Item 7.9

Corporate Policy and Strategy

10.00am, Tuesday, 14 May 2019

Local Government Benchmarking Framework 2017/18 - Edinburgh Overview

Item number	
Executive/routine	
Wards	
Council Commitments	

1. Recommendations

1.1 It is recommended that Corporate Policy and Strategy note the Council's LGBF 2017/18 analysis as presented in the Appendix. This is benchmarking data for all Scottish Local Authorities and where the data is relevant can present a useful analysis of us in comparison to others.

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Report

Local Government Benchmarking Framework 2017/18 – Edinburgh Overview

2. Executive Summary

2.1 This report provides an overview analysis of the 2017/18 benchmarking data provided by the Scottish Local Government Benchmarking Framework (LGBF) including a supplementary context for the data. Where relevant, the report provides further detail on the analysis presented in the report and sets out how this has benefitted service delivery.

3. Background

3.1 Led by SOLACE, with the support of the Improvement Service, the Local Government Benchmarking Framework (LGBF) aims to provide a benchmarking toolkit for local government.

3.2 The publication and use of this data forms part of the Council's statutory requirements for public performance reporting as directed by the Accounts Commission.

3.3 It should be noted that LGBF data is always retrospective and the framework provides benchmarking data and national rankings for services that were delivered in financial year 2017/18.

4. Main report

4.1 The Local Government Benchmarking Framework (LGBF) National Benchmarking Overview Report 2017/18 was published by the Improvement Service in February 2019. The report provides Scotland level results and trend analysis of benchmarking data for services delivered in 2017/18.

4.2 The framework allows local authorities to compare their performance in 2017/18 across a suite of indicators of efficiency (unit cost) and outcomes, covering all areas of local government activity. Councils can compare their performance in 2017/18 using the toolkit on the My Local Council website.

4.3 The core purpose of the Local Government Benchmarking Framework is to support councils to target resources to areas of greatest impact, and to help them ask important questions of their key services. The framework provides high level 'can openers' to support senior managers and elected members to ask questions around service delivery and improvements.

4.4 Direct comparisons between councils can often be difficult, due to local differences in service structures and in service delivery. Notwithstanding this, benchmarking data is a useful tool to support collaboration and sharing between councils to better understand the differences and the approaches which may deliver improvements.

4.5 The Local Government Benchmarking Framework it not a comprehensive summary of all the performance of the Council in 2017/18 rather, the data published through the framework complements and informs the Council's own Corporate Performance Framework.

4.6 The Appendix provides an overview of Council benchmarking performance in 2017/18 under the framework's seven themes, namely:

4.6.1 Children's Services

4.6.2 Adult Social Care Services

4.6.3 Environmental Services

4.6.4 Culture and Leisure Services

4.6.5 Housing Services

4.6.6 Corporate Services

4.6.7 Economic Development (including Planning)

4.7 Included in the appendix is a comparative overview of Edinburgh's 2017/18 benchmarking data with the Scotland wide average, and the cities of Aberdeen, Dundee, and Glasgow.

4.8 In addition to the Local Government Benchmarking Framework, the Council also participates in several other benchmarking and service development groups. These include the Association for Public Service Excellence (APSE), Scotland's Housing Network and Keep Scotland Beautiful.

4.9 Along with the Local Government Benchmarking Framework, these allow the Council to share best practice and provide a focus for service improvement initiatives.

5. Next Steps

5.1 The Local Government Benchmarking Framework 2017/18 data analysis will be used to inform Senior Management Team discussions and the Council Performance Framework.

6. Financial impact

6.1 There is no financial impact associated with this report.

7. Stakeholder/Community Impact

7.1 The publication and use of the benchmarking data forms part of the Council's statutory requirements for public performance reporting, as directed by the Accounts Commission.

