Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

 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, and may subsequently is to be considered by FASC regarding the best value aspects of the report**.**

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

Ward No(s):   Citywide: ✓

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

1.0   Background

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

1.2   This report reflects the data provided by all 32 local authorities in Scotland, based on their Local Financial Return (LFR) for 2017-18. 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 from 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.

2.0   The Local Government Benchmarking Framework (LGBF)

2.1   A set of charts of 58 distinct indicators relevant to Glasgow are included at Appendix 1. For each chart, **Glasgow is highlighted in green**, benchmarking family group members are highlighted in blue, all other authorities are shaded grey. Charts displaying full performance for each of the indicators included in the LGBF can also be accessed via the My Local Council Scotland webpage.

2.2   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.

2.3   It should be noted that current data is not available for Glasgow for some of the LGBF Children's indicators (CHN8a/ CHN8b/ CHN9). Glasgow City Council and the HSCP; following the introduction of GDPR last May the HSCP, raised some concerns with the Scottish Government around the potential identification of individuals within the data. Work is continuing at Scottish Government level to produced updated Data Sharing Agreements which would facilitate the full submissions of the relevant data sets in future.

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

2.5   In order to ensure consistency as to how the highest quartile and lowest quartile are reflected in the table at 2.0; where costs or expenditure are high, this will always be placed in the lowest quartile. Notwithstanding that in some cases it may be as result of active investment or service reform.

2.6   It should also be noted that although extracted from the Local Financial Return (LFR), there can be significant variation in the detail of each indicator as reported by each authority. 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.

2.7   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. An officer led Strategic Performance Group (including Council Family performance leads) has been established to support work to look at the outlying indicators in the LGBF to better understand some of the potential operational and strategic issues that may underpin out performance. Key outliers are detailed at 3.0 and full table is provided at 4.0

2.8   In 2018-19, key data from the Strategic Performance Group on the outliers in the LGBF was included in a review of performance information in Service Directors one to one meetings with the Chief Executive.

2.9   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.

2.10   A series of learning events hosted by the Improvement Service also report on progress and learning in specific service areas. These are further detailed at 5.2

3.0   Learning and Improvement in the LGBF: Highlights of the Councils 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 the actions being undertaken to understand and to address areas of improvement where required.

Key Indicators placed in the Lowest Eight (Quartile)

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

This indicator reflects the cost of pre-school education per child. It shows a high degree of variance across authorities. Reflecting the high levels of investment within the city, Glasgow records the highest costs of any local authority for pre-school education registration. GCC already provides significantly more extensive Early Learning Centre (ELC) provision than other Local Authorities, catering for the children most challenged by poverty and social circumstances. Glasgow has invested ahead of the curve and is

already well on the way to delivering Government aspirations around the increased ELC entitlement (600 to 1140 hrs) by 2020. Latest figures indicate 4,000 children in the city already access 1140 hours or more.

➢ **% of pupils gaining 5+ Awards at Level 5** /

Glasgow records the third lowest percentage of pupils gaining more than 5 awards at Level 5, moving up from the lowest percentage in Scotland on last year's report. At 52% against a Scottish average of 62% this is an improvement of 2% on 2016/17 data; demonstrating a year on year improvement.

Glasgow sits above the Scottish average when deprivation is factored in. Against a Scottish average of 42%, Glasgow currently sits at 43%, which is 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 6th within its direct comparator authorities.

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

Glasgow records the third lowest percentage of pupils (26% against Scottish average of 34%) gaining more than 5 awards at Level 6. This still represents an improvement against the Scottish average of 2% on the 2016/17 data.

However, the extent of the improvement achieved in recent years is evident, when deprivation is factored in, with Glasgow the percentage increasing to 18% which is higher than the Scottish average (when deprivation factored in) of 16%, the highest since the Benchmarking Framework was developed.

When deprivation is factored in, Glasgow's attainment levels occupies a position in the top half of all authorities, and 2nd within its direct comparator authorities, behind only West Dunbartonshire. Glasgow has consistently been above the Scottish Average in this respect.

➢ **% of adults satisfied with schools**

Glasgow's satisfaction rate is 62.7%. The Scottish Average is 72.3%. 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. It should also be noted that rate of decline in this indicator is also in line with the decline in the Scottish Average, a trend we will also continue to monitor.

➢ **Proportion of pupils entering positive destinations**

Glasgow has the second lowest proportion of pupils entering positive destinations in Scotland. When benchmarking began Glasgow was consistently 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 92.3% of pupils against a Scottish average of 94.4%, which is an increase of 0.4% on the previous year, sustaining the upward trend established in the previous year

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

Glasgow at £29.25 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 £19.80 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.

➢ **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 £36 per person which is an increase of £7 per person on the 2016-17 figures (£29 per person). This has its origins in the recording within the Local Financial Return. In 2017/18 there were two major developments which had an effect on our reported statistics through the LFR. The streets investment of £6m is part of the allocation into the Streets cleansing on the LFR

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

➢ **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].

➢ **Cost of Planning Per Application**

There is a significant relationship with deprivation levels and planning costs with higher costs reported by those authorities with higher levels of deprivation. The average planning costs for councils with the highest levels of deprivation is £7,432, Glasgow was £7,023.

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

➢ **Cost per attendance at sports facilities**

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

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

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

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 58.6%, Glasgow has the sixth highest proportion of employees in highly paid posts. From 2019 this indicator will be supplemented by an additional pay equality indicator.

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

Across all Scottish local authorities in 2017-18 Glasgow was placed 5th in terms of days of absence per employee at 9.8 days against a Scottish average of 11.4 days.

Corporate HR with support from service have drafted a revised absence policy approved at City Administration Committee in May 2018. This entered an implementation phase in 2018-19 and is hoped will have further positive impact on Absence levels when reported against other local authorities in future LGBF reports.

➢ **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, which has significantly shifted the balance of care in the 17-18 period.

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

Glasgow is ranked third in Scotland with 14.8% of people recorded as earning less than The Glasgow Living Wage, which is £9 per hour. The Glasgow Living Wage was originally launched in 2009 by Glasgow City Council to tackle in-work poverty. 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 seeks to embed the Living Wage through our suppliers and purchased services.

➢ **Proportion of operational buildings suitable for their current use**

In 2017 the council established a Corporate Landlord function to deliver a sustained joined up approach to property asset management and utilisation. This function has also engaged with Community Planning Partners to maximise the potential for collaborative solutions.

Our in-house improvement plans have identified a range of opportunities to reduce our overall operational footprint and, as a result, enable greater investment in the remaining estate to improve its quality.

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).

Table 1

Highest ranked quartile					
		Rank			**Rank**
CORP3b	% of the highest paid employees who are women	6	C&L5c	% adults satisfied with museums & galleries	5
CORP 4	The Cost per dwelling of collecting Council Tax	7	ENV4c	% of B class roads that should be considered for maintenance treatment	3
CORP6b	Sickness Absence per Employee (non-teacher)	5	ENV4d	% of C 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			
SW3	% of people 65+ with intensive needs receiving care at home	7	CORP-ASSET 1	Proportion of operational buildings suitable for their current use	5

Highest ranked quartile

		Rank			Rank
ECON 7	Proportion of People Earning Less Than The Living Wage	3			

Lowest ranked quartile

		Rank			Rank
CHN3	Cost per pre-school education registration	30	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	29 (but ranked 14 when SIMD taken into account - out of 28 reporting LA's)	C&L5d	% of adults satisfied with leisure facilities	27
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	30 (but ranked 9 when SIMD taken into account out of 27 reporting LA's)	ENV1a	Net cost of Waste Collection per Premises	31
			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 trading standards and environmental health per 1,000 population	25

Lowest ranked quartile					
		Rank			**Rank**
CORP7	% 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	26
			ENV7b	% of adults satisfied with street cleaning	31
			ECON 2	Cost of Planning Per Application	27
C&L1	Cost per attendance at sports facilities	32	ECON 3	Average Time (Weeks) Per Business and Industry Planning Application	29
			ECON 4	% of Procurement spent on local small/ medium enterprises	25
C&L4	Cost of parks and open spaces per 1,000 population	32	ECON 5	Business Gateway Start Ups per 10,000 population	32

5.0 Scotland-wide Benchmarking Programme

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

5.2 Glasgow City Council will host a Learning event in June 2019 on Human Resources Benchmarking. Glasgow is also actively engaged in the following planned Improvement Service benchmarking events during 2019/2020:

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

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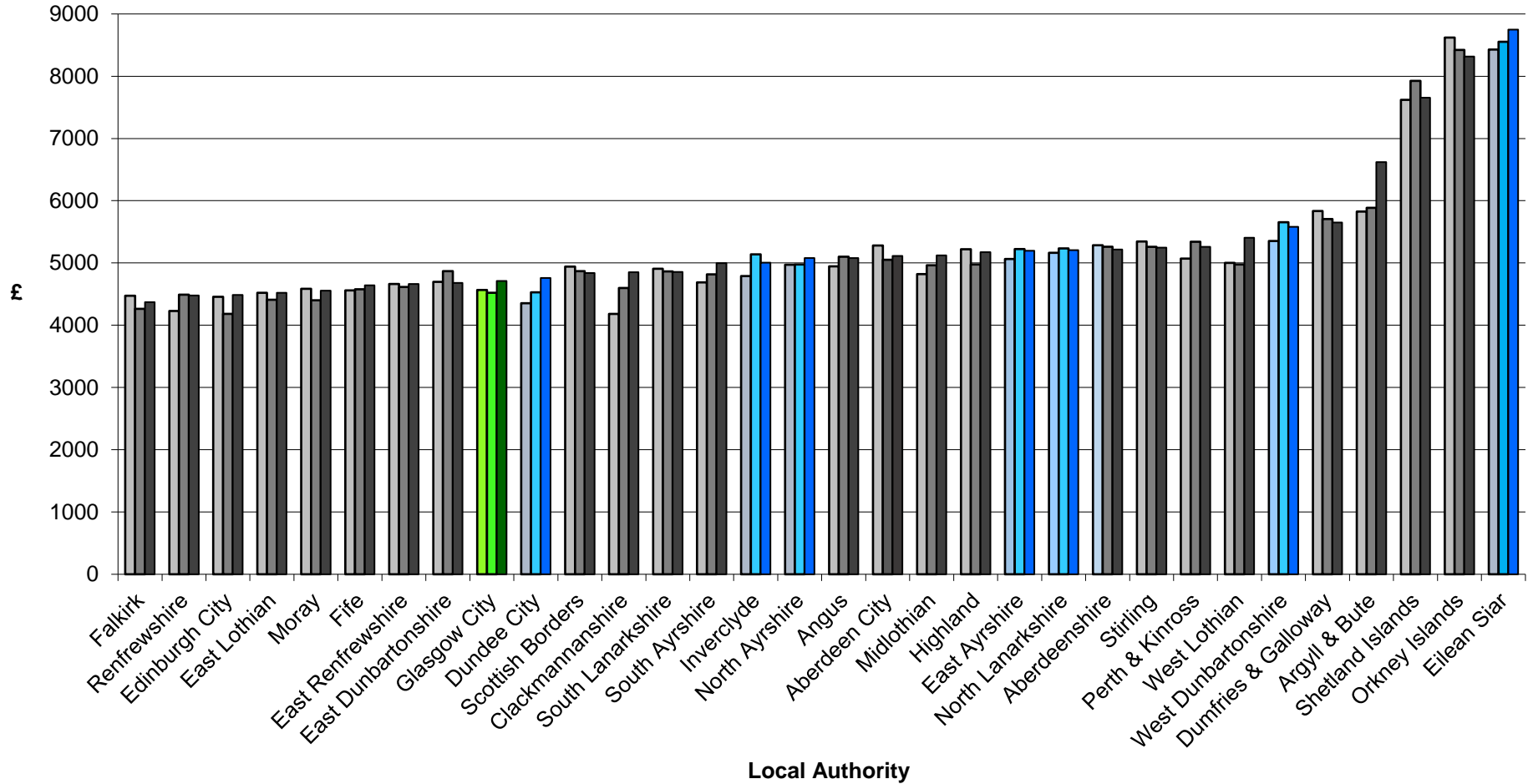
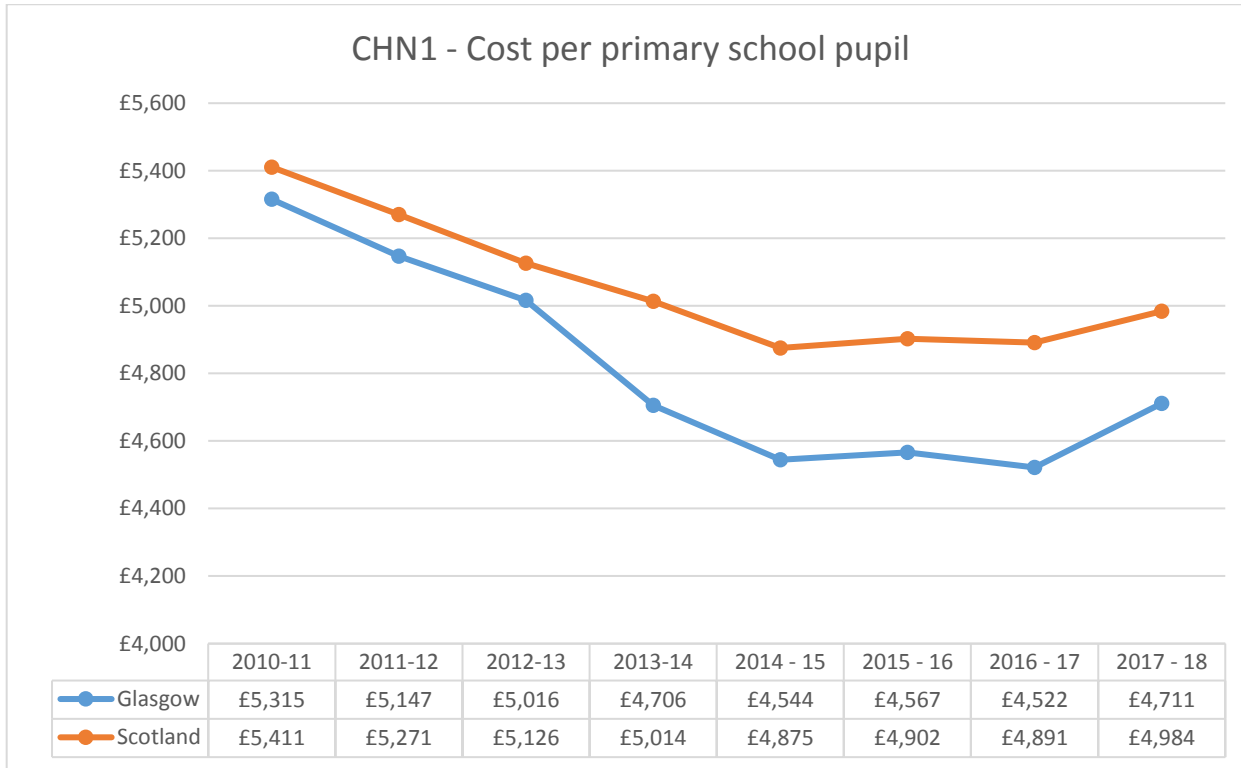6.0   **Other Benchmarking Activities**

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.
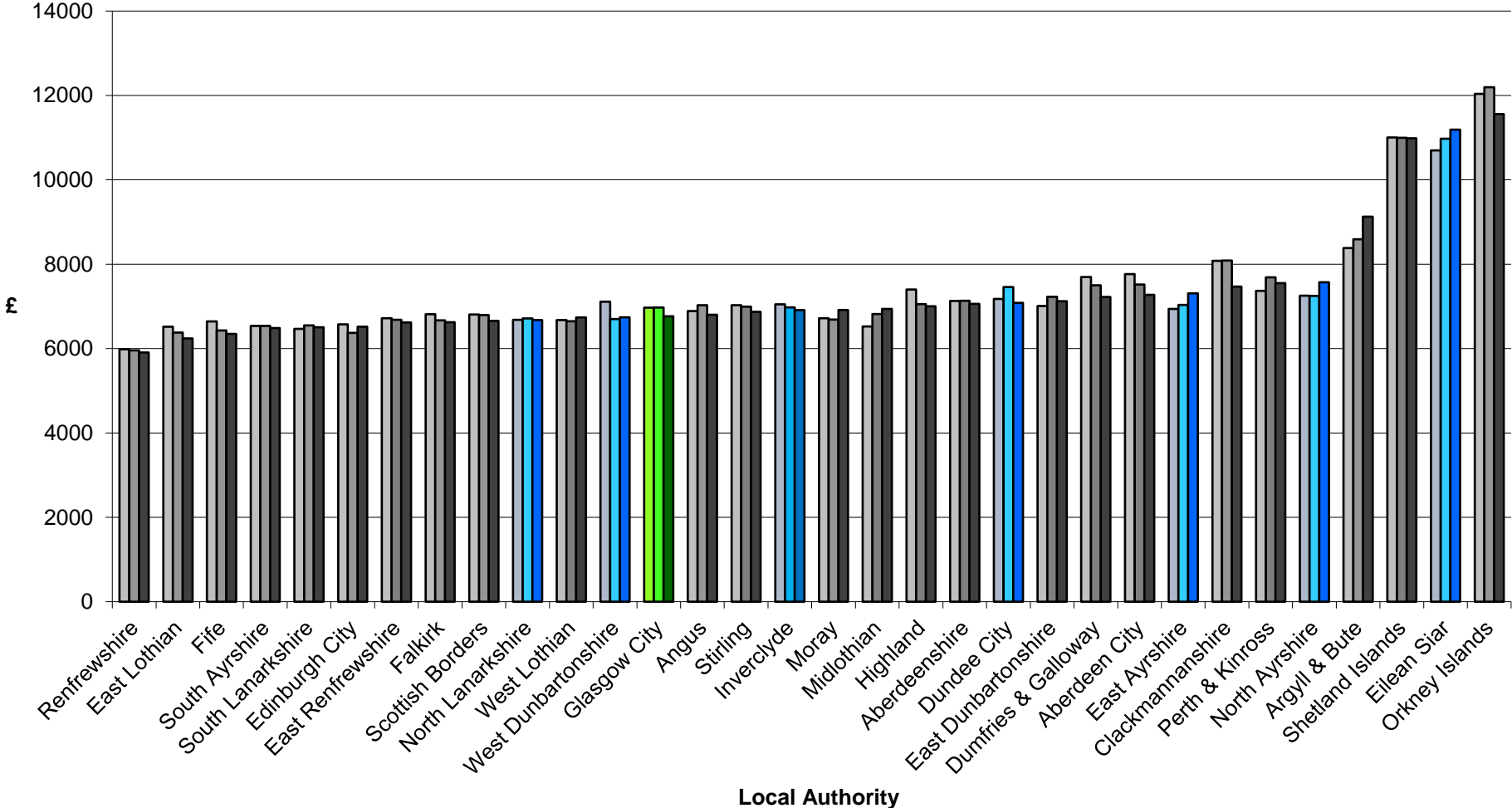
6.3   The ASPIR guidance for 2019/20 gives prominence to the reporting of benchmarking exercises, and explicitly requires the reporting of progress of the LGBF indicators within Service ASPIRs.
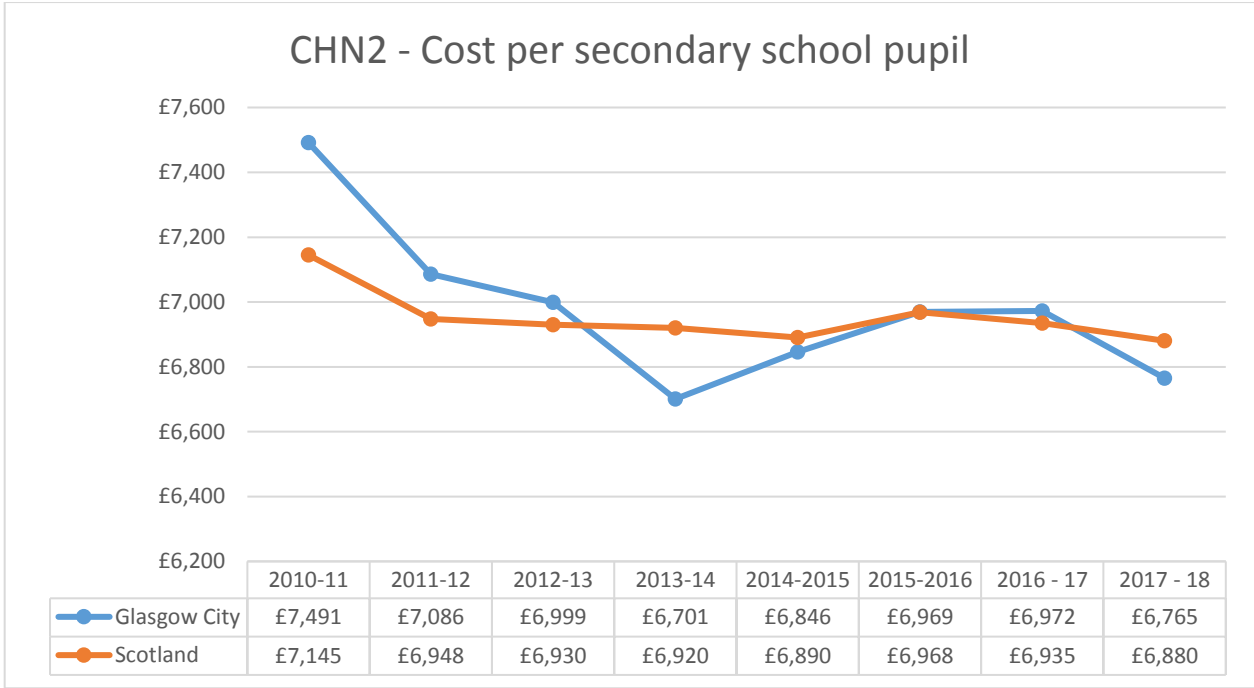
CHN1 - Cost per Primary School Pupil
2015/16, 2016/17, 2017/18

CHN1 - Cost per primary school pupil

	2010-11	2011-12	2012-13	2013-14	2014 - 15	2015 - 16	2016 - 17	2017 - 18
Glasgow	£5,315	£5,147	£5,016	£4,706	£4,544	£4,567	£4,522	£4,711
Scotland	£5,411	£5,271	£5,126	£5,014	£4,875	£4,902	£4,891	£4,984

CHN2 - Cost per Secondary School Pupil
2015/16, 2016/17, 2017/18

CHN2 - Cost per secondary school pupil

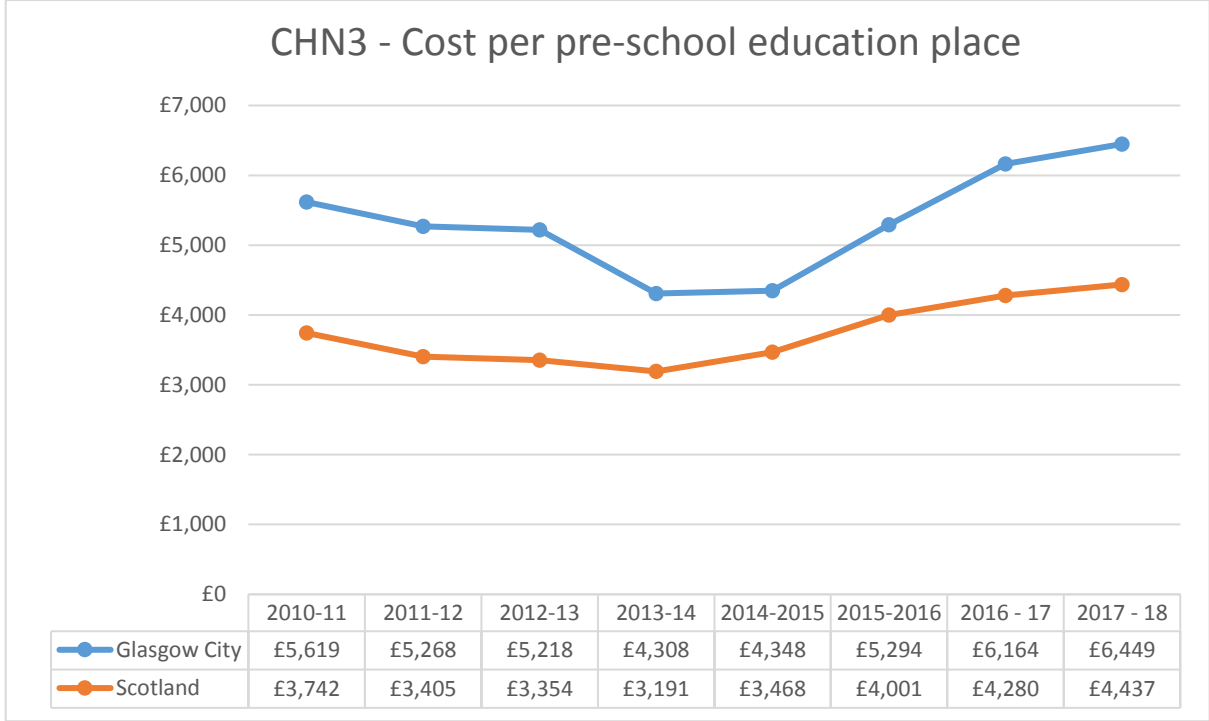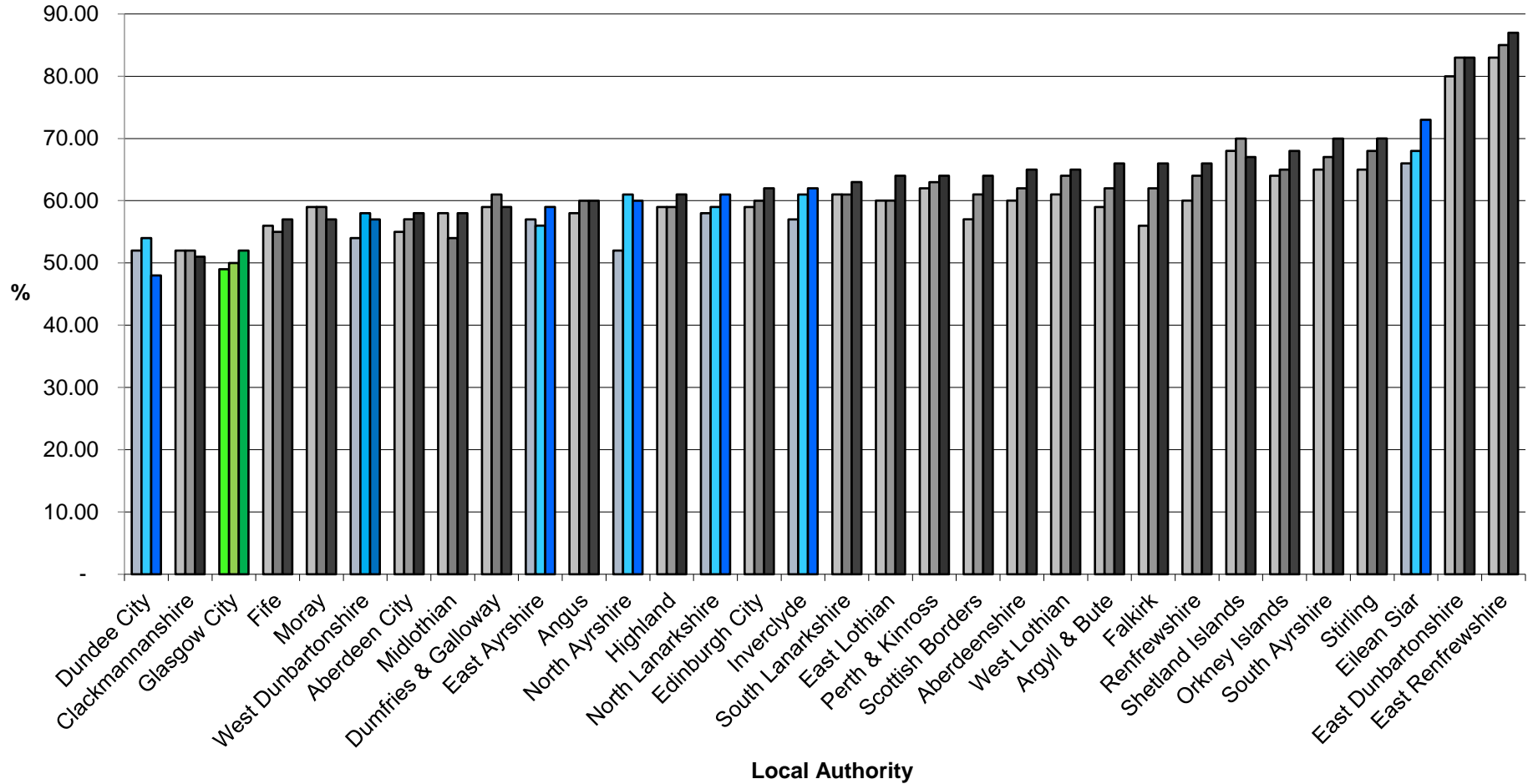|	2010-11	2011-12	2012-13	2013-14	2014-2015	2015-2016	2016 - 17	2017 - 18
Glasgow City	£7,491	£7,086	£6,999	£6,701	£6,846	£6,969	£6,972	£6,765
Scotland	£7,145	£6,948	£6,930	£6,920	£6,890	£6,968	£6,935	£6,880

CHN3 - Cost per pre-school Education Registration
2015/16, 2016/17, 2017/18

Local Authority

CHN3 - Cost per pre-school education place

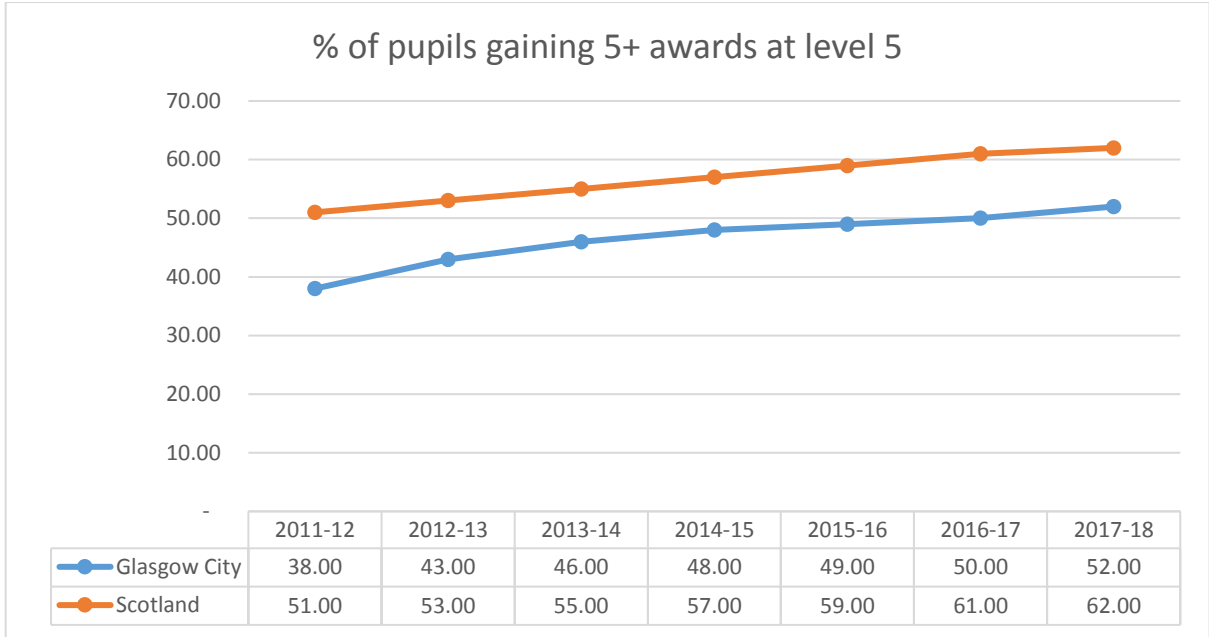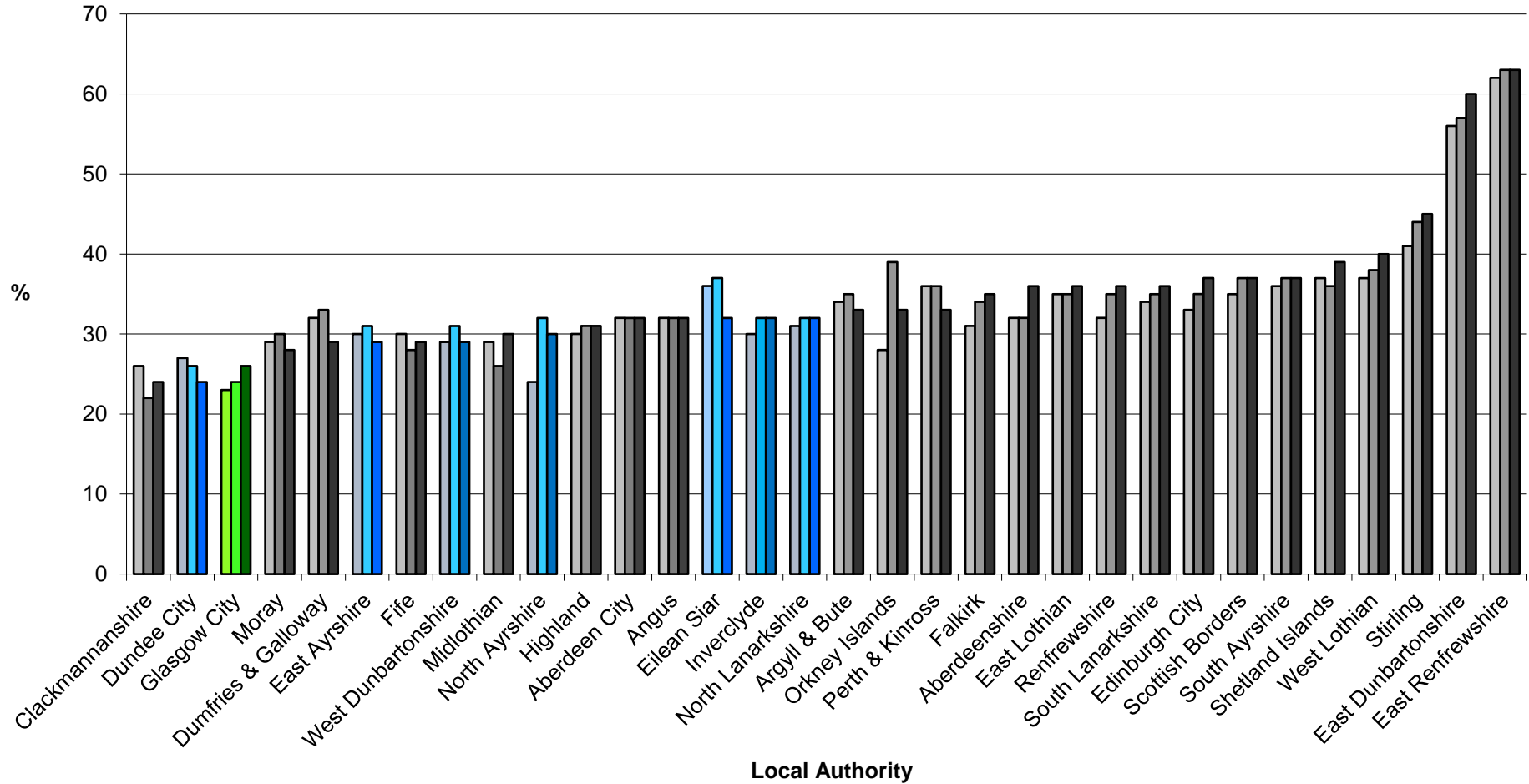|	2010-11	2011-12	2012-13	2013-14	2014-2015	2015-2016	2016 - 17	2017 - 18
Glasgow City	£5,619	£5,268	£5,218	£4,308	£4,348	£5,294	£6,164	£6,449
Scotland	£3,742	£3,405	£3,354	£3,191	£3,468	£4,001	£4,280	£4,437
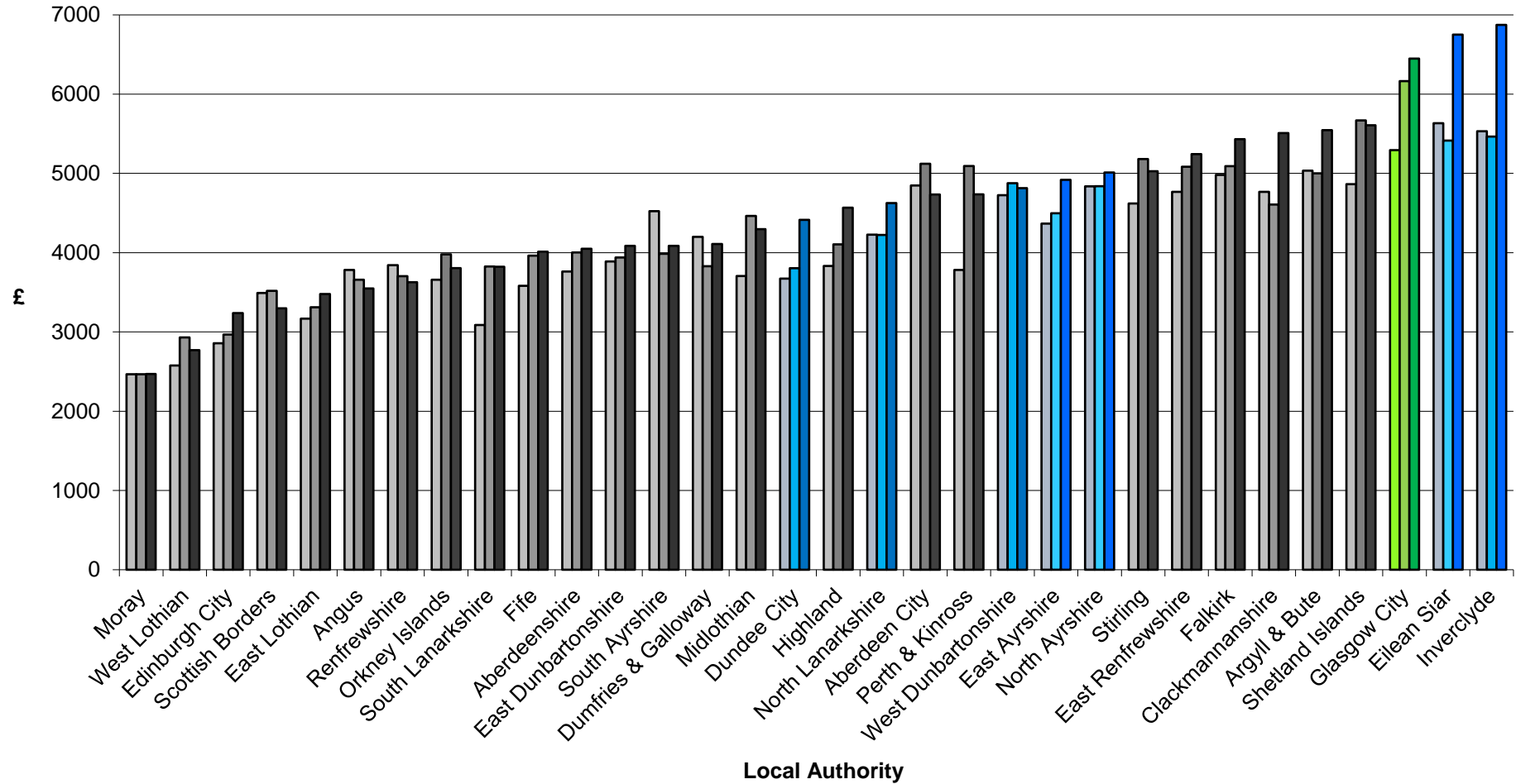
CHN4 - % of Pupils Gaining 5+ Awards at Level 5
2015/16, 2016/17, 2017/18

% of pupils gaining 5+ awards at level 5

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	38.00	43.00	46.00	48.00	49.00	50.00	52.00
Scotland	51.00	53.00	55.00	57.00	59.00	61.00	62.00

CHN5 - % of Pupils Gaining 5+ Awards at Level 6
2015/16, 2016/17, 2017/18

Local Authority

% of pupils gaining 5+ awards at level 6

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	17.00	19.00	23.00	22.00	23.00	24.00	26.00
Scotland	26.00	27.00	29.00	31.00	33.00	34.00	34.00
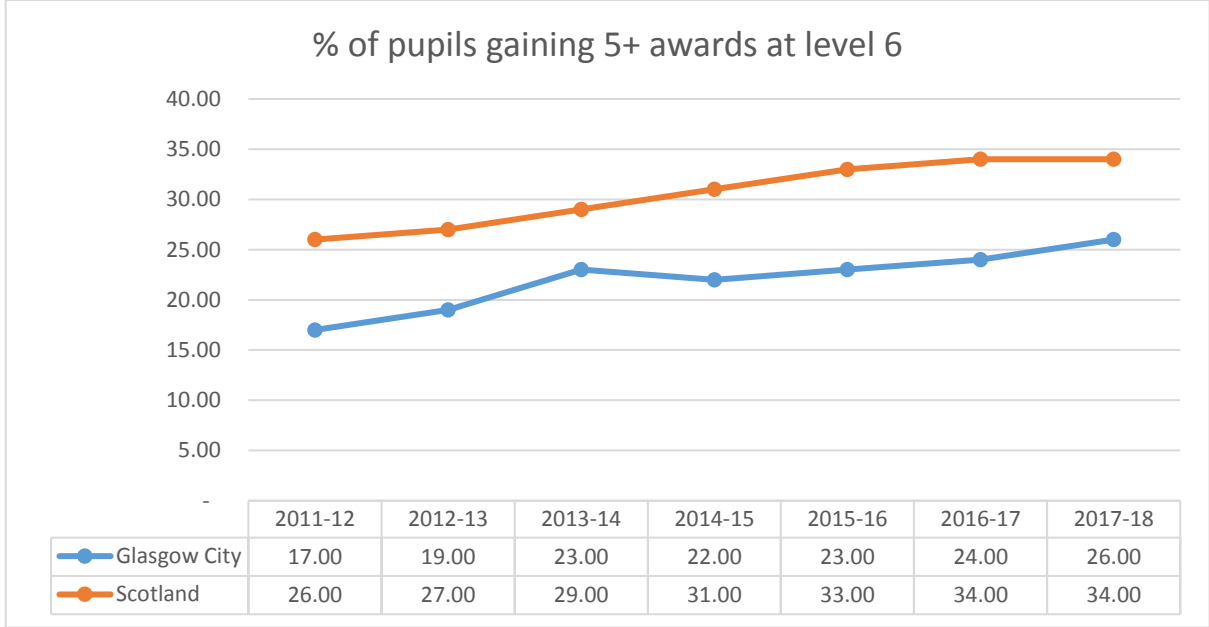
**CHN6 - % of Pupils Living in 20% Most Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)
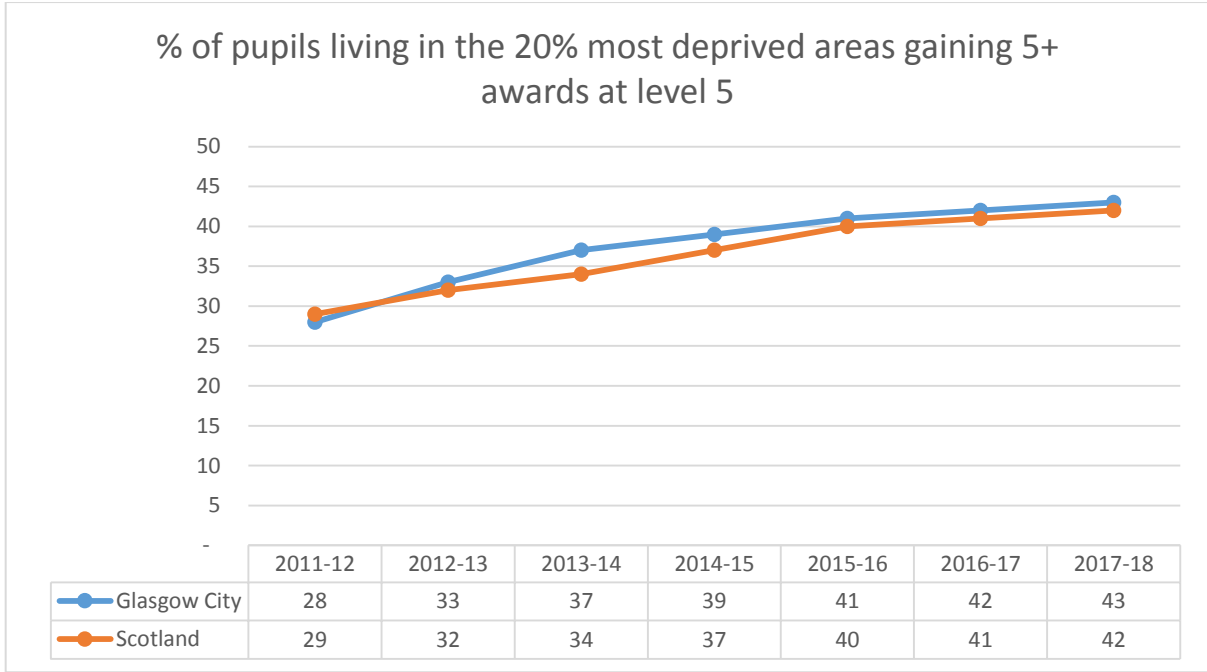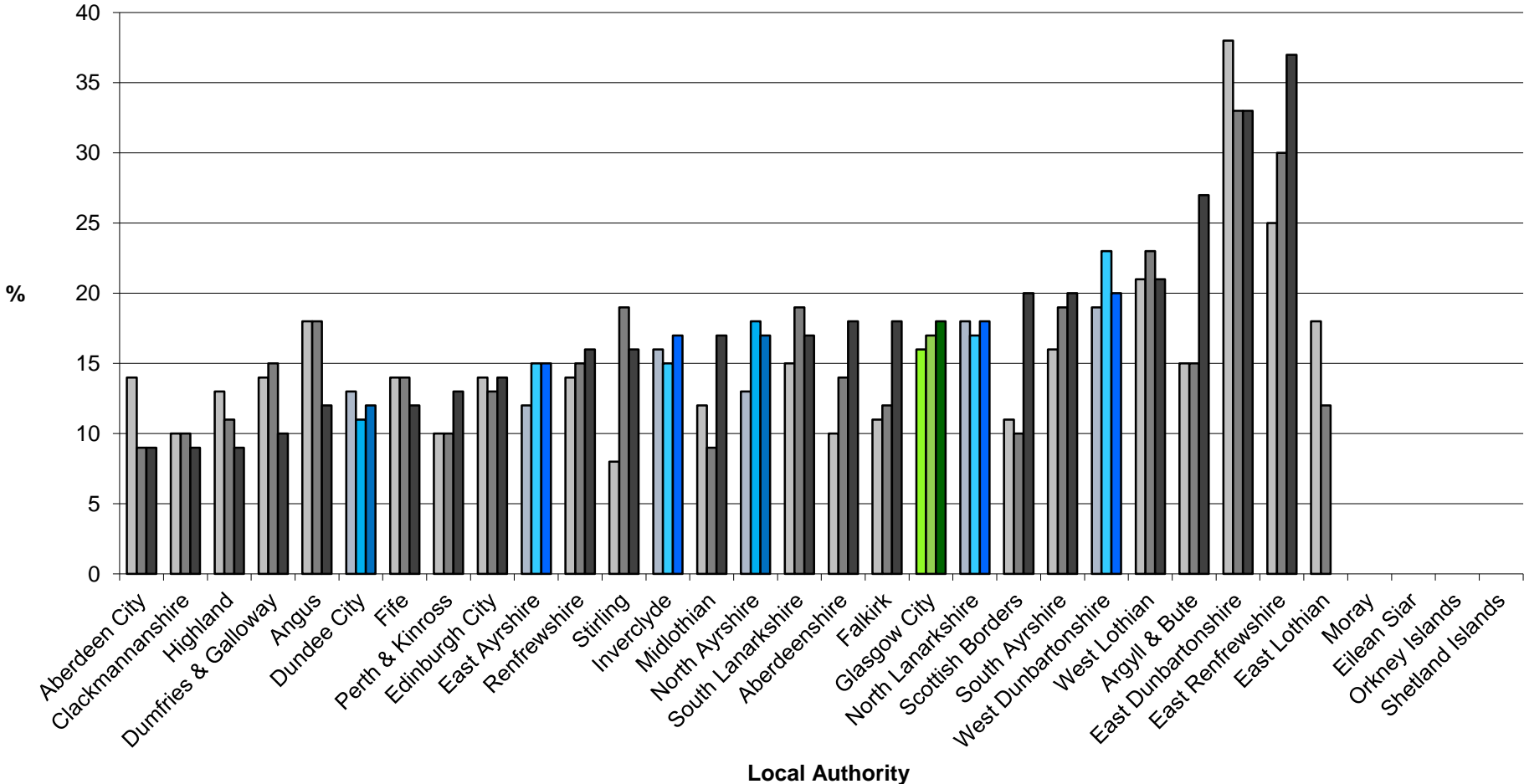2015/16, 2016/17, 2017/18**

