HIGHLAND COUNCIL

Committee: **The Highland Council**

Date: 25 March 2021

Report Title: **Annual Report of Statutory Performance Indicators and Best Value 2019/20**

Report By: The Chief Executive

1. Executive Summary

1.1 This report provides the performance of the Council's Statutory Performance Indicators (SPIs) for 2019/20. SPIs are locally determined and are drawn from local performance indicators and the Local Government Benchmarking Framework (LGBF) indicators used in the Council's Corporate Plan. Of the 104 SPIs, performance against target for 2019/20 can be calculated for 99 of the indicators. For 5 indicators performance against target for 2019/20 cannot yet be calculated.

1.2 Of the 99 SPIs where performance against target for 2019/20 can be calculated:
   - 71 (72%) are on target or performance is within an agreed performance threshold; and for
   - 28 (28%) there is no significant progress in improving performance

1.3 There are 27 SPIs that the Council considers to be Key Performance Indicators (KPIs). These provide a high-level overview of the Council's performance overall and have been selected considering their weighting in terms of evidencing effective service delivery of key Council functions. The performance of the Council's KPIs in 2019/20 is:
   - 18 (67%) are on target or performance is within an agreed performance threshold; and for
   - 9 (33%) there is no significant progress in improving performance.

1.4 For transparency, Appendix 3 of this report provides the set and value of all LGBF indicators along with, where possible, trend values over the previous 2 reporting years, along with progress against target and benchmark position.

2. Recommendations

2.1 Members are asked to:
   i. Scrutinise the performance of the Council's SPIs for 2019/20 against the targets set as outlined in Appendix 2 of this report.
   ii. Scrutinise the initial analysis of areas for improvement in Appendix 4 of the report and the commentary and planned improvement actions;
   iii. Note that Service Plans will be presented to Strategic Committees early in the new financial year and that Members should expect the opportunity to scrutinise plans in response to the information contained in this report at that time.

iv.   Note the External Audit opinion on the Council's delivery of Best Value in relation to the Council's Best Value Assurance Report (BVAR) and associated BVAR Improvement Plan as outlined at section 8 of the report.

3.   Implications

3.1   <u>Resource</u>: There are no resource implications as a result of this performance report. The report however does contain a number of cost indicators which can support service improvement towards monitoring and reducing costs.

3.2   <u>Legal</u>: Implications relate to meeting statutory requirements for public performance reporting and demonstrating Best Value.

3.3   <u>Community (Equality, Poverty and Rural)</u>: A number of performance indicators are useful in supporting improvement activity around equalities including "women managers in top 5% of earners", and the "gender pay gap". There are also indicators related to poverty, such as Housing indicators on energy efficiency and rent arrears. It is worth noting that the rural nature of Highland means the unit cost of service delivery is often higher and this presents a further challenge to achieving continuous improvement, especially given budgetary constraints.

3.4   <u>Climate Change/ Carbon Clever</u>: There are a number of indicators which relate to Climate Change, including: asset management, street lighting electricity costs, waste recycling, Council carbon emissions, and two new benchmark indicators on tackling climate change.

3.5   <u>Risk</u>: There is a risk of data being misinterpreted. For example, spend on services may be increased in response to political and public priorities increasing the overall unit cost per annum whereas the national benchmark assumes that the lowest cost per unit demonstrates better performance. The cost of roads maintenance per km is an example of this.

3.7   <u>Gaelic</u>: There are no implications arising from this report.

4.   Background

4.1   The Council is required to report on its Statutory Performance Indicators (SPIs) within 12 months of the end of the financial year they refer to. To achieve this the Council must report against the requirements of the Audit Direction set out by the Accounts Commission in relation to Statutory Public Performance Reporting (PPR). The Council self-determines how this is achieved. The Audit Direction had previously required all national indicators as defined by the Local Government Benchmarking Framework (LGBF) to be used along with relevant local indicators.

4.2   For 2019/20 the Direction has changed, and Councils can determine what elements of the LGBF are most relevant to PPR and used as SPIs. This is helpful given a growing LGBF data set which no longer provides a balanced view of the Council's performance. This is one of the main reasons the Council previously set 27 KPIs in order to achieve a balanced strategic view (Appendix 1). The Council's Corporate Plan sets out its strategic and operational priorities along with relevant LGBF indicators and targets to monitor progress and therefore these benchmarked indicators along with locally determined indicators should be the focus of Council SPI reporting in the future. The SPI indicator set is included in Appendix 2 of the report.

4.3   For transparency, Appendix 3 of this report provides the set and value of all LGBF indicators. Also included is the Council's benchmarking position for 2019/20 and the previous reporting year, and the national average, minimum, and maximum values for 2019/20.

4.4   The indicators selected and their respective targets frame the Council's ambition to be a high performing council; evidence the sustainability of the Council and its effective use of resources through cost indicators; and connect the Council to its communities through understanding public satisfaction with Council Services. This means the Council will measure performance and report on it publicly with a focus on the Council's values of being ambitious, sustainable and connected. The Council will also continue to inform and listen to our citizens and customers to ensure that the Council is delivering services that provide Best Value for our citizens. This report is also scrutinised by Audit Scotland and external auditor, Grant Thornton.

4.5   Members should note that good progress is being made in driving improvement in performance management across the Council. The Council's External Auditors Annual Report considered by the Audit & Scrutiny Committee on 28 January 2021 provided feedback on progress since the Council's BVAR and this external audit opinion, which now forms part of meeting PPR requirements is discussed in more detail in section 8 of the report.

4.6   The Audit Direction, as issued by the Accounts Commission, outlines what performance information councils are expected to publish as part of their public performance reporting:

        "**Statutory Performance Indicator 1: Improving local services and local outcomes**
        • Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities.
        • Progress against the desired outcomes agreed with its partners and communities.

        The Commission requires the council to report such information to allow comparison (i) over time and (ii) with other similar bodies. The Commission requires the council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.

        Statutory Performance Indicator 2: Demonstrating Best Value
        • The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.
        • Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments.
        • In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities

        In satisfying the requirements set out in this schedule, the Commission expects the council to take cognisance of current statutory guidance on Best Value requirements in relation to public performance reporting, and in particular to ensure:
        • Balance in reporting areas of improvement that have been achieved and not achieved.
        • As much timeousness and currency as is practical."

4.7   This is the first financial year that councils have reported against this revised Audit Direction and no guidance is provided on what performance information or evidence should be provided. The planned approach to meeting the Audit Direction over the next three years is set out in Appendix 5 of this report. This takes account of developing work in response to the Council's BVAR including developing our approach to Service Plans, implementing self-assessment, and strengthening performance reporting to Strategic Committees during 2021/22.

4.8   In order to fulfil the Audit Direction (paragraph 4.6) a range of data and other information is required. This report presents the quantitative data to demonstrate the

Council's progress to meet the Audit Direction. The Council also provides a wide range of information on its performance through:
- Service performance reports to Strategic Committees
- Annual Corporate Performance Report
- Annual Performance and Attitudes Survey of the Citizens' Panel
- The Council's website and social media; and
- A range of publications, such as press releases, and Highpoints magazine.

In addition, a supplementary report, Performance Examples and Case Studies – 2019/20, provides specific examples on how the Council fulfilled each of the audit direction statements for 2019/20 with a greater focus on qualitative evidence.

4.9   The Council's progress to meet the Audit Direction is monitored by the External Auditor with an assessment published in the annual external audit report.

4.10   Almost all SPIs have a performance target. These targets have either been set through the Corporate Plan or have been established by Council officers. The type of target varies by indicator and may relate to an indicator's position in national benchmarking or be determined based on seeking improved local trends. The target value for 2019/20 is included in Appendix 2 with an assessment of performance against this. It should be noted that for some indicators not meeting the target set does not necessarily also mean that performance has deteriorated but that improvement is not yet meeting the expected pace of change required.

4.11   The data the Council holds on corporate performance is extensive. An electronic database system is used to manage this PRMS. Elected Members and Council officers can access this database and a link to a briefing on the data related to this report has been emailed directly to Members. This can be used to access dashboards providing graphs, additional information and data on the performance indicators. The link has not been included in this report as it provides access to an internal system.

5.   Statutory Performance Indicators 2019/20
5.1   The performance of the Council's SPIs has been assessed by comparing the data for 2019/20 against the targets which have been set. Where performance is equal to or better than the target it is described as "on target". Where performance is below target but within an agreed level of tolerance, it is described as "within performance threshold". And where performance is below target, and also below an agreed level of tolerance it is described as "no significant progress." The threshold varies depending on the indicator and the targets set. It is commonly around a 5% variance but can range from 1% to 10%.

5.2   The performance of the Council's SPIs in 2019/20 is summarised in Table 1. Of the 104 indicators, performance against target can be calculated for 99. For 5 indicators, performance for 2019/20 cannot be calculated as data is not yet available nationally, or for one indicator the performance target is only effective from 2020/21. Of the 99 indicators analysed against set targets:
- 51 (52%) are on target;
- 20 (20%) within an agreed performance threshold; and for
- 28 (28%) there is no significant progress in improving performance.

Table 1: Performance Summary

Performance against target (2019/20)		Number of SPIs
⭐	On Target	51

🟡	Some Slippage	20
🔻	No Significant Progress	28
⬛	Indicator is new/ changed/ no comparison possible.	5

5.3   We can also assess the performance of an indicator by how much performance has varied over the past year. A summary is provided of the indicators which have shown a local change of +/-10% in performance over the past year. Where such movements occur, a variance form is required providing details on why this has occurred, and these are used in the SPI spot check and audit process.

5.4   Areas which show local **improvement** by 10% or more between 2018/19 and 2019/20 are:

- **Children's Services**
  - The average number of Looked After Children accommodated by the Council out with Highland decreased from 39 to 30.
  - The percentage of Looked After Children in kinship care increased from 18.4% to 20.5%.
  - The number of persistent young offenders with 5+ referrals decreased from 14 to 6.
  - Offence based referrals to Scottish Children's Reporter Administration decreased from 523 to 388.
  - Attainment (5+ awards at SCQF Level 6) by all children increased from 30% to 35% (CHN5).
  - Attainment (5+ awards at SCQF Level 6) by children from deprived backgrounds increased from 12% to 15%(CHN7).
  - Attainment - overall average total tariff scores by pupils from deprivation quintile 3 (pupils living in the 20% of communities ranked in the third most deprived tier across Scotland) increased from 580 to 703 points (CHN12c).
  - School exclusion rate per 1,000 looked after children decreased from 243.9 (2016-17) to 189.3 (2018-19; CHN20b).

- **Cultural and Leisure Services**
  - Library visits per 1,000 population (in person and virtual) increased from 13,879 to 15,884.
  - Library virtual visits per 1,000 population increased from 4,470 to 6,533.
  - Cost per visit to libraries decreased from £1.52 to £1.33 (C&L2a).

- **Road Services**
  - The cost of maintenance per street lighting unit decreased from £14.82 to £12.67.
  - Street lighting failures completed in 7 days increased from 62% to 69%.
  - Street lighting energy consumption decreased from 13,734,725 kWh to 11,878,227 kWh.