8. Background reading/external references

8.1 LGBF National Overview Report 2017/18 published by the Improvement Service in February 2019.

8.2 My Local Council website.

9. Appendices

Appendix: 2017/18 Edinburgh Overview

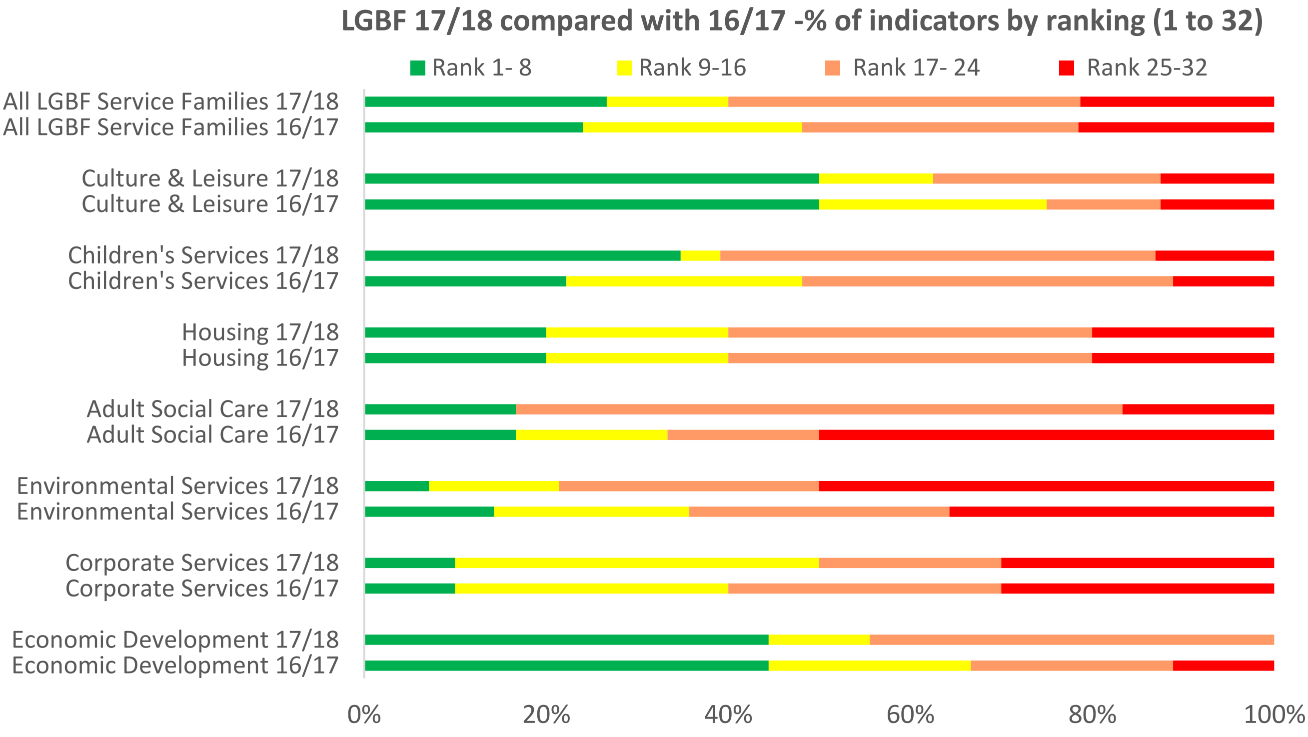
Appendix : 2017/18 Edinburgh Overview

LGBF 2017/18 summary

1. This analysis of current year (2017/18) Local Government Benchmarking Framework (LGBF) benchmarking data provides:
   - a summary of Edinburgh’s comparative ranking and indicator performance compared to the previous year, 2016/17.
   - indicator data and the national ranking position for all LGBF indicators
   - urban cities and Scotland average comparative data
   - an overview of national performance trends and local factors.

Edinburgh – national ranking summary (current data - 2017/18)

2. Compared to last year (2016/17), across the 75 LGBF indicators, Edinburgh has improved its ranking position in 28 indicators, declined its ranking position in 36 and maintained ranking in 11 of the indicators. This is summarised in the graph below, by LGBF theme.



Graph 1 – percentage of Edinburgh LGBF indicators in each ranking band (2016/17 and 2017/18) by LGBF family theme

Edinburgh – indicator performance summary (current data - 2017/18)

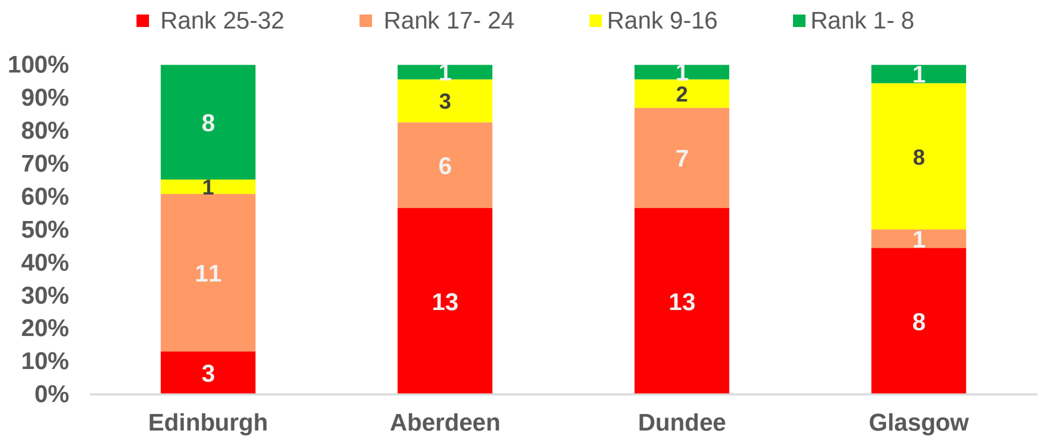
3. Compared to last year (2016/17), across the 75 LGBF indicators, Edinburgh has improved its performance in 36 of the indicators, maintained performance in two and seen performance decline in 37 indicators, as outlined in Table 1 below.

Performance comparison	Children	Corporate	Adult Social Care	Environmental	Housing	Econ Dev	Culture & Leisure	Total	%
Improved	15	6	4	2	3	5	1	**36**	**48%**
Declined	7	4	2	12	1	4	7	**37**	**49%**
Maintained	1				1	-		**2**	**3%**
Total	**23***	**10**	**6**	**14**	**5**	**9**	**8**	**75**	**100%**

Table 1 – relative performance of Edinburgh LGBF indicators from 2016/17 to 2017/18, by LGBF family theme
**** Four Children's indicators are collected every 2 years with 16/17 being the latest data available***

4. The following sections of the Appendix outline for each LGBF theme:
   - indicator data and the national ranking position for all LGBF indicators
   - urban cities and Scotland average comparative data
   - an overview of national performance trends
   - additional information on locally underperforming areas.

5. There are 27 indicators in the LGBF that relate to the efficiency and effectiveness of Children's Services. Four of the indicators are collected every two years with 16/17 being the latest data available.
6. Of the 23 indicators, compared to last year Edinburgh's ranking has improved in 11, declined in 10 and been maintained in two. In terms of Edinburgh's performance, it has improved in 15, declined in 7 and maintained performance in one.
7. Graph 2 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the most relevant urban cities.



Graph 2 - 2017/18 Children Services, % of indicators by ranking band - city comparison

National trend summary, Children's Services

8. It is important to recognise the significant improvements achieved by Scotland's schools since the introduction of Curriculum for Excellence, particularly given the continuing change within the school system over recent years.
9. Despite real term reductions in the education budget since 2010/11, the number of pre-school and primary places in Scotland has increased, and measures of educational outcome have shown substantial positive progress, particularly for children from the most deprived areas.
10. The LGBF National Overview Report 2017/18 outlines that national satisfaction with schools has fallen for the sixth year in a row. This data is drawn from the Scottish Household Survey (SHS) and represents satisfaction levels for the public at large, rather than for service users. Evidence shows there are differences between satisfaction levels for the wider public and service users and, while local analysis of service user experience and satisfaction is important, it is also helpful to interpret this in the context of wider public perceptions.

Edinburgh benchmarking analysis and local context, Children's Services

11. 2017/18 LGBF Children's Service indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 2.
12. Edinburgh ranks in the top quartile of councils for the three Children's Services indicators that relate to costs. Several factors can influence the costs indicators, such as the urban/rural nature of the Local Authority area (for example, the three LAs with the highest cost are the three islands areas), the pupil population demographics, school sizes and teacher vacancy levels. Edinburgh ranks significant higher than other cities, though in some cases the difference in the cost per pupil can be relatively small.

For example Edinburgh is ranked 6th, and Glasgow is ranked 13th, but the difference between the cost per secondary pupils is less than £250.