% of pupils living in the 20% most deprived areas gaining 5+ awards at level 5

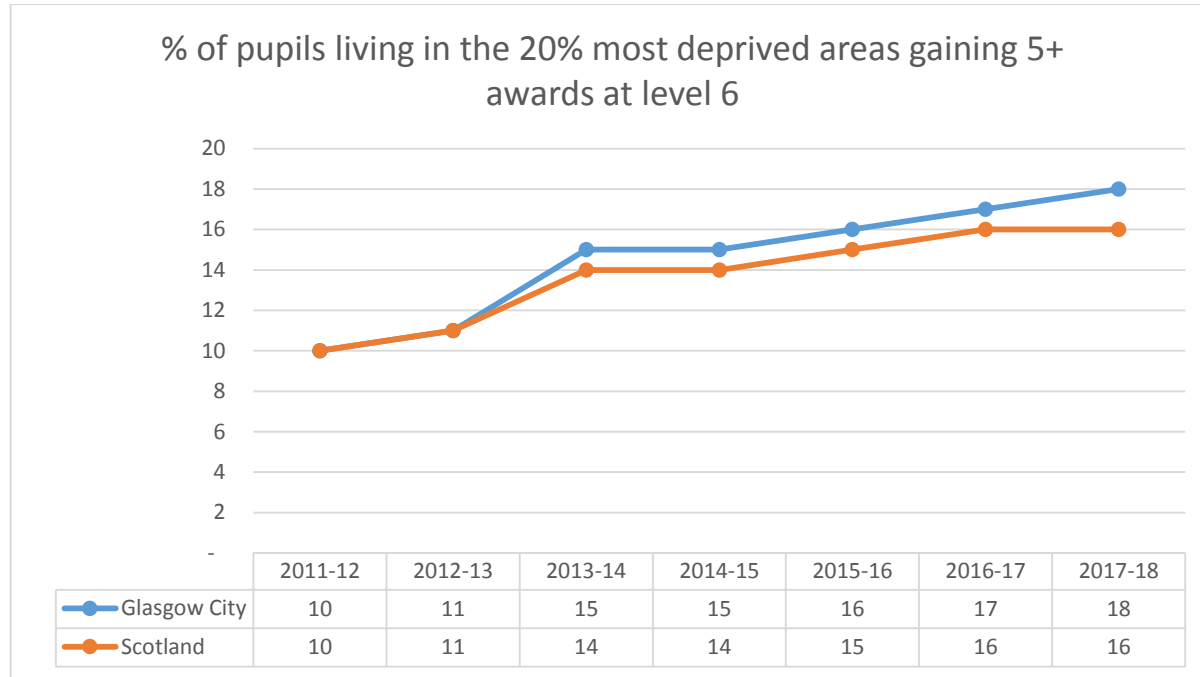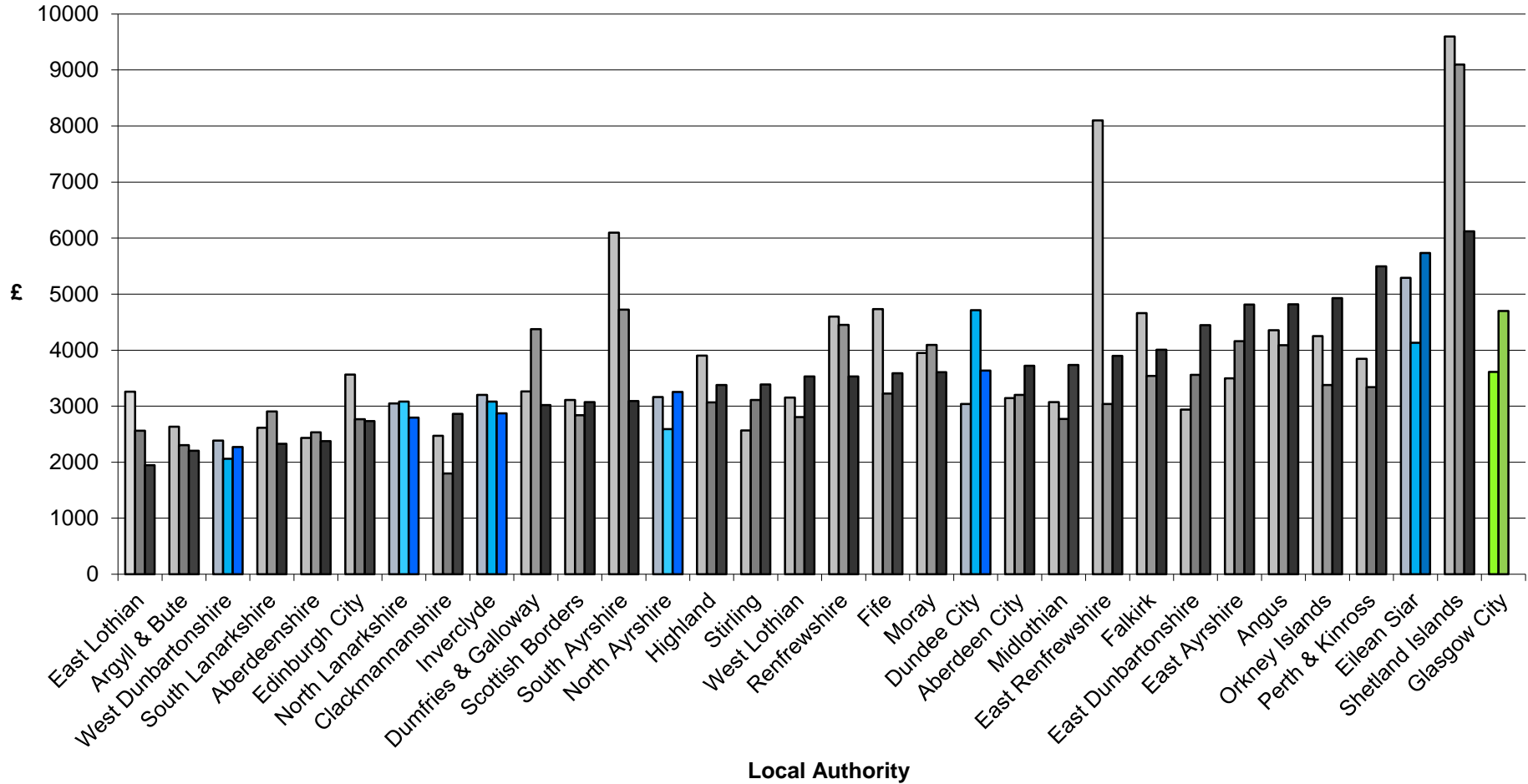|	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	28	33	37	39	41	42	43
Scotland	29	32	34	37	40	41	42
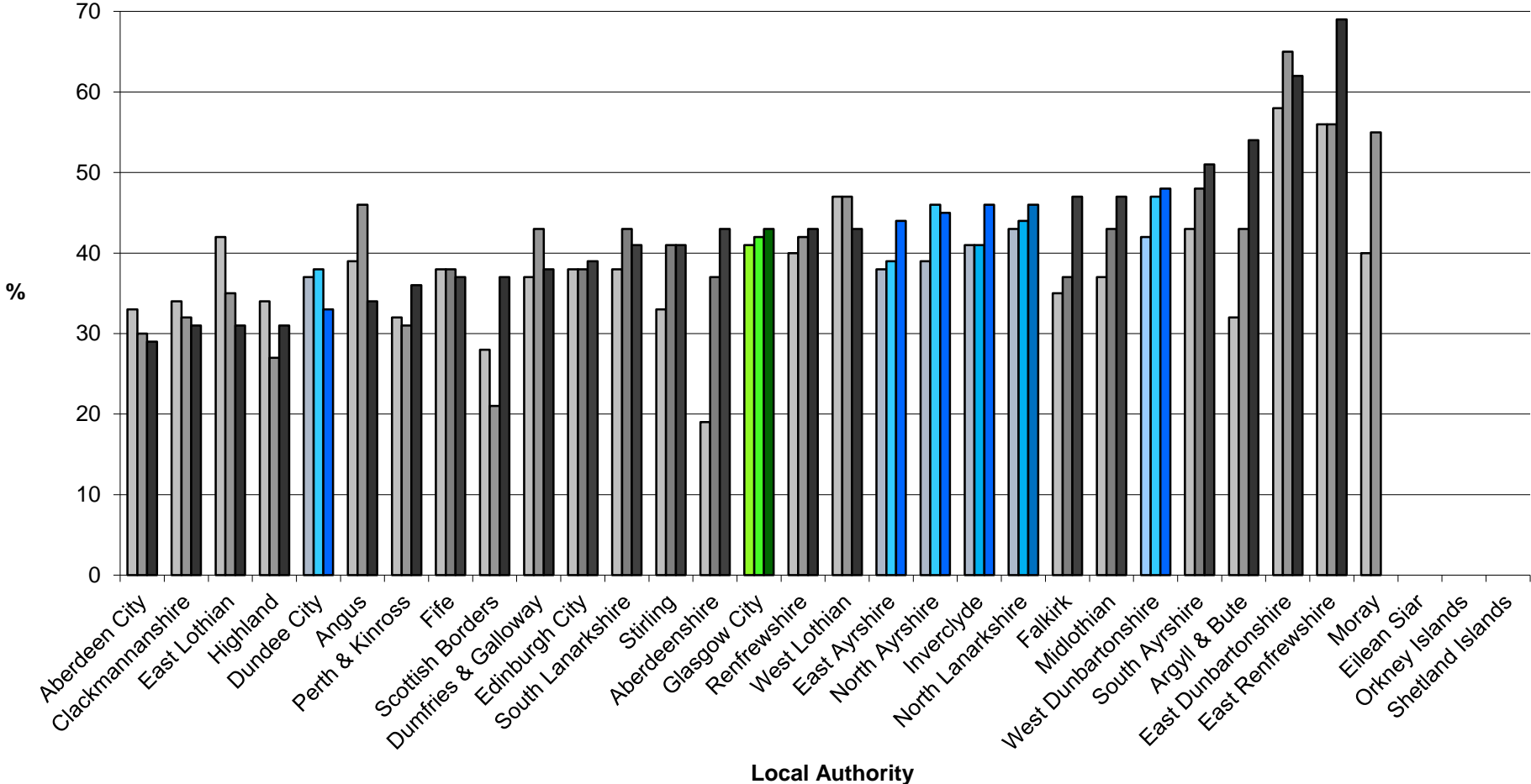
CHN7 - % Pupils Living in 20% Most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)
2015/16, 2016/17, 2017/18

% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6

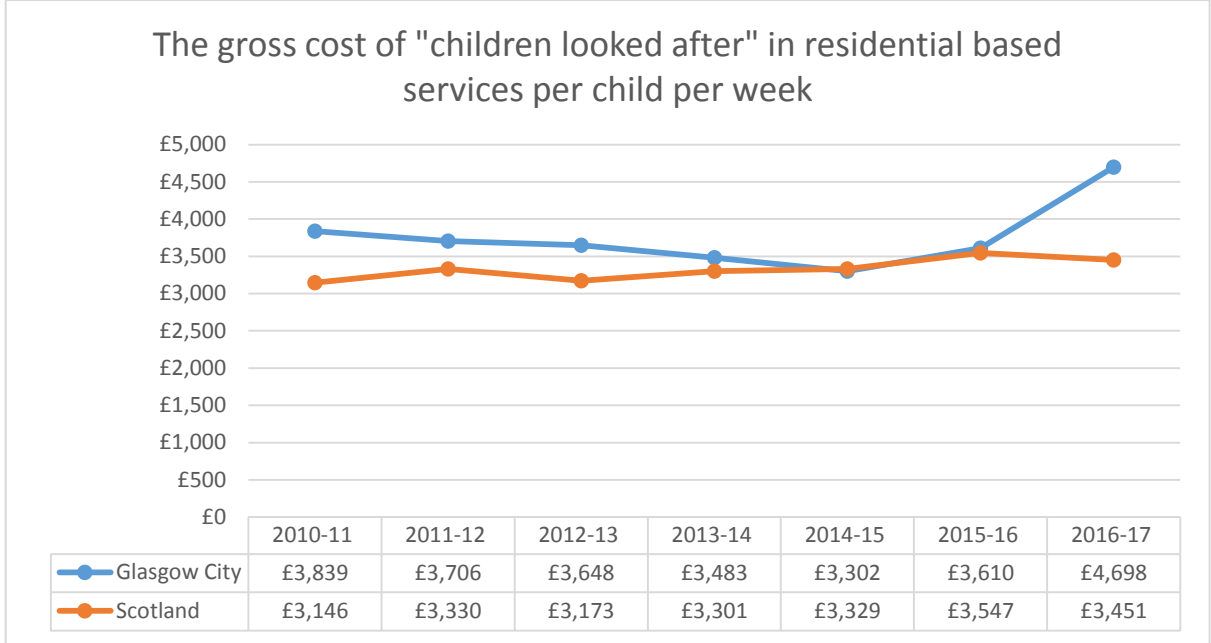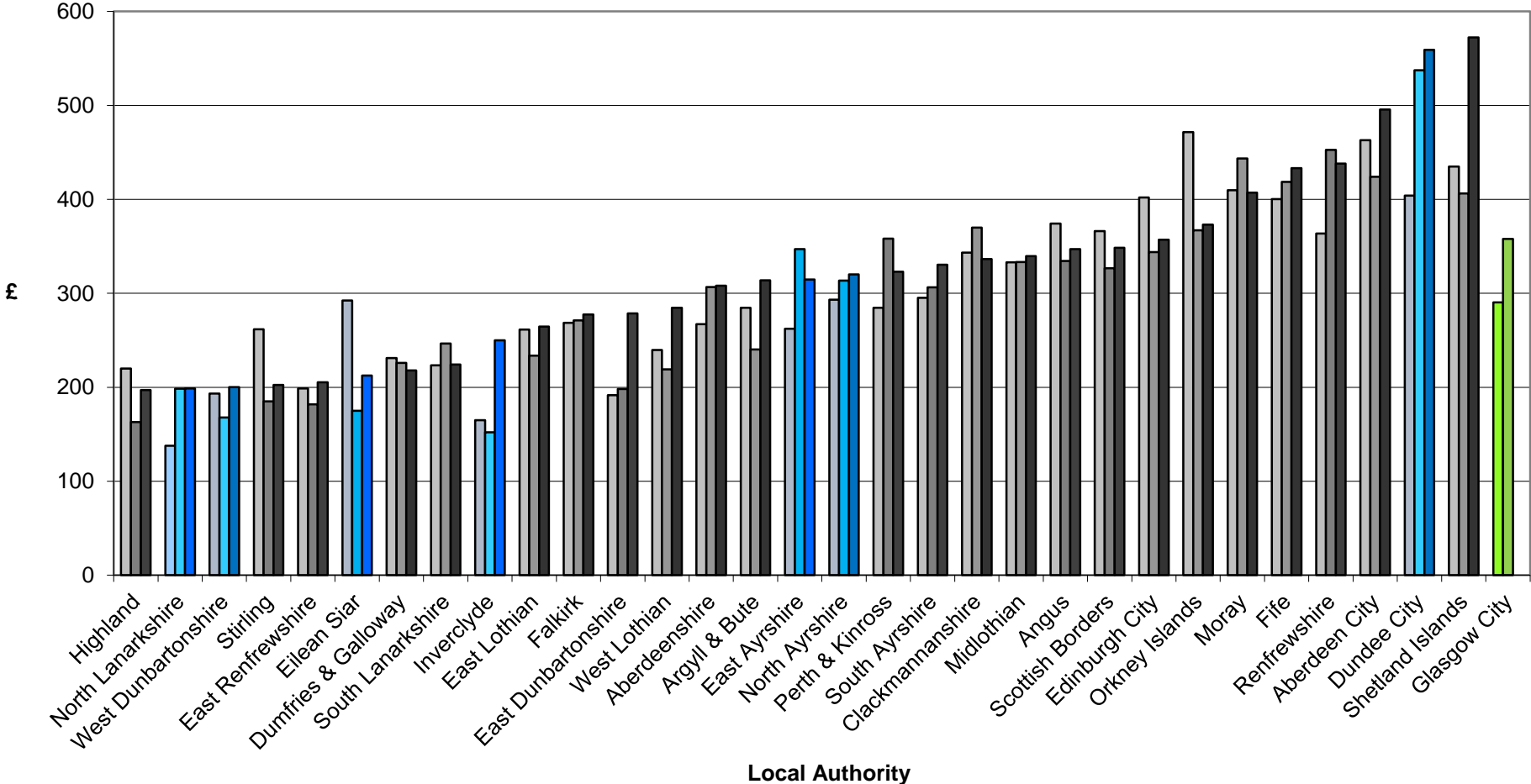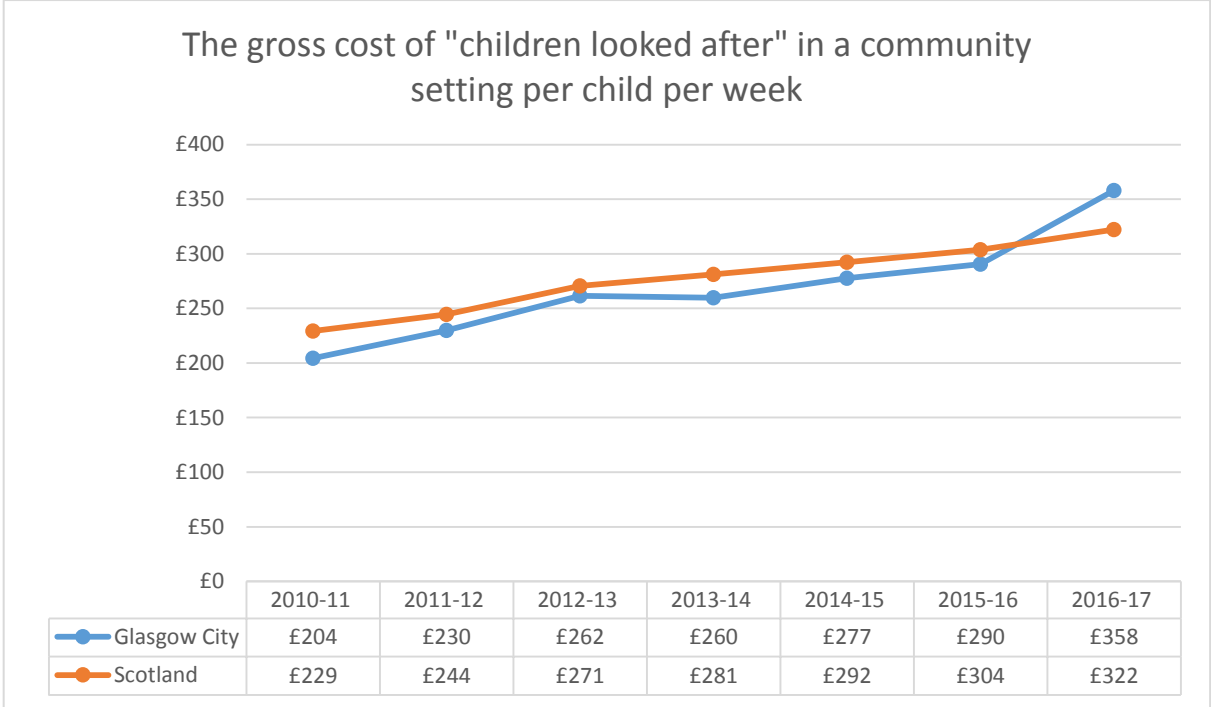|	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	10	11	15	15	16	17	18
Scotland	10	11	14	14	15	16	16

**CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services
per child per week 2015/16, 2016/17, 2017/18**

Local Authority

The gross cost of "children looked after" in residential based services per child per week

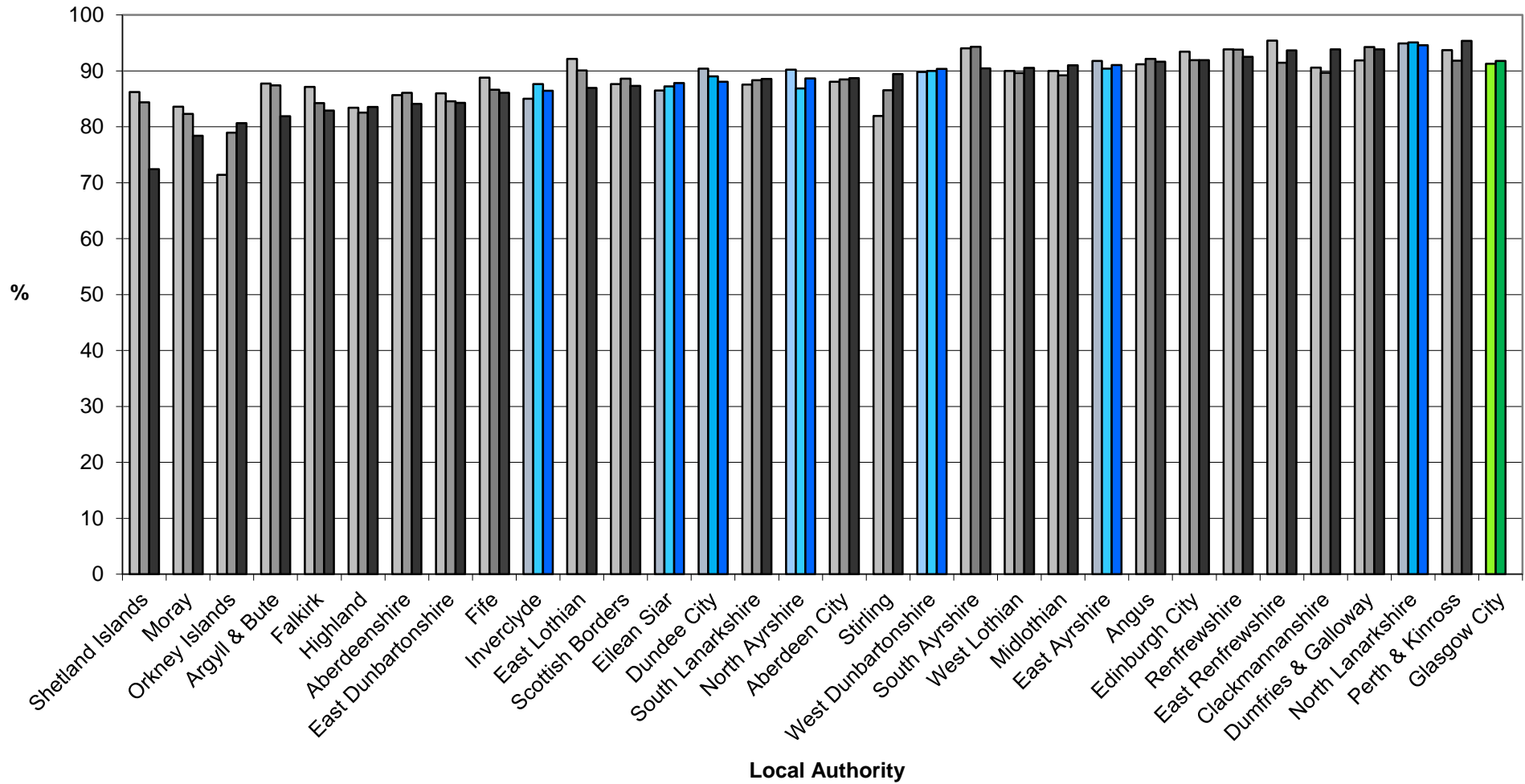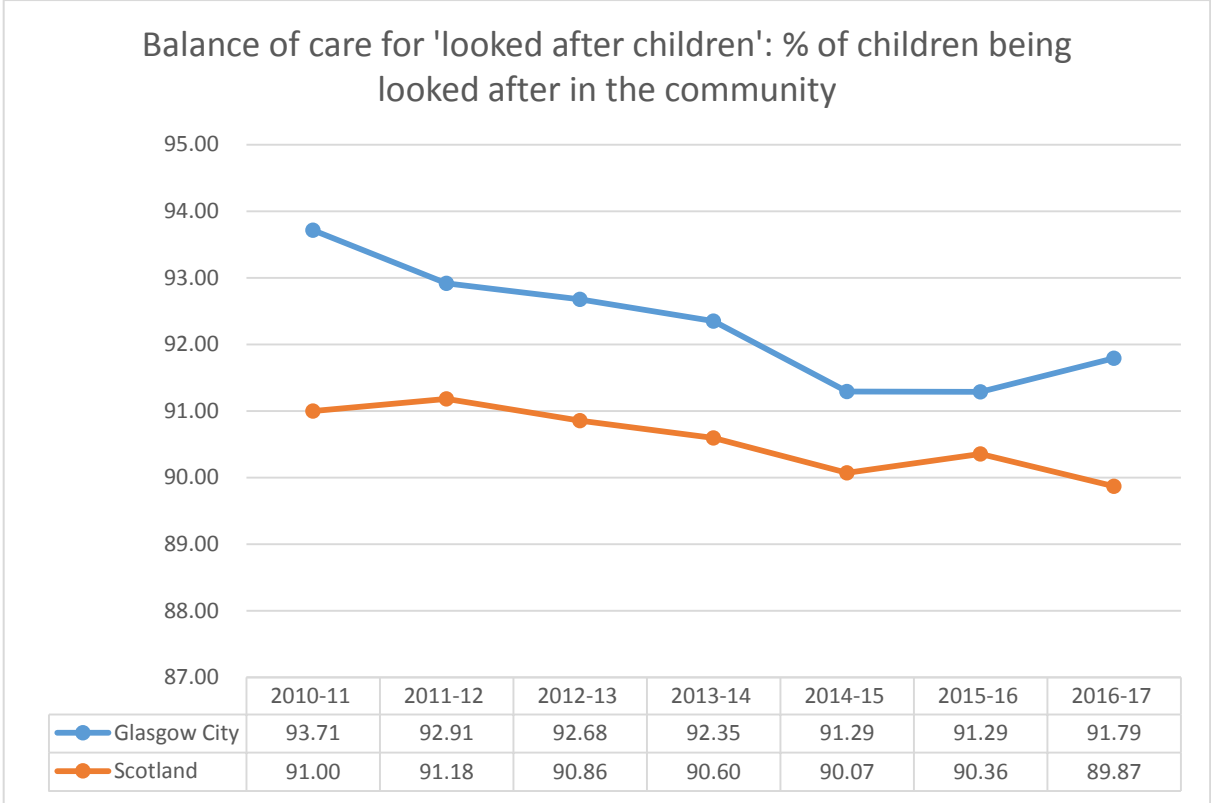|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Glasgow City	£3,839	£3,706	£3,648	£3,483	£3,302	£3,610	£4,698
Scotland	£3,146	£3,330	£3,173	£3,301	£3,329	£3,547	£3,451

CHN8b - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
2015/16, 2016/17, 2017/18

Local Authority

The gross cost of "children looked after" in a community setting per child per week

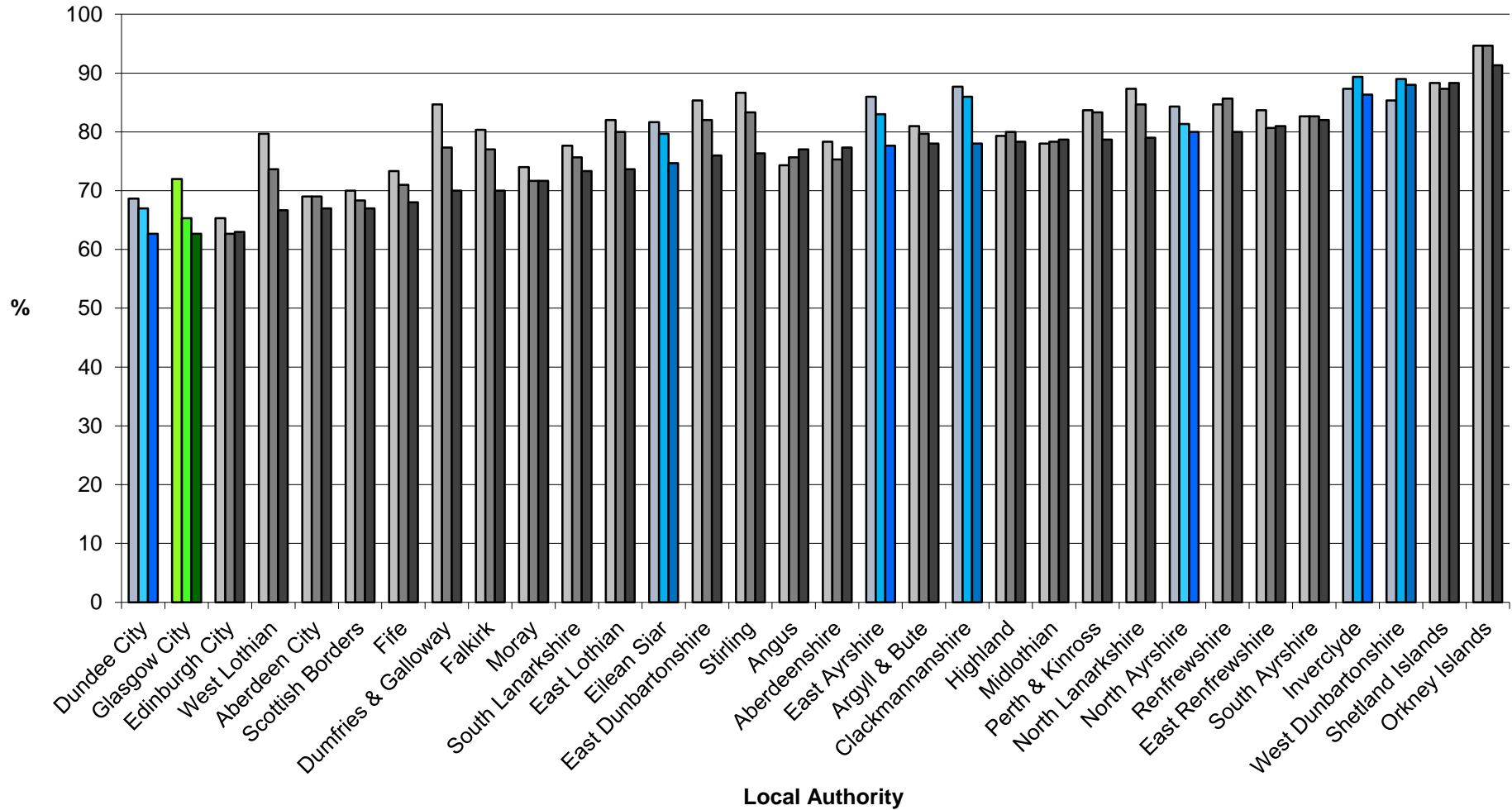|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Glasgow City	£204	£230	£262	£260	£277	£290	£358
Scotland	£229	£244	£271	£281	£292	£304	£322

**CHN9 - Balance of Care for looked after children: % of children being looked after in the Community
2015/16, 2016/17, 2017/18**

Local Authority

Balance of care for 'looked after children': % of children being looked after in the community

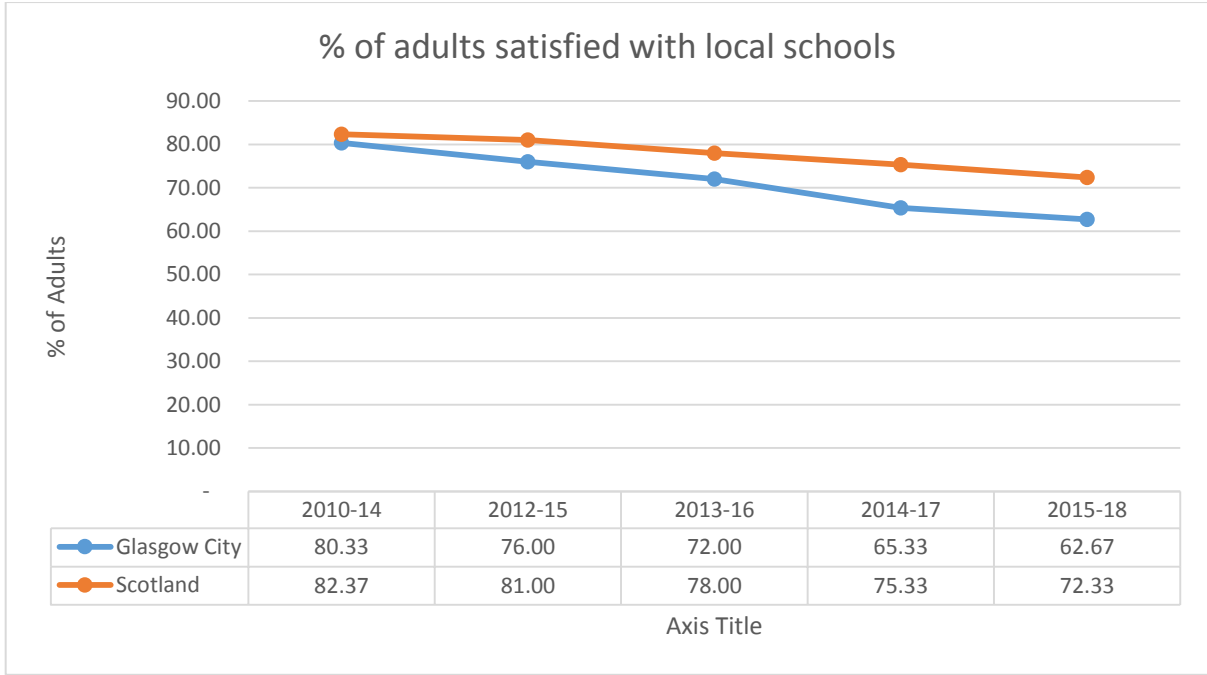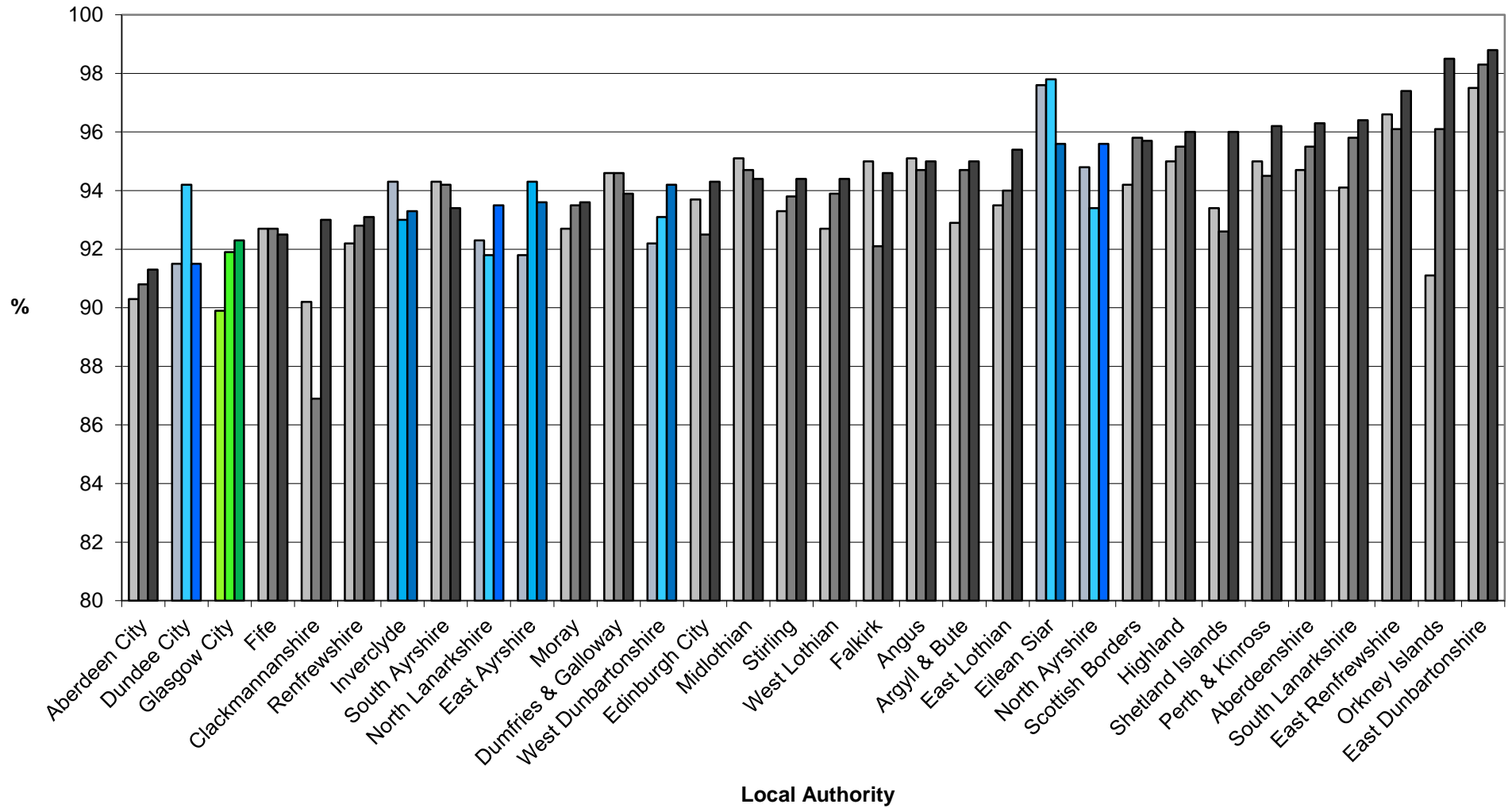|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Glasgow City	93.71	92.91	92.68	92.35	91.29	91.29	91.79
Scotland	91.00	91.18	90.86	90.60	90.07	90.36	89.87

CHN10 - % of Adults Satisfied with Local Schools
2013/16, 2014/17, 2015/18

% of adults satisfied with local schools

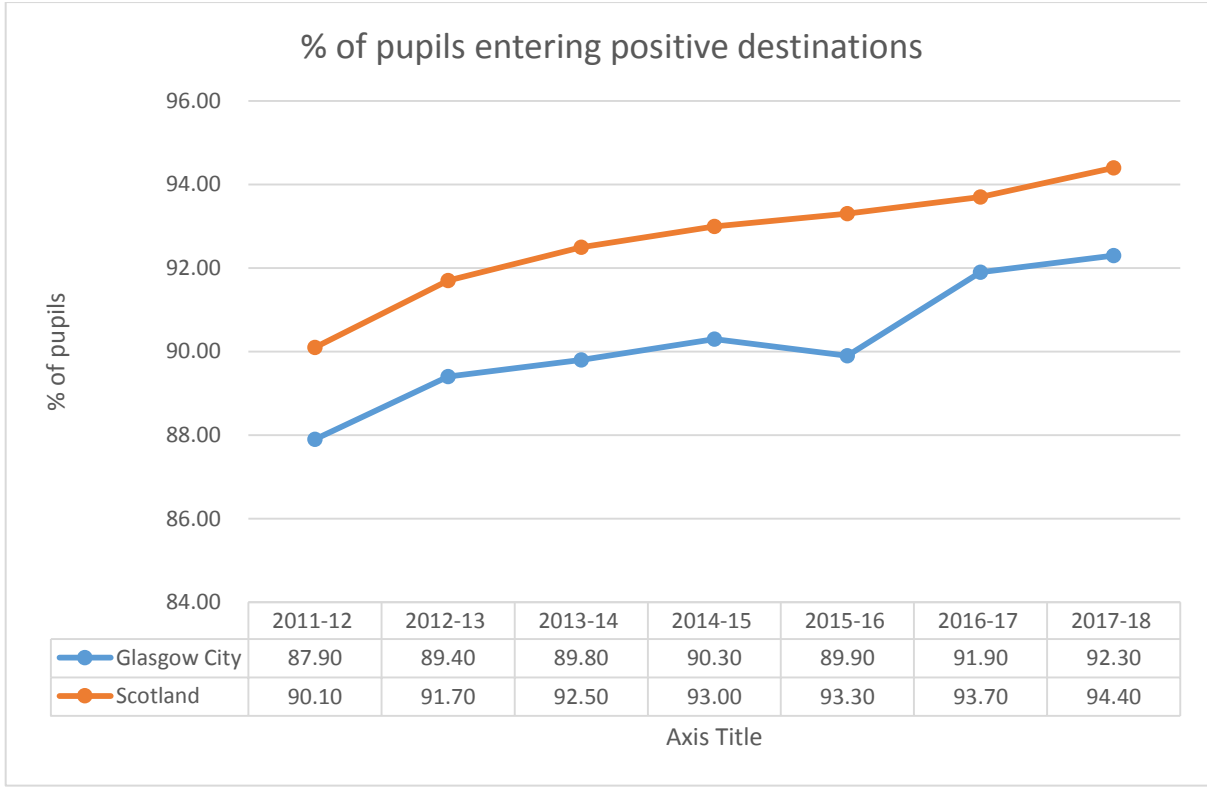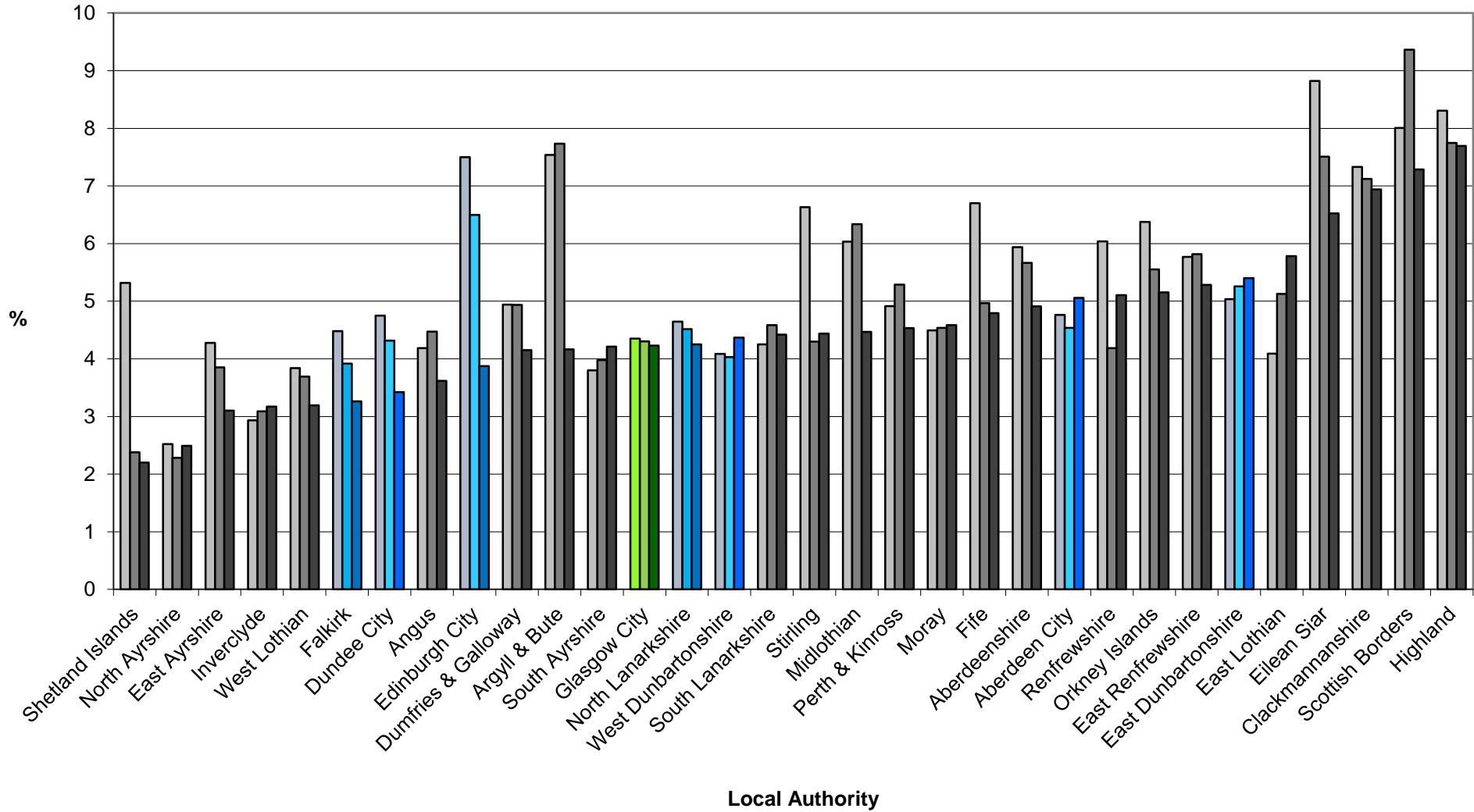|	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	80.33	76.00	72.00	65.33	62.67
Scotland	82.37	81.00	78.00	75.33	72.33

Axis Title

CHN11 - Proportion of Pupils Entering Positive Destinations
2015/16, 2016/17, 2017/18

Local Authority

% of pupils entering positive destinations

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	87.90	89.40	89.80	90.30	89.90	91.90	92.30
Scotland	90.10	91.70	92.50	93.00	93.30	93.70	94.40

Axis Title

CORP1 - Support Services as a % of Total Gross Expenditure 2015/16, 2016/17, 2017/18

Local Authority

Support services as a % of total gross expenditure

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	4.09	4.12	4.28	4.62	4.27	4.35	4.30	4.23
Scotland	4.89	5.32	5.22	5.25	5.27	5.36	5.00	4.47
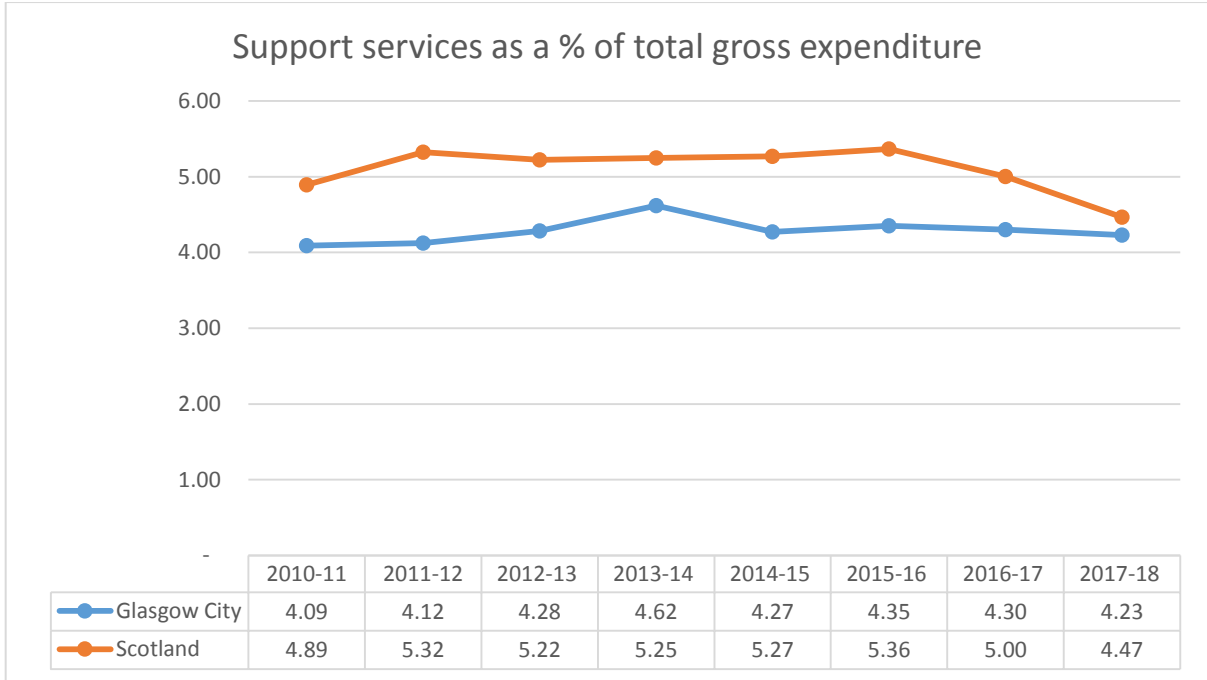
**CORP3b - The percentage of the highest paid 5% of employees who are women
2015/16, 2016/17, 2017/18**

