

Highpoints

Sàr Phuingean

Performance Edition



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Photo by The Highland Council

Welcome

This has been a very challenging period for staff, for individuals, for businesses, for our young people and for communities, in very many ways.

The full impacts of COVID-19 on Council performance are now being felt as I anticipated these to emerge and affect future year's performance analysis and reporting.

Overall, there are very varied results across our performance indicators. A number of factors have influenced our results in responding to the pandemic emergency – and indeed we are still responding.

It has been an incredibly challenging two years for our staff and throughout this time they have shown that they are agile, responsive and caring, We have successfully adapted and maintained frontline services and at the same time responded to the humanitarian needs of our communities, while innovating and dealing with adjusting to new methods of delivery and working in order to limit the spread of this virus. This shows we are truly a resilient and sustainable Council.

There are countless examples of exceptional work right across the organisation with frontline and back office staff.

Here are just a few of examples:

Waste Collection

Our waste teams responded within 48 hours to reconfigure how we collected waste and to train up 180 staff volunteers so we could maintain the service the public expects. The value of this work was evident with notes left on bins to thank staff for their efforts.



Donna Manson
Chief Executive



Photo by The Highland Council

Humanitarian Aid Centres (HACs)

We rapidly set up Humanitarian Aid Centres and a COVID-19 helpline and we collaborated with our partners in Eden Court and HLH to strengthen the response, be positive, and make the most of our staffing resource. The success of this was again down to our staff volunteering and staff being ready to be redeployed from across the Council into new roles, adapting quickly and with great enthusiasm.

Education

I need to highlight the significant challenges schools have faced in accessibility and regularity of delivering the curriculum. Young people have faced two years of disrupted learning as COVID-19 took hold across the UK and indeed still does – many of our pupils and staff have been impacted by COVID-19 even in the past week. The Education Committee continues to consider and agree improvement plans for raising attainment. These plans have also been submitted to, and reviewed by, Education Scotland. An attainment summit is planned for June.

Cleaning, Catering and Facilities Management

Our Cleaning, Catering and Facilities staff and those supporting school transport have been remarkable. Cleaning and hygiene and making our buildings, transport and workplaces safe has been critical to keeping our staff and our young people as safe as possible – we cannot underestimate the value of the work of these staff and everything they have done throughout this period. They all deserve our praise and thanks.

ICT

In March 2020 our ICT staff responded instantly to our need to work online in a way we had never done so before. Within a few weeks we had increased our remote working capacity from 500 to 5000 staff – and introduced new ways of using software to communicate effectively across the organisation.

I could go on and mention Registrars, Burial teams, parking enforcement officers who turned their hand to delivering food, ward management, admin staff, teaching support staff, housing – and many, many more.

We continue to successfully implement our Best Value Improvement Plan with positive feedback from our External Auditors, but there is more to be done.

Our performance evidence provides an important learning opportunity for us to consider, analyse and use to inform how we grow and improve into the future as an ambitious Council.

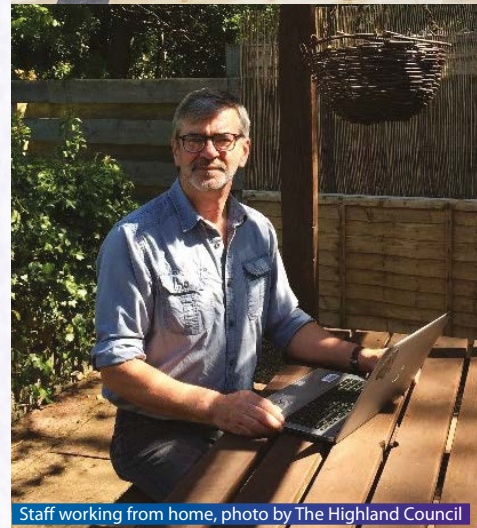
The Council will develop a Quality Improvement Strategy, utilising national best practice and strengthening further our approach to data collection, performance monitoring and improvement. This work will enable the Council to take a planned approach to continuous improvement and performance recovery.



COVID-19 Helpline staff by Molly Fearnle



Food parcels at Eden Court
photo by Jane Barlow Press Association



Staff working from home, photo by The Highland Council



Redeployed HLH staff, photo by HLH

How are we performing?

The Highland Council publishes a wide range of data and performance information throughout the year to demonstrate how it is performing. All high-level Council performance reports are published on the Council's website at:

www.highland.gov.uk/performance

These include:

- The annual report on the Statutory Performance Indicators
- Infographics of the Local Government Benchmarking Framework Indicators (a link to My Local Council website is also promoted) www.bit.ly/MyLocalCouncil-Highland
- The annual Performance report based on the Corporate Plan
- The annual Performance and Attitudes Survey.

The performance of Council services is published through committee reports, and the Council regularly publishes articles on its performance through press releases and social media. The Highland Council has a duty to deliver Best Value in the providing its services, and how the Council works with its partners and communities.

Committee reports can be found here:

www.bit.ly/HC-CommitteeStructure



Supporting NHS Highland's vaccination programme with venue and facility support and creating new mobile vaccination and testing units.



Performance in improving local public services provided by the Council in 2020/21

Highland Council Response to COVID-19

During 2020/21 the Council was presented with unprecedented demands to respond to and work towards recovery from COVID-19. Key elements of the Council's response included:

- Rapidly redeploying staff into new roles to support the Council's COVID-19 response.



Staff making food deliveries during lockdown by Molly Fearné

- Adapting new ways of working to successfully engage with vulnerable people and communities to ensure their welfare and needs were met throughout the pandemic.
- Establishing a multi-strand COVID-19 helpline to ensure our communities received the advice and support they needed.

The Highland Council



**COVID-19
Free Helpline
0300 303 1362**

- Providing 153.27 tonnes of food (34,706 bags) to people shielding, in need and to community bodies through a network of 10 distribution hubs.



Dingwall distribution HUB by Molly Fearné

- Supporting community resilience by establishing a network of over 330 community bodies and distributing new COVID-19 ward discretionary funding of up to £0.776m.

