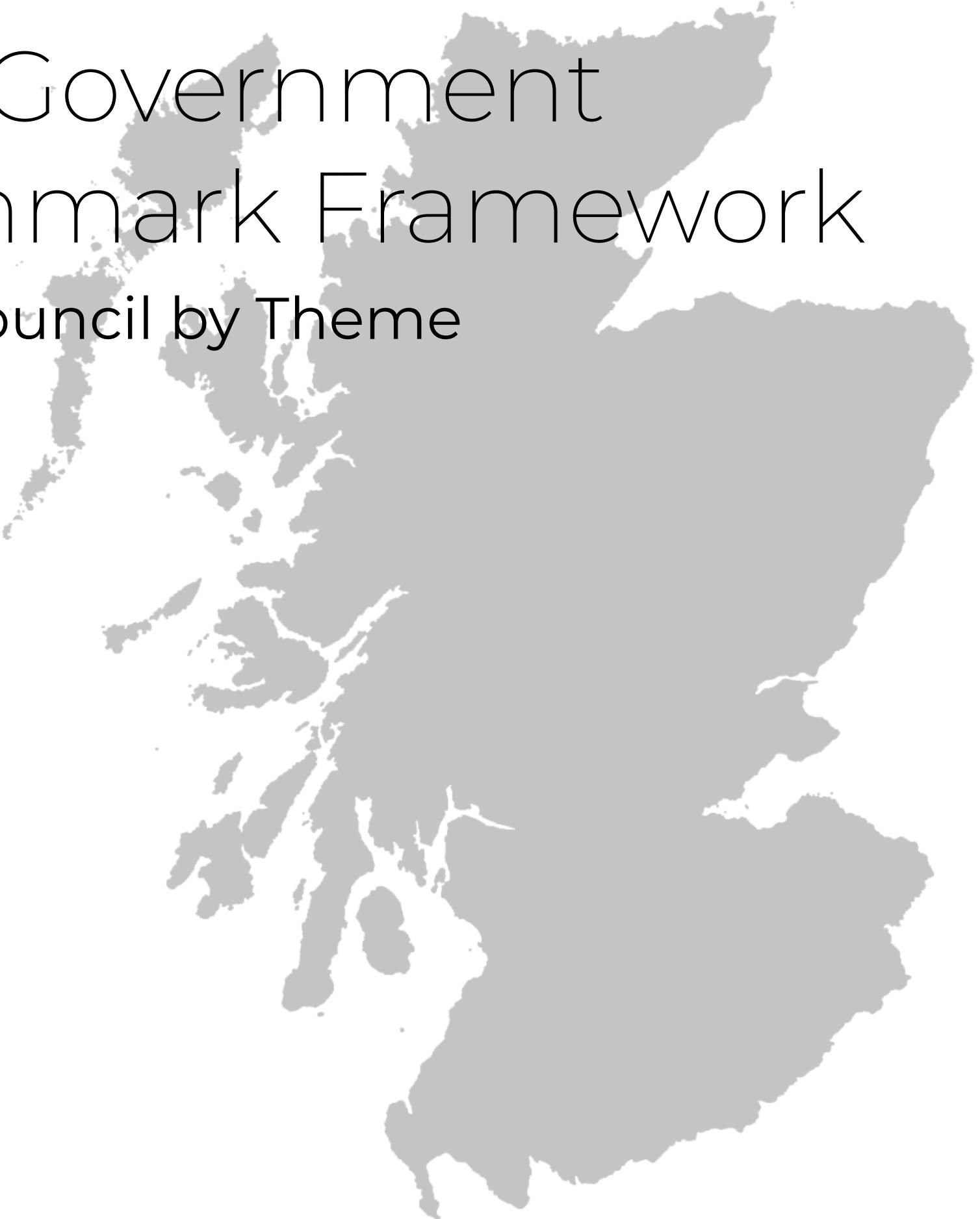


# Local Government Benchmark Framework

Stirling Council by Theme

2020/21



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# Local government benchmarking framework report.

The Local Government Benchmarking Framework (LGBF) represents a joint commitment by Stirling Council to develop better measurement and comparable data to target resources and drive improvement. Over the past ten years, this approach has been successful in supporting all 32 Scottish councils to work and learn together.

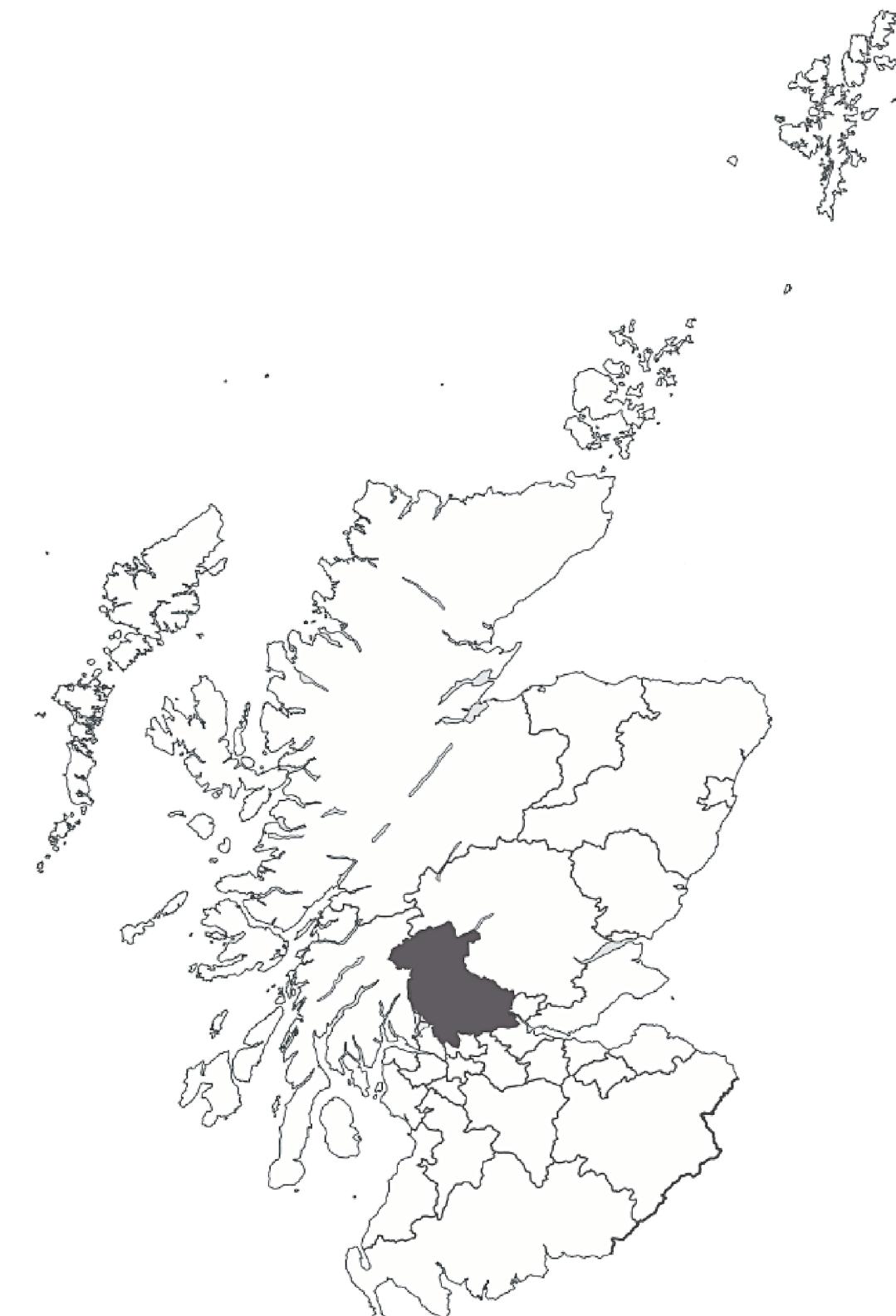
COVID-19 has altered the landscape and fundamentally affected Local Government services and the lives of the communities it serves. Stirling Council has been at the forefront of the initial and ongoing response; creating new services at pace, working in partnership with communities as well as the third and private sectors, helping to protect those who are vulnerable, and maintaining community wellbeing.

Communities were affected by the pandemic in different ways and councils' responses to COVID-19 have exemplified the importance of local solutions to local needs and issues. Lack of uniformity is an inevitable function of local democracy reflecting the different needs and priorities of local communities. Each council has developed the structure and service arrangements it believes are the most appropriate and cost-effective to support its local community.

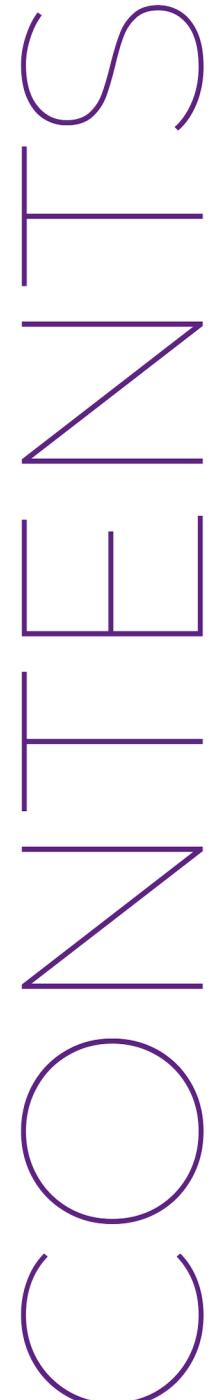
Stirling council does however report our performance locally within locally developed and agreed public reporting frameworks, which draw upon LGBF information. This information is available to all citizens and users of council services so that they can hold councils to account for what is achieved on their behalf and ask questions of Local Government to promote improvement.

Given the pressures we face as we emerge from the pandemic, it will be more important than ever for councils to work together to evaluate and learn from their response to inform the future design, delivery and shape of services. The evidence base provided by the LGBF will be key in helping authorities explore and understand the impact of different ways of working and models of delivery, and to help ensure we do not lose the learning and innovation which has emerged during these exceptional times.

The driving force behind this work is, and will always be, to improve the lives of people in communities across Scotland. We believe that effective public services contribute to both individual and community quality of life and the LGBF is an increasingly important element of the local intelligence necessary to achieve this vision. With the financial pressures, growing demand on services, and now the profound effects of COVID-19, there has never been a greater requirement for working with and learning from each other.



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# ABOUT THIS REPORT

## What is LGBF?

The LGBF is a high-level benchmarking tool designed to support senior management teams and elected members to ask questions about key council services.

It reflects a commitment by SOLACE (Scotland) and COSLA to develop better measurement and comparable data as a catalyst for improving services, targeting resources to areas of greatest impact and enhancing public accountability.

The framework provides high-level 'can openers' which are designed to focus questions on why variations in cost and performance are occurring between similar councils. They do not supply the answers. That happens as councils engage with each other to 'drill down' and explore why these variations are happening.

The LGBF helps councils compare their performance against a suite of efficiency, output and outcome indicators that cover all areas of local government activity. The framework now has 8 years of data. Publication of the LGBF forms part of each council's statutory requirements for public performance reporting, replacing the previous SPI regime.

The LGBF voluntarily applies the high standards for statistical rigour set out in the three pillars of the UK Statistics Authority Code of Practice – trustworthiness, quality, and value.

## Real value vs Cash Value

The local government benchmarking framework supplies both 'Real Value' and 'Cash Value' figures with the council.

**Cash Value:** Financial indicators are shown as cash

**Real values:** Financial Indicators have been adjusted for inflation

In Stirling council, we report using the 'Real Value' as it offers a more accurate account and is the preferred and accepted method by LGBF reporting standards.

## Symbology

Below is the explanation for any of the symbology used within this report:

| Overview   |                          |   |
|--|--------------------------|---|
|  | Value                    | Previous Value  |
|  | £ 22.18<br>↗ 5           | £ 23.01   |
| The following shows the latest data in accordance with the most recent reporting period. This can be one year to multiple years depending on the origin of the data. |                          |   |
| 1  | 2017-20<br>59.5%         |   |
| 2  | Improving/<br>Increasing | This can show the following: improving/ increasing, improving/decreasing, declining/increasing and declining/decreasing. This is comparing the current submission with the previous one.  |
| 3  | ↑ ↑<br>↓ ↓               | The arrow is a visual directly linked with point two. A green arrow means improving and a red arrow means declining. Additionally, an arrow pointed upwards means increasing and an arrow pointed downwards is decreasing.  |
| 4  | #5                       | The figure in the badge represents the current location within our family group. The best performing family group ranking is 1 with the lowest ranked 8.  |
| 5  | ↗ ↘                      | The green arrow indicates overall performance relative to the indicator is increasing. The red arrow indicates overall performance relative to the indicator is decreasing.   |
| 6  | ▲ ▒ ▼                    | Family group ranking compared to the previous submission: <ul style="list-style-type: none"><li>The green upwards arrow is a positive(downwards) ranking change from previously.</li><li>The grey line is the same ranking as previously.</li><li>The red downward arrow is a negative(upwards) ranking change from previously.</li></ul> |

# FAMILY GROUPS

# Why do we use family groups?

To understand why variations in cost and performance are occurring, councils work together to 'drill-down' into the benchmarking data across service areas. This process has been organised around 'family groups' of councils so that we are comparing councils that are similar in terms of the type of population that they serve (e.g. relative deprivation and affluence) and the type of area in which they serve them (e.g. urban, semi-rural, rural). The point of comparing like with like is that this is more likely to lead to useful learning and improvement.

These councils are grouped by the type of population they serve, e.g. level of deprivation and affluence.

| Family Groupings for Children, Social Work and Housing indicators |                  |                     |                     |
|---|------------------|---------------------|---------------------|
| Family Group 1  | Family Group 2   | Family Group 3      | Family Group 4      |
| East Renfrewshire   | <b>Stirling</b>  | Falkirk             | Eilean Siar         |
| East Dunbartonshire   | Moray            | Dumfries & Galloway | Dundee City         |
| Aberdeenshire   | East Lothian     | Fife                | East Ayrshire       |
| Edinburgh, City of  | Angus            | South Ayrshire      | North Ayrshire      |
| Perth & Kinross   | Scottish Borders | West Lothian        | North Lanarkshire   |
| Aberdeen City   | Highland         | South Lanarkshire   | Inverclyde          |
| Shetland Islands  | Argyll & Bute    | Renfrewshire        | West Dunbartonshire |
| Orkney Islands  | Midlothian       | Clackmannanshire    | Glasgow City        |

These councils are grouped by the type of area they serve, e.g. rural, semi-rural and urban.

## Environmental, Culture & Leisure, Economic Development, Corporate & Property indicators

| Family Group 1      | Family Group 2  | Family Group 3    | Family Group 4      |
|---------------------|-----------------|-------------------|---------------------|
| Eilean Siar         | <b>Stirling</b> | Angus             | North Lanarkshire   |
| Argyll & Bute       | Perth & Kinross | Clackmannanshire  | Falkirk             |
| Shetland Islands    | Moray           | Midlothian        | East Dunbartonshire |
| Highland            | South Ayrshire  | South Lanarkshire | Aberdeen City       |
| Orkney Islands      | East Ayrshire   | Inverclyde        | Edinburgh, City of  |
| Scottish Borders    | East Lothian    | Renfrewshire      | West Dunbartonshire |
| Dumfries & Galloway | North Ayrshire  | West Lothian      | Dundee City         |
| Aberdeenshire       | Fife            | East Renfrewshire | Glasgow City        |

A horizontal arrow pointing from left to right, indicating a spectrum from Rural on the left to Urban on the right.

# Overview

## Adult Social Care Services

### Adult Care - At Home Care

| Indicator   | Period  | Value   | Previous Value | Rank | Previous Rank |
|---|---------|---------|----------------|------|---------------|
| SW 01: Older Persons (Over65) Home Care Costs per Hour  | 2020-21 | £ 22.18 | £ 23.01        | 3    | 4             |
| SW 03a: % of People 65+ with Long-Term Care Needs who are Receiving Personal Care at Home   | 2020-21 | 67.2%   | 65.6%          | 2    | 2             |
| SW 04b: % of Adults Supported at Home who Agree That Their Services and Support had an Impact in Improving or Maintaining Their Quality of Life | 2019-20 | 77.3%   | 81.0%          | 5    | 2             |
| SW 04c: % of Adults Supported at Home Who Agree That They Are Supported to Live as Independently as Possible                                    | 2019-20 | 70.8%   | 84.2%          | 8    | 3             |
| SW 04d: % of Adults Supported at Home Who Agree That They Had a Say in How Their Help, Care or Support was Provided                             | 2019-20 | 73.7%   | 73.2%          | 5    | 6             |
| SW 04e: % of Carers Who Feel Supported to Continue in Their Caring Role   | 2019-20 | 29.0%   | 38.0%          | 8    | 2             |

### Adult Care - Adult Health Care

| Indicator   | Period  | Value      | Previous Value | Rank | Previous Rank |
|---|---------|------------|----------------|------|---------------|
| SW 02: SDS (Direct Payment + Managed Personalised Budget) Spend on Adults 18+ as a % of Total Social Work Spend on Adults 18+ | 2020-21 | 5.5%       | 5.2%           | 5    | 5             |
| SW 05: Older Persons (Over 65's) Residential Care Costs per Week per resident   | 2020-21 | £ 522.84   | £ 431.02       | 6    | 3             |
| SW 06: Rate of Readmission to Hospital Within 28 Days per 1,000 Discharges  | 2020-21 | 151.5      | 104.7          | 8    | 4             |
| SW 07: % of Care Services Graded Good or Better   | 2020-21 | 89.5%      | 90.0%          | 2    | 1             |
| SW 08: Number of Days People Spend in Hospital When They are Ready to be Discharged, per 1,000 Population ('75+)              | 2020-21 | 375.1 Days | 848.8 Days     | 4    | 6             |

## Children's Services

### Children & Families Social Work

| Indicator  | Period  | Value   | Previous Value | Rank | Previous Rank |
|--|---------|---------|----------------|------|---------------|
| CHN 08a: The Gross Costs of 'Children Looked After' in Residential Based Services per Child per Week | 2020-21 | £ 3,880 | £ 3,446        | 3    | 2             |
| CHN 08b: The Gross Cost of "Children Looked After" in a Community Setting per Child per Week         | 2020-21 | £ 173   | £ 215          | 1    | 1             |
| CHN 09: Balance of Care for Looked After Children: % of Children Being Looked After in the Community | 2020-21 | 92.5%   | 92.7%          | 1    | 1             |
| CHN 22: % of Child Protection Re-Registrations Within 18 Months                                      | 2020-21 | 15.2%   | 9.8%           | 8    | 8             |
| CHN 23: % of LAC with More Than One Placement in the Last Year (Aug-Jul)                             | 2020-21 | 15.8%   | 18.7%          | 2    | 5             |
| CHN 24: % of Children Living in Poverty (After Housing Costs)  | 2020-21 | 18.1%   | 21.3%          | 1    | 1             |

### Early Years

| Indicator   | Period  | Value    | Previous Value | Rank | Previous Rank |
|---|---------|----------|----------------|------|---------------|
| CHN 03: Cost per Pre-School Education Place                           | 2020-21 | £ 13.70K | £ 10.41K       | 8    | 8             |
| CHN 17: % of Children Meeting Developmental Milestones                | 2020-21 | 86.2%    | 86.4%          | 6    | 8             |
| CHN 18: % of Funded Early Years Provision Which is Graded Good/Better | 2020-21 | 97.6%    | 97.7%          | 1    | 1             |

## Employment

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| CHN 21: Participation Rate for 16-19 Year Olds (per 100) | 2020-21 | 93.7% | 94.4%          | 3    | 3             |

### Other

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| CHN 10: % of Adults Satisfied with Local Schools | 2017-20 | 74.7% | 73.0%          | 3    | 6             |

### Primary Schools

| Indicator  | Period  | Value   | Previous Value | Rank | Previous Rank |
|--|---------|---------|----------------|------|---------------|
| CHN 01: Cost per Primary School Pupil  | 2020-21 | £ 6,100 | £ 6,068        | 7    | 7             |
| CHN 13a: % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Literacy                                 | 2020-21 | 73.6%   | 79.0%          | 1    | 1             |
| CHN 13b: % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Numeracy                                 | 2020-21 | 80.1%   | 83.4%          | 1    | 1             |
| CHN 14a: Literacy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils | 2020-21 | 38.4%   | 26.9%          | 8    | 6             |
| CHN 14b: Numeracy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils | 2020-21 | 30.8%   | 24.8%          | 8    | 6             |

### School Attendance

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| CHN 19a: School Attendance Rates (per 100 Pupils)                  | 2020-21 | 93.4% | 93.7%          | 2    | 3             |
| CHN 19b: School Attendance Rates (per 100 'Looked After Children') | 2018-19 | 85.4% | 85.1%          | 7    | 5             |
| CHN 20a: School Exclusions (per 1,000 Pupils)                      | 2020-21 | 7.0   | 17.6           | 2    | 2             |
| CHN 20b: School Exclusions (per 1,000 'Looked After Children')     | 2018-19 | 115.4 | 264.0          | 2    | 5             |

### School Leaver Tariff

| Indicator                                     | Period  | Value | Previous Value | Rank | Previous Rank |
|---|---------|-------|----------------|------|---------------|
| CHN 12a: Overall Average Total Tariff         | 2020-21 | 1,090 | 1,062          | 1    | 1             |
| CHN 12b: Average Total Tariff SIMD Quintile 1 | 2020-21 | 642   | 614            | 4    | 3             |
| CHN 12c: Average Total Tariff SIMD Quintile 2 | 2020-21 | 792   | 711            | 2    | 2             |
| CHN 12d: Average Total Tariff SIMD Quintile 3 | 2020-21 | 1,039 | 1,021          | 2    | 1             |
| CHN 12e: Average Total Tariff SIMD Quintile 4 | 2020-21 | 1,229 | 1,115          | 1    | 1             |
| CHN 12f: Average Total Tariff SIMD Quintile 5 | 2020-21 | 1,370 | 1,410          | 1    | 1             |

# Overview

## Secondary Schools

| Indicator  | Period  | Value   | Previous Value | Rank | Previous Rank |
|--|---------|---------|----------------|------|---------------|
| CHN 02: Cost per Secondary School Pupil  | 2020-21 | £ 7,409 | £ 7,572        | 4    | 3             |
| CHN 04: % of Pupils Gaining 5+ Awards at Level 5                                     | 2020-21 | 72.0%   | 72.0%          | 1    | 1             |
| CHN 05: % of Pupils Gaining 5+ Awards at Level 6                                     | 2020-21 | 50.0%   | 50.0%          | 1    | 1             |
| CHN 06: % of Pupils from 20% Most Deprived Areas Gaining 5+ Awards at Level 5 (SIMD) | 2020-21 | 44.0%   | 44.0%          | 4    | 2             |
| CHN 07: % of Pupils from 20% Most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD) | 2020-21 | 19.0%   | 19.0%          | 4    | 2             |
| CHN 11: % of Pupils Entering Positive Destinations                                   | 2020-21 | 95.7%   | 93.2%          | 2    | 4             |

## Corporate Services

### Absence

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| CORP 06a: Sickness Absence Days per Teacher                | 2020-21 | 3.74  | 6.32           | 4    | 5             |
| CORP 06b: Sickness Absence Days per Employee (Non-Teacher) | 2020-21 | 9.49  | 11.95          | 7    | 6             |

### Corporate Property Assets

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| CORP-ASSET 01: % of Operational Buildings That Are Suitable for Their Current Use          | 2020-21 | 90.0% | 90.7%          | 4    | 4             |
| CORP-ASSET 02: % of Internal Floor Area of Operational Buildings in Satisfactory Condition | 2020-21 | 98.3% | 97.0%          | 1    | 1             |

### Council Tax

| Indicator   | Period  | Value  | Previous Value | Rank | Previous Rank |
|---|---------|--------|----------------|------|---------------|
| CORP 04: The Cost per Dwelling of Collecting Council Tax                  | 2020-21 | £ 6.97 | £ 7.66         | 7    | 7             |
| CORP 07: % of Income Due From Council Tax Received by the End of the Year | 2020-21 | 97.1%  | 97.8%          | 1    | 1             |

### Financial Position

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| CORP 01: Support Services as a % of Total Gross Expenditure  | 2020-21 | 4.2%  | 4.1%           | 6    | 5             |
| CORP 08: % of Invoices Sampled That Were Paid Within 30 Days | 2020-21 | 74.2% | 82.9%          | 8    | 8             |

### Gender Pay Gap

| Indicator   | Period  | Value | Previous Value | Rank | Previous Rank |
|---|---------|-------|----------------|------|---------------|
| CORP 03b: The % of the Highest Paid 5% of Employees who are Women | 2020-21 | 61.7% | 61.5%          | 6    | 8             |
| CORP 03c: The Gender Pay Gap (%)                                  | 2020-21 | -0.1% | -0.9%          | 1    | 3             |

## Culture & Leisure Services

### Leisure Facilities & Attractions

| Indicator   | Period  | Value    | Previous Value | Rank | Previous Rank |
|---|---------|----------|----------------|------|---------------|
| C&L 01: Cost per Attendance at Sports Facilities          | 2020-21 | £ 213.35 | £ 242          | 8    | 4             |
| C&L 02: Cost per Library Visit                            | 2020-21 | £ 3.05   | £ 2.32         | 4    | 5             |
| C&L 03: Cost of Museums per Visit                         | 2020-21 | £ 55.94  | £ 8.76         | 7    | 8             |
| C&L 05a: % of Adults Satisfied with Libraries             | 2017-20 | 83.4%    | 85.7%          | 2    | 2             |
| C&L 05c: % of Adults Satisfied with Museums and Galleries | 2017-20 | 71.8%    | 66.8%          | 3    | 4             |
| C&L 05d: % of Adults Satisfied with Leisure Facilities    | 2017-20 | 76.6%    | 79.0%          | 1    | 1             |

### Parks & Open Spaces

| Indicator   | Period  | Value    | Previous Value | Rank | Previous Rank |
|---|---------|----------|----------------|------|---------------|
| C&L 04: Cost of Parks & Open Spaces per 1,000 Population  | 2020-21 | £ 20.53K | £ 22.88K       | 5    | 3             |
| C&L 05b: % of Adults Satisfied with Parks and Open Spaces | 2017-20 | 87.3%    | 86.3%          | 4    | 4             |

## Economic Development

### Economic Growth

| Indicator   | Period  | Value    | Previous Value | Rank | Previous Rank |
|---|---------|----------|----------------|------|---------------|
| ECON 04: % of Procurement Spent on Local Enterprises  | 2020-21 | 17.3%    | 16.4%          | 8    | 7             |
| ECON 05: No of Business Gateway Start-Ups per 10,000 Population   | 2020-21 | 18.8     | 25.3           | 1    | 1             |
| ECON 06: Cost of Economic Development & Tourism per 1,000 Population  | 2020-21 | £ 54.42K | £ 63.22K       | 2    | 4             |
| ECON 08: % of Properties Receiving Superfast Broadband  | 2020-21 | 90.3%    | 89.6%          | 6    | 6             |
| ECON 09: Town Vacancy Rates   | 2020-21 | 5.5%     | 5.2%           | 1    | 1             |
| ECON 10: Immediate Available Employment Land as a % of Total Land Allocated for Employment Purposes in the Local Development Plan | 2020-21 | 48.7%    | 45.3%          | 2    | 3             |
| ECON 11: Gross Value Added (GVA) per Capita   | 2020-21 | £ 25.29K | £ 27.53K       | 2    | 2             |

### Employment

| Indicator  | Period  | Value | Previous Value | Rank | Previous Rank |
|--|---------|-------|----------------|------|---------------|
| ECON 01: % of Unemployed People Assisted into Work from Council Funded/Operated Employability Programmes | 2020-21 | 7.9%  | 19.3%          | 4    | 4             |
| ECON 07: % of People Earning Less Than the Living Wage   | 2020-21 | 13.2% | 14.6%          | 1    | 1             |
| ECON 12a: Claimant Count as a % of Working Age Population  | 2020-21 | 4.5%  | 2.5%           | 1    | 2             |
| ECON 12b: Claimant Count as % of 16-24 Population  | 2020-21 | 4.9%  | 2.6%           | 1    | 2             |

# Overview

## Planning

| Indicator   | Period  | Value         | Previous Value | Rank | Previous Rank |
|---|---------|---------------|----------------|------|---------------|
| ECON 02: Cost per Planning Application                    | 2020-21 | £ 5,995 ↘     | £ 5,857        | 5    | 5             |
| ECON 03: Average Time per Commercial Planning Application | 2020-21 | 10.02 Weeks ↘ | 9.23 Weeks     | 5    | 6             |

## Environmental Services

### Cost of Regulation

| Indicator   | Period  | Value      | Previous Value | Rank | Previous Rank |
|---|---------|------------|----------------|------|---------------|
| ENV 05: Cost of Trading Standards and Environmental Health per 1,000 Population         | 2020-21 | £ 22.68K ↘ | £ 22.23K       | 8    | 8             |
| ENV 05a: Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 Population | 2020-21 | £ 8.95K ↘  | £ 8.33K        | 8    | 8             |
| ENV 05b: Cost of Environmental Health per 1,000 Population                              | 2020-21 | £ 13.73K ↑ | £ 13.89K       | 7    | 7             |

### Road Maintenance

| Indicator  | Period  | Value      | Previous Value | Rank | Previous Rank |
|--|---------|------------|----------------|------|---------------|
| ENV 04a: Cost of Maintenance per Kilometre of Roads                                  | 2020-21 | £ 10.46K ↑ | £ 13.25K       | 6    | 8             |
| ENV 04b: % of A class Roads That Should be Considered for Maintenance Treatment      | 2019-21 | 32.6% ↘    | 31.9%          | 5    | 5             |
| ENV 04c: % of B class Roads That Should be Considered for Maintenance Treatment      | 2019-21 | 42.0% ↘    | 40.1%          | 8    | 8             |
| ENV 04d: % of C class Roads That Should be Considered for Maintenance Treatment      | 2019-21 | 42.0% ↘    | 40.5%          | 7    | 6             |
| ENV 04e: % of Unclassified Roads That Should be Considered for Maintenance Treatment | 2017-21 | 45.9% ↑    | 46.1%          | 8    | 8             |

### Street Cleaning

| Indicator   | Period  | Value      | Previous Value | Rank | Previous Rank |
|---|---------|------------|----------------|------|---------------|
| ENV 03a: Net Cost of Street Cleaning per 1,000 Population | 2020-21 | £ 18.47K ↑ | £ 21.67K       | 7    | 8             |
| ENV 03c: Street Cleanliness Score (% Acceptable)          | 2020-21 | 92.6% ↘    | 96.3%          | 4    | 1             |
| ENV 07b: % of Adults Satisfied with Street Cleaning       | 2017-20 | 59.5% ↑    | 55.5%          | 5    | 8             |

### Waste & Recycling

| Indicator   | Period  | Value   | Previous Value | Rank | Previous Rank |
|---|---------|---------|----------------|------|---------------|
| ENV 01a: Net Cost per Waste Collection per Premises             | 2020-21 | £ 138 ↑ | £ 139          | 8    | 8             |
| ENV 02a: Net Cost per Waste Disposal per Premises               | 2020-21 | £ 109 ↘ | £ 94           | 8    | 5             |
| ENV 06: The % of Total Household Waste Arising that is Recycled | 2020-21 | 47.8% ↘ | 54.8%          | 6    | 5             |
| ENV 07a: % of Adults Satisfied with Refuse Collection           | 2017-20 | 69.7% ↑ | 64.3%          | 7    | 8             |

## Financial Sustainability

### Financial Position

| Indicator   | Period  | Value   | Previous Value | Rank | Previous Rank |
|---|---------|---------|----------------|------|---------------|
| FINSUS 01: Total Useable Reserves as a % of Council Annual Budgeted Revenue               | 2020-21 | 23.9% ↑ | 17.1%          | 4    | 3             |
| FINSUS 02: Uncommitted General Fund Balance as a % of Council Annual Budgeted net Revenue | 2020-21 | 5.3% ↑  | 4.2%           | 3    | 2             |
| FINSUS 03: Ratio of Financing Costs to Net Revenue Stream - General Fund                  | 2020-21 | 7.0% ↑  | 9.0%           | 5    | 6             |
| FINSUS 04: Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account       | 2020-21 | 19.0% → | 19.0%          | 4    | 4             |
| FINSUS 05: Actual Outturn as a % of Budgeted Expenditure                                  | 2020-21 | 98.7% ↑ | 100.1%         | 7    | 7             |

