

THE HIGHLAND COUNCIL

4 March 2010

Agenda Item	
Report No	

Report on Statutory Performance Indicators Comparison with other Councils 2008/2009

Report by Depute Chief Executive & Director of Finance

SUMMARY

This report provides comparisons of Highland Council Statutory Performance Indicators (SPIs) with other Scottish Councils for the financial year 2008/09. It also provides an update on the national review of SPIs.

1. INTRODUCTION

- 1.1 The Council Profiles report is published annually by Audit Scotland, on behalf of the Accounts Commission. It provides details of The Highland Council's performance in 2008/09, compared with other Scottish Councils.
- 1.2 An extract from the Council profiles report for the year to 31 March 2009, relating to Highland Council, is included as Appendix 1 to the report. The Appendix details 2008/09 Highland Council and our ranking.

The extract is taken from the Audit Scotland website, the link to which is shown below.
<http://www.accounts-commission.gov.uk/performance/service/>

- 1.3 In the Council's Best Value Improvement Plan there is a commitment to reduce the number of SPIs in the bottom quartile (those among the bottom 8 Councils in Scotland). Those indicators which require improvement are identified in Service Plans.
- 1.4 Members should note that geographical challenges faced by the Council can make it very difficult to achieve top quartile performance for all of the SPIs.

2. HIGHLAND COUNCIL'S APPROACH TO PERFORMANCE INDICATORS

- 2.1 The Highland Council's management is committed to continuous improvement. The SPIs provide a means to monitor our performance against that of other councils.
- 2.2 In addition to performance being considered at Strategic Committees, the SPIs are reviewed during the quarterly meetings on Performance that each Service has with the Chief Executive. The focus is predominantly on measures that might be required to ensure that all reasonable steps are being taken to address areas of poor or deteriorating performance.

2.3 As part of the Council's commitment to continuous improvement, managers use a range of performance indicators, including SPIs. Analysis of SPIs is an integral part of the management process. The Single Outcome Agreement also reflects the Council's approach to measuring performance including ensuring that the Council continues to meet the statutory requirements in respect of reporting SPIs.

3. HIGHLAND COUNCIL PERFORMANCE

3.1 Scottish local authority performance for each indicator is grouped into quartiles, with the eight best performing Councils shown in the top quartile (rankings 1-8) and the eight worst performing Councils in the bottom quartile (rankings 25-32).

3.2 Appendix 1 details Scottish Council rankings for 2008/09 as well as the performance against the SPIs over the last 3 years.

3.3 The table below details Highland Council rankings over the last 3 years. 2008/09 performance shows an increase in the number of top quartile SPIs achieved and a decrease in the bottom quartile.

Year/Data	Number of SPIs published by Audit Scotland	Number of SPIs in the <u>top</u> quartile (Highland Council)	Number of SPIs in the <u>bottom</u> quartile (Highland Council)
2006/07	82	13	14
2007/08	82	12	20
2008/09	93	21	13

4. INDICATORS IN THE TOP QUARTILE

4.1 For the 93 published indicators for 2008/09 performance, Highland Council ranked in the top quartile for 21 indicators. Further details of the 21 top quartile indicators can be found in Appendix 2.

3.3 7 of the 21 indicators were also in the top quartile in 2007/08. 8 of the indicators had not been previously ranked by Audit Scotland. The remaining 6 indicators moved into the top quartile in 2008/09 and these were:

- **Adult Social Work: – Delivery of Care Service** – percentage of care staff in residential homes for older people who have appropriate qualifications for the level of post held. (Ranked 11th in 07/08 improving to 7th in 08/09).
- **Corporate Management: – Sickness Absence** – average number of days lost per employee through sickness absence for teachers (Ranked 19th in 07/08 improving to 7th in 08/09).
- **Cultural and Community Services: – Museum services** – the number of visits to/usages of council funded or part funded museums expressed per 1,000 population. (Ranked 9th in 07/08 improving to 7th in 08/09).
- **Cultural and Community Services: – Libraries** – Number of visits to libraries expressed per 1,000 population. (Ranked 17th in 07/08 improving to 3rd in 08/09).

- **Education & Children's Services: - Supervision** – percentage of children subject to a supervision requirement seen by a supervising officer within 15 days. (Ranked 23rd in 07/08 improving to 1st in 08/09).
- **Roads & Lighting: - Street Lighting Repairs** – percentage of all traffic light repairs completed within 48 hours. (Ranked 18th in 07/08 improving to 7th in 08/09).

5. INDICATORS IN THE BOTTOM QUARTILE

- 5.1 In 2008/09, the Highland Council was ranked in the bottom quartile for 13 indicators. Details of those 13 indicators can be found in Appendix 3.
- 5.2 In 2008/09, 7 indicators showed performance that resulted in them moving out of the of the bottom quartile. These were:
- **Adult Social Work: – Home care** – number of home care clients aged 65+ receiving care at weekends as a percentage of clients. (ranked 29th in 07/08 improving to 22nd in 08/09).
 - **Adult Social Work: – Respite care** – percentage of daytime respite hours provided not in a day care centre aged 18-64. (Ranked 27th in 07/08 improving to 18th in 08/09).
 - **Adult Social Work: – Home care** – number of home care clients aged 65+ receiving care in evenings/overnights as a percentage of clients. (ranked 27th in 07/08 improving to 14th in 08/09).
 - **Adult Social Work: – Community Service** – the average number of hours per week taken to complete community service orders. (ranked 25th in 07/08 improving to 24th in 08/09).
 - **Corporate Management: – Equal opportunities policy** – percentage of highest paid 5% of earners among council employees that are women. (Ranked 25th in 07/08 improving to 23rd in 08/09).
 - **Corporate Management: – Council Tax** – the gross cost of collecting council tax per dwelling (£) (Ranked 29th in 07/08 improving to 20th in 08/09).
 - **Culture and Community Service: – Indoor facilities** – the number of attendances per 1,000 population. (Ranked 26th in 07/08 improving to 24th in 08/09).

6. REVIEW OF SPIs FROM 2009/10

- 6.1 The Accounts Commission advised that there is a reduction in the number of Statutory Performance Indicators from 1 April 2009. It aimed to bring SPI requirements closer to the duties of Best Value; encourage councils to integrate SPIs within broader performance management and reporting arrangements; and be less prescriptive. This approach recognised the changing environment, scrutiny reform proposals and the emergence of the Single Outcome Agreements (SOAs).

