

Corporate management

Sickness absence

- 1: The number of days lost through sickness absence expressed as a percentage of the total working days available, for
- Chief officers and local government employees
 - Craft employees
 - Teachers

What the indicator reports

The indicator measures the extent of sickness absence within councils.

The employee groupings used in this indicator reflect the implementation of the 'single status' agreement and facilitate comparison between councils on a like for like basis.

Points to bear in mind

The number of working days available may vary slightly between councils because of the number of public or local holidays, however, this will not unduly influence the overall percentage lost time.

'Sickness absence' is defined as an absence from the place of employment because of the employee's illness or injury for which sick leave entitlement is used. This may include self-certification, absence supported by a doctor's certificate, long-term sickness absence, and industrial injury. Absence that is not sickness absence, for example, compassionate leave, career leave and special leave/unpaid leave, maternity and paternity leave, and maternity support, is not included.

Claims

- 2: The number and value of civil liability claims incurred by the council in the year:
- a) Number of claims per 10,000 population
 - b) Claims value as a percentage of revenue budget.

What the indicator reports

The indicator measures the number and value of claims incurred by the council in the year arising from:

- Employers Liability
- Public Liability
- Officials Indemnity
- Motor third party.

The claims value is the total paid and outstanding value of claims occurring under the four categories of cover in the year. This includes the value of out of court settlements.

Points to bear in mind

It is recognised that improvements in both the number of claims and the value of those claims indicate that the council is actively seeking to control and (where possible) eliminate avoidable losses. It is accepted that a single large loss may skew performance in any given year.

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- 3: The number and percentage of the highest paid 2% and 5% of earners among council employees, that are women.**

| | Number of women | % of posts |
|----------------------------|-----------------|------------|
| In top 2% of all employees | | |
| In top 5% of all employees | | |

What the indicator reports

The delivery of quality services is dependent on a trained and motivated workforce and it is, therefore essential that councils' employment policy reflect their commitment to equal opportunities. The indicator provides a picture of the current gender balance in more senior posts. This will help councils to identify areas of potentially unfair or discriminatory practices as well as providing a baseline for measuring improvement over time.

The indicator does not deal with equalities relating to ethnicity, disability or sexual orientation.

Points to bear in mind

The indicator excludes teachers (see Education & Children's services).

Public Access

- 4: The number of council buildings from which the council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to disabled people**

What the indicator reports

This indicator shows the number and proportion of council buildings where public areas are suitable for and accessible to disabled people.

The indicator reflects the extent to which councils have been successful in meeting the requirement of part 3 of the Disability Discrimination Act 1995 to facilitate access to their buildings for disabled people for the purpose of service delivery.

Points to bear in mind

Council buildings mean those from which the council provides a service and for which it is responsible for meeting the required standards for access.

Buildings exclude include:

- public conveniences that are not integral to such buildings
- schools and educational establishments
- residential homes
- buildings leased to other organisations
- offices that do not contain any public service areas.

Council tax collection

Context

In February 1998 the Accounts Commission published a report, 'Council Tax Collection', identifying scope for improvements in council tax collection levels and collection procedures in some councils. The report also set out a number of factors that should be borne in mind when interpreting indicators of performance of collecting council tax.

- 5: The cost of collecting council tax per dwelling.**

What the indicator reports

This indicator shows the average cost per dwelling of collecting council tax.

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The indicator excludes the cost of collecting non-domestic rates and residual community charge, but it includes the cost of collecting water and sewerage charges, net of the income received from the water authorities.

Points to bear in mind

The efficiency of a council's collection system may be affected by factors such as:

- the ability and willingness of taxpayers to pay
- the take-up of direct debit as a method of payment
- the level of enforcement action taken by the council to recover tax due to it.

Councils recover a fee from the water authorities to offset the cost of collecting water and sewerage charges. The fee varies throughout the country and this affects the indicator because in some councils the fee may also help to offset the cost of collecting council tax.

The cost information collected for the study referred to above included the gross cost of collection of water and sewerage charges, and should not be compared with the figures for the indicator in this report.

6: The income due from council tax for the year, excluding reliefs and rebates, and the percentage of council tax due that was received during the year.

What the indicator reports

This indicator shows the proportion of the council tax due in the year collected by the end of the year. Councils will continue to pursue council tax debts, but the proportion of the council tax collected by the end of the year is a measure of how effective councils are at collecting the council tax due to them.

Points to bear in mind

The effectiveness of a council's collection system may be affected by factors such as:

- the ability and willingness of taxpayers to pay
- the take-up of council tax benefit
- the level of enforcement action taken by the council to recover tax due to it.

Non-Domestic Rates

7: The income due from non-domestic rates for the year, excluding reliefs, and the percentage of non-domestic rates due that were received during the year.

What the indicator reports

This indicator shows the proportion of the non-domestic rates due in the year that were collected by the end of the year. Councils will continue to pursue non-domestic rates debts, but the proportion of the non-domestic rates collected by the end of the year is a measure of how effective councils are at collecting the tax due to them.

Points to bear in mind

The indicator may be seen as a measure of the effectiveness of the council in collecting the non-domestic rates due to it.

Payment of invoices

8: The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.

What the indicator reports

This indicator shows the percentage of invoices paid by councils within 30 calendar days.

The Late Payments of Commercial Debts (Interests) Act 1998 recognises a general payment period of 30 days unless other terms are mutually agreed.

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This indicator shows the proportion of invoices paid by councils to their suppliers within 30 calendar days

Points to bear in mind

Some invoices will not be paid within the agreed terms because they are disputed.