Local Authority

% of the highest paid 5% employees who are women

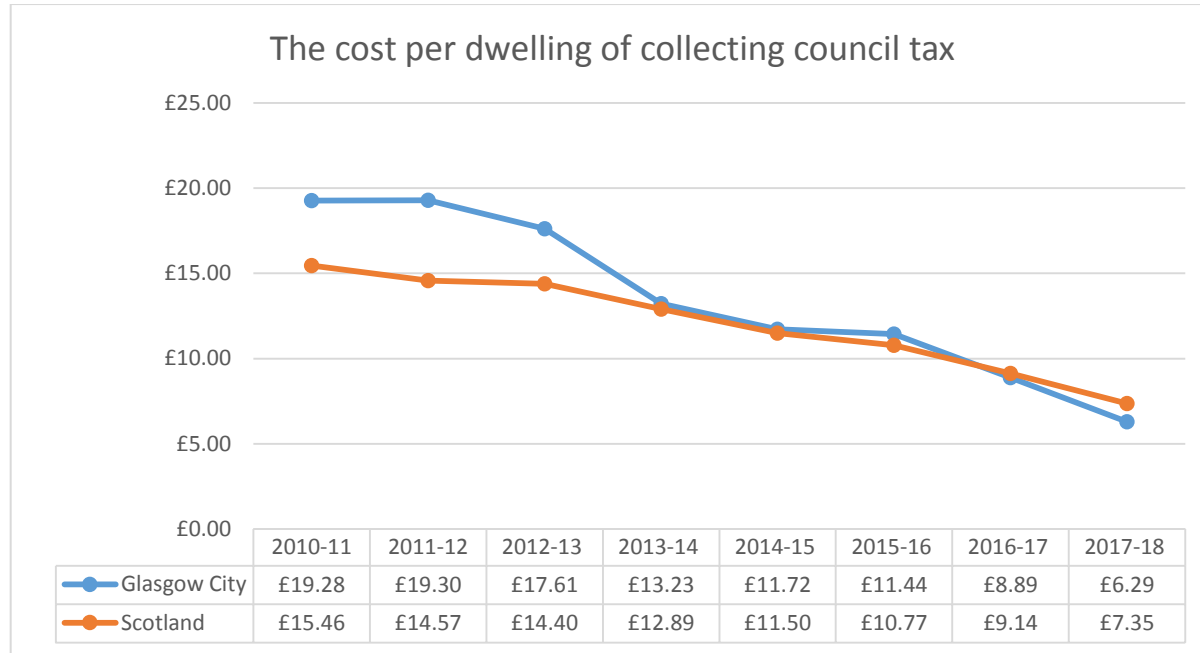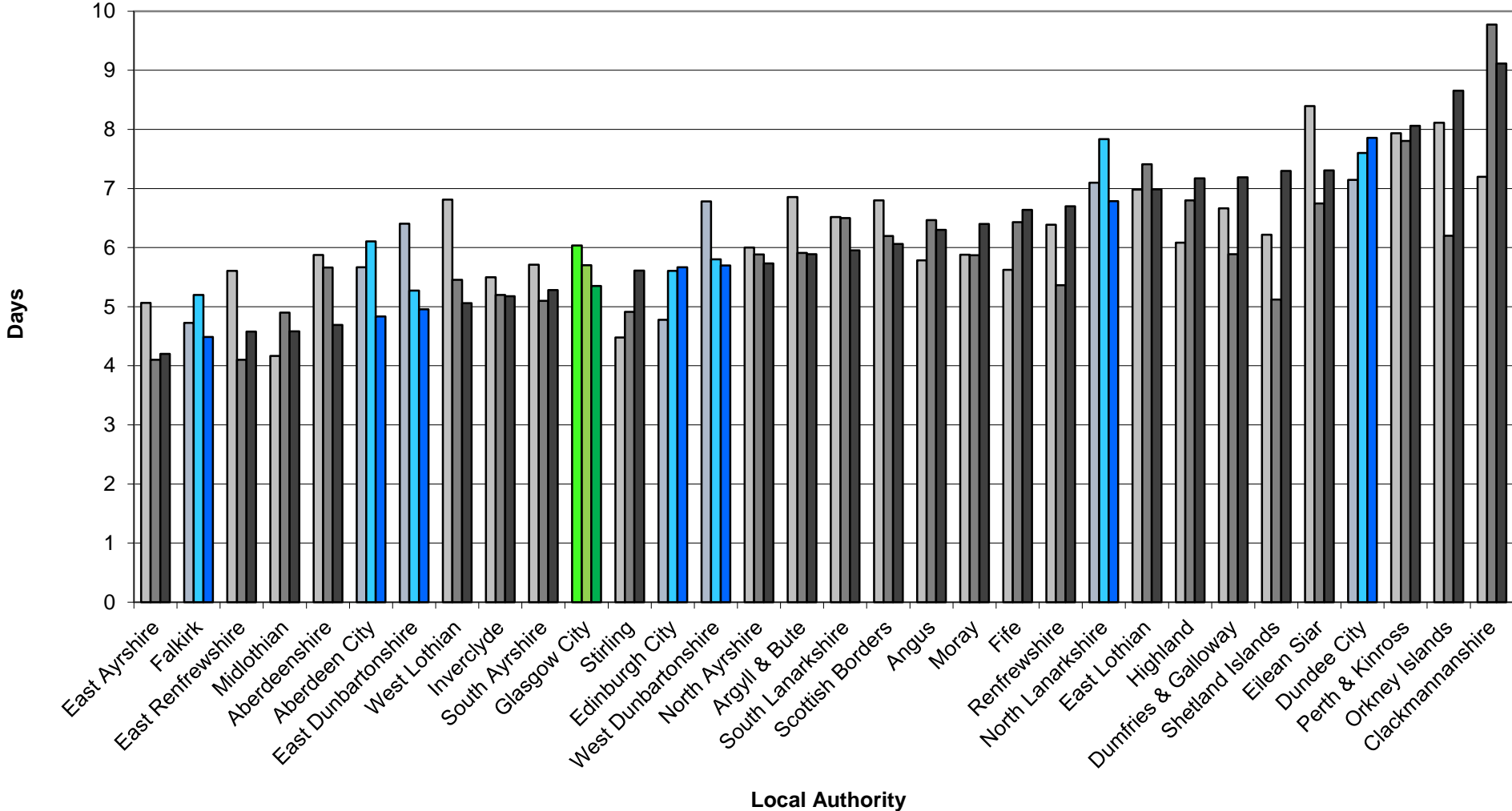|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	49.50	52.14	55.52	60.20	59.37	59.68	59.97	58.56
Scotland	46.26	48.50	48.71	50.70	51.66	51.89	52.90	54.60
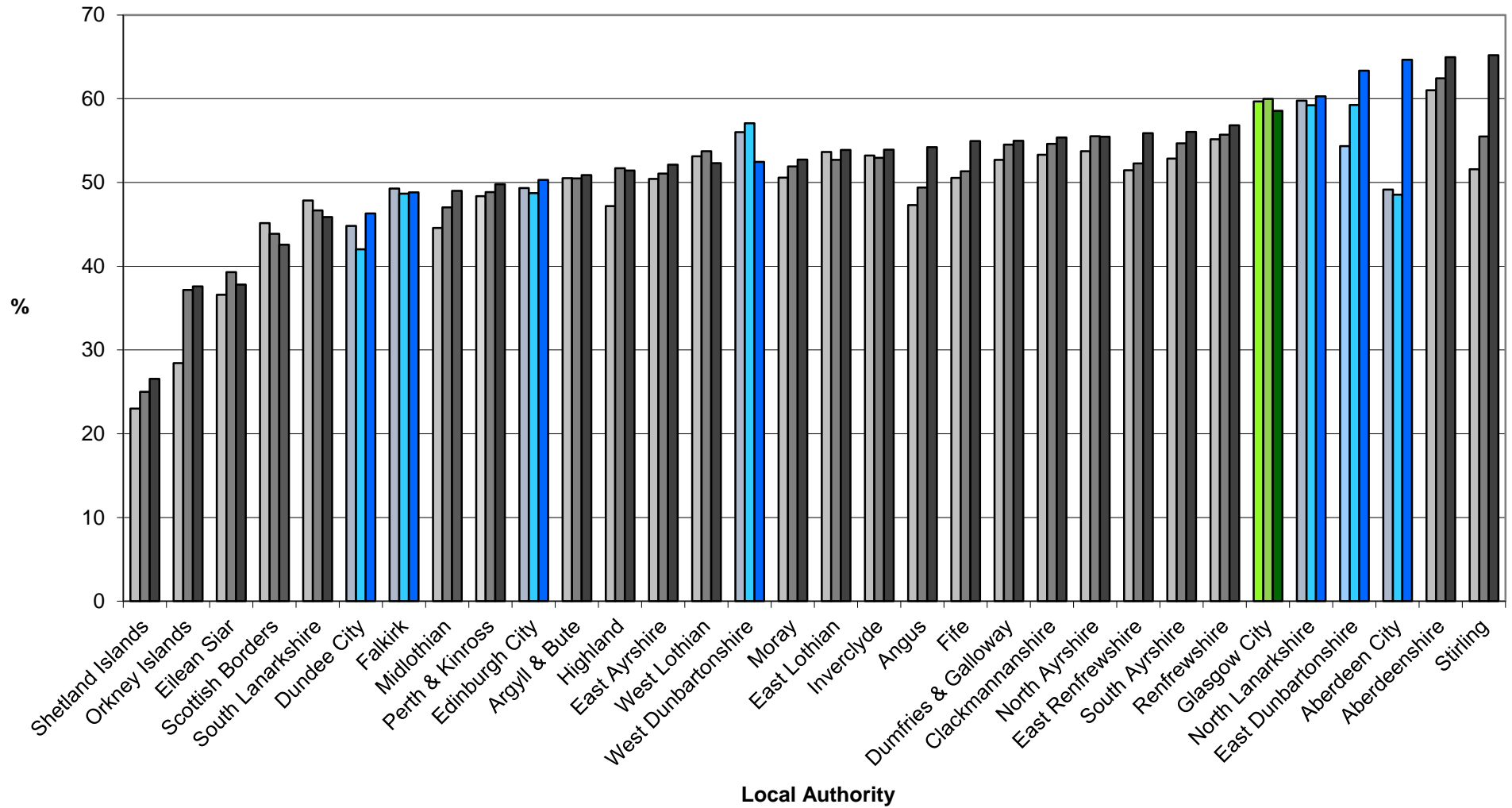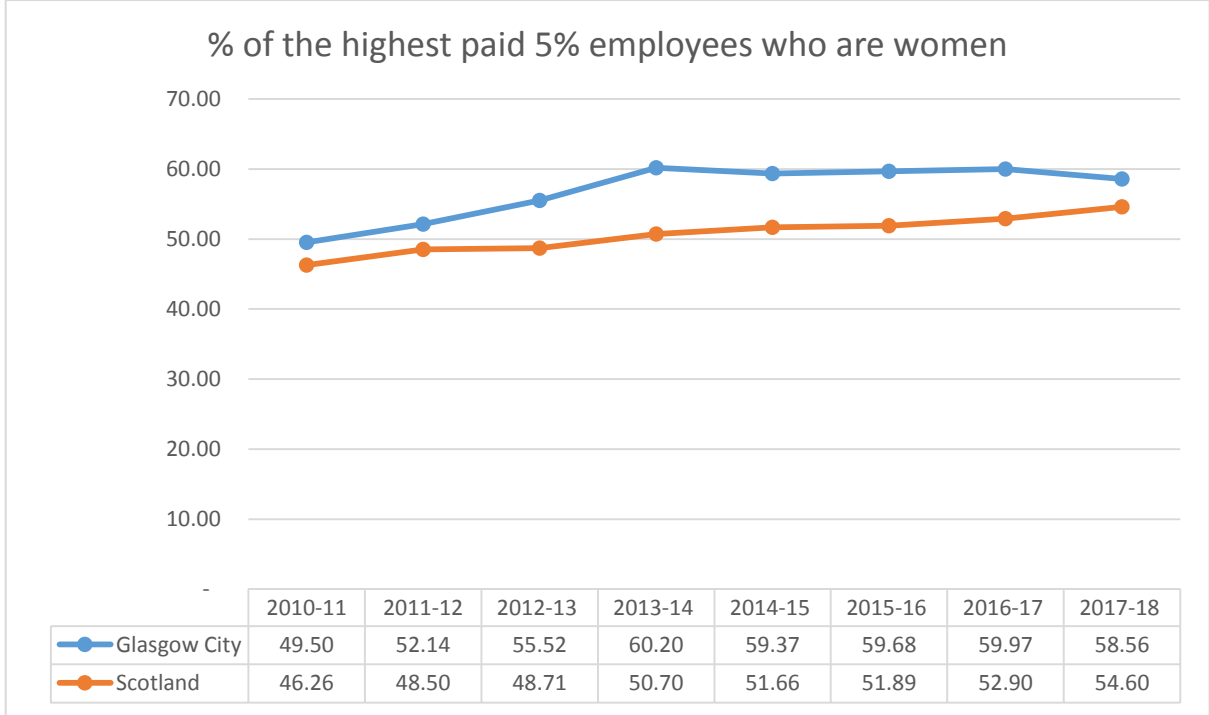
CORP4 - The cost per dwelling of collecting Council Tax 2015/16, 2016/17, 2017/18

Local Authority

The cost per dwelling of collecting council tax

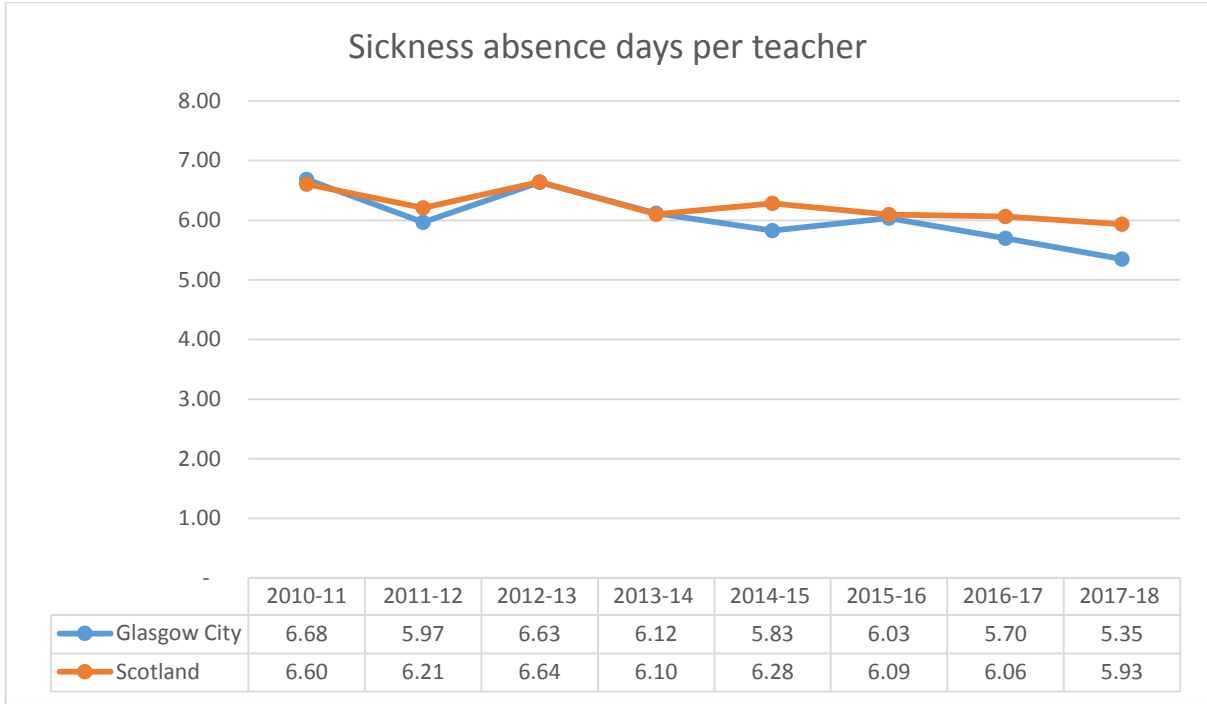|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£19.28	£19.30	£17.61	£13.23	£11.72	£11.44	£8.89	£6.29
Scotland	£15.46	£14.57	£14.40	£12.89	£11.50	£10.77	£9.14	£7.35
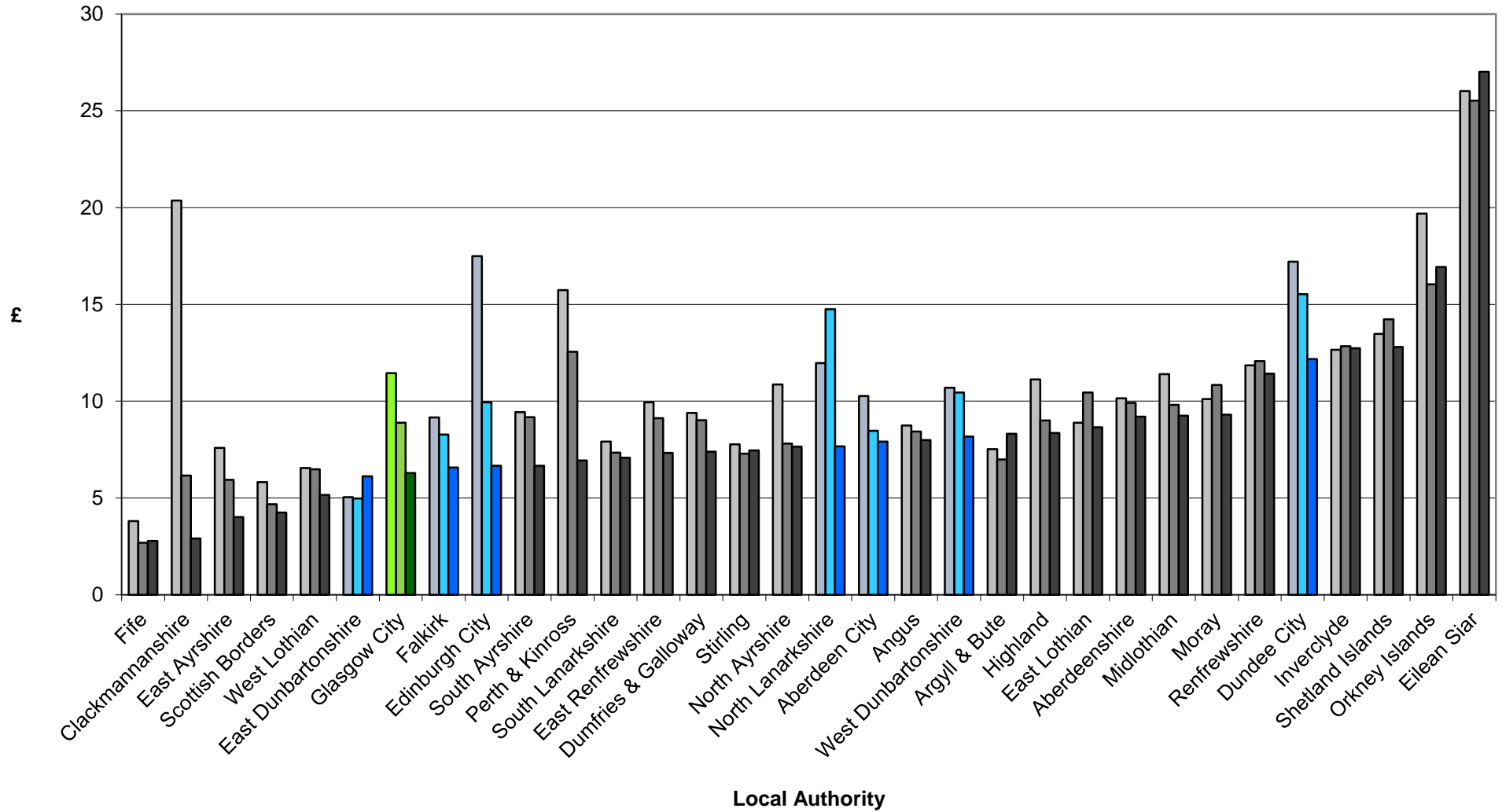
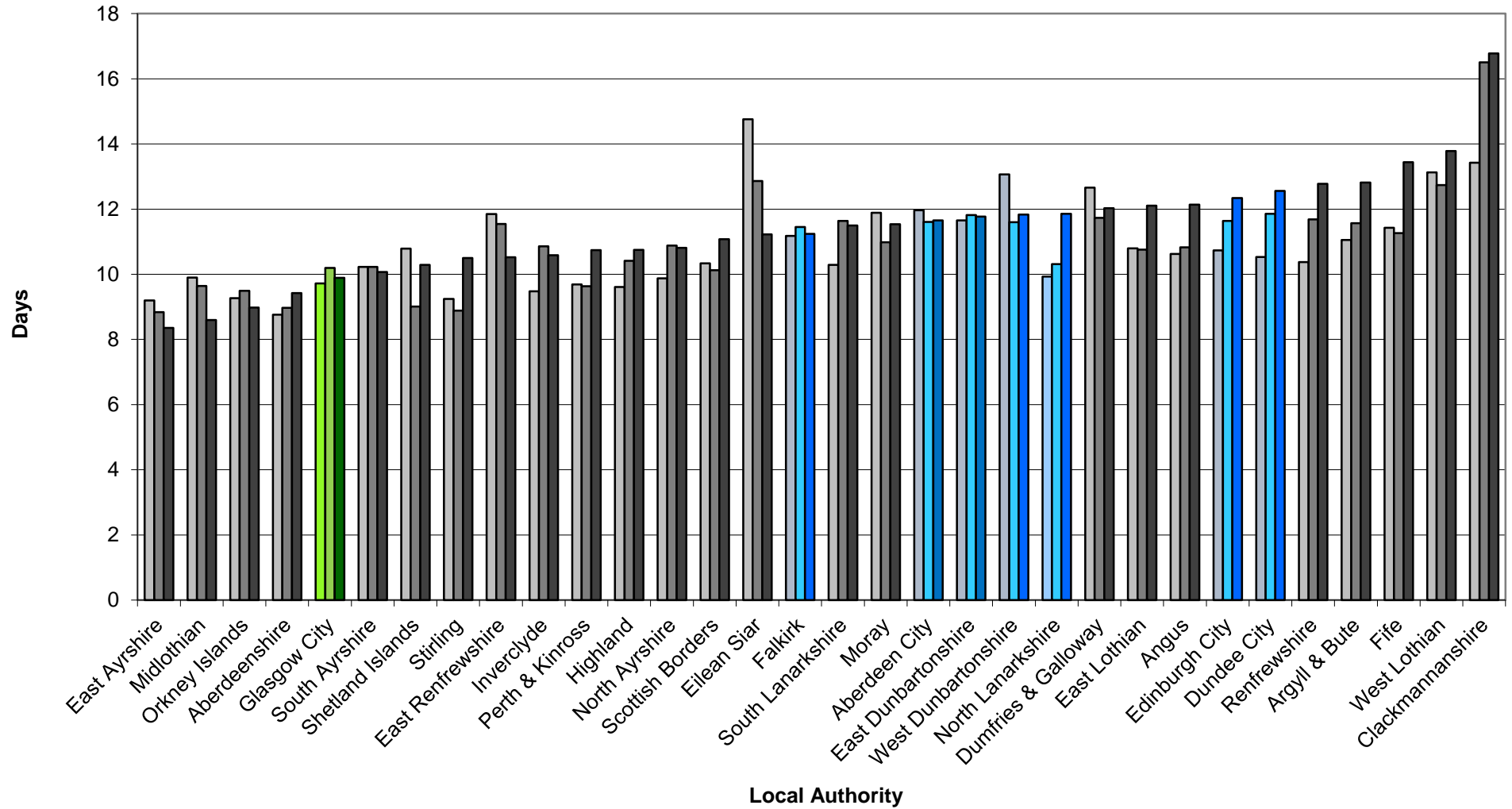# CORP6a - Sickness Absence Days per Teacher 2015/16, 2016/17, 2017/18

Days

Local Authority

Sickness absence days per teacher

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	6.68	5.97	6.63	6.12	5.83	6.03	5.70	5.35
Scotland	6.60	6.21	6.64	6.10	6.28	6.09	6.06	5.93

CORP6b - Sickness Absence Days per Employee (non-teacher) 2015/16, 2016/17, 2017/18

Sickness absence days per employee (non-teacher)

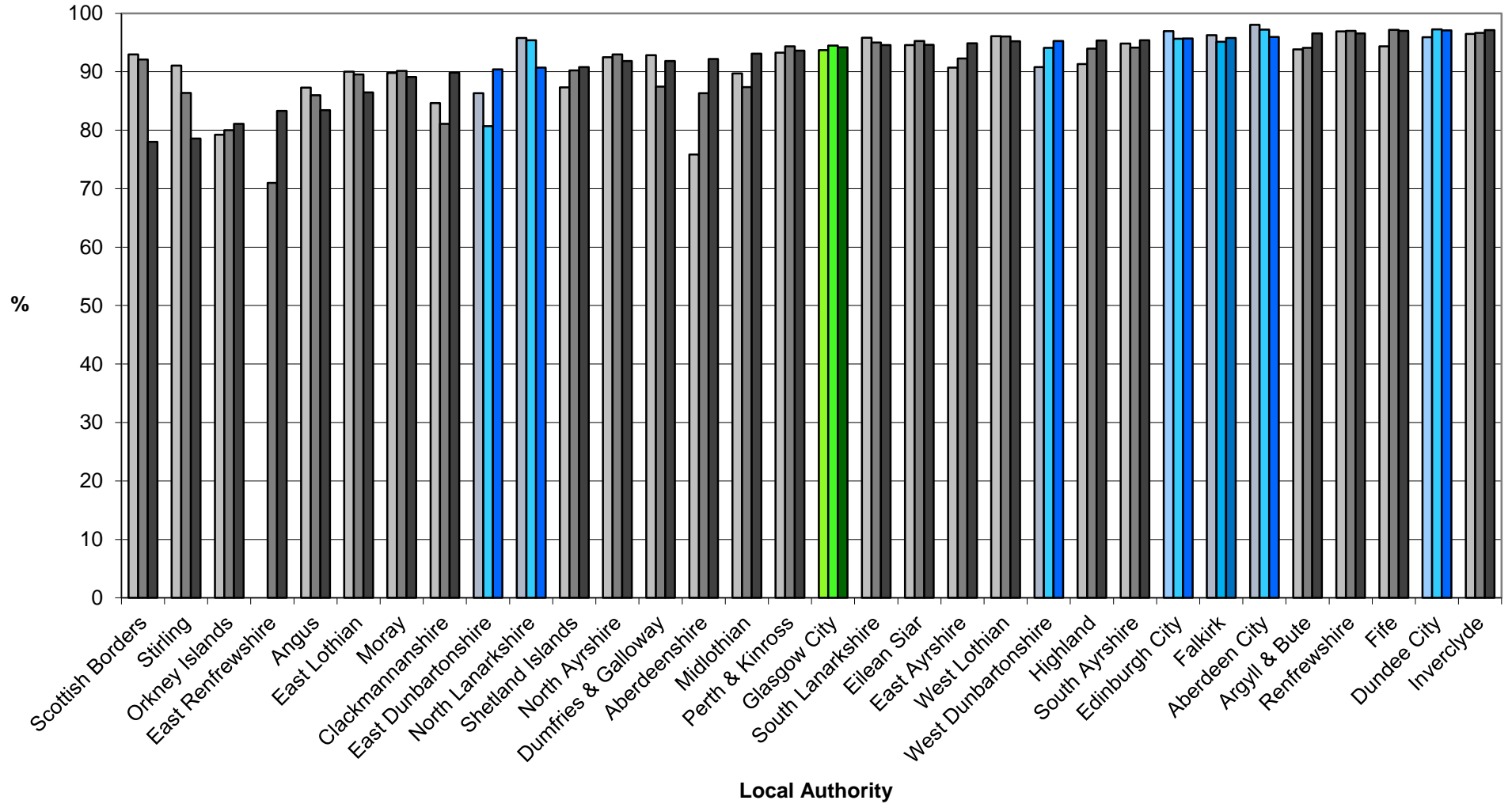|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	9.35	9.24	9.73	9.61	10.15	9.72	10.20	9.89
Scotland	10.79	10.38	10.90	10.34	10.80	10.63	10.92	11.41
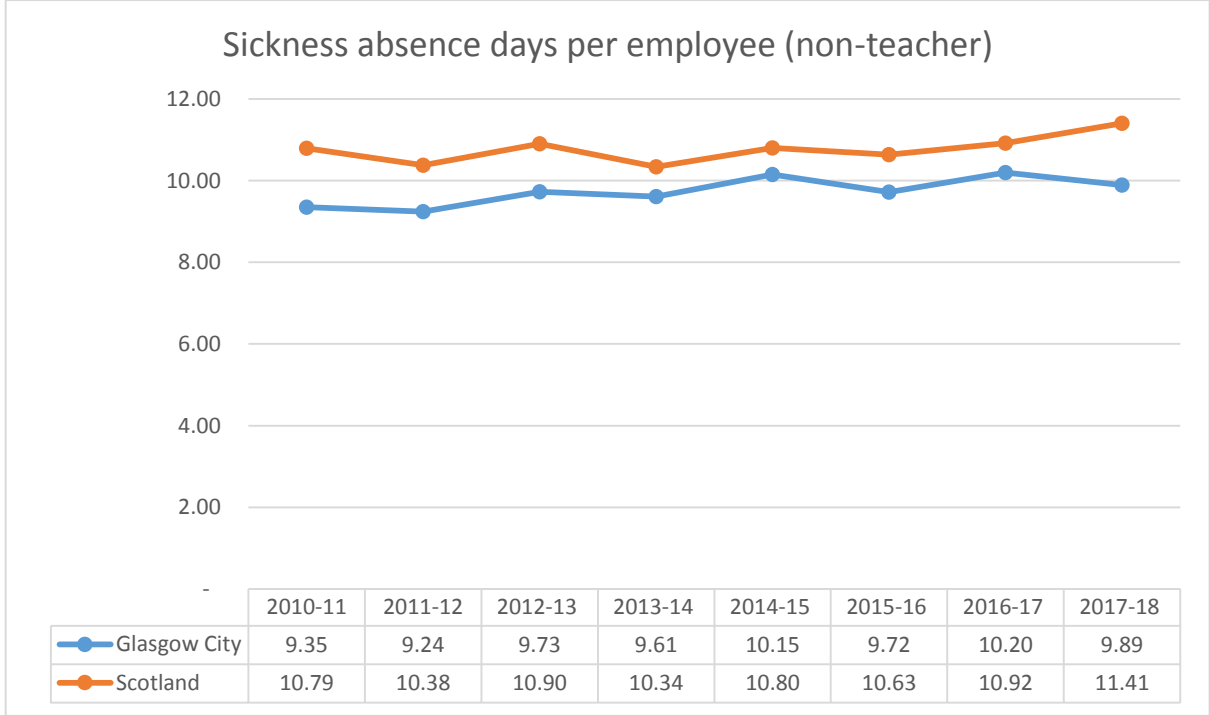
**CORP7 - Percentage of income due from Council Tax received by the end of the year
2015/16, 2016/17, 2017/18**

Local Authority

% of income due from council tax received by the end of the year

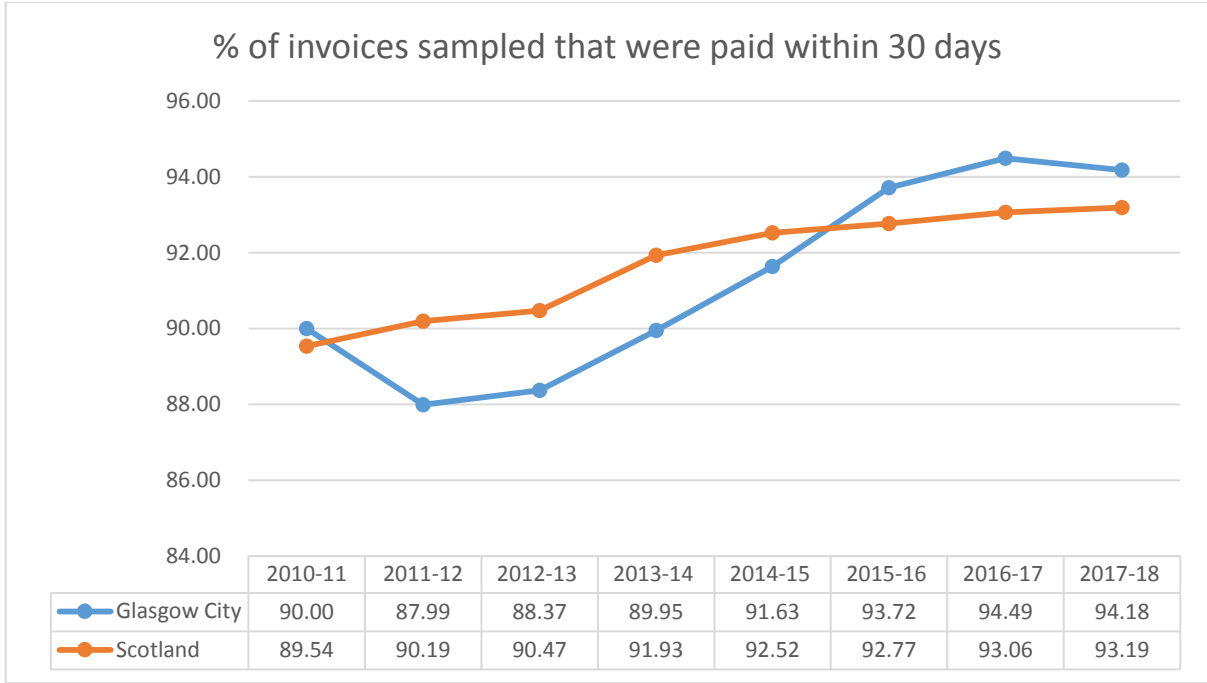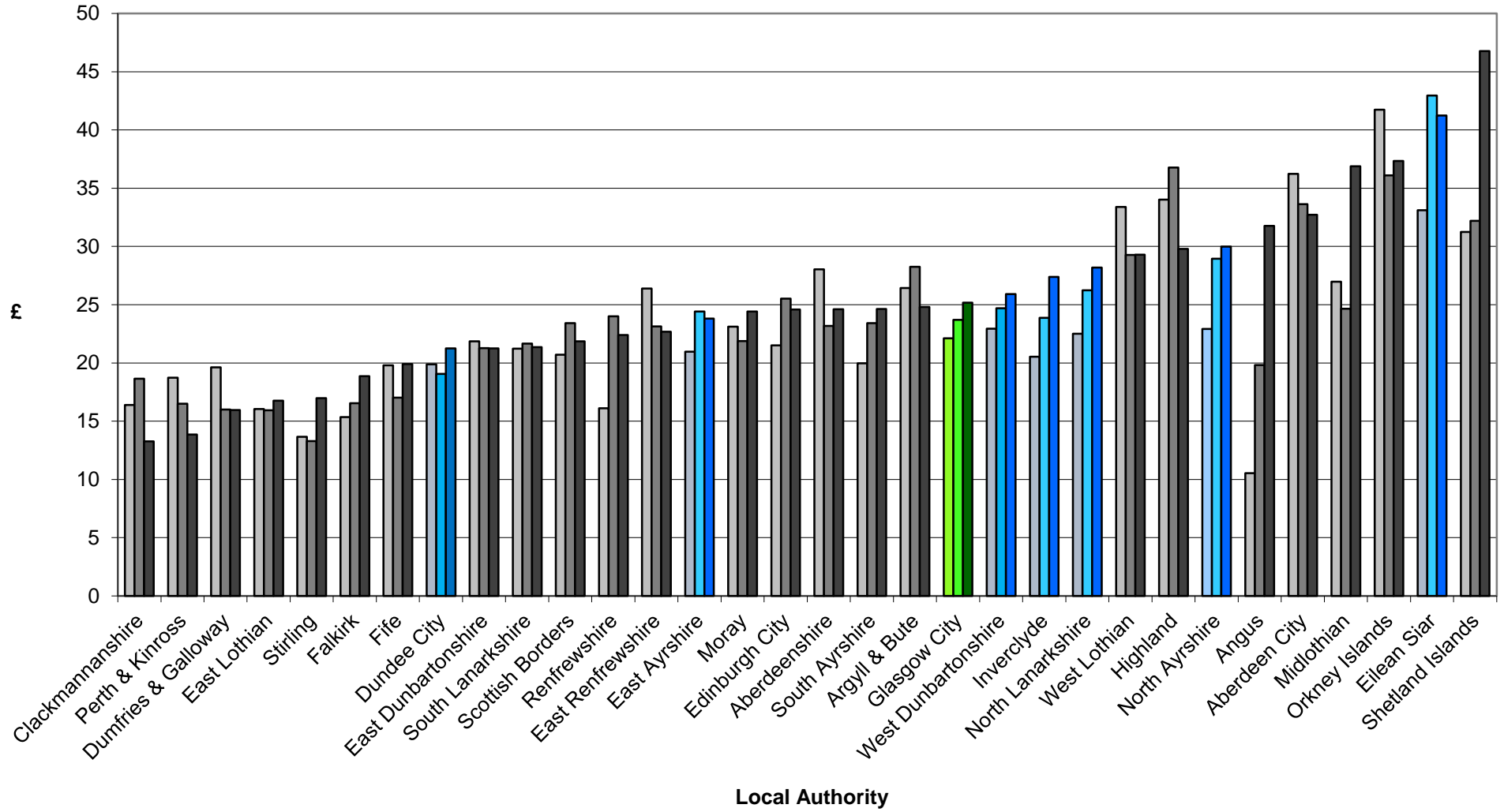|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	92.27	92.58	93.14	93.92	94.61	94.75	94.92	94.98
Scotland	94.74	95.08	95.16	95.23	95.46	95.66	95.83	96.00
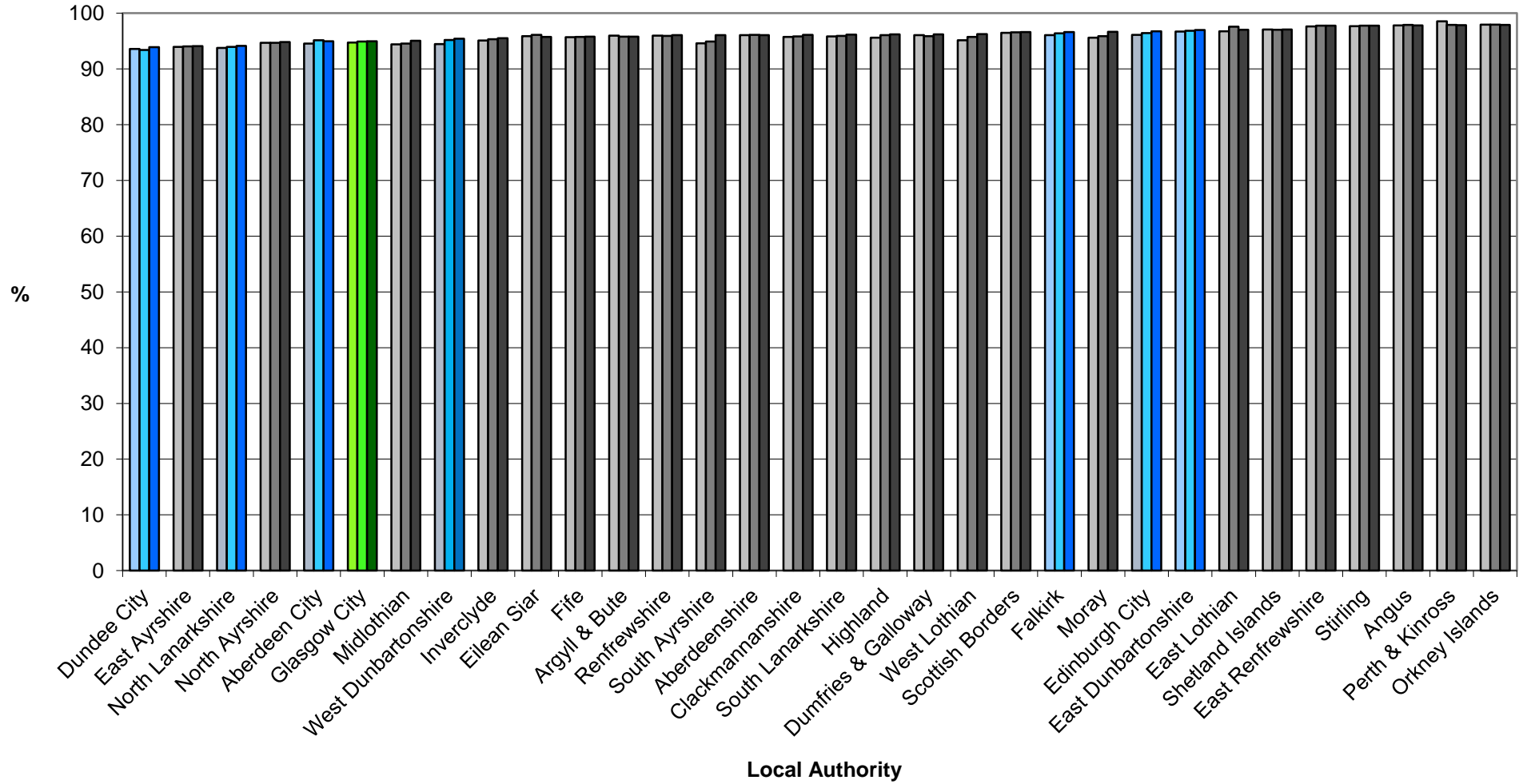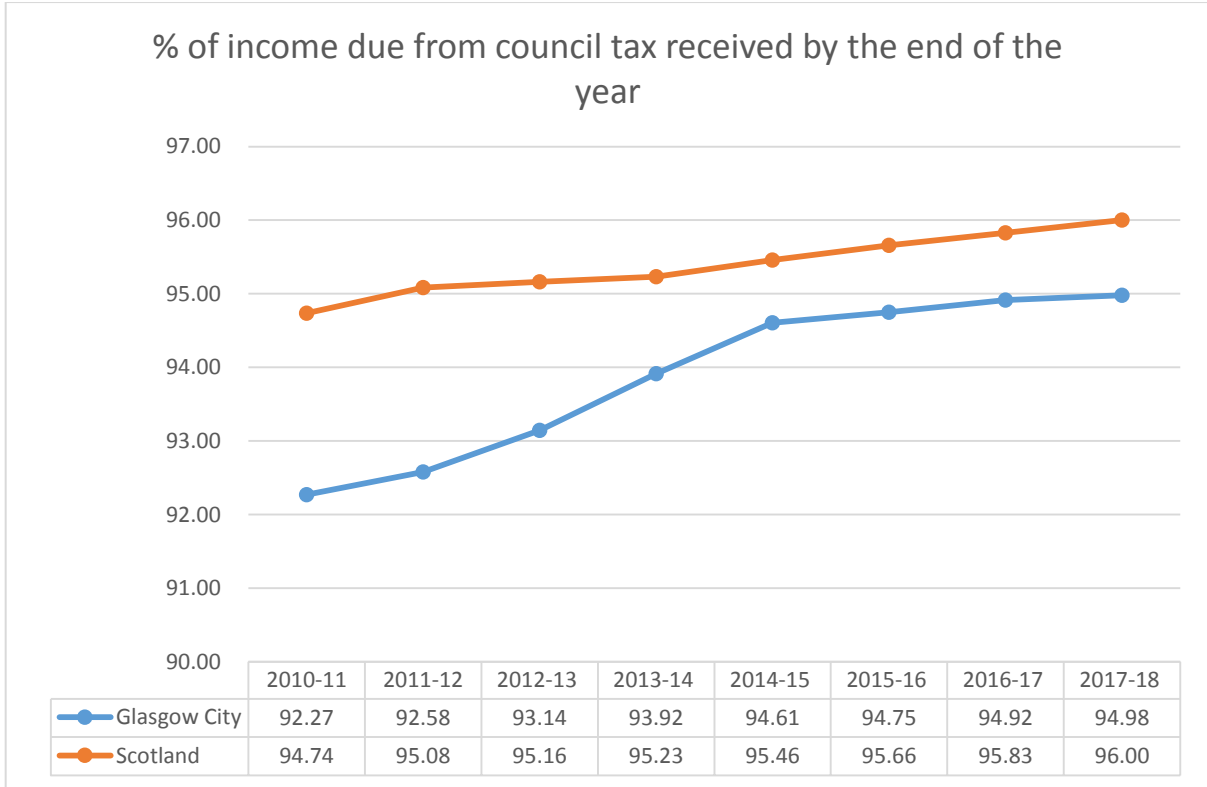
CORP8 - Percentage of invoices sampled that were paid within 30 days 2015/16, 2016/17, 2017/18

