

Highland Council

Information on council performance comes from statutory performance indicators, the performance management and planning audit, value for money and other reports. **All** of these must be taken into account in considering how a council is performing. Further details about all of the information below are available in Section 1 of this document.

Contextual data

- total resident population 208,914
- number of households 88,760
- Grant Aided Expenditure for 2002/2003 (£'000) 314,044
- Band D Council Tax for 2001/2002 (£) 939

Statutory Performance Indicators - summary information

The council's performance worsened by 5% or more on 16 measures, and improved by 5% or more on 13 measures

| | Measures that worsened by... | | | Measures that improved by... | | |
|-----------------|------------------------------|--------|------|------------------------------|--------|------|
| | >15% | 10-14% | 5-9% | 5-9% | 10-14% | >15% |
| Scotland | 5.9 | 2.7 | 3.7 | 4.5 | 3.0 | 9.2 |
| Highland | 7 | 4 | 5 | 4 | 3 | 6 |

A full set of the SPI measures used for this analysis is included at the end of the profile.

In 1999/2000 this council had a ranking of 25 or below in indicators 14, 42, 44, 51, 55 and 57. By 2001/02, they had not improved by at least 5% in the following indicators:

| Indicator number | Indicator definition |
|------------------|----------------------------------------------------------------------------------------------------------------|
| 51 | Child protection – the percentage of children being looked after by the council in community placements |
| 57 | Residential homes – the percentage of residential care places in homes for other adults, that are single rooms |

Progress towards Best Value: The performance management and planning (PMP) audit

Best Value requires councils to implement effective arrangements for planning and managing their performance. The performance management and planning (PMP) audit assesses the extent to which councils have these arrangements in place. Results from the PMP audit, SPIs, performance audit and other reports should **all** be considered when assessing council or service performance.

Between 1999 and 2002 the PMP audit was applied to Highland Council's corporate function and to a total of seven Highland Council services (Exhibit 1). In addition, in 2000/01 Highland Council's education service underwent a Quality Management in Education inspection. The criteria used in the PMP audit are outlined in Section 1, Exhibit 3. Having over 70% of best practice criteria elements in place is recognised as a good achievement. Councils with less than 60% of best practice elements in place generally have room to make substantial improvements.

The corporate audit (2000/01) found that Highland Council had between 60% and 70% of the elements of best practice performance management and planning in place. The service audits found that two of the seven Highland Council services had 70% or more of best practice elements in place. All three services audited in 1999/00 and one service audited in 2001/02 (roads & transport) had less than 60% of best practice elements in place.

Highland Council planned to make improvements in all the PMP audited services and to its corporate function. The 2001/02 PMP audit looked at the extent of progress made and found:

Services audited in 1999/00

- Food safety – some progress but slippage
- Service point networks – some progress but slippage
- Home care – some progress but slippage

Services audited in 2000/01

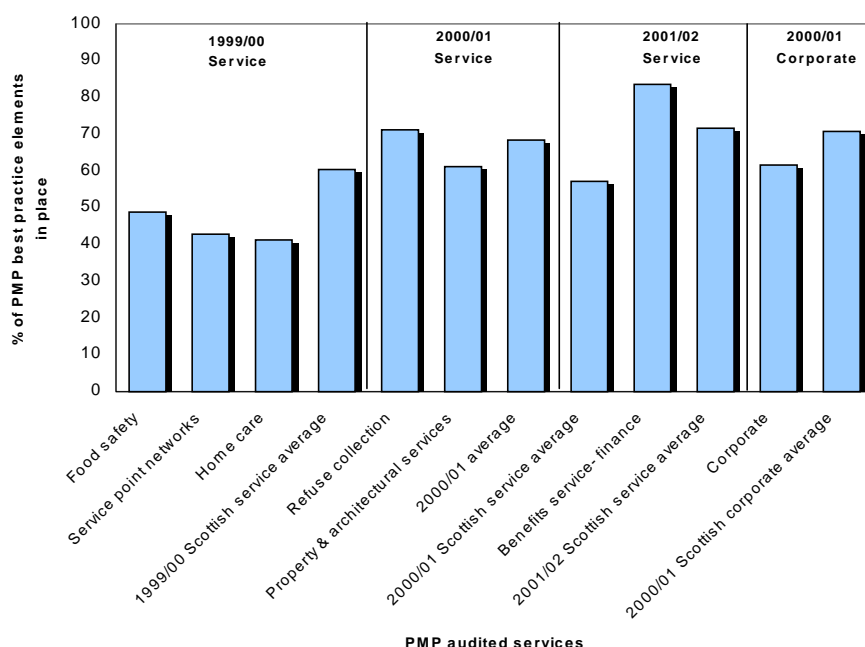
- Refuse collection – some progress but slippage
- Property & architectural services – some progress but slippage