- 6.2 The Accounts Commission's current work is in developing and testing the new approach to Best Value audits, shared risk assessment and coordination of scrutiny. The challenge for authorities is to fully recognise and meet these responsibilities and demonstrate publicly that they are securing Best Value – including a proper balance between quality and cost.
- 6.3 Scottish local authorities must recognise that 2009/10 SPIs will not, on their own, enable authorities to meet their responsibilities under 2003 Best Value. In recognition of this, The Accounts Commission are undertaking National Studies. Two key National Studies relating to performance are the "Best Value and Resource Management" series and "Understanding and Managing costs in local government services". The existing SPI requirements will remain for the reporting year 2010/11 to allow councils time to demonstrate further improvements in performance management and reporting, including the use of self-evaluation.

Recommendations

Members are asked to note the following:

1. Where the Council's performance in terms of Statutory Performance Indicators (SPIs) has changed.
2. Highland Council's performance against the SPIs during 2008/09 has seen an increase in the number where the Council is ranked amongst the top eight Scottish Councils, and a decrease in those ranked amongst the bottom eight Scottish Councils.
3. All Services undertake a detailed analysis of the proposed actions to improve performance during the Quarterly Performance meetings held with the Chief Executive.
4. The Accounts Commission are undertaking a national study as part of the ongoing review, with particular emphasis on the cost and efficiency of service delivery.

Signature:

Designation: Depute Chief Executive & Director of Finance

Date:

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APPENDIX 1

	Adult Social Work	06/07	07/08	08/09	Rank 08/09
1 a)	Assessment				
	Number of people receiving an assessment	-	-	468	
	Number of people assessed within local target times	-	-	161	
	Percentage of people for which local assessment target times were met	-	-	34.4%	
1 b)	Delivery of care service				
	Number of people receiving first service	-	-	292	
	Number of people receiving first service within local target times	-	-	169	
	Percentage of people for which local service target times were met	-	-	57.9%	
2 a)	Number of staff in residential accommodation for older people	260	261	250	
	Number of care staff in residential homes for older people who have appropriate qualifications for the level of post held	122	155	180	
	Percentage of care staff in residential homes for older people who have appropriate qualifications for the level of post held	46.9%	59.4%	72.0%	7
2 b)	Number of staff in residential accommodation for other adults	34	35	34	
	Number of care staff in residential homes for other adults who have appropriate qualifications for the level of post held	22	27	31	
	Percentage of care staff in residential homes for other adults who have appropriate qualifications for the level of post held	64.7%	77.1%	91.2%	
2 c)	Total number of staff in residential accommodation for older people and other adults	294	296	284	
	Total number of care staff in residential homes for older people and other adults who have appropriate qualifications for the level of post held	144	182	211	
	Total percentage of care staff in residential homes for older people and other adults who have appropriate qualifications for the level of post held	49.0%	61.5%	74.3%	7
3	Residential Accommodation-Single Rooms				
3 a) i	Number of occupied council places for older people that are single rooms	212	212	238	
	Total number of occupied council places for older people	212	212	238	
	Percentage of occupied council places for older people that are single rooms	100.0%	100.0%	100.0%	
3 a) ii	Number of occupied voluntary sector places for older people that are single rooms	159	183	184	
	Total number of occupied voluntary sector places for older people	164	189	190	
	Percentage of occupied voluntary sector places for older people that are single rooms	97.0%	96.8%	96.8%	
3 a) iii	Number of occupied private sector places for older people that are single rooms	930	1,002	1,064	
	Total number of occupied private sector places for older people	972	1,040	1,116	
	Percentage of occupied private sector places for older people that are single rooms	95.7%	96.3%	95.3%	14
3 b) i	Number of occupied council places for other adults that are single rooms	45	45	17	
	Total number of occupied council places for other adults	45	45	17	
	Percentage of occupied council places for other adults that are single rooms	100.0%	100.0%	100.0%	
3 b) ii	Number of occupied voluntary sector places for other adults that are single rooms	88	57	75	
	Total number of occupied voluntary sector places for other adults	88	67	75	
	Percentage of occupied voluntary sector places for other adults that are single rooms	100.0%	85.1%	100.0%	
3 b) iii	Number of occupied private sector places for other adults that are single rooms	306	198	199	
	Total number of occupied private sector places for other adults	306	211	212	
	Percentage of occupied private sector places for other adults that are single rooms	100.0%	93.8%	93.9%	18
	Residential Accommodation-En-suite Facilities				
3 a) i	Number of occupied council places for older people that have en suite facilities	133	133	167	
	Percentage of occupied council places for older people that have en suite facilities	62.7%	62.7%	70.2%	10
3 a) ii	Number of occupied voluntary sector places for older people that have en suite facilities	123	155	169	
	Percentage of occupied voluntary sector places for older people that have en suite facilities	75.0%	82.0%	88.9%	12
3 a) iii	Number of occupied private sector places for older people that have en suite facilities	905	904	986	