Local Authority

% of invoices sampled that were paid within 30 days

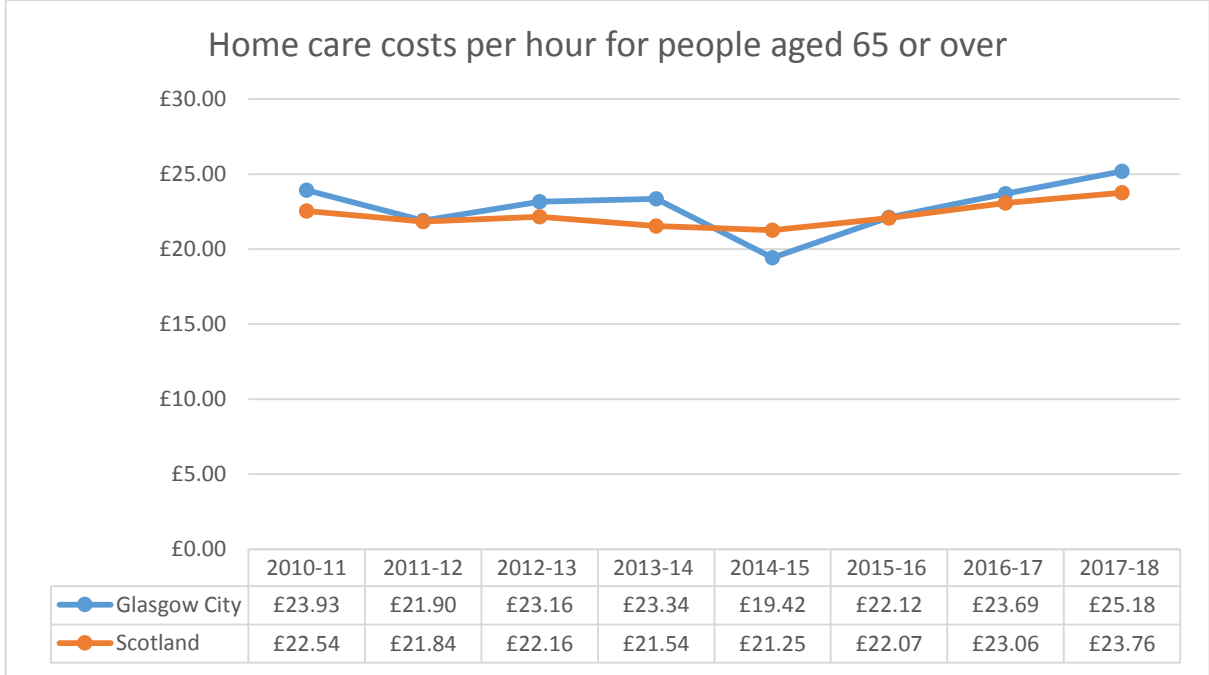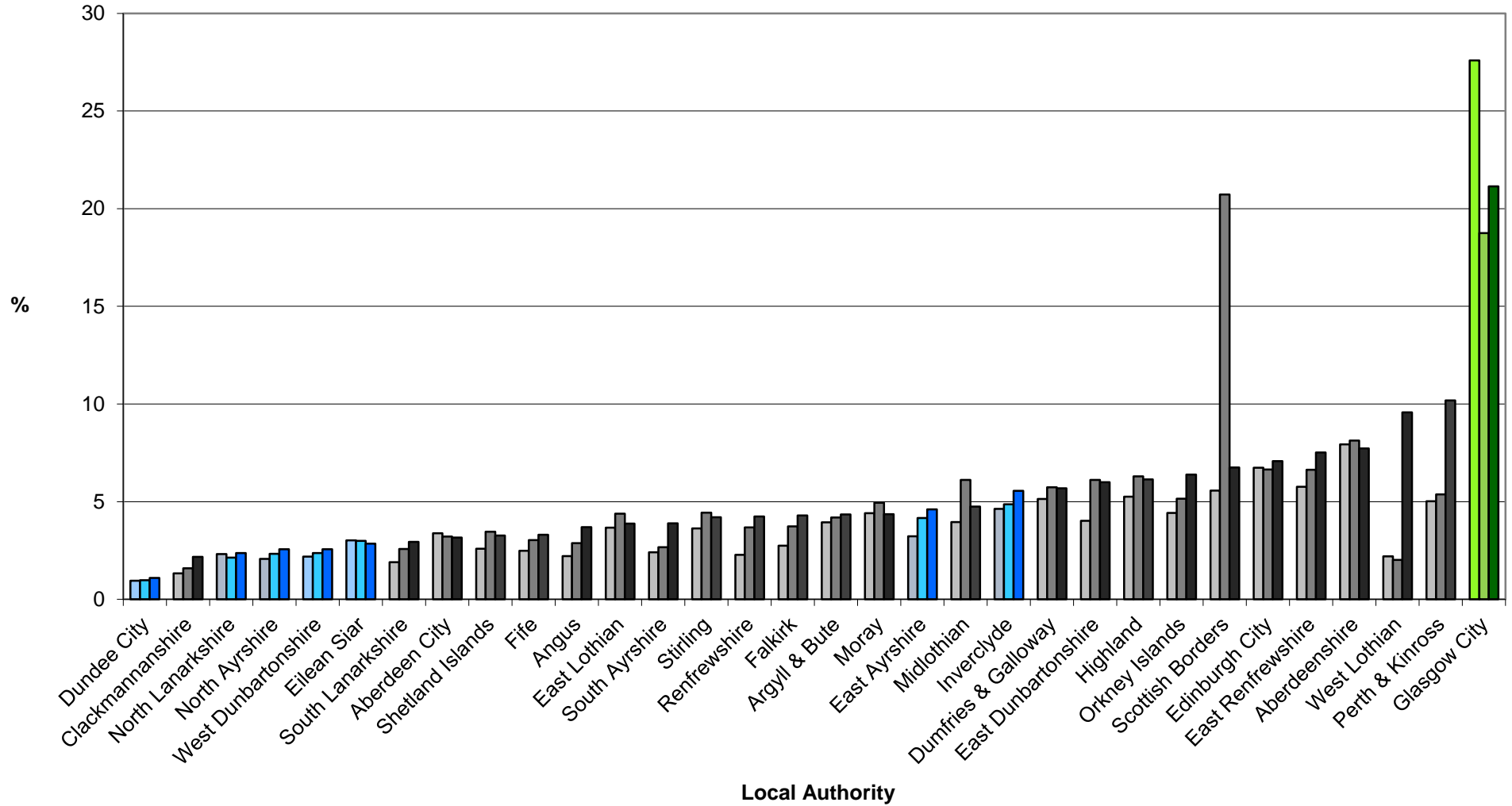|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	90.00	87.99	88.37	89.95	91.63	93.72	94.49	94.18
Scotland	89.54	90.19	90.47	91.93	92.52	92.77	93.06	93.19

SW1 - Older Persons (Over65) Home Care Costs per Hour 2015/16, 2016/17, 2017/18

£

Local Authority

Home care costs per hour for people aged 65 or over

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£23.93	£21.90	£23.16	£23.34	£19.42	£22.12	£23.69	£25.18
Scotland	£22.54	£21.84	£22.16	£21.54	£21.25	£22.07	£23.06	£23.76

SW2 - SDS spend on adults 18+ as a % of total social work spend on adults 18+
2015/16, 2016/17, 2017/18

Local Authority

Directed Support (Direct Payments + Managed Personalised Budgets)
Spend on adults 18+ as a % of total social work spend on adults 18+

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	1.29	8.93	29.82	31.49	32.50	27.59	18.74	21.14
Scotland	1.58	2.94	5.95	6.44	6.90	6.66	6.36	6.72
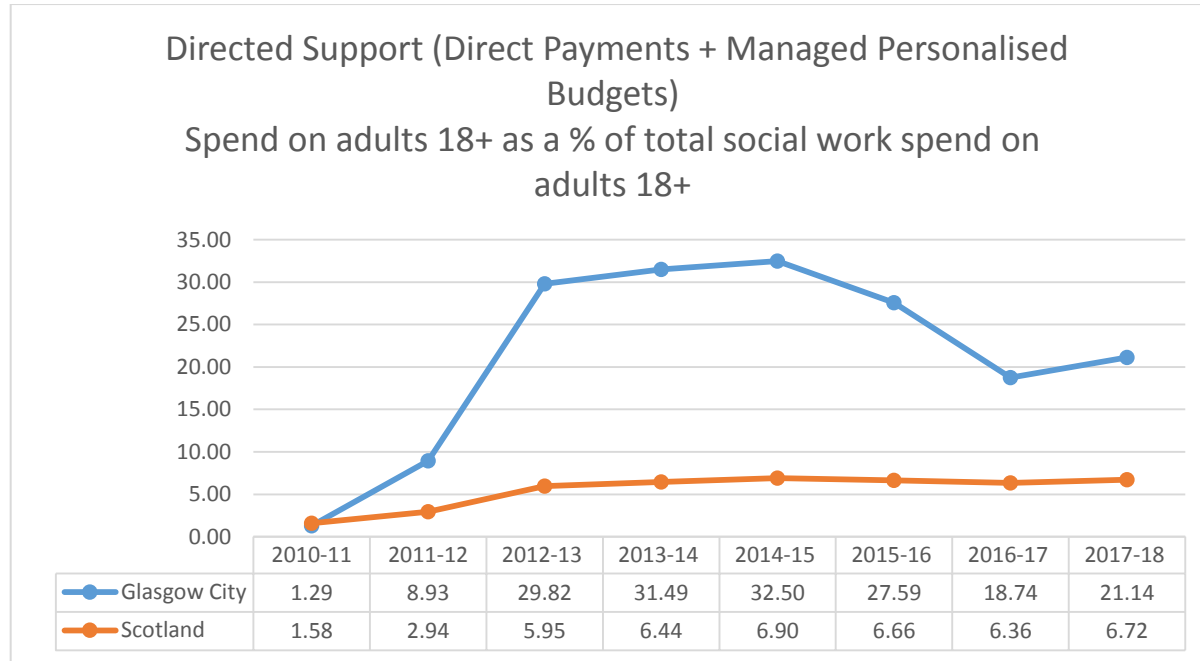
SW3a - % of people 65+ with intensive needs receiving care at home 2015/16, 2016/17, 2017/18

Local Authority

% of people aged 65 or over with long term care needs receiving personal care at home

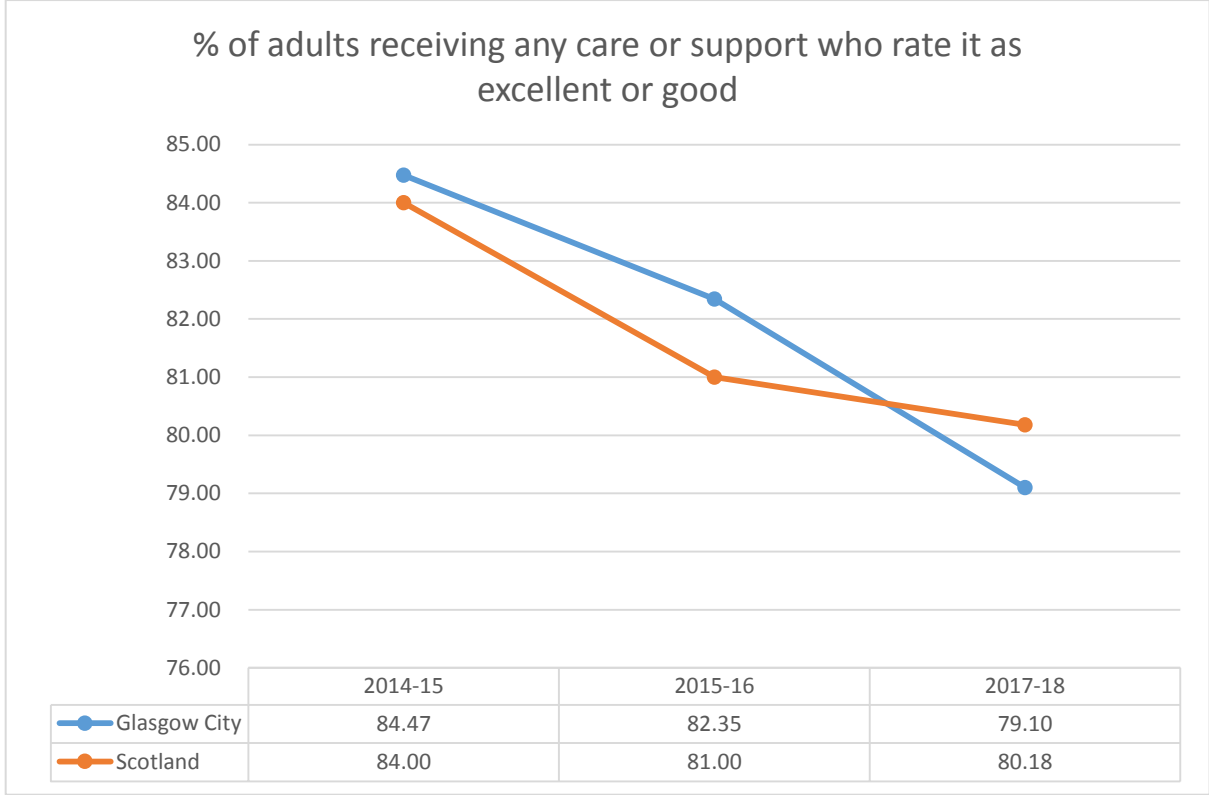|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	58.58	58.20	57.39	56.47	58.54	57.95	59.80	62.34
Scotland	58.94	59.18	59.79	59.77	59.99	60.70	60.12	61.72
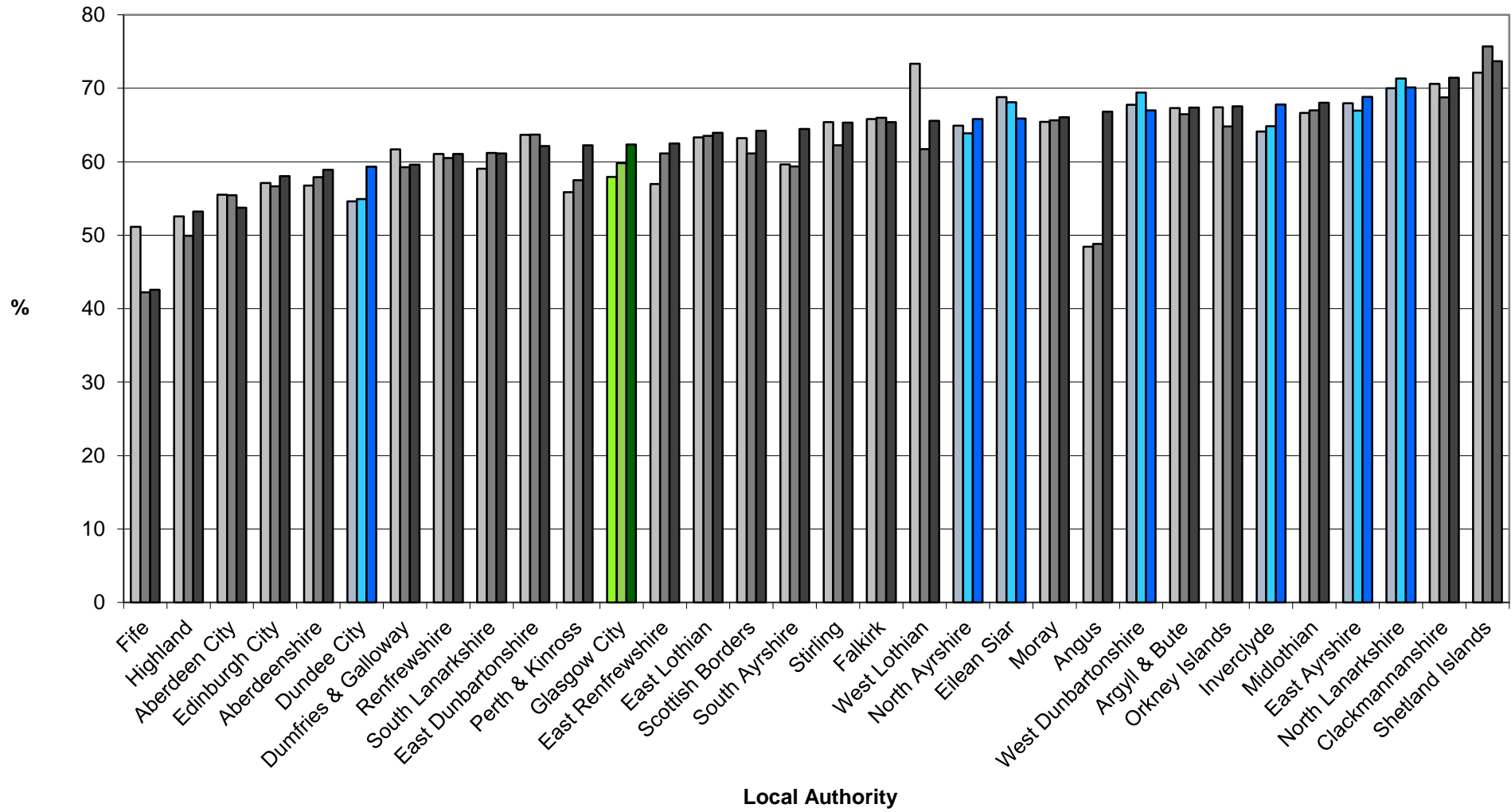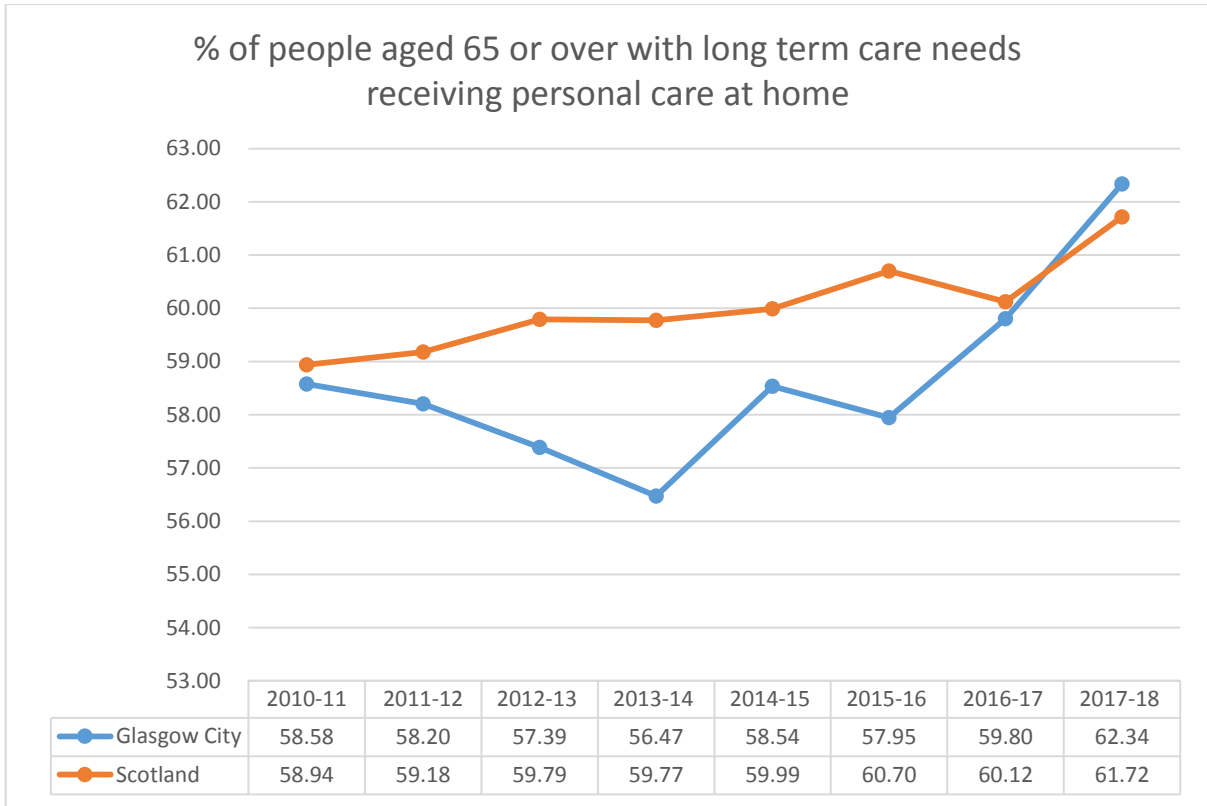
SW4a - % of Adults Receiving any Care or Support who Rate it as Excellent or Good
2015/16, 2016/17, 2017/18

Local Authority

% of adults receiving any care or support who rate it as excellent or good

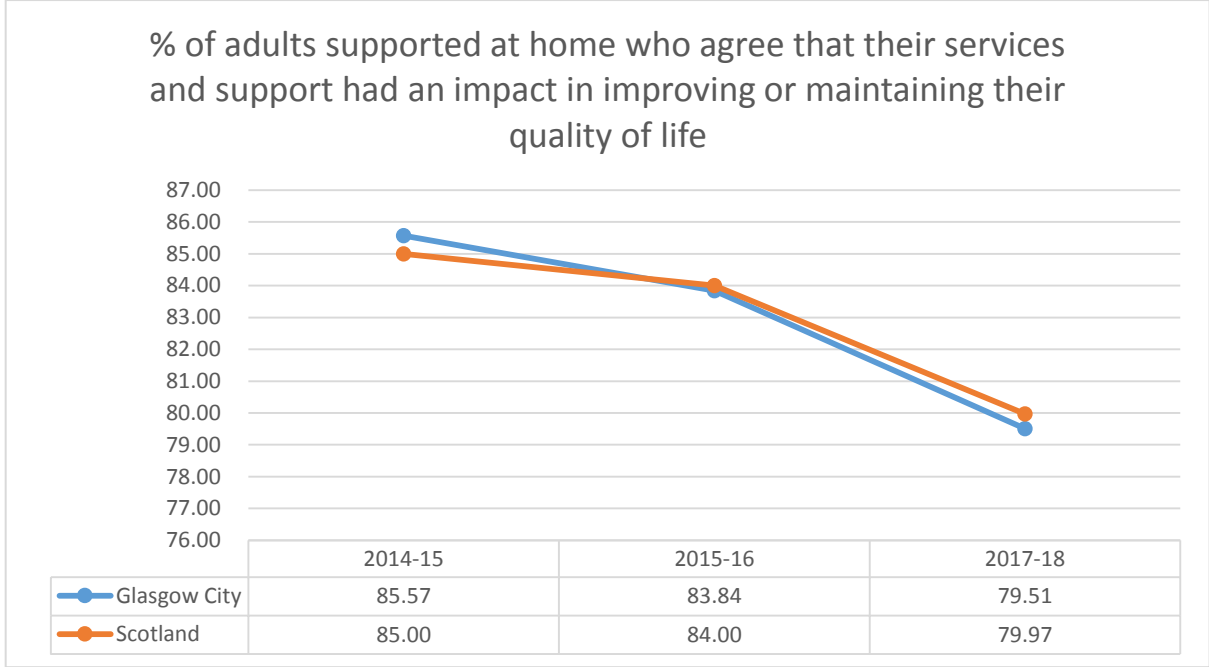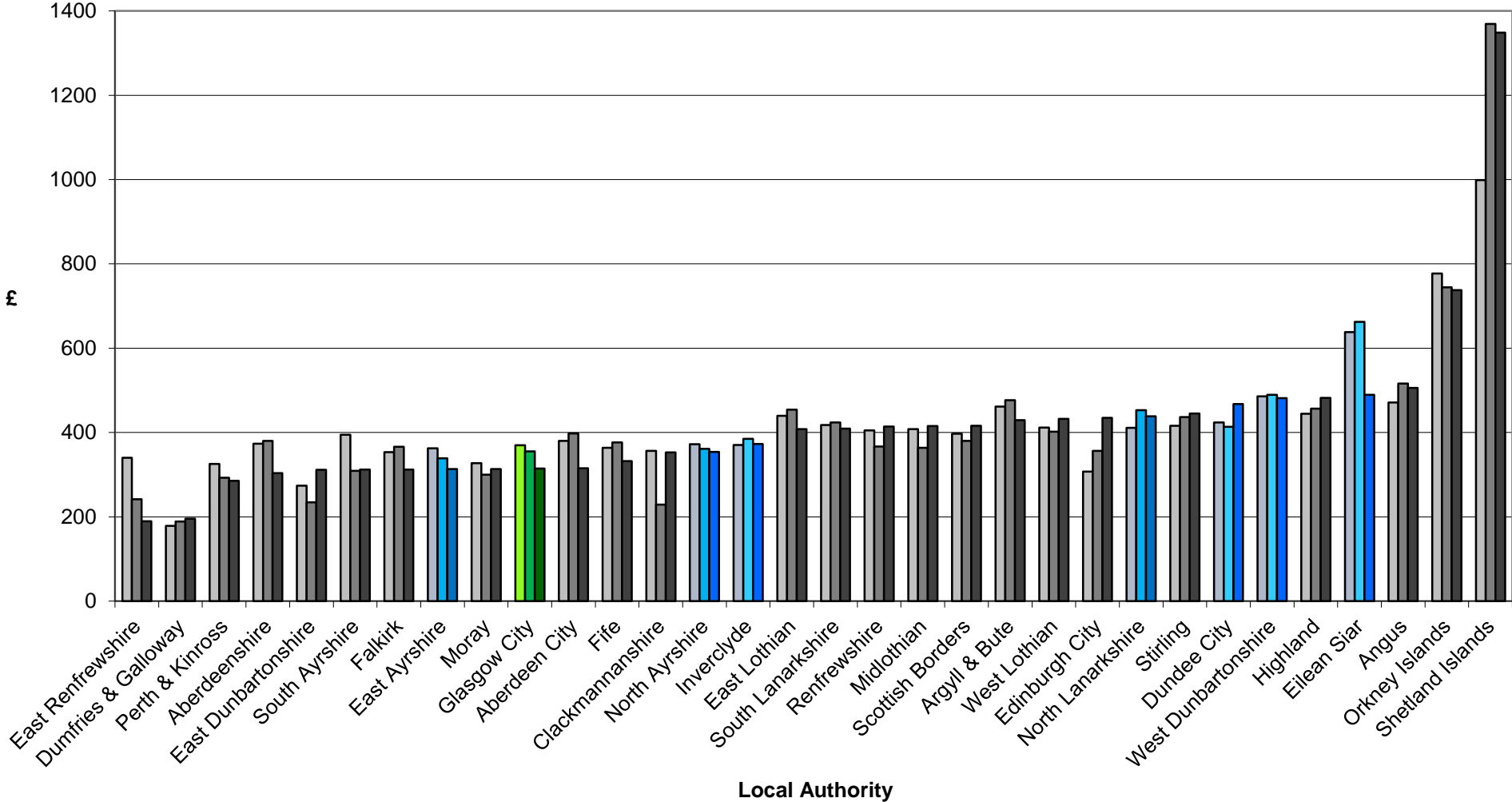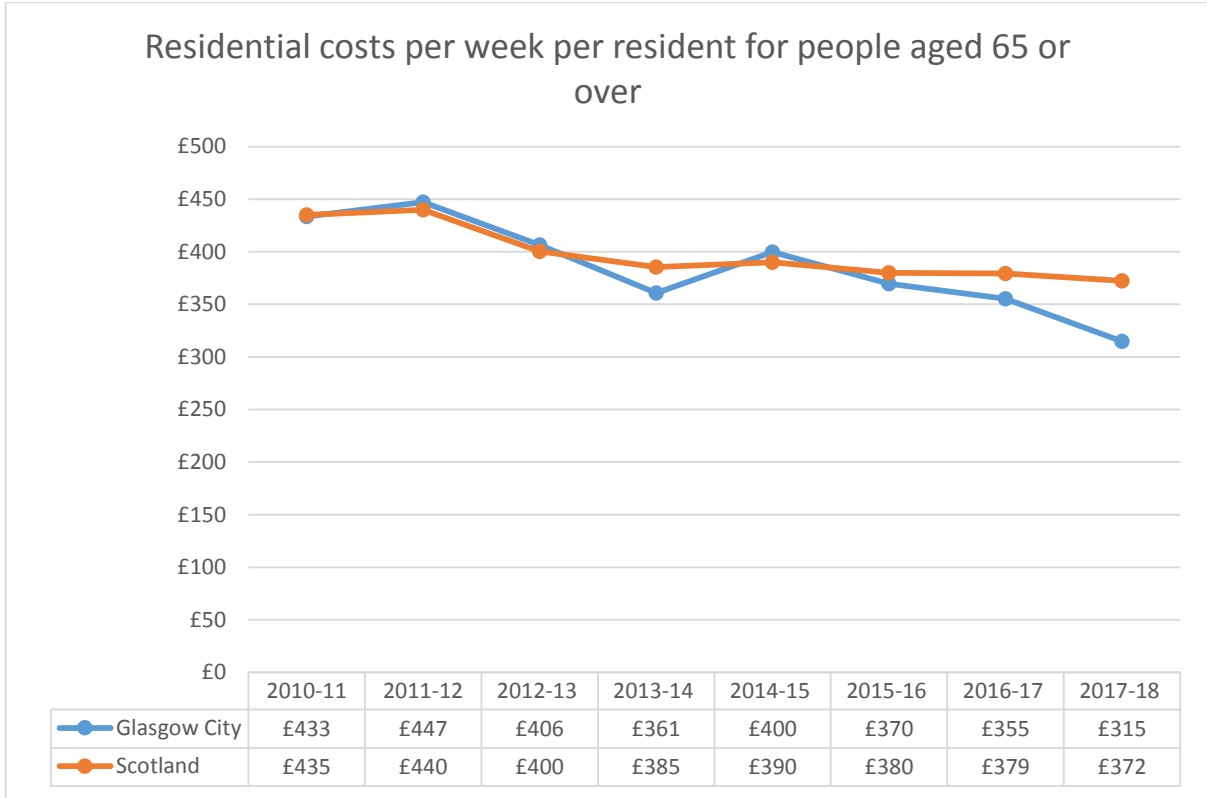|	2014-15	2015-16	2017-18
Glasgow City	84.47	82.35	79.10
Scotland	84.00	81.00	80.18
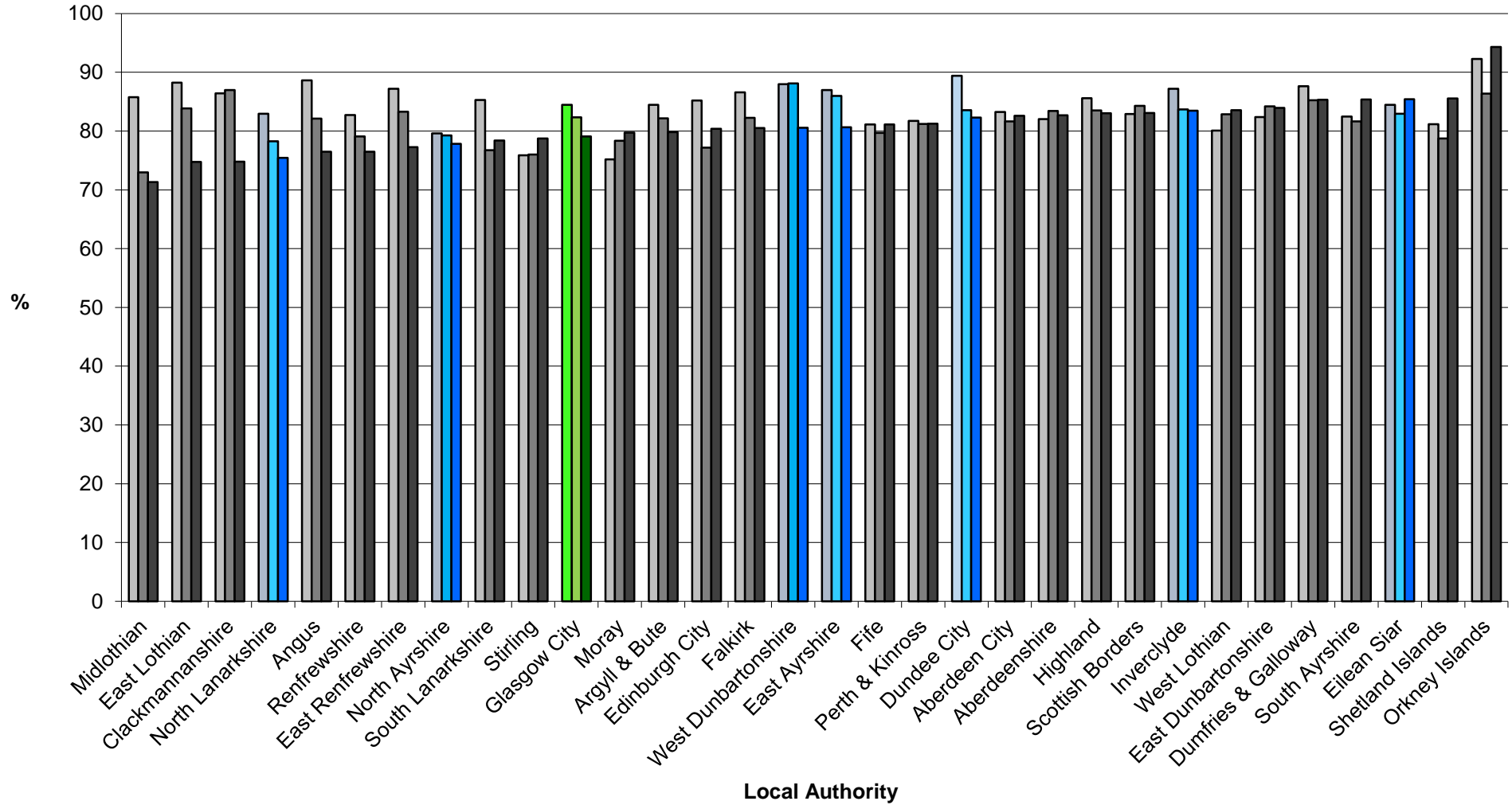
SW4b - % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life 2015/16, 2016/17, 2017/18

Local Authority

% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

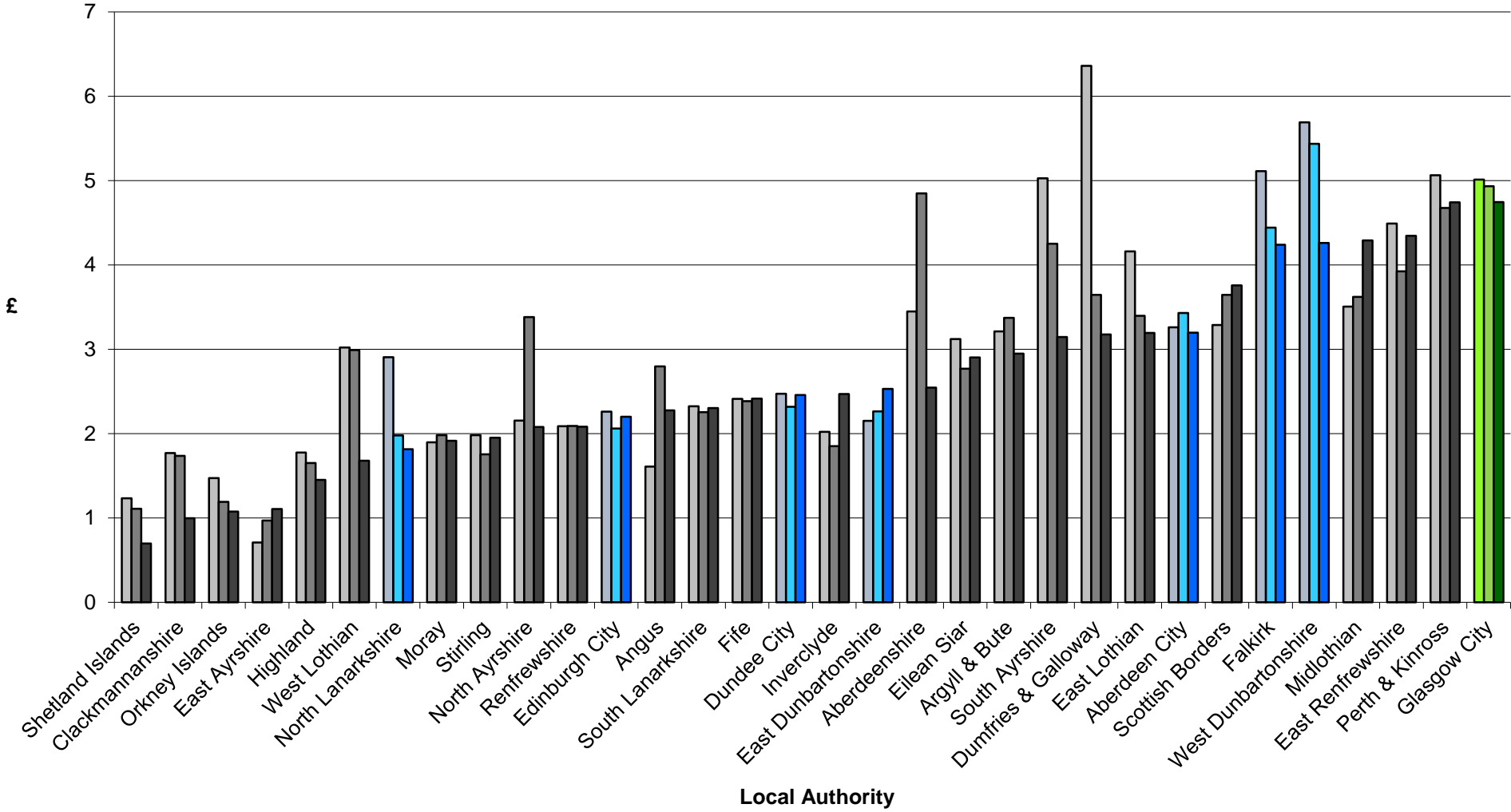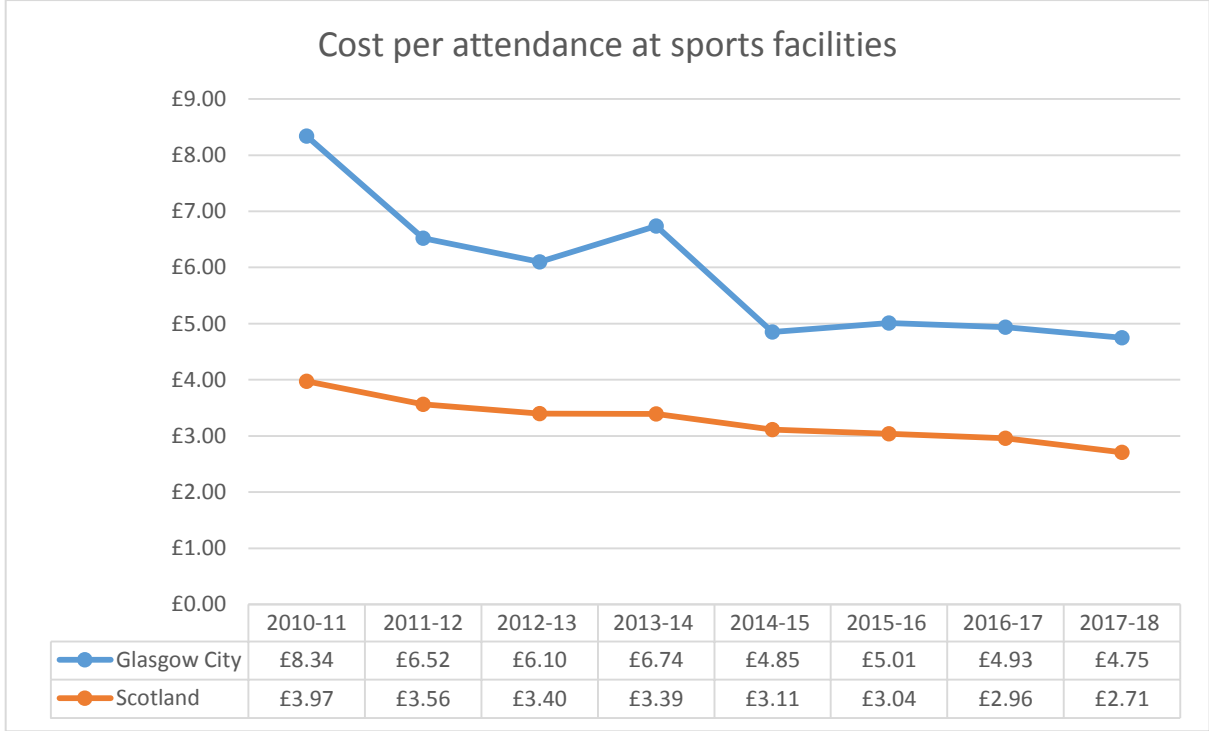|	2014-15	2015-16	2017-18
Glasgow City	85.57	83.84	79.51
Scotland	85.00	84.00	79.97
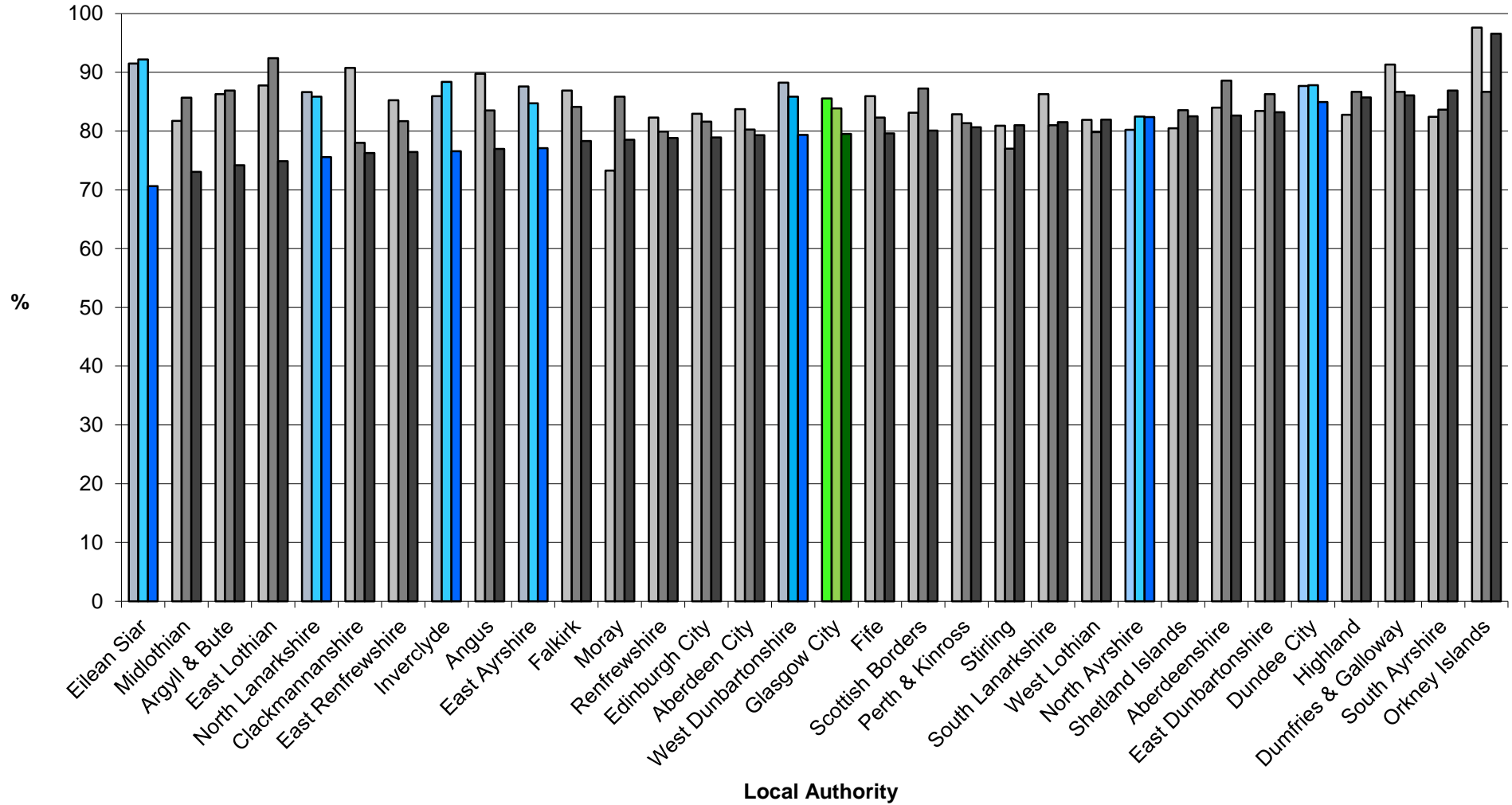
SW5 - Older persons (over 65) residential care costs per week per resident
2015/16, 2016/17, 2017/18

Local Authority

Residential costs per week per resident for people aged 65 or over

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£433	£447	£406	£361	£400	£370	£355	£315
Scotland	£435	£440	£400	£385	£390	£380	£379	£372

C&L1 - Cost per Attendance at Sports Facilities 2015/16, 2016/17, 2017/18

£

Local Authority

Appendix 1

Cost per attendance at sports facilities

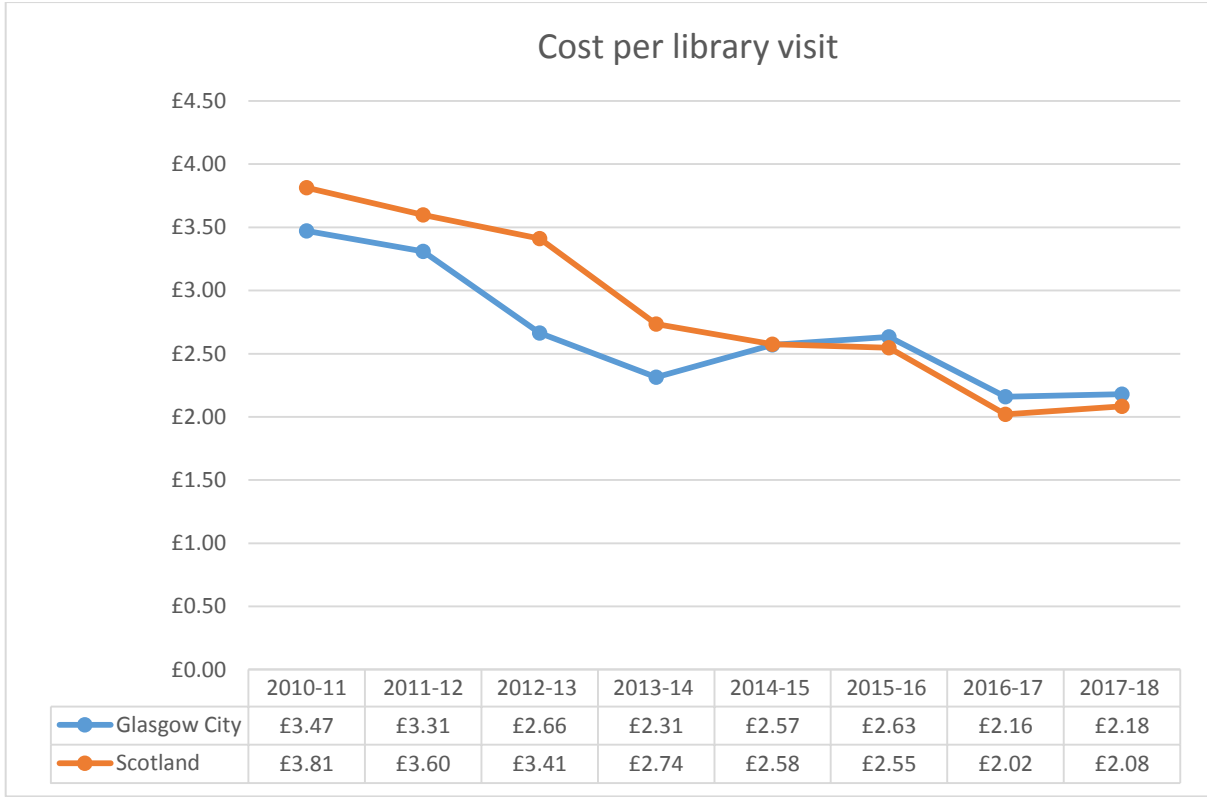|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£8.34	£6.52	£6.10	£6.74	£4.85	£5.01	£4.93	£4.75
Scotland	£3.97	£3.56	£3.40	£3.39	£3.11	£3.04	£2.96	£2.71

C&L2 - Cost per Library visit 2015/16, 2016/17, 2017/18

Local Authority

Cost per library visit

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£3.47	£3.31	£2.66	£2.31	£2.57	£2.63	£2.16	£2.18
Scotland	£3.81	£3.60	£3.41	£2.74	£2.58	£2.55	£2.02	£2.08
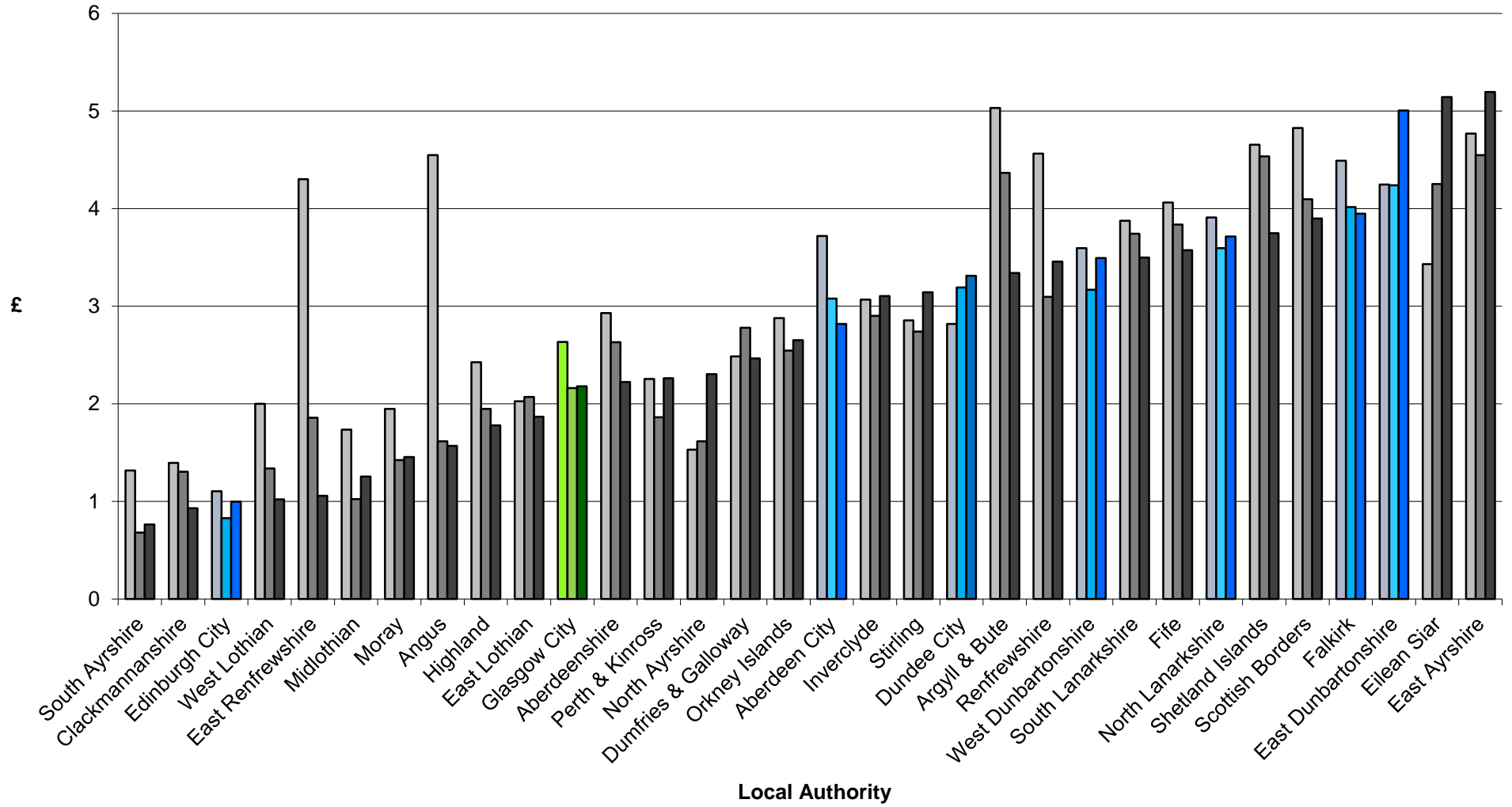
C&L3 - Cost of Museums per visit 2015/16, 2016/17, 2017/18

