

# Local Government Benchmarking Framework

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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 SOLACE (Scotland) and COSLA 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.

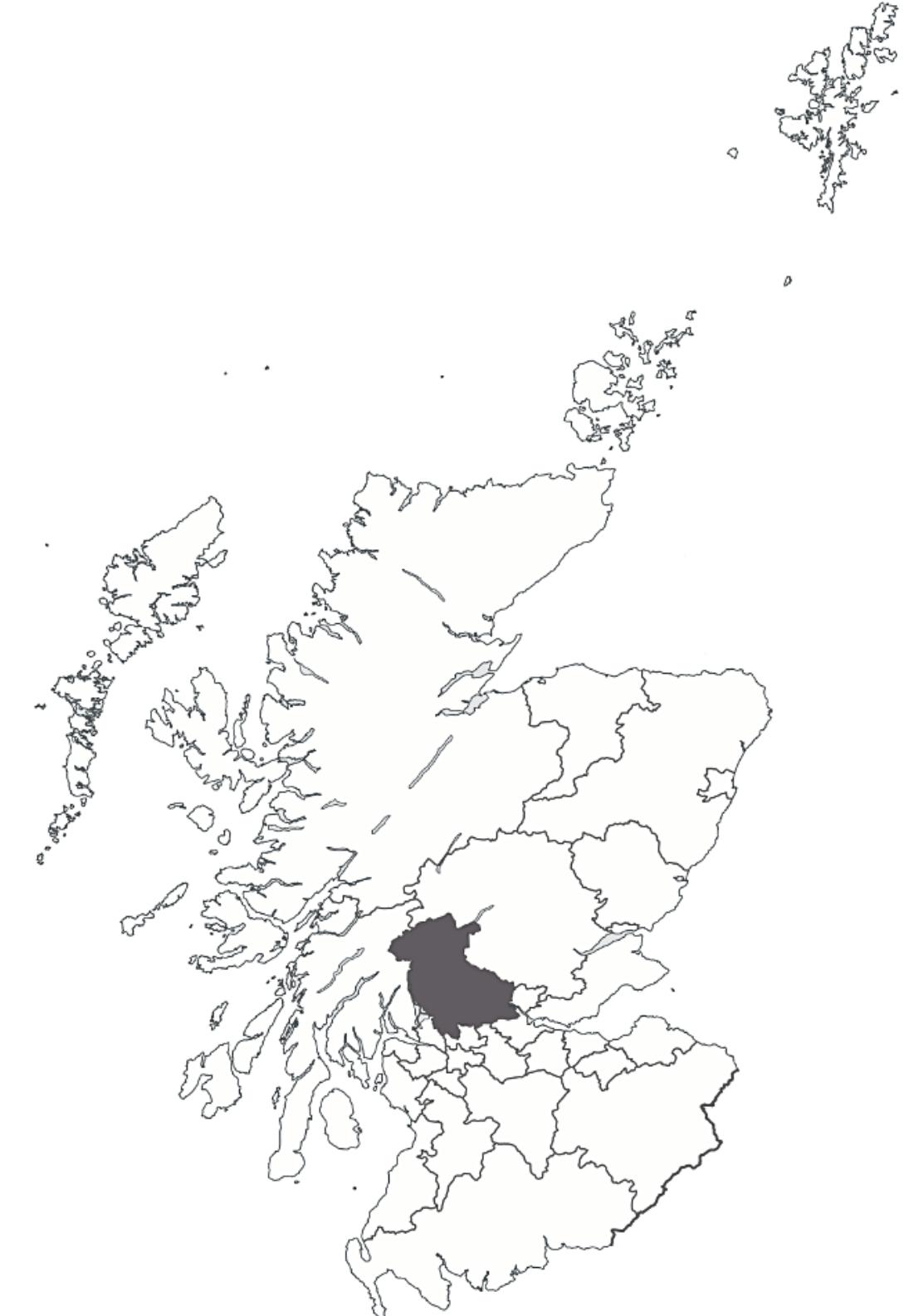
COVID-19 has altered the landscape and fundamentally affected Local Government services and the lives of the communities it serves. Stirling Council has been at the forefront of the initial and ongoing response; creating new services at pace, working in partnership with communities as well as the third 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.



# ABOUT THIS REPORT

## What is LGBF?

The LGBF is a high-level benchmarking tool that aims to assist senior management teams and elected members in asking key questions about council services. It reflects SOLACE (Scotland) and COSLA's commitment to developing better measurement and comparable data as a catalyst for improving services, targeting resources to areas of greatest impact, and enhancing public accountability.

The report's purpose is to identify variations in cost and performance between similar councils and engage in exploring why these variations are happening. The LGBF allows councils to compare their performance against a range of efficiency, output, and outcome indicators that cover all areas of local government activity. The framework has eight years of data and is part of each council's statutory requirements for public performance reporting, replacing the previous Statutory Performance Indicators (SPI) regime.

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

## Key points.

1. This report presents indicators grouped in an order that reflects the citizen's journey, creating a more meaningful experience both in terms of analytical insights and readability. The indicators are arranged starting from early education, followed by care, environment, and so on.

2. The LGBF Board has approved the inclusion of new indicators to enhance the benchmarking suite. The newly included indicators are:

Children's Services: CHN 24 - Percentage of children living in poverty (After Housing Costs)

Economic Development: ECON11 - Gross Value Added (GVA) per capita, ECON12a - Claimant Count as a percentage of Working Age Population, and ECON12b - Claimant Count as a percentage of 16-24 Population.

## Symbology

Below is an explanation of the symbology used in this report:

CHN 02: Cost per Secondary School Pupil		Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
1	2020-21	£ 7,409	17.3%	8	7	27	8
3	Improving & Decreasing		16.4%	5	6a	28	28
2	#4						
1	2020-21	£7,409					
2	Improving & Increasing						
3							
4	#4						
5							
6 (a/b)							
7	FG						
8	Scotland						

# FAMILY GROUPS

# Why do we use family groups?

To facilitate meaningful comparisons from the LGBF data, communities and councils are grouped into "family groups" based on similarities in the populations they serve (e.g., relative affluence or deprivation) and the type of area they serve (e.g., urban, semi-rural, rural). Comparing like with like allows for more useful insights and opportunities for 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

← Rural      Urban →

# Overview

## Adult Social Care Services

### Adult Care - At Home Care

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
SW 01: Older Persons (Over65) Home Care Costs per Hour	2020-21	£ 22.18 <span style="color: green;">↗</span>	£ 23.01	3 <span style="color: green;">↗</span>	4	7 <span style="color: green;">↗</span>	9
SW 03a: % of People 65+ with Long-Term Care Needs who are Receiving Personal Care at Home	2020-21	67.2% <span style="color: green;">↗</span>	65.6%	2 <span style="color: grey;">—</span>	2	9 <span style="color: green;">↗</span>	11
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% <span style="color: red;">↘</span>	81.0%	5 <span style="color: red;">↘</span>	2	26 <span style="color: red;">↘</span>	12
SW 04c: % of Adults Supported at Home Who Agree That They Are Supported to Live as Independently as Possible	2019-20	70.8% <span style="color: red;">↘</span>	84.2%	8 <span style="color: red;">↘</span>	3	32 <span style="color: red;">↘</span>	7
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% <span style="color: green;">↗</span>	73.2%	5 <span style="color: green;">↗</span>	6	22 <span style="color: green;">↗</span>	24
SW 04e: % of Carers Who Feel Supported to Continue in Their Caring Role	2019-20	29.0% <span style="color: red;">↘</span>	38.0%	8 <span style="color: red;">↘</span>	2	32 <span style="color: red;">↘</span>	15

### Adult Care - Adult Health Care

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
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% <span style="color: green;">↗</span>	5.2%	5 <span style="color: grey;">—</span>	5	15 <span style="color: grey;">—</span>	15
SW 05: Older Persons (Over 65's) Residential Care Costs per Week per resident	2020-21	£ 522.84 <span style="color: red;">↘</span>	£ 431.02	6 <span style="color: red;">↘</span>	3	22 <span style="color: red;">↘</span>	16
SW 06: Rate of Readmission to Hospital Within 28 Days per 1,000 Discharges	2020-21	151.5 <span style="color: red;">↘</span>	104.7	8 <span style="color: red;">↘</span>	4	29 <span style="color: red;">↘</span>	15
SW 07: % of Care Services Graded Good or Better	2020-21	89.5% <span style="color: red;">↘</span>	90.0%	2 <span style="color: red;">↘</span>	1	9 <span style="color: red;">↘</span>	7
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 <span style="color: green;">↗</span>	848.8 Days	4 <span style="color: green;">↗</span>	6	17 <span style="color: green;">↗</span>	22

## Children's Services

### Children & Families Social Work

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 08a: The Gross Costs of 'Children Looked After' in Residential Based Services per Child per Week	2020-21	£ 3,880 <span style="color: red;">↘</span>	£ 3,446	3 <span style="color: red;">↘</span>	2	11 <span style="color: red;">↘</span>	9
CHN 08b: The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	2020-21	£ 173 <span style="color: green;">↗</span>	£ 215	1 <span style="color: grey;">—</span>	1	1 <span style="color: green;">↗</span>	2
CHN 09: Balance of Care for Looked After Children: % of Children Being Looked After in the Community	2020-21	92.5% <span style="color: red;">↘</span>	92.7%	1 <span style="color: grey;">—</span>	1	7 <span style="color: grey;">—</span>	7
CHN 22: % of Child Protection Re-Registrations Within 18 Months	2020-21	15.2% <span style="color: red;">↘</span>	9.8%	8 <span style="color: grey;">—</span>	8	32 <span style="color: red;">↘</span>	22
CHN 23: % of LAC with More Than One Placement in the Last Year (Aug-Jul)	2020-21	15.8% <span style="color: green;">↗</span>	18.7%	2 <span style="color: green;">↗</span>	5	9 <span style="color: green;">↗</span>	17
CHN 24: % of Children Living in Poverty (After Housing Costs)	2020-21	18.1% <span style="color: green;">↗</span>	21.3%	1 <span style="color: grey;">—</span>	1	6 <span style="color: green;">↗</span>	7

## Early Years

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 03: Cost per Pre-School Education Place	2020-21	£ 13.70K <span style="color: red;">↘</span>	£ 10.41K	8 <span style="color: grey;">—</span>	8	32 <span style="color: grey;">—</span>	32
CHN 17: % of Children Meeting Developmental Milestones	2020-21	86.2% <span style="color: red;">↘</span>	86.4%	6 <span style="color: green;">↗</span>	8	12 <span style="color: green;">↗</span>	14
CHN 18: % of Funded Early Years Provision Which is Graded Good/Better	2020-21	97.6% <span style="color: red;">↘</span>	97.7%	1 <span style="color: grey;">—</span>	1	4 <span style="color: green;">↗</span>	5

## Employment

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 21: Participation Rate for 16-19 Year Olds (per 100)	2020-21	93.7% <span style="color: red;">↘</span>	94.4%	3 <span style="color: grey;">—</span>	3	7 <span style="color: green;">↗</span>	9

## Other

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 10: % of Adults Satisfied with Local Schools	2017-20	74.7% <span style="color: green;">↗</span>	73.0%	3 <span style="color: green;">↗</span>	6	15 <span style="color: green;">↗</span>	21

## Primary Schools

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 01: Cost per Primary School Pupil	2020-21	£ 6,100 <span style="color: red;">↘</span>	£ 6,068	7 <span style="color: grey;">—</span>	7	23 <span style="color: red;">↘</span>	21
CHN 13a: % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Literacy	2020-21	73.6% <span style="color: red;">↘</span>	79.0%	1 <span style="color: grey;">—</span>	1	5 <span style="color: grey;">—</span>	5
CHN 13b: % of P1, P4 and P7 Pupils Combined Achieving Expected CFE Level in Numeracy	2020-21	80.1% <span style="color: red;">↘</span>	83.4%	1 <span style="color: grey;">—</span>	1	6 <span style="color: grey;">—</span>	6
CHN 14a: Literacy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils	2020-21	38.4% <span style="color: red;">↘</span>	26.9%	8 <span style="color: red;">↘</span>	6	29 <span style="color: red;">↘</span>	27
CHN 14b: Numeracy Attainment Gap (P1,4,7 Combined) - % Point Gap Between the Least Deprived and Most Deprived Pupils	2020-21	30.8% <span style="color: red;">↘</span>	24.8%	8 <span style="color: red;">↘</span>	6	29 <span style="color: red;">↘</span>	27

## School Attendance

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 19a: School Attendance Rates (per 100 Pupils)	2020-21	93.4% <span style="color: red;">↘</span>	93.7%	2 <span style="color: green;">↗</span>	3	8 <span style="color: green;">↗</span>	10
CHN 19b: School Attendance Rates (per 100 'Looked After Children')	2018-19	85.4% <span style="color: green;">↗</span>	85.1%	7 <span style="color: red;">↘</span>	5	25 <span style="color: green;">↗</span>	27
CHN 20a: School Exclusions (per 1,000 Pupils)	2020-21	7.0 <span style="color: green;">↗</span>	17.6	2 <span style="color: grey;">—</span>	2	6 <span style="color: green;">↗</span>	14
CHN 20b: School Exclusions (per 1,000 'Looked After Children')	2018-19	115.4 <span style="color: green;">↗</span>	264.0	2 <span style="color: green;">↗</span>	5	12 <span style="color: green;">↗</span>	21

# Overview

## School Leaver Tariff

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 12a: Overall Average Total Tariff	2020-21	1,090 <span style="color: green;">↗</span>	1,062	1 <span style="color: grey;">—</span>	1	4 <span style="color: red;">↘</span>	3
CHN 12b: Average Total Tariff SIMD Quintile 1	2020-21	642 <span style="color: green;">↗</span>	614	4 <span style="color: red;">↘</span>	3	18 <span style="color: red;">↘</span>	15
CHN 12c: Average Total Tariff SIMD Quintile 2	2020-21	792 <span style="color: green;">↗</span>	711	2 <span style="color: grey;">—</span>	2	20 <span style="color: red;">↘</span>	18
CHN 12d: Average Total Tariff SIMD Quintile 3	2020-21	1,039 <span style="color: green;">↗</span>	1,021	2 <span style="color: red;">↘</span>	1	9 <span style="color: red;">↘</span>	4
CHN 12e: Average Total Tariff SIMD Quintile 4	2020-21	1,229 <span style="color: green;">↗</span>	1,115	1 <span style="color: grey;">—</span>	1	5 <span style="color: green;">↗</span>	8
CHN 12f: Average Total Tariff SIMD Quintile 5	2020-21	1,370 <span style="color: red;">↘</span>	1,410	1 <span style="color: grey;">—</span>	1	10 <span style="color: red;">↘</span>	3

## Secondary Schools

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CHN 02: Cost per Secondary School Pupil	2020-21	£ 7,409 <span style="color: green;">↗</span>	£ 7,572	4 <span style="color: red;">↘</span>	3	12 <span style="color: red;">↘</span>	9
CHN 04: % of Pupils Gaining 5+ Awards at Level 5	2020-21	72.0% <span style="color: grey;">→</span>	72.0%	1 <span style="color: grey;">—</span>	1	8 <span style="color: red;">↘</span>	3
CHN 05: % of Pupils Gaining 5+ Awards at Level 6	2020-21	50.0% <span style="color: grey;">→</span>	50.0%	1 <span style="color: grey;">—</span>	1	4 <span style="color: grey;">—</span>	4
CHN 06: % of Pupils from 20% Most Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)	2020-21	44.0% <span style="color: grey;">→</span>	44.0%	4 <span style="color: red;">↘</span>	2	19 <span style="color: red;">↘</span>	15
CHN 07: % of Pupils from 20% Most Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)	2020-21	19.0% <span style="color: grey;">→</span>	19.0%	4 <span style="color: red;">↘</span>	2	18 <span style="color: red;">↘</span>	13
CHN 11: % of Pupils Entering Positive Destinations	2020-21	95.7% <span style="color: green;">↗</span>	93.2%	2 <span style="color: green;">↗</span>	4	14 <span style="color: grey;">—</span>	14

## Corporate Services

### Absence

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CORP 06a: Sickness Absence Days per Teacher	2020-21	3.74 <span style="color: green;">↗</span>	6.32	4 <span style="color: green;">↗</span>	5	11 <span style="color: green;">↗</span>	17
CORP 06b: Sickness Absence Days per Employee (Non-Teacher)	2020-21	9.49 <span style="color: green;">↗</span>	11.95	7 <span style="color: red;">↘</span>	6	16 <span style="color: green;">↗</span>	17

## Corporate Property Assets

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CORP-ASSET 01: % of Operational Buildings That Are Suitable for Their Current Use	2020-21	90.0% <span style="color: red;">↘</span>	90.7%	4 <span style="color: grey;">—</span>	4	11 <span style="color: grey;">—</span>	11
CORP-ASSET 02: % of Internal Floor Area of Operational Buildings in Satisfactory Condition	2020-21	98.3% <span style="color: green;">↗</span>	97.0%	1 <span style="color: grey;">—</span>	1	3 <span style="color: green;">↗</span>	5

## Culture & Leisure Services

### Council Tax

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CORP 04: The Cost per Dwelling of Collecting Council Tax	2020-21	£ 6.97 <span style="color: green;">↗</span>	£ 7.66	7 <span style="color: grey;">—</span>	7	17 <span style="color: green;">↗</span>	19
CORP 07: % of Income Due From Council Tax Received by the End of the Year	2020-21	97.1% <span style="color: red;">↘</span>	97.8%	1 <span style="color: grey;">—</span>	1	1 <span style="color: grey;">—</span>	1

### Financial Position

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CORP 01: Support Services as a % of Total Gross Expenditure	2020-21	4.2% <span style="color: red;">↘</span>	4.1%	6 <span style="color: red;">↘</span>	5	23 <span style="color: red;">↘</span>	20
CORP 08: % of Invoices Sampled That Were Paid Within 30 Days	2020-21	74.2% <span style="color: red;">↘</span>	82.9%	8 <span style="color: grey;">—</span>	8	32 <span style="color: red;">↘</span>	28

### Gender Pay Gap

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
CORP 03b: The % of the Highest Paid 5% of Employees who are Women	2020-21	61.7% <span style="color: red;">↘</span>	61.5%	6 <span style="color: green;">↗</span>	8	24 <span style="color: green;">↗</span>	28
CORP 03c: The Gender Pay Gap (%)	2020-21	-0.1% <span style="color: green;">↗</span>	-0.9%	1 <span style="color: green;">↗</span>	3	1 <span style="color: green;">↗</span>	6

### Leisure Facilities & Attractions

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
C&L 01: Cost per Attendance at Sports Facilities	2020-21	£ 213.35 <span style="color: red;">↘</span>	£ 2.42	8 <span style="color: red;">↘</span>	4	31 <span style="color: red;">↘</span>	13
C&L 02: Cost per Library Visit	2020-21	£ 3.05 <span style="color: red;">↘</span>	£ 2.32	4 <span style="color: green;">↗</span>	5	11 <span style="color: green;">↗</span>	17
C&L 03: Cost of Museums per Visit	2020-21	£ 55.94 <span style="color: red;">↘</span>	£ 8.76	7 <span style="color: green;">↗</span>	8	19 <span style="color: green;">↗</span>	27
C&L 05a: % of Adults Satisfied with Libraries	2017-20	83.4% <span style="color: red;">↘</span>	85.7%	2 <span style="color: grey;">—</span>	2	5 <span style="color: red;">↘</span>	4
C&L 05c: % of Adults Satisfied with Museums and Galleries	2017-20	71.8% <span style="color: green;">↗</span>	66.8%	3 <span style="color: green;">↗</span>	4	8 <span style="color: green;">↗</span>	14
C&L 05d: % of Adults Satisfied with Leisure Facilities	2017-20	76.6% <span style="color: red;">↘</span>	79.0%	1 <span style="color: grey;">—</span>	1	5 <span style="color: grey;">—</span>	5

### Parks & Open Spaces

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
C&L 04: Cost of Parks & Open Spaces per 1,000 Population	2020-21	£ 20.53K <span style="color: green;">↗</span>	£ 22.88K	5 <span style="color: red;">↘</span>	3	20 <span style="color: red;">↘</span>	19
C&L 05b: % of Adults Satisfied with Parks and Open Spaces	2017-20	87.3% <span style="color: green;">↗</span>	86.3%	4 <span style="color: grey;">—</span>	4	11 <span style="color: green;">↗</span>	13

# Overview

## Economic Development

### Economic Growth

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ECON 04: % of Procurement Spent on Local Enterprises	2020-21	17.3%	16.4%	8	7	27	28
ECON 05: No of Business Gateway Start-Ups per 10,000 Population	2020-21	18.8	25.3	1	1	7	3
ECON 06: Cost of Economic Development & Tourism per 1,000 Population	2020-21	£ 54.42K	£ 63.22K	2	4	8	16
ECON 08: % of Properties Receiving Superfast Broadband	2020-21	90.3%	89.6%	6	6	21	21
ECON 09: Town Vacancy Rates	2020-21	5.5%	5.2%	1	1	5	3
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	12	16
ECON 11: Gross Value Added (GVA) per Capita	2020-21	£ 25.29K	£ 27.53K	2	2	7	6

### Employment

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ECON 01: % of Unemployed People Assisted into Work from Council Funded/Operated Employability Programmes	2020-21	7.9%	19.3%	4	4	11	8
ECON 07: % of People Earning Less Than the Living Wage	2020-21	13.2%	14.6%	1	1	5	6
ECON 12a: Claimant Count as a % of Working Age Population	2020-21	4.5%	2.5%	1	2	6	8
ECON 12b: Claimant Count as % of 16-24 Population	2020-21	4.9%	2.6%	1	2	4	6

### Planning

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ECON 02: Cost per Planning Application	2020-21	£ 5,995	£ 5,857	5	5	23	22
ECON 03: Average Time per Commercial Planning Application	2020-21	10.02 Weeks	9.23 Weeks	5	6	16	14

## Environmental Services

### Cost of Regulation

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ENV 05: Cost of Trading Standards and Environmental Health per 1,000 Population	2020-21	£ 22.68K	£ 22.23K	8	8	24	22
ENV 05a: Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 Population	2020-21	£ 8.95K	£ 8.33K	8	8	25	22
ENV 05b: Cost of Environmental Health per 1,000 Population	2020-21	£ 13.73K	£ 13.89K	7	7	22	19

## Road Maintenance

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ENV 04a: Cost of Maintenance per Kilometre of Roads	2020-21	£ 10.46K	£ 13.25K	6	8	17	20
ENV 04b: % of A class Roads That Should be Considered for Maintenance Treatment	2019-21	32.6%	31.9%	5	5	24	25
ENV 04c: % of B class Roads That Should be Considered for Maintenance Treatment	2019-21	42.0%	40.1%	8	8	31	30
ENV 04d: % of C class Roads That Should be Considered for Maintenance Treatment	2019-21	42.0%	40.5%	7	6	28	25
ENV 04e: % of Unclassified Roads That Should be Considered for Maintenance Treatment	2017-21	45.9%	46.1%	8	8	28	29

## Street Cleaning

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ENV 03a: Net Cost of Street Cleaning per 1,000 Population	2020-21	£ 18.47K	£ 21.67K	7	8	27	29
ENV 03c: Street Cleanliness Score (% Acceptable)	2020-21	92.6%	96.3%	4	1	16	6
ENV 07b: % of Adults Satisfied with Street Cleaning	2017-20	59.5%	55.5%	5	8	25	32

## Waste & Recycling

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
ENV 01a: Net Cost of Waste Collection per Premises	2020-21	£ 138	£ 139	8	8	32	32
ENV 02a: Net Cost of Waste Disposal per Premises	2020-21	£ 109	£ 94	8	5	18	11
ENV 06: The % of Total Household Waste Arising that is Recycled	2020-21	47.8%	54.8%	6	5	13	10
ENV 07a: % of Adults Satisfied with Refuse Collection	2017-20	69.7%	64.3%	7	8	26	30

## Financial Sustainability

### Financial Position

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
FINSUS 01: Total Useable Reserves as a % of Council Annual Budgeted Revenue	2020-21	23.9%	17.1%	4	3	13	15
FINSUS 02: Uncommitted General Fund Balance as a % of Council Annual Budgeted net Revenue	2020-21	5.3%	4.2%	3	2	6	5
FINSUS 03: Ratio of Financing Costs to Net Revenue Stream - General Fund	2020-21	7.0%	9.0%	5	6	20	25
FINSUS 04: Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	2020-21	19.0%	19.0%	4	4	11	12
FINSUS 05: Actual Outturn as a % of Budgeted Expenditure	2020-21	98.7%	100.1%	7	7	17	26

# Overview

## Housing Services

### Management & Homelessness

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
<b>HSN 01b: Gross rent Arrears (All Tenants) as at 31 March Each Year as a % of Rent Due for the Reporting Year</b>	2020-21	11.3% 	12.0%	6 —	6	22 	26
<b>HSN 02: % of Rent Due in the Year That was Lost Due to Voids</b>	2020-21	0.8% 	0.7%	3 —	3	7 	9

### Property & Assets

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
<b>HSN 03: % of Dwellings Meeting SHQS</b>	2020-21	90.8% 	96.5%	5 	2	15 	9
<b>HSN 04b: Average Time Taken to Complete Non-Emergency Repairs</b>	2020-21	3.16 Days 	3.67 Days	1 —	1	1 —	1
<b>HSN 05a: % of Council Dwellings that are Energy Efficient</b>	2020-21	93.1% 	92.2%	1 —	1	7 —	7

## Tackling Climate Change

### Climate Change Emissions

Indicator	Period	Value	Previous Value	Rank (FG)	Previous Rank (FG)	Rank (Scotland)	Previous Rank (Scotland)
<b>CLIM 01: CO2 Emissions Area Wide per Capita</b>	2020-21	4.90 tCO2 	6.17 tCO2	5 	6	23 	25
<b>CLIM 02: CO2 Emissions Area Wide: Emissions Within Scope of LA per Capita</b>	2020-21	5.35 tCO2 	6.15 tCO2	7 —	7	28 	29

# Early Years

**CHN 03: Cost per Pre-School Education Place**

2020-21  
£ 13.70K



Deteriorating & Increasing



**CHN 17: % of Children Meeting Developmental Milestones**

2020-21  
86.2%



Deteriorating & Decreasing



**CHN 18: % of Funded Early Years Provision Which is Graded Good/Better**

2020-21  
97.6%



Deteriorating & Decreasing



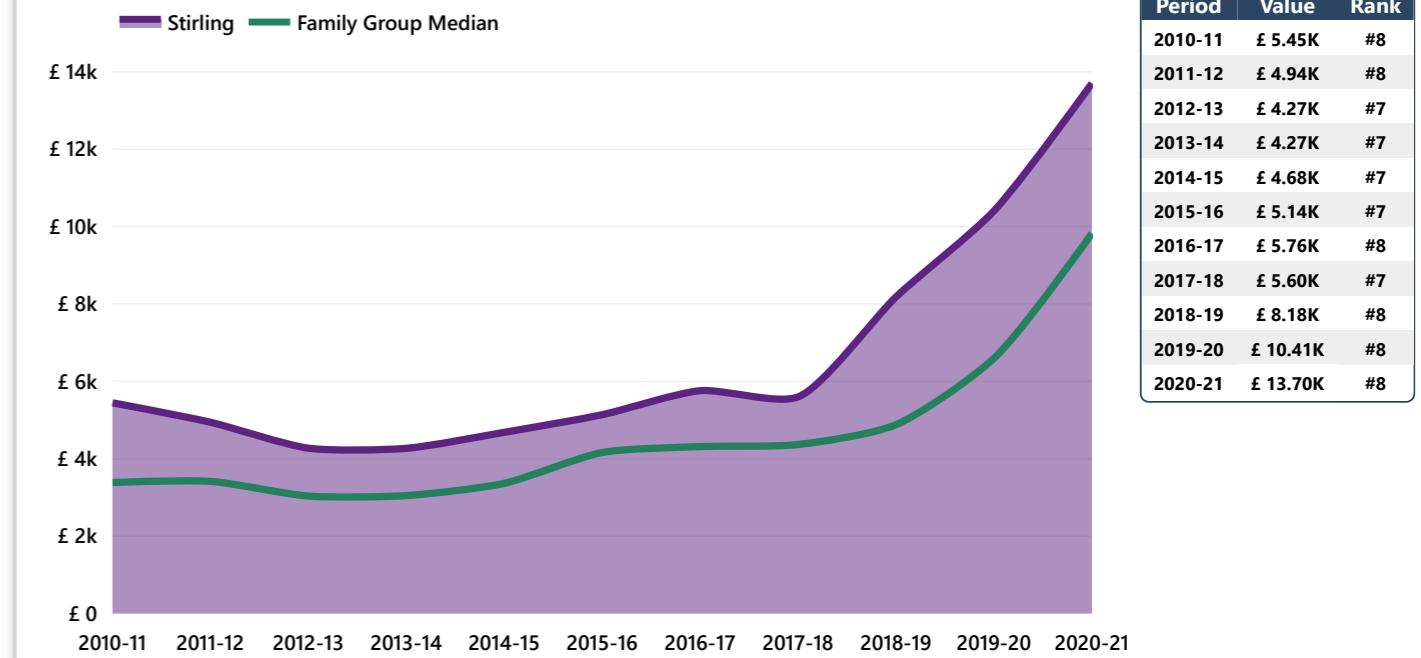
1140 hours of early learning and childcare has been delivered in Stirling in all nurseries, and with funded childminders, since August 2020. This was one year ahead of the statutory duty. In addition to this, parents/carers can purchase more hours where available and can purchase places for babies and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