13. Edinburgh anticipates that, the projected increase in the pupil population in Edinburgh, particularly at the secondary stage, the Early Years Expansion Plan, and the ongoing review and development of the schools' estate, may all impact on these indicators going forward.
14. For the eleven attainment related indicators, Edinburgh is ranked in the top quartile for three, and the lower for two, with the remaining six being middle ranking indicators. The three high ranked measures relate to the higher levels of attainment, and reflect to an extent the relative affluence of a significant proportion of Edinburgh pupils. For the three indicators relating to the 20% most deprived pupils, Edinburgh is ranked 18th or 19th and though below the national average, is higher than two of the three comparator cities.
15. The Edinburgh Learns Framework, developed in partnership with schools, officers, partner organisations and parents, aims to deliver excellence and equity in education across Edinburgh. This along with, for example, the '1 in 5' programme and other poverty related work, are focused on reducing the poverty related attainment gap in Edinburgh.
16. The proportion of pupils entering positive destinations figure tends to fluctuate though 2017/18 is the highest seen to date and Edinburgh's ranking at 19th is well above that of the other cities.
17. Edinburgh recorded lower levels of satisfaction with schools than other councils. 63% of adults were satisfied with local schools, meaning Edinburgh is ranked in the lower quartile for this indicator. This is in line with the other cities detailed in this report, who recorded similar levels of satisfaction. As outlined in paragraph 10, satisfaction with schools nationally, as recorded by the Scottish Household Survey, has consistently declined over recent years. To inform service planning and delivery, Edinburgh supplements this benchmarking data with local data. Whilst largely mirroring the national declining trend, locally recorded satisfaction amongst service users is higher, with 83% of service users satisfied with Edinburgh schools in 2018. The Edinburgh Learns Framework has parental involvement and engagement within schools at its centre.
18. For Looked After Children (LAC) the two cost indicators have shown improvement over the last few years with the cost for residential placements now in the top quartile with a higher ranking than Aberdeen and Dundee and reflects the work done to reduce the use of secure care. The cost for community placements is again ranked higher than Aberdeen and Dundee and the changes will reflect a reduction in foster care numbers and an increase in the proportion with local authority carers rather than independent carers.
19. The proportion of Looked After Children (LAC) in community settings is in the top quartile and reflects ongoing, relatively lower use of residential and secure placements.

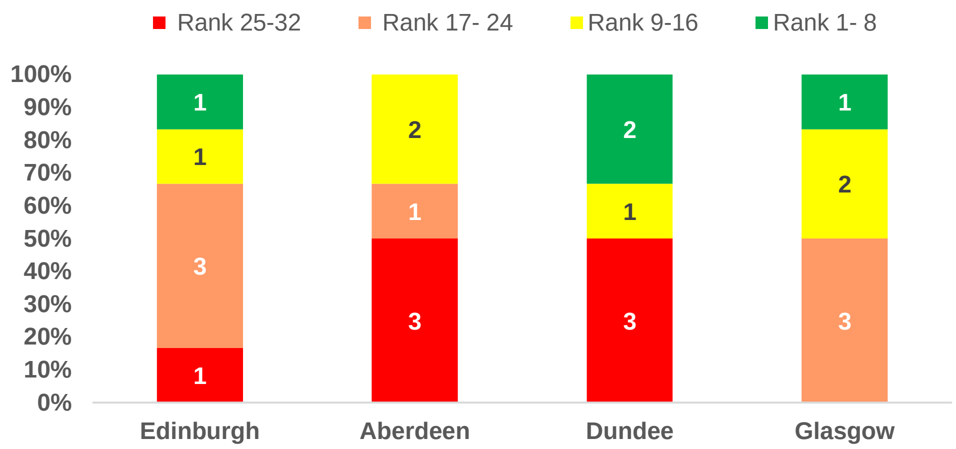
Local Government Benchmarking Framework 2017/18 Children's Services									
Indicator	**Edinburgh**		**Aberdeen**		**Dundee**		**Glasgow**		**Scottish average**
	17/18 data	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	
Cost per primary school pupil	£4,485	3	£5,113	18	£4,759	10	£4,711	9	£4,974
Cost per secondary school pupil	£6,517	6	£7,273	24	£7,083	21	£6,765	13	£6,879
Cost per pre-school education registration	£3,237	3	£4,734	19	£4,414	16	£6,449	30	£4,437
% of Pupils Gaining 5+ Awards at Level 5	62%	17	58%	25	48%	32	52%	30	62%
% of Pupils Gaining 5+ Awards at Level 6	37%	6	32%	17	24%	31	26%	30	34%
% of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)	39%	18	29.0%	28	33.0%	24	43.0%	12	42%
% Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)	14%	19	9.0%	25	12.0%	21	18.0%	8	16%
The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£2,735	6	£3,721	21	£3,634	20	data not available	n/a	£3,485
The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£357.14	24	£495.77	29	£559.29	30	data not available	n/a	£327.93
Balance of Care for looked after children: % of children being looked after in the Community	91.90%	7	88.71%	15	88.05%	18	data not available	n/a	89.69%
% of Adults Satisfied with Local Schools (data over 3 years average 11/14, 12/15 and 13/16)	63%	30	67%	27	63%	31	63%	31	72%
Proportion of pupils entering positive destinations	94.30%	19	91.3%	32	91.5%	31	92.3%	30	94.4%
% of children meeting developmental milestones	71.60%	20	78.26%	11	80.42%	5	1.52%	29	57.11%
% of early years provision rated good or better	93.8%	17	86.2%	27	86.3%	26	90.7%	20	91.0%
School attendance rates (per 100 pupils)	93.9 **16/17 data**	11 16/17 ranking	93.6 **16/17 data**	15 16/17 ranking	92.3 **16/17 data**	30 16/17 ranking	92.5 **16/17 data**	28 16/17 ranking	93.3 **16/17 average**
School attendance rate (looked after children)	91.9 **16/17 data**	9 16/17 ranking	91.43 **16/17 data**	13 16/17 ranking	90.45 **16/17 data**	22 16/17 ranking	91.03 **16/17 data**	19 16/17 ranking	90.98 **16/17 average**
School Exclusion rates per 1000 children	21.70 **16/17 data**	14 16/17 ranking	47.6 **16/17 data**	32 16/17 ranking	40.61 **16/17 data**	27 16/17 ranking	29.10 **16/17 data**	22 16/17 ranking	26.84 **16/17 average**
School Exclusion rates per 1000 looked after children	91.92 **16/17 data**	15 16/17 ranking	122.03 **16/17 data**	24 16/17 ranking	111.71 **16/17 data**	23 16/17 ranking	43.16 **16/17 data**	3 16/17 ranking	79.95 **16/17 average**
Participation rate for 16-19 year olds learning, training or working (per 100)	92.1%	18	89.8%	28	88.7%	32	88.8%	31	91.8%
% of child protection re-registrations within 18 months	4.21%	14	2.67%	8	7.75%	24	data not available	n/a	6.12%

