

# Policy and Sustainability Committee

10.00am, 23 May 2023

## Local Government Benchmarking Framework 2021/22 - Edinburgh Overview

Item number  
Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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That the Policy and Sustainability Committee note the report setting out the detailed analysis of the Local Government Benchmarking Framework (LGBF) dataset for the 2021/22 financial year.

**Deborah Smart**

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# Report

## Local Government Benchmarking Framework 2021/22 – Edinburgh Overview

### 2. Executive Summary

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- 2.1 This report provides an overview of the 2021/22 benchmarking data provided by the Scottish Local Government Benchmarking Framework (LGBF) and reflects the impact of the second year of Covid-19.
- 2.2 In summary, the report gives an overview of Edinburgh's recovery as Covid-19 restrictions ease and how this is reflected in the data during 2021/22 as well as a longer term comparison with pre-Covid performance.

### 3. Background

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- 3.1 Led by [SOLACE](#), with the support of the [Improvement Service](#), the Local Government Benchmarking Framework 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 the financial year 2021/22.
- 3.4 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.
- 3.5 Currently the dataset holds 2021/22 data for 83 out of the 105 indicators.

### 4. Main report

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- 4.1 An online toolkit on the [My Local Council](#) website has been created to help councils benchmark with other councils.
- 4.2 The framework allows local authorities to compare their performance across a suite of indicators of efficiency (unit cost), outputs and outcomes, covering all areas of local government activity.
- 4.3 Following the significant upheaval seen in 2020/21 to services resulting from the Covid-19 pandemic, the 2021/22 data shows the resumption of services as Covid-19 restrictions were gradually reduced. This changing backdrop has introduced new complexity in relation to the LGBF dataset and so judgements on comparative rankings should be viewed with caution as each Council continued to make service decisions on local factors, priorities, and resources.

- 4.4 This dataset provides information ranking Edinburgh with the other councils as well as timeseries data for each of the indicators for Edinburgh.
- 4.5 The Local Government Benchmarking Framework is not a comprehensive summary of all the performance of the Council in 2021/22 rather, the data provides an additional perspective on how the Council is performing and it complements and informs the Council's own Corporate Performance Framework.

### ***High level Overview***

- 4.6 The latest figures show that overall Edinburgh's ranking is in the top two quartiles (so above the national average) for 57% of the indicators (47 out of 83) and less than a fifth sit in the bottom quartile (13 indicators).
- 4.7 In terms of performance, compared to pre-Covid (2019/20), we have shown an improvement in 46 of the indicators (58.2%). However, our relative performance has declined in 33 of the indicators.
- 4.8 Appendix A provides an overview of Council benchmarking performance in 2021/22 under the framework's nine themes, namely:
- Children's Services
  - Adult Social Care Services
  - Environmental Services
  - Culture and Leisure Services
  - Housing Services
  - Corporate and Asset Management Services
  - Economic Development (including Planning)
  - Financial Sustainability
  - Tackling Climate Change
- 4.9 Each theme section gives an overview of the ongoing impact of Covid-19 on services, how services have responded and how that is reflected in the 2021/22 data. In the appendices C – K, a comparative overview of Edinburgh's five year trend data with the Scotland wide average, the cities average and the family group average is shown for each indicator.
- 4.10 To enable comparison with other Local Authorities, we have included the national average, a 'family group' average and an average of the other three urban cities (Aberdeen, Dundee and Glasgow) to allow consideration of different perspectives of the data.
- 4.11 Each theme has been assigned into one of two family groups by Improvement Scotland. The first family group is based on the type of population they serve, e.g. level of deprivation and affluence. This group is used for the following themes: Children's Services, Adult Social Care Services and Housing Services. The second family group is based on the type of area in which they serve them (e.g. urban, semi-rural, rural). This group is used for the following themes: Corporate Services, Economic Development, Environmental Services, Culture and Leisure Services, Financial Sustainability and Tackling Climate Change. Appendix **B**

shows the Local Authorities that are classified with Edinburgh for the two family groups.

- 4.12 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.
- 4.13 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**

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- 5.1 The Local Government Benchmarking Framework 2021/22 data analysis will be used to inform Senior Management Team discussions and the Council Planning and Performance Framework.

## **6. Financial impact**

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- 6.1 There is no financial impact associated with this report.

## **7. Stakeholder/Community Impact**

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- 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**

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- 8.1 [LGBF National Overview Report 2021/22](#) published by the Improvement Service in March 2023.
- 8.2 [My Local Council](#) website.

## **9. Appendices**

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- 9.1 Appendix A: 2021/22 Edinburgh Overview
- 9.2 Appendix B: LGBF Family groups
- 9.3 Appendix C: Children's Services
- 9.4 Appendix D: Adult Social Care Services
- 9.5 Appendix E: Environment Services
- 9.6 Appendix F: Cultural and Leisure Services
- 9.7 Appendix G: Housing Services
- 9.8 Appendix H: Corporate and Asset Management Services
- 9.9 Appendix I: Economic Development Services
- 9.10 Appendix J: Financial Sustainability
- 9.11 Appendix K: Climate Change

# Appendix A: 2021/22 Edinburgh Overview

## LGBF 2021/22 summary

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1. This analysis of the most recent Local Government Benchmarking Framework (LGBF) data provides:
  - a. a summary of Edinburgh's comparative ranking and indicator performance compared to the previous years, 2019/20 (pre-Covid) and 2020/21
  - b. indicator data and the national ranking position for all LGBF indicators
  - c. urban cities, Scotland average and Family Group comparative data
  - d. an overview of national performance trends and local factors.
2. This report covers the 83 indicators with updated data since the previous LGBF 2020/21 release. The full dataset contains 105 indicators. Data for the remaining indicators will either be released as it becomes available during 2023 or is not available due to Covid impacts on data collection.

### National picture

3. The latest Accounts Commission report '[Local government in Scotland Overview 2022](#)' highlighted that Covid-19 continues to have a significant impact on all aspects of daily life. Councils have moved on from the immediate emergency response of year 1, but they have had to continue to respond to Covid-19 – managing restrictions and mitigation measures, providing support to communities, and operating differently – while also recovering services and planning renewal in a complex and uncertain environment. Recovery and renewal are not about returning to the pre-pandemic status quo. The process of recovery and renewal includes directing resources to help ensure that services can restart and are reshaped to meet the new needs of the local area, to address the harm caused by the pandemic, to support economic recovery, to empower communities, to address inequalities, and to tackle key priorities including climate change, growing poverty, and the long-standing need for public service reform.
4. It is within this context that the LGBF 2021/22 data needs to be considered.

### National picture (extract from national report)

5. The latest LGBF data covers 2021/22, a period when communities and council services were still managing the ongoing impact of Covid, while new challenges were emerging in the shape of soaring inflationary pressures and a 'cost of living crisis'.
6. Councils are continuing to have to make savings and are facing increasingly difficult choices with their spending priorities. Expenditure within social care and education continues to be sustained and enhanced, increasing since 2010/11 by 25% and 19% respectively, while relative reductions continue in non-statutory services such as culture and leisure, roads, planning, tourism, trading standards and environmental health in order to provide balance to statutory and ringfenced commitments elsewhere.
7. Overall, Councils have sustained and strengthened improvement trends in a number of policy critical areas including positive destinations, gender pay gap, procurement,

housing energy efficiency, corporate asset condition, carbon emissions, balance of social care and Self Directed Support, living wage, and roll out of superfast broadband. There has, however, been a decline in other areas, often caused by or exacerbated by Covid. This includes areas which were previously improving such as housing quality and repairs, and also areas where there were already signs of strain pre-pandemic, such as rent arrears, income lost due to voids, street cleanliness levels, pupil attendance rates, and satisfaction with care services. In areas such as culture and leisure, visitor numbers, recycling rates, Council Tax collection rates, and business start-up rates, there has been some recovery from the initial Covid impact, but performance levels remain below pre-Covid levels in 2021/22.

8. The significant upheaval resulting from the Covid-19 pandemic has introduced new complexity in relation to the 2021/22 LGBF dataset and so judgements on comparative rankings should be viewed with caution as each council continued to make service decisions based on local factors, priorities, and resources.

### **Edinburgh – summary**

9. While the impact of Covid makes analysing this dataset more challenging, it is still valuable to consider what the data shows about how Edinburgh responded as Covid restrictions were gradually reduced.
10. The focus on supporting our most vulnerable residents and businesses alongside delivery of services has continued in 2022/23 as services continued to adapt to changing restrictions and reopen or started to return to full capacity as restrictions were removed.
11. Analysis is presented comparing the current year to last year (2020/21, i.e. Covid impacted) and the previous year (2019/20, i.e. pre-Covid) to try to provide overviews of the changing impact of Covid on services as well as longer term trends.

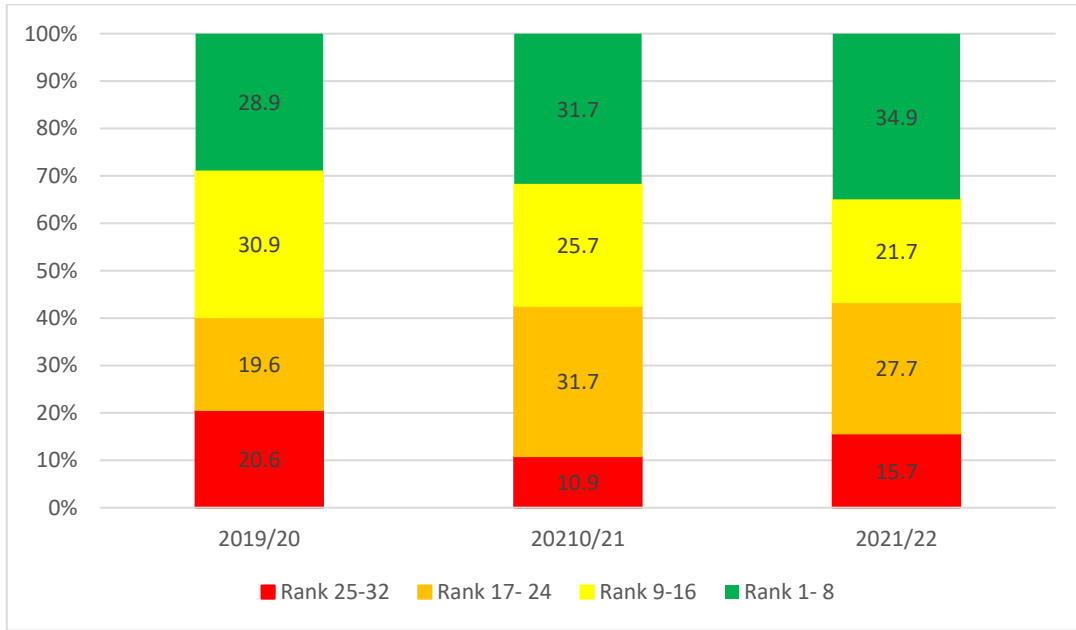
### **Edinburgh - ranking**

12. Overall Edinburgh ranks above the national average (so in the top two quartiles) for more than half of the indicators in each of the last three years as shown in the table and chart below.

**Table 1: Count of indicators by quartile**

	2019/20	2020/21	2021/22
Rank 1 - 8	28	32	29
Rank 9 - 16	30	26	18
Rank 17 - 24	19	32	23
Rank 25 - 32	20	11	13
Total	97	101	83

**Chart 1: Percentage of Edinburgh ranking by quartile**

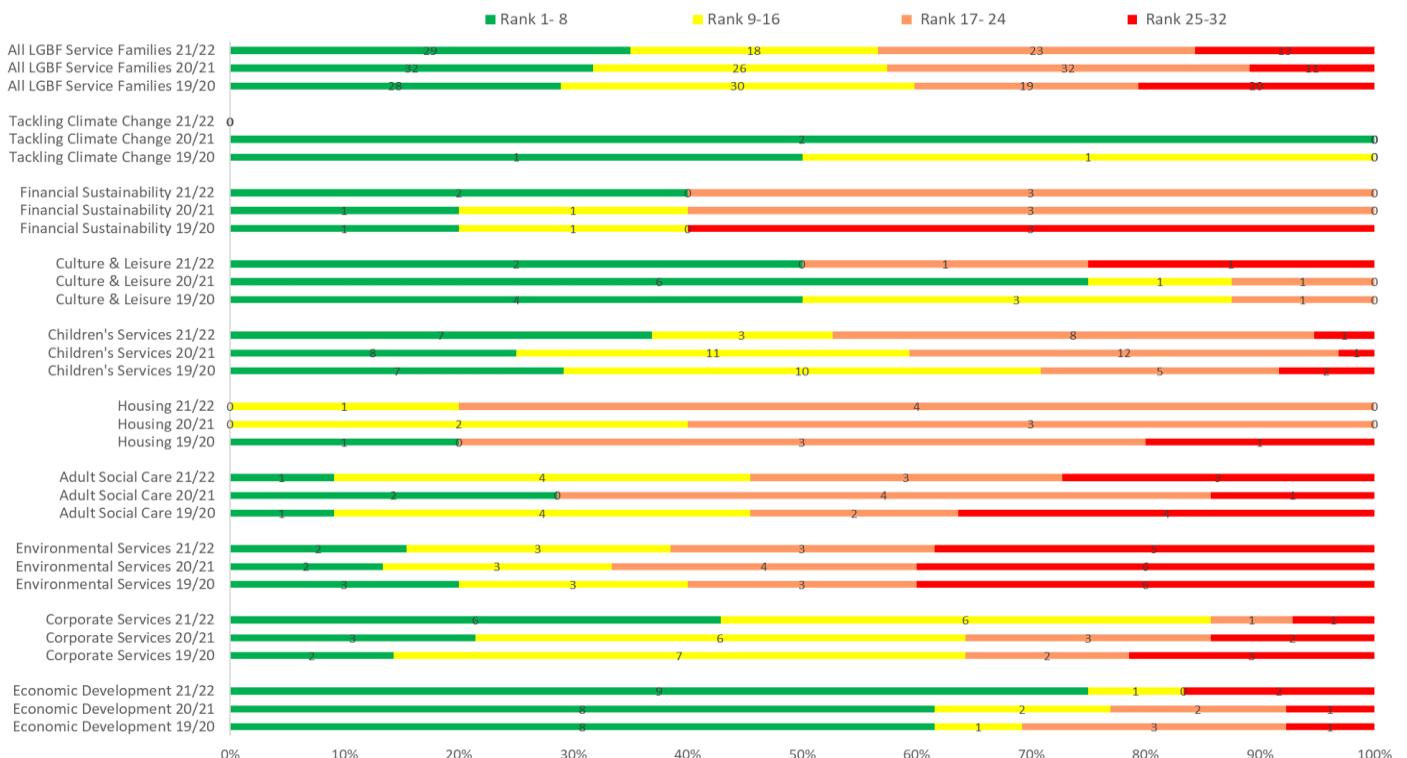


13. Compared to last year (2020/21) we have improved our ranking in 32 of the indicators and maintained our ranking in 12 of the indicators. Our comparative ranking position compared to other councils, has declined in 39 of the indicators.

14. Compared to the previous year (2019/20), which was pre-Covid, we have improved our ranking in 43 of the indicators and maintained our ranking in 8 of the indicators. Our comparative ranking position compared to other councils, has declined in 32 of the indicators.

15. These changes in rankings are shown by theme in the chart below:

**Chart 2: Edinburgh ranking by theme -**



## Edinburgh - performance

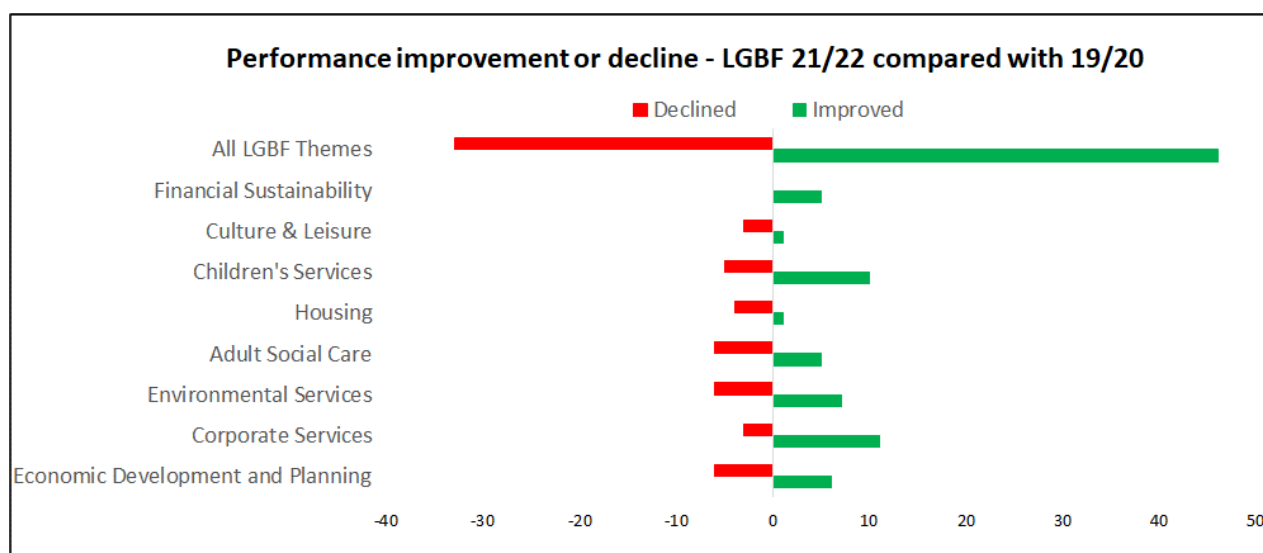
16. Compared to last year (2020/21) we have shown improvement in 50 of the indicators. However, our performance has declined in 33 of the indicators.

17. Compared to pre-Covid (2019/20) we have shown improvement in 46 of the indicators. However, our relative performance has declined in 33 of the indicators. This is summarised in the chart and the table. As the latest figures for the Climate Change indicators are for 2020/21 they are not included.

**Table 2 Summary of relative indicator values 2021/22**

Performance 21/22 (compared to 19/20)	Children's Services	Corporate	Adult Social Care	Environmental	Housing	Econ Dev	Culture &Leisure	Financial Sustainability	Total	%
Improved	10	11	5	7	1	6	1	5	46	58%
Declined	5	3	6	6	4	6	3	0	33	42%
<b>Total</b>	<b>15</b>	<b>14</b>	<b>11</b>	<b>13</b>	<b>5</b>	<b>12</b>	<b>4</b>	<b>5</b>	<b>79</b>	<b>100%</b>

**Chart 3: Performance improvement or decline – LGBF 2021/22 compared with 2019/20**



18. The following sections of the report provide an overview of the 2021/22 data by the LGBF themes: Children's Services; Adult Social Care; Environmental; Culture and Leisure; Housing; Corporate and Asset Management; Economic Development; Financial Sustainability; and Tackling Climate Change.

19. Under each theme there is an overview of Edinburgh's recovery as Covid-19 restrictions ease and how this is reflected in the data as well as a longer term comparison. A more detailed analysis of selected indicators showing performance of note is also included.

20. Within the appendices (C – K), charts showing a five-year trend as well as a comparison with the national average, the 3 city average and a Family Group comparison are included for each indicator.

## Children's Services

21. There are 32 indicators in the LGBF that relate to the efficiency and effectiveness of Children's Services.

22. It should be noted that data is missing for:

- a. 9 indicators – data to be published later on this year



- b. 1 indicator – Scottish Household Survey data which is not available at a local authority level for 2021/22
- c. 4 indicators – data is Bi-annual so no data available.

### Children’s Services - national context

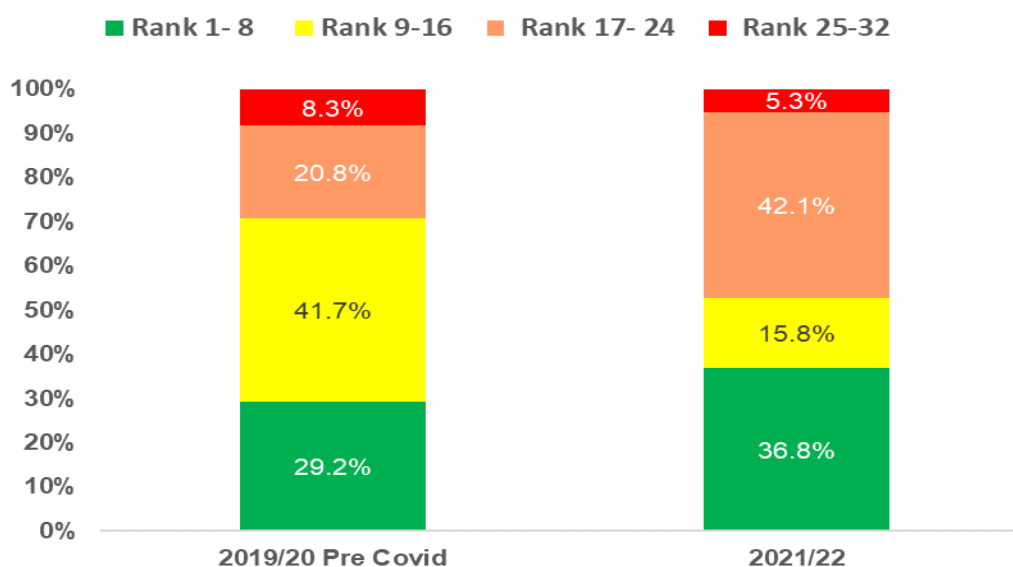
23. Data from 2020/21\* evidences the negative impact the first year of Covid had on the development of pre-school children, primary phase attainment levels, school attendance levels, and positive destinations for school leavers. Where more recent data is available, it is clear there has been a degree of recovery across each of these areas during 2021/22, albeit the scale of this recovery varies, with some outcomes still below pre-Covid levels.<sup>1</sup>

### Children’s Services – 2021/22 Edinburgh

24. Similar to the national picture, Edinburgh data shows the impact of Covid in figures for 2020/21 with signs of recovery in 2021/22. Schools have worked hard to support all pupils to reengage with school life including identifying and working with those individuals most impacted by Covid, while still dealing with the impacts of staff and pupil absences due to ongoing waves of Covid.

25. Compared to pre-Covid, the percentage of Children’s Services indicators that are ranked in the top two quartiles (so above the national average) decreases from 2019/20 as shown in chart 4 below. This chart is shown as percentage as there are fewer indicators with data available for 2021/22 than for 2019/20. It is mostly the Children Social Care indicators where data is not yet available for 2021/22.

**Chart 4: Children’s Services Ranking – LGBF 2021/22 compared with 2019/20**



26. For the 15 indicators we have data for both years, 10 show an increase in performance in 2021/22 compared to pre-Covid (2019/20) and 5 show a decrease.

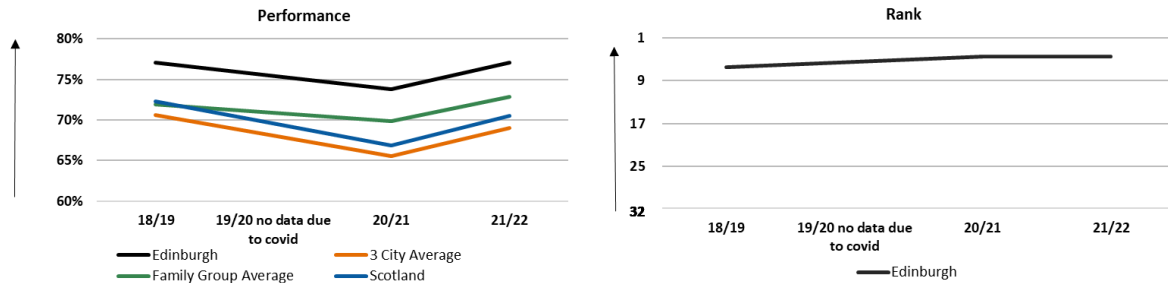
27. The full set of charts for all Childrens Service indicators can be found in Appendix C and we highlight some indicators of note in detail below. However, it remains difficult to interpret trends in the senior phase due to the different assessment methods used

\* 2020 academic year data

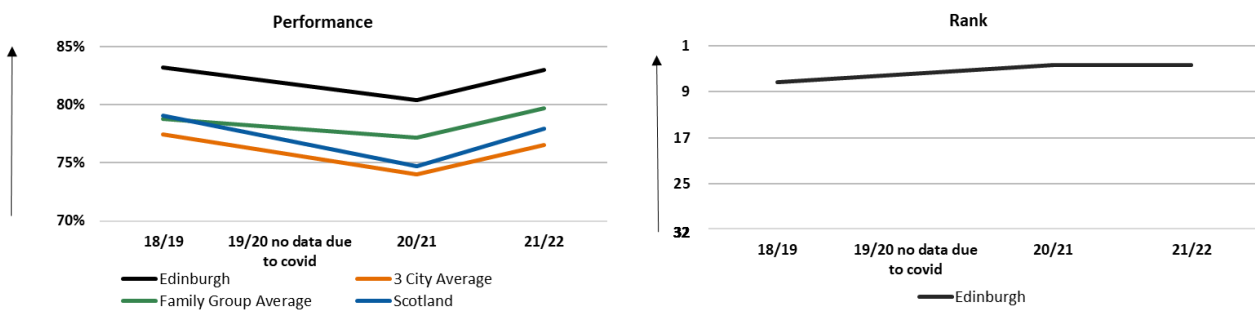
over the last three years (before, during and as we come out of Covid restrictions) so no detailed analysis of secondary school attainment is shown.

28. Similar to the national picture, Edinburgh shows a dip in literacy and numeracy levels in 2020/21 with a recovery to pre-Covid levels in 2021/22 as shown in the charts below. Edinburgh continues to perform well in this area and is consistently within the top quartile for both literacy and numeracy.

% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy

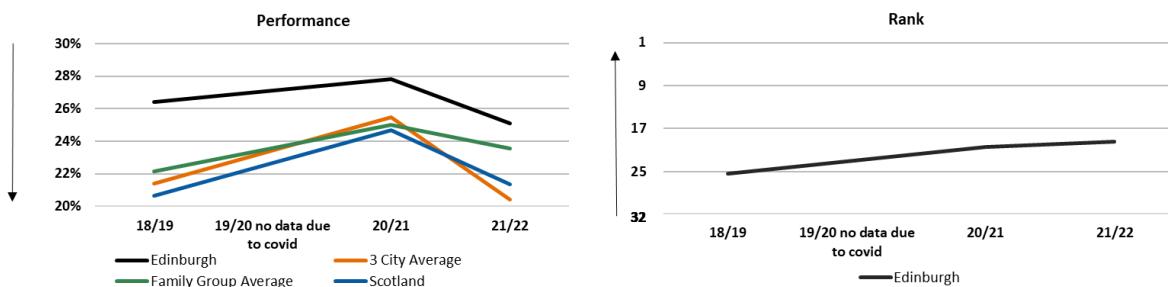


% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy

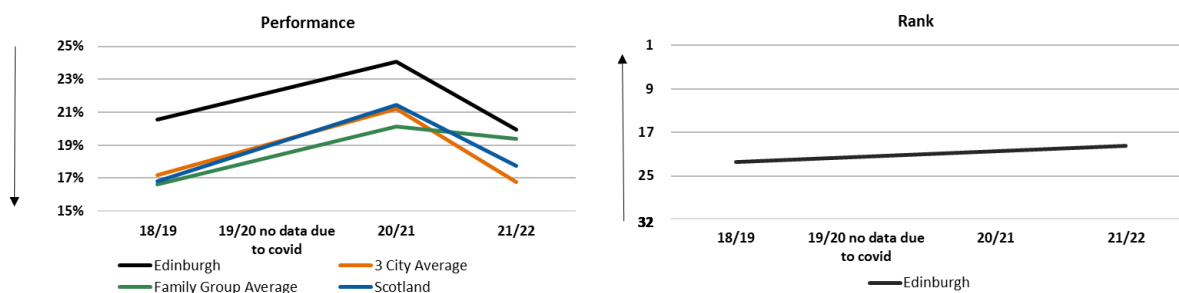


29. However, Edinburgh's attainment gap in primary school remains more than the national average, family group and 3 city average as shown in the charts below. While the attainment gap has slightly reduced post-Covid (literacy – 25%; numeracy – 20% in 2021/22) compared to pre-Covid (literacy – 26%; numeracy – 21% in 20/18/19), this remains an area of focus for schools in the current academic year and various improvement initiatives, such as work to support higher levels of attendance, continue. The impact of this will be seen in future year's data.

Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils

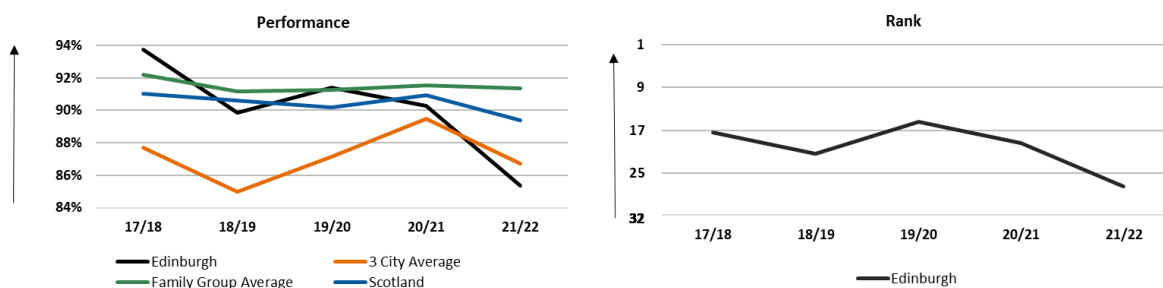


Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils



30. The percentage of funded early years provision which is graded good/better performance has reduced from 91% pre Covid to 85% and ranking has reduced to 27 from 15. Performance is also below the 3 city, family group and Scottish averages as shown in the chart below.
31. During the pandemic, the Care Inspectorate stopped routine full inspections and only inspected priority settings. In 2021, as routine inspections resumed, the Care Inspectorate moved to a new inspection framework with a transition period until 2022.
32. Our tracking system shows that there is a larger proportion of non-local authority providers graded below good in the latest data. Data from August 2022: 2.7 % of local authority settings and 22.8% of Private, Voluntary and Independent settings were graded below good and therefore in a Service Improvement Period.
33. The Early Years Quality Improvement Team in Edinburgh are working very closely with all settings who do not meet the new standard. This targeted approach supports settings to improve their performance within their agreed Service Improvement Period (which is allowed as part of the Scottish Government guidance).

% of funded early years provision which is graded good/better



## Adult Social Care Services

34. There are 11 indicators in the LGBF that relate to the efficiency and effectiveness of Adult Social Care Services.

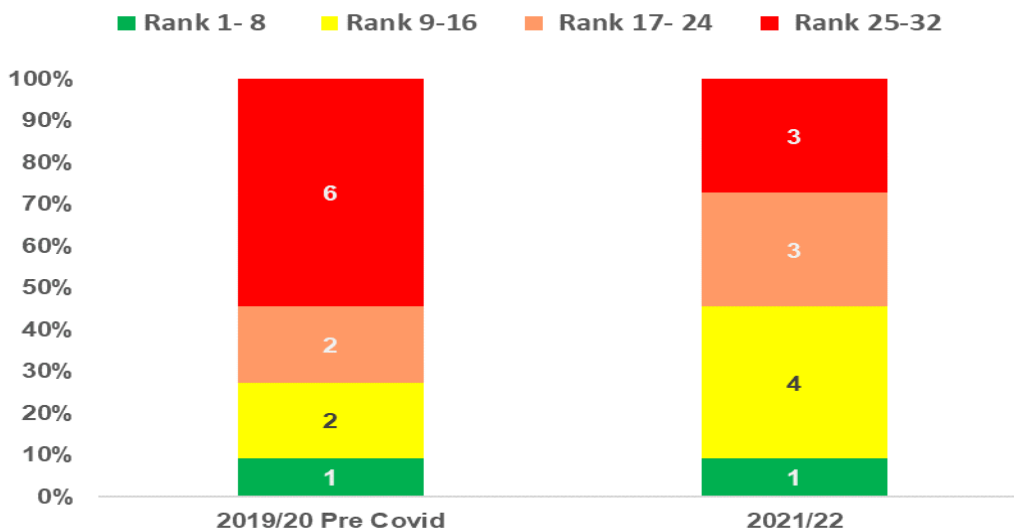
### Adult Social Care Services - national context

35. Even prior to Covid, social care was an area where councils and their partners faced significantly growing demands due to an ageing population and the increasing complexity of needs experienced by older and disabled people. These demands have been exacerbated by the pandemic, while at the same time the current crisis in relation to workforce recruitment and retention is adding further to the pressures facing the sector. Although councils have continued to protect social care spend against mounting budget pressures, the rate of increase has not kept pace with increasing demand and cost pressures.

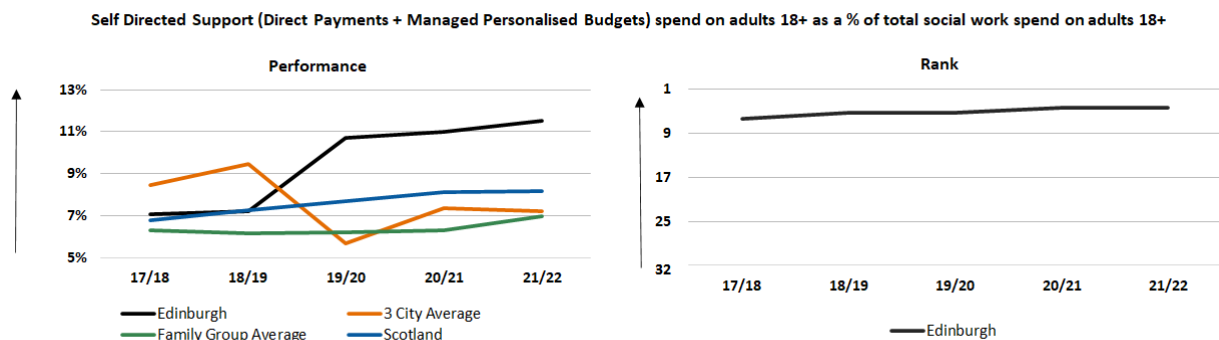
## Adult Social Care Services – 2021/22 Edinburgh

36. Similar to the national picture, Edinburgh experienced increased pressure on services and workforce recruitment issues in 2021/22. Waves of Covid outbreaks throughout the year caused disruption to the resumption of services but we continued to deliver support and ensure vulnerable people in our city were safe and cared for.
37. Adult Social Care indicators show a mixed picture for 2021/22 with 5 out of 11 indicators rank in the top 2 quartiles but fewer indicators in the bottom quartile compared to our pre-covid rankings (3 indicators in 2021/22 compared to 6 in 2019/20) as shown in the chart below.

**Chart 5: Adult Social Care Services Ranking – LGBF 2021/22 compared with 2019/20**



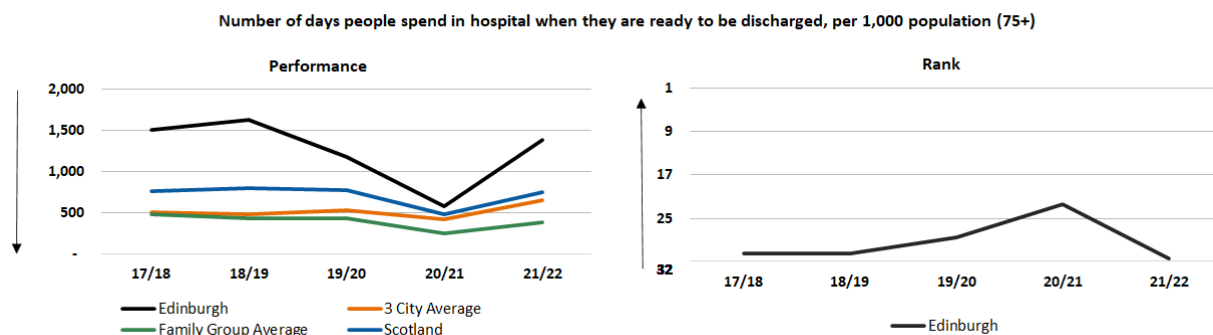
38. We also see a mixed picture when looking at changes in performance. There are indicators that continue to show a gradual improvement from pre-Covid through to 2021/22 (e.g. Self Directed Support, Balance of Care); and some indicators that show a clear skew due to Covid where performance in 2021/22 returns to pre-Covid levels (e.g. re-admission rates, days people delayed in hospital). While the full set of charts for all Adult Social Care indicators can be found in Appendix D, we have highlighted some of these indicators in more detail below.
39. Edinburgh shows consistently good performance for Self-Directed Support with a gradual increase over the last five years and our ranking remaining in the top 4 as shown in the chart below. Edinburgh is consistently above the national average, 3 city average and family group average for the last three years.



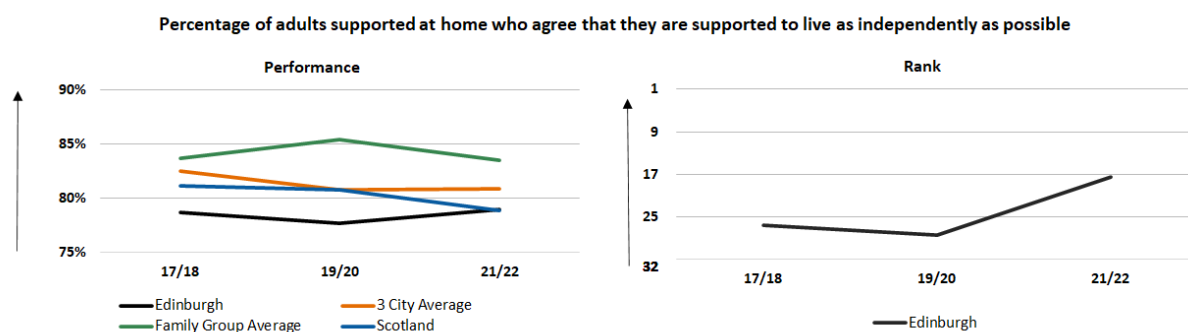
40. Another indicator of note is the number of days people spend delayed in hospital. While decreasing in 2020/21 to 579, which was close to the national average (484)

and 3 city average (415), the rate returned to pre-covid levels in 2021/22 and, at 1,388, is almost double the national average (748) and below the 3 city average (649) as shown in the chart below.

41. Considerable work has been undertaken in 2022/23 with care providers to expand capacity which should impact on LGBF data for 2022/23. Figures in Edinburgh at the beginning of 2023 are bucking the national trend and decreasing (e.g. average daily bed days occupied drops from 216 in Apr 2022 to 164 in Jan 2023).



42. For the perception indicators, which are biennial, there is new data for 2021/22. For three out of the four indicators (carer support, 'having a say' and 'supports improving quality of life'), Edinburgh shows a decrease since 2019/20 which is also seen in the national average, family group and 3 city average. However, for the fourth indicator (supported to live as independently as possible), while the national average shows a decrease, there is an increase from 77.6% to 78.9% in Edinburgh. This brings Edinburgh in line with the national average although still below the family group average and our ranking increases to 15 as shown in the charts below.



## Environment Services

43. There are 13 indicators available for 2021/22 in the LGBF that relate to the efficiency and effectiveness of Environment Services. Two indicators are from the Scottish Household Survey data which is not available at a local authority level for 2021/22.

### Environment Services - national context

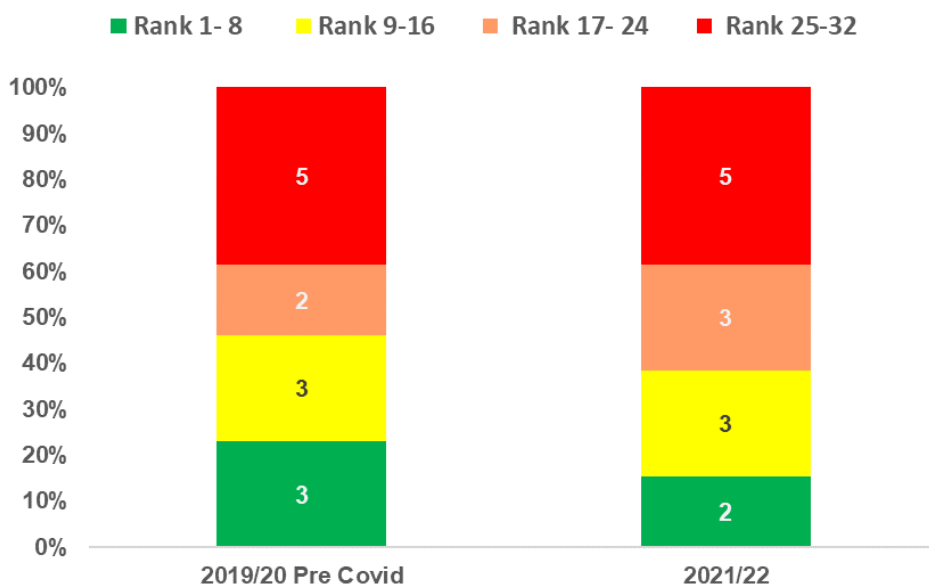
44. Across Scotland there has been a 16% reduction in roads spending; 27% reduction in trading standards and environmental health spending; and 13% reduction in environmental services spending. Councils are also facing persistent recruitment challenges. According to a 2021 local government survey, more than half of all councils were experiencing skills shortages which were caused by or exacerbated by

the combined impact of Covid and Brexit, with councils now facing recruitment challenges in areas not previously impacted. The areas hardest hit include Education, Social Care and Social Work, Facilities Management, HGV Drivers, and Environmental Health.

### Environment Services – 2021/22 Edinburgh

45. Edinburgh’s performance across Environmental Services shows a balanced picture both in terms of rankings and changes in performance. For rankings, the number of indicators in each quartile is similar pre-Covid and post-Covid as shown in the chart below.

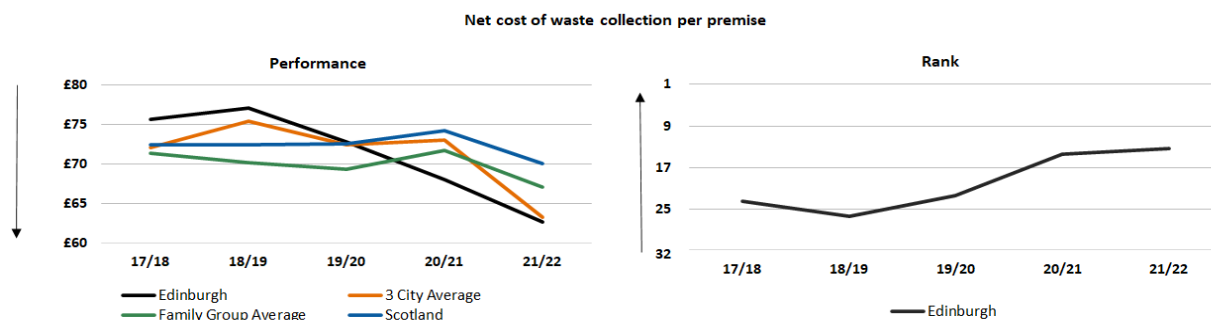
**Chart 6: Environment Services Ranking – LGBF 2021/22 compared with 2019/20**

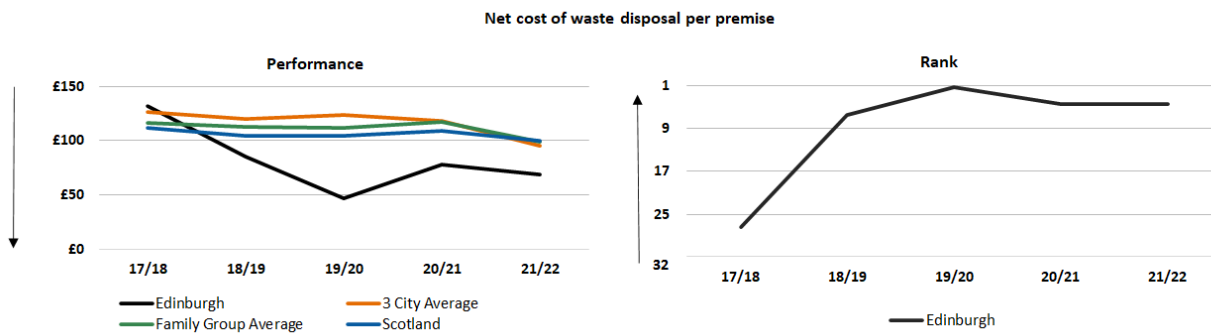


46. Likewise, our performance shows a balanced picture with 7 indicators increasing from pre-Covid and 6 indicators decreasing. Some indicators show a gradual increase in performance such as net cost of waste collection from pre-Covid to 2021/22 while others show the impact of Covid more directly such as Street Cleanliness Score. As for roads, we see small changes year on year on the condition of the different classes of roads reflecting the programme of work undertaken each year. All road condition indicators are sitting in the middle two quartiles in 2021/22.

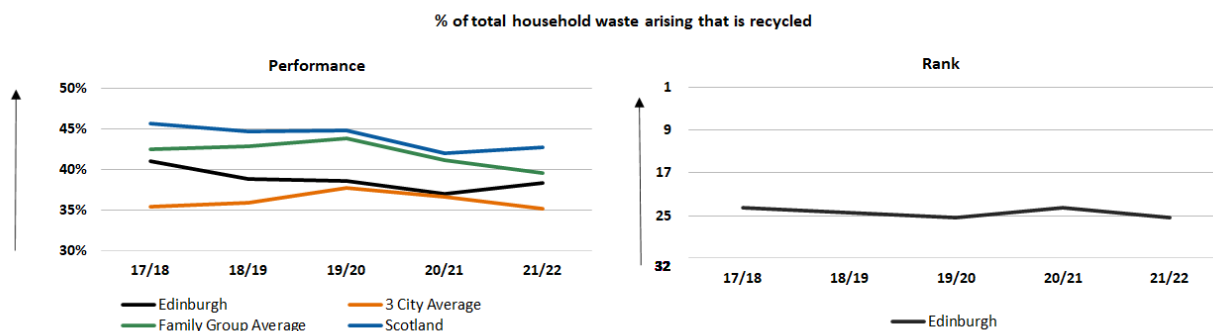
47. While the full set of charts for all Environmental Service indicators can be found in Appendix E, we set out some indicators in more detail below.

48. Both the net cost of waste collection and disposal decreased with Edinburgh remaining the best performer for these indicators in the 3 city average, family group and below the Scottish average.

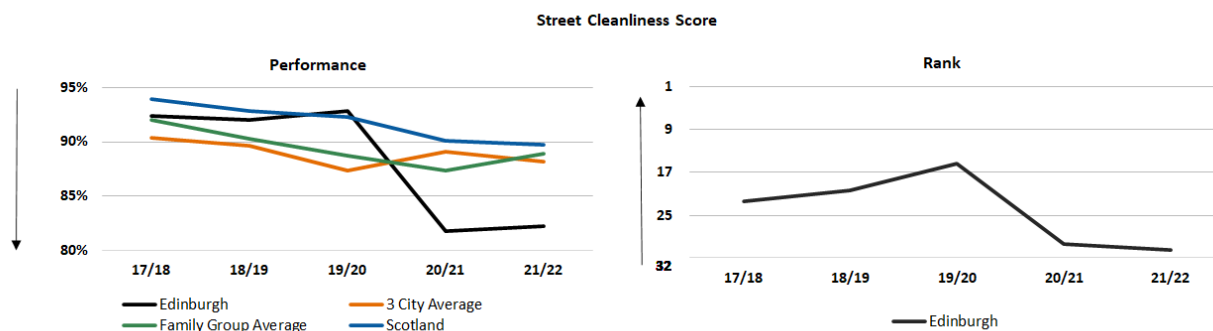




49. The recycling rate in Edinburgh improved, remaining above the three city average; slightly below the family group average and below but tracking the national average. Our ranking decreased by 2 places to 25.

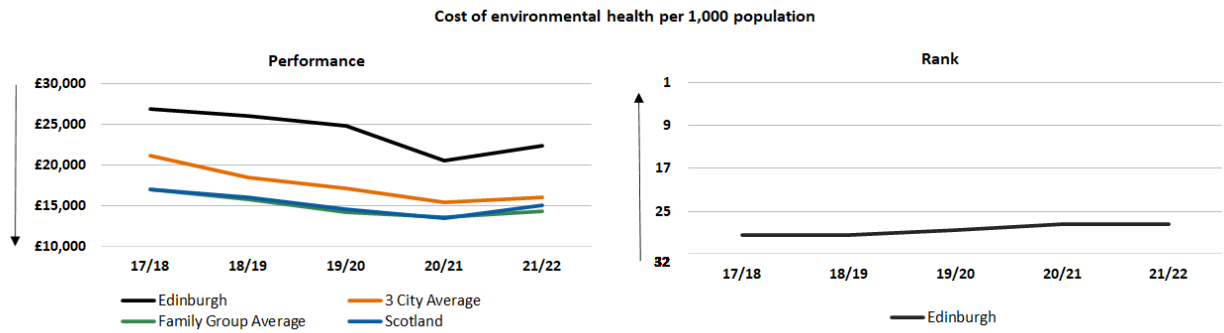


50. In 2020/21, our street cleanliness score decreased to 82% from a pre Covid high of 93% due in part to our redeployment of some staff to assist other waste services as a response to Covid. However, there is only a small increase between 2020/21 (81.8%) and 2021/22 (82.2%) as shown in the chart below. This is below the family group, the 3 city and Scotland averages for the second year in a row. However, an improved April 2022 figure (of 85%) shows progress continues to be made and we want to see this continue. We have already started to roll out new communal bin hubs and expect this to improve our street cleanliness scores, particularly in high density areas. We are also taking forward the Scottish Government's new strategy aimed at tackling both littering and flytipping through behaviour change, making sure we have the correct service/infrastructure in place and enforcing littering and flytipping enforcement action. We are also reviewing our street cleansing service to make best use of and target our services.



51. Cost of environmental health per 1,000 population increased on last year but remains lower than pre Covid levels. Historically this indicator has shown that Edinburgh includes services within Environmental Health that may not be available in other local authorities, and this contributes to the high cost of the service.





## Culture and Leisure Services

52. There are 4 indicators available for 2021/22 in the LGBF that relate to the efficiency and effectiveness of Culture and Leisure Services. Four indicators are from the Scottish Household Survey data which is not available at a local authority level for 2021/22.

### Culture and Leisure Services - national context

53. Councils are continuing to have to make savings and are facing increasingly difficult choices with their spending priorities. While expenditure within social care and education continues to be sustained and enhanced, there have been relative reductions continuing in non-statutory services including culture and leisure.

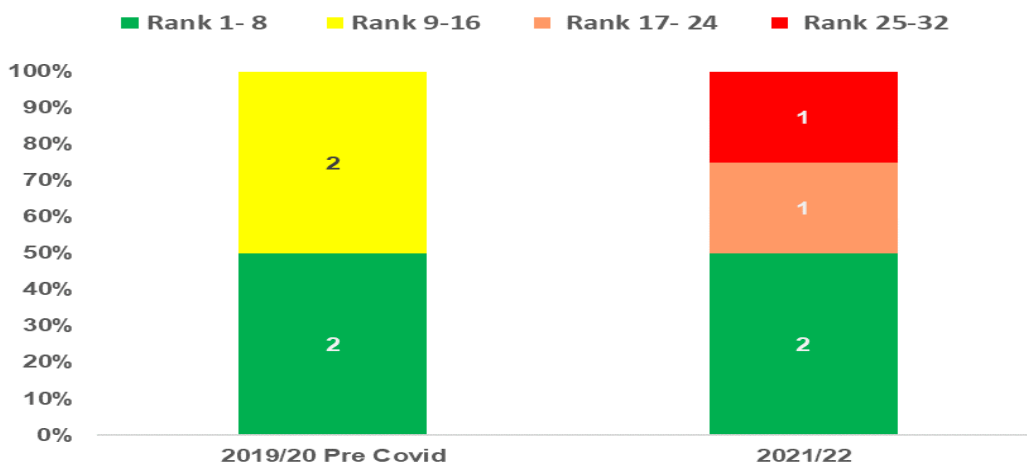
54. Culture and Leisure services were exceptionally impacted by Covid-19 with the closure of buildings as part of Covid-19 lockdowns, the number of visits to culture and leisure services drop significantly in 2020/21. While services have reopened during 2021/22, this has been gradual and so the data (and therefore performance) has not returned to pre-pandemic levels.

### Culture and Leisure Services – 2021/22 Edinburgh

55. Similar to the national picture, Edinburgh’s Culture and Leisure Services gradually reopened or returned to full services during 2021/22 as Covid restrictions were reduced.

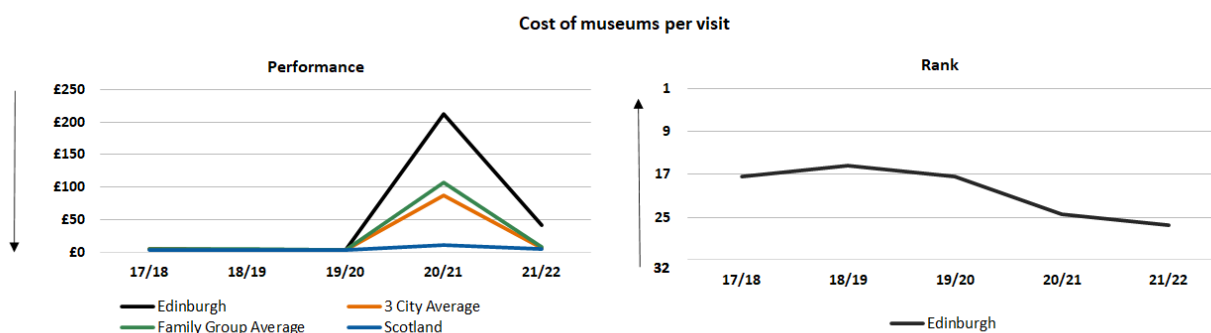
56. Culture and Leisure indicators show 2 indicators in the top quartile and 2 indicators in the bottom 2 quartiles both pre-Covid and in 2021/22 (as services resume) as shown in the chart below.

**Chart 7: Culture and Leisure Services Ranking – LGBF 2021/22 compared with 2019/20**

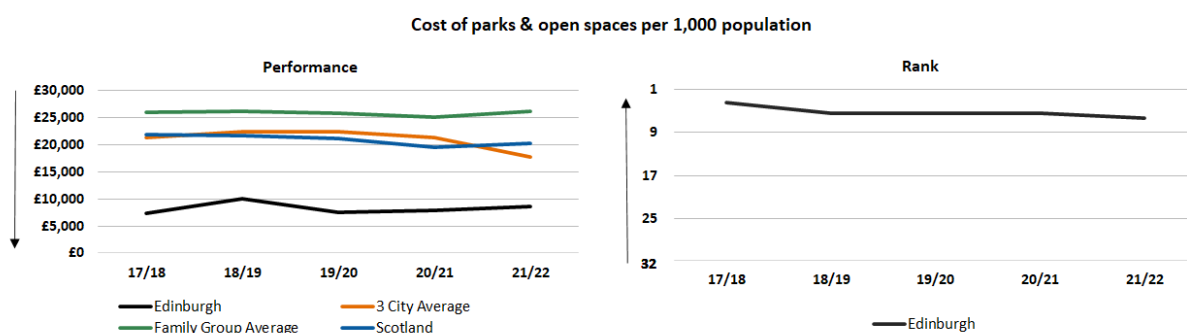




57. The full set of charts for all Culture and Leisure indicators can be found in Appendix F. However, three out of the four indicators (libraries, leisure services and museums/galleries) showed significantly skewed data in 2020/21 with buildings closed so visitor numbers low but costs remaining level. In 2021/22, all three indicators start to recover as buildings reopened and services resumed but all have visitor numbers lower than pre-Covid so costs remain artificially high. The cost per museum and galleries indicator is shown below as an example of the skewed data last year and the partial return towards pre-Covid levels. Museum and Galleries visits increased by 50,886 to 63,813 in 2021/22 which reflects the reopening of buildings as visits beginning to rise again. However, this is still significantly down on 2019/20 visits of 820,083.



58. The fourth indicator, cost of parks and open spaces remained steady throughout covid lockdowns as people were able to continue to access parks and open spaces Edinburgh consistently sits within the top 8 Local Authorities and has a lower cost per visit than the national average, 3 city average and family group. Costs did increase in 2021/22 as a result of one-off reinstatement works.