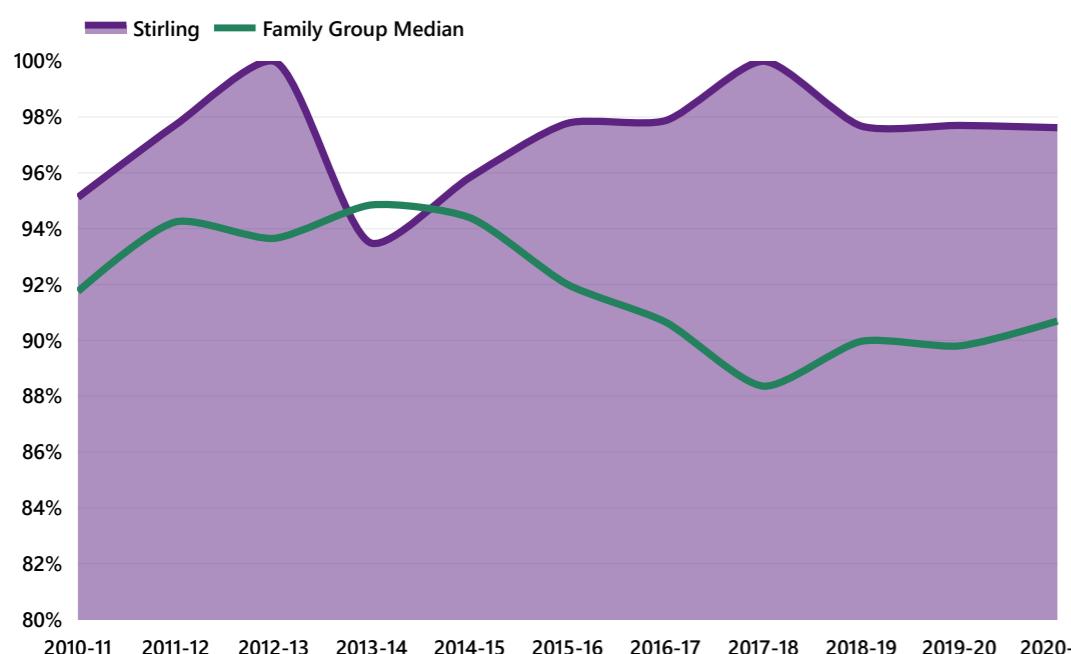
**CHN 03**

**Cost per Pre-School Education Place**



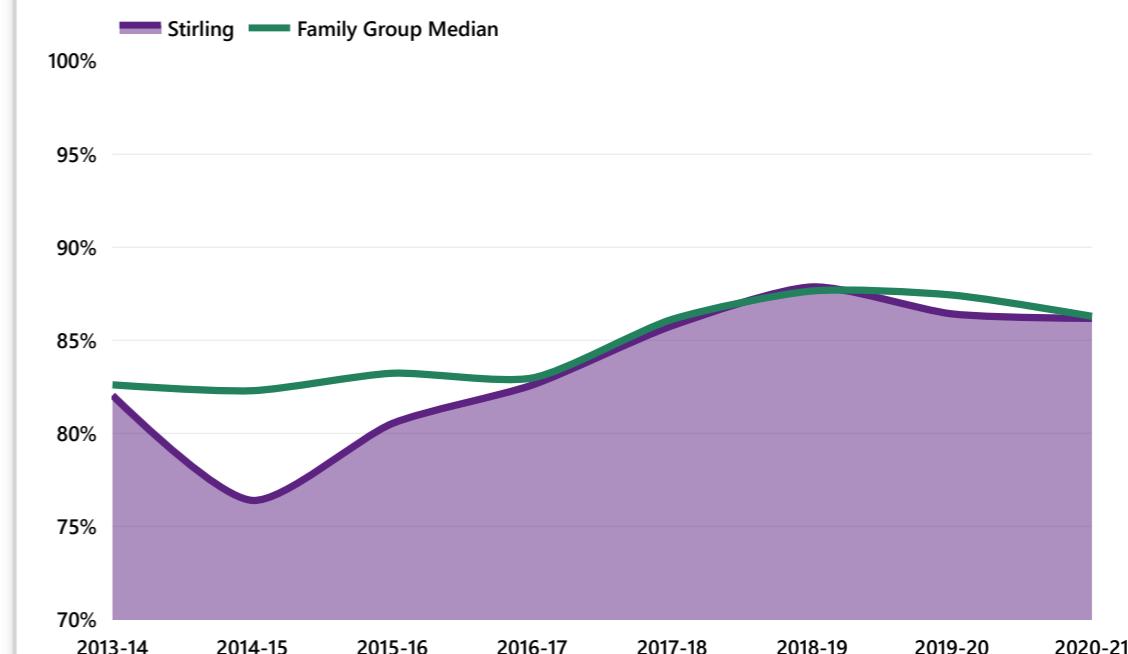
**CHN 18**

**% of Funded Early Years Provision Which is Graded Good/Better**

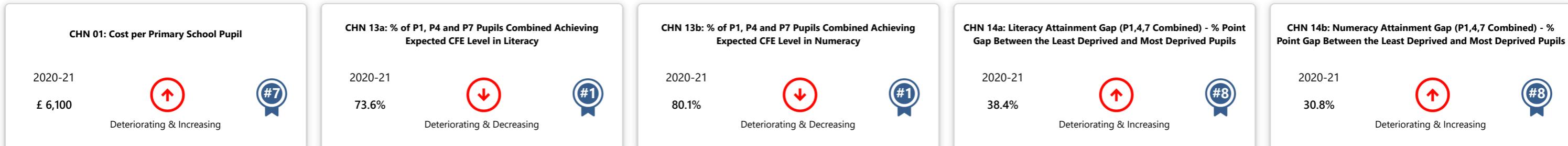


**CHN 17**

**% of Children Meeting Developmental Milestones**



# Primary Schools

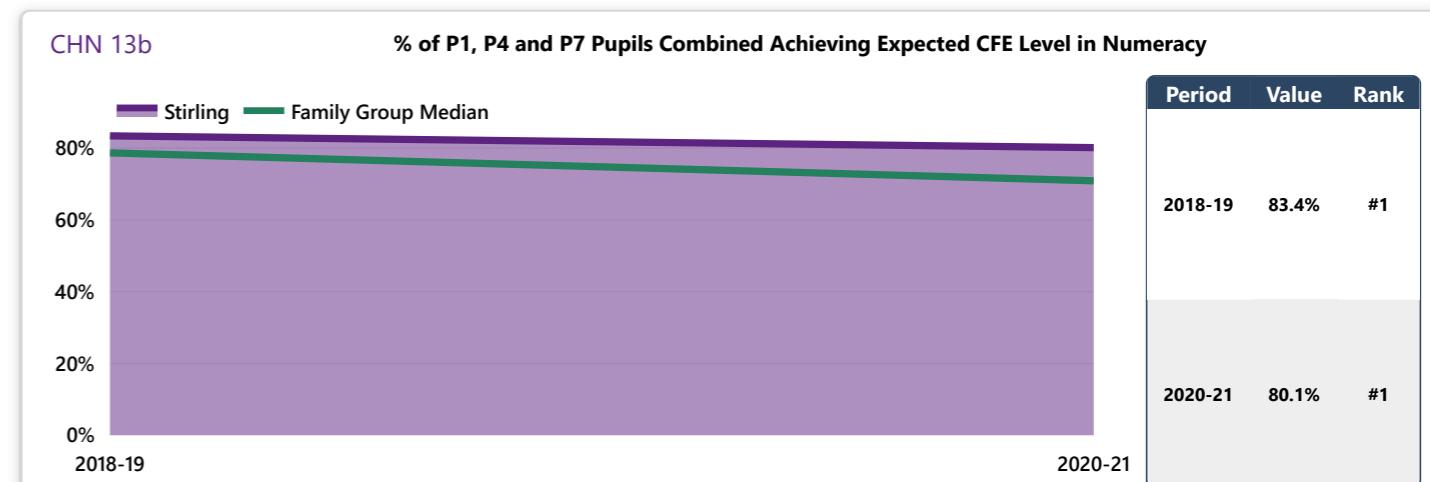
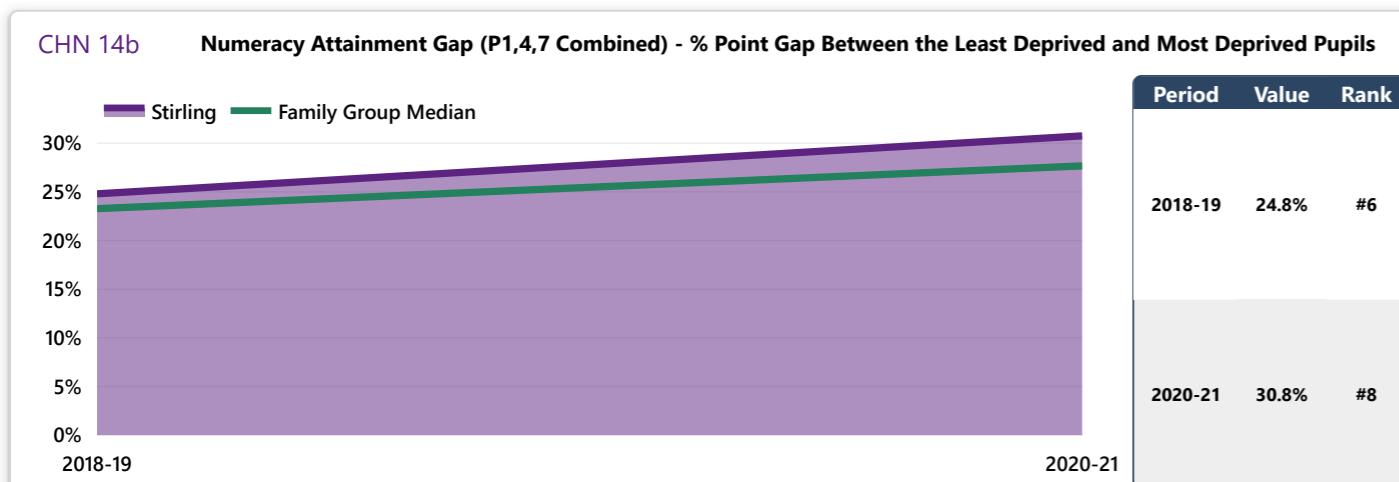
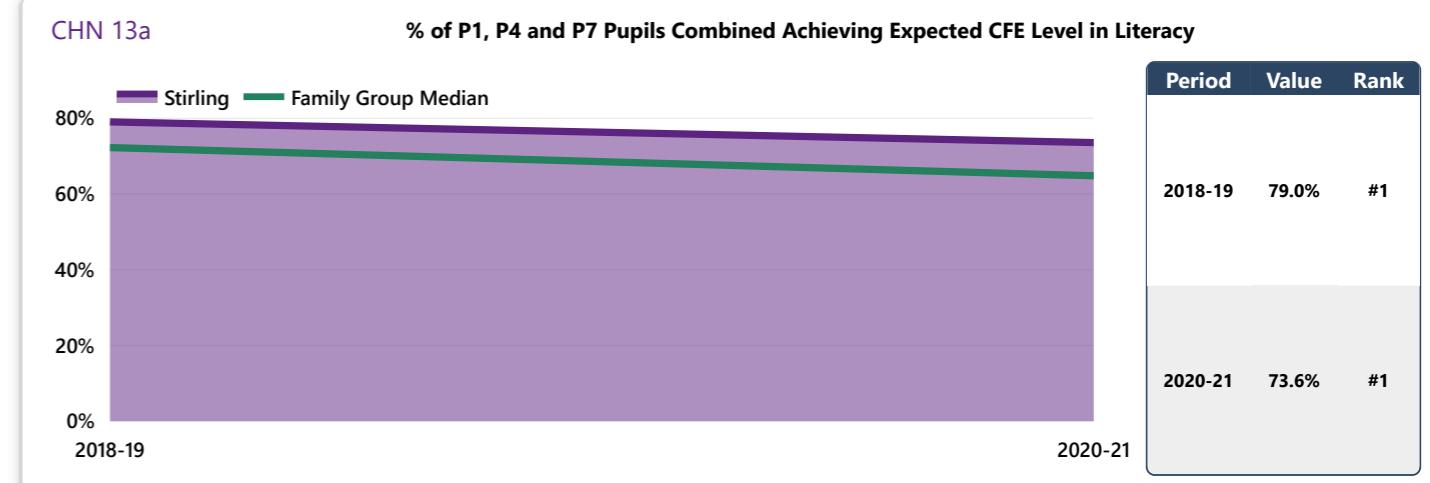
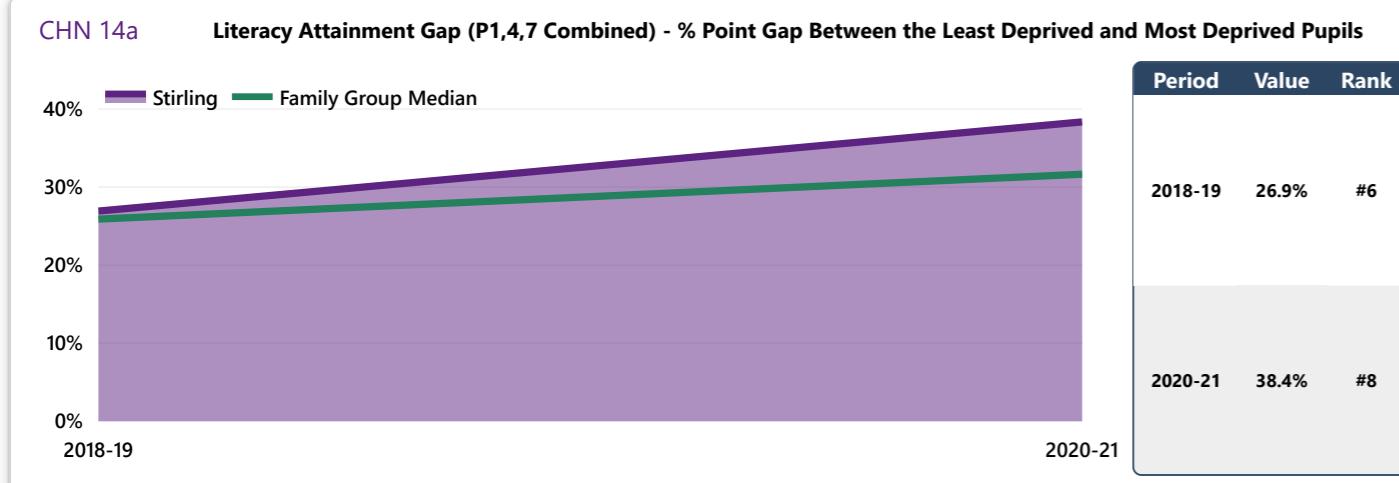
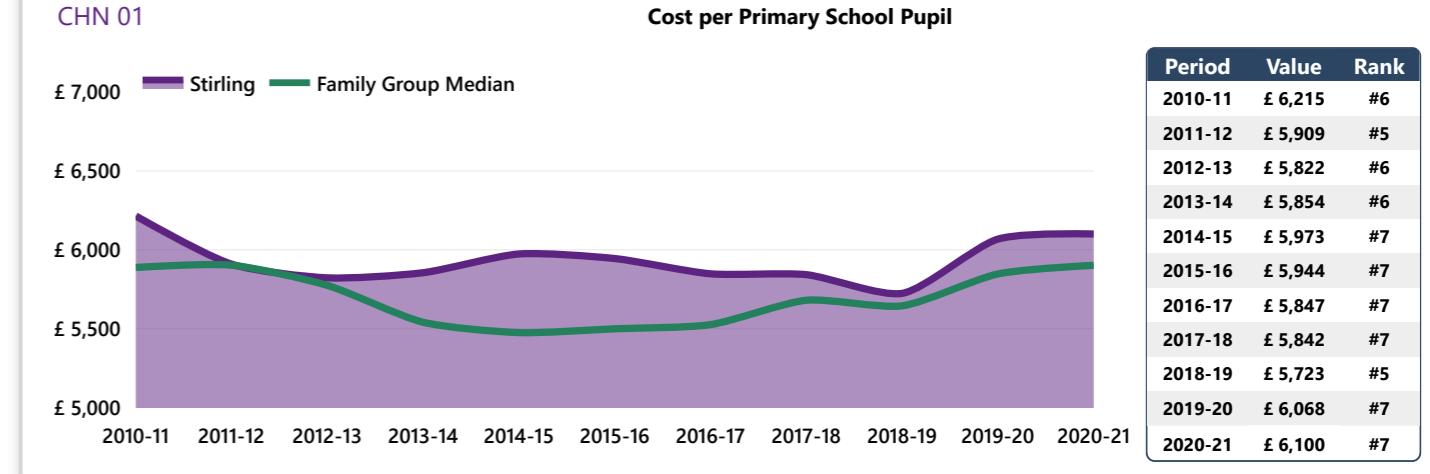


Between 2016-2019, Achievement of Curriculum for Excellence Levels (ACEL) demonstrated that over time levels of attainment in Stirling in P1, P4, P7 and S3 continually improved. At June 2019, Stirling's attainment levels in all areas of literacy and numeracy were higher than national averages.

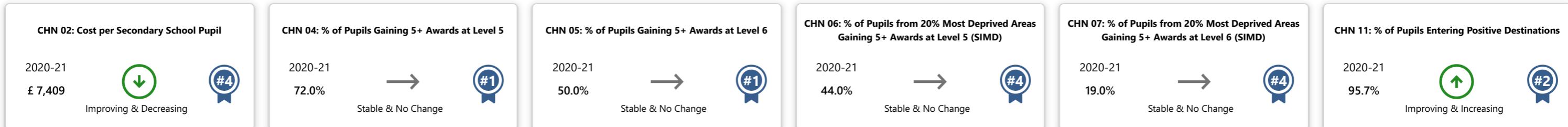
The Scottish Government did not collect Achievement of CfE Levels data for any pupils in 2019-20 due to the Covid-19 pandemic and therefore there was no national data at June 2020. In 2020-21 data was collected for pupils in P1, P4 and P7 but was not collected for pupils in S3 due to other pressures. 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.

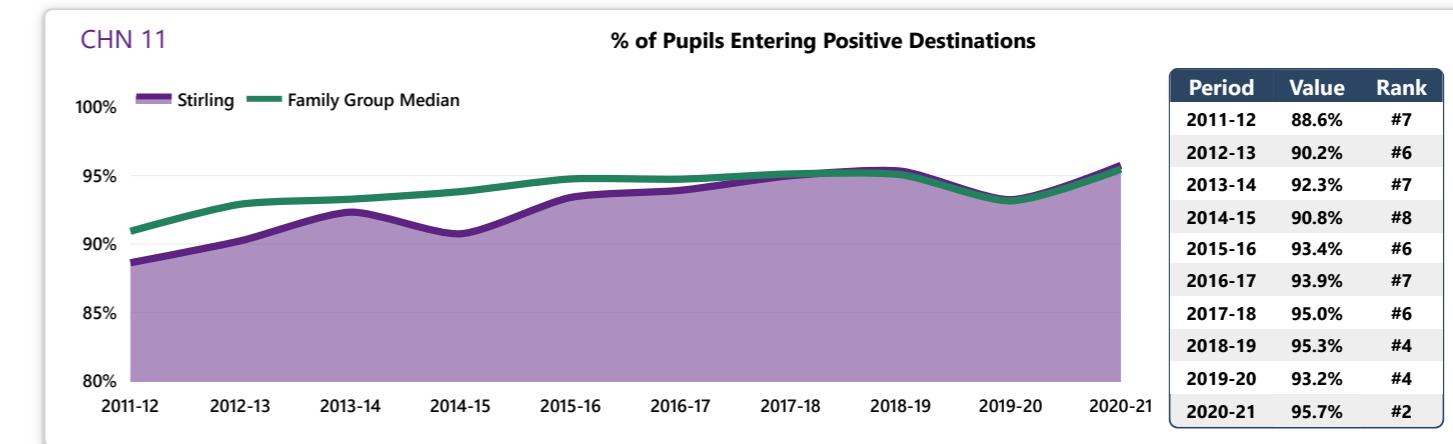
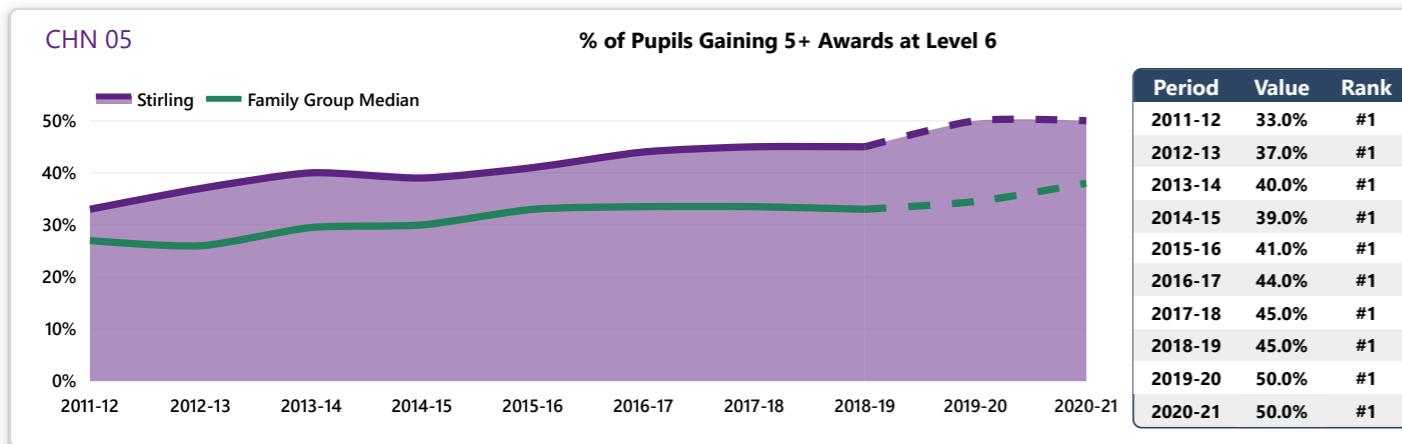
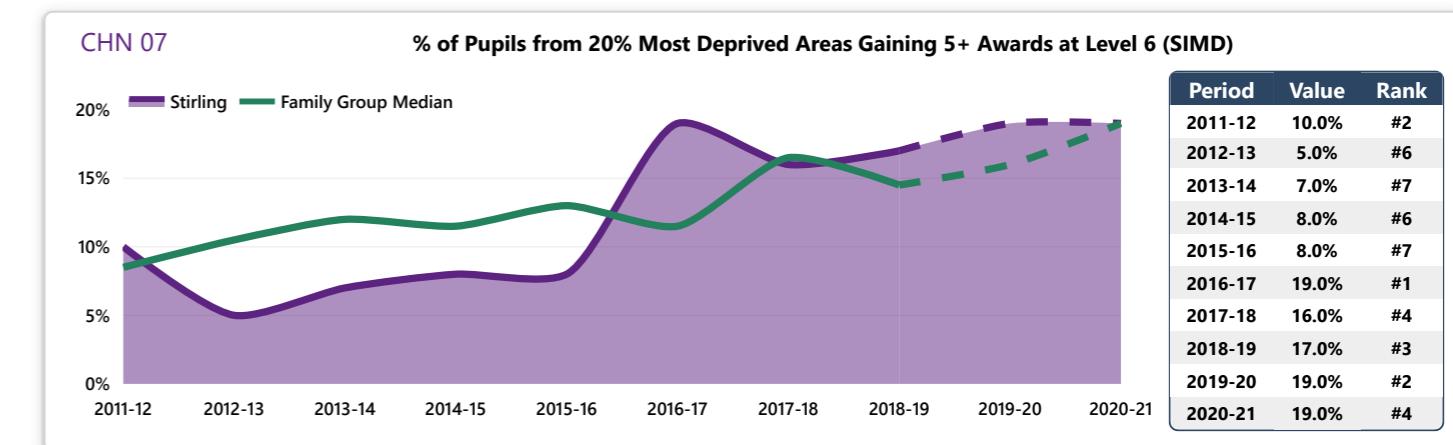
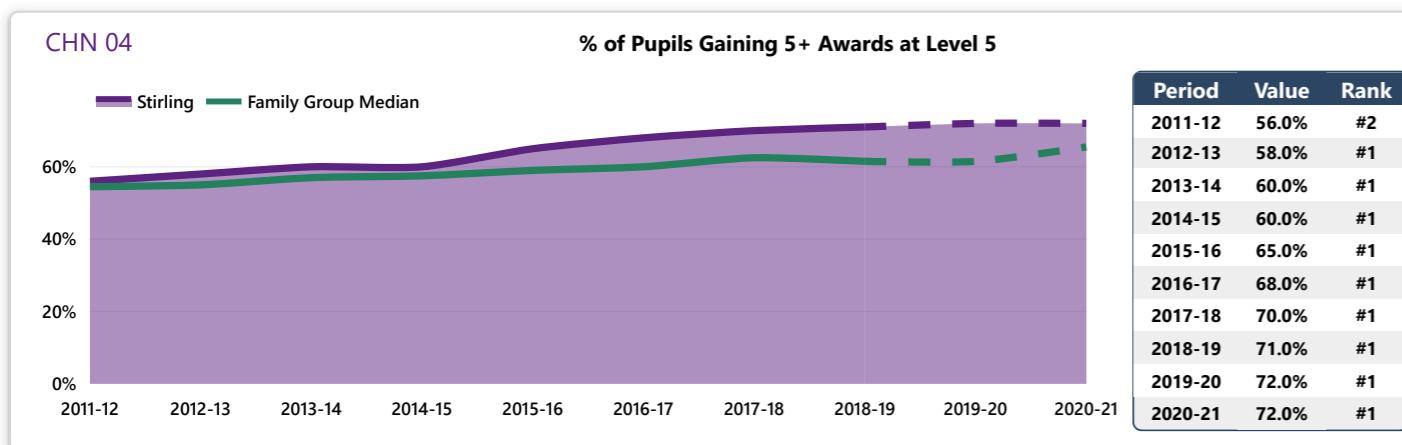
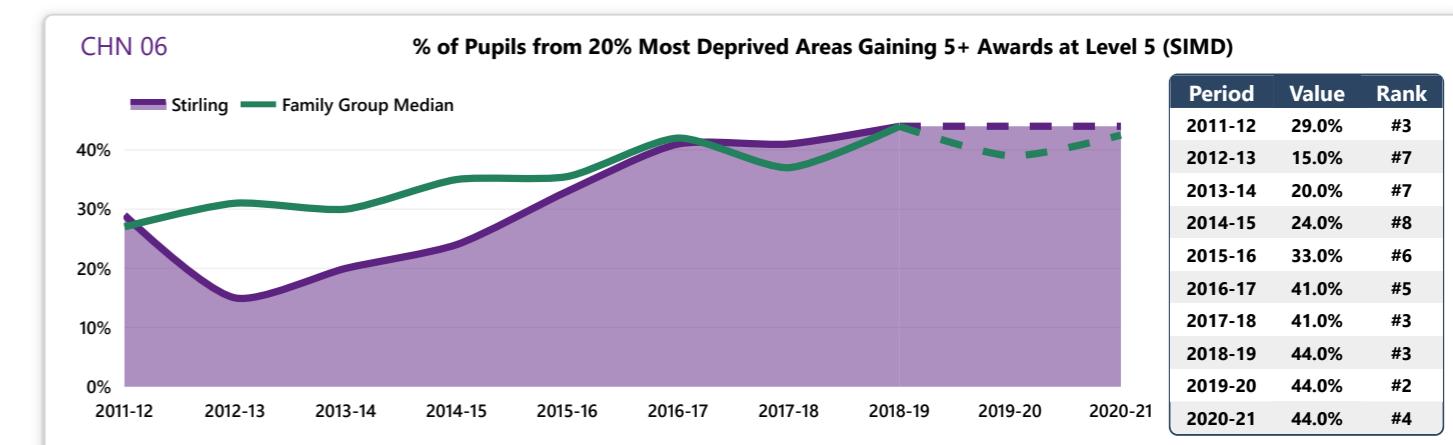
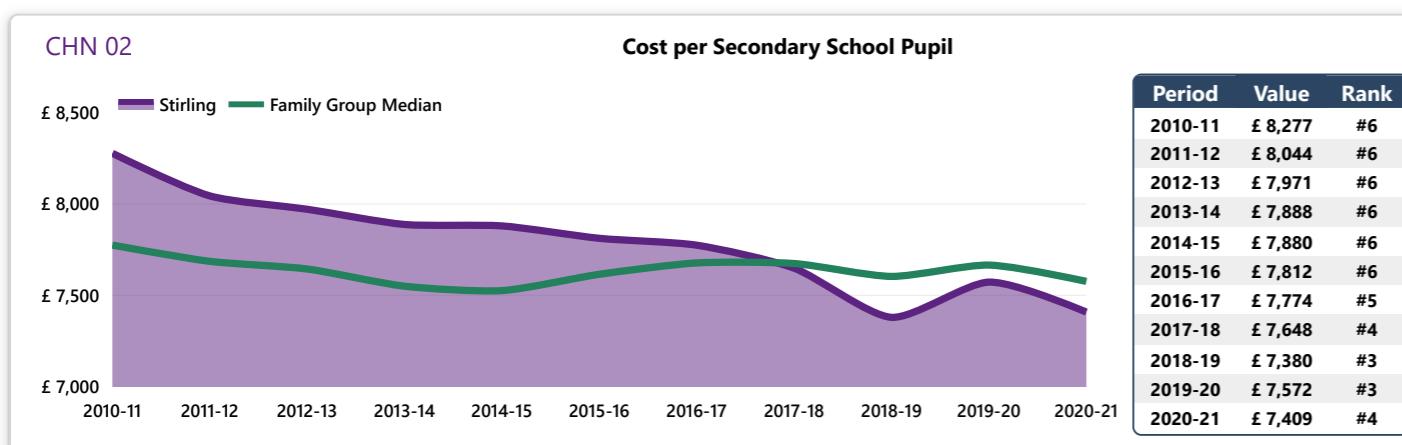