- **Housing Services**
  - The average time taken to re-let homes decreased from 36.8 days to 31.9 days (SHR35).
  - The average duration of a homelessness case decreased from 48 weeks to 43 weeks.

- **Corporate Services**
  - The cost of the Council's ICT Services (excluding curriculum) as a proportion of its budget decreased from 2.31% to £1.49%.

o The cost per payslip produced per Council employee decreased from £2.72 to £2.35.
o The cost of the Council's Procurement Section as a proportion of its budget decreased from 0.121% to 0.104%.

5.5 Areas where local performance has **decreased** by 10% or more between 2018/19 and 2019/20 are:
- **Children's Services**
  o The cost per school meal provided increased from £3.50 to £3.99.
  o The average time between decision for permanence via adoption to matching decision increased from 8.4 months to 18.9 months.

- **Cultural and Leisure Services**
  o The cost per museum visit increased from £1.43 to £1.67 (C&L3a).

- **Environmental Services**
  o High risk private water supplies inspected and sampled decreased from 84% to 71%.

- **Housing**
  o Households in temporary accommodation increased from 560 to 625.
  o The average time homeless families spent in temporary accommodation increased from 225 days to 272 days.
  o The average time to complete medical adaptations to houses increased from 34.8 days to 40.0 days (SHR23).

6. Key Performance Indicators

6.1 Of the indicators that form the Council's SPIs there are 27 that the Council considers to be Key Performance Indicators (KPIs). They provide a high-level overview of the Council's performance and have been selected considering their weighting in terms of evidencing effective service delivery of key Council functions. These are detailed at Appendix 1.

Overall, 13 (48%) of the Council's KPIs are "on target"; 5 (19%) are "within performance threshold"; and there are 9 (33%) where there is no significant progress in 2019/20.

Table 2: Highland Council performance – Key Performance Indicators (KPIs)

Performance against target (2019/20)		Number of KPIs
★	On Target	13
●	Some Slippage	5
▲	No Significant Progress	9

7. Duty of Best Value

7.1 The Audit Direction outlined at paragraph 4.6 now requires the Council to assess how it is performing against its duty of Best Value, and how it plans to improve against this assessment. Internal and External Audit assessments of the Council's Best Value duty (and how these are responded to) now need to form part of the Council's Public Performance Reporting (PPR).

7.2 The Council's Best Value Assurance Report (BVAR) Improvement Plan was approved by Council on 12 March 2020 following publication of the Council's BVAR in January 2020 by the Account Commission. The Annual External Audit Report 2019/20

considered by Audit & Scrutiny Committee on 28 January 2021 included an annual assessment of progress in delivering Best Value in relation to the BVAR Improvement Plan. The impact of COVID-19 was highlighted in relation to delivering the plan and in assessing progress, with a fuller evaluation now planned for the 2020/21 audit later this year. There are nonetheless positive comments on progress and key points include:

- Some actions are already in place and being implemented to address known/historic issues in relation to Best Value. In particular, within the Financial Management section of the audit report it was highlighted how the Council has increased its unearmarked General Fund position through financial management in year to provide greater financial resilience.
- Within the Value for Money section of the audit report it was highlighted that the Council has refreshed its corporate performance monitoring arrangements to enhance monitoring and scrutiny including a new Corporate Plan and target based monitoring and reporting, as well as new Service Planning Guidance.

The full external audit report can be viewed at:
https://www.highland.gov.uk/download/meetings/id/77668/item_3_external_audit_reports

8. Overview of Results

8.1 The performance indicators present a complex picture of how the Council is performing. There are some key messages and issues that arise from the data:

- Improvements (cost reduction) are seen in many of the Council's local and national benchmark cost indicators. However, it should be noted that any improvement in performance may be due to improved efficiency, or due to budget reductions.
- Benchmark indicators such as cost of roads maintenance focus on the lowest spend being ranked highest nationally. The result is that additional investment in services such as roads maintenance being perceived negatively as the result is an increase in unit cost.
- The Improvement Service's stated purpose for the LGBF is to enable learning and continuous improvement and not to provide a league table. However, as evidenced by Best Value Assurance Reviews (BVAR) of Scottish Local Authorities, the quartile position of some key LGBF indicators has been used to assess the Council's performance. The change to the Audit Direction for 2019/20 has enabled the Council to select the most relevant LGBF indicators to the Council's priorities.
- Local and National indicators continue to be reviewed to ensure they are fit for purpose. A review of the Council's locally defined performance indicators was again undertaken in 2020. There is continuous engagement on the national benchmark indicators through a national steering group and themed events each year, of which the Council is a member.
- Overall, as outlined in the BVAR, more analytical use of the data is needed by Services to understand the factors that link performance and resources, identifying opportunities where self-assessment, service redesign and benchmarking can support learning and improvement activity. This will provide greater clarity on the impact of Council budget decisions and this is now a requirement for Service Plan development.
- The data provides an important corporate overview for the Council of performance which will support informed choices and decision making, drive improvement where appropriate, and strengthen public accountability.
- The Council's Annual Performance Report 2019/20 on the Corporate Plan was considered by Council on 29 October 2020 and at that time the lag in national indicator data was highlighted with only 2018/19 available. This report now provides an update on progress delivering Corporate Plan targets based on 2019/20 data although again the data lag remains significant. Indicators marked in bold in Appendix 2 relate to the Corporate Plan.

- Effective use of performance data in the current challenging operating environment is essential to support the Council redesign services and reimagine the future through the budget strategy and the Council's Transformation Programme and Recovery Plan.
- COVID-19 did not have significant impacts on the Council's performance for 2019/20, which is the subject of this report. There will be more significant and unpredictable impacts evident when reporting 2020/21 performance next year. This is further commented on at paragraph 9.3.

8.2   In order to provide initial analysis and information on improvement activity, a summary of indicators where performance against target has made no significant progress is provided at Appendix 4.

8.3   Service Plans will be presented to the Strategic Committees in the first cycle of the new financial year starting in May 2021. As outlined at 8.1 a new approach to Service Planning will present more analysis of performance supporting the development of improvement activity around service delivery. Corporate support will be provided to Services in order to understand the Local Financial Returns (LFRs) and how they impact on Service cost indicators including reviewing internal recharging. A new business partner model for performance will link with Finance staff to support Service Management Teams with this work and broader Service Planning. Members will therefore be provided with an early opportunity to scrutinise these plans in response to the information contained in this report at that time.

8.4   The Improvement Service has developed an on-line tool to support Councils with public performance reporting, available at: http://scotland.mylocalcouncil.info/

9.   Internal Audit of SPIs and Statutory Duties

9.1   SPIs are subject to internal audit programmed on a seven-year cycle with the last audit for 2014/15. Sampling and regular scrutiny of SPIs is carried out annually by the Corporate Performance Team along with existing scrutiny processes through Strategic Committees including the Audit and Scrutiny Committee.

9.2   Public Performance Reporting (PPR)
The Council has a statutory duty to report on its performance to the public. To assess how well we meet this duty, external audit review the information from this report as well as the results of the Annual Corporate Performance Report, which was considered by Council on 29 October 2020. The development of the performance pages on the Council website provides an important source of this and other information for Members, the public, staff and external audit at www.highland.gov.uk/performance

9.3   While the impact of COVID-19 on the outcomes for 2019/20 is limited, the impact on performance for 2020/21 is anticipated to be significant and includes loss of income and redeployment of staff to the COVID-19 response. It is worth noting that the Accounts Commission have adopted the following principles to help it guide its work and fulfil its responsibilities during the COVID-19 emergency:
- The Commission recognises the significant pressures under which local government finds itself as a result of the current COVID-19 emergency.
- The Commission is of the firm view that the principles of sound financial management, good governance, public accountability and transparency are vital in this emergency situation, although how these are delivered and achieved are likely to be different.

Designation: Chief Executive

The Highland
Council
Comhairle na
Gàidhealtachd

Key Performance Indicators

Performance Report 2019/20

Introduction

The Highland Council collects data on a wide range of performance indicators. Of these, there are 27 which the Council considers to be Key Performance Indicators (KPIs).

These provide a high-level overview of the Council's overall performance. The 27 indicators were selected as they provide key insights into effective service delivery across the Council's functions and provide a focus for strategic and operational improvement and decision making.

For many of these indicators, data is collected at each of the 32 Local Authorities in Scotland. The Highland Council's performance can therefore be compared to other councils – either all of the 32, or councils which are similar to The Highland Council – also known as our 'Family Group'.

The performance of The Highland Council's Key Performance Indicators in 2019/20 is detailed in this report.

Indicators

- Level 5 attainment by all children
- Level 5 attainment by children from deprived areas
- Pupils entering positive destinations
- Pupil attainment - overall average total tariff
- Sickness absence – teachers
- School attendance (all pupils)
- School attendance (Looked After Children)
- Looked after children accommodated out with Highland

Indicators

- Businesses supported by the Council and Business Gateway
- Average time per planning application
- Properties receiving superfast broadband

Indicators

- Direct payments spend on adults
- Adults with long term care needs receiving personal care at home

Indicators

- Staff sickness absence
- Council Tax received
- Council spend with Highland small and medium sized businesses
- Council asset suitability

Indicators

- Cost per leisure facility visit
- Cost per library visit
- Cost per museum visit

Indicators

- Time to re-let council homes
- Homelessness case duration
- Gross rent arrears (as proportion of rent due)

Indicators

- Street lighting energy consumption
- Road network to be considered for maintenance

Indicators

- Street cleanliness score
- Household waste recycled

Children's services

Adult services

Business & Development services

Cultural & Leisure services

Corporate services

The Highland Council Comhairle na Gàidhealtachd

Key Performance Indicators

Housing services

Environmental services

Road services

Latest Performance

Of the 27 Key Performance Indicators, the latest performance against our targets indicates 13 (48%) are on target, 5 (19%) are within an agreed performance threshold, and for 9 (33%) there is no significant progress.

Indicator name	Performance against target	Indicator name	Performance against target
Level 5 attainment by all children	🟡	Road network to be considered for maintenance	⭐
Level 5 attainment by children from deprived areas	🔻	Street cleanliness score	⭐
Pupils entering positive destinations	🔻	Household waste recycled	🔻
Pupil attainment - overall average total tariff	🔻	Time to re-let council homes	⭐
Sickness absence – teachers	⭐	Homelessness case duration	🔻
School attendance (all pupils)	⭐	Gross rent arrears (as proportion of rent due)	⭐
School attendance (looked after children)	🔻	Staff sickness absence	⭐
Looked After Children accommodated out with Highland	🟡	Council Tax received	⭐
Direct payments spend on adults	🔻	Spend with Highland small and medium sized businesses	⭐
Adults with long term care needs receiving personal care at home	🔻	Council asset suitability	🔻
Cost per leisure facility visit	🟡	Businesses supported by Council and Business Gateway	⭐
Cost per library visit	⭐	Average time per planning application	🟡
Cost per museum visit	⭐	Properties receiving superfast broadband	🟡
Street lighting energy consumption	⭐		

⭐ **On target**   🟡 **Within performance threshold**   🔻 **No significant progress**

Children's Services

Level 5 attainment – all pupils

62% of Highland secondary school pupils in 2019/20 achieved 5 or more awards at SCQF level 5 or higher.