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| Corporate Management | Indicator 1 | | | |
|----------------------|--|-------------------|---|------------------|
| | Total available days for chief officers and local government employees | | Total sick days for chief officers and local government employees | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 1,549,943 | 1,648,583 | 89,202 | 91,399 |
| Aberdeenshire | 2,001,255 | 2,193,956 | 90,663 | 101,083 |
| Angus | 801,732 | 874,526 | 37,951 | 39,206 |
| Argyll & Bute | 852,567 | 896,616 | 43,784 | 44,516 |
| Clackmannanshire | 405,822 | 395,120 | 22,019 | 22,980 |
| Dumfries & Galloway | 1,196,521 | 1,239,776 | 61,037 | 65,942 |
| Dundee City | 1,391,424 | 1,445,583 | 81,986 | 77,830 |
| East Ayrshire | 991,710 | 1,083,549 | 60,260 | 60,506 |
| East Dunbartonshire | 671,712 | 688,394 | 38,304 | 36,003 |
| East Lothian | 670,304 | 692,284 | 35,369 | 34,661 |
| East Renfrewshire | 673,006 | 704,018 | 38,352 | 39,065 |
| Edinburgh, City of | 3,572,792 | 3,624,502 | 205,123 | 208,365 |
| Eilean Siar | 510,437 | 566,003 | 14,525 | 17,711 |
| Falkirk | 1,174,735 | 1,183,186 | 74,373 | 76,873 |
| Fife | 3,697,744 | 3,750,722 | 223,744 | 213,357 |
| Glasgow City | 6,487,901 | 6,785,338 | 346,705 | 369,696 |
| Highland | 1,610,911 | 1,810,779 | 79,090 | 82,770 |
| Inverclyde | 772,812 | 826,194 | 46,893 | 49,317 |
| Midlothian | 666,715 | 676,881 | 38,278 | 37,017 |
| Moray | 726,052 | 758,185 | 35,862 | 34,315 |
| North Ayrshire | 1,154,478 | 1,243,533 | 64,986 | 67,697 |
| North Lanarkshire | 2,783,344 | 2,978,360 | 198,071 | 203,813 |
| Orkney Islands | 378,737 | 285,376 | 19,068 | 15,303 |
| Perth & Kinross | 889,986 | 903,595 | 33,690 | 43,455 |
| Renfrewshire | 1,431,257 | 1,509,390 | 84,755 | 89,780 |
| Scottish Borders | 926,044 | 947,220 | 48,380 | 46,968 |
| Shetland Islands | Not Reported | 321,216 | Not Reported | 18,374 |
| South Ayrshire | 990,104 | 960,026 | 49,076 | 52,753 |
| South Lanarkshire | 2,393,955 | 2,457,849 | 107,003 | 111,483 |
| Stirling | 724,891 | 765,619 | 40,030 | 43,214 |
| West Dunbartonshire | 961,152 | 1,045,384 | 62,205 | 62,436 |
| West Lothian | 1,207,361 | 1,229,972 | 63,929 | 70,924 |
| Scotland | 43,888,667 | 46,206,359 | 2,415,645 | 2,513,509 |

Corporate management

| Corporate Management | Indicator 1 | | | |
|----------------------|---|-------------|--|------------------|
| | Percentage of days lost due to sickness for chief officers and local government employees | | Total available days for craft employees | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 5.8% | 5.5% | 72,034 | 71,928 |
| Aberdeenshire | 4.5% | 4.6% | 19,508 | 20,336 |
| Angus | 4.7% | 4.5% | 1,842 | 1,931 |
| Argyll & Bute | 5.1% | 5.0% | 10,427 | 11,273 |
| Clackmannanshire | 5.4% | 5.8% | 43,428 | 22,950 |
| Dumfries & Galloway | 5.1% | 5.3% | 73,094 | 50,451 |
| Dundee City | 5.9% | 5.4% | 89,032 | 85,791 |
| East Ayrshire | 6.1% | 5.6% | 55,117 | 57,289 |
| East Dunbartonshire | 5.7% | 5.2% | 90,649 | 95,238 |
| East Lothian | 5.3% | 5.0% | 33,548 | 34,426 |
| East Renfrewshire | 5.7% | 5.5% | 29,173 | 31,091 |
| Edinburgh, City of | 5.7% | 5.7% | 82,559 | 82,938 |
| Eilean Siar | 2.8% | 3.1% | 14,096 | 17,265 |
| Falkirk | 6.3% | 6.5% | 113,410 | 112,916 |
| Fife | 6.1% | 5.7% | 188,536 | 199,411 |
| Glasgow City | 5.3% | 5.4% | 471,488 | 453,583 |
| Highland | 4.9% | 4.6% | 43,215 | 34,310 |
| Inverclyde | 6.1% | 6.0% | 33,475 | 30,739 |
| Midlothian | 5.7% | 5.5% | 24,071 | 24,084 |
| Moray | 4.9% | 4.5% | 27,514 | 27,258 |
| North Ayrshire | 5.6% | 5.4% | 44,971 | 46,961 |
| North Lanarkshire | 7.1% | 6.8% | 13,686 | 14,435 |
| Orkney Islands | 5.0% | 5.4% | 0 | 0 |
| Perth & Kinross | 3.8% | 4.8% | 15,559 | 15,638 |
| Renfrewshire | 5.9% | 5.9% | 64,592 | 64,529 |
| Scottish Borders | 5.2% | 5.0% | 6,272 | 6,272 |
| Shetland Islands | Not Reported | 5.7% | Not Reported | 132,177 |
| South Ayrshire | 5.0% | 5.5% | 57,905 | 56,783 |
| South Lanarkshire | 4.5% | 4.5% | 131,848 | 137,455 |
| Stirling | 5.5% | 5.6% | 38,886 | 41,490 |
| West Dunbartonshire | 6.5% | 6.0% | 40,848 | 42,125 |
| West Lothian | 5.3% | 5.8% | 82,236 | 86,111 |
| Scotland | 5.5% | 5.4% | 2,013,019 | 2,109,184 |

