

## Highland Council

Information on council performance comes from statutory performance indicators, 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 211,340
- number of households 105,160
- Grant Aided Expenditure for 2005/2006 (£'000) 380,846
- Band D Council Tax for 2005/2006 (£) 1,086

### Statutory Performance Indicators - summary information

The council's performance worsened by 5% or more on 14 measures, and improved by 5% or more on 12 measures.

|                 | Measures that worsened by... |        |      | Measures that improved by... |        |      |
|-----------------|------------------------------|--------|------|------------------------------|--------|------|
|                 | >15%                         | 10-14% | 5-9% | 5-9%                         | 10-14% | >15% |
| <b>Scotland</b> | 6                            | 2      | 4    | 3                            | 2      | 9    |
| <b>Highland</b> | 5                            | 3      | 6    | 5                            | 2      | 5    |

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

In 2002/03 this council had a ranking of 25 or below in indicators 13, 16, 22, 23, 50, 53 and 76. By 2004/05, they had not improved by at least 5% in the following indicators:

| Indicator number | Indicator definition   |
|------------------|--|
| 13               | Probation - the proportion of new probationers seen by a supervising officer within one week                         |
| 16               | Administration costs - the overall gross administration cost (£) per council tax or housing benefit application      |
| 22               | Child care placements – the percentage of children being looked after by the council who are in community placements |
| 53               | Processing time – the percentage of all applications dealt with within two months                                    |

### Progress towards Best Value

Between 1999 and 2002, the Accounts Commission's Performance Management and Planning (PMP) audit assessed the arrangements that councils' had in place to manage their performance under Best Value. It examined the extent to which councils and their various services had in place the basic building blocks for Best Value, in particular the key management processes required. Comment on the findings of the PMP Audit for the council may be found in the Profiles for 2001/02.

The PMP audits have been superseded by a cyclical programme of Best Value and Community Planning audits. This programme began in early 2004 and aims to cover all 32 councils over three years.

### Accounts Commission/Audit Scotland reports (April 2004 to October 2005)

- 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 Value for Money report '*Maintaining Scotland's Roads*' (November 2004) looked at the comparative performance of all councils and identified Highland Council as one of only seven where less than 40% of the roads network should be considered for repair

More information about the work of the Accounts Commission and Audit Scotland are available at [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk)

#### **Inspectorates (April 2004 to October 2005)**

- HM Inspectorate of Education did not undertake an inspection of the council during this time period. More information is available at: [www.hmie.gov.uk](http://www.hmie.gov.uk)
- The Benefit Fraud Inspectorate did not undertake an inspection of the council during this time period. More information is available at [www.bfi.gov.uk](http://www.bfi.gov.uk)
- The Social Work Inspection Agency has not published a report relating to this council. More information is available at: [www.swia.gov.uk](http://www.swia.gov.uk)
- Communities Scotland did not undertake an inspection of the council during this time period. More information is available at: [www.communitiesscotland.gov.uk](http://www.communitiesscotland.gov.uk)
- The Food Standards Agency completed an audit of this council's food law enforcement services as part of their audit scheme year 3 (April 2003 to March 2004). More information is available at [www.foodstandards.gov.uk](http://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 2004 to October 2005)**

- There were no findings of maladministration against this council during this time period.
- More information on the work of the Ombudsman is available at [www.scottishombudsman.org.uk](http://www.scottishombudsman.org.uk)