## Housing Services

### Management & Homelessness

| Indicator  | Period  | Value   | Previous Value | Rank | Previous Rank |
|--|---------|---------|----------------|------|---------------|
| HSN 01b: Gross rent Arrears (All Tenants) as at 31 March Each Year as a % of Rent Due for the Reporting Year | 2020-21 | 11.3% ↑ | 12.0%          | 6    | 6             |
| HSN 02: % of Rent Due in the Year That was Lost Due to Voids   | 2020-21 | 0.8% ↘  | 0.7%           | 3    | 3             |

### Property & Assets

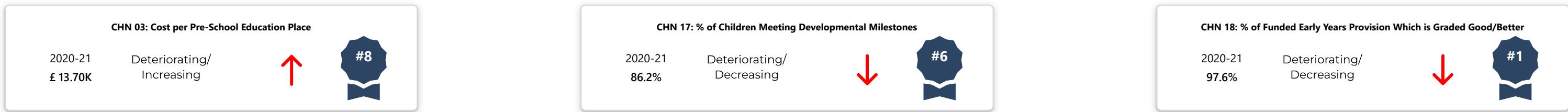
| Indicator   | Period  | Value       | Previous Value | Rank | Previous Rank |
|---|---------|-------------|----------------|------|---------------|
| HSN 03: % of Dwellings Meeting SHQS                           | 2020-21 | 90.8% ↘     | 96.5%          | 5    | 2             |
| HSN 04b: Average Time Taken to Complete Non-Emergency Repairs | 2020-21 | 3.16 Days ↑ | 3.67 Days      | 1    | 1             |
| HSN 05a: % of Council Dwellings that are Energy Efficient     | 2020-21 | 93.1% ↑     | 92.2%          | 1    | 1             |

## Tackling Climate Change

### Climate Change Emissions

| Indicator   | Period  | Value       | Previous Value | Rank | Previous Rank |
|---|---------|-------------|----------------|------|---------------|
| CLIM 01: CO2 Emissions Area Wide per Capita                               | 2020-21 | 4.90 tCO2 ↑ | 6.17 tCO2      | 5    | 6             |
| CLIM 02: CO2 Emissions Area Wide: Emissions Within Scope of LA per Capita | 2020-21 | 5.35 tCO2 ↑ | 6.15 tCO2      | 7    | 7             |

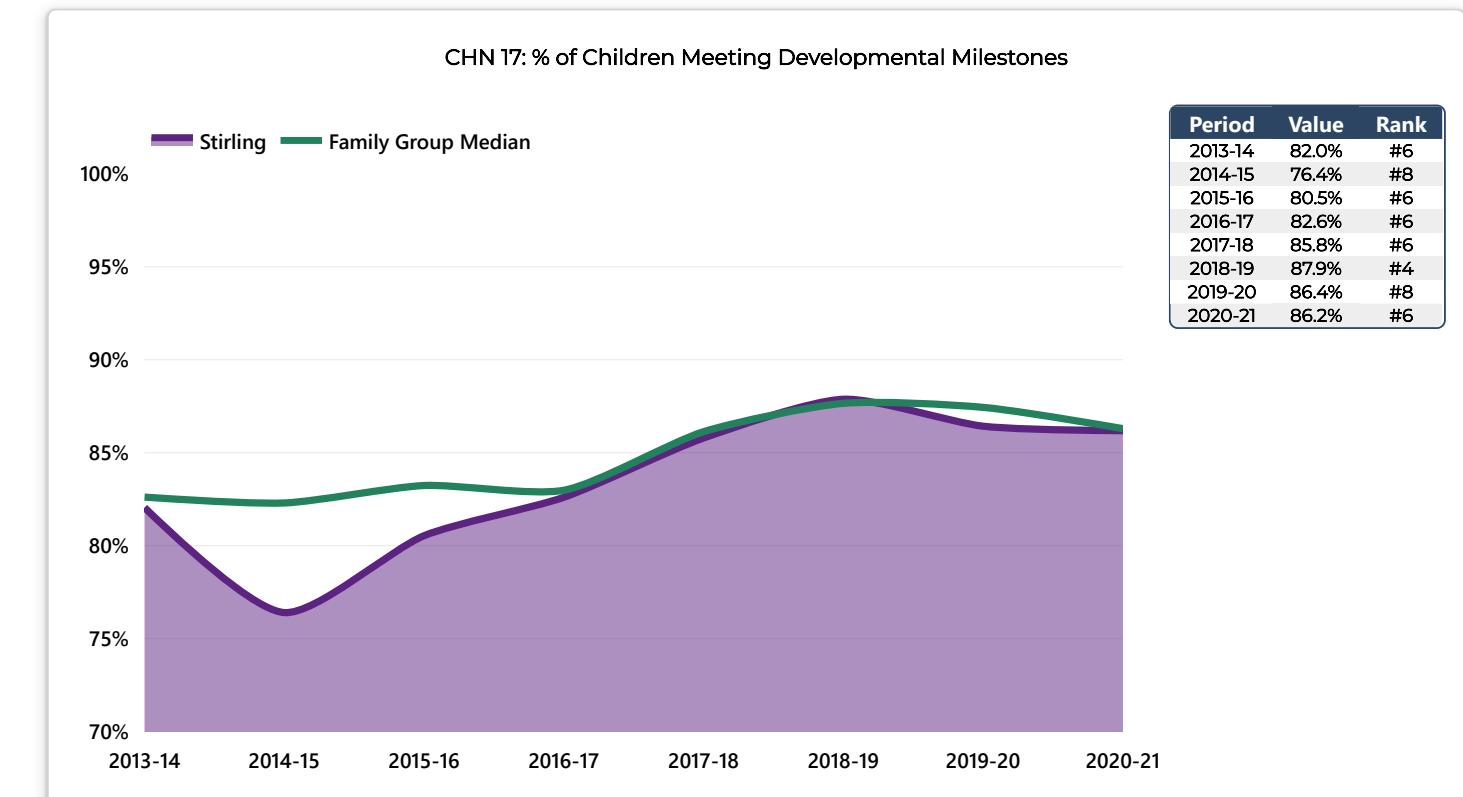
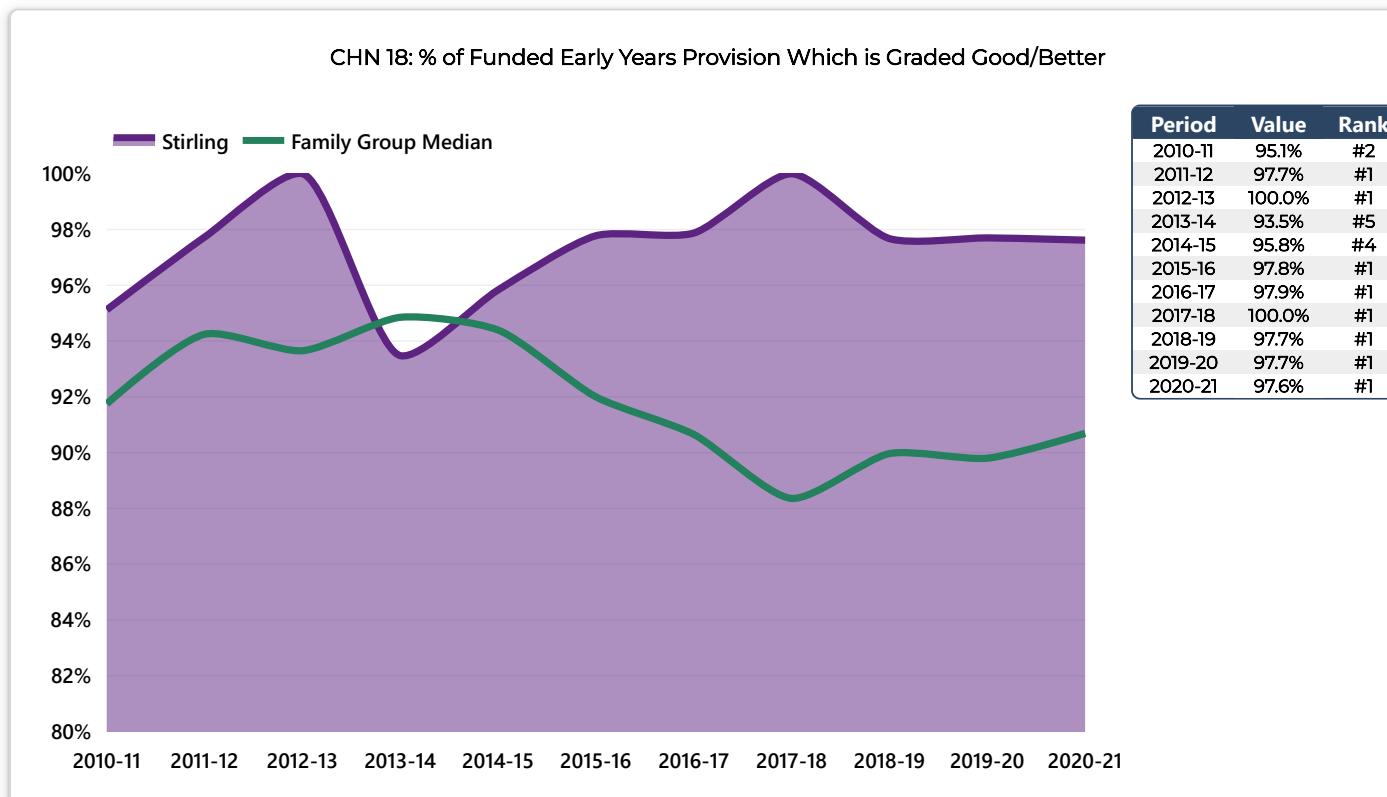
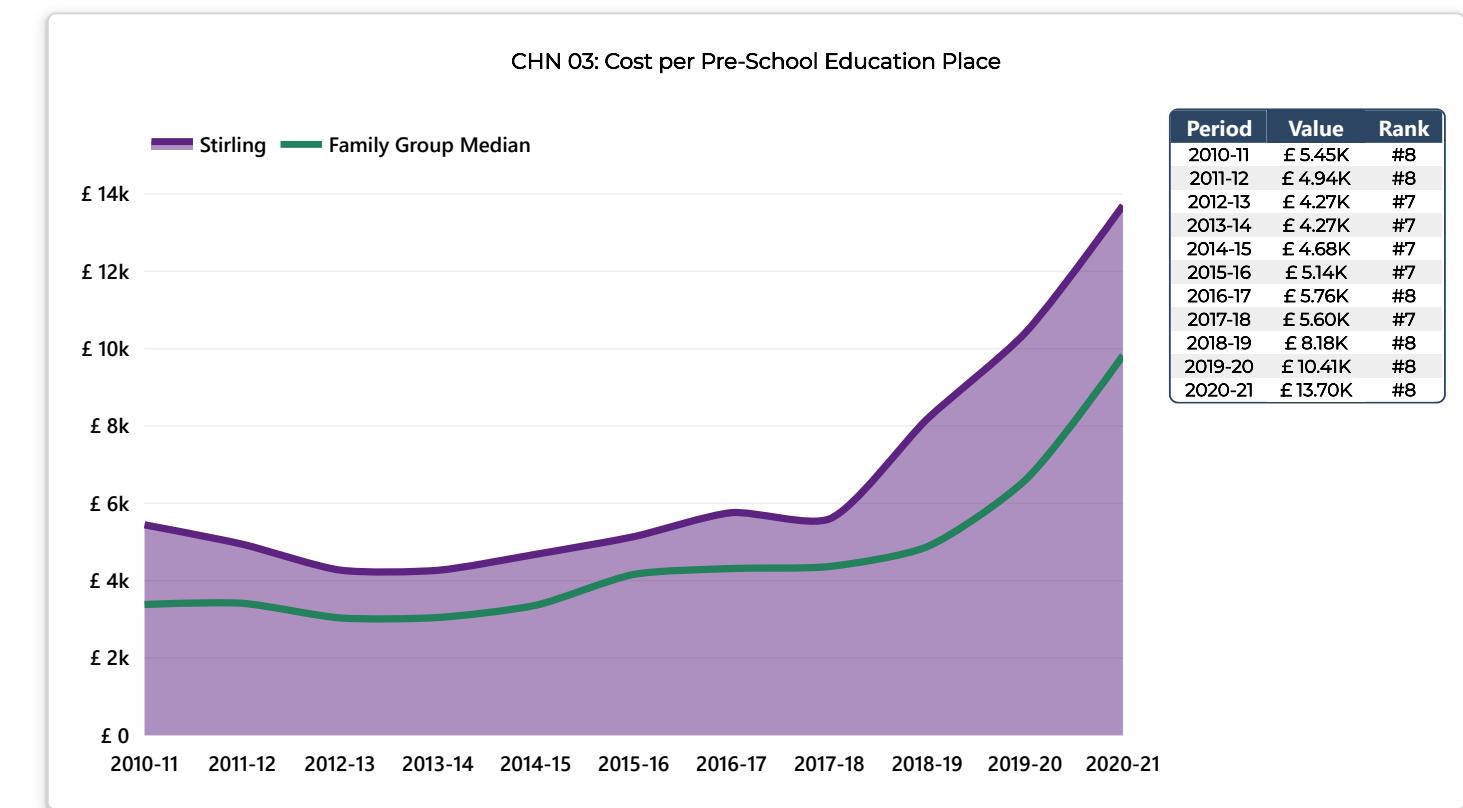
# Early Years



1140 hours of early learning and childcare has been delivered in Stirling in all nurseries, and with funded childminders, since August 2020. This was one year ahead of the statutory duty. In addition to this, parents/carers can purchase more hours where available and can purchase places for babies and toddlers until they become entitled to free childcare.

Over the last 2 years, we have focussed on developing a Play and Learning Framework which places value on the importance of relationships, communication, interactions, family and of diverse communities working together to support the children. It provides a shared framework, which enables all Funded Providers; local authority, partner nurseries and partner childminders, to collaborate with each other, children and families in order to promote the rights of the child. This ensures a consistent and holistic approach in scaffolding and progressing children's learning and development, through play.

We are working now to embed the Framework, further develop approaches to self-evaluation and redesign family learning to ensure it is relevant and accessible to all children and families.



# Primary Schools

**CHN 01: Cost per Primary School Pupil**

2020-21 Deteriorating/  
Increasing  #7 

**CHN 13a: % of P1, P4 and P7 Pupils Combined Achieving Expected CfE Level in Literacy**

2020-21 Deteriorating/  
Decreasing  #1 

**CHN 13b: % of P1, P4 and P7 Pupils Combined Achieving Expected CfE Level in Numeracy**

2020-21 Deteriorating/  
Decreasing  #1 

**CHN 14a: Literacy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils**

2020-21 Deteriorating/  
Increasing  #8 

**CHN 14b: Numeracy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils**

2020-21 Deteriorating/  
Increasing  #8 

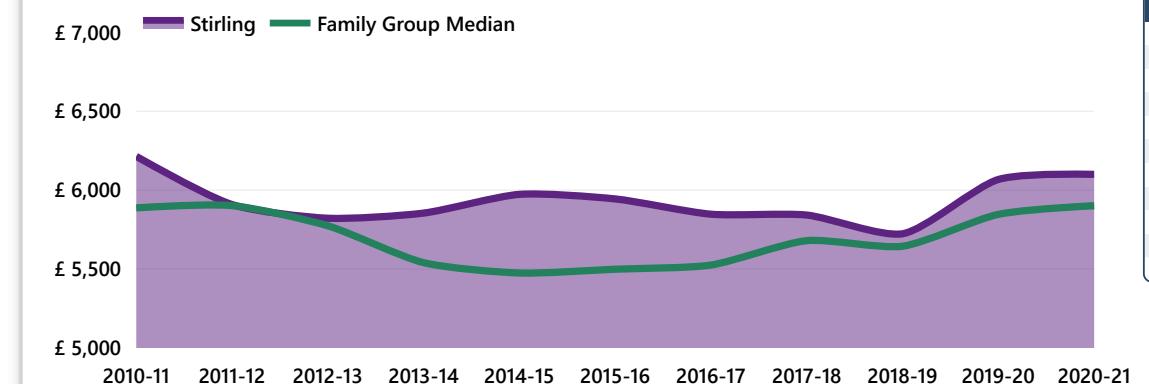
Between 2016-2019, Achievement of Curriculum for Excellence Levels (ACEL) demonstrated that over time levels of attainment in Stirling in P1, P4, P7 and S3 continually improved. At June 2019, Stirling's attainment levels in all areas of literacy and numeracy were higher than national averages.

The Scottish Government did not collect Achievement of CfE Levels data for any pupils in 2019-20 due to the Covid-19 pandemic and therefore there was no national data at June 2020. In 2020-21 data was collected for pupils in P1, P4 and P7 but was not collected for pupils in S3 due to other pressures. At June 2021, attainment in Stirling across P1, P4 and P7 was lower than that of June 2019, although above national averages. This reflects the impact of Covid-19 and several periods of national and local school closures.

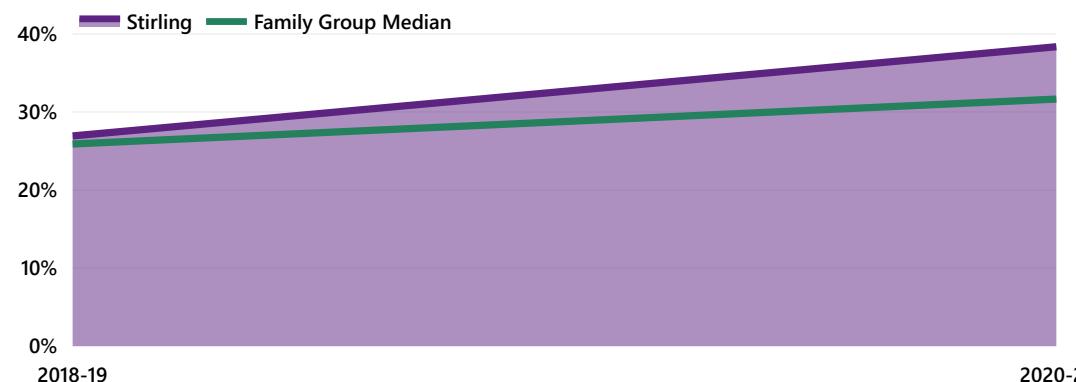
Schools focused on recovery, resilience and reconnection to continue to support children's health and wellbeing and continue to build on prior learning. Schools were allocated additional Scottish Government funding to implement targeted interventions to support education recovery efforts for all children and young people. This has included, for example, targeted group work to support progress in literacy and numeracy. Effective tracking and monitoring at school level is already indicating the positive impact of this focus.

The impact of school closures has been more marked on the progress and attainment of children affected by poverty. There has been an increase of 15% premium to Pupil Equity Funding (PEF) and Covid-19 additional funding to tackle the poverty related attainment gap, recognising the new and additional challenges faced as a result of Covid-19.

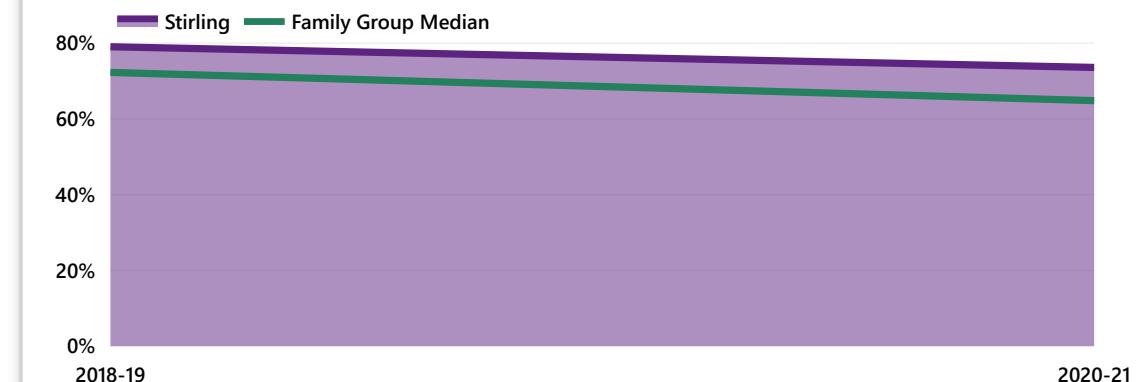
**CHN 01: Cost per Primary School Pupil**



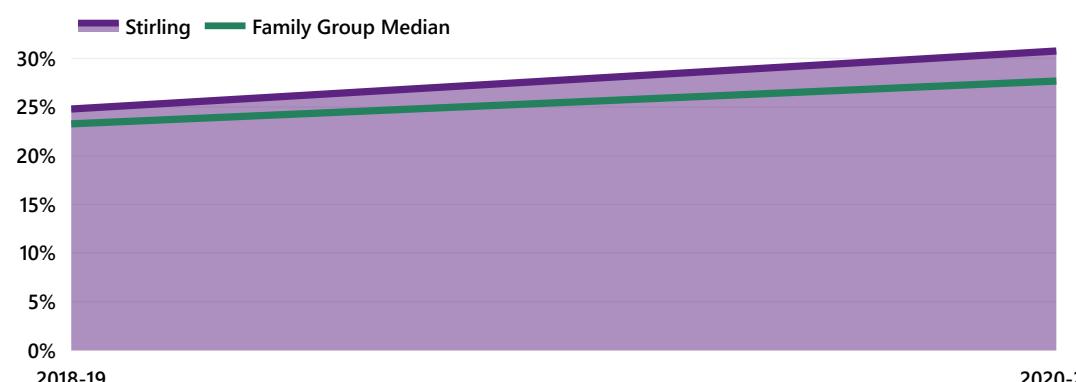
**CHN 14a: Literacy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils**



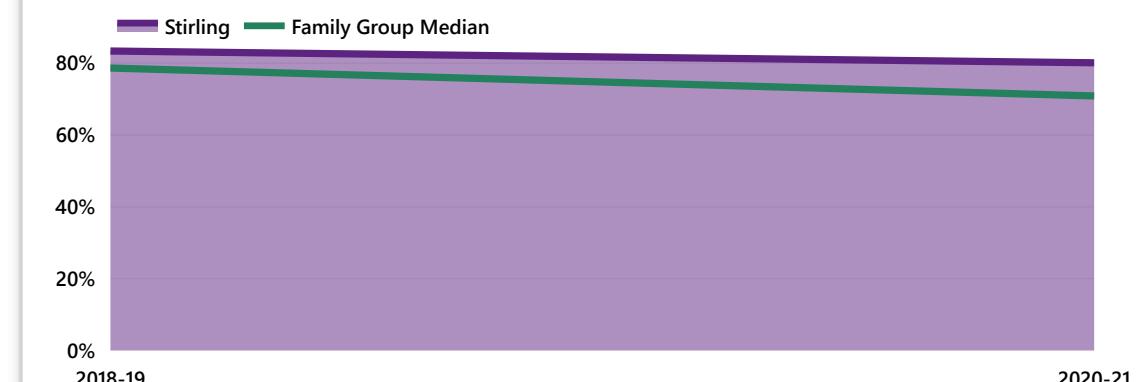
**CHN 13a: % of P1, P4 and P7 Pupils Combined Achieving Expected CfE Level in Literacy**



**CHN 14b: Numeracy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils**



**CHN 13b: % of P1, P4 and P7 Pupils Combined Achieving Expected CfE Level in Numeracy**

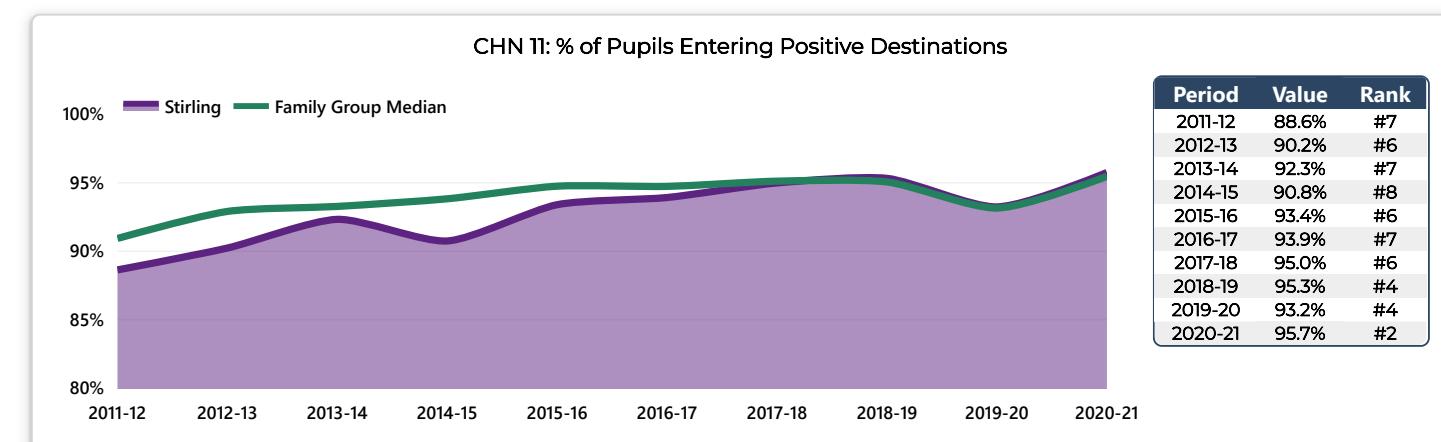
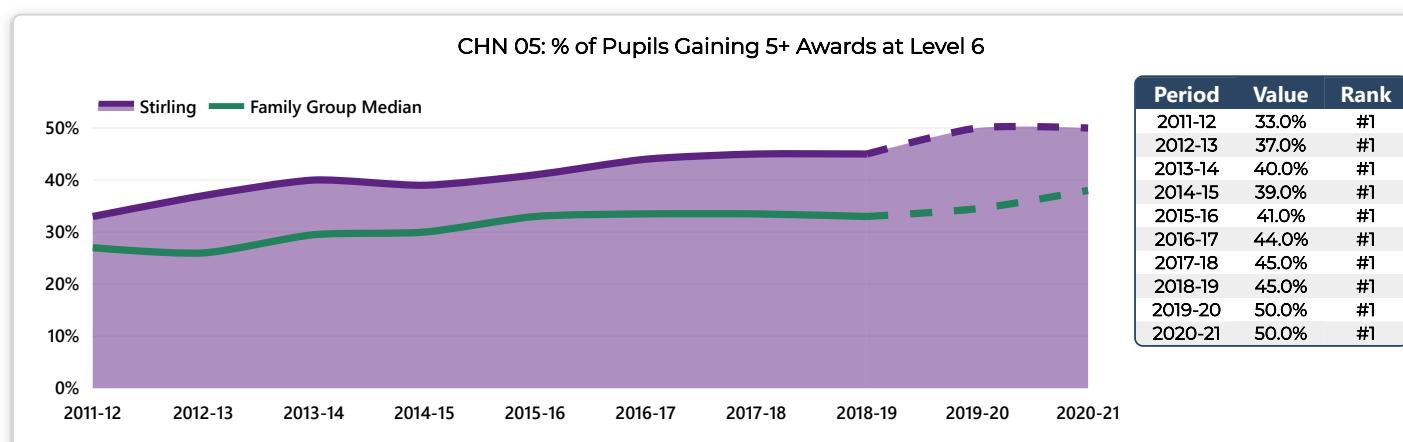
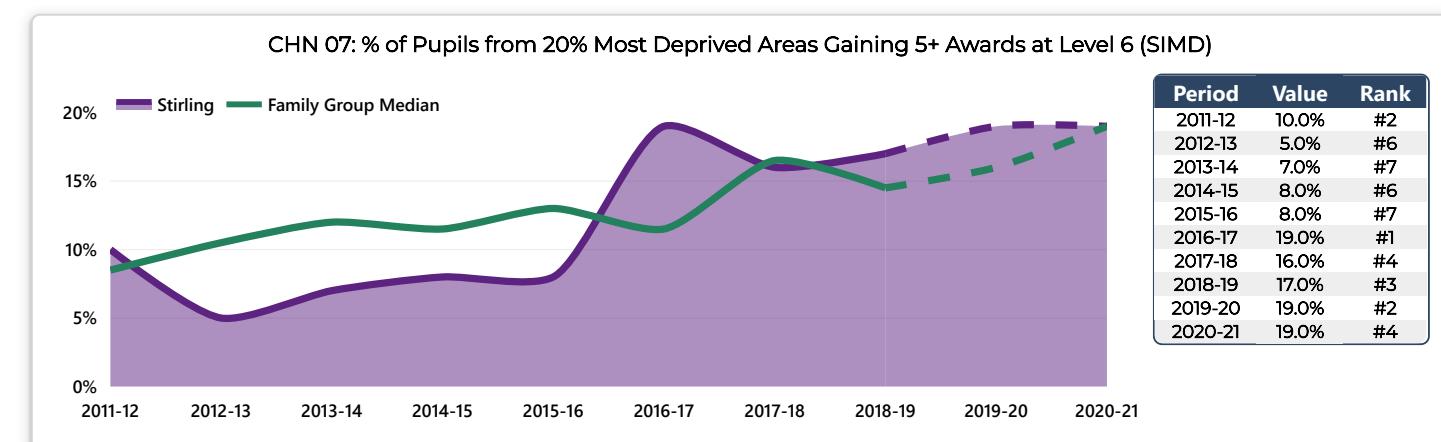
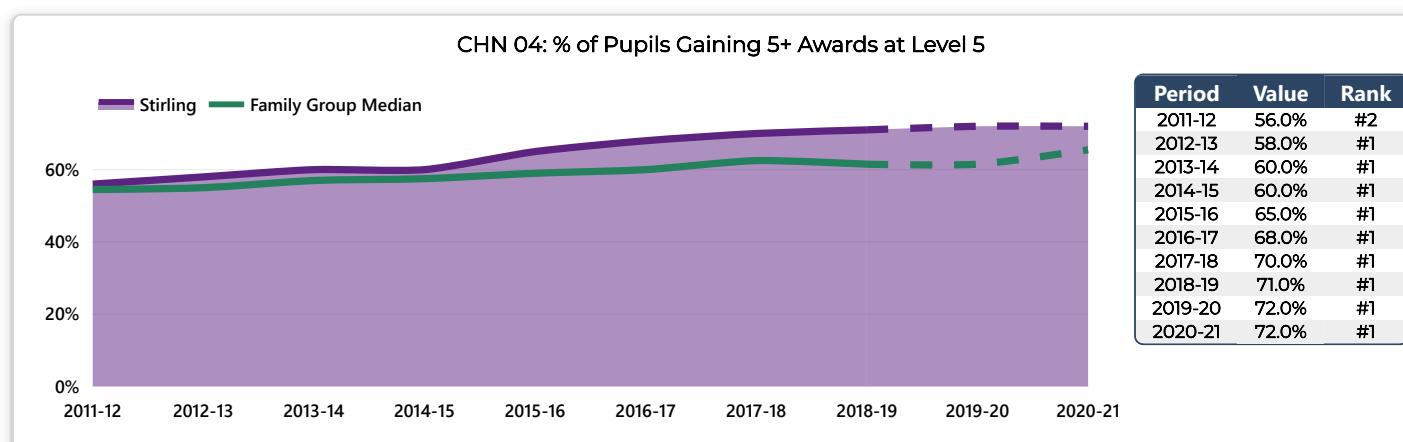
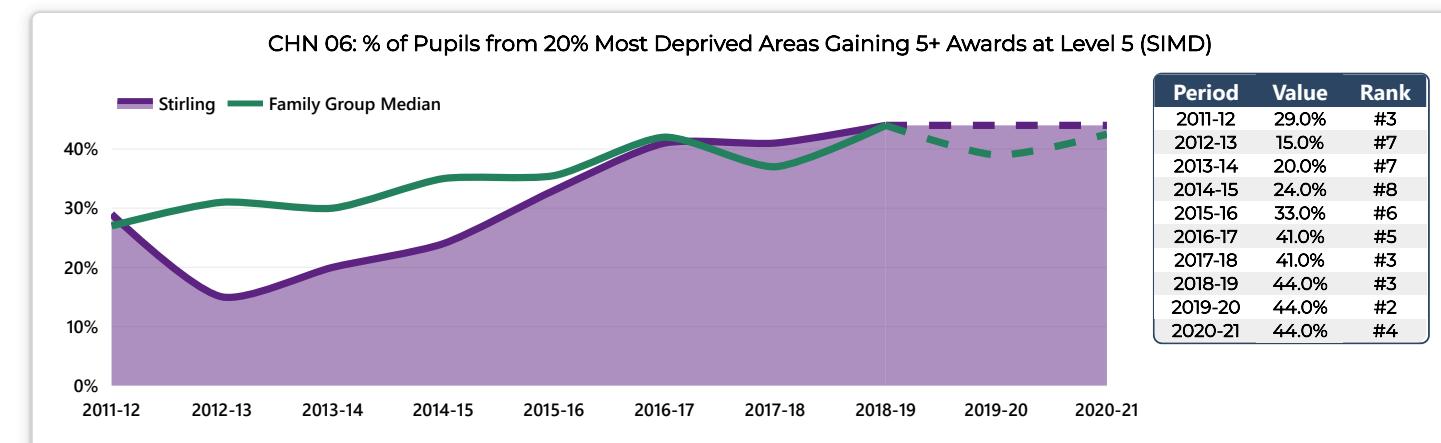
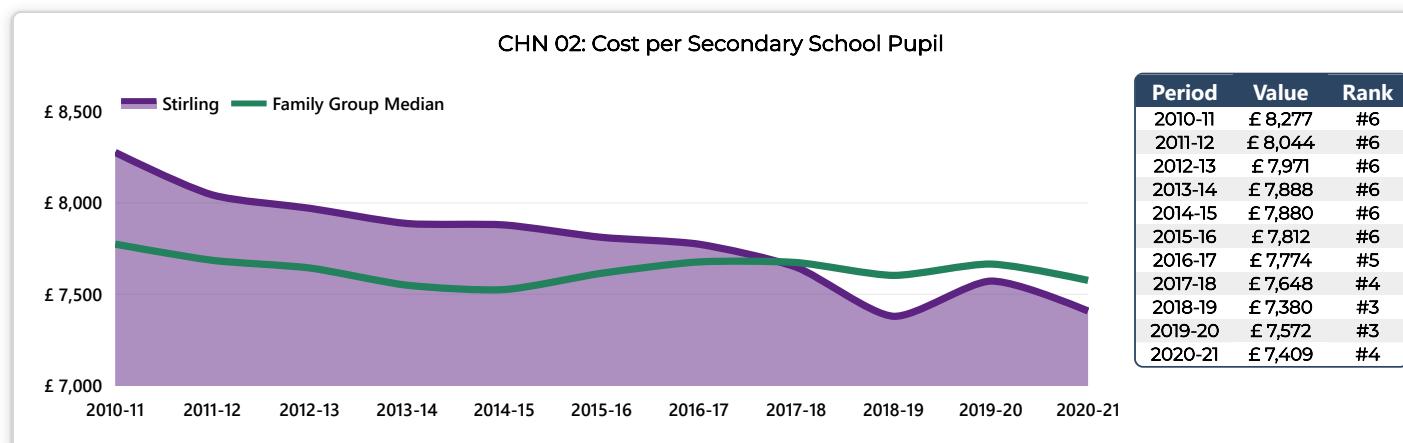


# Secondary Schools



Overall SPYP 2020/21 Narrative for CHN 2, 4, 5, 6, 7 & 11 Our priority focus continues to work with schools and external organisations to close the attainment gap and widen the curriculum offer within our Stirling secondary schools. A key focus of this work is identifying action to promote equity and using attainment data to evaluate existing interventions and identify areas of further improvement. Within this it is recognised that developing a wider curriculum offer and increasing flexible progression pathways are important areas of development in order to provide the most appropriate and positive outcomes for our young people.