Corporate management

| Corporate Management | Indicator 1 | | | |
|----------------------|-------------------------------------|----------------|---|--------------|
| | Total sick days for craft employees | | Percentage of days lost due to sickness for craft employees | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 4,461 | 4,554 | 6.2% | 6.3% |
| Aberdeenshire | 590 | 714 | 3.0% | 3.5% |
| Angus | 87 | 54 | 4.7% | 2.8% |
| Argyll & Bute | 676 | 751 | 6.5% | 6.7% |
| Clackmannanshire | 2,076 | 925 | 4.8% | 4.0% |
| Dumfries & Galloway | 2,356 | 3,596 | 3.2% | 7.1% |
| Dundee City | 6,708 | 5,951 | 7.5% | 6.9% |
| East Ayrshire | 2,473 | 2,449 | 4.5% | 4.3% |
| East Dunbartonshire | 5,844 | 5,253 | 6.4% | 5.5% |
| East Lothian | 1,802 | 1,580 | 5.4% | 4.6% |
| East Renfrewshire | 1,902 | 3,369 | 6.5% | 10.8% |
| Edinburgh, City of | 6,630 | 5,769 | 8.0% | 7.0% |
| Eilean Siar | 604 | 722 | 4.3% | 4.2% |
| Falkirk | 10,086 | 8,949 | 8.9% | 7.9% |
| Fife | 14,198 | 14,568 | 7.5% | 7.3% |
| Glasgow City | 19,913 | 19,404 | 4.2% | 4.3% |
| Highland | 2,672 | 2,820 | 6.2% | 8.2% |
| Inverclyde | 3,248 | 3,122 | 9.7% | 10.2% |
| Midlothian | 2,568 | 2,602 | 10.7% | 10.8% |
| Moray | 1,072 | 1,044 | 3.9% | 3.8% |
| North Ayrshire | 3,179 | 2,725 | 7.1% | 5.8% |
| North Lanarkshire | 778 | 1,219 | 5.7% | 8.4% |
| Orkney Islands | 0 | 0 | 0.0% | 0.0% |
| Perth & Kinross | 671 | 1,291 | 4.3% | 8.3% |
| Renfrewshire | 3,785 | 3,976 | 5.9% | 6.2% |
| Scottish Borders | 325 | 325 | 5.2% | 5.2% |
| Shetland Islands | Not Reported | 9,187 | Not Reported | 7.0% |
| South Ayrshire | 2,389 | 3,239 | 4.1% | 5.7% |
| South Lanarkshire | 8,957 | 6,330 | 6.8% | 4.6% |
| Stirling | 2,188 | 1,314 | 5.6% | 3.2% |
| West Dunbartonshire | 2,704 | 2,177 | 6.6% | 5.2% |
| West Lothian | 3,818 | 4,734 | 4.6% | 5.5% |
| Scotland | 118,760 | 124,713 | 5.9% | 5.9% |

Corporate management

| Corporate Management | Indicator 1 | | | | | |
|----------------------|-----------------------------------|-------------------|-------------------|------------------------------|----------------|----------------|
| | Total available days for teachers | | | Total sick days for teachers | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 337,718 | 355,005 | 364,346 | 12,801 | 15,222 | 15,724 |
| Aberdeenshire | 560,113 | 560,047 | 618,243 | 18,231 | 20,265 | 21,546 |
| Angus | 242,600 | 242,350 | 259,829 | 8,803 | 9,179 | 10,500 |
| Argyll & Bute | 197,374 | 209,537 | 225,169 | 8,768 | 7,276 | 6,636 |
| Clackmannanshire | 98,791 | 74,873 | 107,277 | 5,176 | 4,472 | 4,605 |
| Dumfries & Galloway | 343,640 | 346,445 | 350,668 | 13,991 | 17,805 | 16,864 |
| Dundee City | 319,976 | 318,591 | 316,504 | 16,287 | 15,907 | 13,169 |
| East Ayrshire | 286,235 | 278,315 | 294,491 | 10,895 | 9,322 | 8,571 |
| East Dunbartonshire | 265,540 | 259,119 | 278,456 | 9,346 | 9,156 | 8,925 |
| East Lothian | 180,971 | 187,028 | 199,192 | 9,088 | 6,849 | 7,246 |
| East Renfrewshire | 253,916 | 247,340 | 271,093 | 8,590 | 7,515 | 7,551 |
| Edinburgh, City of | 850,493 | 844,437 | 772,395 | 24,952 | 24,100 | 24,294 |
| Eilean Siar | 101,703 | 103,779 | 106,279 | 2,984 | 3,398 | 3,548 |
| Falkirk | 363,268 | 376,861 | 386,295 | 12,255 | 11,965 | 13,143 |
| Fife | 873,426 | 856,104 | 878,011 | 36,617 | 34,486 | 34,500 |
| Glasgow City | 1,472,858 | 1,469,383 | 1,404,076 | 45,906 | 50,421 | 53,842 |
| Highland | 540,065 | 443,364 | 487,936 | 15,661 | 14,982 | 18,758 |
| Inverclyde | 201,502 | 192,709 | 205,712 | 7,811 | 7,383 | 7,937 |
| Midlothian | 194,840 | 206,456 | 197,105 | 7,733 | 7,251 | 7,497 |
| Moray | 187,490 | 188,663 | 180,888 | 6,618 | 8,073 | 9,147 |
| North Ayrshire | 311,295 | 306,828 | 333,199 | 13,649 | 12,482 | 15,132 |
| North Lanarkshire | 788,617 | 764,611 | 866,909 | 39,663 | 30,869 | 37,613 |
| Orkney Islands | 70,950 | 85,078 | 58,255 | 2,189 | 2,030 | 2,730 |
| Perth & Kinross | 274,283 | 296,829 | 297,414 | 12,882 | 12,541 | 13,602 |
| Renfrewshire | 397,268 | 405,760 | 384,444 | 15,474 | 15,752 | 16,542 |
| Scottish Borders | 233,115 | 240,840 | 248,640 | 7,441 | 7,916 | 7,669 |
| Shetland Islands | 83,483 | 85,428 | 85,550 | 3,125 | 2,755 | 2,742 |
| South Ayrshire | 227,838 | 225,926 | 231,850 | 9,680 | 9,396 | 7,888 |
| South Lanarkshire | 682,004 | 672,203 | 720,037 | 25,536 | 22,937 | 25,894 |
| Stirling | 173,805 | 169,460 | 172,954 | 6,987 | 6,548 | 6,726 |
| West Dunbartonshire | 217,110 | 192,334 | 212,538 | 9,161 | 7,444 | 8,303 |
| West Lothian | 364,848 | 375,542 | 394,531 | 14,213 | 13,199 | 15,296 |
| Scotland | 11,086,120 | 11,496,167 | 11,852,031 | 424,663 | 426,866 | 451,410 |