## Statutory Performance Indicators – list of measures

### Highland

|  | Measure  | Rank in 04/05 |                  | PI measurement |       |       | Better ✓ or worse X since 02/03 |        |      |
|--|--|---------------|------------------|----------------|-------|-------|---------------------------------|--------|------|
|  |  | 1-32          | ✓ 1-8<br>X 25-32 | 02/03          | 03/04 | 04/05 | 5-9%                            | 10-14% | >15% |
| <b>Adult Social Work</b>                   |  |               |                  |                |       |       |                                 |        |      |
| 1  | Staff qualification – the percentage of care staff who are qualified, working in care homes for older people   | 15            |                  | 37             | 38    | 49.8  |                                 |        | ✓    |
| 2  | Staff qualification – the percentage of care staff who are qualified, working in care homes for other adults   | 15            |                  | 31             | 43    | 48.6  |                                 |        | ✓    |
| 3  | Privacy - percentage of residential care places occupied by older people that are in single rooms  | 22            |                  | -              | 86.8  | 84.9  |                                 |        |      |
| 4  | Privacy - percentage of residential care places occupied by older people that have en-suite facilities   | 12            |                  | -              | 60.2  | 69.0  |                                 |        |      |
| 5  | Privacy - percentage of residential places occupied by other adults that are in single rooms   | 26            | X                | -              | 76.3  | 81.7  |                                 |        |      |
| 6  | Privacy - percentage of residential places occupied by other adults that have en-suite facilities  | 9             |                  | -              | 39.6  | 58.0  |                                 |        |      |
| 7  | Home care - total hours as a rate per 1,000 population aged 65+  | 21            |                  | -              | 374.9 | 433.1 |                                 |        |      |
| 8  | Home care - number of home care clients aged 65+ receiving personal care as a percentage of clients  | 14            |                  | -              | 51.9  | 65.8  |                                 |        |      |
| 9  | Home care - number of home care clients aged 65+ receiving care in evenings/overnight as a percentage of clients   | 24            |                  | -              | 16.2  | 18.4  |                                 |        |      |
| 10   | Home Care - number of home care clients aged 65+ receiving care at weekends as a percentage of clients   | 26            | X                | -              | 32.2  | 39.9  |                                 |        |      |
| 11   | 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 | 22            |                  | 91.5           | 88.3  | 83.1  | X                               |        |      |
| 12   | Social enquiry reports - the proportion of reports submitted by the social work department to the courts by the due date   | 18            |                  | 98.8           | 97.9  | 98.4  |                                 |        |      |
| 13   | Probation - the proportion of new probationers seen by a supervising officer within one week   | 27            | X                | 35.6           | 31.5  | 37.0  |                                 |        |      |
| 14   | Probation - the proportion of people subject to a probation order who were reported to the court for breach of probation during the year   | 7             | ✓                | 15.6           | 13.0  | 12.7  |                                 |        | ✓    |
| 15   | Community service - the average hours per week taken to complete community service orders  | 17            |                  | 4.4            | 4.0   | 3.2   |                                 |        | X    |
| <b>Benefits Administration</b>             |  |               |                  |                |       |       |                                 |        |      |
| 16   | Administration costs - the overall gross administration cost (£) per council tax or housing benefit application  | 29            | X                | 70.54          | 84.47 | 83.85 |                                 |        | X    |
| 17   | New claims - the average time (days) taken to process new claims   | 21            |                  | 44             | 50    | 45    |                                 |        |      |
| 18   | Accuracy and security of processing - percentage of cases for which the calculation of benefit due was correct.  | 12            |                  | 99.2           | 97.4  | 98.6  |                                 |        |      |
| <b>Education &amp; Children's Services</b> |  |               |                  |                |       |       |                                 |        |      |
| 19   | Primary schools - the percentage of schools in which the ratio of pupils to available places is between 61% and 100%   | 24            |                  | 54.3           | 53.8  | 55.2  |                                 |        |      |
| 20   | Secondary schools - the percentage of schools in which the ratio of pupils to available places is between 61% and 100%   | 21            |                  | 65.5           | 58.6  | 69.0  |                                 |        | ✓    |
| 21   | Special educational needs - the average number of weeks taken to complete an assessment of special educational needs   | 10            |                  | 23             | 22    | 21    |                                 |        | ✓    |
| 22   | Child care placements – the percentage of children being looked after by the council who are in community placements   | 21            |                  | 82.5           | 82.6  | 85.2  |                                 |        |      |
| 23   | Staff qualification – the percentage of care staff in residential homes for children who are qualified   | 19            |                  | 45             | 43    | 47.8  |                                 |        | ✓    |
| 24   | Privacy - percentage of residential places occupied by children that are single rooms  | 1             | ✓                | -              | 100.0 | 100.0 |                                 |        |      |
| 25   | Privacy - percentage of residential places occupied by children that have en-suite facilities  | 9             |                  | -              | 20.5  | 20.5  |                                 |        |      |
| 26   | Social background reports - percentage of reports requested by the Reporter, that were submitted within 20 days  | 18            |                  | -              | 39.9  | 39.3  |                                 |        |      |
| 27   | Supervision - percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days  | 23            |                  | -              | 91.0  | 77.3  |                                 |        |      |

