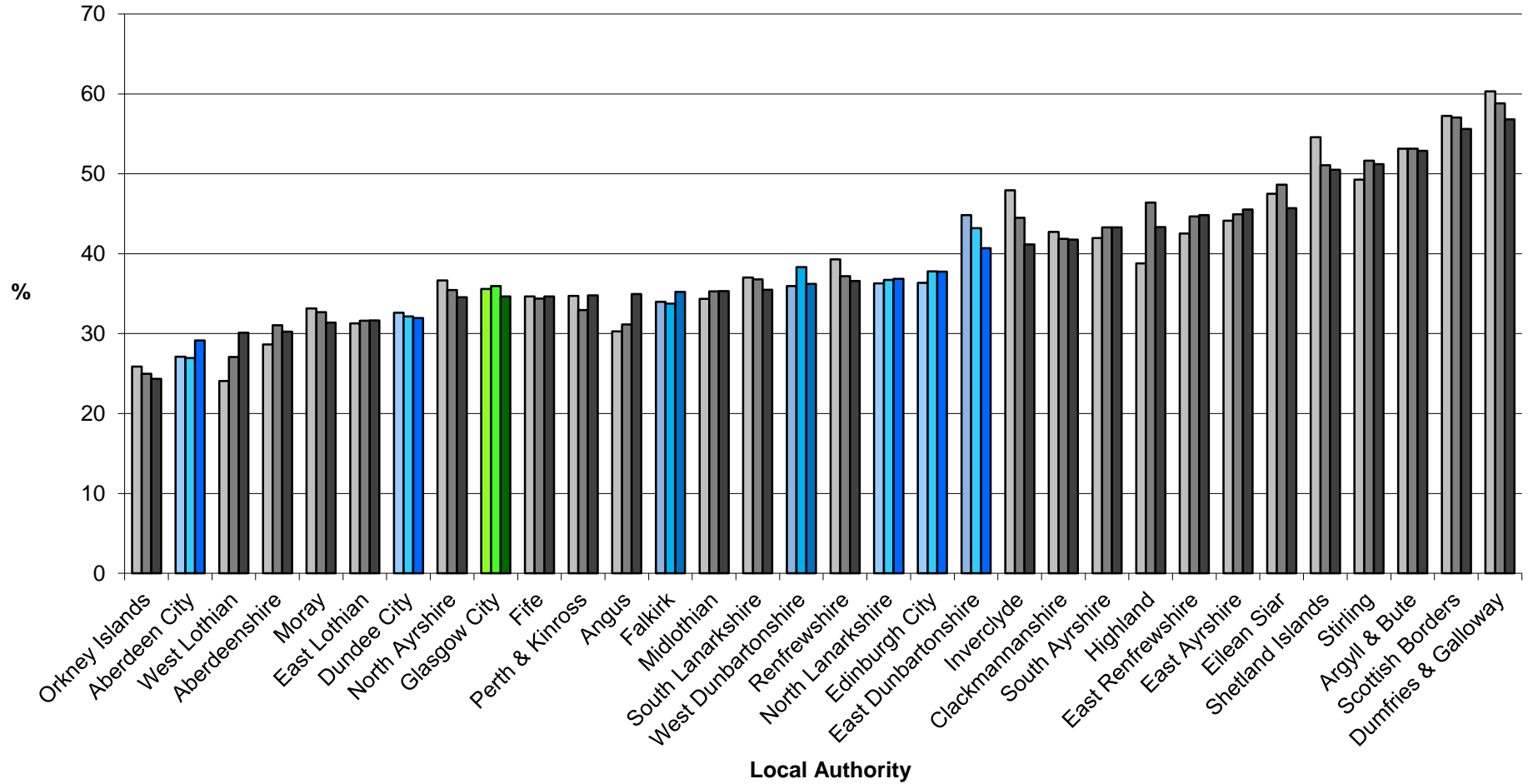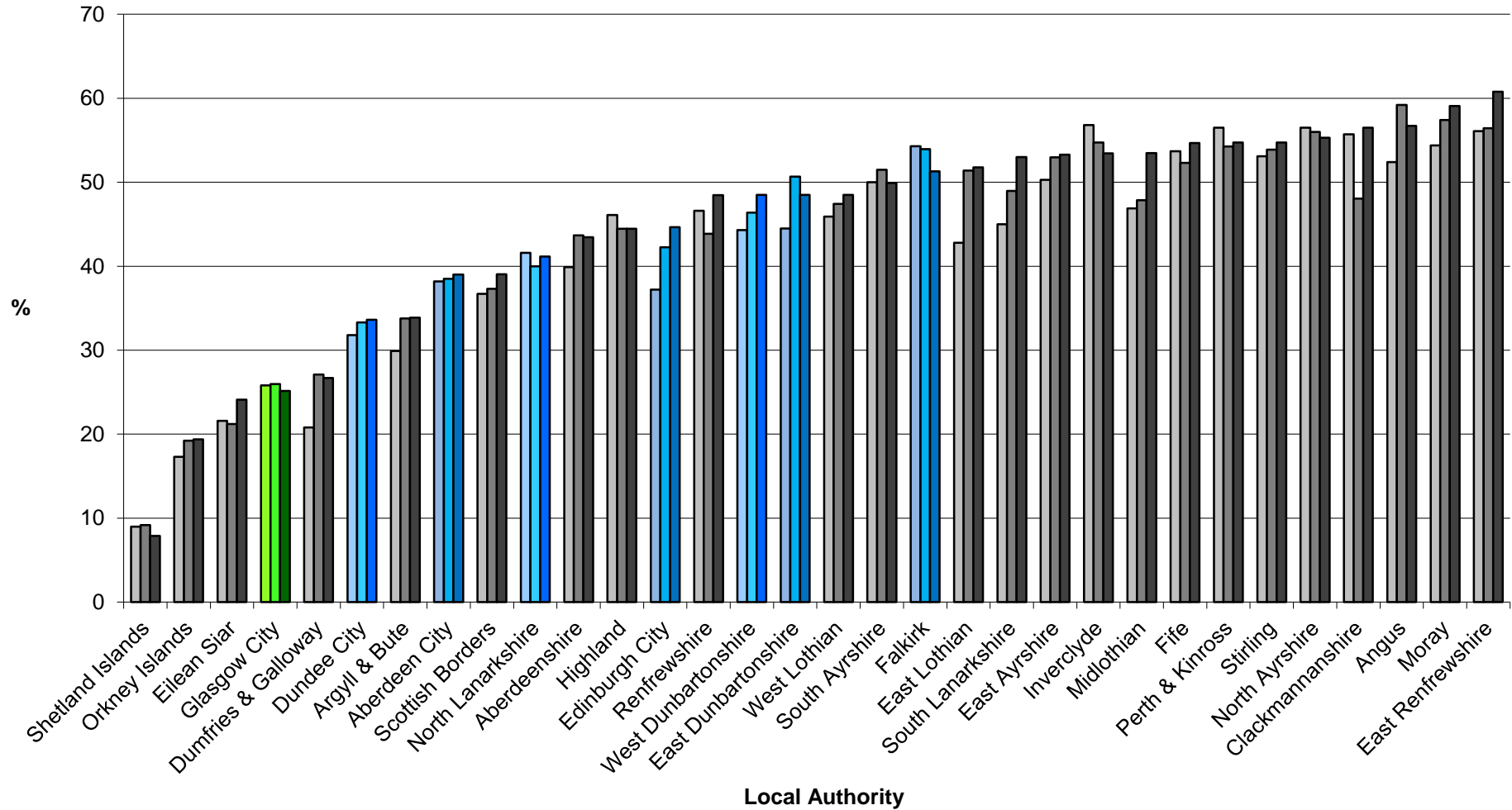
ENV5a - Cost of trading standards per 1,000 population 2014/15, 2015/16, 2016/17