Corporate management

| Corporate Management | Indicator 1 | | | Indicator 2 | | |
|----------------------|--|-------------|-------------|------------------------------------|------------------|------------------|
| | Percentage of days lost due to sickness for teachers | | | Population of local authority area | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 3.8% | 4.3% | 4.3% | 209,270 | 206,600 | 203,450 |
| Aberdeenshire | 3.3% | 3.6% | 3.5% | 227,280 | 229,330 | 232,850 |
| Angus | 3.6% | 3.8% | 4.0% | 108,130 | 107,520 | 108,560 |
| Argyll & Bute | 4.4% | 3.5% | 2.9% | 91,030 | 91,300 | 91,190 |
| Clackmannanshire | 5.2% | 6.0% | 4.3% | 47,930 | 47,680 | 48,240 |
| Dumfries & Galloway | 4.1% | 5.1% | 4.8% | 147,310 | 147,210 | 147,930 |
| Dundee City | 5.1% | 5.0% | 4.2% | 144,180 | 143,090 | 141,870 |
| East Ayrshire | 3.8% | 3.3% | 2.9% | 119,740 | 119,530 | 119,720 |
| East Dunbartonshire | 3.5% | 3.5% | 3.2% | 107,310 | 106,970 | 106,550 |
| East Lothian | 5.0% | 3.7% | 3.6% | 90,750 | 91,090 | 91,580 |
| East Renfrewshire | 3.4% | 3.0% | 2.8% | 89,630 | 89,680 | 89,610 |
| Edinburgh, City of | 2.9% | 2.9% | 3.1% | 448,080 | 448,370 | 453,670 |
| Eilean Siar | 2.9% | 3.3% | 3.3% | 26,200 | 26,100 | 26,260 |
| Falkirk | 3.4% | 3.2% | 3.4% | 145,560 | 145,920 | 147,460 |
| Fife | 4.2% | 4.0% | 3.9% | 350,700 | 352,040 | 354,600 |
| Glasgow City | 3.1% | 3.4% | 3.8% | 577,350 | 577,090 | 577,670 |
| Highland | 2.9% | 3.4% | 3.8% | 208,140 | 209,080 | 211,340 |
| Inverclyde | 3.9% | 3.8% | 3.9% | 83,600 | 83,050 | 82,430 |
| Midlothian | 4.0% | 3.5% | 3.8% | 80,500 | 79,710 | 79,610 |
| Moray | 3.5% | 4.3% | 5.1% | 86,740 | 87,460 | 87,720 |
| North Ayrshire | 4.4% | 4.1% | 4.5% | 135,650 | 136,030 | 136,020 |
| North Lanarkshire | 5.0% | 4.0% | 4.3% | 321,350 | 321,820 | 322,790 |
| Orkney Islands | 3.1% | 2.4% | 4.7% | 19,210 | 19,310 | 19,500 |
| Perth & Kinross | 4.7% | 4.2% | 4.6% | 135,160 | 135,990 | 137,520 |
| Renfrewshire | 3.9% | 3.9% | 4.3% | 171,940 | 170,980 | 170,610 |
| Scottish Borders | 3.2% | 3.3% | 3.1% | 107,400 | 108,280 | 109,270 |
| Shetland Islands | 3.7% | 3.2% | 3.2% | 21,940 | 21,870 | 21,940 |
| South Ayrshire | 4.2% | 4.2% | 3.4% | 111,670 | 111,580 | 111,850 |
| South Lanarkshire | 3.7% | 3.4% | 3.6% | 302,110 | 303,010 | 305,410 |
| Stirling | 4.0% | 3.9% | 3.9% | 86,150 | 86,370 | 86,370 |
| West Dunbartonshire | 4.2% | 3.9% | 3.9% | 92,830 | 92,320 | 91,970 |
| West Lothian | 3.9% | 3.5% | 3.9% | 159,960 | 161,020 | 162,840 |
| Scotland | 3.8% | 3.7% | 3.8% | 4,827,520 | 5,057,400 | 5,078,400 |

