Financial Scrutiny Unit Briefing
"Opening the can": The Local Government Benchmarking Framework
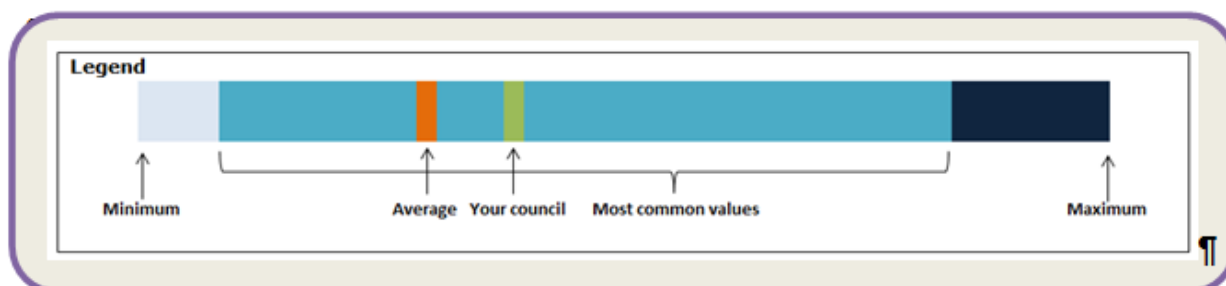
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Members of the Local Government and Regeneration Committee have been closely involved throughout the development of the Local Government Benchmarking Framework, but other Members will likely be less familiar with the framework, why it was established, and how the data could be used by councils, stakeholders, MSPs and the general public.

The purpose of this briefing is therefore to introduce the Benchmarking Framework to all MSPs, and outline how it can be used, but also the limitations and caveats that need to be applied to the data.

The Benchmarking Framework can be accessed via the Improvement Service website: http://www.improvementservice.org.uk/benchmarking/

This Briefing should be printed in colour where possible to aid comprehension of the graphs and charts within.

The Scottish Parliament
Pàrlamaid na h-Alba

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EXECUTIVE SUMMARY

The Local Government Benchmarking Framework was launched at the COSLA/Improvement Service conference in early March 2013. The Benchmarking Framework can be accessed through its dedicated website, hosted by the Improvement Service, at:
http://www.improvementservice.org.uk/benchmarking/

The FAQ on the Benchmarking Framework website explains that "Benchmarking is an improvement approach to help organisations understand how they perform in comparison to other relevant organisations. It is a systematic process that needs to be planned, resourced and carried out with a degree of rigour and critically it is a learning process. The core purpose is to understand why a service is achieving its current performance levels, how well others perform and why differences in performance results occurs. Benchmarking supports change and improvement by helping to identify and share good practice."

The framework is based on seven service groupings which cover the major services provided to the public, and the support services necessary to do that. The data covered represents about 60% of the total spending of local government. The core data source used is the Local Financial Return, with customer satisfaction data coming from the Scottish Household Survey.

The Overview Report sets out some of the key challenges in using the data:

> "The core purpose of the exercise is <u>benchmarking</u>: making comparisons on spending and performance between <u>similar</u> councils so that councils can identify strengths and weaknesses, learn from councils who seem to be doing better and improve their local performance. That definition of purpose makes three core points:
>
> (i) It is important to compare like with like.
> (ii) The focus is on variations in spending and performance that Councils can directly control.
> (iii) The aim is improvement and more cost effective services across Scotland."

However, this first iteration of the Benchmarking Framework does not include any benchmarking family groupings, which was originally intended to be the key way in which councils could be appropriately grouped.

In terms of the future of the Benchmarking Framework, the launch in March is seen by both SOLACE and the Improvement Service as the first stage of the Framework's development, and it is acknowledged that work needs to be done to both embed the Framework in the work of local authorities, and to plug the gaps that remain in the suite of indicators

INTRODUCTION AND BACKGROUND

WHAT IS BENCHMARKING?

The "Frequently Asked Questions" (FAQ) on the [Local Government Benchmarking Framework](#) (Improvement Service 2013a) states that—

> "Benchmarking is an improvement approach to help organisations understand how they perform in comparison to other relevant organisations. It is a systematic process that needs to be planned, resourced and carried out with a degree of rigour and critically it is a learning process. The core purpose is to understand why a service is achieving its current performance levels, how well others perform and why differences in performance results occurs. Benchmarking supports change and improvement by helping to identify and share good practice."