- Supporting public health teams with the Test and Protect Service including support for individuals and businesses with advice on COVID-19 compliance.

- Establishing a business grants team and disbursing over £193m, making over 37,778 individual payments to 15,700 businesses across 12 different grant streams.

- Creating key worker childcare hubs and supporting vulnerable young people.

- Delivering several Scottish Government funded financial support schemes to improve financial security among those in greatest need, including free school meal vouchers to 4,700 eligible pupils.

- Creating new fuel payment grants totalling £1.9m reaching over 10,000 households.

- Adjusting all core services to keep them running e.g. waste, roads, Registrar services, burials & cremations, housing and homeless services and health and social care.



Refuse collection by The Highland Council

- Deploying technological solutions to maintain communications and ensure our democratic processes continued, with over 240 formal committee meetings run and regular briefings for Members.

- Staff adapting to home working to ensure they and the Highlands stayed safe and our essential functions were maintained.



Staff working from home by The Highland Council

- Continuing engagement with Scottish and UK Governments on a wide range of issues and participating in national and professional networks to develop COVID-19 responses and share learning.

- Monitoring rapidly changing guidance and providing information to staff, Members and the public including outbreak support, welfare and business advice, videos, COVID-19 briefings and community newsletters.

- Delivering education and supporting pupils both remotely and in a school environment.

- Delivering a safe by-election.



Elections team by The Highland Council

- Enhancing support for the health and wellbeing of front-line staff through establishing organisational-wide communications, support and expert guidance mechanisms.

- Continuing to deliver the Multi-Agency Public Protection Arrangements managing the risk of sexual and serious dangerous and violent offenders to keep local communities safe.

- Sustaining the uninterrupted service delivery of criminal justice social work to individuals subject to statutory court orders (e.g. community payback orders and drug testing & treatment orders) to reduce the risk of reoffending.

- Working closely with partner agencies to plan and ensure the successful reintegration of prisoners released under the emergency early release of prisoners powers in the Coronavirus (Scotland) Act 2020.

Key elements of the Council's approach to recovery include:

- Developing and setting a budget of £9.81m in March 2021 for health and prosperity with a range of new one-off investments for economic prosperity, visitor management and place-based investment.
- Supporting NHS Highland's vaccination programme with venue and facility support and creating new mobile vaccination and testing units.
- Establishing Recovery Groups, Plans and Strategies to ensure economic and community recovery e.g. Economic Recovery Partnership, City of Inverness and Area Recovery Group.
- Delivering £1.9m of temporary Active Travel improvements to support social distancing guidelines.
- Developing a Visitor Management Plan and allocating £2.4m to support it in preparation for the 2021 season.

Best Value Assurance Report and Improvement Plan

A Best Value Assurance Report (BVAR) of the Council was conducted by the Council's external auditors Audit Scotland and Grant Thornton during the summer and autumn in 2019.

The final report was submitted to the Controller of Audit, Accounts Commission by the external audit team and considered by the Accounts Commission Board on 9th January 2020 with the final report issued and made public on 23rd January 2020.

www.bit.ly/BVAR-report-Highland-Council

The Council considered the findings of the report and approved an improvement plan on 12th March 2020. The Improvement Plan sets out 27 improvement actions the Council will take between 2020 and 2023 in response to recommendations of the BVAR. A report was considered by Council in September 2021 on the progress made delivering the BVAR Improvement Plan to the 31st March 2021. While COVID-19 has impacted on progress in some areas of the plan, good progress has been achieved overall.

www.bit.ly/BVAR-Progress-Report

Building and Refurbishing Schools

Despite the delay associated with COVID-19, in 2020/21 the Council's Property service completed and handed over four major education projects.

These included new school buildings for Alness Academy and Merkinch Primary (both Phase 1 completions), as well as the refurbishment of Inverness High School and the PE changing rooms at Charleston Academy.

Phase 2 construction of both Alness Academy and Merkinch Primary was also started, and construction of the brand-new Ness Castle Primary School commenced with completion on target for August 2022. Combined with over thirty additional education refurbishment and alteration projects, these completions demonstrate a strategic commitment to maintaining and improving Highland Council's education assets.



Protecting Highland Consumers and Businesses on Social Media

A significant part of modern Trading Standards work is advisory and preventative, aiming to protect consumers from bad purchases and advise businesses on how to comply with Trading Standards and be successful through good practice.

This work was even more important during 2020/21, with new threats and challenges from the pandemic and restrictions on some in-person activities.

By increasing their activity on social media (Facebook and Twitter) the Trading Standards Team were able to provide current information to a wide audience during a period of rapidly changing restrictions and advice. This included consumer and business advice on how to tackle the problems caused by the pandemic, safety information, and consumer advice on scams.

The impact of these messages has not been measured. However, it can be assumed from the number of "hits" and increase in "followers" that the Highland community benefitted from this work.

Performance in improving local public services provided by the Council with partners and communities in 2020/21

City-Region Deal

www.highland.gov.uk/cityregiondeal

The Inverness and Highland City-Region Deal totals £315 million and is a ten-year agreement. Funding is being used to enhance digital connectivity, digital healthcare, skills, innovation and infrastructure. Projects are being delivered in partnership with Highlands and Islands Enterprise (HIE), the University of the Highlands and Islands, Albyn Housing and High Life Highland. The 2020/21 Annual report details progress to date.

www.bit.ly/CRD-Annual-Report-2020-21

Projects funded by the Deal showed resilience in 2020/21 during the COVID-19 pandemic.

Although progress on these projects slowed, the focus remained on delivering benefits and capitalising on the Deal's substantial opportunities and investments, including £135m invested from the Scottish Government and £53.1m from the UK Government. The core goals of the deal remain to:

- Help to rebalance the population by attracting and/or retaining an additional 1,500 young people in the 18-29 age group.
- Create 1,125 direct jobs with a further 2,200 jobs in construction.
- Help to upskill the labour market to move to a high wage high skill economy adding an extra £100m p.a. to the regional economy.
- Deliver 6,000 homes over a 20-year period, of which 1,600 will be affordable.
- Deliver private sector investment of £800m over a 20-year period in the region.