Corporate management

| Corporate Management | Indicator 2 | | | | | |
|----------------------|--|---------------|---------------|---|-------------|-------------|
| | Number of civil liability claims incurred by the council by 31 March in reporting year | | | Number of civil liability claims incurred by 31 March in reporting year per 10,000 population | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 446 | 509 | 477 | 21.3 | 24.6 | 23.4 |
| Aberdeenshire | 393 | 483 | 469 | 17.3 | 21.1 | 20.1 |
| Angus | 196 | 224 | 234 | 18.1 | 20.8 | 21.6 |
| Argyll & Bute | 155 | 226 | 136 | 17.0 | 24.8 | 14.9 |
| Clackmannanshire | 119 | 4 | 6 | 24.8 | 0.8 | 1.2 |
| Dumfries & Galloway | 300 | 333 | 306 | 20.4 | 22.6 | 20.7 |
| Dundee City | 583 | 540 | 592 | 40.4 | 37.7 | 41.7 |
| East Ayrshire | 423 | 299 | 526 | 35.3 | 25.0 | 43.9 |
| East Dunbartonshire | 4 | 422 | 283 | 0.4 | 39.5 | 26.6 |
| East Lothian | 278 | 422 | 414 | 30.6 | 46.3 | 45.2 |
| East Renfrewshire | 337 | 368 | 363 | 37.6 | 41.0 | 40.5 |
| Edinburgh, City of | 940 | 1,161 | 537 | 21.0 | 25.9 | 11.8 |
| Eilean Siar | 0 | 34 | 45 | 0.0 | 13.0 | 17.1 |
| Falkirk | 561 | 533 | 496 | 38.5 | 36.5 | 33.6 |
| Fife | 2,007 | 2,055 | 1,070 | 57.2 | 58.4 | 30.2 |
| Glasgow City | 2,603 | 2,507 | 2,596 | 45.1 | 43.4 | 44.9 |
| Highland | 186 | 243 | 229 | 8.9 | 11.6 | 10.8 |
| Inverclyde | 318 | 302 | 244 | 38.0 | 36.4 | 29.6 |
| Midlothian | 193 | 190 | 187 | 24.0 | 23.8 | 23.5 |
| Moray | 119 | 143 | 154 | 13.7 | 16.4 | 17.6 |
| North Ayrshire | 369 | 366 | 336 | 27.2 | 26.9 | 24.7 |
| North Lanarkshire | 1,159 | 1,116 | 916 | 36.1 | 34.7 | 28.4 |
| Orkney Islands | 32 | 36 | 48 | 16.7 | 18.6 | 24.6 |
| Perth & Kinross | 103 | 182 | 173 | 7.6 | 13.4 | 12.6 |
| Renfrewshire | 579 | 587 | 755 | 33.7 | 34.3 | 44.3 |
| Scottish Borders | 295 | 294 | 336 | 27.5 | 27.2 | 30.7 |
| Shetland Islands | 26 | 9 | 19 | 11.9 | 4.1 | 8.7 |
| South Ayrshire | 502 | 551 | 315 | 45.0 | 49.4 | 28.2 |
| South Lanarkshire | 1,147 | 1,439 | 1,157 | 38.0 | 47.5 | 37.9 |
| Stirling | 384 | 524 | 472 | 44.6 | 60.7 | 54.6 |
| West Dunbartonshire | 381 | 462 | 389 | 41.0 | 50.0 | 42.3 |
| West Lothian | 730 | 640 | 610 | 45.6 | 39.7 | 37.5 |
| Scotland | 15,475 | 17,204 | 14,890 | 32.1 | 34.0 | 29.3 |

Corporate management

| Corporate Management | Indicator 2 | | | | | |
|----------------------|------------------------|------------------------|------------------------|--|--------------------|--------------------|
| | Total revenue budget | | | Total claims value at 31 March in reporting year | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | £524,710,000 | £576,144,000 | £601,490,000 | £648,848 | £581,507 | £589,930 |
| Aberdeenshire | £559,470,000 | £615,757,000 | £684,727,000 | £508,987 | £858,895 | £498,925 |
| Angus | £244,867,000 | £268,011,000 | £292,690,000 | £220,088 | £251,506 | £403,685 |
| Argyll & Bute | £256,456,000 | £328,594,000 | £335,610,000 | £61,120 | £40,151 | £33,977 |
| Clackmannanshire | £89,181,487 | £92,045,912 | £98,687,528 | £180,017 | £13,244 | £0 |
| Dumfries & Galloway | £266,759,000 | £290,958,000 | £314,541,000 | £523,319 | £562,543 | £472,265 |
| Dundee City | £260,255,000 | £270,661,000 | £281,890,000 | £434 | £369,360 | £630,699 |
| East Ayrshire | £214,192,230 | £301,711,835 | £313,009,461 | £613,872 | £353,156 | £629,896 |
| East Dunbartonshire | £180,884,000 | £260,905,718 | £272,069,665 | £265,777 | £244,270 | £200,930 |
| East Lothian | £130,805,951 | £143,053,046 | £144,541,000 | £133,632 | £310,000 | £243,425 |
| East Renfrewshire | £146,809,000 | £158,148,000 | £171,855,000 | £189,197 | £228,478 | £156,640 |
| Edinburgh, City of | £697,585,000 | £726,422,000 | £829,089,000 | £1,054,207 | £785,691 | £619,410 |
| Eilean Siar | £91,483,000 | £84,122,000 | £142,129,204 | £0 | £23,978 | £104,616 |
| Falkirk | £401,740,000 | £425,334,000 | £458,206,000 | £427,734 | £579,618 | £451,040 |
| Fife | £649,735,000 | £681,693,000 | £698,996,000 | £1,291,168 | £1,130,419 | £960,912 |
| Glasgow City | £2,051,000,000 | £2,243,127,500 | £2,224,656,300 | £2,014,370 | £1,792,970 | £1,780,835 |
| Highland | £477,703,000 | £479,500,000 | £505,700,000 | £550,786 | £413,752 | £499,013 |
| Inverclyde | £149,189,000 | £207,205,000 | £258,828,000 | £317,314 | £415,150 | £482,973 |
| Midlothian | £151,100,000 | £153,474,000 | £161,629,000 | £263,780 | £169,679 | £249,243 |
| Moray | £138,330,000 | £152,101,000 | £160,107,715 | £202,011 | £120,296 | £272,349 |
| North Ayrshire | £232,257,000 | £235,393,368 | £249,293,850 | £295,082 | £572,705 | £446,834 |
| North Lanarkshire | £977,899,389 | £1,094,841,103 | £1,127,781,538 | £1,637,569 | £1,145,498 | £950,114 |
| Orkney Islands | £76,682,364 | £76,441,900 | £86,607,900 | £84,160 | £52,108 | £40,626 |
| Perth & Kinross | £216,331,000 | £230,581,000 | £242,694,000 | £22,010 | £0 | £318,097 |
| Renfrewshire | £496,109,000 | £559,880,000 | £584,600,000 | £457,800 | £559,095 | £578,890 |
| Scottish Borders | £181,322,000 | £192,217,000 | £205,794,000 | £252,122 | £314,200 | £427,483 |
| Shetland Islands | £74,337,000 | £84,453,000 | £88,220,000 | £1,984 | £22,097 | £206 |
| South Ayrshire | £181,908,239 | £188,636,447 | £203,422,074 | £334,094 | £500,371 | £417,154 |
| South Lanarkshire | £479,744,000 | £503,857,000 | £530,109,000 | £962,961 | £1,126,617 | £962,269 |
| Stirling | £165,463,000 | £175,053,000 | £182,111,000 | £413,137 | £392,081 | £445,729 |
| West Dunbartonshire | £208,969,000 | £215,742,000 | £315,002,000 | £479,113 | £576,416 | £658,961 |
| West Lothian | £435,816,000 | £458,825,000 | £488,399,000 | £874,892 | £863,908 | £2,576,676 |
| Scotland | £10,849,622,660 | £12,474,888,829 | £13,254,486,235 | £14,772,598 | £15,369,759 | £17,103,802 |