Audit Scotland states that—

> "There are probably as many definitions of benchmarking as there are organisations engaged in it. Benchmarking is best thought of as a structured and focused approach to comparing with others how you provide services and the performance levels you have achieved. The purpose of such comparison is to enable you to identify where and how you can do better. Benchmarking is concerned with finding and implementing better practice and performance wherever it is found." (Scottish Parliament Local Government and Regeneration Committee 2012a)

Benchmarking takes place across the world, throughout the public and private sectors. In general, benchmarking is used—

- to provide accountability;

- to improve performance; and

- to help determine expenditures (Improvement Service 2013c).

Benchmarking exercises often aim to answer the following questions—

- What goods and services do you the taxpayer get for your money?

- What is the quality of those goods and services?

- Do you get good value in return for your taxes?

- Do those goods and services help improve your life? (Improvement Service 2013c)

HISTORY OF THE LOCAL GOVERNMENT BENCHMARKING FRAMEWORK

The Benchmarking Framework was launched at the COSLA/Improvement Service conference in early March 2013 – more than two years after the project was begun. As Strand 2 of its 3 strand inquiry into public service reform, the Local Government and Regeneration Committee focussed on benchmarking and performance measurement in local government. In its report, the Committee explained that—

"The purpose of strand 2 was to examine the work that has taken place over the last two years in relation to the development of benchmarking and comparative performance data and cost measurement, and to assess how it can contribute to the performance of local authorities in Scotland and in turn the services they deliver." (Scottish Parliament Local Government and Regeneration Committee 2012a)

In evidence to the Committee, the Improvement Service explained that—

"Roughly two years ago, when SOLACE approached the Improvement Service to undertake the work on benchmarking, we agreed a clear statement of purpose for the exercise and what it was designed to achieve. From the outset, of critical importance to SOLACE was that the exercise should drive improvement in council service delivery." (Scottish Parliament Local Government and Regeneration Committee 2012a)

In conclusion, the Committee gave a positive endorsement of the framework—

"The Committee endorses and welcomes the introduction of benchmarking. The Committee applauds local authorities along with SOLACE and the IS on recognising the need for councils to take forward this initiative and in developing an approach which the Committee considers has the potential to bring about a huge step forward in improving the quality of services and deliver cost savings in coming years." (Scottish Parliament Local Government and Regeneration Committee 2012a)

THE BENCHMARKING FRAMEWORK

ACCESSING THE FRAMEWORK

The Benchmarking Framework can be accessed through its dedicated website, hosted by the Improvement Service, at: http://www.improvementservice.org.uk/benchmarking/

If the user wishes to look in detail at a number of indicators for a single council, the data can be found here: http://www.improvementservice.org.uk/benchmarking/databycouncil.html

If the user wishes to compare a single indicator across several councils, the data can be found here: http://www.improvementservice.org.uk/benchmarking/indicators.html

There is also a useful FAQ section, which can be found here: http://www.improvementservice.org.uk/benchmarking/faq.html

The Improvement Service also published an Overview Report alongside the Framework, which is referred to below, and can be found here: http://www.improvementservice.org.uk/benchmarking/documents/overview.pdf (Improvement Service 2013b)

INDICATORS

The Indicators are set out in the Annexe to this briefing, and explained below. At a seminar with the Local Government and Regeneration Committee, the Improvement Service explained that the indicators selected were to be high level and were not intended to explain everything about councils and their performance but—

"would enable chief executives to open up the can of their services and see how their delivery of a service compares to that of other councils, and then drill down into that to explain any variation in the level of delivery." (Scottish Parliament Local Government and Regeneration Committee 2012b)

The Improvement Service's Overview Report (Improvement Service 2013b) explains in detail how the indicators were selected. The following paragraphs are taken from that report—

The framework is based on seven service groupings which cover the major services provided to the public, and the support services necessary to do that. The data covered by this report represents about 60% of the total spending of local government.

As can be seen, services to children (education, child protection and child care) and social work and social care to adults account for 44% of all local government spend. Despite some perceptions, the cost of corporate administration and the costs of democracy together account for around 5% of total spending.

To develop precise indicators of cost and performance for comparison between councils, these broad service categories are often divided into more specific sub-categories. For example, children's services divide into: preschool education; primary education; secondary education and child care and protection.

For each category, standard indicators of spend and, where possible, performance have been developed. Spending has been standardised by expressing it as spending per standard unit (e.g. spending per pupil; spending per kilometre or road maintained; spending per residence for waste collection, etc.). These indicators have been standardised by application of rigorous protocols and provide a reliable basis for comparison between councils. Indicators of performance have proven to be more difficult.

For some services, well accepted measures of performance exist (e.g. pupil attainment at standard grade or higher level for secondary education). For others, no standard measures of performance are currently available (e.g. children's educational attainment at the end of primary school). For others again, performance is defined against policy requirements (e.g. percentage of older people with intensive needs receiving care at home). Finally, in some cases, community satisfaction with the service is used as the performance measure in the absence of other measures.

