



**Glasgow City Council**

**Finance and Audit Scrutiny Committee**

**Report by: The Chief Executive**

**Date: 22 November 2017**

**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; as considered and referred to this Committee, by Operational Performance and Delivery Scrutiny Committee. 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:** N/A

*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 2015-16. 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 15-16 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. As the Council is not a direct provider of social housing, the indicators relating to housing management, housing conditions and energy efficiency are not included.
- 1.6 Glasgow tends towards the median (50%) across all 54 indicators.
- 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 how the detail of each indicator as reported by each authority. Currently an Improvement Service hosted subgroup of Directors of Finance across all 32 authorities are looking

in detail at how to improve consistency, identify potential anomalies, and highlight areas for improved financial recording and reporting.

## 2.0 National Comparisons

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

Highest ranked quartile		Rank	Lowest ranked quartile		Rank
CHN1	Cost per primary school Pupil	6	CHN3	Cost per pre-school education registration	30
CORP1	Cost of Democratic Core	3	CHN5 & CHN7 (linked indicators')	% of pupils gaining 5+ Awards at Level 6	32  (but ranked 10 when SIMD taken into account)
				% of pupils gaining 5+ Awards at Level 6 for Higher Grade by SIMD	
CORP3b	% of the highest paid employees who are women	3	CH10	% of Adults Satisfied With Local Schools	28
CORP6b	Sickness absence days per employee (non-teacher)	8	CHN11	Proportion of pupils entering positive destinations	32
SW2	SDS spend on adults 18+ as a percentage of total social work spend on adults 18+	1	SW4	% of Adults Satisfied with Social Care Services	26
SW3	% of people 65+ with intensive needs receiving care at home	8	C&L1	Cost per attendance at sports facilities	27
C&L5c	% adults satisfied with museums & galleries	4	C&L4	Cost of parks and open spaces per 1,000 population	31
ENV4c	% of B class roads that should be considered for maintenance treatment	3	ENV3a	Net cost of street cleaning per 1,000 population	32
ENV4d	% of C class roads that should be considered for maintenance treatment	4	ENV3c	Cleanliness Score	25

Highest ranked quartile		Rank	Lowest ranked quartile		Rank
ECON1	% Unemployed people Assisted into work from Council operated / funded employability programmes	7	ENV5b	Cost of environmental health per 1,000 population	28
			ENV6	% of total waste arising that is recycled	29
			ENV7a	% of adults satisfied with refuse collection	28
			ENV7b	% of adults satisfied with street cleaning	31
			CORP-ASSET 2	Proportion of internal floor area of operational buildings in satisfactory condition	28
			ECON 2	Cost of Planning Per Application	25
			ECON 5	Business Gateway Start Ups per 10,000 population	32

### 3.0 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 third highest costs of any local authority for pre-school education registration.

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

Glasgow records the lowest percentage of pupils gaining more than 5 awards at Level 6; however, the improvement achieved in recent years is evident, with the percentage increasing to 16%. This significant level of improvement is not shared by most other local authorities. When deprivation is factored in, Glasgow's attainment levels occupies a position in the top third of authorities, and in the 3<sup>rd</sup> within its direct comparator authorities, behind only West Dunbartonshire and North Lanarkshire.

### **3.4 % of adults satisfied with schools**

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 for service users.

### **3.5 Proportion of pupils entering positive destinations**

Glasgow has the lowest proportion of pupils entering positive destinations in Scotland. 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 89.9% of pupils against a Scottish average of 93.3%.

### **3.6 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 £26,000 per 1,000 population, although the cost has reduced from £29,000 per 1,000 population in 2012. Glasgow is actively reviewing Street Cleaning cost; engaging with Zero Waste Scotland and Keep Scotland Beautiful, in order to look at how to challenge costs; and provide a more localised service.

## **4.0 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 next year 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 has significantly the highest percentage 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.

## **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 The following benchmarking exercises are continuing or are scheduled/ planned to report during financial year 2017/18:

- Looked After Children
- Sports Services
- Waste Management
- Museums
- Street Cleaning
- Equalities
- Human Resources

5.3 The Council Family has actively participated in the benchmarking family groups. In addition, Financial Services led the Council Tax Collection family group. A report from the Glasgow led Council Tax group was submitted to the Improvement Service in June 2016. Glasgow Life continues to lead the Museums family group discussions.

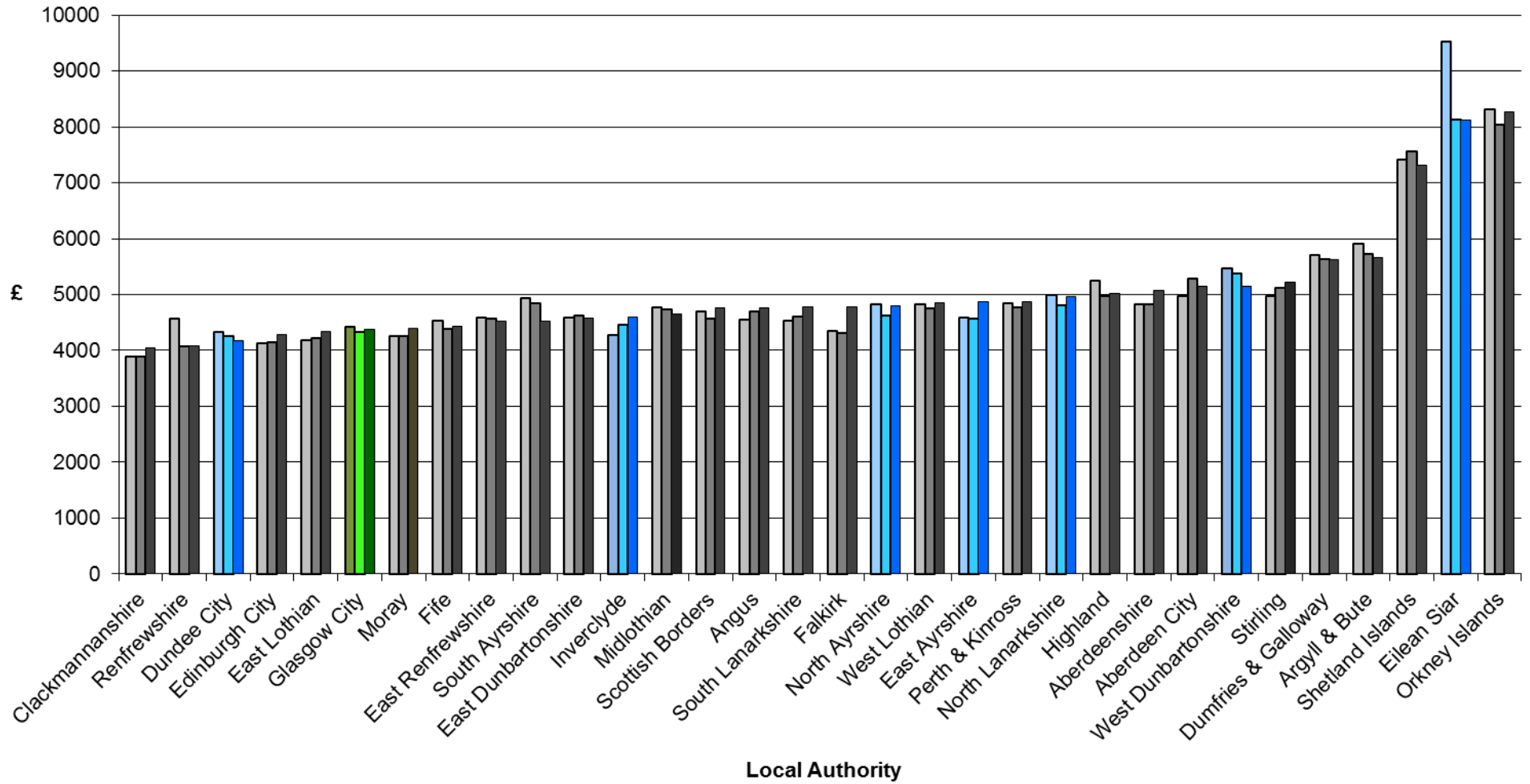
## **6.0 Other Benchmarking Activities**

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.

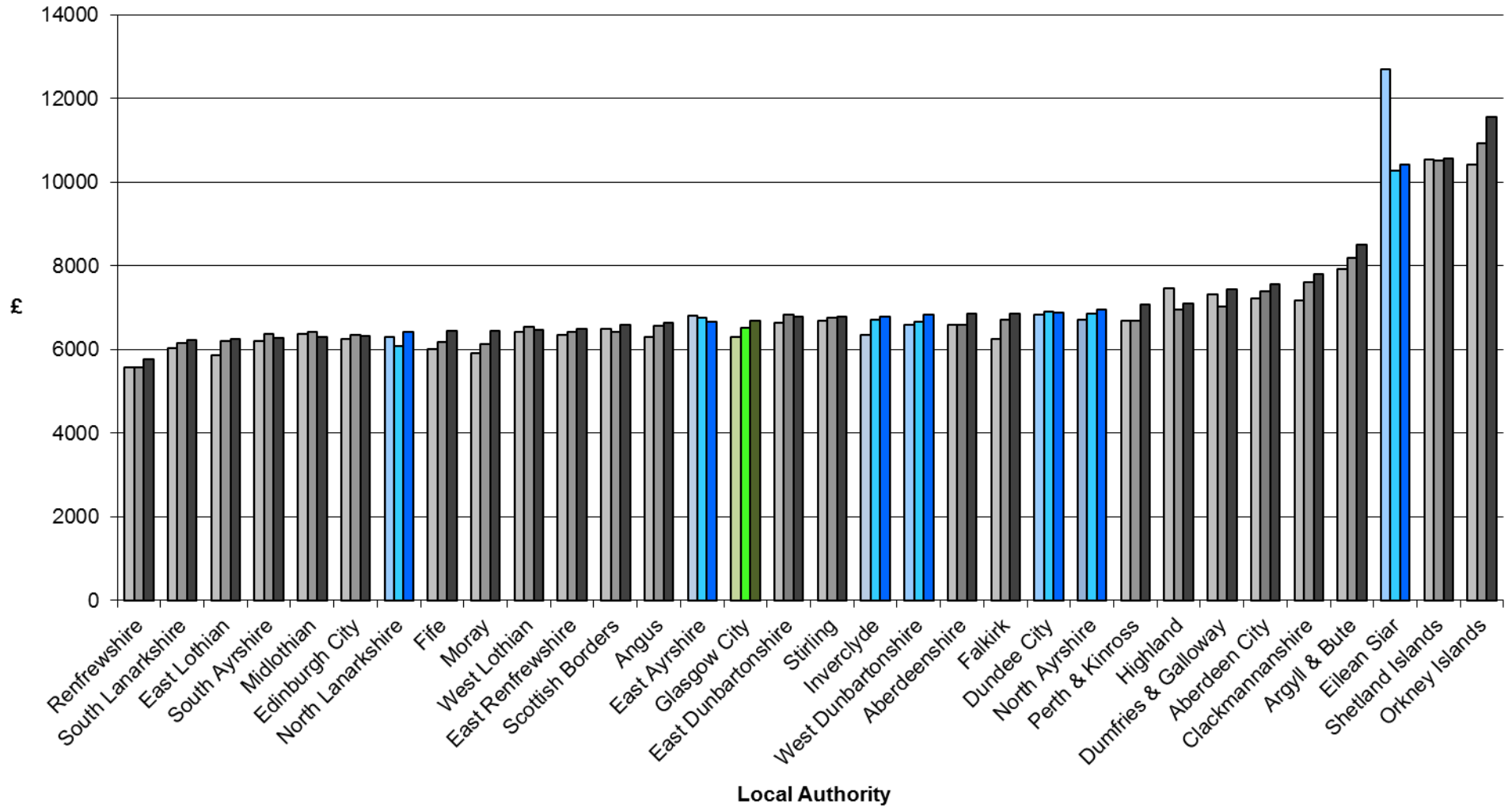
6.3 The ASPIR guidance for 2017/18 will continue to give prominence to the reporting of benchmarking exercises, and explicitly require the reporting of progress of the LGBF indicators within Service ASPIRs.

**CHN1 - Cost per Primary School Pupil  
13/14, 14/15, 15/16**

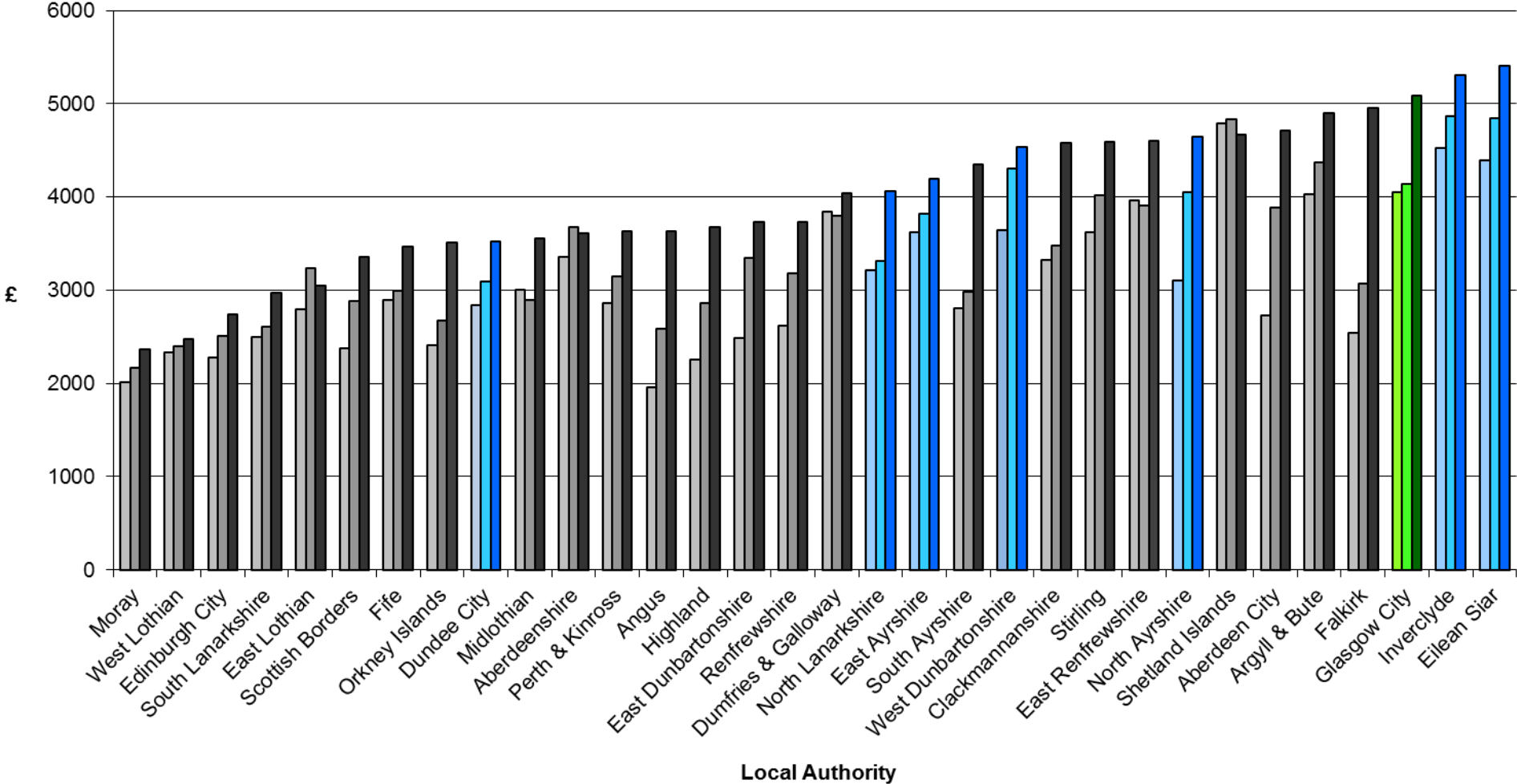




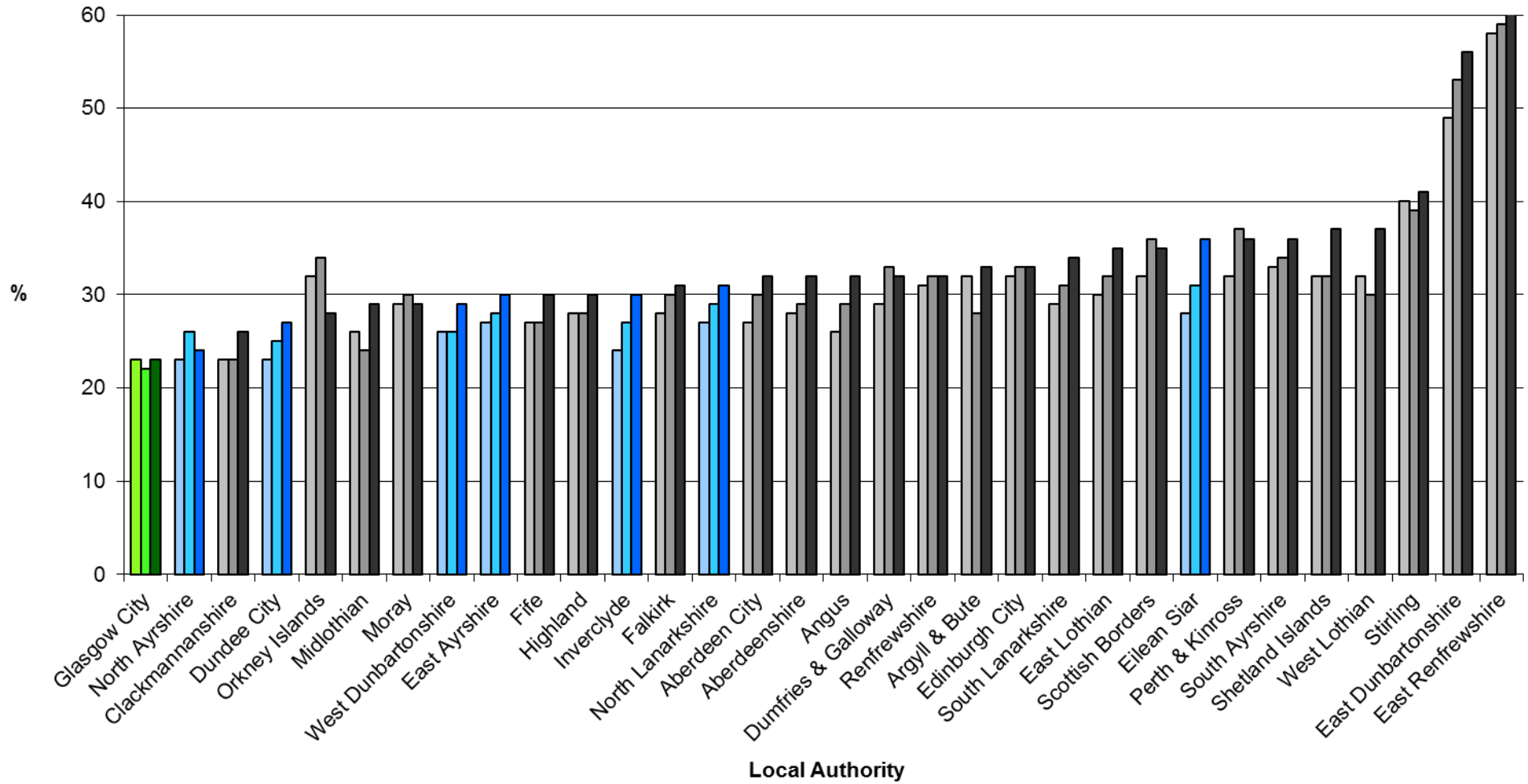
### CHN2 - Cost per Secondary School Pupil 13/14, 14/15, 15/16



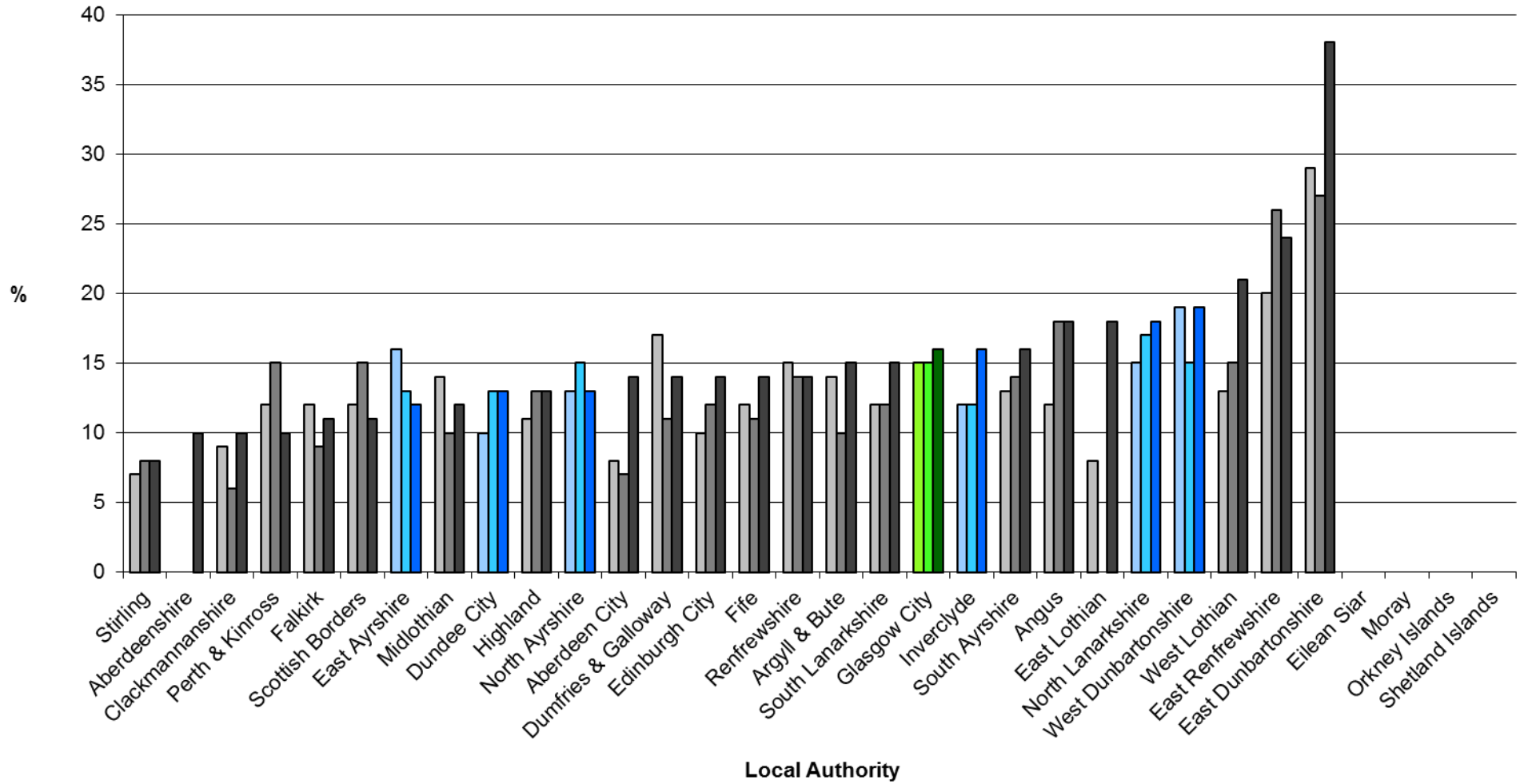
**CHN3 - Cost per pre-school Education Registration**  
**13/14, 14/15, 15/16**



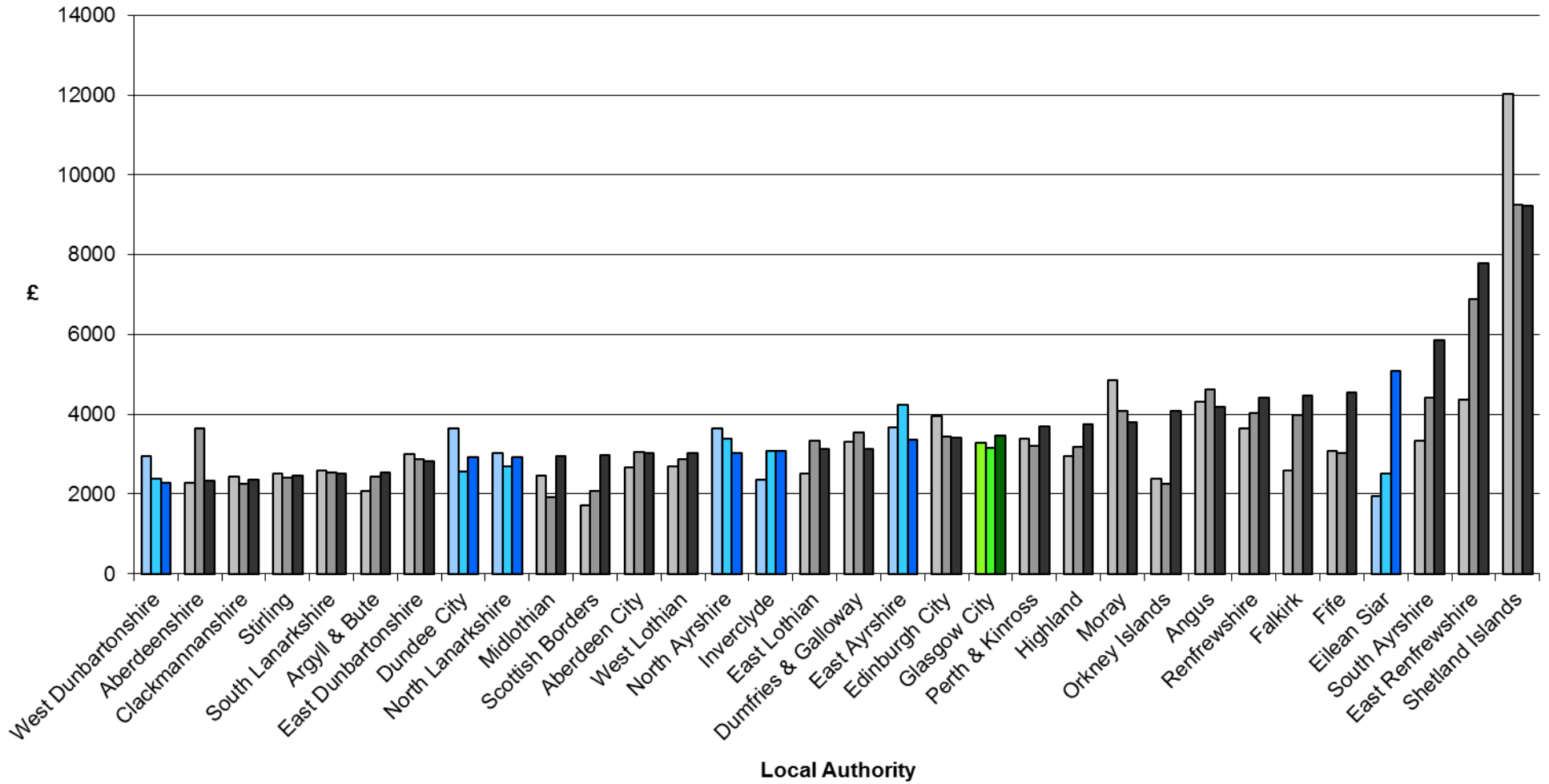
**CHN5 - % of Pupils Gaining 5+ Awards at Level 6  
13/14, 14/15, 15/16**