Corporate management

| Corporate Management | Indicator 2 | | | | |
|----------------------|---|-------------|-------------|------------------------------|------------------|
| | Value of claims as a percentage of revenue budget in reporting year | | | Population for previous year | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 0.1% | 0.1% | 0.1% | 209,270 | 206,600 |
| Aberdeenshire | 0.1% | 0.1% | 0.1% | 227,280 | 229,330 |
| Angus | 0.1% | 0.1% | 0.1% | 108,130 | 107,520 |
| Argyll & Bute | 0.0% | 0.0% | 0.0% | 91,030 | 91,300 |
| Clackmannanshire | 0.2% | 0.0% | 0.0% | 47,930 | 47,680 |
| Dumfries & Galloway | 0.2% | 0.2% | 0.2% | 147,310 | 147,210 |
| Dundee City | 0.0% | 0.1% | 0.2% | 144,180 | 143,090 |
| East Ayrshire | 0.3% | 0.1% | 0.2% | 119,740 | 119,530 |
| East Dunbartonshire | 0.1% | 0.1% | 0.1% | 107,310 | 106,970 |
| East Lothian | 0.1% | 0.2% | 0.2% | 90,750 | 91,090 |
| East Renfrewshire | 0.1% | 0.1% | 0.1% | 89,630 | 89,680 |
| Edinburgh, City of | 0.2% | 0.1% | 0.1% | 448,080 | 448,370 |
| Eilean Siar | 0.0% | 0.0% | 0.1% | 26,200 | 26,100 |
| Falkirk | 0.1% | 0.1% | 0.1% | 145,560 | 145,920 |
| Fife | 0.2% | 0.2% | 0.1% | 350,700 | 352,040 |
| Glasgow City | 0.1% | 0.1% | 0.1% | 577,350 | 577,090 |
| Highland | 0.1% | 0.1% | 0.1% | 208,140 | 209,080 |
| Inverclyde | 0.2% | 0.2% | 0.2% | 83,600 | 83,050 |
| Midlothian | 0.2% | 0.1% | 0.2% | 80,500 | 79,710 |
| Moray | 0.1% | 0.1% | 0.2% | 86,740 | 87,460 |
| North Ayrshire | 0.1% | 0.2% | 0.2% | 135,650 | 136,030 |
| North Lanarkshire | 0.2% | 0.1% | 0.1% | 321,350 | 321,820 |
| Orkney Islands | 0.1% | 0.1% | 0.0% | 19,210 | 19,310 |
| Perth & Kinross | 0.0% | 0.0% | 0.1% | 135,160 | 135,990 |
| Renfrewshire | 0.1% | 0.1% | 0.1% | 171,940 | 170,980 |
| Scottish Borders | 0.1% | 0.2% | 0.2% | 107,400 | 108,280 |
| Shetland Islands | 0.0% | 0.0% | 0.0% | 21,940 | 21,870 |
| South Ayrshire | 0.2% | 0.3% | 0.2% | 111,670 | 111,580 |
| South Lanarkshire | 0.2% | 0.2% | 0.2% | 302,110 | 303,010 |
| Stirling | 0.2% | 0.2% | 0.2% | 86,150 | 86,370 |
| West Dunbartonshire | 0.2% | 0.3% | 0.2% | 92,830 | 92,320 |
| West Lothian | 0.2% | 0.2% | 0.5% | 159,960 | 161,020 |
| Scotland | 0.1% | 0.1% | 0.1% | 5,054,800 | 5,057,400 |