	Adult Social Work	06/07	07/08	08/09	Rank 08/09
3 b) i	Percentage of occupied private sector places for older people that have en suite facilities	93.1%	86.9%	88.4%	7
	Number of occupied council places for other adults that have en suite facilities	44	44	15	
3 b) ii	Percentage of occupied council places for other adults that have en suite facilities	97.8%	97.8%	88.2%	6
	Number of occupied voluntary sector places for other adults that have en suite facilities	76	37	56	
3 b) iii	Percentage of occupied voluntary sector places for other adults that have en suite facilities	86.4%	55.2%	74.7%	9
	Number of occupied private sector places for other adults that have en suite facilities	262	151	156	
4 a)	Total population aged 65+	37,480	38,037	38,827	
4 b)	Number of people aged 65+ receiving homecare	2,026	1,837	1,836	30
	Total number of homecare hours provided	11,698	10,158	10,632	
4 c) i	Total number of homecare hours provided as a rate per 1,000 population aged 65+	312.1	267.1	273.8	12
	Number of homecare clients receiving personal care	1,607	1,523	1,655	
4 c) ii	Percentage of homecare clients receiving personal care	79.3%	82.9%	90.1%	24
	Number of homecare clients receiving a service during evening/overnight	396	398	487	
4 c) iii	Percentage of homecare clients receiving a service during evening/overnight	19.5%	21.7%	26.5%	22
	Number of homecare clients receiving a service at weekends	1,093	909	1,134	
	Percentage of homecare clients receiving a service at weekends	53.9%	49.5%	61.8%	
5	Respite Care-Elderly People 65+				
5 a)	Total overnight respite nights provided	11,072	6,379	6,895	27
	Number of respite nights provided per 1,000 population aged 65+	295.4	167.7	177.6	
5 b)	Number of respite nights not in a care home	239	118	56	12
	Percentage of respite nights not in a care home	2.2%	1.8%	0.8%	
5 c)	Total daytime respite hours provided	28,420	27,661	30,773	24
	Number of daytime respite hours provided per 1,000 population aged 65+	758.3	727.2	792.6	
5 d)	Number of daytime respite hours provided not in a day centre	5,300	5,198	5,576	
	Percentage of daytime respite hours provided not in a day centre	18.6%	18.8%	18.1%	
	People 18-64				
5 a)	Total population aged 18-64	131,204	132,483	133,900	23
	Total overnight respite nights provided	4,940	5,207	4,740	
5 b)	Number of respite nights provided per 1,000 population aged 18-64	37.7	39.3	35.4	18
	Number of respite nights not in a care home	517	159	185	
5 c)	Percentage of respite nights not in a care home	10.5%	3.1%	3.9%	17
	Total daytime respite hours provided	23,797	32,959	32,523	
5 d)	Number of daytime respite hours provided per 1,000 population aged 18-64	181.4	248.8	242.9	
	Number of daytime respite hours provided not in a day centre	5,356	4,528	12,513	
	Percentage of daytime respite hours provided not in a day centre	22.5%	13.7%	38.5%	
6 a)	Number of social enquiry reports submitted to courts during the year	1,279	1,615	1,555	
6 b)	Number of social enquiry reports submitted to courts by due date	1,269	1,496	1,353	31
	Proportion of social enquiry reports submitted to courts by due date	99.2%	92.6%	87.0%	
7 a)	Number of new probation orders issued during the year	271	359	276	
7 b)	Number of probationers	264	310	257	26
	Number of new probationers seen by a supervising officer within one week	214	195	159	
	Proportion of new probationers seen by a supervising officer within one week	81.1%	62.9%	61.9%	
8 a)	Number of new community service orders issued during the year	379	539	300	
8 b) i	Average number of hours per week to complete community orders	3.1	2.9	2.9	24
8 b) ii	Total community orders completed during the year	186	147	234	
	Total hours for all community orders	54,424	18,840	31,782	
	Total days for all community orders	122,068	45,746	77,976	

	Corporate Management	06/07	07/08	08/09	Rank 08/09
1	Total number of FTE Teachers	-	-	2,874	
	Total number of days lost per year through sickness absence for teachers	-	-	17,734	
	Days lost per employee for teachers	-	-	6.2	7
	Total number of FTE other Local Government employees	-	-	7,420	
	Total number of days lost per year through sickness absence for other Local Government employees	-	-	78,542	
	Days lost per employee for other Local Government employees	-	-	10.6	6
2	Population of local authority area	213,590	215,310	217,440	
2 a)	Number of litigation claims incurred by the council in the current reporting year	226	180	143	
	Number of litigation claims incurred by the council in the current reporting year per 10,000 population	10.6	8.4	6.6	4
2 b)	Total revenue budget	£529,300,000	£558,300,000	£572,258,000	
	Total value of claims incurred by the council in the current reporting year	£924,811	£656,824	£473,798	
	Claims as a percentage of revenue budget	0.2%	0.1%	0.1%	
	Population of local authority area in previous reporting year	211,340	213,590	215,310	
	Number of litigation claims incurred by the council for the previous reporting year, including those made after the end of the previous reporting year	251	241	201	
	Total number of claims incurred by the council for the previous reporting year per 10,000 population	11.9	11.3	9.3	2
	Total revenue budget in the previous reporting year	£505,700,000	£529,300,000	£558,300,000	
	Total value of claims incurred by the council for the previous reporting year	£616,919	£866,433	£798,920	
	Total claims value for the previous reporting year as a percentage of the previous year's revenue budget	0.1%	0.2%	0.1%	
3	Total number of council employees	12,862	12,614	12,872	
	Total number of council employees in top 2% of earners	228	227	201	
	Total number of female council employees in top 2% of earners	63	68	69	
	Percentage of council employees in top 2% of earners that are women	27.6%	30.0%	34.3%	19
	Total number of council employees in top 5% of earners	504	489	507	
	Total number of female council employees in top 5% of earners	181	179	194	
	Percentage of council employees in top 5% of earners that are women	35.9%	36.6%	38.3%	23
4	Number of building from which the council delivers services to the public	168	171	166	
	Number of public service buildings that are suitable for and accessible to disabled people	103	120	133	
	Percentage of public service buildings that are suitable for and accessible to disabled people	61.3%	70.2%	80.1%	10
5	Cost of collecting council tax per dwelling	£18.28	£18.61	£14.84	20
	Cost of collecting council tax	£1,971,346	£2,036,655	£1,637,831	
	Number of dwellings	107,830	109,463	110,377	
	Income received from council tax summary warrants	£147,228	£156,596	£161,849	
6 a)	Income due from council tax for the year excluding reliefs and rebates	£89,063,597	£93,748,162	£95,412,393	
	Income due from council tax for the year excluding all water charges and outstanding council tax	£116,371,904	£121,649,087	£123,521,678	
	Reliefs and rebates due to council for council tax for the year	£27,308,307	£27,900,925	£28,109,285	
6 b)	Percentage of income due from council tax for the year that was received by the end of the year	95.4%	95.5%	95.3%	14
	Income received from council tax for the year	£84,936,783	£89,543,798	£90,908,846	
7	Number of invoices sampled	328,798	278,747	280,257	
	Number of invoices sampled that were paid within 30 days	275,584	233,869	241,850	
	Percentage of invoices sampled paid within 30 days	83.8%	83.9%	86.3%	17
8	Gross internal floor area of operational buildings	645,281	651,611	605,149	
	Gross internal floor area of operational buildings in satisfactory condition	351,651	411,645	370,463	
	Proportion of internal floor area of operational buildings in satisfactory condition	54.5%	63.2%	61.2%	27
	Total number of operational buildings	1,481	1,462	1,395	
	Number of operational buildings that are suitable for their current use	884	877	833	
	Proportion of operational buildings suitable for their current use	59.7%	60.0%	59.7%	27