Due to Covid-19, that change in certification methods in 20/21 and the cancellation of examinations in 2019/20, caution should be exercised when comparing data with previous years. Any change between the attainment levels of the 2020/21 cohort and those of previous years should therefore not be seen as an indication that performance has improved, or worsened without further analysis.



# School Attendance

CHN 19a: School Attendance Rates (per 100 Pupils)

2020-21 Deteriorating/  
Decreasing  
93.4%



CHN 19b: School Attendance Rates (per 100 'Looked After Children')

2018-19 Improving/  
Increasing  
85.4%



Data confirms that Stirling is ranked 8 out of 32 local authorities for school attendance rates which is positive however, similar to the national trend, we are recording a declining pattern. Attendance continues to remain a high priority for education, taking account of the declining pattern and the link between attendance and attainment.

A range of work has been undertaken to explore the reasons for higher absences, which include pupil mental wellbeing, parental issues and curriculum offers not meeting the needs for some learners.

Many schools are using the Pupil Equity Fund to recruit additional health and wellbeing officers who can work with families to help identify and alleviate the range of possible barriers to good attendance. Schools and nurseries are using attendance data more regularly to identify absences at an earlier stage to reduce the risks of persistent low attendance. This recent work may explain why the decline in attendance in Stirling is less significant than the national pattern or that of our family group; 2018/19 to 2020/21 shows a Scottish decline of 1% and a family group of 0.5% compared to 0.3% in Stirling.

Future activity includes a review and update of Stirling's guidance on 'Promoting and Managing School Attendance' for education establishments. There will also be a focus on S4 attendance at a Regional Improvement Collaborative (RIC) level informed by data and, adopting an equity lens approach to considering further improvements in attendance for pupils from areas of high deprivation. Supporting care experienced children and young people to attend and engage in education continues to be a key priority for the Virtual Head Team.

CHN 20a: School Exclusions (per 1,000 Pupils)

2020-21 Improving/  
Decreasing  
7.0



CHN 20b: School Exclusions (per 1,000 'Looked After Children')

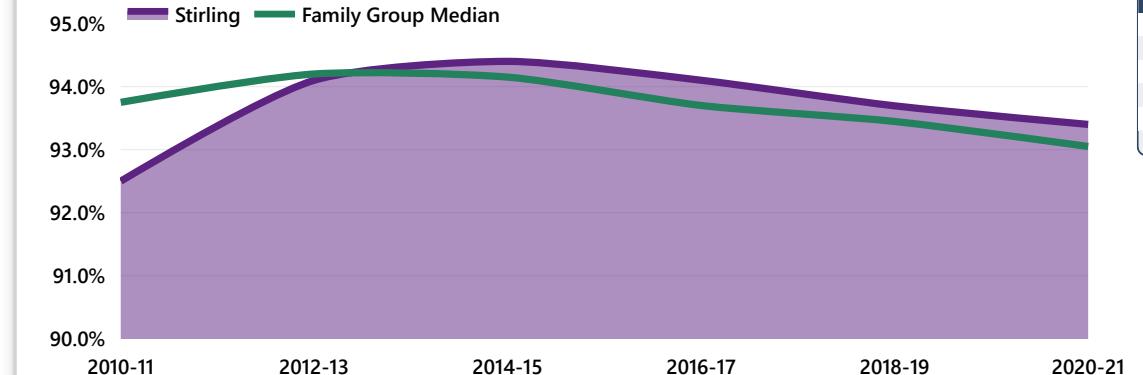
2018-19 Improving/  
Decreasing  
115.4



CHN 19a: School Attendance Rates (per 100 Pupils)

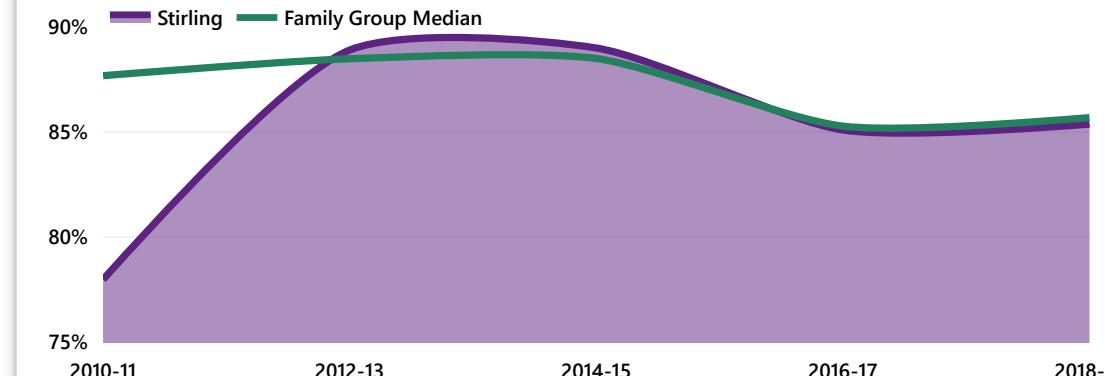
Period Value Rank

| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 92.5% | #8   |
| 2012-13 | 94.1% | #6   |
| 2014-15 | 94.4% | #1   |
| 2016-17 | 94.1% | #2   |
| 2018-19 | 93.7% | #3   |
| 2020-21 | 93.4% | #2   |



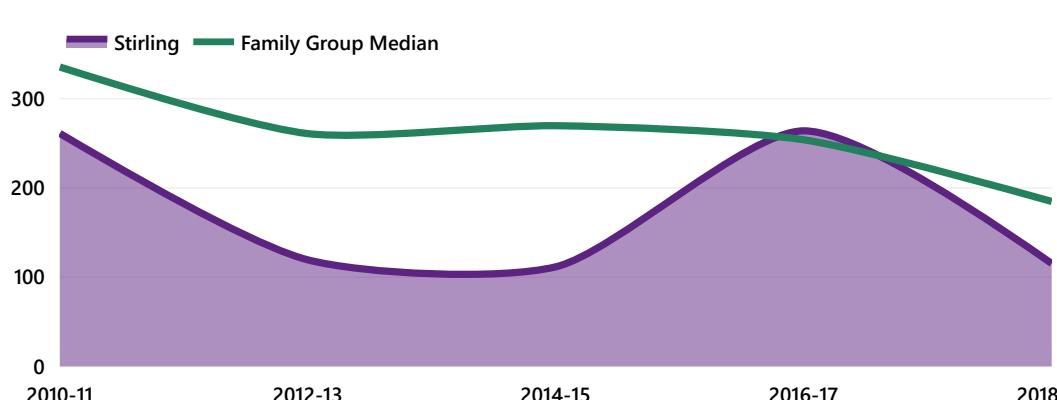
CHN 19b: School Attendance Rates (per 100 'Looked After Children')

| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 78.0% | #8   |
| 2012-13 | 88.9% | #3   |
| 2014-15 | 89.0% | #3   |
| 2016-17 | 85.1% | #5   |
| 2018-19 | 85.4% | #7   |



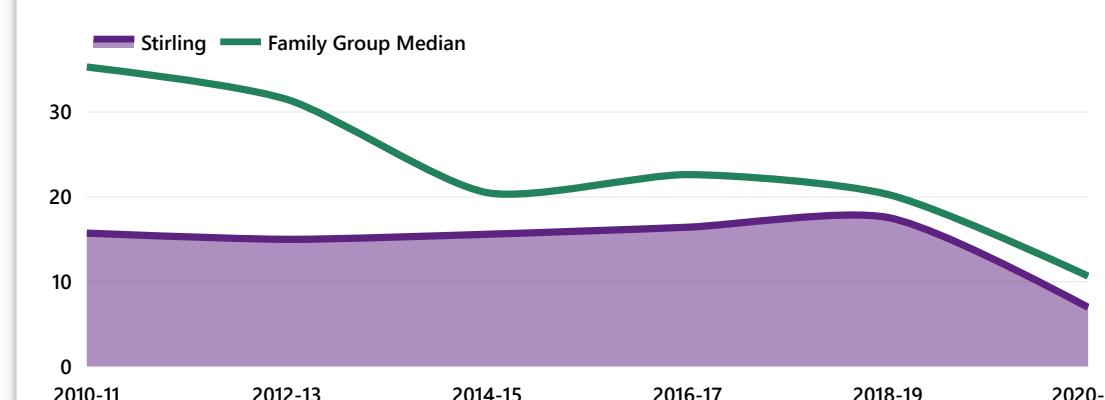
CHN 20b: School Exclusions (per 1,000 'Looked After Children')

| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 261.1 | #2   |
| 2012-13 | 119.5 | #1   |
| 2014-15 | 111.7 | #1   |
| 2016-17 | 264.0 | #5   |
| 2018-19 | 115.4 | #2   |



CHN 20a: School Exclusions (per 1,000 Pupils)

| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 15.7  | #1   |
| 2012-13 | 15.0  | #1   |
| 2014-15 | 15.6  | #1   |
| 2016-17 | 16.4  | #2   |
| 2018-19 | 17.6  | #2   |
| 2020-21 | 7.0   | #2   |



# School Leaver

**CHN 12a: Overall Average Total Tariff**

2020-21 Improving/  
Increasing  

**CHN 12b: Average Total Tariff SIMD Quintile 1**

2020-21 Improving/  
Increasing  

**CHN 12c: Average Total Tariff SIMD Quintile 2**

2020-21 Improving/  
Increasing  

**CHN 12d: Average Total Tariff SIMD Quintile 3**

2020-21 Improving/  
Increasing  

**CHN 12e: Average Total Tariff SIMD Quintile 4**

2020-21 Improving/  
Increasing  

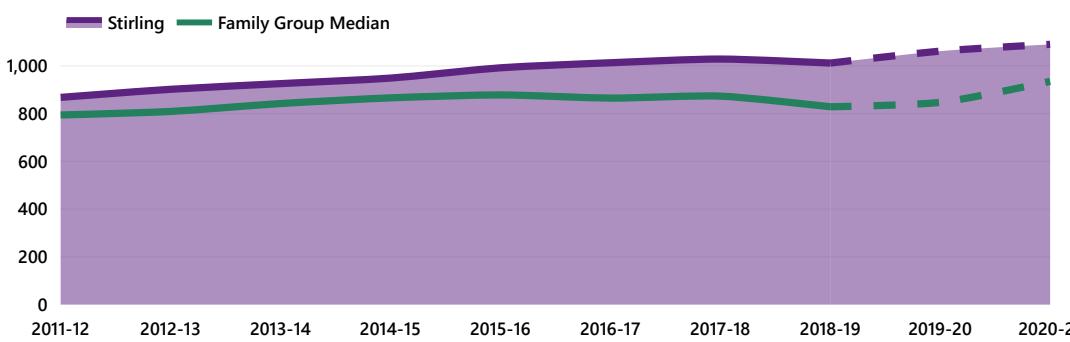
**CHN 12f: Average Total Tariff SIMD Quintile 5**

2020-21 Deteriorating/  
Decreasing  

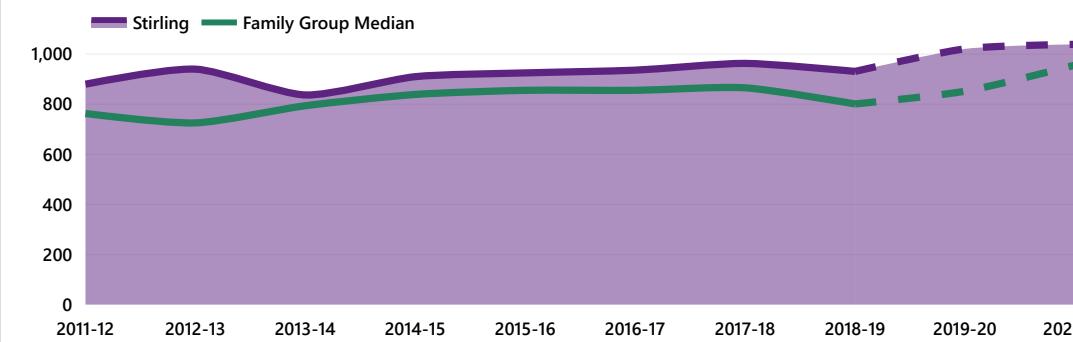
Our priority focus continues to work with schools and external organisations to close the attainment gap and widen the curriculum offer within our Stirling secondary schools. A key focus of this work is identifying action to promote equity and using attainment data to evaluate existing interventions and identify areas of further improvement. Within this it is recognised that developing a wider curriculum offer and increasing flexible progression pathways are important areas of development in order to provide the most appropriate and positive outcomes for our young people.

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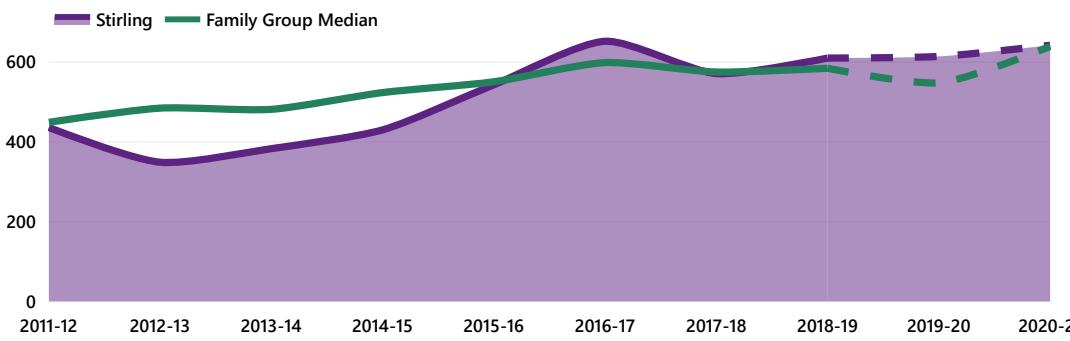
**CHN 12a: Overall Average Total Tariff**



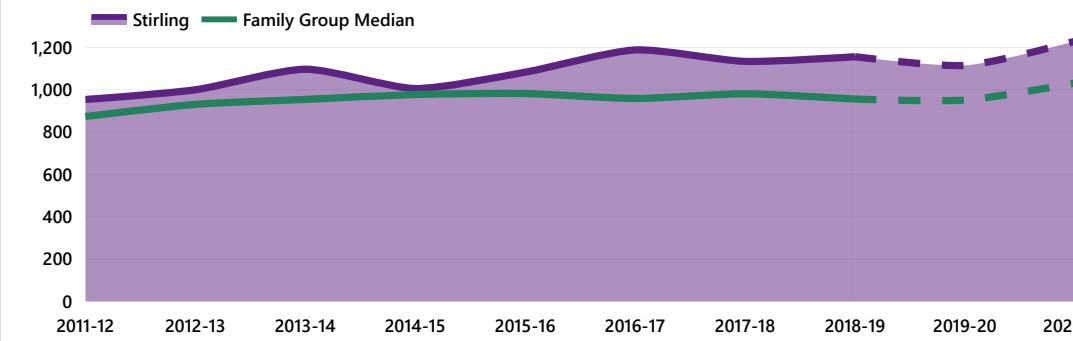
**CHN 12d: Average Total Tariff SIMD Quintile 3**



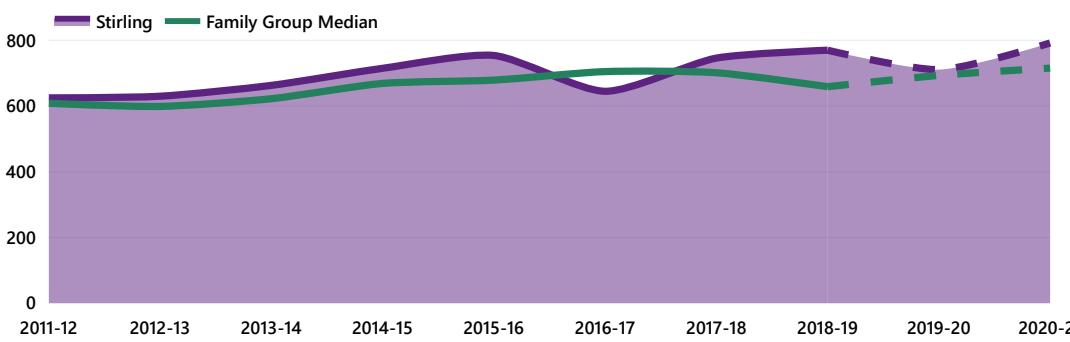
**CHN 12b: Average Total Tariff SIMD Quintile 1**



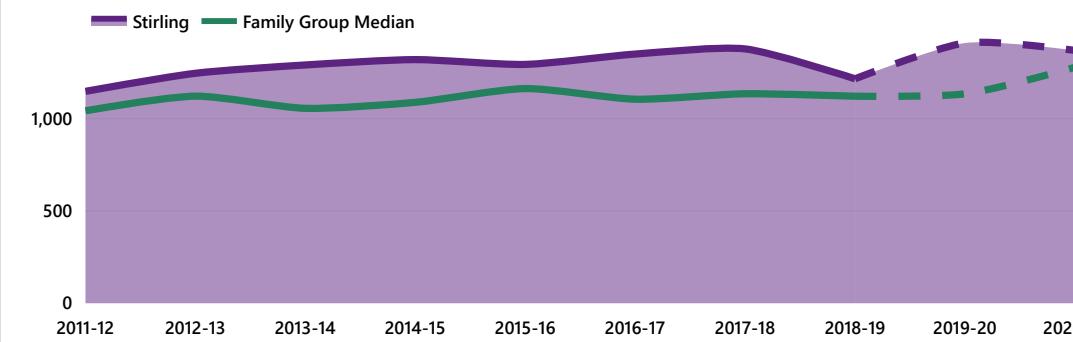
**CHN 12e: Average Total Tariff SIMD Quintile 4**



**CHN 12c: Average Total Tariff SIMD Quintile 2**



**CHN 12f: Average Total Tariff SIMD Quintile 5**



# Social Work

**CHN 08a: The Gross Costs of 'Children Looked After' in Residential Based Services per Child per Week**

2020-21 Deteriorating/  
Increasing  #3

**CHN 08b: The Gross Cost of "Children Looked After" in a Community Setting per Child per Week**

2020-21 Improving/  
Decreasing  #1

**CHN 09: Balance of Care for Looked After Children: % of Children Being Looked After in the Community**

2020-21 Deteriorating/  
Decreasing  #1

**CHN 22: % of Child Protection Re-Registrations Within 18 Months**

2020-21 Deteriorating/  
Increasing  #8

**CHN 23: % of LAC with More Than One Placement in the Last Year (Aug-Jul)**

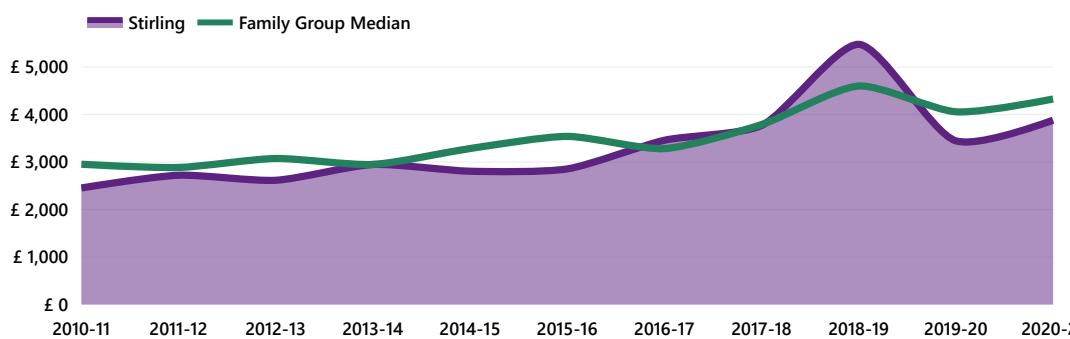
2020-21 Improving/  
Decreasing  #2

**CHN 24: % of Children Living in Poverty (After Housing Costs)**

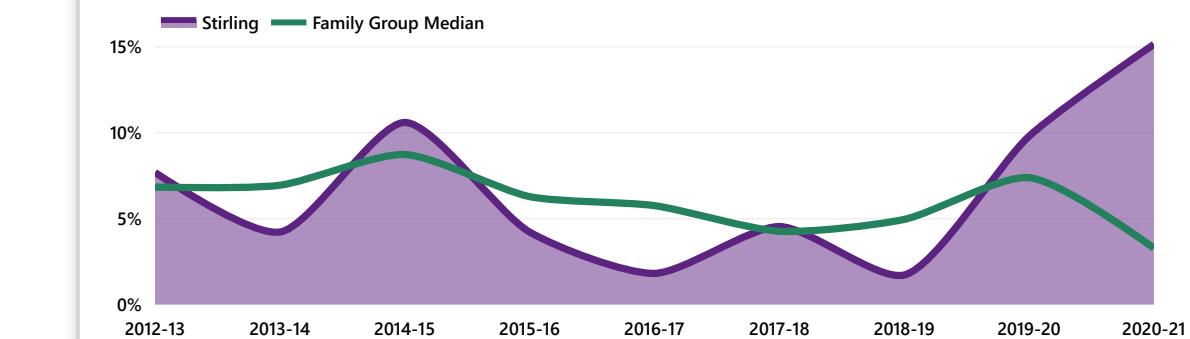
2020-21 Improving/  
Decreasing  #1

The LGBF measures for Children & Families have been broadly positive for 2020/21 with the majority of measures bettering the national average and at the top end of our family group of local authorities. This has also been the case over time with the majority of measures showing a broadly positive trend over the last 5 years. The work that has been undertaken and services delivered have helped to minimise the impact of COVID-19 and associated restrictions on our young people and their families.

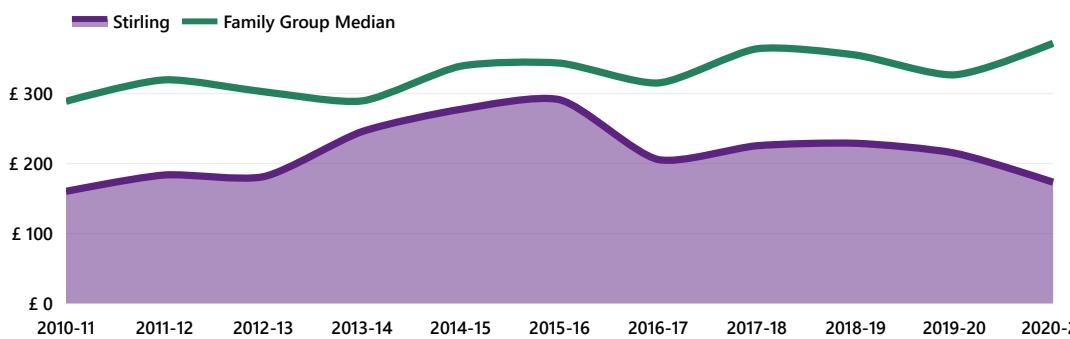
**CHN 08a: The Gross Costs of 'Children Looked After' in Residential Based Services per Child per Week**



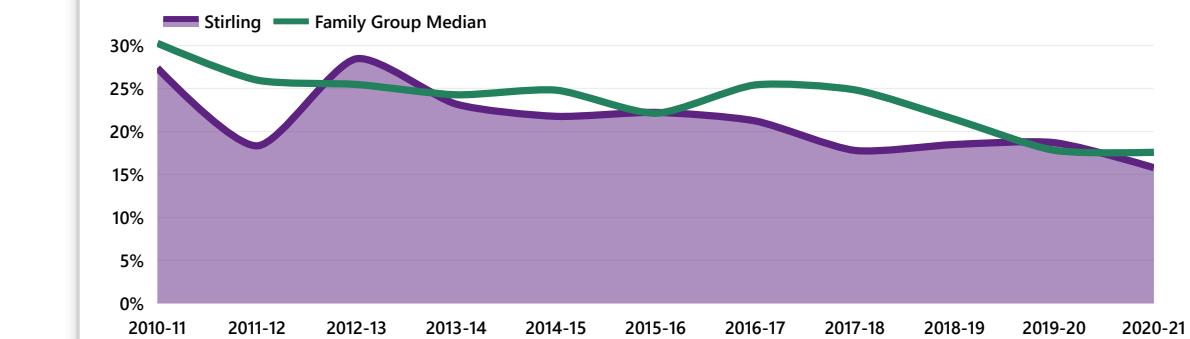
**CHN 22: % of Child Protection Re-Registrations Within 18 Months**



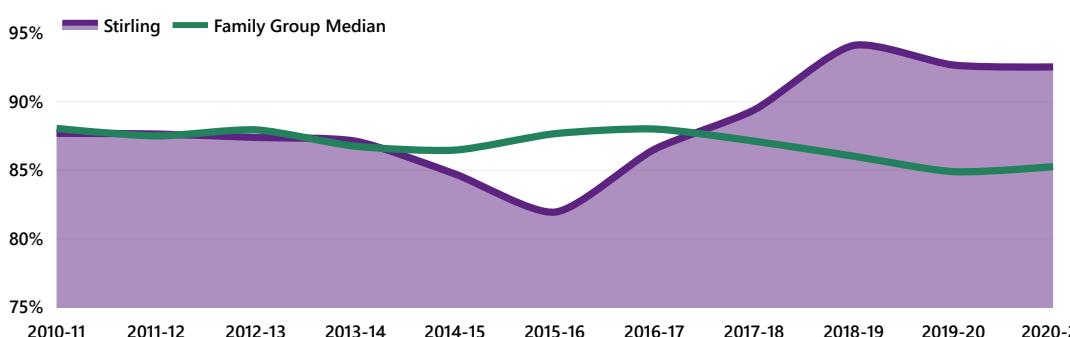
**CHN 08b: The Gross Cost of "Children Looked After" in a Community Setting per Child per Week**



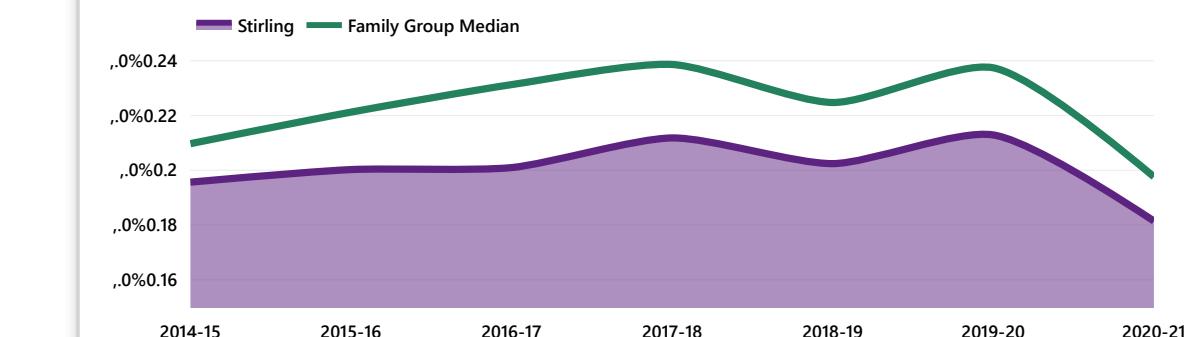
**CHN 23: % of LAC with More Than One Placement in the Last Year (Aug-Jul)**



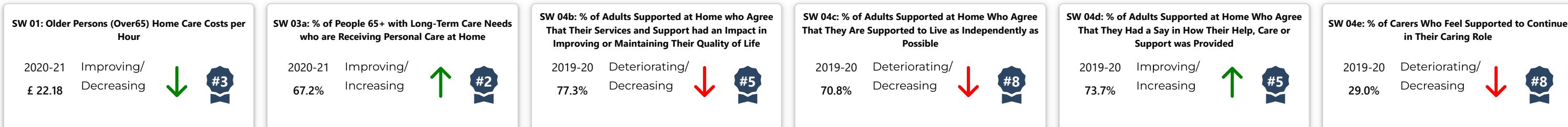
**CHN 09: Balance of Care for Looked After Children: % of Children Being Looked After in the Community**