The average across Scotland was **64%**, and for comparable councils (family group), was **63%**.
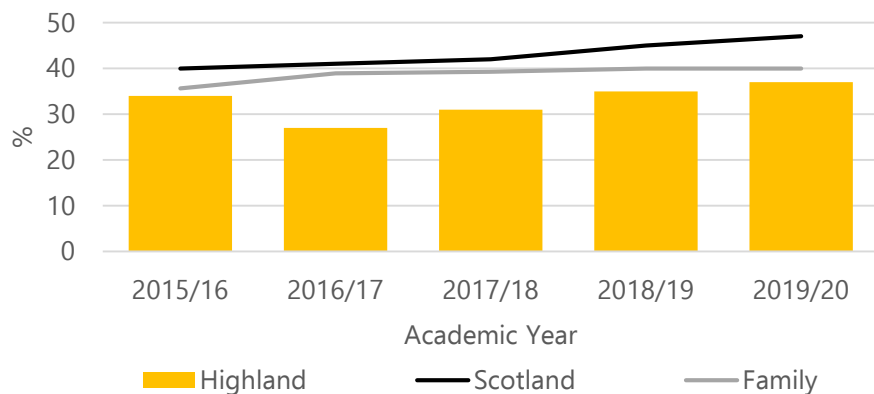
19th Highland is ranked **19th**. Our target is to be at least 16th by August 2022.

Level 5 attainment – from deprived areas

37% of Highland secondary school pupils from deprived areas achieved 5 or more awards at SCQF level 5 or higher in 2019/20 .

(Chart: Level 5 attainment – from deprived areas, %, Academic Year 2015/16–2019/20. Legend: Highland, Scotland, Family)

24th Highland is ranked **24th**. Our target is to be ranked at least 16th by August 2023.

Average total attainment points

The average total points awarded for levels of attainment in 2019/20 in Highland was **839 points**.

(Chart: Average total points, Academic Year 2015/16–2019/20. Legend: Highland, Scotland, Family)
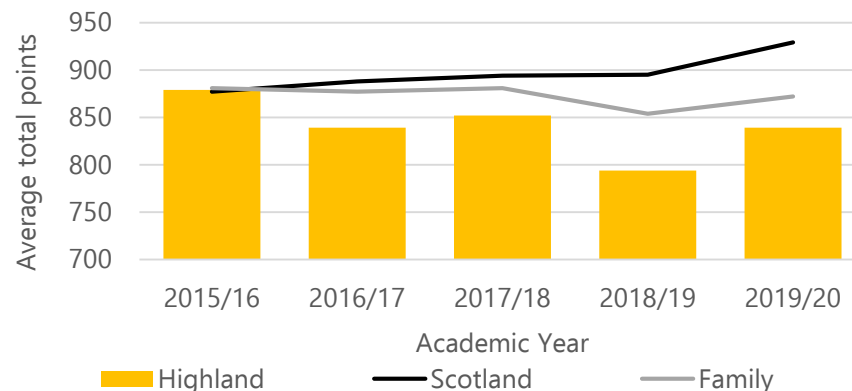
21st Highland is ranked **21st**. Our target is to be at least 16th by August 2022.

94.8% of Highland pupils entered positive destinations in 2018/19. This compares to **95.1%** across Scotland and **94.8%** for comparable councils (Family group).

18th Highland is ranked **18th** in Scotland. Our target is to be in the top 8 councils.

Pupil destinations

Children's Services

Sickness absence - teachers

Teachers took on average **6.9 days** of sickness absence in Highland in 2019/20.

The Scottish average was **6.4 days** and for comparable councils it was **7.1 days**.

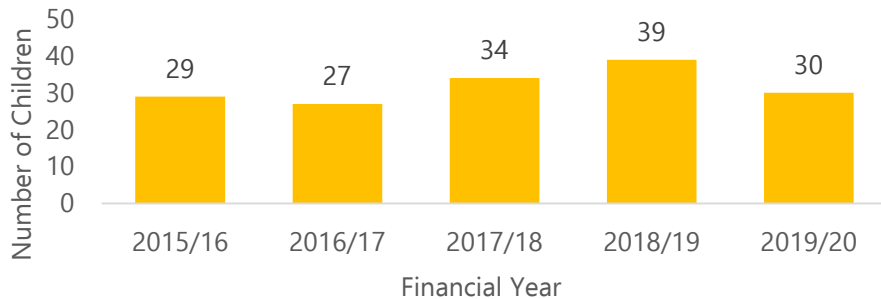| Current rank	Target rank
20th	**16th**
2019/20	By March 2022

Looked After Children out with Highland

The average number of Looked After Children accommodated out with Highland in 2019/20 was **30**. Our target is for this to be 20 children by March 2022.

Bar chart — Number of Children by Financial Year:
- 2015/16: 29
- 2016/17: 27
- 2017/18: 34
- 2018/19: 39
- 2019/20: 30

School attendance – All pupils

School attendance rates are calculated every two years. For 2017-19, the school attendance rate amongst all pupils in Highland was **92.75%**.

The Scottish average was **92.95%** and for comparable councils it was **93.32%**.

21st

Highland is ranked **21st**.

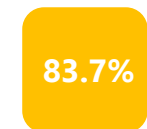Our target is to maintain at least position 24 by December 2022.
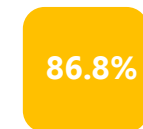
School attendance – Looked After Children

The latest school attendance rates for looked after children are from 2018-19. This data indicates an attendance rate of **83.7%**.
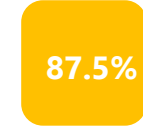
29th

Highland is ranked **29th**, and our target is to be at least 16th by December 2022.

83.7%	**86.8%**	**87.5%**
Highland	**Scotland**	**Comparable Councils**

Adult Services

## Direct payment of adult social care funding ▽

6.3% of adult social care funding was allocated using direct payments or personalised managed budgets in Highland in 2019/20.

The Scottish average was **9.0%** and for comparable councils it was **5.4%**.

11th

Highland is ranked **11th** in Scotland, and our target is to be in the top eight councils by 2021/22.

(%)

	2015/16	2016/17	2017/18	2018/19	2019/20

Financial Year

■ Highland —— Scotland —— Family
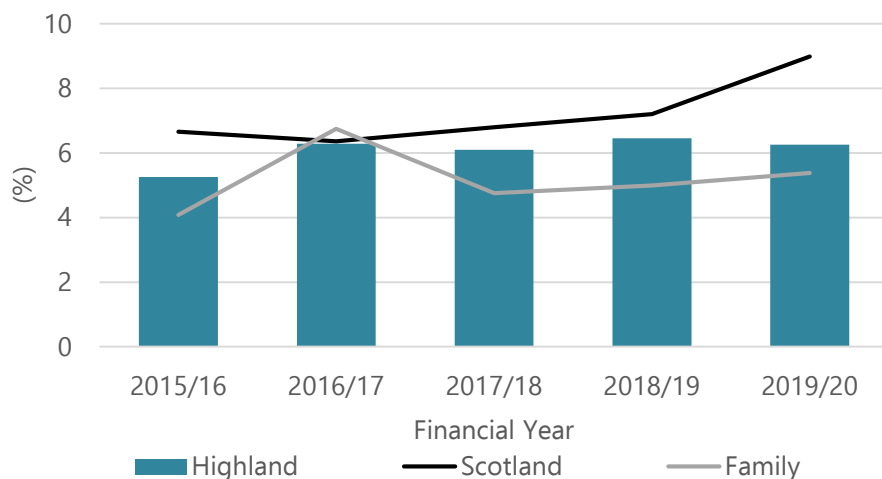
54.4% of people aged 65+ with long term care needs were receiving care at home in Highland in 2019/20.

Current rank — **28th** 2019/20

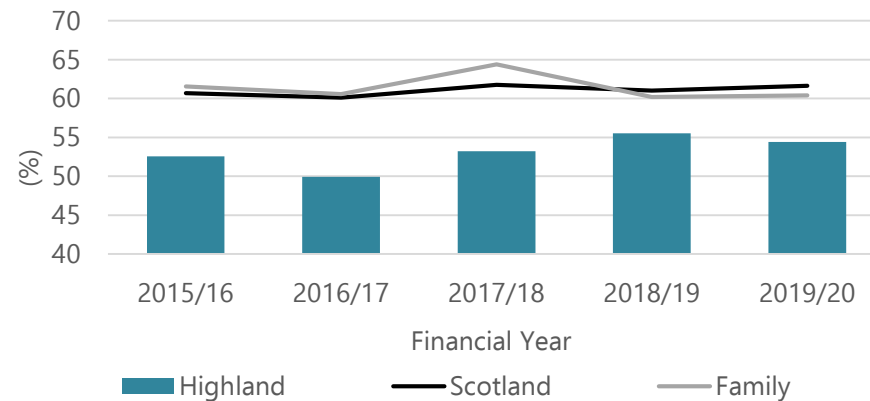Target rank — **16th** To be agreed

(%)

	2015/16	2016/17	2017/18	2018/19	2019/20

Financial Year

■ Highland —— Scotland —— Family

NHS Highland

Care at home ▽

Cultural and Leisure Services

£1.80 The average Council spend per customer visit to a sports or leisure facility in Highland in 2019/20.

The Scottish average was **£2.71** and for comparable councils it was **£2.38**.

9th Highland is ranked **9th** in Scotland, and our target is to be in the top 8 by 2021/22.

There were over **2.4 million visits** to sports or leisure facilities in Highland in 2019/20.

Cost per leisure visit

Cost per library visit

£1.33

The average Council spend per customer visit to a library in Highland in 2019/20.

The Scottish average was **£2.00** and for comparable councils it was **£2.40**.

6th Highland is ranked **6th** in Scotland, and our target is to remain in the top 8.

There were over **3.7 million visits** to our libraries in 2019/20.

The average Council spend per customer visit to a museum in Highland in 2019/20. **£1.67**
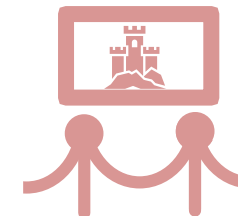
The Scottish average was **£3.27** and for comparable councils it was **£4.41**.

6th Highland is ranked **6th** in Scotland, and our target is to remain in the top 16.

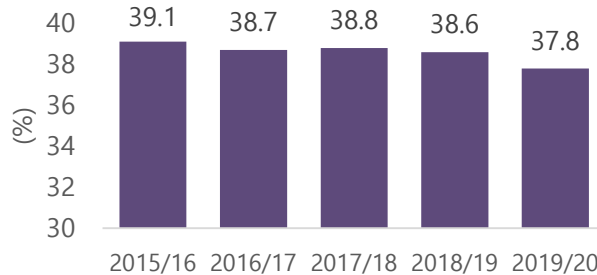There were more than **600,000 visits** to our museums in 2019/20.