	Cultural & Community Services	06/07	07/08	08/09	Rank 08/09
	Total population	213,590	215,310	217,440	
1	Number of attendances per 1,000 population to all pools	5,060	5,332	4,921	5
	Total attendances for all pools	1,080,705	1,148,111	1,069,919	
2	Number of attendances per 1,000 population for other indoor sports and leisure facilities excluding pools in a combined complex	2,753	3,400	4,040	24
	Total attendances for other indoor sports and leisure facilities, excluding pools in a combined complex	588,052	731,952	878,461	
3	Number of visits to/usages of council funded or part funded museums	229,312	380,234	456,633	
	Number of visits to/usages of council funded or part funded museums expressed per 1,000 population	1,074	1,766	2,100	7
	Number of visits that were in person	163,674	214,223	172,962	
	Number of visits that were in person expressed per 1,000 population	766	995	795	8
4	Target number of additions to adult lending stock	59,805	60,287	60,883	
	National target number of additions per 1,000 population to adults lending book and audio-visual stock	280	280	280	
	Number of additions to adult lending book and audio-visual stock	42,379	44,134	42,830	
	Number of additions per 1,000 population to adult lending book and audio-visual stock	198	205	197	13
	Total number of closing stock items for adult lending book and audio-visual stock	225,018	221,627	227,110	
	Total number of closing stock items per 1,000 population for adult lending book and audio-visual stock	1,054	1,029	1,044	30
	Target number of additions to children's and teenagers' lending stock	21,359	21,531	21,744	
	National target number of additions per 1,000 population to children's and teenage stock	100	100	100	
	Number of additions to children's and teenage stock	14,185	18,589	19,302	
	Number of additions per 1,000 population to children's and teenagers' stock	66	86	89	8
	Total number of closing stock items for children's and teenage stock	110,030	109,848	126,358	
	Total number of closing stock items per 1,000 population for children's and teenagers' stock	515	510	581	16
5	Number of visits to libraries	1,109,407	1,074,996	1,852,259	
	Number of visits to libraries expressed per 1,000 population	5,194	4,993	8,518	3
	Number of library borrowers	46,703	46,390	46,666	
	Percentage of the resident population that are borrowers from public libraries	21.9%	21.5%	21.5%	11
6	Number of learning centre and learning access point users	26,963	32,288	32,781	
	Learning centre and learning access point users as a percentage of the population	12.6%	15.0%	15.1%	9
	Number of occasions that terminals are accessed	140,644	196,576	201,741	
	Number of occasions that terminals are accessed per 1,000 population	658.5	913.0	927.8	12

	Development Services	06/07	07/08	08/09	Rank 08/09
1	Number of householder applications	1,468	1,345	1,219	
	Number of householder applications dealt with within two months	1,169	1,070	907	
	Percentage of householder applications dealt with within two months	79.6%	79.6%	74.4%	24
	Number of non-householder applications	3,354	3,163	2,870	
	Number of non-householder applications dealt with within two months	1,589	1,509	1,265	
	Percentage of non-householder applications dealt with within two months	47.4%	47.7%	44.1%	21
	Total number of applications	4,822	4,508	4,089	
	Total number of householder and non-householder applications dealt with within two months	2,758	2,579	2,172	
	Percentage of householder and non-householder applications dealt with within two months	57.2%	57.2%	53.1%	27
2	Number of planning determinations	4,822	4,508	4,089	
	Number of planning determinations that went to appeal	18	19	24	
	Number of successful appeals	6	10	8	
2 a)	Successful appeals as a percentage of determinations	0.1%	0.2%	0.2%	1
2 b)	Successful appeals as a percentage of determinations that went to appeal	33.3%	52.6%	33.3%	14
3	Percentage of population covered by local plans adopted within the last 5 years	72.0%	59.0%	59.0%	

	Education & Children's Services	06/07	07/08	08/09	Rank 08/09
1 a) i	Number of primary schools in which the occupancy ratio of pupils to available places is 40% or less	31	34	42	
	Percentage of primary schools in which the ratio of pupils to available places is 40% or less	16.8%	18.5%	23.0%	
1 a) ii	Number of primary schools in which the occupancy ratio of pupils to available places is between 41% and 60%	50	57	77	
	Percentage of primary schools in which the ratio of pupils to available places is between 41% and 60%	27.2%	31.0%	42.1%	
1 a) iii	Number of primary schools in which the occupancy ratio of pupils to available places is between 61% and 80%	67	62	44	
	Percentage of primary schools in which the ratio of pupils to available places is between 61% and 80%	36.4%	33.7%	24.0%	
1 a) iv	Number of primary schools in which the occupancy ratio of pupils to available places is between 81% and 100%	27	25	17	
	Percentage of primary schools in which the ratio of pupils to available places is between 81% and 100%	14.7%	13.6%	9.3%	
1 a) v	Number of primary schools in which the occupancy ratio of pupils to available places is 101% or more	9	6	3	
	Percentage of primary schools in which the ratio of pupils to available places is 101% or more	4.9%	3.3%	1.6%	
1 b)	Number of primary schools	184	184	183	
2 a) i	Number of secondary schools in which the occupancy ratio of pupils to available places is 40% or less	0	0	1	
	Percentage of secondary schools in which the ratio of pupils to available places is 40% or less	0.0%	0.0%	3.4%	
2 a) ii	Number of secondary schools in which the occupancy ratio of pupils to available places is between 41% and 60%	5	6	5	
	Percentage of secondary schools in which the ratio of pupils to available places is between 41% and 60%	17.2%	20.7%	17.2%	
2 a) iii	Number of secondary schools in which the occupancy ratio of pupils to available places is between 61% and 80%	11	10	14	
	Percentage of secondary schools in which the ratio of pupils to available places is between 61% and 80%	37.9%	34.5%	48.3%	
2 a) iv	Number of secondary schools in which the occupancy ratio of pupils to available places is between 81% and 100%	9	8	7	
	Percentage of secondary schools in which the ratio of pupils to available places is between 81% and 100%	31.0%	27.6%	24.1%	
2 a) v	Number of secondary schools in which the occupancy ratio of pupils to available places is 101% or more	4	5	2	
	Percentage of secondary schools in which the ratio of pupils to available places is 101% or more	13.8%	17.2%	6.9%	
2 b)	Number of secondary schools	29	29	29	
3 a)	Number of secondary school head and deputy head teachers	93	90	90	
	Number of female secondary school head and deputy head teachers	33	34	33	
	Percentage of secondary school head and deputy head teachers that are women	35.5%	37.8%	36.7%	
	Number of primary school head and deputy head teachers	202	197	206	
	Number of female primary school head and deputy head teachers	166	160	166	
	Percentage of primary school head and deputy head teachers that are women	82.2%	81.2%	80.6%	
	Number of special school head and deputy head teachers	6	6	6	
	Number of female special school head and deputy head teachers	3	4	4	
	Percentage of special school head and deputy head teachers that are women	50.0%	66.7%	66.7%	
	Total number of head and deputy head teachers	301	293	302	
	Total number of female head and deputy head teachers	202	198	203	
	Percentage of all head and deputy head teachers that are women	67.1%	67.6%	67.2%	
3 b)	Number of secondary school teachers (including head and deputy head teachers)	1,388	1,376	1,402	
	Number of female secondary school teachers (including head and deputy head teachers)	826	821	838	
	Percentage of secondary school teachers that are women	59.5%	59.7%	59.8%	
	Number of primary school teachers (including head and deputy head teachers)	1,347	1,326	1,309	
	Number of female primary school teachers (including head and deputy head teachers)	1,238	1,214	1,203	
	Percentage of primary school teachers that are women	91.9%	91.6%	91.9%	