Indicator	Edinburgh		Aberdeen		Dundee		Glasgow		Scottish average
	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	
% LAC with more than 1 placement in the last year (Aug-July)	24.68%	18	21.68%	13	25.24	21	data not available	n/a	20.55%
Overall Average Total Tariff	937	7	839	22	686	32	775	30	891
Average Total Tariff SIMD Quintile 1	573	19	446	29	484	27	651	12	618
Average Total Tariff SIMD Quintile 2	689	25	591	32	611	31	788	10	750
Average Total Tariff SIMD Quintile 3	821	28	791	30	851	22	915	13	896
Average Total Tariff SIMD Quintile 4	970	22	912	27	912	27	1069	11	1016
Average Total Tariff SIMD Quintile 5	1,285	5	1102	25	971	29	1210	12	1,221

Table 2 - 2017/18 Children Services indicators, performance and rank - Edinburgh, city and Scotland average comparison

Adult Social Care Services

20. There are six LGBF indicators that relate to the efficiency and effectiveness of Adult Social Care Services.
21. Compared to last year, Edinburgh's ranking has improved in three and declined in three indicators. In terms of Edinburgh's performance, it has improved in four and declined in two.
22. Graph 3 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the most relevant urban cities.



Graph 3 - 2017/18 Adult social care services, % of indicators by ranking band - city comparison

National trend summary

23. Social care services have undergone fundamental reform in recent years, as council services integrate with services from the NHS to create Health and Social Care Partnerships (HSCPs).
24. It is likely that the current social care figures will become more difficult to interpret over time, as integration and increasing personalisation of care gains pace. A focus on council provided social care will not accurately reflect this changing landscape. Work is ongoing with integration stakeholders to develop the indicators to provide a fuller picture of improvement towards the national health and wellbeing outcomes and ensure that innovative preventative programmes and spending are aligned.
25. Nationally, total social care spending on adults has grown since 2010/11, however spending on home and residential care for older people has fallen as a percentage of that total.
26. There has been progress in shifting the balance of spend between residential and home care, and a record proportion of older people assessed to have long-term care needs are being supported at home.
27. In 2015/16, two measures from the Health and Care Experience Survey were introduced to the benchmarking suite to reflect service user satisfaction with social care services. These measures align with the core suite of HSC integration measures and provide a more locally robust sample than is available from the Scottish Household Survey in relation to social care. The survey takes place every two years, and only three years of data is currently available limiting trend analysis at this stage.
28. Measures of care user satisfaction, and the impact that care provided on their lives, have nationally both declined across the three years of data available (by around 5%).

Overall however, nationally care still gets an 80% positive rating from users in terms of satisfaction and impact.

Edinburgh benchmarking analysis and local context

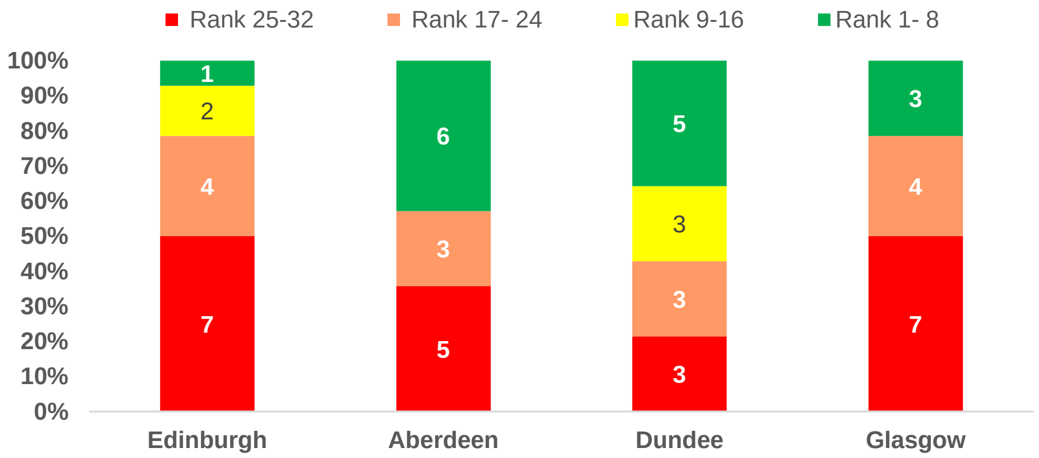
29. 2017/18 LGBF adult social care indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 3.
30. Edinburgh continues to perform well in self-directed support (SDS) spend as a percentage of social work spend. This measure reflects the spend of service users who have chosen SDS option one (a direct payment) and SDS option two (Individual Service Fund), both of which demonstrates improvement in relation to increasing self-direction in how people access their care and support.
31. Over 65s home care costs are largely stable and reflect the EIJB's and the Council's maintained commitment to implement the Scottish Living Wage uplift for care workers.
32. Edinburgh has seen an improvement in the percentage of older people (65 years and older) with long term needs who are receiving care at home. Whilst in the lower quartile of councils, Edinburgh has seen an increasing trend in those receiving care at home, increasing from 56.7% in 2016/17, to 58.1% in 2017/18.
33. Satisfaction with social care services and the percentage of adults supported at home who feel that their services have had a positive impact, have largely mirrored the national three year decreasing trend though, at 80.4% of adults rating their care as excellent or good as, this is an increase on the 77.2% in the previous survey.

Local Government Benchmarking Framework 2017/18 Adult Social Care Services									
Indicator	**Edinburgh**		**Aberdeen**		**Dundee**		**Glasgow**		**Scottish average**
	17/18 data	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	
Home care costs per hour for people aged 65 or over	£24.59	16	£32.71	28	£21.24	8	£25.18	20	£23.76
Over 65s residential care costs per week per resident	£435	23	£315	11	£468	26	£315	10	£372
Self Directed Support (Direct Payments & Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+	7.1%	6	3.2%	25	1.1%	32	21.1%	1	6.7%
% of people aged 65 and over with long-term care needs who receiving personal care at home	58.1%	29	53.8%	30	59.3%	27	62.3%	21	61.7%
% of adults receiving any care or support who rate it as excellent or good	80.4%	19	82.6%	12	82.3%	13	79.1%	22	80.2%
% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	78.9%	19	79.3%	18	84.9%	5	79.5%	16	79.97%

Table 3 - 2017/18 Adult social care indicators, performance and rank - Edinburgh, city and Scotland average comparison

Environmental Services

34. There are 14 LGBF indicators that relate to the efficiency and effectiveness of Environmental Services.
35. Compared to last year, Edinburgh's ranking has improved in three, declined in eight and been maintained in three. In terms of Edinburgh's performance, it has improved in two and declined in 12.
36. Graph 4 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the most relevant urban cities.