Cost per museum visit

highlife
highland
na gàidhealtachd

Road Services

Road maintenance

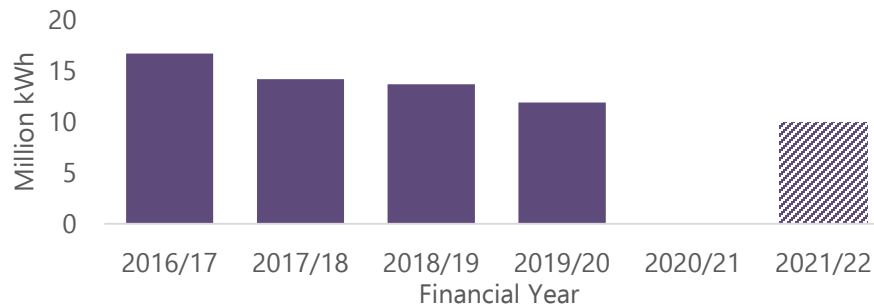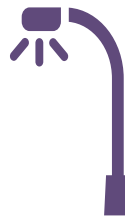**37.8%** of the road network in Highland should be considered for maintenance treatment (2019/20).

Bar chart — Road maintenance (%) by Financial Year:
- 2015/16: 39.1
- 2016/17: 38.7
- 2017/18: 38.8
- 2018/19: 38.6
- 2019/20: 37.8

Y-axis (%): 30, 32, 34, 36, 38, 40
X-axis: Financial Year

Performance is **on target** (to be better than the average of the 3 previous years).

Street lighting

11.9 million kWh of energy was consumed by our street lights in 2019/20. Our target is to reduce this to less than 10 million kWh by March 2022.

Bar chart — Million kWh by Financial Year:
- 2016/17: ~17
- 2017/18: ~14
- 2018/19: ~13.5
- 2019/20: ~12
- 2020/21: (none)
- 2021/22: ~10 (target)

Y-axis: Million kWh (0, 5, 10, 15, 20)
X-axis: Financial Year

Environmental Services

Street cleanliness

The street cleanliness score for Highland was **95.7%** in 2019/20.

The Scottish average was **92.3%** and for comparable councils it was **96.4%**.

7th Highland is ranked **7th** in Scotland. Our target is to remain above the national average.

Household waste that is recycled
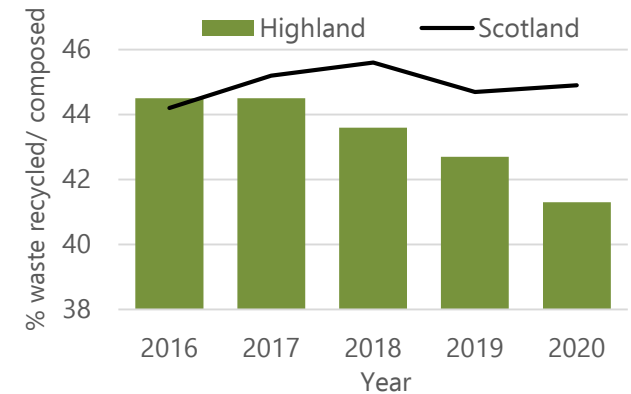
We recycled **41.3%** of household waste in 2020.

The Scottish average was **44.9%** and for comparable councils it was **32.4%**.

23rd We are ranked **23rd** in Scotland.

Our target is to be above the national average by March 2022.

Chart — % waste recycled/composed by Year (Highland bars, Scotland line):
- 2016: Highland ~44.5, Scotland ~44.2
- 2017: Highland ~44.5, Scotland ~45.2
- 2018: Highland ~43.6, Scotland ~45.6
- 2019: Highland ~42.7, Scotland ~44.6
- 2020: Highland ~41.3, Scotland ~44.9

Y-axis: % waste recycled/composed (38, 40, 42, 44, 46)
X-axis: Year

Housing Services

Re-letting Council houses

There are **14,197 Council houses** in Highland.

The average time to re-let Council homes in 2019/20 was **31.9 days**.
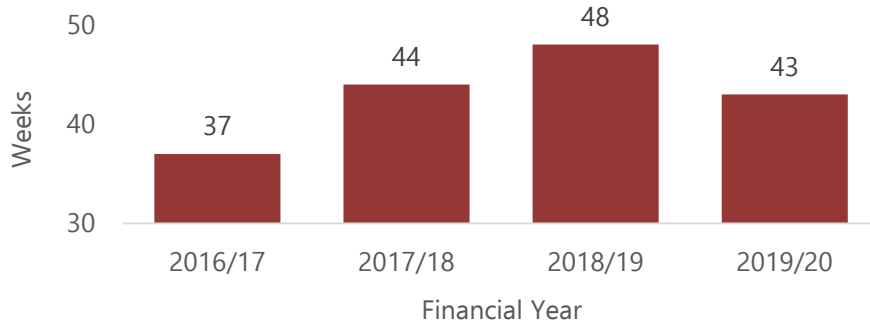
A total of **1,124 properties** were re-let.

Our target is to maintain this below 35 days.

Homelessness case duration

The average case duration for someone who is homeless in Highland was **43 weeks** (2019/20).

Our target is to reduce this to 35 weeks by March 2022.

Homelessness case duration chart (Weeks vs Financial Year)

Financial Year	Weeks
2016/17	37
2017/18	44
2018/19	48
2019/20	43

In Highland, gross rent arrears as a percentage of total rent due was **4.6%** in 2019/20.
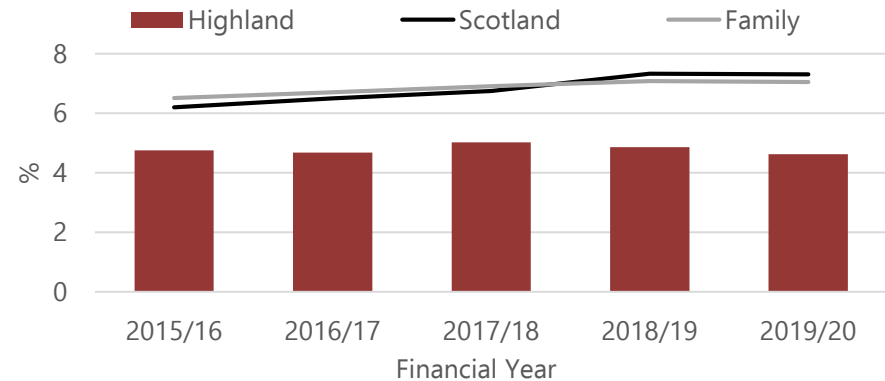
Our target is for this to remain below 5%.

The Scottish average was **7.3%**. For comparable councils it was **7.1%**.

4th Highland is ranked **4th** in Scotland.

Rent arrears chart (% vs Financial Year)

Legend: Highland, Scotland, Family

Financial Year	Highland (%)
2015/16	~4.8
2016/17	~4.7
2017/18	~5.1
2018/19	~4.9
2019/20	~4.6

Rent arrears

For more information on Council Housing, visit: **www.highland.gov.uk/housing**

Corporate Services

Asset suitability

67.5% of Highland Council buildings were suitable for their current use in 2019/20.

The Scottish average was **82.5%**.

For comparable councils (family group) it was **80.5%**.

31st Highland is ranked **31st** in Scotland.

Our target is to be better than the family group average by March 2022.

Council staff sickness absence

Our sickness absence rate for staff (non-teachers) in 2019/20 was **9.7 days**.

Our target is to maintain this to less than 10.12 days.

The Scottish average was **11.9 days**. For comparable councils it was **11.4 days**.

2nd We are ranked **2nd** in Scotland.

96.3% of Council Tax owed in 2019/20 was collected by the Council.

16th Highland is ranked **16th** in Scotland.

The Scottish average was **95.8%**. For comparable councils it was **96.5%**.

Our target is to remain higher than the national average.

Council Tax received

47.3% of our procurement spend in 2019/20 was with local small and medium sized enterprises.

1st Highland is ranked **1st** in Scotland. Our target is to remain in the top 8.

The Scottish average was **28.5%** and for comparable councils it was **35.9%**.

Regional procurement

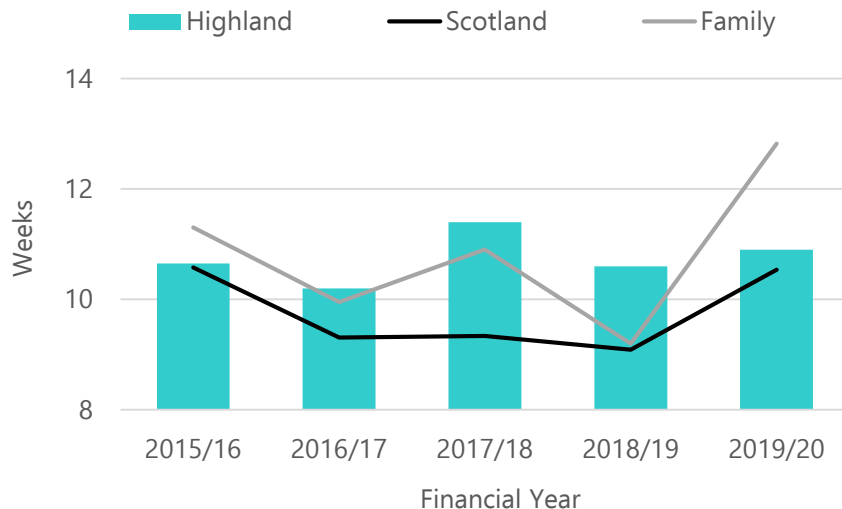# Business and Development Services

Planning application timescales

The average time taken to deliver a commercial planning application decision was **10.9 weeks** in 2019/20.

The Scottish average was **10.5 weeks** and for comparable councils it was **12.8 weeks**.

23rd Highland is ranked **23rd** in Scotland. Our target is to be better than the national average by March 2022.

Legend: Highland | Scotland | Family

Y-axis: Weeks (8 to 14)
X-axis: Financial Year (2015/16, 2016/17, 2017/18, 2018/19, 2019/20)

81% of properties in Highland had access to superfast broadband in 2019/20.

The Scottish average was **93%** and for comparable councils it was **77%**.

Our target is for **90%** of properties in Highland to have access to superfast broadband by March 2022.
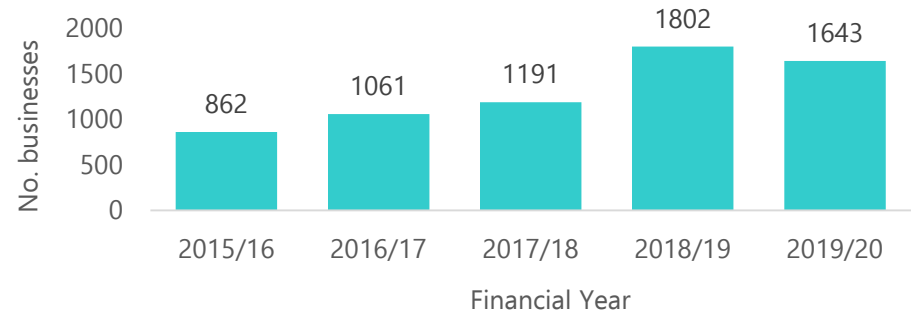
Superfast Broadband

1,643 businesses were supported by our Business Gateway and Economic Development services in 2019/20.

business gateway Highland

This exceeds our target to support 1,600 businesses per year by March 2022.