This reinforces the point that the benchmarking framework is a "work in progress". Developing standard measures of performance is expensive and time consuming, particularly if a new evidence base is necessary and, at this stage, the framework has sought to use what was available. In some cases, that is satisfactory: in others, further development is necessary. To minimise cost and duplication of effort, development work will be shared with inspectorates and regulatory bodies, who also require councils to collect prescribed information, to agree a core framework of performance measures that should be collected on an annual basis.

The Benchmarking Framework FAQ explains the key criteria that each indicator had to be—

1. Relevant to what council services delivered to customers and citizens;

2. Unambiguous and clearly understood;

3. Underpinned by timely data;

4. Accessible with clear guidelines on their application;

5. Statistically and methodologically robust;

6. Consistently applied across services and all councils;

7. Cost effective to collect.

DATA SOURCES AND DEFINITIONS

At the [seminar with the Local Government and Regeneration Committee](#) (Scottish Parliament Local Government and Regeneration Committee 2012b), the Improvement Service set out the data sources used, and the work that local authorities have had to do to ensure the data is reliable and consistent. The first thing to note is that the baseline year for the framework is 2010-11. Some of the key points are set out below—

- **Issues with the baseline year and accounting for "support services"** – "One exercise with the data was to better account for support costs across council services and in the 2010-11 exercise we have worked with directors of finance to better understand where we can apportion service support costs in councils' financial information. Some support costs go directly to services such as education and social work, while others are in a corporate pot. However, given that councils do not necessarily locate and account for the same services in the same parts of the accountancy system, we have had to clean up data, which has meant that our previous three years' data is not 100 per cent comparable with the data from our base year. Nevertheless, it is still useful for interrogating the base year figures. Now that we and directors of finance have cleaned up the base year data, we have pulled all the information together in order to find out the position of different councils against it across the piece."

- **Key data source: the Local Financial Return** – "Our core data source is the local financial return, which represents council costs that have gone through an audit process. Although such figures were not designed for benchmarking purposes, they are still very useful in that respect and, over the past six or seven months, we and directors of finance have been strengthening some of the classifications around the data underpinning the LFR to ensure that it is much more robust and comparable across all 32 councils. We have also drawn on data from statutory performance indicators, which are quality indicators in their own right and individually very useful."

- **Customer satisfaction data: the Scottish Household Survey** – "we also have customer satisfaction data, which comes from the Scottish household survey. It is a flawed data source because as you get down to individual council level the sample sizes become pretty small. However, it is the best data that we have at the moment and we are using it as a form of holding position until we can evolve better satisfaction data gathering consistently across all 32 councils. To be fair, I think that overall the weakest area has been support costs for corporate services, hence the exercise that we have carried out with directors of finance over the past six or seven months to improve the availability and quality of such data." (Scottish Parliament Local Government and Regeneration Committee 2012b)

In terms of the Scottish Household Survey, the Improvement Service admits that it is a "flawed data source" and that "sample sizes become pretty small". The Scottish Government has confirmed that, for 2007-2011—

- the **number of households** surveyed per local authority each year ranged between approximately 200 for the smallest local authorities up to around 1500 for Glasgow (around 14,000 on average in total);

- the **number of "random adults"** surveyed per local authority each year ranged between 200 and 1300 (around 12,500 on average in total). (Scottish Government 2013)

The most recent [Scottish Household Survey Annual Report](#) (for 2011) contains more information on the composition and methodology of the survey.

USING THE DATA – ISSUES AND CHALLENGES

In its Overview Report, the Improvement Service also sets out some specific issues around how the data can be used, and some of the issues and challenges involved. The report states that—

> "The core purpose of the exercise is benchmarking: making comparisons on spending and performance between similar councils so that councils can identify strengths and weaknesses, learn from councils who seem to be doing better and improve their local performance. That definition of purpose makes three core points:
>
> (iv) It is important to compare like with like.
> (v)   The focus is on variations in spending and performance that Councils can directly control.
> (vi) The aim is improvement and more cost effective services across Scotland." (Improvement Service 2013b)

The Overview Report goes into some detail as to why these factors are of critical importance, for example, it states that—

> "For example, if the focus is on spending per pupil in primary education, rural and island councils have to maintain a large number of very small schools because they provide for small but highly diffuse populations. This is expensive. Urban councils have fewer but larger schools because they serve large, highly concentrated populations. Comparing cost per pupil between Glasgow and Orkney is, therefore, not comparing like with like.

