

North Lanarkshire Council Report

Audit and Scrutiny Panel

approval noting

Ref LJ/SL

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Benchmarking results - Local Government Benchmarking Framework (LGBF)

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Executive Summary

Members will recall considering the latest results for the Local Government Benchmarking Framework (LGBF) indicators at the Panel meeting in September 2019 and thereafter establishing a programme of scrutiny based on the level of performance achieved in service areas.

Since this time, the national dataset has been updated and the council's position in certain benchmarking indicators has changed; the reasons for these changes however will pre-date the current COVID pandemic.

Notwithstanding this, benchmarking indicators are a useful tool to inform improvements to services and outcomes and in this respect the LGBF indicators are designed to act as *can openers* to provide initial information about a service. It is by reviewing and investigating this information further, and entering into discussions with other councils, that lessons can be learned, and improvements identified.

Using the latest dataset, this report provides the Audit and Scrutiny Panel with a summary of the analysis to identify which indicators and service areas show improved performance over time and are favourable when compared to the national average. This is intended to assist Panel members to identify and prioritise which service areas they wish to review and scrutinise further as part of their 2021 programme of scrutiny.

Recommendations

It is recommended that the Audit and Scrutiny Panel:

- (1) Note the contents of this report and accompanying appendix,
- (2) Review the summary analysis of the LGBF results presented in the report and appendix, and identify and prioritise the service areas where further information is required to understand or investigate the change in performance in more detail,
- (3) Agree to the attendance of the Improvement Service at a meeting early in 2021 to present the findings and context from the national overview report, and
- (4) Note the next steps.

The Plan for North Lanarkshire

Priority All priorities

Ambition statements All ambition statements

1. Background

1.1 Members will recall considering the latest results for the Local Government Benchmarking Framework (LGBF) indicators at the Panel meeting in September 2019.

1.2 From this suite of information, Elected Members identified and prioritised areas of service where further information was required to understand or investigate performance further. This informed the Member led element for the future programme of scrutiny work.

1.3 During 2019 and 2020, the following service areas were subject to in-depth scrutiny by the Panel:

Service area	Number of indicators scrutinised	Date at Audit and Scrutiny Panel
Street cleaning	3	- 14 th November 2019 - Follow up on 20 th February 2020
Housing	5	- 20 th February 2020
Trading standards and environmental health	2	- 20 th February 2020

1.4 Following this, Members had agreed a further programme of LGBF scrutiny work for cycle 2 and 3 of 2020. However, with the country going into lockdown on 23rd March, and by the next available Panel meeting in September 2020, an updated LGBF dataset had been published by the Improvement Service. It should be noted though that the latest results for LGBF indicators (2018/19) still pre-date the COVID pandemic.

1.5 A report to the Panel in September 2020 provided Members with an update of the impact of the pandemic on delivery of the council's planned day to day activities and achievement of the strategic priorities. This also updated on the council's ability to undertake many of the business as usual activities associated with the maintenance and reporting of the four strategic frameworks and the availability of information therein, (which includes performance and benchmarking indicators), that support analysis of Programme of Work elements and delivery of The Plan for North Lanarkshire.

1.6 This impact also affects the availability of information from services to present the benchmarking results within the appropriate context and enable the identification of improvements applicable within the current environment.

1.7 Notwithstanding this, and following discussions at the Panel meeting in September 2020, further analysis has been undertaken to analyse and interpret the updated data set. From this analysis it can be seen that the latest results for various indicators has changed the position of the council compared to other local authorities and the national picture.

1.8 This report therefore provides the Audit and Scrutiny Panel with a summary of the analysis to identify which indicators and service areas show improved performance over time and are favourable when compared to the national average. It does not present the large dataset that accompanies the LGBF. It is recommended that

Members use this analysis to identify and prioritise which service areas they wish to review and scrutinise further. At this point the respective dataset combined with context from the service will be presented to ensure as full a picture as possible is available for Members scrutiny.