## Highland

|  | Measure   | Rank in 04/05 |                 | PI measurement |              |              | Better ✓ or worse X since 02/03 |        |      |
|--|---|---------------|-----------------|----------------|--------------|--------------|---------------------------------|--------|------|
|  |   | 1-32          | ✓1-8<br>X 25-32 | 02/03          | 03/04        | 04/05        | 5-9%                            | 10-14% | >15% |
| <b>Corporate Management</b>            |   |               |                 |                |              |              |                                 |        |      |
| 28                                     | Sickness absence - the percentage of working days lost through sickness absence for chief officers and local government employees | 6             | ✓               | -              | -            | 4.9          |                                 |        |      |
| 29                                     | Sickness absence - the percentage of working days lost through sickness absence for craft employees                               | 17            |                 | -              | -            | 6.2          |                                 |        |      |
| 30                                     | Sickness absence - the percentage of working days lost through sickness absence for teachers                                      | 8             | ✓               | 2.7            | <u>2.9</u>   | 3.4          |                                 |        | X    |
| 31                                     | Litigation claims - number of claims per 10,000 population  | 3             | ✓               | -              | 8.9          | 11.6         |                                 |        |      |
| 32                                     | Equal opportunities policy - percentage of highest paid 2% of earners among council employees that are women                      | 21            |                 | -              | 18.7         | 25.5         |                                 |        |      |
| 33                                     | Equal opportunities policy - percentage of highest paid 5% of earners among council employees that are women                      | 16            |                 | -              | 29.7         | 34.7         |                                 |        |      |
| 34                                     | Public access - percentage of public service buildings that are suitable and accessible to disabled people                        | 30            | X               | -              | -            | 3.4          |                                 |        |      |
| 35                                     | Council tax - the cost of collecting council tax per dwelling (£) (see note 2)  | 28            | X               | -              | -            | 17.68        |                                 |        |      |
| 36                                     | Council tax - the percentage of council tax income for the year that was collected in the year (see note 2)                       | 19            |                 | 92.6           | 93.5         | 94.1         |                                 |        |      |
| 37                                     | Non-domestic rates - percentage of income due from non-domestic rates that was received by the end of the year                    | 22            |                 | 96.4           | 96.9         | 96.0         |                                 |        |      |
| 38                                     | Invoice payment - the percentage of invoices paid within 30 days  | 4             | ✓               | -              | 89.0         | 90.0         |                                 |        |      |
| <b>Cultural and Community Services</b> |   |               |                 |                |              |              |                                 |        |      |
| 39                                     | Sport and Leisure Management - the number of attendances per 1,000 population for all pools                                       | 4             | ✓               | 4552           | 4687         | 4963         | ✓                               |        |      |
| 40                                     | Indoor facilities - the number of attendances per 1,000 population  | 24            |                 | 2447           | 2104         | 2751         |                                 | ✓      |      |
| 41                                     | Processing time - the average time (days) taken to satisfy library book requests  | 28            | X               | 25             | 25           | 25           |                                 |        |      |
| 42                                     | Stock turnover – the percentage of the national target met for replenishing lending stock for adults                              | 8             | ✓               | 90.4           | 96.0         | 78.1         |                                 |        | X    |
| 43                                     | Stock turnover – the percentage of the national target met for replenishing lending stock for children and teenagers              | 9             |                 | 116.4          | 75.2         | 77.5         |                                 |        | X    |
| 44                                     | Use of libraries – the number of borrowers as a percentage of the resident population   | 20            |                 | 23.0           | 23.6         | 23.2         |                                 |        |      |
| 45                                     | Use of libraries – the average number of issues per borrower  | 4             | ✓               | 32.9           | 31.8         | 30.6         | X                               |        |      |
| 46                                     | Learning centre and learning access points - number of users as a percentage of the resident population                           |               |                 | 5.1            | <u>9.0</u>   | <u>9.3</u>   |                                 |        |      |
| 47                                     | Learning centre and learning access points - number of time terminals are used per 1,000 population                               |               |                 | 533.2          | <u>600.2</u> | <u>624.8</u> |                                 |        |      |
| <b>Development Services</b>            |   |               |                 |                |              |              |                                 |        |      |
| 48                                     | Building warrants - percentage of requests for a building warrant responded to within 15 days                                     | 26            | X               | 53.6           | 48.5         | 40.2         |                                 |        | X    |
| 49                                     | Building warrants - percentage of building warrants issued (or an application otherwise determined) within 6 days                 | 14            |                 | 89.1           | 86.0         | 83.9         | X                               |        |      |
| 50                                     | Completion certificates - average time (days) taken to respond to a request for a completion certificate                          | 24            |                 | 8              | 10           | 7            |                                 | ✓      |      |
| 51                                     | Completion certificates - percentage of completion certificates issued (or an application otherwise determined) within 3 days     | 11            |                 | 88.7           | 82.7         | 91.9         |                                 |        |      |
| 52                                     | Processing time – the percentage of householder applications dealt with within two months   | 21            |                 | 83.1           | 84.8         | 76.3         | X                               |        |      |
| 53                                     | Processing time – the percentage of all applications dealt with within two months   | 28            | X               | 60.1           | 59.1         | 54.4         | X                               |        |      |