Y-axis: No. businesses (0 to 2000)
Bars:
- 2015/16: 862
- 2016/17: 1061
- 2017/18: 1191
- 2018/19: 1802
- 2019/20: 1643

X-axis: Financial Year

Highland businesses supported

Appendix 2: Statutory Performance Indicator Report 2019/20

⭐	Performance is "On Target"
🟡	Performance is "Some Slippage"
🔻	Performance is "No Significant Progress"
⬜	The indicator is new / changed / verified data awaited/ no data available

Indicator names in **bold** relate to the Council's Corporate Plan and those marked * are also Key Performance Indicators (KPI).

Children's Services	2017/18	2018/19	2019/20	Target	Performance against target
School Meals - gross cost per meal provided	£3.29	£3.50	£3.99	£3.27	🔻
School Transport - cost per pupil transported	£1,241.31	£1,316.00	£1,347.33	£1,380.85	⭐
The number of Looked After Children accommodated by the Council	86	81	82	77	🟡
The average number of Looked After Children accommodated by the Council out with Highland *	34	39	30	29	🟡
Looked After Children in kinship care (%)	19.5%	18.4%	20.5%	22.5%	🟡
Number of persistent young offenders with 5+ referrals	7	14	6	9	⭐
Number of offence based referrals to Scottish Children's Reporter Administration	429	523	388	438	⭐
Average time between child accommodated to permanence decision (months)		7.4	7.0	9.0	⭐
Average time between decision for permanence via adoption to matching decision (months)		8.4	18.9	8.4	🔻
Average time between Child's Plan meeting decision to receipt of Child's adoption Permanence report (weeks)		38.3	35.9	12.0	🔻
Number of Foster Carers	144	127	119	164	🔻
CHN4 - SCQF Level 5 attainment by all children *	61%	59%	62%	63%	🟡
CHN5 - SCQF Level 6 attainment by all children	32%	30%	34%	36%	🔻
CHN6 - SCQF Level 5 attainment by children from deprived backgrounds *	31%	35%	37%	38%	🔻
CHN7 - SCQF Level 6 attainment by children from deprived backgrounds	9%	12%	15%	14%	⭐
CHN9 - Looked After Children in the community	83.5%	83.2%	83.3%	86.5%	🔻
CHN11 - Pupils entering positive destinations *	96.0%	94.8%			
CHN12a - Overall Average Total Tariff (S4-S6) *	852	794	839	881	🔻
CHN12b - Average Total Tariff SIMD Quintile 1 (most deprived 20%)	492	492	520	543	🔻

Children's Services	2017/18	2018/19	2019/20	Target	Performance against target
CHN12c - Average Total Tariff SIMD Quintile 2	683	580	703	698	⭐
CHN12d - Average Total Tariff SIMD Quintile 3	882	791	856	906	🔻
CHN12e - Average Total Tariff SIMD Quintile 4	925	909	936	969	🔻
CHN12f - Average Total Tariff SIMD Quintile 5 (least deprived 20%)	1104	1006	1045	1156	🔻
CHN17 - Children meeting developmental milestones	86.3%	87.9%			
CHN18 - Funded early years provision which is graded good/better	89.2%	93.9%	90.4%	94.0%	🔻
CHN22 - Child protection re-registrations within 18 months	6.8%	6.6%			
CORP6a - Sickness absence days per teacher *	7.17	7.11	6.9	6.9	⭐

CHN12a; CHN12c; CHN12d; CHN12e: Data presented for 2018/19 follows minor adjustments made by the Improvement Service.
CHN17: The data from all local authorities for this indicator was revised by the Improvement Service, local target may no longer be appropriate.
Number of Looked After Children Accommodated by the Council: Data is provisional for FY19/20.
CHN9: Highland figure for FY19/20 and target is provisional.

Children's Services	2014-2015	2016-2017	2018-2019	Target	Performance against target
CHN19a - School attendance rate (per 100 pupils) *	93.2%	93.4%	92.8%	92.6%	⭐
CHN19b - School attendance rate (per 100 looked after children) *	83.7%	85.0%	83.7%	86.4%	🔻
CHN20a - School exclusion rate (per 1000 pupils)	20.4	22.7	20.6	20.0	🟡
CHN20b - School exclusion rate (per 1000 looked after children)	264.3	243.9	189.3	165.1	🟡

CHN20: Provisional data and target changed for 2018-19
CHN19b and CHN20b: Data from all local authorities for these indicators was revised by the Improvement Service

Adult Services	2017/18	2018/19	2019/20	Target	Performance against target
Criminal Justice - Offenders on new Community Payback Orders (Supervision) seen within 5 working days	70.3%	68.2%	69.0%	73.0%	🟡
Criminal Justice Social Work reports submitted to court by due date	94.8%	91.2%	93.0%	96.0%	🟡
Criminal Justice - Offenders on new Community Payback Orders (unpaid work) first placement within 7 working days	58.3%	62.5%	65.6%	64.0%	⭐
Criminal Justice - Community Payback Order (Unpaid Work) Beneficiaries	97%	96%	100%	100%	⭐
Criminal Justice - Level 3 MAPPA cases reviewed once every 6 weeks	100%	100%	100%	100%	⭐
Criminal Justice - Level 2 MAPPA cases reviewed once every 12 weeks	100%	100%	100%	100%	⭐
SW2 - Direct payments spend on adults (18+) *	6.1%	6.2%	6.3%	6.5%	🔻

Adult Services	2017/18	2018/19	2019/20	Target	Performance against target
SW3a - Adults (65+) with long term care needs receiving personal care at home *	53.2%	55.6%	54.4%	59.5%	🔻

SW2: Local validation by NHS Highland calculates figures for 2018/19 as 6.5% and for 2019/20, 6.4%. This will be raised with the Improvement Service

Adult Services	2015-16	2017-18	2019-20	Target	Performance against target
SW4b - Adults supported at home who agree the services and support had an impact in improving or maintaining their quality of life	86.7%	85.7%	78.0%	83.6%	🔻

Cultural and Leisure Services	2017/18	2018/19	2019/20	Target	Performance against target
Museums - Visits/ usage virtual or in person per 1,000 population	2,667	2,798	2,567	2,782	🔻
Museums - Visits/ usage in person per 1,000 population	1,421	1,362	1,360	1,436	🔻
Library Usage - Visits per 1,000 population (in person and virtual)	12,799	13,879	15,884	8,500	⭐
Library Usage - Virtual visits per 1,000 population	3,606	4,470	6,533	3,769	⭐
High Life Highland reliance on Council funding	53%	50%	50%	53%	⭐
High Life Highland customer engagements	7,473,890	8,152,375	8,893,094	7,458,215	⭐
Highland population with a High Life Highland card		41%	40%	41%	🟡
C&L1a - Net cost per attendance to leisure facilities *	£1.68	£1.56	£1.80	£1.79	🟡
C&L2a – Net cost per visit to libraries *	£1.62	£1.52	£1.33	£1.90	⭐
C&L3a - Net cost per museum visit *	£2.19	£1.43	£1.67	£3.48	⭐

C&L1a, C&L2a and C&L3a: 2018/19 figures revised in line with changes made to LFR
C&L3a: Highland reports £1.64 locally, Improvement Service report £1.67

Road Services	2017/18	2018/19	2019/20	Target	Performance against target
Cost of electricity per street lighting unit	£35.15	£35.13	£32.59	£36.53	⭐
Cost of maintenance per street lighting unit	£16.18	£14.82	£12.67	£16.73	⭐
Traffic light failures completed in 3 hours	91.0%	95.0%	96.2%	94.2%	⭐
Street light failures completed in 7 days	69%	62%	69%	74%	🟡
Street lighting energy consumption (kWh) *	14,178,050	13,734,725	11,878,227	13,650,000	⭐
Road network to be considered for maintenance *	38.8%	38.6%	37.8%	38.7%	⭐

Road Services	2017/18	2018/19	2019/20	Target	Performance against target
Average Bridge Stock Condition Indicator	80.1	79.6	79.0	80.0	🟡

Environmental Services	2017/18	2018/19	2019/20	Target	Performance against target
Net cost of Waste collection per premises (ENV1a)	£62.82	£48.63	£72.60	£73.99	⭐
Net cost per Waste disposal per premises (ENV2a)	£97.66	£85.40	£103.62	£115.26	⭐
Net cost of street cleaning per 1,000 population (ENV3a)	£3,665	£3,728	£8,184	£9,120	⭐
ENV3c - Street Cleanliness Score *	93.9%	95.6%	95.7%	92.3%	⭐
ENV6a – Household waste that is recycled (Data for calendar year) *	43.6%	42.7%	41.3%	44.9%	🔻
Adults satisfied - refuse collection (ENV7a)	88.3%	86.8%	87.8%	74.3%	⭐
Adults satisfied - street cleaning (ENV7b)	74.0%	69.9%	66.2%	62.6%	⭐
Trading Standards - Business advice requested completed within 14 days	91.8%	86.4%	85.3%	91.2%	🟡
High risk food businesses inspected for food hygiene	85%	97%	91%	95%	🟡
High risk private water supplies inspected and sampled (Data for calendar year)	93%	84%	71%	95%	🔻
Council carbon emissions (tonnes CO$_2$e)	53,665	45,076	40,622	52,160	⭐

ENV1a, ENV2a, and ENV3a: The methodology changed in 2019/20 meaning the data needs to be re-baselined for 2019/20. Targets have been reviewed for this year.

Business and Development Services	2017/18	2018/19	2019/20	Target	Performance against target
Number of natural and cultural consultations dealt with annually	1,285	1,420	1,531	1,306	⭐
Cost per building warrant application	£449.86	£445.13	£442.32	£455.85	⭐
Average time per building warrant (weeks)	15.1	13.8	13.0	14.5	⭐
Businesses supported by Economic Development and Business Gateway Services *	1,191	1,802	1,643	1,500	⭐
ECON3 - Average Time (weeks) per Planning Application *	11.4	10.6	10.9	10.5	🟡
ECON5 - Number of Business Gateway start-ups per 10,000 population	11.01	11.89	11.96	16.41	🔻
ECON8 - Proportion of properties receiving superfast broadband *	76%	75%	81%	83%	🟡

This is the final year that building warrants will be reported as part of the SPI dataset. In the future they will be reported through the Service Planning process.