2. Local Government Benchmarking Framework (LGBF)

Background to the LGBF

- 2.1 The Local Government Benchmarking Framework (LGBF) project was developed by the Improvement Service at the request of the Society of Local Authority Chief Executive's and Senior Managers (SOLACE). This framework comprises a suite of 89 high-level benchmarks which are comparable across all 32 councils in Scotland.
- 2.2 The benchmarking indicators are intended to act as *can openers* to provide initial information about a service. The intention is that undertaking benchmarking activity with other local authorities will help services to:
- better understand why they achieve their current performance levels
 - build understanding of where council performance varies
 - build understanding of why performance variation occurs
 - help to identify and share good practice across councils
 - help to improve services
- 2.3 As high-level benchmarks, the suite of indicators does not represent all council services and covers only specific service areas, as listed below.

Service area	Number of indicators in suite as at February 2020
Adult social care	11
Assets	2
Child protection and children's social work	5
Culture and leisure services	6
Early years	3
Economic development	8
Education	21
Equalities	2
Financial services	4
Housing	5
Parks and open spaces	2
Positive post school destinations	2
Procurement	1
Roads	5
Sickness absence	3
Street cleaning	3
Trading standards and environmental health	2
Waste services	4
Total	89

- 2.4 Within the service areas, the indicators cover costs, performance levels achieved, and customer satisfaction to enable an assessment of performance in the round.

- 2.5 While councils have been involved in providing feedback to the Improvement Service during the creation and subsequent development of the indicator suite, the ultimate decision for what is contained within the suite lies with the LGBF Board (governed by the Improvement Service).
- 2.6 Analysis can be carried out in various ways; but as benchmarking for improvement is a longer-term activity, changes will only be realised over time. For this reason, performance in these measures is best assessed over the period of the LGBF (i.e. 2010/11 to 2018/19, or from whenever new measures were introduced into the framework).
- 2.7 Members are asked to note the time lag in the availability of the data within the LGBF. 2018/19 data was published by the Improvement Service in February 2020, with a subsequent update in April 2020. The first phase of publication for the 2019/20 results is scheduled for end February/early March 2021.
- 2.8 Each year the Improvement Service produce a national benchmarking overview report providing a high-level review of all benchmarking indicators in the framework, the latest (for 2018/19 results) is available to view at:
https://www.improvementservice.org.uk/__data/assets/pdf_file/0013/12082/benchmarking-overview-report-2018-19.pdf
- 2.9 Following publication of the national overview report and the initial phase of 2019/20 results at the end of February/early March 2021, it is recommended that the Improvement Service attend a meeting of the Panel early in 2021. This will enable Members to be presented with invaluable context surrounding the national picture for each of the indicators. From this, Members will be able to consider the corresponding North Lanarkshire position and identify any concerns that may impact on / inform changes to the programme of scrutiny.
- 2.10 The full suite of LGBF indicators, with comparisons across all 32 councils and family group councils, is available for Members and the public to view through an online tool:
<http://scotland.mylocalcouncil.info/>

Analysis on latest information available

- 2.11 Full data for each of the 89 indicators in the LGBF suite are available on Connect (**http://connect/lgbf_latestresults**) for Members to view; however all data will be presented to future Panel meetings in line with Members' prioritised programme of scrutiny. Key highlights and an analysis of the latest results are summarised in the following paragraphs.
- 2.12 The council has achieved number 1 ranking in Scotland in two areas of service:
- Looked after children - gross cost of children looked after in a community setting per child per week
 - Looked after children - % with more than one placement in the last year
- 2.13 The table below provides an overview of the council's performance results showing the number of indicators which have improved (a) over time compared to the baseline year, and (b) compared to the latest national average figure.

(a) NLC latest performance compared to the baseline year			
(b) NLC latest performance compared to the national average	Performance results have not improved over time	Performance results have improved over time	Total
Latest performance results improve on the national average	14	28	42
Latest performance results do not improve on the national average	24	19	43
Total	38	47	85

2.14 A RAG status has been applied to the above table to help with the identification and prioritisation of service areas requiring further review.

Green	NLC benchmarks show improvement over time and compared to the national average.
Amber	NLC benchmarks show improvement over time but not compared to the national average, or vice versa.
Red	NLC benchmarks don't show improvement over time or compared to the national average.

The information presented in Appendix 1 shows the RAG status applied to each of the 18 service areas to aid discussions on the future programme of scrutiny.