In addition to these aims, the Inverness and Highland City-Region Deal maintains a key focus on inclusive growth.

New Technology for Vulnerable Highland Families

Connecting Scotland was a Scottish Government programme set up in response to COVID-19 to provide access to the internet in order to keep people connected to friends and family, informed and entertained, and able to learn, work, shop and access health information and other public services.

Phase 1 (April – July 2020) focused on those who were “shielding” and at risk of isolation. Phase 2 launched on 18th August 2020 and focused on households with children, including pregnant women with no child in the household, and care leavers up to age 26.

In February 2021 Highland Council received 617 devices through the scheme as part of Phase 2. The roll-out was supported by MiFi devices which secured connectivity with unlimited data for up to two years. This technology was used to ensure the most vulnerable children, young people and families were not digitally excluded. Those who received a device also received access to Digital Champions to help support them.

Returning Young People to Highland

The Placement Services Change Programme in Children's Services was developed in 2018 to return young people to Highland from expensive Out of Area placements.

The aim of the programme is to deliver better educational and emotional wellbeing outcomes for young people, as well as financial savings. The work continued throughout 2019/2020, resulting in the lowest level of Out of Area placements in over 8 years. In August 2021 only 18 children were placed outside of Highland. The money saved by the programme has been invested in local services, such as a newly built bespoke residential unit which opened in May 2021.

Progress against the desired outcomes agreed with its partners and communities in 2020/21

Modern and Graduate Apprenticeship Programme

The Council supports apprenticeships across the entirety of the region, in many cases helping to support employment in remote and rural communities.

Since 2017, Highland Council have seen over 320 employees enroll in the Modern and Graduate Apprenticeship Programme with 119 of those enrolled having completed training. This includes both employees upskilling within their role and new recruits joining the Highland Council. This creates opportunities and growth for the regional workforce and economy. The Modern Apprenticeship Programme is suitable for people aged 16 – 67yrs old.

Climate and Ecological Emergency

In May 2019, The Highland Council agreed to declare a Climate and Ecological Emergency. In a statement, Highland Council announced that:

“ The Highland Council recognises the serious and accelerating changes to the world caused by climate change and therefore declares a climate and ecological emergency. The Council will establish a Climate Change panel with responsibility for the following reporting back to full Council on progress:

- 1** Inform ourselves on what the Council is currently doing to reduce our carbon footprint.
- 2** Revisit the Carbon Clever declaration made by the Council in 2012 with a view to updating and reinvigorating those commitments working towards a carbon neutral Highlands by 2025.
- 3** Consider and recommend any new targets and priorities for the Council's Corporate Plan by June 2019.
- 4** We realise we can achieve far less by working alone so we commit to listening to and involving Highland citizens in all that we do and to involve them in the preparation of our new carbon reduction plan.
- 5** Promptly, we will target areas for behavioural change, such as plastic reduction. These areas to be selected by public consultation.

The Climate Change Working Group first met in October 2019 and its minutes can be found on the Council's website:

www.bit.ly/CCWG-Agenda-Reports-Minutes

The Financial Inclusion Initiative

In 2019, the Council's Health Visiting Service and Welfare Team were invited to join other organisations in Scotland in a national financial inclusion improvement project aiming to address the high level of unclaimed benefits by families with young children and to maximise household income.

To address this, pregnant women and parents of young children are now routinely asked by their health visitor about money worries and are offered a referral to an advice service that is accessible and sensitive to their needs. NHS Highland's Health Improvement Team have been very supportive of this project and offered extra training to the health visitors. This project uses a training package developed in partnership with Highland Council's Welfare Team to help health visitors upskill and become more proficient when asking families about financial concerns. The joint project won the 2021 Best Start in Life Award, as well as the People's Choice Award granted by the Children and Young People Improvement Collaborative.

How the Council has worked with and responded to its diverse communities in 2020/21

Tenant Participation and Welfare – COVID-19

The priority at the start of the pandemic in 2020 was to identify and help the most vulnerable tenants and housing clients.

During the first few weeks of lockdown tenants were contacted to carry out welfare checks. This included:

- Direct contact by phone – 3,264 tenants
- Email contact – 3,973 tenants
- Text message contact – 6,858 tenants

Emails and texts linked to an online survey on welfare needs, which was completed by 2,703 tenants. Any tenant requiring help was referred to the local Community Hubs.

The priority in the second phase of lockdown was again to identify and help the most vulnerable tenants and housing clients. In January 2021, the following welfare checks were completed:

- Direct contact by phone – 2,672 tenants aged over 70
- Email contact – 688 tenants
- Text message contact – 8,158 tenants

These emails and texts linked to a Tenant Briefing on Housing Services and useful contacts. This information was also promoted on social media and through media outlets.

Online sessions have been held on “**Energy Saving**” and “**Scams**”. Future sessions are planned on “**Mental Health Wellbeing**” and “**Fuel Poverty**”. Virtual social events for tenants to address loneliness and social isolation have been held, including a Christmas party, quiz sessions, and a regular drop-in coffee morning.

Community Support Co-ordinators

In August 2020, the Communities and Place committee agreed a framework for engagement and involvement with Highland communities.

This led to the employment of 10 temporary Community Support Co-ordinators to engage directly with communities.

This aligns with the Community Empowerment (Scotland) Act, which provides legislation to better empower and involve communities, eliminate discrimination and advance equality along with supporting communities to take forward priorities in the recovery and renewal stage of the COVID-19 pandemic. A key role of the co-ordinators remains humanitarian support.

A monitoring framework has been established to record the activity and build understanding of areas for support and shared learning. Weekly performance reports are supplemented by detailed monthly reports of issues, challenges, and outcomes. The initial focus was on reaching out and making connections. As such, the first 6 weeks of activity included engagement with 661 groups, with the breakdown of the groups’ focus as follows:

- 19% - Tackling Mental Health and Wellbeing
- 18% - Social Inclusion
- 18% - Signposting and Information
- 11% - Food Support

Other groups engaged with also have a focus on climate change, sport community events and digital inclusion.