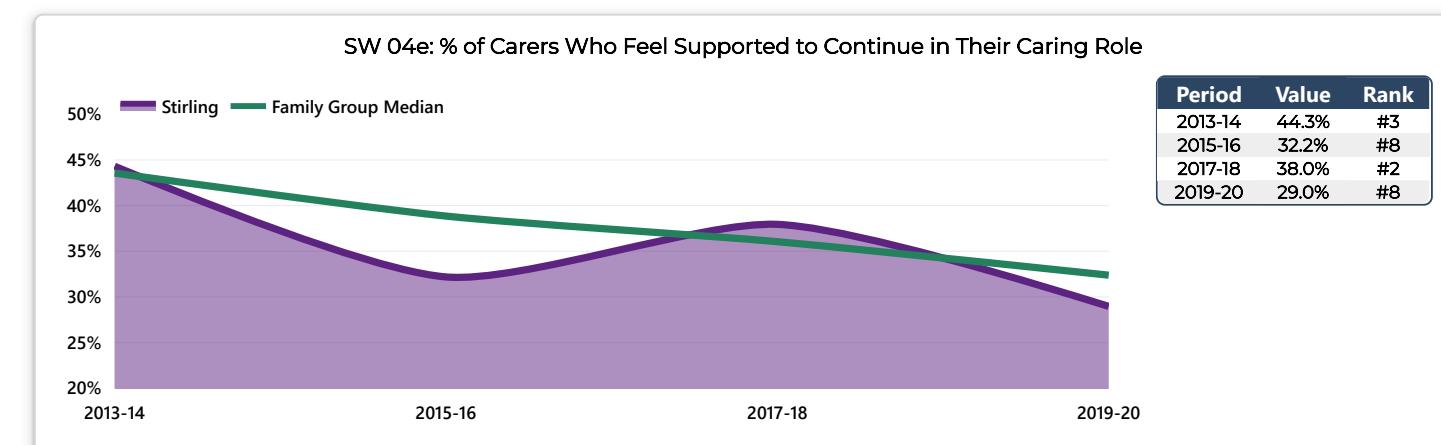
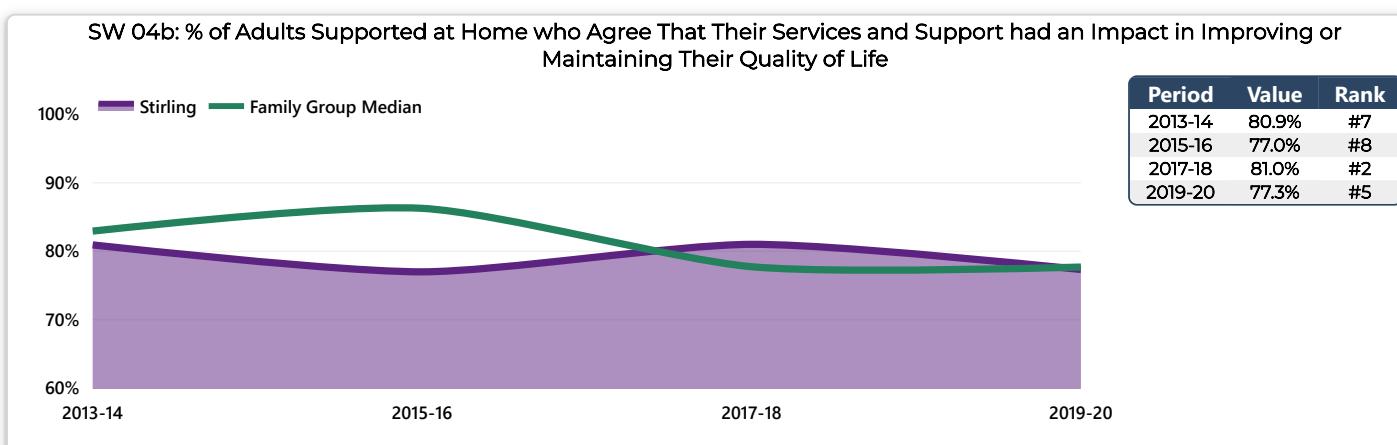
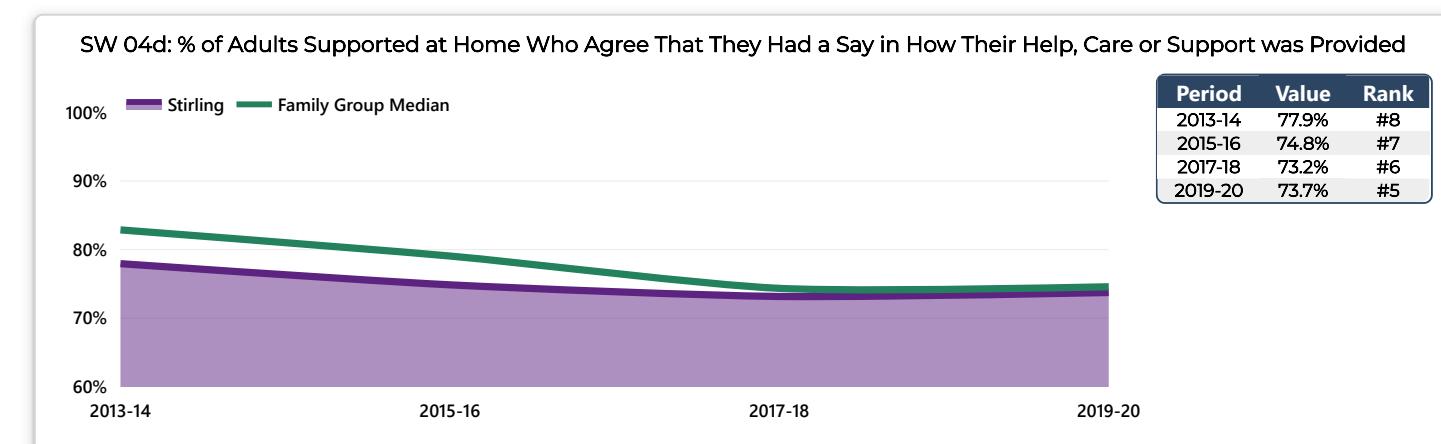
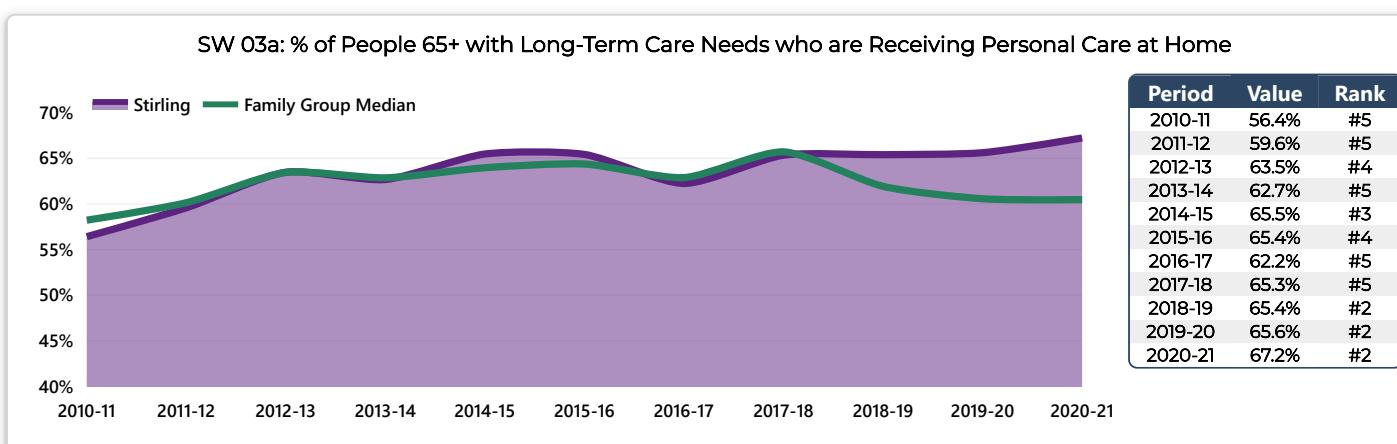
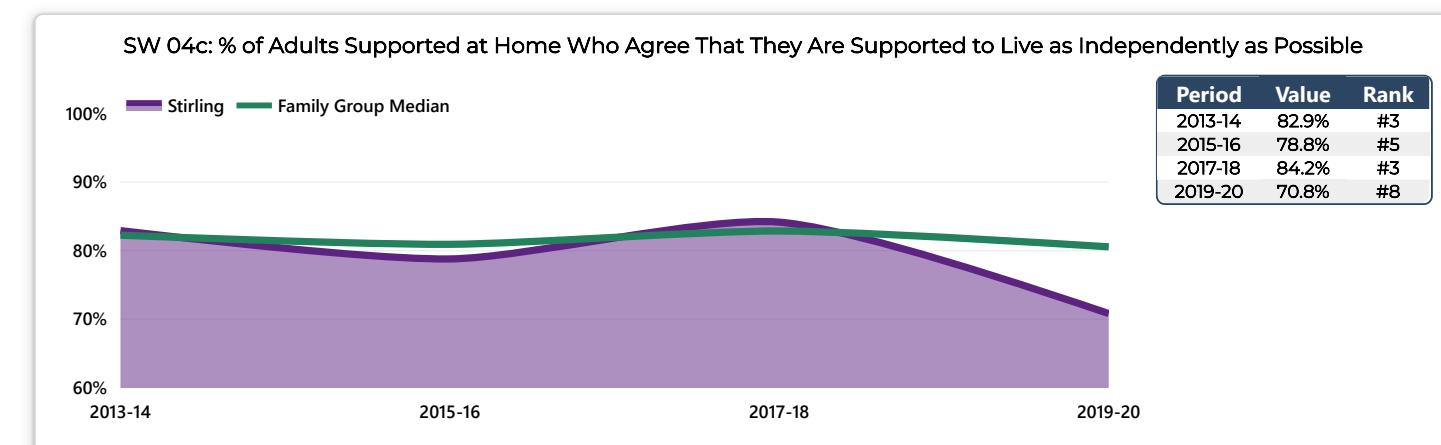
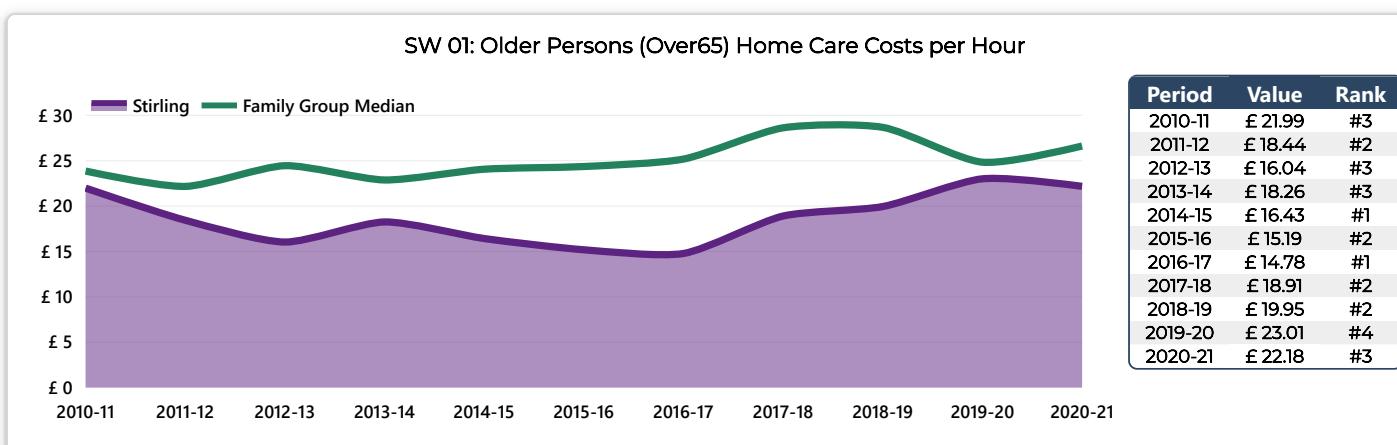
**CHN 24: % of Children Living in Poverty (After Housing Costs)**



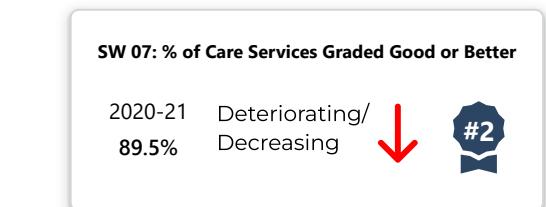
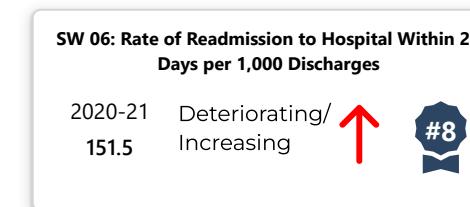
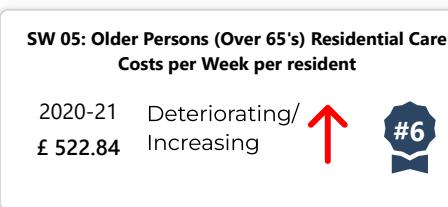
# At Home Care



Care at Home costs per hour have reduced in 2020-21 and there is an increase in the percentage of older people (65+) in the Stirling area receiving their long-term care needs at home. This is in line with the HSCP vision ensuring the outcome indicators (SW04) below are normally reported every 2 years from the Scottish Health and Care Experience Survey commissioned by the Scottish Government. The most current data is for 2019/20. The HSCP continues to focus on the development of care and support which will offer individuals, their families and carers more choice and control.



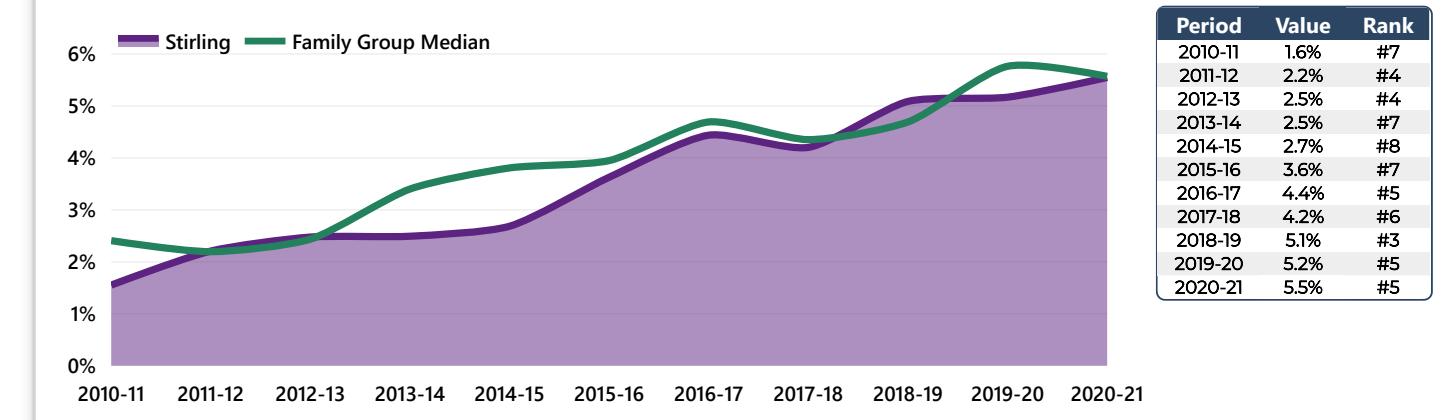
# Adult Health Care



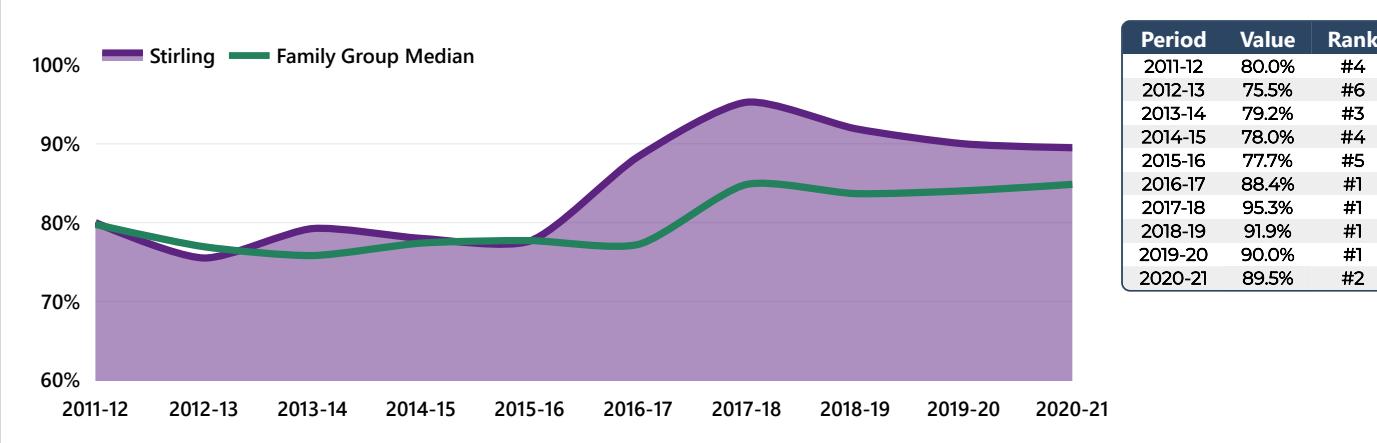
Work is ongoing to ensure that commissioned care provision is in line Clackmannanshire & Stirling HSCP's strategic priorities to provide care closer to home and to support people living with dementia.

Discharges continue to be treated as priority 1 under eligibility criteria. Performance in this key area has been challenging during the Covid pandemic and related crisis within care at home and care home services.

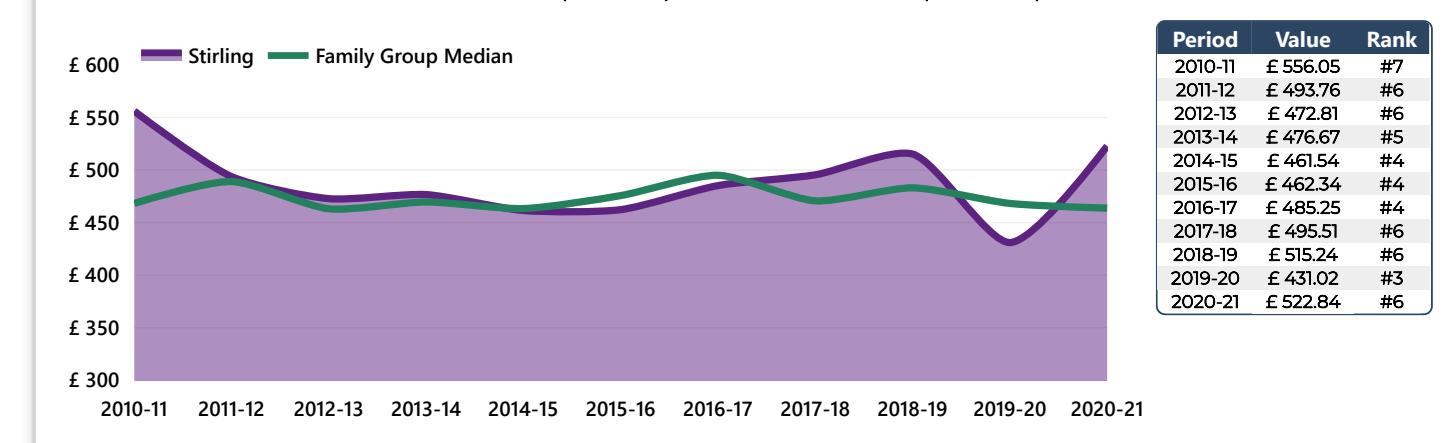
**SW 02: SDS (Direct Payment + Managed Personalised Budget) Spend on Adults 18+ as a % of Total Social Work Spend on Adults 18+**



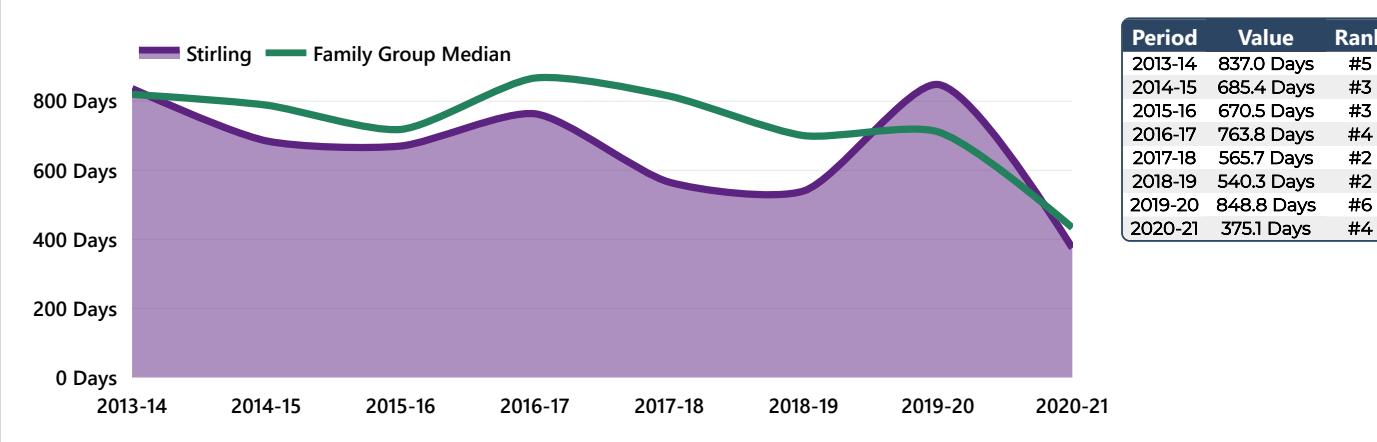
**SW 07: % of Care Services Graded Good or Better**



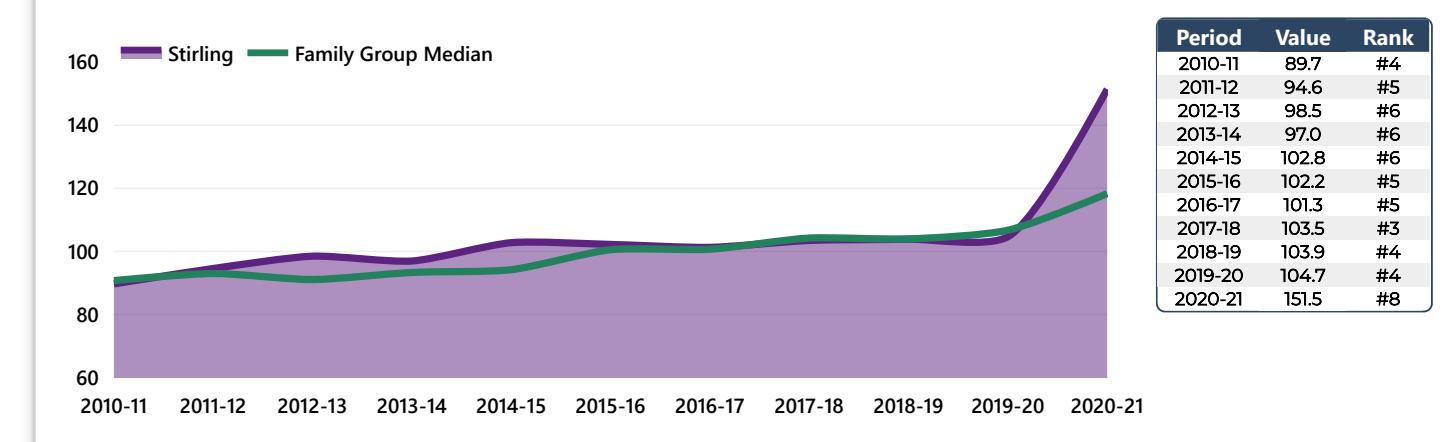
**SW 05: Older Persons (Over 65's) Residential Care Costs per Week per resident**



**SW 08: Number of Days People Spend in Hospital When They are Ready to be Discharged, per 1,000 Population (75+)**



**SW 06: Rate of Readmission to Hospital Within 28 Days per 1,000 Discharges**



# Waste & Recycling

ENV 07a: % of Adults Satisfied with Refuse Collection

2017-20  
69.7% Improving/  
Increasing



ENV 06: The % of Total Household Waste Arising that is Recycled

2020-21  
47.8% Deteriorating/  
Decreasing



Expenditure on waste and recycling has risen significantly over the last year. The cost of Stirling Council's Waste Service is the highest in Scotland.

The Covid-19 Pandemic had a significant impact on the Council's Waste Services during 2020-2021. Operational pressures resulted in significant spend on contingency resources and the general behaviour of residents saw household waste arisings becoming higher than pre-pandemic levels which in turn resulted in higher than normal costs for waste collections and disposals. This is primarily attributed to people working from home and the restrictions on travel generating more waste.

A Short Life Working Group has been formed to review the way that the waste service is delivered in Stirling and this will address the cost of service provision

ENV 01a: Net Cost per Waste Collection per Premises

2020-21  
£ 138 Improving/  
Decreasing



ENV 02a: Net Cost per Waste Disposal per Premises

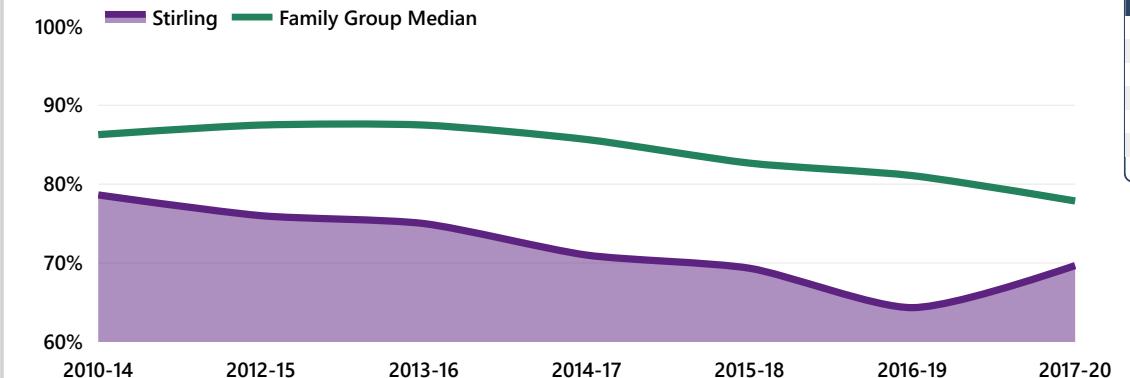
2020-21  
£ 109 Deteriorating/  
Increasing



ENV 07a: % of Adults Satisfied with Refuse Collection

Period Value Rank

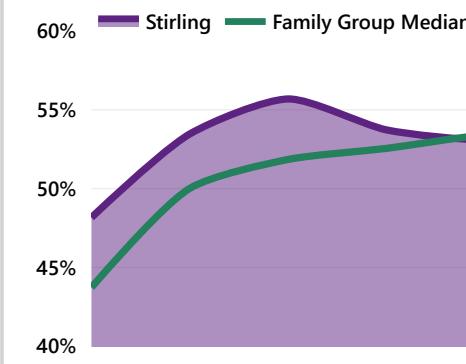
| Period  | Value | Rank |
|---------|-------|------|
| 2010-14 | 78.6% | #8   |
| 2012-15 | 76.0% | #8   |
| 2013-16 | 75.0% | #8   |
| 2014-17 | 71.0% | #8   |
| 2015-18 | 69.3% | #8   |
| 2016-19 | 64.3% | #8   |
| 2017-20 | 69.7% | #7   |



ENV 06: The % of Total Household Waste Arising that is Recycled

Period Value Rank

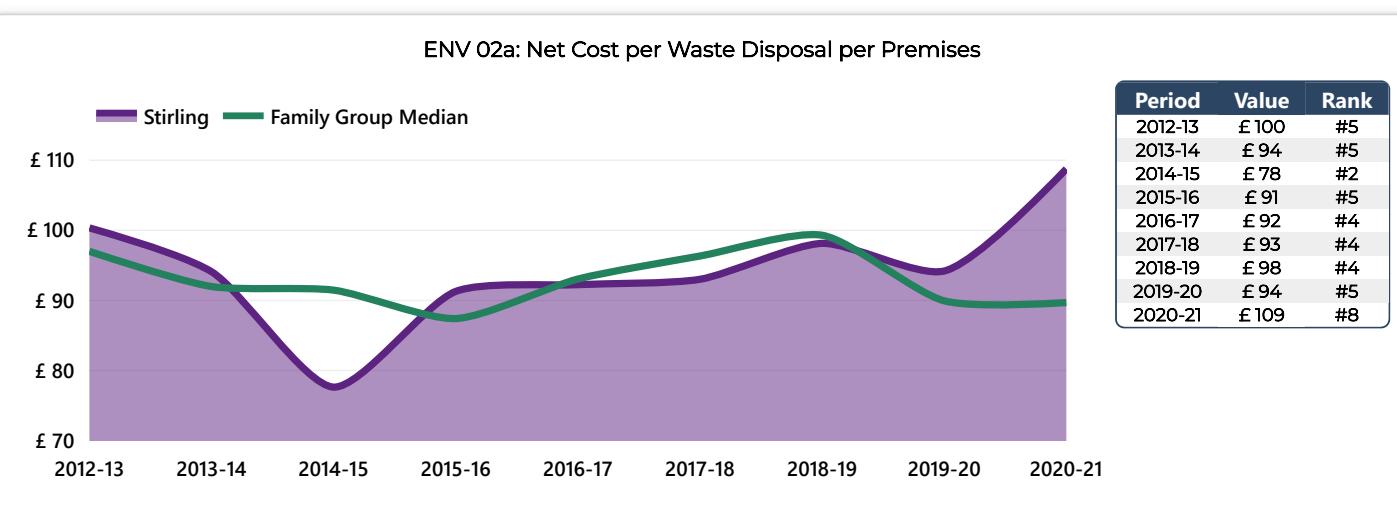
| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 48.2% | #1   |
| 2011-12 | 53.5% | #2   |
| 2012-13 | 55.7% | #1   |
| 2013-14 | 53.7% | #4   |
| 2014-15 | 53.1% | #5   |
| 2015-16 | 53.9% | #4   |
| 2016-17 | 54.7% | #3   |
| 2017-18 | 55.1% | #5   |
| 2018-19 | 54.1% | #3   |
| 2019-20 | 54.8% | #5   |
| 2020-21 | 47.8% | #6   |



ENV 02a: Net Cost per Waste Disposal per Premises

Period Value Rank

| Period  | Value | Rank |
|---------|-------|------|
| 2012-13 | £ 107 | #8   |
| 2013-14 | £ 113 | #8   |
| 2014-15 | £ 117 | #8   |
| 2015-16 | £ 109 | #8   |
| 2016-17 | £ 137 | #8   |
| 2017-18 | £ 122 | #8   |
| 2018-19 | £ 134 | #8   |
| 2019-20 | £ 139 | #8   |
| 2020-21 | £ 138 | #8   |



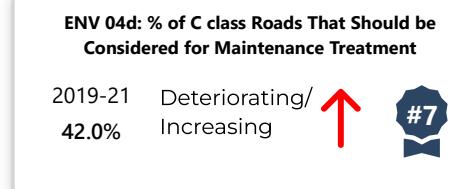
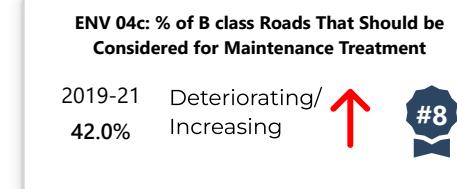
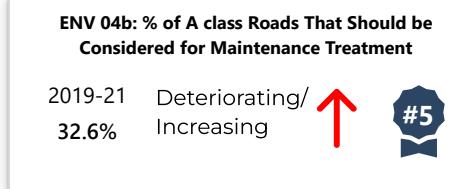
ENV 01a: Net Cost per Waste Collection per Premises