2.15 The 28 indicators with a green RAG status are listed below:

Service area	Indicators	28
Adult social care	1. Home care - % of people aged 65+ with long-term care needs receiving personal care at home	
Assets	2. Corporate assets - % of internal floor area that is in satisfactory condition	
Child protection and children's social work	3. Balance of care for looked after children - % of children being looked after who are cared for in the community 4. Looked after children - % with more than one placement in the last year	
Culture and leisure services	5. Sport and leisure facilities - cost per attendance	
Economic development	6. Commercial planning applications - average time (weeks) to process business and industry planning applications 7. Economic development and tourism - cost of council spend per 1,000 population 8. Broadband - % of properties receiving superfast broadband 9. Employment support - % of unemployed people assisted into work from council operated/funded employability programmes	
Education	10. Educational attainment - % of pupils living in the 20% most deprived areas gaining 5 or more awards at SCQF Level 5 or higher 11. Educational attainment - % of pupils living in the 20% most deprived areas gaining 5 or more awards at SCQF Level 6 12. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 1 (most deprived) 13. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 2 14. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 3 15. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 4 16. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 5 (least deprived)	
Equalities	17. Equal opportunities - % of the highest paid 5% employees who are women	
Financial services	18. Council tax - cost of collecting council tax per dwelling	
Housing	19. Housing repairs - average time (working days) taken to complete non-emergency repairs 20. Energy efficiency - % of properties at or above the appropriate NHER or	

	<p>SAP ratings specified in element 35 of the SHQS</p> <p>21. Scottish Housing Quality Standards (SHQS) - % of council housing stock meeting standards</p> <p>22. Rent lost - % of rent due in the year that was lost due to properties being empty</p>
Roads	<p>23. Road network - % of A class roads that should be considered for maintenance treatment</p> <p>24. Road network - % of B class roads that should be considered for maintenance treatment</p> <p>25. Road network - % of C class roads that should be considered for maintenance treatment</p> <p>26. Road network - % of unclassified roads that should be considered for maintenance treatment</p>
Trading standards and environmental health	27. Environmental health - cost per 1,000 population
Waste services	28. Refuse disposal - net cost of disposal per premise

2.16 The 24 indicators with a red RAG status are listed below:

Service area	Indicators	24
Adult social care	<p>1. Satisfaction - % of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life</p> <p>2. Satisfaction - % of adults supported at home who agree that they are supported to live as independently as possible</p> <p>3. Satisfaction - % of adults supported at home who agree that they had a say in how their help, care, or support was provided</p> <p>4. Satisfaction - % of carers who feel supported to continue in their caring role</p> <p>5. Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (age 75+)</p>	
Assets	6. Corporate assets - % of operational buildings that are suitable for their current use	
Child protection and children's social work	7. Child protection - % of child protection re-registrations within 18 months	
Culture and leisure services	8. Libraries - cost per visit	
Economic development	<p>9. Business gateway - number of start-ups per 10,000 population</p> <p>10. Living wage - % of people (age 18+) in employment earning less than the living wage</p> <p>11. Town centre vacancy rates - % of vacant commercial units as % of total units for the local authority town centre</p> <p>12. Planning and building standards services - cost per planning application</p>	
Education	<p>13. Attendance at school - % attendance for all pupils, primary + secondary school</p> <p>14. Primary school education - cost per pupil</p>	
Financial services	<p>15. Payment of council invoices - % of invoices that were paid within 30 calendar days of receipt</p> <p>16. Council tax - % of income due from council tax received by the end of the year</p>	
Housing	17. Rent - arrears as at 31 March each year as a percentage of rent due for the reporting year	
Parks and open spaces	18. Satisfaction - % of adults satisfied with parks and open spaces	
Procurement	19. Procurement spend - % spend on local enterprises	
Street cleaning	<p>20. Street cleanliness score - % areas assessed as clean</p> <p>21. Satisfaction - % of adults satisfied with street cleaning services</p>	
Trading standards and environmental health	22. Trading standards - cost per 1,000 population	
Waste services	<p>23. Satisfaction - % of adults satisfied with refuse collection</p> <p>24. Recycling - % household waste collected during the year that was recycled</p>	

Next steps

- 2.17 Having reviewed the analysis of the change in the latest performance results and identified and prioritised the service areas where further information is required to understand or investigate the change in more detail, these will be added to the Panel's programme of scrutiny for 2021.
- 2.18 Thereafter, for each Panel meeting services will be asked to:
- (a) Present the latest results for each indicator in the LGBF suite to show how the service is performing, including other performance information and/or benchmarks where applicable.
 - (b) Identify relevant comparisons to family groups and/or the national average and highlight learning applied from other organisations.
 - (c) Discuss the council's latest position within the current and future national context.
 - (d) Identify any areas requiring improvement and the actions implemented to address this.