## Housing Services

59. There are 5 indicators in the LGBF that relate to the efficiency and effectiveness of Housing Services.

### Housing Services - national context

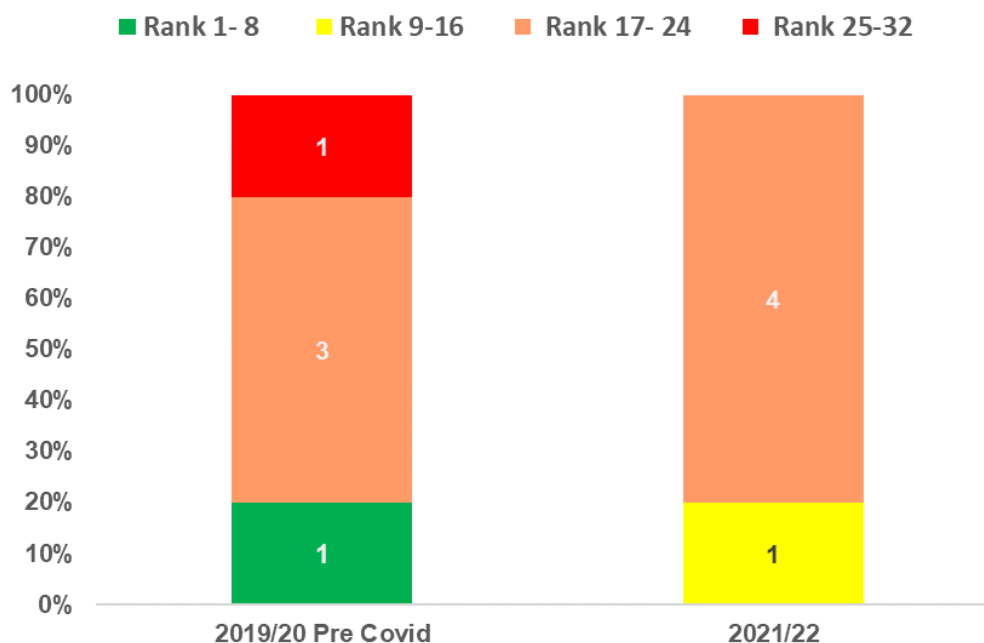
60. There has been a decline in areas caused by or exacerbated by Covid. This includes areas which were previously improving such as housing quality and repairs, and also areas where there were already signs of strain pre-pandemic, such as rent arrears and income lost due to voids.

61. Rent arrears have continued to rise, reaching an all-time high of 8.7% in 2021/22, compared to pre-Covid levels of 7.3%. While some of the rise observed in 2020/21 may be due to the temporary ban on enforcing eviction orders, introduced as part of the Covid response, it also reflects payment difficulties for some tenants due to significant loss of income during Covid. The continued increase in arrears in 2021/22 provides further evidence of the pressure that the Cost of Living crisis is placing on household budgets.
62. The statutory five-week wait for Universal Credit continues to be a significant contributory issue in relation to rent arrears, and this has been exacerbated by Covid with unprecedented levels of new Universal Credit applications during 2020/21.

### Housing Services – 2021/22 Edinburgh

63. Edinburgh continued to comply with Covid restrictions during 2021/22 resulting in reduced access to houses to undertake repairs and upgrade housing stock. Rent arrears also shows a similar picture to the national situation affected by the cost-of-living crisis.
64. The proportion of Housing indicators that are ranked in the top two quartiles (so above the national average) has remained static for the last two years as shown in the chart below. There is no longer an indicator in the bottom quartile, with the 'percentage of council dwellings meeting Scottish Housing Standards' measure moving into the second quartile in 2020/21.

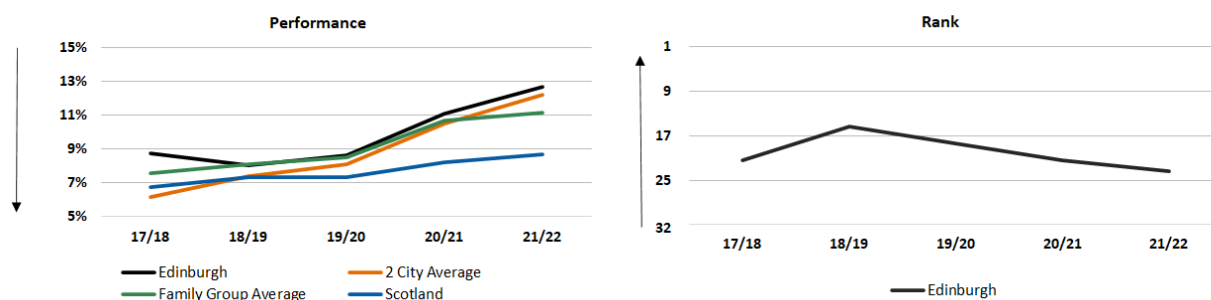
**Chart 8: 2021/22 Ranking quartiles for Edinburgh compared to 2019/20 (pre Covid)**



65. While the full set of charts for all Housing indicators can be found in Appendix G, we highlight some of the indicators in more detail below.
66. Rent arrears across Scotland increased by roughly 2% between 2019/20 and 2021/22. Edinburgh sees a sharper rise in 2020/21 (2% increase) which tapers off in 2021/22 (1% increase). While this is a similar pattern to the 2 city average and family group, Edinburgh remains higher than both these averages. Although rent arrears were high before the pandemic the situation has been made worse since then as

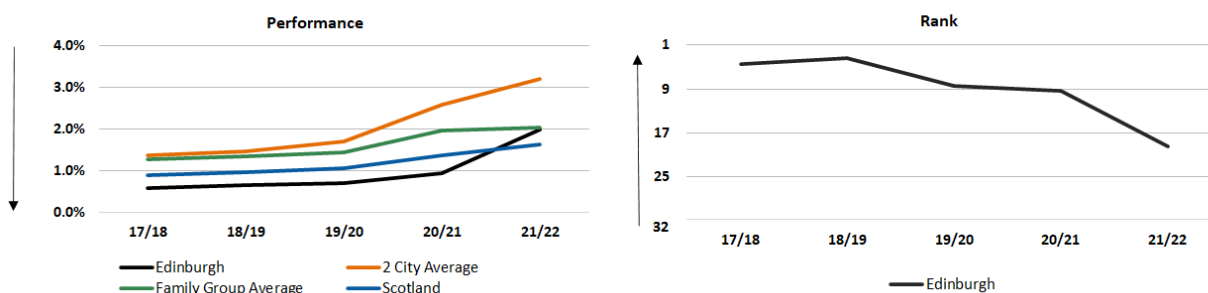
tenants' ability to pay has been challenged by the cost of living crisis currently being experienced throughout the UK. The increased demand for Scottish Welfare Fund and Discretionary Housing Payments (included in the Corporate Service theme of the LGBF dataset) gives some indication of the pressure households are experiencing.

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year



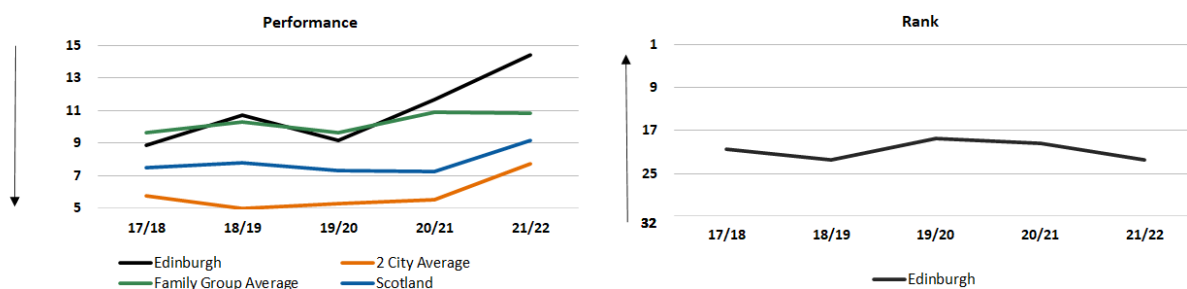
67. Edinburgh's void rent loss rate increased to be in line with the family group but remains below the 2 City average. Edinburgh's ranking decreased to 19 putting it in the third quartile for the first time. Improving the turnover rate of empty homes has been made difficult due to some factors beyond the Council's control such as the availability of utility companies and the availability of materials required to repair homes to the required standard. This is a priority area for improvement in the service.

% of rent due in the year that was lost due to voids



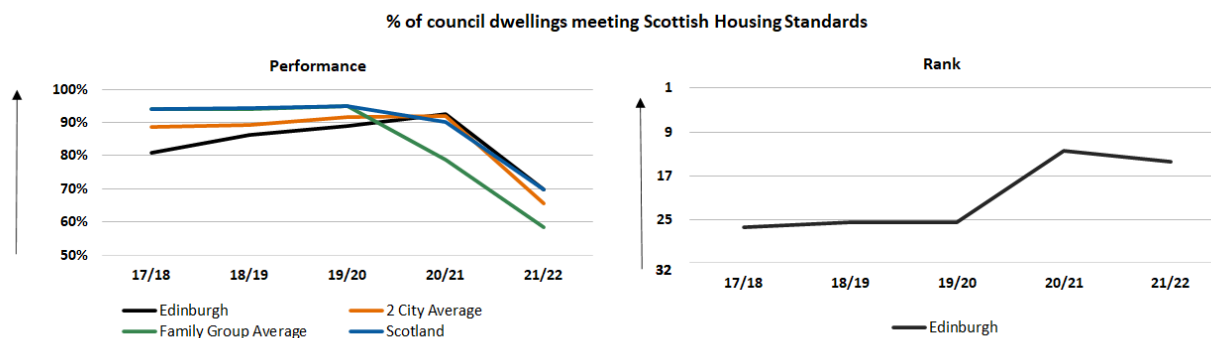
68. The average number of days to complete non-emergency repairs has increased in Edinburgh over the last 3 years and ranking remains within the second bottom quartile. Access to tenancies remained an issue during 2021/22 with 6,655 repairs unable to be completed due to non-access. During this time the service continued to prioritise emergency repairs and supporting vulnerable tenants.

Average number of days taken to complete non-emergency repairs

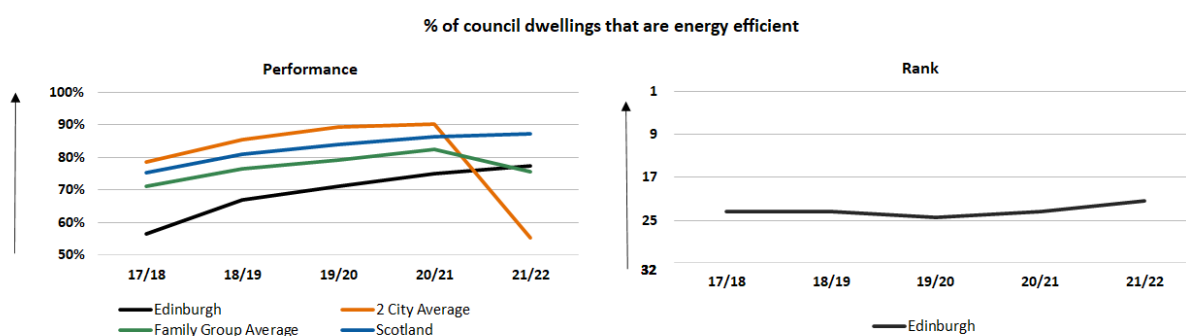


69. The drop in the percentage of dwellings meeting the Scottish Housing Quality Standard can be attributed to a change in the energy efficiency element of the standard. A new higher standard (the EESHs) has been applied which means that some households that met the previous energy efficiency element of the SHQS do

not currently meet the new higher standard. This change has affected all social housing landlords as is shown by the large percentage drop only reducing Edinburgh 2 ranking places. This higher energy efficiency standard will drive improvement in houses in the future as all providers work to meet the new standard.



70. Improvements have been made to % of council dwellings that are energy efficient as is shown on that indicator with just over 15,500 out of just over 20,200 houses now rated as energy efficient. Progress has been slower than was planned due to the access restrictions introduced during the pandemic.



## Corporate and Asset Management Services

71. There are 14 indicators in the LGBF that relate to the efficiency and effectiveness of Corporate and Asset Management Services. 4 indicators have been added on the Scottish Welfare Fund and Discretionary Housing Payments to reflect how Local Authorities are managing these funds to alleviate the cost-of-living crisis.

### Corporate and Asset Management Services - national context

72. There was a huge effort made by the local government workforce during the pandemic to maintain services and support communities. While there were pressures within the workforce pre-pandemic, these have been exacerbated by Covid, with councils currently facing constraints on three related fronts: rising absence, recruitment issues, and high staff turnover.

73. Spend on support services grew in both 2020/21 and 2021/22 counter to the long-term reducing pre-Covid trend and is currently 4% higher than pre-Covid levels. This reflects the critical role corporate support services played during the pandemic, including as an agent of Scottish Government in administering over a hundred different grant schemes, in co-ordinating the emergency response and support for

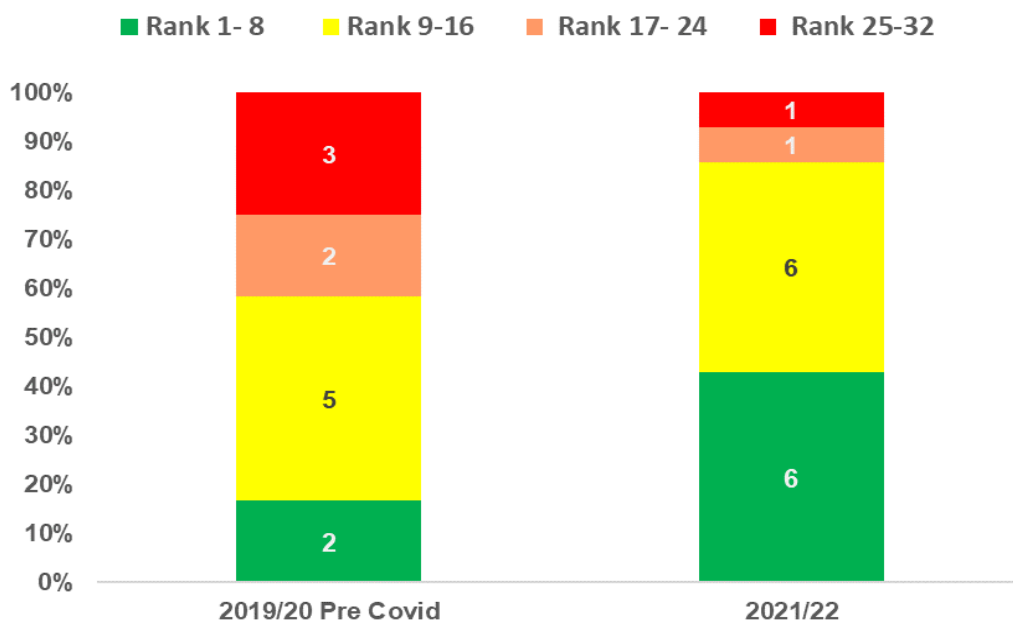
local communities, and in facilitating the wholesale roll-out of homeworking for the council workforce.

- 74. After a period of relative stability, the growth in Scottish Welfare Fund spend accelerated sharply between 2019/20 and 2021/22 reflecting the combined pressures from Covid and the cost of living crisis
- 75. Further evidence of the financial hardship being experienced by local communities can be seen in the growing level of spend on Discretionary Housing Payments. These payments are administered by councils to households who require financial assistance towards their housing costs and are an important tool to prevent homelessness and help struggling households to sustain tenancies.

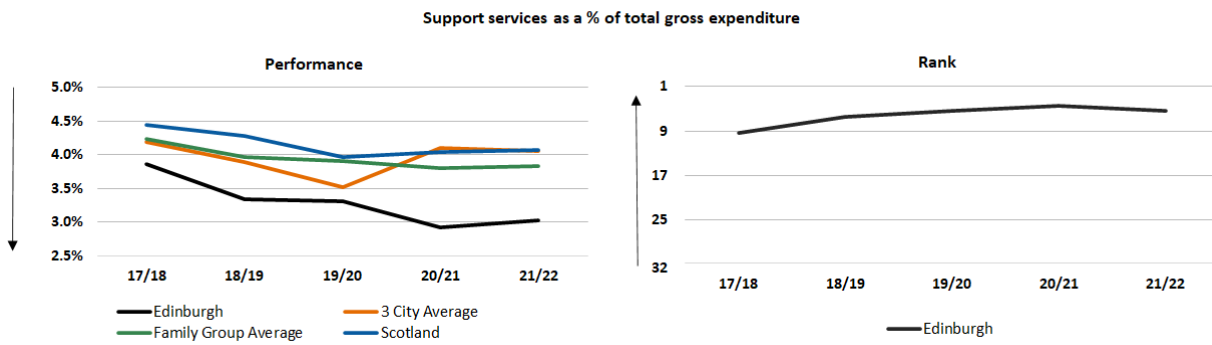
**Corporate and Asset Management Services – 2021/22 Edinburgh**

- 76. Similar to the national picture, Edinburgh maintained services to support our communities as Covid restrictions were gradually removed while experiencing pressures within the workforce such as absence levels and recruitment issues. Our customer support teams continued to administer the many grants available to those in need during 2021/22 as the demand for financial support continued to grow.
- 77. Edinburgh continues to improve its rankings across Corporate Services between 2019/20 and 2021/22 and shown in the chart below. 12 out of the 14 indicators ranked above the national average and only two below in 2021/22.

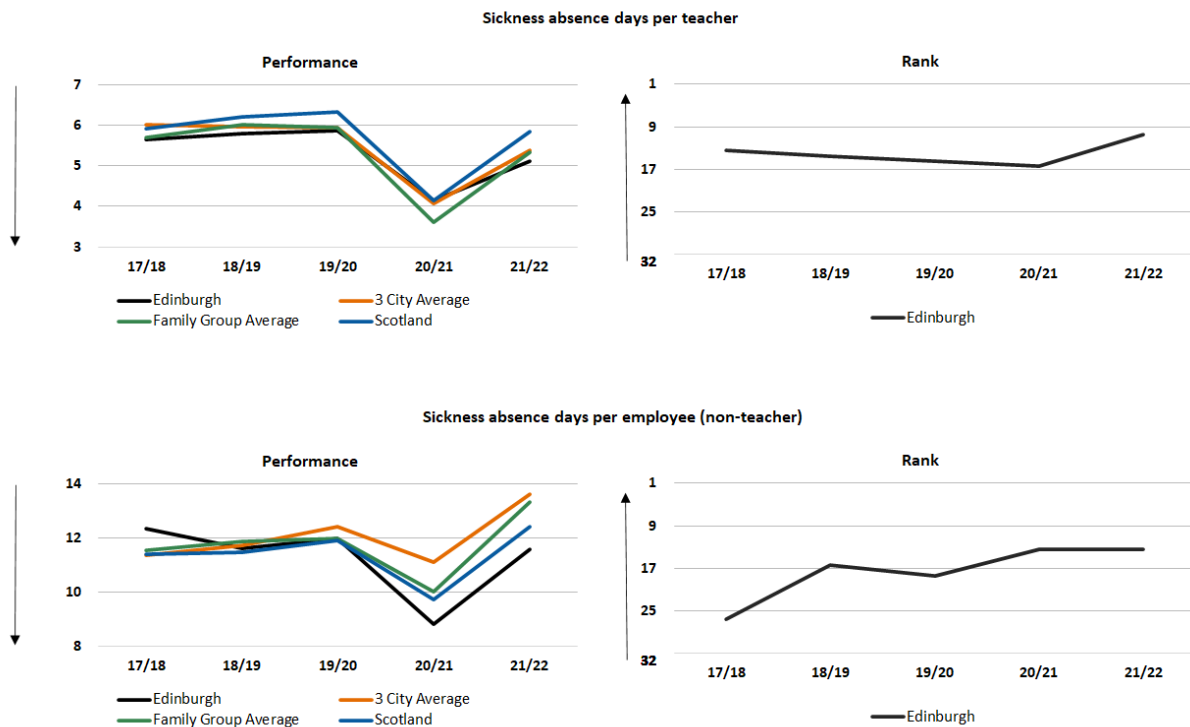
**Chart 9: Corporate and Asset Management Services Ranking – LGBF 2021/22 compared with 2019/20**



- 78. Similarly, our performance has improved in 11 of the indicators from 2019/20 to 2021/22, and only decreased in 3. Some indicators are shown in more detail below. The full set of charts for all Corporate and Asset Management Service indicators can be found in Appendix H.
- 79. The proportion spent on business support at around 3% remains low and below national average, family group and 3 city average.



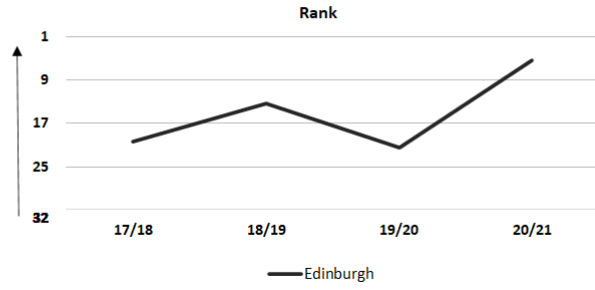
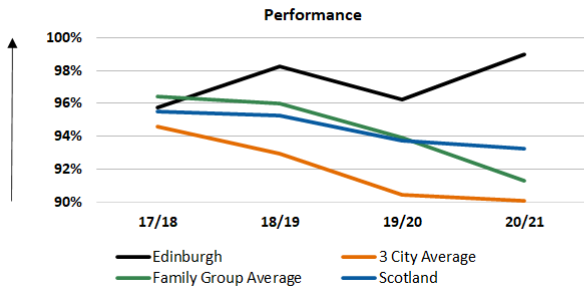
80. Sickness Absence in Edinburgh rises in 2021/21, as it does nationally, due to Covid absences in 2020/21 not being included in this figure. However, sickness absence levels in Edinburgh in 2021/22 is slightly lower than pre-Covid (at 5.1 days compared to 5.9 for teaching staff and 11.6 days compared to 12 for non-teaching staff) and is lower than the three city average, the family group average and Scottish average as shown in the charts below.



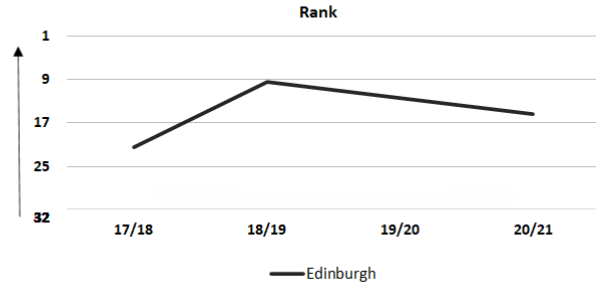
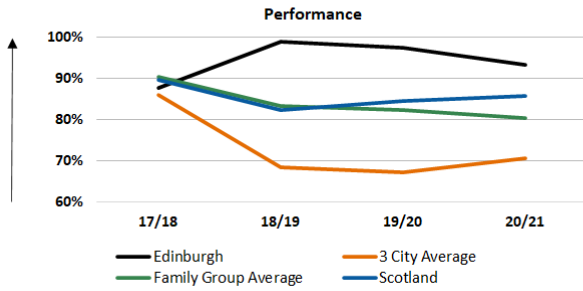
81. Four new indicators have been added around the management of the Scottish Welfare Fund. The latest data for the two processing time indicators is for 2020/21 and previous year's data for all four indicators has been included to provide a picture of longer term trends for these indicators. The trend charts for all four indicators are included below.

82. Crisis Grant Decisions within 1 day shows an improving trend and Edinburgh is ranked in the top quartile for the first time in 2020/21. Community Care Grants decisions within 15 days shows a gradual decrease since 2018/19 but at 93.3% remains above the national average, the family group average and the 3 city average. The proportion of Scottish Welfare Fund spent highlights the increasing number of people seeking financial support as the cost of living crisis continues.

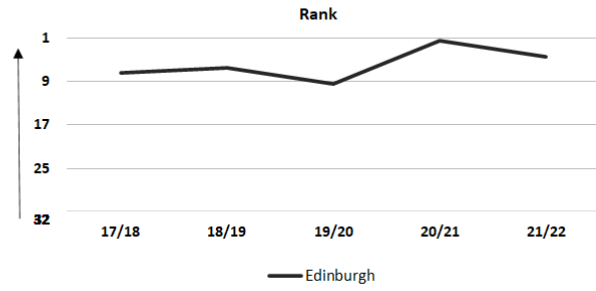
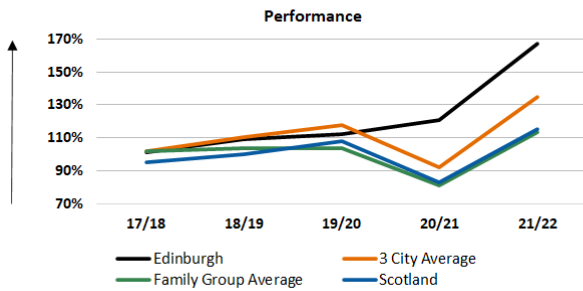
**% of Crisis Grant Decisions within 1 day**



**% CCG Grant Decisions within 15 Days**

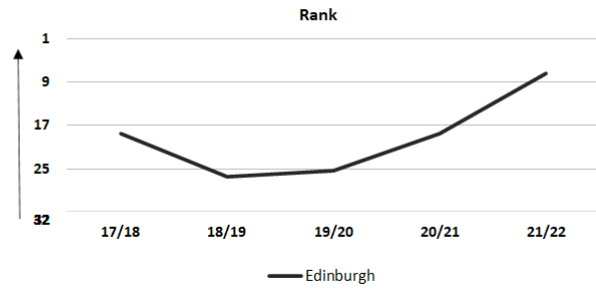
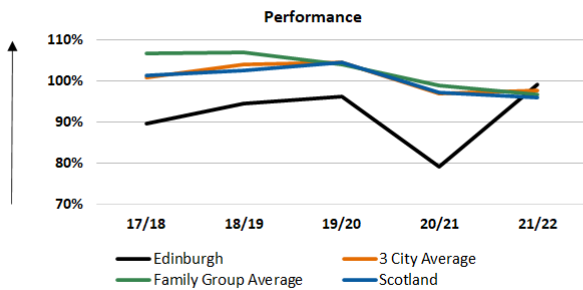


**Proportion of SWF Funding Spent**



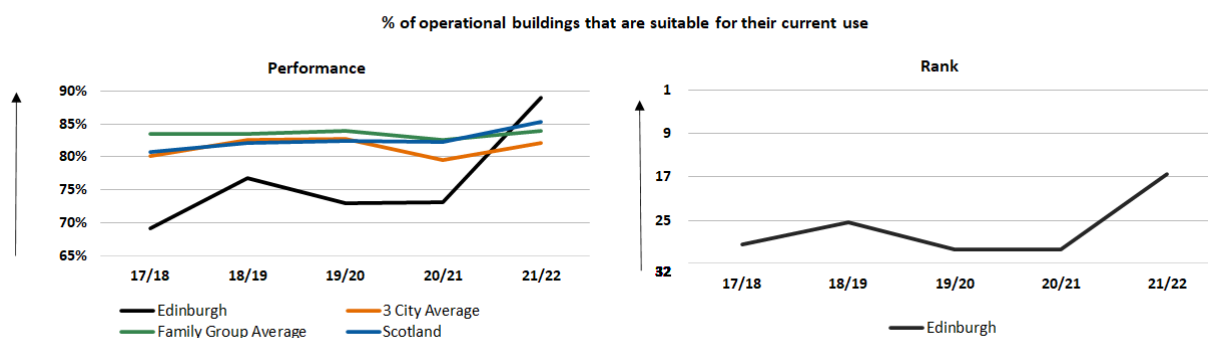
83. In 2020/21 the Scottish Government following City of Edinburgh initial allocation of funding for Discretionary Housing Payment allocated a further £1M to the budget due to covid 19. Applications for Discretionary Housing Payment shortfall cases did not increase significantly and a portion of the budget was unspent.