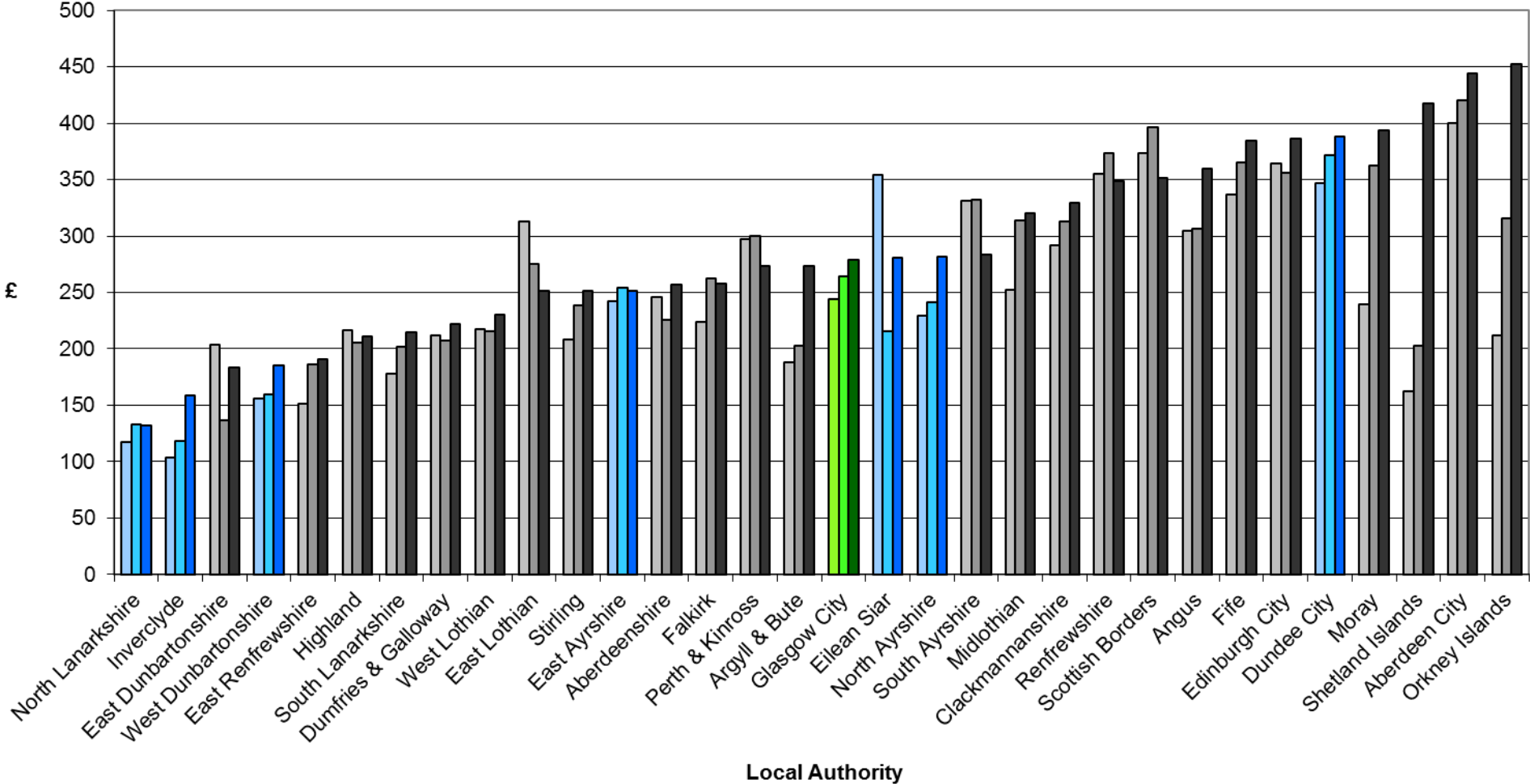
**CHN7 - % Pupils in 20% Most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)  
13/14, 14/15, 15/16**



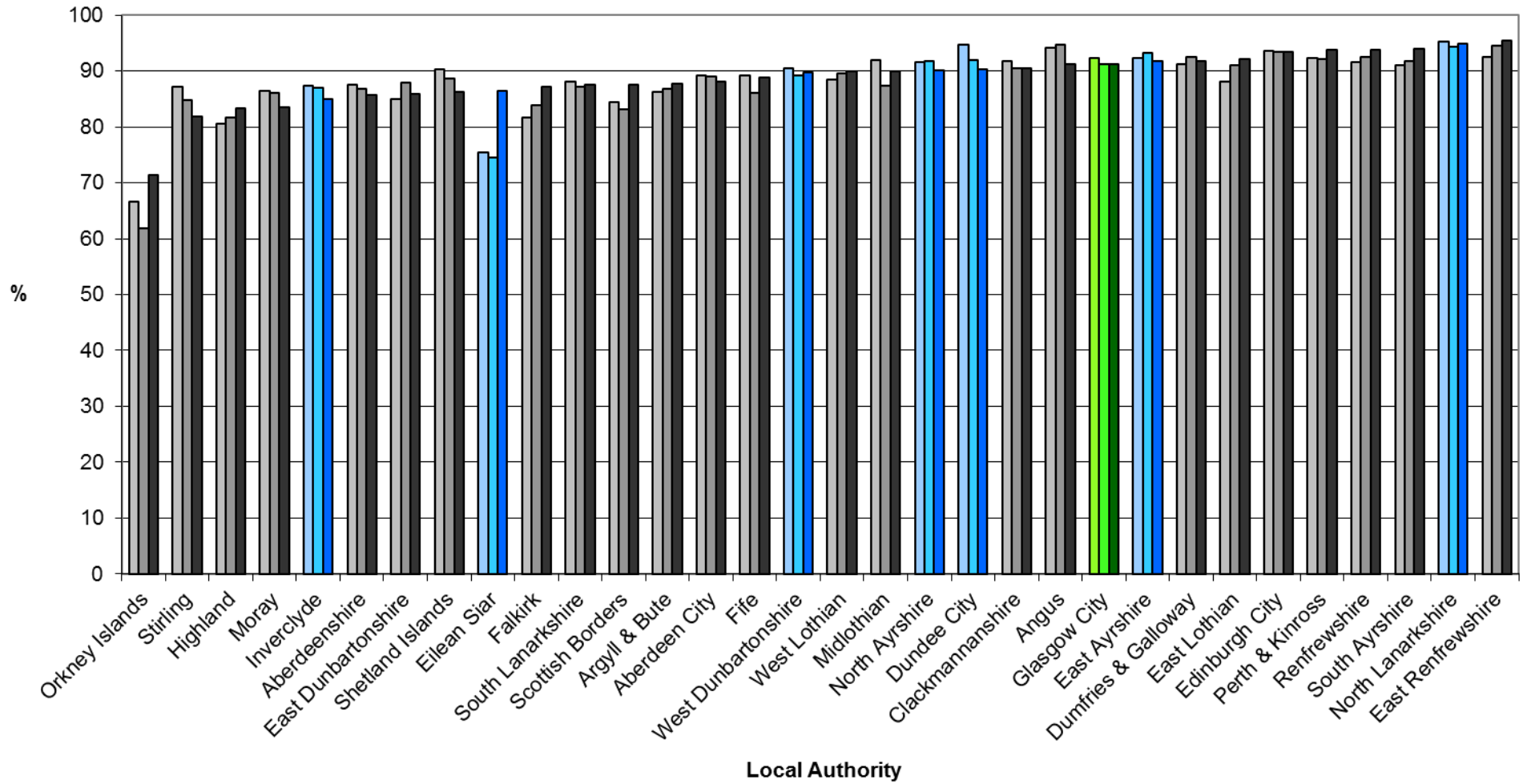
**CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services  
per child per week 13/14, 14/15, 15/16**



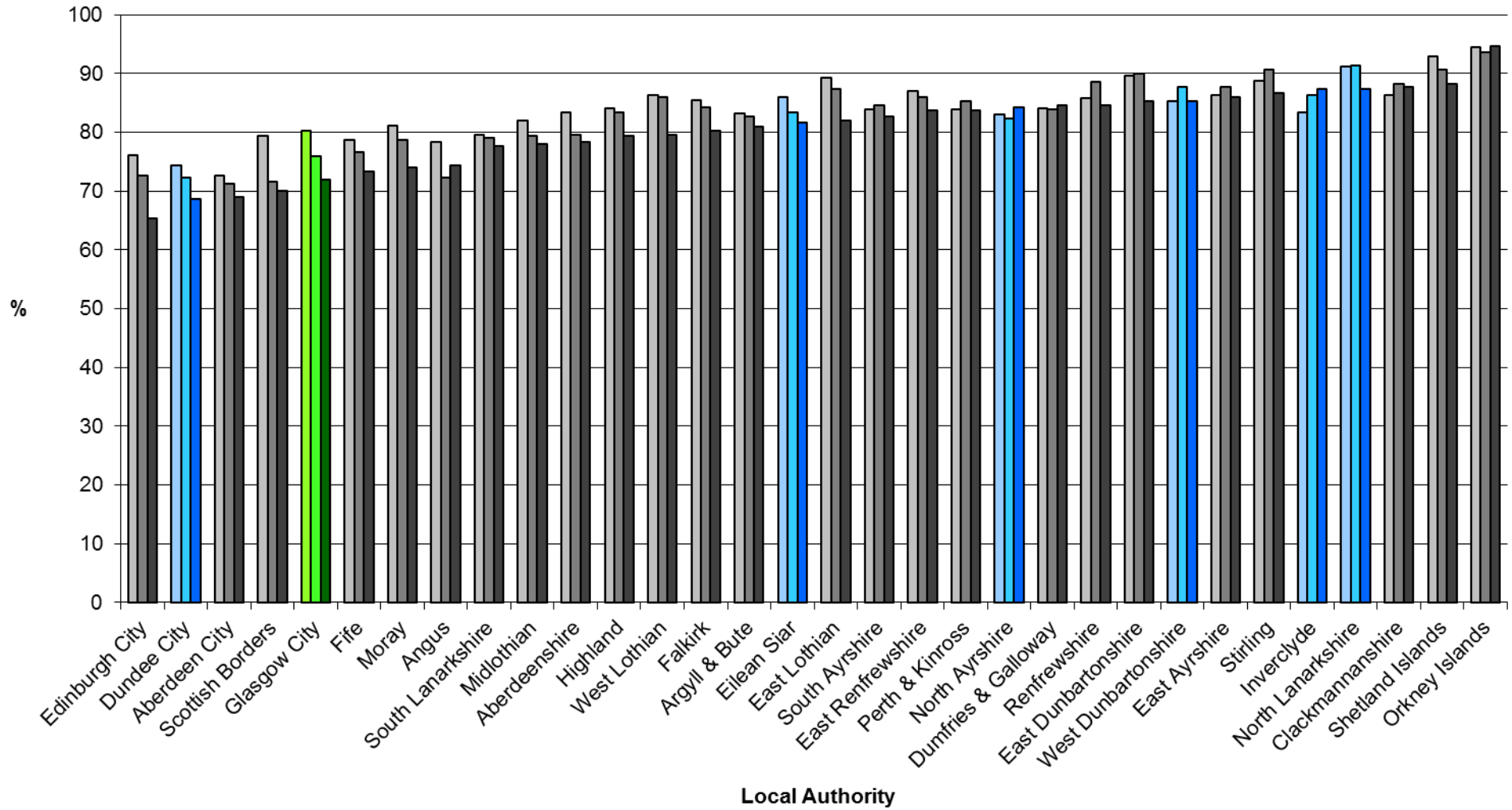
**CHN8b - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week  
13/14, 14/15, 15/16**



**CHN9 - Balance of Care for looked after children: % of children being looked after in the Community  
13/14, 14/15, 15/16**

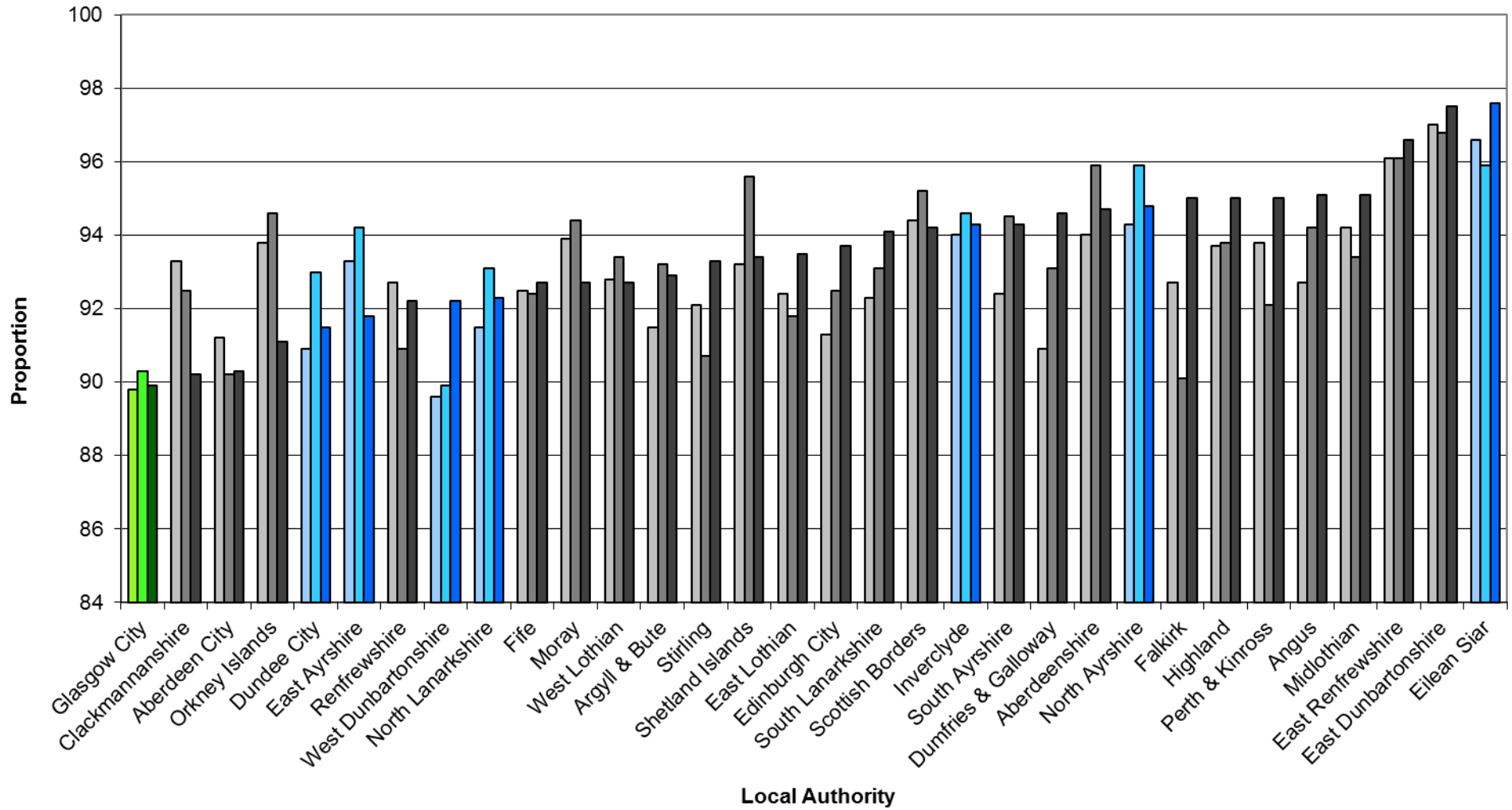


CHN10 - % of Adults Satisfied with Local Schools 10/14, 12/15, 13/16

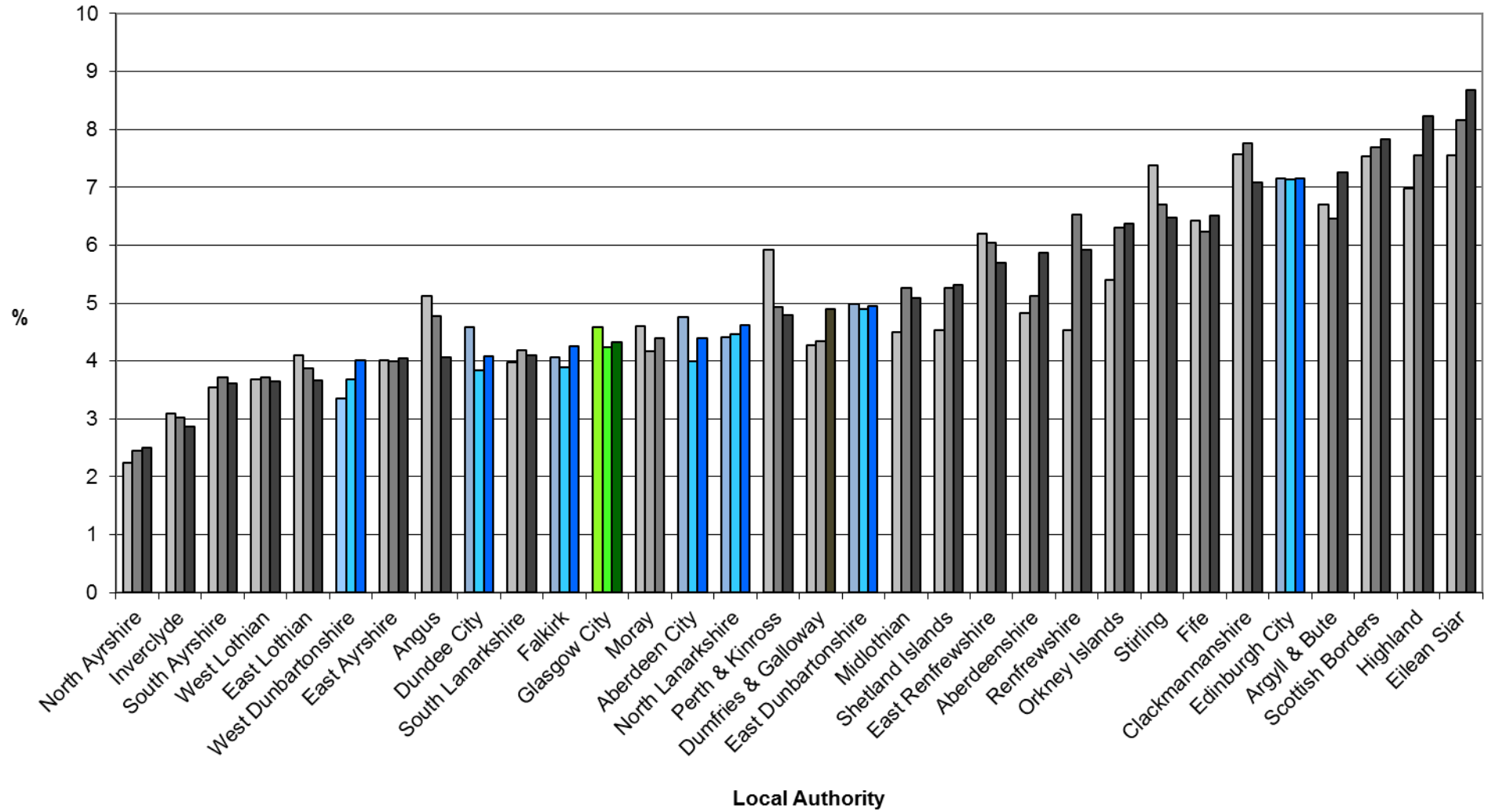




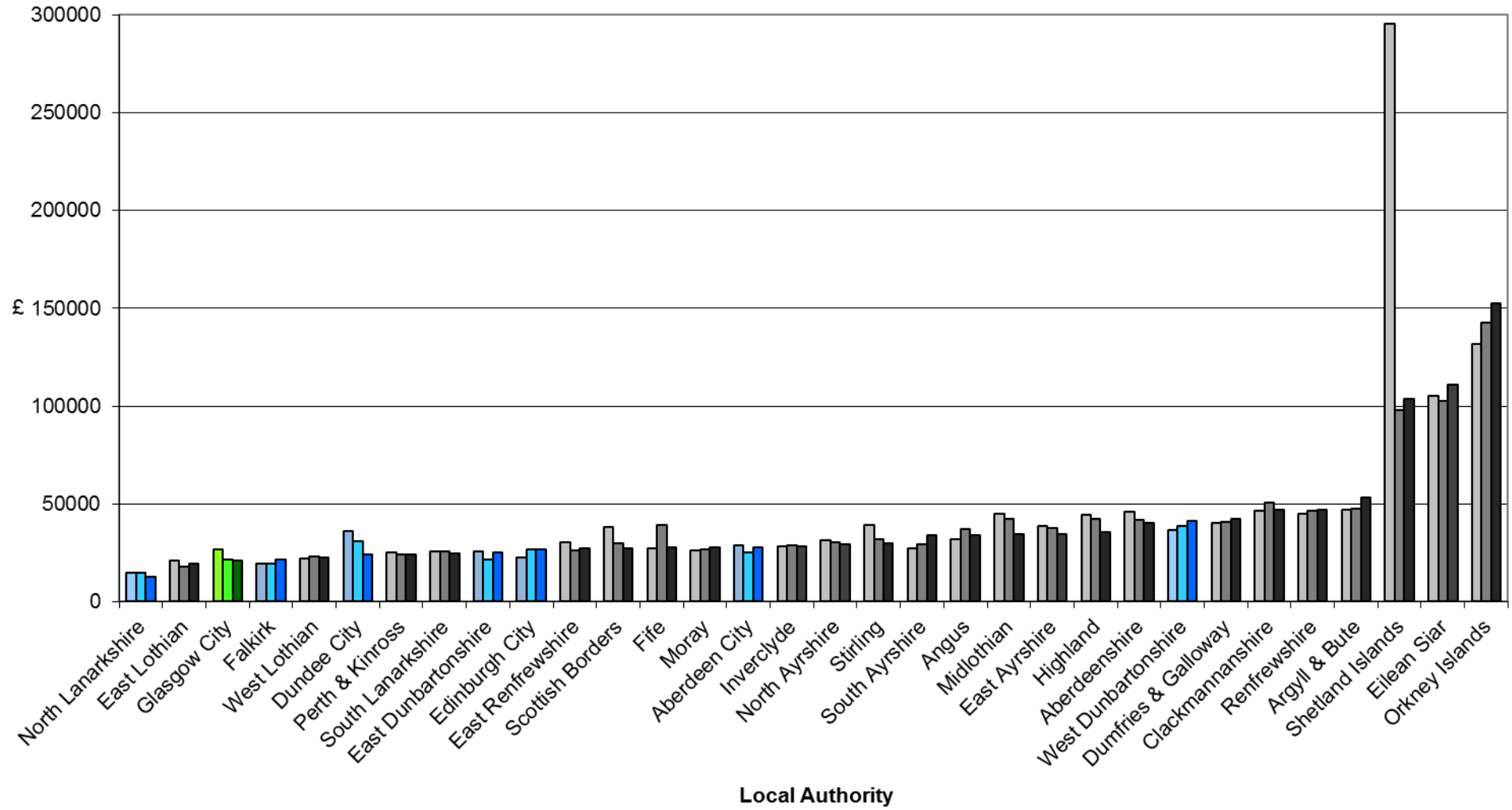
CHN11 - Proportion of Pupils Entering Positive Destinations 13/14, 14/15, 15/16



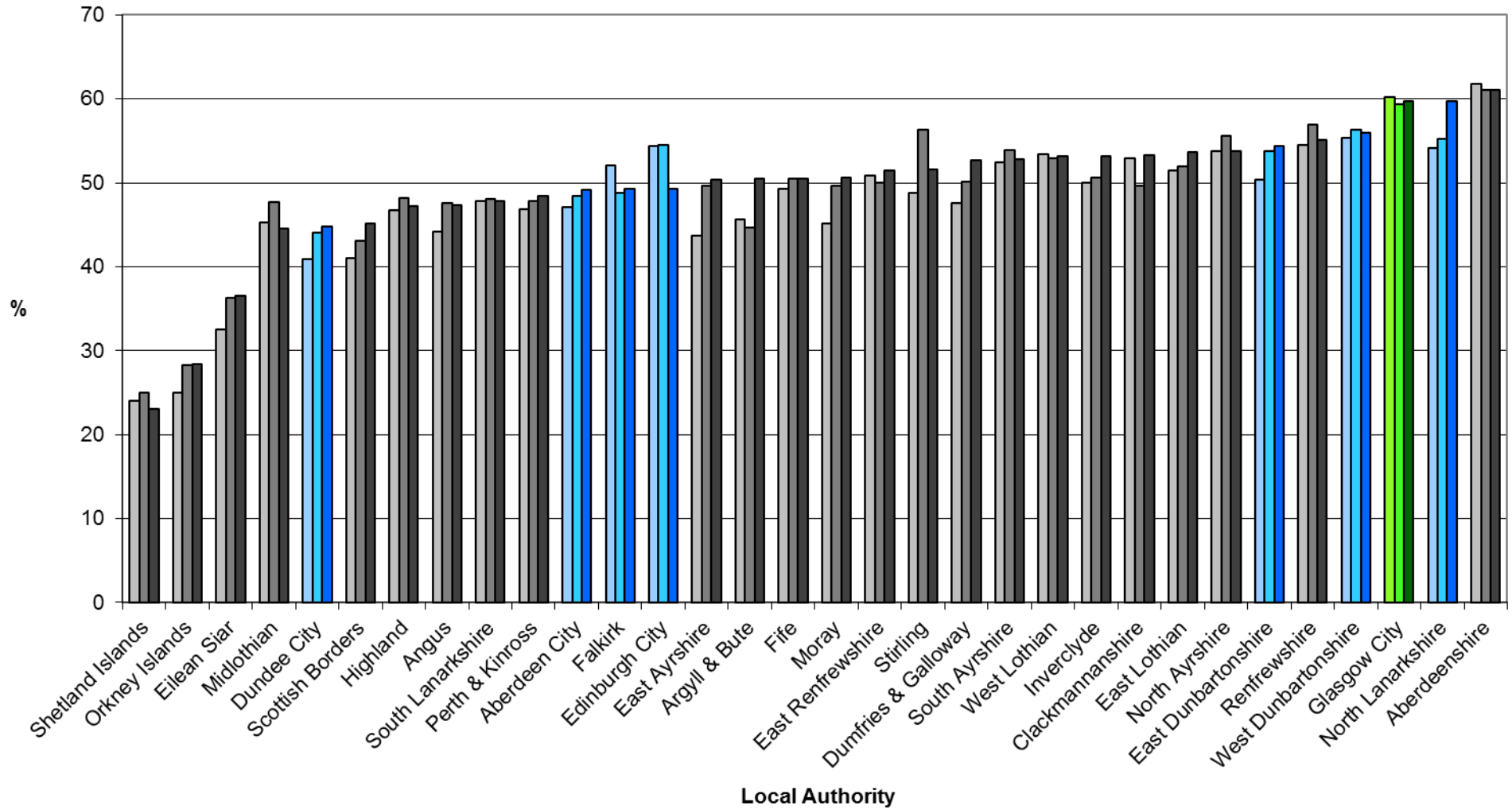
### CORP1 - Support Services as a % of Total Gross Expenditure 13/14, 14/15, 15/16