3. Equality and Diversity

3.1 Fairer Scotland Duty

There is no requirement to carry out a Fairer Scotland Duty assessment on this report; no new strategic decisions are being made.

3.2 Equality Impact Assessment

There is no requirement to carry out an equality impact assessment on this report.

4. Implications

4.1 Financial impact

Any financial impact arising from the level of performance displayed through the results presented in this report will be identified by services in subsequent reports to the Panel in line with the programme of scrutiny.

4.2 HR/Policy/Legislative impact

The Local Government in Scotland Act 2003 introduced the duty of Best Value; this requires that councils "*make arrangements to secure continuous improvement in performance*".

This duty remains unchanged, the Accounts Commission do however recognise the challenges and have adopted the following set of principles (in May 2020) to help guide their work and ensure they fulfil their responsibilities during the COVID-19 emergency:

- The Commission recognises the significant pressures under which local government finds itself as a result of the current COVID-19 emergency.
- The Commission is of the firm view that the principles of sound financial management, good governance, public accountability, and transparency are vital in this emergency situation, although how these are delivered and achieved are likely to be different.
- The Commission therefore expects audit quality to be maintained in accordance with international standards and the Code of Audit Practice.
- The Commission is mindful of both the capacity of local authorities to prepare good quality financial reports, and the auditors they appoint to deliver high quality audit,

when considering timescales.

4.3 Environmental impact

None.

4.4 Risk impact

Risks are identified by services as part of the process to develop their Programme of Work and thereafter are incorporated into each service's risk register. This is aligned to the council's corporate risk management arrangements, where relevant, to ensure that risk is managed at the appropriate level in the organisation and strategic assessments identify where risk can be tolerated.

5. Measures of success

5.1 Measures of success will be evidenced through work to continue to strengthen the council's performance and governance arrangements in order to demonstrate the impact of council activities on improving services and outcomes for the people and communities of North Lanarkshire.

6. Supporting documents

6.1 Appendix 1 - RAG table of LGBF indicators by service area.



Katrina Hassell
Head of Business Solutions

Adult social care				Assets			
			Number of indicators 11				Number of indicators 2
(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total	(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total
(b) NLC latest performance compared to the national average				(b) NLC latest performance compared to the national average			
Latest performance results improve on the national average	2	1	3	Latest performance results improve on the national average		1	1
Latest performance results do not improve on the national average	5	3	8	Latest performance results do not improve on the national average	1		1
Total	7	4	11	Total	1	1	2
<ol style="list-style-type: none"> Home care - cost per hour for people aged 65 or over Residential care - cost per week per resident for people aged 65 or over Home care - % of people aged 65+ with long-term care needs receiving personal care at home Self-directed support (SDS) - SDS spend on adults age 18+ as a % of total social work spend on adults age 18+ Satisfaction - % of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life Satisfaction - % of adults supported at home who agree that they are supported to live as independently as possible Satisfaction - % of adults supported at home who agree that they had a say in how their help, care, or support was provided Satisfaction - % of carers who feel supported to continue in their caring role Readmission to hospital within 28 days - rate per 1,000 discharges Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (age 75+) Care Inspectorate inspections - % of care services graded good (4) or better 				<ol style="list-style-type: none"> Corporate assets - % of operational buildings that are suitable for their current use Corporate assets - % of internal floor area that is in satisfactory condition 			

Child protection and children's social work				Culture and leisure services			
			Number of indicators 5				Number of indicators 6
(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total	(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total
(b) NLC latest performance compared to the national average				(b) NLC latest performance compared to the national average			
Latest performance results improve on the national average	2	2	4	Latest performance results improve on the national average	3	1	4
Latest performance results do not improve on the national average	1		1	Latest performance results do not improve on the national average	1	1	2
Total	3	2	5	Total	4	2	6
<ol style="list-style-type: none"> Looked after children - gross cost of children looked after in residential based services per child per week Looked after children - gross cost of children looked after in a community setting per child per week Balance of care - % of children looked after who are cared for in the community Child protection - % of child protection registrations within 18 months Looked after children - % with more than one placement in the last year 				<ol style="list-style-type: none"> Libraries - cost per visit Museums and galleries - cost per visit Sport and leisure facilities - cost per attendance Satisfaction - % of adults satisfied with libraries Satisfaction - % of adults satisfied with museums and galleries Satisfaction - % of adults satisfied with sport and leisure facilities 			