# Secondary Schools

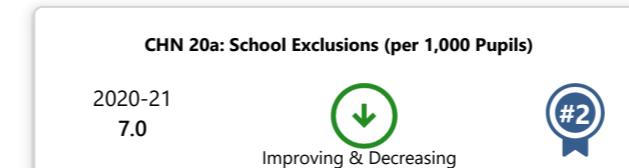
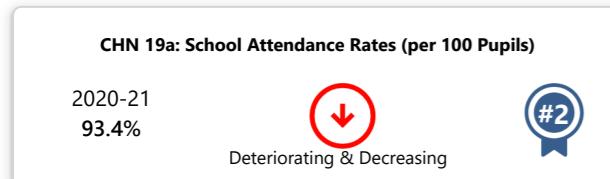


Overall SPYP 2020/21 Narrative for CHN 2, 4, 5, 6, 7 & 11 Our priority focus continues to work with schools and external organisations to close the attainment gap and widen the curriculum offer within our Stirling secondary schools. A key focus of this work is identifying action to promote equity and 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

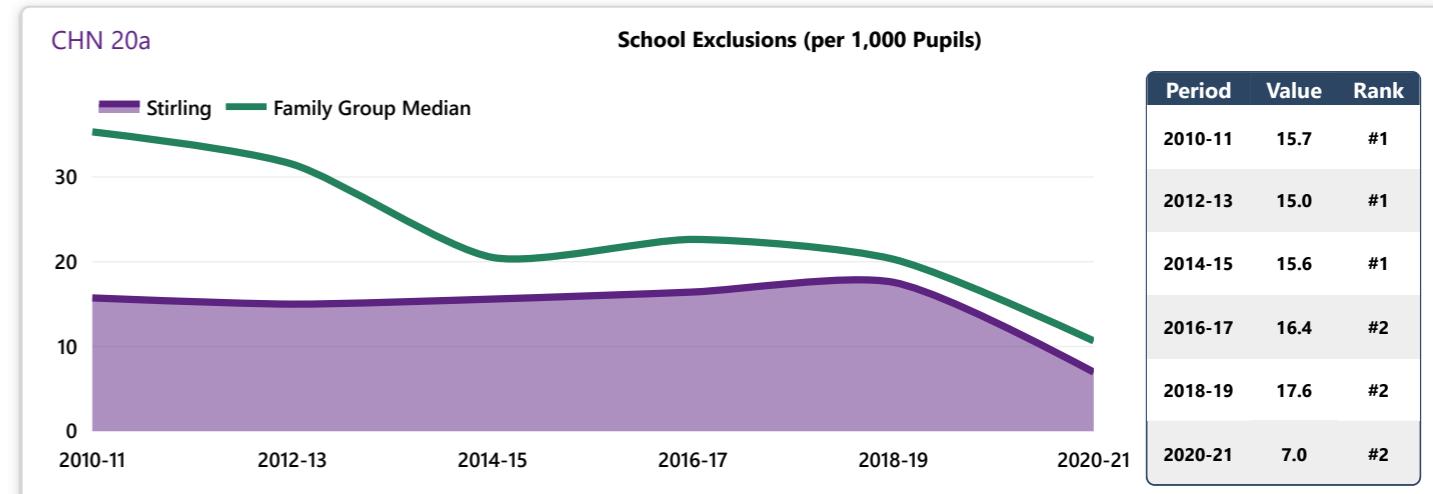
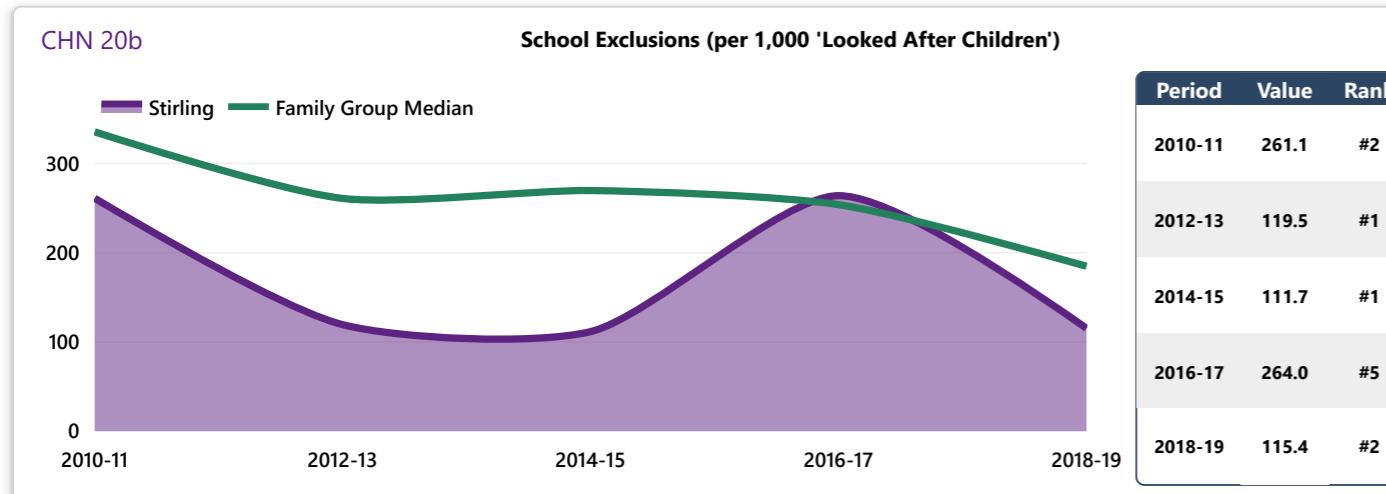
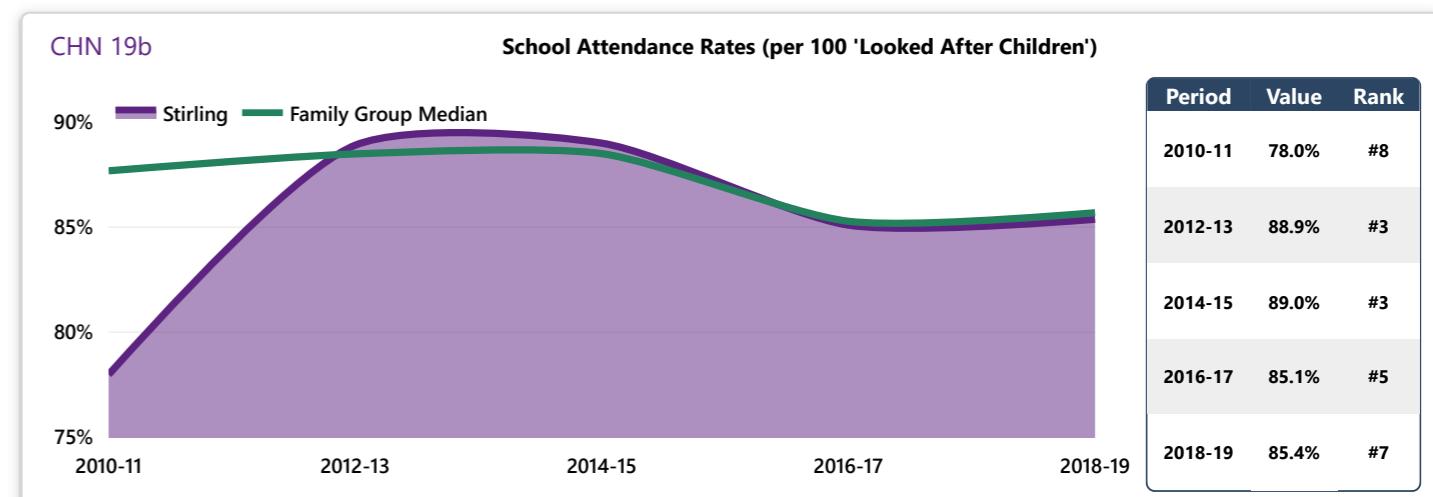
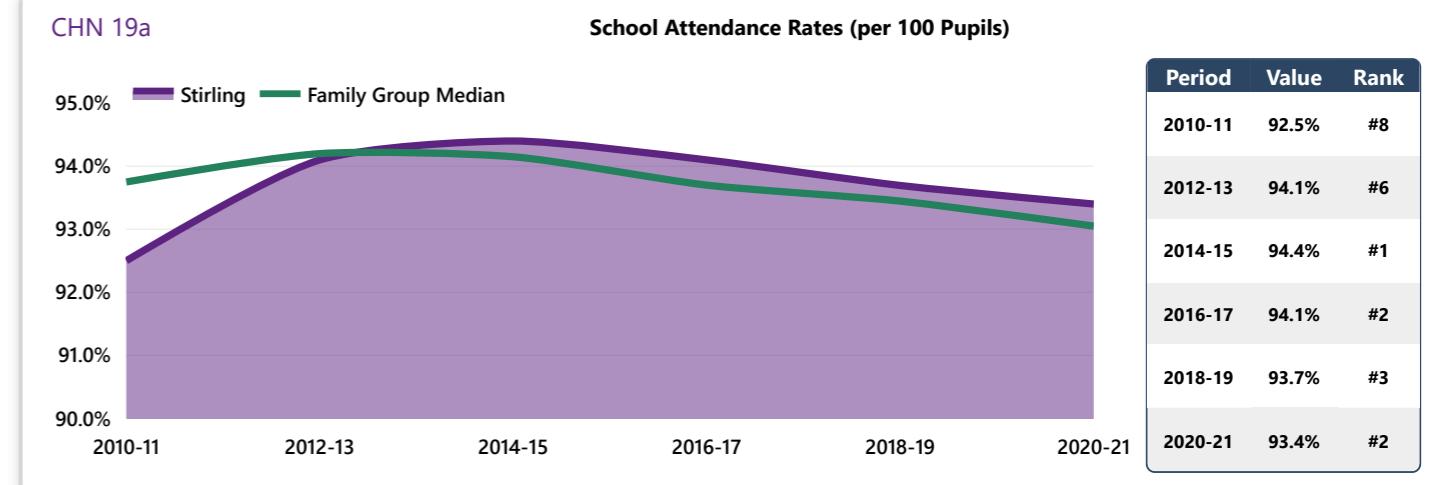


Data confirms that Stirling is ranked 8 out of 32 local authorities for school attendance rates which is positive however, similar to the national trend, we are recording a declining pattern. Attendance continues to remain a high priority for education, taking account of the declining pattern and the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

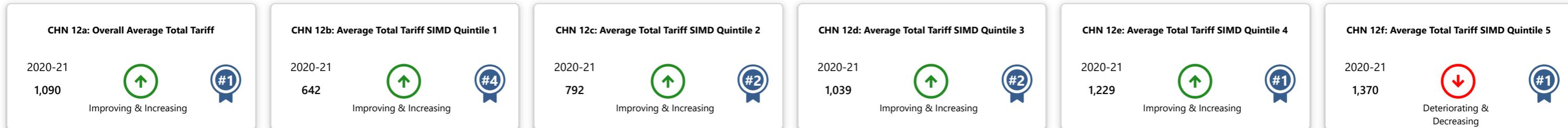
A range of work has been undertaken to explore the reasons for higher absences, which include pupil mental wellbeing, parental issues and curriculum offers not meeting the needs for some learners.

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 202/21 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.

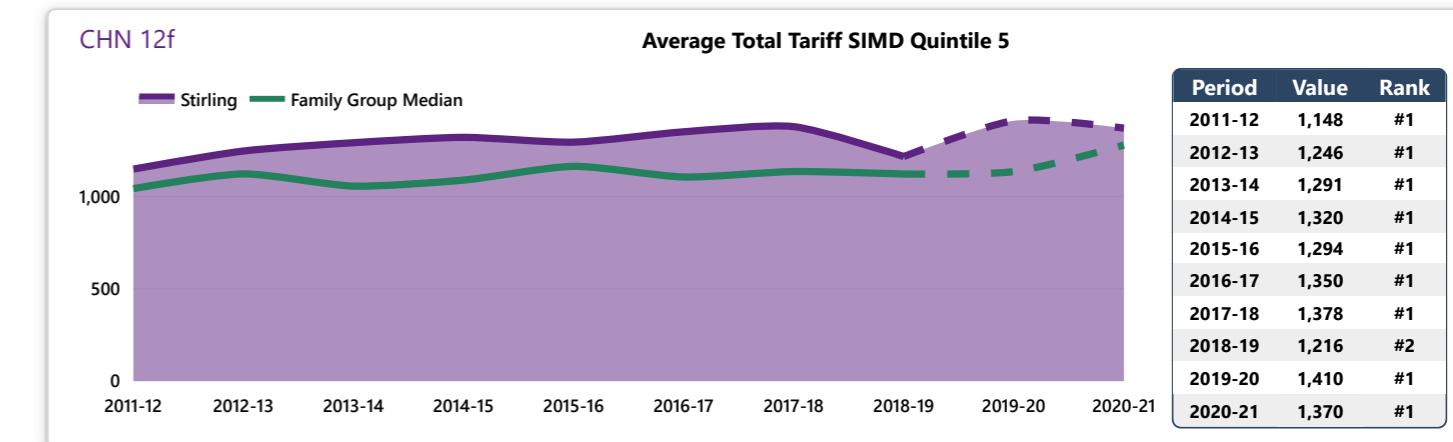
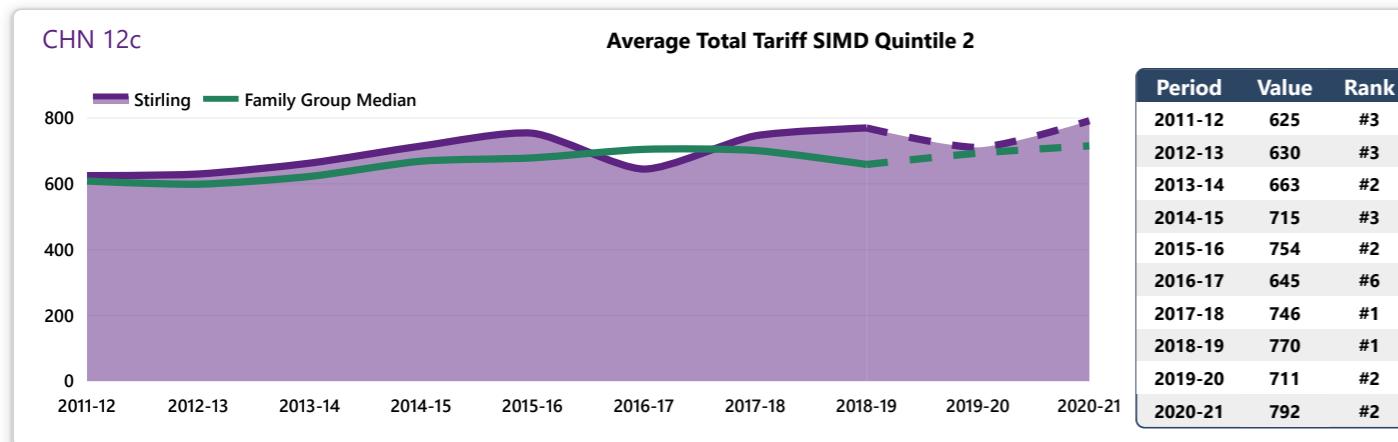
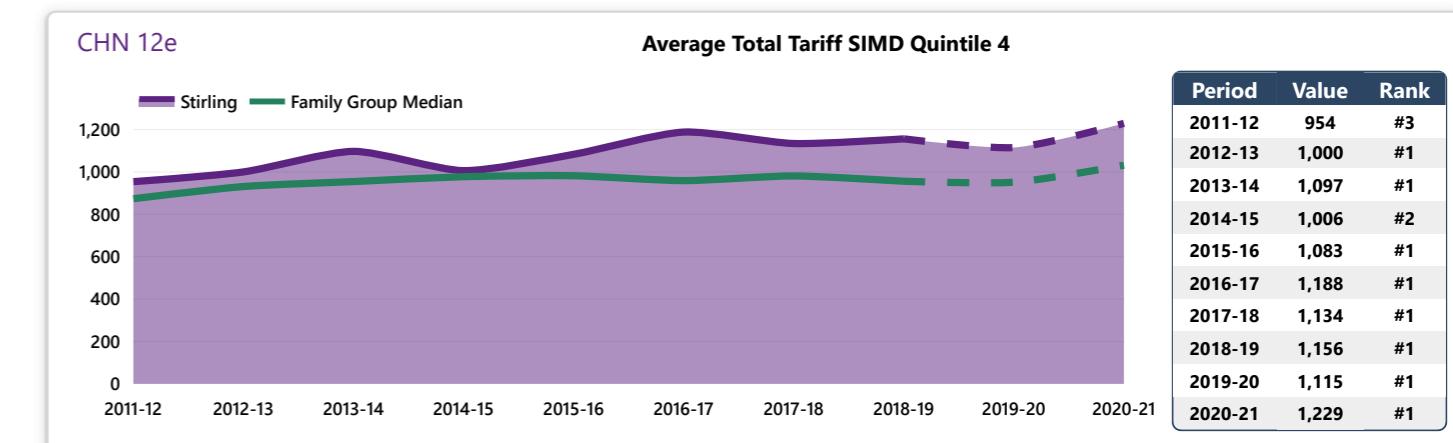
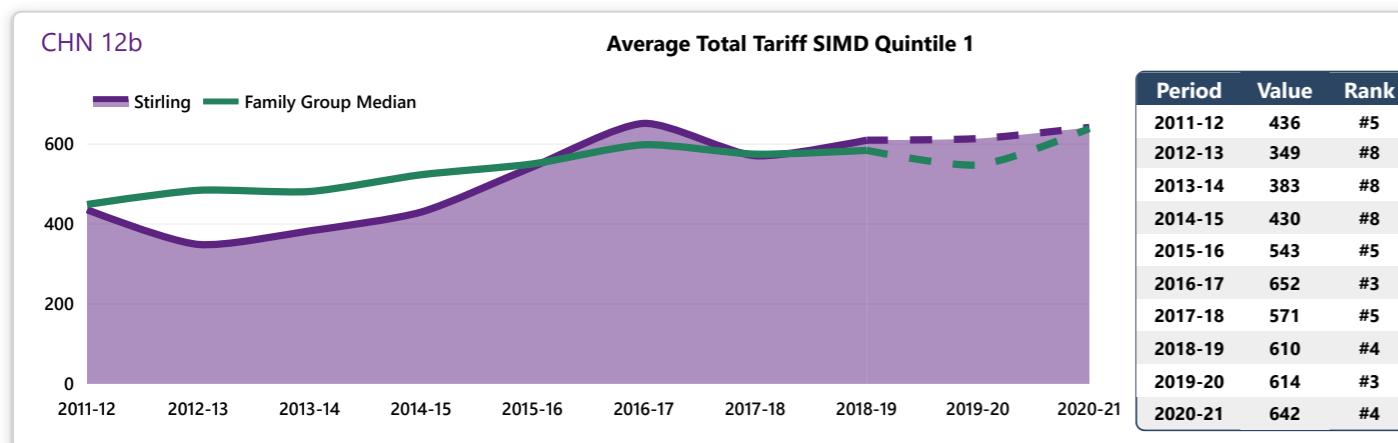
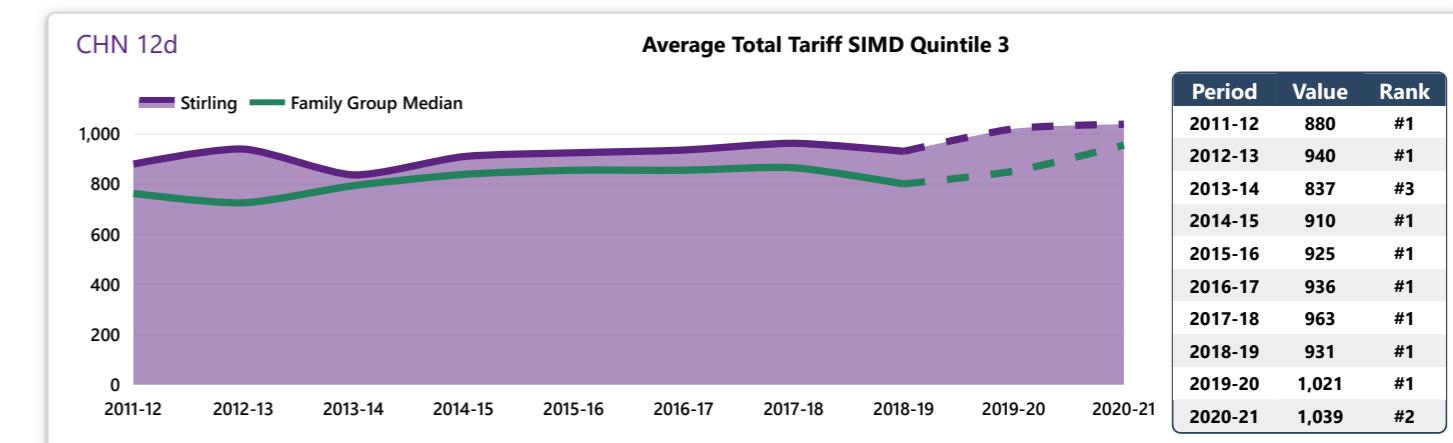
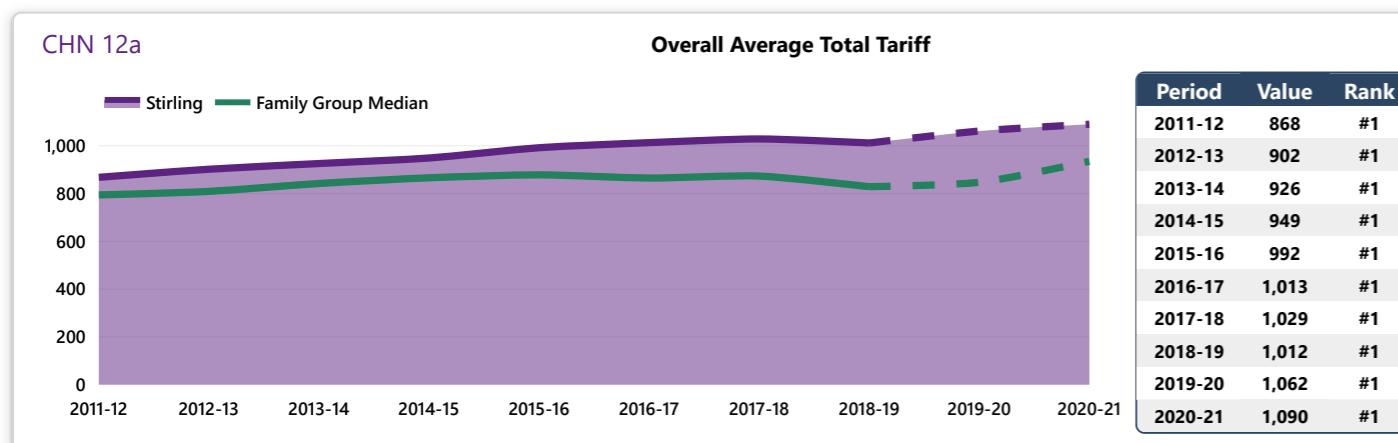


# School Leaver

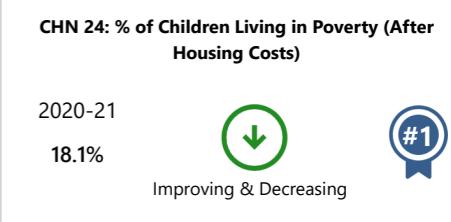
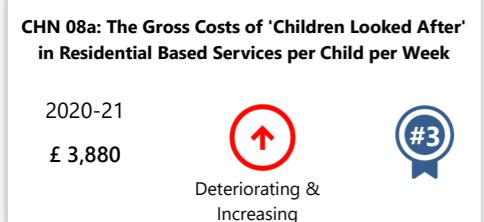