£

Local Authority

**ENV5b - Cost of environmental health per 1,000 population 2014/15, 2015/16, 2016/17**

£

Local Authority

Renfrewshire, West Lothian, East Dunbartonshire, East Renfrewshire, Midlothian, East Lothian, Fife, Scottish Borders, North Lanarkshire, Stirling, South Lanarkshire, North Ayrshire, Angus, Highland, East Ayrshire, West Dunbartonshire, Moray, Clackmannanshire, Falkirk, Perth & Kinross, South Ayrshire, Dundee City, Aberdeenshire, Aberdeen City, Dumfries & Galloway, Inverclyde, Eilean Siar, Glasgow City, Orkney Islands, Edinburgh City, Argyll & Bute, Shetland Islands

ENV6 - The % of total waste arising that is recycled 2014/15, 2015/16, 2016/17
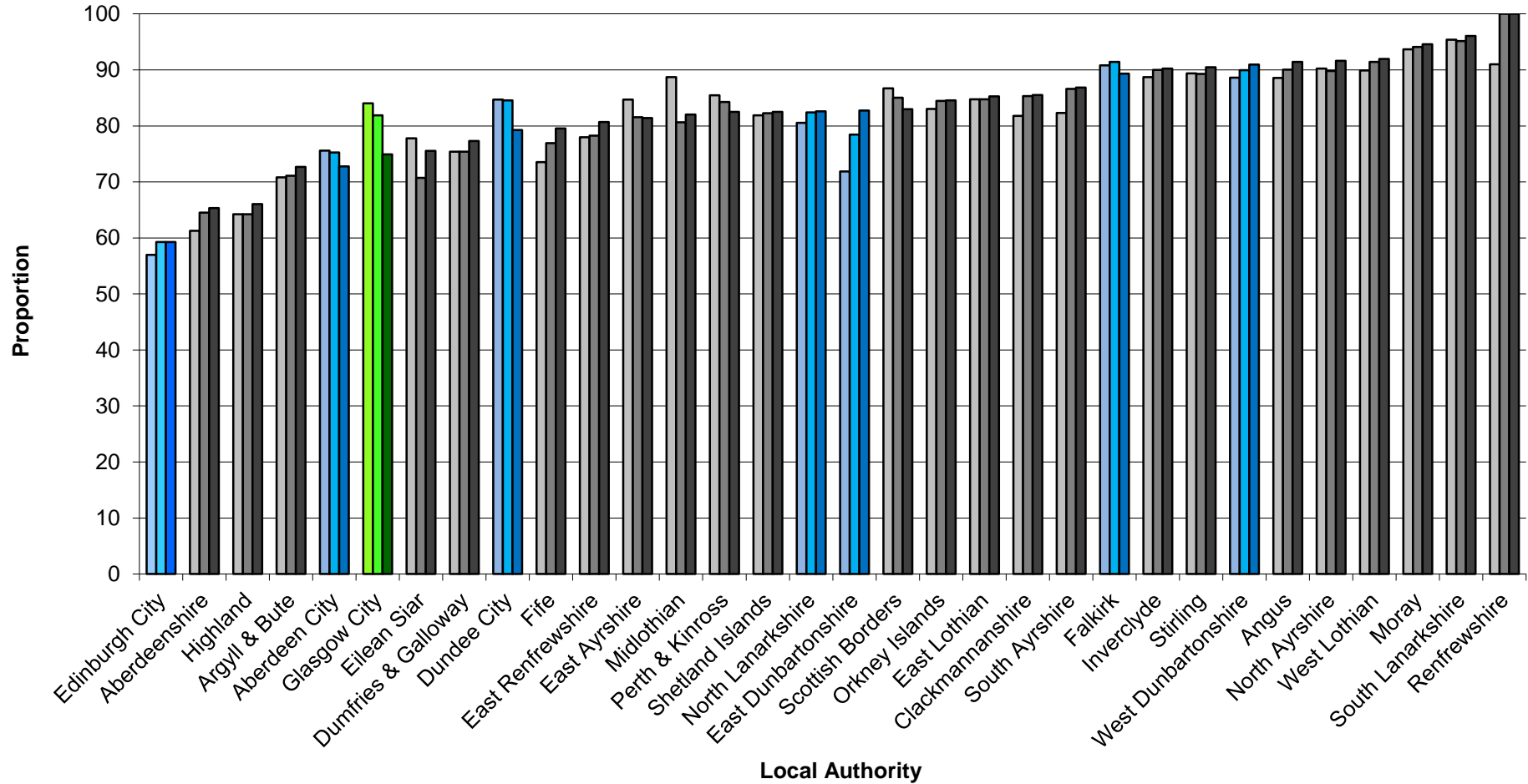