Period Value Rank

| Period  | Value | Rank |
|---------|-------|------|
| 2012-13 | £ 107 | #8   |
| 2013-14 | £ 113 | #8   |
| 2014-15 | £ 117 | #8   |
| 2015-16 | £ 109 | #8   |
| 2016-17 | £ 137 | #8   |
| 2017-18 | £ 122 | #8   |
| 2018-19 | £ 134 | #8   |
| 2019-20 | £ 139 | #8   |
| 2020-21 | £ 138 | #8   |



# Roads



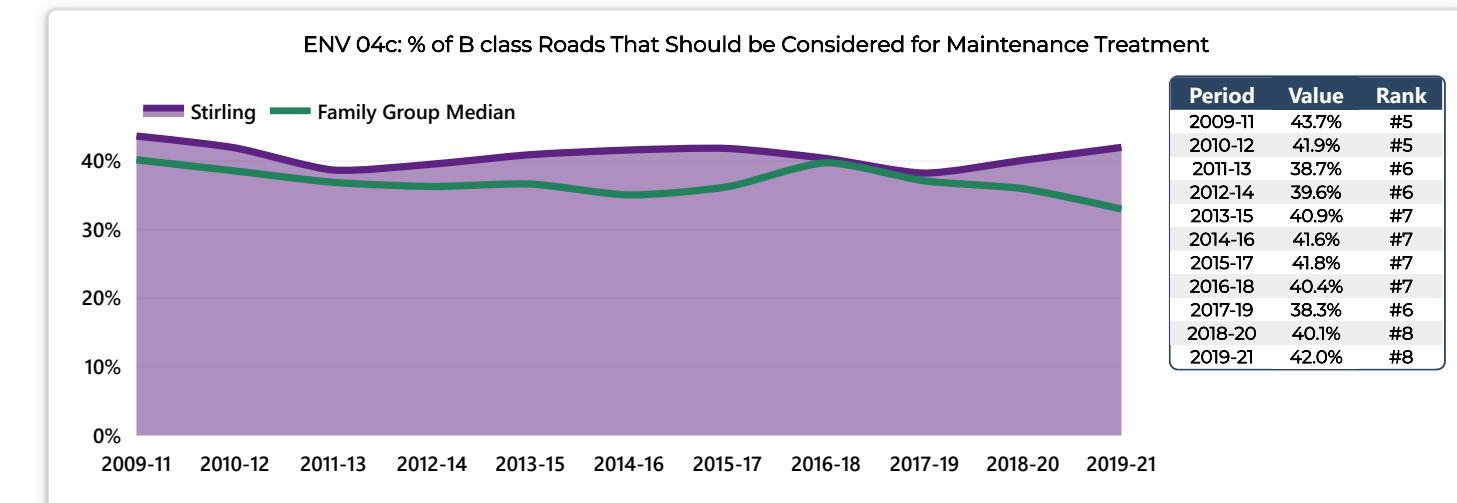
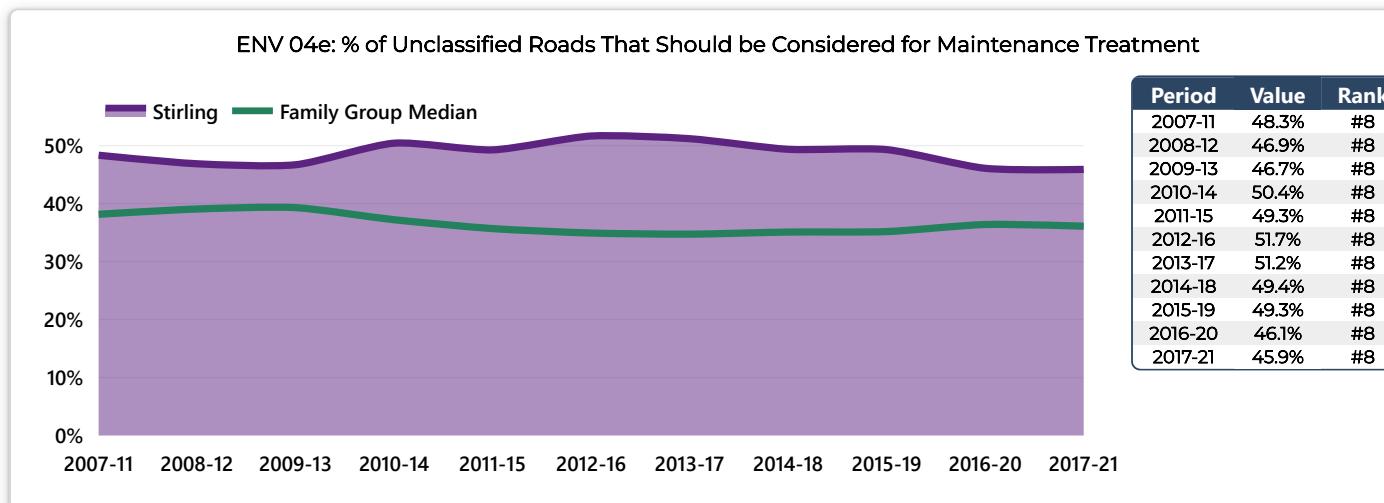
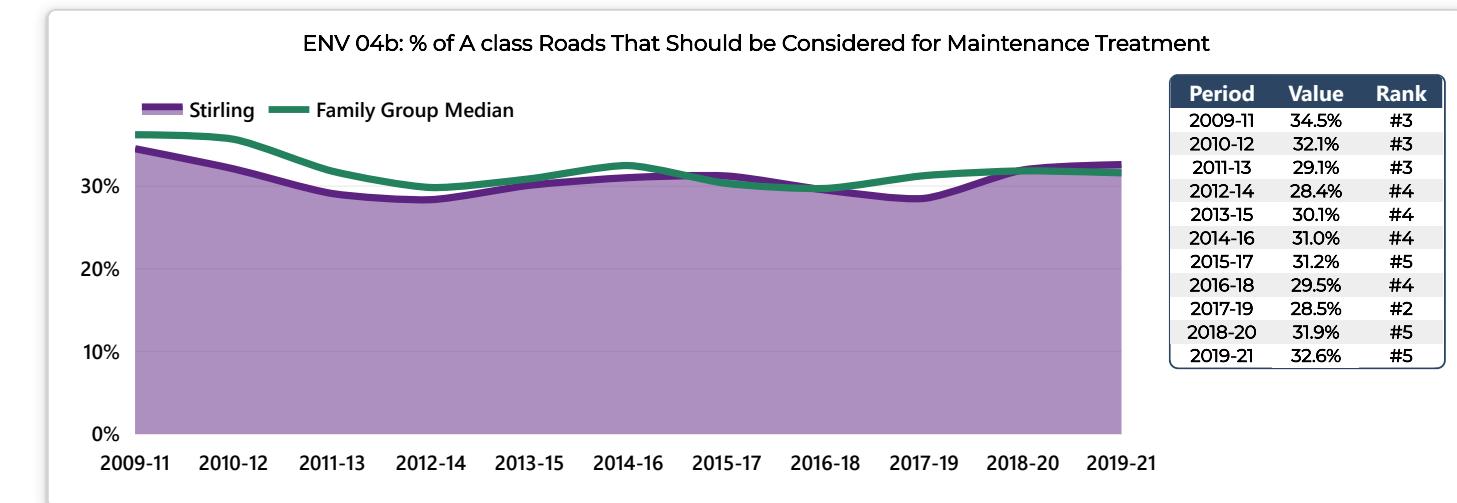
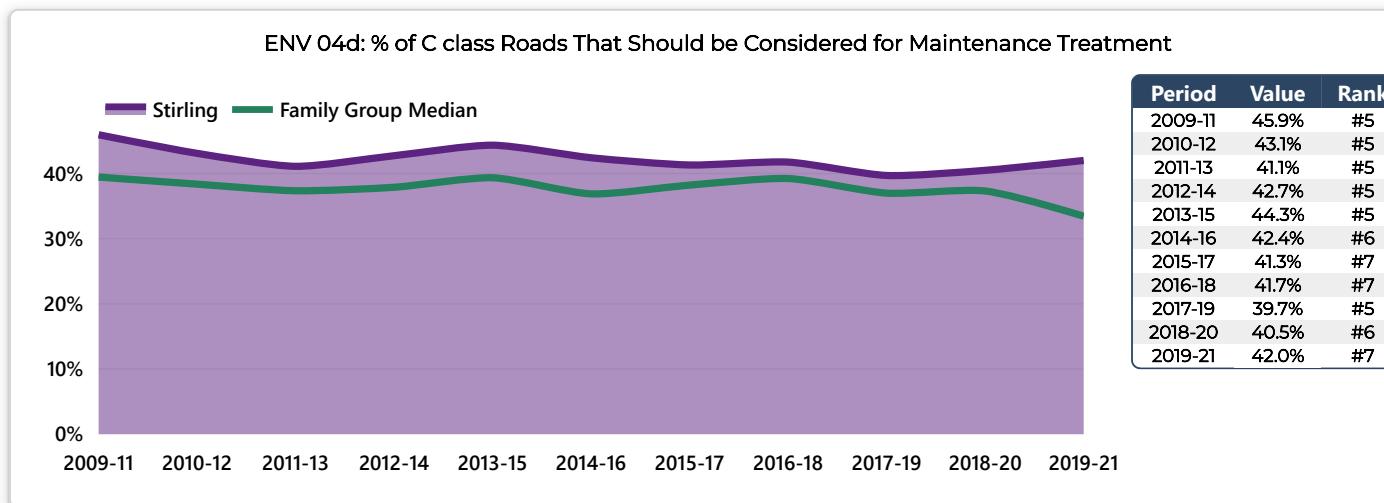
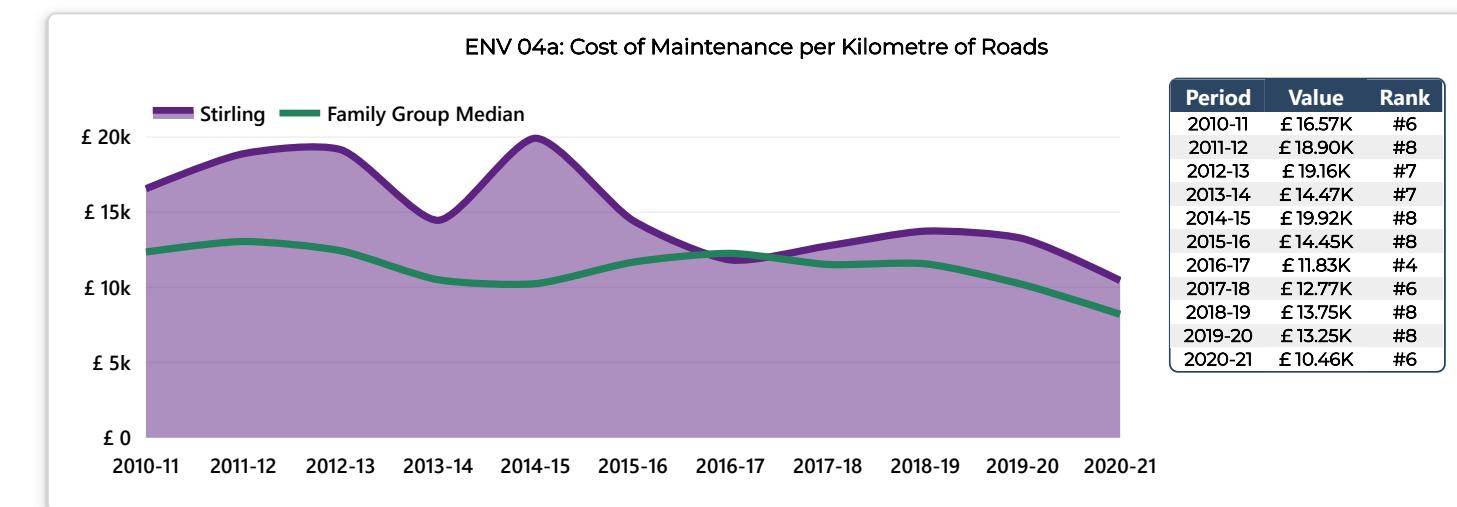
There has been a sharp reduction in expenditure in road maintenance over the last 2 years. In 2018-19, over £13.5k/kilometre was invested and in 20-21 under £10.5k/kilometre. This is capital and revenue expenditure.

The impact of Covid-19 lockdown on roads services resulted in a reduction in planned work and a reliance on reactive repairs of defects to keep the road network safe. This has inevitably led to an increased backlog of repair work and a reduction in overall network condition and satisfaction. The condition of A, B and C roads declined over the period, and there was a marginal improvement in the reported condition of unclassified roads.

Changes in weather patterns have exacerbated drainage issues and extreme rainfall events have had significant impacts on road infrastructure and the level of funding required to address road drainage issues.

The SCOTS (Society of Chief Officers of Transportation in Scotland) Backlog and Steady State Model 2019 document details that the headline backlog figure is £49.8m (in 2019 when the model was run). This headline backlog figure indicates funding required to remove all defects in red and amber categories (defective in some way). The document also details a "steady state" figure of £6.07m for Stirling. This figure has been calculated as the funding required to prevent further decline in the road network's condition. The Capital budget for years 2019/20 was £5,307,123. In 20/21 it was £3,250,000. It should be noted that these figures will have increased somewhat, given the volatile material price market as well as inflationary increases seen since Brexit and Covid pandemic, potentially by up to 30%.

The Service, under new management in 22/23, is working to review asset management principles per the national Road Asset Management Project as supported by SCOTS. This review will ensure that capital budgets are invested appropriately, to improve the condition of the road network, by intervening at appropriate points in the assets' lifespans to deliver Best Value.



# Parks & Open Spaces

C&L 04: Cost of Parks & Open Spaces per 1,000 Population

2020-21  
£ 20.53K



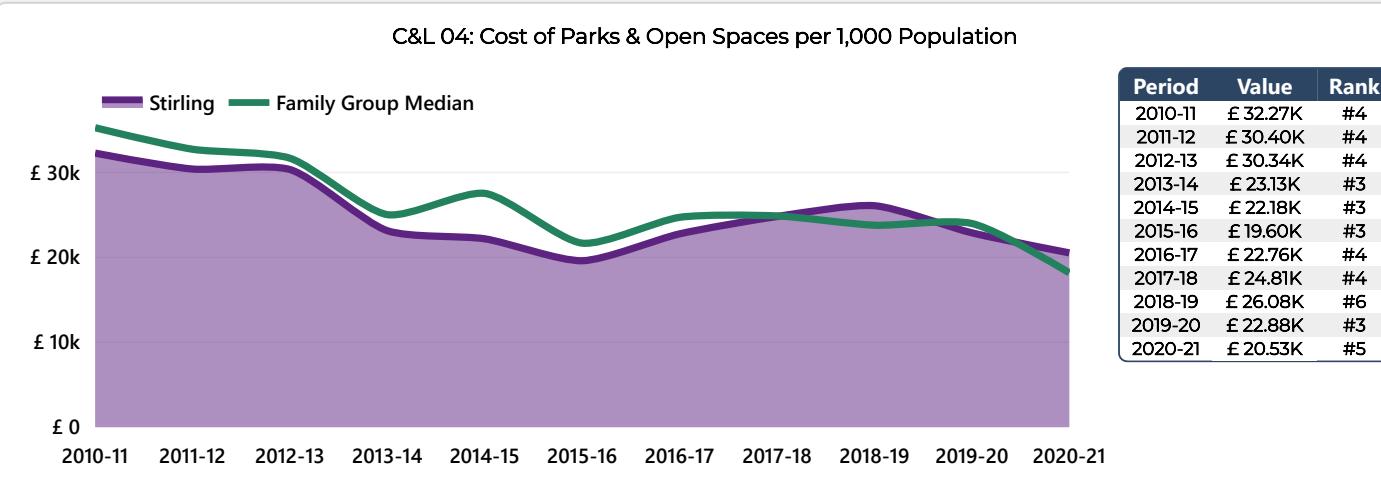
C&L 05b: % of Adults Satisfied with Parks and Open Spaces

2017-20  
87.3%



There has been a reduction in expenditure in parks and open spaces over the last reported period. In 2018-19, over £26k was spent per 1000 people on parks and open spaces. In 2020-21, this reduced to under £20.5k per 1000 people.

In terms of satisfaction with Stirling Council's parks and open spaces, residents are more satisfied than they are nationally:-



# Climate Change

CLIM 01: CO<sub>2</sub> Emissions Area Wide per Capita

2020-21  
4.90 tCO<sub>2</sub>



CLIM 02: CO<sub>2</sub> Emissions Area Wide: Emissions Within Scope of LA per Capita

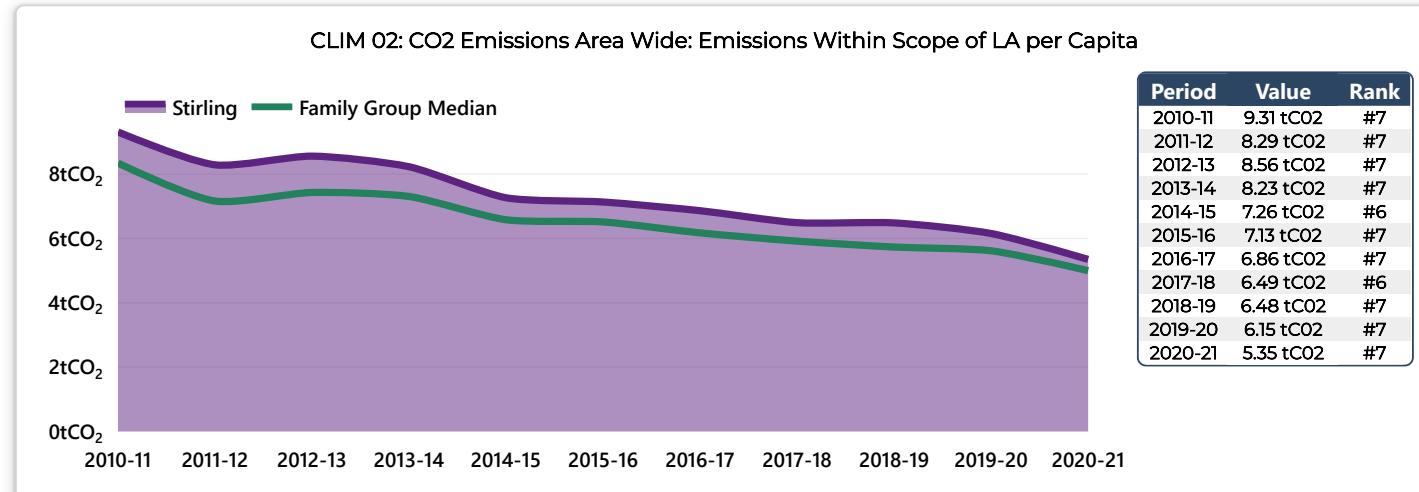
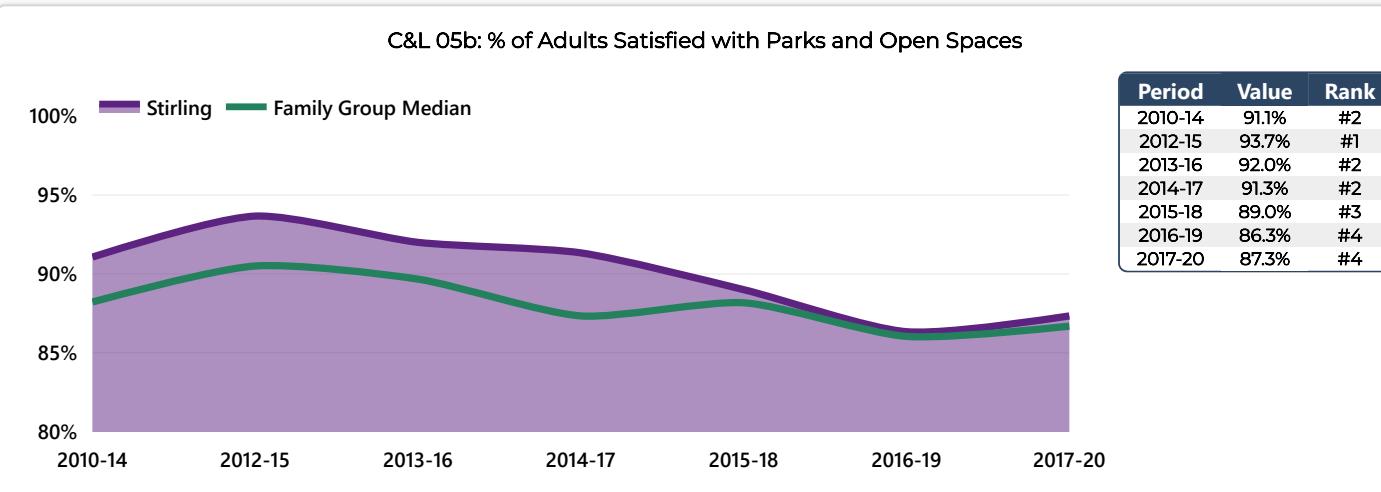
2020-21  
5.35 tCO<sub>2</sub>



The key information from the DBEIS data is the emissions reduction trend over time. Compared with 2019, per capita emissions for the full data-set across the Stirling area decreased in the Industrial & Commercial sector (by 8.3%), in the Domestic sector (by 4.2%) and in the Transport sector (by 25.6%). This combined to give a total area-wide emissions reduction of 20.7% during 2020. This was an exceptional year as the Covid-19 pandemic took hold and economic activity closed down for months at a time. It is anticipated that emissions will increase for 2021 as economic activity began to pick up again following the worst impacts of the pandemic.

At 4.9 tonnes, per capita emissions for the full Stirling data-set were 6.5% higher than the Scottish local authority area average of 4.6 tonnes. This is not a valid comparison, however, as the two baseline measures were not the same in 2005 (having a 17.2% difference between them). A more meaningful comparison is the % reduction in per capita emissions since 2005. For Stirling there has been a 47.7% reduction in this measure since 2005, while the Scottish average is 48.1% for the same period.

These comparisons highlight the difficulties in making direct comparisons between authorities as each has its own circumstances, especially with regard to industrial and commercial activity. Some areas have heavy industry which could have very large emissions, while many have little heavy industry at all. Similarly, some authorities will have more through traffic than others or will have more dispersed populations, so transport emissions may be higher. Domestic emissions tend to vary less from place to place, but there are still many influencing factors that may need to be taken into account, such as fuel types used locally, type and condition of housing (including insulation), average temperature, average household size, type of household, plus income and preferences of the occupiers. Land area and use differences introduce a host of other considerations, which is why these emissions figures are not intended to be used to make comparisons between local authority areas.



# Street Cleaning

ENV 03a: Net Cost of Street Cleaning per 1,000 Population

2020-21  
£ 18.47K

Improving/  
Decreasing



ENV 03c: Street Cleanliness Score (% Acceptable)

2020-21  
92.6%

Deteriorating/  
Decreasing



ENV 07b: % of Adults Satisfied with Street Cleaning

2017-20  
59.5%

Improving/  
Increasing

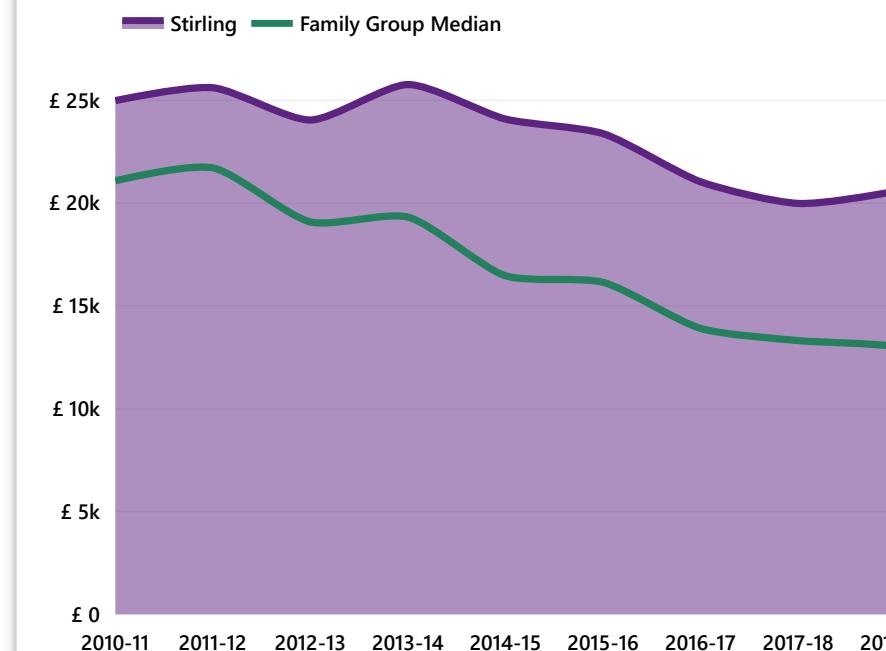


There has been a reduction in expenditure in street cleaning over the last reported period. In 2019-20, over £21k was spent per 1000 people on street cleaning. In 2020-21, this reduced to under £19k per 1000 people. Stirling Council's streets are cleaner than they are nationally.

COVID-19 has had a significant impact on this area. Litter picking services were paused and reduced as a result of restrictions, and as resources were redeployed towards emergency response and critical services. Additional costs arose from physical distancing service adaptations, some of which remain in place currently. The pause in litter picking, alongside the closure of recycling centres and the reported increase in fly tipping will all be important.

Street cleanliness is presented using the Street Cleanliness Score, which is produced by Keep Scotland Beautiful. This measures the percentage of areas assessed as 'clean' rather than completely litter free sites (considered impractical in areas of high footfall) and allows authorities to tackle litter problem areas to achieve better results.

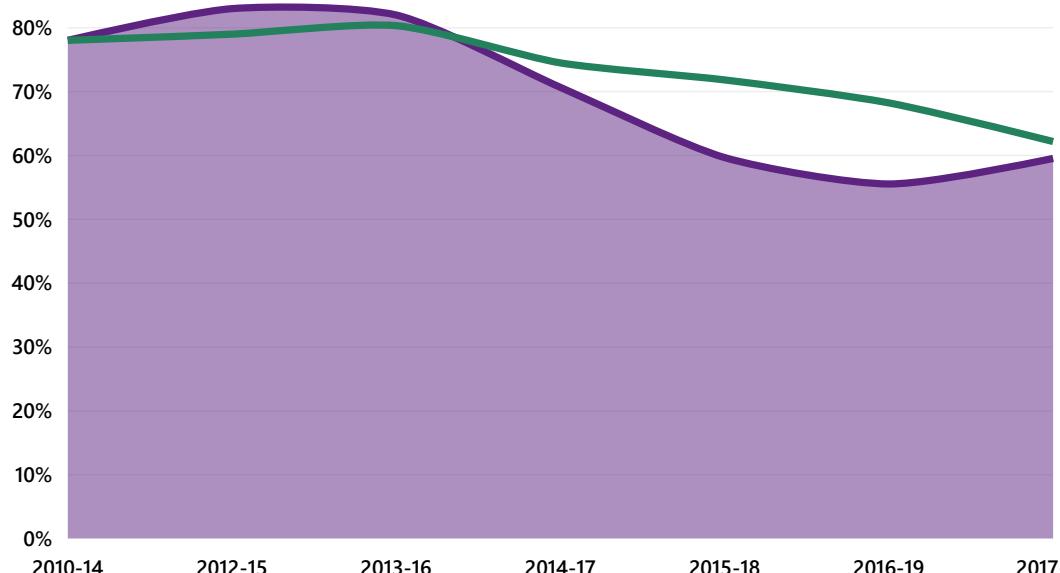
ENV 03a: Net Cost of Street Cleaning per 1,000 Population



| Period  | Value    | Rank |
|---------|----------|------|
| 2010-11 | £ 24.99K | #7   |
| 2011-12 | £ 25.61K | #7   |
| 2012-13 | £ 24.04K | #7   |
| 2013-14 | £ 25.77K | #8   |
| 2014-15 | £ 24.09K | #8   |
| 2015-16 | £ 23.38K | #8   |
| 2016-17 | £ 21.04K | #8   |
| 2017-18 | £ 19.99K | #7   |
| 2018-19 | £ 20.58K | #7   |
| 2019-20 | £ 21.67K | #8   |
| 2020-21 | £ 18.47K | #7   |

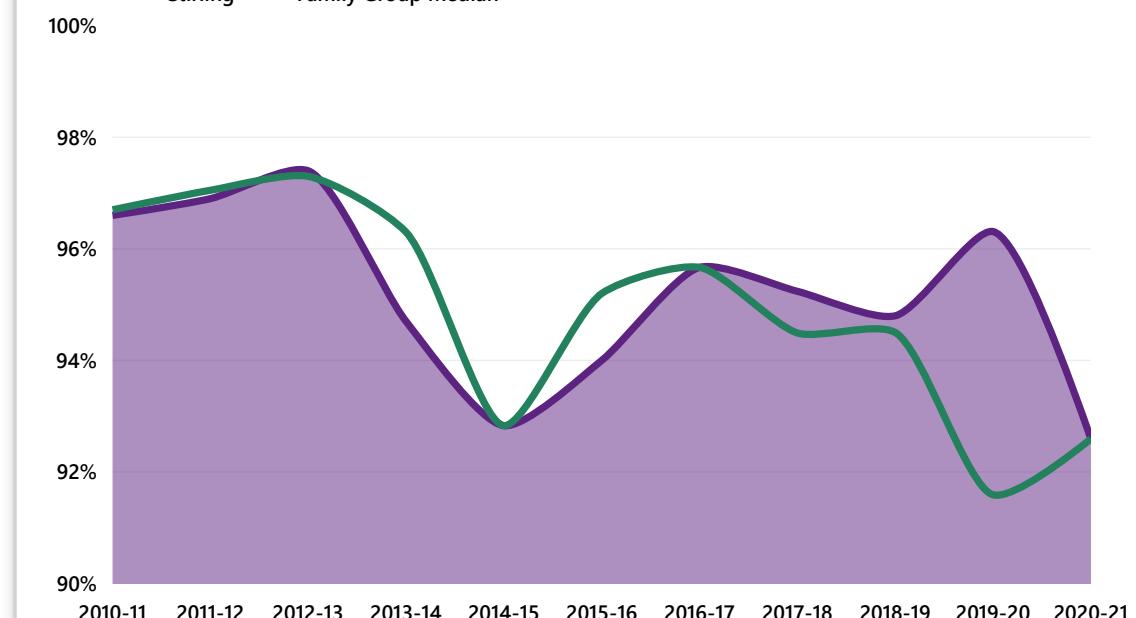
ENV 07b: % of Adults Satisfied with Street Cleaning

Stirling Family Group Median



ENV 03c: Street Cleanliness Score (% Acceptable)

Stirling Family Group Median



| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 96.6% | #5   |
| 2011-12 | 96.9% | #5   |
| 2012-13 | 97.4% | #4   |
| 2013-14 | 94.7% | #6   |
| 2014-15 | 92.8% | #4   |
| 2015-16 | 94.0% | #6   |
| 2016-17 | 95.7% | #4   |
| 2017-18 | 95.2% | #1   |
| 2018-19 | 94.8% | #2   |
| 2019-20 | 96.3% | #1   |
| 2020-21 | 92.6% | #4   |

# Leisure Facilities & Attractions

C&L 01: Cost per Attendance at Sports Facilities

2020-21 Deteriorating/  
£ 213.35 Increasing



C&L 02: Cost per Library Visit

2020-21 Deteriorating/  
£ 3.05 Increasing



C&L 03: Cost of Museums per Visit

2020-21 Deteriorating/  
£ 55.94 Increasing



C&L 05a: % of Adults Satisfied with Libraries

2017-20 Deteriorating/  
83.4% Decreasing



C&L 05c: % of Adults Satisfied with Museums and Galleries

2017-20 Improving/  
71.8% Increasing



C&L 05d: % of Adults Satisfied with Leisure Facilities

2017-20 Deteriorating/  
76.6% Decreasing



The library cost per visit is up slightly at £3.05 rather than £2.32 in 2019-20, but the higher figure is in line with previous years. Visitor numbers for all library services dropped significantly in 20-21 with enforced closures due to COVID.