> Equally, some councils have more pupils from a background of severe deprivation and disadvantage than others and Scottish and International analysis shows that these pupils tend to achieve less well at school. This relationship holds even where disadvantaged pupils attend the same school as more affluent pupils who are achieving highly. Comparing pupil achievement between councils with high levels of deprivation and councils with low levels of deprivation needs to take account of the difference between them." (Improvement Service 2013b)

It also notes that—

> "Variations between councils will quite properly reflect the different priorities different councils have arrived at with and for the communities they serve. Council are elected democratic authorities that may quite legitimately have different priorities. Using standard measures of cost and performance in no sense implies councils should be standard: they should reflect the different needs and interests of the different communities they serve." (Improvement Service 2013b)

However, this first iteration of the Benchmarking Framework does not include any benchmarking family groupings, which was originally intended to be the key way in which councils could be appropriately grouped. This is discussed below.

BENCHMARKING FAMILIES

The original intention of the project was to group local authorities into "families". The Local Government and Regeneration Committee's report explained the proposal—

> "55. SOLACE and IS are proposing an approach to benchmarking where local authorities will be grouped together in "families" of authorities. Mark McAteer of IS explained this approach to the seminar—
>
> > "We have agreed with SOLACE the development of family groups among the 32 councils, by which I mean that we will group councils on a like-for-like basis to allow them to get into much more detailed, drill-down activity to explain, for example, variations and what is going behind the scenes and behind the numbers."
>
> 56. Mark McAteer told the seminar that local authorities had been grouped together on the basis of socio-economic characteristics. He was keen to stress, however, that local authorities will be able to work with local authorities outwith their family group." (Scottish Parliament Local Government and Regeneration Committee 2012a)

However, concerns were expressed to the Committee about the operation and composition of the family groups (Scottish Parliament Local Government and Regeneration Committee 2012a). In the first iteration of the Benchmarking Framework, there is no information on family groups, apart from the FAQ, which states that: "Family groups will be finalised in the next stage of the project." (Improvement Service 2013a)

At an evidence session with the Committee following the launch of the framework, SOLACE stated that—

> "To answer your question about the families, I will take that issue to SOLACE's meeting this week. As Colin Mair said, we have been discussing the benchmarking initiative every month that we have met, for as long as I care to remember, and we will carry on doing so. I will take the question about the composition of the families to my SOLACE counterparts later this week. I hope to get a definitive answer on exactly what families we will work within and on what basis." (Scottish Parliament Local Government and Regeneration Committee 2013)

The Improvement Service added that—

> "From the data in the benchmarking framework, it is clear that a family would logically form, for example, among those councils that have quite high levels of deprivation. However, that may not be true for every service of those councils. For example, I would not seek to explain variations in road maintenance expenditure in terms of the levels of deprivation of the population in those areas. Therefore, each council may belong not just to one family but to this family for the purposes of a particular service and to that family for the purposes of other services. In other words, I think that we will need to be fluid on that.
>
> Secondly, when we have explored the issue previously, we have found that we can end up putting Glasgow and Clackmannanshire in the same family due to their deprivation

profile. On the other hand, given the scales involved, people in Clackmannanshire will say, "Why the hell would we want to be benchmarked against Glasgow," and vice versa. In a way, we need to balance a range of factors and have some flexibility around families rather than regard them as a straitjacket.

The final point to make is that sometimes we can learn from someone who is totally outwith our family. If a council is clearly doing something really interesting, all of us should learn from that. We should not hide behind families. Families can sometimes become an excusatory framework as well as a facilitative one. I agree that families are important, but I think that we need to be flexible and constructive, rather than rigid and inflexible, in our use of families." (Scottish Parliament Local Government and Regeneration Committee 2013)

USING THE DATA

Acknowledging all of the points from the IS paper above, this section of the paper shows what can be done with the data. The interactive tools referred to below can be downloaded from the IS website, at: http://www.improvementservice.org.uk/benchmarking/interactive.html