Housing Services	2017/18	2018/19	2019/20	Target	Performance against target
Average time to complete emergency housing repairs (hours) SHR11	6.4	5.8	6.0	4.8	🔻
Average time taken to re-let homes (days) SHR35 *	36.6	36.8	31.9	37.0	⭐
Homelessness - households in temporary accommodation	608	560	625	609	🟡
Average time spent in temporary accommodation (days)	172	225	272		
Homelessness - Presentations received in period	1,158	1,171	1,212	1,098	🔻
Homelessness - case duration (weeks) *	44	48	43	39	🔻
HSN1b/SHR31 - Gross rent arrears as a percentage of rent due *	5.0%	4.9%	4.6%	5.0%	⭐
Average number of new affordable homes built (rolling average from 2017/18)	290	408	414	400	⭐
Average time to complete medical adaptations (days) SHR23	33.2	34.8	40.0	40.9	⭐

Average time spent in temporary accommodation: A target is in place for FY20/21 (223 days).

Corporate Services	2017/18	2018/19	2019/20	Target	Performance against target
Creditors - unit cost per creditor invoice issued	£1.64	£1.66	£1.66	£1.99	⭐
Cost of Accounting (% of net revenue budget + housing revenue account)	0.29%	0.29%	0.28%	0.29%	⭐
Non-Domestic Rates collected by year end	97.3%	97.7%	97.8%	97.7%	⭐
Cost of Non-Domestic Rates collection per chargeable property	£17.87	£16.52	£17.65	£16.00	🔻
Overall Council Tax collection level (previous 5 years)	97.1%	97.2%	97.2%	96.3%	⭐
Income sundry debtors collected during year	81.3%	82.0%	88.6%	81.5%	⭐
Sickness - Days lost per employee (all staff)	9.7	9.4	8.8	9.45	⭐
Central ICT cost (excluding curriculum) as a proportion of net revenue budget	2.15%	2.31%	1.49%	2.30%	⭐
Payroll - cost per payslip produced	£2.51	£2.72	£2.35	£2.69	⭐
Pensions - cost per member	£24.40	£33.10	£30.11	£23.30	🔻
Benefit to customers from advice given	£6,024,983	£6,188,835	£6,651,012	£6,146,085	⭐
Benefits Administration costs - Gross cost per case	£39.27	£37.49	£38.75	£41.00	⭐
Cost of Procurement Section as a proportion of net revenue budget	0.100%	0.121%	0.104%	0.095%	🟡
Women managers in top 2% of earners	40.8%	39.0%	39.1%	41.0%	🟡
Cost of Internal Audit (per £m net expenditure)	£627.36	£726.12	£722.30		
Accident injury rate	145	219	209	203	🟡
CORP6b - Sickness absence days per employee (non-teacher) *	10.8	10.5	9.7	10.4	⭐

Corporate Services	2017/18	2018/19	2019/20	Target	Performance against target
CORP7 - Council Tax received – Annual percentage received *	96.2%	96.3%	96.3%	95.8%	★
ECON4 - Direct spend with Highland small and medium sized enterprises *	40.9%	43.6%	47.3%	33.3%	★
CAST1 - Asset Management – Suitability *	66.1%	67.6%	67.5%	80.5%	▼

Benefit to customers from advice given": Indicator will be replaced as it no longer fully reflects the service. This will need to be replaced in the Corporate Plan.

Cost of Internal Audit (per £m net expenditure): Data is awaited from CIPFA to calculate the target value for 2019/20.

Appendix 3: Local Government Benchmark Report 2019/20

Where the target is "Scot Av." this means that the Council's target is the Scottish average.

The rank position of indicators is as published by the Improvement Service. This may be subject to change as data is reviewed by local authorities.

Quartiles: First quartile (rank 1-8); second quartile (rank 9-16); third quartile (rank 17-24); and fourth quartile (rank 24-32).

FY – Financial Year   **CY** – Calendar Year   **AY** – Academic Year

Children's Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/120)	FY 19/20	Average	Min	Max
CHN1 - Cost per primary school pupil	17th	14th	Scot Av.	£5,502	£5,595	£9,930	£5,000
CHN2 - Cost per secondary school pupil	18th	13th	Scot Av.	£7,281	£7,531	£11,719	£6,641
CHN3 - Cost per pre-school education registration	17th	10th	Scot Av.	£6,014	£6,783	£9,756	£4,551
CHN8a - Gross cost per bed/week Children's Residential Units	24th		Scot Av.	£3,914			
CHN8b - Cost of Looked After Children (per child per week) – community	8th		Scot Av.	£252			
CHN10 - Adults satisfied with schools [3 year rolled averages]	16th		Scot Av.	73.0%	71.8%	58.2%	87.8%
CHN17 - Children meeting developmental milestones	8th		20th				
CHN18 - Funded early years provision which is graded good/better	13th	18th	94%	90.4%	90.20%	76.0%	100.0%
CHN21 - Participation rate for 16-19 year olds	15th	11th	Scot Av.	93.6%	92.1%	89.3%	96.8%
CHN22 - Child protection re-registrations within 18 months	20th		17th				

CHN3: Change to Highland rank 2018/19 (was 16th now 17th)

CHN17: Data from all local authorities for this indicator was revised by the Improvement Service, local target may no longer be appropriate

CHN8a and 8b: Highland figure provisional for FY19/20

Children's Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	AY 19/20	Average	Min	Max
CHN4 - SCQF Level 5 attainment by all children	25th	19th	17th	62%	64%	51%	88%
CHN5 - SCQF Level 6 attainment by all children	24th	21st	18th	34%	38%	25%	69%
CHN6 - SCQF Level 5 attainment by children from deprived backgrounds	22nd	24th	22nd	37%	47%	28%	74%
CHN7 - SCQF Level 6 attainment by children from deprived backgrounds	22nd	20th	22nd	15%	21%	11%	43%
CHN9 - Percentage of Looked After Children in the community	26th		21st	83.3%			
CHN11 - Pupils entering positive destinations	18th		8th				
CHN12a - Overall Average Total Tariff (S4-S6)	27th	21st	18th	839	929	749	1401

Children's Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	AY 19/20	Average	Min	Max
CHN12b - Average Total Tariff SIMD Quintile 1 (most deprived 20%)	24th	26th	22nd	520	649	436	1015
CHN12c - Average Total Tariff SIMD Quintile 2	29th	20th	22nd	703	759	571	1127
CHN12d - Average Total Tariff SIMD Quintile 3	27th	22nd	17th	856	904	631	1328
CHN12e - Average Total Tariff SIMD Quintile 4	26th	25th	22nd	936	1029	747	1388
CHN12f - Average Total Tariff SIMD Quintile 5	27th	27th	20th	1045	1240	905	1530
CHN23 - Looked After Children with more than one placement last year (Aug-July)	30th		Scot Av.				

CHN4: Change to Highland Rank 18/19 (was 24th now 25th).
CHN12a: Change to Highland Rank 18/19 (was 28th now 27th).
CHN9: Highland data provisional for FY19/20.

Children's Services	Highland				Scotland (2018-19)		
	Rank 2016-17	Rank 2018-19	Target (2018-19)	2018-19	Average	Min	Max
CHN19a - School attendance rate (per 100 pupils)	17th	21st	24th	92.8%	93.0%	91.2	95.2
CHN19b - School attendance rate (per 100 looked after children)	28th	29th	17th	83.7%	86.8%	78.6%	90.9%
CHN20a - School exclusion rate (per 1000 pupils)	17th	18th	17th	20.6	21.7	52.9	1.2
CHN20b - School exclusion rate (per 1000 looked after children)	19th	21st	18th	189.3	152.2	310.9	0.0

CHN19b and CHN20b: Improvement Service revised all data for these indicators, target may no longer be appropriate for CHN19b
CHN20a: Provisional Highland data revised for 2018-19

Adult Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
SW1 - Adult Home Care costs per hour (aged 65+)	26th	23rd	None	£28.77	£26.13	£60.93	£12.57
SW2 - Direct payments spend on adults (aged 18+)	7th	11th	9th	6.26%	8.99%	2.31%	27.76%
SW3a - Adults (aged 65+) with long term care needs receiving personal care at home	27th	28th	23rd	54.4%	61.7%	53.3%	77.3%
SW5 - Net residential costs per week for adults (aged 65+)	29th	26th	None	£518	£401	£1,174	£128
SW6 - Readmissions to hospital within 28 days of discharge (per 1,000 discharge)	25th	23rd		113	105	127	67
SW7 - Proportion of care services graded good or better	6th	12th		83%	82%	69%	93%

Adult Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
SW8 - Number of days people spend in hospital when ready for discharge (per 1,000 population, aged 75+)	28th	29th		1,278	774	1,699	156

SW1: Improvement Service adjusted Highland rank for 2018/19 (was 25th now 26th) - NHS Highland currently validating the 2019/20 data.
 SW2: Local validation by NHS Highland calculates figures for 2019/20, 6.36%. This will be raised with the Improvement Service.
SW5: NHS Highland currently validating the 2019/20.
SW3a Improvement Service adjusted Highland rank for 18/19 (was 26th now 27th) - Highland Council Officers currently validating 2019/20 data.

Adult Services	Highland				Scotland (19/20)		
	Rank 2017-18	Rank 2019-20	Target 19-20	2019-20	Average	Min	Max
SW4b - Adults supported at home who agree the services and support had an impact in improving or maintaining their quality of life	4th	24th	8th	78.0%	80.0%	67.6%	88.2%
SW4c - Adults supported to live independently or who agree that they are supported to live as independently as possible	2nd	13th		82.3%	80.8%	70.8%	98.3%
SW4d - Adults supported at home who agree that they have had a say in how their help, care, or support was provided	8th	16th		75.4%	75.4%	66.9%	87.3%
SW4e - Carers who feel supported to continue in their caring role	17th	21st		33.3%	34.3%	29.0%	49.9%

Culture and Leisure Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
C&L1a - Net cost per visit to leisure facilities	7th	9th	8th	£1.80	£2.71	£5.60	-£0.26
C&L2a - Net cost per visit to libraries	9th	6th	9th	£1.33	£2.00	£8.78	£0.53
C&L3a - Net cost per museum visit	4th	6th	16th	£1.67	£3.27	£13.15	£0.05
C&L4a - Net cost of parks and open spaces per 1,000 population	2nd	4th	Scot Av.	£6,352	£20,107	£44,181	£898
C&L5a - Adults satisfied with libraries (3 year rolled averages)	24th	28th	Scot Av.	65.4%	72.37%	49.2%	91.7%
C&L5b - Adults satisfied with parks & open spaces (3-year average)	27th	30th	Scot Av.	72.2%	83.5%	37.8%	91.0%
C&L5c - Adults satisfied with museums & galleries (3-year average)	24th	27th	Scot Av.	53.1%	69.3%	42.9%	90.2%
C&L5d - Adults satisfied with leisure facilities (3-year average)	19th	19th	Scot Av.	68.6%	70.1%	38.3%	90.6%