## Highland

|                             | Measure   | Rank in 04/05 |                 | PI measurement |       |       | Better ✓ or worse X since 02/03 |        |      |
|-----------------------------|---|---------------|-----------------|----------------|-------|-------|---------------------------------|--------|------|
|                             |   | 1-32          | ✓1-8<br>X 25-32 | 02/03          | 03/04 | 04/05 | 5-9%                            | 10-14% | >15% |
| <b>Housing</b>              |   |               |                 |                |       |       |                                 |        |      |
| 54                          | Tenancy changes - the percentage of rent loss due to voids  | 11            |                 | 2.26           | 2.10  | 1.80  |                                 |        | ✓    |
| 55                          | Tenancy changes - the percentage of empty houses that were re-let within four weeks   | 16            |                 | 38.6           | 32.2  | 35.5  | X                               |        |      |
| 56                          | Rent arrears - current tenant arrears as a percentage of the net amount of rent due in the year (see note 2)  | 17            |                 | 6.3            | 6.9   | 7.1   |                                 | X      |      |
| 57                          | Rent arrears - the percentage of current tenants owing more than 13 weeks' rent at the year end, excluding those owing less than £250 (see note 2)  | 15            |                 | 5.5            | 5.7   | 5.1   | ✓                               |        |      |
| 58                          | Council house sales - the percentage of sales completed within 26 weeks   | 24            |                 | 55.3           | 45.8  | 53.3  |                                 |        |      |
| 59                          | Homelessness - average time between presentation and completion of duty by the council for those cases assessed as homeless or potentially homeless | 14            |                 | -              | 11.0  | 12.7  |                                 |        |      |
| 60                          | Homelessness - percentage of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed                 | 23            |                 | -              | 8.7   | 14.5  |                                 |        |      |
| <b>Protective Services</b>  |   |               |                 |                |       |       |                                 |        |      |
| 61                          | Food hygiene - the percentage of premises with a minimum inspection frequency of 12 months or less, that were inspected on time                     | 7             | ✓               | 97.8           | 95.7  | 99.4  |                                 |        |      |
| 62                          | Noise complaints - the percentage of cases settled on first contact that were dealt with on day of receipt  | 1             | ✓               | -              | 92.0  | 100.0 |                                 |        |      |
| 63                          | Noise complaints - the percentage of cases needing further action, completed within 14 days of receipt  | 18            |                 | -              | 67.2  | 61.5  |                                 |        |      |
| 64                          | Pest control - the percentage of responses to requests for high-priority pest control services within two days                                      | 17            |                 | 96.9           | 91.1  | 94.9  |                                 |        |      |
| 65                          | Pest control - the percentage of responses to requests for low-priority pest control services within five days                                      | 12            |                 | 99.2           | 95.2  | 98.1  |                                 |        |      |
| 66                          | Consumer complaints - the percentage of complaints processed within 14 days of receipt  | 20            |                 | 87.1           | 89.7  | 76.0  |                                 | X      |      |
| 67                          | Business advice requests - the percentage of requests dealt with within 14 days of receipt  | 17            |                 | 96.2           | 97.5  | 96.1  |                                 |        |      |
| 68                          | Inspection of trading premises - the percentage of premises in inspection level of 2 years or less that were inspected on time                      | 17            |                 | -              | -     | 78.7  |                                 |        |      |
| <b>Roads &amp; Lighting</b> |   |               |                 |                |       |       |                                 |        |      |
| 69                          | Carriageway condition - percentage of network that should be considered for maintenance treatment   | 2             | ✓               | -              | 38.9  | 30.5  |                                 |        |      |
| 70                          | Traffic light repairs - the percentage of repairs completed within 48 hours   | 10            |                 | 100.0          | 97.8  | 97.3  |                                 |        |      |
| 71                          | Street light repairs - the percentage of repairs completed within seven days  | 10            |                 | 96.7           | 97.4  | 96.4  |                                 |        |      |
| 72                          | Road network restrictions - the percentage of council and private bridges assessed that failed to meet the European standard of 40 tonnes           | 30            | X               | -              | -     | 32.6  |                                 |        |      |
| 73                          | Road network restrictions - the percentage of council and private bridges assessed that have a weight or width restriction placed on them           | 10            |                 | -              | -     | 1.1   |                                 |        |      |