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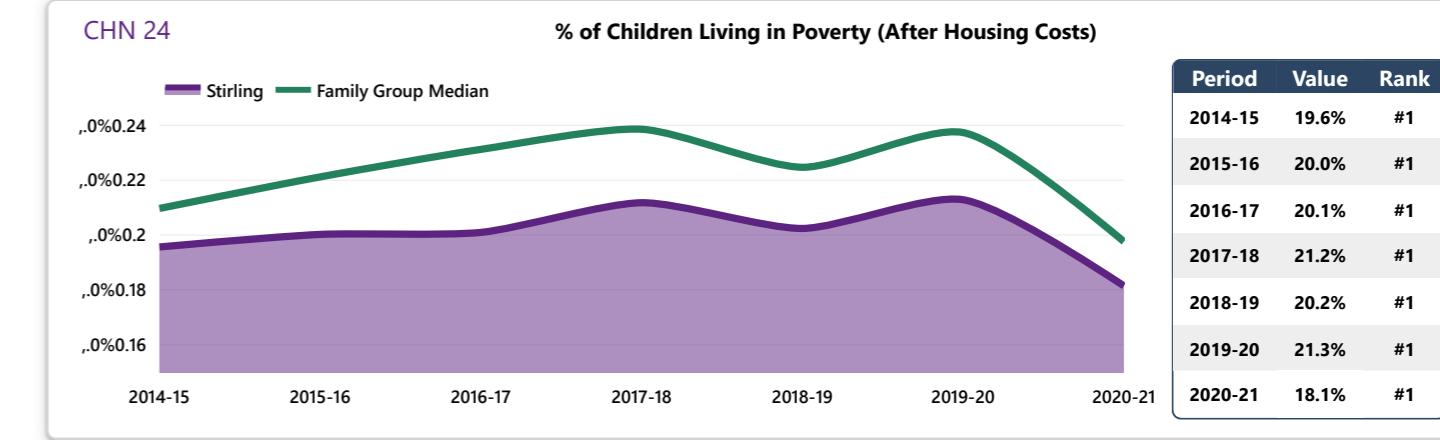
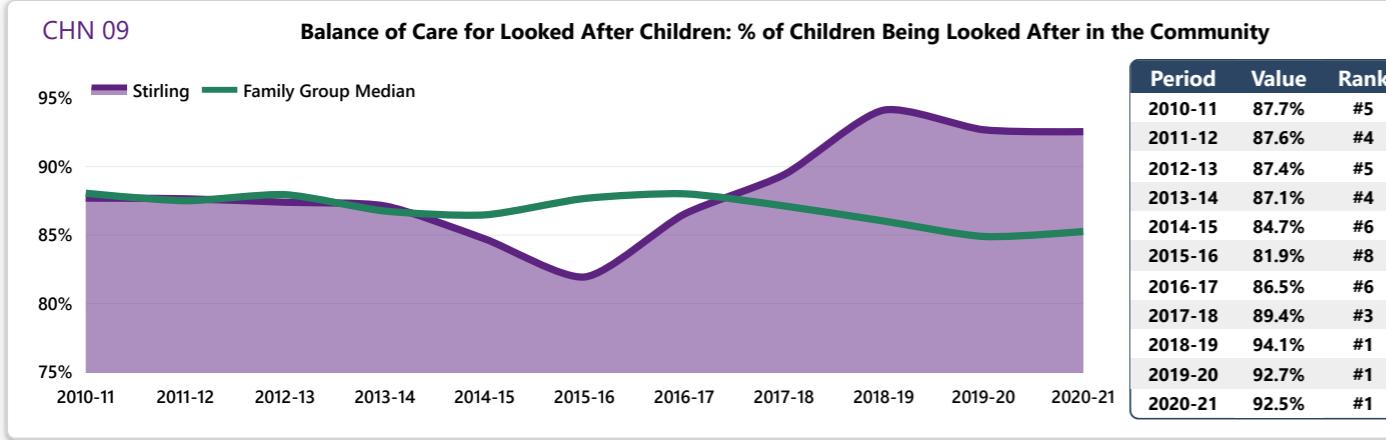
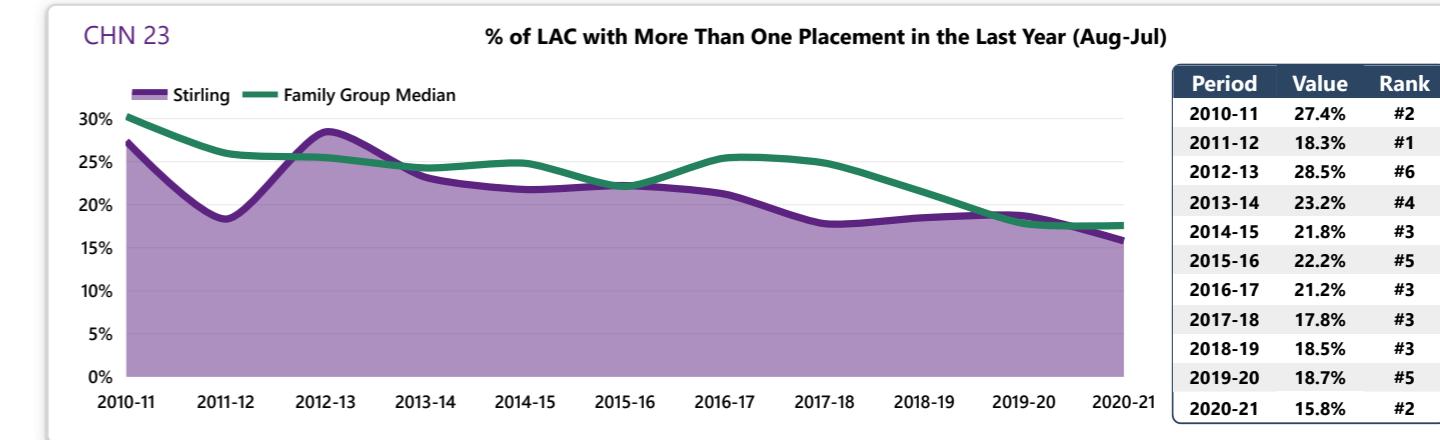
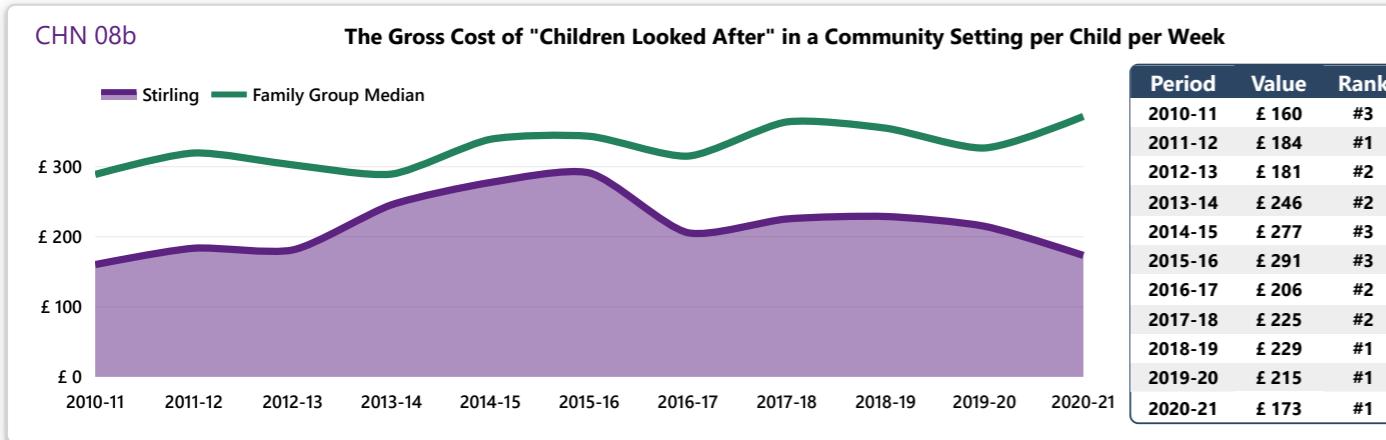
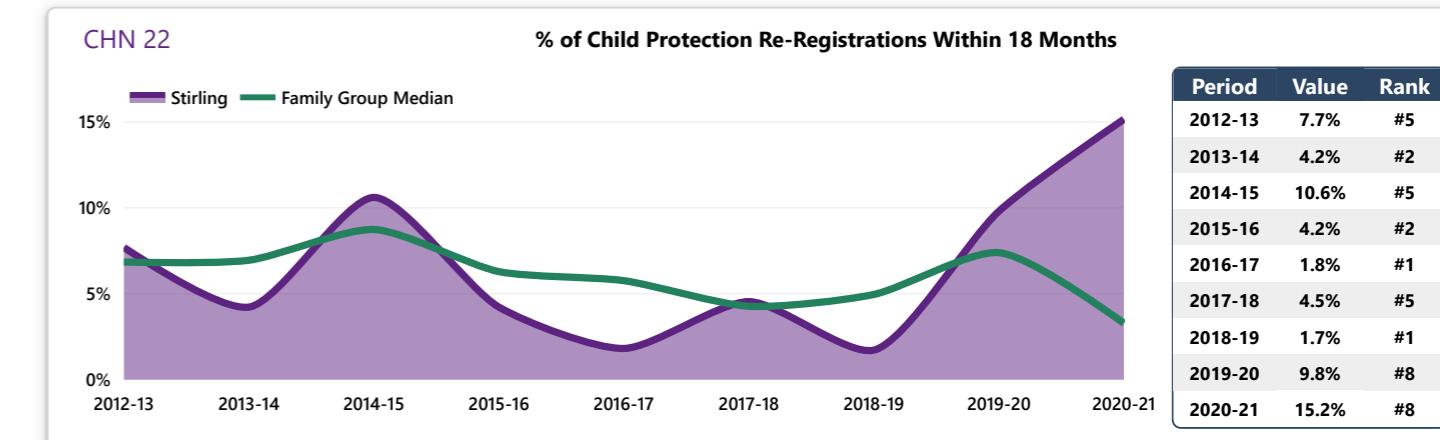
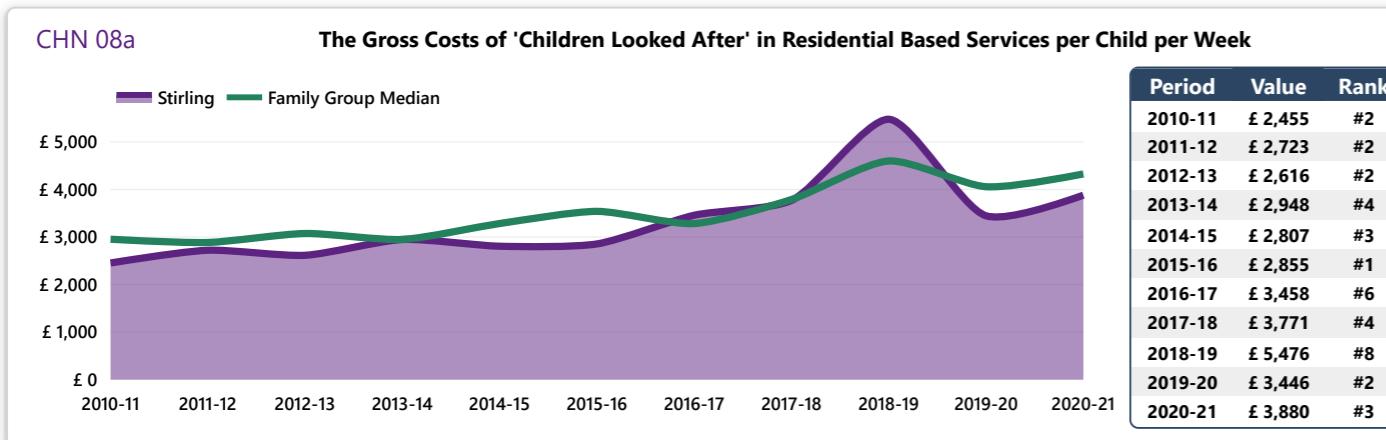
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# Social Work



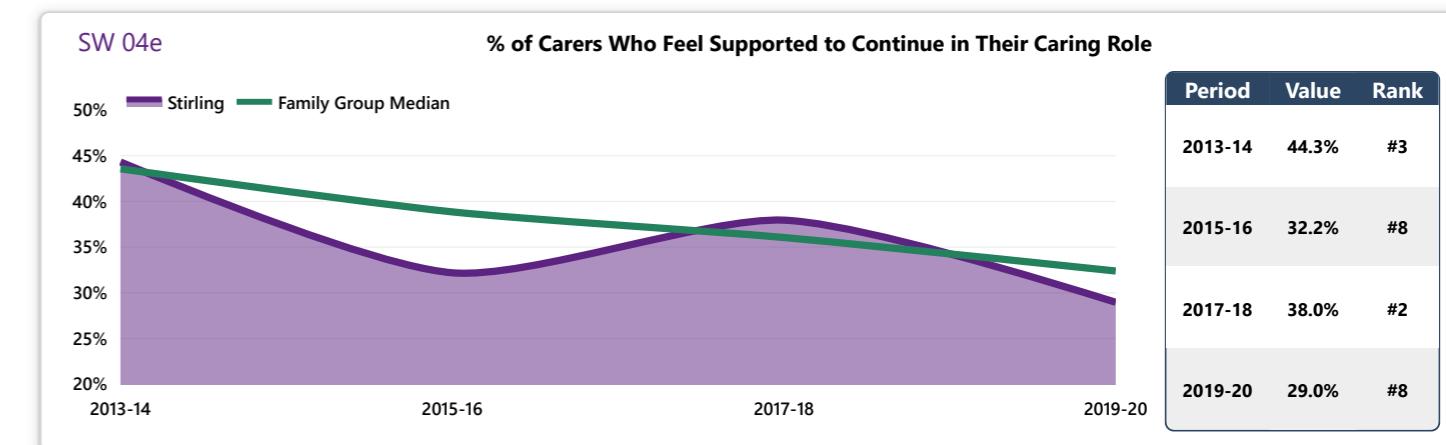
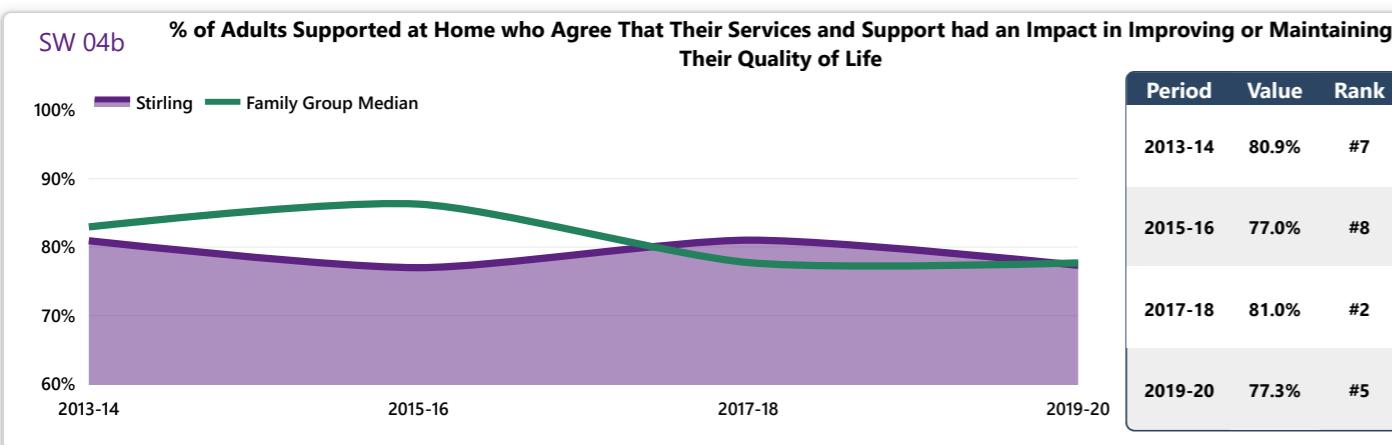
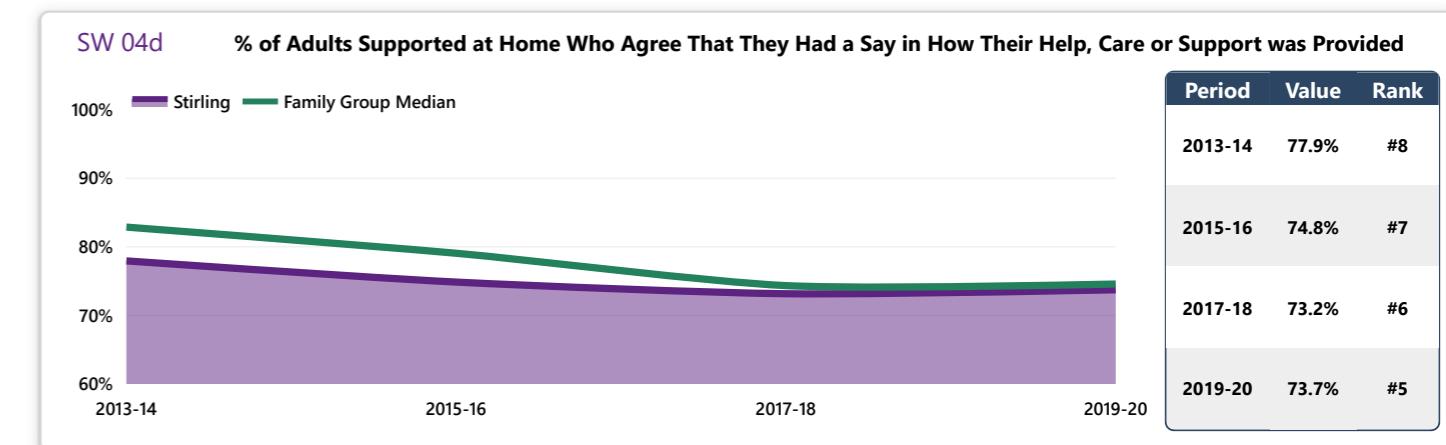
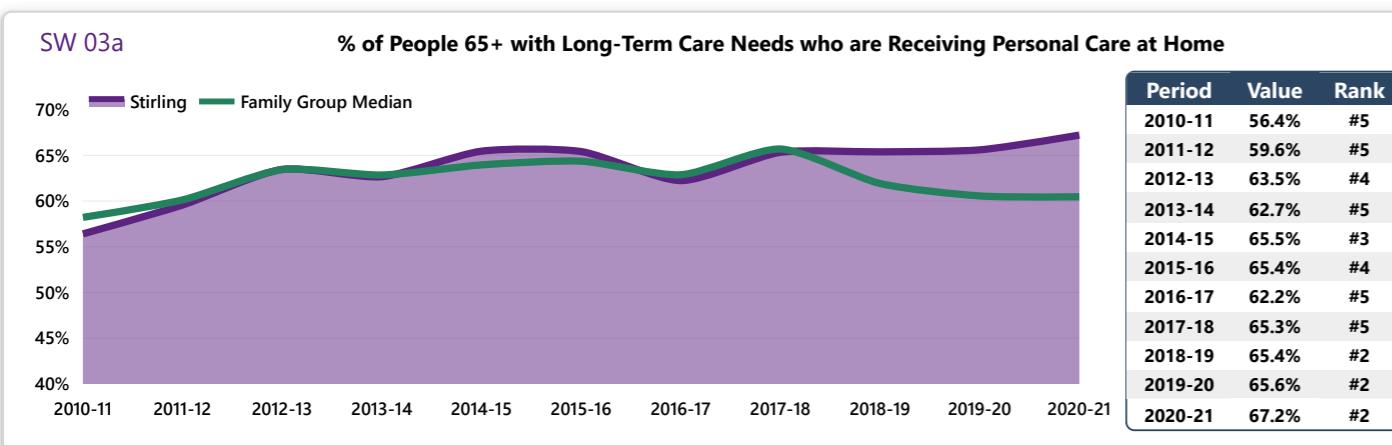
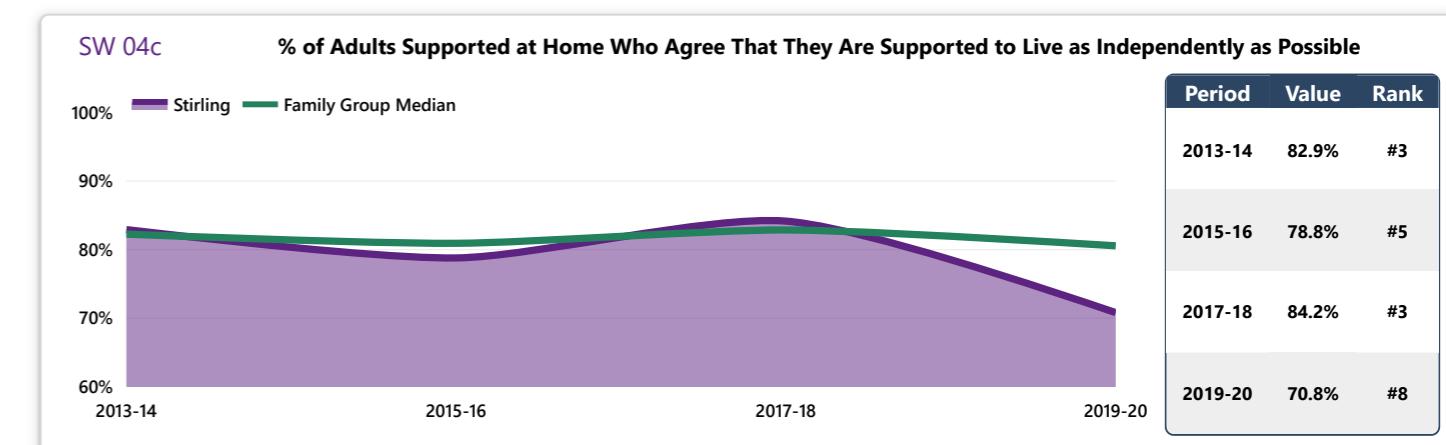
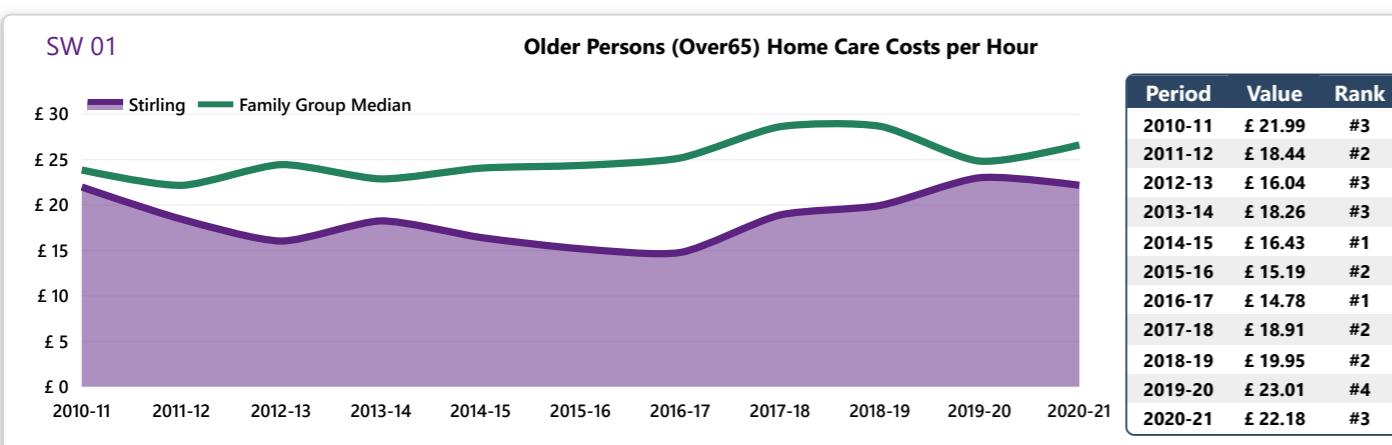
The LGBF measures for Children & Families have been broadly positive for 2020/21 with the majority of measures bettering the national average and at the top end of our family group of local authorities. This has also been the case over time with the majority of measures showing a broadly positive trend 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.



# At Home Care

SW 01: Older Persons (Over65) Home Care Costs per Hour	SW 03a: % of People 65+ with Long-Term Care Needs who are Receiving Personal Care at Home	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	SW 04c: % of Adults Supported at Home Who Agree That They Are Supported to Live as Independently as Possible	SW 04d: % of Adults Supported at Home Who Agree That They Had a Say in How Their Help, Care or Support was Provided	SW 04e: % of Carers Who Feel Supported to Continue in Their Caring Role
2020-21 £ 22.18 Improving & Decreasing	2020-21 67.2% Improving & Increasing	2019-20 77.3% Deteriorating & Decreasing	2019-20 70.8% Deteriorating & Decreasing	2019-20 73.7% Improving & Increasing	2019-20 29.0% Deteriorating & Decreasing

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

**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%



Improving & Increasing



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

2020-21

£ 522.84

Deteriorating & Increasing



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

2020-21

151.5

Deteriorating & Increasing



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

2020-21

89.5%

Deteriorating & Decreasing



**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

Improving & Decreasing

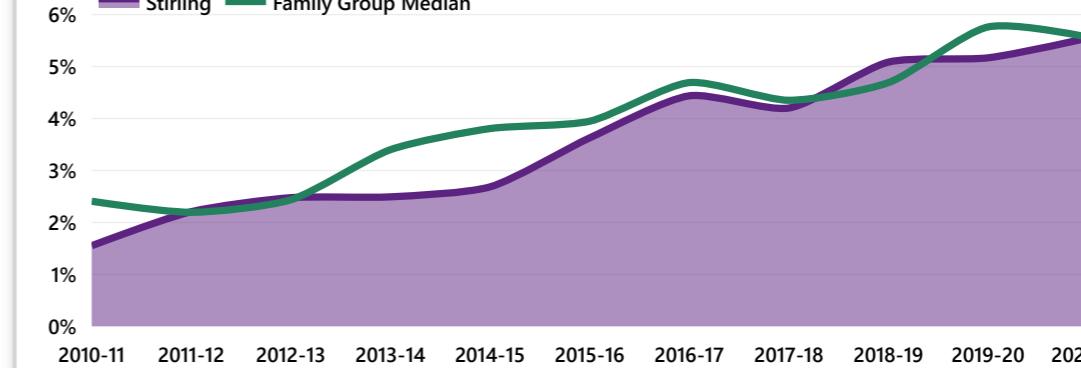


Work is ongoing to ensure that commissioned care provision is in line Clackmannanshire & Stirling HSCP's strategic priorities to provide care closer to home and to support people living with dementia.

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.

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

**Stirling Family Group Median**

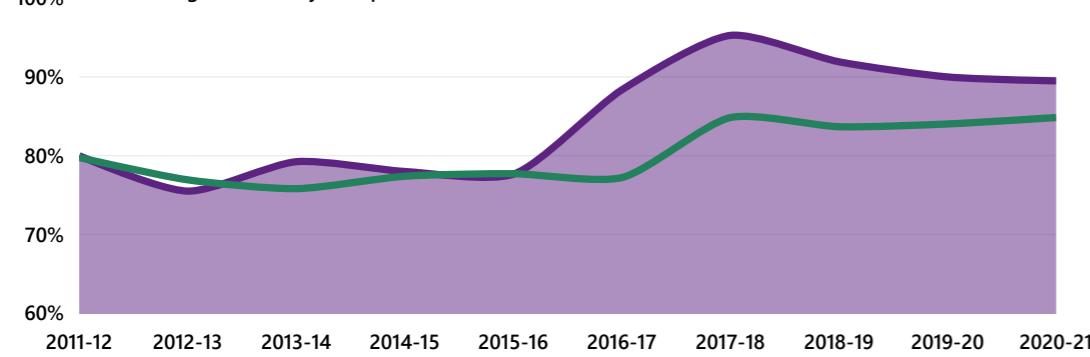


Period	Value	Rank
2010-11	1.6%	#7
2011-12	2.2%	#4
2012-13	2.5%	#4
2013-14	2.5%	#7
2014-15	2.7%	#8
2015-16	3.6%	#7
2016-17	4.4%	#5
2017-18	4.2%	#6
2018-19	5.1%	#3
2019-20	5.2%	#5
2020-21	5.5%	#5

**SW 07**

## % of Care Services Graded Good or Better

**Stirling Family Group Median**



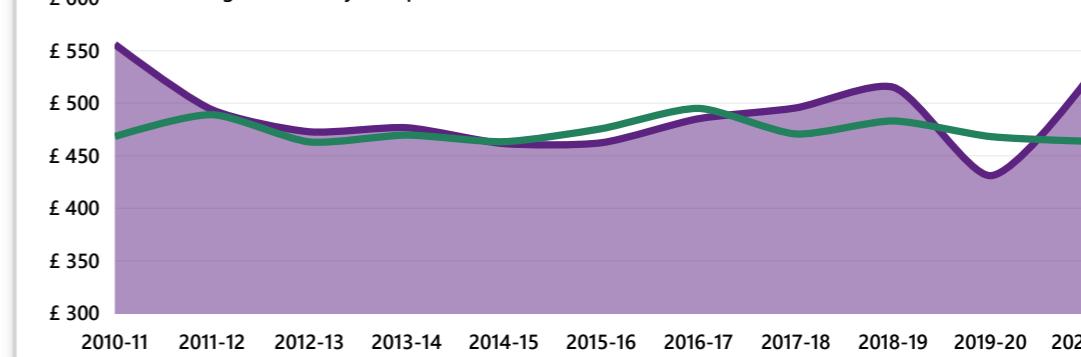
**Period Value Rank**

2011-12	80.0%	#4
2012-13	75.5%	#6
2013-14	79.2%	#3
2014-15	78.0%	#4
2015-16	77.7%	#5
2016-17	88.4%	#1
2017-18	95.3%	#1
2018-19	91.9%	#1
2019-20	90.0%	#1
2020-21	89.5%	#2

**SW 05**

## Older Persons (Over 65's) Residential Care Costs per Week per resident

**Stirling Family Group Median**

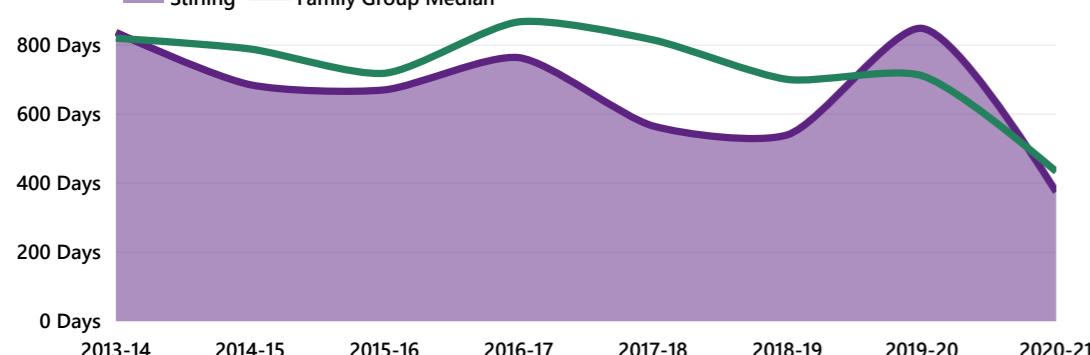


Period	Value	Rank
2010-11	£ 556.05	#7
2011-12	£ 493.76	#6
2012-13	£ 472.81	#6
2013-14	£ 476.67	#5
2014-15	£ 461.54	#4
2015-16	£ 462.34	#4
2016-17	£ 485.25	#4
2017-18	£ 495.51	#6
2018-19	£ 515.24	#6
2019-20	£ 431.02	#3
2020-21	£ 522.84	#6

**SW 08**

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

**Stirling Family Group Median**



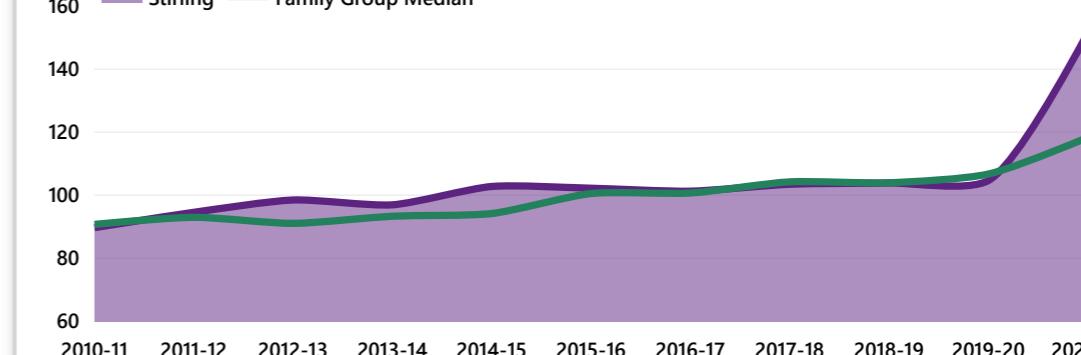
**Period Value Rank**

2013-14	837.0 Days	#5
2014-15	685.4 Days	#3
2015-16	670.5 Days	#3
2016-17	763.8 Days	#4
2017-18	565.7 Days	#2
2018-19	540.3 Days	#2
2019-20	848.8 Days	#6
2020-21	375.1 Days	#4

**SW 06**

## Rate of Readmission to Hospital Within 28 Days per 1,000 Discharges

**Stirling Family Group Median**



Period	Value	Rank
2010-11	89.7	#4
2011-12	94.6	#5
2012-13	98.5	#6
2013-14	97.0	#6
2014-15	102.8	#6
2015-16	102.2	#5
2016-17	101.3	#5
2017-18	103.5	#3
2018-19	103.9	#4
2019-20	104.7	#4
2020-21	151.5	#8

# 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



ENV 01a: Net Cost of Waste Collection per Premises

2020-21  
£ 138



Improving & Decreasing



ENV 02a: Net Cost of Waste Disposal per Premises

2020-21  
£ 109



Deteriorating & Increasing



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.