	Education & Children's Services	06/07	07/08	08/09	Rank 08/09
	Number of special school teachers (including head and deputy head teachers)	50	51	48	
	Number of female special school teachers (including head and deputy head teachers)	41	42	41	
	Percentage of special school teachers that are women	82.0%	82.4%	85.4%	
	Total number of teachers (including head and deputy head teachers)	2,785	2,753	2,759	
	Total number of female teachers (including head and deputy head teachers)	2,105	2,077	2,082	
	Percentage of teachers that are women	75.6%	75.4%	75.5%	
4	Number of social background reports submitted to the children's reporter during the year	799	714	743	
	Number of reports requested by the children's reporter that were submitted within target time	397	317	351	
	Percentage of reports submitted within target time	49.7%	44.4%	47.2%	16
5	Number of new supervision requirements made during the year	137	118	156	
	Number of children seen by a supervising officer within 15 days of supervision requirement issue	105	96	156	
	Percentage of children subject to a supervision requirement seen by a supervising officer within 15 days	76.6%	81.4%	100.0%	1
6	Number of 16 or 17 year olds ceasing to be looked after at home	18	28	38	
	Number of 16 or 17 year olds ceasing to be looked after away from home	21	13	24	
	Total number of 16 or 17 year olds ceasing to be looked after	39	41	62	
	Number of 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in any subject at home	11	16	23	
	Percentage of 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in any subject at home	61.1%	57.1%	60.5%	19
	Number of 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in any subject away from home	14	12	15	
	Percentage of 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in any subject away from home	66.7%	92.3%	62.5%	23
	Total number of 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in any subject	25	28	38	
	Percentage of all 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in any subject	64.1%	68.3%	61.3%	19
	Number of 16 or 17 years olds ceasing to be looked after attaining at least SCQF level 3 in English and Maths at home	5	8	12	
	Percentage of 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in English and Maths at home	27.8%	28.6%	31.6%	20
	Number of 16 or 17 years olds ceasing to be looked after attaining at least SCQF level 3 in English and Maths away from home	10	9	10	
	Percentage of 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in English and Maths away from home	47.6%	69.2%	41.7%	23
	Total number of 16 or 17 years olds ceasing to be looked after attaining at least SCQF level 3 in English and Maths	15	17	22	
	Percentage of all 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in English and Maths	38.5%	41.5%	35.5%	24
7	Number of care staff in Local Authority residential homes	76	74	76	
	Number of care staff in Local Authority residential homes who have appropriate qualifications for the level of post held	18	23	28	
	Percentage of care staff in Local Authority residential homes who have appropriate qualifications for the level of post held	23.7%	31.1%	36.8%	25
8	Population aged 0-17	44,906	44,790	44,713	
8 a)	Total overnight respite nights provided	3,755	3,418	3,268	
	Number of overnight respite nights provided per 1,000 population aged 0-17	83.6	76.3	73.1	7
8 b)	Number of respite nights provided not in a care home	1,261	848	914	
	Percentage of respite nights provided not in a care home	33.6%	24.8%	28.0%	11
8 c)	Total hours daytime respite provided	31,312	29,331	27,291	
	Number of hours daytime respite provide per 1,000 population aged 0-17	697.3	654.9	610.4	20
8 d)	Number of daytime respite hours provided not in a day centre	10,781	27,291	23,887	
	Percentage of daytime respite hours provided not in a day centre	34.4%	93.0%	87.5%	