THE SPINE GRAPH GENERATOR

The Improvement Service provides an interactive tool called the "Spine Graph Generator". This tool allows users to select a council and view how it performs across a full set of indicators, where there is available data. The indicators have different units, for example some are cost and some are percentages so they are all scaled and for each indicator a spine graph is provided, like the one below, in order to present the information in a similar fashion
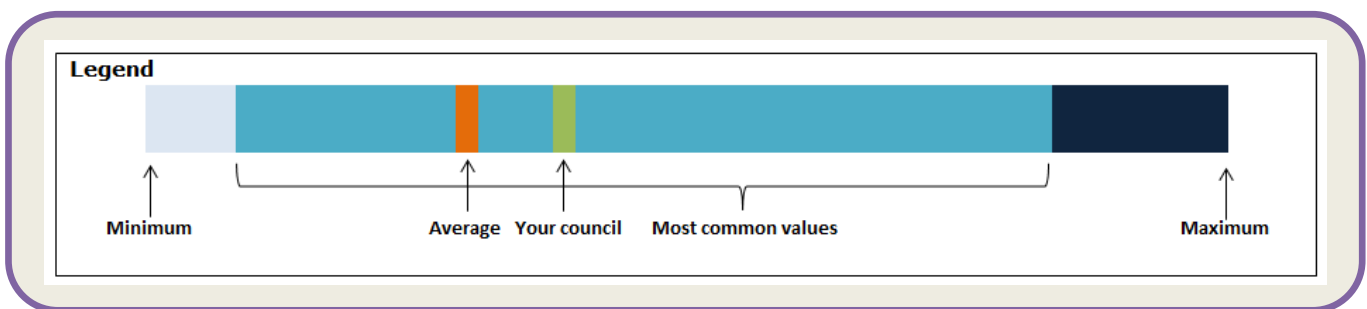
- The orange bar represents the average for Scotland;

- The palest blue bar represents the first quarter of council values;

- The mid blue bar represents the majority of all council values; the middle 50%; and

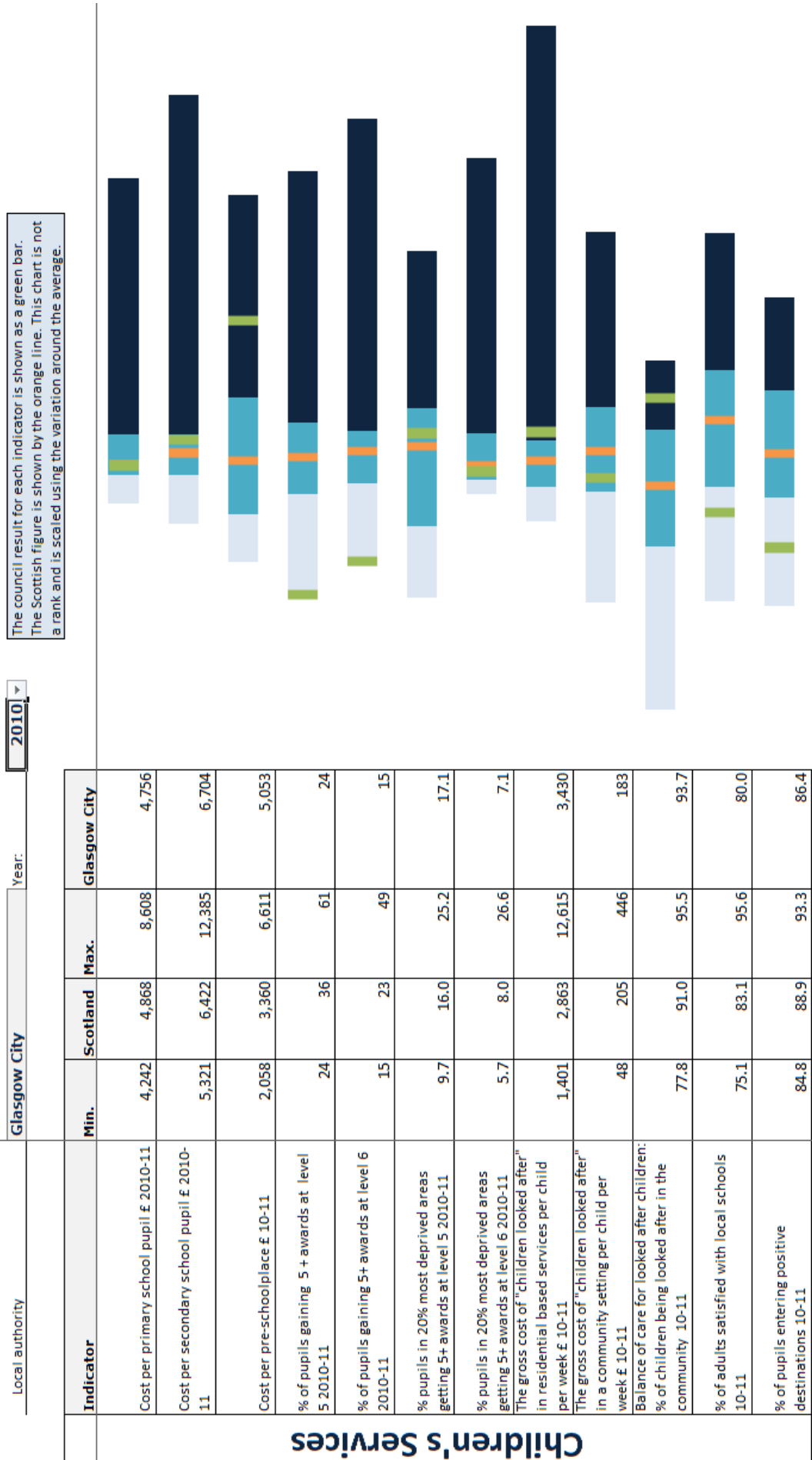- The dark blue bar represents the other councils.