Graph 4 - 2017/18 Environmental Services, % of indicators by ranking band - city comparison

National trend summary

37. Real spending on Environmental Services has reduced since 2010/11 with reductions in Waste Management, Street Cleaning and Trading Standards and Environmental Health.
38. While recycling rates continue to improve, recent years have seen further reductions in satisfaction with refuse and cleansing, and reductions in street cleanliness scores.
39. Since 2010/11, the road conditions index indicates conditions have been largely maintained across all class of roads, however in the last 12 months, the condition of A, B and C class roads have all deteriorated.

Edinburgh benchmarking analysis and local context

40. 2017/18 LGBF Environmental Services indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 4.
41. The cost of waste collection in marginally higher than the national average. The introduction of the chargeable garden waste service and new kerbside collection schedule in Edinburgh will further reduce this cost moving forward.
42. The cost of waste disposal was high in 2017/18, mainly due to the termination of the landfill contract and removal of legacy arrangements (e.g. the move away from Powderhall waste transfer station). If these one-off costs were extracted, then the net cost would have been below the national average. This is expected to be the case in the 18/19 data.
43. Edinburgh's recycling rate for 2017/18 compares favourably with the other major cities, and is considerably higher than Glasgow. However, following a decade of steady increases Edinburgh has seen a decrease in its recycling rates owing to a number of reasons. These particularly include market conditions relate a reduction in demand for

certain types of materials. The Waste and Cleansing service is developing a communications strategy aimed at resident participation in recycling as well working with contractors to identify ways to improve the recovery of recyclable materials to further increase our recycling rate.

44. The street cleanliness scores across the cities are very similar, however Aberdeen has a much lower service cost and higher public satisfaction. This may indicate, that providing a low cost service can have an impact on public perception. Edinburgh and Dundee have similar costs, though Dundee has high levels of public satisfaction. The cost of street cleansing in Edinburgh is significantly lower that Glasgow, which is perhaps a more useful benchmark taking into account the need for weekend and night time operations to support the respective local economies and resident populations.
45. The costs of providing roads maintenance services in 2017/18 is very similar between Edinburgh and Dundee, however Dundee is ranked significantly higher for the condition of its roads. It should be noted that the composition of the road networks differs greatly amongst all Local Authorities. Edinburgh has a high percentage of its network unclassified and this is identified as priority area in the new Transport Asset Management Plan. Improvements in this service area are being supported by the Roads Services Improvement Plan which is focused on improving road asset management performance.
46. Edinburgh is rated as under performing on the cost of environmental health per 1,000 population. The costs don't accurately reflect the actual core environmental health service and include services other Local Authorities are unlikely to pay for, such as the Public Space CCTV network and the community policing grant. Services included within Environmental Health also participate in the APSE performance framework and generally perform well compared to the family group of local authorities. The number of food premises within Edinburgh is the largest in Scotland and for health and safety at work, the number of premises regulated per full time equivalent is significantly higher than the Scottish average. This shows that Edinburgh operates with significant pressures.

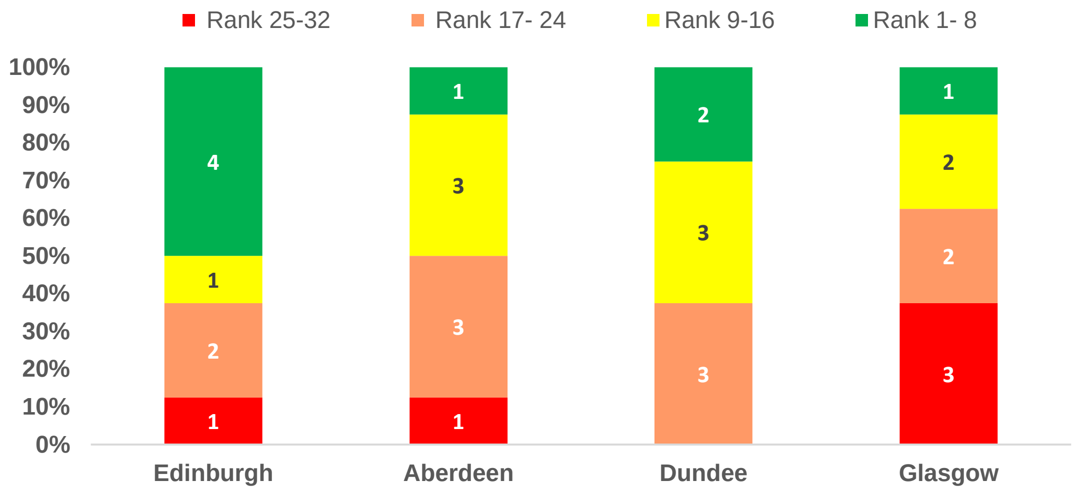
Local Government Benchmarking Framework 2017/18
Environmental Services

Indicator	Edinburgh		Aberdeen		Dundee		Glasgow		Scottish average
	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	
Net cost per Waste collection per premise	£68.88	23	£55.61	10	£57.49	13	£83.77	31	£65.98
Net cost per Waste disposal per premise	£119.69	27	£130.39	29	£110.65	24	£104.18	22	£101.36
The % of total household waste arising that is recycled	41.0%	23	43.9%	20	35.5%	27	26.7%	29	45.6%
Net cost of street cleaning per 1,000 population	£16,323	26	£9,257	7	£16,072	24	£36,496	32	£15,452
Street Cleanliness Score (% acceptable)	88.7%	26	85.8%	31	89.3%	25	87.5%	28	92.2%
Cost of maintenance per kilometre of roads	£20,765	30	£29,996	32	£20,120	29	£15,007	23	£10,519
% of A class roads that should be considered for maintenance treatment	26.8%	17	22.6%	8	15.2%	1	28.3%	20	30.2%