**Proportion of DHP Funding Spent**

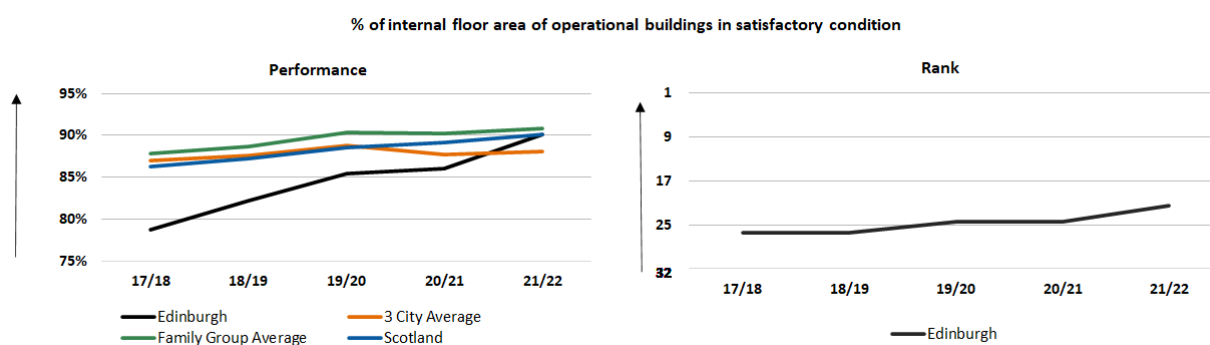


84. The large rise in the % of operational buildings that are suitable for their current use seen in 2021/22 is due to a change in the data we supplied. A full review of operational buildings found many small structures such as sheds and canopies were erroneously counted as buildings and these were removed from our data for 2021/22.

While this means that our 2021/22 performance is not comparable to previous years, our data is now more comparable to the other local authorities. In 2021/22 we are above the national average, three city average and just above the family group average.



85. The proportion of internal floor area of operational buildings in satisfactory condition has shown steady improvement over the last 5 years. Performance now matches the Scottish average but is below the family group average.



## Economic Development Services

86. There are 13 indicators in the LGBF that relate to the efficiency and effectiveness of Economic Development Services.

### Economic Development Services - national context

87. Expenditure on economic development increased in 2021/22, following a sharp reduction in spend in 2020/21. The increased expenditure in 2021/22 reflects a resumption in activity, which was deferred during Covid, including significant capital programmes which were paused due to the restrictions in place during the pandemic.

88. Over the longer term, the spending pattern is clear. Relative reductions continue in non-statutory services such as planning and tourism in order to provide balance to statutory and ringfenced commitments elsewhere.

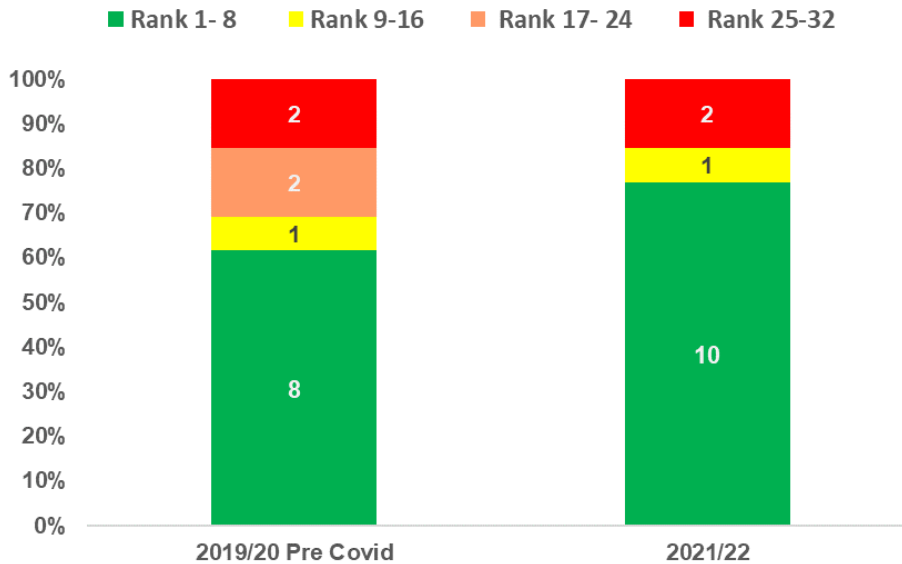
### Economic Development Services – 2021/22 Edinburgh

89. While Edinburgh shows a similar dip in some economic development indicators as seen at a national level, there are also several indicators that continue a gradual improvement from 2019/20 to 2021/22.



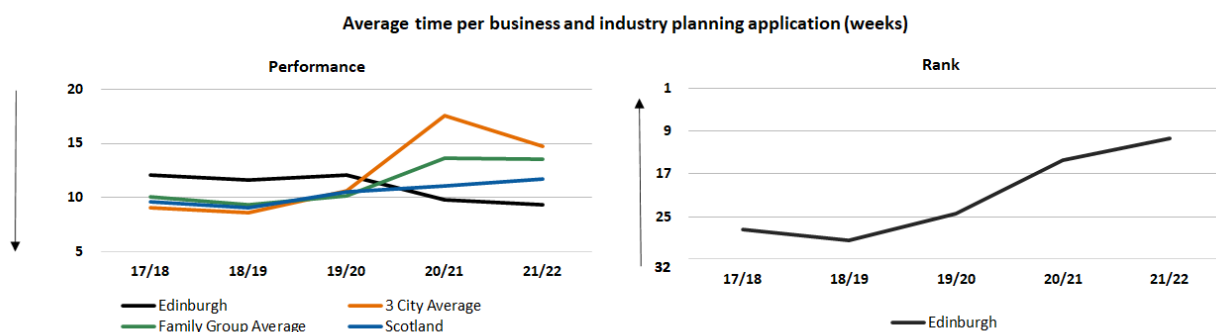
90. This gradual improvement in the proportion of Economic Development indicators is shown by an increase in the number ranked in the top two quartiles (so above the national average) over the longer term. There are now 11 indicators in the top two quartiles up from 9 pre-Covid as shown in the chart below.

**Chart 10: 2021/22 Ranking quartiles for Edinburgh compared to 2019/20 (pre Covid)**



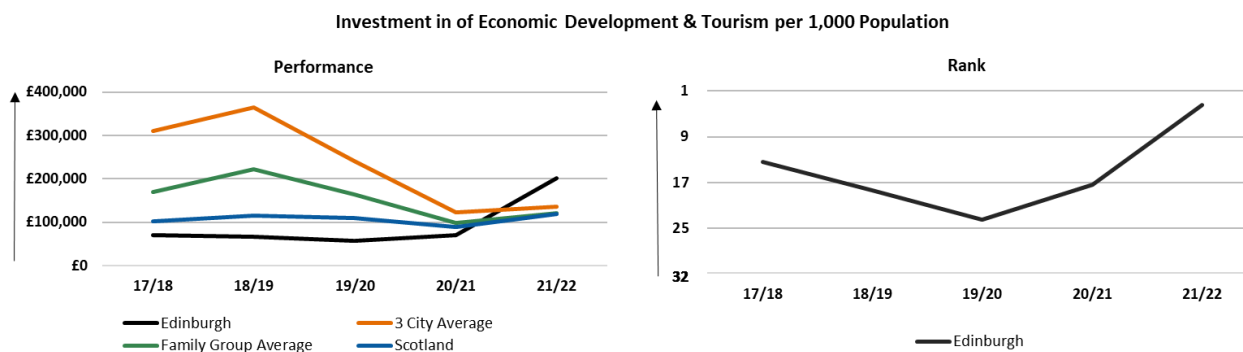
91. When looking at actual performance, a similar pattern is shown. A number of indicators show improvement from last year highlighting the impact Covid-19 restrictions had on economic development such as unemployed people assisted into work, business start ups and unemployment claimants. However there were also indicators that continue to show gradual improvement throughout 2019/20 to 2021/22 such as planning application processing times, people earning the living wage, and super broadband rates. Some of these indicators are highlighted below but a full set of charts for all Economic Development indicators can be found in Appendix I.

92. Planning applications cost and time to process improved in performance and ranking with Edinburgh now performing better than the 3 city, the family group and the Scottish average. This improved performance is due to the delivery of actions set out in our improvement plan which was put in place in 2018 to drive improvements in performance and drive down application processing time. Our ranking also shows this improvement moving from 29 in 2018/19 to 10 in 2021/22

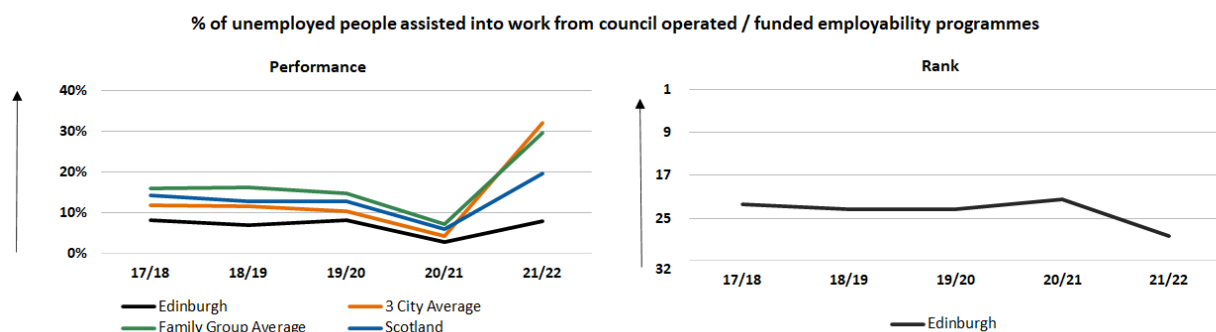


93. Investment in Economic Development and tourism showed a sharp increase in 2021/22 which is attributed to a one-off capital payment for the St James Quarter

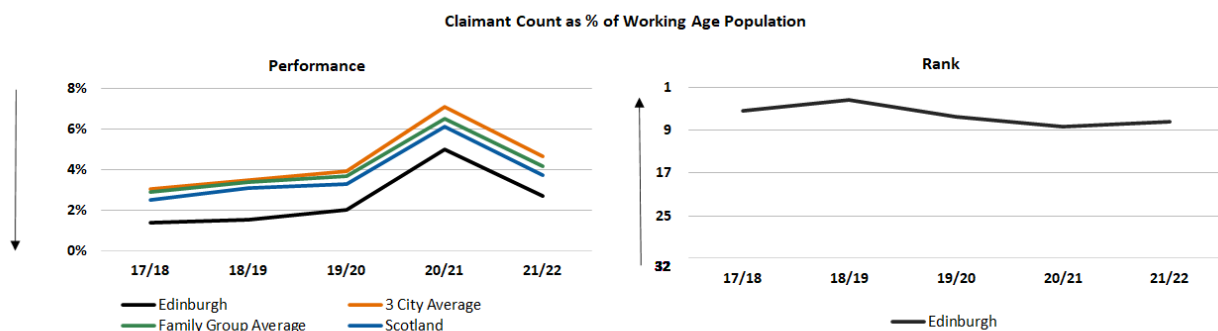
when it opened in June 2021 shown in the chart below. This indicator is likely to return to 'normal' levels next year.

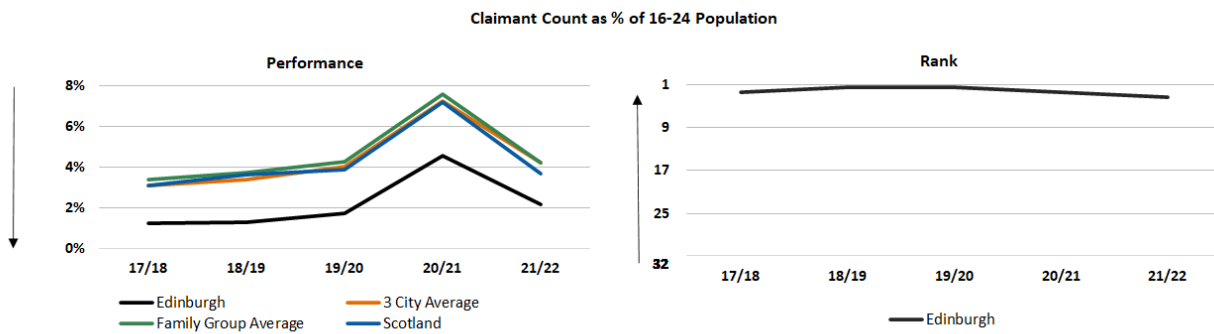


94. The Council's operated/funded employability programmes which assists unemployed people into work, recovered from the effect of Covid during 2020/21 when the service could not see clients face-to-face. However, while Edinburgh's performance returned to pre-Covid levels, the national average, 3 city average and family group average all show larger increase. One reason for this is the relatively low unemployment rate in Edinburgh and therefore our employability service focus on those furthest from employment, who often move into other activity such as placements, volunteering and training, with a view to move into employment later.



95. There was good recovery in the % of Claimant Count, which is correlating with the low unemployment rate, as a % of 16-24 Population with Edinburgh reporting a lower rate than the family group average, the three city average and below Scotland's average in 2021/22. Ranking remains high at 3.





## Financial Sustainability

96. There are 5 indicators in the LGBF that relate to Financial Sustainability.

### Financial Sustainability - national context

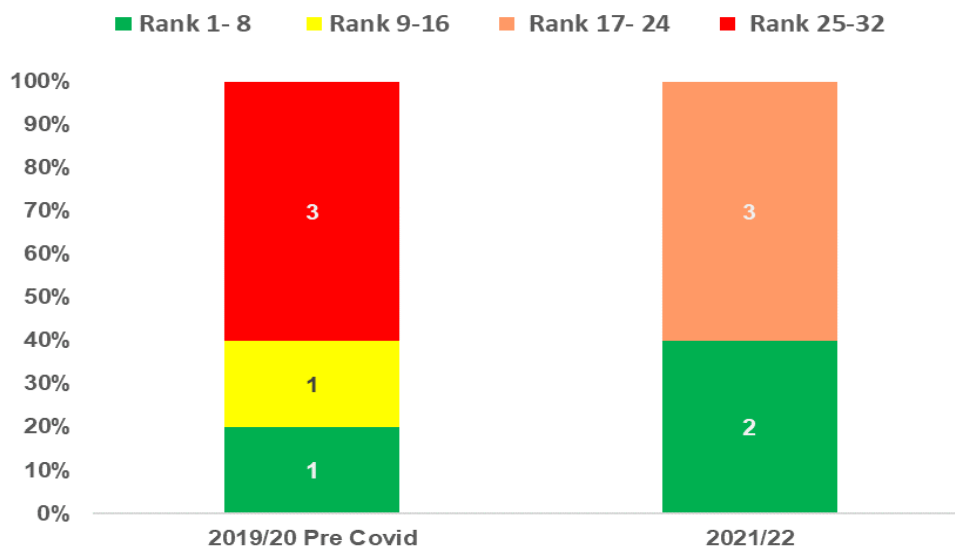
97. The financial outlook for local government is more challenging than ever before, given current funding pressures, growing demand, the ongoing impacts of Covid, inflation, and the cost of living crisis. Given the increased volatility in the financial context, councils are absorbing a higher level of risk to bridge the funding gap. Transformation plans are being re-evaluated as new priorities emerge and policy decisions are clarified, for example, the outcome of the National Care Service consultation. Over the longer term, the spending pattern is clear. Relative reductions continue in non-statutory services such as planning and tourism in order to provide balance to statutory and ringfenced commitments elsewhere.

### Financial Sustainability – 2021/22 Edinburgh

98. Edinburgh continues to work hard to manage our finances now and over the longer term with increasing funding pressures, growing demand for services and the ongoing impacts of Covid on budgets.

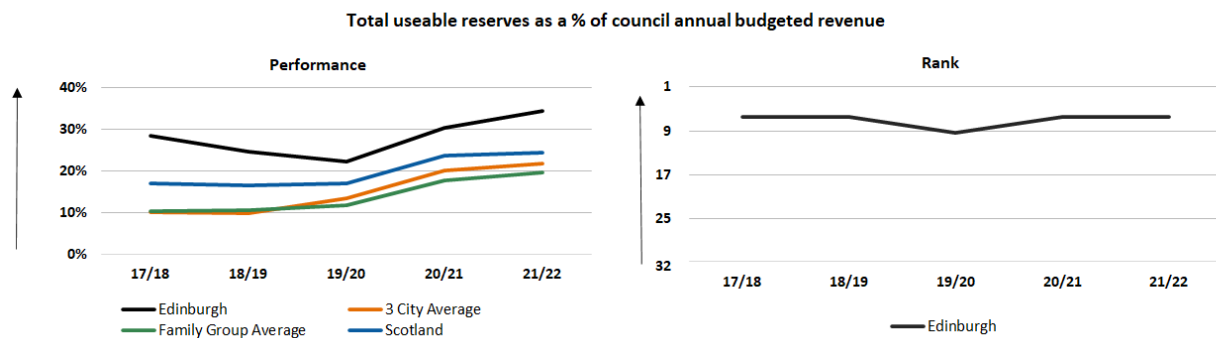
99. Two indicators are now ranked in the top quartile and none are in the bottom quartile.

**Chart 11: 2021/22 Ranking quartiles for Edinburgh compared to 2019/20 (pre Covid)**

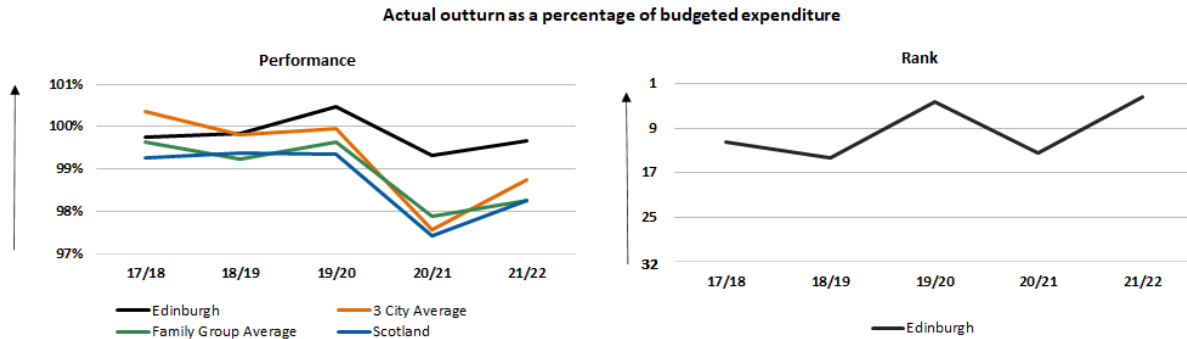


100. The full set of Financial Sustainability indicators charts can be found in Appendix J. However we highlight a couple of the indicators in more detail in the next section.

101. Total useable reserves as a % of council annual budgeted revenue show the highest relative proportion of the four main cities, as well as being significantly above the family group and Scotland averages. Nationally there has been an increase in reserves of 7% over the last 2 years to 24% of net expenditure. There was an increase in Edinburgh's overall General Fund balance and Renewal & Repairs reserve, with the former movement due to an increase in sums set aside for a number of specific purposes.



102. Actual outturn as a percentage of budgeted expenditure performance and ranking show that Edinburgh's actual expenditure was closer to budget than any of the other city authorities, as well as relative to the family group and Scottish averages.



## Climate Change

103. There are 2 indicators in the LGBF that relate to Climate Change.

### Climate Change - national context

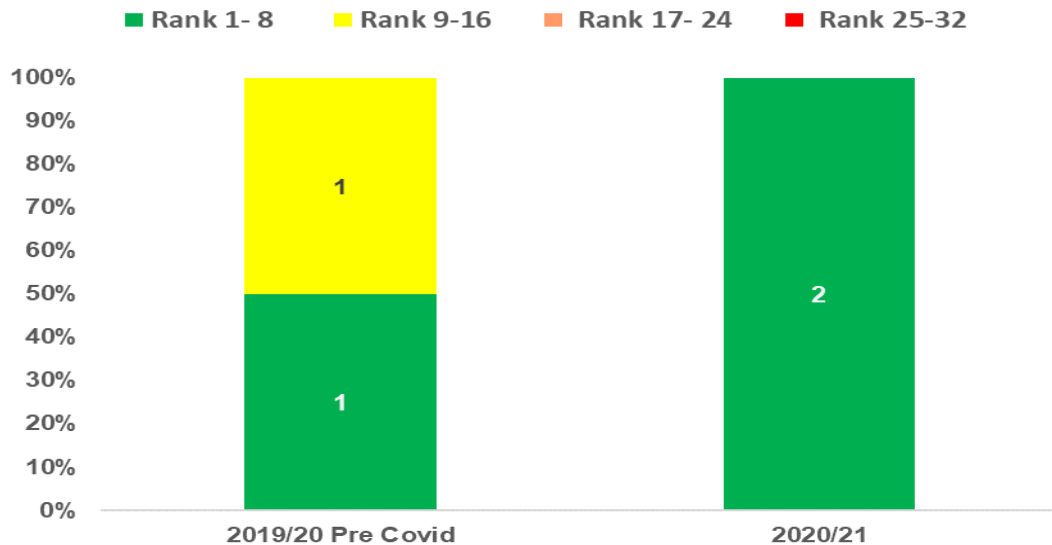
104. Given councils' growing focus on adapting to the impacts of climate change and delivering a just transition to Net Zero, the LGBF will in the period ahead work to develop a strengthened suite of measures to help local government to monitor and drive progress in this critical area. The current two indicators show progress being made in the reduction in Carbon Emissions nationally.

## Climate Change – 2021/22 Edinburgh

105. There is a lag time for this data to be available for the new data published for these indicators, as part of the LGBF 2021/22 dataset, refers to 2020/21.

106. Edinburgh continues to show a decrease in CO2 emissions in both indicators which is similar to the downward trend seen nationally. Both indicators have been consistently ahead of the national average, the family group average and the three city average and are ranked in the top quartile in 2020/21 as seen in the chart below.

**Chart 12: 2020/21 Ranking quartiles for Edinburgh compared to 2019/20 (pre Covid)**



107. The charts for the two climate change indicators can be found in Appendix K.

## Appendix B LGBF Family Groups

The People family group reflects delivery of services to residents only, with comparison to other Local Authorities with similar wealth and deprivation.

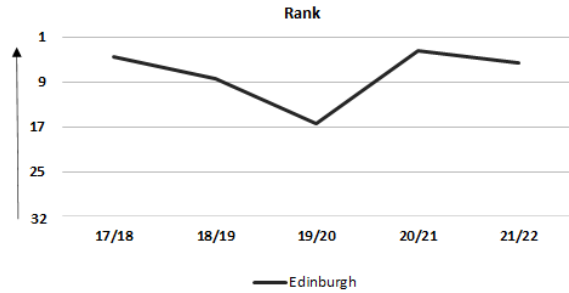
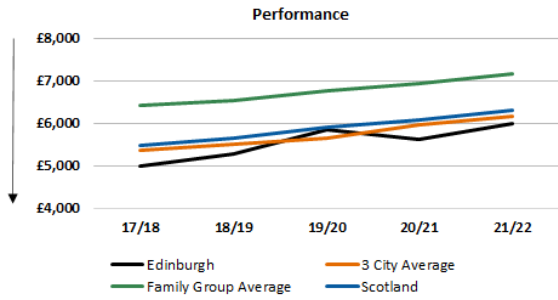
<b>People (relative deprivation and affluence)</b>
Children, Social Care, Housing
Family Group 1
Aberdeen City, Aberdeenshire, <b>City of Edinburgh</b> , East Dunbartonshire, East Renfrewshire, Orkney Islands, Perth & Kinross, Shetland Islands

The Urban family group reflects the density of population and delivery of services to **all** residents, visitors and businesses.

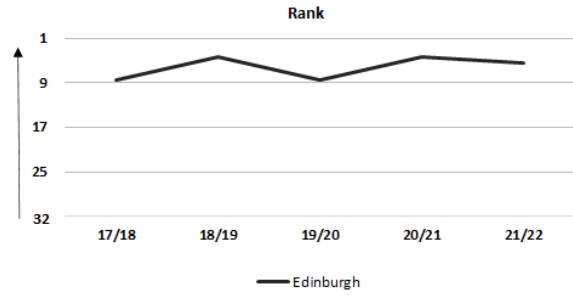
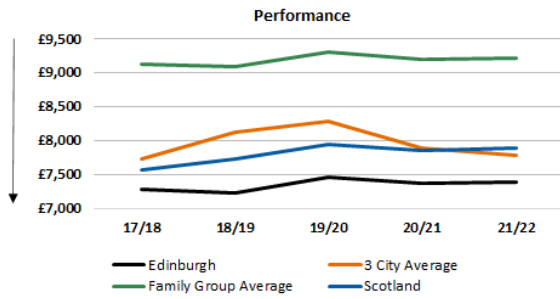
<b>Other (Urban)</b>
Corporate, C & L, Environmental, Econ Dev, Fin Sus, Tackling Climate Change
Family Group 4
Aberdeen City, <b>City of Edinburgh</b> , Dundee City, East Dunbartonshire, Falkirk, Glasgow City, North Lanarkshire, West Dunbartonshire

# Appendix C Children's Services

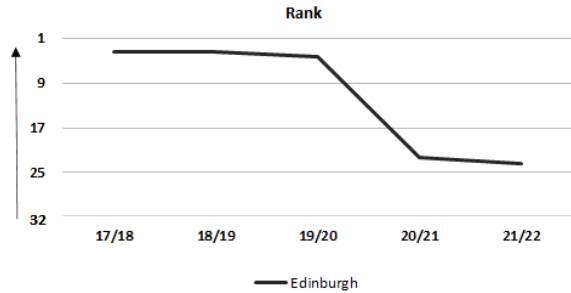
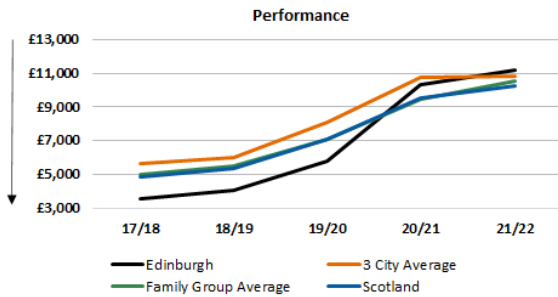
## Cost Per Primary School Pupil



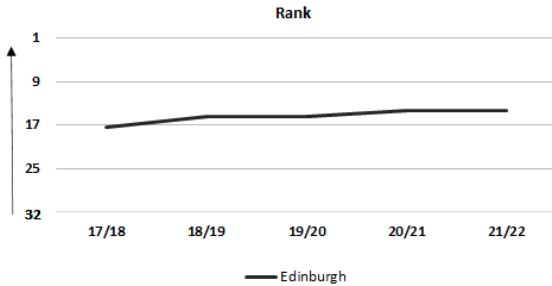
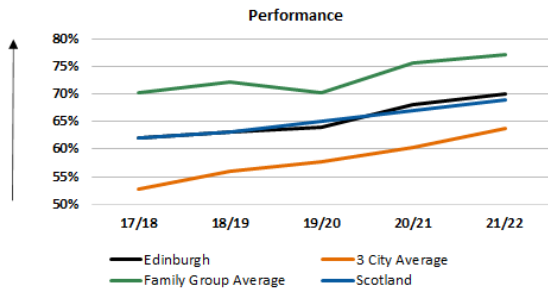
## Cost per Secondary School Pupil



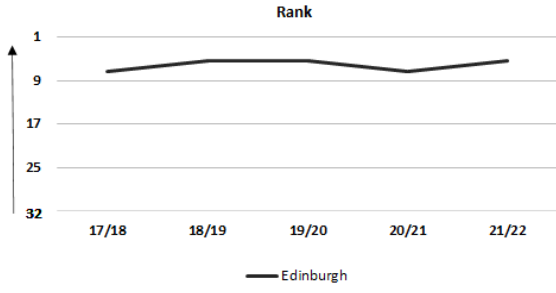
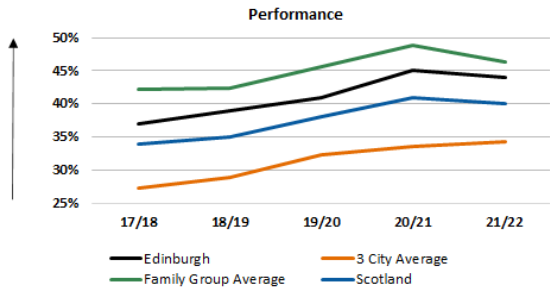
## Cost per Pre-School Education Registration