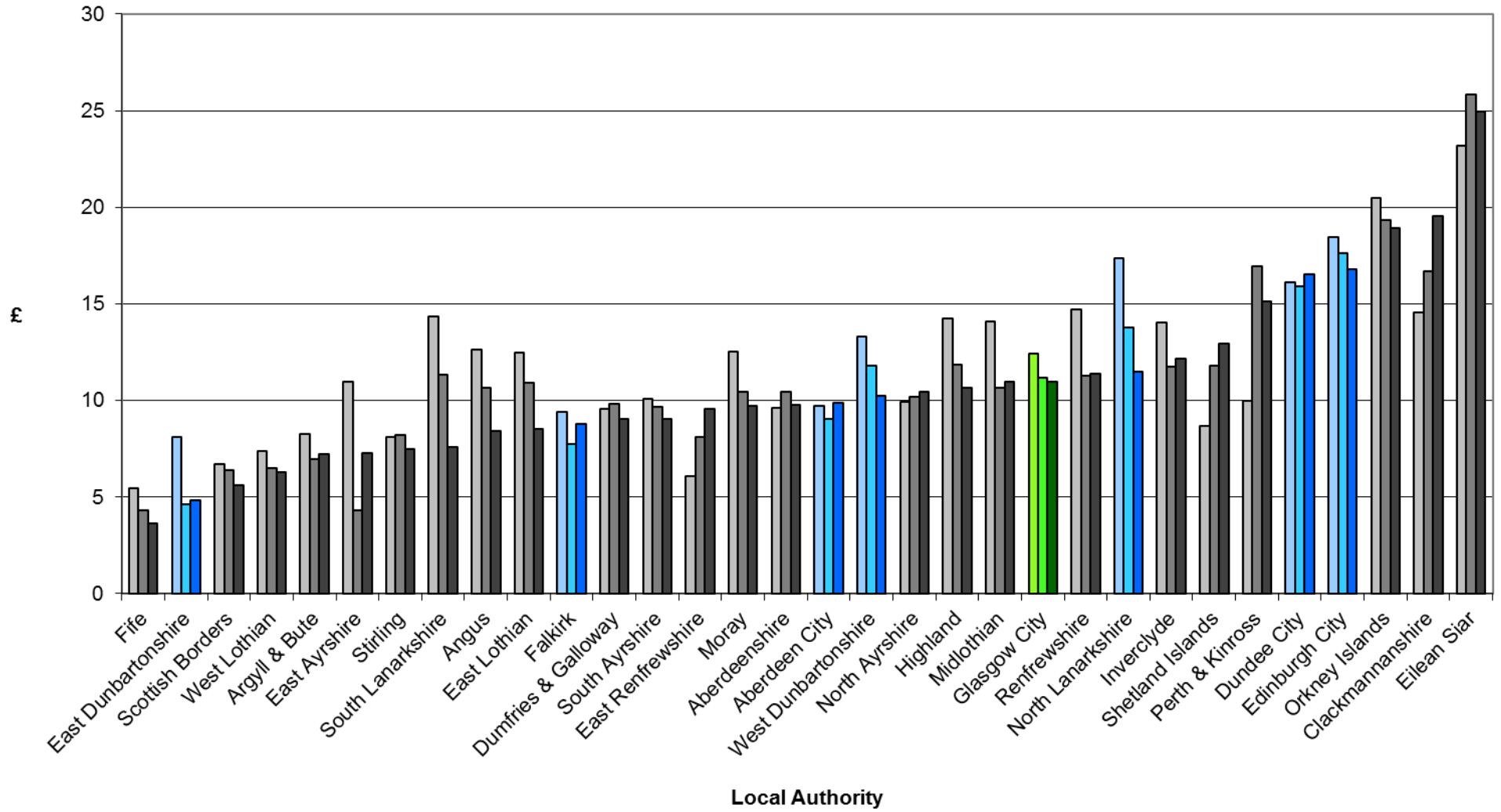
### CORP2 - Cost of Democratic Core per 1,000 population 13/14, 14/15, 15/16



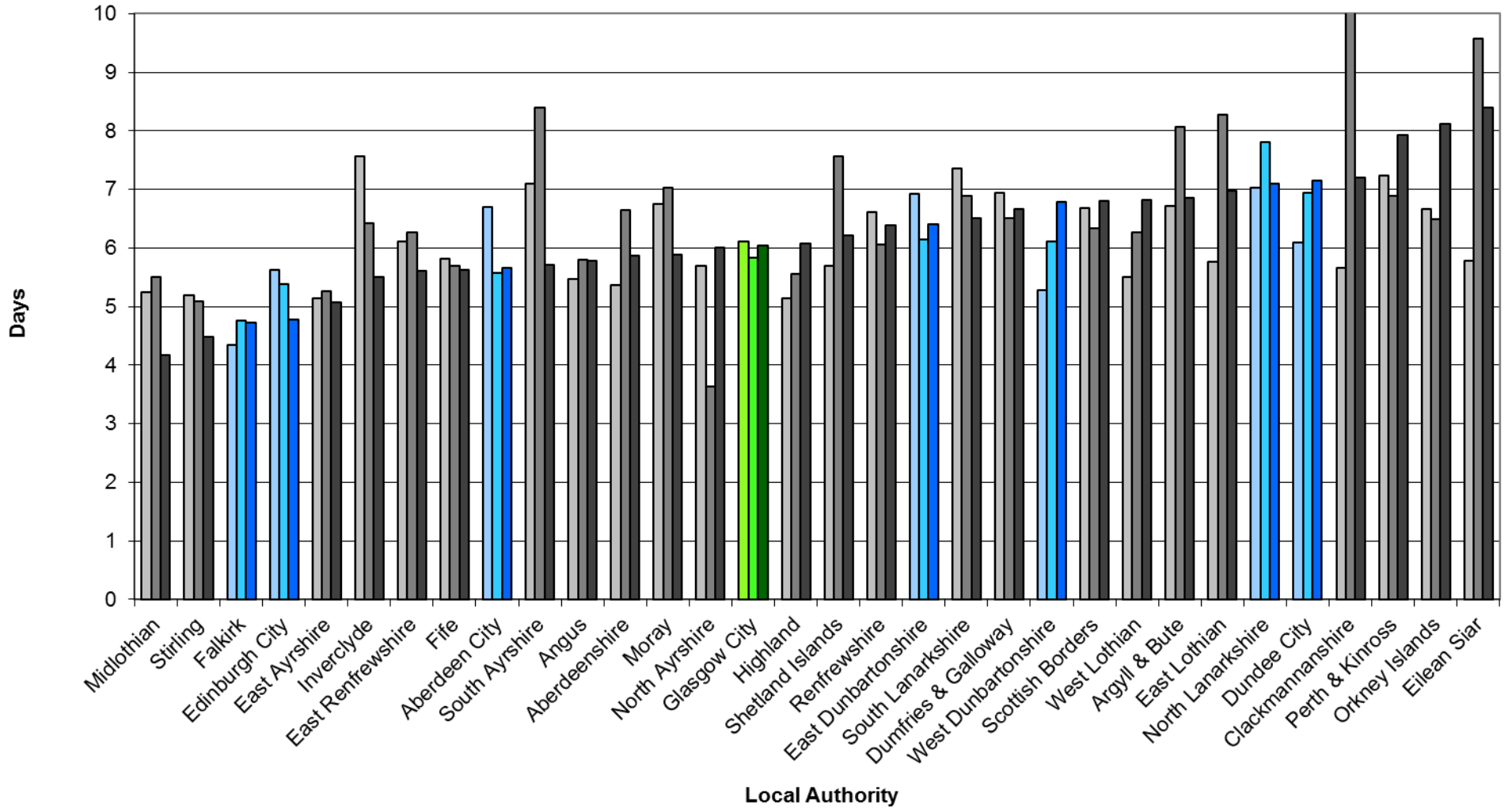
**CORP3b - The percentage of the highest paid 5% of employees who are women 13/14, 14/15, 15/16**



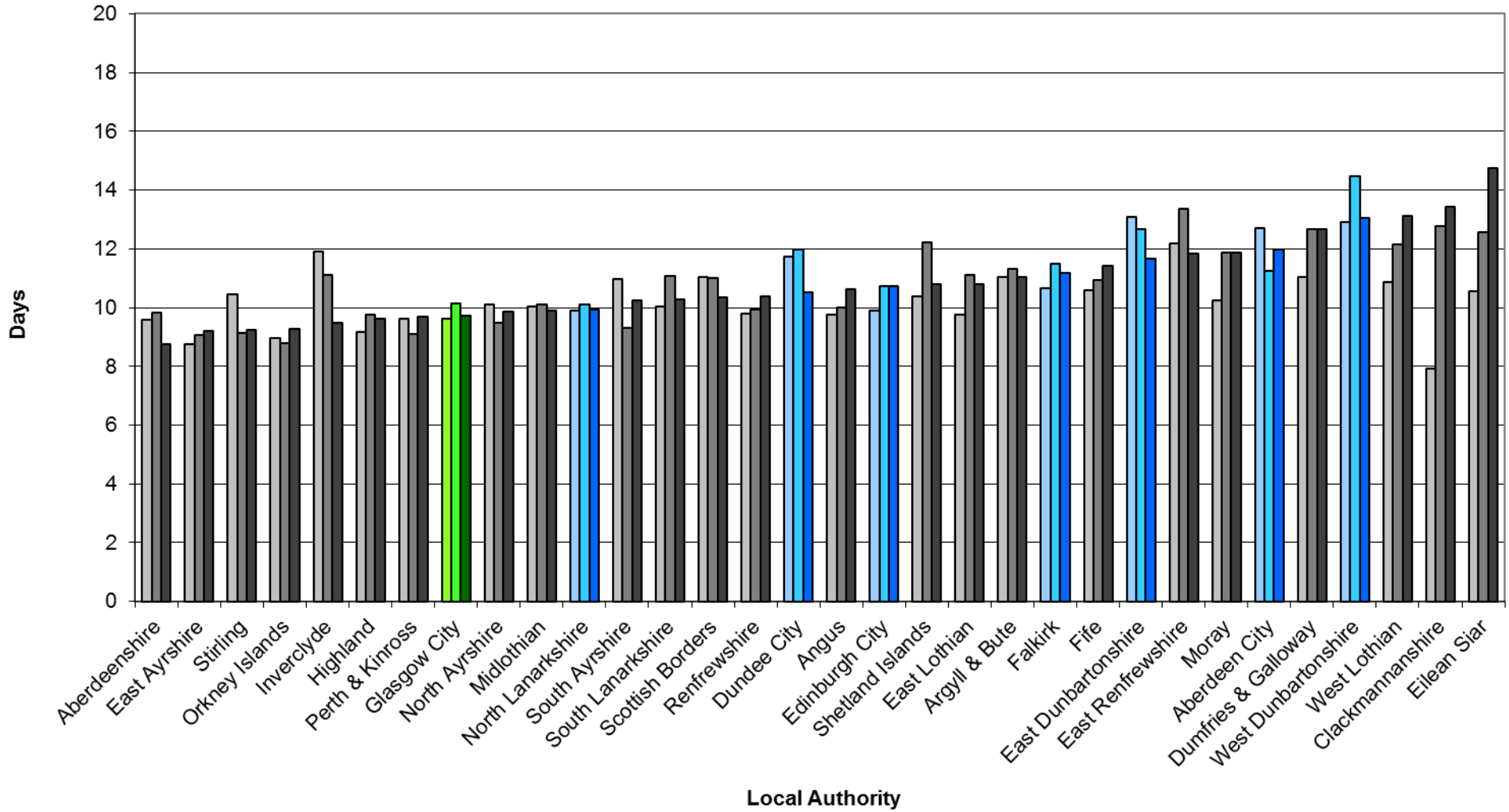
**CORP4 - The cost per dwelling of collecting Council Tax 13/14, 14/15, 15/16**



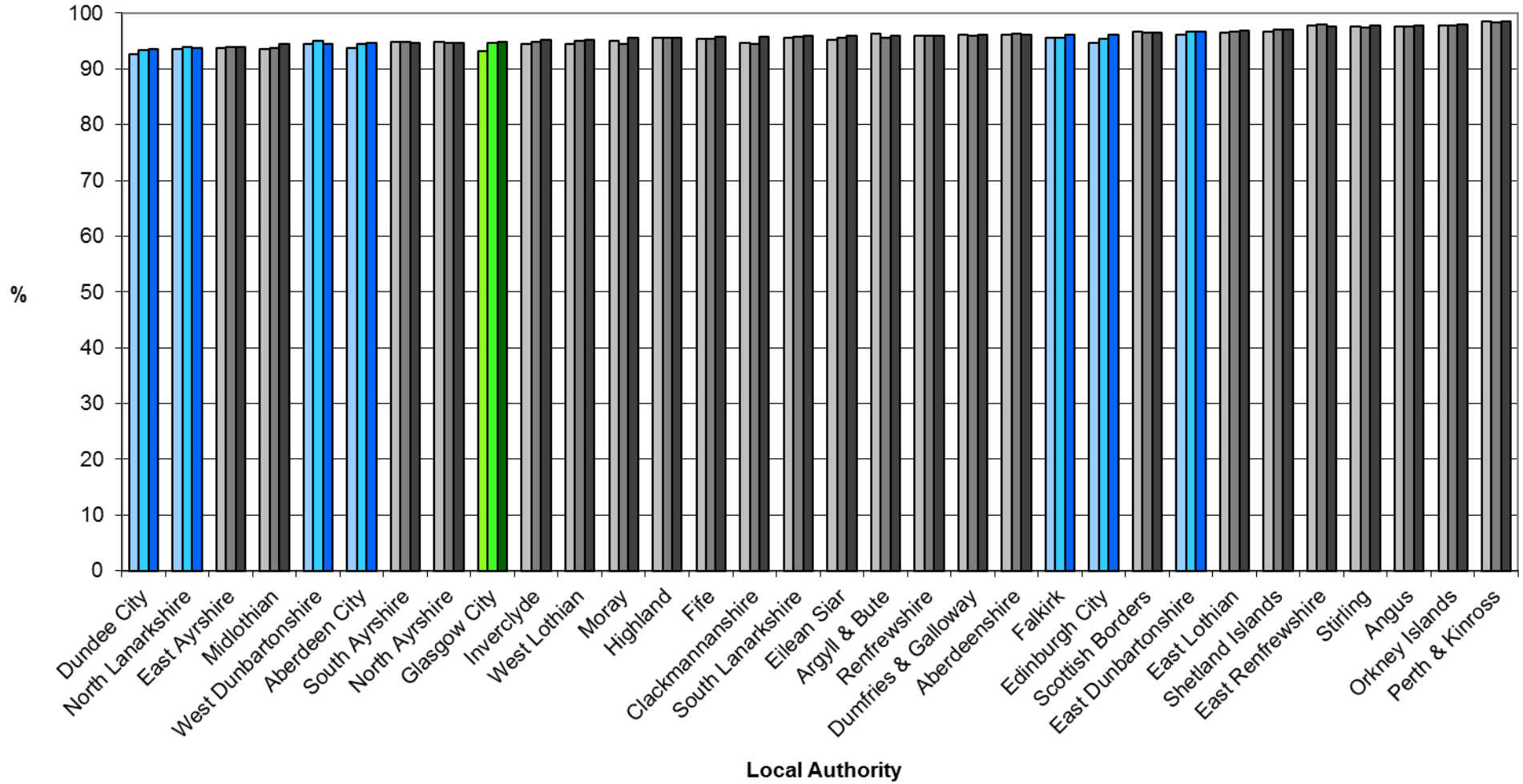
**CORP6a - Sickness Absence Days per Teacher 13/14, 14/15, 15/16**



**CORP6b - Sickness Absence Days per Employee (non-teacher) 13/14, 14/15, 15/16**

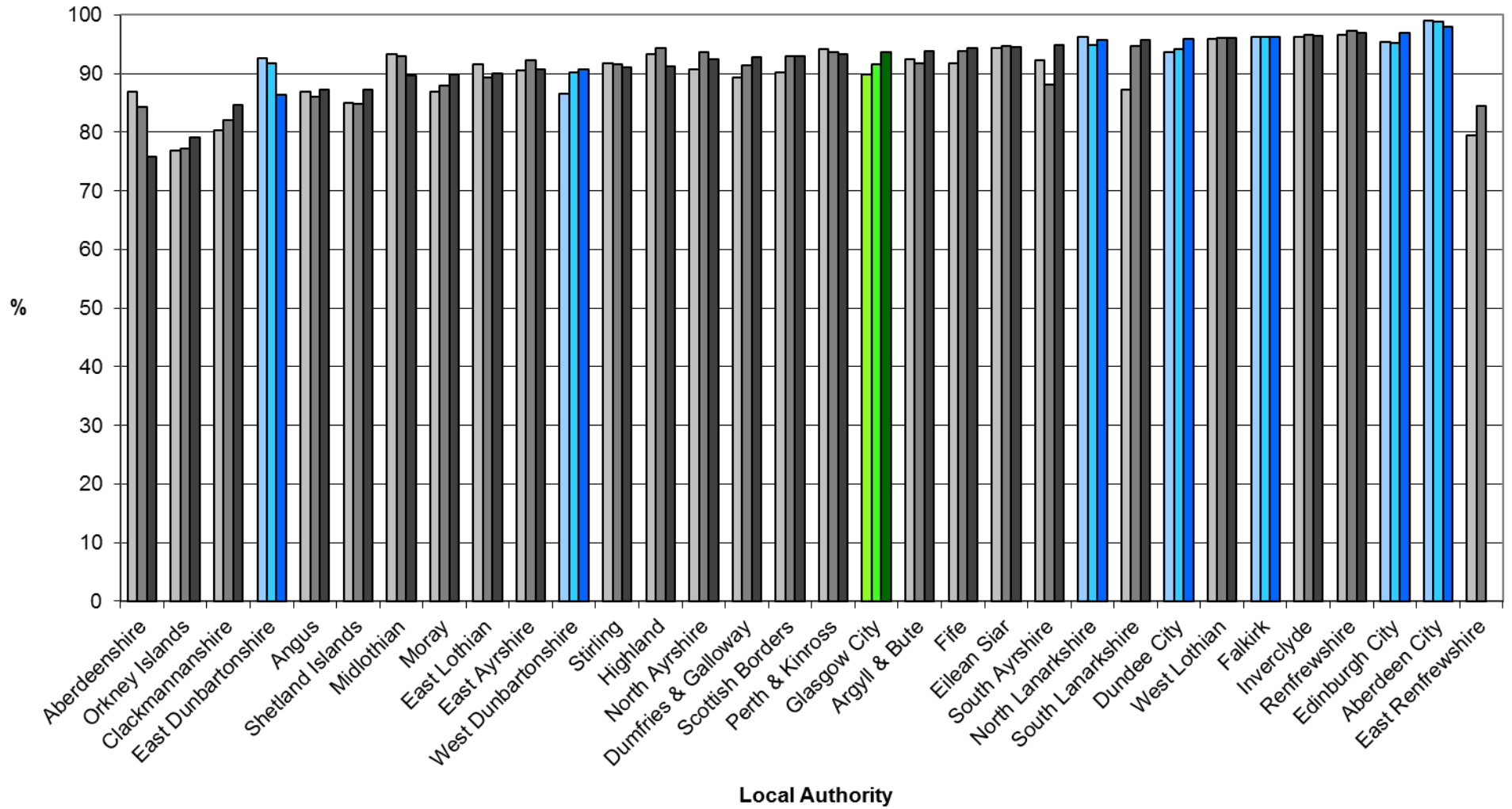


**CORP7 - Percentage of income due from Council Tax received by the end of the year  
13/14, 14/15, 15/16**

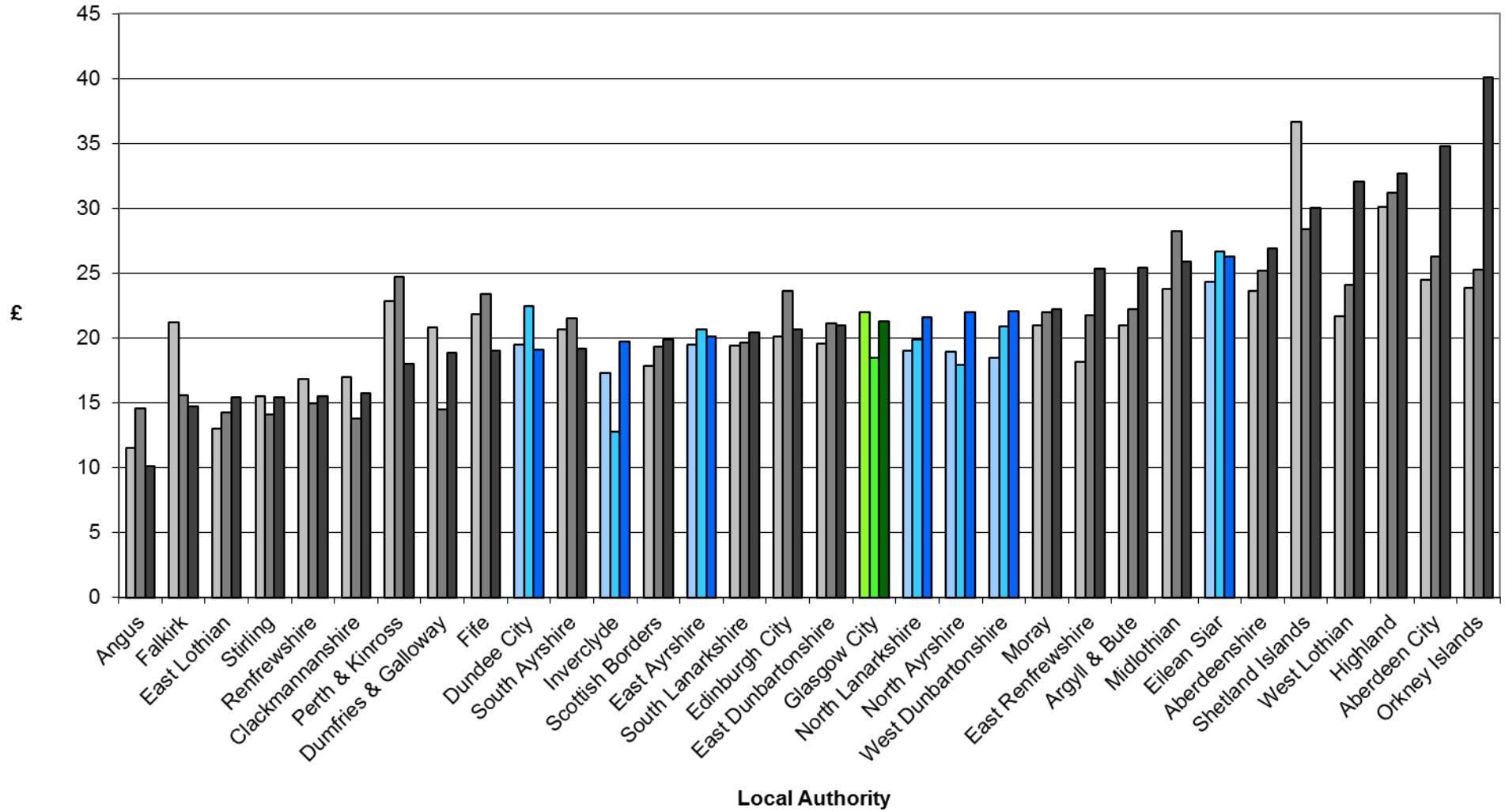




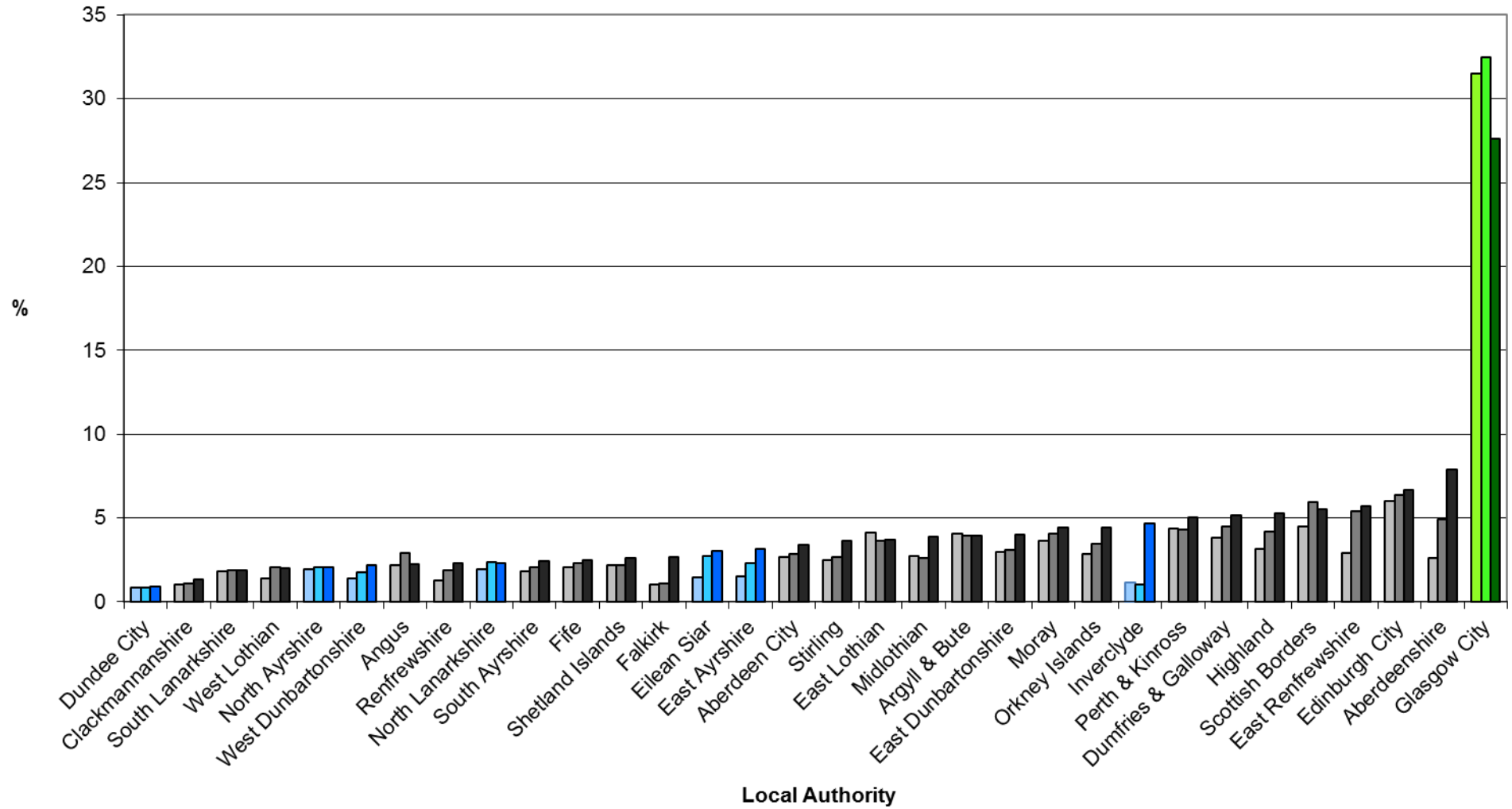
**CORP8 - Percentage of invoices sampled that were paid within 30 days 13/14, 14/15, 15/16**