Indicator	Edinburgh		Edinburgh		Dundee		Glasgow		Scottish average
	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	
% of B class roads that should be considered for maintenance treatment	19.8%	3	22.5%	6	16.9%	1	21.5%	5	35.9%
% of C class roads that should be considered for maintenance treatment (every two years 09/11, 10/12, 11/13, 12/14, 13/15, 14/16)	30.0%	10	27.4%	7	14.4%	1	20.3%	3	36.2%
% of Unclassified class roads that should be considered for maintenance treatment	39.2%	21	31.9%	6	30.7%	4	33.1%	8	39.0%
% adults satisfied with refuse collection services	63.3%	32	81.7%	17	83.0%	15	73.7%	26	78.7%
% adults satisfied with street cleaning services	61.3%	29	68.0%	23	80.0%	2	59.3%	32	69.7%
Cost of trading standards, money advice and citizens advice per 1,000 population	£3,891	9	£6,316	18	£4,216	11	£6,048	17	£5,890
Cost of environmental health per 1,000 population	£24,487	29	£20,406	27	£17,968	23	£19,231	25	£15,496

Table 4 - 2017/18 Environmental Services indicators, performance and rank - Edinburgh, city and Scotland average comparison

47. There are eight LGBF indicators that relate to the efficiency of Culture and Leisure services.
48. Compared to last year, Edinburgh's ranking has improved has improved in one, declined in three and been maintained in four indicators. In terms of Edinburgh's performance, it has improved in one and declined in seven.
49. Graph 5 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the most relevant urban cities.



Graph 5 - 2017/18 Culture and Leisure Services, % of indicators by ranking band - city comparison

National trend summary

50. While council spending across Scotland stabilised against trend for many service areas in 2017/18, culture and leisure expenditure decreased further. This reflects reduction in parks, Libraries and Sports expenditure.
51. Public satisfaction rates have fallen for all Culture and Leisure services in the past 12 months. Only satisfaction levels with parks and open spaces remain at similar levels to the base year.

Edinburgh benchmarking analysis and local context

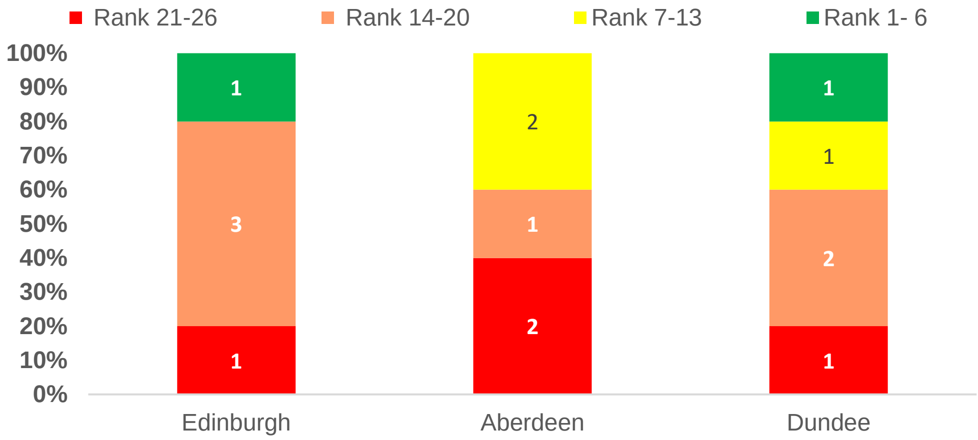
52. 2017/18 LGBF Culture and Leisure services indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 5.
53. The costs to provide museums run by Edinburgh are similar with the other cities and are average nationally. It should be noted that the numbers and quality of the museums provided by Local Authorities differs greatly. Although costs are similar, satisfaction with the quality of the museums and galleries is significantly higher in Edinburgh compared to the other cities and ranks 3rd overall.
54. Edinburgh provides one of the lowest costing library services at £1.00 per visit and it has been able to maintain fairly high levels of satisfaction.
55. Edinburgh has also been able to provide low cost sports facilities, lower than the three other major cities. However, over the long term, satisfaction levels have dropped, are lower than the other major cities, and are in the lower quartile nationally.
56. Edinburgh's parks and open spaces are an excellent example of a service that is able to deliver a low cost service whilst also providing highly regarded facilities. Both indicators outperform the other major cities and are ranked in the top quartile

nationally. Edinburgh's parks continue to achieve national recognition with 32 awarded Green Flag status, just under half of Scotland's total.

Local Government Benchmarking Framework 2017/18 Culture and Leisure Services									
Indicator	**Edinburgh**		**Aberdeen**		**Dundee**		**Glasgow**		**Scottish average**
	17/18 data	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	
Cost of Museums per Visit	£3.96	**17**	£3.85	**15**	£4.10	**18**	£3.62	**14**	£3.49
% of adults satisfied with museums and galleries	87.3%	**3**	68.3%	**15**	80.0%	**6**	82.0%	**4**	70.0%
Cost Per Library Visit	£1.00	**3**	£2.82	**17**	£3.31	**20**	£2.18	**11**	£2.08
% of adults satisfied with libraries	73.0%	**20**	72.3%	**21**	73.3%	**19**	70.3%	**24**	73.0%
Cost per attendance at Sports facilities	£2.20	**12**	£3.20	**25**	£2.46	**16**	£4.75	**32**	£2.71
% of adults satisfied with leisure facilities	69.7%	**25**	71.3%	**23**	75.3%	**15**	68.7%	**26**	72.7%
Cost of Parks and Open Spaces per 1,000 Population	£6,683	**3**	£12,465	**7**	£16,367	**10**	£29,295	**30**	£19,803
% of adults satisfied with parks and open spaces	89.7%	**5**	87.7%	**13**	89.3%	**6**	86.3%	**19**	85.7%

Table 5 - 2017/18 Culture and Leisure Services indicators, performance and rank - Edinburgh, city and Scotland average comparison

57. There are five LGBF indicators that relate to the efficiency and effectiveness of Housing services. Comparisons are done on the 26 local authorities which provide social housing.
58. In terms of ranking and performance Edinburgh has improved in three indicators, declined in one and maintained its ranking in one indicator.
59. Graph 6 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the cities of Aberdeen and Dundee. Glasgow have stocked transferred their housing management to Registered Social Landlords, and are not included in the LGBF benchmarking data.



Graph 6 - 2017/18 Housing Services, % of indicators by ranking band - city comparison

National trend summary

60. Councils continue to manage their housing stock well with rent lost to voids reducing. There have also been consistent and significant improvements in terms of housing standards and energy efficiency standards.
61. However, at the same time, the growth in tenants rent arrears between 2013/14 and 2017/18 reveals evidence of the increasing financial challenges facing both housing residents and councils alike.
62. The housing indicators form part of the Annual Return on the Charter to the Scottish Housing Regulator (SHR). These indicators were reviewed by the SHR in 2018/19 which will result in changes to future reporting.