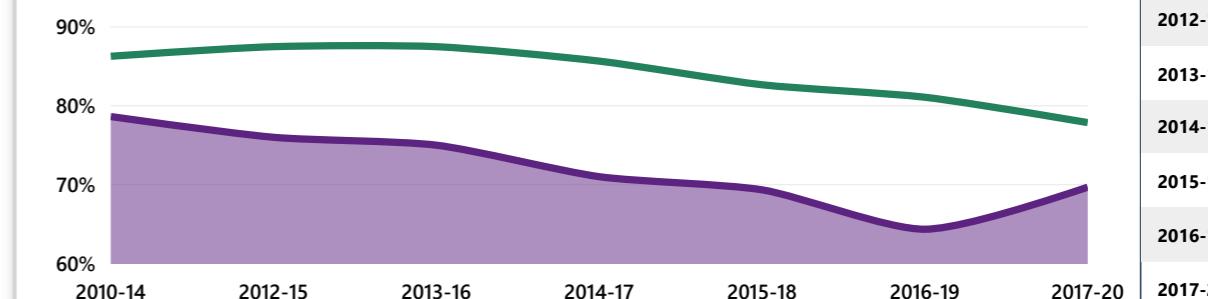
The Covid-19 Pandemic had a significant impact on the Councils Waste Services during 2020-2021. Operational pressures resulted in significant spend on contingency resources and the general behaviour of residents saw household waste arisings becoming higher than pre-pandemic levels which in turn resulted 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 07a

% of Adults Satisfied with Refuse Collection

100% — Stirling — Family Group Median

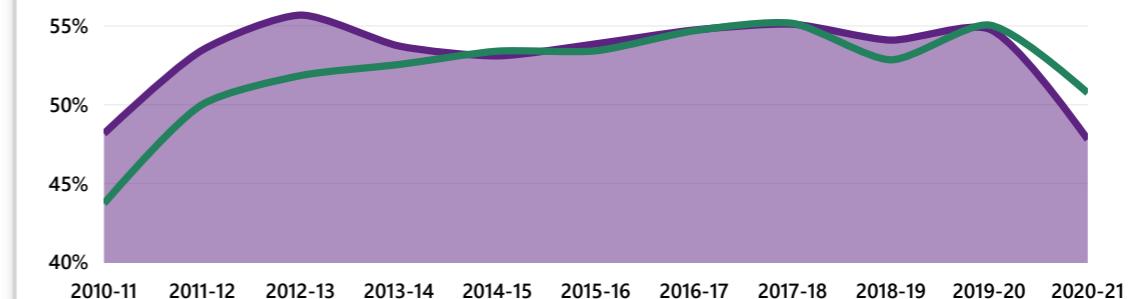


Period	Value	Rank
2010-14	78.6%	#8
2012-15	76.0%	#8
2013-16	75.0%	#8
2014-17	71.0%	#8
2015-18	69.3%	#8
2016-19	64.3%	#8
2017-20	69.7%	#7

ENV 06

The % of Total Household Waste Arising that is Recycled

60% — Stirling — Family Group Median

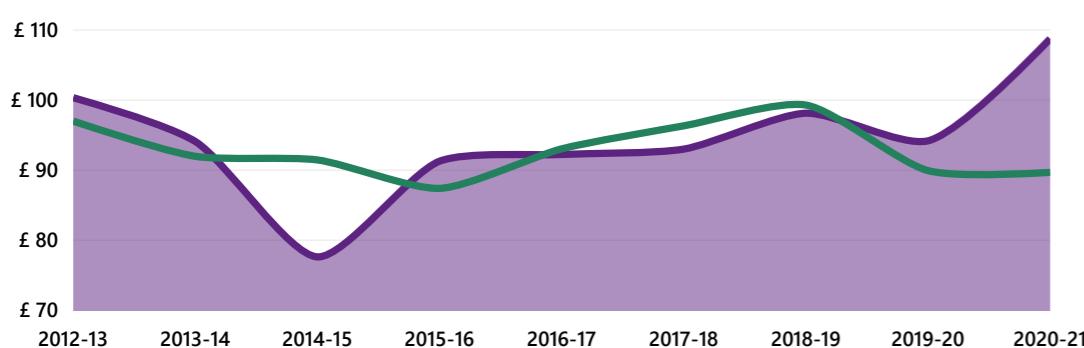


Period	Value	Rank
2010-11	48.2%	#1
2011-12	53.5%	#2
2012-13	55.7%	#1
2013-14	53.7%	#4
2014-15	53.1%	#5
2015-16	53.9%	#4
2016-17	54.7%	#3
2017-18	55.1%	#5
2018-19	54.1%	#3
2019-20	54.8%	#5
2020-21	47.8%	#6

ENV 02a

Net Cost of Waste Disposal per Premises

— Stirling — Family Group Median



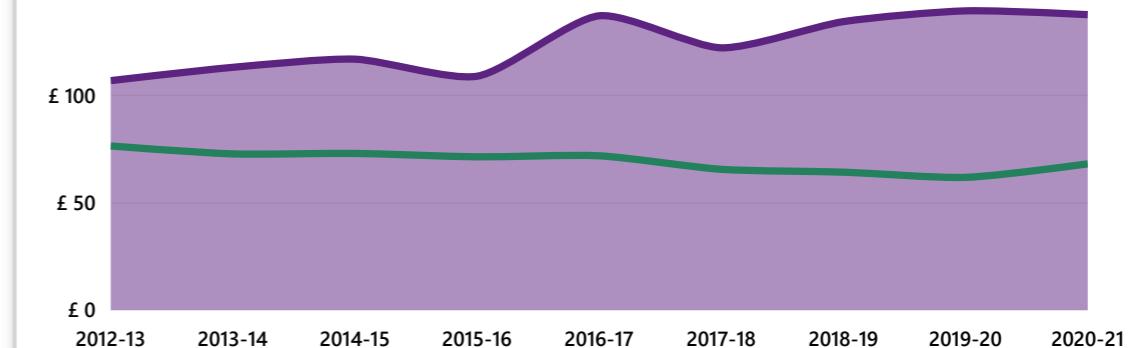
Period Value Rank

2012-13	£ 100	#5
2013-14	£ 94	#5
2014-15	£ 78	#2
2015-16	£ 91	#5
2016-17	£ 92	#4
2017-18	£ 93	#4
2018-19	£ 98	#4
2019-20	£ 94	#5
2020-21	£ 109	#8

ENV 01a

Net Cost of Waste Collection per Premises

— Stirling — Family Group Median



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

ENV 04a: Cost of Maintenance per Kilometre of Roads

2020-21  
£ 10.46K



Improving & Decreasing

ENV 04b: % of A class Roads That Should be Considered for Maintenance Treatment

2019-21  
32.6%



Deteriorating & Increasing

ENV 04c: % of B class Roads That Should be Considered for Maintenance Treatment

2019-21  
42.0%



Deteriorating & Increasing

ENV 04d: % of C class Roads That Should be Considered for Maintenance Treatment

2019-21  
42.0%



Deteriorating & Increasing

ENV 04e: % of Unclassified Roads That Should be Considered for Maintenance Treatment

2017-21  
45.9%



Improving & Decreasing

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.

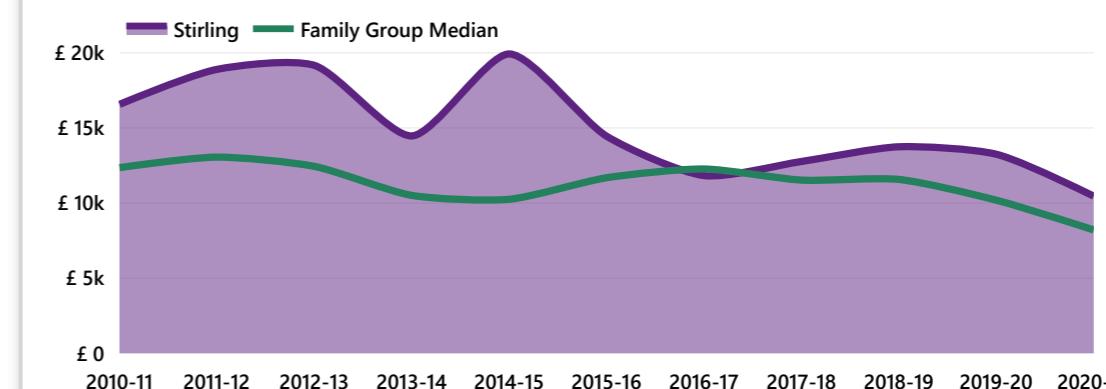
Changes in weather patterns have exacerbated drainage issues and extreme rainfall events have had significant impacts on road infrastructure and the level of funding required to address road drainage issues.

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.

ENV 04a

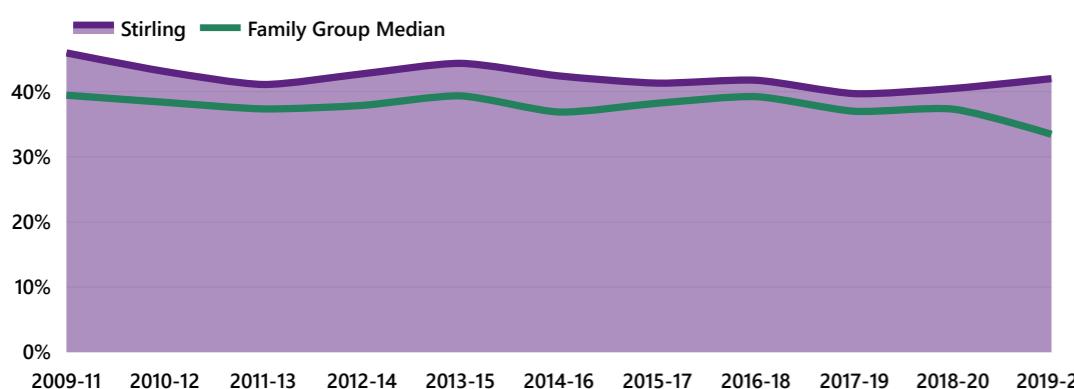
Cost of Maintenance per Kilometre of Roads



Period	Value	Rank
2010-11	£ 16.57K	#6
2011-12	£ 18.90K	#8
2012-13	£ 19.16K	#7
2013-14	£ 14.47K	#7
2014-15	£ 19.92K	#8
2015-16	£ 14.45K	#8
2016-17	£ 11.83K	#4
2017-18	£ 12.77K	#6
2018-19	£ 13.75K	#8
2019-20	£ 13.25K	#8
2020-21	£ 10.46K	#6

ENV 04d

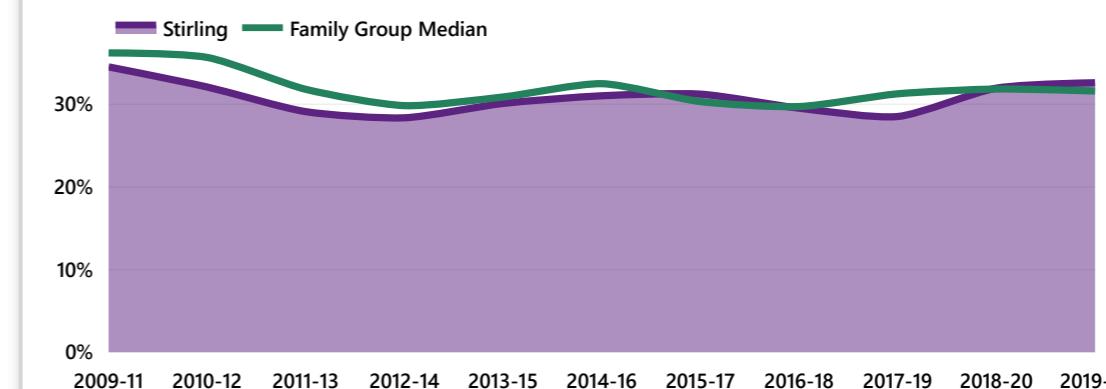
% of C class Roads That Should be Considered for Maintenance Treatment



Period	Value	Rank
2009-11	45.9%	#5
2010-12	43.1%	#5
2011-13	41.1%	#5
2012-14	42.7%	#5
2013-15	44.3%	#5
2014-16	42.4%	#6
2015-17	41.3%	#7
2016-18	41.7%	#7
2017-19	39.7%	#5
2018-20	40.5%	#6
2019-21	42.0%	#7

ENV 04b

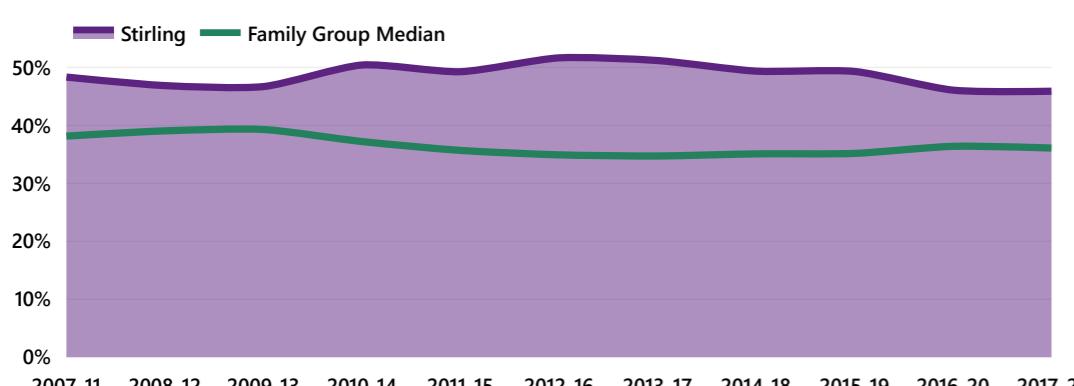
% of A class Roads That Should be Considered for Maintenance Treatment



Period	Value	Rank
2009-11	34.5%	#3
2010-12	32.1%	#3
2011-13	29.1%	#3
2012-14	28.4%	#4
2013-15	30.1%	#4
2014-16	31.0%	#4
2015-17	31.2%	#5
2016-18	29.5%	#4
2017-19	28.5%	#2
2018-20	31.9%	#5
2019-21	32.6%	#5

ENV 04e

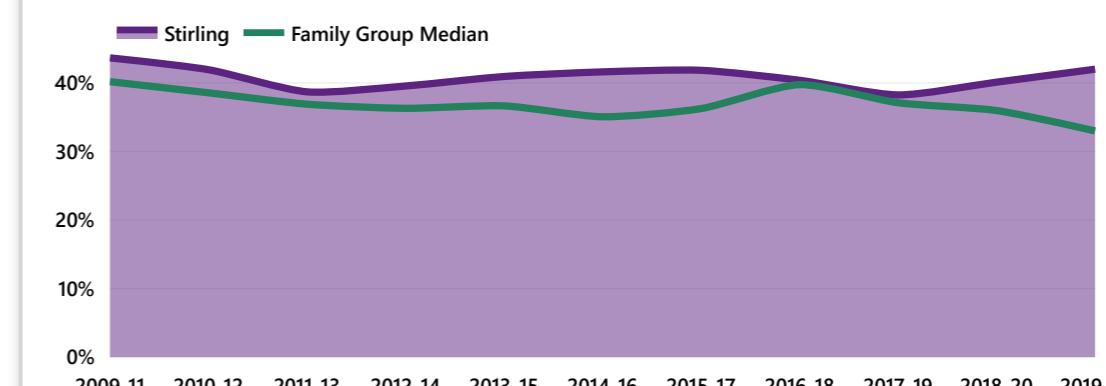
% of Unclassified Roads That Should be Considered for Maintenance Treatment



Period	Value	Rank
2007-11	48.3%	#8
2008-12	46.9%	#8
2009-13	46.7%	#8
2010-14	50.4%	#8
2011-15	49.3%	#8
2012-16	51.7%	#8
2013-17	51.2%	#8
2014-18	49.4%	#8
2015-19	49.3%	#8
2016-20	46.1%	#8
2017-21	45.9%	#8

ENV 04c

% of B class Roads That Should be Considered for Maintenance Treatment



Period	Value	Rank
2009-11	43.7%	#5
2010-12	41.9%	#5
2011-13	38.7%	#6
2012-14	39.6%	#6
2013-15	40.9%	#7
2014-16	41.6%	#7
2015-17	41.8%	#7
2016-18	40.4%	#7
2017-19	38.3%	#6
2018-20	40.1%	#8
2019-21	42.0%	#8

# Parks & Open Spaces

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

2020-21  
£ 20.53K



Improving & Decreasing

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

2017-20  
87.3%



Improving & Increasing

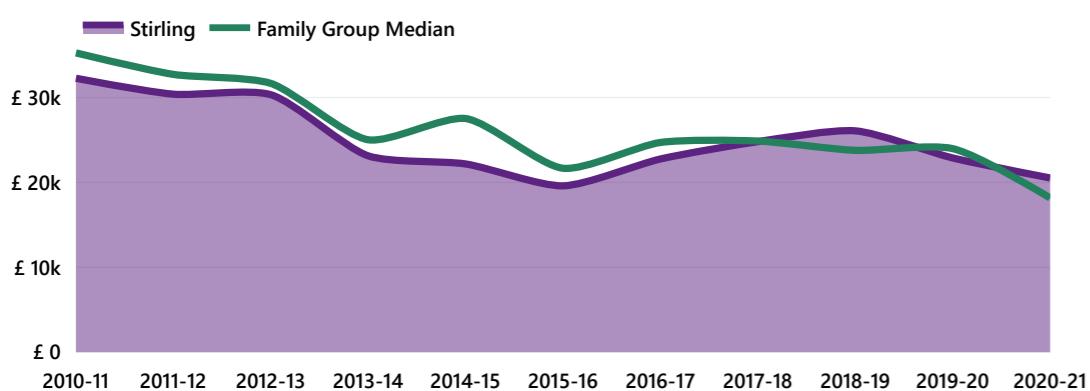


There has been a reduction in expenditure in parks and open spaces over the last reported period. In 2018-19, over £26k was spent per 1000 people on parks and open spaces. In 2020-21, this reduced to under £20.5k per 1000 people.

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

C&L 04

Cost of Parks & Open Spaces per 1,000 Population

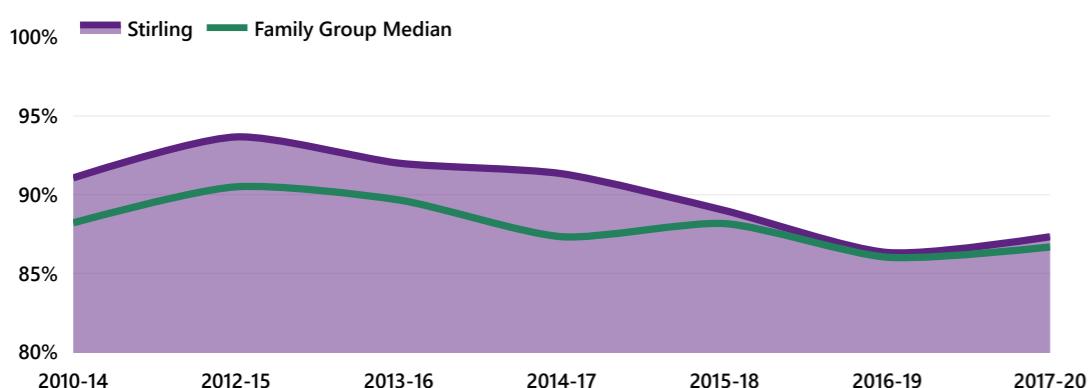


Period Value Rank

2010-11	£ 32.27K	#4
2011-12	£ 30.40K	#4
2012-13	£ 30.34K	#4
2013-14	£ 23.13K	#3
2014-15	£ 22.18K	#3
2015-16	£ 19.60K	#3
2016-17	£ 22.76K	#4
2017-18	£ 24.81K	#4
2018-19	£ 26.08K	#6
2019-20	£ 22.88K	#3
2020-21	£ 20.53K	#5

C&L 05b

% of Adults Satisfied with Parks and Open Spaces



Period Value Rank

2010-14	91.1%	#2
2012-15	93.7%	#1
2013-16	92.0%	#2
2014-17	91.3%	#2
2015-18	89.0%	#3
2016-19	86.3%	#4
2017-20	87.3%	#4

# Climate Change

CLIM 01: CO2 Emissions Area Wide per Capita

2020-21  
4.90 tCO2



Improving & Decreasing

CLIM 02: CO2 Emissions Area Wide: Emissions Within Scope of LA per Capita

2020-21  
5.35 tCO2



Improving & Decreasing

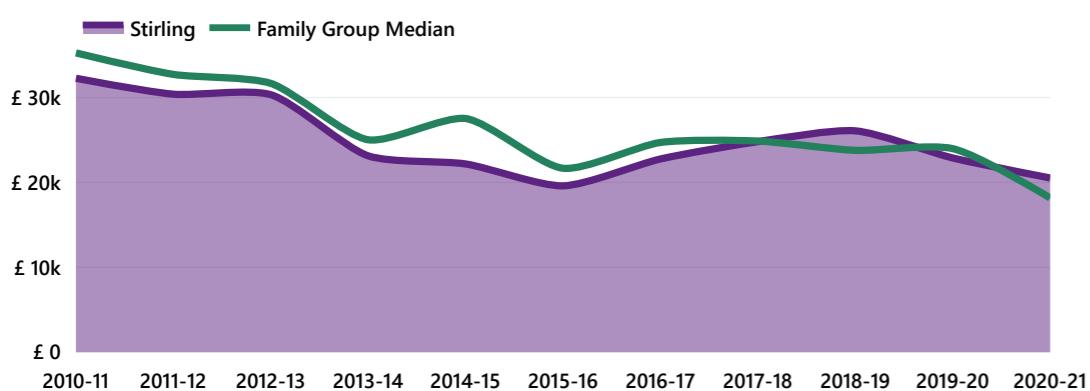
The key information from the DBEIS data is the emissions reduction trend over time. Compared with 2019, per capita emissions for the full data-set across the Stirling area decreased in the Industrial & Commercial sector (by 8.3%), in the Domestic sector (by 4.2%) and in the Transport sector (by 25.6%). 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.

C&L 04

Cost of Parks & Open Spaces per 1,000 Population

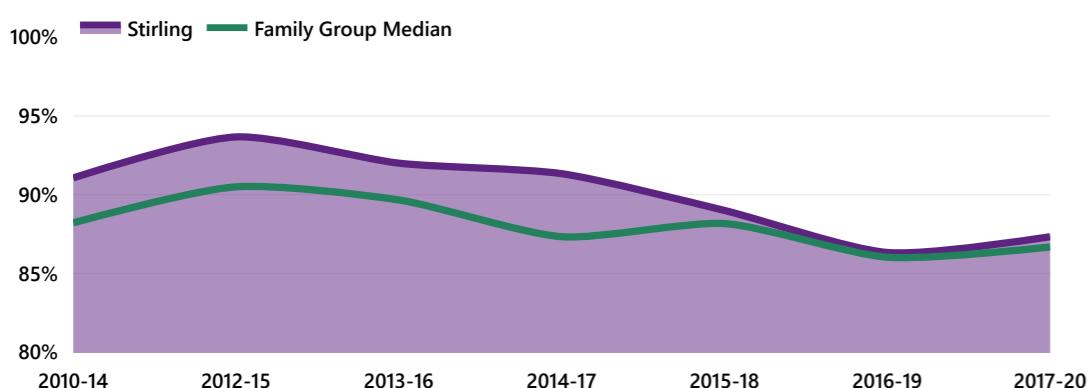


Period Value Rank

2010-11	£ 32.27K	#4
2011-12	£ 30.40K	#4
2012-13	£ 30.34K	#4
2013-14	£ 23.13K	#3
2014-15	£ 22.18K	#3
2015-16	£ 19.60K	#3
2016-17	£ 22.76K	#4
2017-18	£ 24.81K	#4
2018-19	£ 26.08K	#6
2019-20	£ 22.88K	#3
2020-21	£ 20.53K	#5

C&L 05b

% of Adults Satisfied with Parks and Open Spaces

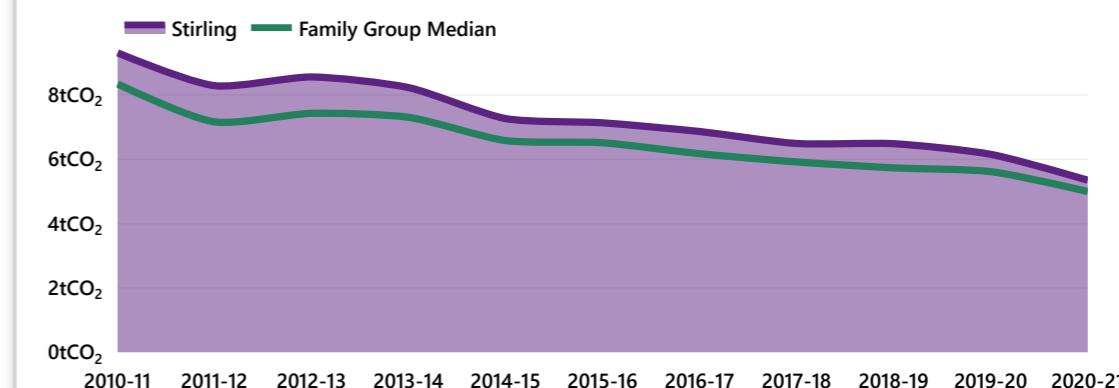


Period Value Rank

2010-14	91.1%	#2
2012-15	93.7%	#1
2013-16	92.0%	#2
2014-17	91.3%	#2
2015-18	89.0%	#3
2016-19	86.3%	#4
2017-20	87.3%	#4

CLIM 02

CO2 Emissions Area Wide per Capita



Period Value Rank

2010-11	9.31 tCO2	#7
2011-12	8.29 tCO2	#7
2012-13	8.56 tCO2	#7
2013-14	8.23 tCO2	#7
2014-15	7.26 tCO2	#6
2015-16	7.13 tCO2	#7
2016-17	6.86 tCO2	#7
2017-18	6.49 tCO2	#6
2018-19	6.48 tCO2	#7
2019-20	6.15 tCO2	#7
2020-21	5.35 tCO2	#7

# 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



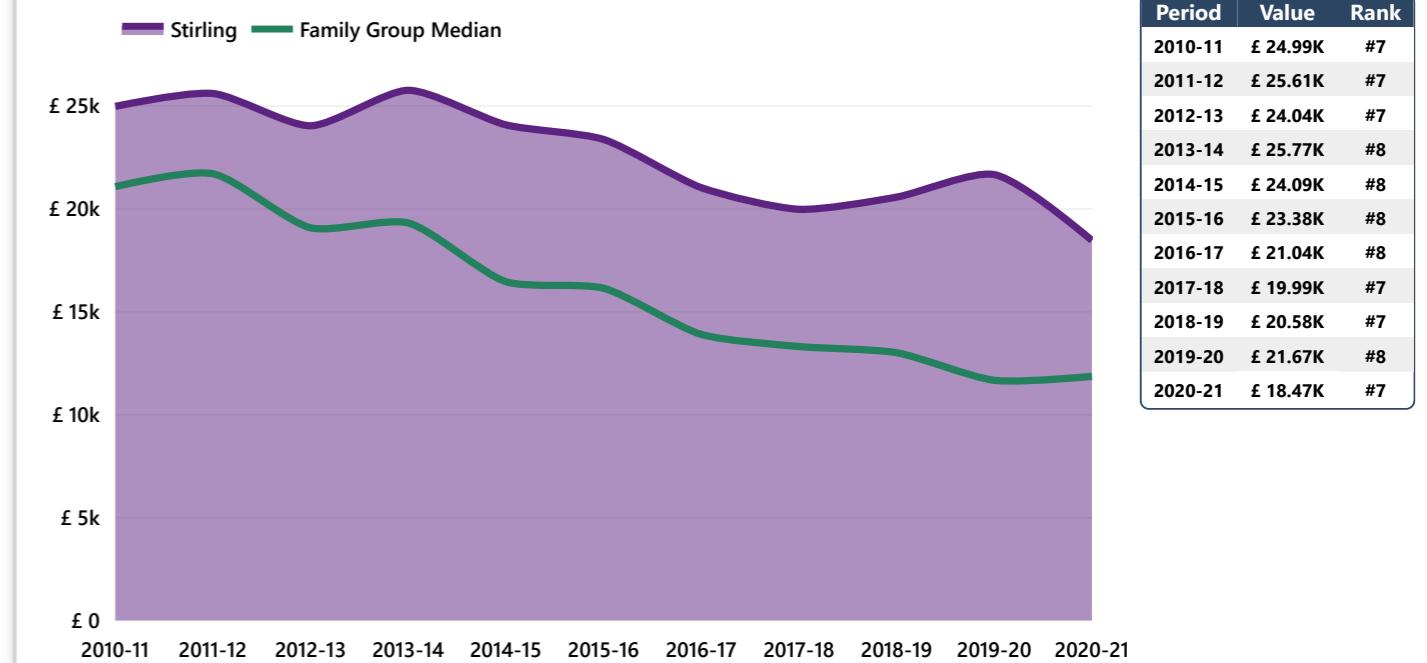
There has been a reduction in expenditure in street cleaning over the last reported period. In 2019-20, over £21k was spent per 1000 people on street cleaning. In 2020-21, this reduced to under £19k per 1000 people. Stirling Council's streets are cleaner than they are nationally.

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.