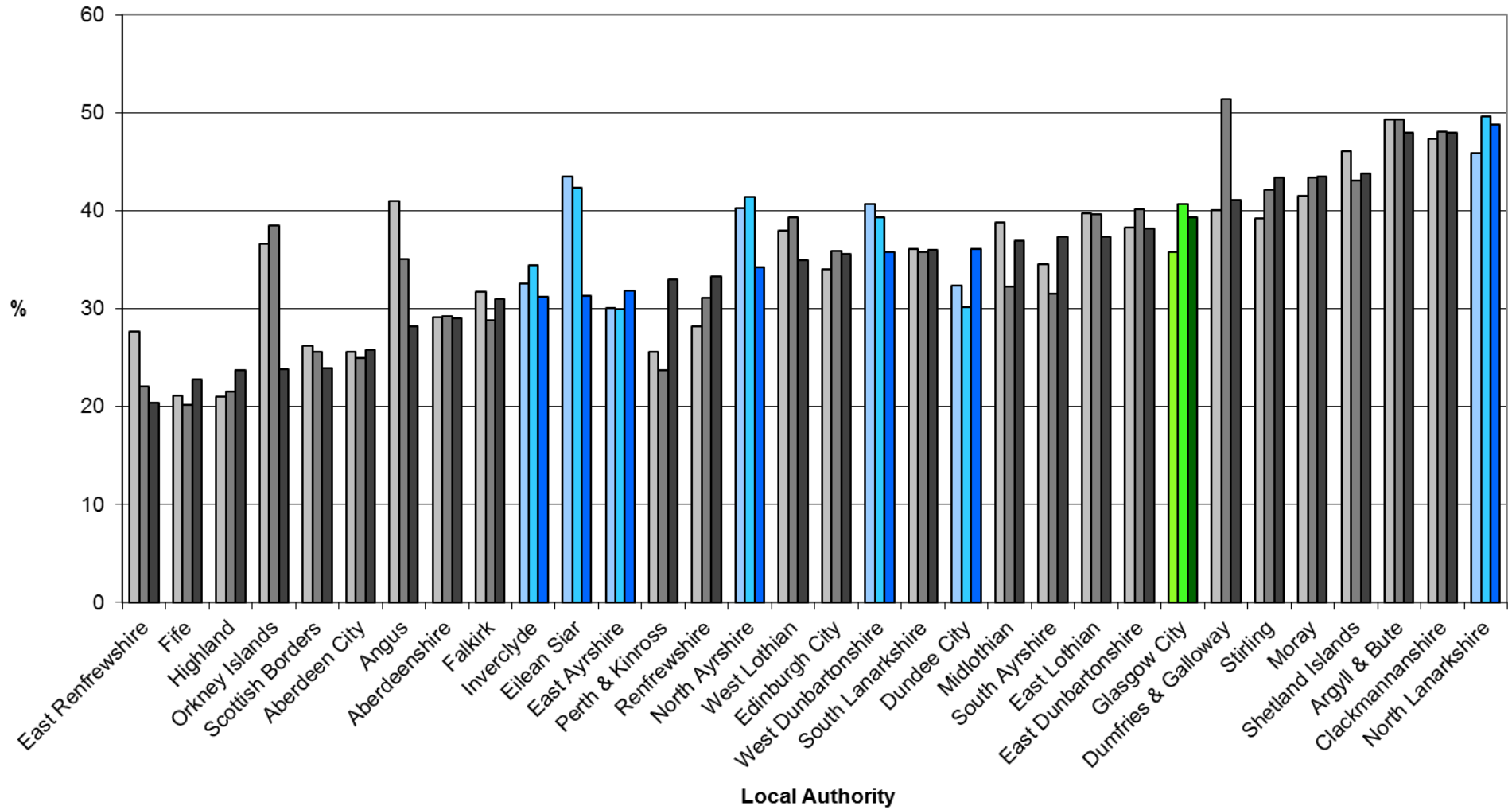
**SW1 - Older Persons (Over65) Home Care Costs per Hour 13/14, 14/15, 15/16**



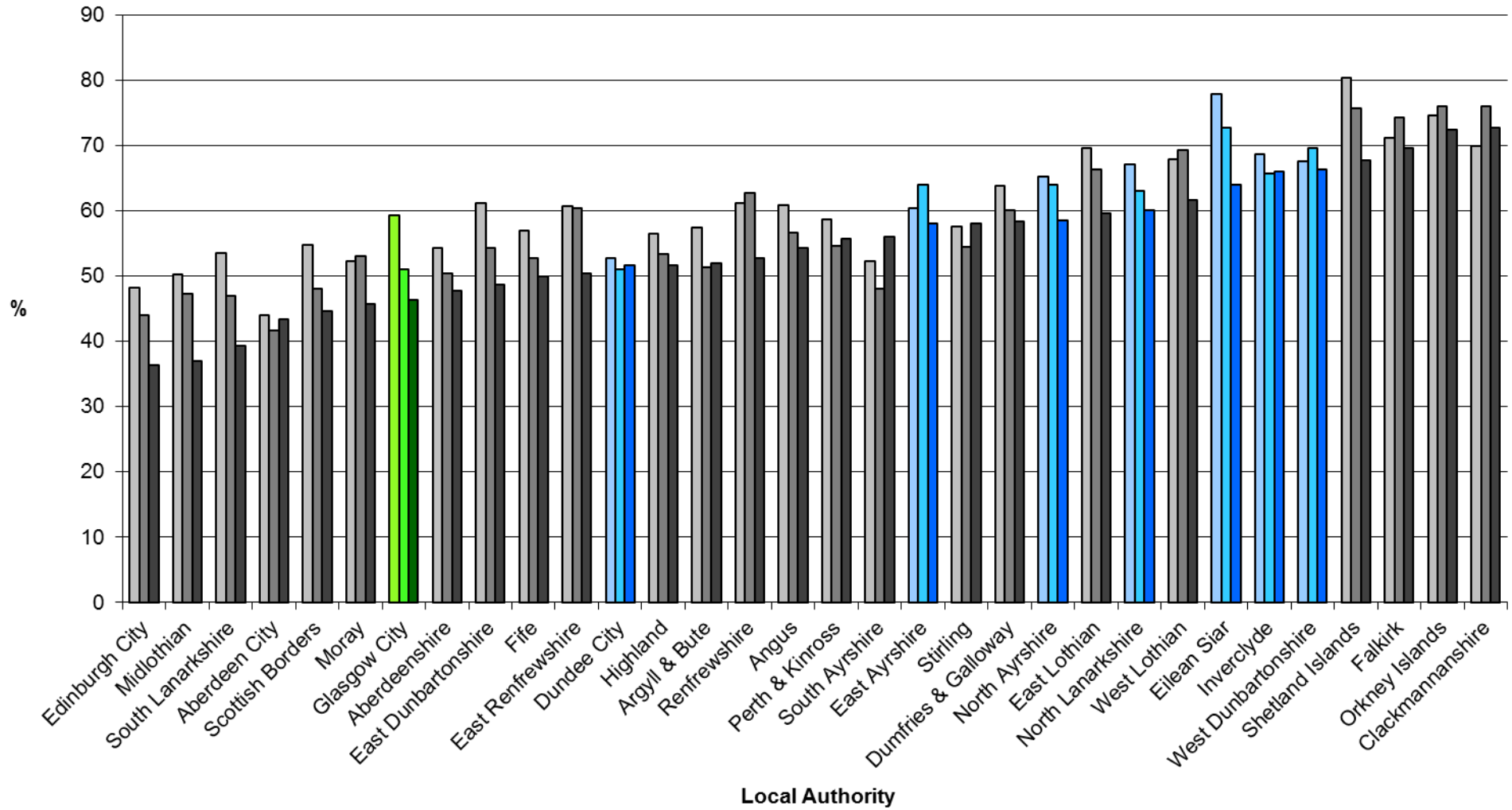
SW2 - SDS spend on adults 18+ as a % of total social work spend on adults 18+ 13/14, 14/15, 15/16



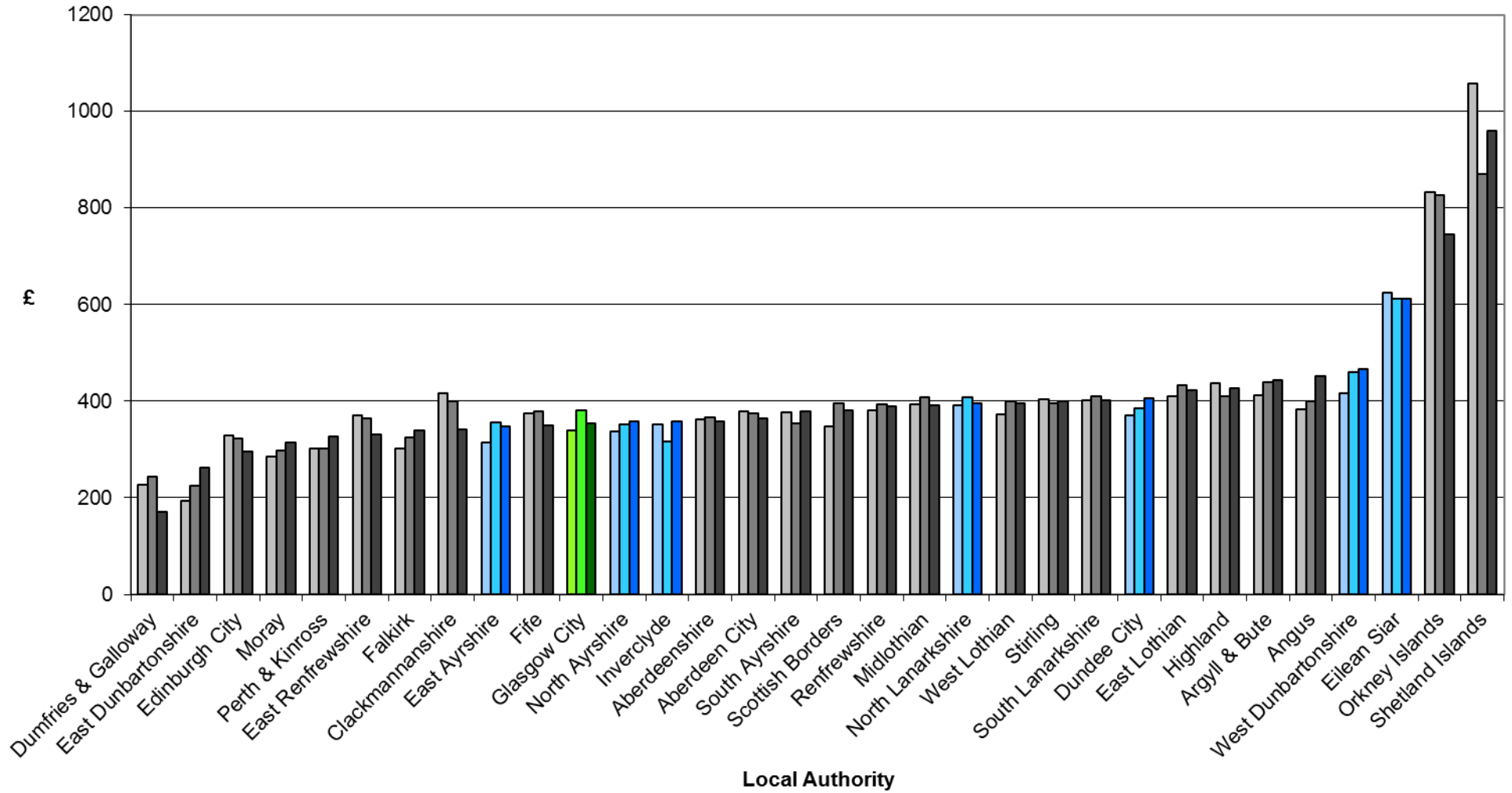
**SW3 - % of people 65+ with intensive needs receiving care at home 13/14, 14/15, 15/16**



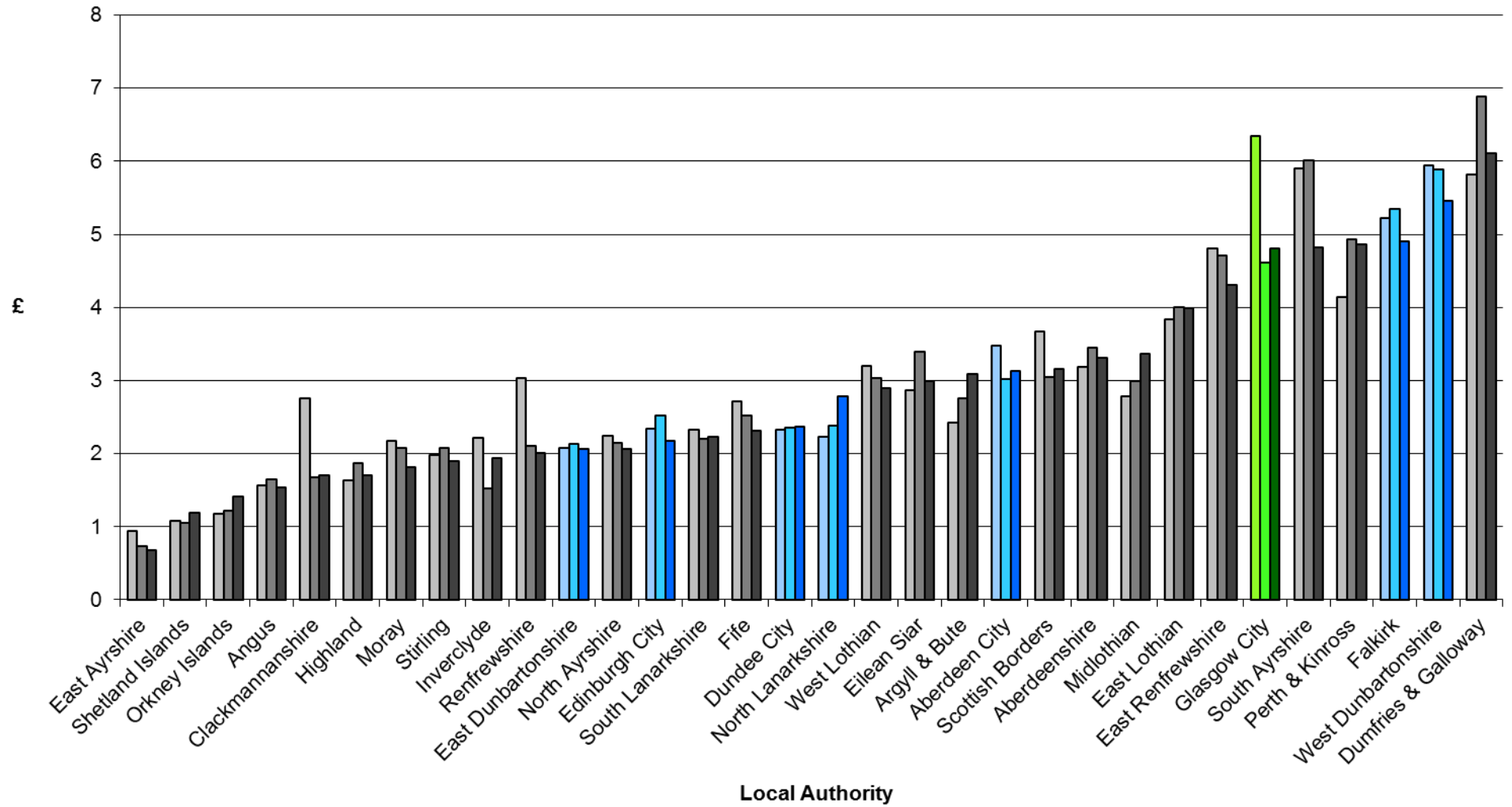
**SW4 - % of Adults satisfied with social care or social work services 10-14, 12-15, 13-16**



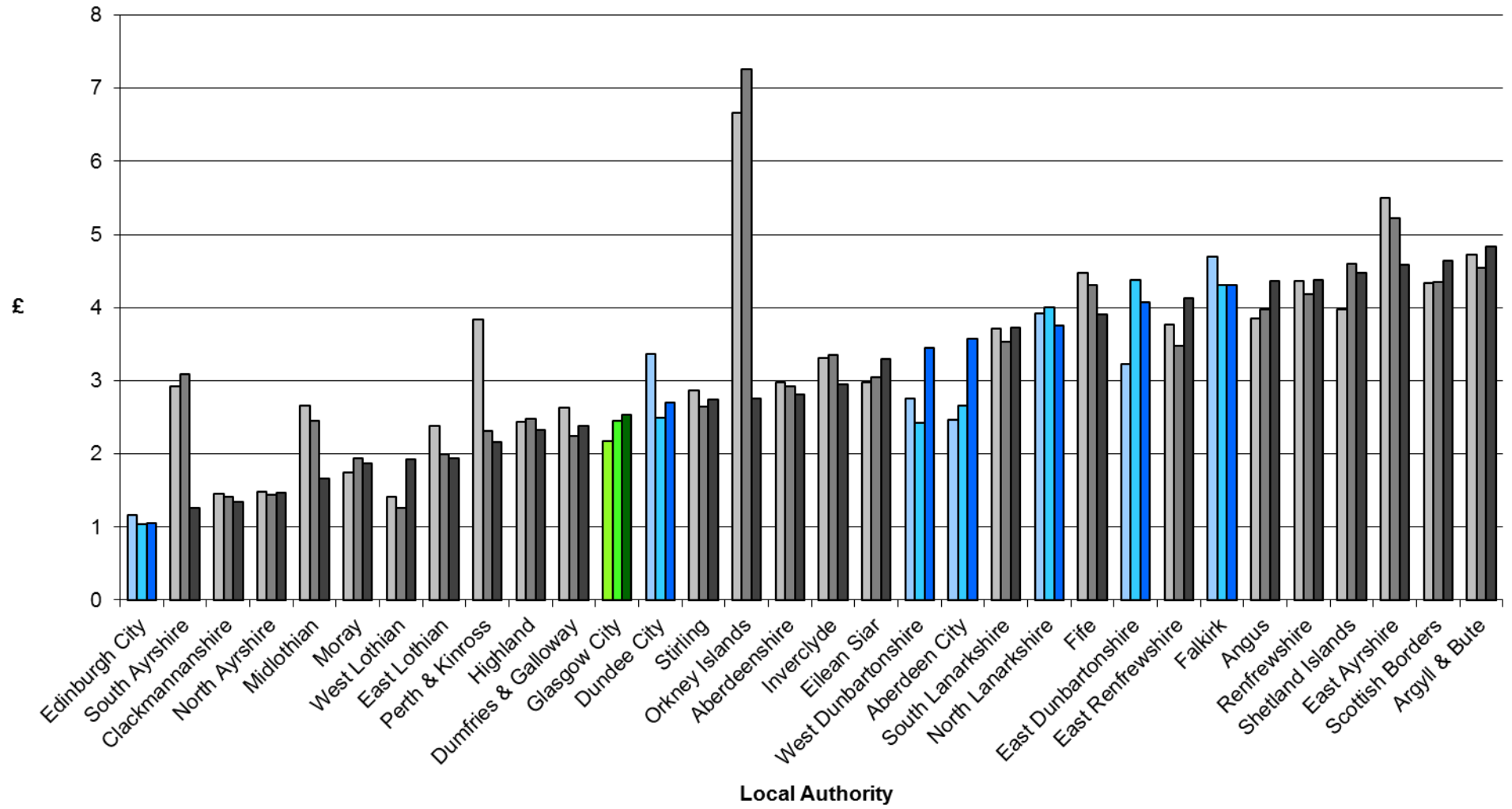
SW5 - Older persons (over 65's) residential care costs per week per resident 13/14, 14/15, 15/16