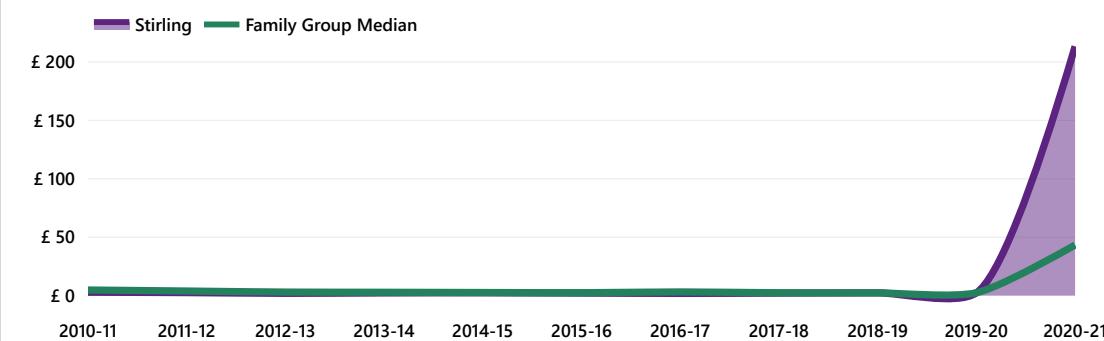
In Stirling visits fell from 1,007,096 in 2019-20 to 686,561. This reflects the fact that from March until July 2020 our service had to be delivered online-only. During this period, we invested in online resources and promoted e-books, e-audio books, newspapers and magazines available online. This resulted in a huge increase in online use.

From 17th March 2020 when Lockdown began to 31st March 21, Stirling Libraries issued a total of 35233 e-books. As soon as we were able to do so, we offered a Select and Collect service where books could be requested and collected from library entrances and from mobile library vehicles.

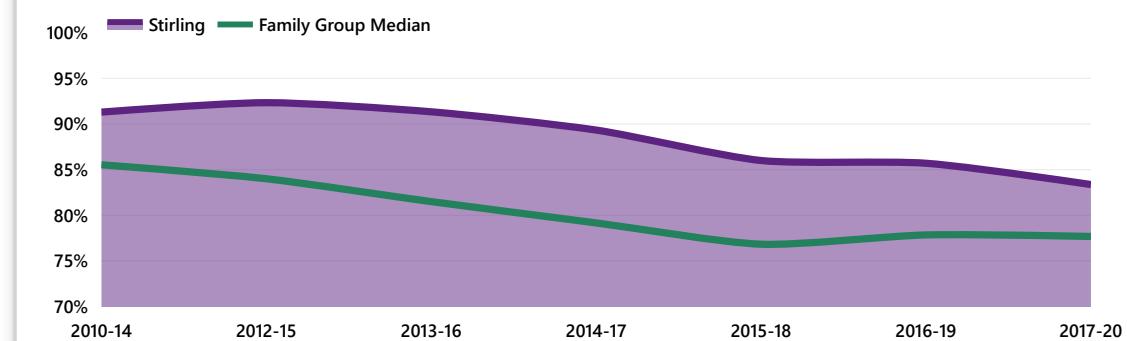
This ran from July to December 2020, with some libraries opening briefly for browsing and computer access in November and December before all physical services were forced to close again in the New Year. They remained closed until April 2021. During the six-month period where physical books could be lent, a total of 51,300 physical books were borrowed.

Stirling Libraries have adapted to changing conditions and made the service available as widely and safely as restrictions allowed at every stage. All libraries opened for browsing and computer use in August 2021. We are gradually re-introducing groups and activities, starting with the larger libraries.

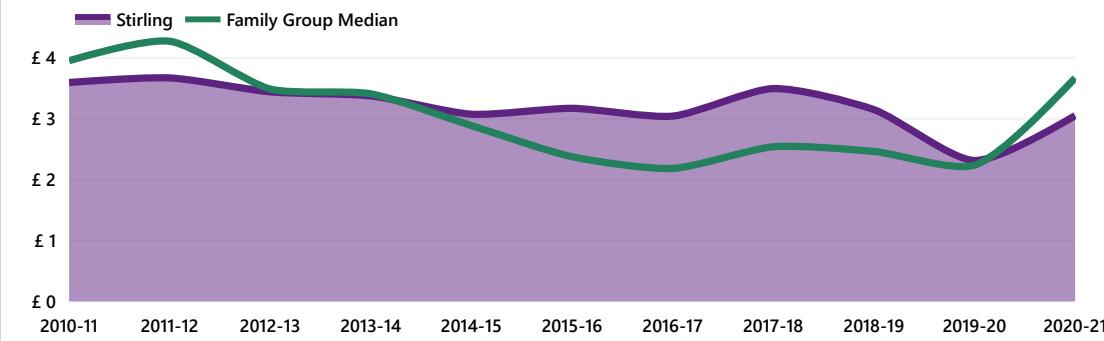
C&L 01: Cost per Attendance at Sports Facilities



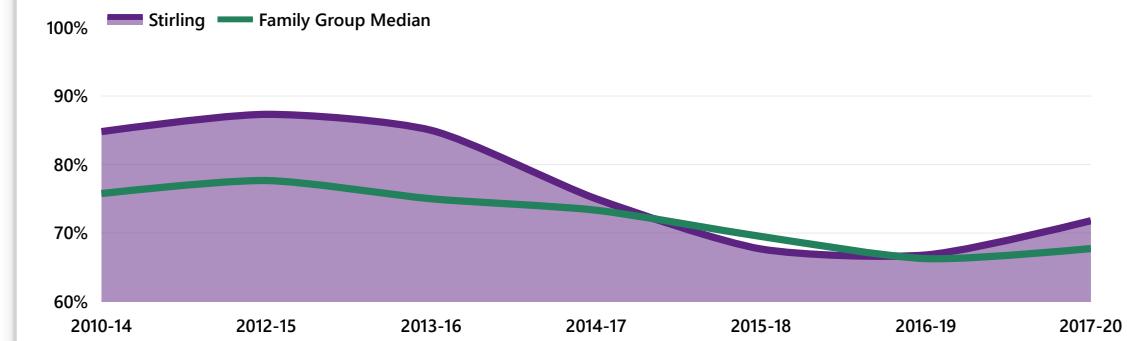
C&L 05a: % of Adults Satisfied with Libraries



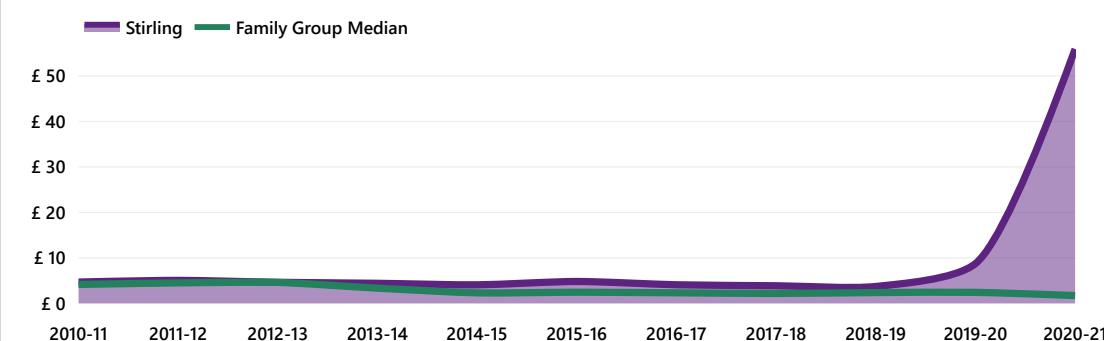
C&L 02: Cost per Library Visit



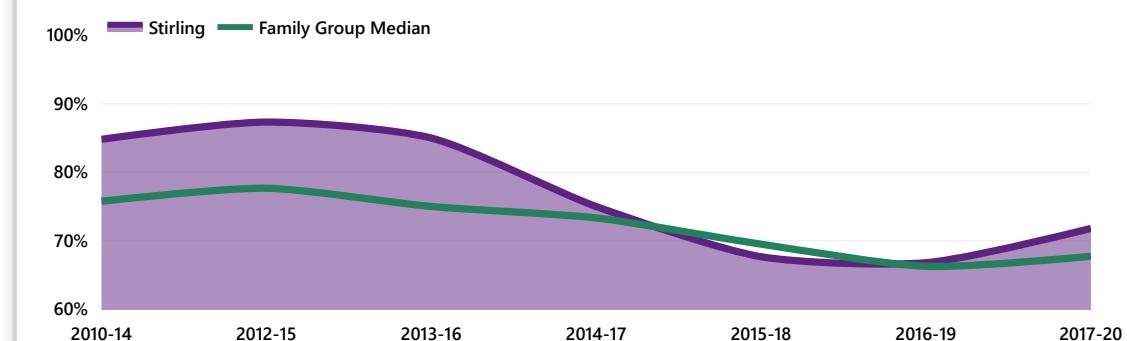
C&L 05c: % of Adults Satisfied with Museums and Galleries



C&L 03: Cost of Museums per Visit



C&L 05d: % of Adults Satisfied with Leisure Facilities



# Employment

ECON 01: % of Unemployed People Assisted into Work from Council Funded/Operated Employability Programmes

2020-21 Deteriorating/  
Decreasing  #4

ECON 07: % of People Earning Less Than the Living Wage

2020-21 Improving/  
Decreasing  #1

ECON 12a: Claimant Count as a % of Working Age Population

2020-21 Deteriorating/  
Increasing  #1

ECON 12b: Claimant Count as % of 16-24 Population

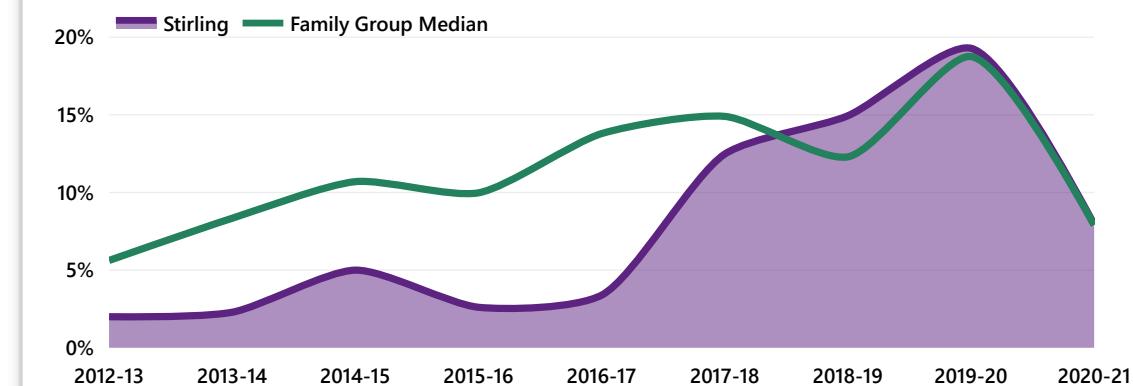
2020-21 Deteriorating/  
Increasing  #1

CHN 21: Participation Rate for 16-19 Year Olds (per 100)

2020-21 Deteriorating/  
Decreasing  #3

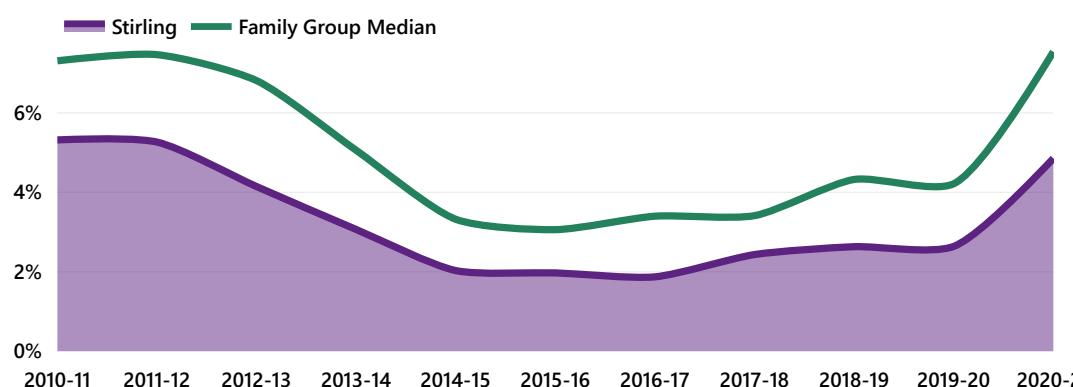
Stirling's overall data in this section is positive, comparing well both with comparator Councils and nationally. This is positive at a Council wide level. Targeted work continues in locality action plan areas to reduce the socio economic gap between these communities and the Council wide position.

ECON 01: % of Unemployed People Assisted into Work from Council Funded/Operated Employability Programmes

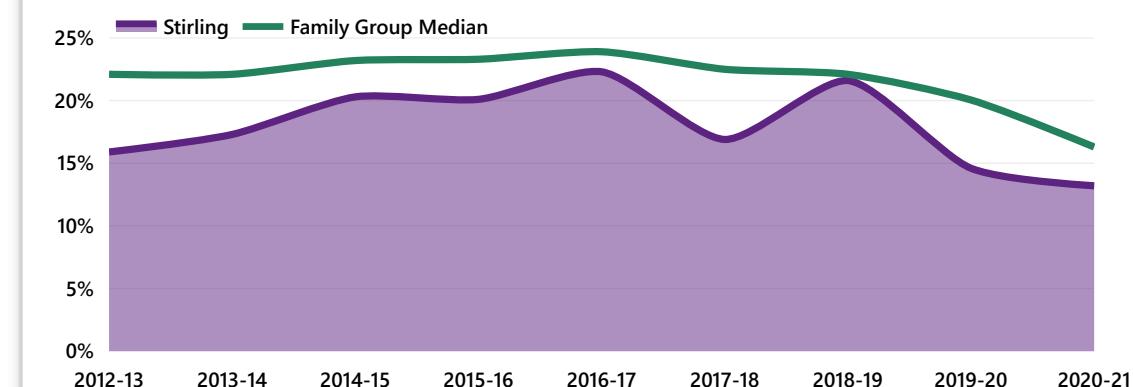


| Period  | Value | Rank |
|---------|-------|------|
| 2012-13 | 2.0%  | #7   |
| 2013-14 | 2.3%  | #7   |
| 2014-15 | 5.0%  | #8   |
| 2015-16 | 2.6%  | #8   |
| 2016-17 | 3.4%  | #8   |
| 2017-18 | 12.5% | #5   |
| 2018-19 | 14.9% | #3   |
| 2019-20 | 19.3% | #4   |
| 2020-21 | 7.9%  | #4   |

ECON 12b: Claimant Count as % of 16-24 Population

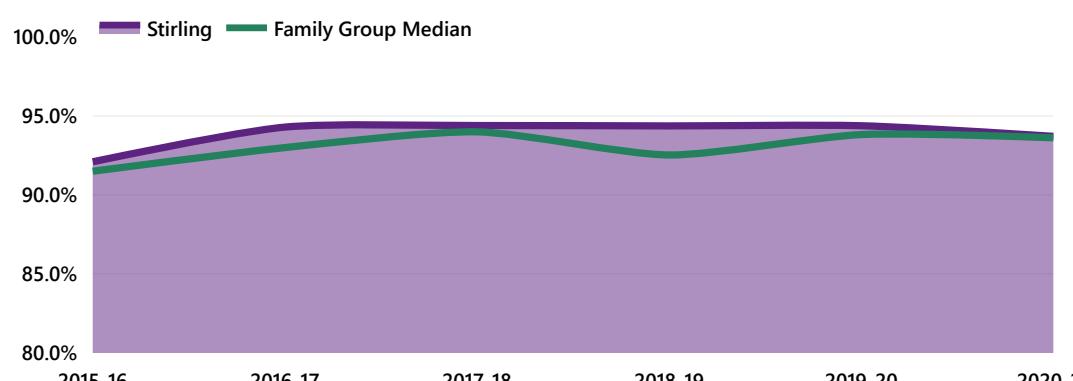


ECON 07: % of People Earning Less Than the Living Wage

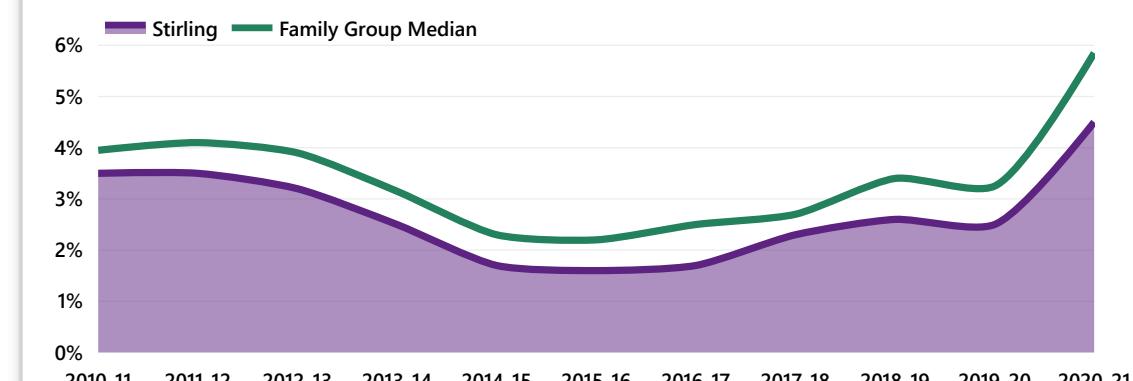


| Period  | Value | Rank |
|---------|-------|------|
| 2012-13 | 15.9% | #1   |
| 2013-14 | 17.3% | #1   |
| 2014-15 | 20.3% | #1   |
| 2015-16 | 20.1% | #1   |
| 2016-17 | 22.3% | #2   |
| 2017-18 | 16.9% | #1   |
| 2018-19 | 21.6% | #4   |
| 2019-20 | 14.6% | #1   |
| 2020-21 | 13.2% | #1   |

CHN 21: Participation Rate for 16-19 Year Olds (per 100)



ECON 12a: Claimant Count as a % of Working Age Population

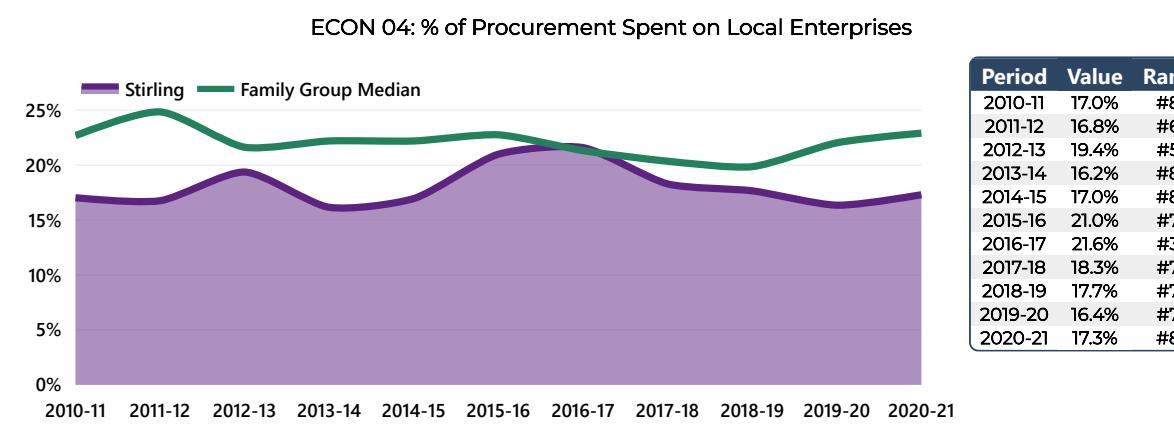


| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 3.5%  | #4   |
| 2011-12 | 3.5%  | #3   |
| 2012-13 | 3.2%  | #3   |
| 2013-14 | 2.5%  | #3   |
| 2014-15 | 1.7%  | #3   |
| 2015-16 | 1.6%  | #2   |
| 2016-17 | 1.7%  | #2   |
| 2017-18 | 2.3%  | #3   |
| 2018-19 | 2.6%  | #2   |
| 2019-20 | 2.5%  | #2   |
| 2020-21 | 4.5%  | #1   |

# Economic Growth

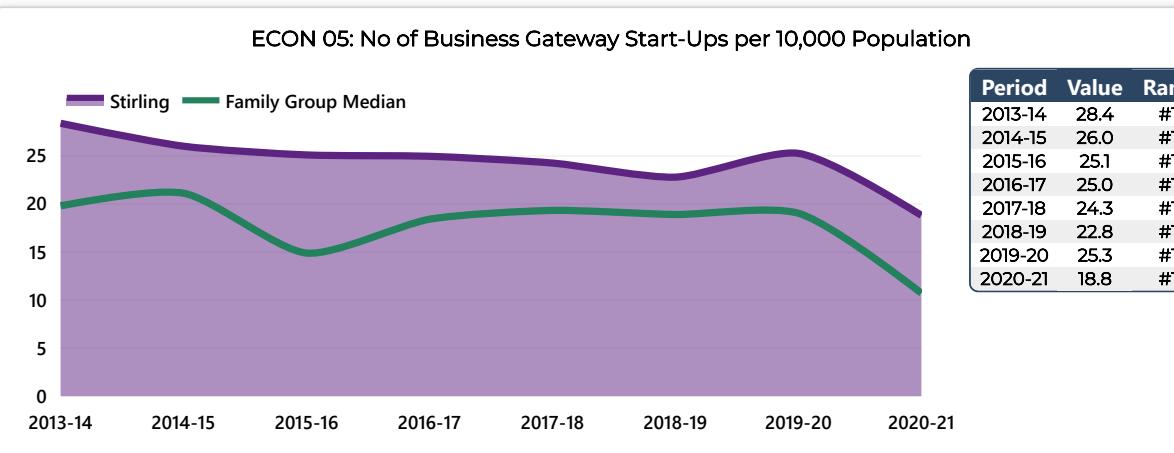
**ECON 04: % of Procurement Spent on Local Enterprises**

2020-21 Improving/  
Increasing  
17.3%  #8



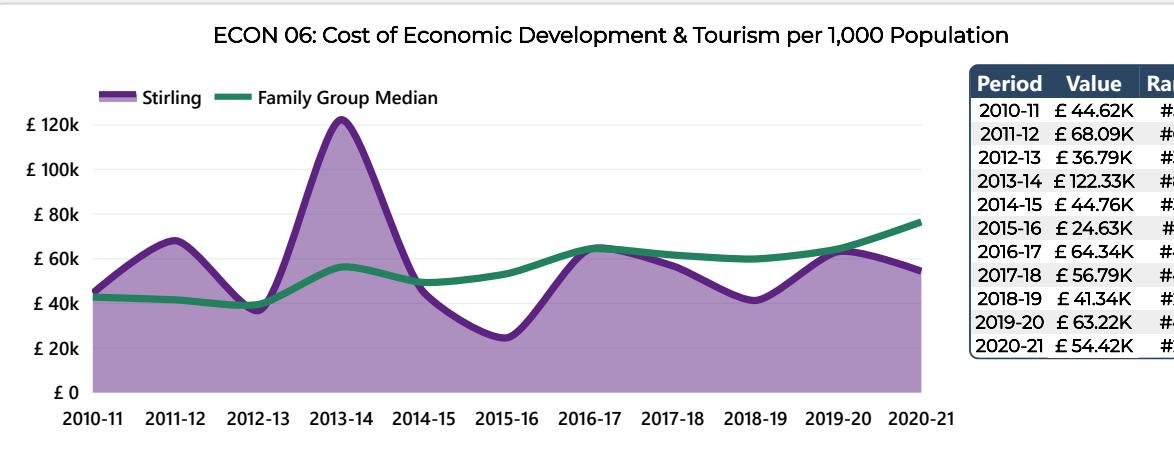
**ECON 05: No of Business Gateway Start-Ups per 10,000 Population**

2020-21 Deteriorating/  
Decreasing  
18.8  #1



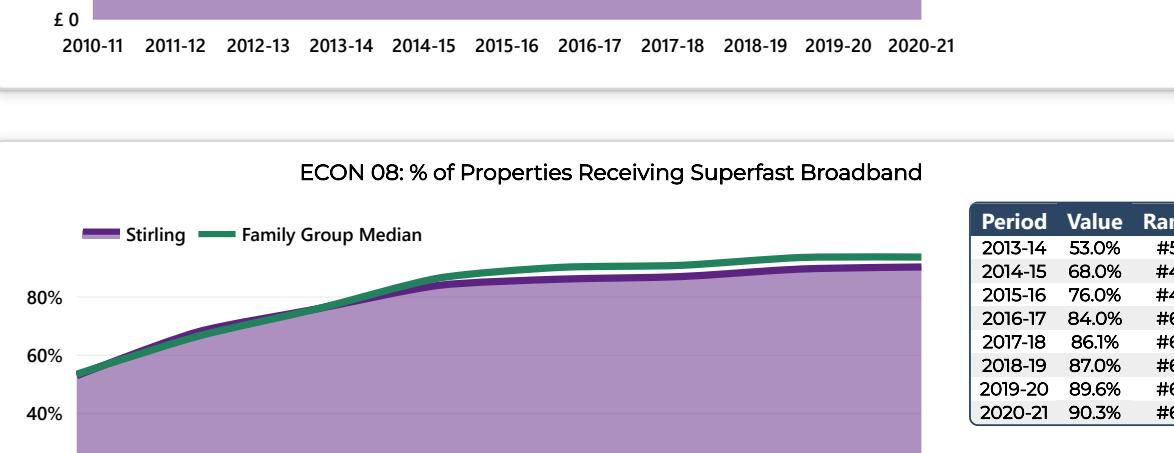
**ECON 06: Cost of Economic Development & Tourism per 1,000 Population**

2020-21 Improving/  
Decreasing  
£ 54.42K  #2



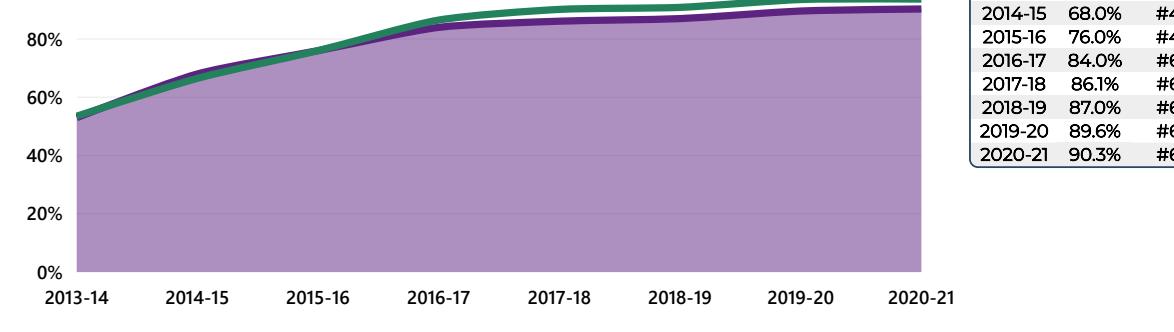
**ECON 09: Town Vacancy Rates**

2020-21 Deteriorating/  
Increasing  
5.5%  #1

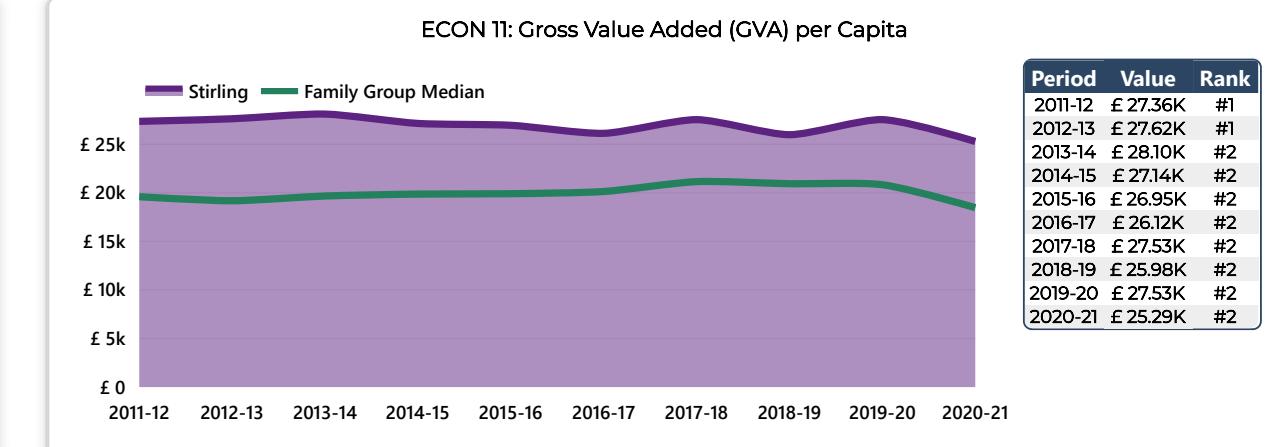
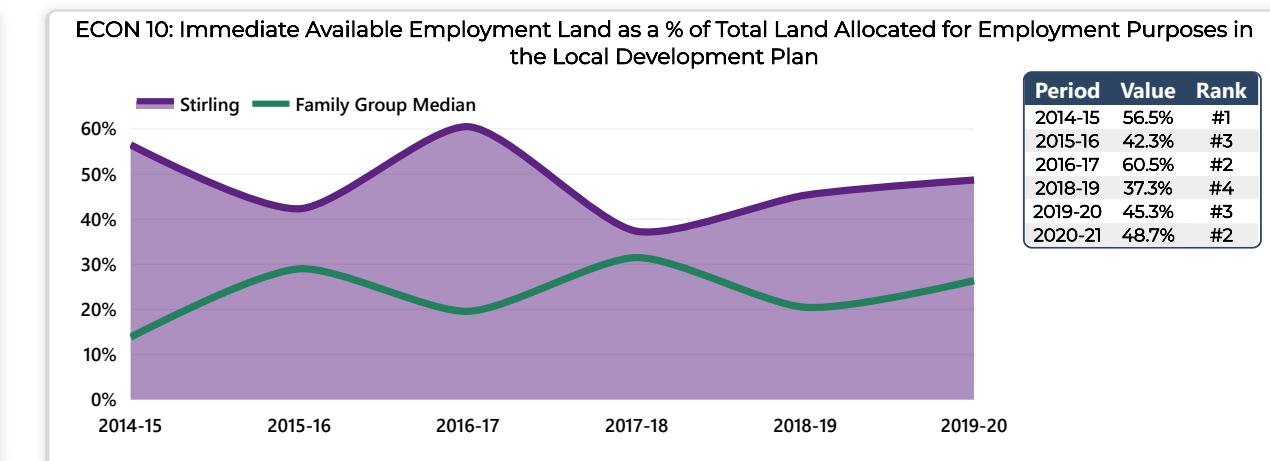
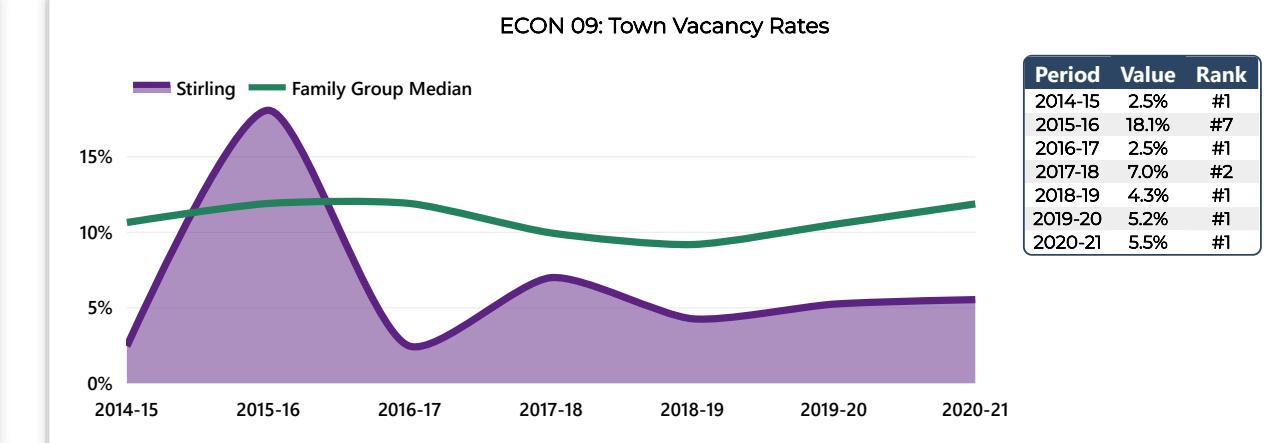


**ECON 10: Immediate Available Employment Land as a % of Total Land Allocated for Employment Purposes in the Local Development Plan**

2020-21 Improving/  
Increasing  
48.7%  #2



No Submission



# Cost of Regulation

ENV 05: Cost of Trading Standards and Environmental Health per 1,000 Population

2020-21  
£ 22.68K

Deteriorating/  
Increasing



ENV 05a: Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 Population

2020-21  
£ 8.95K

Deteriorating/  
Increasing



ENV 05b: Cost of Environmental Health per 1,000 Population

2020-21  
£ 13.73K

Improving/  
Decreasing



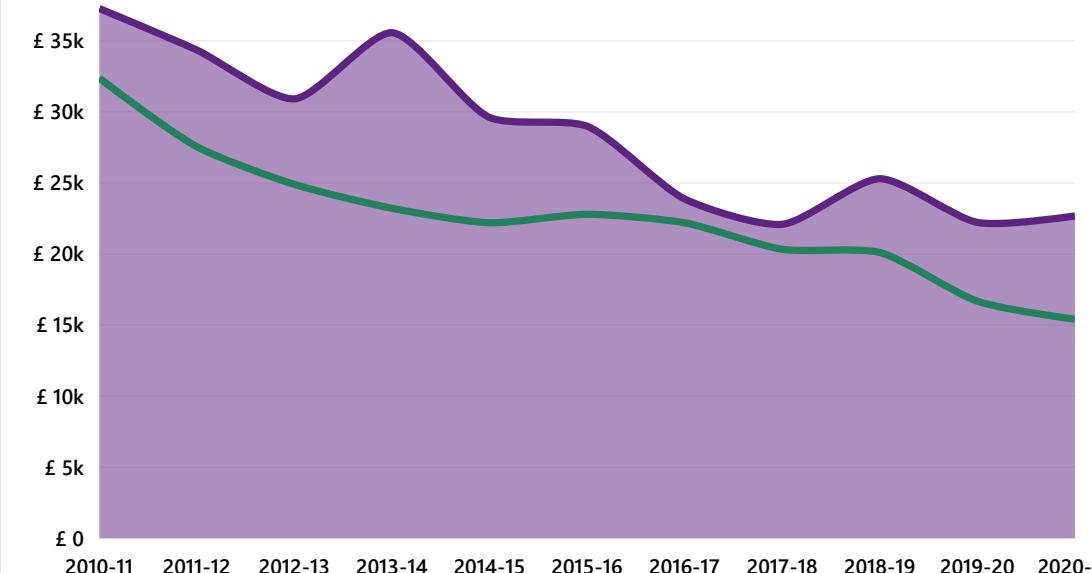
Since 2018/19 to 2020/21, the aggregated Environmental Health, Trading Standards, Money Advice and Citizens' Advice costs per 1000 population has reduced from £25.30K to £22.68K. We have been consistently ranked 8th in the family group.