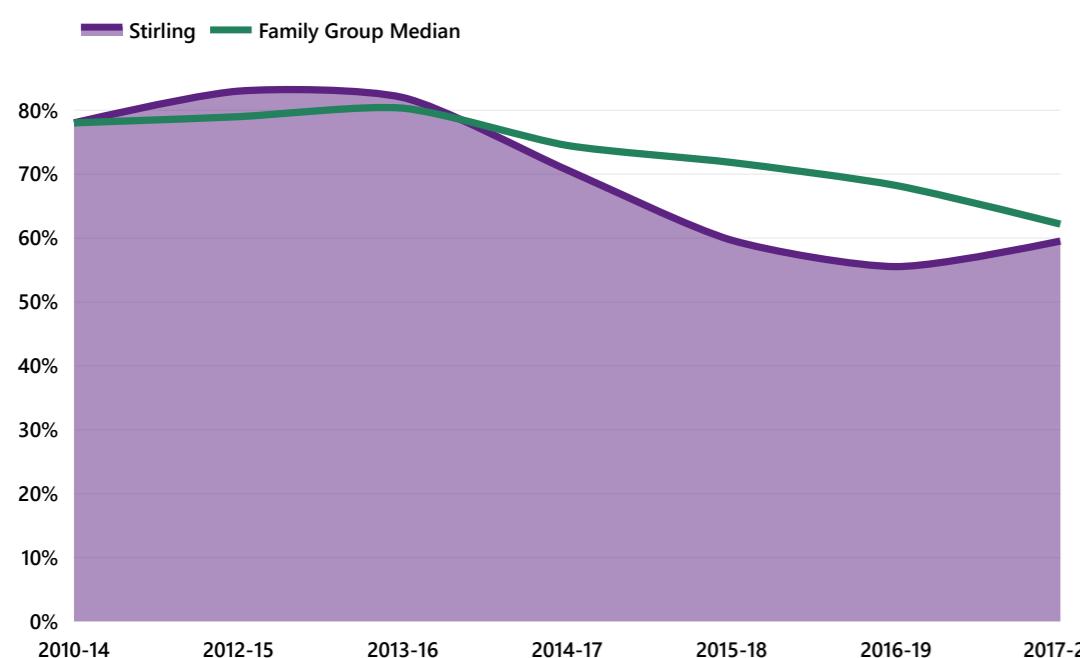
ENV 03a

Net Cost of Street Cleaning per 1,000 Population



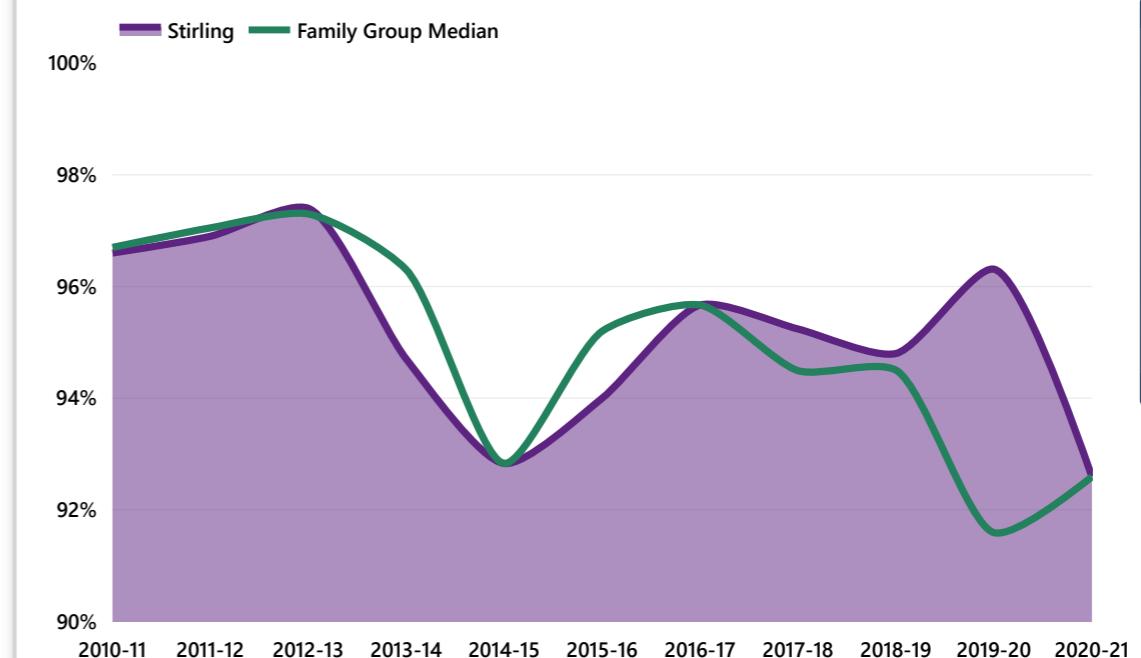
ENV 07b

% of Adults Satisfied with Street Cleaning



ENV 03c

Street Cleanliness Score (% Acceptable)



# Leisure Facilities & Attractions

C&L 01: Cost per Attendance at Sports Facilities		C&L 02: Cost per Library Visit		C&L 03: Cost of Museums per Visit		C&L 05a: % of Adults Satisfied with Libraries		C&L 05c: % of Adults Satisfied with Museums and Galleries		C&L 05d: % of Adults Satisfied with Leisure Facilities	
2020-21 £ 213.35	Deteriorating & Increasing #8	2020-21 £ 3.05	Deteriorating & Increasing #4	2020-21 £ 55.94	Deteriorating & Increasing #7	2017-20 83.4%	Deteriorating & Decreasing #2	2017-20 71.8%	Improving & Increasing #3	2017-20 76.6%	Deteriorating & Decreasing #1

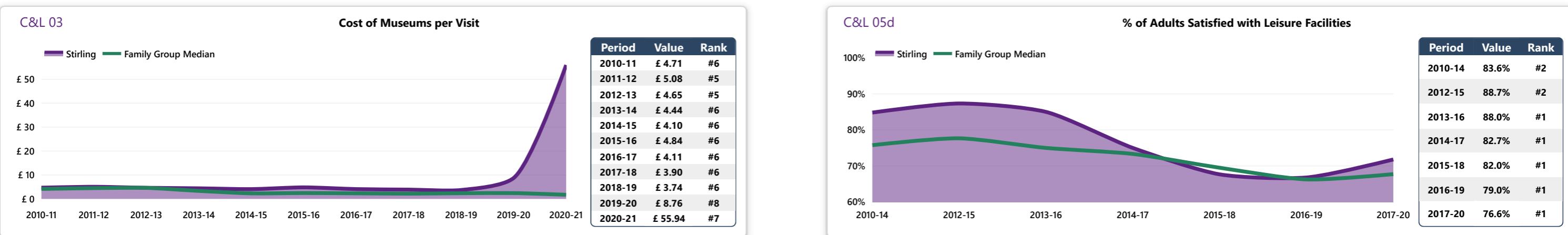
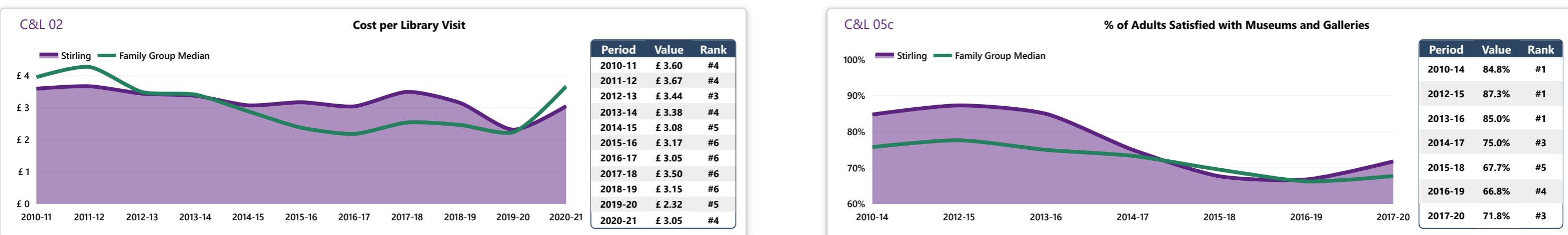
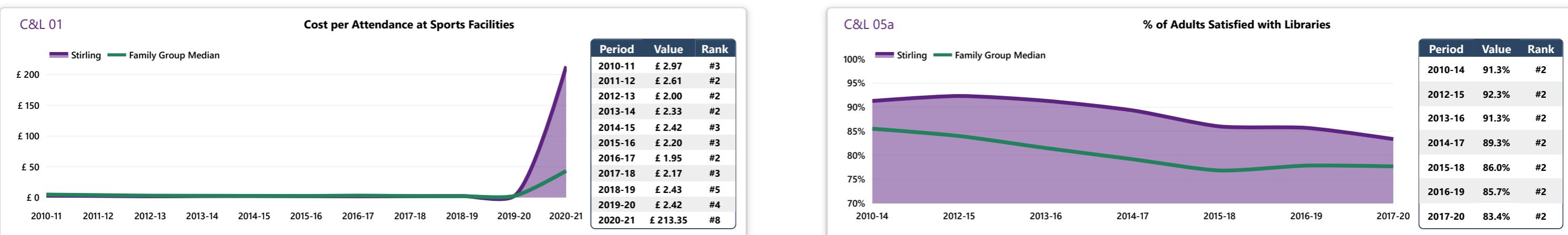
The library cost per visit is up slightly at £3.05 rather than £2.32 in 2019-20, but the higher figure is in line with previous years. Visitor numbers for all library services dropped significantly in 20-21 with enforced closures due to COVID.

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.

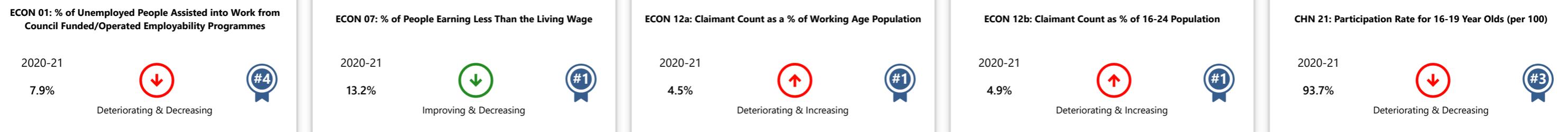
From 17th March 2020 when Lockdown began to 31st March 21, Stirling Libraries issued a total of 35233 e-books. As soon as we were able to do so, we offered a Select and Collect service where books could be requested and collected from library entrances and from mobile library vehicles.

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.

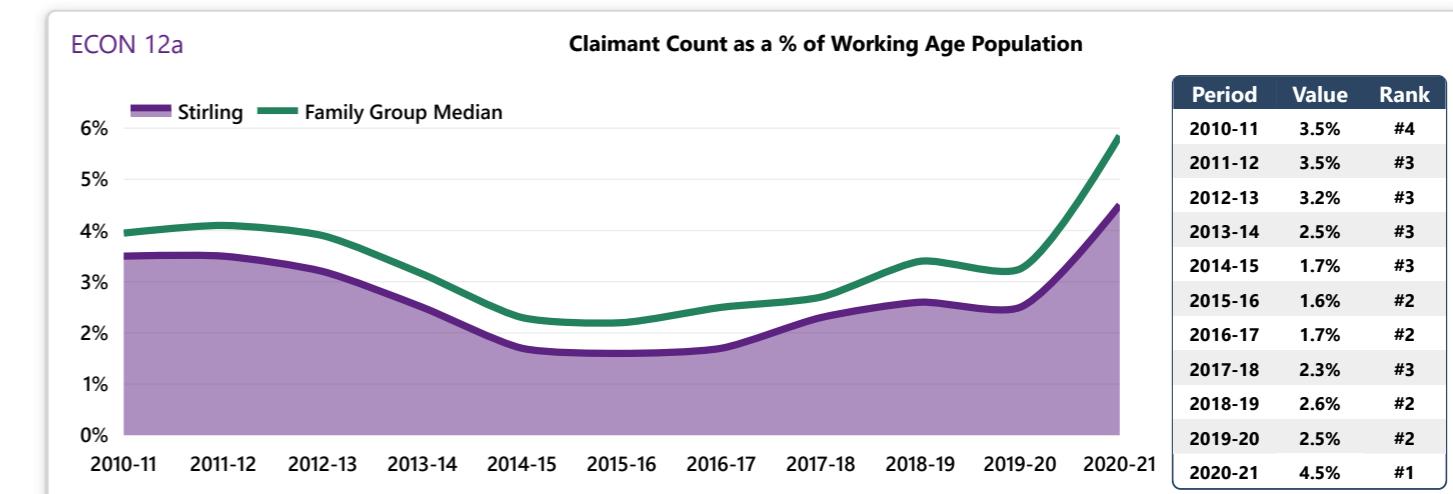
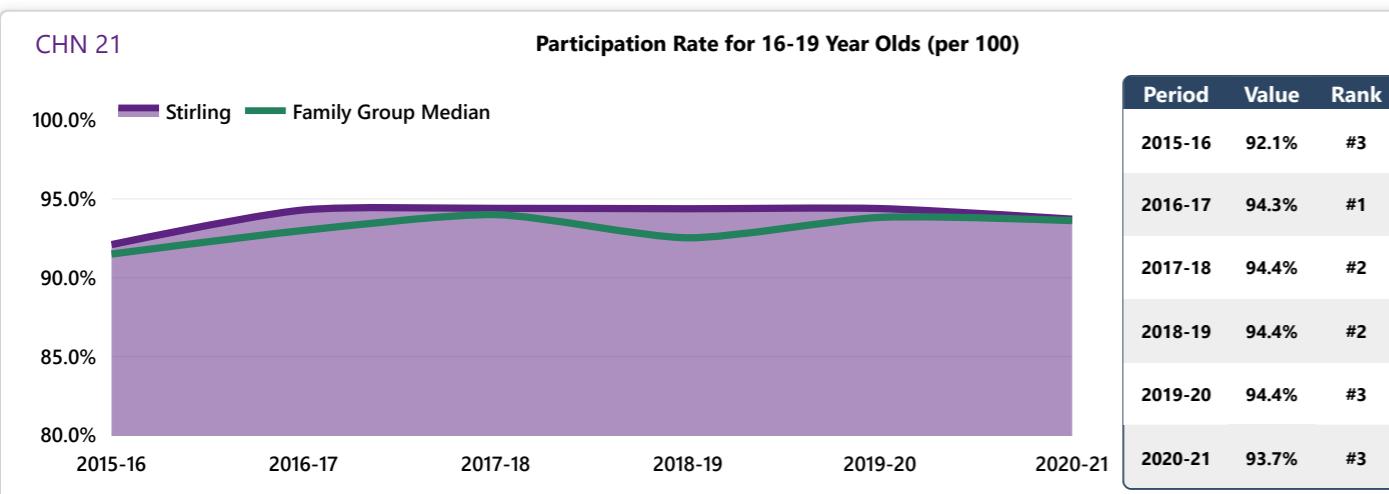
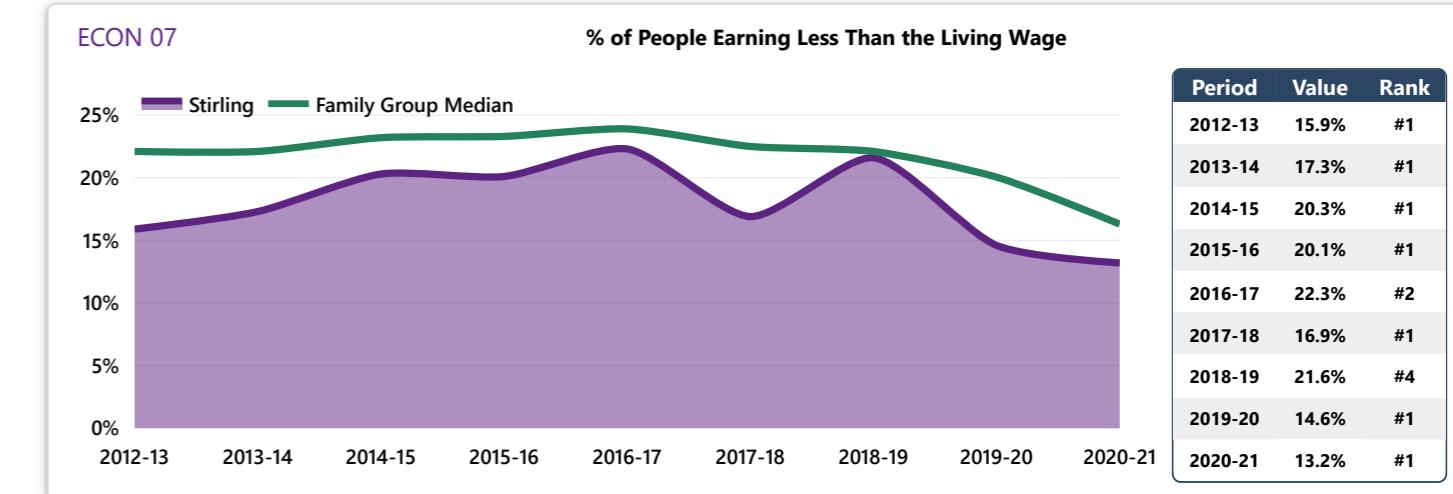
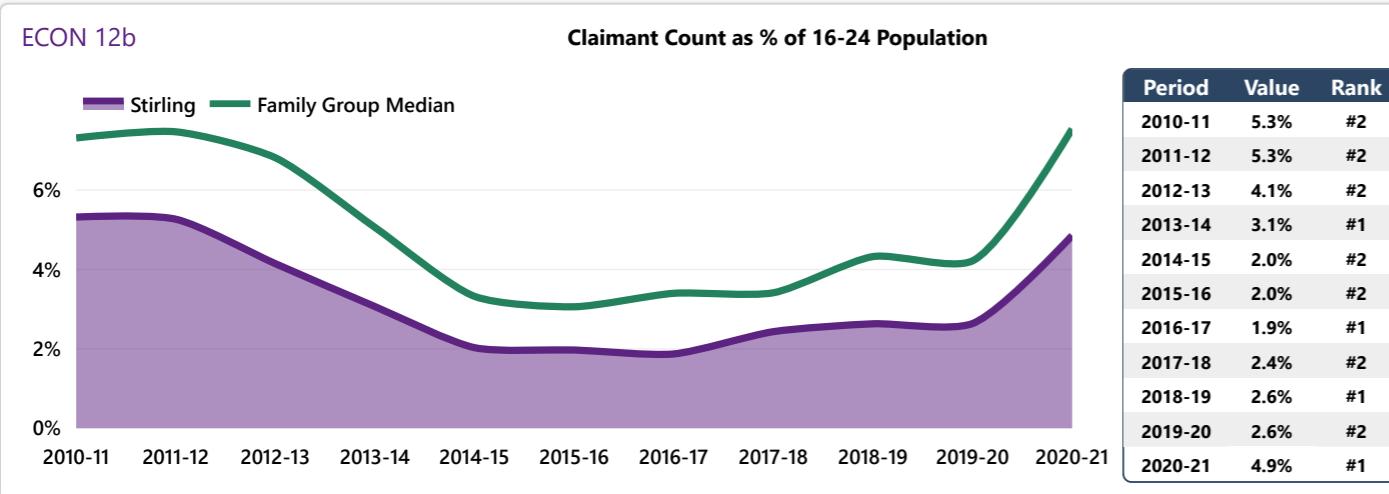
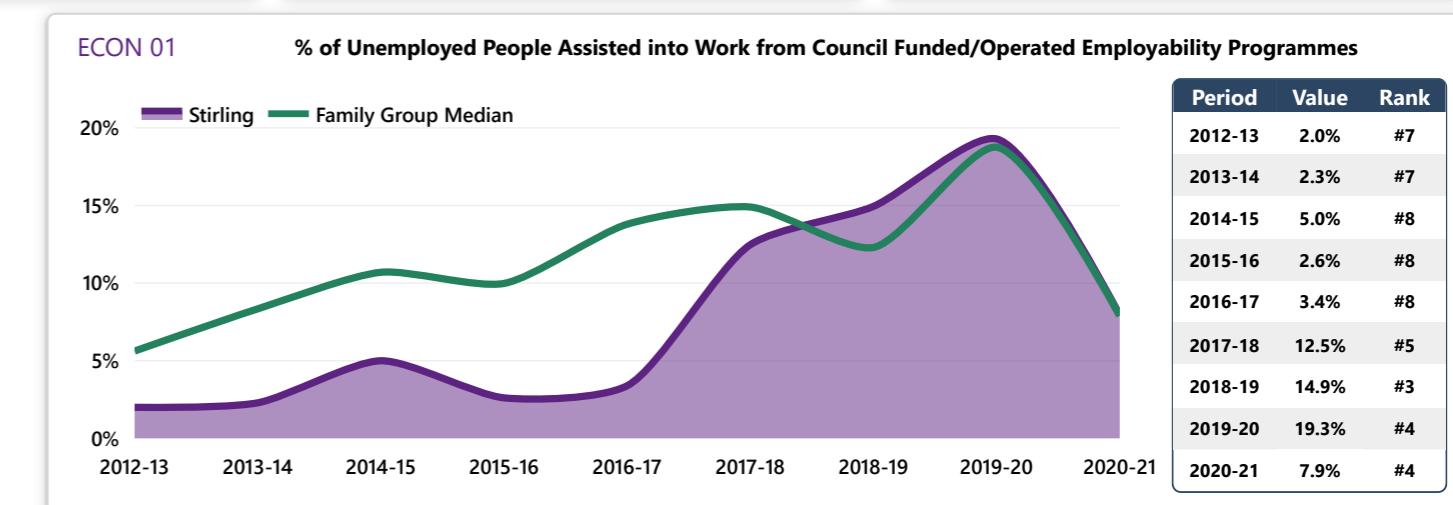
Stirling Libraries have adapted to changing conditions and made the service available as widely and safely as restrictions allowed at every stage. All libraries opened for browsing and computer use in August 2021. We are gradually re-introducing groups and activities, starting with the larger libraries.



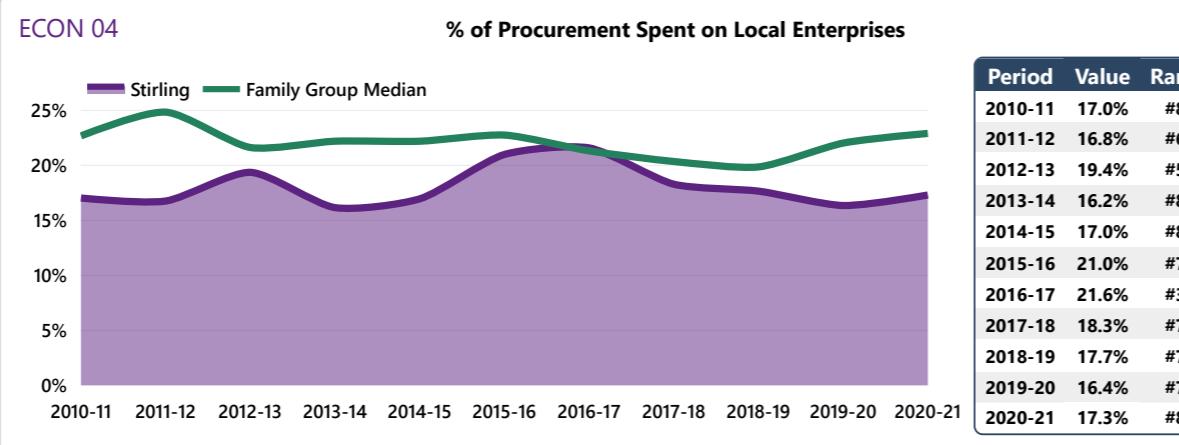
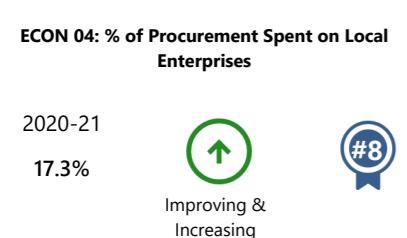
# Employment



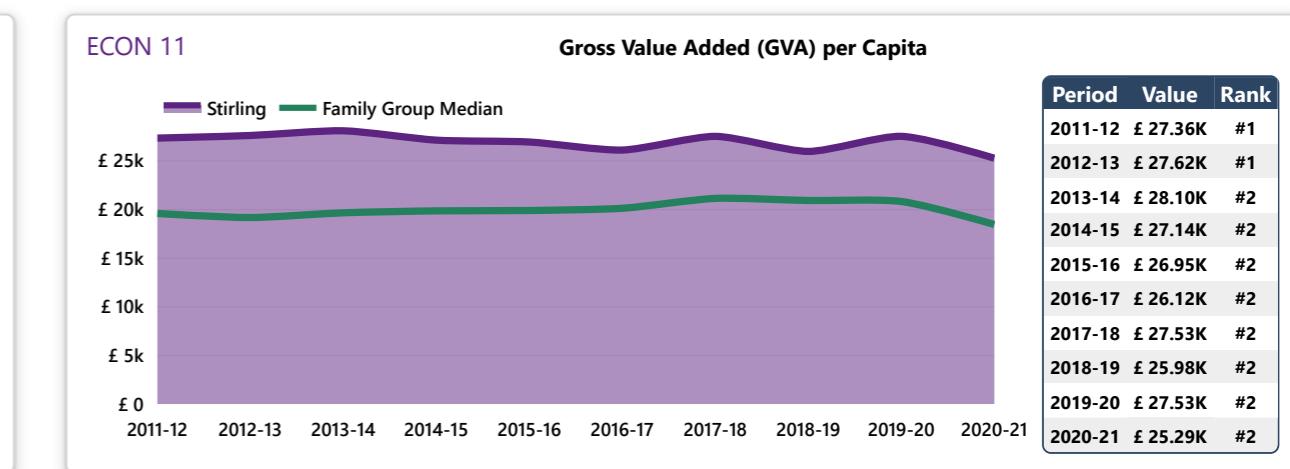
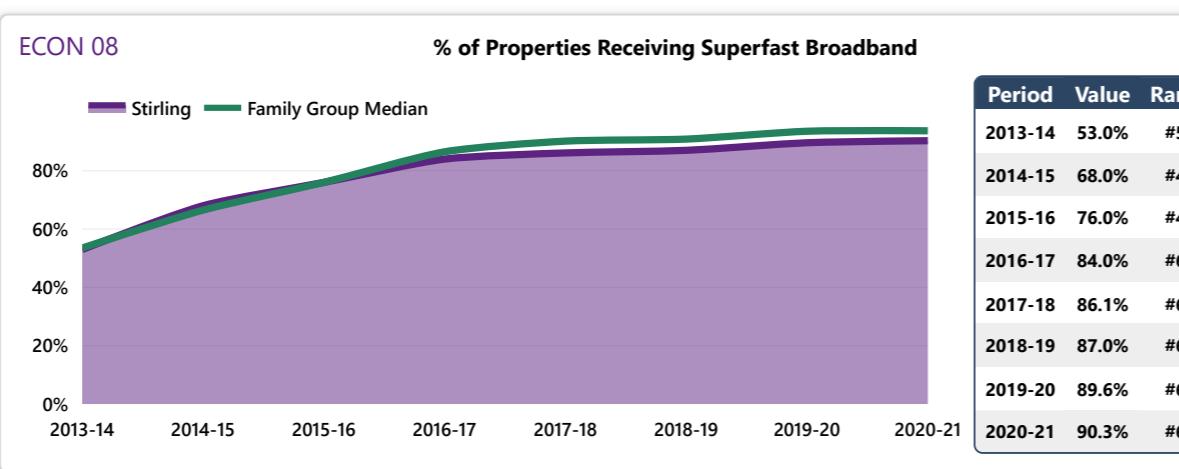
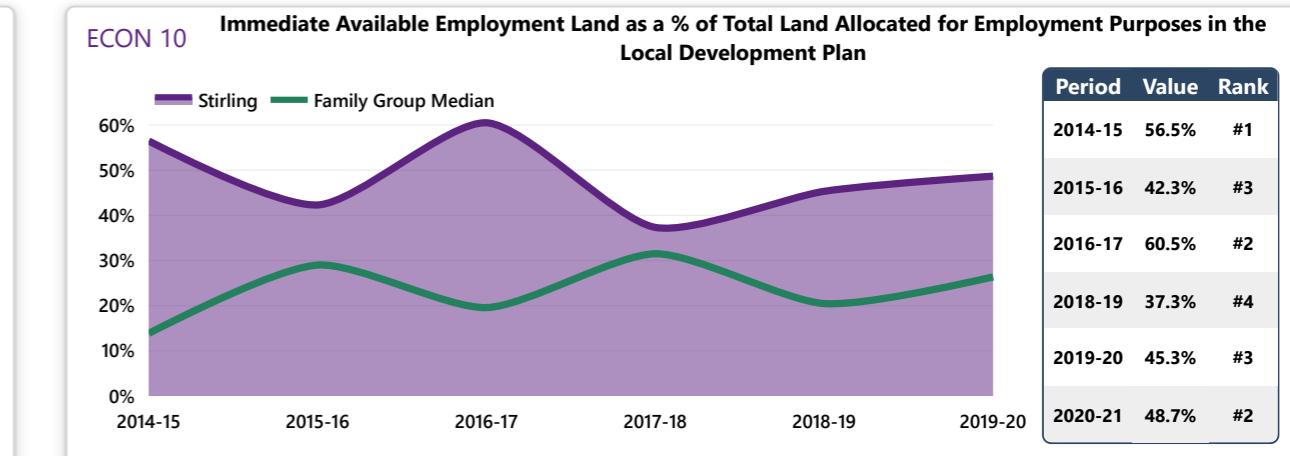
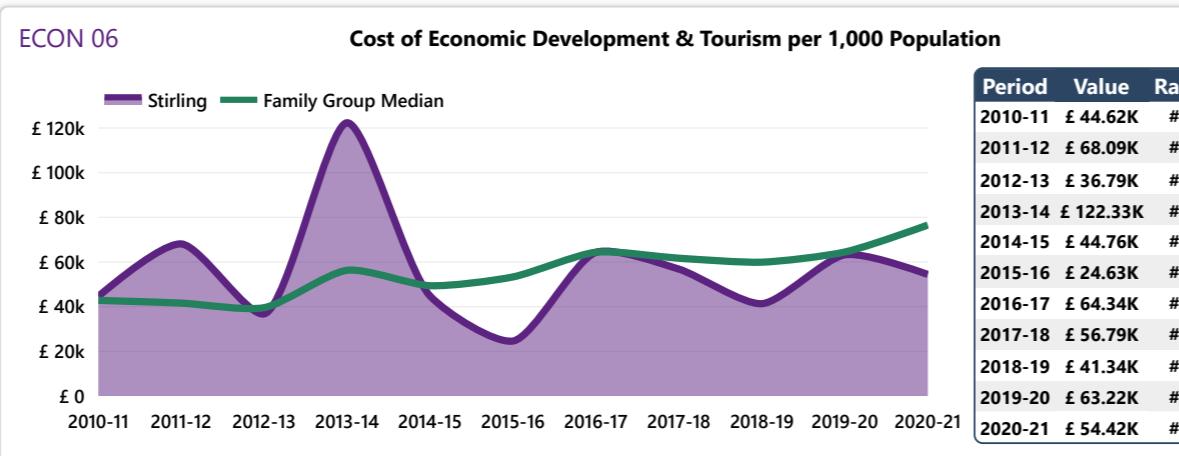
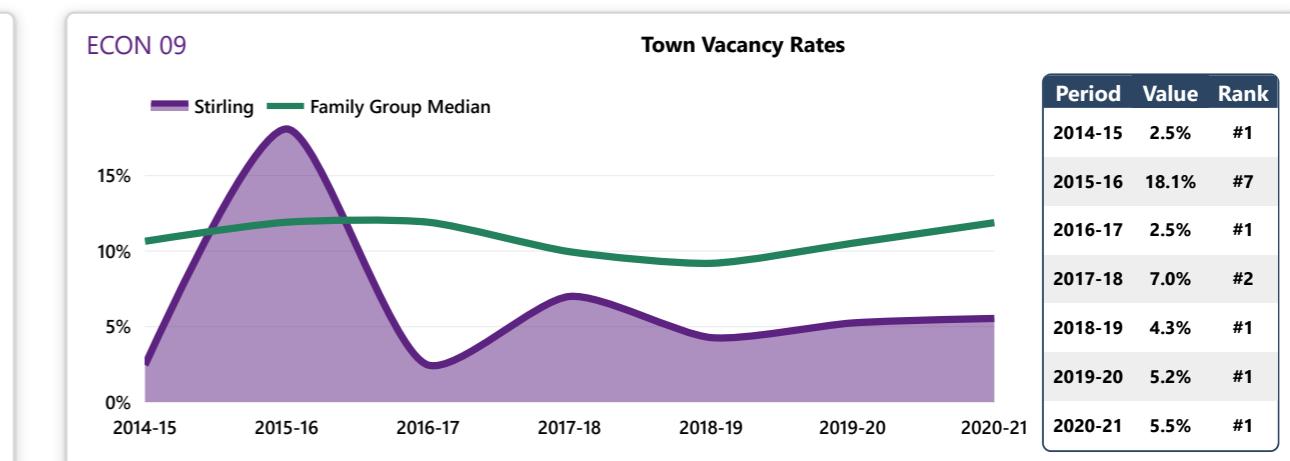
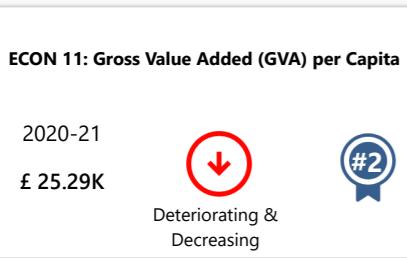
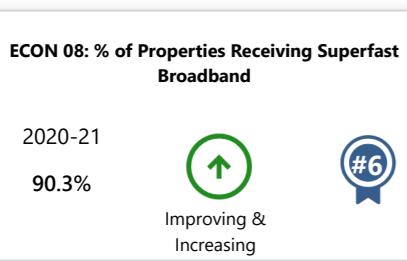
Stirling's overall data in this section is positive, comparing well both with comparator Councils and nationally. This is positive at a Council wide level. Targeted work continues in locality action plan areas to reduce the socio economic gap between these communities and the Council wide position.