### C&L1 - Cost per Attendance at Sports Facilities 13/14, 14/15, 15/16

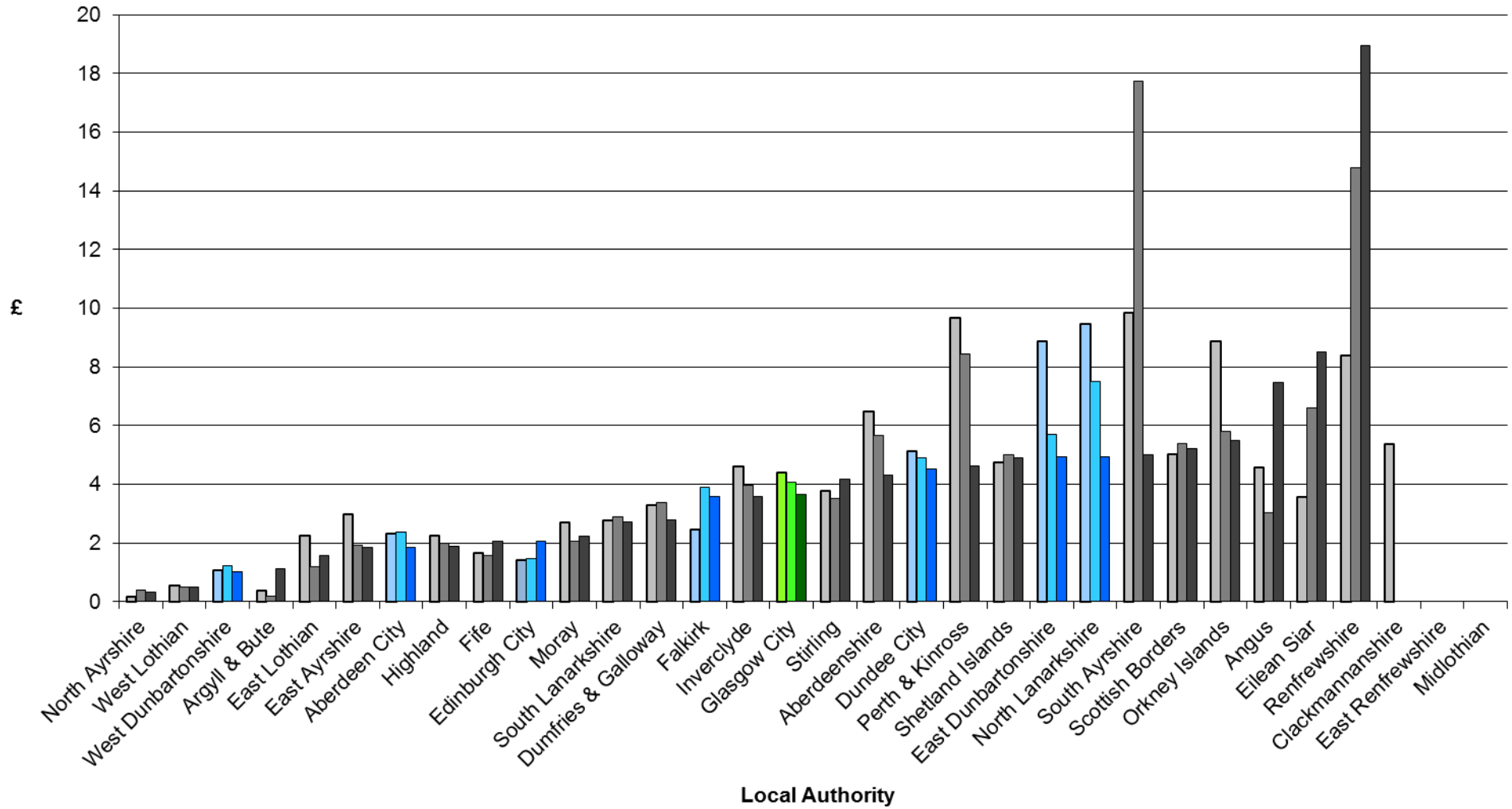


### C&L2 - Cost per Library visit 13/14, 14/15, 15/16

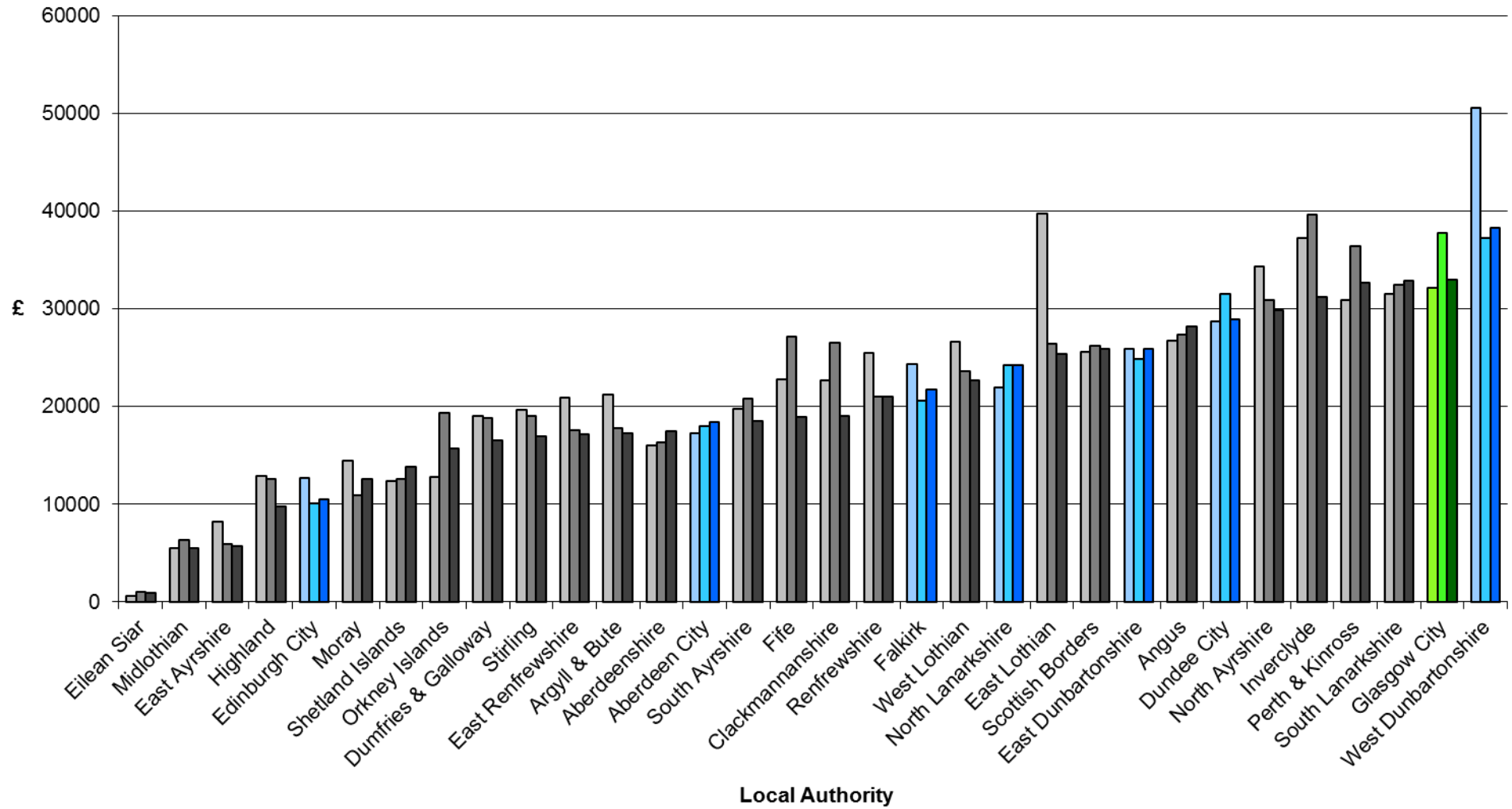




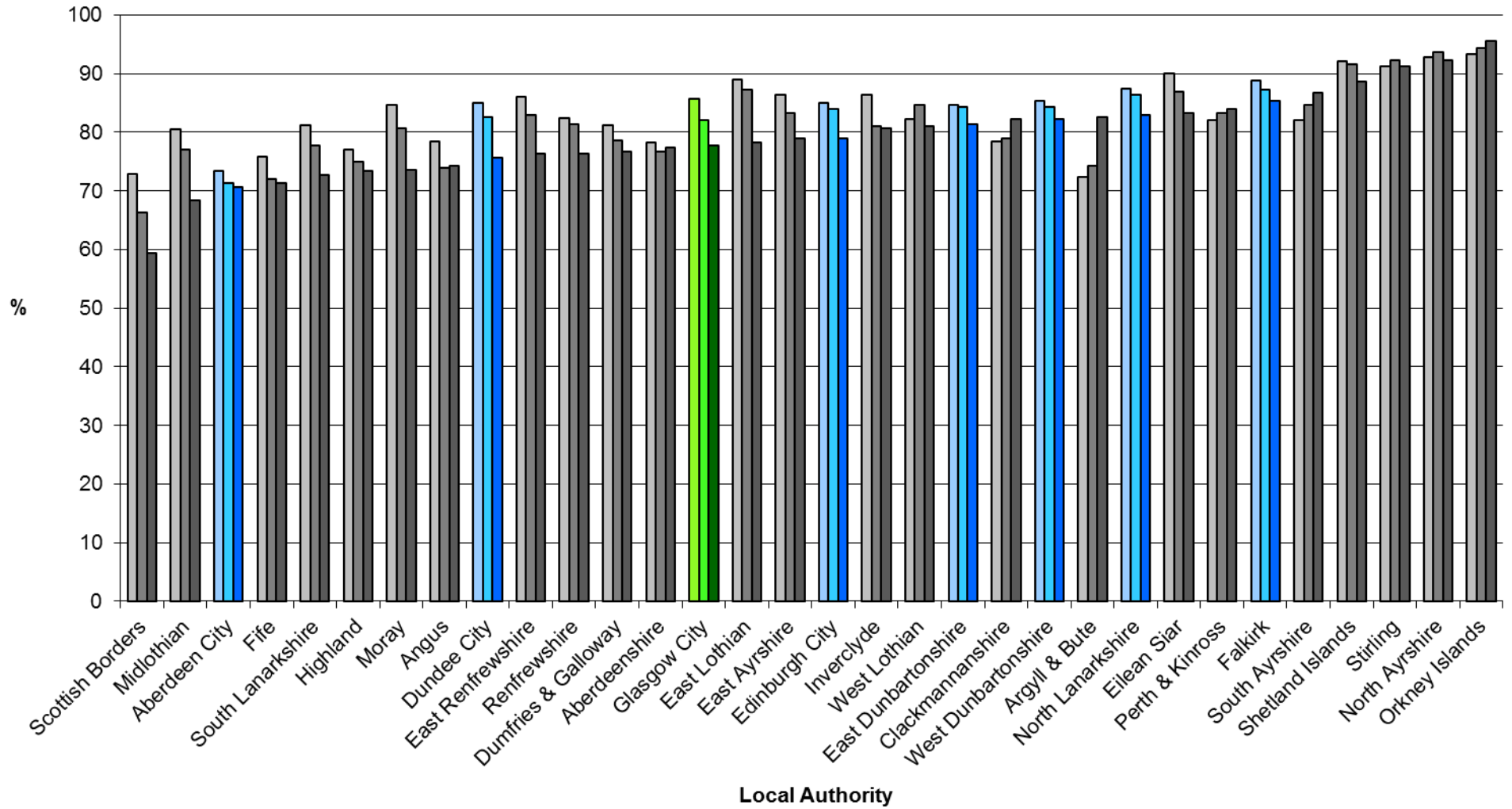
### C&L3 - Cost of Museums per visit 13/14, 14/15, 15/16



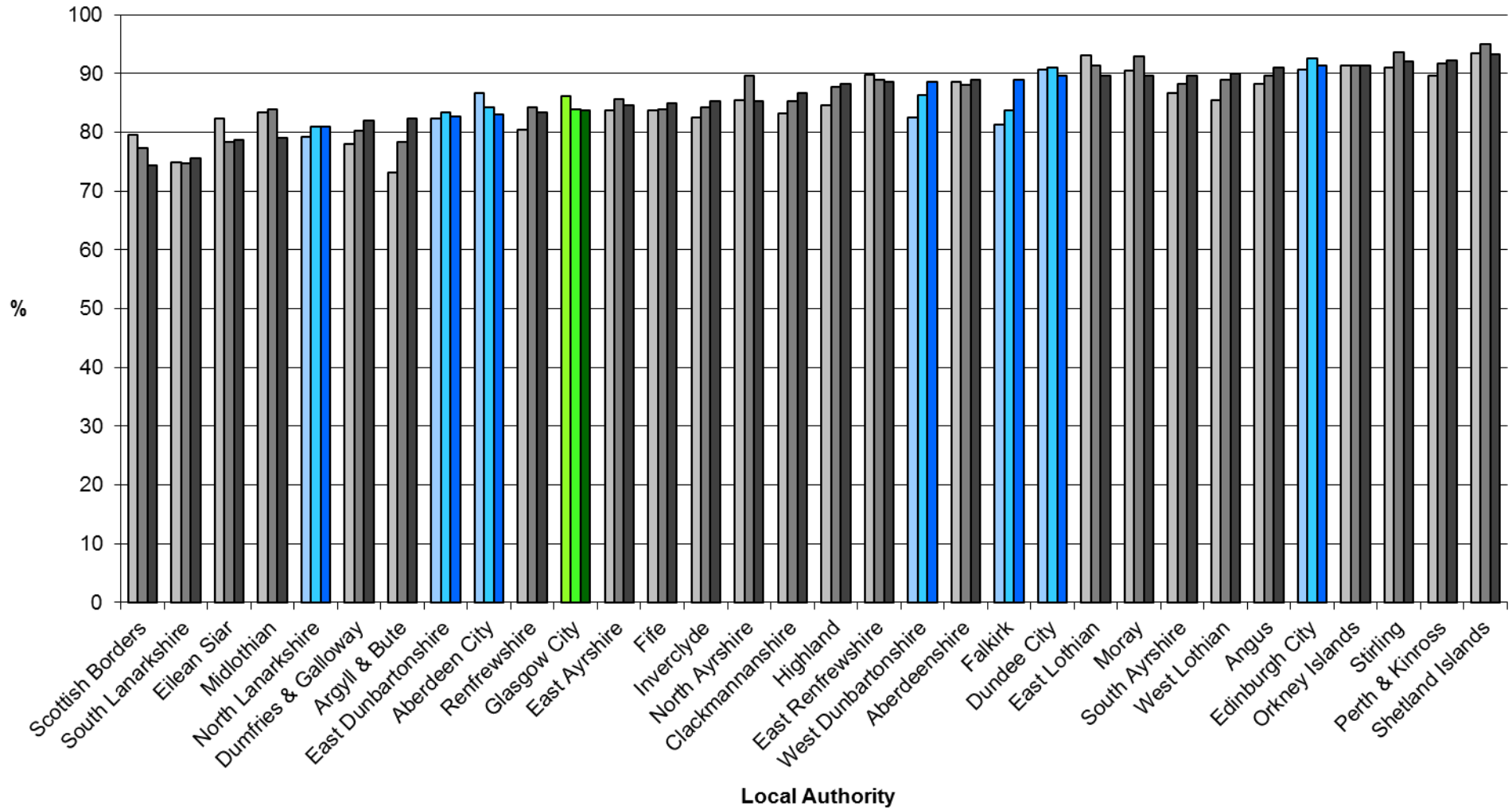
### C&L4 - Cost Parks & Open Spaces per 1000 Population 13/14, 14/15, 15/16



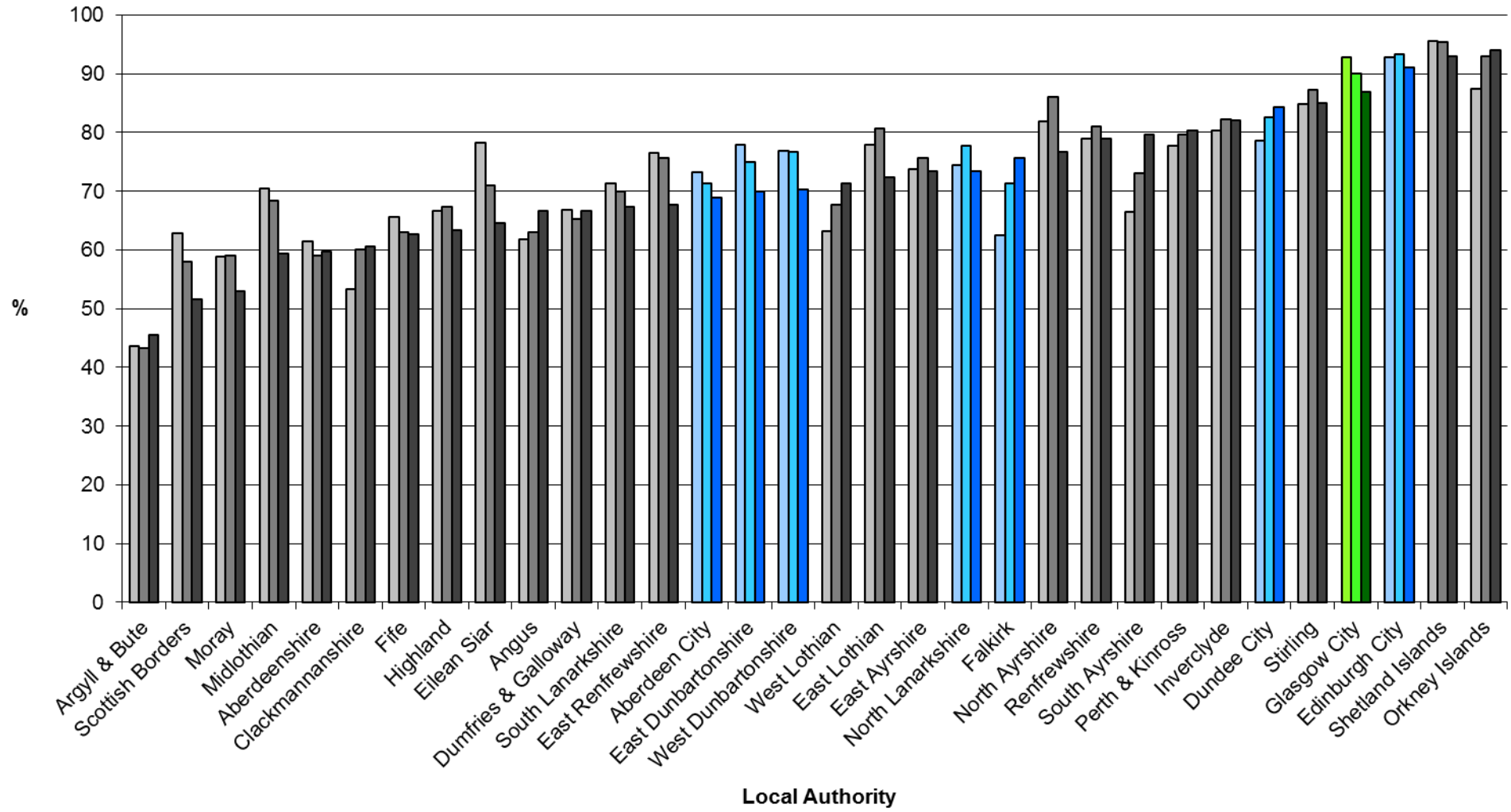
C&L5a - % of adults satisfied with libraries 10/14, 12/15, 13/16



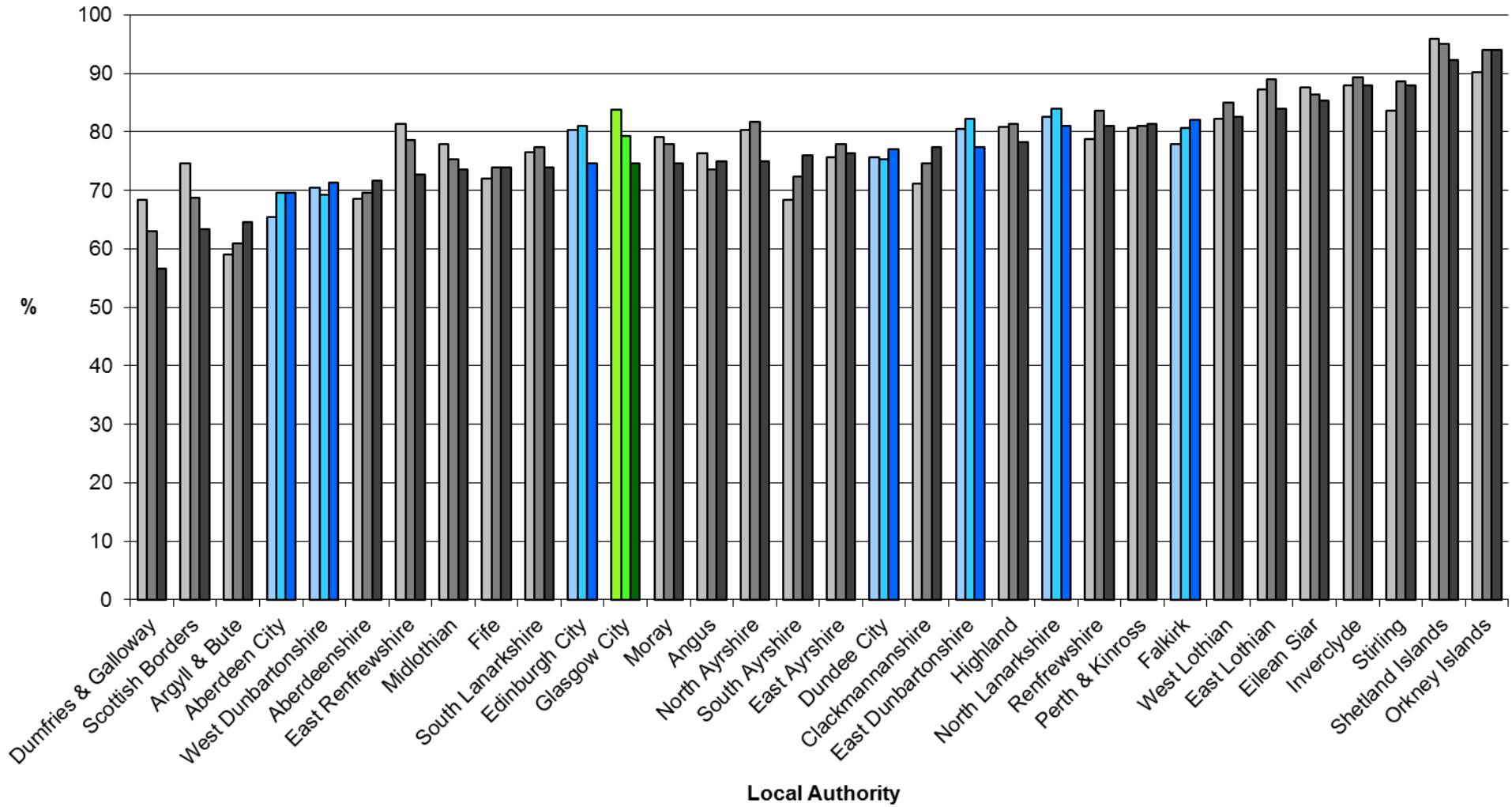
**C&L5b - % of adults satisfied with parks and open spaces 10/14, 12/15, 13/16**



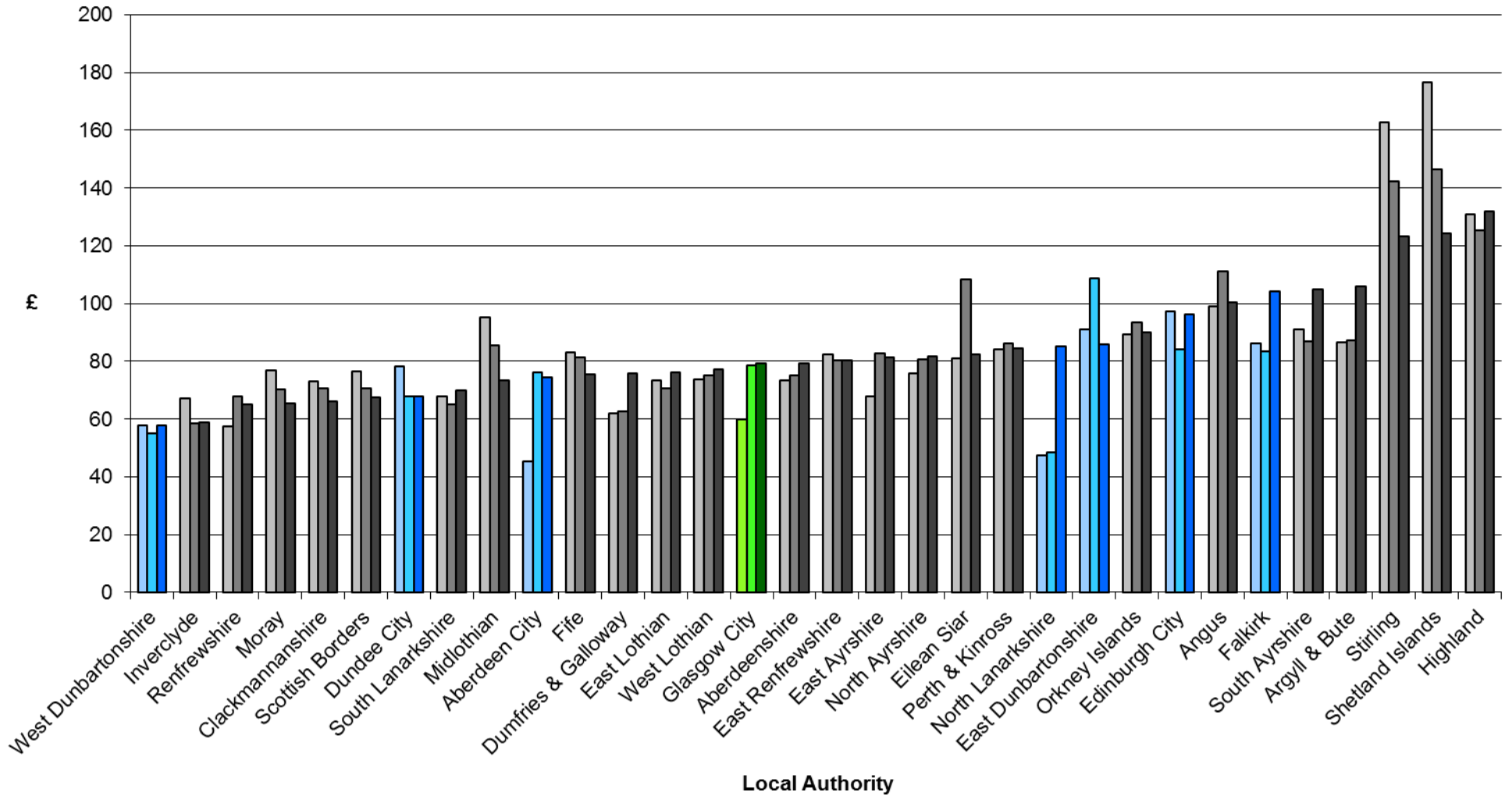
**C&L5c - % of adults satisfied with museums and galleries 10/14, 12/15, 13/16**



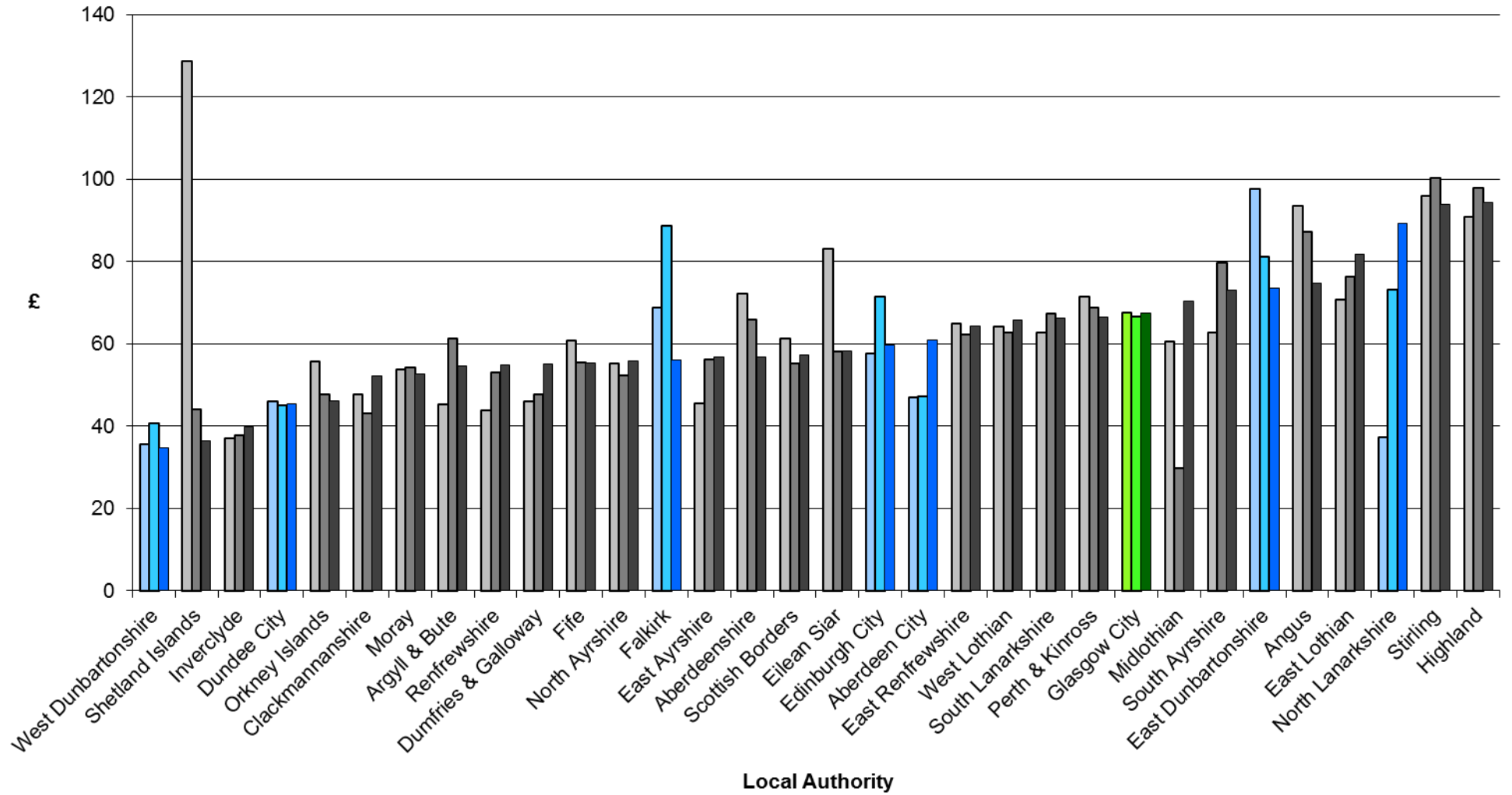
C&L5d - % of adults satisfied with leisure facilities 10/14, 12/15, 13/16