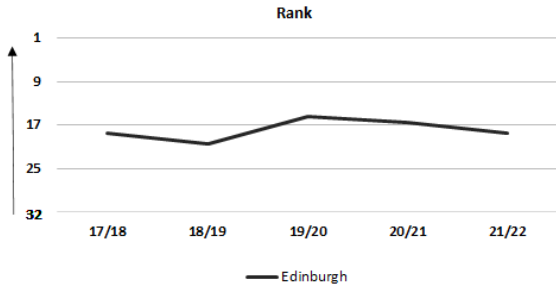
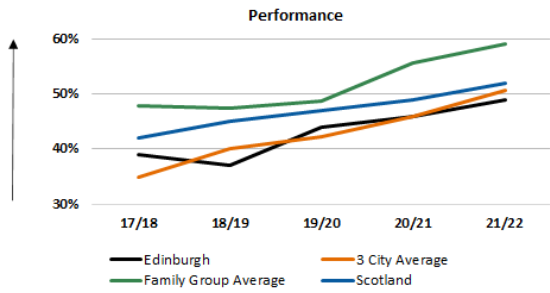
## % of Pupils Gaining 5+ Awards at Level 5



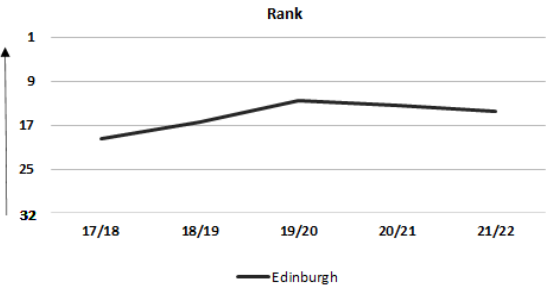
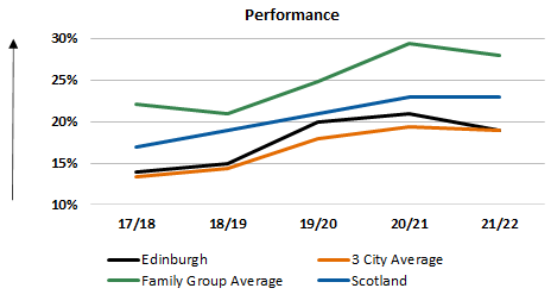
**% of Pupils Gaining 5+ Awards at Level 6**



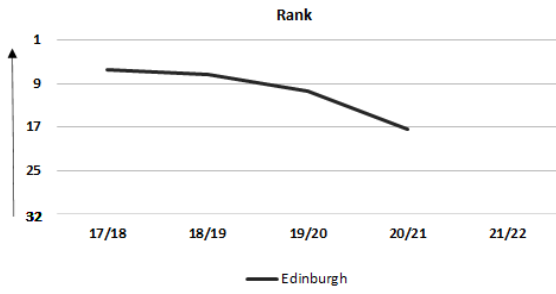
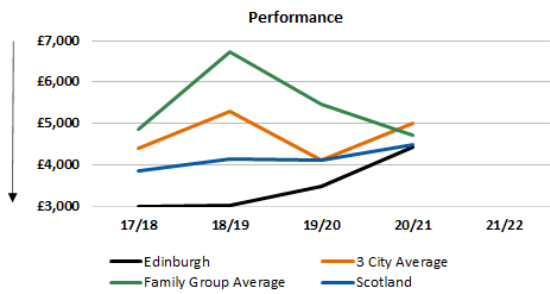
**% of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)**



**% of Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)**

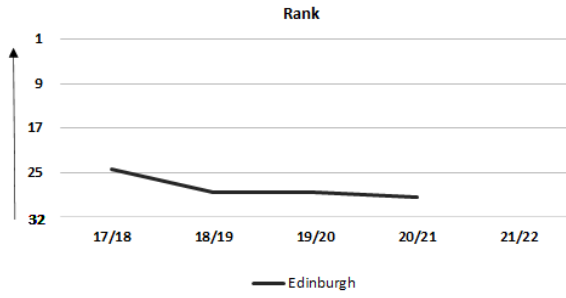
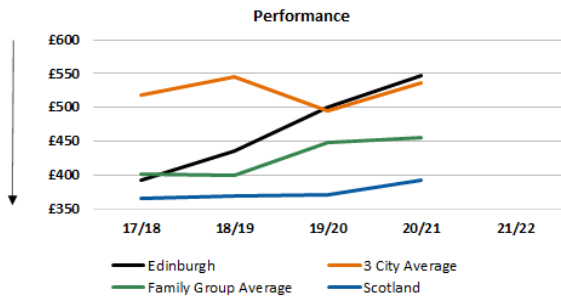


**The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week**

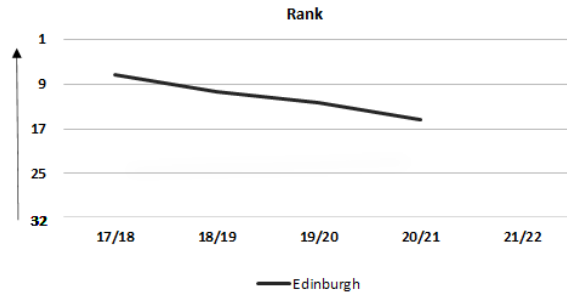
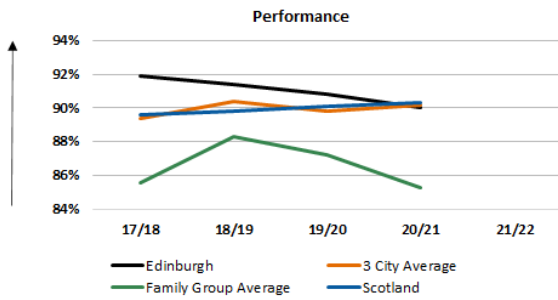




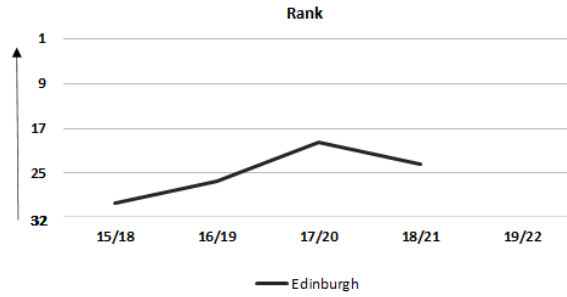
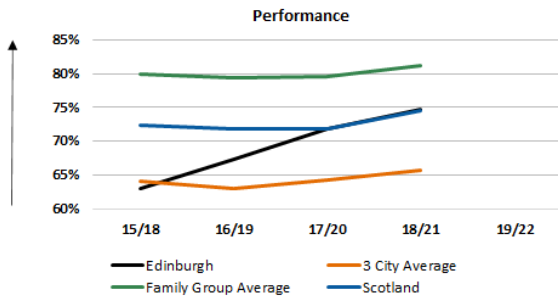
The Gross Cost of "Children Looked After" in a Community Setting per Child per Week



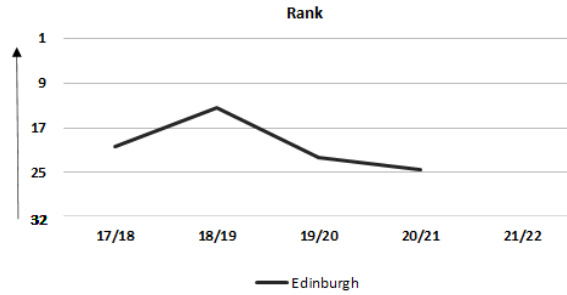
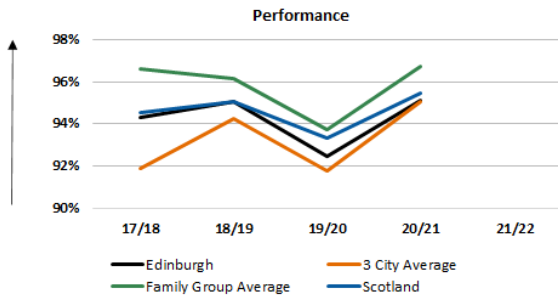
% of children being looked after in the community



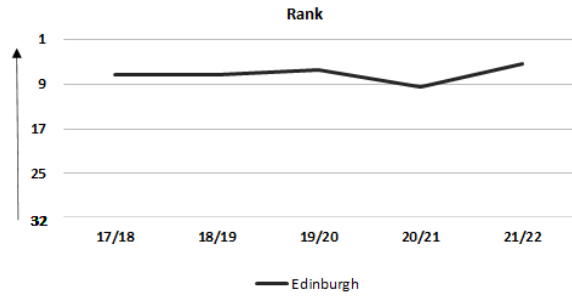
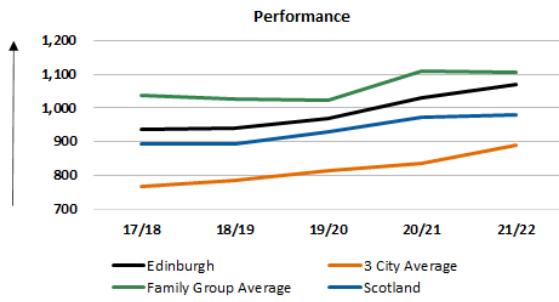
% of Adults Satisfied with Local Schools



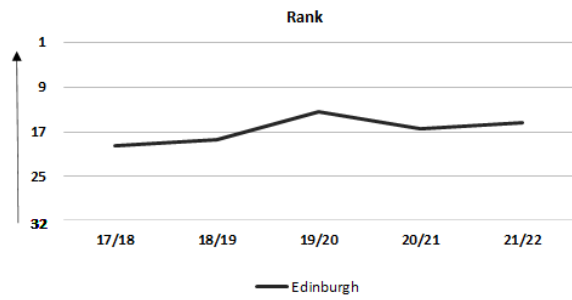
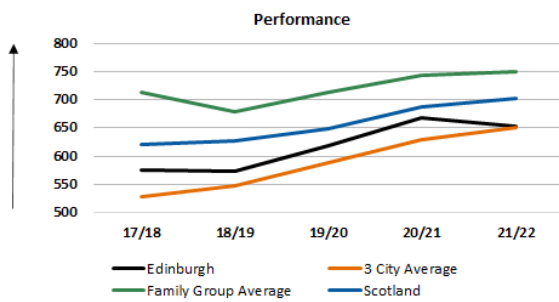
Proportion of Pupils Entering Positive Destinations



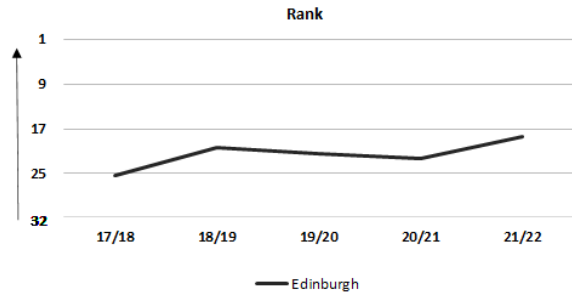
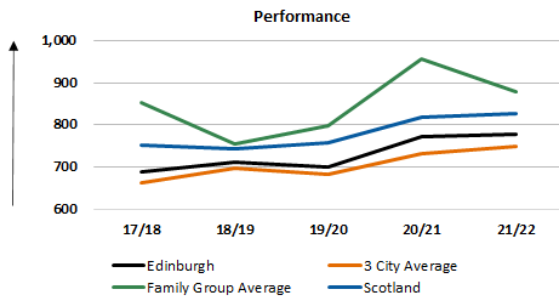
### Overall Average Total Tariff



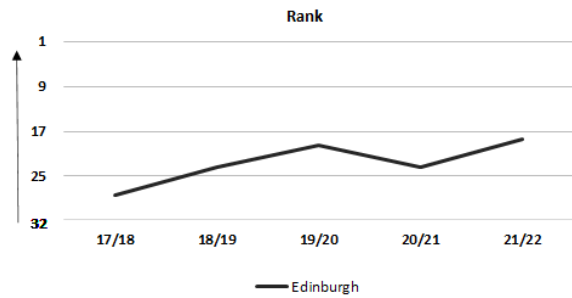
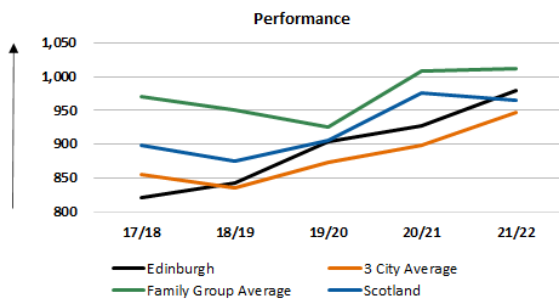
### Average Total Tariff SIMD quintile 1



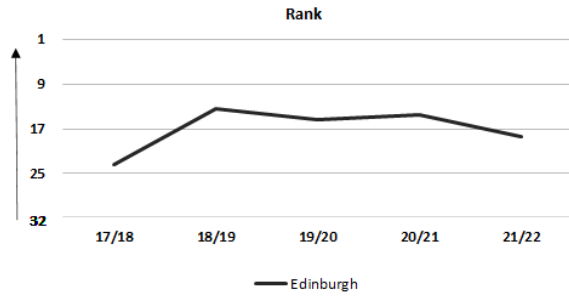
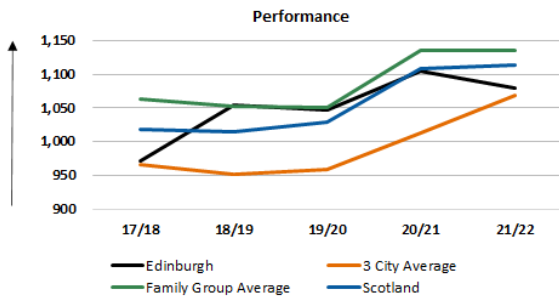
### Average total tariff SIMD quintile 2



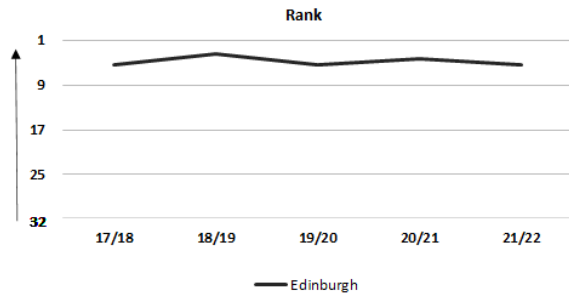
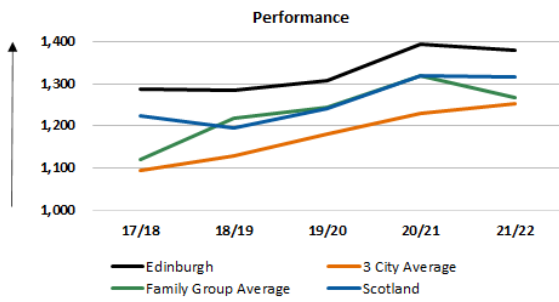
### Average total tariff SIMD quintile 3



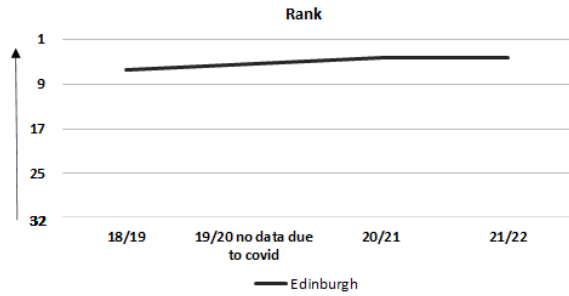
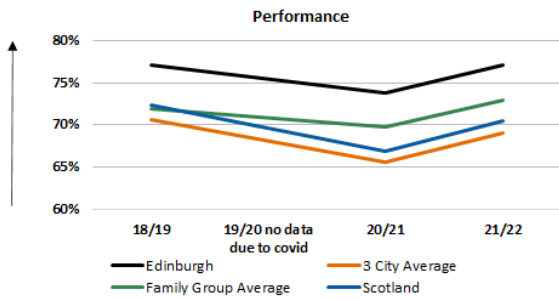
Average total tariff SIMD quintile 4



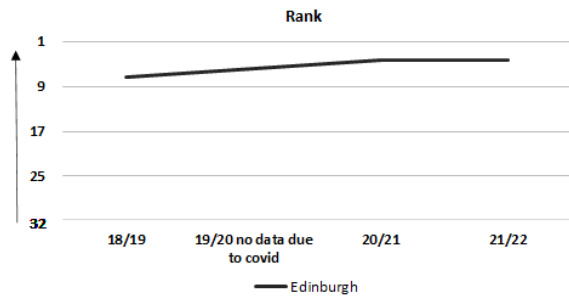
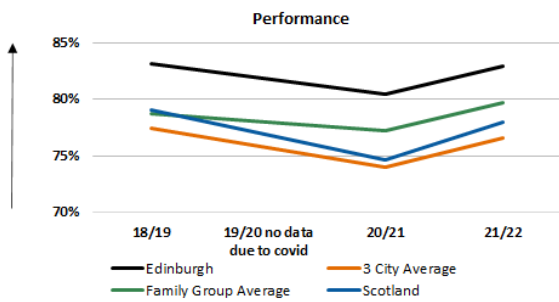
Average total tariff SIMD quintile 5



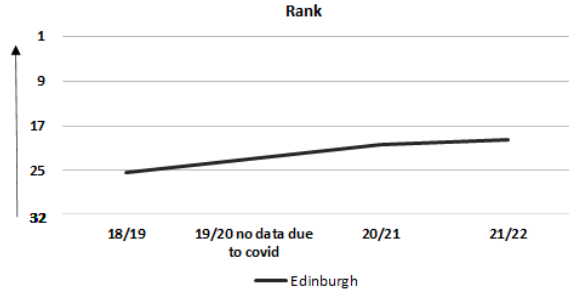
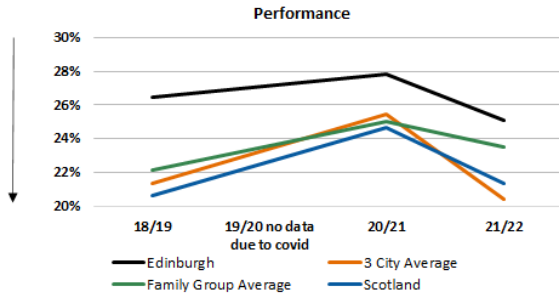
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy



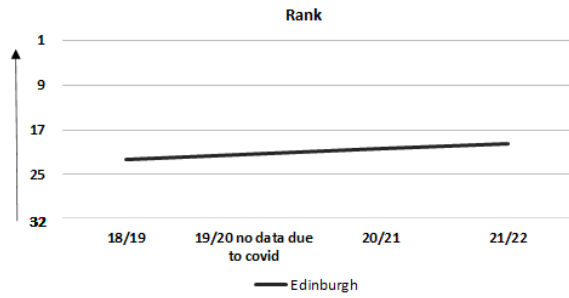
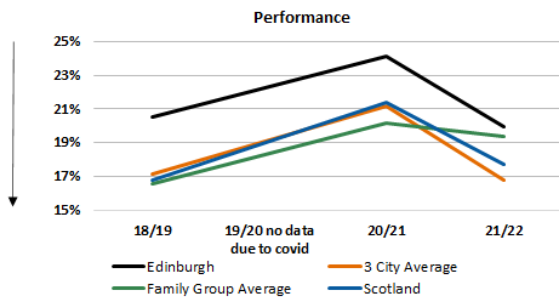
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy



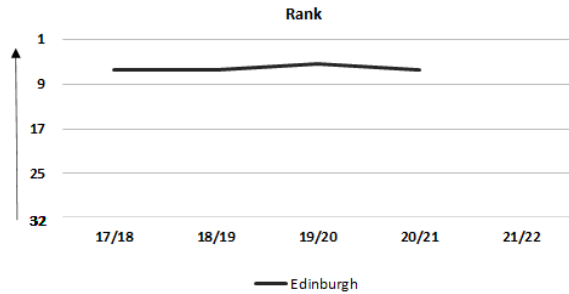
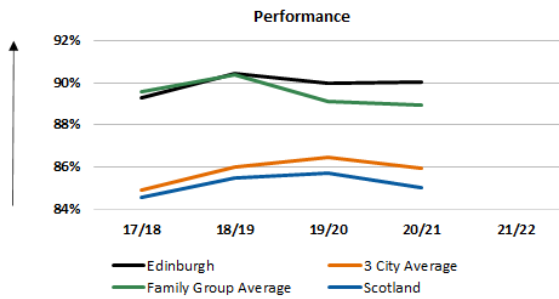
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils



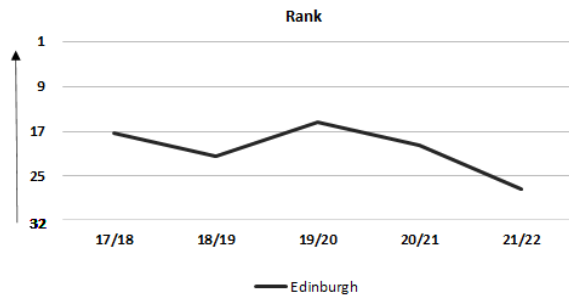
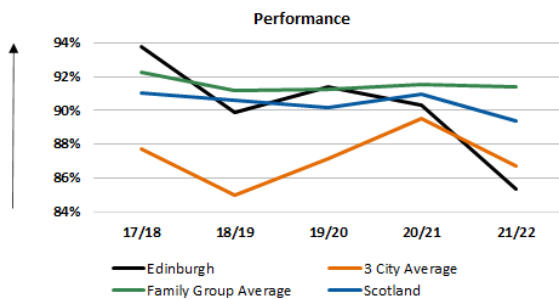
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils



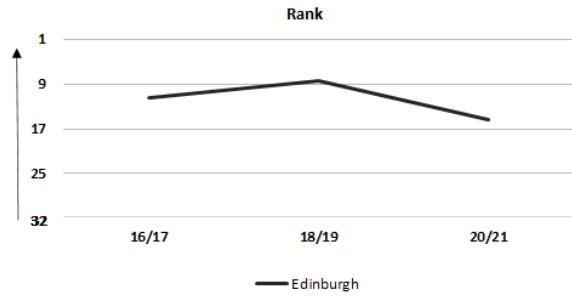
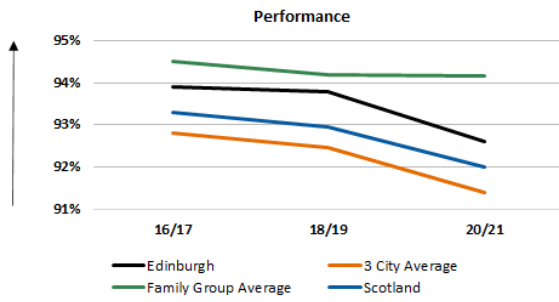
% of children meeting developmental milestones



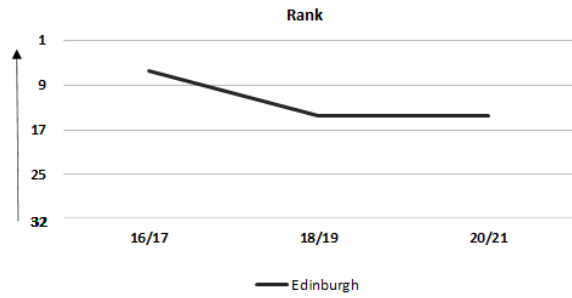
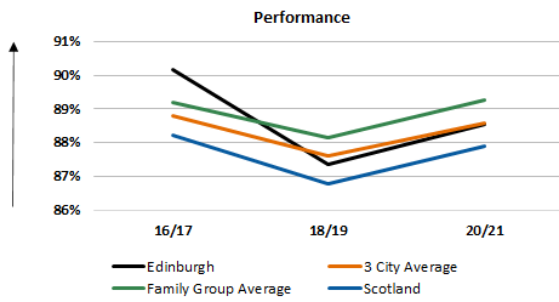
% of funded early years provision which is graded good/better



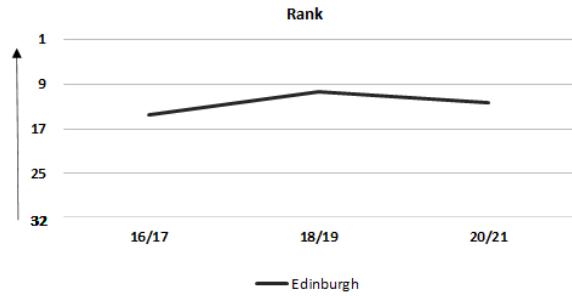
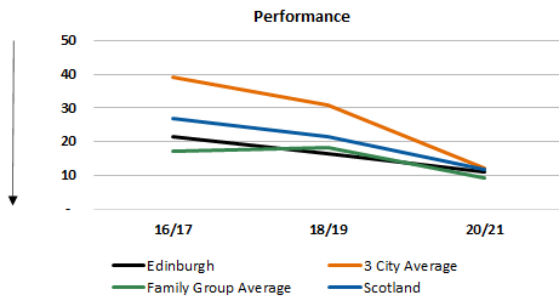
### School attendance rate



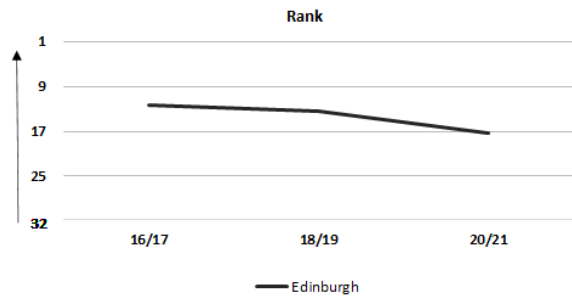
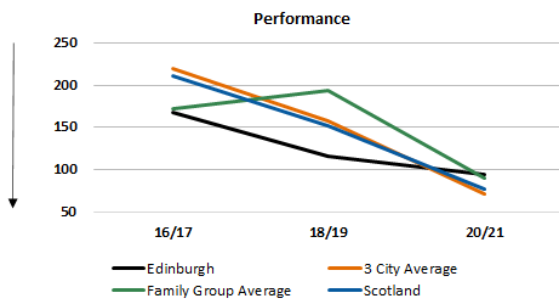
### School attendance rate (Looked After Children)



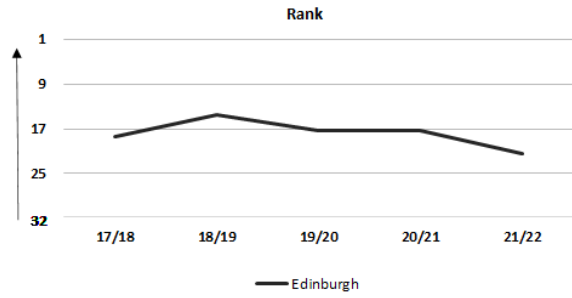
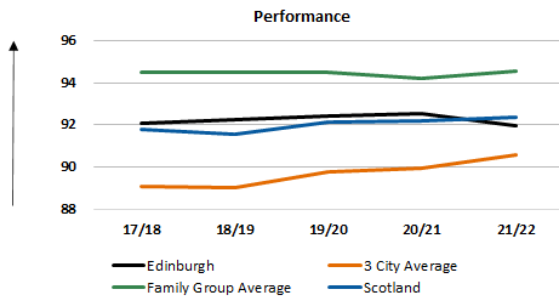
### School exclusion rates (per 1,000 pupils)



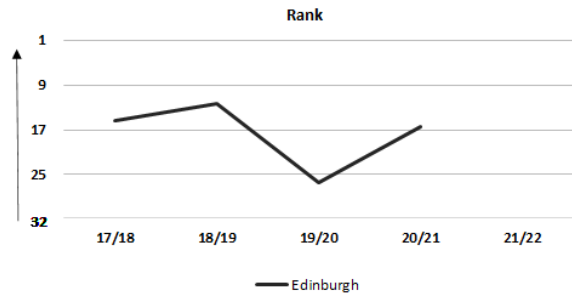
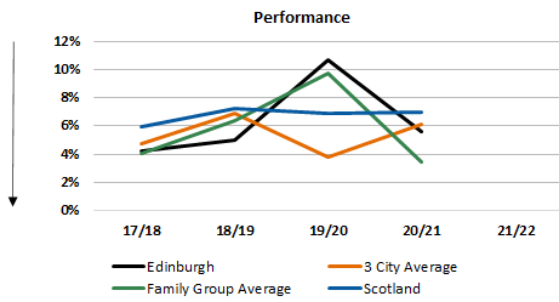
### School exclusion rates (per 1,000 'looked after children')