Corporate function audited in 2000/01

- improvements had been or were on target to be introduced

Exhibit 1: PMP audit results 1999-2002

The proportion of best practice elements that audited services across Scotland had in place has increased over the three years of the PMP audit. In 1999/00 the average (mean) proportion was 60%; in 2000/01 the average proportion was 69%; and in 2001/02 the average proportion was 72%. Two of the seven audited services had higher than Scottish average scores.



Source: PMP audits 1999-2002

Accounts Commission/Audit Scotland reports (April 2001 to December 2002)

- There were no Accounts Commission statutory reports published on this council during the time period
- The appointed auditor's report on the council's financial statement for the year was unqualified
- The following Value for Money reports were published during the time period and included comparative performance levels on all councils:
 - 'A job worth doing - raising the standard of internal audit in Scottish councils' (August 2001) assessed this council as band 2, councils that generally comply with the CIPFA code of practice for internal audit
 - 'A safer place revisited - a review of progress in property risk management in schools' (June 2001) mentioned this council as:
 - o having low but still significant levels of vandalism, a total of £135,300, equating to £4 per pupil
 - o having made good progress on some recommendations, but less on others

More information about the work of the Accounts Commission and Audit Scotland are available at www.audit-scotland.gov.uk

Inspectorates (April 2001 to December 2002)

- HM Inspectorate of Education did not undertake a QMiE inspection of the council's education department during this time period
- The Benefit Fraud Inspectorate completed an inspection of this council in October 2001. More information is available at www.bfi.gov.uk
- The Social Work Services Inspectorate included a section on this council in their annual report 'Growth & Development' (November 2002). More information is available at www.scotland.gov.uk/socialwork/swsi
- The Food Standards Agency completed a partial audit of this council's food law enforcement services as part of their audit scheme year 1 (April 2001 to March 2002). They have also been subject to a phase 2 audit (April 2002 to March 2003). More information is available at www.foodstandards.gov.uk

For more information on the work of Inspectorates in general, please refer to Section 1 of this report
Scottish Public Services Ombudsman (April 2001 to December 2002)

- There was a finding of maladministration against planning services in this council during the time period

More information on the work of the Ombudsman is available at www.scottishombudsman.org.uk

Statutory Performance Indicators – list of measures

| | Measure | Rank in 01/02 | | PI measurement | | | Better ✓ or worse ✗ since 99/00 | | |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|----------------|------------|-------|---------------------------------|--------|------|
| | | 1-32 | ✓1-8 ✗ 25-32 | 99/00 | 00/01 | 01/02 | 5-9% | 10-14% | >15% |
| Benefits administration | | | | | | | | | |
| 1 | Administration costs - the overall gross administration cost (£) per council tax or housing benefit application | 24 | | - | - | 57.44 | | | |
| 2 | New claims - the average time (days) taken to process new claims | 11 | | - | - | 37 | | | |
| 3 | Changes of circumstances - the average time (days) taken to process notifications of changes of circumstances | 3 | ✓ | - | - | 6 | | | |
| 4 | Renewal claims - the percentage of renewal claims processed on time | 21 | | - | - | 68.7 | | | |
| 5 | Recoverable overpayments - the percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year | 2 | ✓ | - | 69.6 | 86.0 | | | |
| Building control | | | | | | | | | |
| 6 | Building warrants - the average time (days) taken to respond to a request for a building warrant | 15 | | 13 | 14 | 13 | | | |
| 7 | Completion certificates - the average time (days) taken to respond to a request for a completion certificate | 27 | ✗ | 5 | 5 | 6 | | | ✗ |
| Corporate issues | | | | | | | | | |
| 8 | Sickness absence - the percentage of working days lost through sickness absence for chief officers, administrative, professional, technical and clerical staff | 4 | ✓ | <u>3.8</u> | <u>4.9</u> | 4.0 | | | ✗ |
| 9 | Sickness absence - the percentage of working days lost through sickness absence for craft and manual employees | 6 | ✓ | <u>5.3</u> | <u>5.2</u> | 5.4 | | | |
| 10 | Sickness absence - the percentage of working days lost through sickness absence for teachers | 2 | ✓ | <u>3.4</u> | <u>2.5</u> | 2.6 | | | ✓ |
| 11 | Equal opportunities - the percentage of chief official employees, who are female | 28 | ✗ | - | 4.8 | 5.0 | | | |
| 12 | Equal opportunities - the percentage of senior professionals, who are female | 28 | ✗ | - | 9.9 | 10.3 | | | |