	Housing	06/07	07/08	08/09	Rank 08/09
1	Target response time for housing response repairs falling within the first priority category	-	-	24 hours	
	Number of first priority housing response repairs	-	-	9,168	
	Number of first priority housing response repairs completed within target time	-	-	8,753	
	Target response time for housing response repairs falling within the second priority category	-	-	3 days	
	Number of second priority housing response repairs	-	-	11,504	
	Number of second priority housing response repairs completed within target time	-	-	10,073	
	Target response time for housing response repairs falling within the third priority category	-	-	20 days	
	Number of third priority housing response repairs	-	-	15,837	
	Number of third priority housing response repairs completed within target time	-	-	13,483	
	Total number of housing response repairs	-	-	36,509	
	Total number of housing response repairs completed within target	-	-	32,309	
	Percentage of repairs completed within target times	-	-	88.5%	21
2	Number of council dwellings	-	-	13,709	
	Number of council dwellings brought up to a tolerable standard	-	-	13,709	
	Percentage of council dwellings brought up to a tolerable standard	-	-	100.0%	
	Number of council dwellings free from serious disrepair	-	-	13,662	
	Percentage of council dwellings free from serious disrepair	-	-	99.7%	
	Number of council dwellings that are energy efficient	-	-	3,718	
	Percentage of council dwellings that are energy efficient	-	-	27.1%	
	Number of council dwellings that have modern facilities and services	-	-	11,077	
	Percentage of council dwellings that have modern facilities and services	-	-	80.8%	
	Number of council dwellings that are healthy, safe and secure	-	-	5,652	
	Percentage of council dwellings that are healthy, safe and secure	-	-	41.2%	
	Total dwellings meeting SHQS	-	-	2,719	
	Percentage of dwellings meeting SHQS	-	-	19.8%	
3	Percentage of rent due in the year that was lost due to voids	2.0%	1.7%	1.6%	16
	Amount of rent loss due to voids	£771,914	£691,699	£658,437	
	Gross annual rent debit	£38,732,560	£39,768,991	£41,972,924	
4	Number of not low demand houses re-let in less than 2 weeks	111	229	247	
	Number of not low demand houses re-let in 2-4 weeks	260	203	250	
	Number of not low demand houses re-let in 5-8 weeks	286	247	259	
	Number of not low demand houses re-let in 9-16 weeks	303	234	196	
	Number of not low demand houses re-let in more than 16 weeks	139	86	52	
	Total number of not low demand houses re-let	1,099	999	1,004	
	Total number of days to re-let not low demand houses	68,698	48,048	41,923	
	Average time to re-let not low demand houses	63	48	42	14
	Number of low demand houses re-let in less than 2 weeks	0	0	2	
	Number of low demand houses re-let in 2-4 weeks	0	0	2	
	Number of low demand houses re-let in 5-8 weeks	1	0	2	
	Number of low demand houses re-let in 9-16 weeks	8	6	3	
	Number of low demand houses re-let in 17-32 weeks	8	3	3	
	Number of low demand houses re-let in 33-52 weeks	0	1	0	
	Number of low demand houses re-let in more than 52 weeks	0	0	1	
	Number of low demand houses re-let	17	10	13	
	Total number of days to re-let low demand houses	4,794	1,295	1,617	
	Average time to re-let low demand houses	282	130	124	19
	Number of low demand houses remaining un-let at year end	2	1	1	
	Number of days that these houses remained un-let	238	119	64	
	Average time that these houses remained un-let	119	119	64	7
	Number of dwellings considered to be low demand at year end	19	11	14	
	Number of dwellings considered to be low demand at year end, considered low demand at start of year	5	2	2	
	Number of dwellings considered to be low demand at year end that were subject to a disposal strategy	0	0	0	
5 a)	Amount of current tenants' rent arrears	£1,079,148	£1,257,444	£1,376,527	
	Net annual rent debit	£16,999,354	£18,020,446	£18,772,803	
	Current tenants' arrears as a percentage of net rent due	6.3%	7.0%	7.3%	19

	Housing	06/07	07/08	08/09	Rank 08/09
5 b)	Number of current tenants	14,225	13,607	13,518	19
	Number of current tenants owing more than 13 weeks rent excluding those owing less than £250	632	711	759	
	Percentage of current tenants owing more than 13 weeks rent excluding those owing less than £250	4.4%	5.2%	5.6%	
5 c)	Number of tenants giving up their tenancy during the year	1,818	1,640	1,635	4
	Number of those tenants that were in rent arrears	421	352	378	
	Proportion of those tenants that were in rent arrears	23.2%	21.5%	23.1%	
5 d)	Average weekly rent	£50.95	£55.20	£60.00	17
	Total debt owed by tenants leaving their tenancies with arrears	£183,889	£175,979	£249,761	
	Average debt owed by tenants leaving their tenancies with arrears	£437	£500	£661	
5 e)	Average number of weeks rent owed by tenants leaving in arrears	8.57	9.10	11.00	21
	Amount of former tenant arrears	£1,400,788	£1,510,606	£1,675,605	
	Amount of former tenant arrears written off or collected during the year	£179,869	£135,110	£370,164	
	Percentage of former tenant arrears written off or collected during the year	12.8%	8.9%	22.1%	
6 a)	Number of house sales completed within 26 weeks	172	120	78	24
	Percentage of house sales completed within 26 weeks	59.1%	53.8%	53.8%	
6 b)	Number of council houses sold	291	223	145	23
	Total time to sell all houses	7,773 weeks	5,773 weeks	4,476 weeks	
	Average time to sell houses	27 weeks	26 weeks	31 weeks	
7	Number of households assessed during the year for permanent accommodation	-	-	1,140	
	Number of decision notifications issued within 28 days of date of initial presentation for permanent accommodation	-	-	718	
	Percentage of decision notifications issued within 28 days of date of initial presentation for permanent accommodation	-	-	63.0%	
	Number of cases open at the beginning of the year or assessed in the year	-	-	1,140	
	Number who are housed into permanent accommodation	-	-	540	
	Percentage who are housed into permanent accommodation	-	-	47.4%	
	Number of permanent accommodation cases reassessed within 12 months of completion of duty	-	-	51	
	Number of permanent accommodation cases assessed during the year	-	-	1,140	
	Percentage of permanent accommodation cases reassessed	-	-	4.5%	
	Number of households assessed during the year for temporary accommodation	-	-	598	
	Number of decision notifications issued within 28 days of date of initial presentation for temporary accommodation	-	-	425	
	Percentage of decision notifications issued within 28 days of date of initial presentation for temporary accommodation	-	-	71.1%	
	Number of temporary cases reassessed within 12 months of completion of duty	-	-	16	
	Number of temporary accommodation cases assessed during the year	-	-	598	
	Percentage of temporary accommodation cases reassessed	-	-	2.7%	
	The proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months	-	-	88	

	Protective Services	06/07	07/08	08/09	Rank 08/09
1	Number of approved premises requiring inspection during the year	134	67	73	
	Total number of approved premises inspections	134	124	73	
	Number of approved premises inspections undertaken within target time	109	115	70	
	Percentage of approved premises inspections actually inspected within target time	81.3%	92.7%	95.9%	
	Number of premises in the '6 months' category requiring food safety inspection in the year	7	5	12	
	Total number of inspections in the '6 months' category	14	10	24	
	Number of premises in the '6 months' category that were inspected on time	11	10	23	
	Percentage of premises in the '6 months' category that were inspected on time	78.6%	100.0%	95.8%	