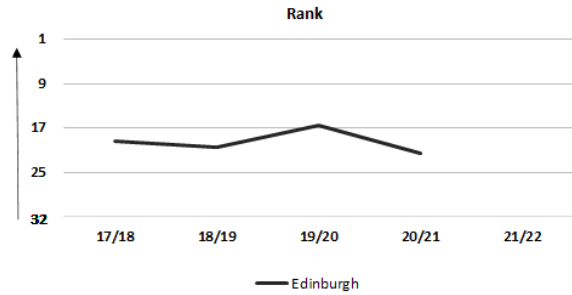
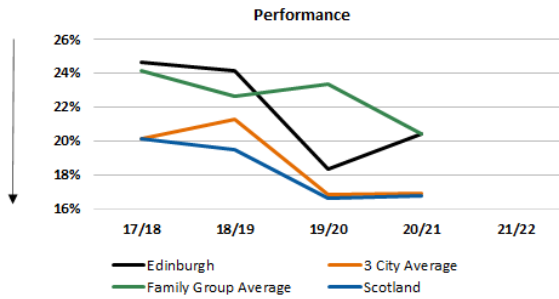
Participation rate for 16-19 year olds (per 100)



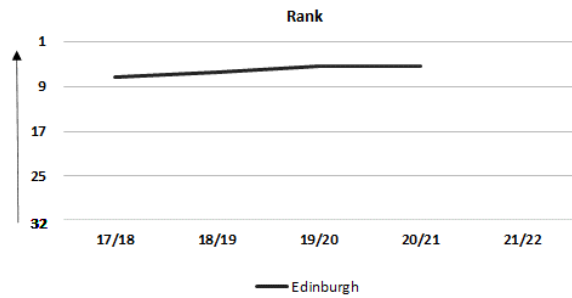
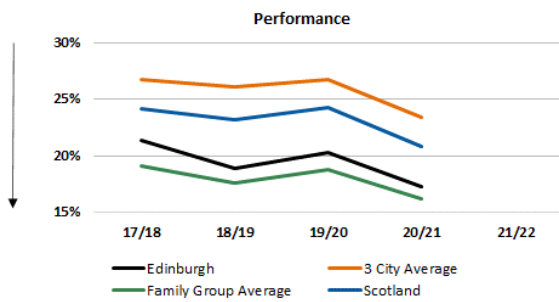
% of child protection re-registrations within 18 months



% LAC with more than 1 placement in the last year (Aug-July)

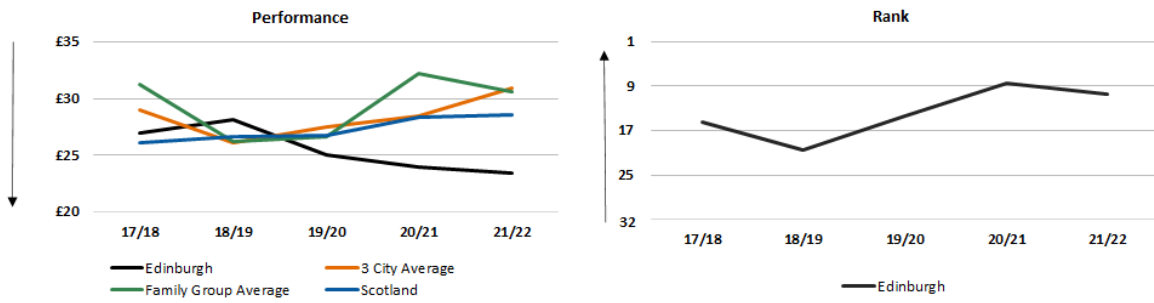


% of children living in poverty (After Housing Costs)

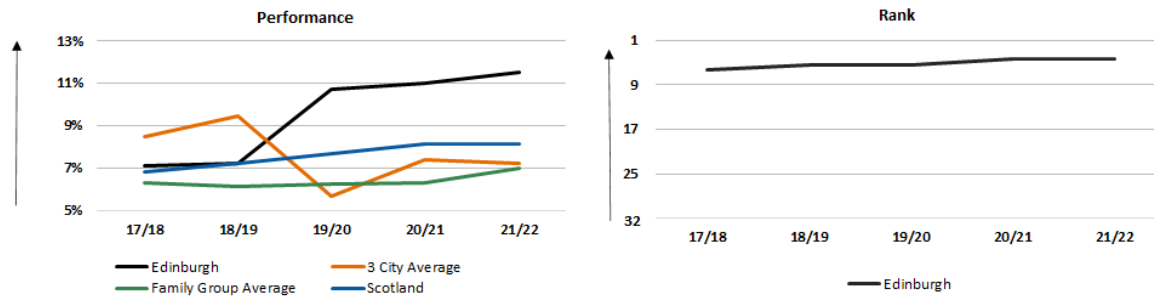


# Appendix D Adult Social Care Services

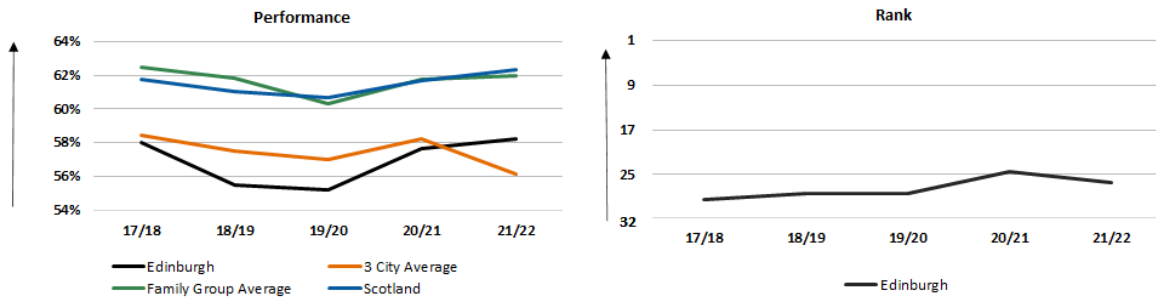
Home care costs per hour for people aged 65 or over



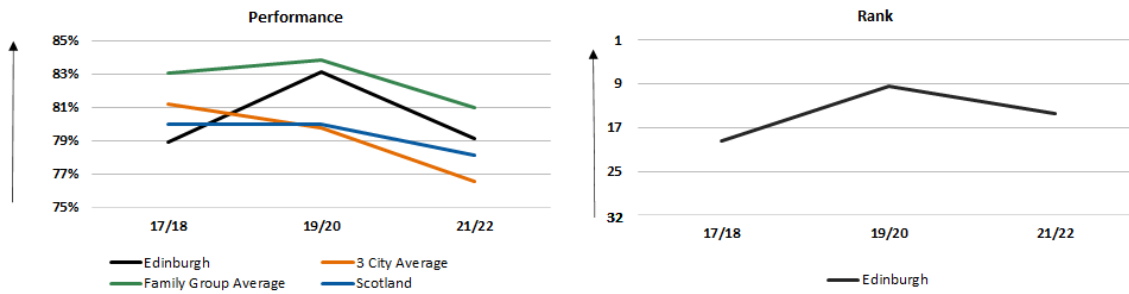
Self Directed Support (Direct Payments + Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+



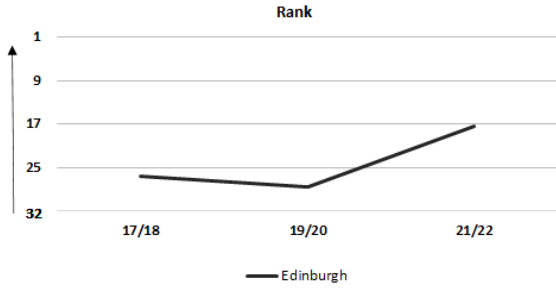
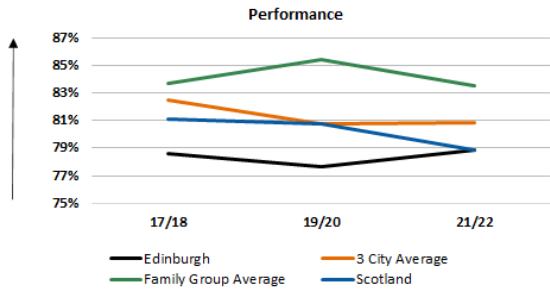
% of people aged 65 and over with long-term care needs receiving personal care at home



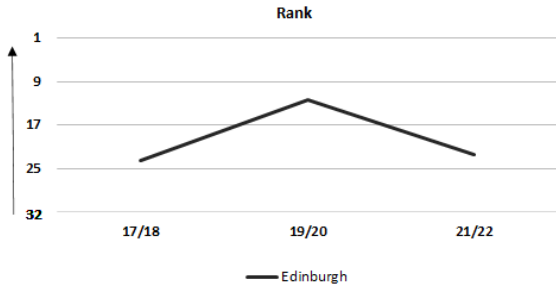
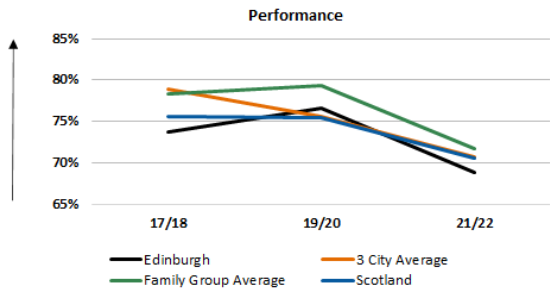
% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life



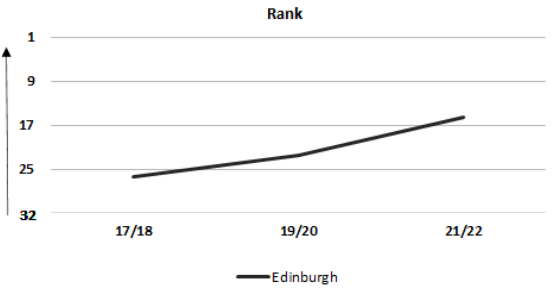
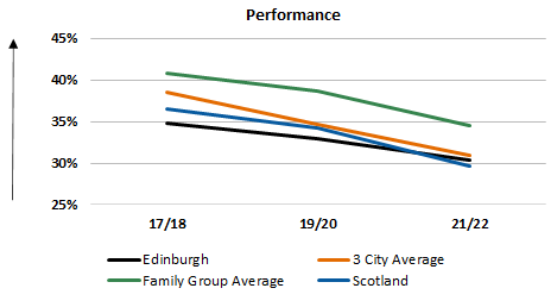
**Percentage of adults supported at home who agree that they are supported to live as independently as possible**



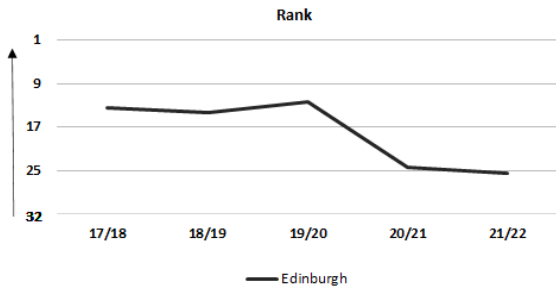
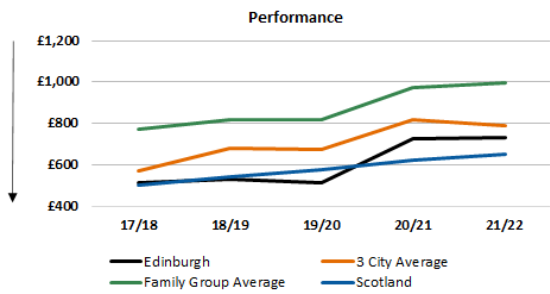
**Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided**



**Percentage of carers who feel supported to continue in their caring role**

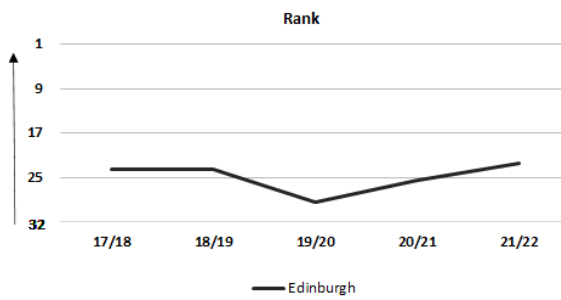
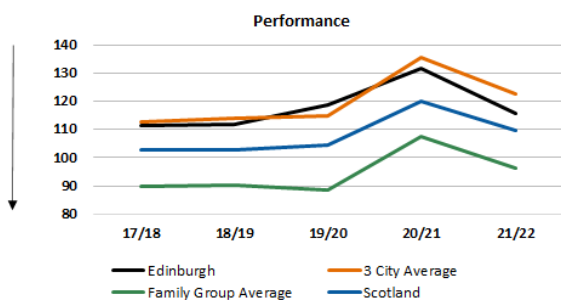


**Residential costs per week per resident for people aged 65 or over**

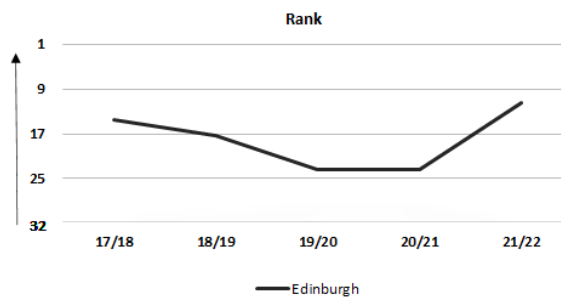
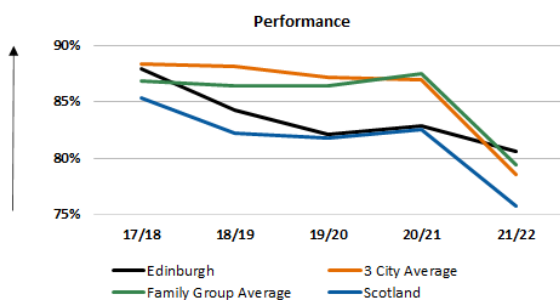




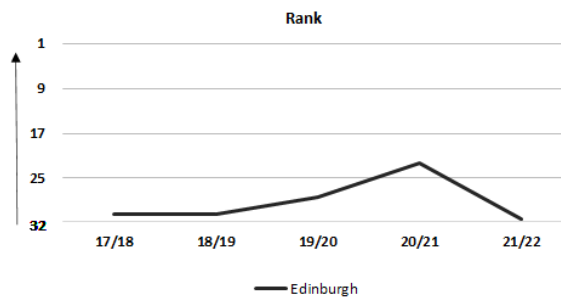
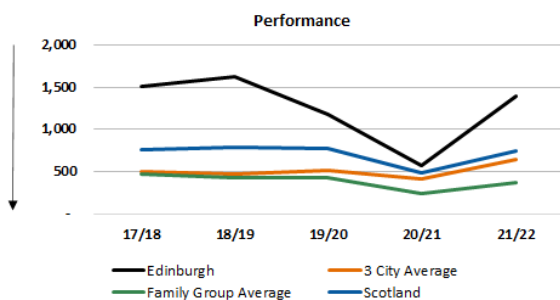
Rate of readmission to hospital within 28 days per 1,000 discharges



Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections

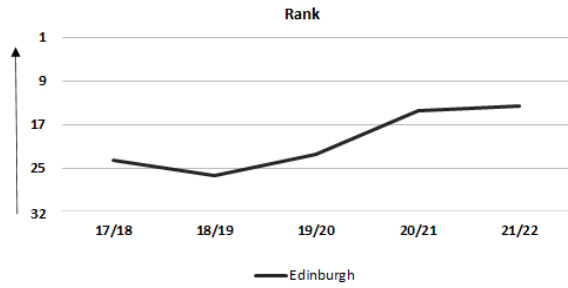
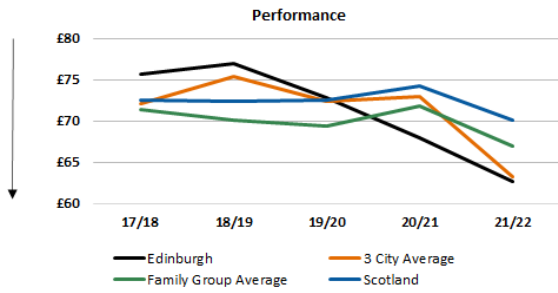


Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

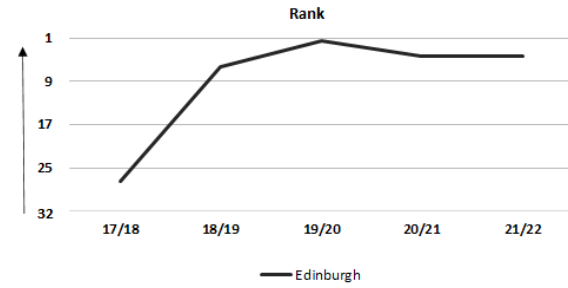
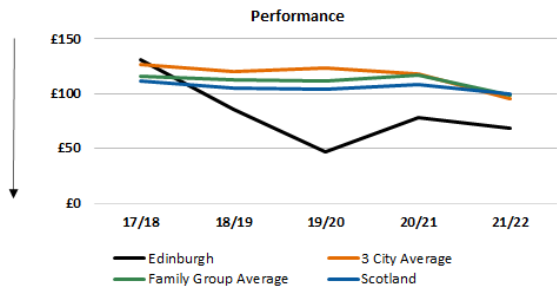


# Appendix E Environment Services

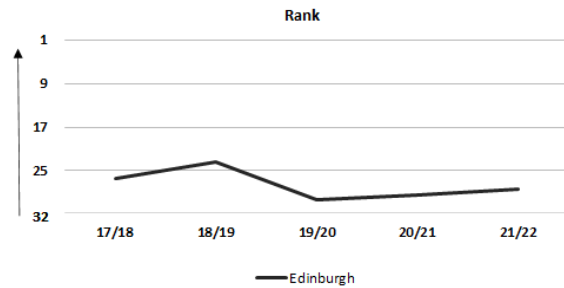
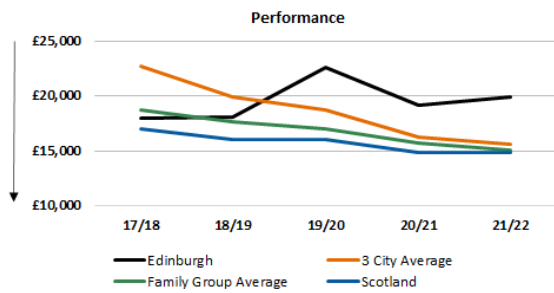
Net cost of waste collection per premise



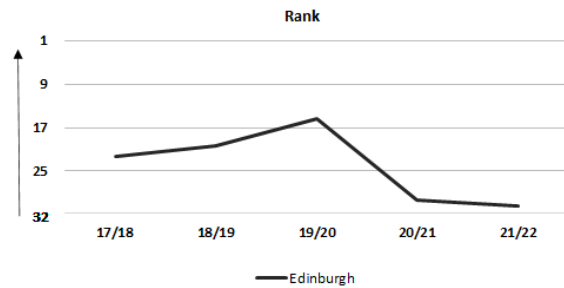
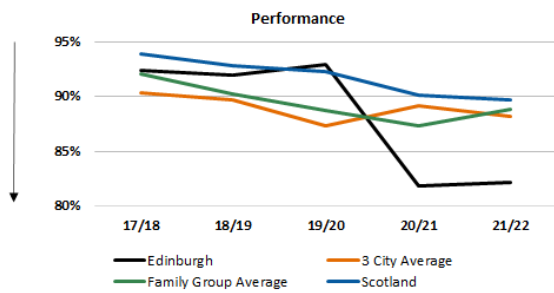
Net cost of waste disposal per premise



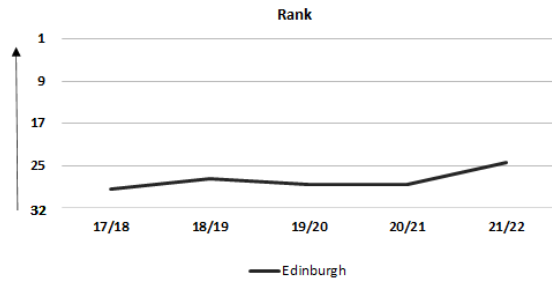
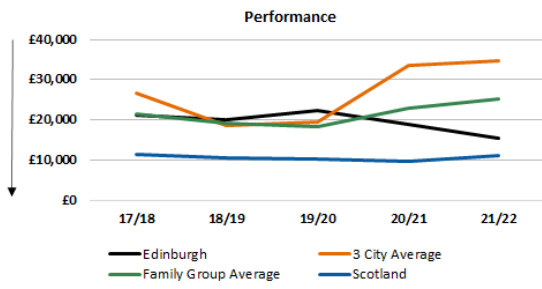
Net cost of street cleaning per 1,000 population



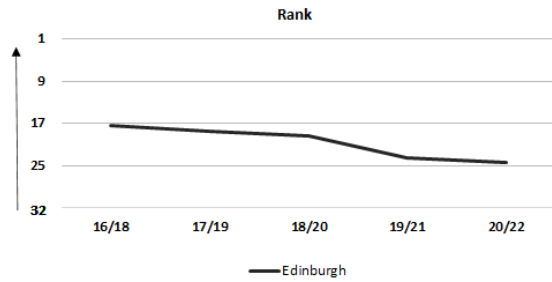
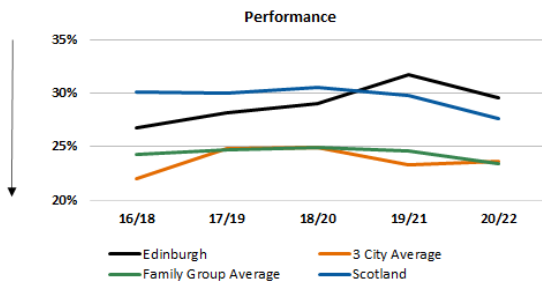
Street Cleanliness Score



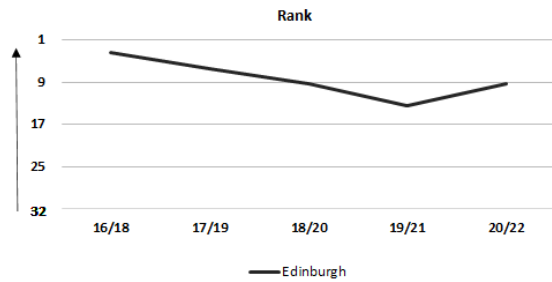
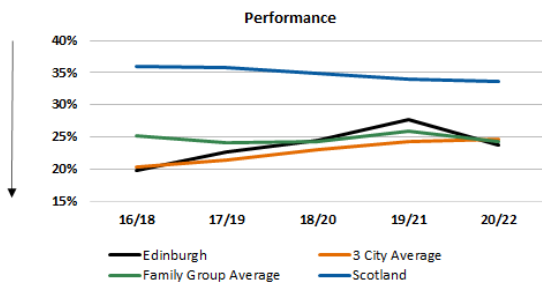
Cost of roads per kilometre



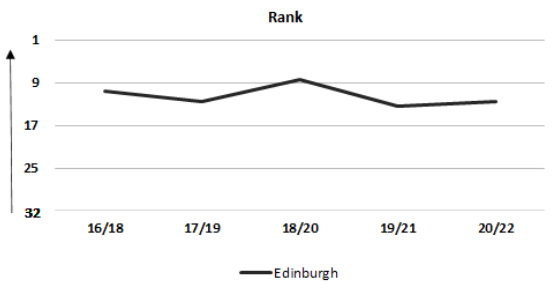
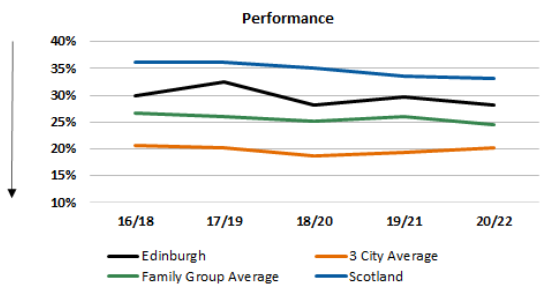
% of A Class roads that should be considered for maintenance treatment



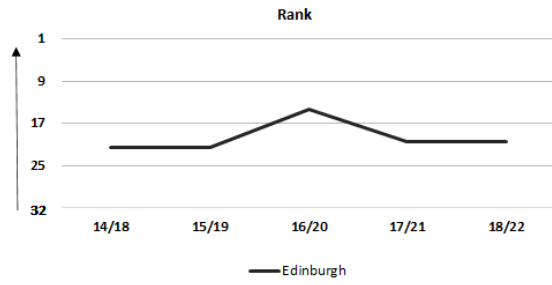
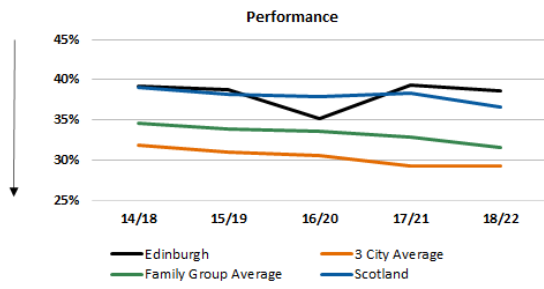
% of B Class roads that should be considered for maintenance treatment



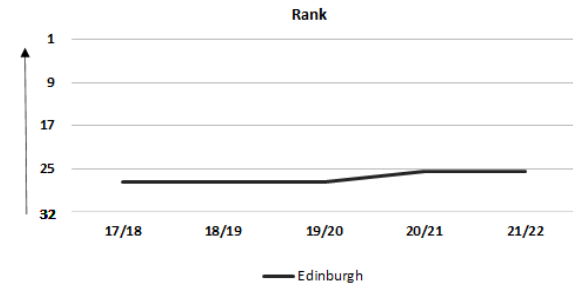
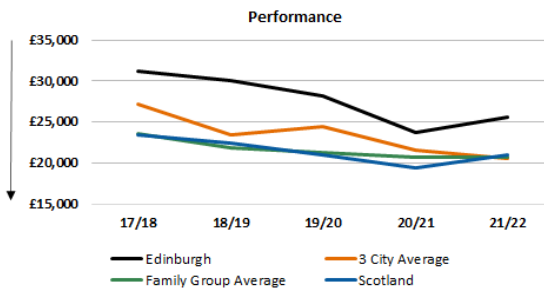
% of C Class roads that should be considered for maintenance treatment



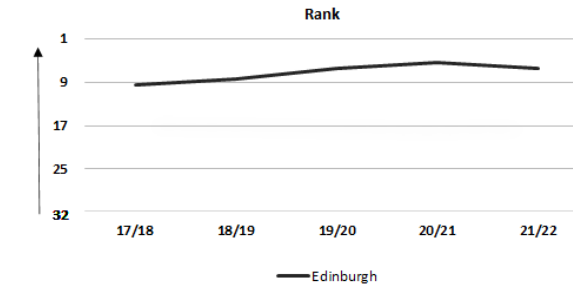
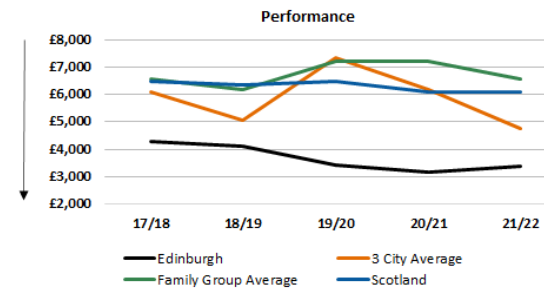
**% of U Class roads that should be considered for maintenance treatment**



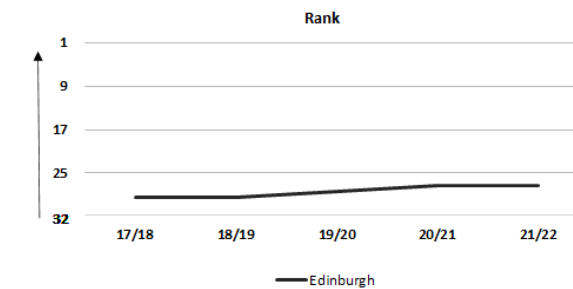
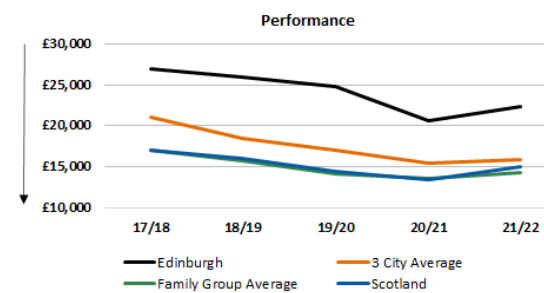
**Cost of Trading Standards and environmental health per 1,000 population**