ENV7a - % of adults satisfied with refuse collection 2012/15, 2013/16, 2014-17
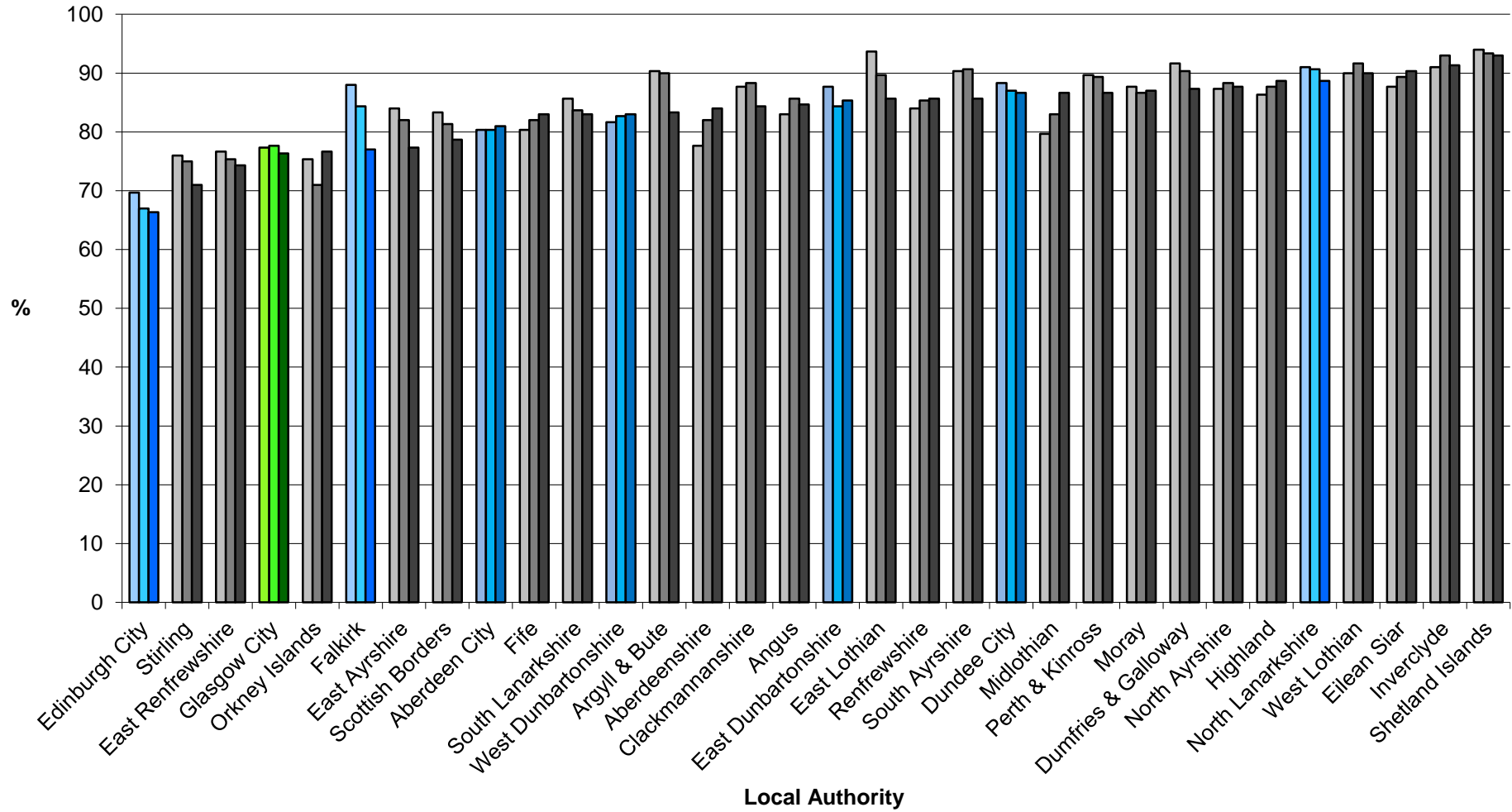
ENV7b - % of adults satisfied with street cleaning 2012/15, 2013/16, 2014-17
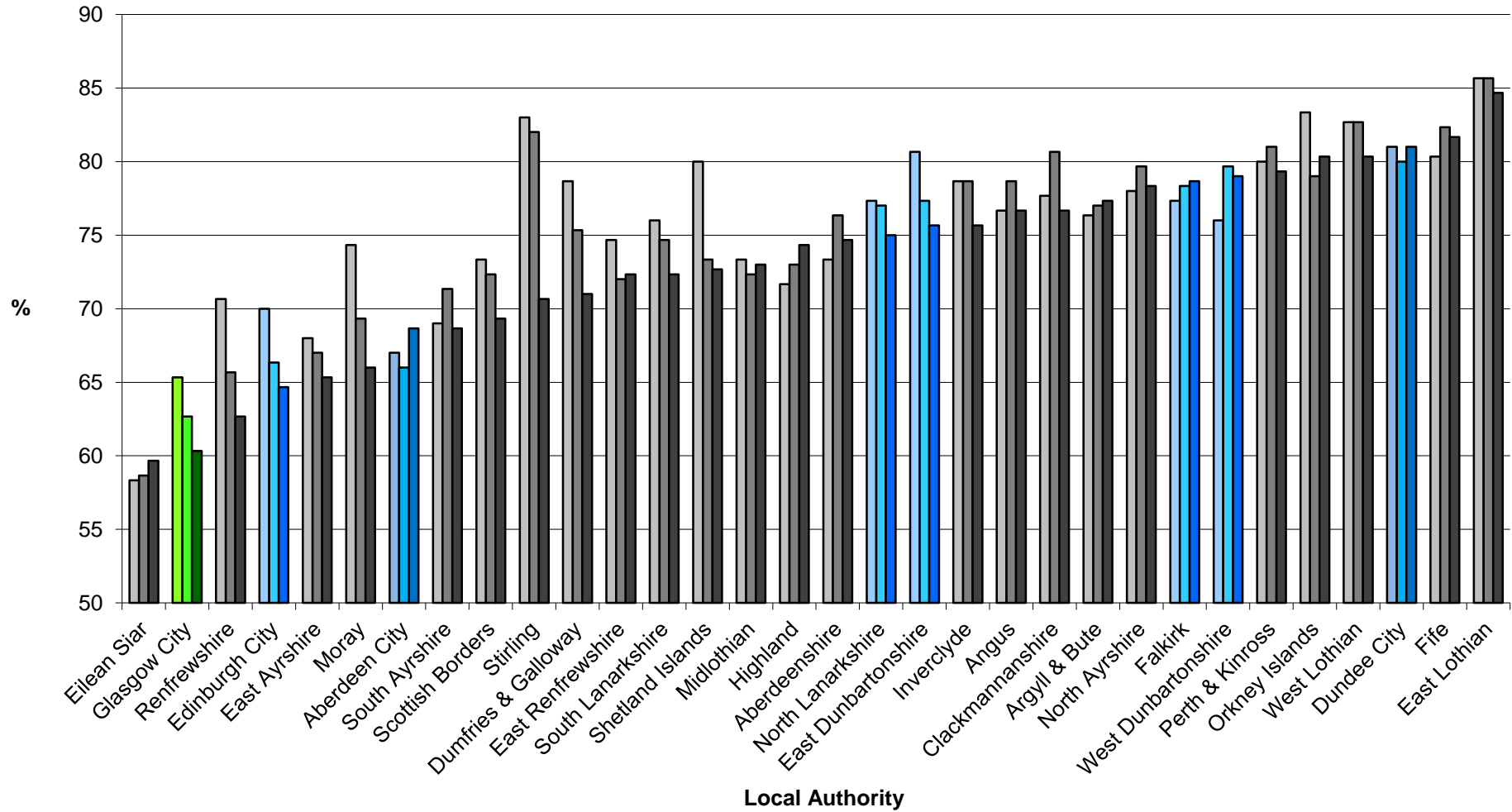
CORP ASSET1 - Proportion of operational buildings that are suitable for their current use
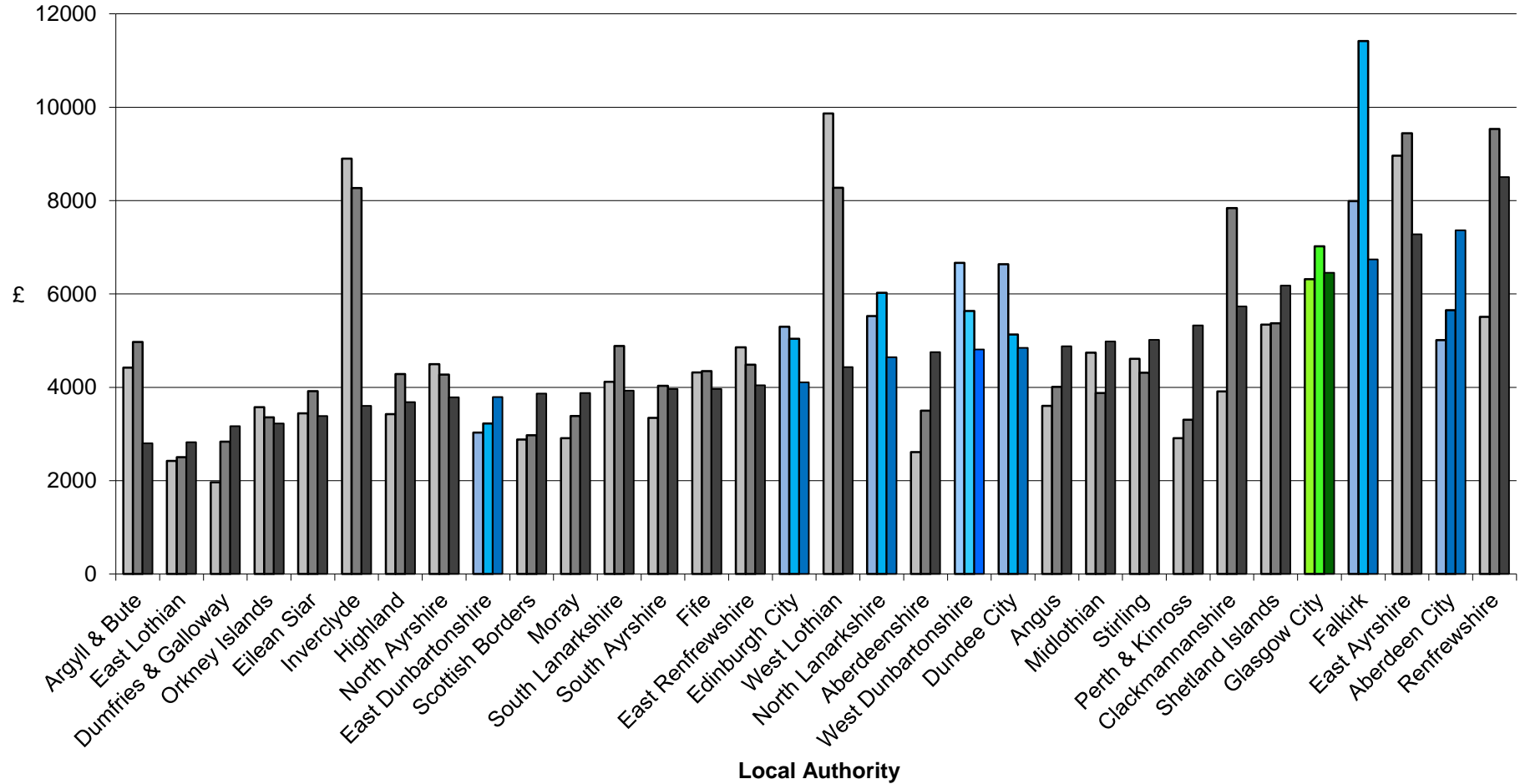2014/15, 2015/16, 2016/17