Given the diverse nature of both Environmental Health and Trading Standards combined with our unique provision of shared services it is not clear how accurate the comparisons are across Councils but the overall trend points to a reduction in costs.

Knowledge of the Service brings the conclusion that this reduction is attributable to a reduction in staffing. Ensuring adequate staffing resource remains a challenge due to the reducing number of Officer qualifying as Environmental Health and Trading Standards Officers. It will be critical to monitor the position of both Trading Standards and Environmental Health Services going forward to fully understand the impact of this.

ENV 05: Cost of Trading Standards and Environmental Health per 1,000 Population

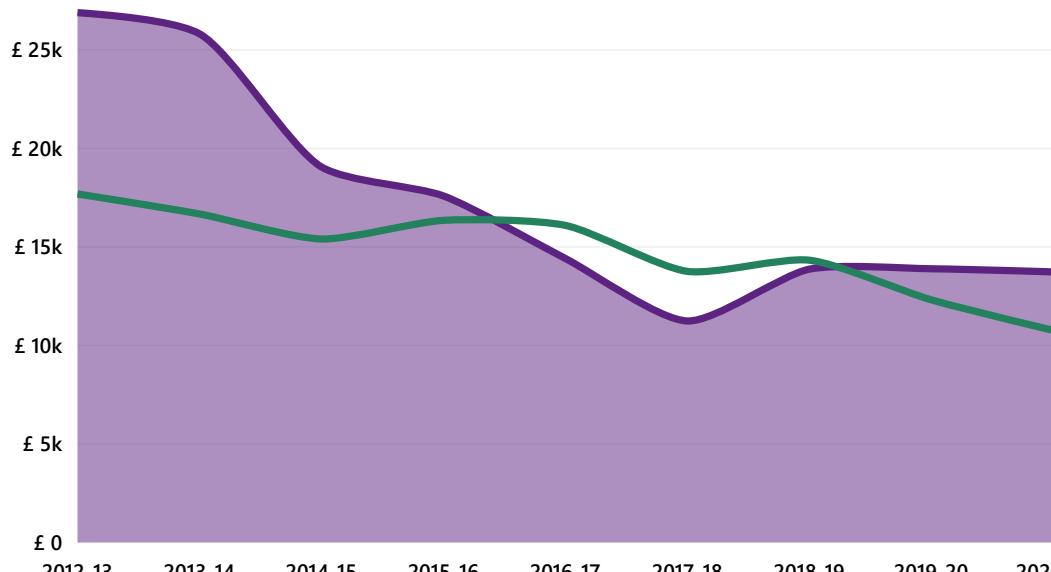
■ Stirling ■ Family Group Median



| Period  | Value    | Rank |
|---------|----------|------|
| 2010-11 | £ 37.27K | #8   |
| 2011-12 | £ 34.35K | #8   |
| 2012-13 | £ 30.92K | #8   |
| 2013-14 | £ 35.57K | #8   |
| 2014-15 | £ 29.61K | #8   |
| 2015-16 | £ 28.99K | #8   |
| 2016-17 | £ 23.88K | #7   |
| 2017-18 | £ 22.09K | #6   |
| 2018-19 | £ 25.30K | #8   |
| 2019-20 | £ 22.23K | #8   |
| 2020-21 | £ 22.68K | #8   |

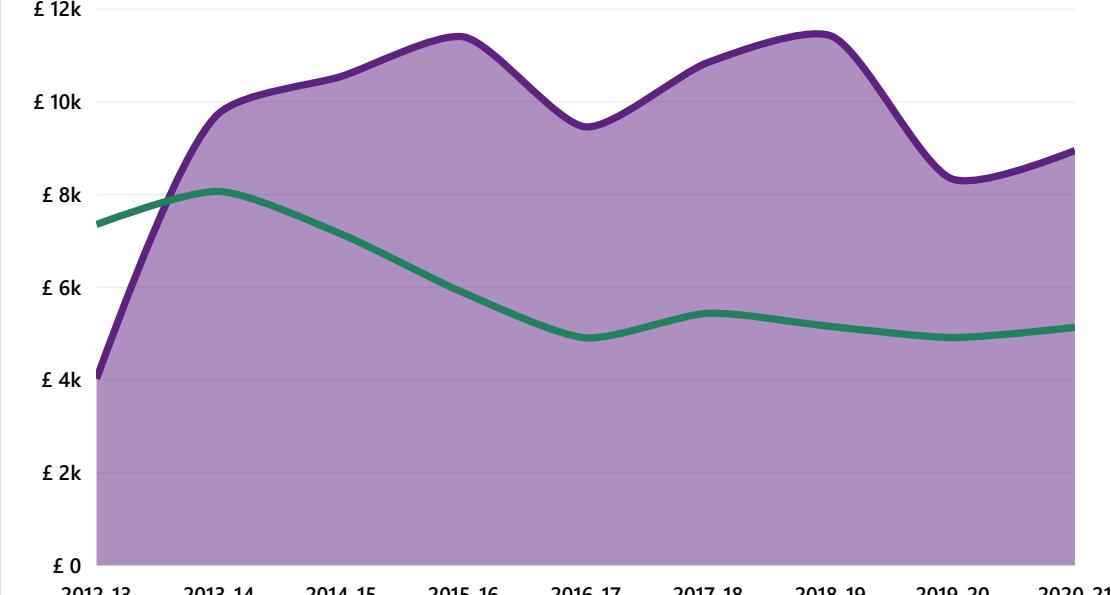
ENV 05b: Cost of Environmental Health per 1,000 Population

■ Stirling ■ Family Group Median

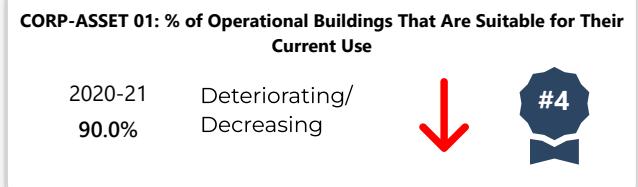


ENV 05a: Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 Population

■ Stirling ■ Family Group Median



# Corporate Property Assets

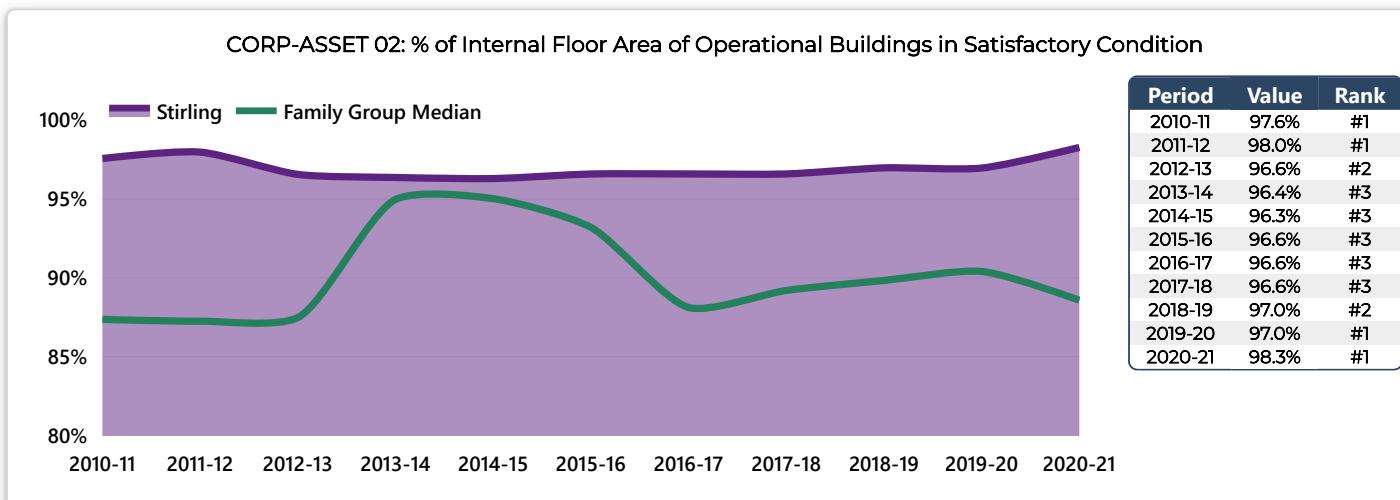
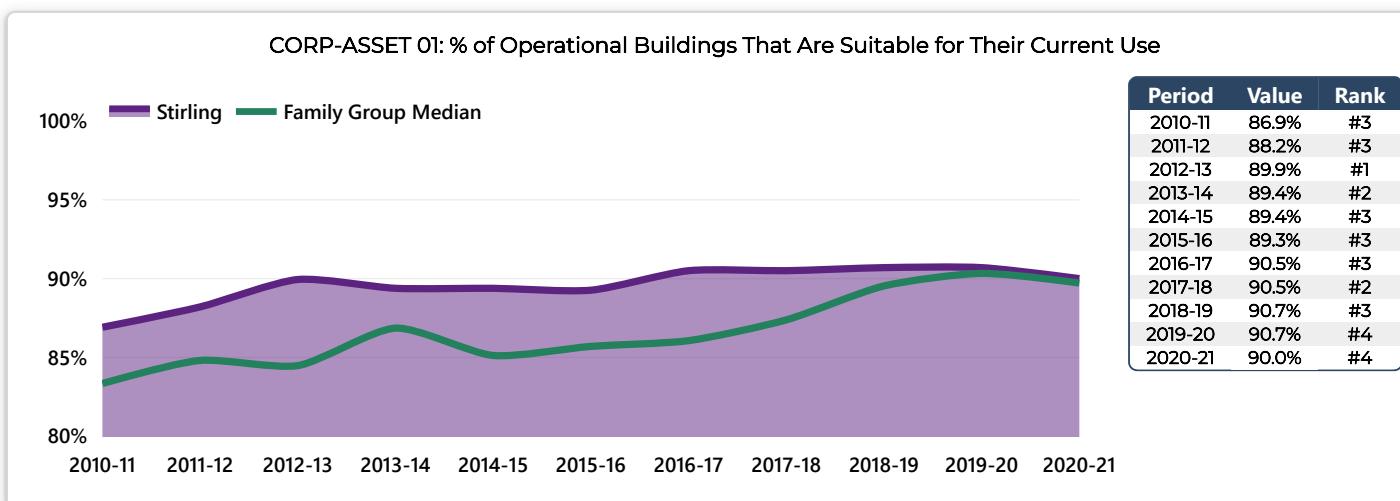


Infrastructure Delivery continue to apply the guiding asset management principles as outlined within Stirling Council's Property Asset Management Strategy, driving efficiencies through the use of space and ensuring spaces are fit for purpose for future service delivery.

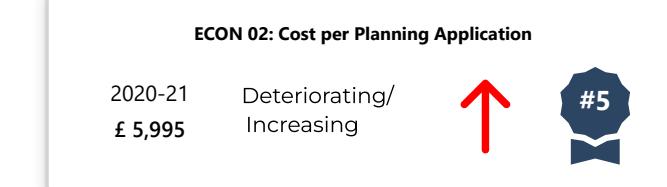
Our five year revolving programme of property conditioning investigation and annual review, is illustrating a steady position of delivering a good quality operational estate with 91.07% achieving an A and B rating in 21/22.

In 21/22 the percentage of internal floor area of operational buildings in satisfactory condition achieved 96.79%, the increase is credited to the large scale refurbishment projects of the 1140 Early Years programme. 22/23 will see the 1140 programme come to a conclusion with larger projects including extensions and new builds impacting on our future footprint.

Recognising that both revenue and capital projects are pressured over the coming years, officers will continue to prioritise investment to maximise the impact on our operational estate.



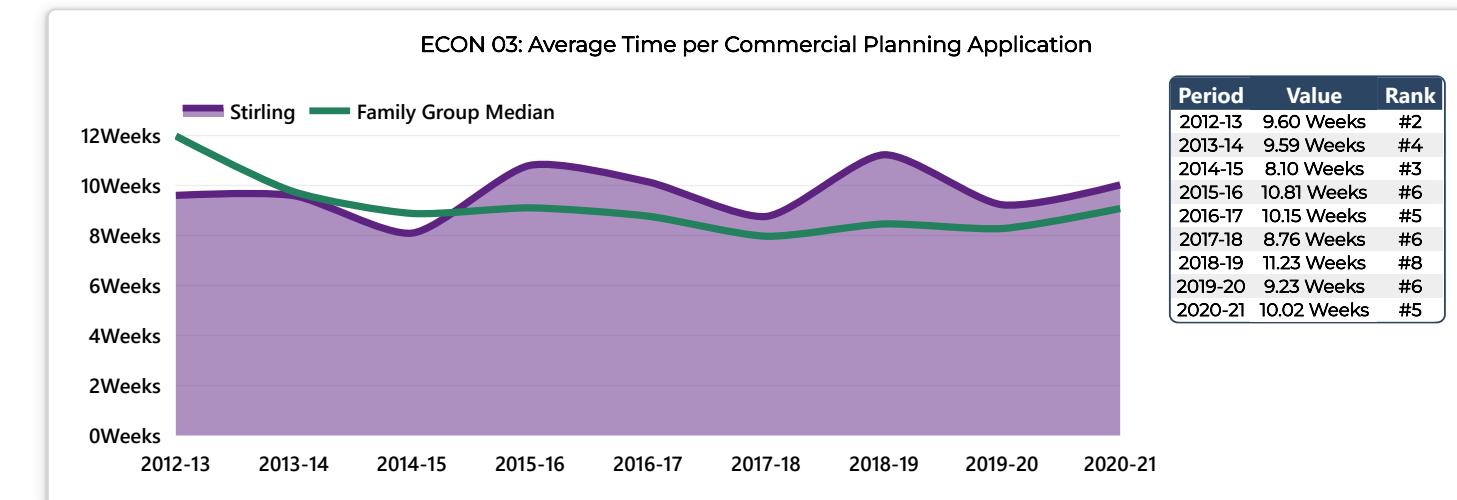
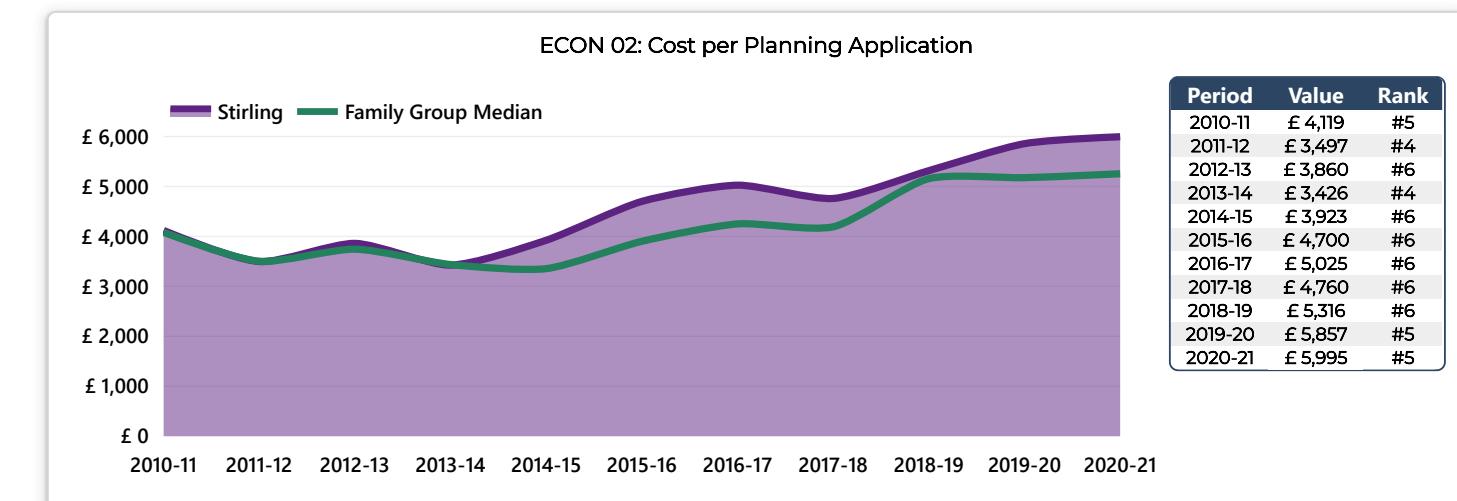
# Planning



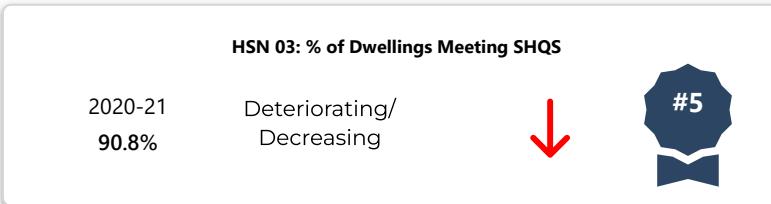
Local developments include applications for changes to individual houses and smaller developments for new housing as well as applications covering areas of development such as minerals, business & industry, waste management, electricity generation, freshwater fish farming, marine finfish farming, marine shellfish farming, telecommunications, Approval of Matters Specified in Conditions (AMSCs) and other developments.

From mid-March 2020 planning application processing was initially impacted by the move to home working with insufficient technology to efficiently process planning applications, restrictions on site visits and staffing and resourcing issues due to the impact of the COVID-19 pandemic. This resulted in a reduction in the number of applications processed and decided during the first two quarters. There was a large increase in householder applications and a reduction in the number of local applications. This is also reflective of the impacts of Covid-19, with many homeowners carrying out improvement works and/or to create space for home working arrangements.

Drilling down further into the statistics shows that performance in the latter part of the reporting period had stabilised and improved. For example, the average timescales for processing householder applications in February and March 2021 were 6.8 and 6.1 weeks respectively, significantly faster than the Scottish average and well within statutory timescales. This was reflective of an increased resource within the team and lower number of local applications. The cost of planning and building standards services is standardised per planning application and building warrant. This measure includes costs of both planning and building standards services. Total Planning Costs is calculated using the following components of the Local Financial Return (LFR 07: Building, Planning and Development), divided by the Number of decided planning applications. This data is collected by Scottish Government from Local and Planning Authorities as part of the Planning Performance Framework. In 20/21 Stirling was included in just under a third of Councils reporting reduced costs. Whilst the number of applications determined in 2020/21 is only slightly above those in 2019/20, as mentioned previously the make-up of applications shifted in 20/21.



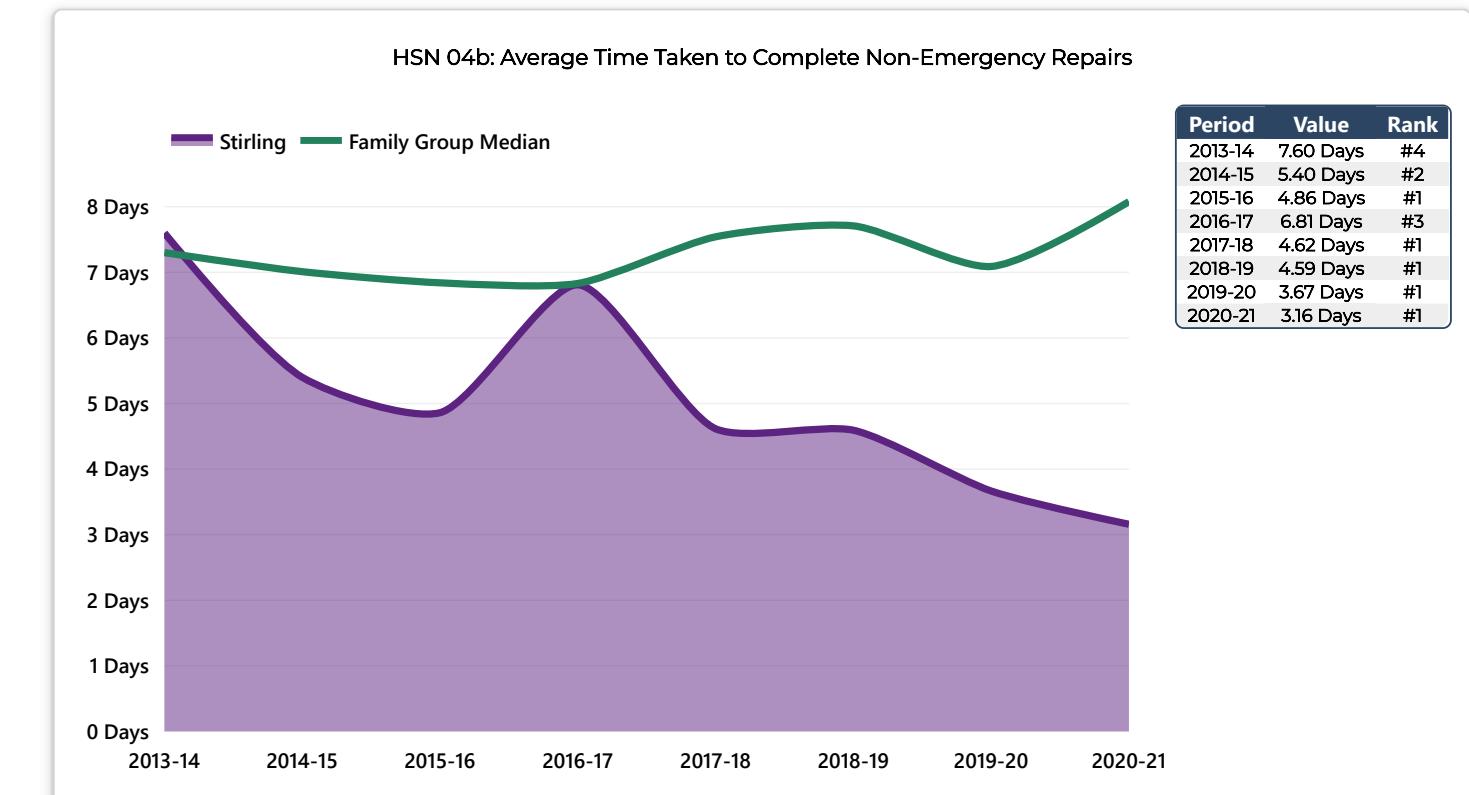
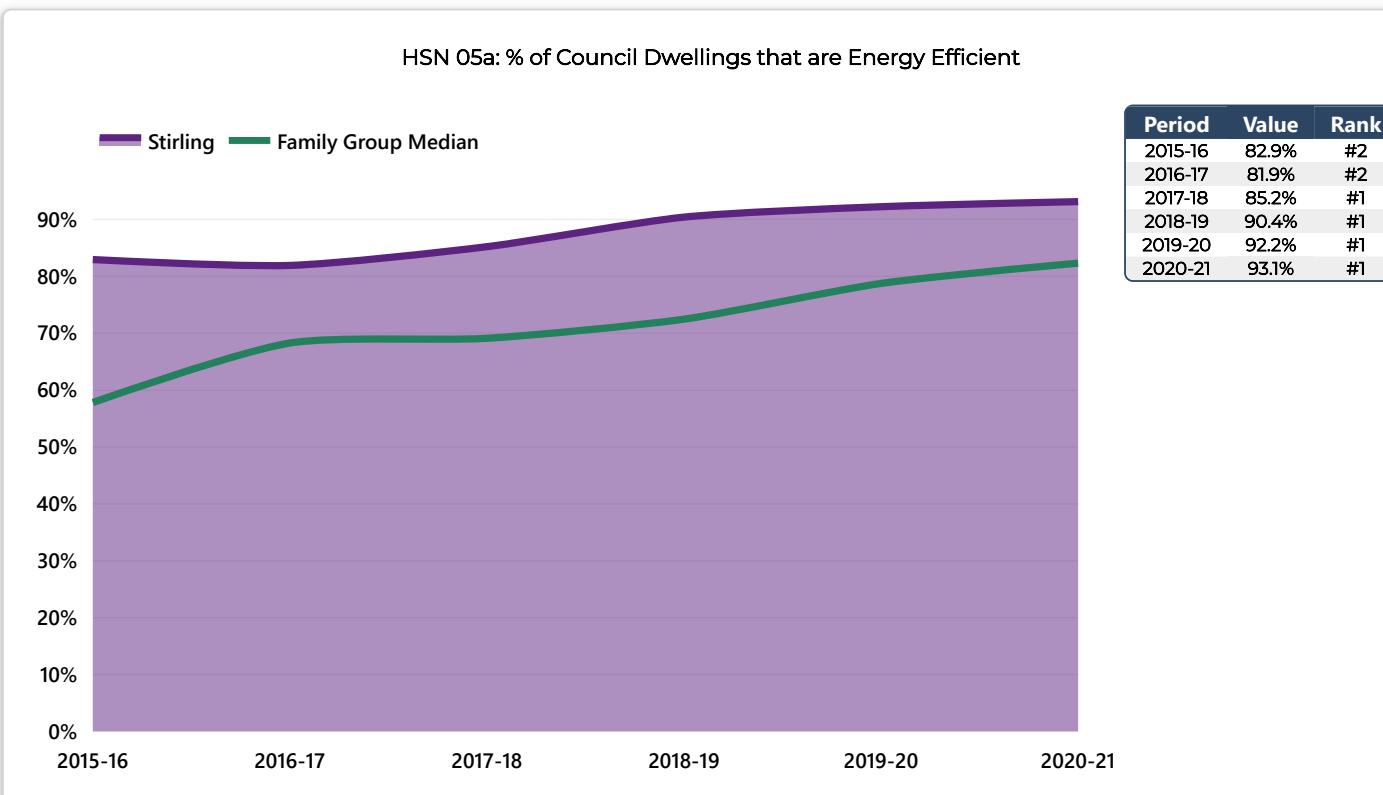
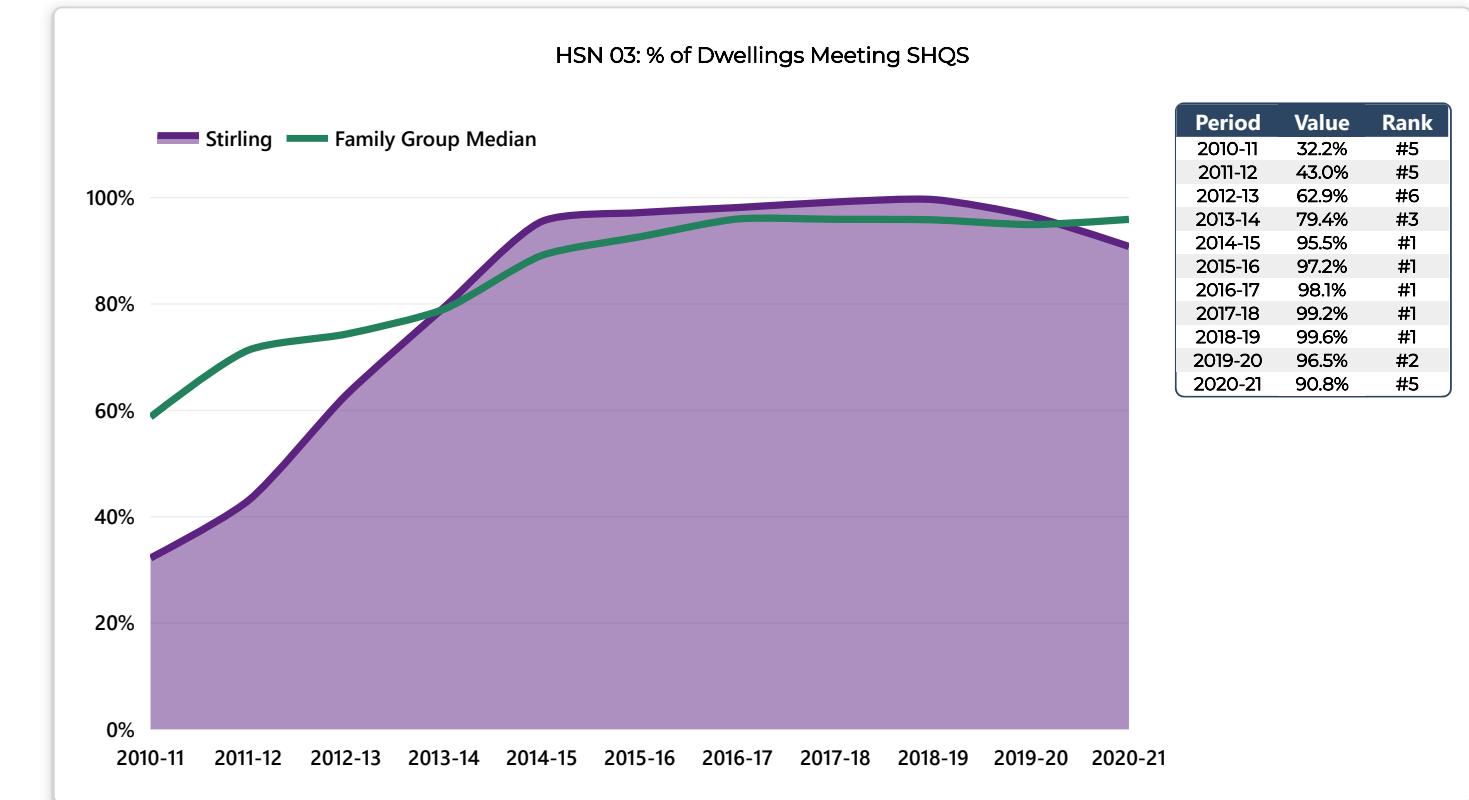
# Housing: Property & Assets



Stirling Council recorded an improvement in performance in 2020/21 despite the impact of the Coronavirus pandemic and remains above the Scottish local authority average of 86.35% with 93.12% of Stirling Council social rented properties recorded as meeting compliance with the Energy Efficiency Standard for Social Housing (EESSH1) standard at 31st March 2021.