How do we compare: Benchmarking in 2020/21


What is the Local Government Benchmarking Framework (LGBF)?

Local Councils across Scotland are required to publish a set of performance indicators using the LGBF each year. This ensures that Scottish Councils report standard information on the services they provide to local communities. The indicators were selected through a wide consultation process to cover major service areas. It should be noted that there are a wide range of factors that influence the performance of these indicators including geography, service delivery models and budget priorities.

Indicator Type

-  Quality
-  Cost

Where relevant, the LGBF performance indicators have targets that the Council is trying to achieve. These are listed for each performance indicator. COVID-19 had a significant impact on the LGBF indicators for 2020/21, in most cases leading to a decrease in performance as services were disrupted or had to stop. For this reason, performance assessments are not included. Targets for 2020/21 are included for interest, but the Council will revise these in future years due to the impact of COVID-19.

The Council's Statutory Performance Indicators (SPIs) are selected from locally determined performance indicators, and national indicators drawn from the LGBF. There are 41 LGBF indicators that the Council uses in its SPI dataset. These are highlighted on the next few pages .

The Council's full set of local and national benchmark indicators are available on the Council's website:

www.bit.ly/StatutoryPerformanceIndicators

Adult Social Care Services

SW1 - SW8

SW1

Council spend on care to support older people to live at home

£ per hour
Highland £35.00



Family: £26.00
Scotland: £28.00
Target: N/A

£ Ranked **26** of 32

SPI

SW2

People that need support choose how their needs will be met

%
Highland 5.59%



Family: 6.34%
Scotland: 8.17%
Target: Rank 8

👍 Ranked **14** of 32

SPI

SW3a

Older people with long term care needs supported to remain at home

%
Highland 55.57%



Family: 60.60%
Scotland: 61.71%
Target: Rank 19

👍 Ranked **28** of 32

SPI

SW4b

Adults supported at home agree services had an impact in improving or maintaining their quality of life

%
Highland 78.0%



Family: 76.8%
Scotland: 80.0%
Target: Rank 18

👍 Ranked **24** of 32

SW4c

Adults supported at home who agree that they are supported to live as independently as possible

%
Highland 82.26%



Family: 79.16%
Scotland: 80.78%
Target: N/A

👍 Ranked **13** of 32

SW4d

Adults supported at home who agree they had a say in how their support was provided

%
Highland 75.40%



Family: 74.42%
Scotland: 75.43%
Target: N/A

👍 Ranked **16** of 32

SW4e

Carers who feel supported to continue in their caring role

%
Highland 33.3%



Family: 32.4%
Scotland: 34.3%
Target: N/A

👍 Ranked **21** of 32

SW5

Council spend on residential care for older people

£ per week, per resident

Highland £643



Family: £497
Scotland: £439
Target: N/A

£ Ranked **29** of 32

SW6

Rate of readmission to hospital within 28 days

per 1,000 discharges

Highland 117



Family: 119
Scotland: 120
Target: N/A

👍 Ranked **15** of 32

SW7

Care services graded "good" or "better"