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| | Measure | Rank in 01/02 | | PI measurement | | | Better ✓ or worse X since 99/00 | | |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|----------------|-------|-------|---------------------------------|--------|------|
| | | 1-32 | ✓1-8 X 25-32 | 99/00 | 00/01 | 01/02 | 5-9% | 10-14% | >15% |
| Education | | | | | | | | | |
| 13 | Pre-school provision - the percentage of children in their pre-school year who received pre-school education | 13 | | 98.9 | 98.2 | 99.4 | | | |
| 14 | Pre-school provision - the percentage of children in their ante-pre-school year who received pre-school education | 12 | | 36.4 | 80.5 | 94.6 | | | ✓ |
| 15 | Primary schools - the percentage of classes with P1 to P3 pupils, with no more than 30 pupils | 18 | | 99.1 | 98.8 | 99.5 | | | |
| 16 | Primary schools - the percentage of schools in which the ratio of pupils to available places is between 61% and 100% | 18 | | 56.0 | 58.7 | 61.0 | ✓ | | |
| 17 | Secondary schools - the percentage of schools in which the ratio of pupils to available places is between 61% and 100% | 17 | | 60.7 | 64.3 | 67.9 | | ✓ | |
| 18 | Special educational needs - the average number of weeks taken to complete an assessment of special educational needs | 13 | | 22 | 18 | 26 | | | X |
| Environmental health | | | | | | | | | |
| 19 | Food hygiene - the percentage of premises with a minimum inspection frequency of 12 months or less, that were inspected on time | 12 | | 99.5 | 98.0 | 96.8 | | | |
| 20 | Noise complaints - the percentage of initial noise complaints that were dealt with in one day | 29 | X | 94.7 | 91.5 | 81.0 | | | X |
| 21 | Noise complaints - the percentage of noise complaints requiring further investigation that were dealt with in three days | 24 | | 94.5 | 82.9 | 90.1 | | | |
| 22 | Pest control - the percentage of responses to requests for high-priority pest control services within two days | 14 | | 93.6 | 92.1 | 96.1 | | | |
| 23 | Pest control - the percentage of responses to requests for low-priority pest control services within five days | 14 | | 97.0 | 95.4 | 98.3 | | | |
| Environmental services | | | | | | | | | |
| 24 | Refuse collection - the gross cost of refuse collection per property (£) (see note 2) | 21 | | 46.02 | 49.21 | 51.55 | | | X |
| 25 | Refuse collection - the gross cost of refuse disposal per property (£) (see note 2) | 10 | | - | 45.24 | 43.15 | | | |
| 26 | Refuse collection - the percentage of special uplifts of bulky domestic refuse completed within five days | 7 | ✓ | Note | Note | 96.7 | | | |
| 27 | Recycling - of the household, commercial and industrial waste collected by the authority, the percentage that was recycled | 30 | X | - | - | 2.0 | | | |
| Finance | | | | | | | | | |
| 28 | Council tax - the gross cost of collecting council tax per chargeable dwelling (£) (see note 2) | 24 | | 13.88 | 14.87 | 16.17 | | | X |
| 29 | Council tax - the percentage of council tax income for the year that was collected in the year (see note 2) | 19 | | 91.1 | 91.4 | 92.2 | | | |
| 30 | Invoice payment - the percentage of invoices paid within 30 days or other agreed time period | 5 | ✓ | 87.7 | 88.9 | 87.4 | | | |
| Housing | | | | | | | | | |
| 31 | Response repairs - the percentage of response repairs due to be undertaken within 24 hours that were undertaken within target time | 2 | ✓ | 96.4 | 97.5 | 98.1 | | | |
| 32 | Tenancy changes - the percentage of rent loss due to unoccupied dwellings | 15 | | 1.51 | 1.84 | 2.31 | | | X |
| 33 | Tenancy changes - the percentage of empty houses that were re-let within four weeks | 16 | | 42.8 | 39.1 | 39.5 | X | | |
| 34 | Rent arrears - current tenant arrears as a percentage of the net amount of rent due in the year | 15 | | 6.9 | 6.6 | 6.6 | | | |
| 35 | Rent arrears - the percentage of current tenants owing more than 13 weeks' rent at the year end, excluding those owing less than £250 | 15 | | 5.4 | 4.6 | 4.6 | | ✓ | |
| 36 | Council house sales - the percentage of sales completed within 26 weeks | 20 | | 49.3 | 53.8 | 57.8 | | | ✓ |
| 37 | Homelessness - the number of homeless households in priority need provided with temporary accommodation in council-furnished dwellings, as a percentage of the total provided with temporary accommodation | 22 | | 24.1 | 16.1 | 16.1 | | | X |