C&L3a: Highland reports £1.64 locally, Improvement Service report £1.67

Environmental Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
ENV1a - Net cost of waste collection per premises	4th	23rd	£73.99	£72.60	£68.77	£130.62	£35.87
ENV2a - Net cost per waste disposal per premises	9th	20th	£115.26	£103.62	£98.65	£198.21	£44.57
ENV3a - Net cost of street cleaning per 1,000 population	1st	6th	£9,120	£8,184	£15,440	£30,427	£5,974
ENV 3c - Street cleanliness score	7th	7th	Scot Av.	95.7%	92.3%	84.1%	99.4%
ENV4a - Cost of roads maintenance (per km)	6th	6th	Scot Av.	£6,385	£11,262	£104,174	£3,220
ENV4b - Road network condition - A Class roads	22nd	23rd	Scot Av.	30.6%	30.6%	41.6%	15.5%
ENV4c - Road network condition - B Class roads	24th	27th	Scot Av.	37.0%	35.0%	61.7%	18.0%
ENV4d - Road network condition - C Class roads	25th	26th	Scot Av.	40.8%	35.1%	48.0%	14.3%
ENV4e - Road network condition - U Class roads	23rd	23rd	Scot Av.	40.0%	37.8%	21.3%	58.4%
ENV5a - Cost of Trading Standards, Money Advice, and Citizen Advice per 1,000 population	2nd	4th	Scot Av.	£3,074	£5,952	£14,092	£2,598
ENV5b - Cost of Environmental Health per 1,000 population	24th	26th	Scot Av.	£18,089	£13,771	£31,588	£5,639
ENV6a – Percentage of household waste that is recycled (Data for calendar year)	23rd	23rd	Scot Av.	41.3%	44.9%	17.1%	67.8%
ENV7a - Adults satisfied with refuse collection	4th	2nd	Scot Av.	87.8%	74.3%	56.0%	91.2%
ENV7b - Adults satisfied with street cleaning	13th	15th	Scot Av.	66.2%	62.6%	51.1%	77.6%

ENV1a, ENV2a, and ENV3a: There was a change in the methodology for 2019/20 which means the data needs to be re-baselined for 2019/20. Targets have been reviewed for this year.

ENV4a: Improvement Service adjusted Highland Rank 18/19 (was 8th now 6th).

ENV6a: Improvement Service adjusted Highland Rank 18/19 (was 22nd now 23rd).

Tackling Climate Change (NEW)	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
CLIM01 - CO_2 emissions area wide per capita	2nd						
CLIM02 - CO_2 emissions area wide: emissions within scope of Local Authority per capita	28th						

Economic Development	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
ECON1 - Percentage of unemployed people assisted into work	29th	25th	Scot Av.	6.0%	12.7%	0.62%	26.1%
ECON2 - Cost per planning application	3rd	1st	Scot Av.	£2,360	£4,385	£7,502	£2,360
ECON3 - Average time (weeks) per planning application	24th	23rd	Scot Av.	10.9	10.5	5.1	27.1
ECON4 - Spend with Highland small and medium sized enterprises	3rd	1st	8th	47.3%	28.5%	8.2%	47.3%
ECON5 - Number of Business Gateway start-ups per 10,000 population	31st	31st	Scot Av.	11.96	16.41	8.09	26.74
ECON6 - Cost of Economic Development and Tourism per 1,000 pop.	19th	21st	Scot Av.	£75,270	£103,194	£865,314	£20,146
ECON7 - Percentage earning less than the living wage	12th	13th	Scot Av.	18.3%	16.9%	30.9%	11.9%
ECON8 - Proportion of properties receiving superfast broadband	30th	28th	83%	81%	93%	63%	99%
ECON9 - Town centre vacancy rates	2nd	2nd	Scot Av.	4.9	11.7	20.8	2.3
ECON10 - Immediately available employment land	27th	28th	Scot Av.	12.3%	36.2%	1.8%	100%

ECON6: For 2019/20, local calculations report £75,270. The Improvement Service adjusted Highland rank for 2018/19 (was 18th now 19th)

ECON10: Improvement Service adjustment to Highland Council rank for 18/19 (was 26th now 27th).

Housing Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
HSN1/SHR31 - Gross rent arrears as a percentage of rent due	5th	4th	5.0%	4.6%	7.31%	12.0%	2.6%
HSN2/SHR34 - Rent lost through voids	7th	7th	1.2%	0.7%	1.1%	2.3%	0.5%
HSN3/SHR7 - Houses meeting Scottish Housing Quality Standard	15th	12th	Scot Av.	95.6%	94.9%	88.1%	99.6%
HSN4b/SHR12 - Average days to complete non-emergency repairs	12th	4th	6.6	5.3	7.3	14.3	3.7
HSN5 - Percentage of council dwellings that are energy efficient	21st	23rd	Scot Av.	73.9%	84.1%	54.6%	99.1%

HSN5: Improvement Service revised this indicator for all authorities

When considering benchmarking positions, please note that only 26 of the 32 local authorities in Scotland provide Housing services.

Corporate Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
CORP1 - Central Support Services as a proportion of running costs	32nd	28th	Scot Av.	5.71%	4.07%	6.91%	1.22%
CORP3b - Women managers in top 5% of earners	24th	23rd	Scot Av.	51%	57%	29%	67%
CORP3c - Gender Pay Gap	24th	24th	Scot Av.	5.8%	3.4%	14.4%	-5.6%
CORP4 - Council Tax Collection cost per dwelling	21st	22nd	£7.92	£7.75	£6.58	£18.52	£0.85

Corporate Services	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
CORP6a - Sickness absence days per teacher	24th	20th	20th	6.90	6.40	9.99	4.23
CORP6b - Sickness absence days per employee (non-teacher)	10th	2nd	10.40	9.70	11.93	14.14	8.16
CORP7 - Council Tax – Annual percentage received	16th	16th	Scot Av.	96.29%	95.76%	93.35%	97.82%
CORP8 - Invoices Payment within 30 days	10th	8th	95.00%	95.86%	91.72%	75.34%	97.77%

CORP1: Highland rank adjusted for 2018/19 (was 31st now 32nd)
CORP3b: Highland rank adjusted for 2018/19 (was 25th now 24th)

Corporate Assets	Highland				Scotland (19/120)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
CAST1 - Asset Management - Suitability for use	31st	31st	80.5%	67.5%	82.4%	66.9%	98.2%
CAST2 - Asset Management – Condition	25th	28th	87.2%	82.4%	88.6%	53.9%	99.7%

Financial Sustainability (NEW)	Highland				Scotland (19/20)		
	Rank 18/19	Rank 19/20	Target (19/20)	FY 19/20	Average	Min	Max
FINSUS01 - Total useable reserves as a percentage of council annual budgeted revenue	23rd	23rd		12.8%	16.9%	4.5%	308.8%
FINSUS02 - Uncommitted General Fund Balance as a percentage of council annual budgeted net revenue	29th	15th		2.6%	3.8%	0.5%	30.0%
FINSUS03 - Ratio of Financing Costs to Net Revenue Stream (General Fund)	31st	32nd		13.0	7.2	13.0	1.7
FINSUS04 - Ratio of Financing Costs to Net Revenue Stream (Housing Revenue Account)	21st	22nd		36.4	22.6	46.5	8.4
FINSUS05 - Actual outturn as a percentage of budgeted expenditure	2nd	22nd		98.9%	99.4%	94.4%	101.3%

Appendix 4: Initial Analysis of Areas for Improvement

The performance of all indicators is currently showing no significant progress 🔻

Indicator names in **bold** relate to the Council's Corporate Plan and those marked * are also Key Performance Indicators.

Children's Services	Commentary and Improvement actions
School Meals - gross cost per meal provided	At least 5 days meal numbers were lost during the last week of March 2020 when schools closed on 23 March due to COVID-19. The previous week would also likely have seen a reduction in meal numbers as lockdown looked imminent. This represents a reduction in meal numbers of around 2.5% but with no actual reduction in costs, as staff still required to be paid. Primary & Secondary school meals numbers reduced by 332,378. In 2018/19 there were 187 trading days whereas in 2019/20 there were 178 trading days, nine days less due to the impact of Covid-19. The cost of the Service increased from £9,932,169 to £10,298,440, a cash increase of £366,271 (3.68% increase). Staff received a 3% pay award which goes a significant way to explain the increase
Average time between decision for permanence via adoption to matching decision (months)	Twelve children were matched with prospective adoptive parents during the period 2019/20. The overall figures for the year were impacted by specific cases where a lengthy legal process arose, and additional time was taken to approve existing foster carers as adoptive parents.
Average time between Child's Plan meeting decision to receipt of Child's adoption Permanence report (weeks)	Progressing permanence for children and avoiding drifting and delay remains a challenge across Highland. The main contributory factors are staff vacancies and child protection taking priority. A number of solutions are being implemented to improve timescales.
Number of Foster Carers	We continue to recruit, assess and approve foster carers across Highland. The introduction of an online enquiry process, service specific web page as well creating two new posts to undertake assessments and increasing fees to foster carers will contribute to increasing our number and retaining those already approved.
CHN5 - SCQF Level 6 attainment by all children **CHN6 - SCQF Level 5 attainment by children from deprived backgrounds *** **CHN12a - Overall Average Total Tariff (S4-S6) *** **CHN12b - Average Total Tariff SIMD Quintile 1 (most deprived 20%)** **CHN12d - Average Total Tariff SIMD Quintile 3** **CHN12e - Average Total Tariff SIMD Quintile 4** **CHN12f - Average Total Tariff SIMD Quintile 5 (least deprived 20%)**	The nature of the 2020 SQA assessment procedures were altered in response to the COVID-19 pandemic and resulted in estimated grades being awarded. This led to more resulted entries and consequently increased attainment. Scottish Government issued the following statement around 2020 attainment coming through the Insight tool. "For 2020 the absence of external assessment information, and the Ministerial direction to award estimated grades, have led to a different pattern of attainment than we have seen in previous years. The results for 2020 should not be directly compared to those in previous years or future years." The improvements noted in the 2020 results give us cause for cautious optimism. It is not yet possible to establish the balance of influences which led to the improvements noted (the absence of external assessment information in 2020 and the presence of changed practice in Highland's schools, such as the focus on attainment previously reported to Committee). The Highland Council draft action plan for education (shared with the Education Committee on 11 February 2021) continues to address improvement activity, particularly under the themes of Leadership, Performance analysis & improving outcomes, Assessment & moderation and Curriculum.
	Some commentary is provided on each attainment indicator below: • CHN05 - Level 6 Attainment by all Children: Highest in 5 years with 4% increase on last year and an overall 5 year average increase of 0.8%. Highland/National gap reduced by 1% on last year. A continuing trend will result in Highland being in line with the LGBF family group in 2020/21. • CHN6 - Level 5 Attainment by Children from Deprived Backgrounds: 1% away from this year's LGBF family target and showing a 4 year rising trend of 10% since 2016/17.