%

Highland 84%



Family: 85%
Scotland: 83%
Target: N/A

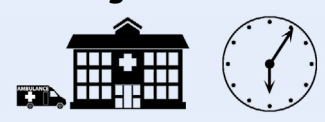
👍 Ranked **20** of 32

SW8

Time people spend in hospital when they are ready for discharge

Days per 1,000 aged 75+

Highland 817



Family: 472
Scotland: 484
Target: N/A

👍 Ranked **30** of 32

Children's Services

CHN1 - CHN23

CHN1

Spend on primary schools

£ per pupil

Highland £6,046



Family: £5,914
Scotland: £5,897
Target: Scottish Average

£ Ranked **20** of 32

CHN2

Spend on secondary schools

£ per pupil

Highland £7,755



Family: £7,764
Scotland: £7,629
Target: Scottish Average

£ Ranked **21** of 32

CHN3

Spend on pre-school education

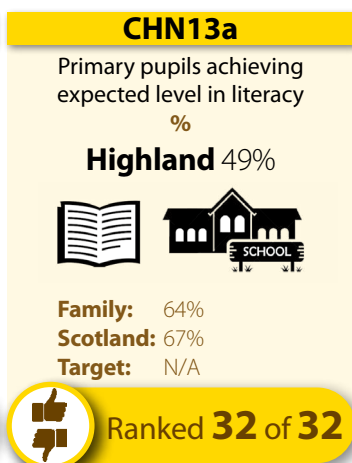
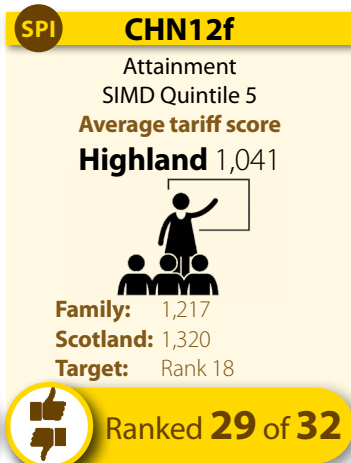
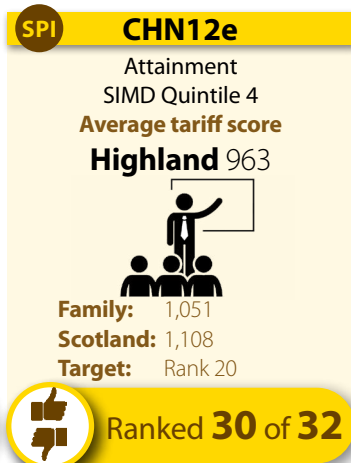
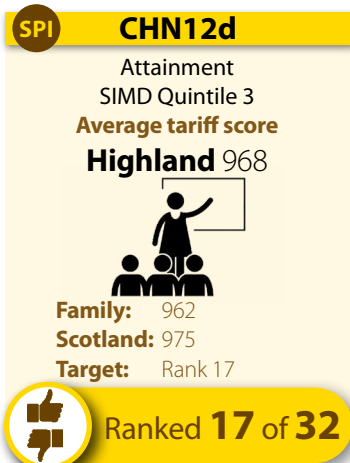
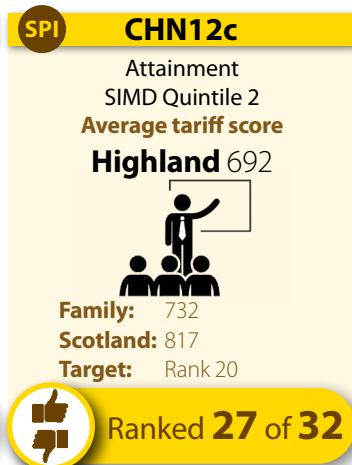
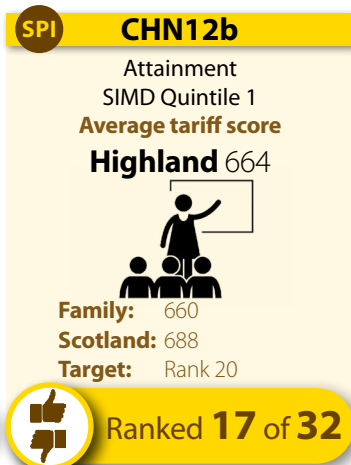
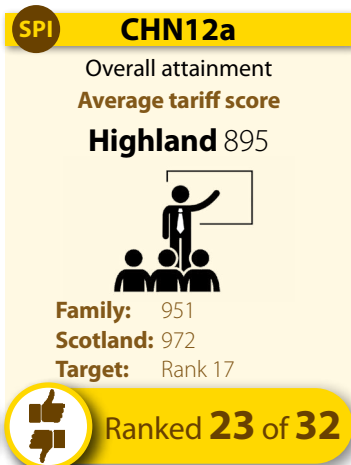
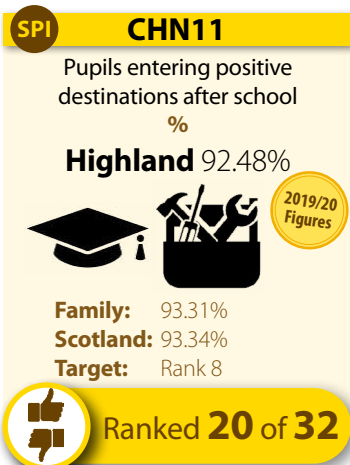
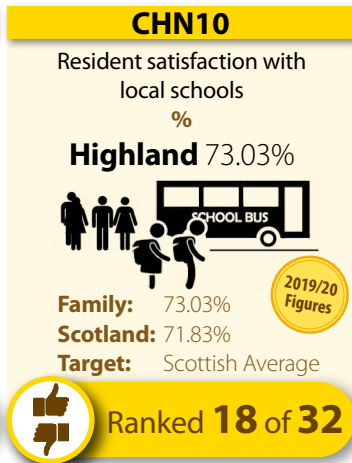
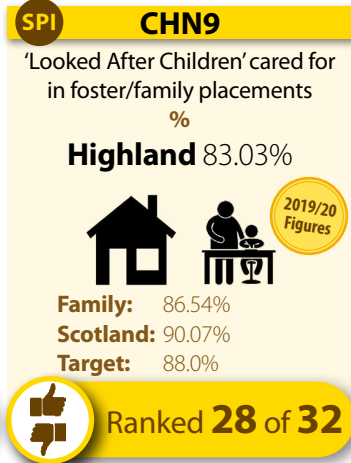
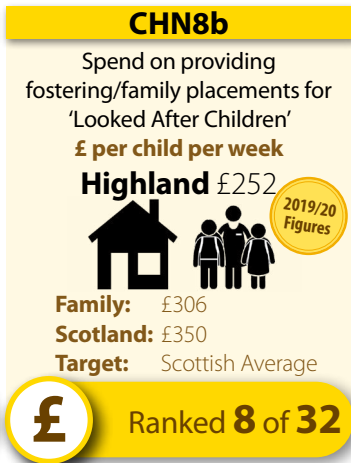
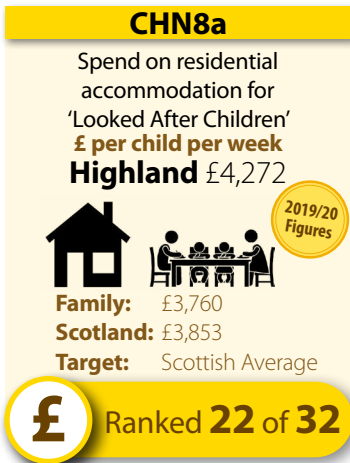
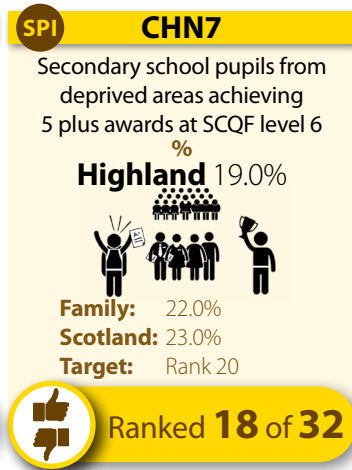
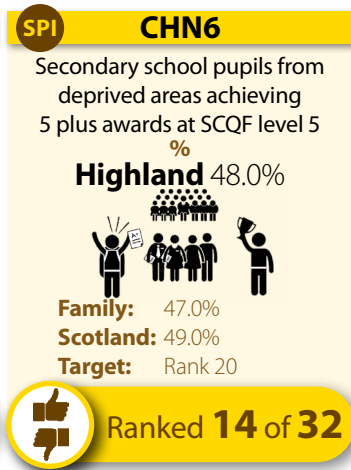
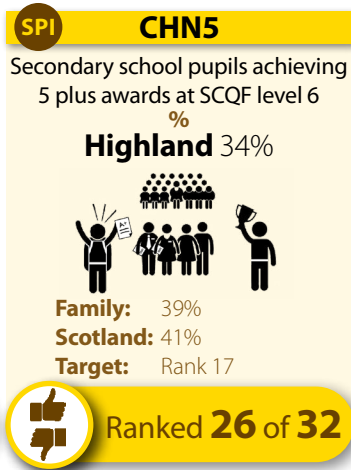
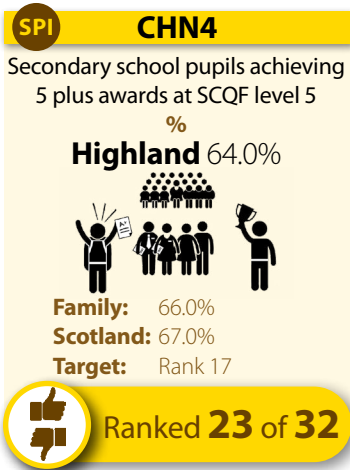
£ per pre-school pupil