**ENV1 - Gross cost of Waste Collection per Premises 12/13, 13/14, 14/15 - NO NEW DATA**

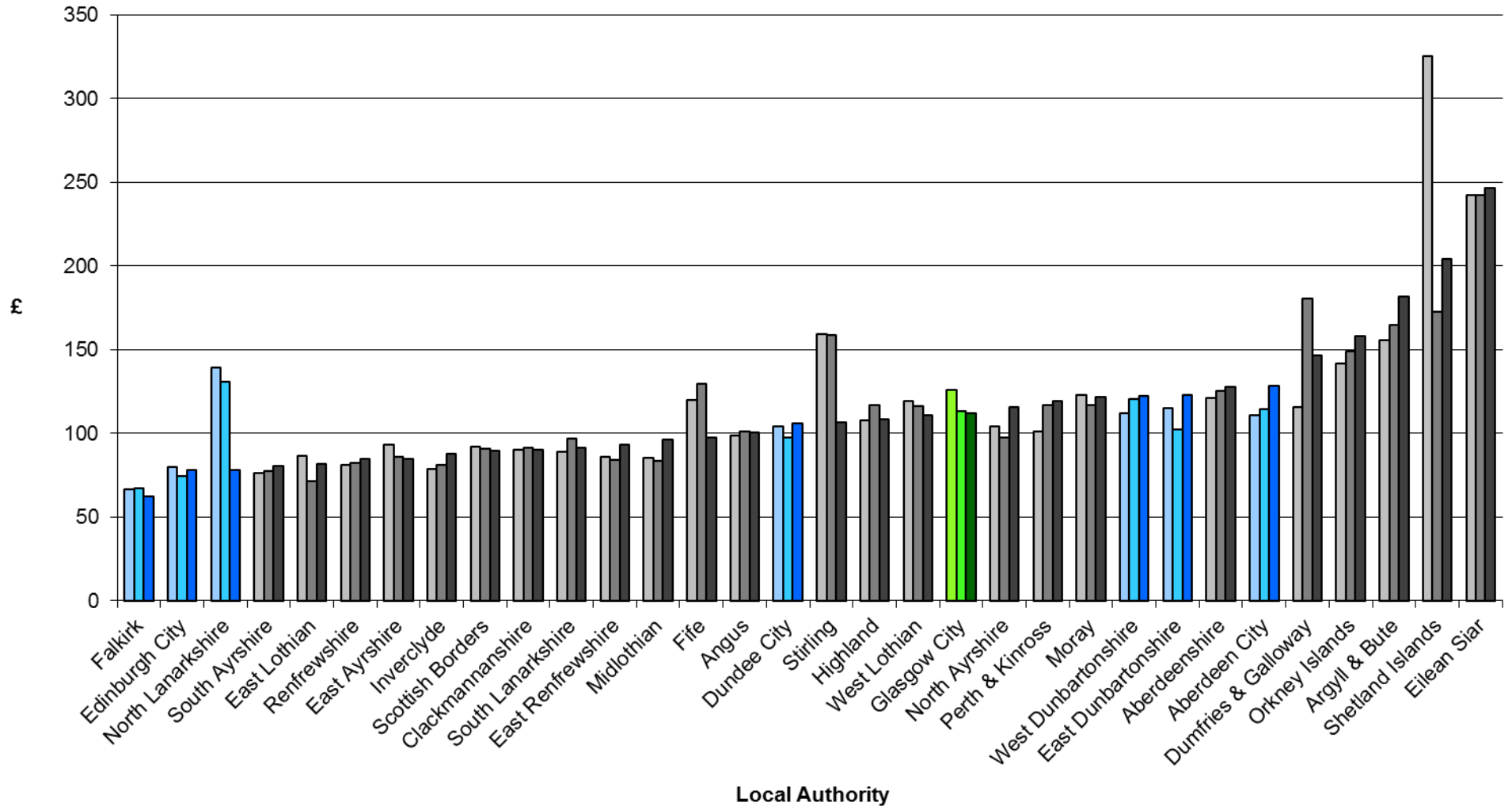


### ENV1a - Net cost per Waste Collection per Premises 13/14, 14/15, 15/16

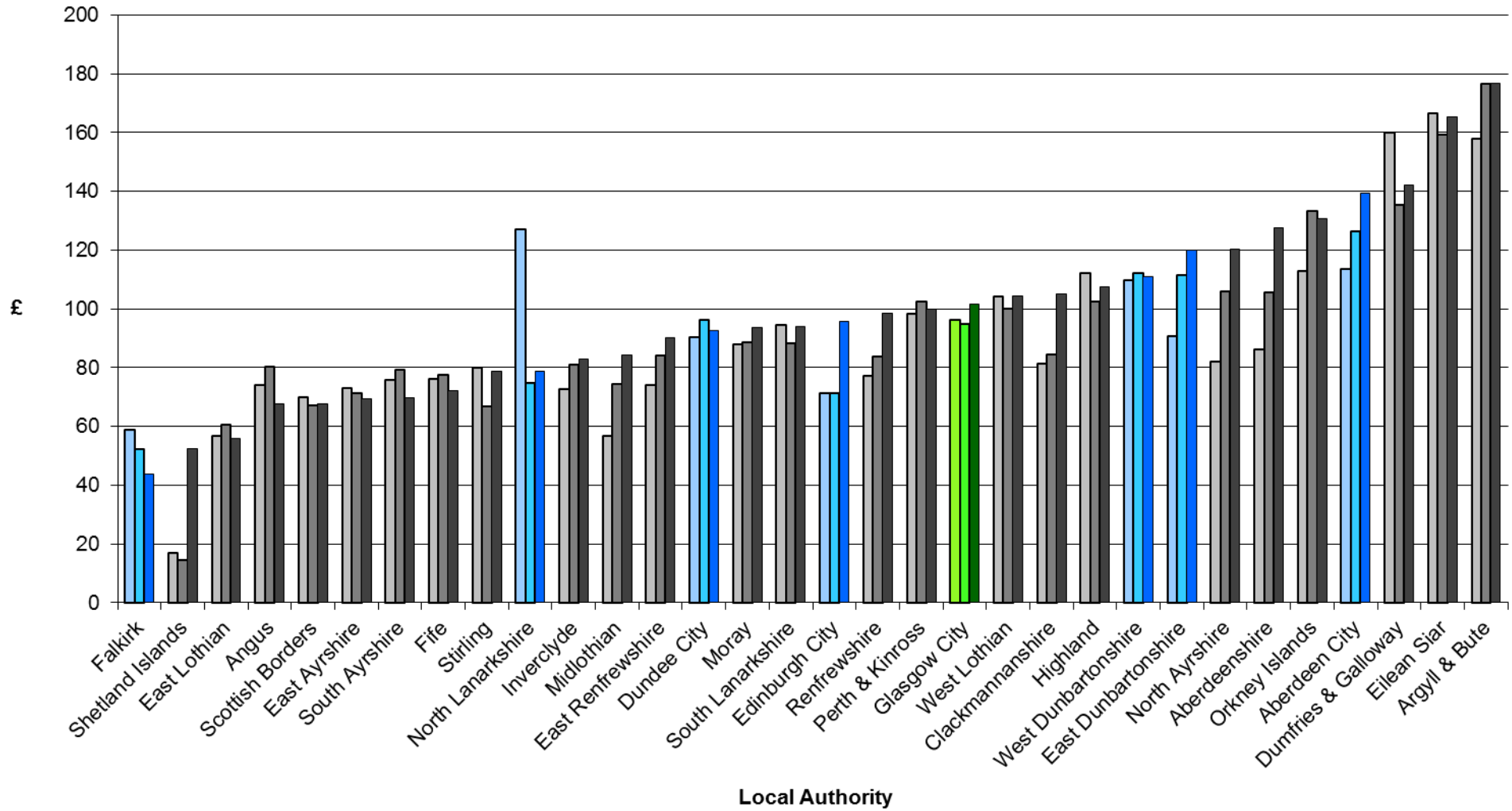




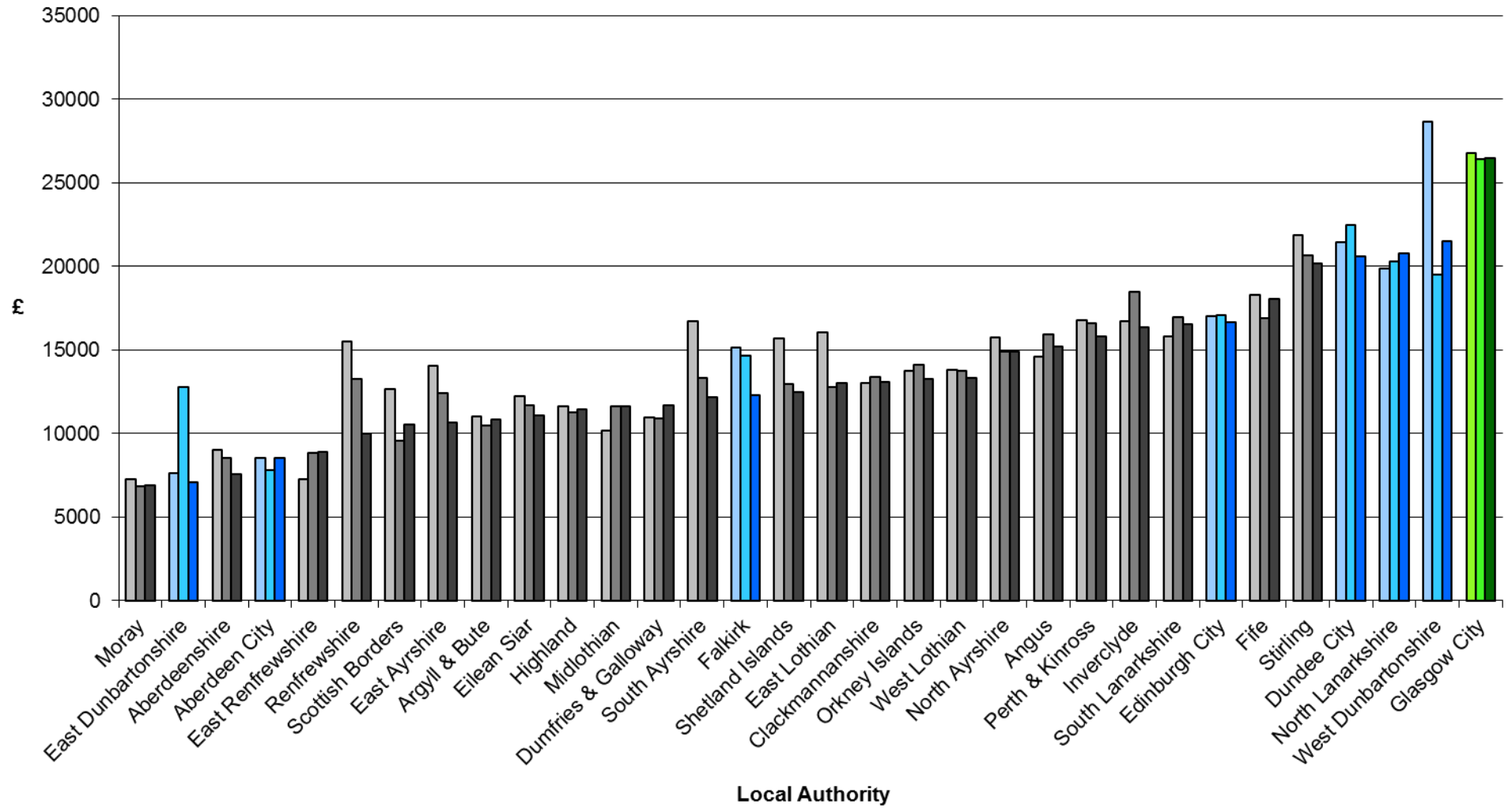
ENV2 - Gross cost per Waste Disposal per Premises 12/13, 13/14, 14/15 - NO NEW DATA



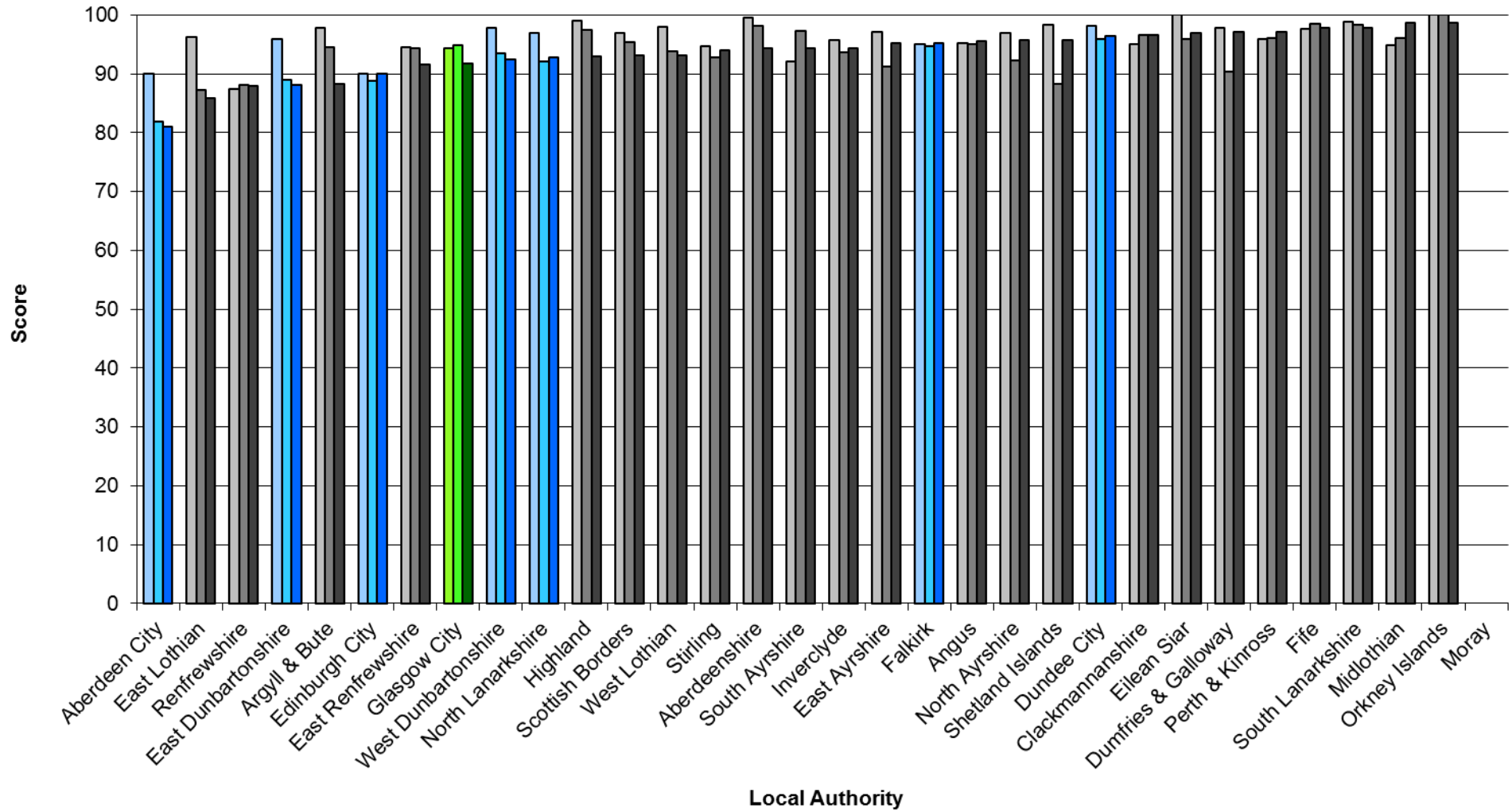
ENV2a - net cost per waste Disposal per Premises 13/14, 14/15, 15/16



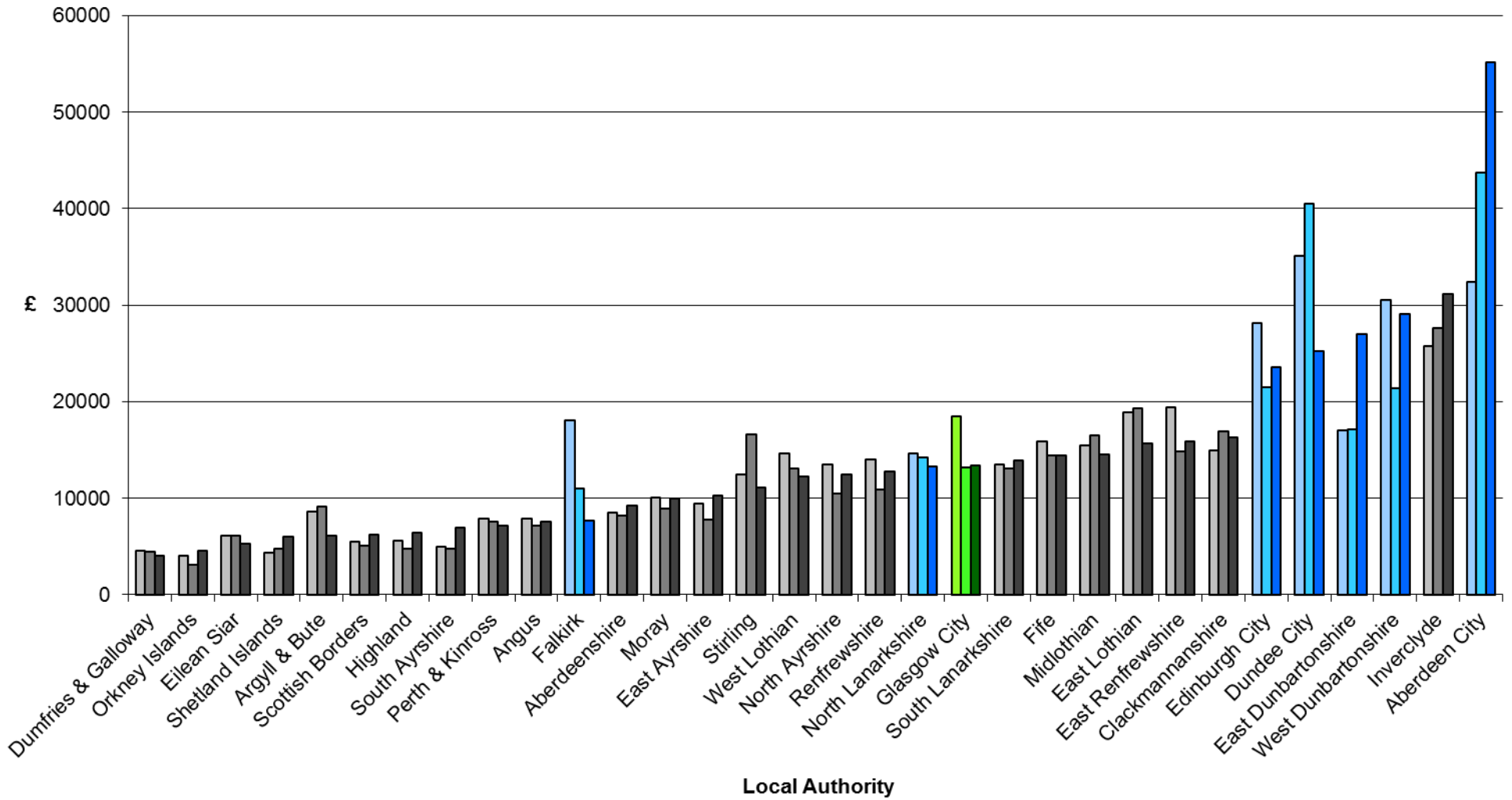
### ENV3a - Net Cost of Street Cleaning per 1,000 Population 13/14, 14/15, 15/16



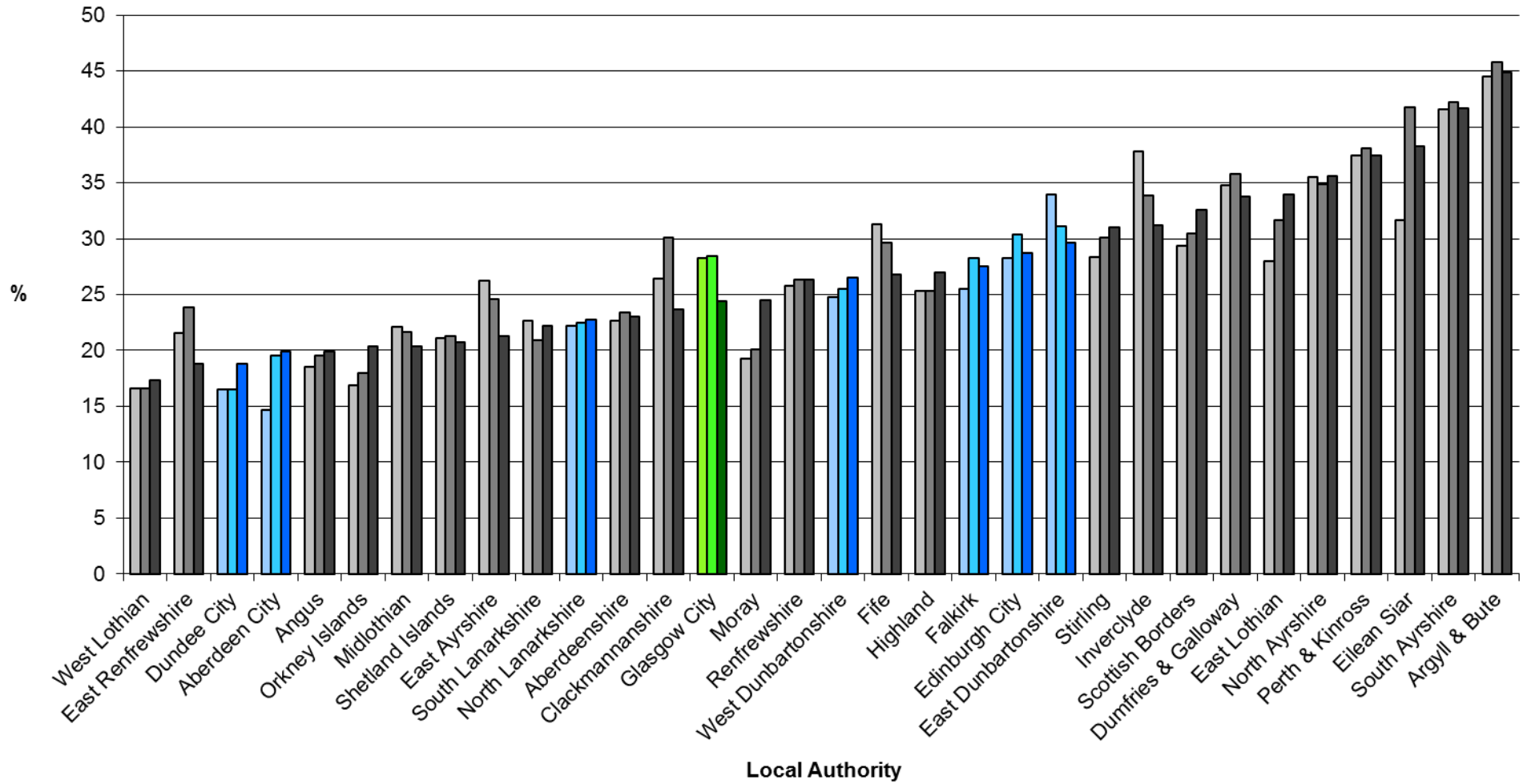
**ENV3c - Cleanliness Score (%age Acceptable) 13/14, 14/15, 15/16**



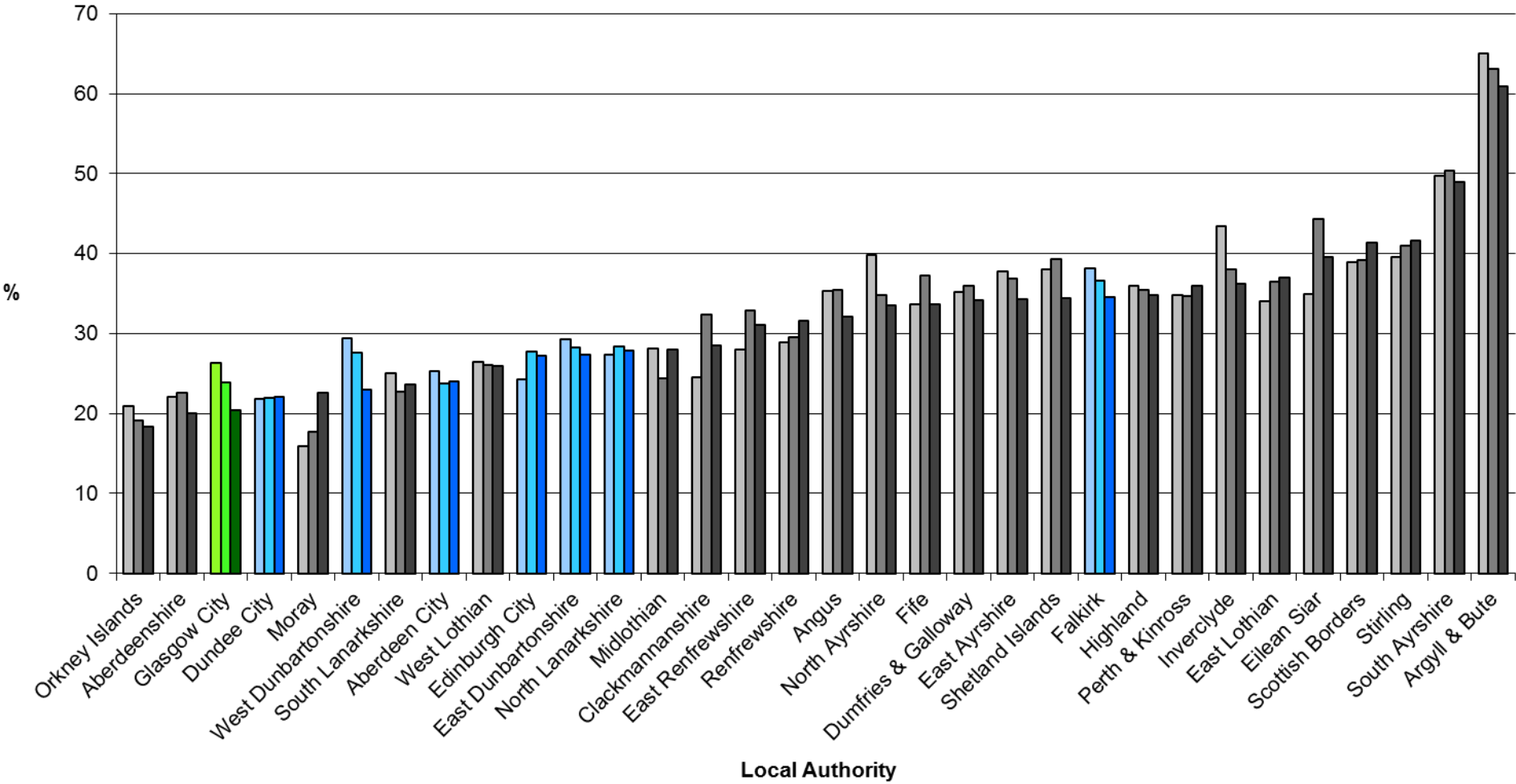
### ENV4a - Cost of Maintenance per kilometre of roads 13/14, 14/15, 15/16