	Protective Services	06/07	07/08	08/09	Rank 08/09
	Number of premises in the '12 months' category requiring food safety inspection in the year	286	261	273	
	Number of premises in the '12 months' category that were inspected on time	281	260	267	
	Percentage of premises in the '12 months' category that were inspected on time	98.3%	99.6%	97.8%	
	Number of premises in the 'more than 12 months' category requiring food safety inspection in the year	1340	1532	1458	
	Number of premises in the 'more than 12 months' category that were inspected on time	812	946	910	
	Percentage of premises in the 'more than 12 months' category that were inspected on time	60.6%	61.7%	62.4%	
2	Number of domestic noise complaints received that were settled without need for attendance on site	58	60	22	
	Number of domestic noise complaints received requiring attendance on site	38	56	56	
	Number of domestic noise complaints received that were dealt with under Part V of ASB Act 2004	0	0	No Service	
	Total domestic noise complaints	96	116	78	
	Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	177.0	60.0	19.0	13
	Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004	No Service	No Service	No Service	-
3	Number of non-domestic noise complaints settled without need for formal action	82	72	61	
	Number of non-domestic noise complaints requiring formal action	0	1	0	
	Total non-domestic noise complaints	82	73	61	
	Average time (calendar days) to institute formal action where required	Not Required	147.0	Not Required	
4	Number of consumer complaints received	1,352	1,446	1,453	
	Number of consumer complaints dealt with within 14 days of receipt	928	997	979	
	Percentage of consumer complaints dealt with within 14 days of receipt	68.6%	68.9%	67.4%	23
	Number of business advice requests received	353	445	376	
	Number of business advice requests dealt with within 14 days of receipt	343	431	359	
	Percentage of business advice requests dealt with within 14 days of receipt	97.2%	96.9%	95.5%	22
5	Number of premises liable to inspection in the high risk inspection category	148	148	132	
	Target number of visits to premises in the high risk inspection category	148	148	132	
	Number of visits to premises in the high risk inspection category achieved	122	146	124	
	Percentage of target visits to premises in the high risk inspection category achieved	82.4%	98.6%	93.9%	
	Number of premises liable to inspection in the medium risk inspection category	2,700	1,966	1,828	
	Target number of visits to premises in the medium risk inspection category	1,246	827	848	
	Number of target visits to premises in the medium risk inspection category achieved	1,052	673	660	
	Percentage of target visits to premises in the medium risk inspection category achieved	84.4%	81.4%	77.8%	23

	Roads & Lighting	06/07	07/08	08/09	Rank 08/09
1	Percentage of A class roads that should be considered for maintenance treatment	-	-	24.9%	
	Percentage of B class roads that should be considered for maintenance treatment	-	-	33.1%	
	Percentage of C class roads that should be considered for maintenance treatment	-	-	32.4%	
	Percentage of unclassified roads that should be considered for maintenance treatment	-	-	40.7%	
	Overall percentage of road network that should be considered for maintenance treatment	-	-	34.5%	16

	Roads & Lighting	06/07	07/08	08/09	Rank 08/09
2	Total number of traffic light repairs to be completed	84	150	294	
	Number of traffic light repairs completed within 48 hours	75	141	292	
	Percentage of all traffic light repairs completed within 48 hours	89.3%	94.0%	99.3%	7
3	Total number of street light repairs to be completed	7,699	8,706	8,544	
	Number of street light repairs completed within 7 days	7,076	8,121	8,108	
	Percentage of all street light repairs completed within 7 days	91.9%	93.3%	94.9%	13
4	Total number of street lighting columns	46,507	47,321	48,239	
	Number of street lighting columns that are over 30 years old	22,229	22,192	22,131	
	Proportion of street lighting columns that are over 30 years old	47.8%	46.9%	45.9%	24
5	Total number of assessed council bridges	732	755	784	
	Total number of assessed private bridges	39	40	40	
	Total number of assessed bridges	771	795	824	
	Number of council bridges failing European standard	237	242	255	
	Percentage of council bridges failing European standard	32.4%	32.1%	32.5%	32
	Number of private bridges failing European standard	2	3	3	
	Percentage of private bridges failing European standard	5.1%	7.5%	7.5%	10
	Total number of bridges failing European standard	239	245	258	
	Percentage of all bridges failing European standard	31.0%	30.8%	31.3%	31
	Number of council bridges with a weight or width restriction	4	5	7	
	Percentage of council bridges with a weight or width restriction	0.5%	0.7%	0.9%	
	Number of private bridges with a weight or width restriction	1	1	1	
	Percentage of private bridges with a weight or width restriction	2.6%	2.5%	2.5%	
	Total number of bridges with a weight or width restriction	5	6	8	
	Percentage of bridges with a weight or width restriction	0.6%	0.8%	1.0%	12

	Waste Management	06/07	07/08	08/09	Rank 08/09
1	Number of premises for refuse collection	111,974	111,921	113,183	
1 a)	Net cost of refuse collection per premise	£67.08	£68.71	£68.20	20
	Net cost of refuse collection	£7,511,677	£7,689,735	£7,718,663	
1 b)	Net cost of refuse disposal per premise	£132.31	£133.55	£171.78	31
	Net cost of refuse disposal	£14,815,685	£14,946,794	£19,443,139	
	Cost of capping landfill site	£276,691	£727,204	£3,693,466	
2	Number of complaints	648	670	698	
	Number of households	107,567	107,514	108,985	
	Number of complaints per 1,000 households	6.0	6.2	6.4	7
3	Total number of tonnes of municipal waste collected	-	-	161,144.0	
	Total tonnes of municipal waste composted	-	-	18,845.8	
	Total tonnes of municipal waste recycled	-	-	33,890.8	
	Percentage of municipal waste recycled	-	-	32.7%	22
4	Local authority cleanliness measurement - inspection one	73	73	78	
	Local authority cleanliness measurement - inspection two	71	77	76	
	Local authority cleanliness measurement - inspection three	73	74	75	
	Local authority cleanliness measurement - inspection four	75	77	74	
	Partner authority cleanliness measurement - inspection one	73	82	83	
	Partner authority cleanliness measurement - inspection two	63	70	74	
	Keep Scotland Beautiful inspection - validation inspection	70	71	77	
	Overall cleanliness index	71	75	77	3
5	Number of abandoned vehicles requiring removal	517	42	25	
	Number of abandoned vehicles requiring removal that were removed within 14 days	113	23	9	
	Percentage of abandoned vehicles requiring removal that were removed within 14 days	21.9%	54.8%	36.0%	28

There were 21 indicators in the top quartile in 2008/09. Comparison with prior year is not possible due to the major change in the number of rankings Audit Scotland has made this year.