Highland £7,510




Family: £9,727
Scotland: £9,255
Target: Scottish Average

£ Ranked **5** of 32




CHN13b
Primary pupils achieving expected level in numeracy %
Highland 60%



Family: 71%
Scotland: 75%
Target: N/A

Ranked **32** of 32


CHN14a
Primary pupils literacy attainment gap %
Highland 31%



Family: 30%
Scotland: 25%
Target: N/A

Ranked **25** of 32


CHN14b
Primary pupils numeracy attainment gap %
Highland 30%



Family: 26%
Scotland: 21%
Target: N/A

Ranked **27** of 32

SPI CHN17
Children meeting developmental milestones (27-30 months) %
Highland 87.64%




Family: 88.97%
Scotland: 85.70%
Target: Rank 8

2019/20 Figures

Ranked **9** of 32


SPI CHN18
Funded early years provision rated good or better %
Highland 91.06%



Family: 90.81%
Scotland: 90.93%
Target: 96.00%

Ranked **17** of 32


SPI CHN19a
School attendance rate %
Highland 91.50%



Family: 92.78%
Scotland: 92.00%
Target: Rank 24

Ranked **24** of 32

SPI CHN19b
School attendance rate for Looked After Children %
Highland 85.67%




Family: 85.74%
Scotland: 86.78%
Target: Rank 16

2019/20 Figures

Ranked **23** of 32

SPI CHN20a
School exclusion rate per 1,000 pupils
Highland 20.6




Family: 21.9
Scotland: 21.7
Target: Rank 16

2019/20 Figures

Ranked **18** of 32

SPI CHN20b
School exclusion rate for Looked After Children per 1,000 Looked After Children
Highland 189.3



Family: 188.6
Scotland: 152.2
Target: Rank 18

2018/19 Figures

Ranked **21** of 32


CHN21
16-19 year olds participating in learning, training or work %
Highland 92.6%



Family: 93.2%
Scotland: 92.2%
Target: Scottish Average

Ranked **16** of 32

SPI CHN22
Child protection re-registrations within 18 months %
Highland 7.32%




Family: 5.65%
Scotland: 6.92%
Target: Rank 17

2019/20 Figures

Ranked **14** of 32

CHN23
Looked After Children with more than one placement last year %
Highland 24.44%




Family: 19.51%
Scotland: 16.68%
Target: Scottish Average

2019/20 Figures

Ranked **28** of 32

CHN24
Proportion of children living in poverty (after housing costs) %
Highland 23.6%



Family: 23.5%
Scotland: 24.3%
Target: TBC

2019/20 Figures

Ranked **15** of 32




Class at Kilchuimen School by The Highland Council


Corporate Asset

C-AST1 - C-AST2

SPI C-AST1
Council buildings suitable for their current use
%
Highland 67.5%



Family: 80.8%
Scotland: 82.3%
Target: Family Average

 Ranked **31** of **32**

C-AST2
Council buildings in a satisfactory condition
%
Highland 82.4%



Family: 88.1%
Scotland: 89.2%
Target: Family Average


 Ranked **29** of **32**




Corporate Services

CORP1 - CORP8


CORP1
Council's total running costs spent on administrative support
%
Highland 4.19%




Family: 4.34%
Scotland: 4.06%
Target: Scottish Average

 Ranked **22** of **32**

CORP3b
Women in top 5% earners in the Council
%
Highland 57%




Family: 51%
Scotland: 58%
Target: Scottish Average

 Ranked **15** of **32**

CORP3c
Gender pay gap in the Council?
%
Highland 5.0%



Family: 6.9%
Scotland: 3.7%
Target: Scottish Average

 Ranked **23** of **32**

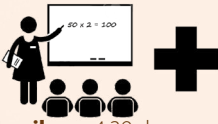
CORP4
Council spend on collecting Council Tax
£ per home
Highland £7.91




Family: £10.58
Scotland: £6.64
Target: £7.98

 Ranked **19** of **32**


SPI CORP6a
Sickness absence for teachers
Average number of days per teacher
Highland 3.28 days




Family: 4.39 days
Scotland: 4.16 days
Target: Rank 18

 Ranked **6** of **32**


SPI CORP6b
Sickness absence in the Council?
Average number of days per employee (non-teachers)
Highland 6.44 days




Family: 9.16 days
Scotland: 9.71 days
Target: 10.12 days

 Ranked **1** of **32**


SPI CORP7
Council efficiency at collecting Council Tax
%
Highland 95.72%




Family: 95.95%
Scotland: 94.77%
Target: Scottish Average

 Ranked **15** of **32**

CORP8
Council efficiency at paying invoices on time
%
Highland 94.09%



Family: 90.59%
Scotland: 91.76%
Target: 95.00%

 Ranked **15** of **32**



Culture and Leisure Services

C&L1 - C&L5d

SPI C&L1
Council spend on sports and leisure facilities
£ per visit
Highland £24.99