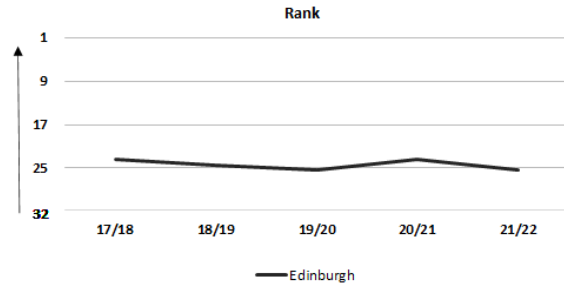
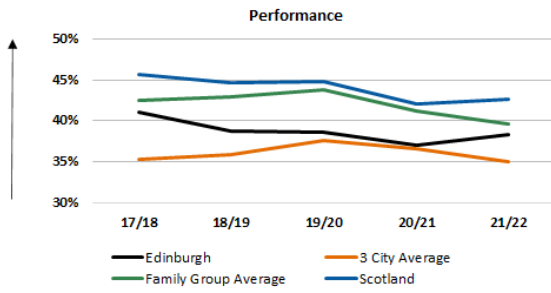
**Cost of Trading Standards per 1000**



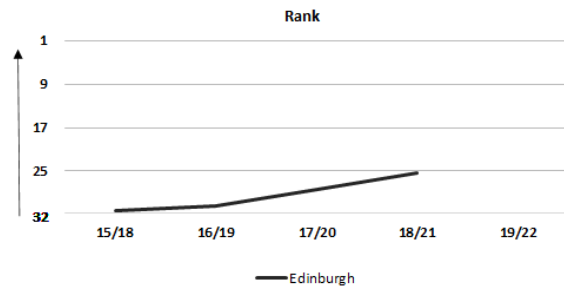
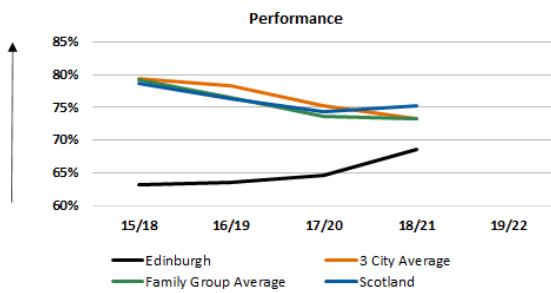
**Cost of environmental health per 1,000 population**



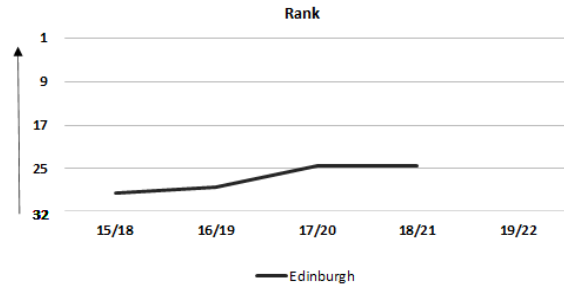
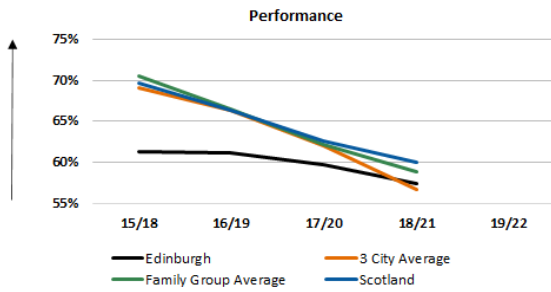
**% of total household waste arising that is recycled**



**% of adults satisfied with refuse collection**

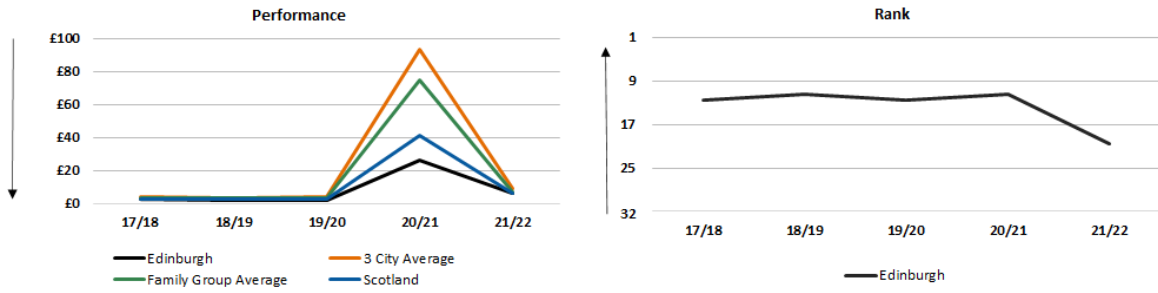


**% of adults satisfied with street cleaning**

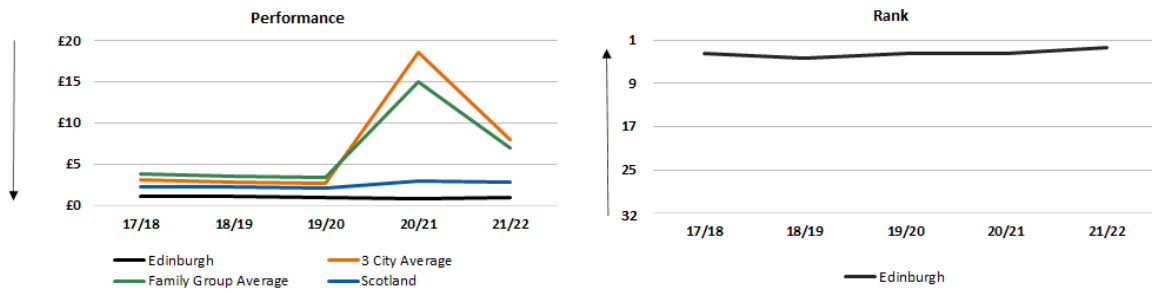


# Appendix F Culture and Leisure Services

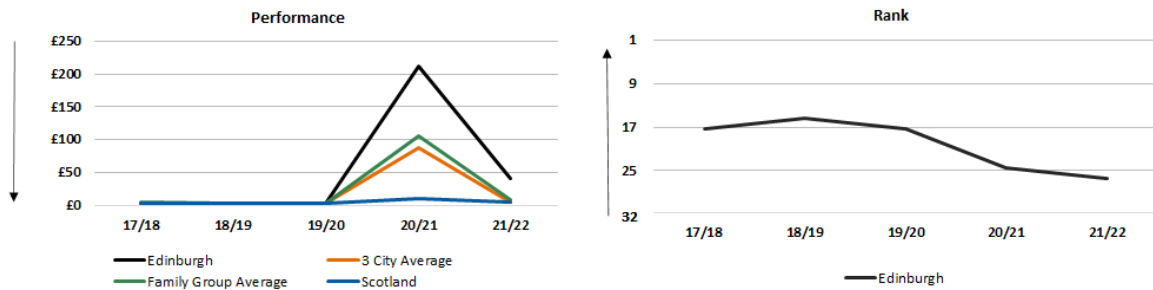
Cost per attendance at sports facilities



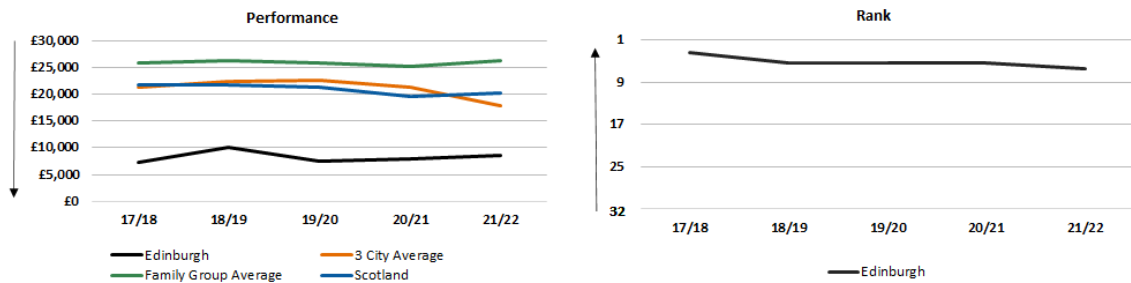
Cost per library visit



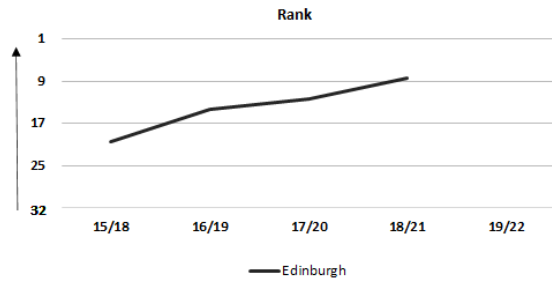
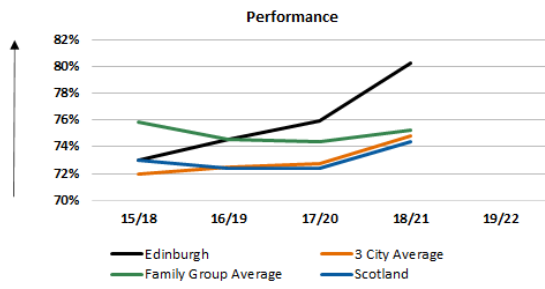
Cost of museums per visit



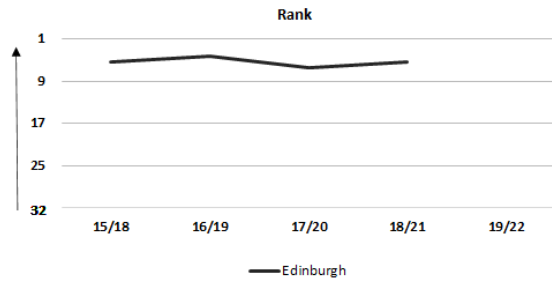
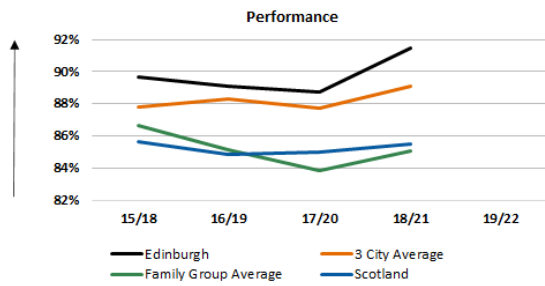
Cost of parks & open spaces per 1,000 population



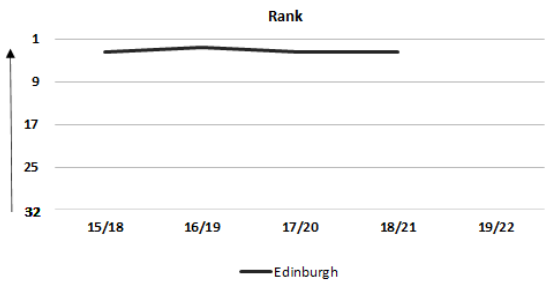
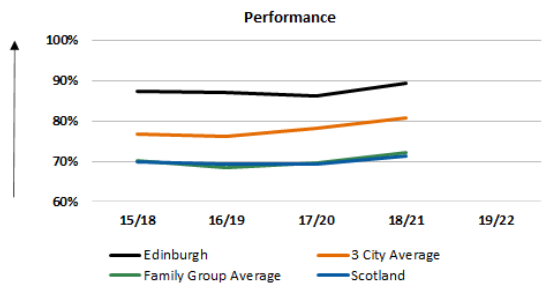
**% of adults satisfied with libraries**



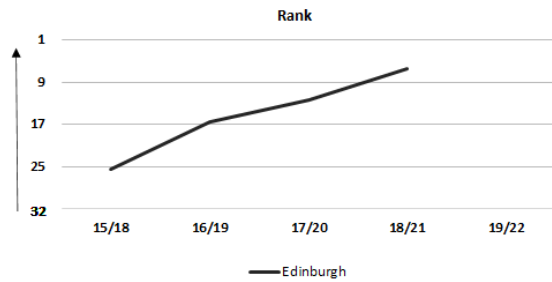
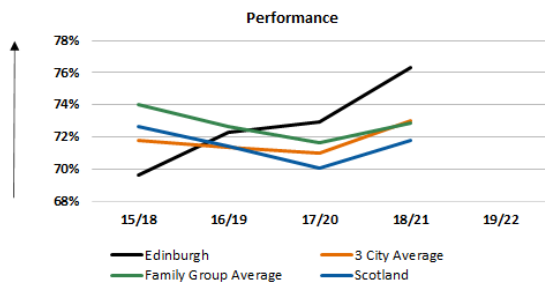
**% of adults satisfied with parks and open spaces**



**% of adults satisfied with museums and galleries**

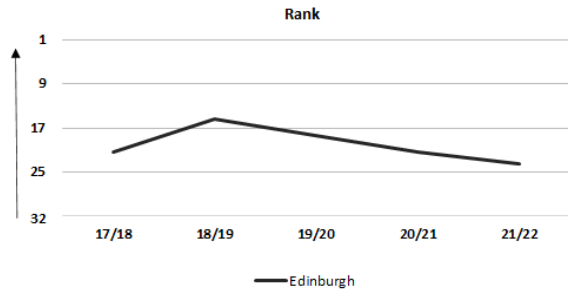
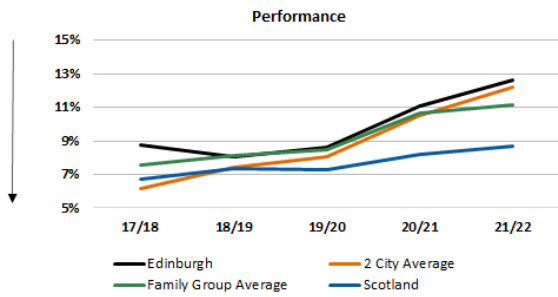


**% of adults satisfied with leisure facilities**

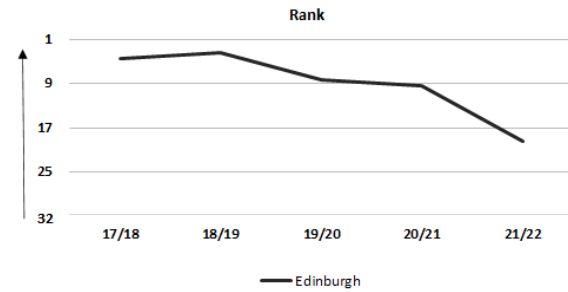
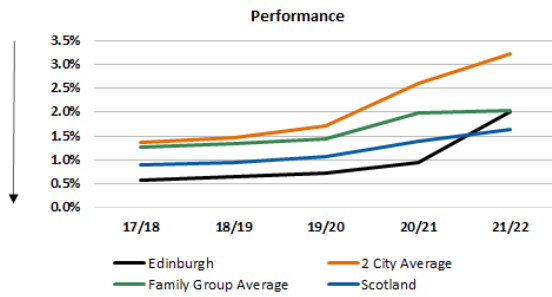


# Appendix G Housing Services

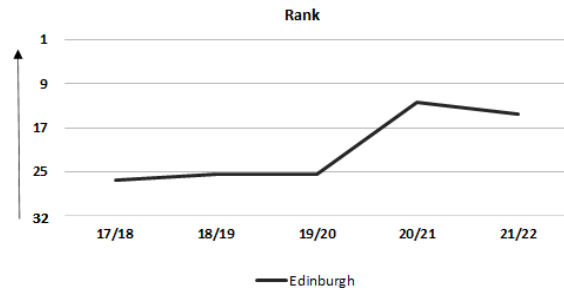
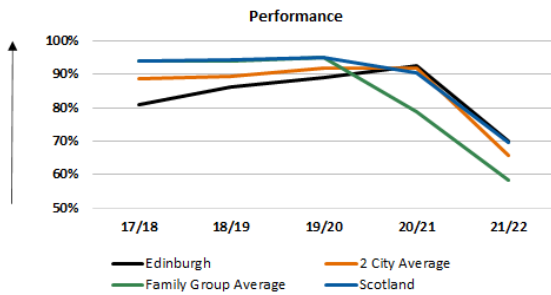
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year



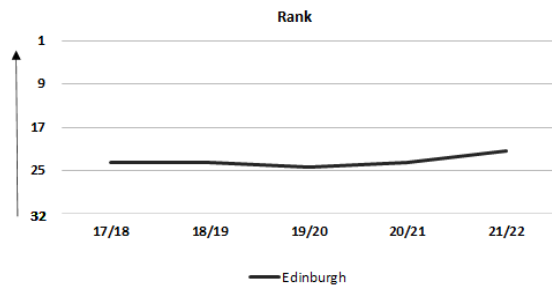
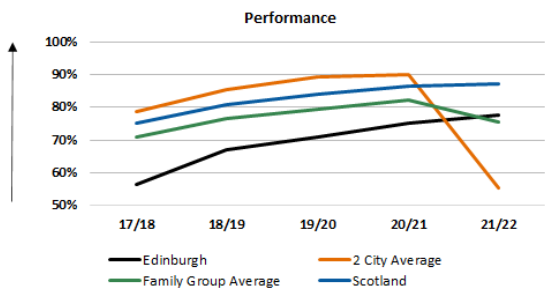
% of rent due in the year that was lost due to voids



% of council dwellings meeting Scottish Housing Standards

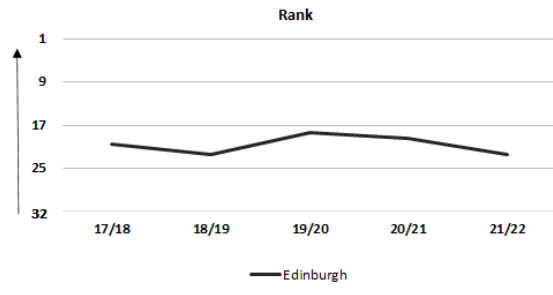
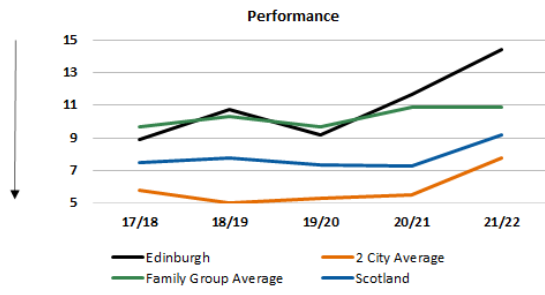


% of council dwellings that are energy efficient



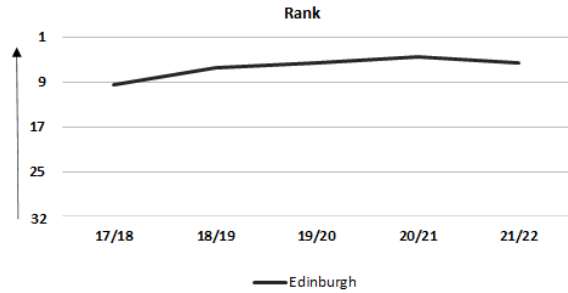
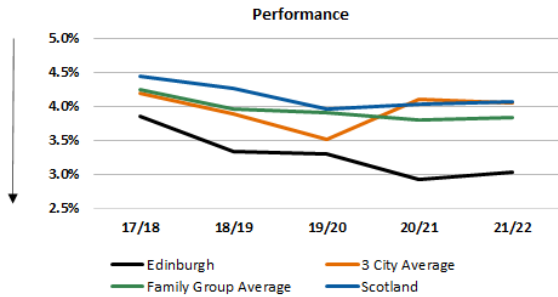


### Average number of days taken to complete non-emergency repairs

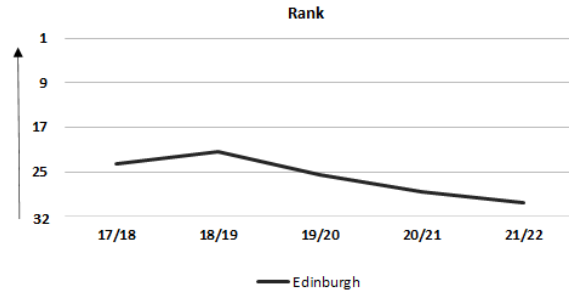
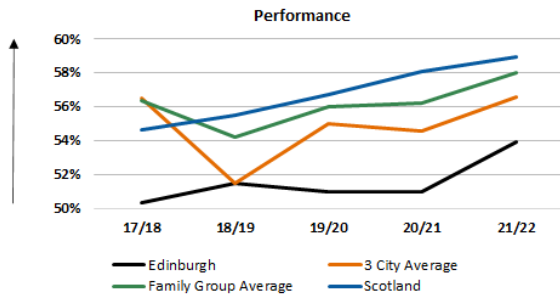


# Appendix H Corporate and Asset Management Services

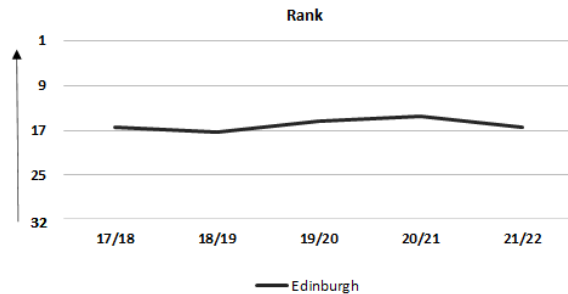
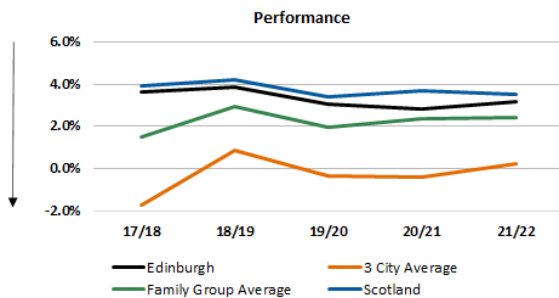
Support services as a % of total gross expenditure



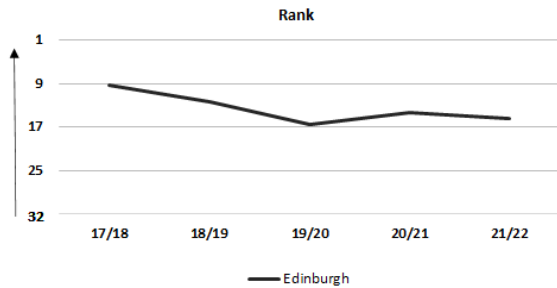
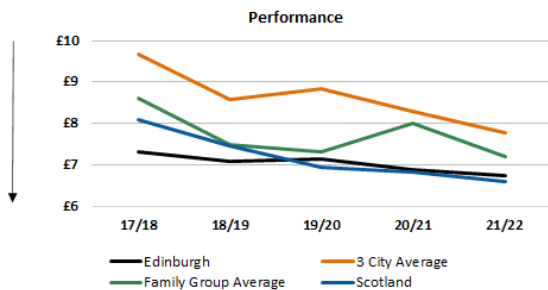
% of the highest paid 5% employees who are women



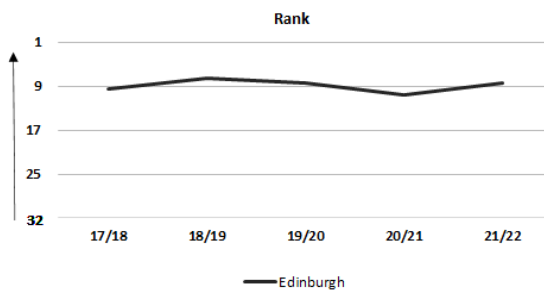
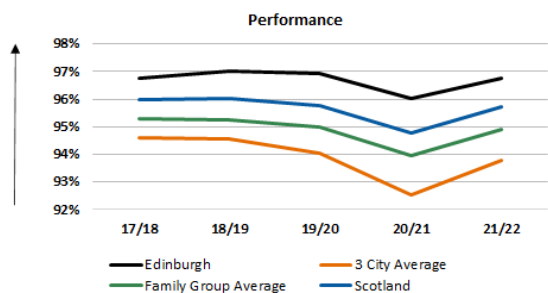
The gender pay gap (%)



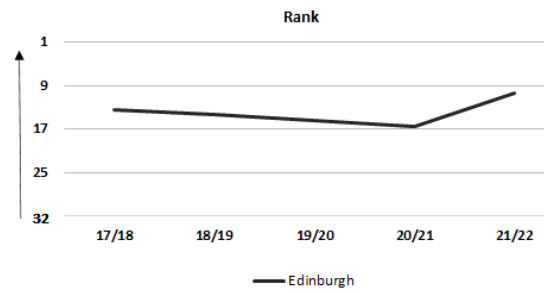
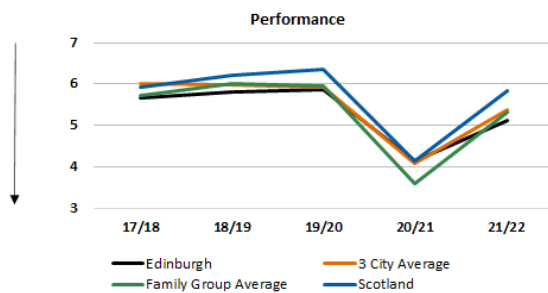
The cost per dwelling of collecting council tax



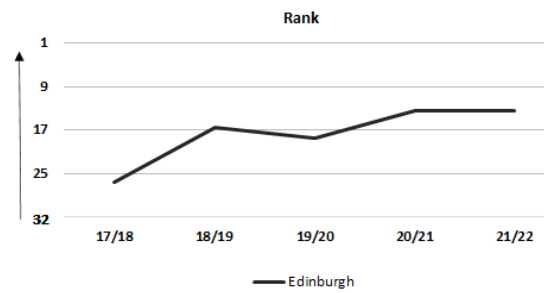
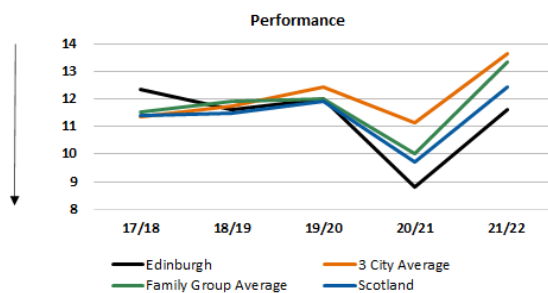
**% of income due from council tax received by the end of the year**



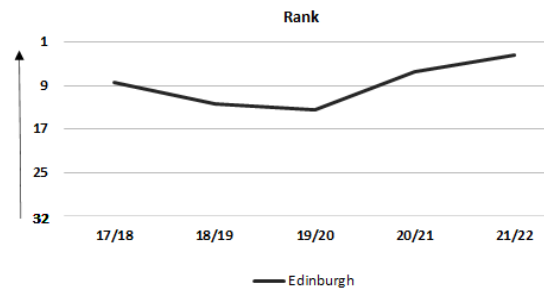
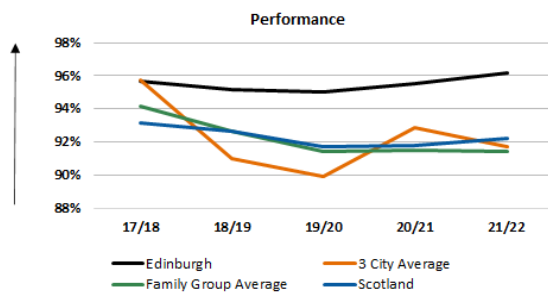
**Sickness absence days per teacher**



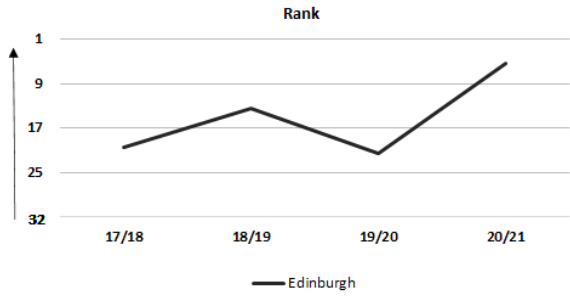
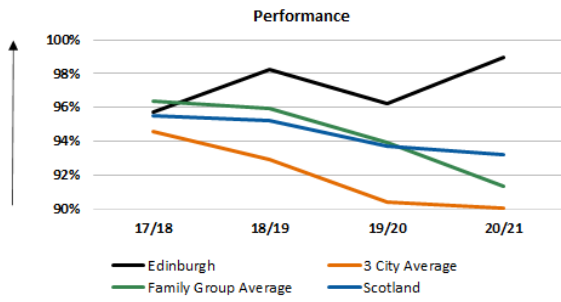
**Sickness absence days per employee (non-teacher)**