The following SPIs are in the top quartile in 2008/09:
❖ Adult Social Work: Delivery of Care Service: % of care staff in residential homes for older people who have appropriate qualifications for the level of post held (ranked 11th in 07/08 improving to 7th in 08/09)
❖ Adult Social Work: Delivery of Care Service: % of care staff in residential homes for older people and other adults who have appropriate qualifications for the level of post held (ranked 7th in 08/09). Not previously ranked.
❖ Adult Social Work: Residential Accommodation en-suite facilities: % of occupied private sector places for older people that have en-suite facilities. (ranked 7th in 08/09). Not previously ranked.
❖ Adult Social Work: Residential Accommodation en-suite facilities: % of occupied voluntary sector places for other adults that have en suite facilities (ranked 6th in 08/09). Not previously ranked.
❖ Corporate Management: – Sickness absence – average number of days lost per employee through sickness absence for teachers. (Ranked 19th in 07/08 improving to 7th in 08/09).
❖ Corporate Management: – Sickness absence - average number of lost per employee through sickness absence for other local government employees. (Ranked 6th in 08/09). Changed definition.
❖ Corporate Management: – Number of litigation claims incurred by the council in the current reporting year per 10,000 population. (Ranked 2nd in 07/08 and 4th in 08/09).
❖ Corporate Management: – Total number of claims incurred by the council for the previous reporting year per 10,000 population. (Ranked 2nd in 08/09). Not previously ranked.
❖ Cultural and Community Services: - Sport and Leisure Management – the number of attendances per 1,000 population for all pools. (Ranked 5th in both 07/08 and 08/09).
❖ Cultural and Community Services: – Museum services – the number of visits to/usages of council funded or part funded museums expressed per 1,000 population. (Ranked 9th in 07/08 improving to 7th in 08/09).
❖ Cultural and Community Services: – Museum services – the number of visits to council funded or part funded museums that were in person per 1,000 population. (Ranked 8th in both 07/08 and 08/09).
❖ Cultural and Community Services: – Libraries – Number of additions per 1,000 population to children's and teenage stock. (Ranked 8th in 08/09). Not previously ranked.
❖ Cultural and Community Services: – Libraries – Number of visits to libraries expressed per 1,000 population. (Ranked 17th in 07/08 improving to 3rd in 08/09).
❖ Development Services: – Planning Applications – successful appeals as a percentage of determinations. (Ranked 1st in 08/09)
❖ Education & Children's Services: - Supervision – % of children subject to a supervision requirement seen by a supervising officer within 15 days. (Ranked 23rd in 07/08 improving to 1st in 08/09).
❖ Education & Children's Services: - Respite Care – Number of overnight respite nights provided per 1,000 population aged 0-17. (Ranked 7th in both 07/08 and 08/09).
❖ Housing: – Tenancy changes – the average time (days) that low demand houses remain un-let. (Ranked 7th in 08/09). Not previously ranked.
❖ Housing: – Rent management – the proportion of tenants giving up their tenancy during the year that were in rent arrears. (Ranked 3rd in 07/08 and 4th in 08/09).
❖ Roads & Lighting: - Street Lighting Repairs – % of all traffic light repairs completed within 48 hours. (Ranked 18th in 07/08 improving to 7th in 08/09).
❖ Waste Management: – Refuse collection – the number of complaints per 1,000 households. (Ranked 5th in 07/08 and 7th in 08/09).
❖ Waste Management: – Cleanliness – Overall cleanliness index. (Ranked 6th in 07/08 improving to 3rd in 08/09).

The following 13 indicators were in the bottom quartile in 2008/09

❖ Adult Social Work: – Home care – total homecare hours provided as a rate per 1,000 population aged 65+. (Ranked 30th in 08/09, 31st in 07/08).
❖ Adult Social Work: – Respite care – elderly people 65+ – Number of respite nights provided per 1,000 population aged 65+. (Ranked 27th in 08/09, 29th in 07/08).
❖ Adult Social Work: – Social Enquiry reports – % of social enquiry reports submitted to courts by due date. (Ranked 31st in 08/09, 30th in 07/08).
❖ Adult Social Work: Probation – % of new probationers seen by a supervising officer within one week. (Ranked 26th in 08/09, 23rd in 07/08).
❖ Corporate Management – Asset Management – Proportion of internal floor area of operational buildings in satisfactory condition. (Ranked 27th in 08/09, 19th in 07/08)
❖ Corporate Management – Asset Management – Proportion of internal floor area of operational buildings that are suitable for their current use. (Ranked 27th in 08/09, 25th in 07/08)
❖ Cultural & Community Services – Libraries – Total number of closing stock items per 1,000 population for adult lending book and audio-visual stock. (Ranked 30th in 08/09) Not previously ranked.
❖ Development Services – Planning Applications – % of householder and non-householder applications dealt with within two months. (Ranked 27th in 08/09) Not previously ranked.
❖ Education & Children’s Services: – Residential Homes Qualifications – % of care staff in Local Authority residential homes who have appropriate qualifications for the level of post held. (Ranked 25th in 08/09, 25th in 07/08).
❖ Roads & Lighting: – Bridges – % of council bridges failing European standard. (Ranked 32nd in 08/09). Not previously ranked.
❖ Roads & Lighting: – Bridges – % of all (private & council) bridges failing European standard. (Ranked 31st in 08/09). Not previously ranked.
❖ Waste Management: – Refuse Disposal – Net cost of refuse disposal per premise. (Ranked 31st in 08/09, 30th in 07/08).
❖ Waste Management: – Abandoned vehicles – % of abandoned vehicles requiring removal that were removed within 14 days. (Ranked 28th in 08/09, 26th in 07/08).