It should be noted that:

1. When viewing each indicator the range on the chart reflects the spread of values for that indicator, from the lowest value to the highest.

2. These graphs **do not** rank the performance of councils. They are simply designed to show where a council sits within the distribution of the range of values for all councils for each separate indicator.

Below is an example of the Children's Services indicators for 2010 for Glasgow City Council.

Glasgow City (2010): benchmarking charts

Local authority spine charts for selected number of indicators

| Local authority | Glasgow City | | Year: | 2010 ▶ |

The council result for each indicator is shown as a green bar.
The Scottish figure is shown by the orange line. This chart is not a rank and is scaled using the variation around the average.

Children's Services

Indicator	Min.	Scotland	Max.	Glasgow City
Cost per primary school pupil £ 2010-11	4,242	4,868	8,608	4,756
Cost per secondary school pupil £ 2010-11	5,321	6,422	12,385	6,704
Cost per pre-school place £ 10-11	2,058	3,360	6,611	5,053
% of pupils gaining 5 + awards at level 5 2010-11	24	36	61	24
% of pupils gaining 5+ awards at level 6 2010-11	15	23	49	15
% pupils in 20% most deprived areas getting 5+ awards at level 5 2010-11	9.7	16.0	25.2	17.1
% pupils in 20% most deprived areas getting 5+ awards at level 6 2010-11	5.7	8.0	26.6	7.1
The gross cost of "children looked after" in residential based services per child per week £ 10-11	1,401	2,863	12,615	3,430
The gross cost of "children looked after" in a community setting per child per week £ 10-11	48	205	446	183
Balance of care for looked after children: % of children being looked after in the community 10-11	77.8	91.0	95.5	93.7
% of adults satisfied with local schools 10-11	75.1	83.1	95.6	80.0
% of pupils entering positive destinations 10-11	84.8	88.9	93.3	86.4

THE BAR GRAPH GENERATOR

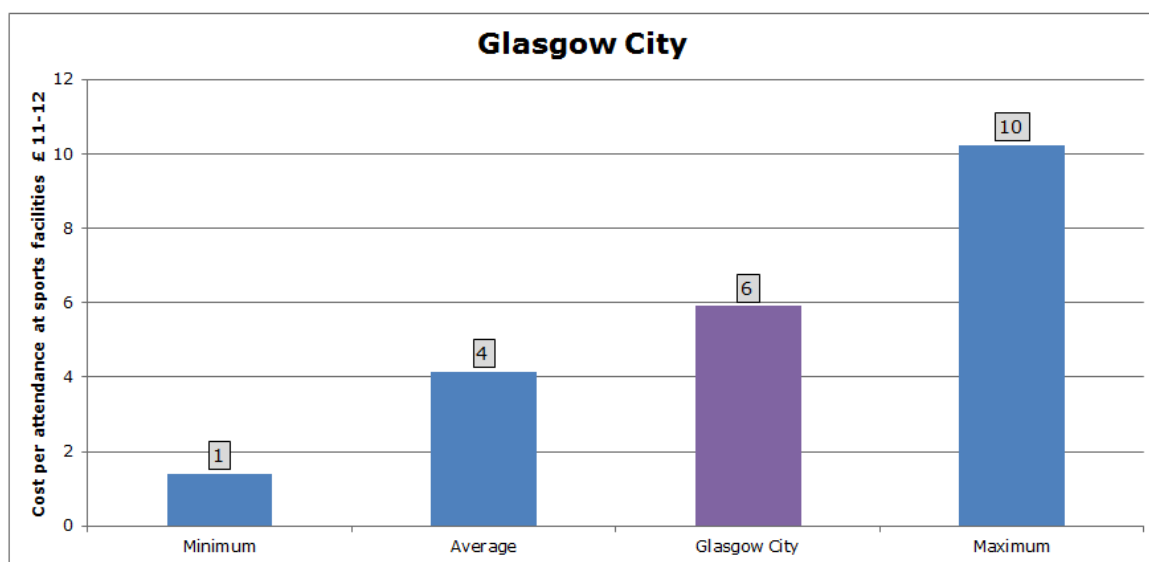In addition to the spine graph generator, the framework also includes a "bar graph generator". This tool allows users to generate simple bar charts for each council and for each indicator within the benchmarking framework. This will allow users to see the range and average for each indicator and how the council you have selected performed for the indicator.