£

Local Authority

Cost of museums per visit

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£5.97	£4.99	£4.78	£4.68	£4.27	£3.80	£3.74	£3.62
Scotland	£4.70	£3.84	£3.88	£3.56	£3.50	£3.17	£3.38	£3.49
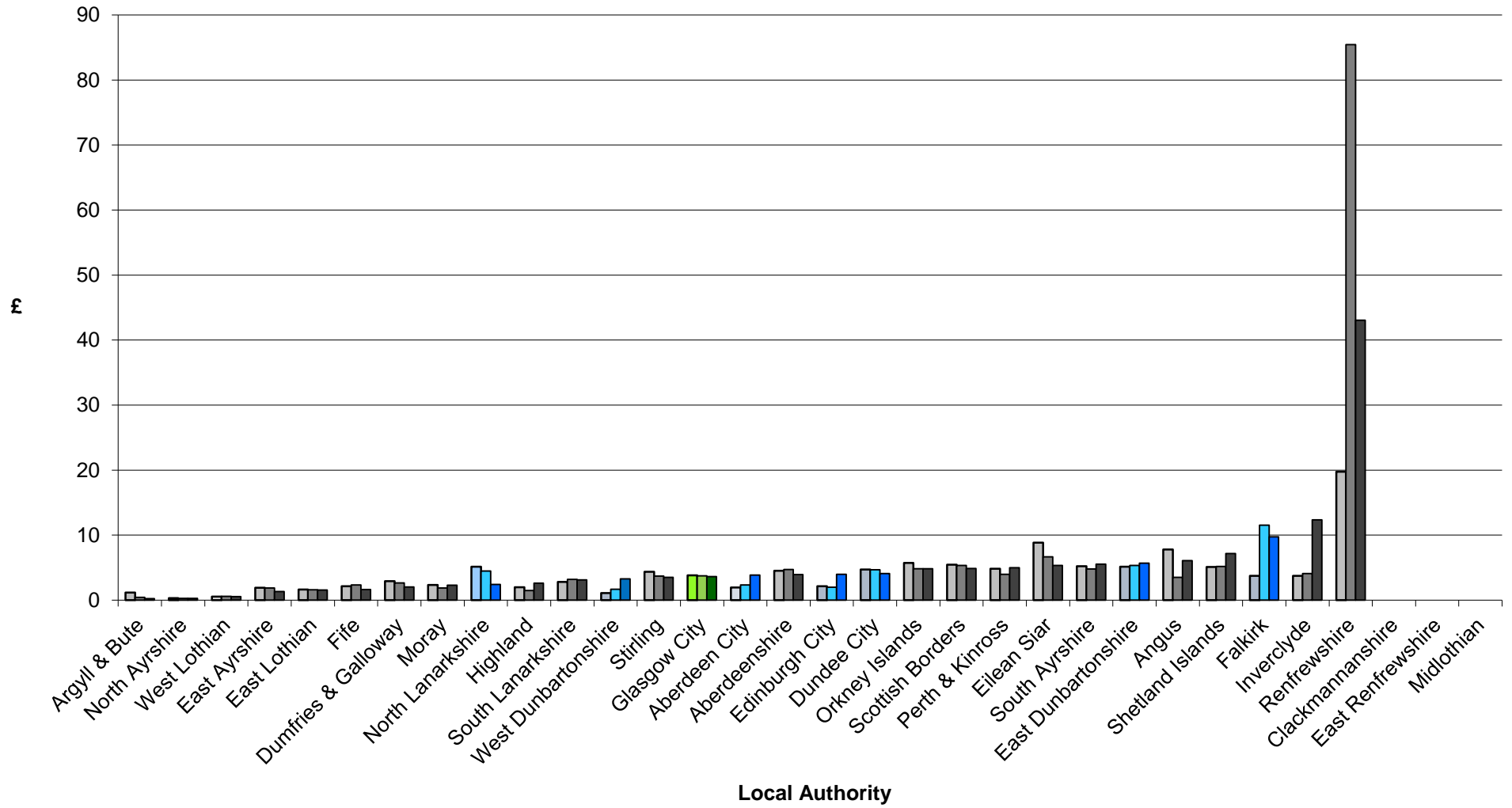
C&L4 - Cost Parks & Open Spaces per 1000 Population 2015/16, 2016/17, 2017/18

Local Authority

Cost of parks & open spaces per 1,000 population

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£46,449	£39,467	£38,011	£34,191	£39,596	£34,378	£30,559	£29,295
Scotland	£29,022	£26,823	£25,624	£24,773	£24,574	£22,700	£21,229	£19,803
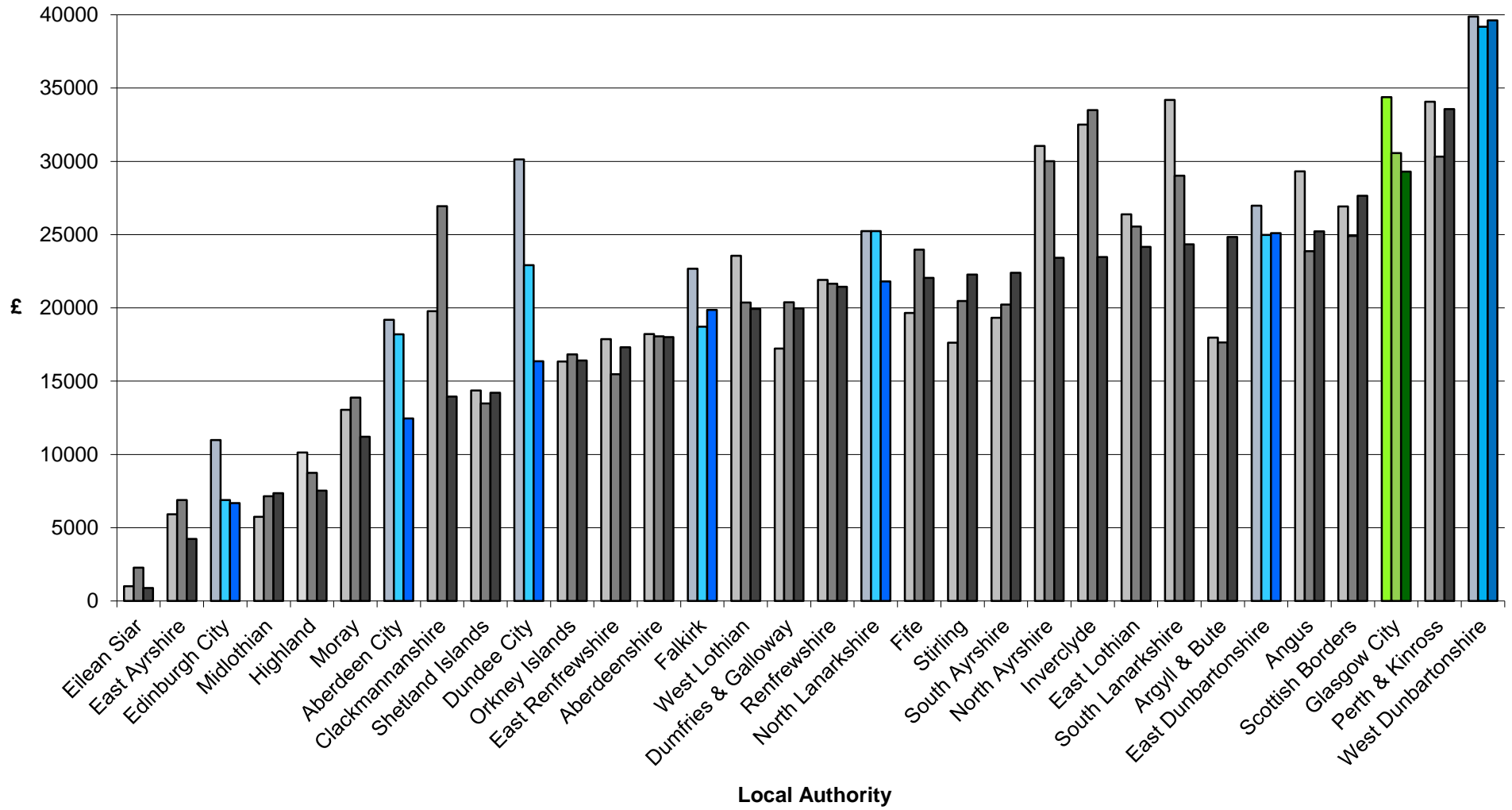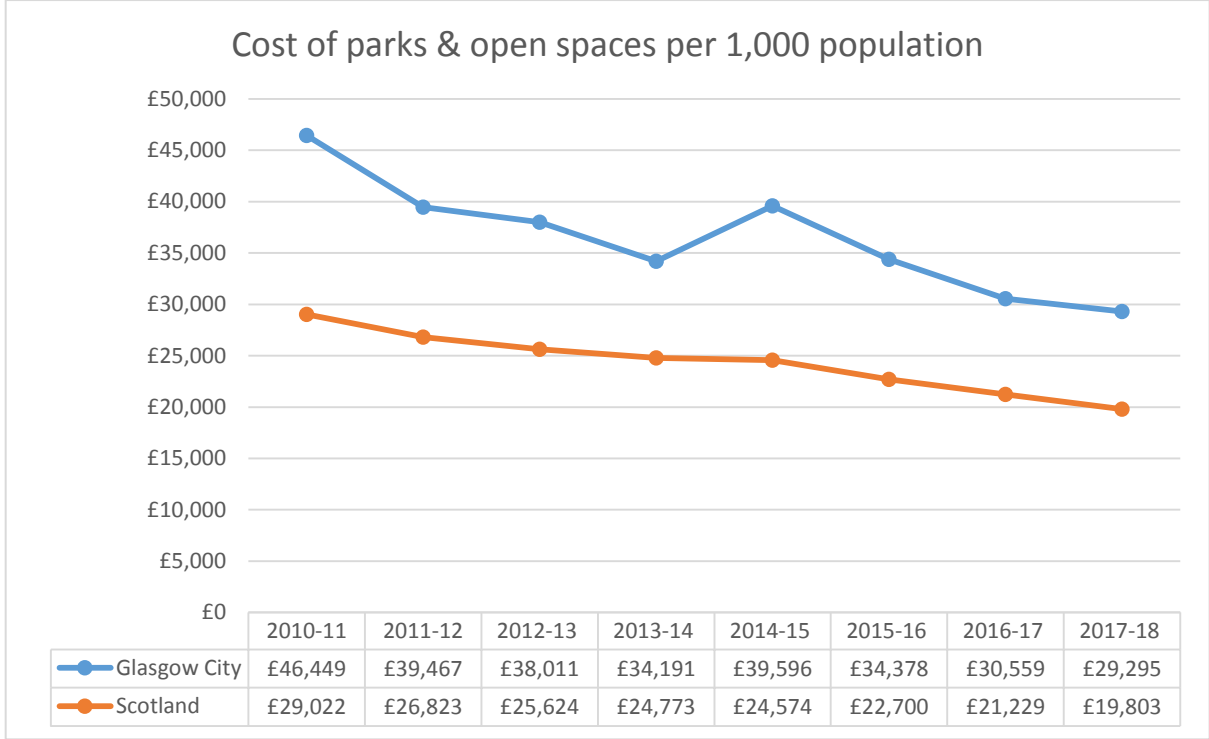
C&L5a - % of adults satisfied with libraries 2013/16, 2014/17, 2015/18

Local Authority

% of adults satisfied with libraries

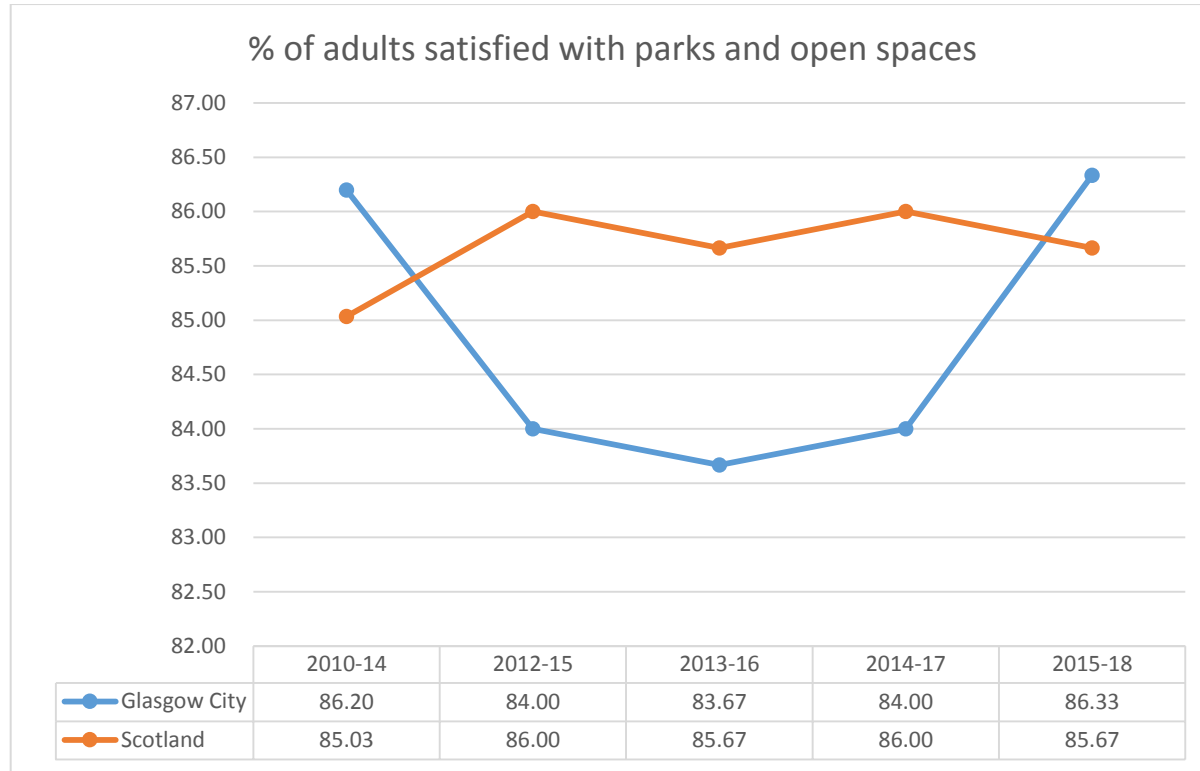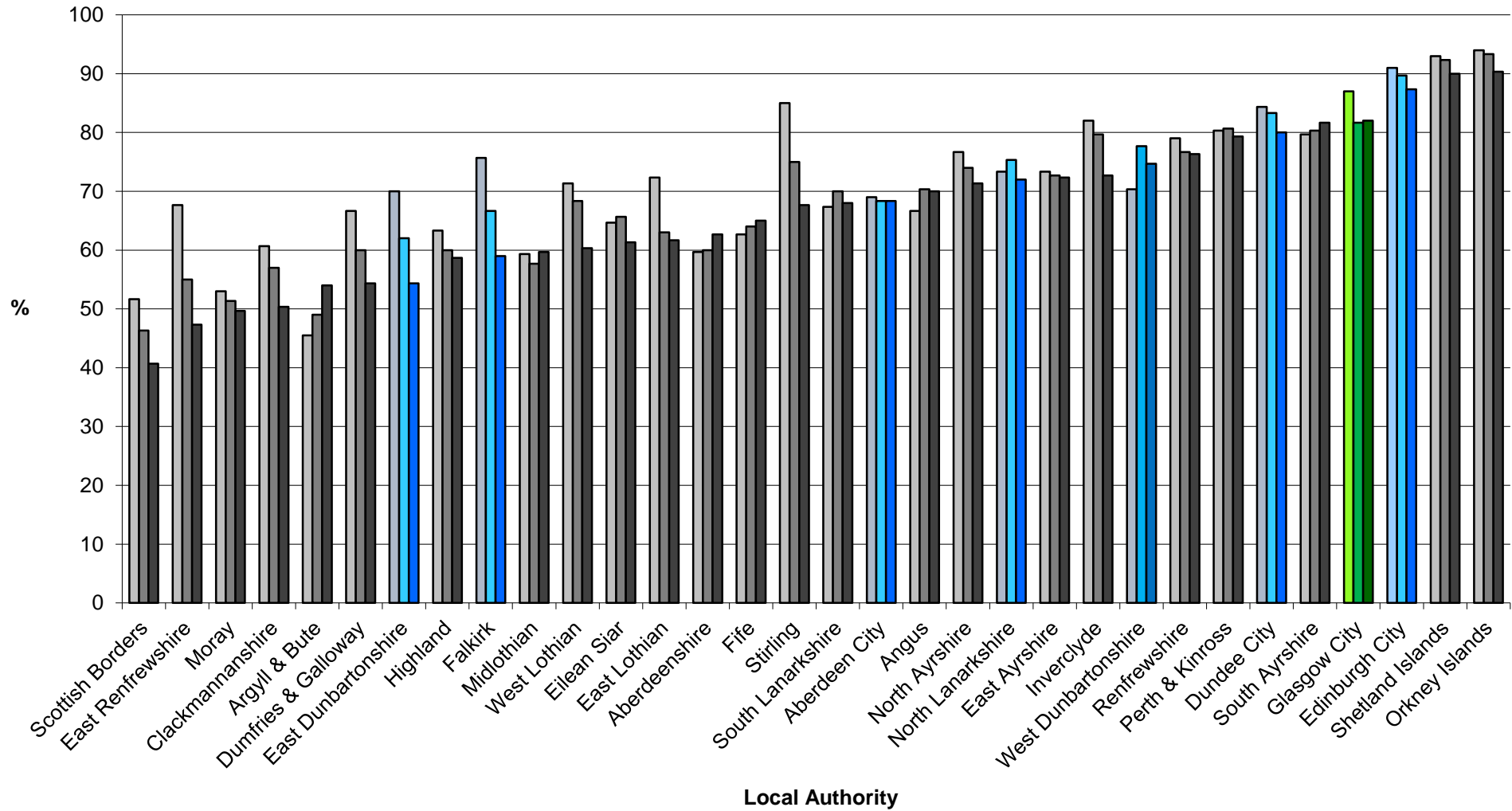|	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	85.70	82.00	77.67	72.00	70.33
Scotland	82.50	80.33	77.33	74.67	73.00
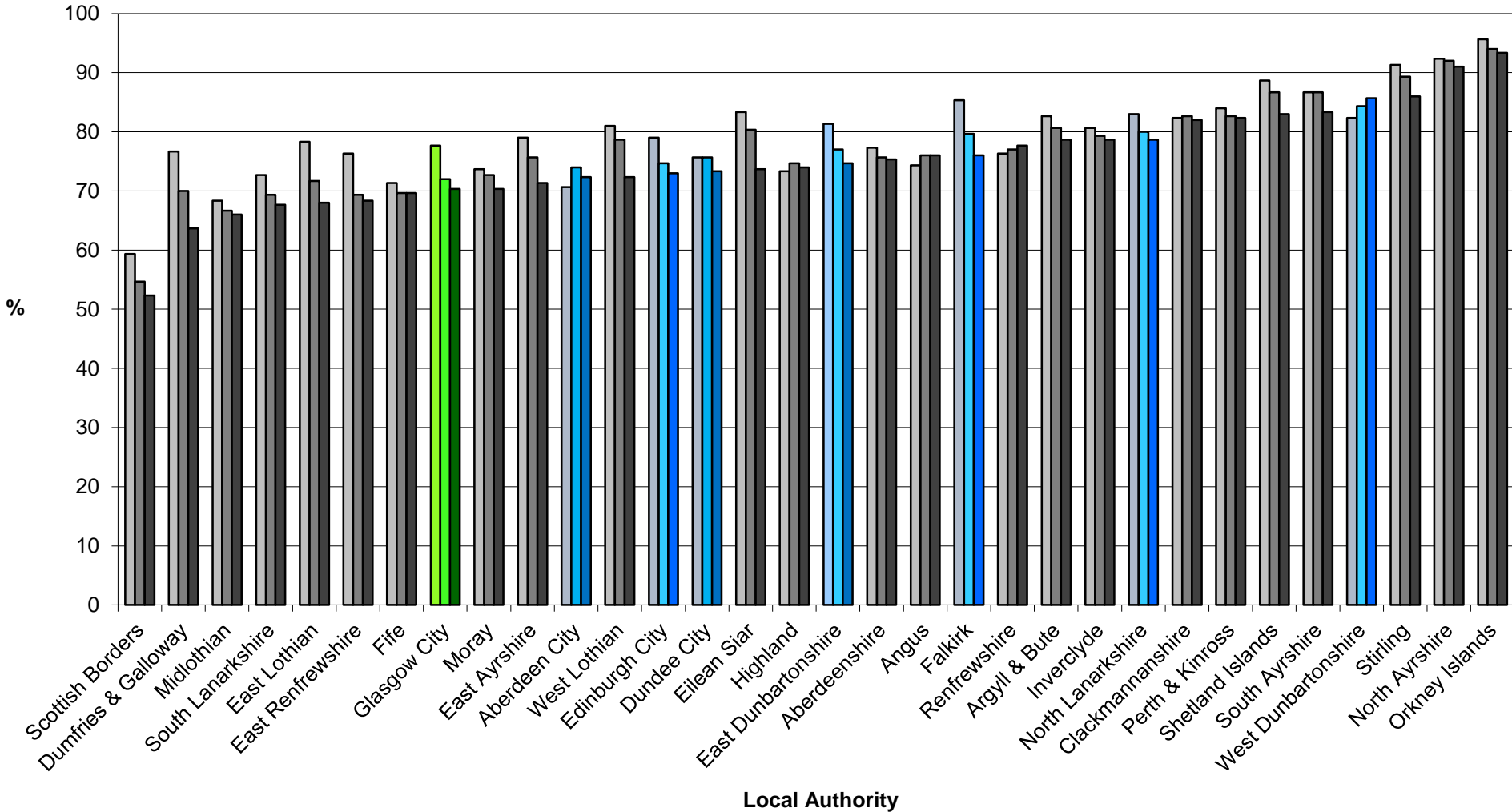
C&L5b - % of adults satisfied with parks and open spaces 2013/16, 2014/17,2015/18

Local Authority

% of adults satisfied with parks and open spaces

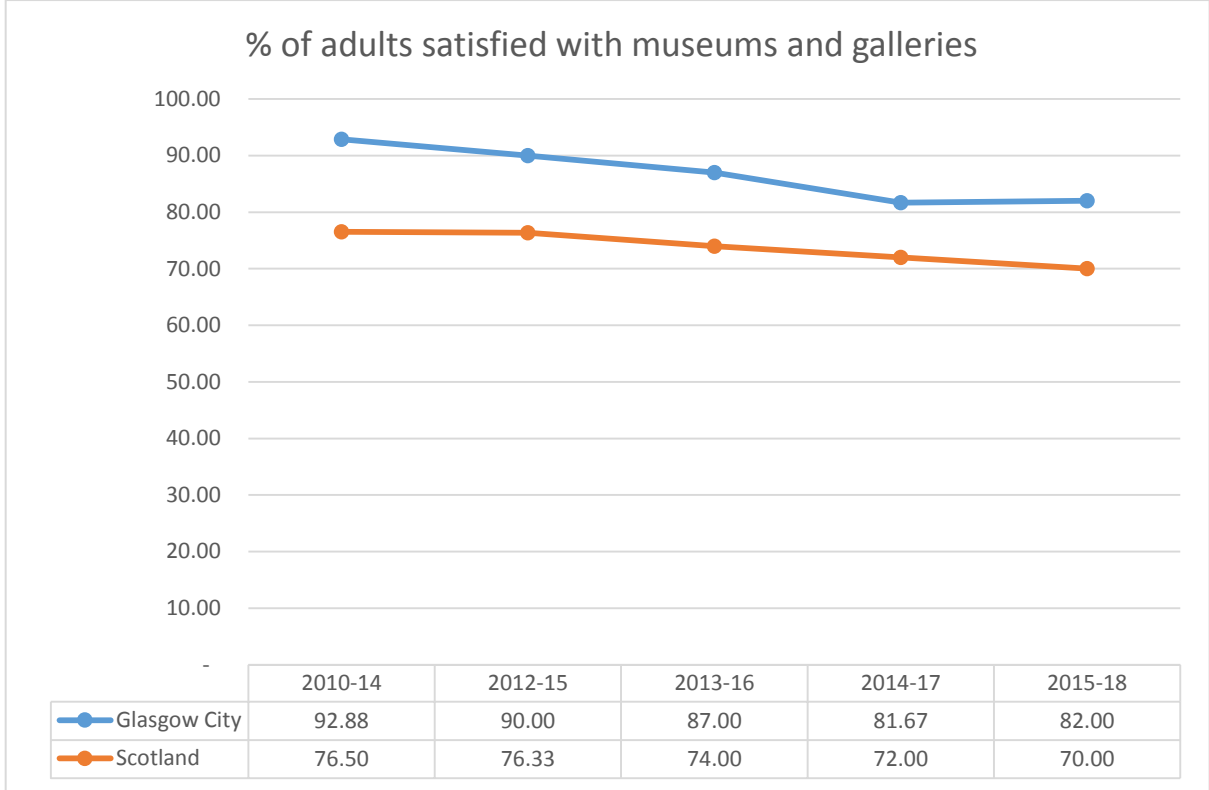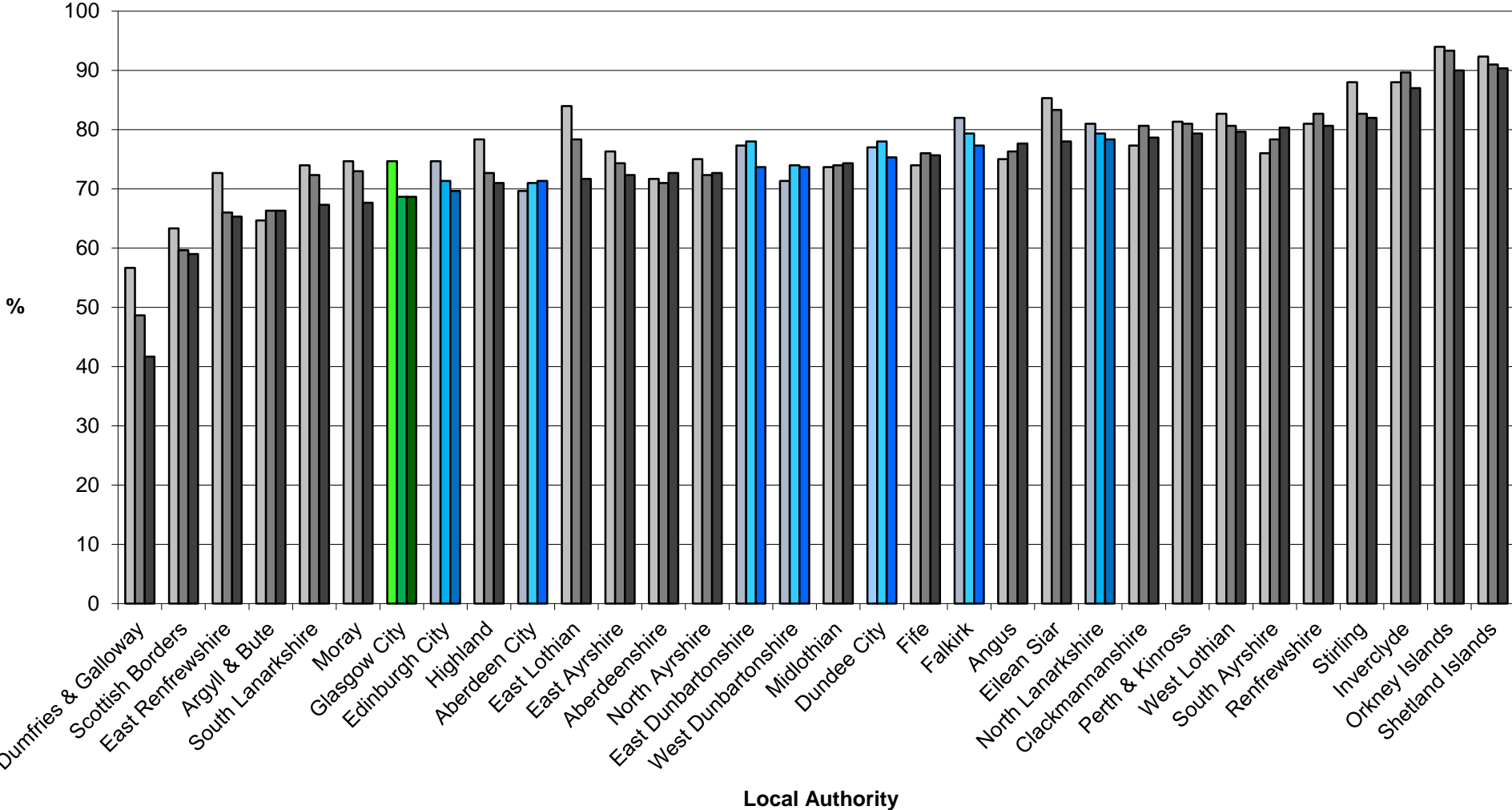|	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	86.20	84.00	83.67	84.00	86.33
Scotland	85.03	86.00	85.67	86.00	85.67
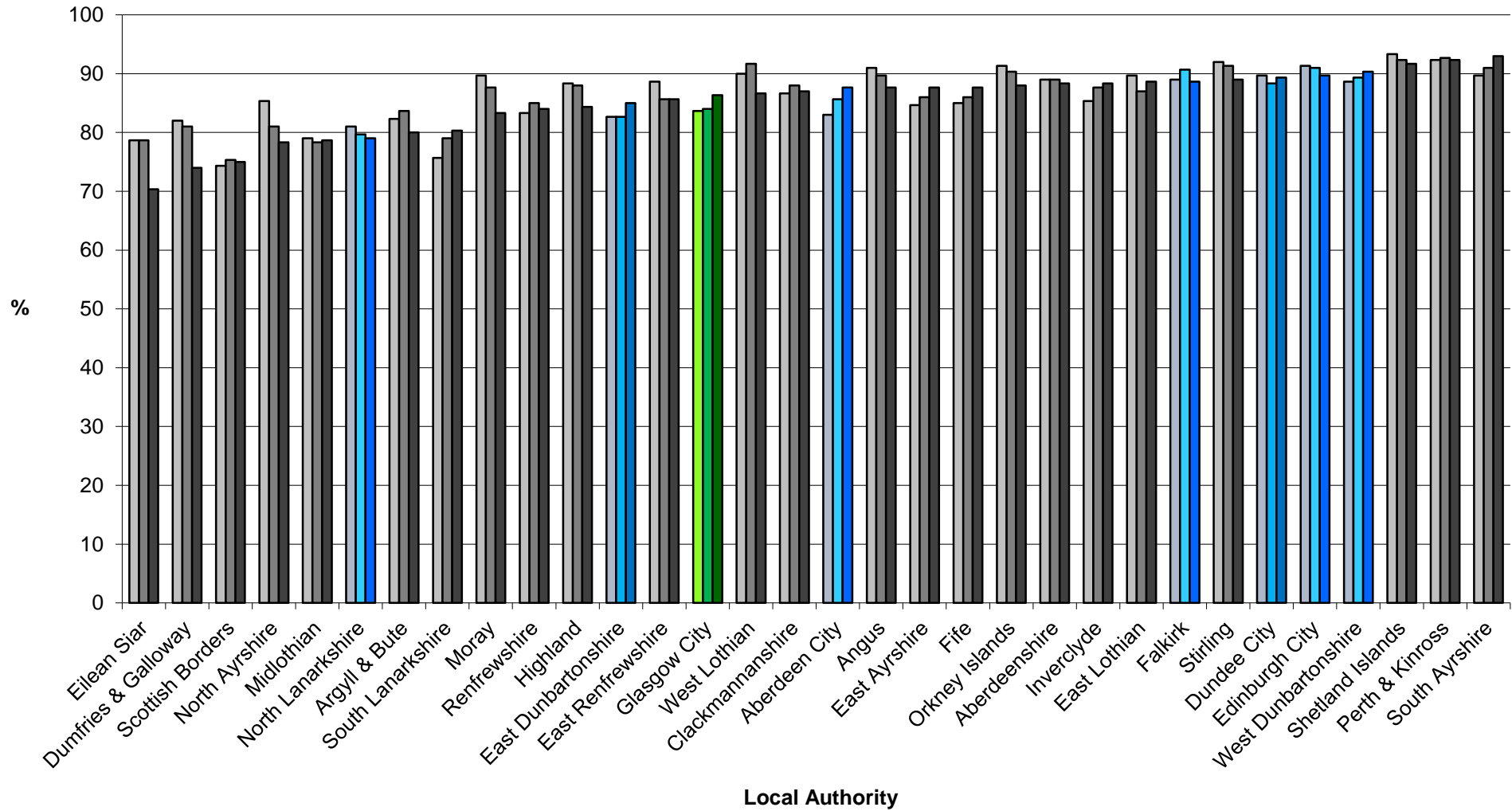
C&L5c - % of adults satisfied with museums and galleries 2013/16, 2014/17, 2015/18

Local Authority

% of adults satisfied with museums and galleries

	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	92.88	90.00	87.00	81.67	82.00
Scotland	76.50	76.33	74.00	72.00	70.00

C&L5d - % of adults satisfied with leisure facilities 2013/16, 2014/17, 2015/18

Local Authority

% of adults satisfied with leisure facilities

	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	83.77	79.33	74.67	68.67	68.67
Scotland	77.53	78.00	75.67	74.00	72.67
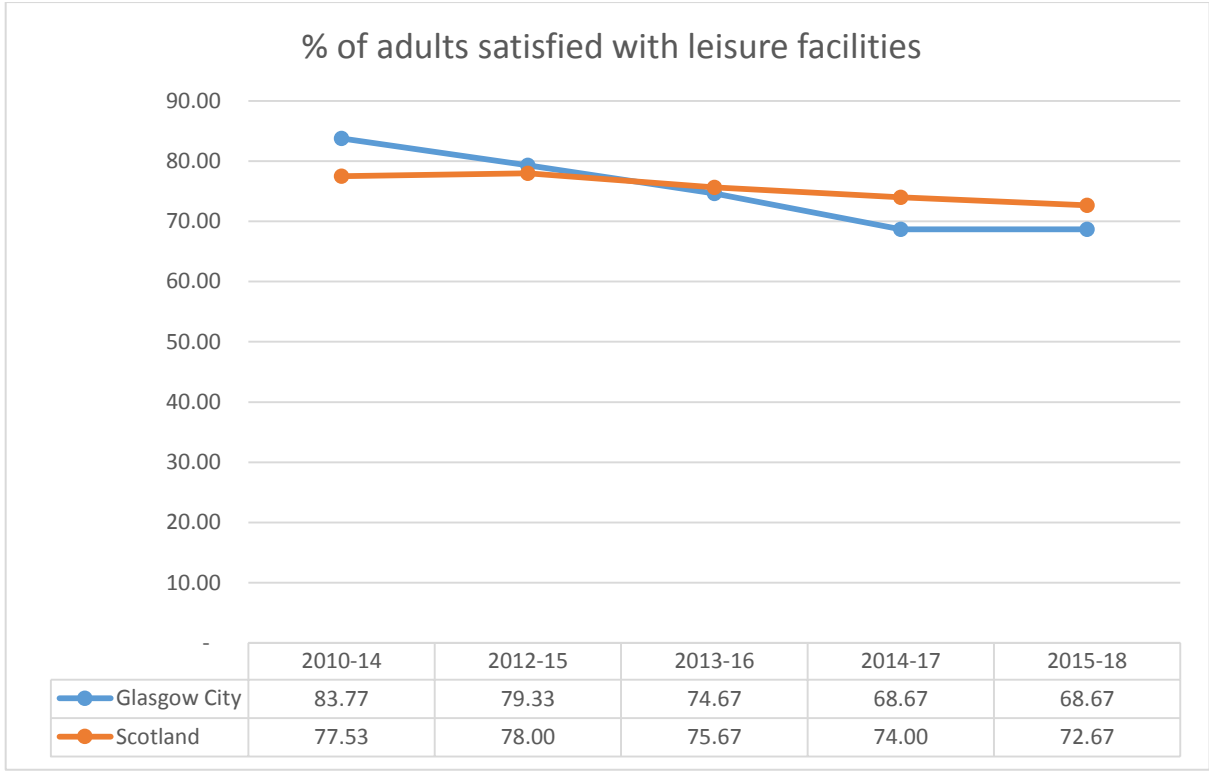
ENV1a - Net cost per Waste Collection per Premises 2015/16, 2016/17, 2017/18

Local Authority

Net cost of waste collection per premise

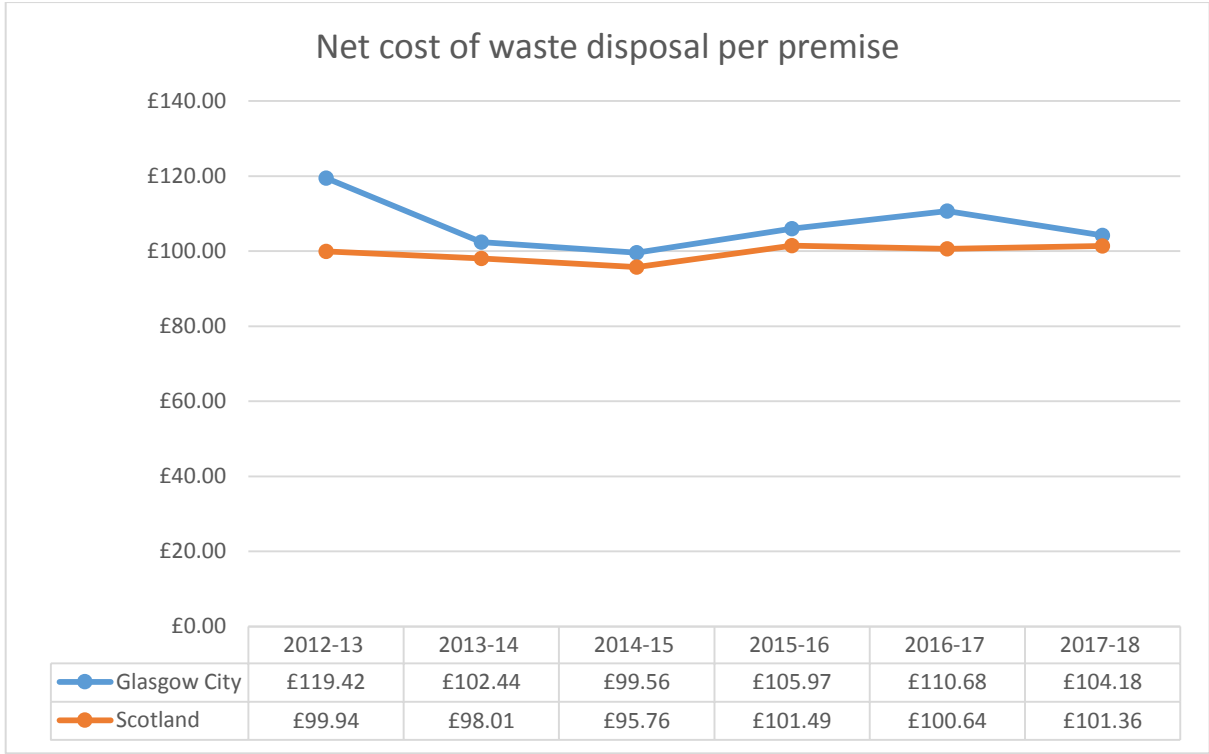|	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£51.64	£71.93	£69.87	£70.43	£76.37	£83.77
Scotland	£64.02	£65.20	£68.07	£66.91	£65.77	£65.96
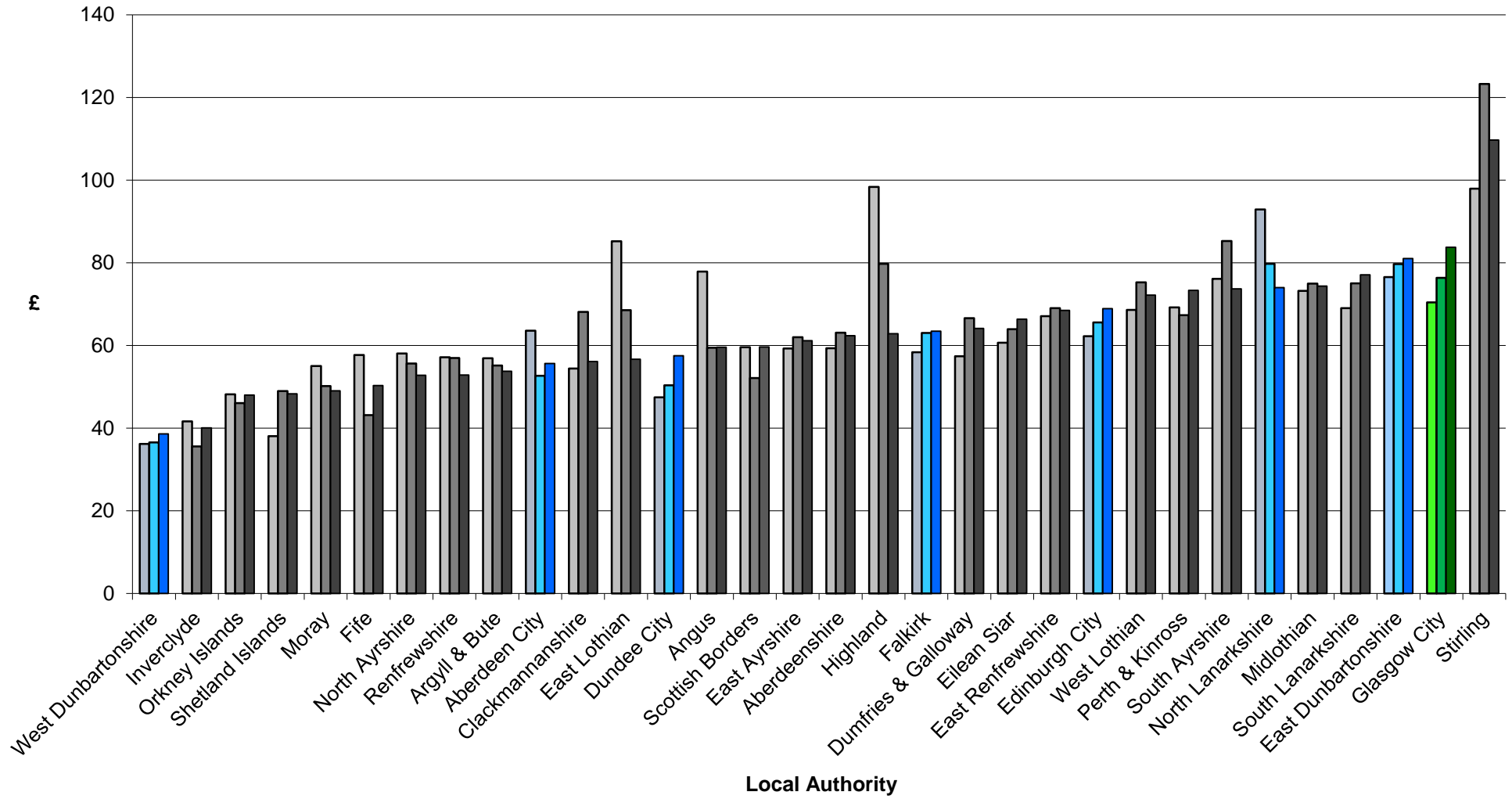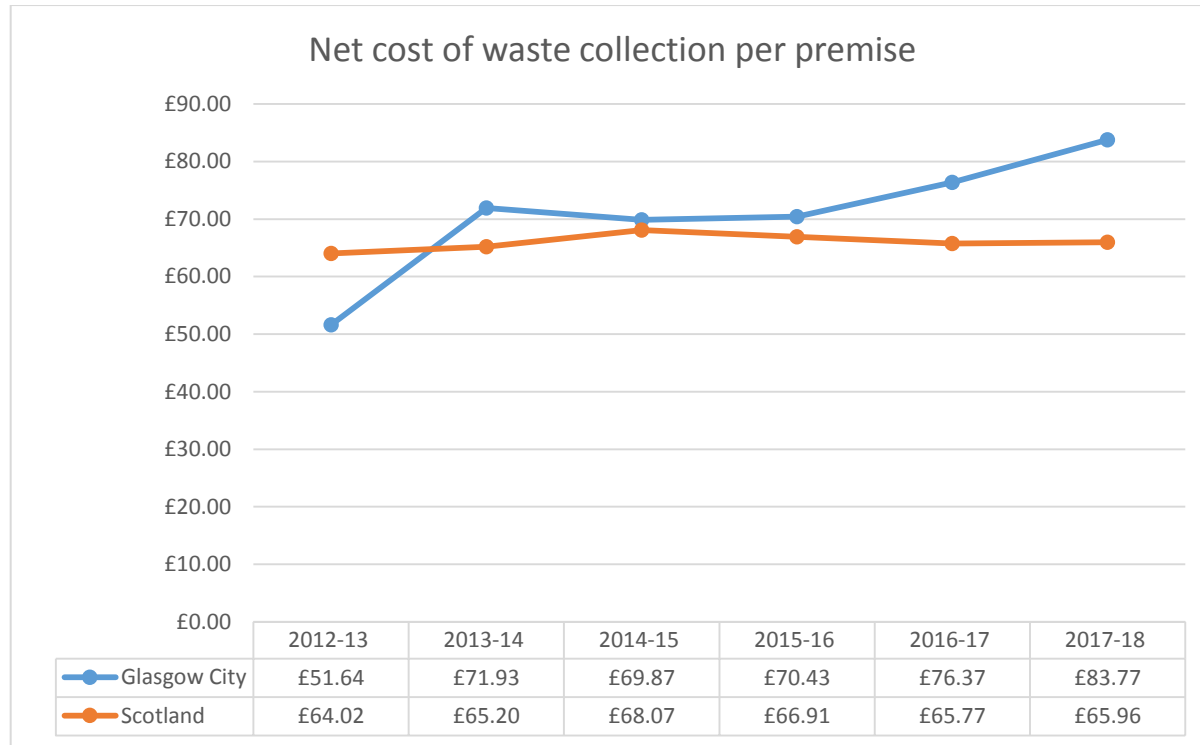
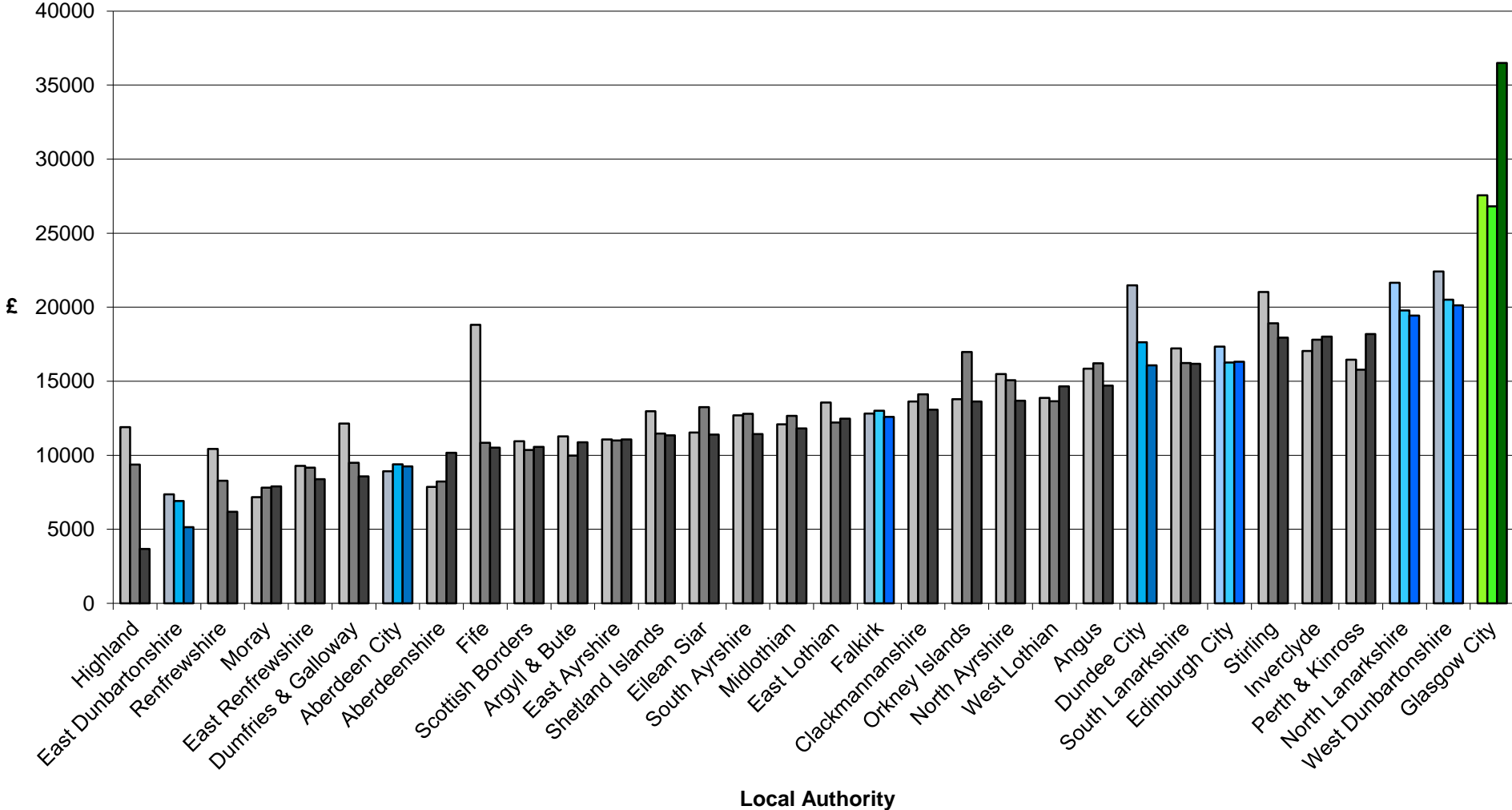## ENV2a - net cost per waste Disposal per Premises 2015/16, 2016/17, 2017/18
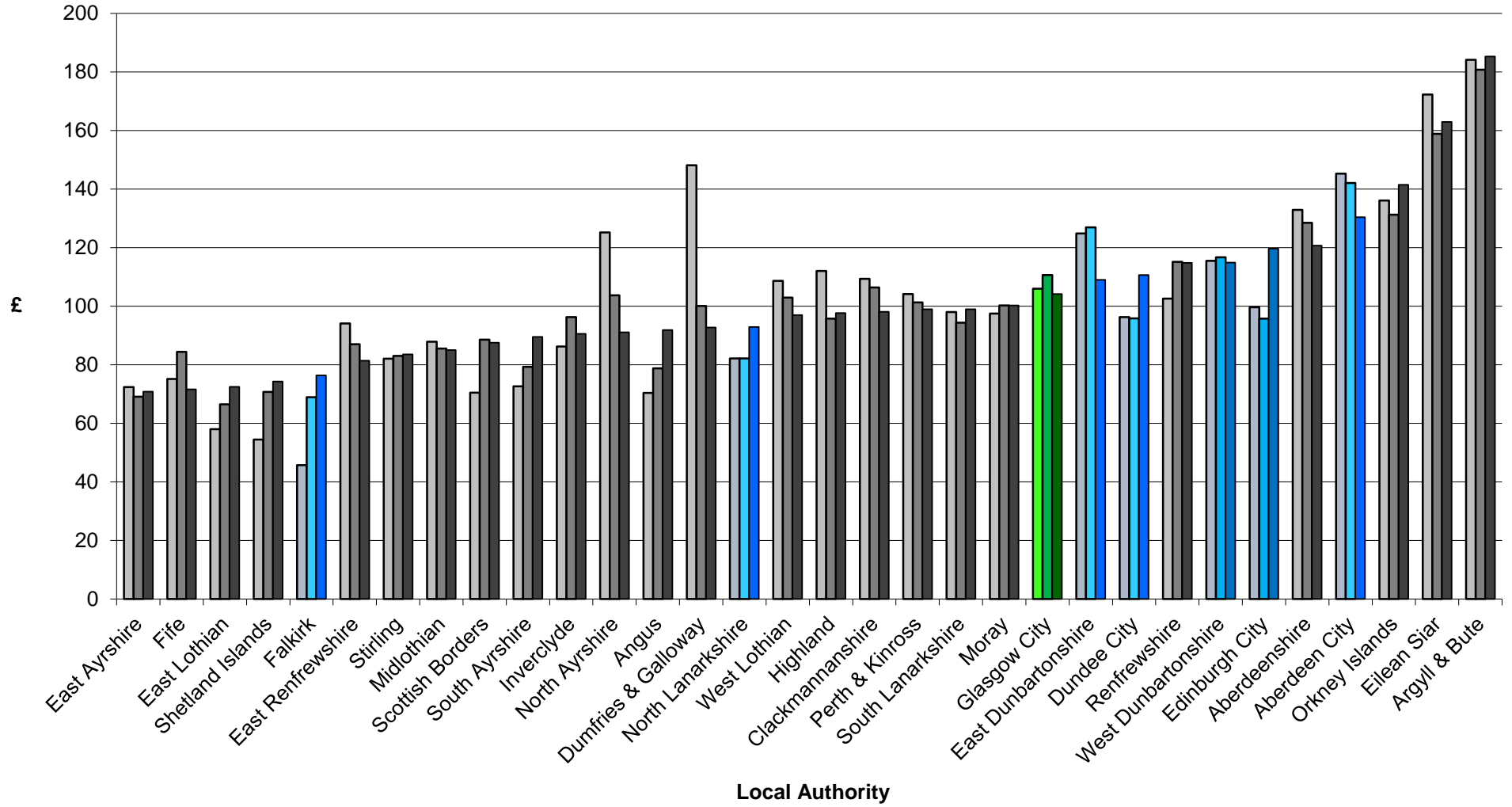
Local Authority