# Economic Growth



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



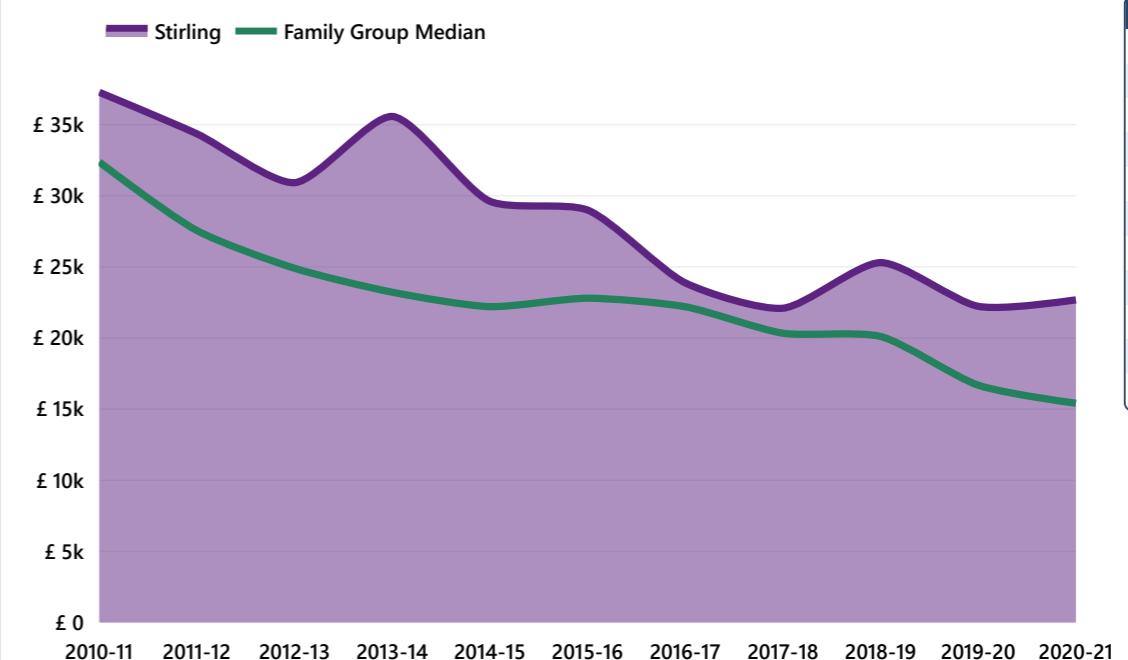
Since 2018/19 to 2020/21, the aggregated Environmental Health, Trading Standards, Money Advice and Citizens' Advice costs per 1000 population has reduced from £25.30K to £22.68K. We have been consistently ranked 8th in the family group.

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

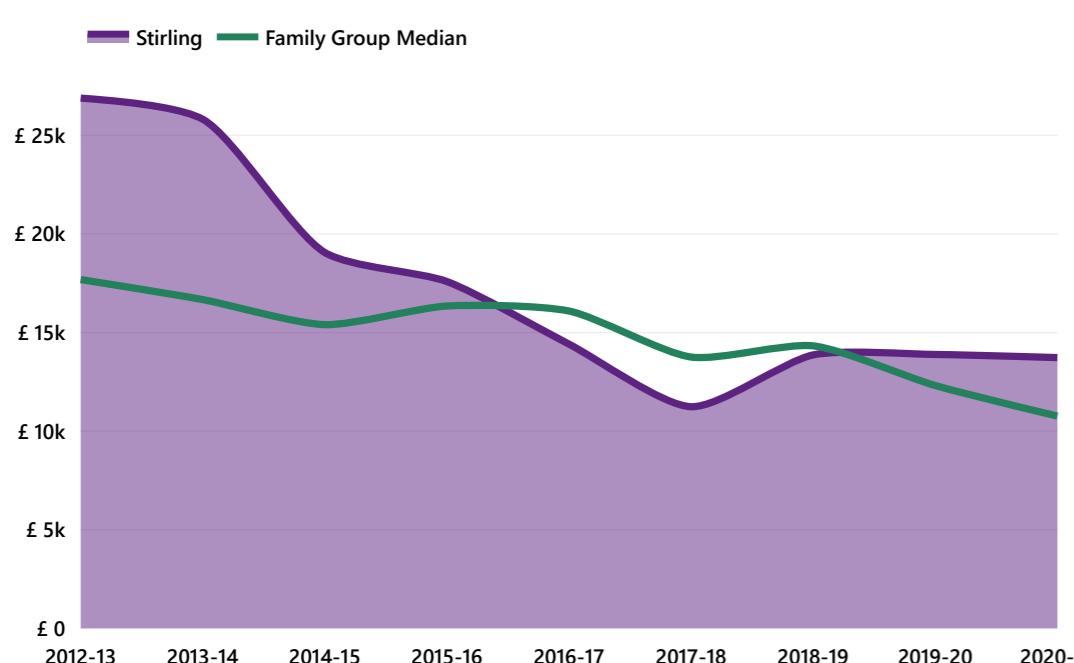
Cost of Trading Standards and Environmental Health per 1,000 Population



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

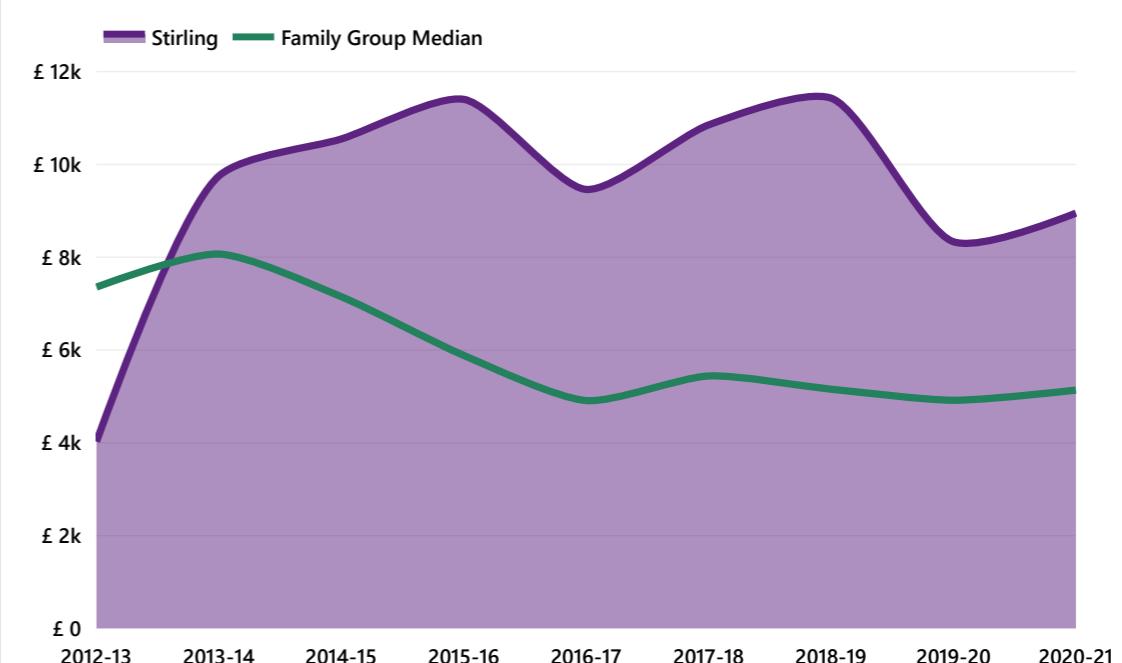
ENV 05b

Cost of Environmental Health per 1,000 Population



ENV 05a

Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 Population



# Corporate Property Assets



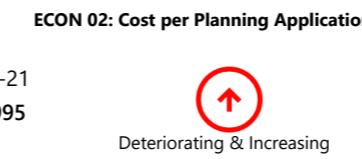
Infrastructure Delivery continue to apply the guiding asset management principles as outlined within Stirling Council's Property Asset Management Strategy, driving efficiencies through the use of space and ensuring spaces are fit for purpose for future service delivery.

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.

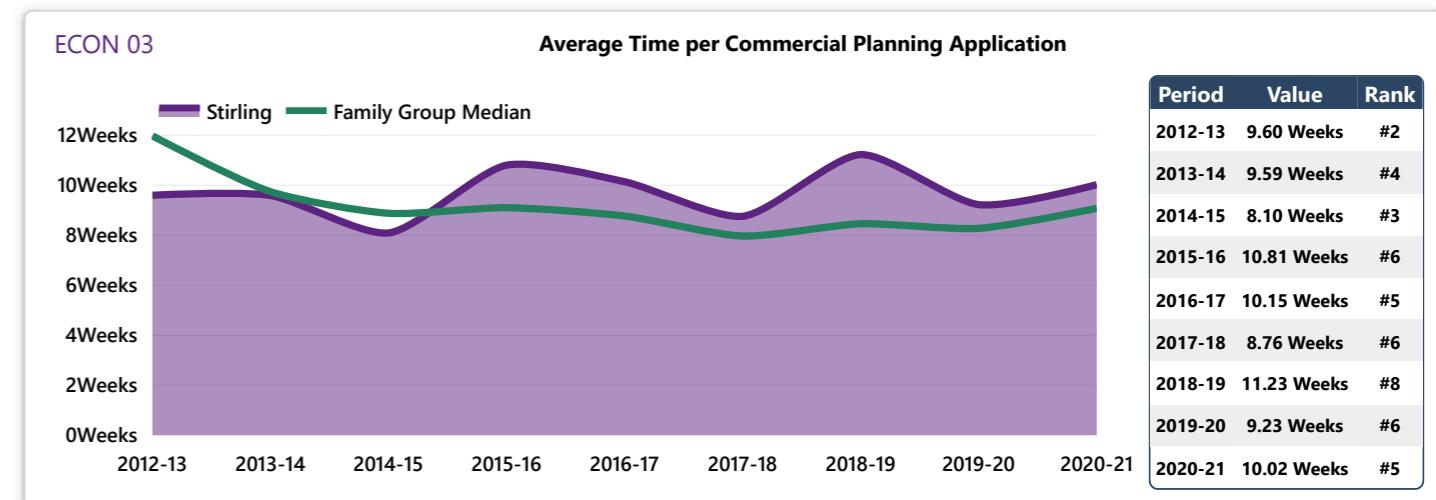
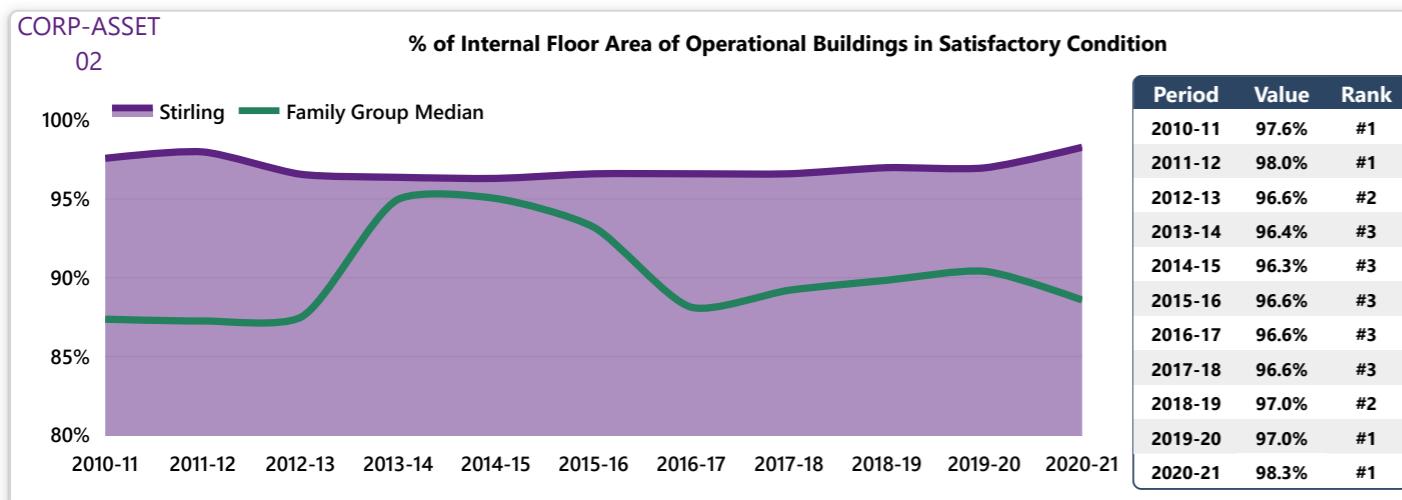
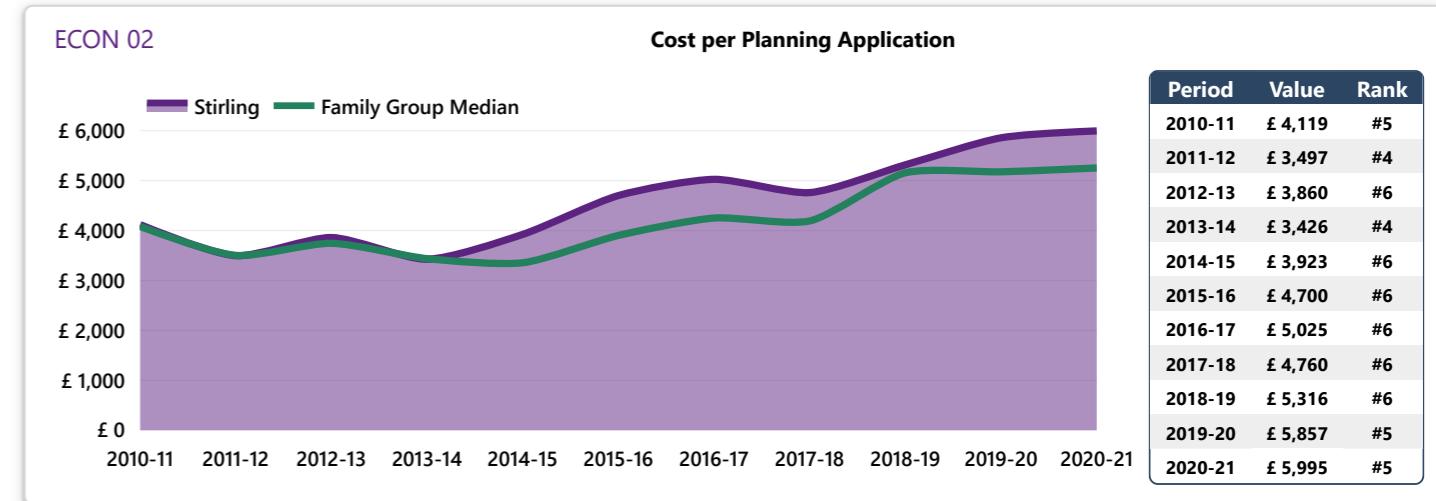
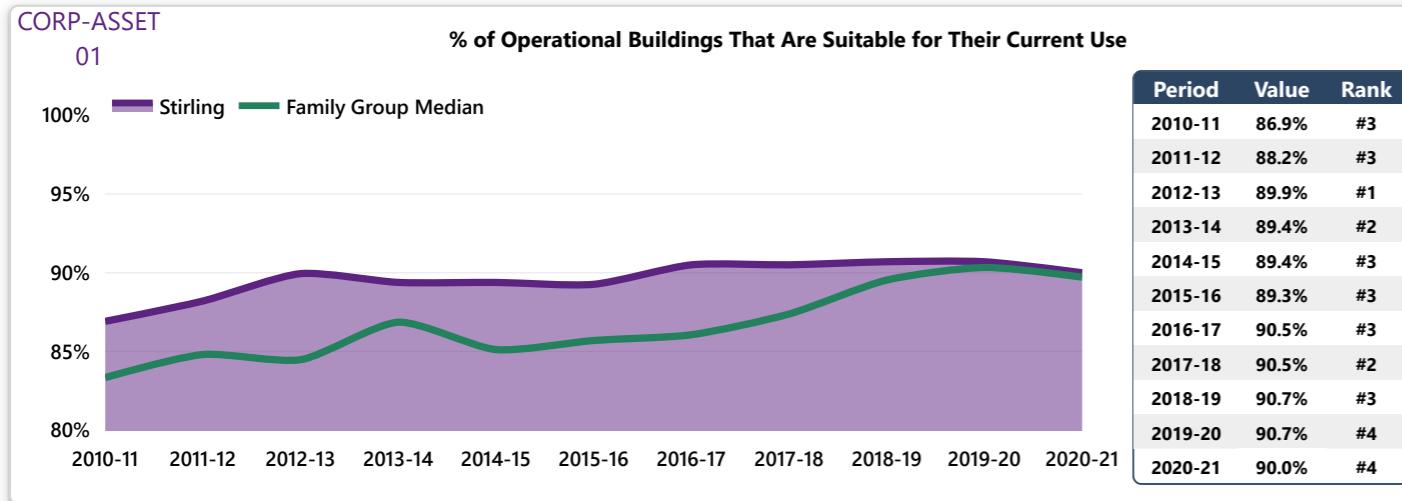
# Planning



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

**HSN 03: % of Dwellings Meeting SHQS**

2020-21  
90.8%



Deteriorating & Decreasing



**HSN 04b: Average Time Taken to Complete Non-Emergency Repairs**

2020-21  
3.16 Days



Improving & Decreasing



**HSN 05a: % of Council Dwellings that are Energy Efficient**

2020-21  
93.1%



Improving & Increasing



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 (ESSH1) standard at 31st March 2021.

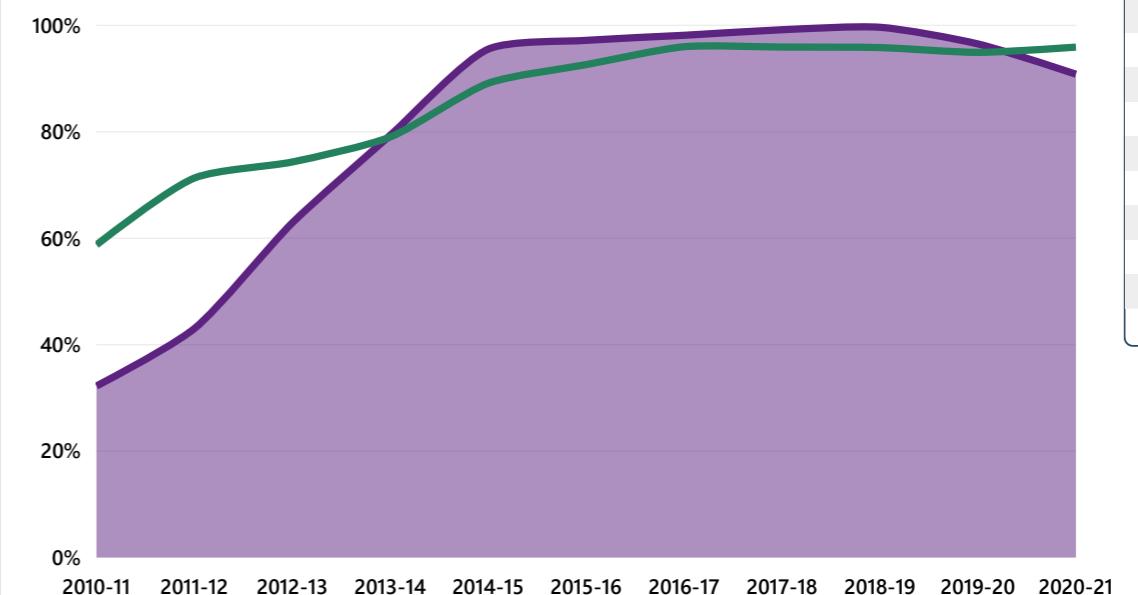
Our investment in energy efficiency measures continues in order to ensure that we maximise our compliance with the new Energy Efficiency Standard for Social Housing 2 (ESSH2) that requires all Scottish Registered Social Landlords to strive to achieve an energy efficiency rating of 'B' or above for all 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.

**HSN 03**

**% of Dwellings Meeting SHQS**

— Stirling — Family Group Median

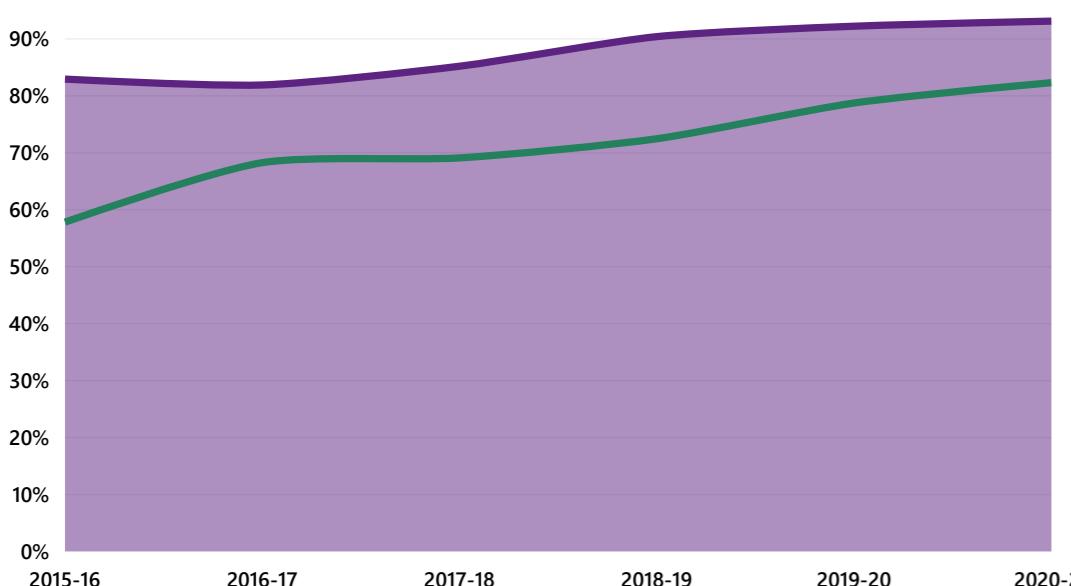


Period	Value	Rank
2010-11	32.2%	#5
2011-12	43.0%	#5
2012-13	62.9%	#6
2013-14	79.4%	#3
2014-15	95.5%	#1
2015-16	97.2%	#1
2016-17	98.1%	#1
2017-18	99.2%	#1
2018-19	99.6%	#1
2019-20	96.5%	#2
2020-21	90.8%	#5

**HSN 05a**

**% of Council Dwellings that are Energy Efficient**

— Stirling — Family Group Median

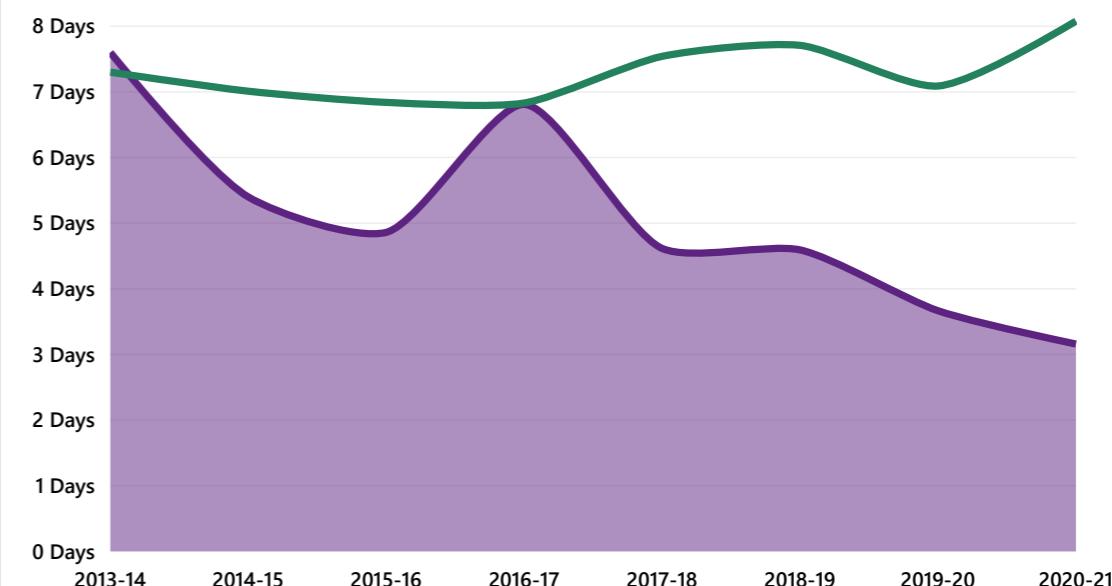


Period	Value	Rank
2015-16	82.9%	#2
2016-17	81.9%	#2
2017-18	85.2%	#1
2018-19	90.4%	#1
2019-20	92.2%	#1
2020-21	93.1%	#1