Children's Services	Commentary and Improvement actions
	• CHN12a - Overall Total Tariff: Moved from quartile 4 to quartile 3 from last year and increase of 45 tariff points. Scotland also increased so a similar gap remains. • CHN12b - Average total Tariff SIMD Q1: Slight increase from the previous year but not at the same rate as family group authorities which has resulted in dropping to quartile 4 from 3. Exploration of the reason for this drop will be included in the COVID-19 recovery actions. • CHN12d - Average total Tariff SIMD Q3: While there has been improvement from the previous year by an increase of 65 tariff points, National performance has also improved, resulting in a continued but narrowed gap. • CHN12e - Average total Tariff SIMD Q4: A small increase in tariff points from the previous year and the first increase from a 4 year downward trend. • CHN12f - Average total Tariff SIMD Q5: A small increase in tariff points from the previous year but a large gap still remains for this cohort.
CHN9 - Looked After Children in the community.	The Highland figure for 2019/20 is currently provisional as is the target as the national benchmark position has not yet been published. The percentage of looked after children in the community has remained static over the last five years. As integral to service redesign, the new Health and Social Care service is changing its focus to place more emphasis on prevention and early intervention. This focus on early intervention concentrates effort to support families to sustain home and kinship placements. The placement change programme will be further developed to place greater emphasis on returning children currently placed outwith Highland to their family home or a kinship placement.
CHN18 - Funded early years provision which is graded good/better	With the introduction of the National Standard, wider expectations are taken into consideration when Care Inspection gradings are awarded. An overall downgrading of commissioned ELC settings and Childminding services within Highland Council have been evident. Council Officers are working intensively with Managers and Practitioners within ELC settings and Childminders to address shortfall of gradings. This is to ensure priorities around improvements link to the new National Standard.
CHN19b - School attendance rate (per 100 looked after children) *	Pupils who had difficulty engaging with education were supported using a multi-agency approach as appropriate. Home visiting teachers were in place; however, reach was limited, and schools often had to rely on staffing within the school itself or support from health & social care. Building on the successes of the Highland Virtual Academy (HVA) and remote learning, in particular pupil engagement, the HVA has transformed our approach in Highland to supporting all learners across remote and rural school estate. HVA have supported a new referral system where schools can ask for allocated teaching time online. This approach has seen significant success around attendance and re-engaging learners. The HVA work with pupils and young people who have been absent from school long-term and disengaged with learning.

Adult Services	Commentary and Improvement actions
SW2 - Direct payments spend on adults (18+) *	This indicator includes costs related to Direct Payments (DPs) and Individual Service Funds (ISF). At March 2020 the number of people in receipt of one of these options had increased by 23 on the previous year-end. While DPs showed an increase across all client groups, ISFs showed reduction in older people category and increases in Learning Disability & Physical Disability clients. Both these options continue to be discussed with people who require services. The calculation is based on a combined Local Financial Return (03) and for 2019/20 this has yet to be produced. The data provided by The Improvement Service is subject to change. An outstanding query on the value for 2018/19 and a request for further details on the methodology is yet to be resolved by the Improvement Service.
SW3a - Adults (65+) with long term care needs receiving personal care at home *	The number of older people resident in care homes as at March 2020 when compared to March 2019 increased from 1358 to 1388. The number of older people in receipt of care at home services reduced slightly by 34. The definition for this indicator has been calculated slightly differently to allow for COVID-19 in Q4 2020 however there has been less than 1% change reported.
SW4b - Adults supported at home who agree the services and support had an impact in improving or maintaining their quality of life	Data comes from the Biannual Health Care and Experience Survey. This is Indicator 7 of the National Integration Indicators which has not yet been updated by Public Health Scotland. The results from the survey and information from the website suggests that the results for the Integration Indicators will be reported on separately through further analysis of responses from those who indicated that their care is funded by the Council or NHS. The data reported by the Improvement Service shows a reduction on the previous year, but it is unclear whether this is as a result of the change to the survey in 2019/20.

Culture and Leisure Services	Commentary and Improvement actions
Museums - Visits/ usage virtual or in person per 1,000 population	Due to overall reduction in visitor numbers. Specifically, the impact of charging at Caithness Horizons which led to visitor numbers falling from 72,768 (2016/17) to 2,823 (2017/18). Museum closed by 2019/20. Museum to open 2021/22 with new branding and no entrance fee. Museum visitor numbers will be affected in future years due to COVID-19.
Museums - Visits/ usage in person per 1,000 population	

Environmental Services	Commentary and Improvement actions
ENV6a – Household waste that is recycled (Data for calendar year) *	An improvement in data management has led to more accurate reporting and this shows a reduction in overall household waste tonnage. The household recycling rate and tonnage of material recycled has also reduced within the total tonnage of waste generated. Improved controls at Household Waste Recycling Centres (HWRCs) mean unlawful trade waste is less likely to be counted in household waste. Waste sent to landfill has reduced from 2018 to 2019. National changes are expected around the Household Recycling Charter and along with the accompanying national Recycling Improvement Fund. This will guide activity to improve the quality and quantity of material collected for recycling.
High risk private water supplies inspected and sampled	Although the % of compliance to visit and sample Regulated (high risk) water supplies has reduced across the reporting years (the Drinking Water Quality Regulator for Scotland (DWQR) requires 1 statutory sample from each supply per year), there has actually been an increase in overall sampling.

Environmental Services	Commentary and Improvement actions
	This can be related to larger supplies having more than one sample collected at the annual visit in order to assess water quality across the whole water system and from re-visit and grant enquiries sampling. The % reduction reported has arisen because of a growth in the number of regulated water supplies following Regulatory changes that re-assigned private rented properties and brought them into scope. Highland Council has the highest number of regulated supplies of all Scottish Councils (at over 1800) and accounts for 22% of the Scottish total. As this is a chargeable service, during 2021/22 the Service will examine the business case to increase fees and size the workforce to achieve higher compliance and improvement in the rate expected by the Drinking Water Quality Regulator for Scotland (DWQR). Given Covid and Brexit pressures on the team are expected to continue in 2021/22, compliance is not expected to improve significantly until a new operating model can be put in place. Please note the data is reported by calendar year.

Business and Development Services	Commentary and Improvement actions
ECON5 - Number of Business Gateway start-ups per 10,000 population	Highland has one of the highest business rates per population and historically the economic development task was not to increase the number of business starts, but to grow businesses (with efforts focused on the number of businesses supported and also the number of business (exceeding target) on the Council's Local Growth Accelerator Programme). The economic impacts of COVID-19 has adversely affected both start-ups and growing businesses, and efforts as part of the economic recovery, will be focused on supporting both.

Housing Services	Commentary and Improvement actions
Average time to complete emergency housing repairs (hours) SHR11	Time taken to respond to emergency repairs has slightly increased in this period though Highland geography should be taken into account when comparing this indicator with other local authorities. An internal LEAN review into repairs has been concluded and this has identified measures to improve the repairs service. The target for this indicator is the benchmarking group average, and this target is currently under review.
Homelessness - Presentations received in period	The level of homelessness presentations reflects the demand in Highland which is largely out with the control of the Council. As part of the Highland Rapid Rehousing Transition Plan, Officers will continue to work with clients threatened by homelessness with a view to preventing homelessness where possible through a housing options approach. The Scottish Government is committed to legislative changes during 2021 to create a homelessness prevention duty on public bodies which will assist local authorities in assisting clients out with homelessness.
Homelessness - case duration (weeks) *	Homelessness case duration decreased in 2019/20 though it remains out with target. As part of our Rapid Rehousing Transition Plan, Rapid Rehousing Officers are now in post to reduce the case duration and assist clients with achieving a sustainable and permanent housing outcome to their homelessness application.

Corporate Services	Commentary and Improvement actions
Cost of Non-Domestic Rates collection per chargeable property	The reported performance reflects gross costs and the expanded activities undertaken within the Non-Domestic Rates Team. Work is ongoing to address the impacts that these wider activities are having on this cost performance with a view to improving reported performance in future years.
CAST1 - Asset Management – Suitability *	Safe and effective property is an identified corporate risk. Asset rationalisation projects are currently under way and resource has been made available to take forward a strategic assessment of all of our buildings, enabling decisions to be taken about what is core stock, and what stock can be remodelled and/or disposed of. Significant large scale capital receipts and revenue budget savings are unlikely in the next 24-36 months. The Council is also investing £2.85m in addressing the backlog of statutory non-compliance issues across our buildings.
Pensions - cost per member	There was a 9% reduction in cost per member in 2019/20 compared with the 2018/19 year. The cost increase in 2018/19 year is attributable to the additional cost associated with the Guaranteed Minimum Pension exercise faced by all public sector schemes.

Appendix 5: Public Performance Reporting: Approach to meeting the Audit Direction

Requirement		Approach/ Evidence for Reporting Year		
		2019/20	**2020/21**	**2021/22**
SPI1	**Performance in improving local public services, provided by the council**	○ **SPIs** (CP-LGBF and LPIs) ○ **Corporate Plan Annual Report** ○ **Performance Examples and Case Studies Report** (strategic and area committee reports, press releases)	○ **SPIs** (CP-LGBF and LPIs) ○ **Corporate Plan Annual Report** ○ **Performance Examples and Case Studies Report** (strategic and area committee reports, press releases)	○ **SPIs** (CP-LGBF and LPIs) ○ **Corporate Plan Annual Report** ○ **Service Performance Reporting** (strategic and area committee reports, quarterly performance reports, press releases)
SPI1	**Performance in improving local public services, provided by the council in conjunction with partners and communities**	○ **SPIs** (CP-LGBF and LPIs) ○ **Performance Examples and Case Studies Report** (To include partnership work: NHS Integration, Children's Services, CPP, HLH etc.)	○ **SPIs** (CP-LGBF and LPIs) ○ **Performance Examples and Case Studies Report** (strategic and area committee reports, press releases)	○ **SPIs** (CP-LGBF and LPIs) ○ **Service Performance Reporting** (To include partnership work: NHS Integration, Children's Services, CPP, HLH etc.)
SPI1	**Progress against the desired outcomes agreed with its partners and communities.**	○ **Performance Examples and Case Studies Report** (Strategic and area committee reports, press releases, CPP, NHS Integration, Children's Services…)	○ **Performance Examples and Case Studies Report** (Strategic and area committee reports, press releases, CPP, NHS Integration, Children's Services…)	○ **Service Performance Reporting** (Strategic and area committee reports, press releases, CPP, NHS Integration, Children's Services…)
SPI2	**The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.**	○ **BVAR** ○ **External Audit Annual Report on BV**	○ **BVAR Improvement Plan** ○ **Service Plans – covering report** ○ **External Audit Annual Report on BV**	○ **BVAR Improvement Plan** ○ **Service Plans – covering report** ○ **External Audit Annual Report on BV** ○ **Self-Assessment Improvement Plans**
SPI2	**Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments.**	○ **BVAR** ○ **External Audit Annual Report on BV**	○ **BVAR Improvement Plan** ○ **Annual External Audit Report and Response/ Action Plan** ○ **Internal Audit reports relevant to BV**	○ **BVAR Improvement Plan** ○ **Annual External Audit Report and Response/ Action Plan** ○ **Internal Audit reports relevant to BV**
SPI2	**In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.**	○ **Performance Examples and Case Studies Report** ○ **Locality Plans and Reports** ○ **Partnership Reports to Area Committees**	○ **Performance Examples and Case Studies Report** ○ **Locality Plans and Reports** ○ **Partnership Reports to Area Committees**	○ **Service Performance Reporting** ○ **Locality Plans and Reports** ○ **Partnership Reports to Area Committees**