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| | Measure | Rank in 01/02 | | PI measurement | | | Better ✓ or worse X since 99/00 | | |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|----------------|-------|-------|---------------------------------|--------|------|
| | | 1-32 | ✓1-8 X 25-32 | 99/00 | 00/01 | 01/02 | 5-9% | 10-14% | >15% |
| Leisure & Recreation | | | | | | | | | |
| 38 | Leisure pools - the number of attendances per 1,000 population | 9 | | 1,923 | 1,755 | 1,802 | X | | |
| 39 | Traditional pools - the number of attendances per 1,000 population | 18 | | 2,330 | 2,079 | 2,257 | | | |
| 40 | Indoor facilities - the number of attendances per 1,000 population | 24 | | 2,131 | 1,651 | 1,885 | | X | |
| 41 | Museums - the percentage of museums operated or financially supported by the council, which are registered under the Museum and Galleries Commission (MGC) registration scheme | 9 | | 100.0 | 100.0 | 88.9 | | X | |
| Libraries | | | | | | | | | |
| 42 | Processing time - the average time (days) taken to satisfy library book requests | 25 | X | 37 | 32 | 26 | | | ✓ |
| 43 | Stock turnover – the percentage of the national target met for replenishing lending stock for children and teenagers | 12 | | 75.6 | 80.8 | 86.6 | | ✓ | |
| 44 | Stock turnover – the percentage of the national target met for replenishing lending stock for adults | 11 | | 46.5 | 61.2 | 72.9 | | | ✓ |
| 45 | Use of libraries – the number of borrowers as a percentage of the resident population | 16 | | 26.9 | 24.9 | 25.0 | X | | |
| 46 | Use of libraries – the average number of issues per borrower | 6 | ✓ | 28.0 | 29.7 | 30.2 | ✓ | | |
| Planning | | | | | | | | | |
| 47 | Processing time – the percentage of householder applications dealt with within two months | 20 | | 83.0 | 81.9 | 80.7 | | | |
| 48 | Processing time – the percentage of non-householder applications dealt with within two months | 18 | | 60.2 | 54.5 | 50.5 | | | X |
| Roads & Lighting | | | | | | | | | |
| 49 | Traffic light repairs - the percentage of repairs completed within 48 hours | 1 | ✓ | 97 | 96 | 100 | | | |
| 50 | Street light repairs - the percentage of repairs completed within seven days | 3 | ✓ | 97 | 98 | 98 | | | |
| Social Work | | | | | | | | | |
| 51 | Child protection – the percentage of children being looked after by the council in community placements | 21 | | 82.9 | 85.3 | 84.5 | | | |
| 52 | Staff qualification – the percentage of staff in residential homes for children who are qualified | 24 | | 37 | 32 | 35 | X | | |
| 53 | Staff qualification – the percentage of staff in residential homes for older people who are qualified | 17 | | 24 | 27 | 33 | | | ✓ |
| 54 | Staff qualification – the percentage of staff in residential homes for other adults who are qualified | 25 | X | 34 | 34 | 26 | | | X |
| 55 | Residential homes – the percentage of residential care places in homes for children that are single rooms | 26 | X | 54.2 | 57.9 | 57.9 | ✓ | | |
| 56 | Residential homes – the percentage of residential care places in homes for older people that are single rooms | 16 | | 80.9 | 85.1 | 85.1 | ✓ | | |
| 57 | Residential homes – the percentage of residential care places in homes for other adults that are single rooms | 26 | X | 78.4 | 83.1 | 81.9 | | | |
| 58 | Residential homes – the percentage of residential care places in homes for children that have en-suite facilities | 17 | | - | 5.3 | 5.3 | | | |
| 59 | Residential homes – the percentage of residential care places in homes for older people that have en-suite facilities | 5 | ✓ | - | 58.5 | 56.5 | | | |
| 60 | Residential homes – the percentage of residential care places in homes for other adults that have en-suite facilities | 13 | | - | 22.1 | 22.5 | | | |