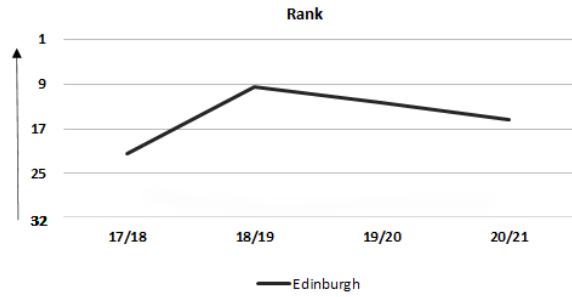
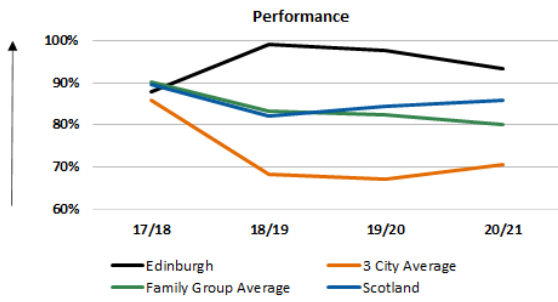
**% of invoices sampled that were paid within 30 days**



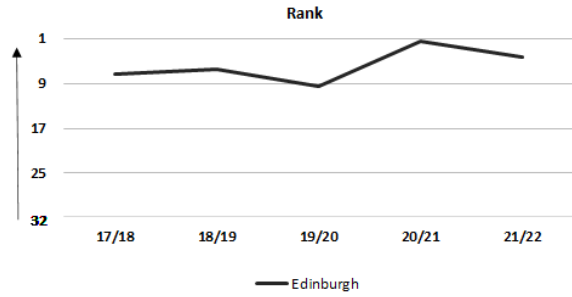
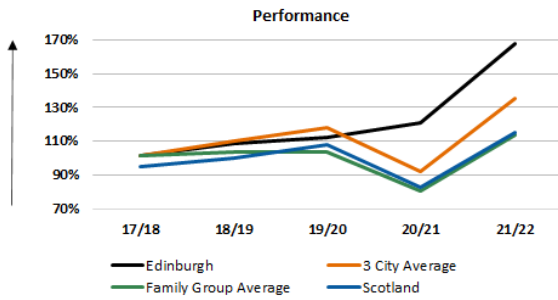
**% of Crisis Grant Decisions within 1 day**



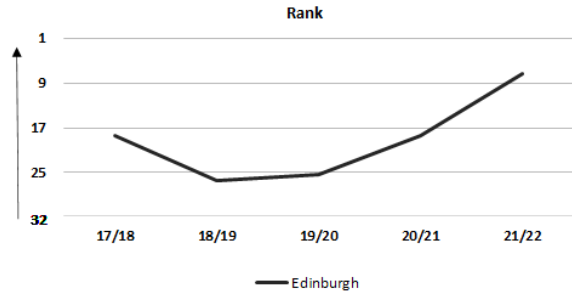
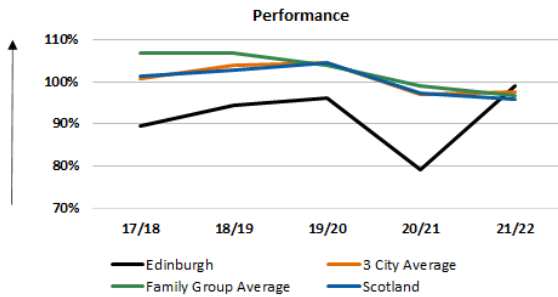
**% CCG Grant Decisions within 15 Days**



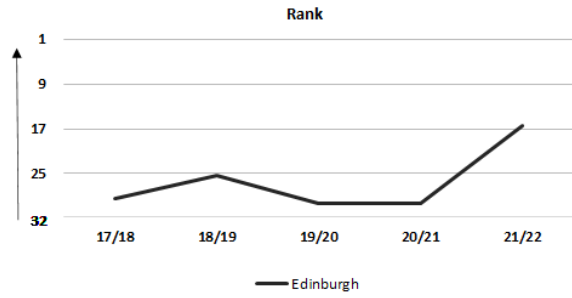
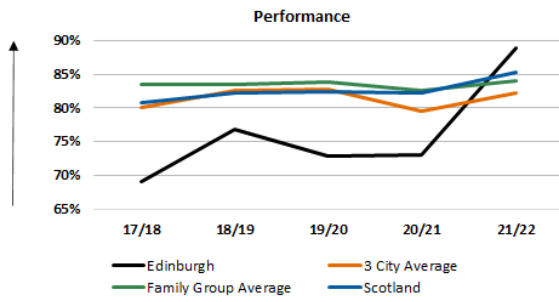
**Proportion of SWF Funding Spent**



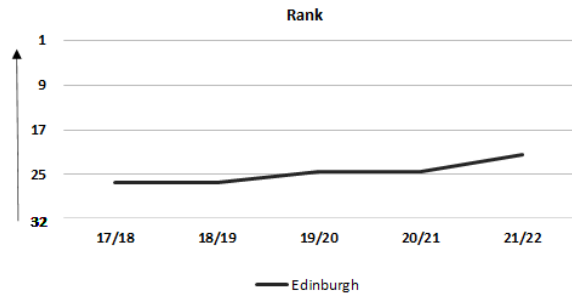
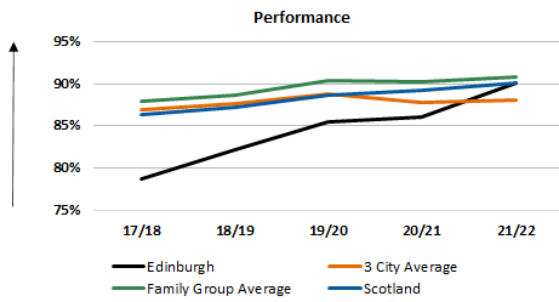
**Proportion of DHP Funding Spent**



**% of operational buildings that are suitable for their current use**

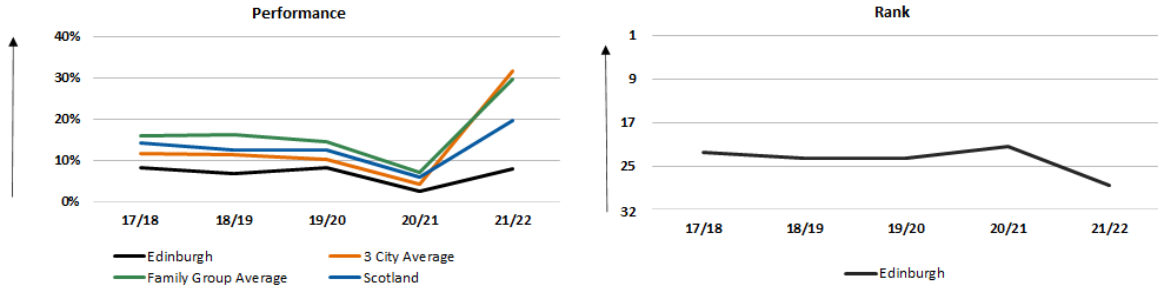


**% of internal floor area of operational buildings in satisfactory condition**

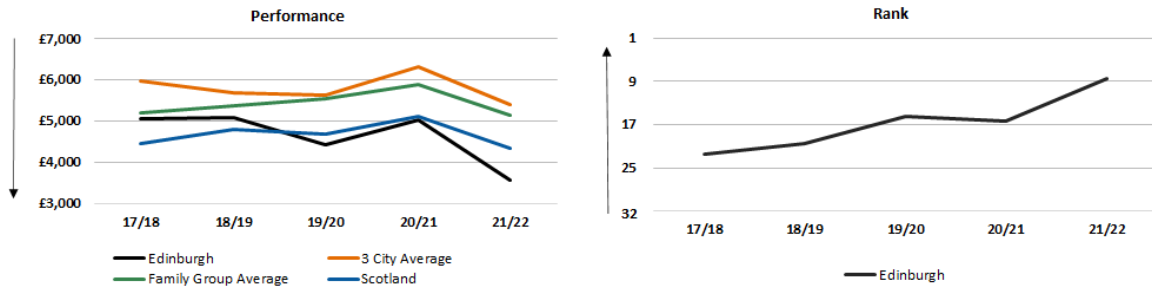


# Appendix I Economic Development Services

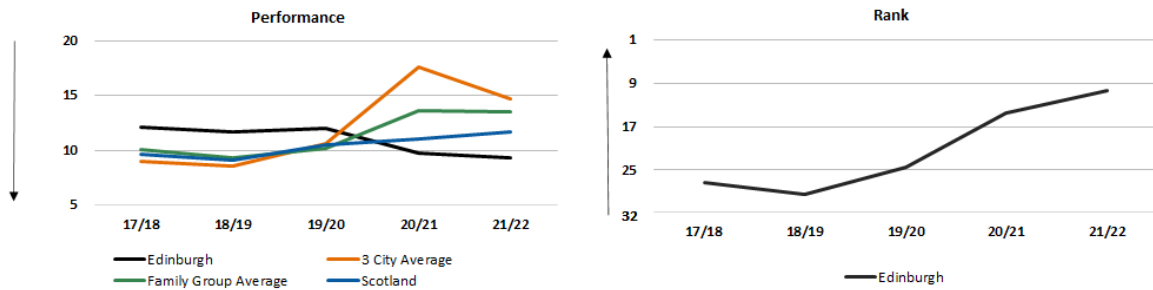
**% of unemployed people assisted into work from council operated / funded employability programmes**



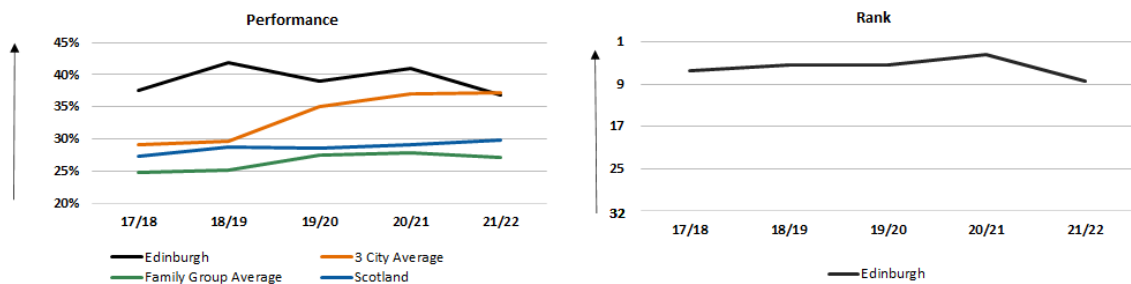
**Cost of planning and building standards Per Planning Application**



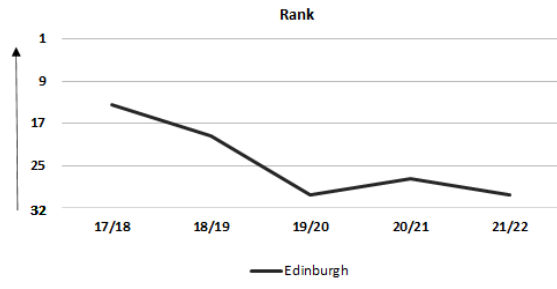
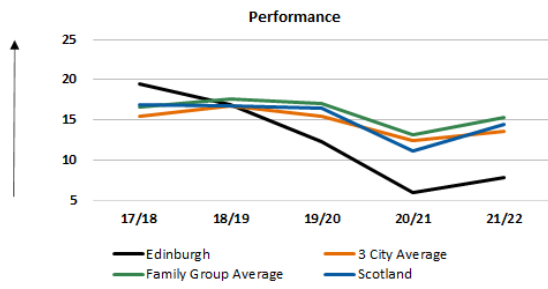
**Average time per business and industry planning application (weeks)**



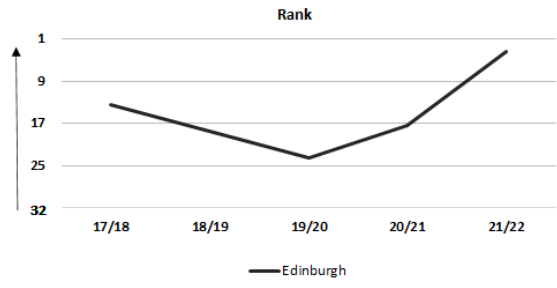
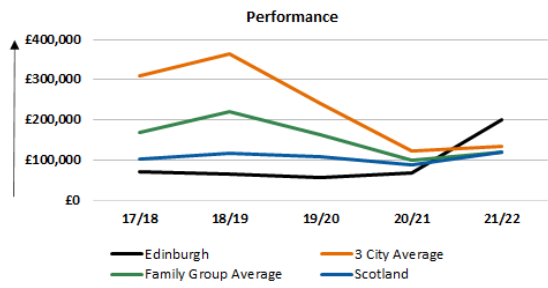
**% of procurement spend spent on local enterprises**



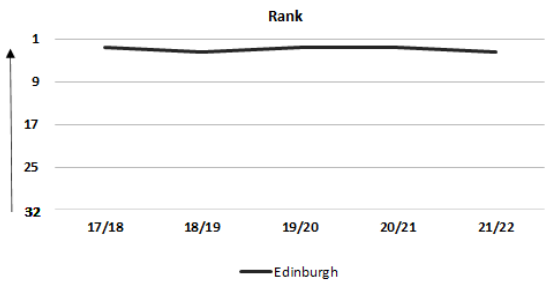
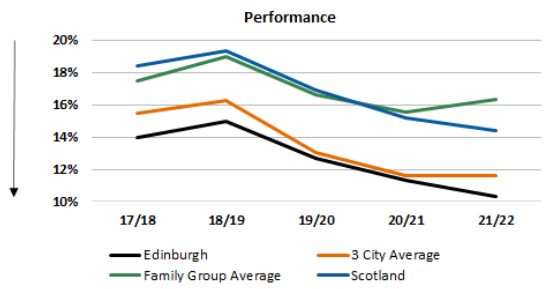
**No of business gateway start-ups per 10,000 population**



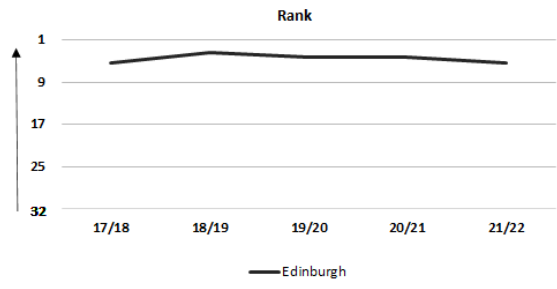
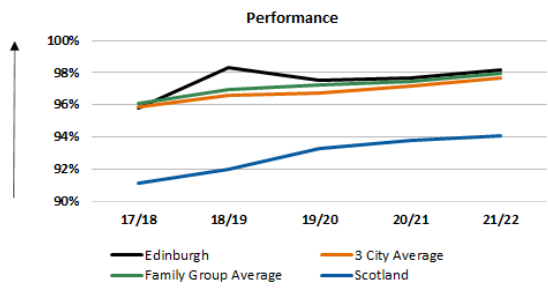
**Investment in of Economic Development & Tourism per 1,000 Population**



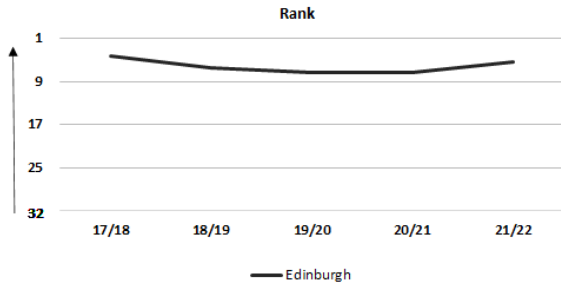
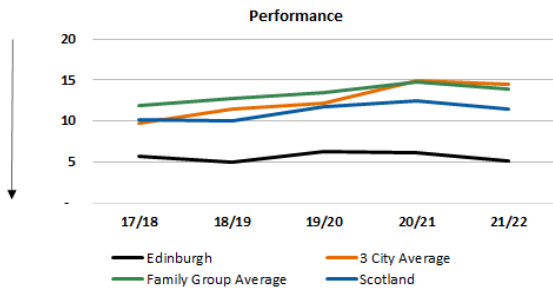
**Proportion of people earning less than the living wage**



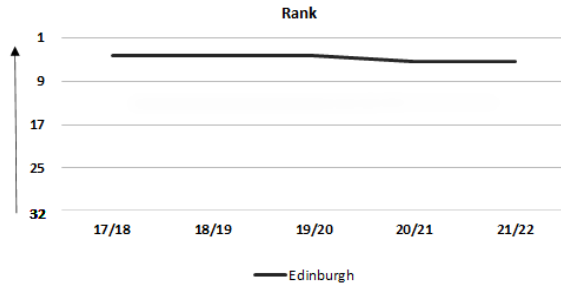
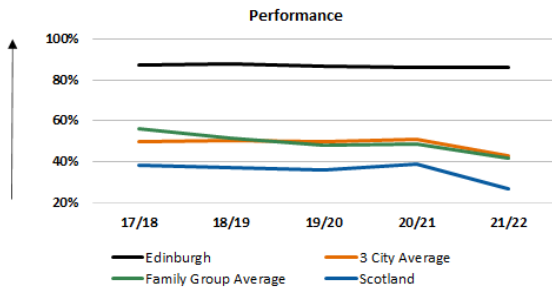
**Proportion of properties receiving superfast broadband**



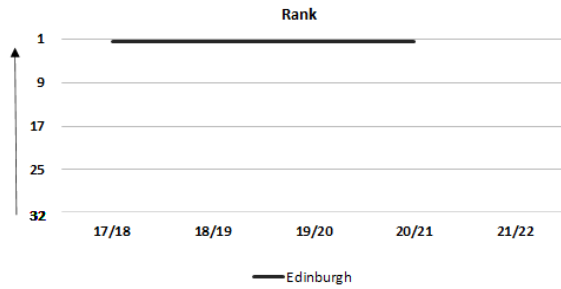
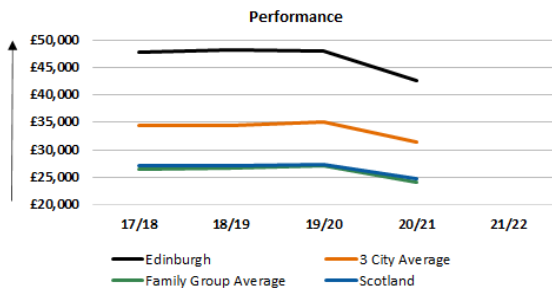
### Town Vacancy Rates



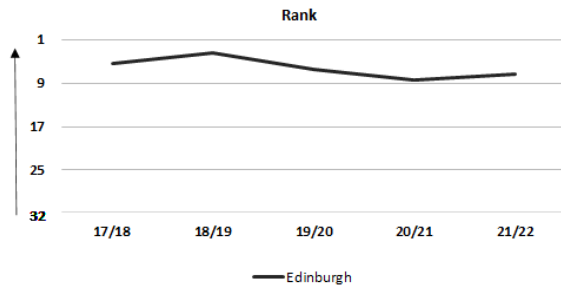
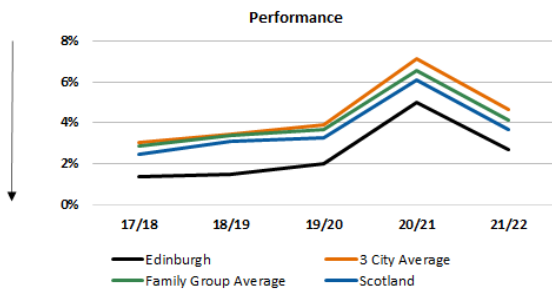
### Immediately available employment land as a % of total land allocated for employment purposes in the local development plan



### Gross Value Added (GVA) per capita

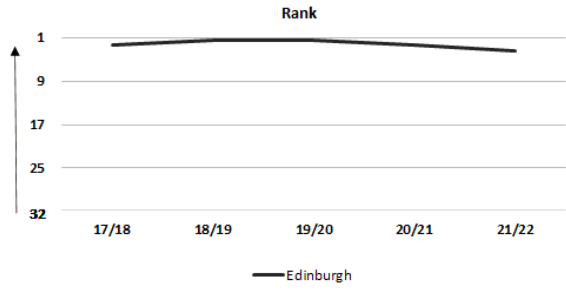
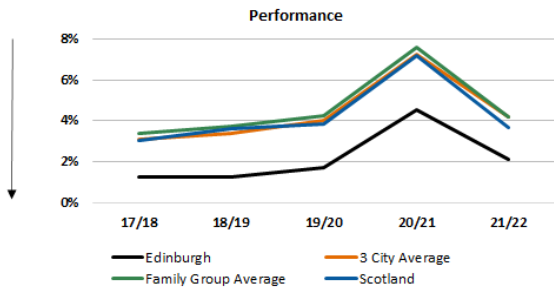


### Claimant Count as % of Working Age Population



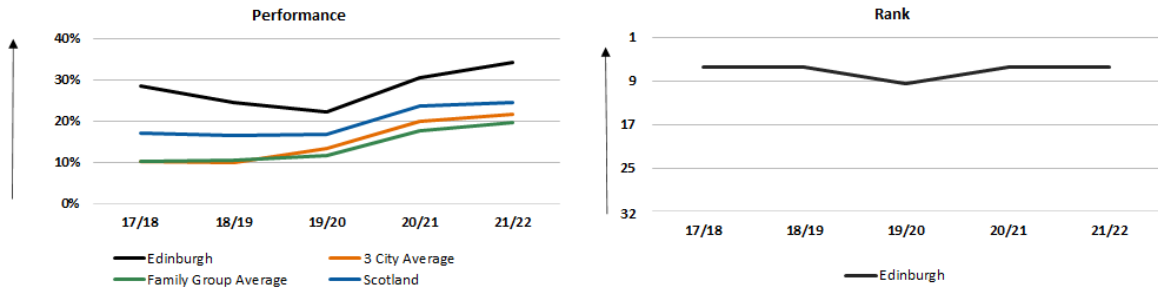


Claimant Count as % of 16-24 Population

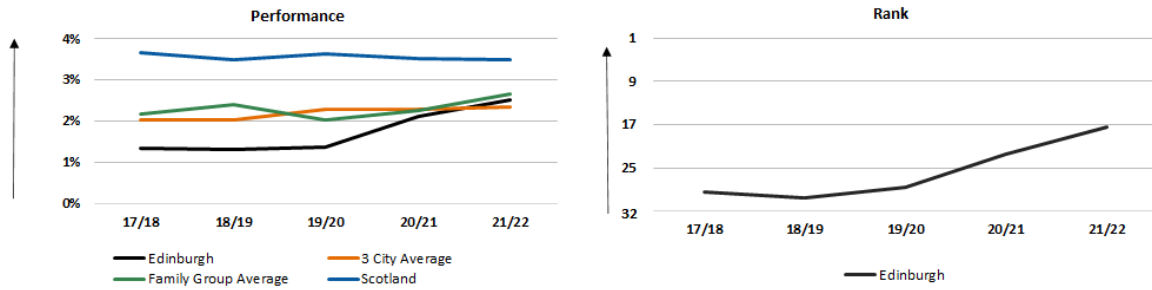


# Appendix J Financial Sustainability

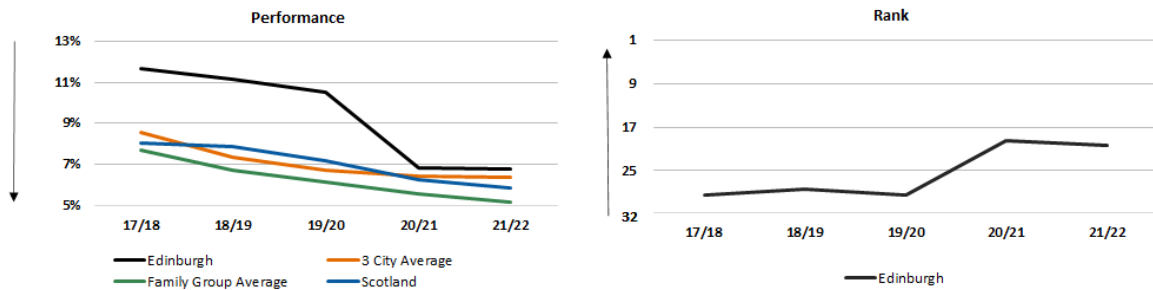
Total useable reserves as a % of council annual budgeted revenue



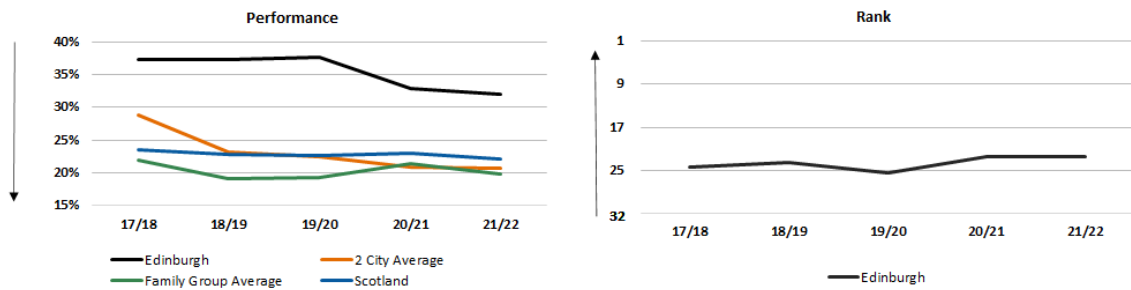
Uncommitted General Fund Balance as a % of council annual budgeted net revenue



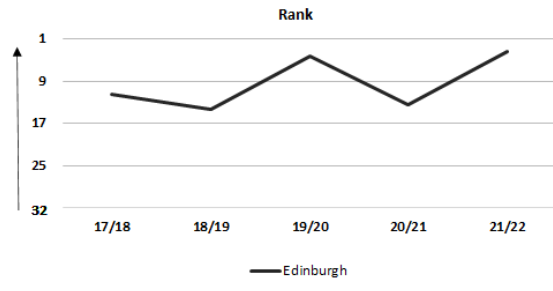
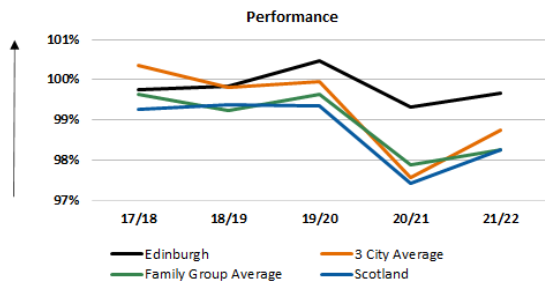
Ratio of Financing Costs to Net Revenue Stream - General Fund



Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account

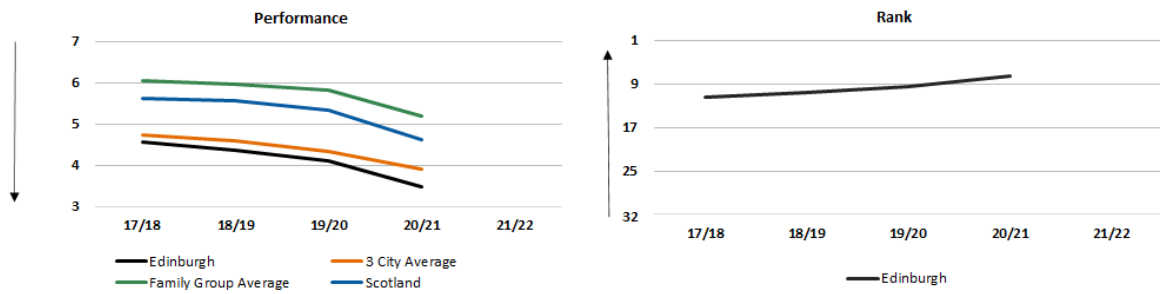


Actual outturn as a percentage of budgeted expenditure



# Appendix K Climate Change

CO2 emissions area wide per capita (in tonnes)



CO2 emissions area wide: emissions within scope of LA per capita (in tonnes)