Early years				Economic development			
			Number of indicators 3				Number of indicators 8
(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total	(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total
(b) NLC latest performance compared to the national average				(b) NLC latest performance compared to the national average			
Latest performance results improve on the national average	2		2	Latest performance results improve on the national average		4	4
Latest performance results do not improve on the national average		1	1	Latest performance results do not improve on the national average	4		4
Total	2	1	3	Total	4	4	8

<ol style="list-style-type: none"> 1. Early years - % of children meeting developmental milestones at their 27-30 month review 2. Quality ratings of early year provision - % of funded early years provision which is graded good or better 3. Per school education - cost for each child registered for early learning and childcare 	<ol style="list-style-type: none"> 1. Economic development and tourism - cost of council spend per 1,000 population 2. Living wage - % of people (age 18+) in employment earning less than the living wage 3. Broadband - % of properties receiving superfast broadband 4. Town centre vacancy rates - % of vacant commercial units as % of total units for the local authority town centre 	<ol style="list-style-type: none"> 5. Employment support - % of unemployed people assisted into work from council operated/funded employability programmes 6. Planning and building standards services - cost per planning application 7. Commercial planning applications - average time (weeks) to process business and industry planning applications 8. Business gateway - number of start-ups per 10,000 population
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Education				Number of indicators 21			
(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total				
(b) NLC latest performance compared to the national average							
Latest performance results improve on the national average	2	7	9				
Latest performance results do not improve on the national average	2	6	8				
Total	4	13	17				

<ol style="list-style-type: none"> 1. Attendance at school - % attendance for all pupils, primary + secondary school 2. Exclusions from school, all pupils - exclusion rate per 1,000 pupils 3. Attendance at school - % attendance for looked after children 4. Exclusions from school, looked after children - exclusion rate per 1,000 pupils 5. Primary school education - cost per pupil 6. Secondary school education - cost per pupil 	<ol style="list-style-type: none"> 7. Educational attainment - % of pupils achieving 5 or more awards at SCQF Level 5 or higher 8. Educational attainment - % of pupils achieving 5 or more awards at SCQF Level 6 9. Educational attainment - % of pupils living in the 20% most deprived areas gaining 5 or more awards at SCQF Level 5 or higher 10. Educational attainment - % of pupils living in the 20% most deprived areas gaining 5 or more awards at SCQF Level 6 11. Achievements in national qualifications - total average tariff score for pupils in senior phase 	<ol style="list-style-type: none"> 12. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 1 (most deprived) 13. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 2 14. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 3 15. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 4 16. Achievements in national qualifications - average tariff score for pupils in the senior phase living in SIMD quintile 5 (least deprived) 	<ol style="list-style-type: none"> 17. % of P1, P4, P7 pupils combined, achieving expected CFE level - literacy * 18. % of P1, P4, P7 pupils combined, achieving expected CFE level - numeracy * 19. Attainment gap (P1, P4, P7 combined) - % point gap between least and most deprived pupils - literacy * 20. Attainment gap (P1, P4, P7 combined) - % point gap between least and most deprived pupils - numeracy * 21. Satisfaction - % of adults satisfied with local schools
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* 4 indicators are new for 2018/19 and have no historical data

Equalities		Number of indicators 2		Financial services		Number of indicators 4	
(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total	(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total
(b) NLC latest performance compared to the national average				(b) NLC latest performance compared to the national average			
Latest performance results improve on the national average		1	1	Latest performance results improve on the national average	1	1	2
Latest performance results do not improve on the national average		1	1	Latest performance results do not improve on the national average	2		2
Total	0	2	2	Total	3	1	4

1. **Equal opportunities** - % of the highest paid 5% employees who are women
2. **Gender pay gap** - % gap between average hourly rate of pay for male and female employees

1. **Payment of council invoices** - % of invoices that were paid within 30 calendar days of receipt
2. **Council tax** - cost of collecting council tax per dwelling
3. **Council tax** - % of income due from council tax received by the end of the year
4. **Central support services** - costs as a % of total gross expenditure