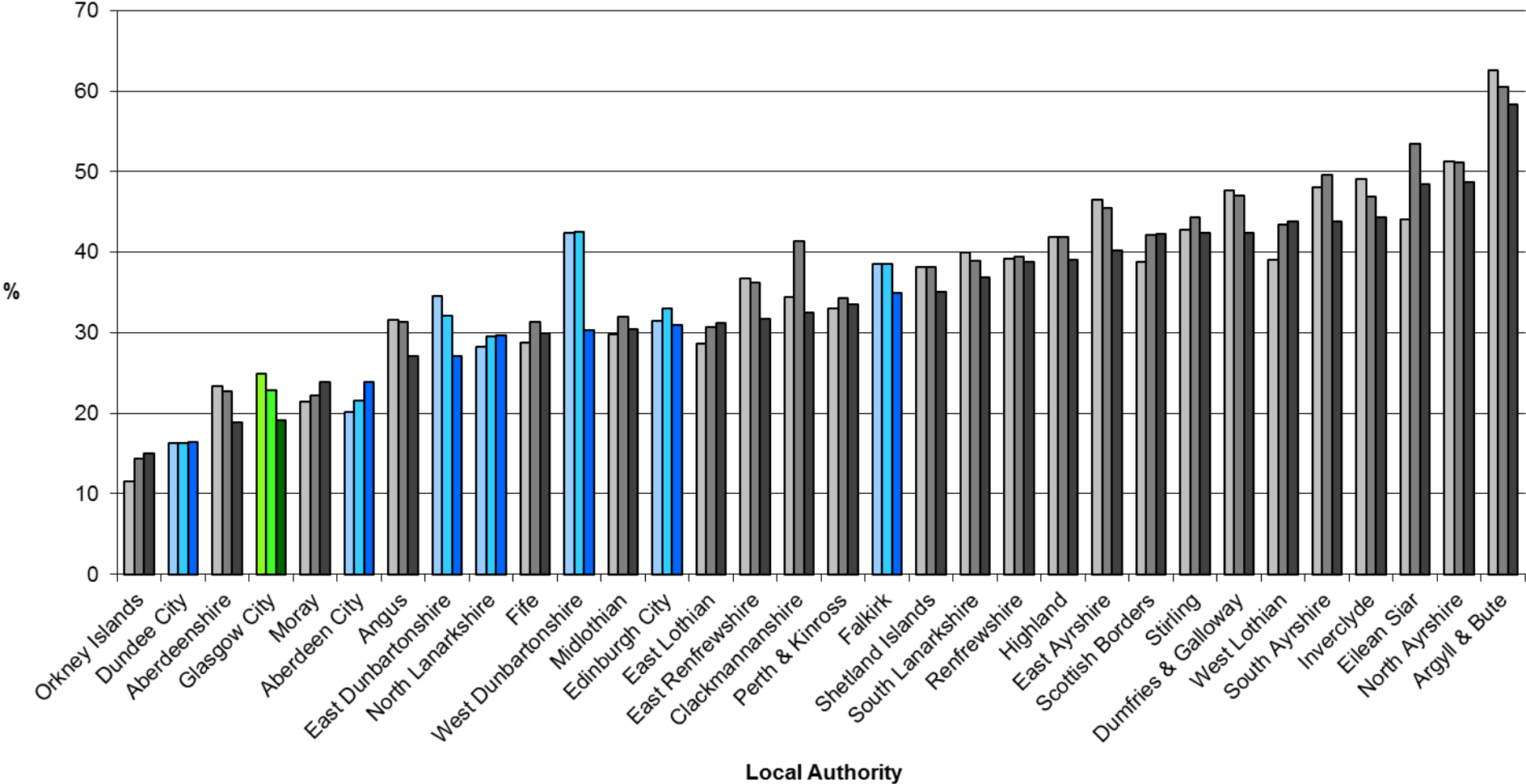
**ENV4b - Percentage of A class roads that should be considered for Maintenance Treatment  
12/14, 13/15, 14/16**



**ENV4c - Percentage of B class roads that should be considered for Maintenance Treatment  
12/14, 13/15, 14/16**

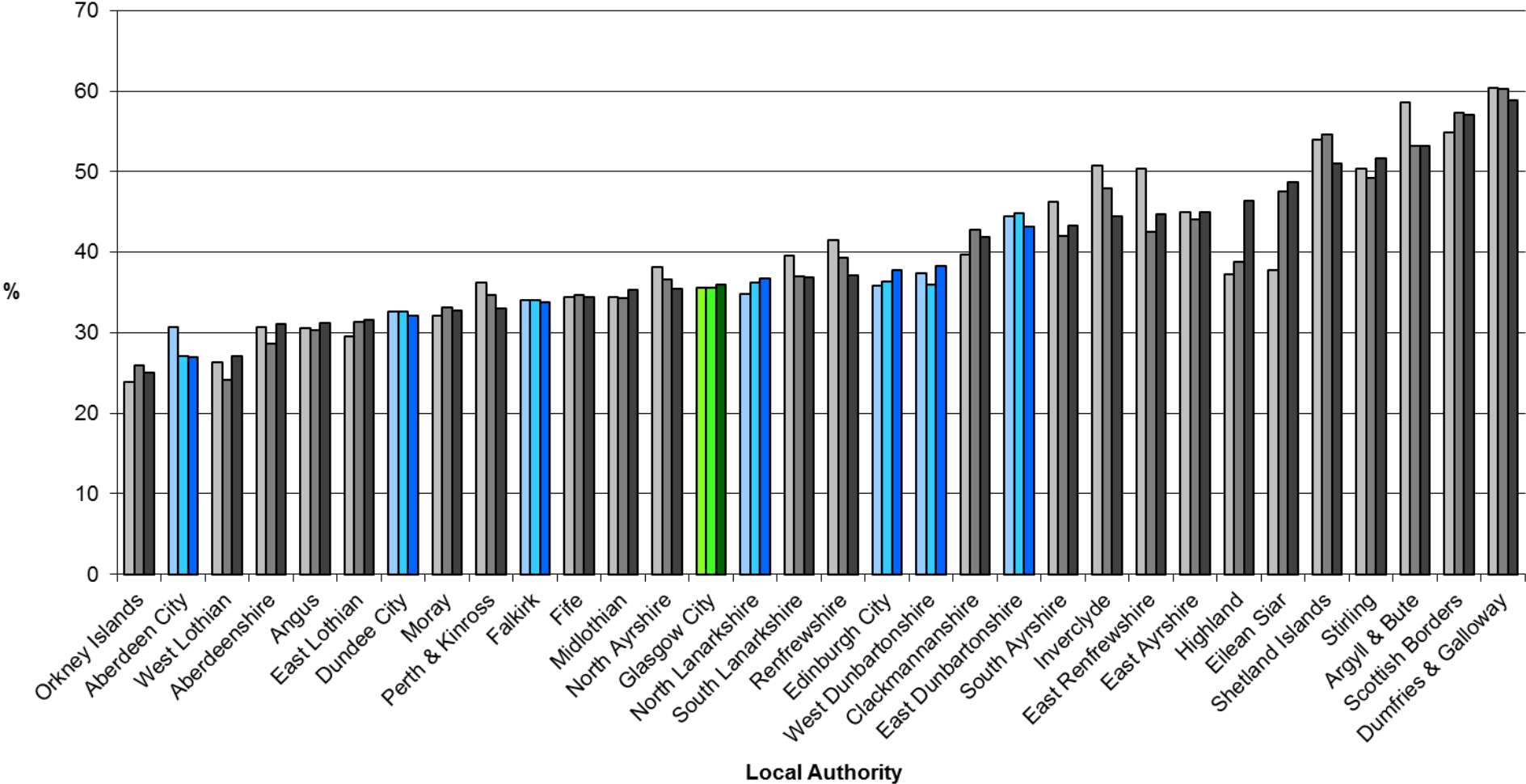


**ENV4d - Percentage of C class roads that should be considered for Maintenance Treatment  
12/14, 13/15, 14/16**

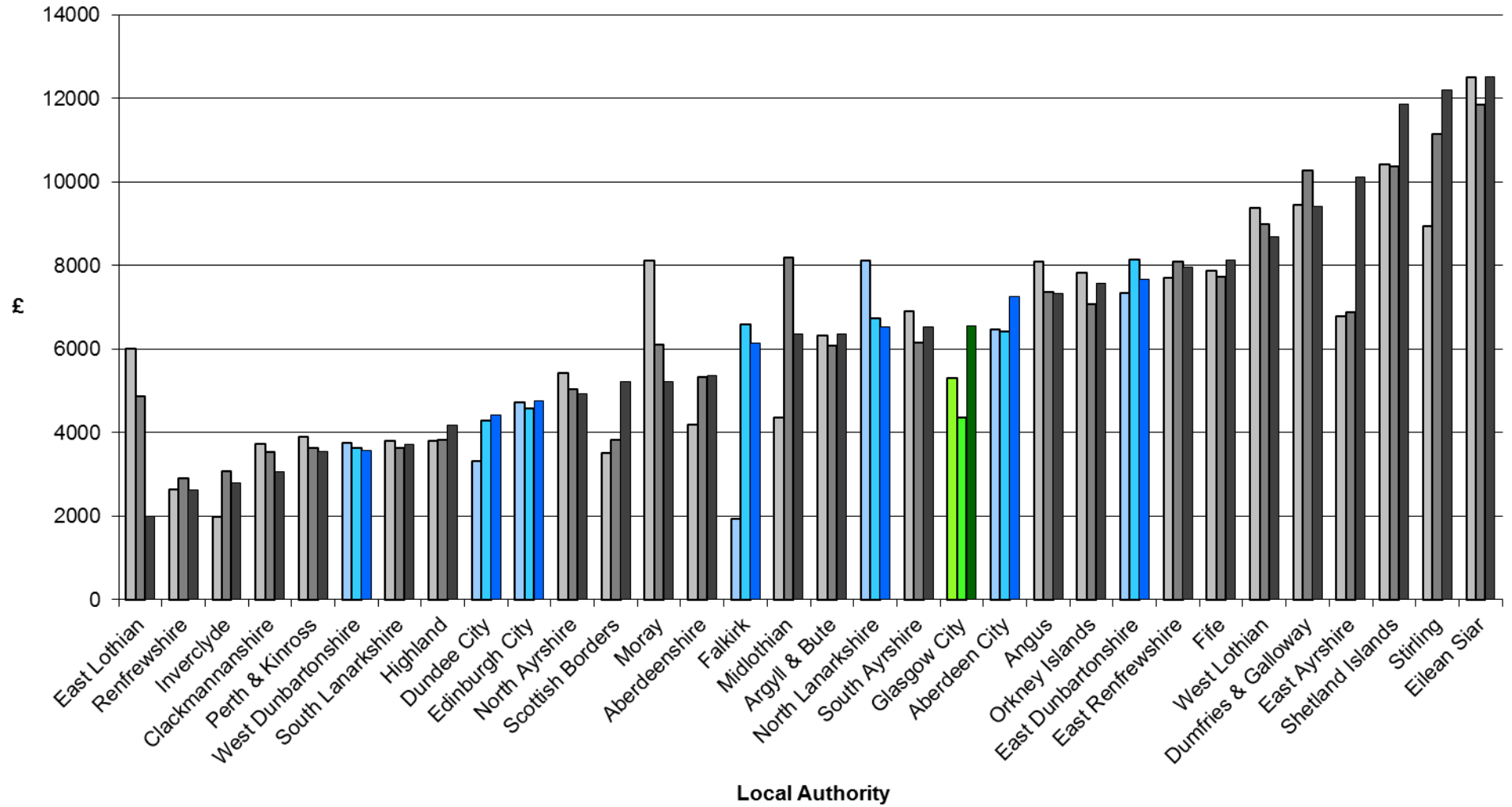




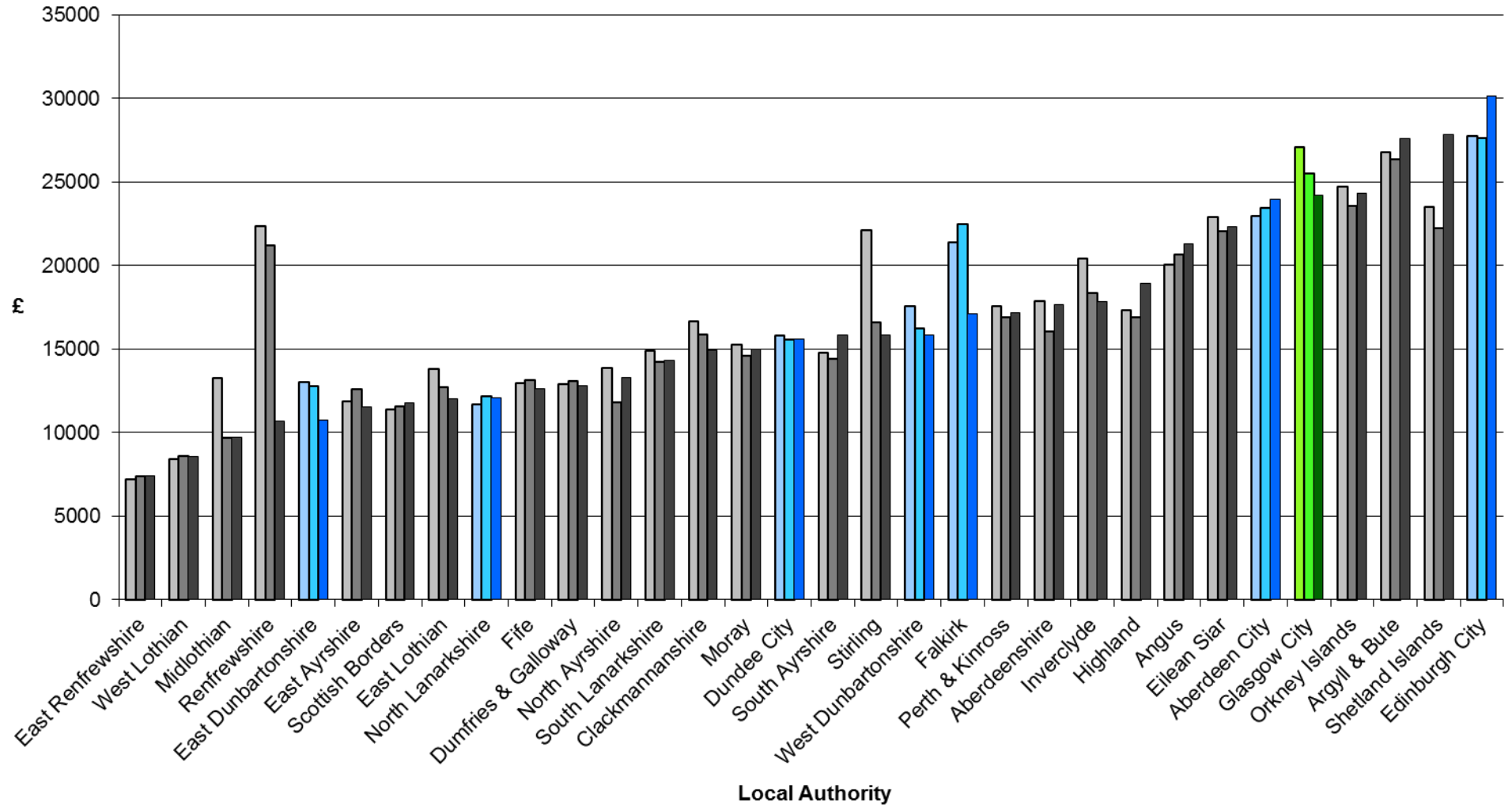
**ENV4e - Percentage of unclassified roads that should be considered for Maintenance Treatment  
10/14, 11/15, 12/16**



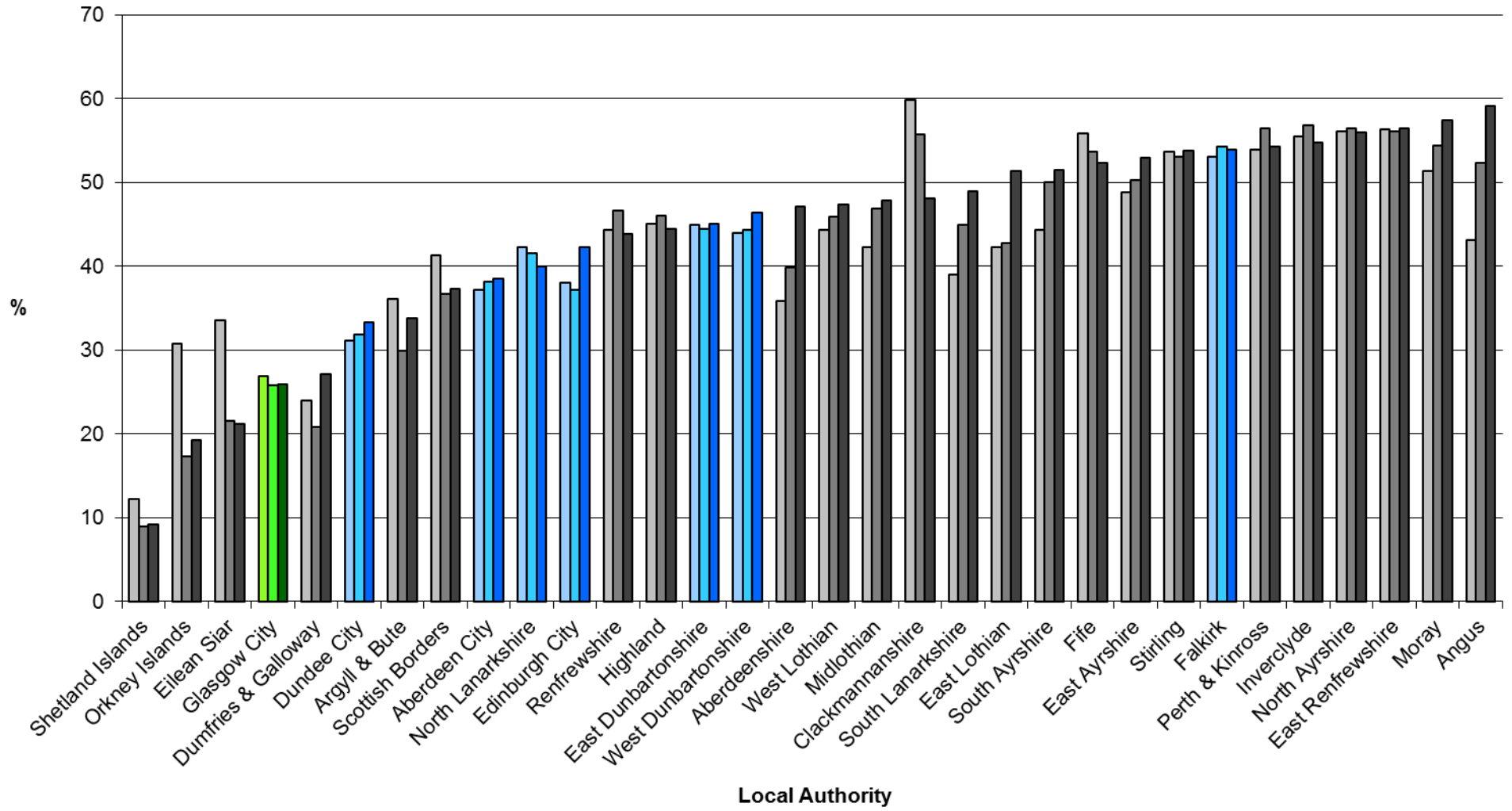
ENV5a - Cost of trading standards per 1,000 population 13/14, 14/15, 15/16



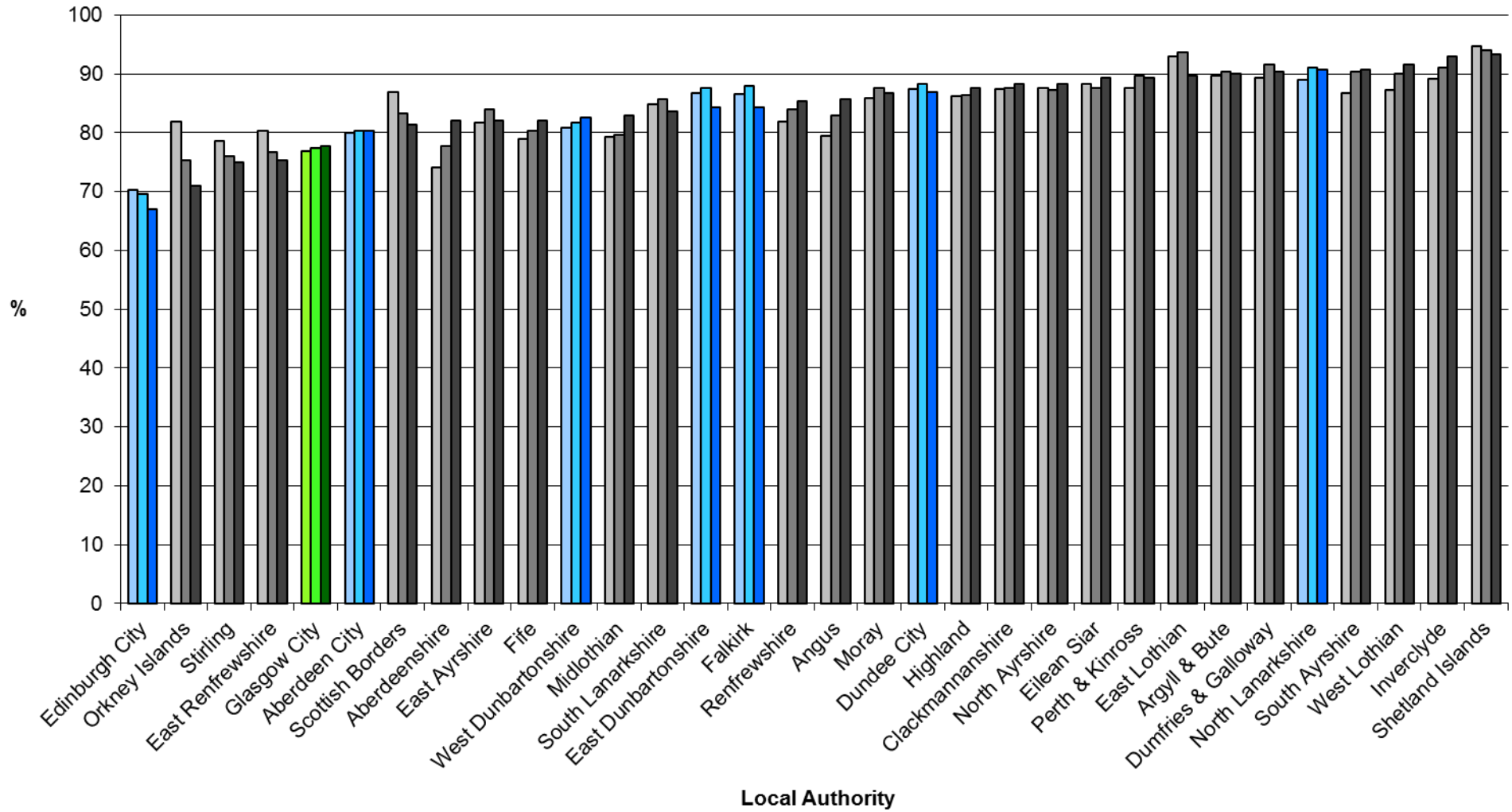
ENV5b - Cost of environmental health per 1,000 population 13/14, 14/15, 15/16