Below is an example of the output generated, using Glasgow City Council's figures for the "Cost per attendance at sports facilities" indicator.

BENCHMARKING ALL COUNCILS ON PARTICULAR INDICATORS

The Framework also provides bar graphs and associated information for all councils on a particular indicator, accessible via each indicator's page on the website.

Using the same Indicator as above (Cost per attendance at sports facilities) produces this graph for all local authorities for 2011.
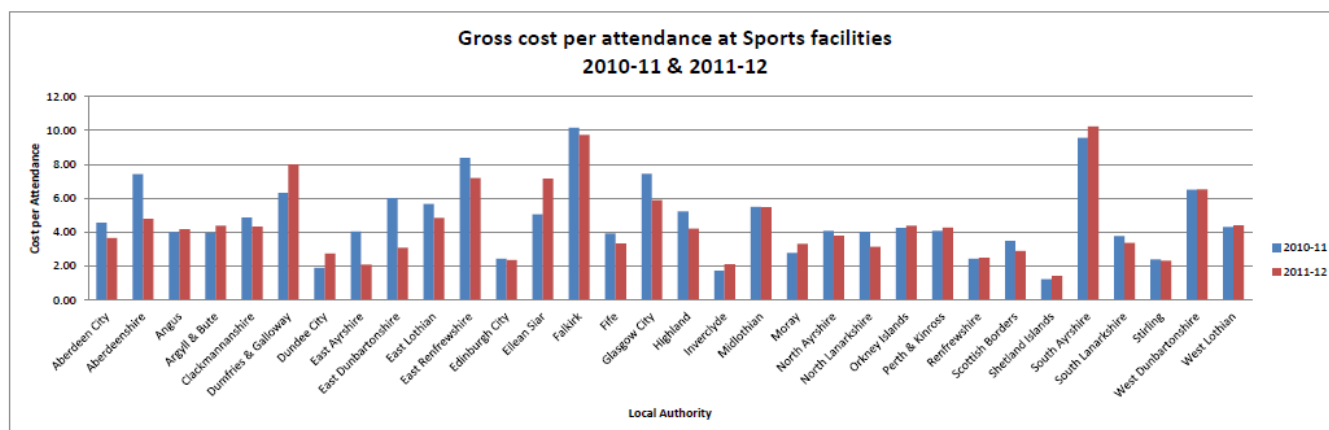
While the data allows comparison of indicators it should be noted that each local authority sets its own priorities. Outcomes do not differ solely on performance but as a result of how each local authority organise their services to meet the needs of their communities. This means that what is suitable for one area may not be suitable somewhere else.

FUTURE DEVELOPMENT OF THE FRAMEWORK

At the evidence with the Local Government and Regeneration Committee in March 2013, SOLACE and the Improvement Service briefly discussed the future development of the framework.

SOLACE stated that—

> "We have always said that although this [the launch] marks a significant stage in the process, it is really only the first stage in our benchmarking journey. For me, there are a number of key things that we want to take forward from now on, the first of which is to embed the practice. To that end, we will be working with the Improvement Service on establishing systems, by which I mean having families of councils that will collaborate and drive improvement through use of the data.
>
> Secondly—if you have looked at the data, you will see where I am coming from—there are still some gaps. We have always said that our 55 or so indicators do not, even at the high level, cover everything for which councils are responsible. There are certain conspicuous areas—for example, economic development—in which there is relative silence. The second strand of development, therefore, is to flesh out the indicators and ensure that we cover all council responsibilities.
>
> Finally, we see the project as quite a significant stepping stone towards embedding deeper in the public sector benchmarking and comparative use of data on good practice. We still have a long way to go in using the work in local government, but our aspiration is

to take it beyond that level—to combine it with similar exercises that we know happen in, for example, the health service and to take it into community planning, broadly speaking." (Scottish Parliament Local Government and Regeneration Committee 2013)

And the Improvement Service added that—

"Finally, on Ronnie Hinds's last point about how this will connect with other improvement processes, I simply note that if the project produces only interesting data that do nothing to help drive improvement, it will have failed. As a result, an on-going stream of work will focus on how all of this will feature in councils' improvement planning and how the data will feed into the process of creating service plans to ensure that the services themselves pick up and deal with these issues, look at the good practice case studies and embed them in their own authority." (Scottish Parliament Local Government and Regeneration Committee 2013)

Taking into account user feedback, the IS is also working on improved more user friendly data visualisation mechanisms. (Improvement Service 2013c)

The Committee has committed to keep the system, and local government's use of it, under review, and is expected to hold the first of its update sessions with key stakeholders in September 2013.