Our investment in energy efficiency measures continues in order to ensure that we maximise our compliance with the new Energy Efficiency Standard for Social Housing 2 (EESSH2) that requires all Scottish Registered Social Landlords to strive to achieve an energy efficiency rating of 'B' or above for all social rented stock by 2032. Investment in energy efficiency measures to date has resulted in 57.5% (3,311 homes) of our housing stock already meeting the new 2032 target.

Achieving a rating of 'B' or above removes the energy efficiency of a property as one of the four drivers of fuel poverty.



# Housing

HSN 02: % of Rent Due in the Year That was Lost Due to Voids

2020-21  
0.8%  
Deteriorating/  
Increasing



HSN 01b: Gross rent Arrears (All Tenants) as at 31 March Each Year as a % of Rent Due for the Reporting Year

2020-21  
11.3%  
Improving/  
Decreasing



No Submission

# Council Tax

HSN 02: % of Rent Due in the Year That was Lost Due to Voids

2020-21  
0.8%  
Deteriorating/  
Increasing



HSN 01b: Gross rent Arrears (All Tenants) as at 31 March Each Year as a % of Rent Due for the Reporting Year

2020-21  
11.3%  
Improving/  
Decreasing

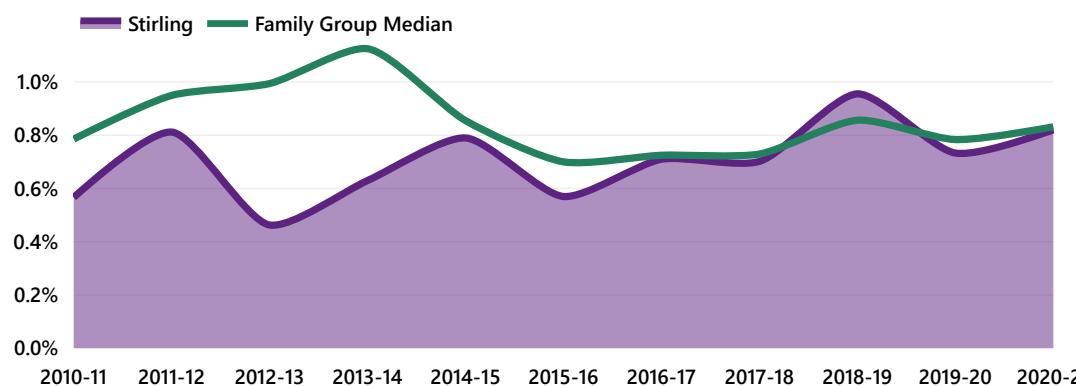


Income from Council Taxpayers makes up around 20% of the Council's total income, and for financial year 2020/21 this represents £52.7 million. Unfortunately, the COVID pandemic significantly impacted on Council Tax collection rates during the year, with Stirling's collection rate seeing a 0.7% fall from prior year levels, representing a reduction in income collected of £0.7 million.

However, despite the adverse impact of COVID on collection levels, Stirling maintained top ranking in Scotland for % of Council Tax collected. Council Tax collection continues to represent a significant strength area, with the Council continuing to display high performance in this area.

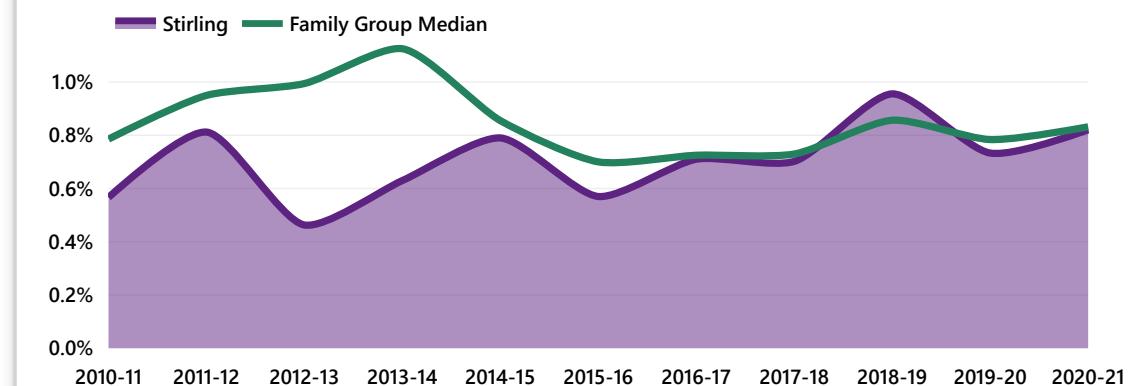
The Service continues to actively seek improvement opportunities through more efficient working practices and deployment of staffing resources required to support Council Tax collection.

HSN 02: % of Rent Due in the Year That was Lost Due to Voids



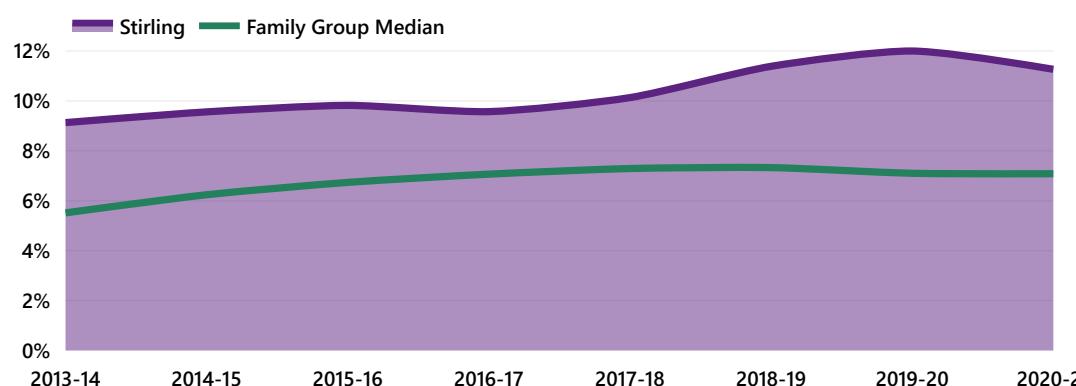
| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 0.6%  | #2   |
| 2011-12 | 0.8%  | #2   |
| 2012-13 | 0.5%  | #1   |
| 2013-14 | 0.6%  | #1   |
| 2014-15 | 0.8%  | #3   |
| 2015-16 | 0.6%  | #3   |
| 2016-17 | 0.7%  | #3   |
| 2017-18 | 0.7%  | #3   |
| 2018-19 | 1.0%  | #5   |
| 2019-20 | 0.7%  | #3   |
| 2020-21 | 0.8%  | #3   |

HSN 02: % of Rent Due in the Year That was Lost Due to Voids



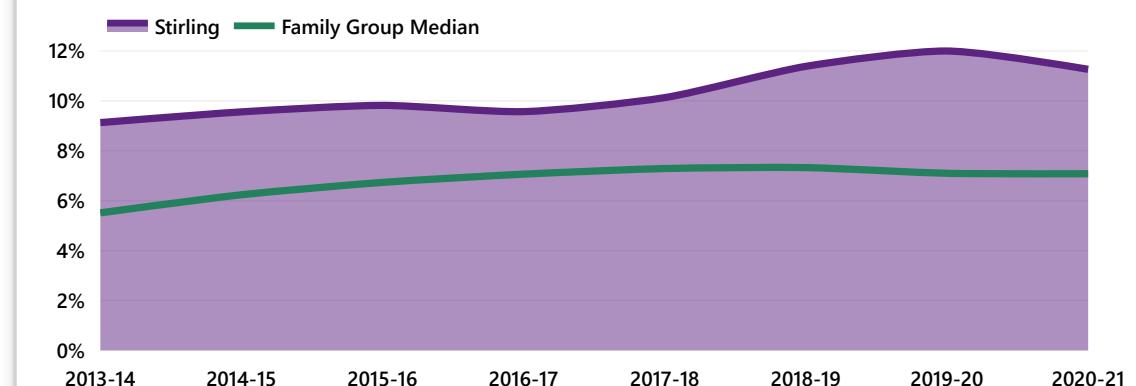
| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 0.6%  | #2   |
| 2011-12 | 0.8%  | #2   |
| 2012-13 | 0.5%  | #1   |
| 2013-14 | 0.6%  | #1   |
| 2014-15 | 0.8%  | #3   |
| 2015-16 | 0.6%  | #3   |
| 2016-17 | 0.7%  | #3   |
| 2017-18 | 0.7%  | #3   |
| 2018-19 | 1.0%  | #5   |
| 2019-20 | 0.7%  | #3   |
| 2020-21 | 0.8%  | #3   |

HSN 01b: Gross rent Arrears (All Tenants) as at 31 March Each Year as a % of Rent Due for the Reporting Year



| Period  | Value | Rank |
|---------|-------|------|
| 2013-14 | 9.1%  | #5   |
| 2014-15 | 9.6%  | #6   |
| 2015-16 | 9.8%  | #6   |
| 2016-17 | 9.6%  | #6   |
| 2017-18 | 10.1% | #6   |
| 2018-19 | 11.4% | #6   |
| 2019-20 | 12.0% | #6   |
| 2020-21 | 11.3% | #6   |

HSN 01b: Gross rent Arrears (All Tenants) as at 31 March Each Year as a % of Rent Due for the Reporting Year

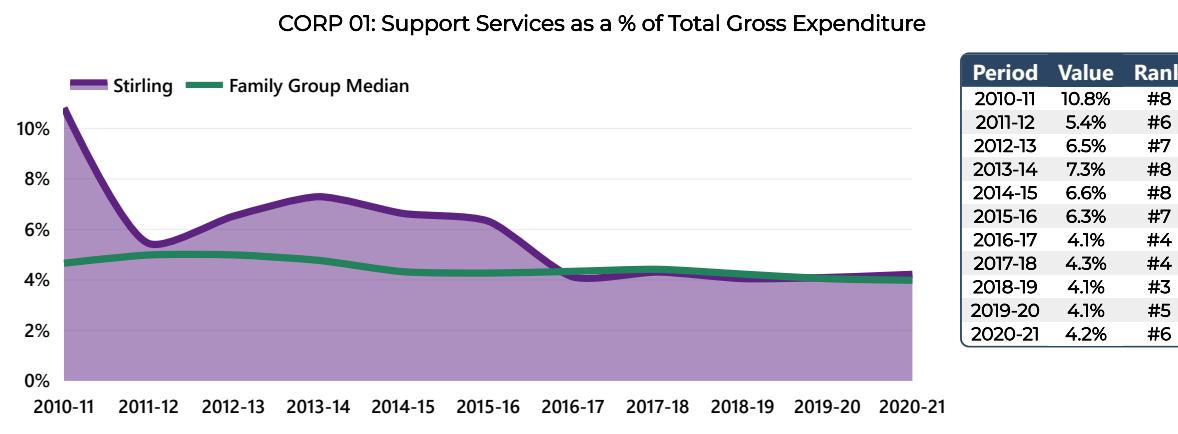


| Period  | Value | Rank |
|---------|-------|------|
| 2013-14 | 9.1%  | #5   |
| 2014-15 | 9.6%  | #6   |
| 2015-16 | 9.8%  | #6   |
| 2016-17 | 9.6%  | #6   |
| 2017-18 | 10.1% | #6   |
| 2018-19 | 11.4% | #6   |
| 2019-20 | 12.0% | #6   |
| 2020-21 | 11.3% | #6   |

# Financial

## CORP 01: Support Services as a % of Total Gross Expenditure

2020-21 Deteriorating/  
4.2% Increasing



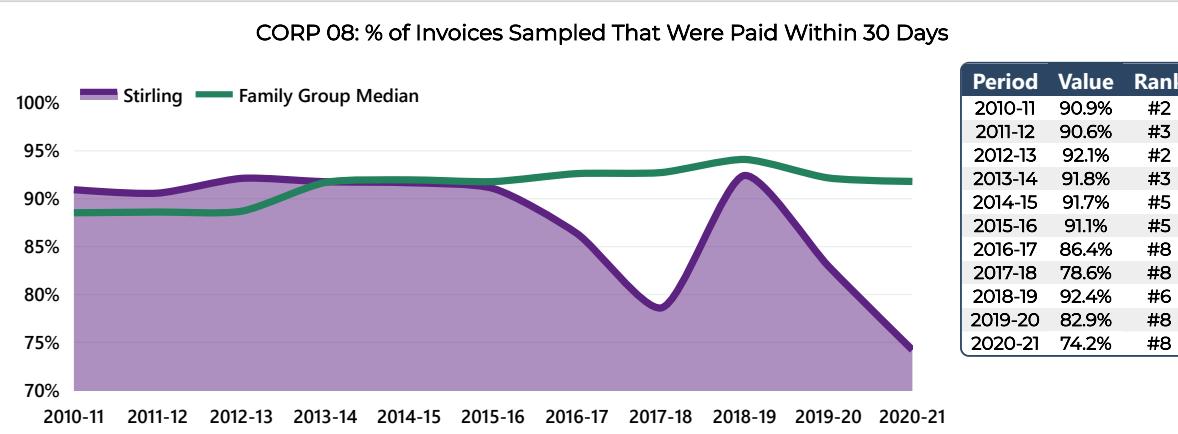
## CORP 08: % of Invoices Sampled That Were Paid Within 30 Days

2020-21 Deteriorating/  
74.2% Decreasing



## FINSUS 01: Total Useable Reserves as a % of Council Annual Budgeted Revenue

2020-21 Improving/  
23.9% Increasing



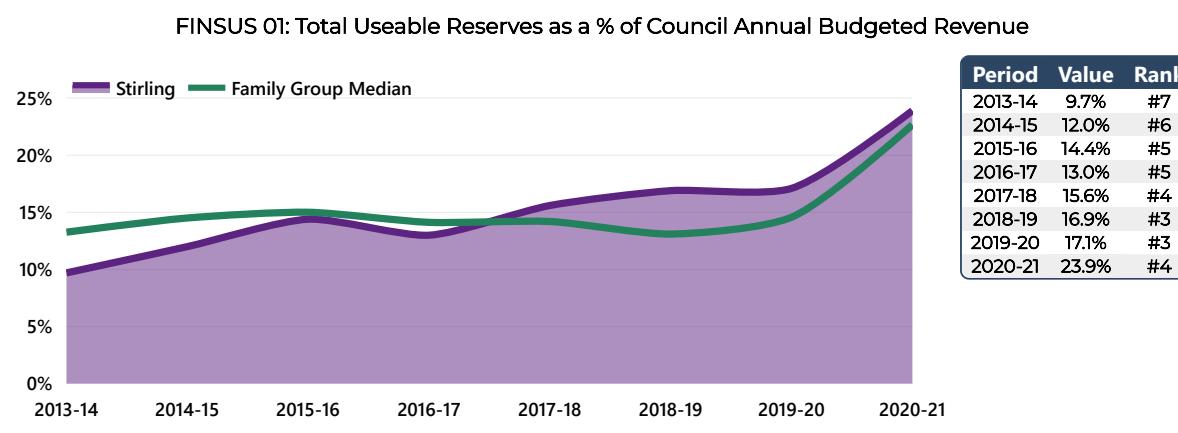
## FINSUS 02: Uncommitted General Fund Balance as a % of Council Annual Budgeted net Revenue

2020-21 Improving/  
5.3% Increasing



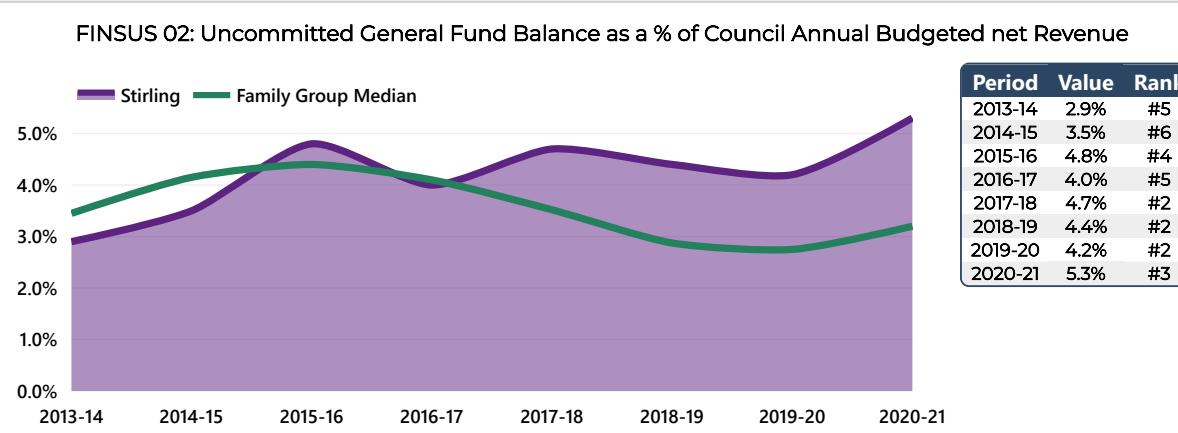
## FINSUS 03: Ratio of Financing Costs to Net Revenue Stream - General Fund

2020-21 Improving/  
7.0% Decreasing



## FINSUS 04: Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account

2020-21 Stable/  
19.0% No Change



## FINSUS 05: Actual Outturn as a % of Budgeted Expenditure

2020-21 Improving/  
98.7% Decreasing



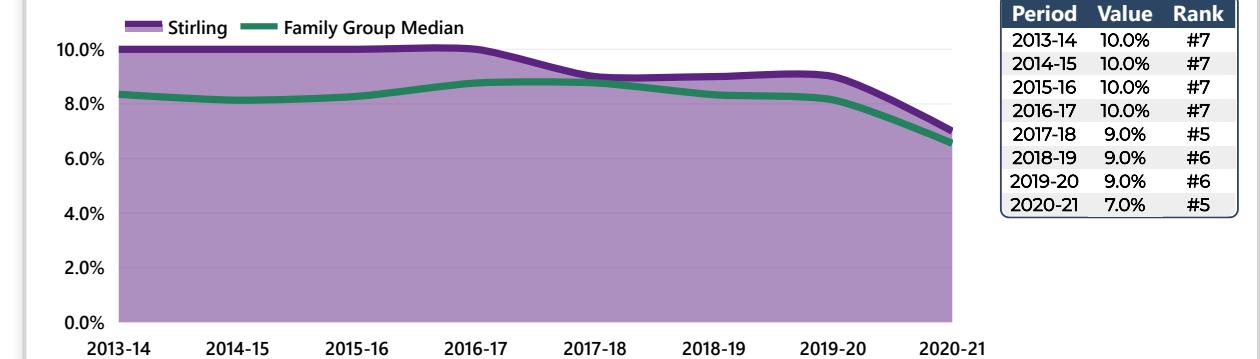
The External Auditor's report on the 2020/21 financial year outlines that the Council's financial management is effective with strong budgeting, financial monitoring and reporting processes that are aligned to its corporate priorities. The Council and its wider group financial position is sustainable into the foreseeable future, although Covid-19 continues to add additional pressure and uncertainty.

The Covid-19 pandemic had a significant impact on the Council's finances during 2020/21. Additional budget pressures totalled £8.9 million for the year and these were addressed through a combination of using Council reserves and additional Scottish Government funding. Stirling Council reported a general fund surplus of £16.9 million for 2020/21, which was largely due to the receipt of additional funding to meet Covid pressures in future years. This has resulted in a large increase in the Council's reserves with £17 million earmarked for pandemic recovery.

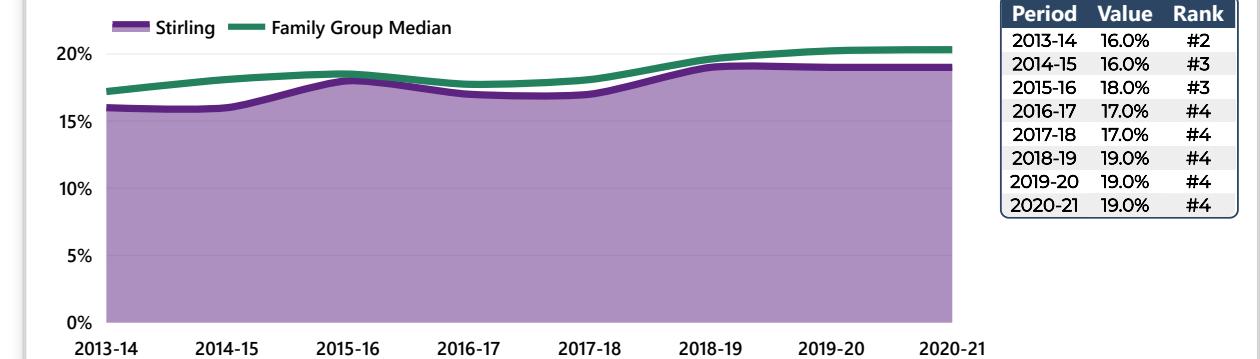
The Council has developed a Covid-19 Recovery Plan, which was approved in June 2021. It sets out 14 priorities, and accompanying actions, which are aligned to the strategic goals within the 10-year Council strategy. The Council recognises the non-recurring nature of such reserves and has taken steps to ensure they are used effectively and in line with Council strategy and strategic objectives.

The Council's 10-year strategy includes a transformation plan to address the longer-term financial challenge. Aligned to this, Stirling Council projects a cumulative £28 million budget deficit over the next 5 years and is in the process of reviewing its income and expenditure streams in advance of the 2022/23 budget.

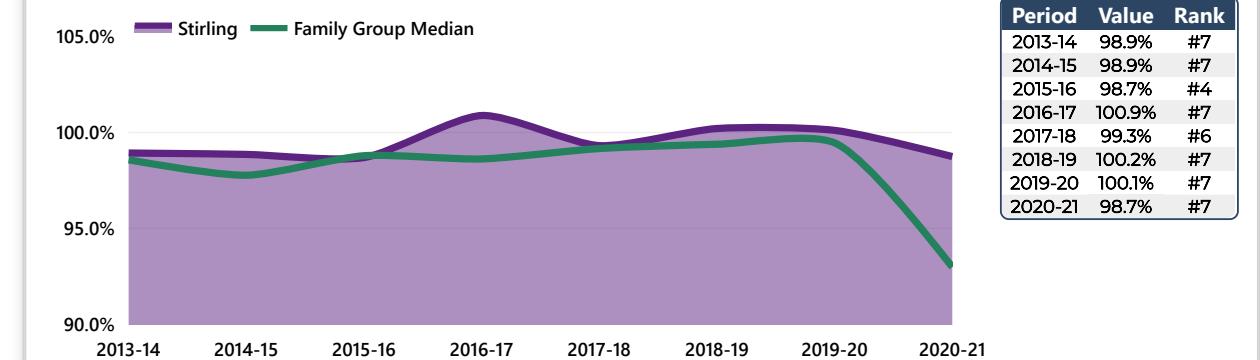
## FINSUS 03: Ratio of Financing Costs to Net Revenue Stream - General Fund



## FINSUS 04: Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account



## FINSUS 05: Actual Outturn as a % of Budgeted Expenditure



# Absence

CORP 06a: Sickness Absence Days per Teacher

2020-21  
3.74  
Improving/  
Decreasing



CORP 06b: Sickness Absence Days per Employee (Non-Teacher)

2020-21  
9.49  
Improving/  
Decreasing



Levels of sickness absence have decreased during 2020/21. A decrease in both short term absence and long term absence (beyond 28 calendar days) has occurred. Of our employees, 68% experienced no absence during 2020/21.

# Gender Pay Gap

CORP 03b: The % of the Highest Paid 5% of Employees who are Women

2020-21  
61.7%  
Deteriorating/  
Increasing



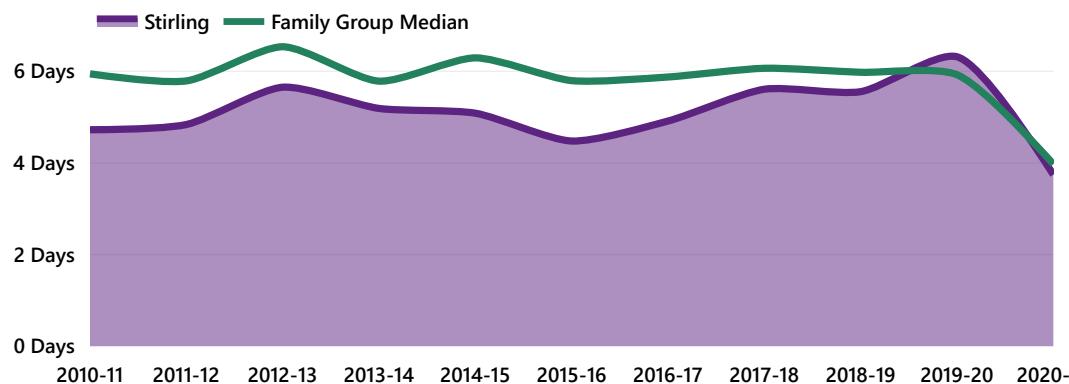
CORP 03c: The Gender Pay Gap (%)

2020-21  
-0.1%  
Improving/  
Increasing



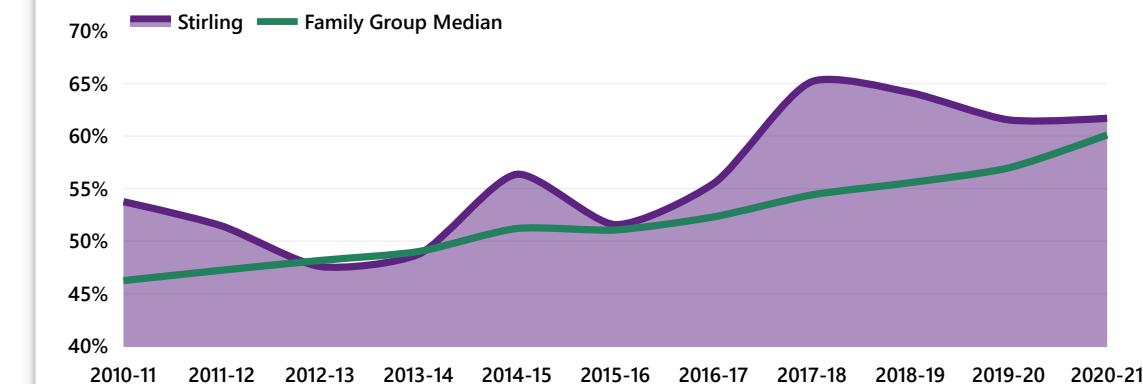
The gender pay gap has narrowed from last year but still remains in favour of women.

CORP 06a: Sickness Absence Days per Teacher



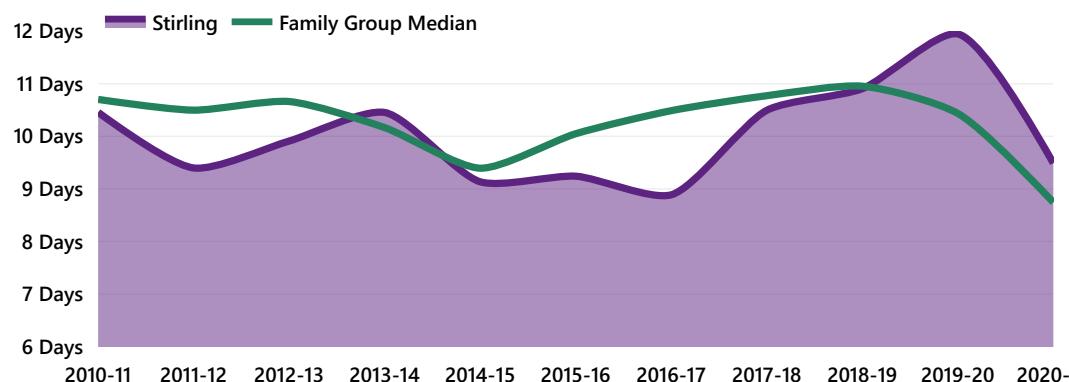
| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 4.72  | #1   |
| 2011-12 | 4.84  | #1   |
| 2012-13 | 5.65  | #2   |
| 2013-14 | 5.19  | #2   |
| 2014-15 | 5.09  | #2   |
| 2015-16 | 4.48  | #1   |
| 2016-17 | 4.91  | #2   |
| 2017-18 | 5.61  | #3   |
| 2018-19 | 5.56  | #4   |
| 2019-20 | 6.32  | #5   |
| 2020-21 | 3.74  | #4   |

CORP 03b: The % of the Highest Paid 5% of Employees who are Women



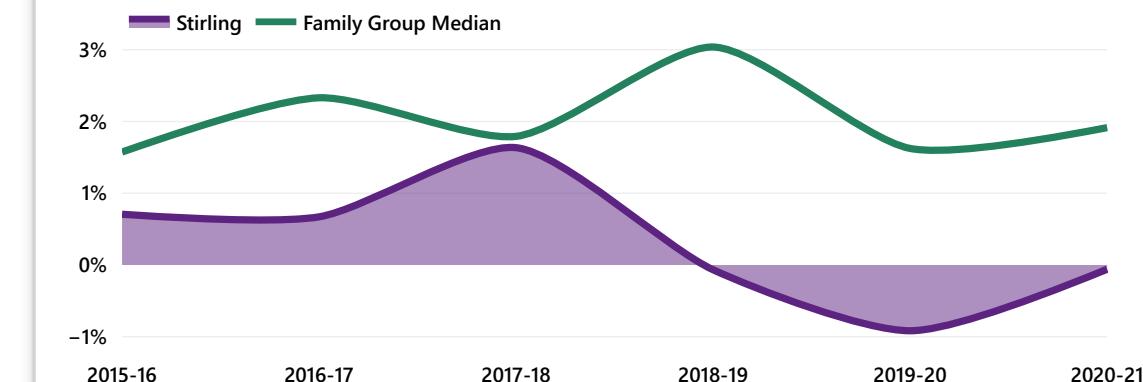
| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 53.8% | #4   |
| 2011-12 | 51.4% | #2   |
| 2012-13 | 47.6% | #4   |
| 2013-14 | 48.8% | #2   |
| 2014-15 | 56.4% | #8   |
| 2015-16 | 51.6% | #4   |
| 2016-17 | 55.5% | #7   |
| 2017-18 | 65.2% | #8   |
| 2018-19 | 64.1% | #8   |
| 2019-20 | 61.5% | #8   |
| 2020-21 | 61.7% | #6   |

CORP 06b: Sickness Absence Days per Employee (Non-Teacher)



| Period  | Value | Rank |
|---------|-------|------|
| 2010-11 | 10.46 | #4   |
| 2011-12 | 9.40  | #1   |
| 2012-13 | 9.91  | #2   |
| 2013-14 | 10.45 | #6   |
| 2014-15 | 9.13  | #3   |
| 2015-16 | 9.24  | #2   |
| 2016-17 | 8.89  | #2   |
| 2017-18 | 10.50 | #3   |
| 2018-19 | 10.91 | #4   |
| 2019-20 | 11.95 | #6   |
| 2020-21 | 9.49  | #7   |

CORP 03c: The Gender Pay Gap (%)



| Period  | Value | Rank |
|---------|-------|------|
| 2015-16 | 0.7%  | #2   |
| 2016-17 | 0.7%  | #2   |
| 2017-18 | 1.6%  | #4   |
| 2018-19 | -0.1% | #1   |
| 2019-20 | -0.9% | #3   |
| 2020-21 | -0.1% | #1   |