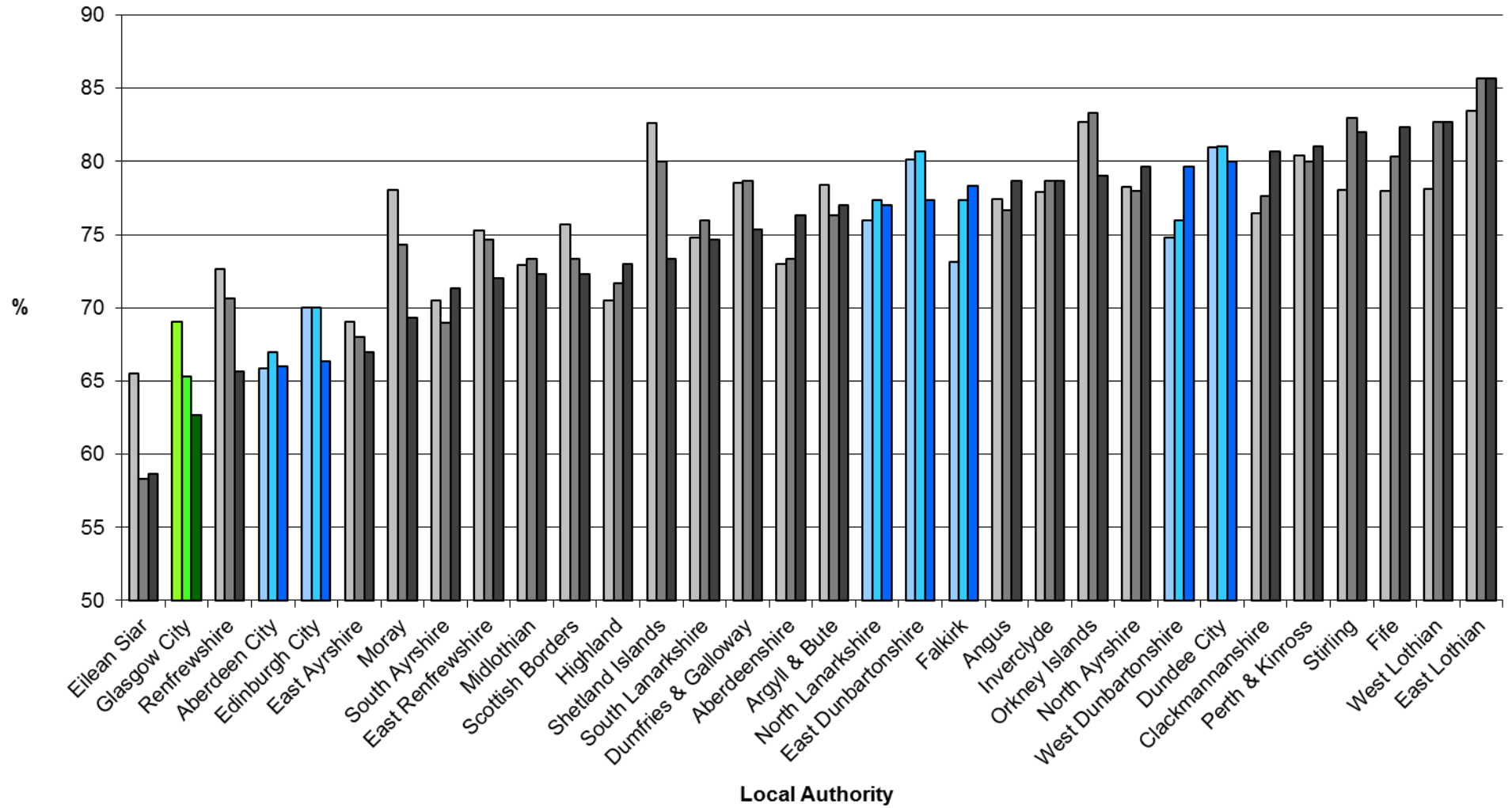
**ENV6 - The % of total household waste arising that is recycled 13/14, 14/15, 15/16**



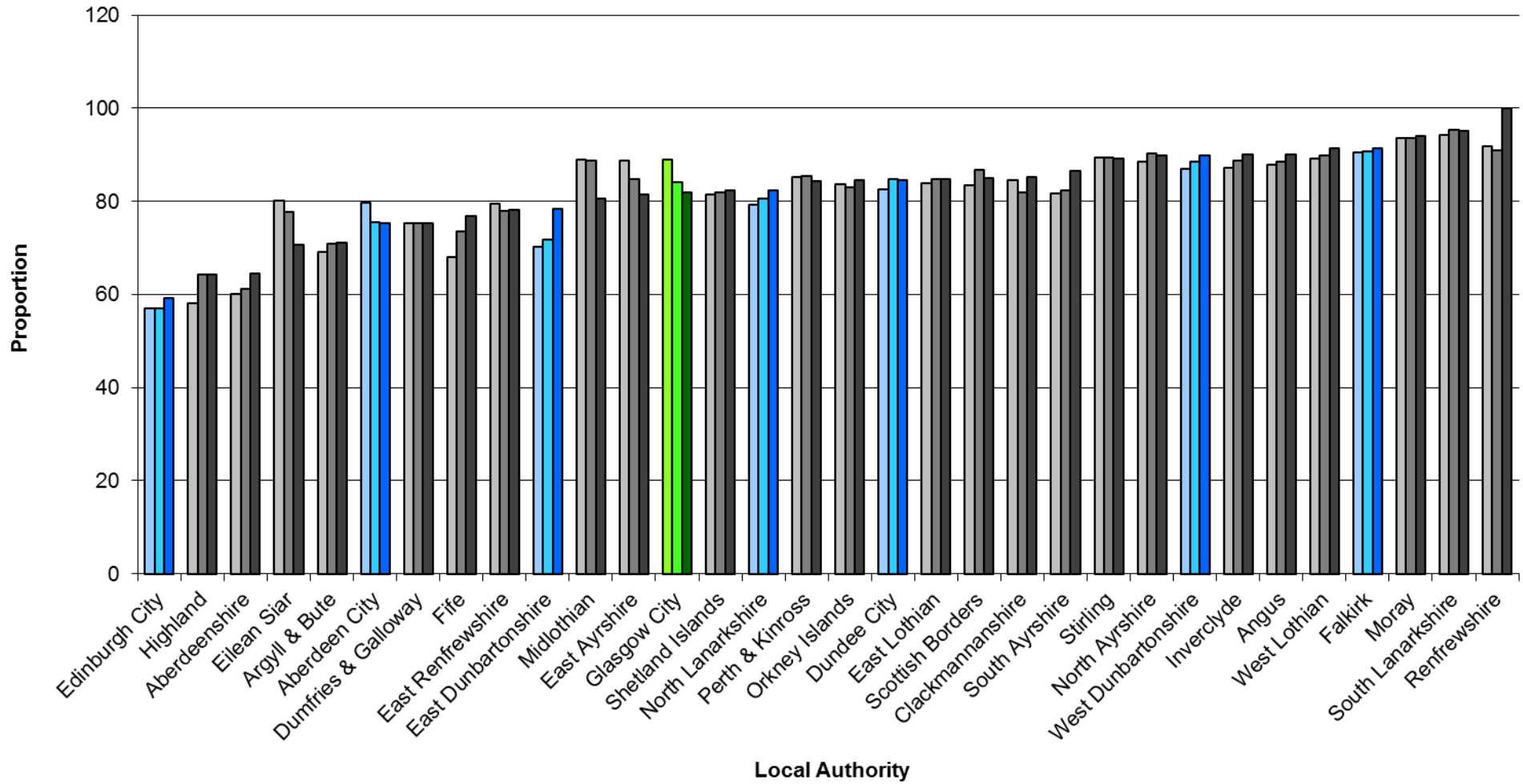
**ENV7a - % of adults satisfied with refuse collection 10/14, 12/15, 13/16**



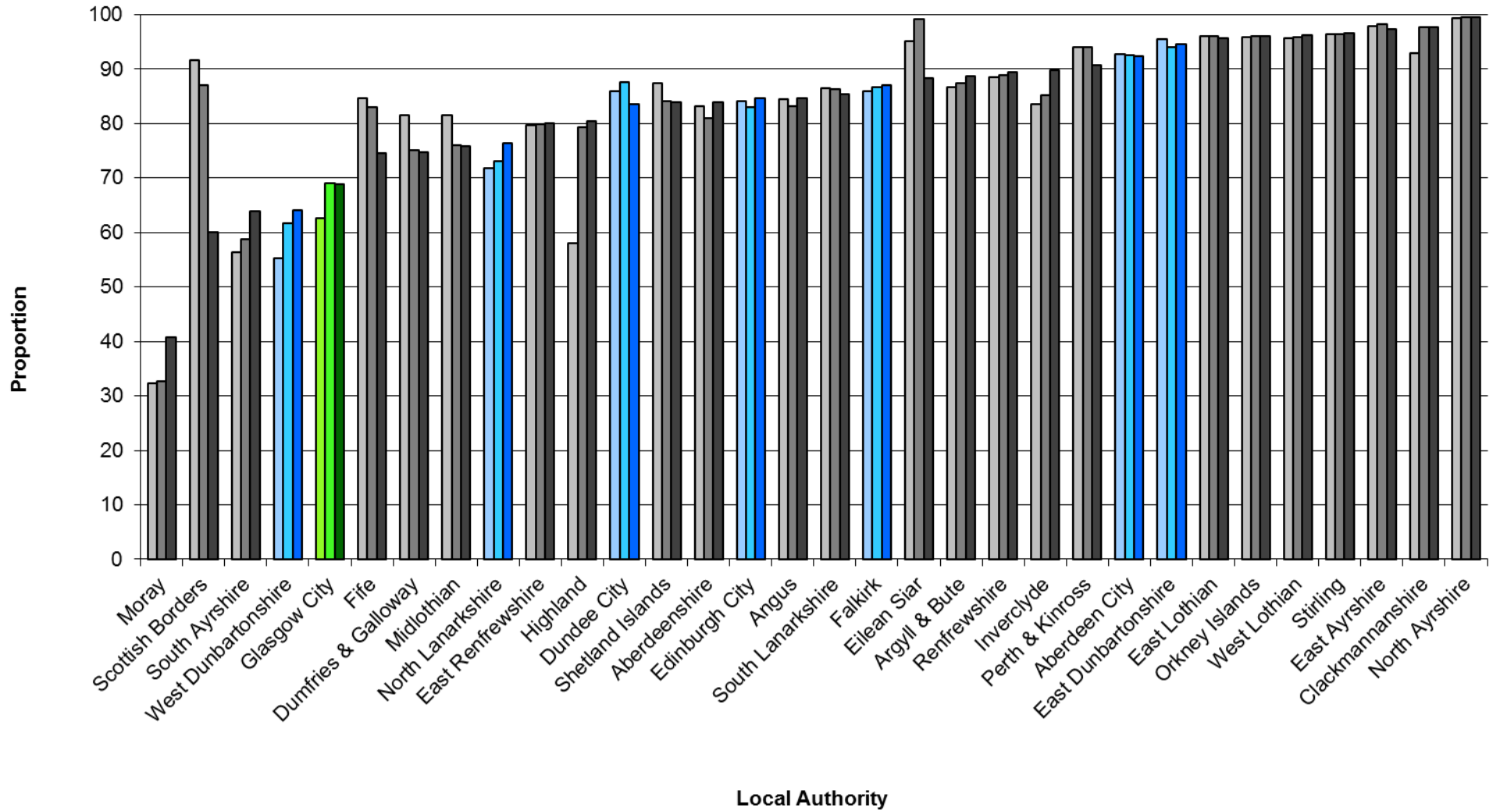
ENV7b - % of adults satisfied with street cleaning 10/14, 12/15, 13/16



**CORP ASSET1 - Proportion of operational buildings that are suitable for their current use  
13/14, 14/15, 15/16**

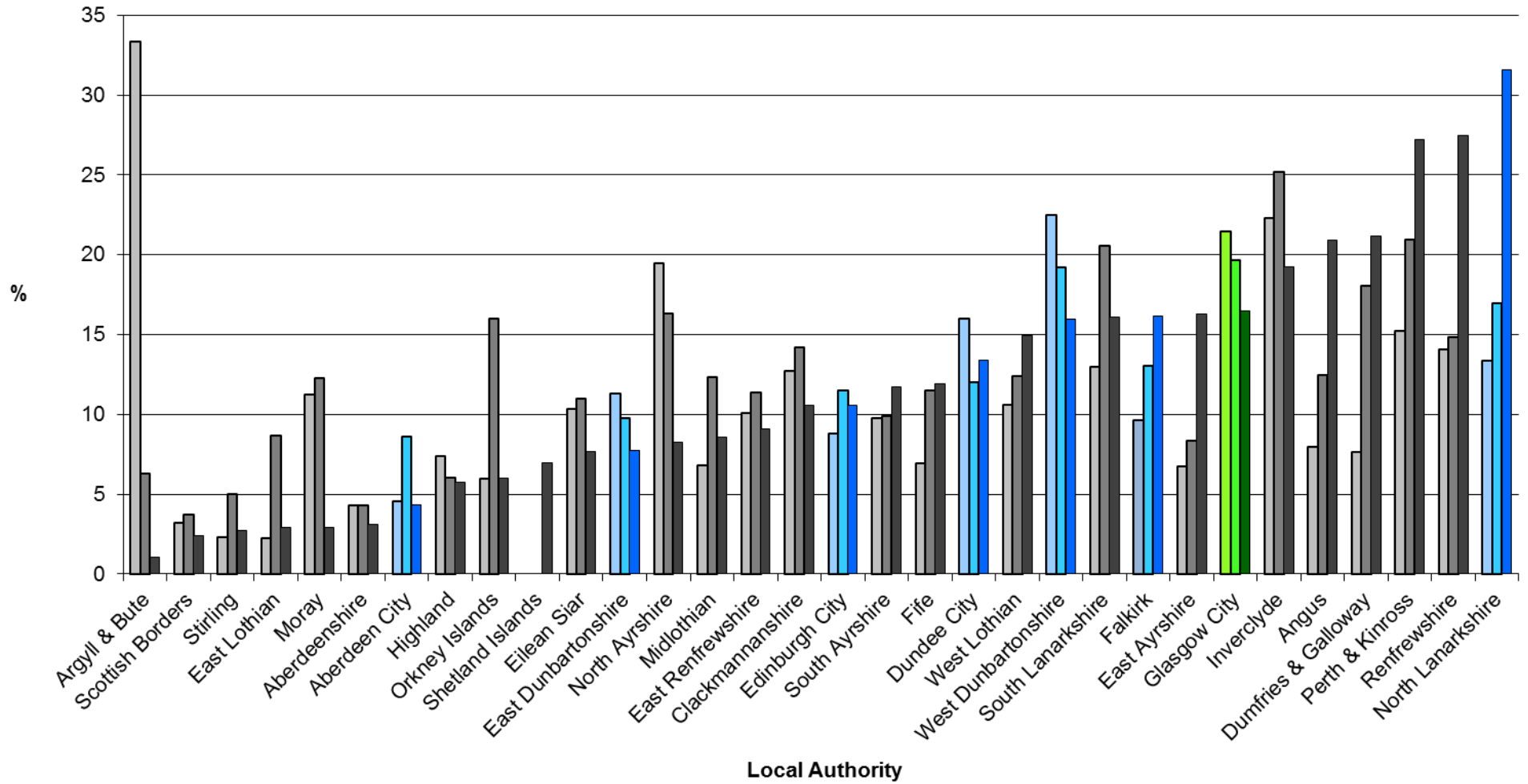


**CORP ASSET 2 - Proportion of internal floor area of operational buildings in satisfactory condition  
13/14, 14/15, 15/16**

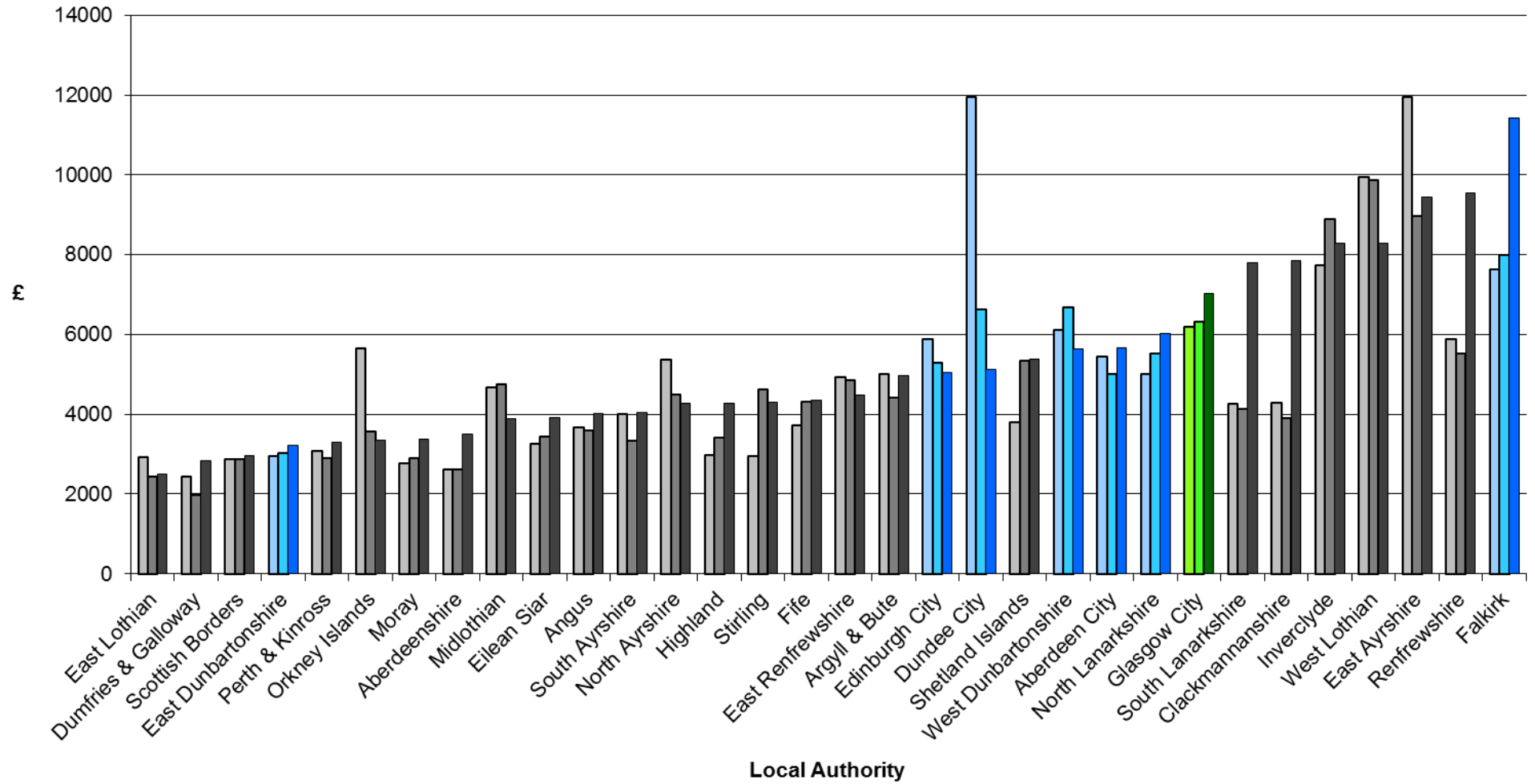




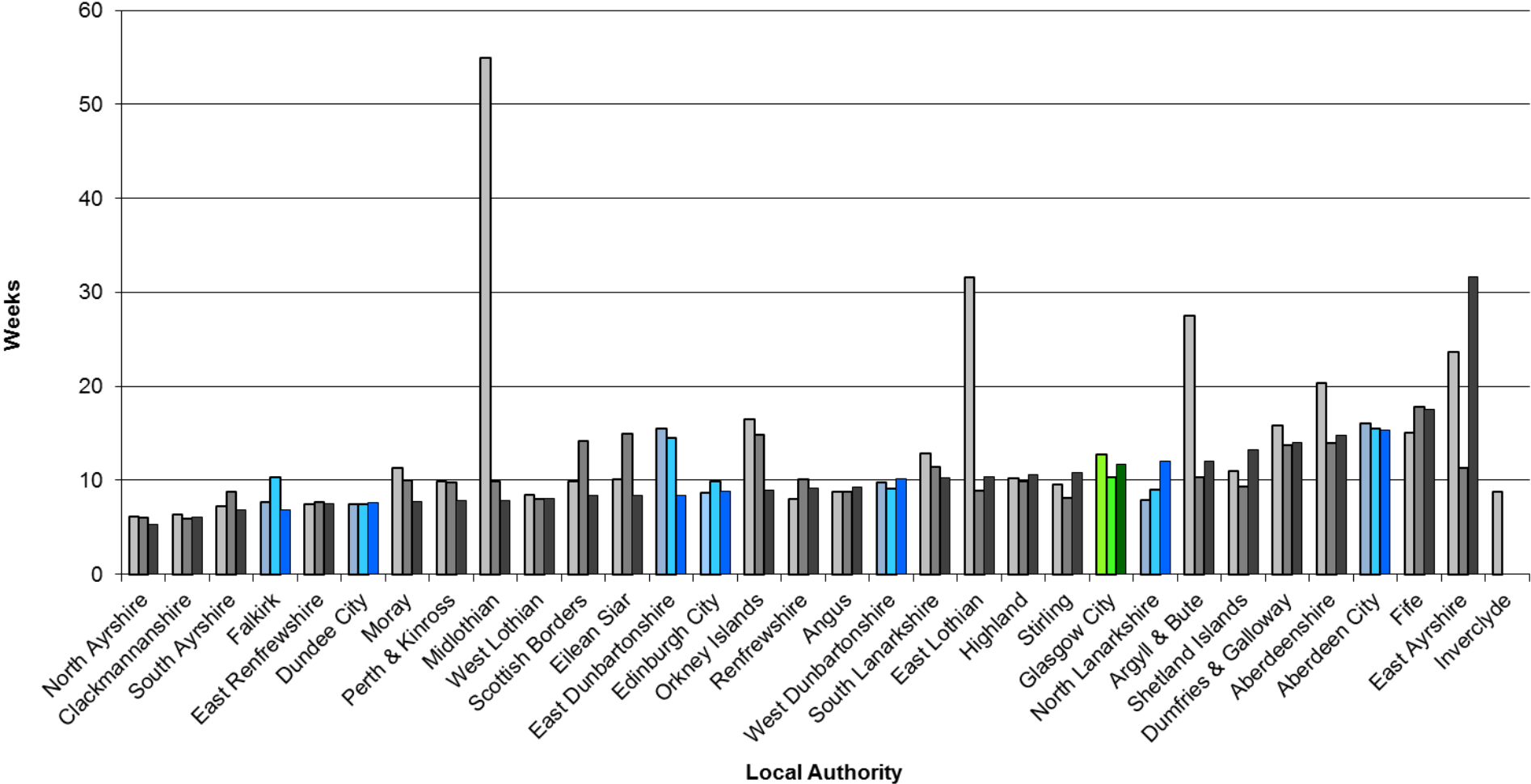
**ECON 1 - % Unemployed People Assisted into work from Council funded/operated  
Employability Programmes 13/14, 14/15, 15/16**



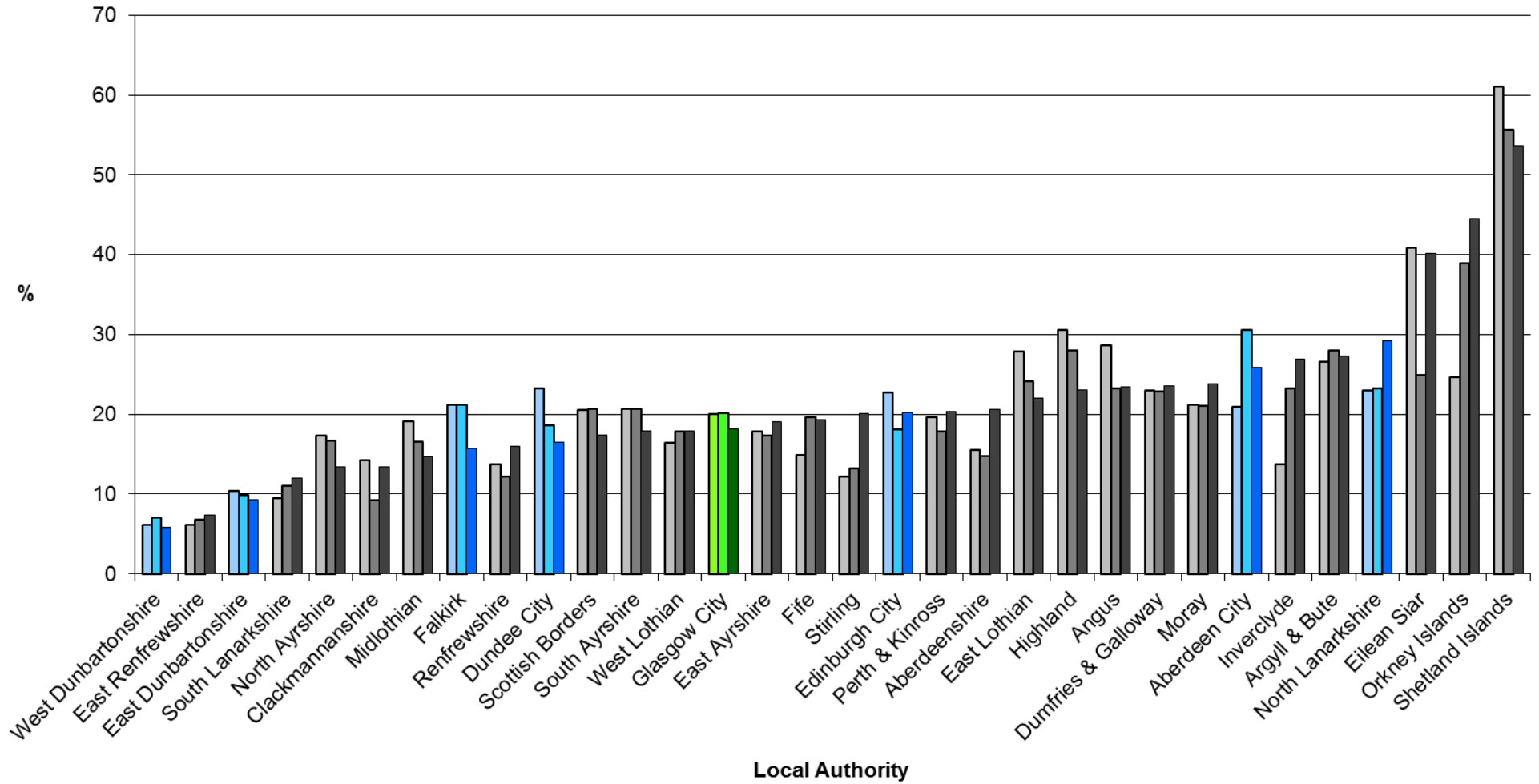
### ECON 2 - Cost of Planning per Application 13/14, 14/15, 15/16



**ECON 3 - Average Time (Weeks) Per Commercial Planning Application  
13/14, 14/15, 15/16**



**ECON 4 - % of procurement spent on local small/medium enterprises 13/14, 14/15, 15/16**



**ECON 5 - No. of business gateway start-ups per 10,000 population 13/14, 14/15, 15/16**