CORP ASSET 2 - Proportion of internal floor area of operational buildings in satisfactory condition , 2014/15, 2015/16, 2016/17
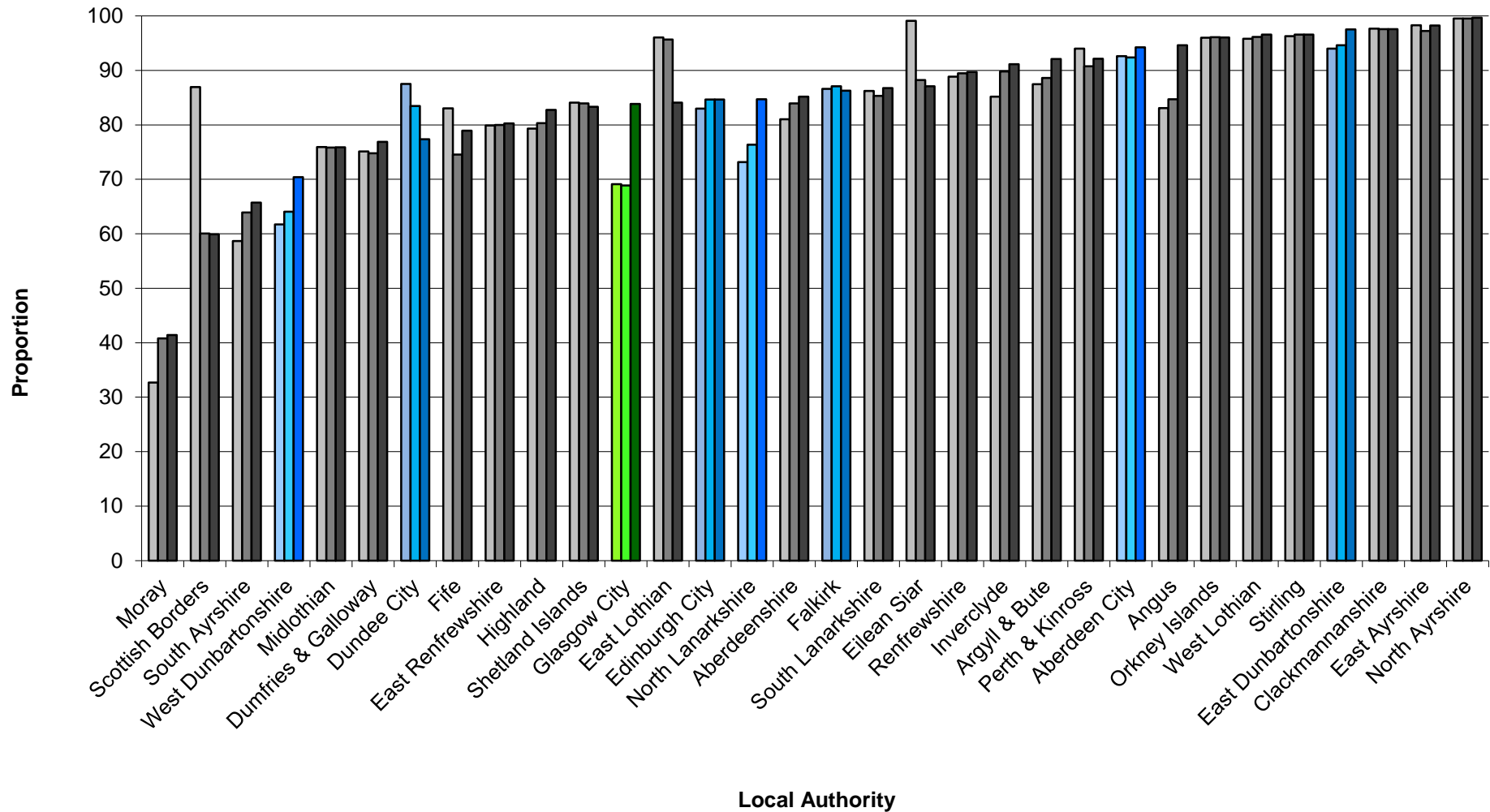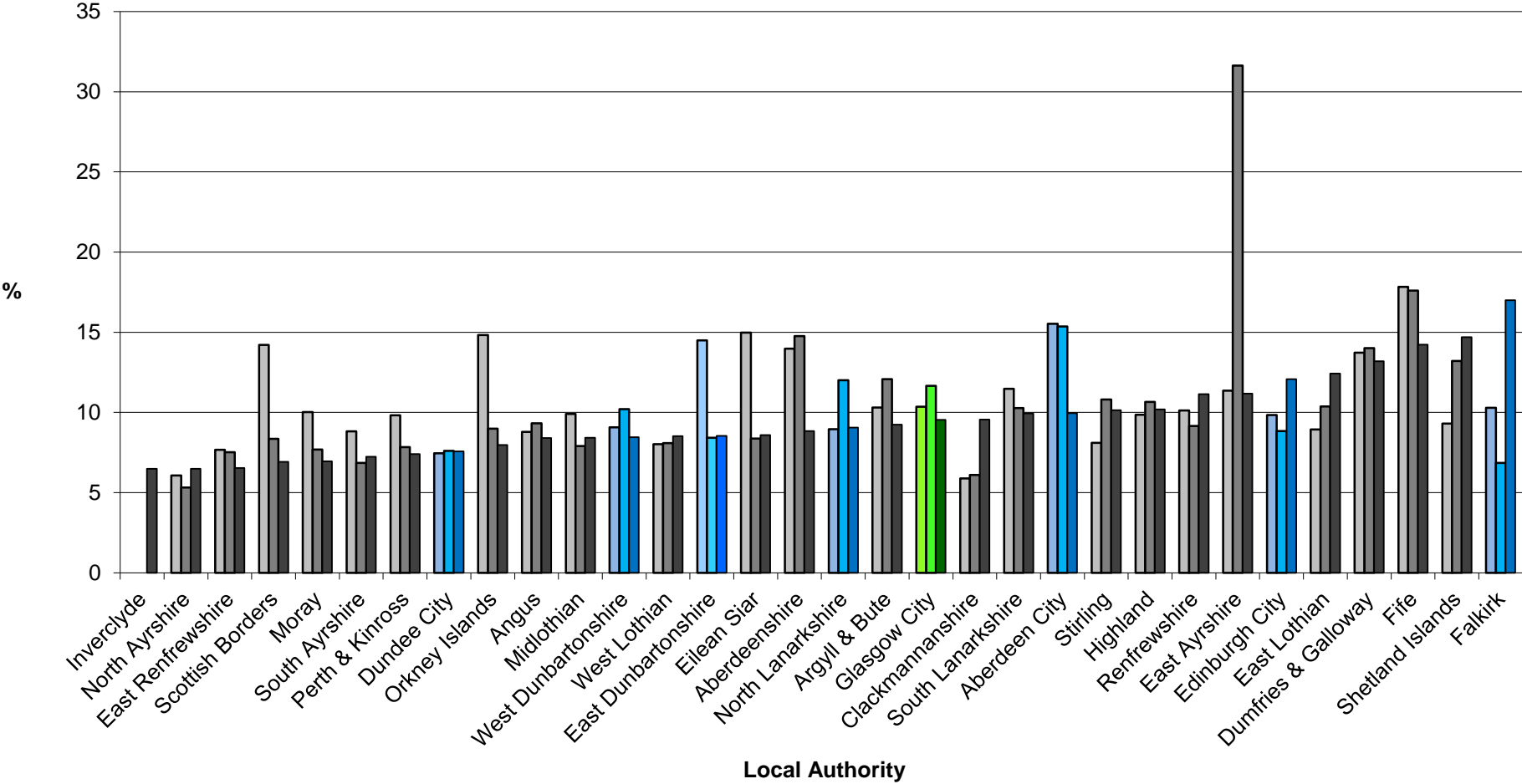
ECON 1 - % Unemployed People Assisted into work from Council operated / funded Employability Programmes 2014/15, 2015/16, 2016/17
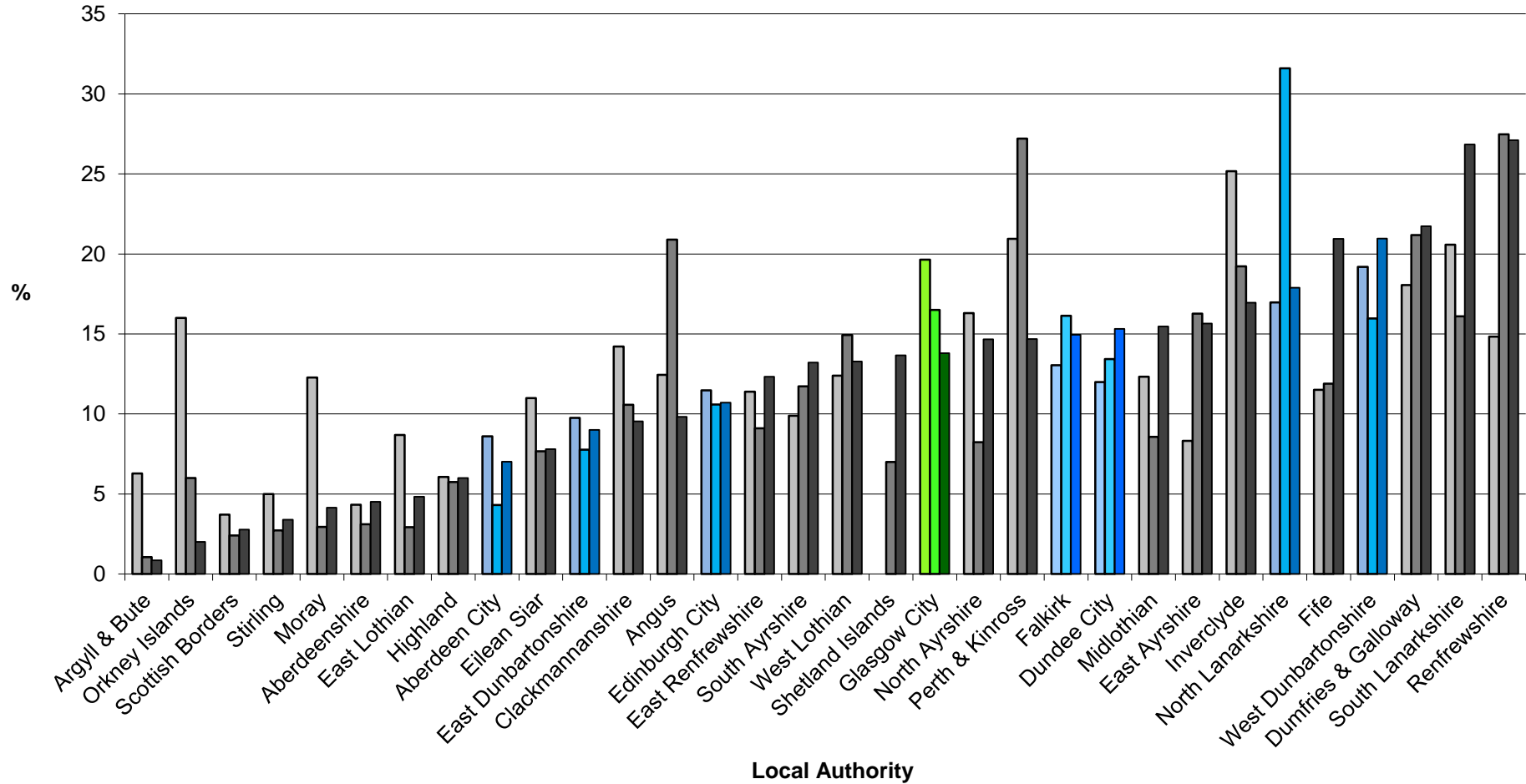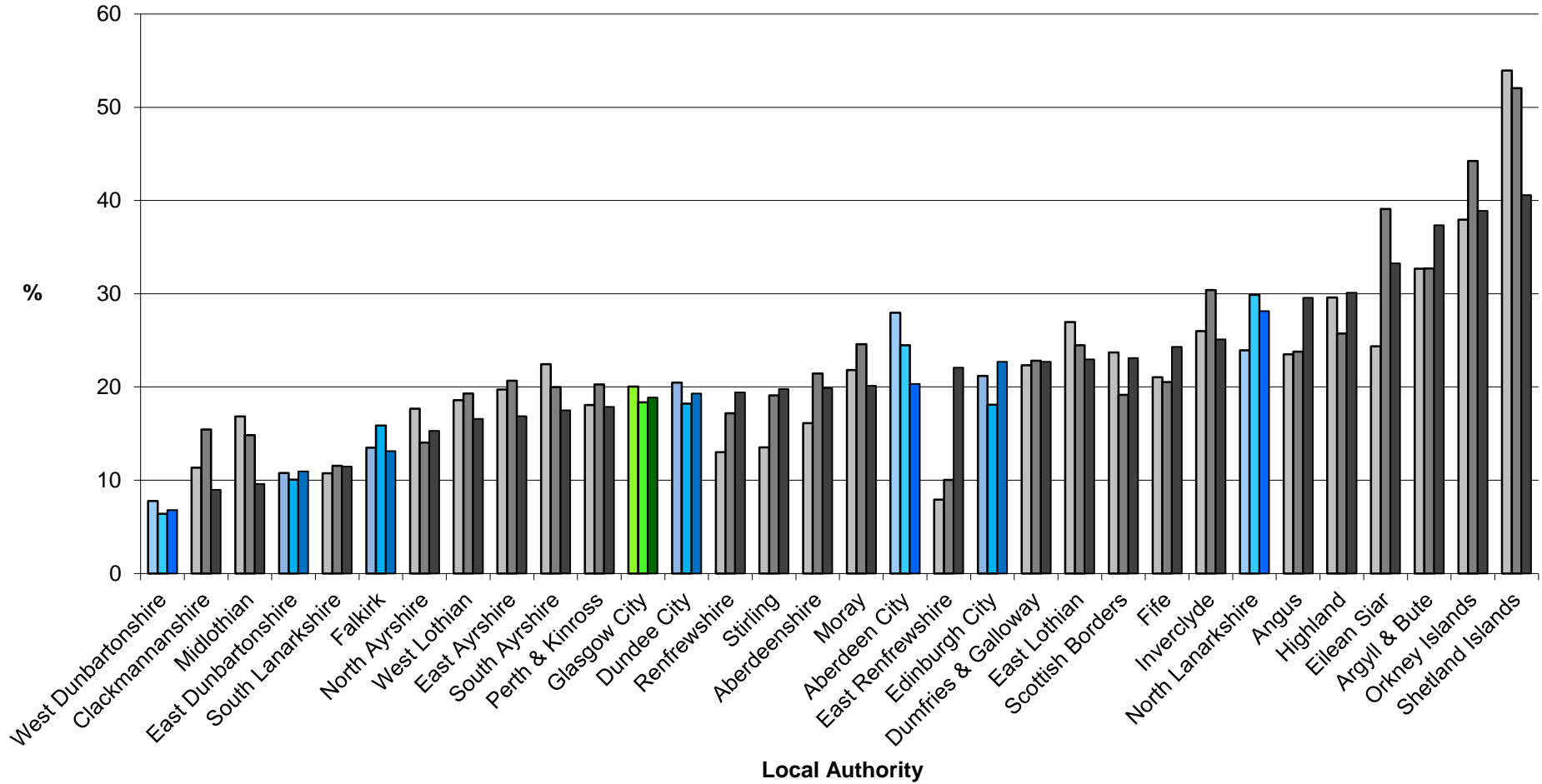
ECON 2 - Cost of Planning per Application 2014/15, 2015/16, 2016/17

ECON 3 - Average Time (Weeks) Per Commercial Planning Application
2014/15, 2015/16, 2016/17

%

Local Authority

**ECON 4 - % of procurement spent on local small/medium enterprises
2014/15, 2015/16, 2016/17**

ECON 5 - No. of business gateway start-ups per 10,000 population
2014/15, 2015/16, 2016/17

%

Local Authority

Glasgow City, East Dunbartonshire, Shetland Islands, South Ayrshire, Argyll & Bute, Highland, Inverclyde, Falkirk, Moray, Fife, Eilean Siar, Perth & Kinross, East Renfrewshire, North Lanarkshire, South Lanarkshire, Dundee City, Aberdeen City, Renfrewshire, Midlothian, Scottish Borders, Edinburgh City, East Ayrshire, Angus, Clackmannanshire, West Dunbartonshire, East Lothian, Aberdeenshire, North Ayrshire, Orkney Islands, West Lothian, Stirling, Dumfries & Galloway