Housing		Number of indicators 5		Parks and open spaces		Number of indicators 2	
(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total	(a) NLC latest performance compared to the baseline year	Performance results have not improved over time	Performance results have improved over time	Total
(b) NLC latest performance compared to the national average				(b) NLC latest performance compared to the national average			
Latest performance results improve on the national average		4	4	Latest performance results improve on the national average			0
Latest performance results do not improve on the national average	1		1	Latest performance results do not improve on the national average	1	1	2
Total	1	4	5	Total	1	1	2

1. **Housing repairs** - average time (working days) taken to complete non-emergency repairs
2. **Energy efficiency** - % of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS
3. **Scottish Housing Quality Standards (SHQS)** - % of council housing stock meeting standards
4. **Rent lost** - % of rent due in the year that was lost due to properties being empty
5. **Rent** - arrears as at 31 March each year as a percentage of rent due for the reporting year

1. **Parks and open spaces** - cost per 1,000 population
2. **Satisfaction** - % of adults satisfied with parks and open spaces

Positive post school destinations				Number of indicators 2								
(a) NLC latest performance compared to the baseline year		Performance results have not improved over time	Performance results have improved over time	Total	Procurement				Number of indicators 1			
(b) NLC latest performance compared to the national average					(a) NLC latest performance compared to the baseline year		Performance results have not improved over time	Performance results have improved over time	Total			
Latest performance results improve on the national average				0	Latest performance results improve on the national average							0
Latest performance results do not improve on the national average			2	2	Latest performance results do not improve on the national average		1		1			
Total		0	2	2	Total		1	0	1			

1. **Pupils leaving school** - % of pupils entering positive destinations
2. **Participation rate** - % 16-19 year olds engaged with an organisation for the purposes of learning, training, or work

1. **Procurement spend** - % spend on local enterprises

Roads				Number of indicators 5								
(a) NLC latest performance compared to the baseline year		Performance results have not improved over time	Performance results have improved over time	Total	Sickness absence				Number of indicators 3			
(b) NLC latest performance compared to the national average					(a) NLC latest performance compared to the baseline year		Performance results have not improved over time	Performance results have improved over time	Total			
Latest performance results improve on the national average			4	4	Latest performance results improve on the national average					1		1
Latest performance results do not improve on the national average			1	1	Latest performance results do not improve on the national average			2	2			
Total		0	5	5	Total		1	2	3			

1. **Roads** - cost of maintenance per kilometre of roads
2. **Road network** - % of A class roads that should be considered for maintenance treatment
3. **Road network** - % of B class roads that should be considered for maintenance treatment
4. **Road network** - % of C class roads that should be considered for maintenance treatment
5. **Road network** - % of unclassified roads that should be considered for maintenance treatment

1. **Sickness absence**, teachers - average number of days lost per employee
2. **Sickness absence**, all employees (excl teachers) - average number of days lost per employee
3. **Sickness absence**, all employees (incl teachers) - average number of days lost per employee

Street cleaning			Number of indicators 3	Trading standards and environmental health			Number of indicators 2	
(a) NLC latest performance compared to the baseline year		Performance results have not improved over time	Performance results have improved over time	Total	(a) NLC latest performance compared to the baseline year		Performance results have improved over time	Total
(b) NLC latest performance compared to the national average					(b) NLC latest performance compared to the national average			
Latest performance results improve on the national average				0	Latest performance results improve on the national average			1
Latest performance results do not improve on the national average		2	1	3	Latest performance results do not improve on the national average		1	1
Total		2	1	3	Total		1	2

1. **Street cleaning** - net cost per 1,000 population
2. **Street cleanliness score** - % areas assessed as clean
3. **Satisfaction** - % of adults satisfied with street cleaning services

1. **Trading standards** - cost per 1,000 population
2. **Environmental health** - cost per 1,000 population

Waste services			Number of indicators 4	
(a) NLC latest performance compared to the baseline year		Performance results have not improved over time	Performance results have improved over time	Total
(b) NLC latest performance compared to the national average				
Latest performance results improve on the national average		1	1	2
Latest performance results do not improve on the national average		2		2
Total		3	1	4

1. **Refuse collection** - net cost of collection per premise
2. **Refuse disposal** - net cost of disposal per premise
3. **Recycling** - % household waste collected during the year that was recycled
4. **Satisfaction** - % of adults satisfied with refuse collection