Net cost of waste disposal per premise

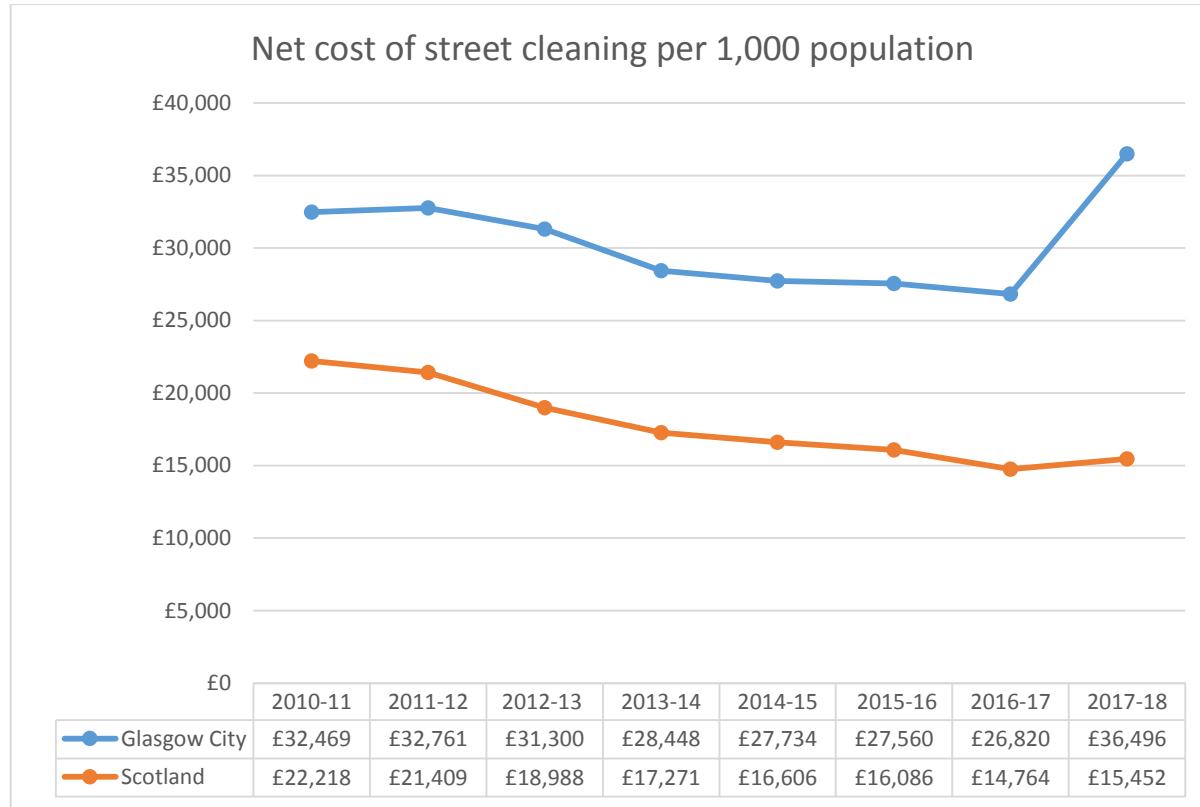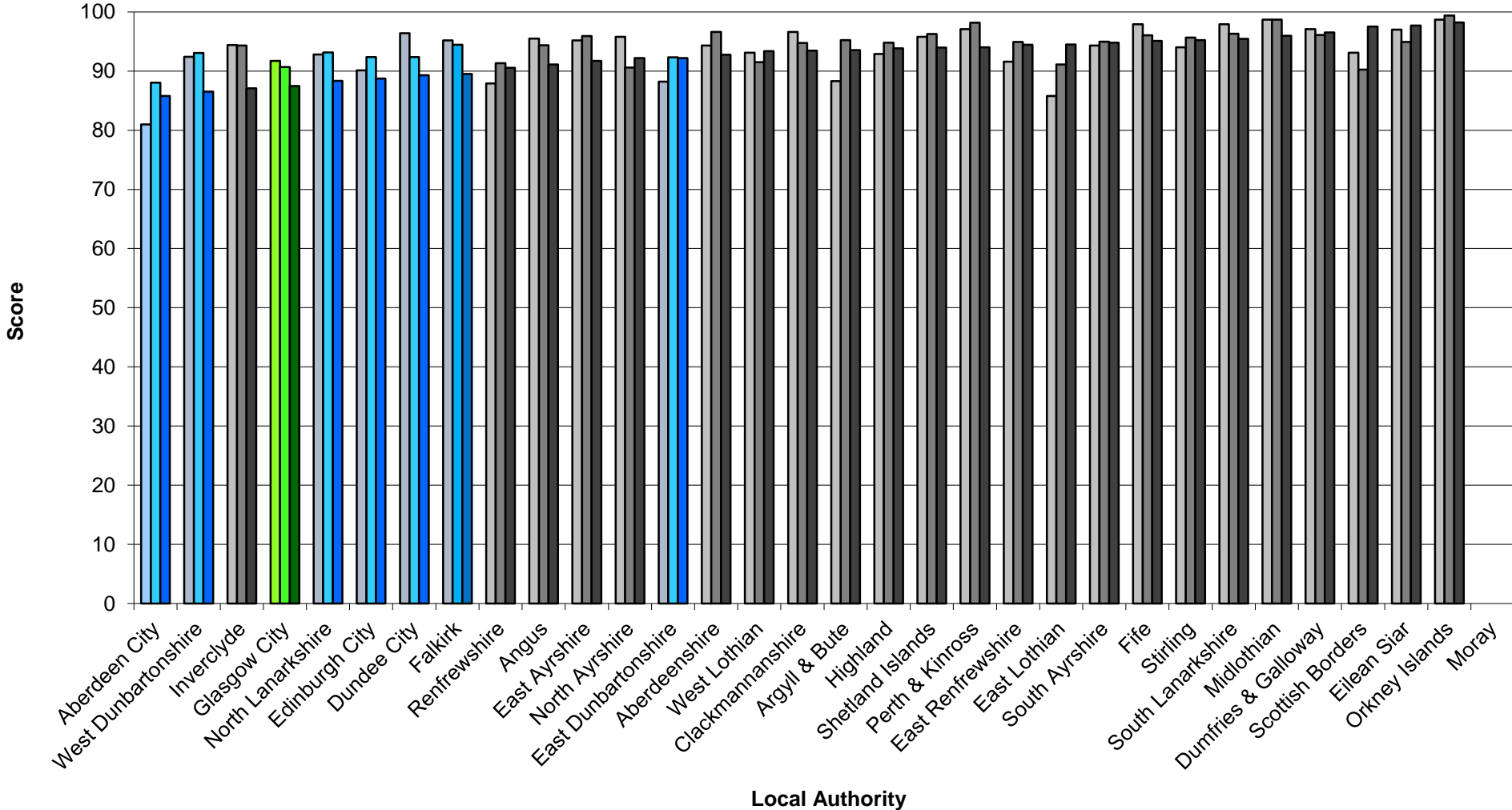|	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£119.42	£102.44	£99.56	£105.97	£110.68	£104.18
Scotland	£99.94	£98.01	£95.76	£101.49	£100.64	£101.36

ENV3a - net cost of street Cleaning per 1,000 Population 2015/16, 2016/17, 2017/18

Local Authority

Net cost of street cleaning per 1,000 population

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£32,469	£32,761	£31,300	£28,448	£27,734	£27,560	£26,820	£36,496
Scotland	£22,218	£21,409	£18,988	£17,271	£16,606	£16,086	£14,764	£15,452

ENV3c - Cleanliness Score (% Acceptable) 2015/16, 2016/17, 2017/18

Score

Local Authority

Street Cleanliness Score

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	95.10	96.10	93.20	94.40	94.84	91.70	90.69	87.49
Scotland	95.40	96.14	95.80	96.09	93.90	93.40	93.90	92.20
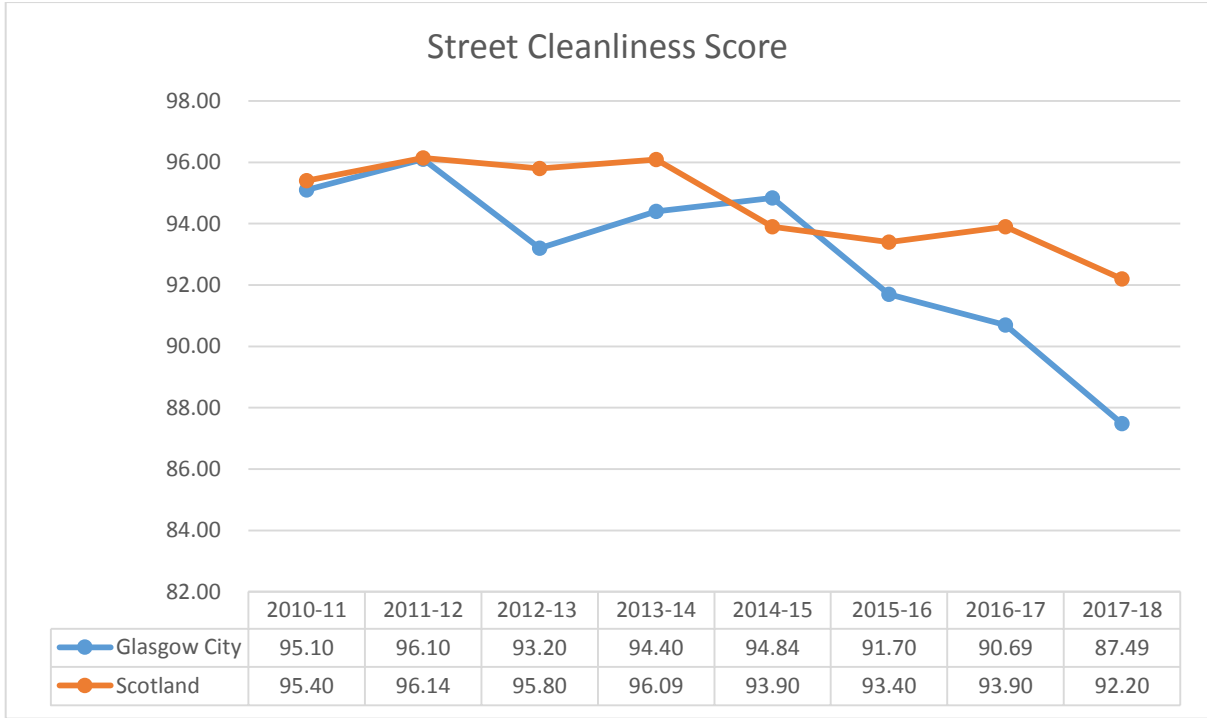
ENV4a - Cost of Maintenance per kilometre of roads 2015/16, 2016/17, 2017/18

Local Authority

Cost of maintenance per kilometre of roads

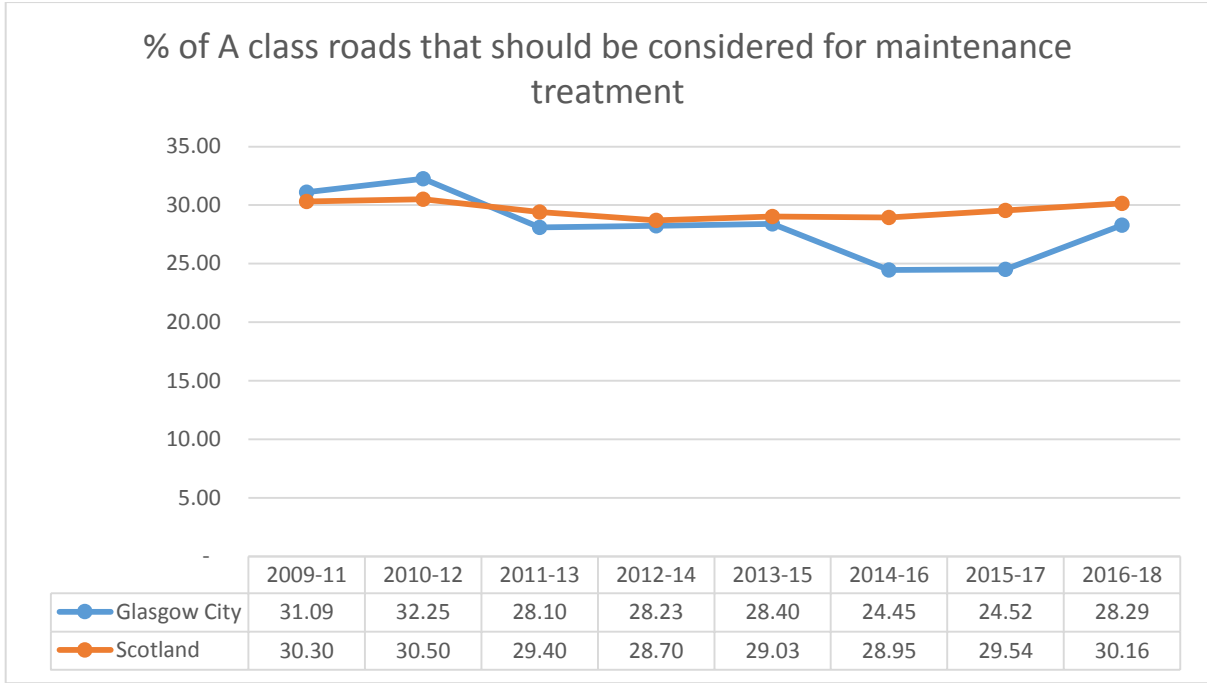|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£39,054	£30,070	£20,098	£18,846	£14,286	£13,580	£15,773	£15,007
Scotland	£12,556	£11,490	£10,935	£10,648	£10,392	£10,710	£10,535	£10,519
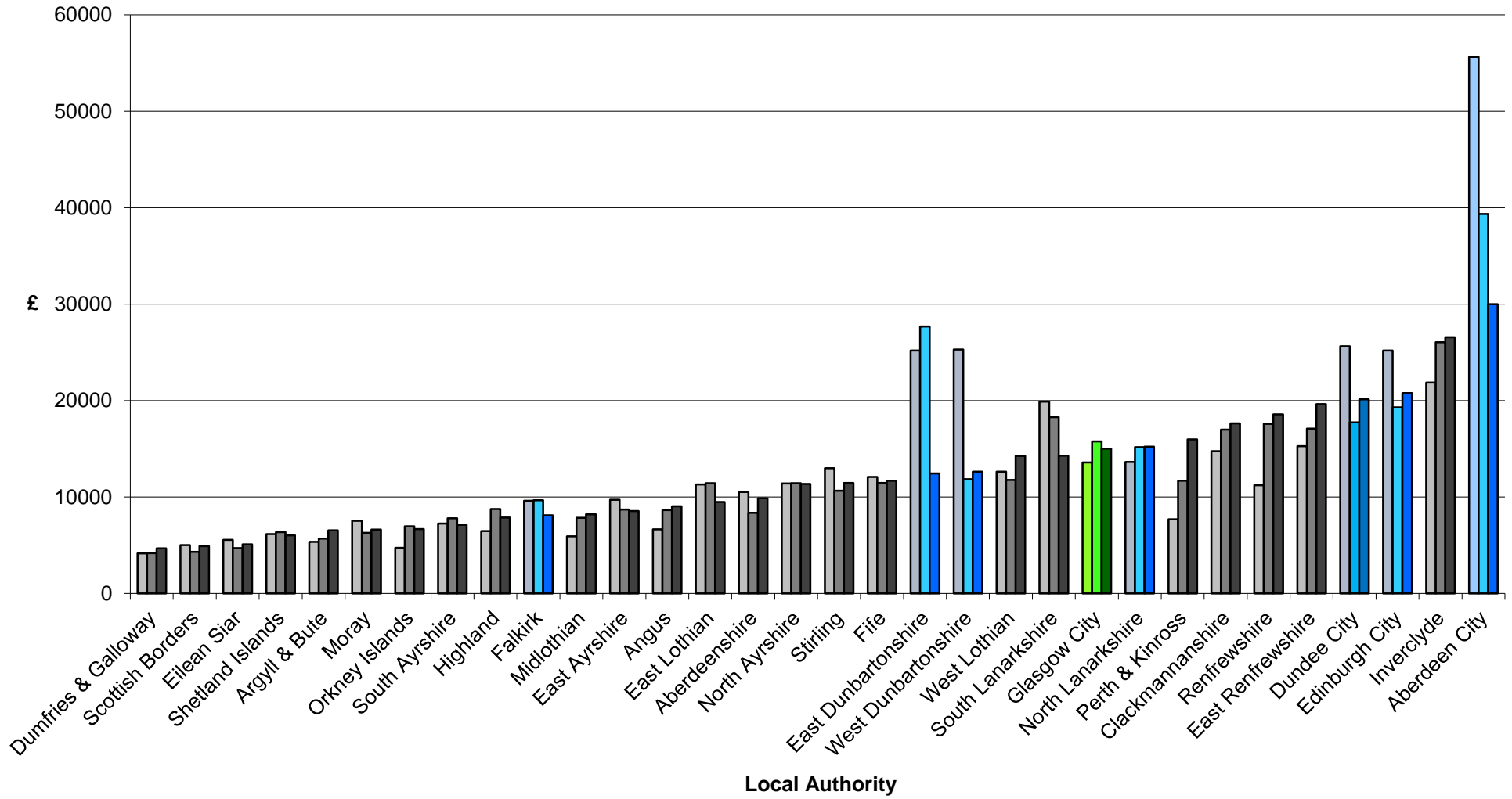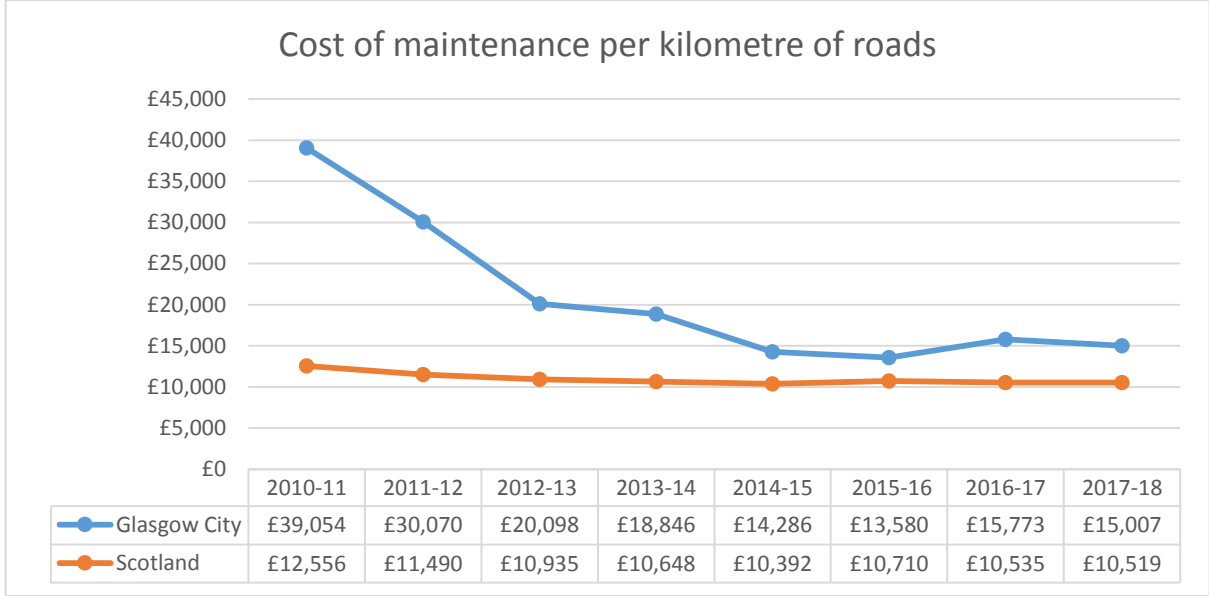
**ENV4b - Percentage of A class roads that should be considered for Maintenance Treatment
2014/16, 2015/17, 2016/18**

Local Authority

% of A class roads that should be considered for maintenance treatment

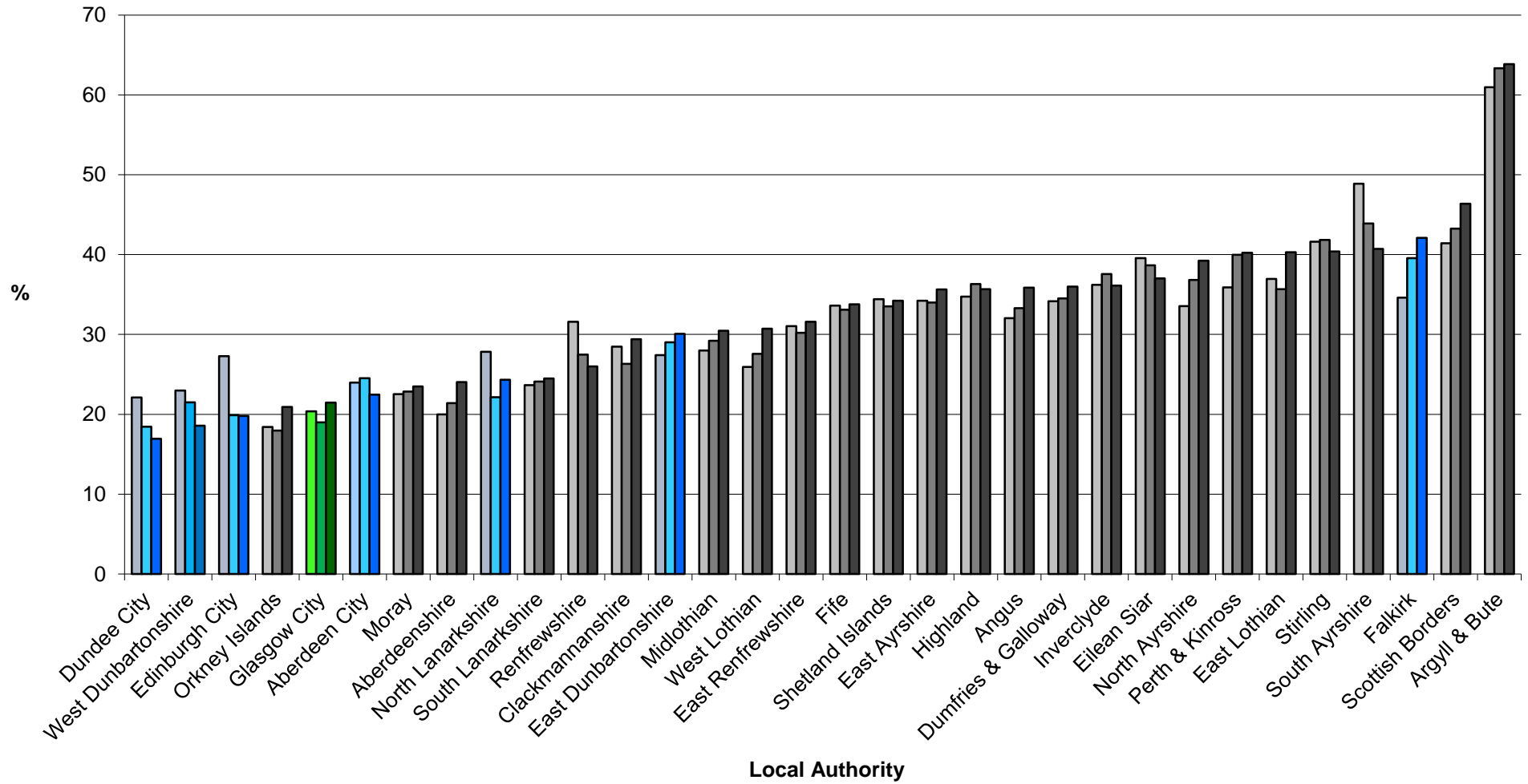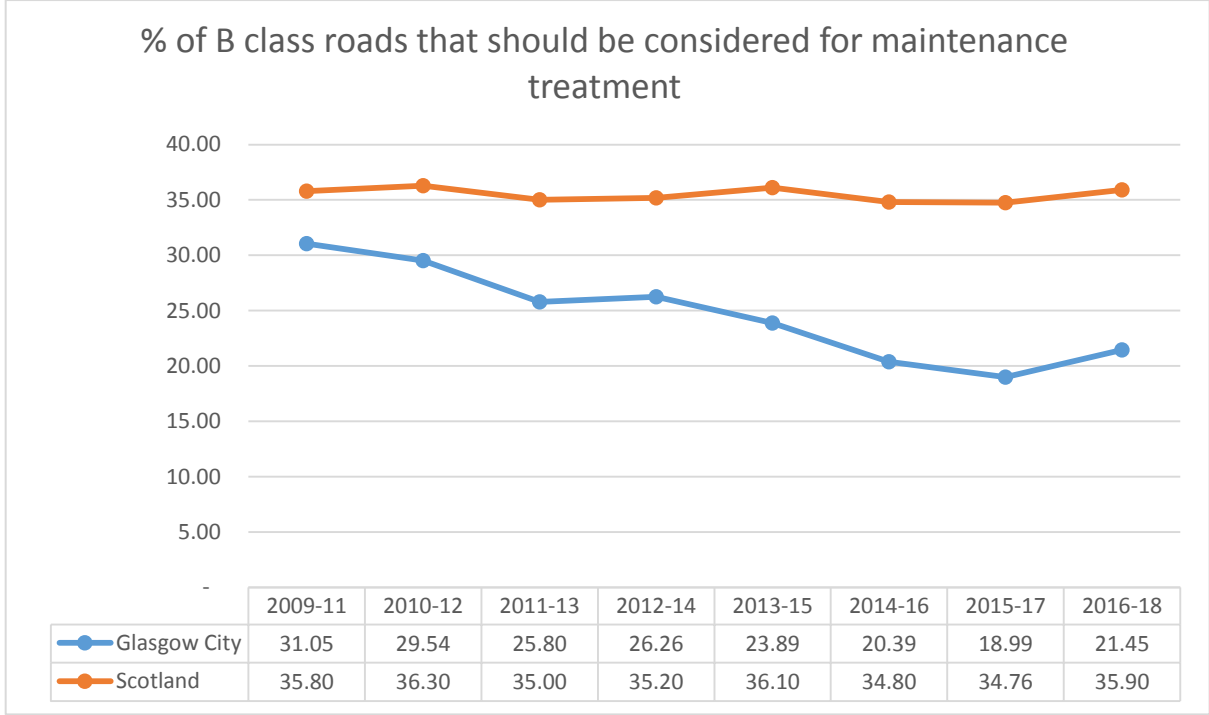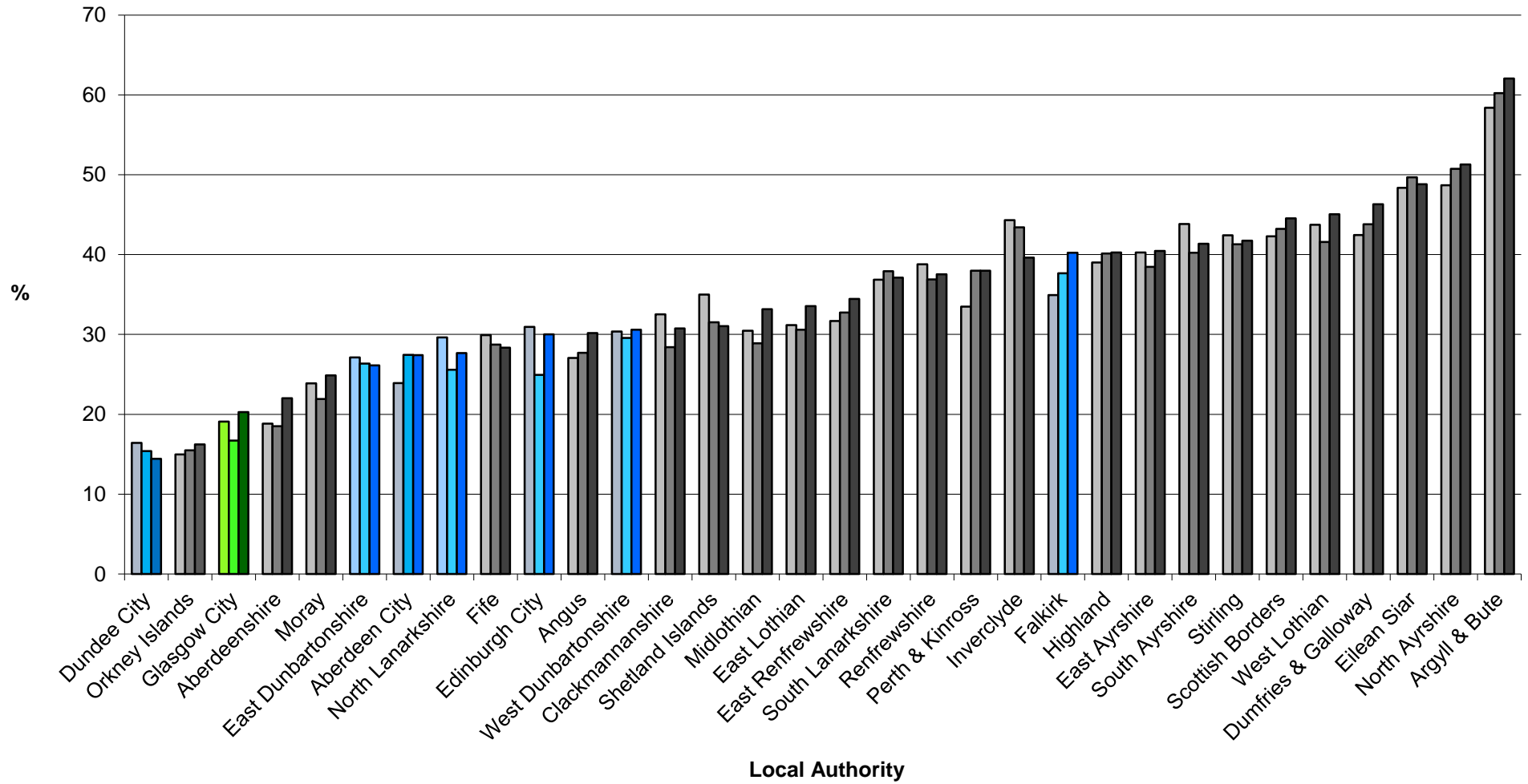|	2009-11	2010-12	2011-13	2012-14	2013-15	2014-16	2015-17	2016-18
Glasgow City	31.09	32.25	28.10	28.23	28.40	24.45	24.52	28.29
Scotland	30.30	30.50	29.40	28.70	29.03	28.95	29.54	30.16
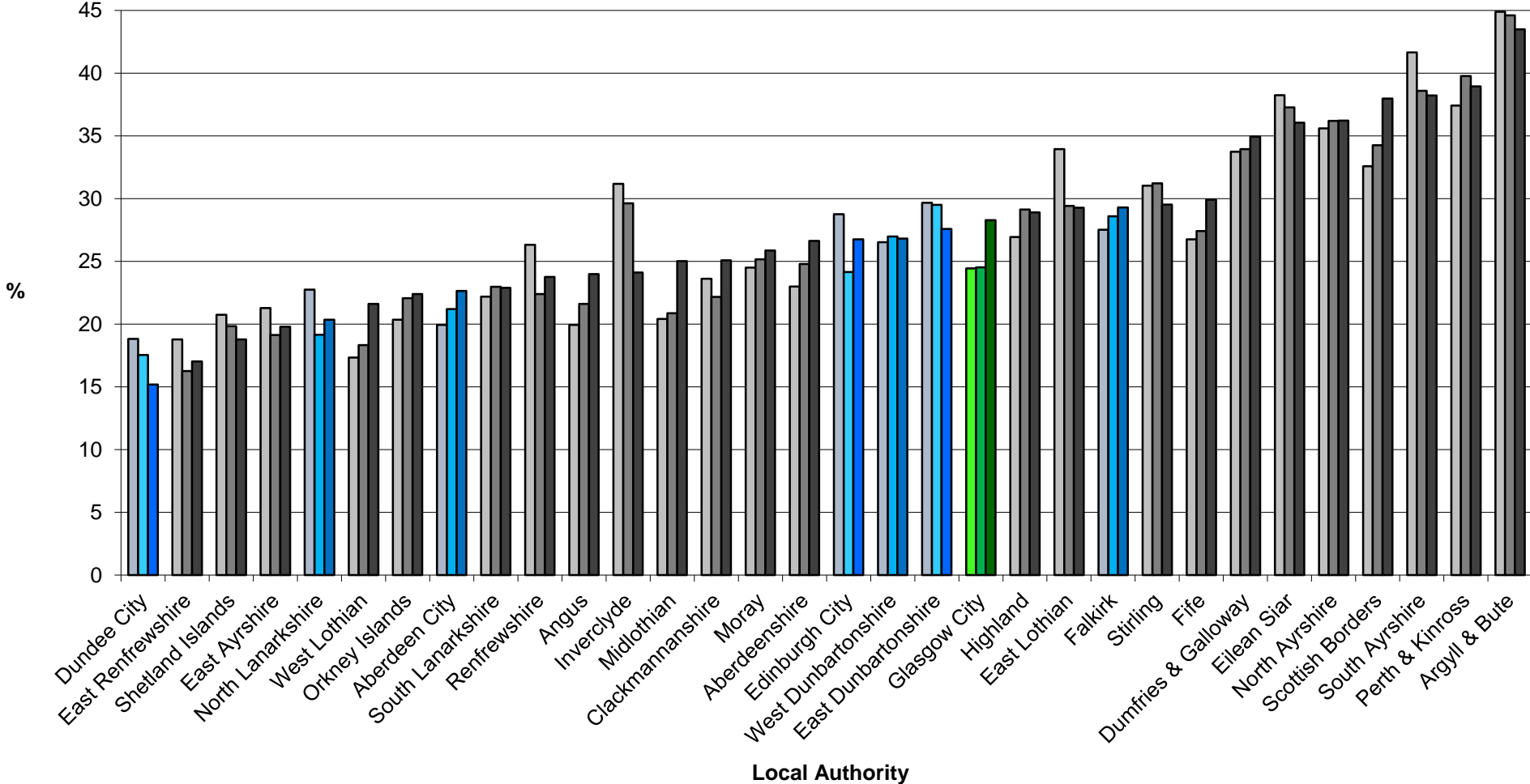
**ENV4c - Percentage of B class roads that should be considered for Maintenance Treatment
2014/16, 2015/17, 2016/18**

%

Local Authority

% of B class roads that should be considered for maintenance treatment

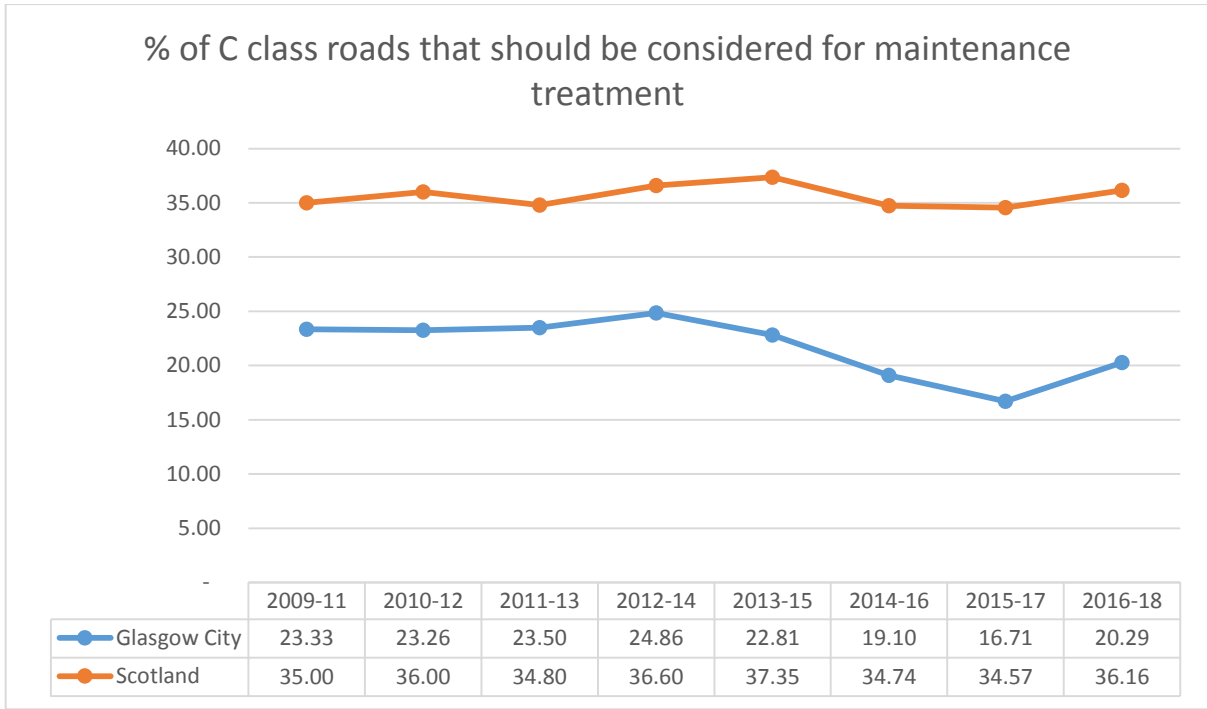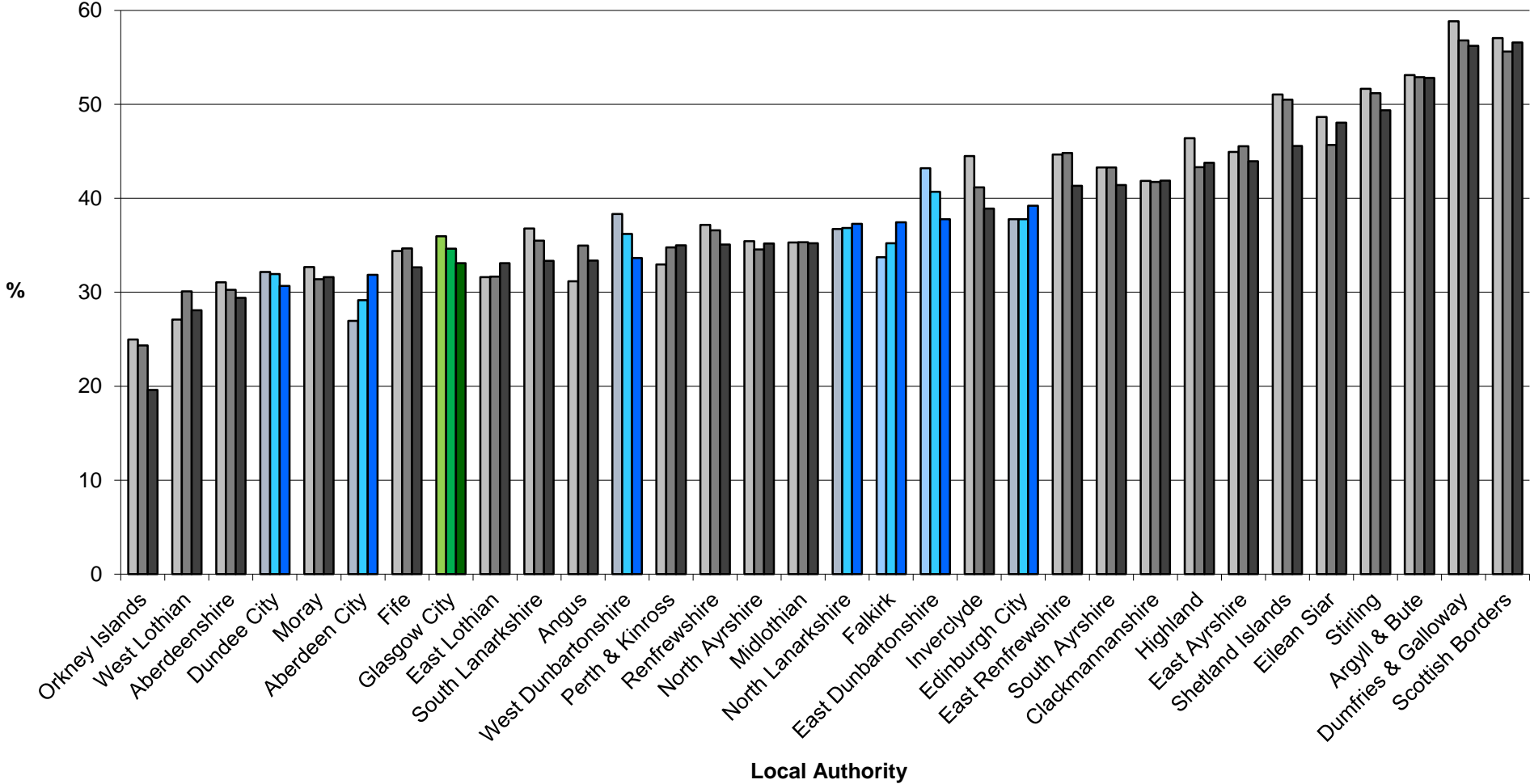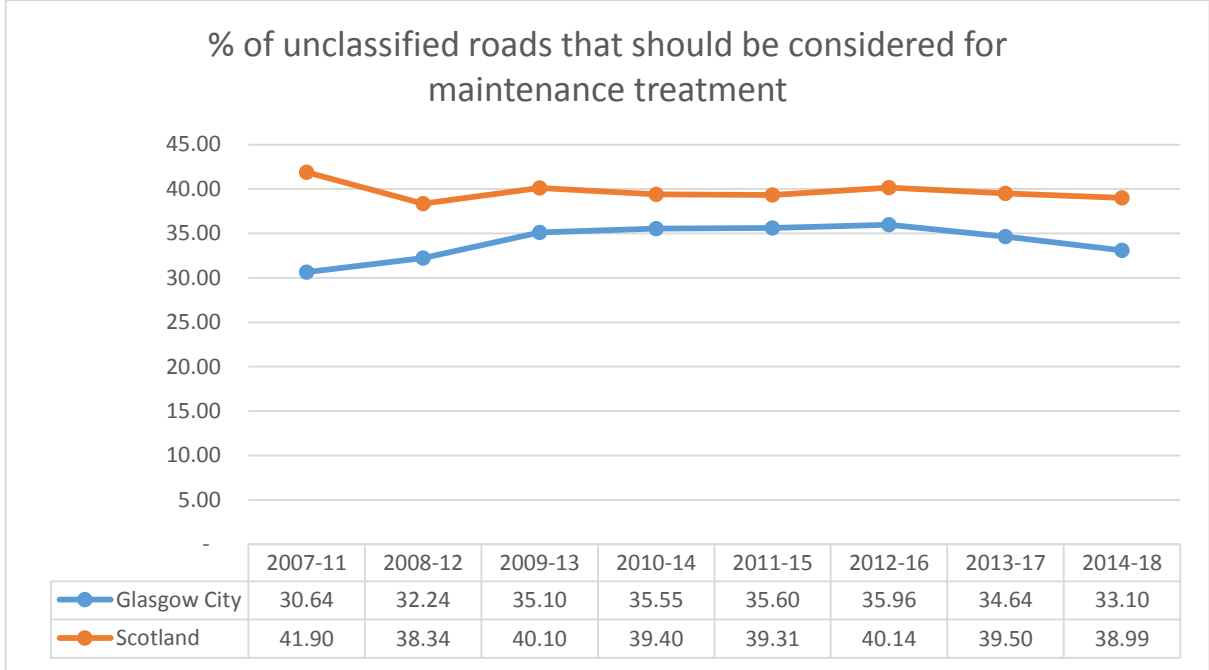|	2009-11	2010-12	2011-13	2012-14	2013-15	2014-16	2015-17	2016-18
Glasgow City	31.05	29.54	25.80	26.26	23.89	20.39	18.99	21.45
Scotland	35.80	36.30	35.00	35.20	36.10	34.80	34.76	35.90