Family: £23.37
Scotland: £40.36
Target: Rank 8

£ Ranked **10** of **32**


SPI C&L2
Council spend on libraries
£ per visit
Highland £1.19



Family: £7.19
Scotland: £2.88
Target: Rank 8

£ Ranked **5** of **32**

SPI C&L3
Council spend on museums and galleries
£ per visit
Highland £2.75



Family: £70.64
Scotland: £10.14
Target: Rank 16

£ Ranked **8** of **32**


C&L4
Council spend on parks and open spaces
£ per 1,000 people
Highland £3,169



Family: £14,171
Scotland: £19,112
Target: Scottish Average

£ Ranked **2** of **32**

C&L5a
Satisfaction with local libraries
%
Highland 65.37%




2019/20 Figures

Family: 69.79%
Scotland: 72.37%
Target: Scottish Average

👍 Ranked **28** of **32**

C&L5b
Satisfaction with local parks and open spaces
%
Highland 72.20%




2019/20 Figures

Family: 73.72%
Scotland: 85.00%
Target: Scottish Average

👍 Ranked **30** of **32**

C&L5c
Satisfaction with local museums and galleries
%
Highland 53.10%



2019/20 Figures

Family: 61.73%
Scotland: 69.30%
Target: Scottish Average

👍 Ranked **27** of **32**

C&L5d
Satisfaction with local leisure facilities
%
Highland 68.57%



2019/20 Figures

Family: 67.19%
Scotland: 70.10%
Target: Scottish Average

👍 Ranked **19** of **32**



Park run at Torvean by The Highland Council

Economic Development

ECON1 - ECON10

ECON1

Unemployed people assisted into work by the Council %

Highland 15.85%



Family: 5.96%
Scotland: 5.98%
Target: Scottish Average

Ranked **4** of 32

ECON2

Cost per planning application £

Highland £3,077



Family: £4,866
Scotland: £5,044
Target: Scottish Average

Ranked **2** of 32

ECON3

Average time per Planning Application weeks

Highland 13.5



Family: 12.3
Scotland: 11.1
Target: Scottish Average

Ranked **27** of 32

ECON4

Council spend to local small and medium sized enterprises %

Highland 46.99%



Family: 33.45%
Scotland: 29.11%
Target: Rank 8

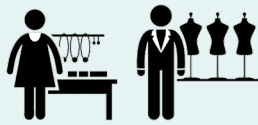
Ranked **2** of 32

ECON5

Number of Business Gateway start-ups

per 10,000 population

Highland 7.35



Family: 14.77
Scotland: 11.19
Target: Scottish Average

Ranked **26** of 32

ECON6

Council spend on Economic Development and Tourism? £ per 1,000 people

Highland £78,015



Family: £131,292
Scotland: £87,793
Target: Scottish Average

Ranked **20** of 32

ECON7

People earning less than the living wage %

Highland 14.90%



Family: 20.08%
Scotland: 15.20%
Target: Scottish Average

Ranked **8** of 32

ECON8

Properties receiving superfast broadband %

Highland 84%



Family: 82%
Scotland: 94%
Target: 86%

Ranked **28** of 32

ECON9

How many town centre commercial units are vacant %

Highland 5.21%



Family: 7.50%
Scotland: 12.41%
Target: Scottish Average

Ranked **4** of 32

ECON10

Development land allocated for employment purposes is immediately available %

Highland 13.18%



Family: 38.47%
Scotland: 38.91%
Target: Scottish Average

Ranked **27** of 32

ECON11

Change in total economic output per person £

Highland £26,595



Family: £24,523
Scotland: £26,420
Target: TBC

Ranked **7** of 32

ECON12a

Working age population actively seeking employment and claiming state benefits %

Highland 5.40%



Family: 4.60%
Scotland: 6.10%
Target: TBC

Ranked **12** of 32

ECON12b

Young people actively seeking employment and claiming state benefits %

Highland 7.09%



Family: 6.20%
Scotland: 7.20%
Target: TBC

Ranked **13** of 32



Business Gateway office by The Highland Council

Environmental Services

ENV1a - ENV7b

SPI ENV1a
Council spend on refuse collection (net) £ per premise
Highland £83.66



Family: £64.67
Scotland: £72.35
Target: Rank 24

£ Ranked **28** of 32

SPI ENV2a
Council spend on waste disposal (net) £ per premise
Highland £96.24



Family: £128.47
Scotland: £104.50
Target: Rank 24

£ Ranked **12** of 32

SPI ENV3a
Council spend on street cleaning £ per 1,000 people
Highland £6,775



Family: £9,265
Scotland: £14,845
Target: Rank 8

£ Ranked **3** of 32


SPI ENV3c
Cleanliness of my local streets %
Highland 94.96%



Family: 95.10%
Scotland: 90.10%
Target: Rank 8

👍 Ranked **8** of 32


ENV4a
Council spend maintaining the condition of my roads £ per kilometre
Highland £5,057



Family: £4,726
Scotland: £9,667
Target: Scottish Average

£ Ranked **6** of 32


ENV4b
Local A class roads in need of repair %
Highland 29.8%



Family: 29.9%
Scotland: 29.8%
Target: Scottish Average

👍 Ranked **20** of 32


ENV4c
Local B class roads in need of repair %
Highland 37.0%



Family: 35.5%
Scotland: 34.0%
Target: Scottish Average

👍 Ranked **27** of 32

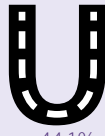
ENV4d
Local C class roads in need of repair %
Highland 39.2%



Family: 36.0%
Scotland: 33.6%
Target: Scottish Average

👍 Ranked **26** of 32

ENV4e
Local unclassified roads in need of repair %
Highland 44.3%



Family: 44.1%
Scotland: 38.3%
Target: Scottish Average

👍 Ranked **26** of 32

ENV5a
Council spend on trading standards, money advice, and citizen advice £ per 1,000 people
Highland £8,143