Corporate management

| Corporate Management | Indicator 2 | | | |
|----------------------|-----------------------------------|---------------|---|-------------|
| | Number of claims in previous year | | Number of claims per 10,000 population in previous year | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 526 | 574 | 25.1 | 27.8 |
| Aberdeenshire | 437 | 499 | 19.2 | 21.8 |
| Angus | 218 | 220 | 20.2 | 20.5 |
| Argyll & Bute | 224 | 237 | 24.6 | 26.0 |
| Clackmannanshire | 2 | 4 | 0.4 | 0.8 |
| Dumfries & Galloway | 335 | 345 | 22.7 | 23.4 |
| Dundee City | 9 | 26 | 0.6 | 1.8 |
| East Ayrshire | 457 | 386 | 38.2 | 32.3 |
| East Dunbartonshire | 391 | 449 | 36.4 | 42.0 |
| East Lothian | 431 | 481 | 47.5 | 52.8 |
| East Renfrewshire | 337 | 321 | 37.6 | 35.8 |
| Edinburgh, City of | 1,208 | 1,009 | 27.0 | 22.5 |
| Eilean Siar | 37 | 40 | 14.1 | 15.3 |
| Falkirk | 618 | 591 | 42.5 | 40.5 |
| Fife | 2,280 | 1,263 | 65.0 | 35.9 |
| Glasgow City | 2,603 | 2,507 | 45.1 | 43.4 |
| Highland | 259 | 291 | 12.4 | 13.9 |
| Inverclyde | 358 | 331 | 42.8 | 39.9 |
| Midlothian | 211 | 223 | 26.2 | 28.0 |
| Moray | 150 | 161 | 17.3 | 18.4 |
| North Ayrshire | 397 | 428 | 29.3 | 31.5 |
| North Lanarkshire | 1,273 | 1,310 | 39.6 | 40.7 |
| Orkney Islands | 33 | 39 | 17.2 | 20.2 |
| Perth & Kinross | 8 | 175 | 0.6 | 12.9 |
| Renfrewshire | 579 | 784 | 33.7 | 45.9 |
| Scottish Borders | 295 | 311 | 27.5 | 28.7 |
| Shetland Islands | 13 | 20 | 5.9 | 9.1 |
| South Ayrshire | 502 | 551 | 45.0 | 49.4 |
| South Lanarkshire | 1,407 | 1,736 | 46.6 | 57.3 |
| Stirling | 384 | 524 | 44.6 | 60.7 |
| West Dunbartonshire | 424 | 471 | 45.7 | 51.0 |
| West Lothian | 606 | 701 | 37.9 | 43.5 |
| Scotland | 17,012 | 17,008 | 33.7 | 33.6 |

Corporate management

| Corporate Management | Indicator 2 | | | |
|----------------------|---------------------------------------|------------------------|--------------------------------------|--------------------|
| | Total revenue budget in previous year | | Total claims value for previous year | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | £524,710,000 | £576,144,000 | £644,457 | £575,311 |
| Aberdeenshire | £559,470,000 | £615,757,000 | £253,918 | £842,485 |
| Angus | £244,867,000 | £268,011,000 | £249,244 | £245,605 |
| Argyll & Bute | £243,364,107 | £328,594,000 | £61,580 | £38,548 |
| Clackmannanshire | £89,181,487 | £92,045,912 | £20,072 | £13,244 |
| Dumfries & Galloway | £266,759,000 | £290,958,000 | £491,223 | £476,963 |
| Dundee City | £260,255,000 | £270,661,000 | £740,000 | £450,732 |
| East Ayrshire | £214,192,230 | £301,711,835 | £661,535 | £526,334 |
| East Dunbartonshire | £180,884,000 | £260,905,718 | £177,650 | £192,501 |
| East Lothian | £130,805,951 | £143,053,046 | £320,190 | £413,738 |
| East Renfrewshire | £146,809,000 | £158,148,000 | £189,197 | £189,241 |
| Edinburgh, City of | £697,585,000 | £726,422,000 | £854,178 | £813,050 |
| Eilean Siar | £91,483,000 | £84,122,000 | £110,447 | £30,349 |
| Falkirk | £401,740,000 | £425,334,000 | £484,898 | £635,804 |
| Fife | £649,735,000 | £681,693,000 | £1,130,871 | £894,381 |
| Glasgow City | £2,051,000,000 | £2,243,127,500 | £2,014,370 | £1,792,970 |
| Highland | £477,703,000 | £479,500,000 | £410,370 | £628,808 |
| Inverclyde | £149,189,000 | £207,205,000 | £738,857 | £464,908 |
| Midlothian | £151,100,000 | £153,474,000 | £230,383 | £117,422 |
| Moray | £138,330,000 | £152,101,000 | £157,846 | £153,411 |
| North Ayrshire | £232,257,000 | £235,393,368 | £482,412 | £689,087 |
| North Lanarkshire | £977,899,389 | £1,094,841,103 | £1,722,625 | £1,487,369 |
| Orkney Islands | £76,682,364 | £76,441,900 | £132,335 | £65,738 |
| Perth & Kinross | £216,331,000 | £230,581,000 | £1,029 | £135,789 |
| Renfrewshire | £496,109,000 | £559,880,000 | £457,800 | £490,917 |
| Scottish Borders | £181,322,000 | £192,217,000 | £252,122 | £413,161 |
| Shetland Islands | £74,337,000 | £84,453,000 | £32,197 | £16,780 |
| South Ayrshire | £181,908,239 | £188,636,447 | £334,094 | £500,371 |
| South Lanarkshire | £479,744,000 | £503,857,000 | £971,636 | £1,138,306 |
| Stirling | £165,463,000 | £175,053,000 | £413,137 | £392,081 |
| West Dunbartonshire | £208,969,000 | £215,742,000 | £460,290 | £410,392 |
| West Lothian | £435,816,000 | £458,825,000 | £810,973 | £891,101 |
| Scotland | £11,396,000,767 | £12,474,888,829 | £16,011,936 | £16,126,897 |