**ENV4d - Percentage of C class roads that should be considered for Maintenance Treatment
2014/16, 2015/17, 2016/18**

Local Authority

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

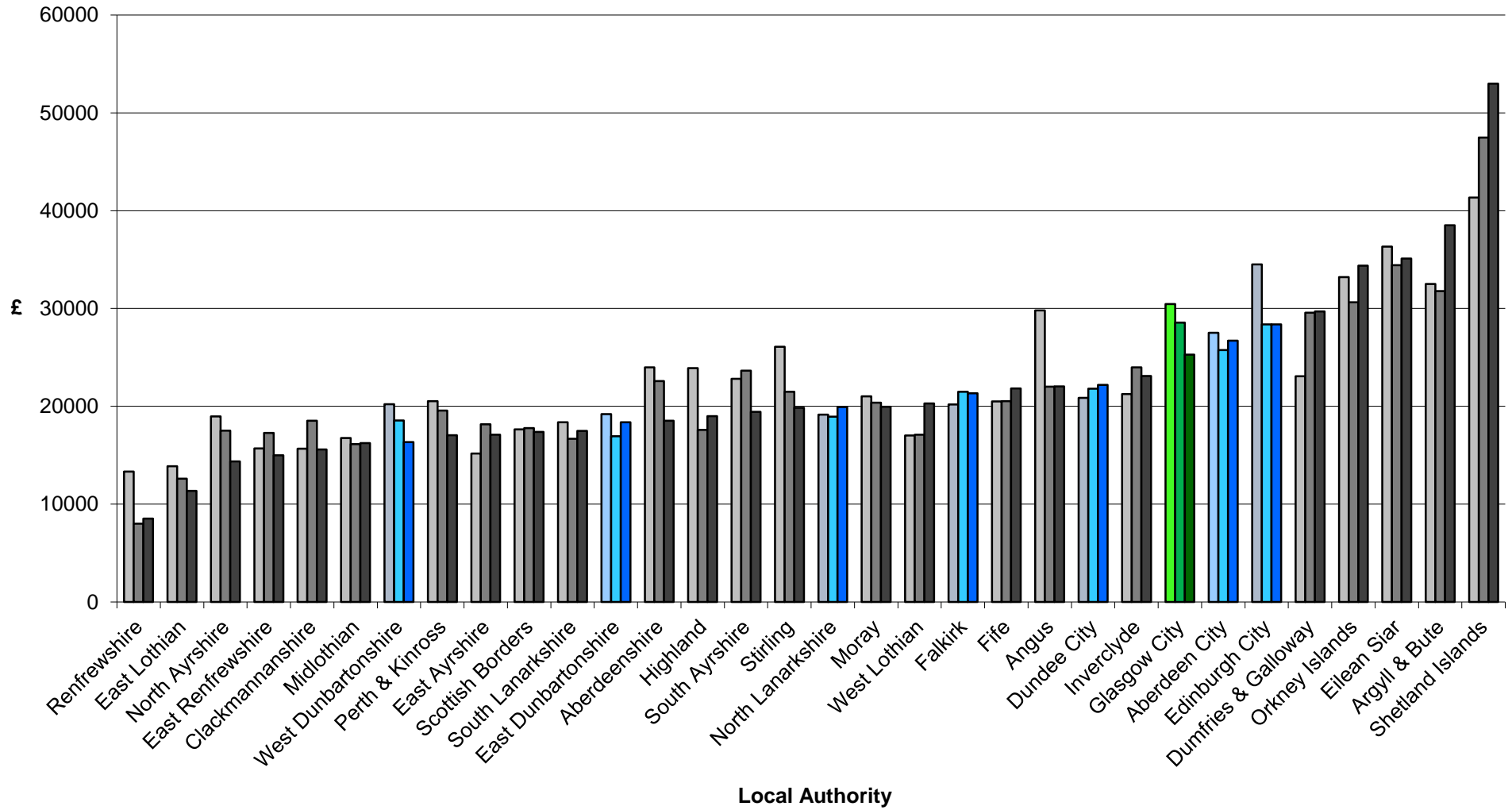|	2009-11	2010-12	2011-13	2012-14	2013-15	2014-16	2015-17	2016-18
Glasgow City	23.33	23.26	23.50	24.86	22.81	19.10	16.71	20.29
Scotland	35.00	36.00	34.80	36.60	37.35	34.74	34.57	36.16

ENV4e - Percentage of unclassified roads that should be considered for Maintenance Treatment
2012/16, 2013/17, 2014/18

Local Authority

% of unclassified roads that should be considered for maintenance treatment

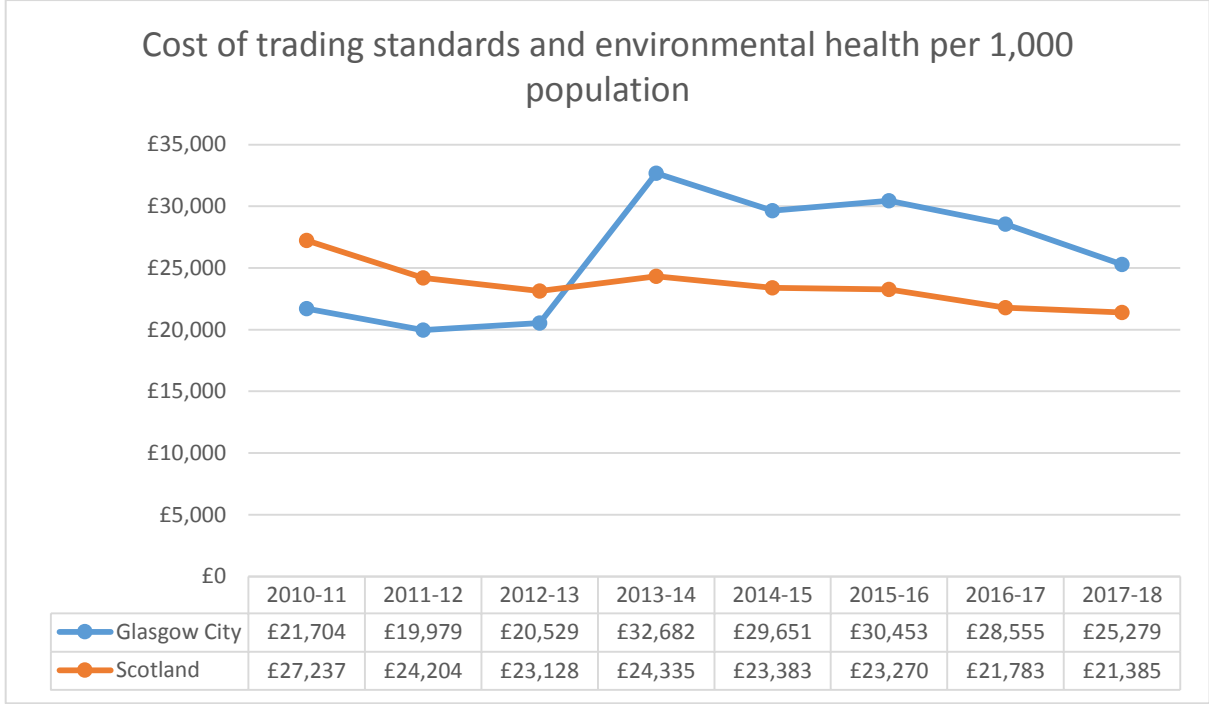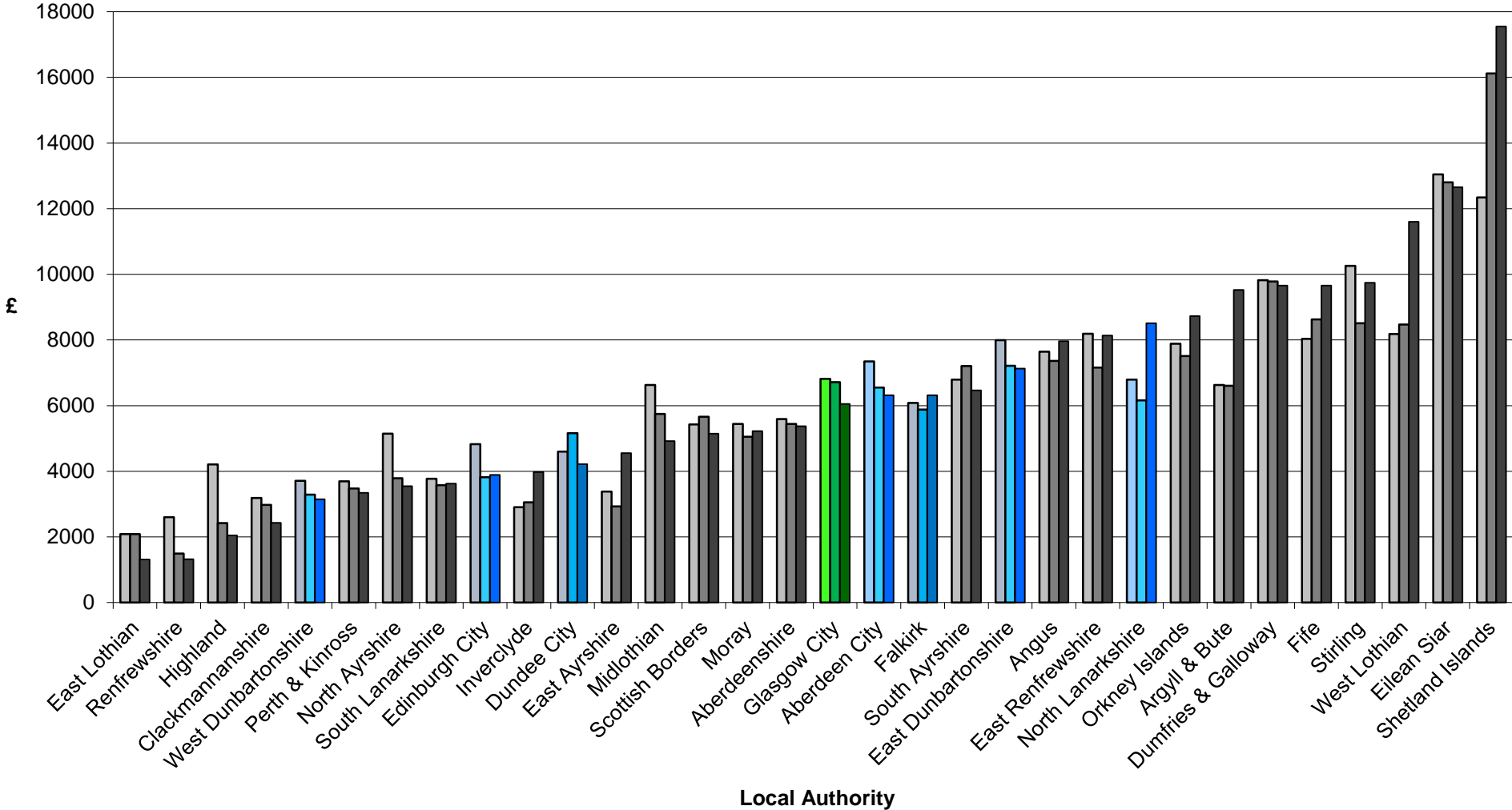|	2007-11	2008-12	2009-13	2010-14	2011-15	2012-16	2013-17	2014-18
Glasgow City	30.64	32.24	35.10	35.55	35.60	35.96	34.64	33.10
Scotland	41.90	38.34	40.10	39.40	39.31	40.14	39.50	38.99

ENV5 - cost of trading standards and environmental health per 1,000 population
2015/16, 2016/17, 2017/18

Local Authority

Cost of trading standards and environmental health per 1,000 population

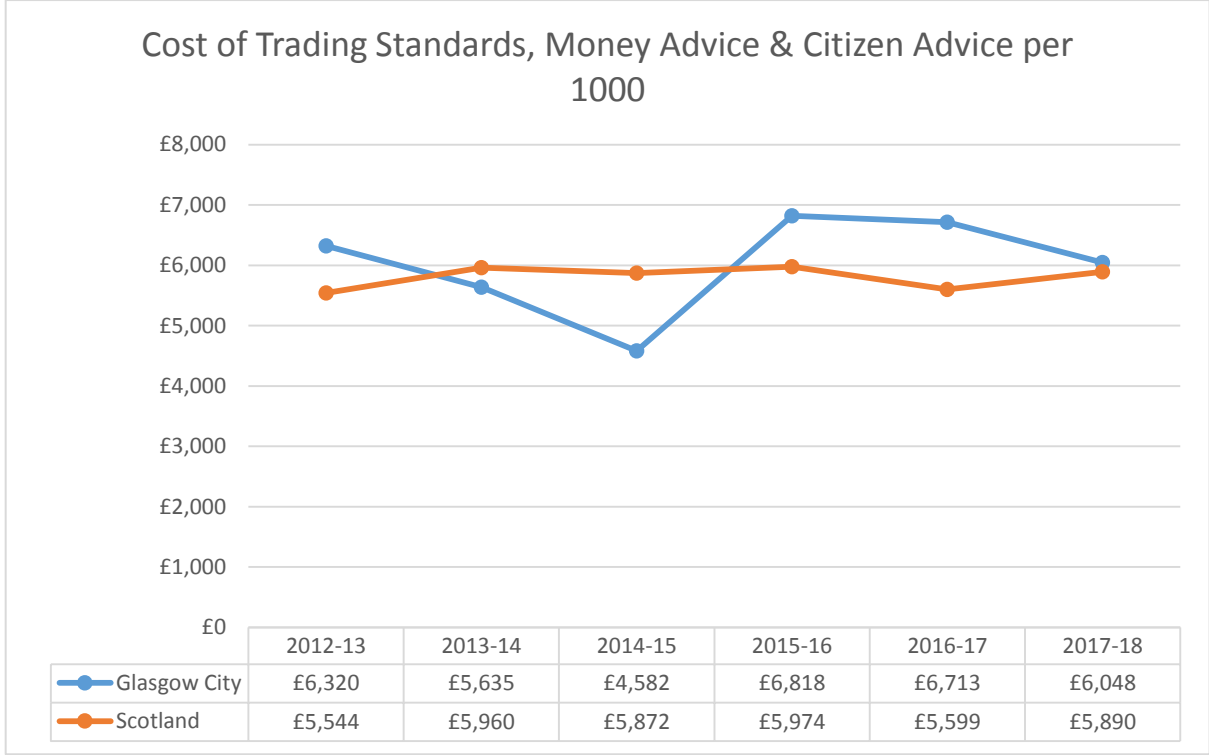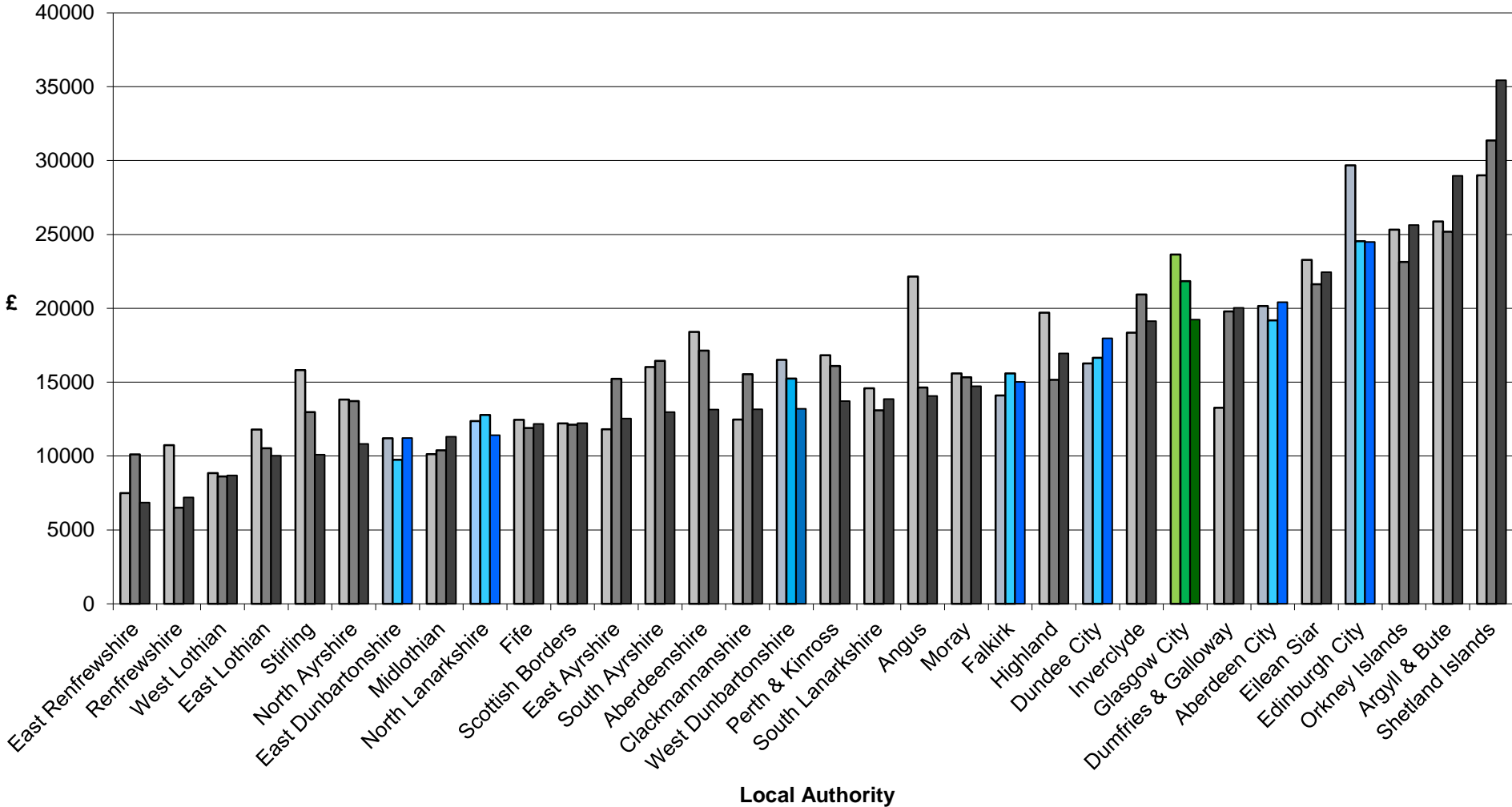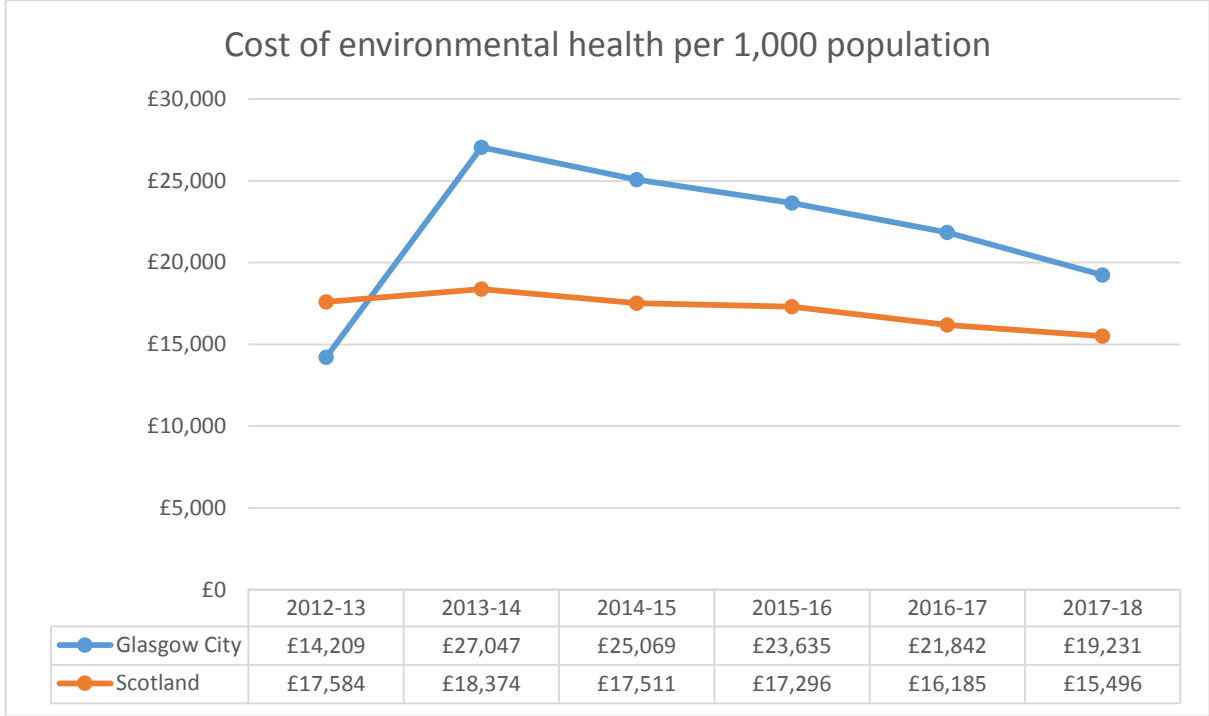|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£21,704	£19,979	£20,529	£32,682	£29,651	£30,453	£28,555	£25,279
Scotland	£27,237	£24,204	£23,128	£24,335	£23,383	£23,270	£21,783	£21,385

**ENV5a - Cost of trading standards, money advice and citien advice per 1,000 population
2015/16, 2016/17, 2017/18**

Cost of Trading Standards, Money Advice & Citizen Advice per 1000

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£6,320	£5,635	£4,582	£6,818	£6,713	£6,048
Scotland	£5,544	£5,960	£5,872	£5,974	£5,599	£5,890

ENV5b - Cost of environmental health per 1,000 population 2015/16, 2016/17, 2017/18

£

Local Authority

Cost of environmental health per 1,000 population

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£14,209	£27,047	£25,069	£23,635	£21,842	£19,231
Scotland	£17,584	£18,374	£17,511	£17,296	£16,185	£15,496

ENV6 - The % of total waste arising that is recycled 2015/16, 2016/17, 2017/18

Local Authority

% of total household waste arising that is recycled

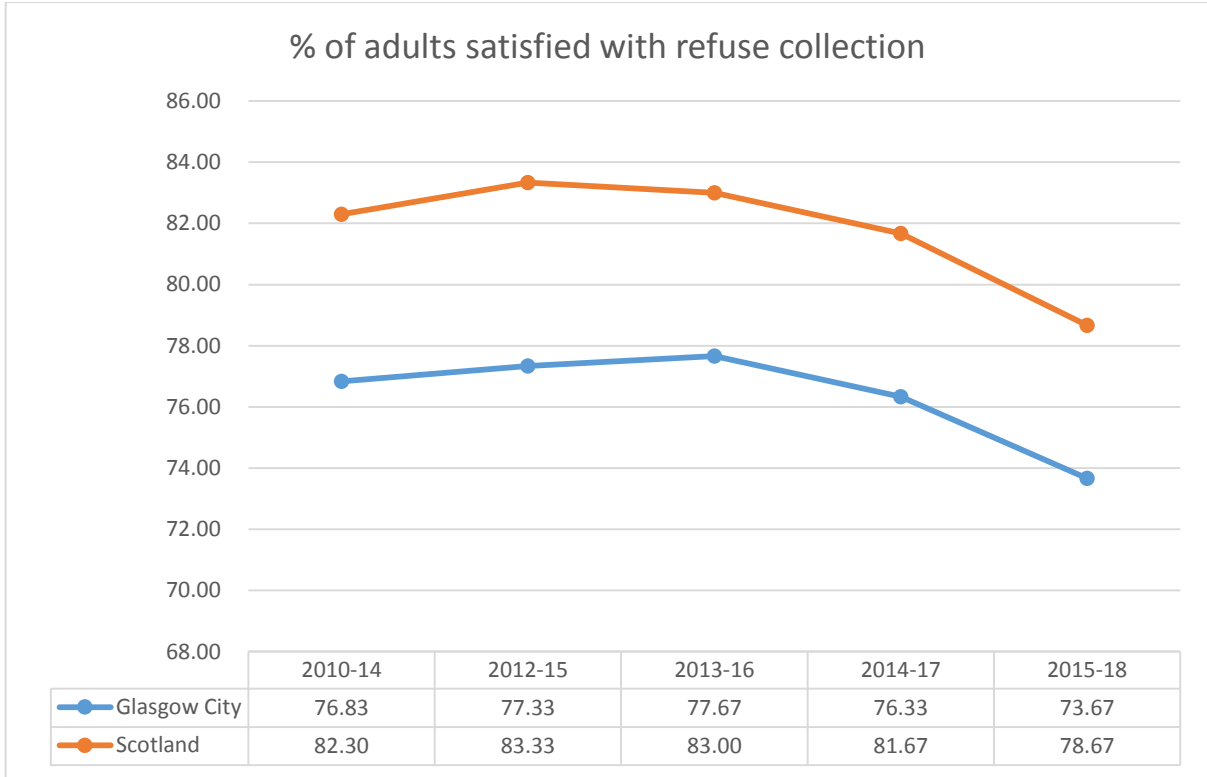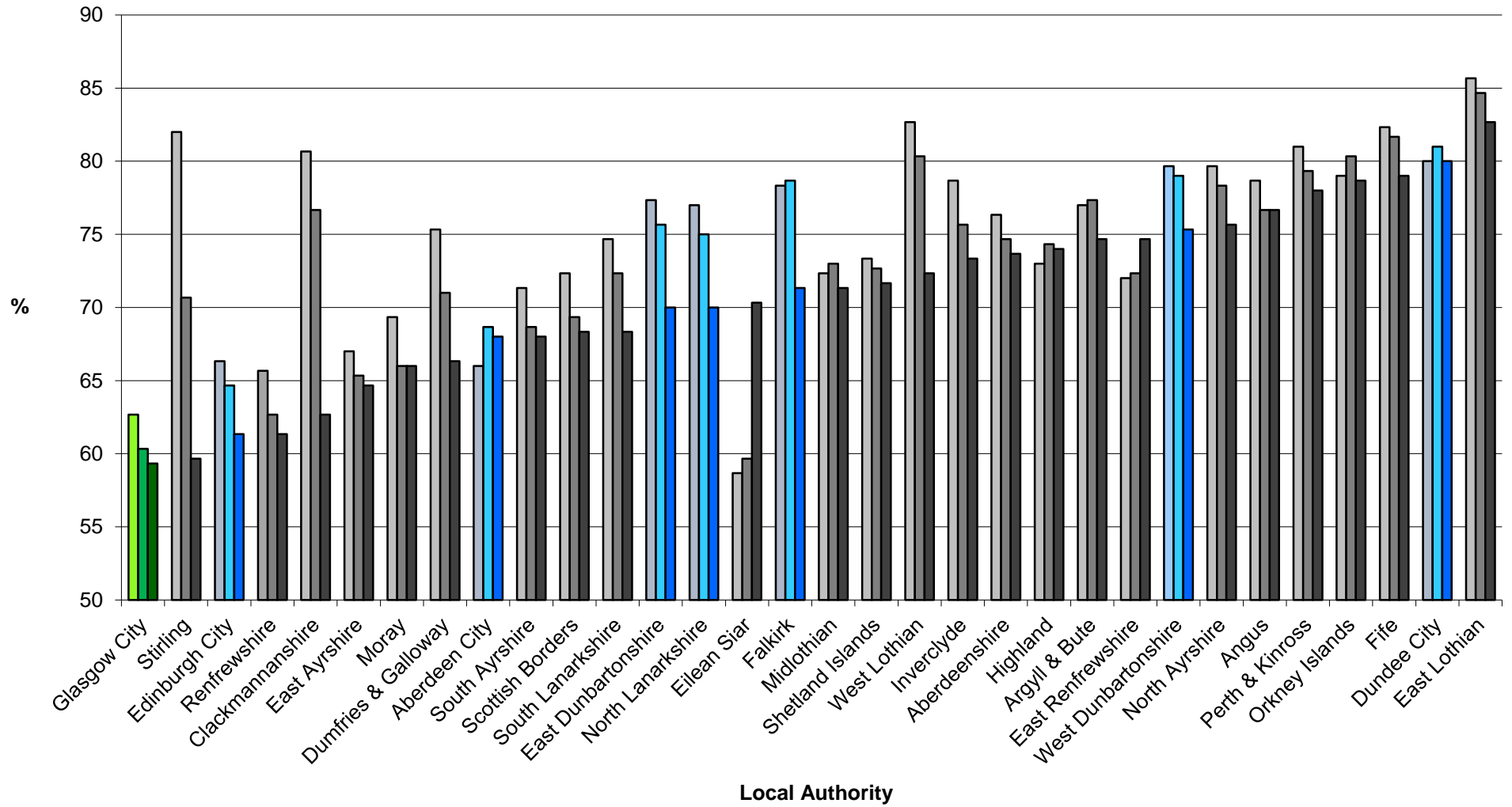|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	23.98	26.73	29.51	26.90	25.80	25.97	25.15	26.67
Scotland	38.69	40.09	41.15	42.20	42.80	44.22	45.20	45.60
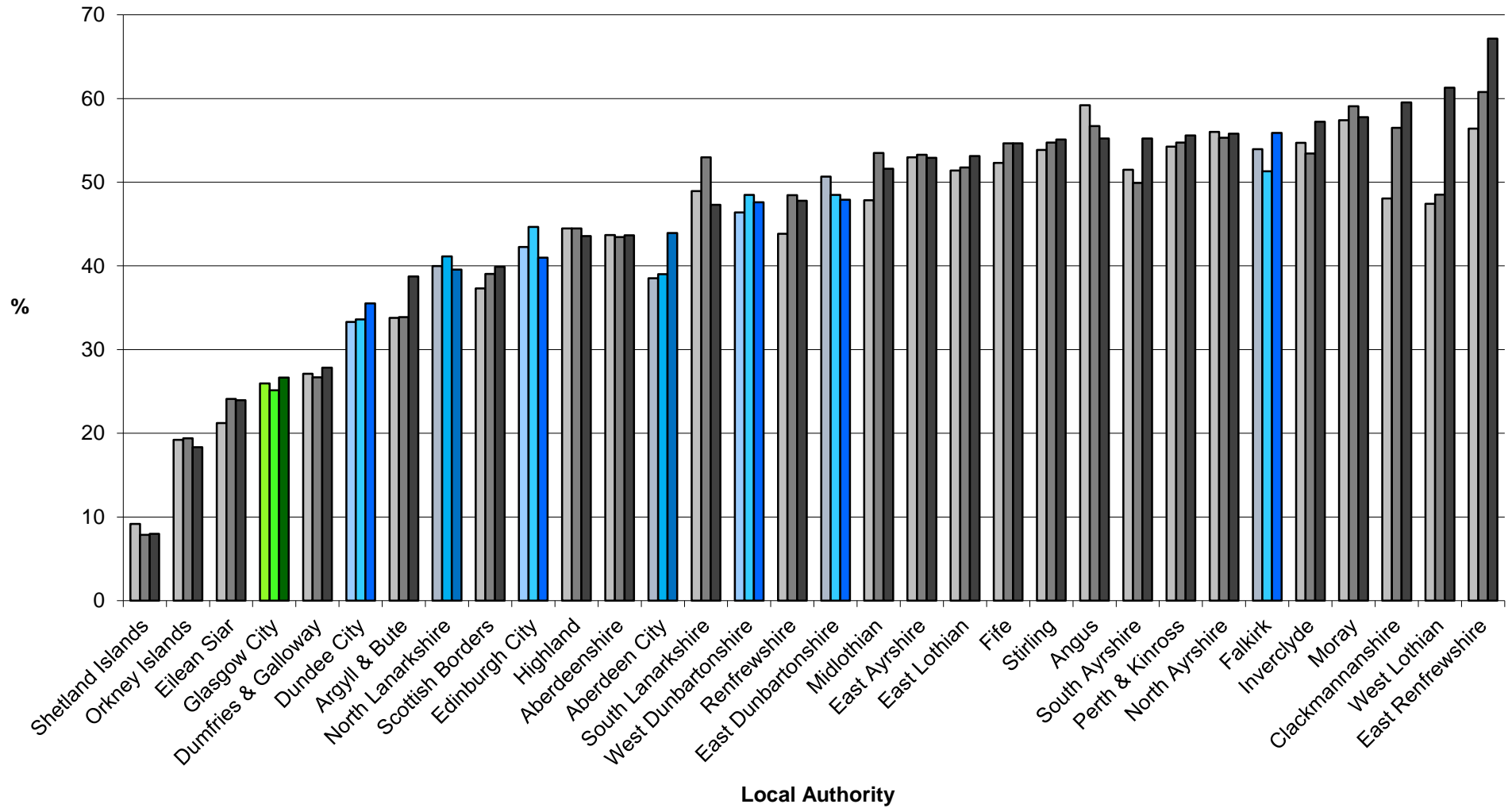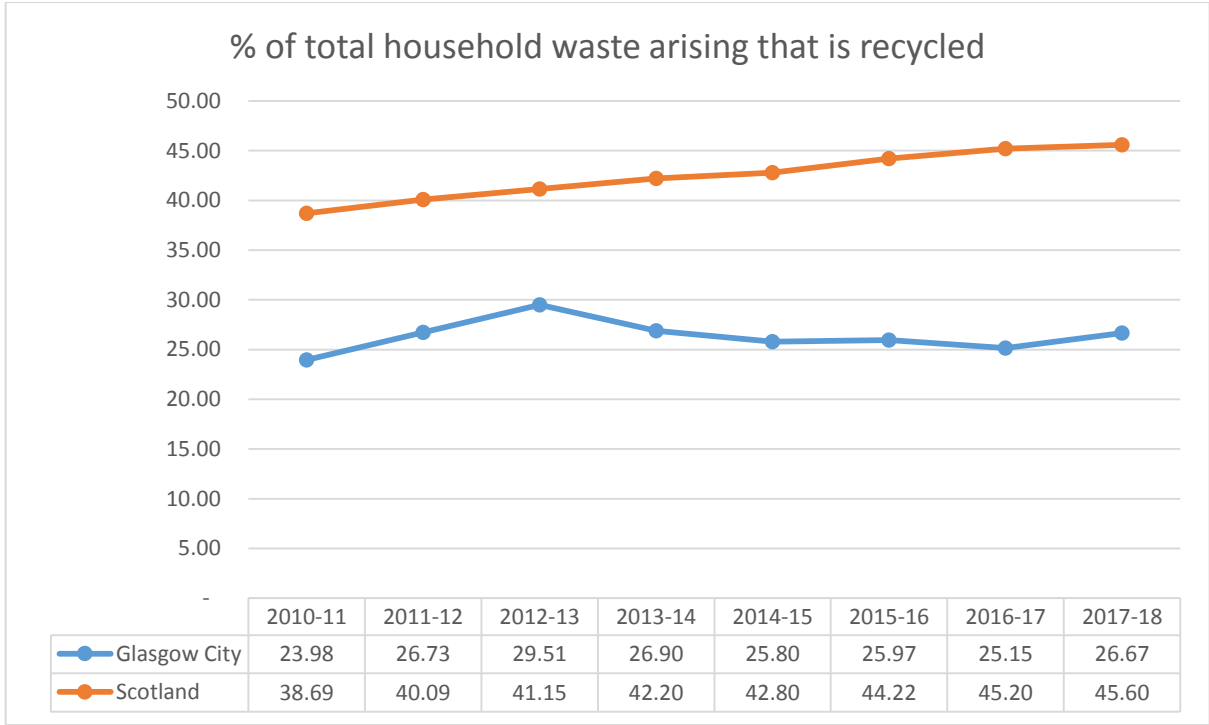
ENV7a - % of adults satisfied with refuse collection 2013/16, 2014/17, 2015/18

Local Authority

% of adults satisfied with refuse collection

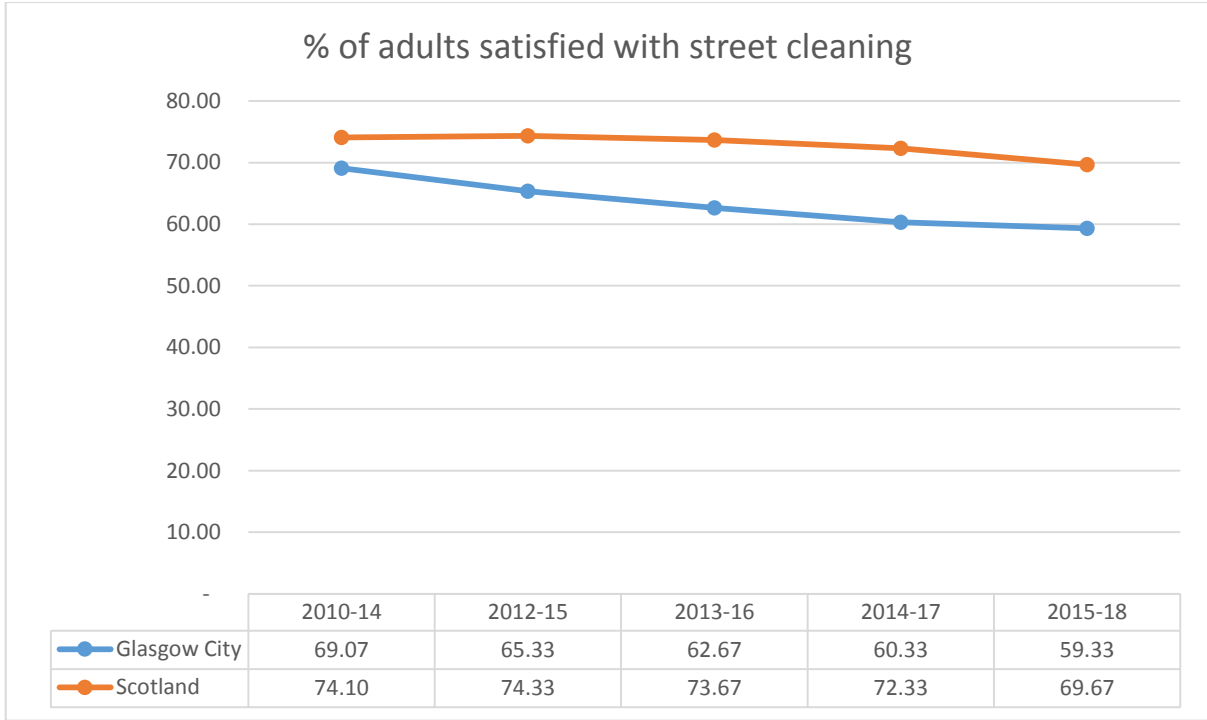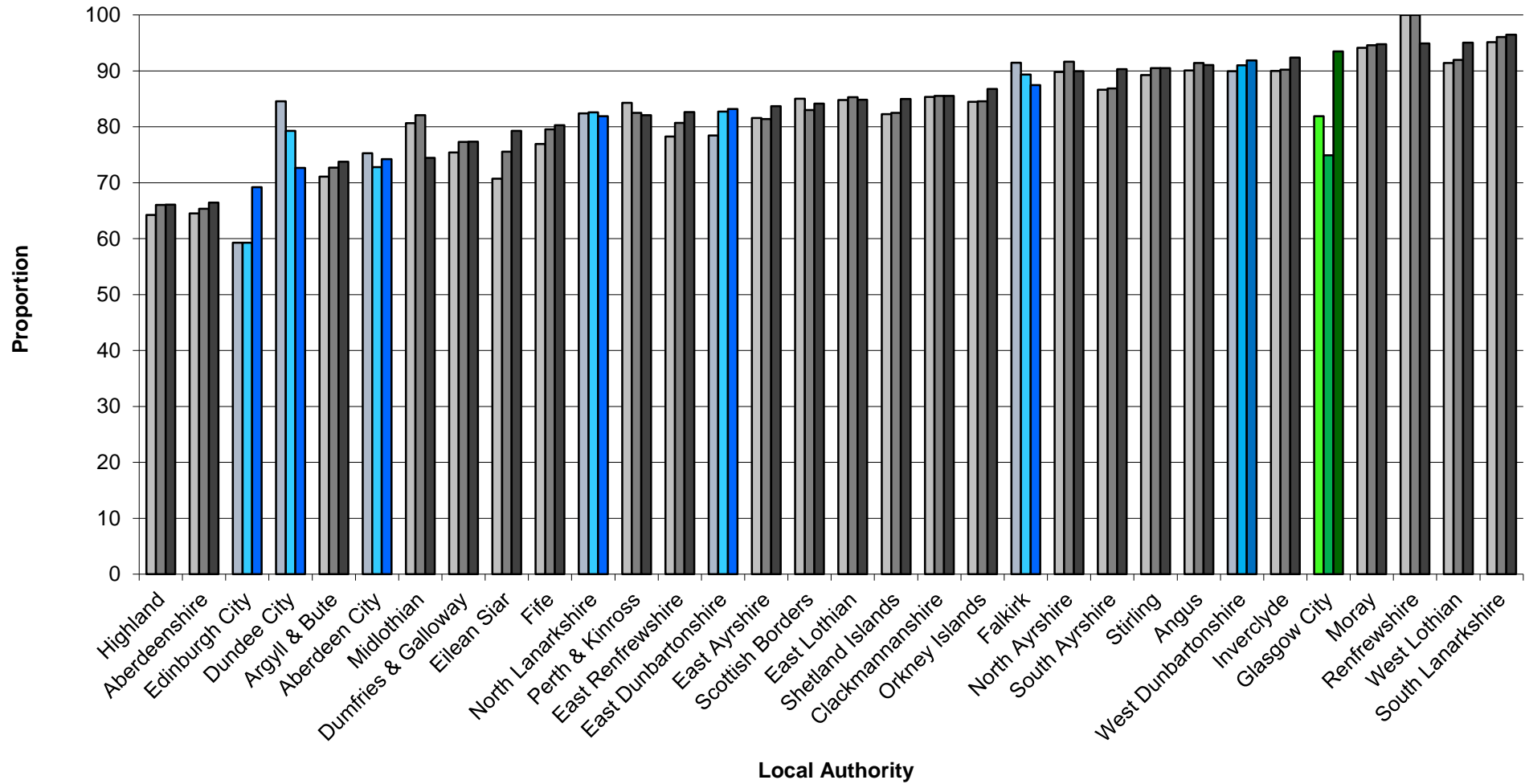|	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	76.83	77.33	77.67	76.33	73.67
Scotland	82.30	83.33	83.00	81.67	78.67
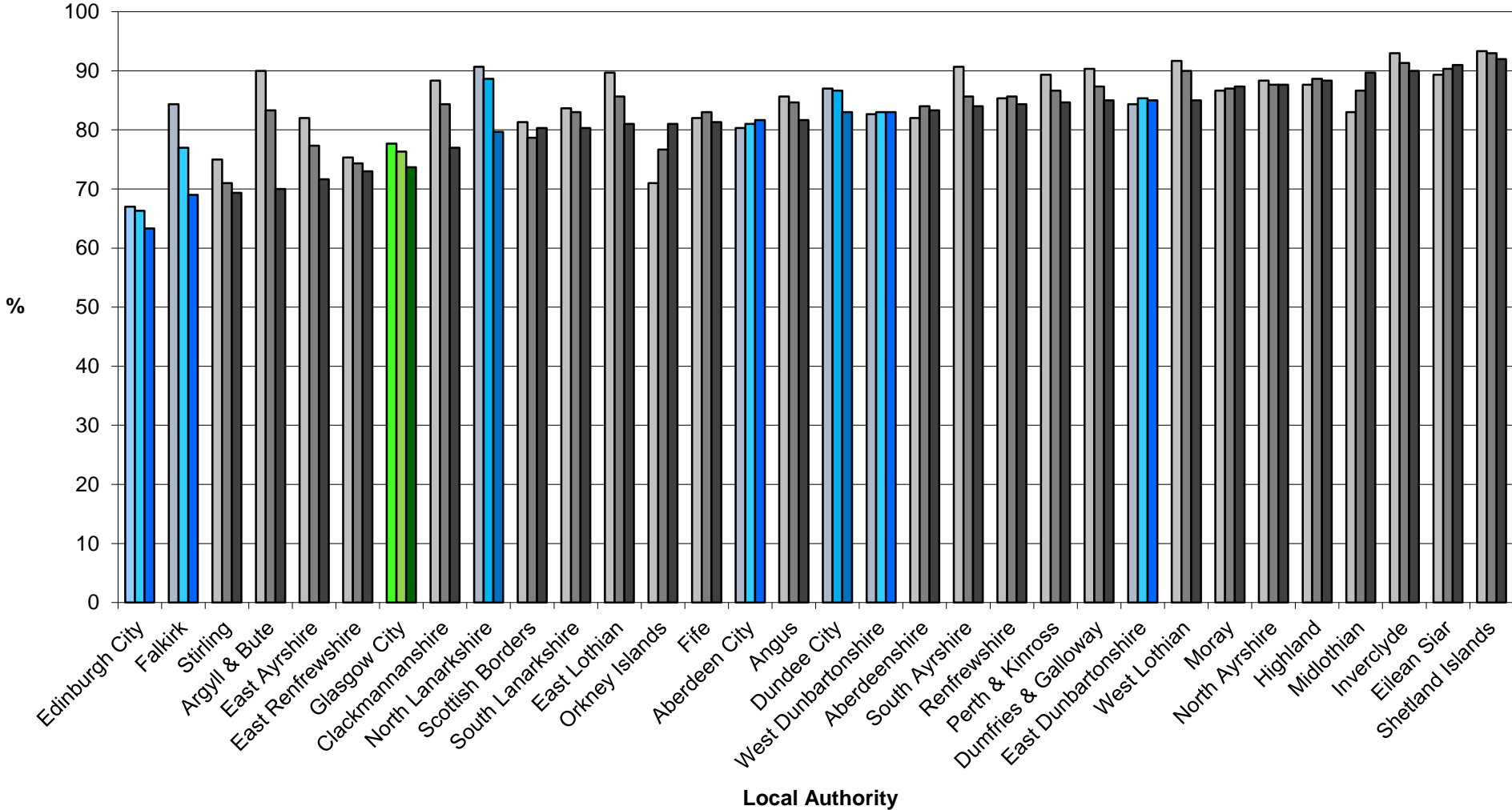
ENV7b - % of adults satisfied with street cleaning 2013/16, 2014-17, 2015/18