Edinburgh benchmarking analysis and local context

63. 2017/18 LGBF Housing services indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 6.
64. Edinburgh continues to be one of the leading Local Authorities in the turnaround of its empty homes. High demand for council homes in the city has helped keep re-let times short and reduce rent loss.
65. Edinburgh has been affected by the same financial challenges affecting all Local Authorities with regards to payment of rent, as arrears have increased in the long term. However, a reduction between 2016/17 and 2017/18 has shown a more favourable position when comparing performance nationally. Edinburgh has introduced a more preventative approach, tackling rent arrears as early as possible and ensuring tenants engage with support services.

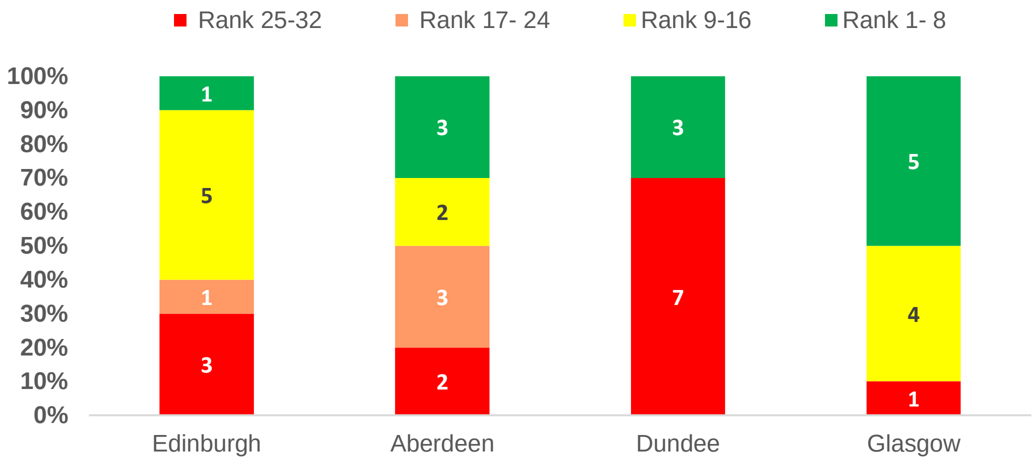
66. The percentage of homes which meet the Scottish Housing Quality Standard (SHQS) remains low in Edinburgh and the lowest nationally. The homes which do not meet SHQS are primarily those requiring improvements to communal areas, which are difficult to implement as they can be expensive for owner occupiers in mixed tenure blocks. Edinburgh has plans in place to increase the number of homes meeting SHQS through offering lower cost solutions.

Local Government Benchmarking Framework 2017/18 Housing Services							
Indicator	**Edinburgh**		**Aberdeen**		**Dundee**		**Scottish average**
	17/18 data	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	
% of dwellings meeting SHQS	80.75%	26	82.64%	25	94.65%	18	93.89%
% of Council dwellings that are energy efficient	98.58%	14	85.6%	25	99.4%	11	97.15%
Average time (no of days) taken to complete non-emergency repairs	8.88	20	7.46	13	4.1	1	7.50
Percentage of rent due in the year that was lost due to voids	0.6%	4	1.2%	19	1.5%	23	0.9%
Gross rent arrears as a % of rent due for the reporting year	8.7%	19	5.3%	9	7.0%	14	6.8%

Table 6 - 2017/18 Housing Services indicators, performance and rank - Edinburgh, city and Scotland average comparison

Corporate Services

67. There are ten LGBF indicators that relate to the efficiency and effectiveness of Corporate and Asset Management Services.
68. Compared to last year, Edinburgh's ranking has improved in four, declined in five and been maintained in one. In terms of Edinburgh's performance, it has improved in six and declined in four indicators.
69. Graph 7 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the most relevant urban cities.



Graph 7 - 2017/18 Corporate Services, % of indicators by ranking band - city comparison

National trend summary

70. Corporate services spend has fallen in real terms since 2010/11, and corporate services now account for only 4.5% of total spending. This is the lowest corporate overhead ratio yet recorded and in part reflects the maturation of councils' digital strategies. This reduction has gone along with continuing improvement in key areas of performance. Council tax collection within year is at an all-time high and the cost of collection has reduced in real terms since 2010/11.
71. Sickness Absence days for teaching staff have reduced since 2010/11. However, for non-teaching staff, sickness absence has increased since 2010/11.

Edinburgh benchmarking analysis and local context

72. 2017/18 LGBF Corporate services indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 7.
73. Support Services costs have decreased, and compared to our urban cities, Edinburgh performs well. Edinburgh continues to deliver services 'in-house' and through transformation has continued to protect front-line services and reduce costs in support services where possible.
74. Edinburgh is below average for the highest paid 5% of *employees who are women* indicator and ranking in the third quartile with Aberdeen and Glasgow ranking in the top quartile. In terms of equality Edinburgh shows that 50.3% of the highest paid 5% of employees are women.
75. The income due from Council Tax performance shows that Edinburgh compared to urban cities delivers the most efficient and cost effective service.

76. Edinburgh's ranking for the percentage of accommodation in a satisfactory condition has declined from a high of 8th position in 2010/11 to the current position of 26th. This is primarily as a result of the inclusion of Public Private Partnership (PPP) schools in 2017/18. Edinburgh approved, as part of the budget setting exercise for 2018/19, an enhanced capital allocation of £118.9m for the Asset Management Works programme for operational properties over a five-year period. An additional £34.6m of revenue has also been earmarked for investment in repairs and maintenance over the same period.
77. Edinburgh is in the lower quartile for percentage of accommodation suitable for current use. It is worth noting, that suitability is assessed by services who occupy the buildings, rather than by Property & Facilities Management (PFM) who may assess it differently.