## Highland

|                         | Measure   | Rank in 04/05 |                 | PI measurement |            |        | Better ✓ or worse ✗ since 02/03 |        |      |
|-------------------------|---|---------------|-----------------|----------------|------------|--------|---------------------------------|--------|------|
|                         |   | 1-32          | ✓1-8<br>✗ 25-32 | 02/03          | 03/04      | 04/05  | 5-9%                            | 10-14% | >15% |
| <b>Waste Management</b> |   |               |                 |                |            |        |                                 |        |      |
| 74                      | Refuse collection - the net cost per property (£) of refuse collection (see note 2)                       | 21            |                 | -              | -          | 56.91  |                                 |        |      |
| 75                      | Refuse collection - the net cost per property (£) of refuse disposal (see note 2)                         | 31            | ✗               | -              | -          | 101.05 |                                 |        |      |
| 76                      | Refuse collection - the percentage of special uplifts of bulky domestic refuse completed within five days | 20            |                 | 66.8           | 80.2       | 81.3   |                                 |        | ✓    |
| 77                      | Refuse collection - the number of complaints per 1,000 households   | 7             | ✓               | -              | <u>6.5</u> | 8.1    |                                 |        |      |
| 78                      | Recycling - of the municipal waste collected by the authority, the percentage that was recycled           | 26            | ✗               | -              | -          | 9.0    |                                 |        |      |
| 79                      | Cleanliness - overall cleanliness index achieved  | 12            |                 | -              | -          | 70     |                                 |        |      |
|                         |   | ✓1-8          | 13              |                |            |        |                                 |        |      |
|                         |   | ✗ 25-32       | 12              |                |            |        |                                 |        |      |

| Data features     | Symbol       | 02/03 | 03/04 | 04/05 |
|-------------------|--------------|-------|-------|-------|
| No Service        | (NS)         | 0     | 0     | 0     |
| Failure to report | (FTR)        | 0     | 0     | 0     |
| Unreliable data   | (underlined) | 0     | 4     | 2     |

### Notes

1. An underlined measurement indicates unreliable data.
2. This measure is presented in family groups in Section 3.
3. Unreliable data has not been ranked.

### Reason for unreliable determination 2004/05

46, 47 - The IT system did not record all data.

| Count of measures showing significant change since 2002/03 |   |
|--|---|
| <b>Improvement</b>   |   |
| 5-9%   | 5 |
| 10-14%   | 2 |
| >15%   | 5 |
| <b>Decline</b>   |   |
| 5-9%   | 6 |
| 10-14%   | 3 |
| >15%   | 5 |