**HSN 04b**

**Average Time Taken to Complete Non-Emergency Repairs**

— Stirling — Family Group Median



Period	Value	Rank
2013-14	7.60 Days	#4
2014-15	5.40 Days	#2
2015-16	4.86 Days	#1
2016-17	6.81 Days	#3
2017-18	4.62 Days	#1
2018-19	4.59 Days	#1
2019-20	3.67 Days	#1
2020-21	3.16 Days	#1

# Housing

HSN 02: % of Rent Due in the Year That was Lost Due to Voids		
2020-21 0.8%		
Deteriorating & Increasing		

No Submission

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		

# Council Tax

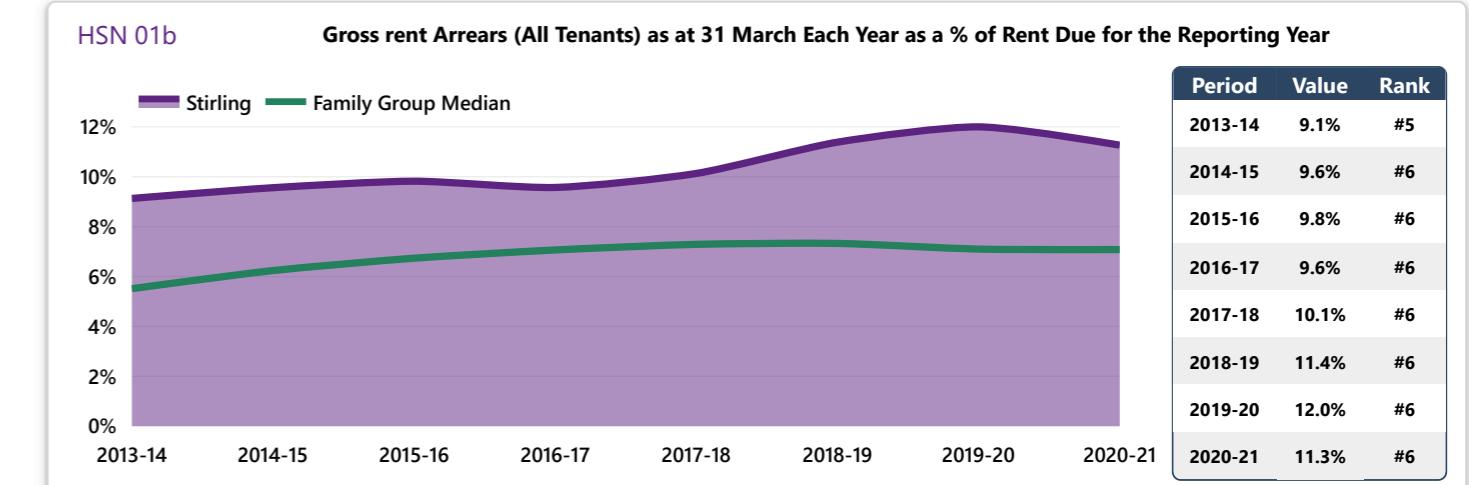
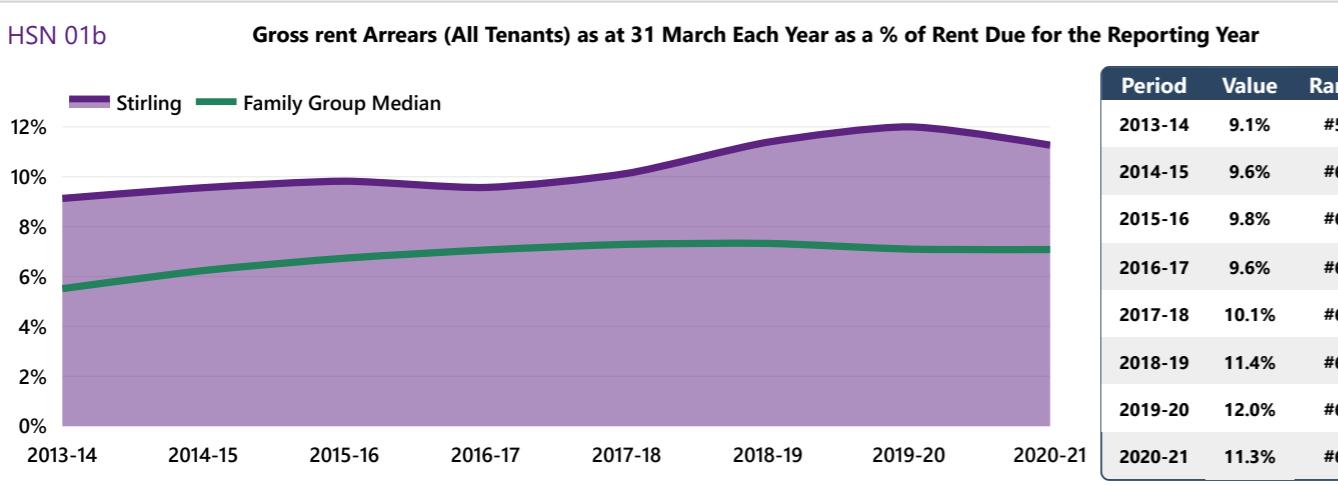
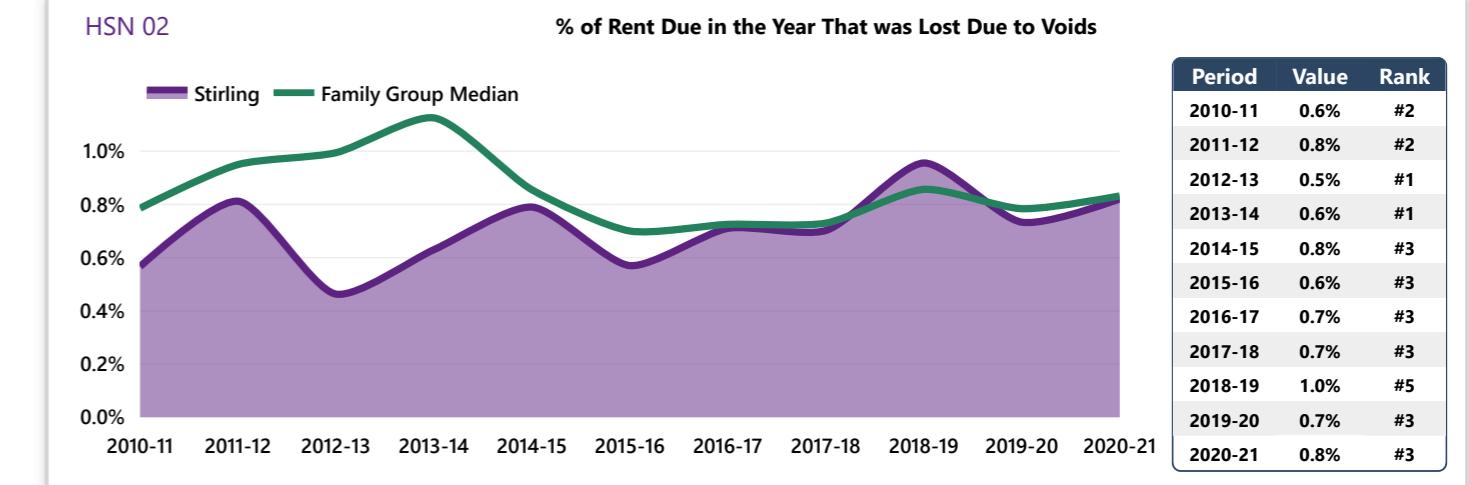
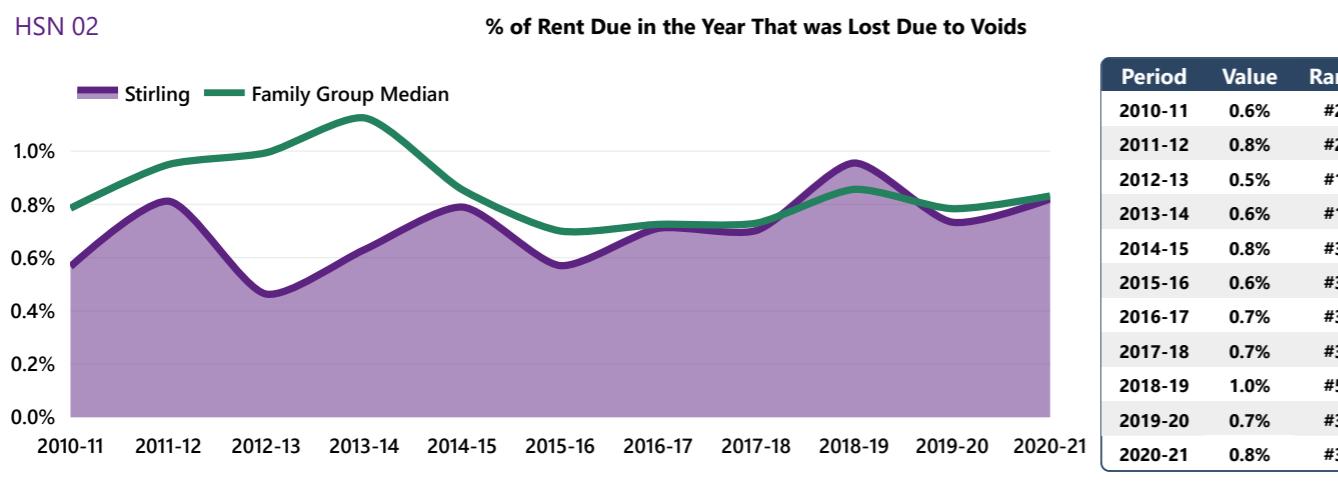
HSN 02: % of Rent Due in the Year That was Lost Due to Voids		
2020-21 0.8%		
Deteriorating & Increasing		

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		

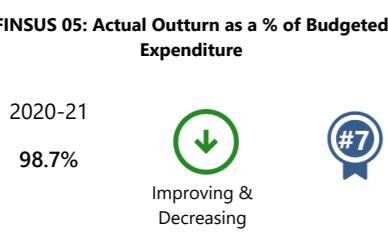
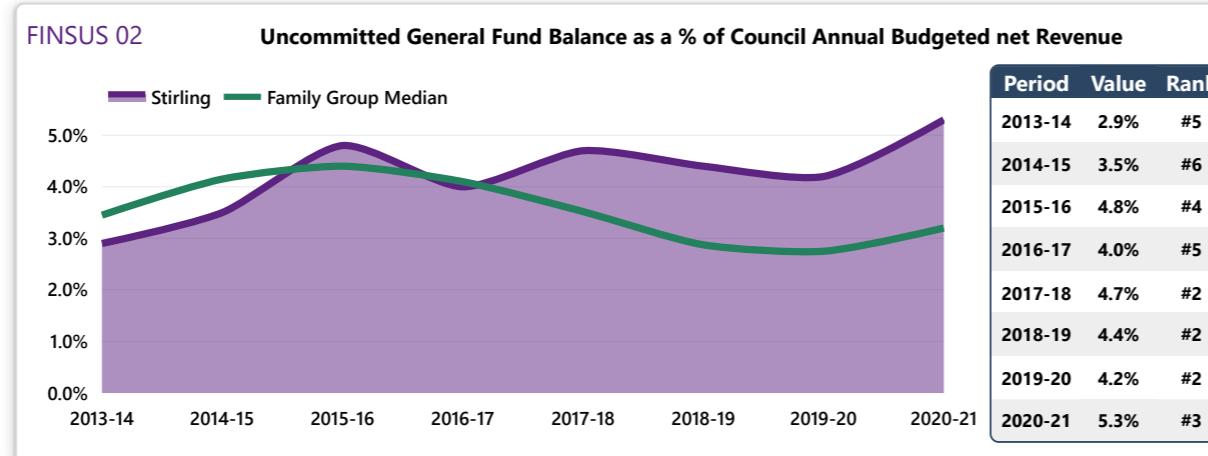
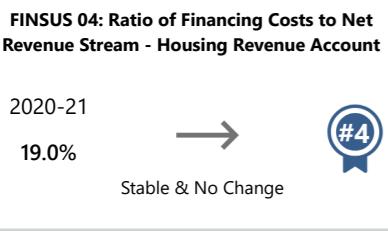
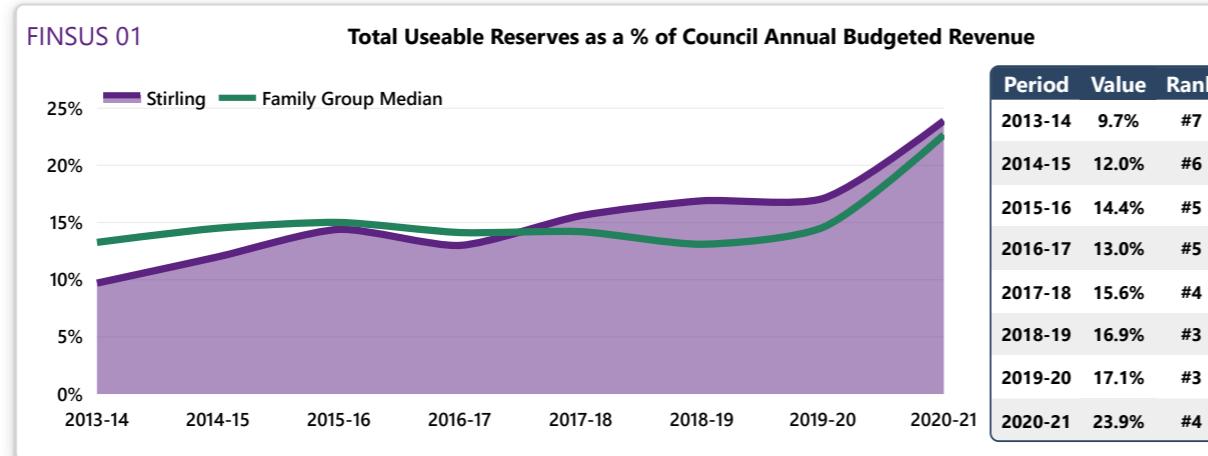
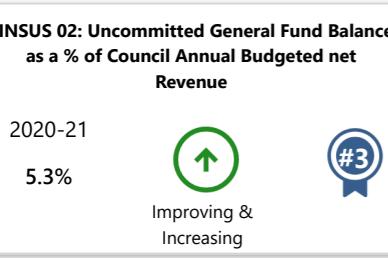
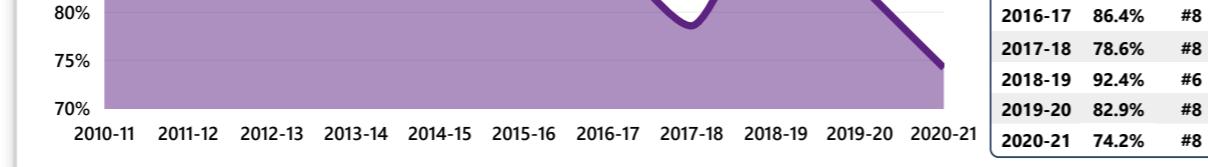
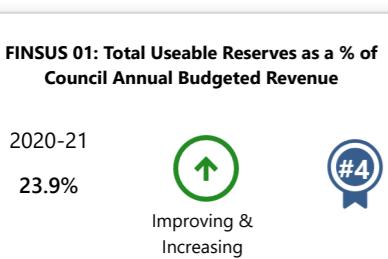
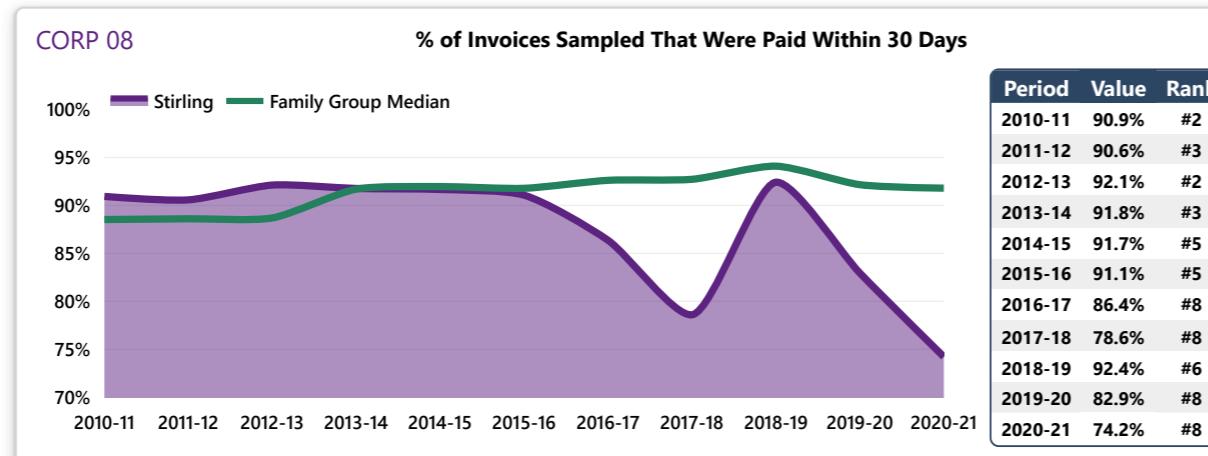
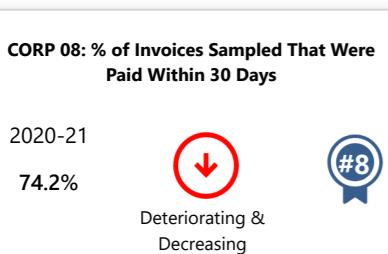
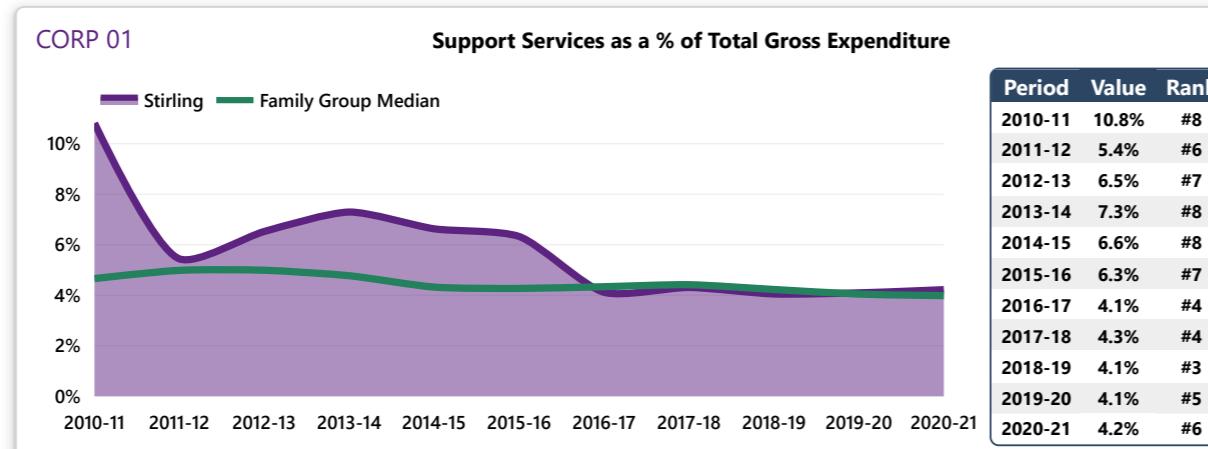
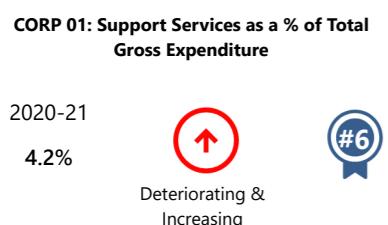
Income from Council Taxpayers makes up around 20% of the Council's total income, and for financial year 2020/21 this represents £52.7 million. Unfortunately, the COVID pandemic significantly impacted on Council Tax collection rates during the year, with Stirling's collection rate seeing a 0.7% fall from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



# Financial

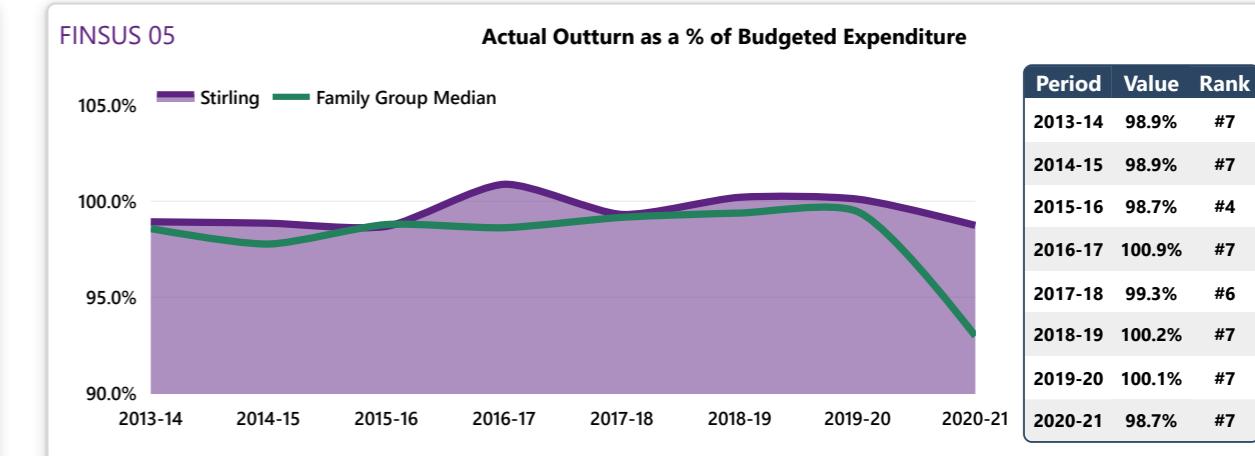
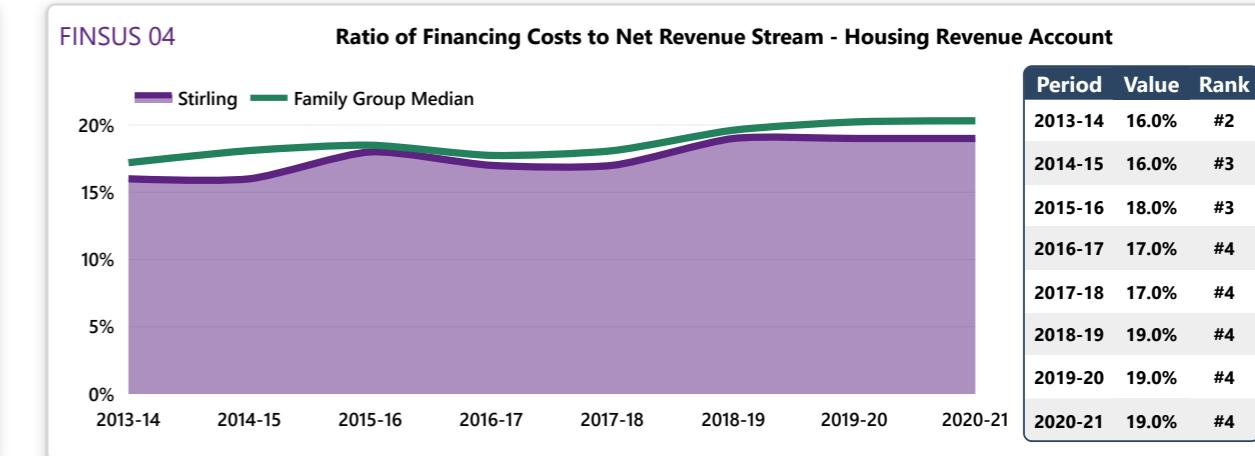
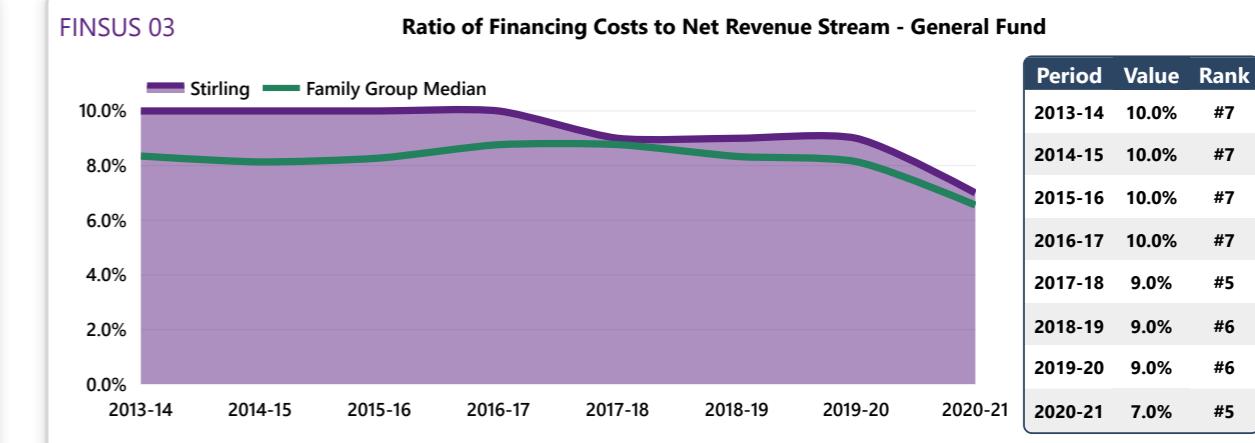


The External Auditor's report on the 2020/21 financial year outlines that the Council's financial management is effective with strong budgeting, financial monitoring and reporting processes that are aligned to its corporate priorities. The Council and its wider group financial position is sustainable 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.



# 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



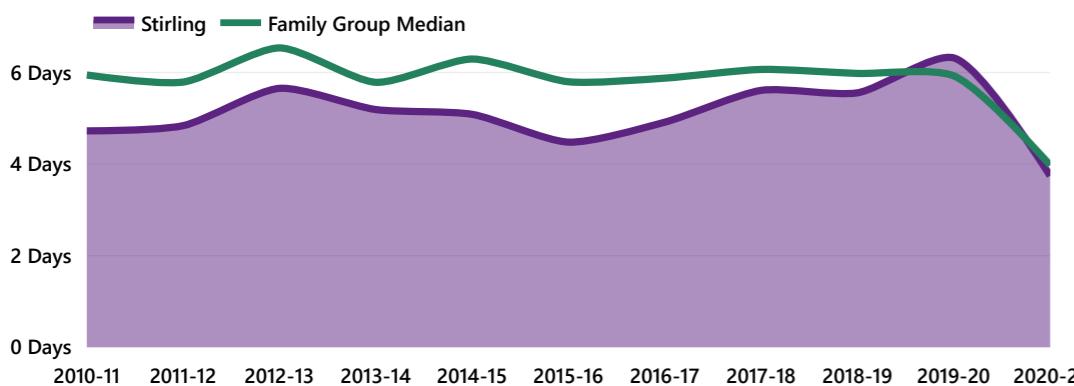
Improving & Decreasing



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.

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

# 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%



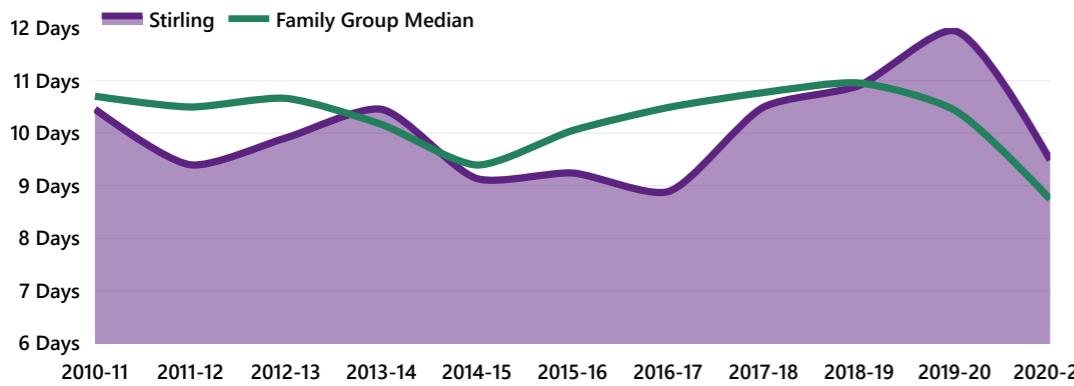
Improving & Increasing



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

CORP 06b

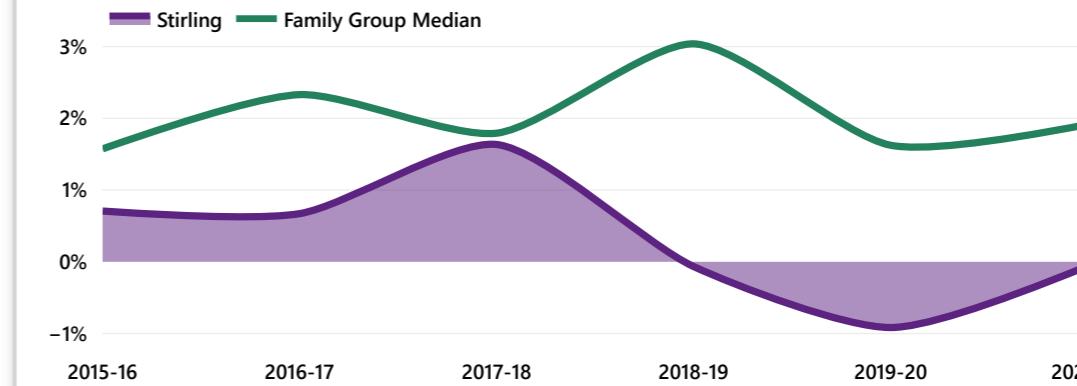
Sickness Absence Days per Employee (Non-Teacher)



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