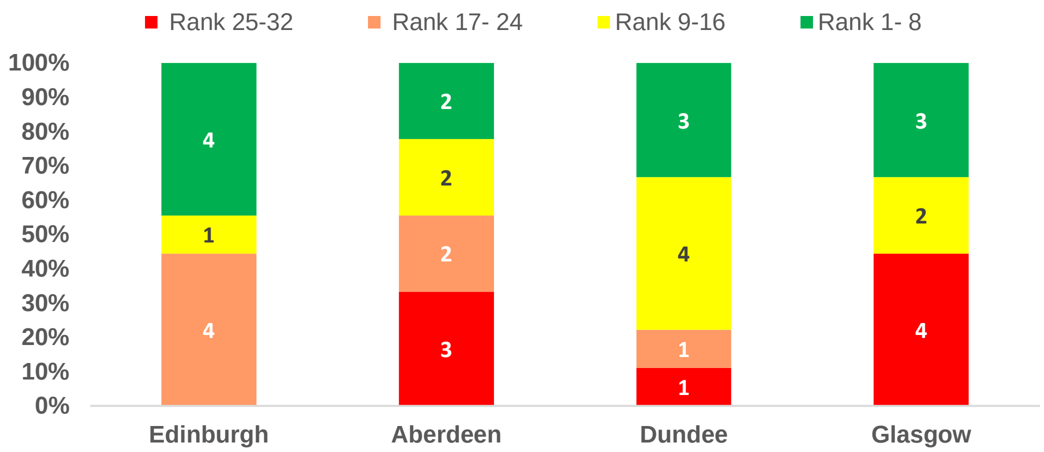
Local Government Benchmarking Framework 2017/18
Corporate and Asset Management Services

Indicator	Edinburgh		Aberdeen		Dundee		Glasgow		Scottish average
	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	17/18 data	17/18 ranking	
Support services as a % of Total Gross expenditure	3.87%	9	5.06%	23	3.4%	7	4.2%	13	4.47%
The percentage of the highest paid 5% of employees who are women	50.3%	23	64.7%	3	46.3%	27	58.6%	6	54.60%
The gender pay gap	3.65	16	1.66	11	0.20	2	-6.97	1	3.93
The cost per dwelling of collecting Council Tax	£6.66	9	£7.92	18	£12.17	28	£6.29	7	£7.35
The percentage of income due from Council Tax for the year received by the end of the year	96.8%	9	95.0%	28	93.9%	32	95.0%	27	96%
The percentage of invoices paid within 30 days	95.7%	8	96.0%	6	97.1%	2	94.2%	16	93.2%
The average number of working days per employee (teachers)	5.67	13	4.83	6	7.86	29	5.35	11	5.93
The average number of working days per employee (non-teacher)	12.34	26	11.65	19	12.56	27	9.89	5	11.41
Asset Management - percentage of accommodation that is suitable for its current use	69.2%	30	74.2%	27	72.6%	29	93.5%	5	80.96%
Asset Management - percentage of accommodation that is in a satisfactory condition	78.7%	26	96.0%	10	75.0%	28	89.8%	15	86.31%

Table 7 - 2017/18 Corporate Services indicators, performance and rank - Edinburgh, city and Scotland average comparison

Economic Development and Planning Services

78. There are nine LGBF indicators that relate to Economic Development and Planning Services.
79. Compared to last year, Edinburgh's ranking has improved has improved in three and declined in six. In terms of Edinburgh's performance, it has improved in five and declined in four indicators.
80. Graph 8 provides a comparative summary of Edinburgh's 2017/18 indicator rankings with the most relevant urban cities.



Graph 8 - 2017/18 Economic Development and Planning Services, % of indicators by ranking band - city comparison

National trend summary

81. To reflect the strategic importance of Economic Development and Planning and the particular challenges facing discretionary services, an expanded suite of measures has been introduced to the framework following work with the Scottish Local Authorities Economic Development Group (SLAED).
82. Most measures of Economic Development and Planning performance within the framework show maintained or improved performance across the period, although there is evidence that the improvement rate may be slowing in some areas.
83. There has been significant capital expenditure in economic development and tourism across this period reflecting the regional economic growth agenda.
84. In terms of infrastructure for business, there is an improvement in terms of efficiency in processing business and industry planning applications.
85. The proportion of people earning less than the living wage has not reduced significantly. This partly reflects the move towards a more flexible labour market including zero-hour contracts.

Edinburgh benchmarking analysis and local context

86. 2017/18 LGBF Economic Development and Planning services indicator data and ranking position for Edinburgh, selected urban cities and Scotland are detailed in full in Table 8.
87. The indicators used in the framework are part of the annual return to the Scottish Local Authorities Economic Development Group (SLAED) and it is widely recognised that Local Authorities are not responsible for delivering all of these services and performance cannot always be attributed to the actions taken by them. Edinburgh

does however perform well in a number of these indicators with no results falling into the lower quartile.

88. Performance is notably strong for the percentage of procurement spend on small and medium enterprises and the low number of the city's workforce earning less than the living wage.
89. Edinburgh ranks 2nd highest nationally for available employment land identified in the Local Development Plan, significantly ahead of Aberdeen and Glasgow, and contributing to good growth in the city.
90. The time taken to complete planning applications and the costs per application compare fairly well both nationally and with the urban cities. Only Dundee out performs Edinburgh on both indicators though it should be noted that keeping costs low for planning applications are not always the objective. A Planning Improvement Plan is being implemented in Edinburgh to address underperforming areas and introduce enhancements to the service such as, ICT upgrades and improving customer communications.

Local Government Benchmarking Framework 2017/18 Economic Development and Planning Services									
Indicator	**Edinburgh**		**Aberdeen**		**Dundee**		**Glasgow**		**Scottish average**
	17/18 data	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	**17/18 data**	**17/18 ranking**	
% of unemployed people assisted into work by Council funded/operated employability programmes	8.24%	22	5.79%	25	16.37%	12	13.03%	14	14.40%
% of procurement spent on local small/medium enterprises	37.6%	6	21.4%	20	29.7%	10	36.3%	8	27.4%
No of business gateway start-ups per 10,000 population	19.52	13	23.34	4	17.15	21	6.01	32	16.83
Cost of Economic Development & Tourism per 1,000 population	£64,568	20	£551,316	32	£167,541	30	£134,749	26	£91,779
% Earning less than the Living Wage	14%	2	16.4%	6	15.2%	4	14.8%	3	18.4%
Proportion of properties receiving superfast broadband	95.8%	5	93.0%	16	98.1%	1	96.6%	4	91.1%
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	87.1%	2	23.3%	21	78.0%	4	53.4%	10	40.8%
Cost Per Planning Application	£4,843	19	£9,930	30	£4,450	15	£7,149	26	£5,087
Average time per business and industry planning application	9.34	22	8.46	15	7.95	10	12.27	29	9.34

Table 8 - 2017/18 Economic Development and Planning indicators, performance and rank - Edinburgh, city and Scotland average comparison