Local Authority

% of adults satisfied with street cleaning

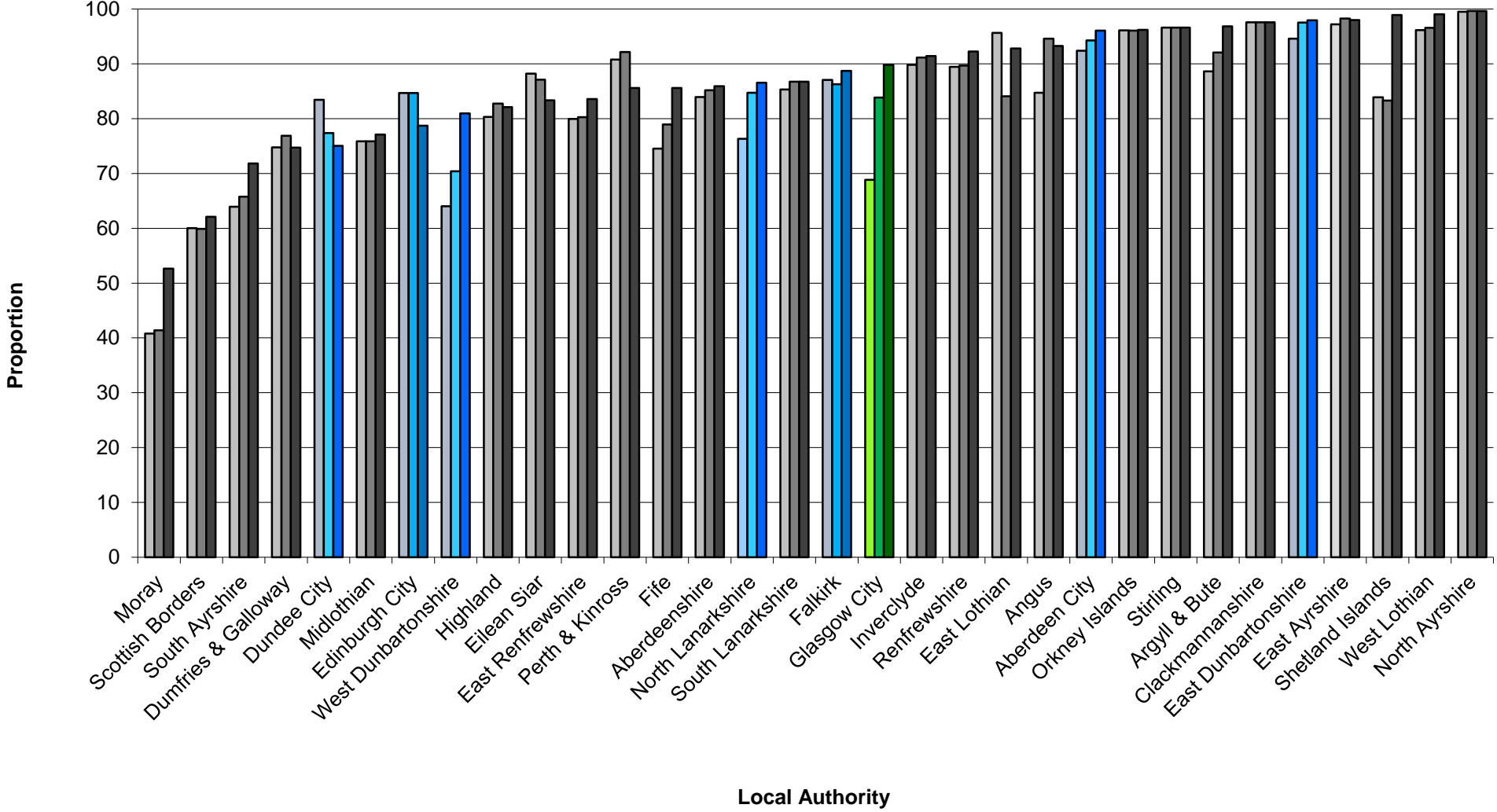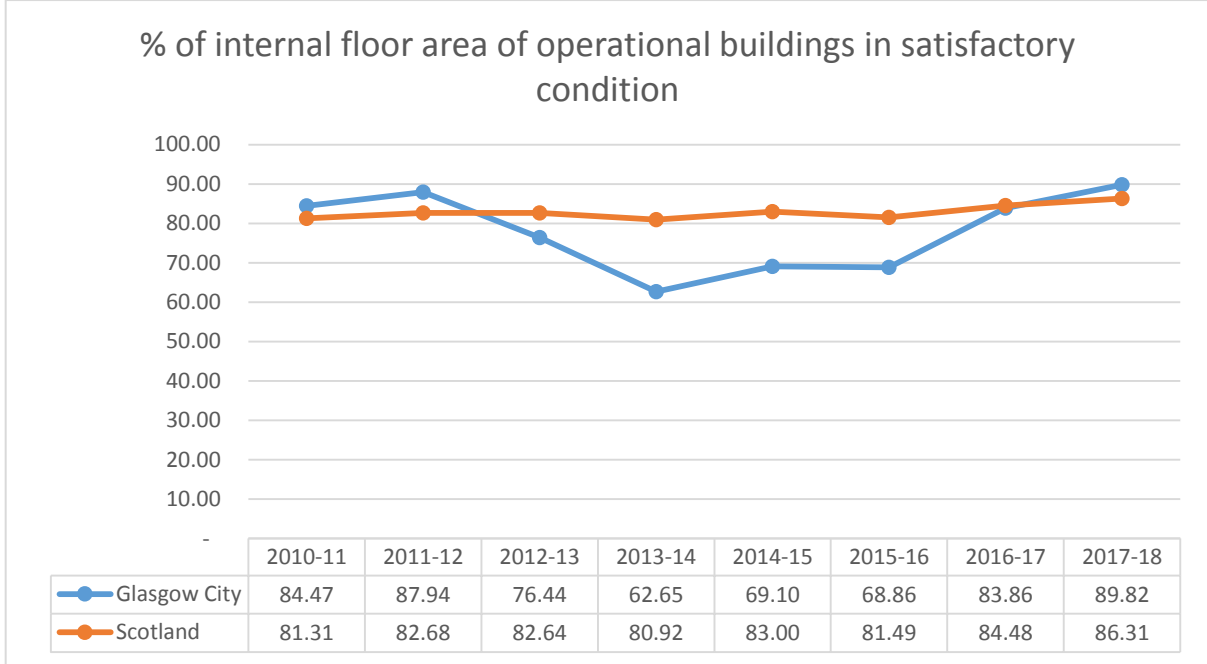|	2010-14	2012-15	2013-16	2014-17	2015-18
Glasgow City	69.07	65.33	62.67	60.33	59.33
Scotland	74.10	74.33	73.67	72.33	69.67

CORP ASSET1 - Proportion of operational buildings that are suitable for their current use
2015/16, 2016/17, 2017/18

% of operational buildings that are suitable for their current use

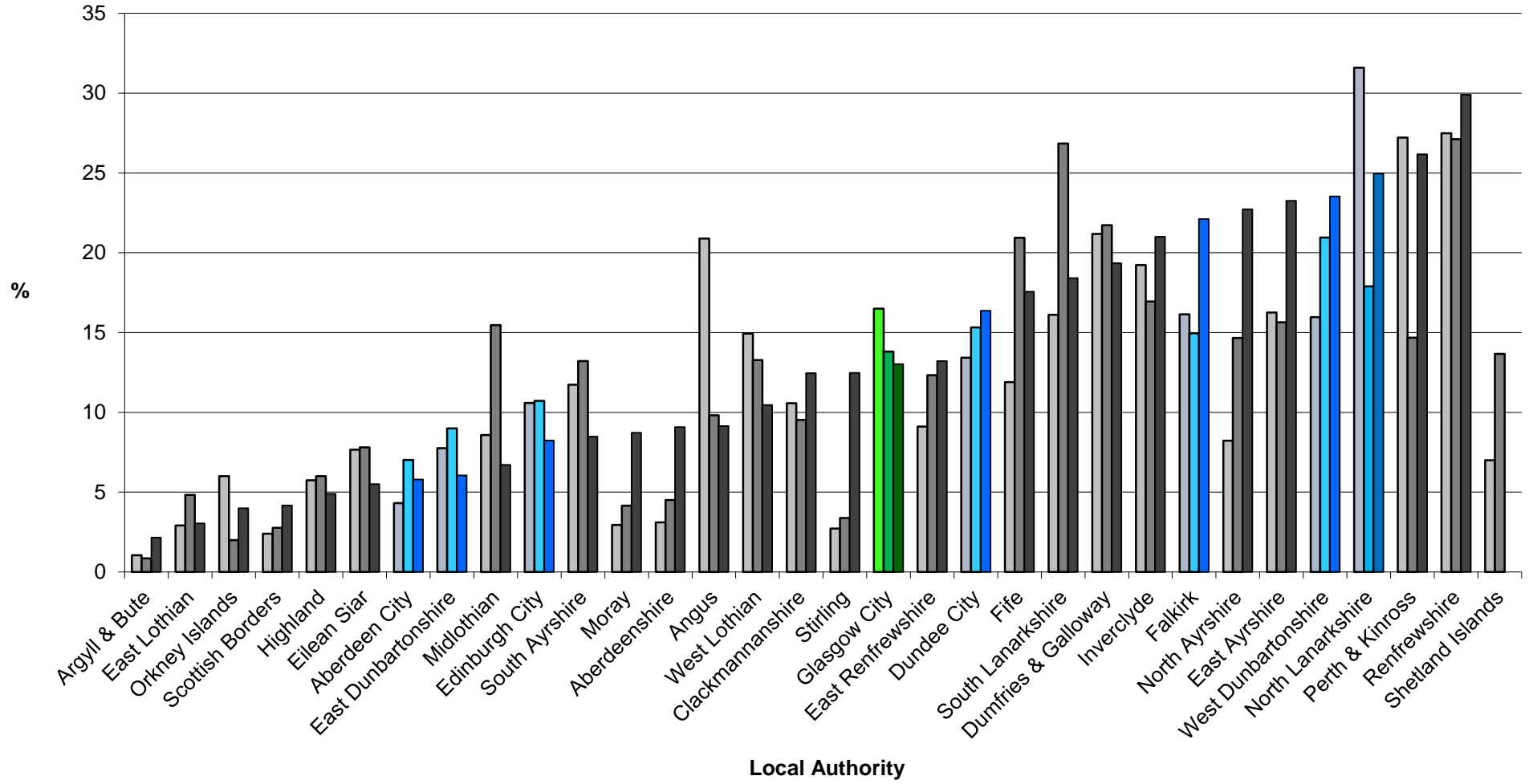|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	79.55	92.31	91.80	89.01	84.06	81.88	74.91	93.47
Scotland	73.67	74.84	75.90	78.21	79.00	79.61	79.80	80.96
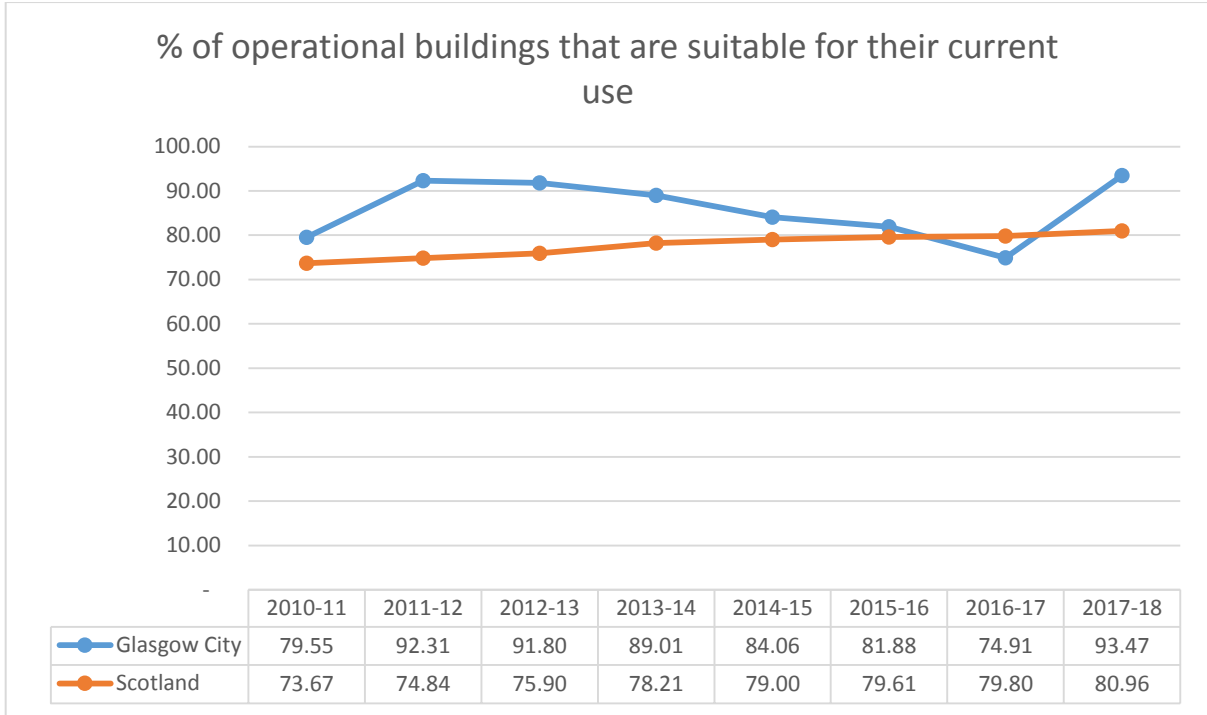
CORP ASSET 2 - Proportion of internal floor area of operational buildings in satisfactory condition 2015/16, 2016/17, 2017/18

% of internal floor area of operational buildings in satisfactory condition

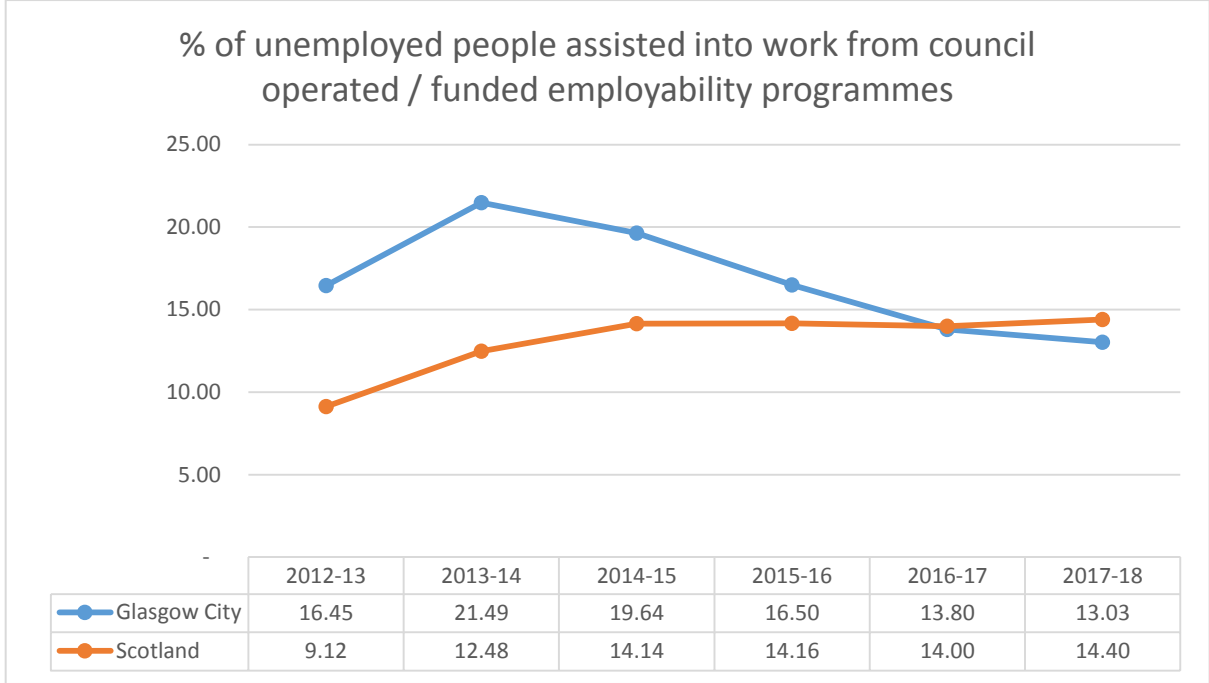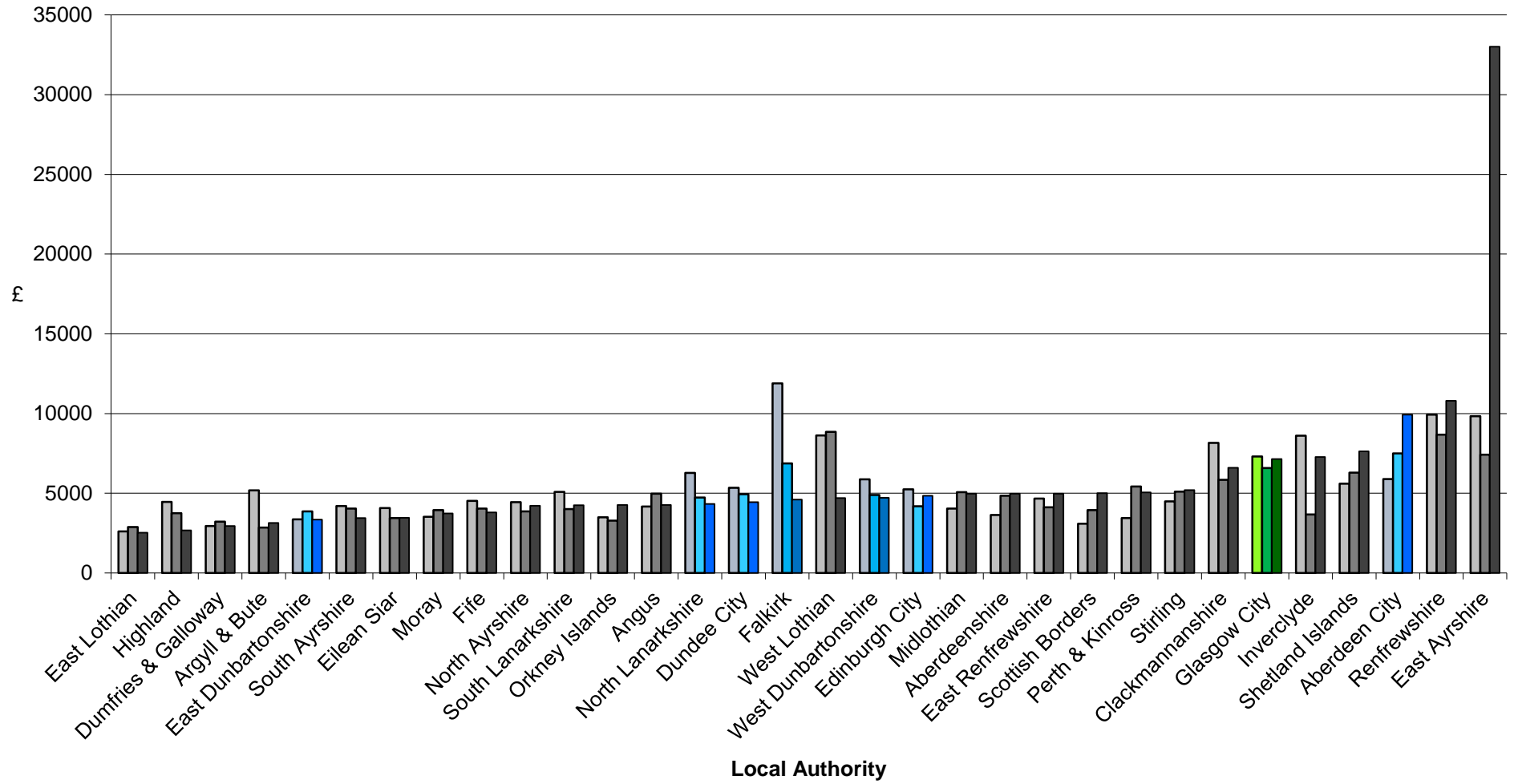|	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	84.47	87.94	76.44	62.65	69.10	68.86	83.86	89.82
Scotland	81.31	82.68	82.64	80.92	83.00	81.49	84.48	86.31

ECON 1 - % Unemployed People Assisted into work from Council operated / funded Employability Programmes 2015/16, 2016/17, 2017/18

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

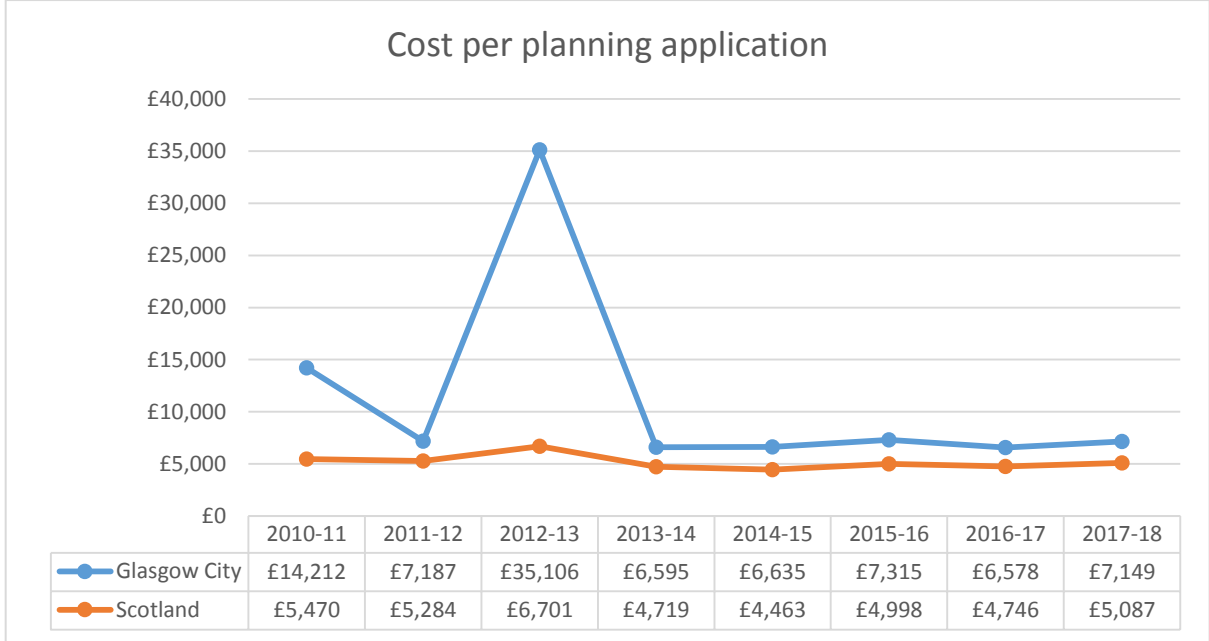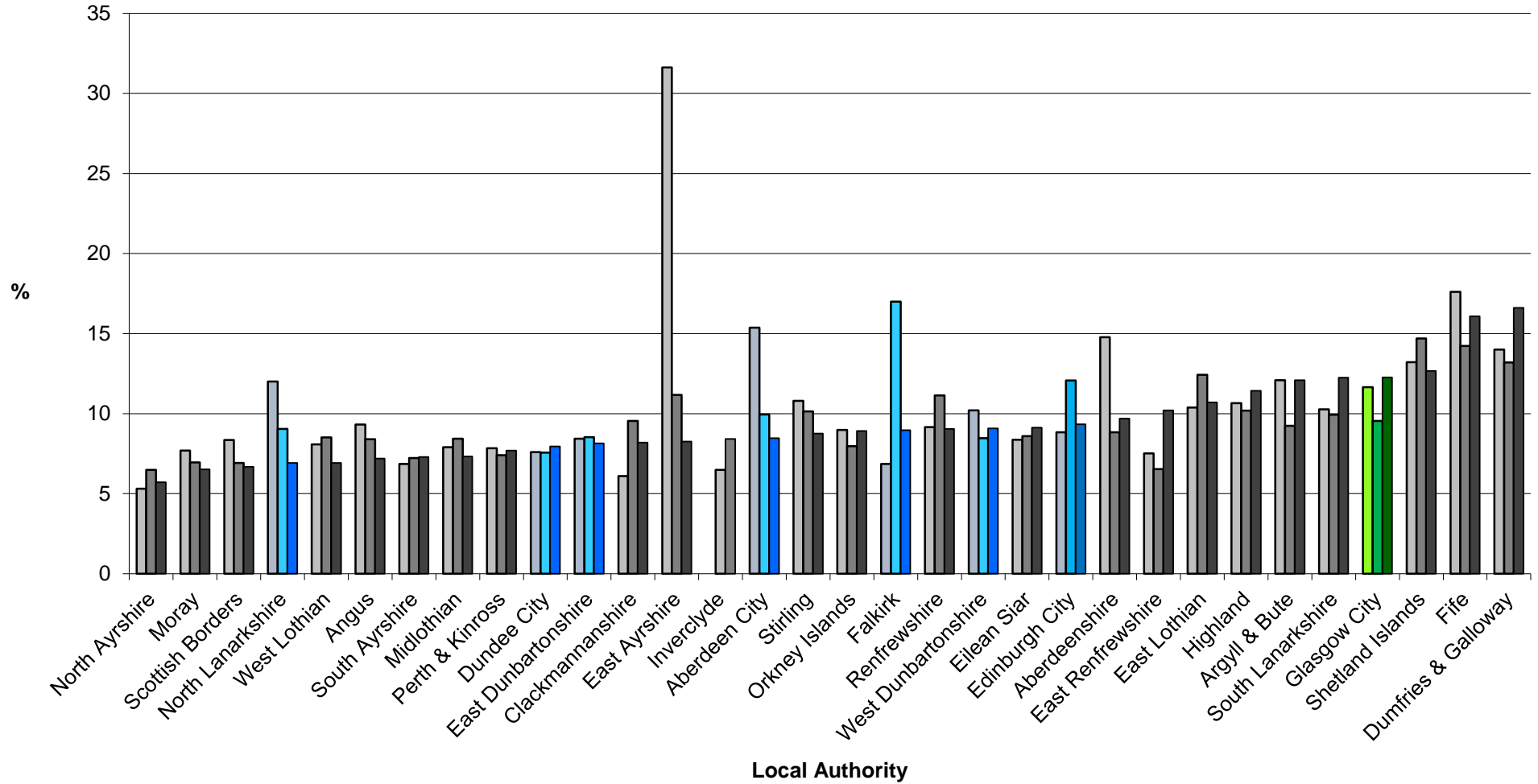|	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	16.45	21.49	19.64	16.50	13.80	13.03
Scotland	9.12	12.48	14.14	14.16	14.00	14.40

ECON 2 - Cost of Planning per Application 2015/16, 2016/17, 2017/18

Local Authority

Cost per planning application

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	£14,212	£7,187	£35,106	£6,595	£6,635	£7,315	£6,578	£7,149
Scotland	£5,470	£5,284	£6,701	£4,719	£4,463	£4,998	£4,746	£5,087

ECON 3 - Average Time (Weeks) Per Business and Industry Planning Application
2015/16, 2016/17, 2017/18

Local Authority

Average time per business and industry planning application (weeks)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	12.82	12.72	10.36	11.65	9.54	12.27
Scotland	14.01	13.66	10.65	10.58	9.59	9.34

ECON 4 - % of procurement spent on local small/medium enterprises
2015/16, 2016/17, 2017/18
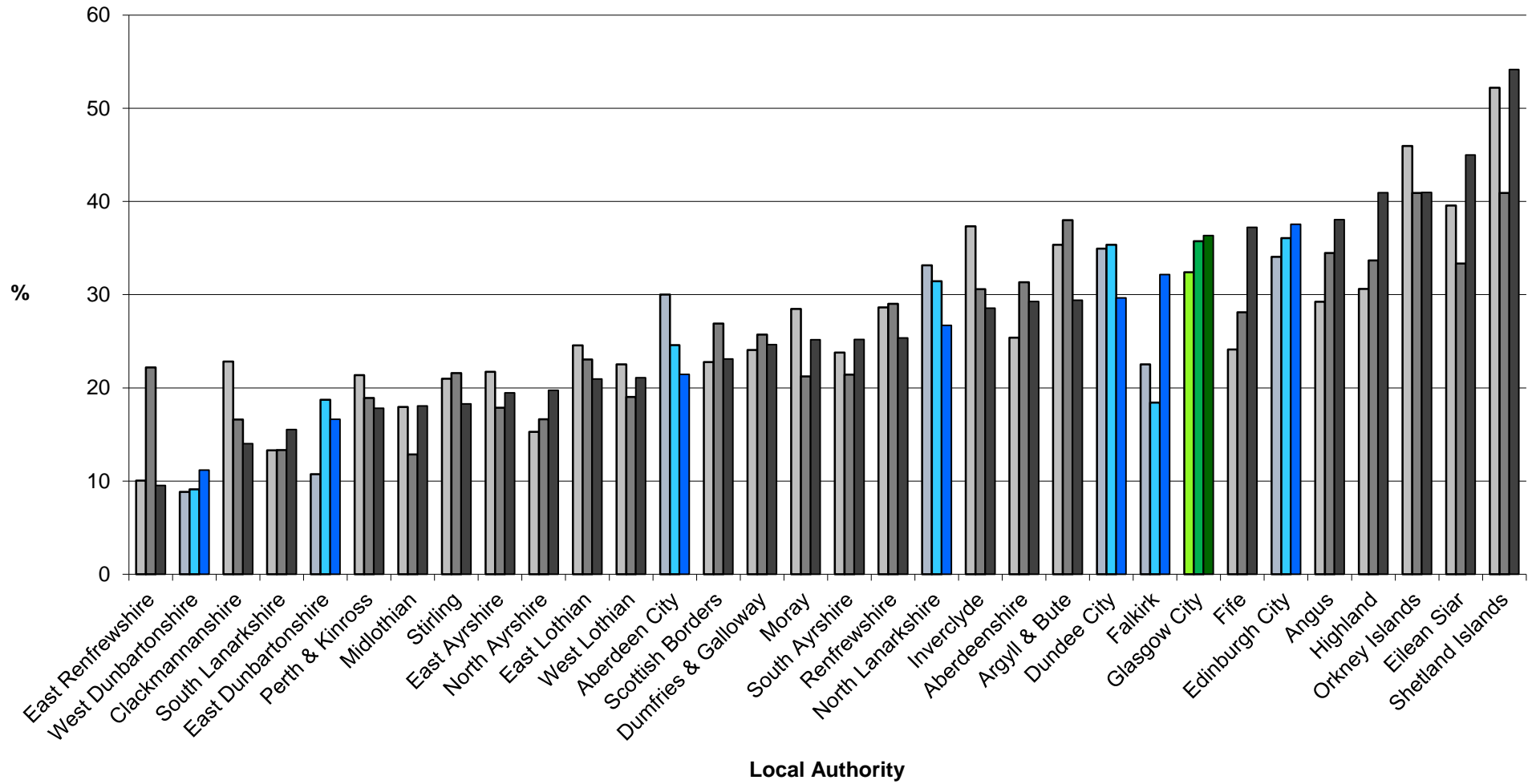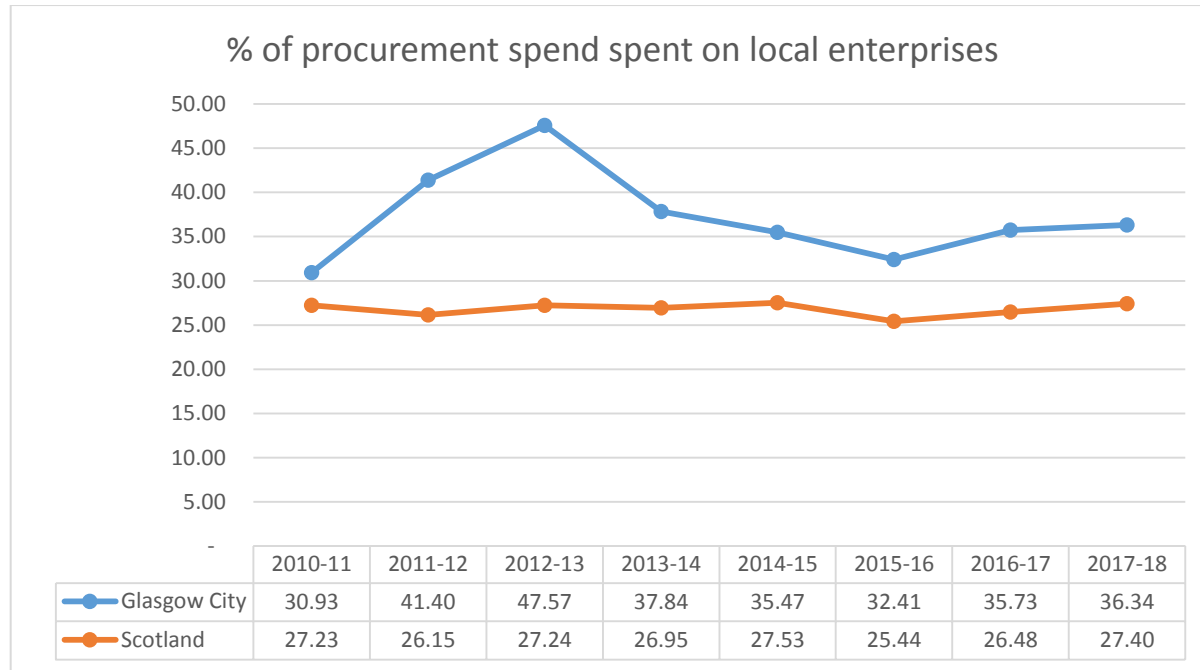
Local Authority

% of procurement spend spent on local enterprises

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	30.93	41.40	47.57	37.84	35.47	32.41	35.73	36.34
Scotland	27.23	26.15	27.24	26.95	27.53	25.44	26.48	27.40

**ECON 5 - No. of business gateway start-ups per 10,000 population
2015/16, 2016/17, 2017/18**

Local Authority

No of business gateway start-ups per 10,000 population

	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	12.09	9.29	6.17	6.62	6.01
Scotland	19.03	18.89	16.91	16.62	16.83
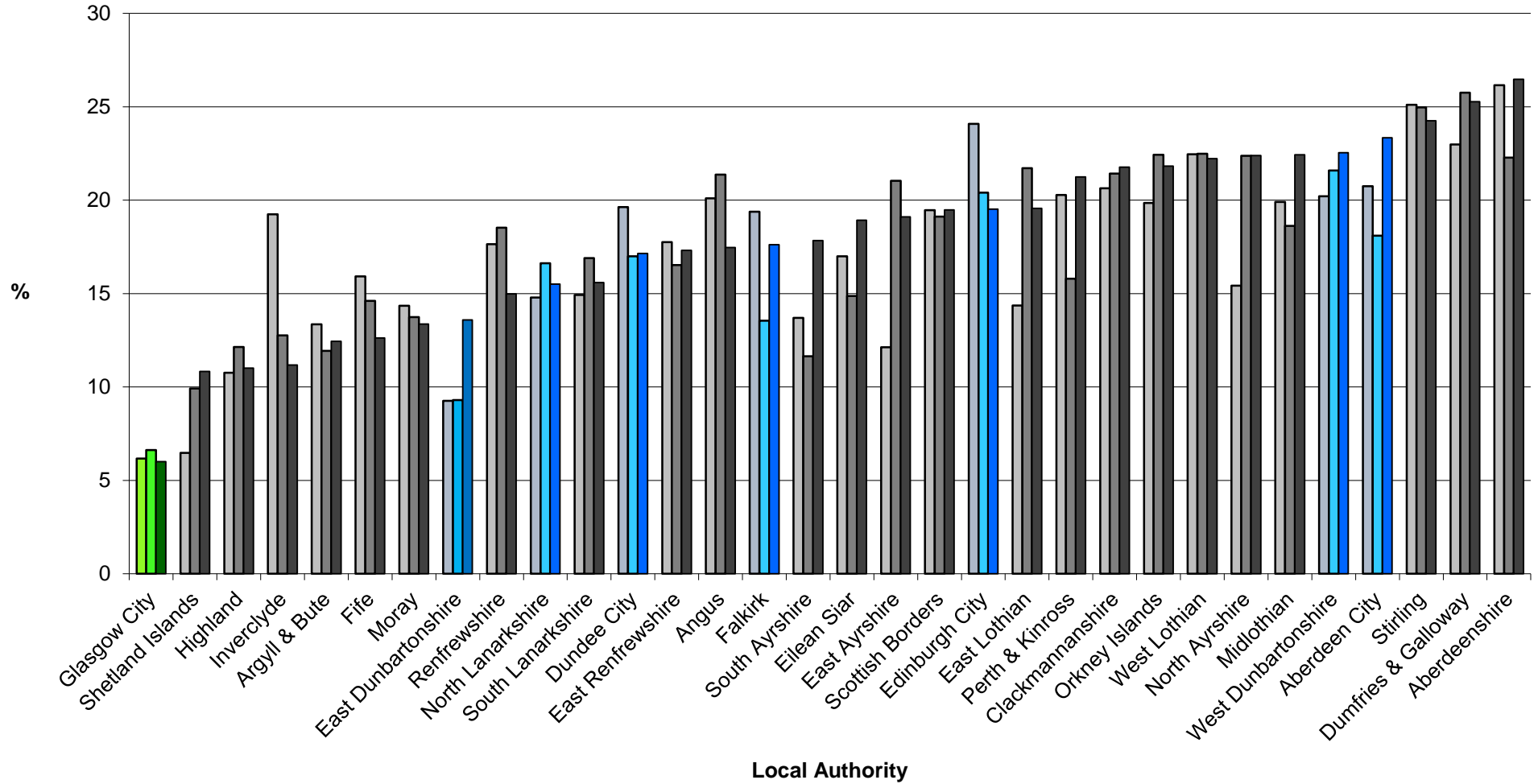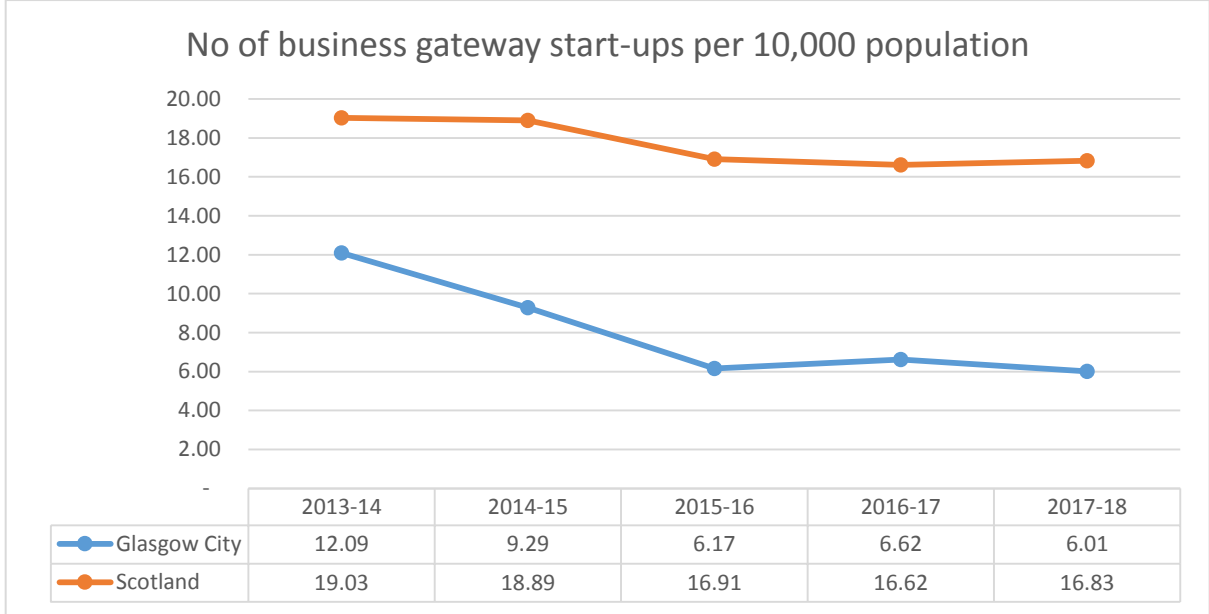
**ECON 7 - Proportion of People Earning Less Than the Living Wage
2015/16, 2016/17, 2017/18**

Local Authority

Proportion of people earning less than the living wage

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Glasgow City	16.80	16.80	16.50	16.90	17.80	14.80
Scotland	18.80	18.60	19.30	19.60	20.10	18.40
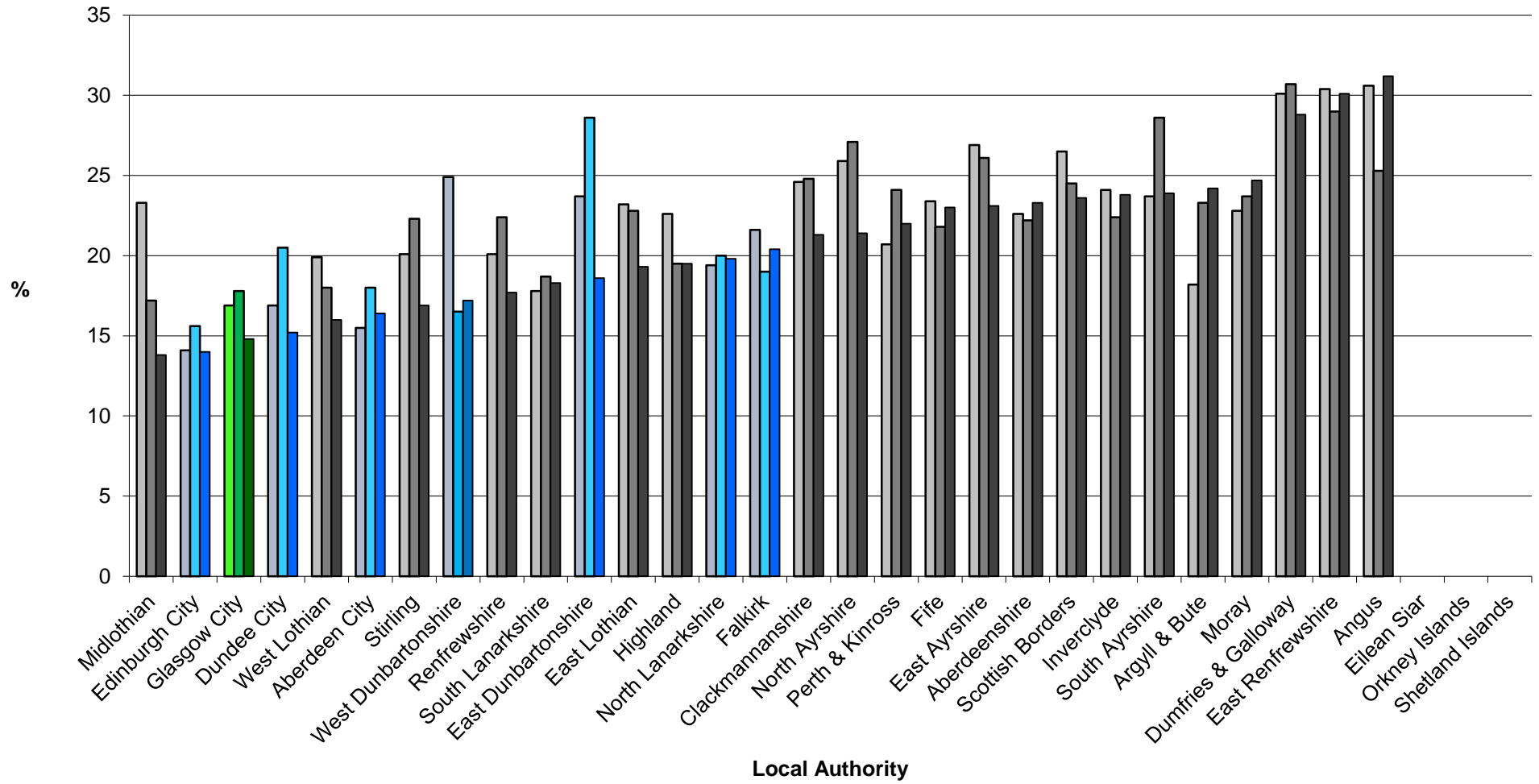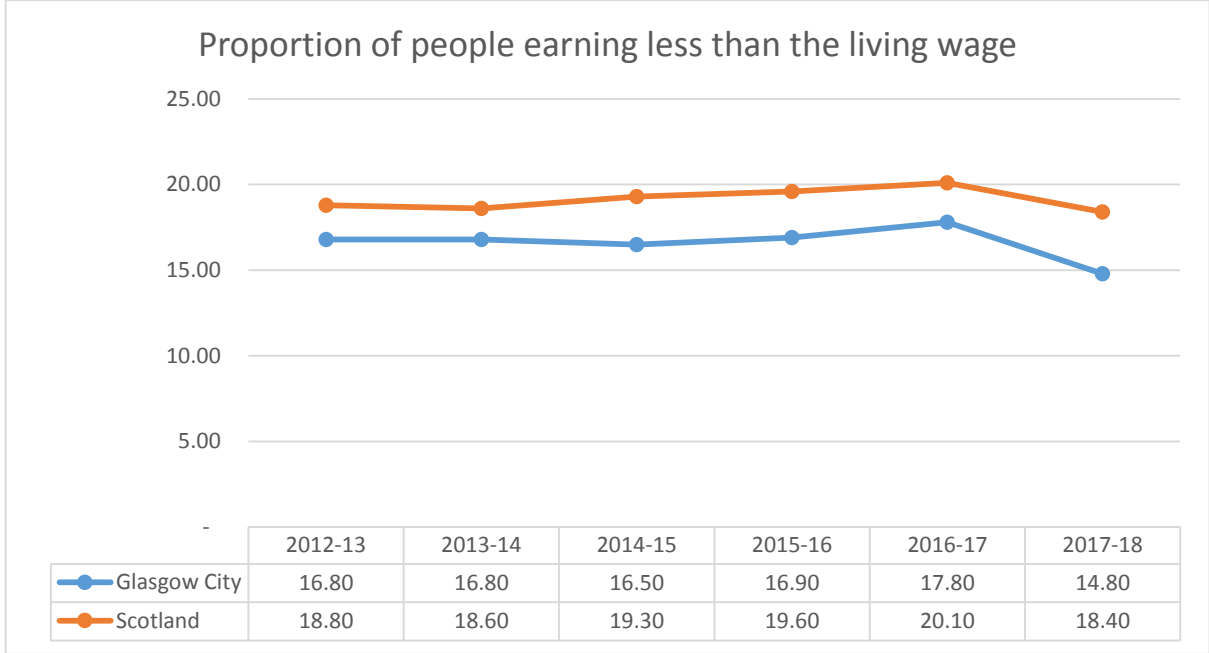
Policy and Resource Implications

Resource Implications:

Financial: None

Legal: None

Personnel: None

Procurement: None

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

Equality Impacts:

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

What are the potential equality impacts as a result of this report? No EQIA required as the report is a comparative one; based on local authority data from 2017-18, and no policy decisions are initiated in this report.

Sustainability Impacts:

Environmental: None

Social: None

Economic: None

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

Recommendations

The committee is asked to note this report and to:

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