Family: £8,835
Scotland: £5,857
Target: Scottish Average

£ Ranked **23** of 32

ENV5b
Council spend on environmental health £ per 1,000 people
Highland £7,425



Family: £19,218
Scotland: £12,606
Target: Scottish Average

£ Ranked **4** of 32

SPI ENV6
Household waste recycled %
Highland 35.7%



Family: 33.4%
Scotland: 42.0%
Target: Scottish Average

👍 Ranked **25** of 32


SPI ENV7a
Satisfaction with local refuse collection %
Highland 87.8%



Family: 81.1%
Scotland: 74.3%
Target: Scottish Average

👍 Ranked **2** of 32

SPI ENV7b
Satisfaction with local street cleanliness %
Highland 66.2%



Family: 68.4%
Scotland: 62.6%
Target: Scottish Average

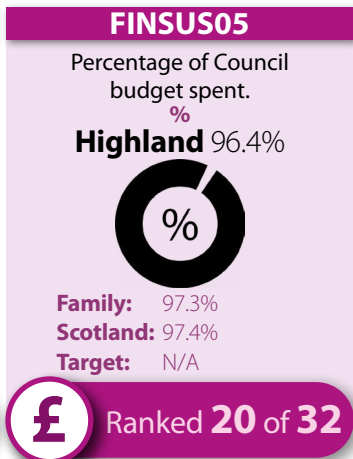
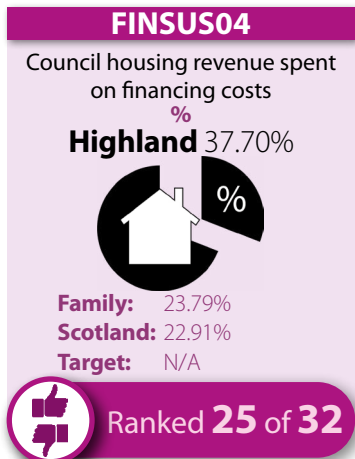
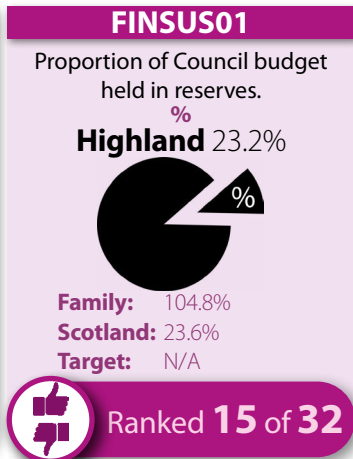
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Road repairs by The Highland Council

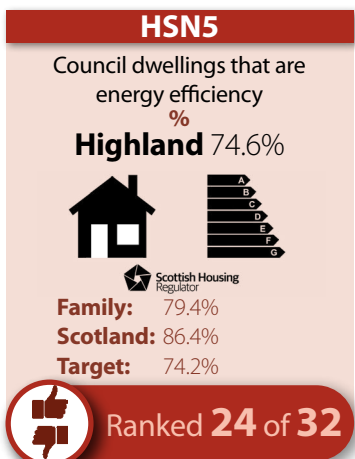
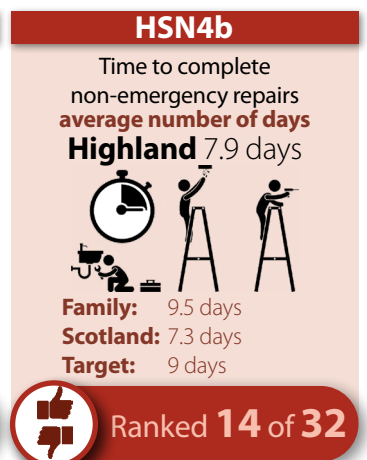
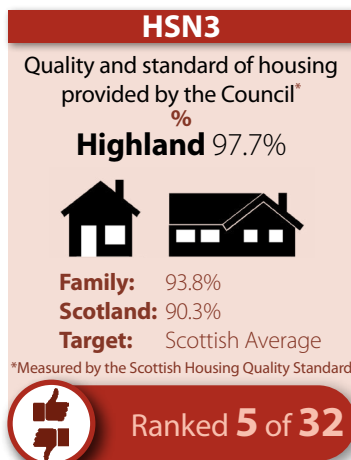
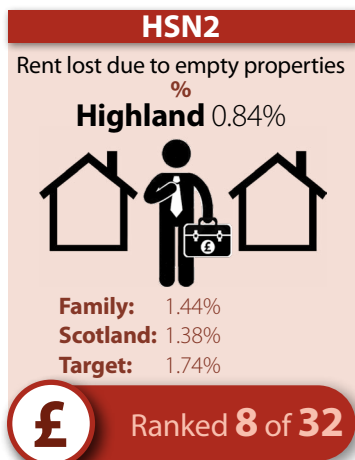
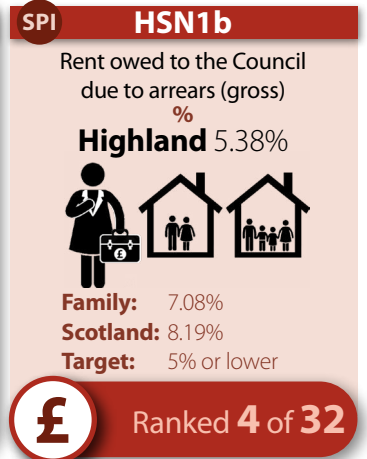
Financial Sustainability

FINSUS01 - FINSUS05



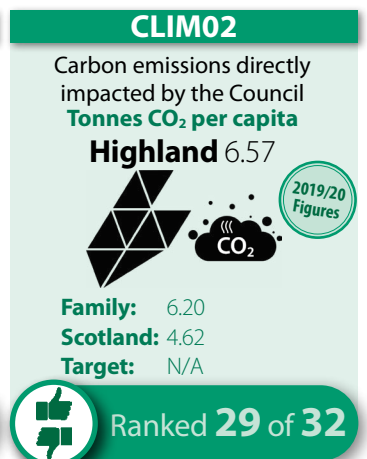
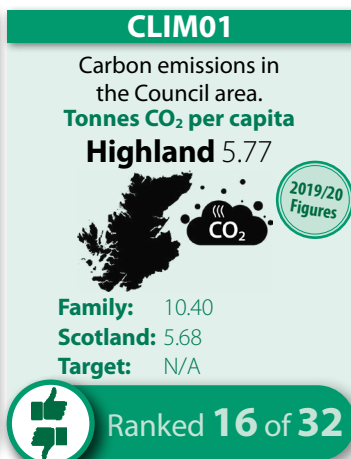
Housing Services

HSN1b - HSN5



Tackling Climate Change

CLIM01 - CLIM02





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