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| | Measure | Rank in 01/02 | | PI measurement | | | Better ✓ or worse ✗ since 99/00 | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|----------------|-------|-------|---------------------------------|--------|------|
| | | 1-32 | ✓1-8 ✗ 25-32 | 99/00 | 00/01 | 01/02 | 5-9% | 10-14% | >15% |
| Social Work | | | | | | | | | |
| 61 | Social enquiry reports - the proportion of reports requested by the courts that were allocated to social work staff within 2 working days of receipt by the social work department | 25 | ✗ | - | 77.9 | 77.2 | | | |
| 62 | Social enquiry reports - the proportion of reports submitted by the social work department to the courts by the due date | 15 | | - | 98.2 | 98.7 | | | |
| 63 | Probation - the proportion of new probationers seen by a supervising officer within one week | 22 | | - | 91.0 | 60.6 | | | |
| 64 | Probation - the proportion of people subject to a probation order who were reported to the court for breach of probation during the year | 10 | | - | 16 | 19 | | | |
| 65 | Community service - the average hours per week taken to complete community service orders | 18 | | - | 3.7 | 3.8 | | | |
| Trading Standards | | | | | | | | | |
| 66 | Consumer complaints - the percentage of complaints processed within 14 days of receipt | 13 | | 85.3 | 82.7 | 85.6 | | | |
| 67 | Business advice requests - the percentage of requests dealt with within 14 days of receipt | 29 | ✗ | 95.5 | 95.1 | 94.3 | | | |
| | | ✓1-8 | 12 | | | | | | |
| | | ✗ 25-32 | 11 | | | | | | |

| Data features | Symbol | 99/00 | 00/01 | 01/02 |
|-------------------|--------------|-------|-------|-------|
| No Service | (NS) | 0 | 0 | 0 |
| Failure to report | (FTR) | 0 | 0 | 0 |
| Unreliable data | (underlined) | 3 | 3 | 0 |

Notes

1. An underlined measurement indicates unreliable data.
2. This measure is presented in family groups in Section 3.
3. Measure 31: Housing Response Repairs: this measure is taken from a 'transitional' indicator, which requires care in interpretation. Each council's performance is assessed against its own locally-set targets.
We have measured the proportion of repairs due to be completed within 24 hours, that were completed in time. This allows broad comparison among councils.
4. Unreliable data has not been ranked.

| Count of measures showing significant change since 1999/00 | |
|------------------------------------------------------------|---|
| Improvement | |
| 5-9% | 4 |
| 10-14% | 3 |
| >15% | 6 |
| Decline | |
| 5-9% | 5 |
| 10-14% | 4 |
| >15% | 7 |