ANNEXE – THE INDICATOR SET

	Children's Services
CHN1	Cost per Primary School Pupil
CHN2	Cost per Secondary School Pupil
CHN3	Cost per Pre-School Education Registration (Includes Under 3s, Ante-Pre-School, Pre-School and Deferred Entry)
CHN4	Attainment of Children at Standard Grade Level by all Children
CHN5	Attainment of Children at Higher Grade Level by all Children
CHN6	Attainment of Children at Standard Grade Level by Children from Deprived Backgrounds (SIMD)
CHN7	Attainment of Children at Higher Grade Level by Children from Deprived Backgrounds (SIMD)
CHN8 (a)	The Gross Cost of "Children Looked After" in a residential based services per Child per Week
CHN8 (b)	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
CHN9	Balance of Care for Looked After Children: % of Children Being Looked After in the Community
CHN10	% of Adults satisfied with local schools
CHN11	Proportion of Pupils Entering Positive Destinations
	Corporate Services
CORP 1	Support services as a % of Total Gross expenditure
CORP 2	Cost of Democratic Core per 1,000 population
CORP3a	The percentage of the highest paid 2% employees who are women
CORP3b	The percentage of the highest paid 5% of employees who are women
CORP4	The cost per dwelling of collecting Council Tax
CORP5a	The number of complaints of domestic noise received during the year settled without the need for attendance on site
CORP5b1	The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour (Scotland)
CORP5b2	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site
CORP5b3	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004
CORP6	Sickness Absence Days per Employee
CORP7	Percentage of income due from Council Tax received by the end of the year
CORP8	Percentage of invoices sampled that were paid within 30 days
	Social Work
SW1	Adult Home Care Costs per Hour (aged 65 and over)
SW2	Self Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+
SW3	Percentage of People Aged 65+ with Intensive Needs (Plus 10 Hours) Receiving Care at Home
SW4	% of Adults satisfied with social care or social work services
	Culture and Leisure Services
CUL&LEIS1	Cost per Attendance of Sport and Leisure Facilities (Including Swimming Pools)
CUL&LEIS2	Cost per Visit to Libraries
CUL&LEIS3	Cost per Visit to Museums and Galleries

CUL&LEIS4	Cost of Parks and Open Spaces per 1,000 of the Population
CUL&LEIS5	% of Adults Satisfied with Culture and Leisure Services
	a: % of adults satisfied with libraries
	b: % of adults satisfied with parks and open spaces
	c: % of adults satisfied with museums and galleries
	d: % of adults satisfied with leisure facilities.
	Environmental Services
ENV1	Gross Cost of Waste Collection per Premise
ENV2	Gross Cost per Waste Disposal per Premise
ENV3a	Net Cost of Street Cleaning per 1,000 Population
ENV3b	Street Cleanliness Index
ENV4a	Cost of Maintenance per Kilometre of Roads
ENV4b	Percentage of road network that should be considered for maintenance treatment - A road category
ENV4c	Percentage of road network that should be considered for maintenance treatment - B road category
ENV4d	Percentage of road network that should be considered for maintenance treatment - C road category
ENV5	Cost of Trading Standards and Environmental Health per 1,000 Population
ENV6	% of Total Waste arising that is recycled
ENV7	% of Adults Satisfied with Environmental Services
	a: % of adults satisfied with refuse collection
	b: % of adults satisfied with street cleaning
	Housing Services
HSN1	Current Tenants' Arrears as a Percentage of Net Rent Due
HSN2	Percentage of Rent Due in the Year that was Lost Due to Voids
HSN3	Percentage of Dwellings Meeting SHQS
HSN4	Percentage of Repairs Completed within Target Times
HSN5	Percentage of Council Dwellings that are Energy Efficient
	Corporate Services: Asset Management and Property
CORPAM1	Proportion of operational buildings that are suitable for their current use
CORPAM2	Proportion of internal floor area of operational buildings in satisfactory condition
CORPAM3	Gross Property Costs of the Operational Estate as a % of the Gross Revenue Budget
CORPAM4	% Gross Internal Floor-Space in Condition Categories A-B (Good or Satisfactory)
CORPAM5	Energy Costs/Consumption Spend per m2 (Gas, Electricity, Oil, Solid Fuel)
CORPAM6	% of Public Service Buildings that are Suitable and Accessible to Disabled People
CORPAM7	Operational Property as a % of the Total Portfolio

Proposed indicators that require development.

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