Corporate management

| Corporate Management | Indicator 2 | | Indicator 3 | | |
|----------------------|--|-------------|-----------------------------------|----------------|----------------|
| | Value of claims in previous year as a percentage of previous year's revenue budget | | Total number of council employees | | |
| | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 0.1% | 0.1% | 9,601 | 9,675 | 9,763 |
| Aberdeenshire | 0.0% | 0.1% | 11,044 | 11,558 | 11,556 |
| Angus | 0.1% | 0.1% | 2,866 | 3,830 | 3,998 |
| Argyll & Bute | 0.0% | 0.0% | 3,248 | 3,572 | 3,631 |
| Clackmannanshire | 0.0% | 0.0% | 2,055 | 2,071 | 2,035 |
| Dumfries & Galloway | 0.2% | 0.2% | 6,134 | 6,220 | 6,648 |
| Dundee City | 0.3% | 0.2% | 6,576 | 6,857 | 7,104 |
| East Ayrshire | 0.3% | 0.2% | 4,821 | 4,936 | 4,891 |
| East Dunbartonshire | 0.1% | 0.1% | 3,599 | 3,820 | 3,952 |
| East Lothian | 0.2% | 0.3% | 2,951 | 3,329 | 3,403 |
| East Renfrewshire | 0.1% | 0.1% | 3,687 | 3,753 | 3,710 |
| Edinburgh, City of | 0.1% | 0.1% | 20,736 | 20,858 | 21,424 |
| Eilean Siar | 0.1% | 0.0% | 1,698 | 1,609 | 1,622 |
| Falkirk | 0.1% | 0.1% | 5,747 | 7,745 | 4,662 |
| Fife | 0.2% | 0.1% | 17,037 | 21,547 | 19,603 |
| Glasgow City | 0.1% | 0.1% | 30,354 | 31,816 | 30,910 |
| Highland | 0.1% | 0.1% | 12,431 | 9,556 | 9,636 |
| Inverclyde | 0.5% | 0.2% | 3,790 | 3,925 | 4,087 |
| Midlothian | 0.2% | 0.1% | 3,465 | 3,530 | 3,691 |
| Moray | 0.1% | 0.1% | 3,156 | 3,553 | 3,704 |
| North Ayrshire | 0.2% | 0.3% | 5,084 | 5,465 | 5,538 |
| North Lanarkshire | 0.2% | 0.1% | 13,885 | 13,492 | 14,306 |
| Orkney Islands | 0.2% | 0.1% | 1,119 | 1,179 | 1,812 |
| Perth & Kinross | 0.0% | 0.1% | 4,138 | 4,079 | 4,202 |
| Renfrewshire | 0.1% | 0.1% | 7,459 | 6,317 | 6,464 |
| Scottish Borders | 0.1% | 0.2% | 4,023 | 4,229 | 4,410 |
| Shetland Islands | 0.0% | 0.0% | 2,009 | 2,177 | 2,403 |
| South Ayrshire | 0.2% | 0.3% | 6,361 | 5,377 | 4,725 |
| South Lanarkshire | 0.2% | 0.2% | 11,953 | 11,788 | 11,705 |
| Stirling | 0.2% | 0.2% | 2,827 | 2,953 | 3,781 |
| West Dunbartonshire | 0.2% | 0.2% | 4,831 | 5,571 | 5,553 |
| West Lothian | 0.2% | 0.2% | 5,052 | 5,236 | 5,381 |
| Scotland | 0.1% | 0.1% | 223,737 | 231,623 | 230,310 |

Corporate management

| Corporate Management | Indicator 3 | | | | | |
|----------------------|--|--------------|--------------|---|--------------|--------------|
| | Total number of council employees in highest 2% of earners | | | Total number of female council employees in highest 2% of earners | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 198 | 216 | 210 | 57 | 63 | 76 |
| Aberdeenshire | 225 | 264 | 264 | 59 | 84 | 85 |
| Angus | 57 | 97 | 99 | 4 | 22 | 23 |
| Argyll & Bute | 66 | 71 | 74 | 18 | 19 | 20 |
| Clackmannanshire | 59 | 60 | 45 | 13 | 15 | 15 |
| Dumfries & Galloway | 182 | 132 | 133 | 41 | 23 | 39 |
| Dundee City | 165 | 140 | 142 | 34 | 33 | 34 |
| East Ayrshire | 99 | 103 | 111 | 17 | 24 | 29 |
| East Dunbartonshire | 72 | 76 | 79 | 25 | 24 | 25 |
| East Lothian | 60 | 67 | 68 | 19 | 24 | 27 |
| East Renfrewshire | 78 | 76 | 74 | 29 | 29 | 29 |
| Edinburgh, City of | 332 | 357 | 385 | 102 | 110 | 143 |
| Eilean Siar | 34 | 32 | 32 | 7 | 6 | 6 |
| Falkirk | 179 | 167 | 114 | 58 | 67 | 45 |
| Fife | 415 | 424 | 416 | 113 | 125 | 135 |
| Glasgow City | 618 | 685 | 656 | 167 | 222 | 211 |
| Highland | 187 | 184 | 194 | 35 | 47 | 60 |
| Inverclyde | 79 | 88 | 86 | 22 | 25 | 28 |
| Midlothian | 69 | 71 | 82 | 19 | 17 | 24 |
| Moray | 63 | 71 | 98 | 15 | 21 | 29 |
| North Ayrshire | 104 | 109 | 111 | 26 | 32 | 33 |
| North Lanarkshire | 297 | 292 | 285 | 86 | 81 | 90 |
| Orkney Islands | 26 | 24 | 36 | 3 | 3 | 5 |
| Perth & Kinross | 85 | 82 | 86 | 28 | 22 | 24 |
| Renfrewshire | 155 | 134 | 135 | 38 | 34 | 37 |
| Scottish Borders | 124 | 86 | 96 | 30 | 31 | 35 |
| Shetland Islands | 40 | 44 | 48 | 3 | 6 | 5 |
| South Ayrshire | 127 | 108 | 94 | 45 | 26 | 25 |
| South Lanarkshire | 252 | 292 | 235 | 92 | 94 | 78 |
| Stirling | 109 | 70 | 76 | 43 | 36 | 32 |
| West Dunbartonshire | 97 | 117 | 117 | 33 | 40 | 40 |
| West Lothian | 101 | 106 | 116 | 32 | 31 | 35 |
| Scotland | 4,754 | 4,845 | 4,797 | 1,313 | 1,436 | 1,522 |

Corporate management

| Corporate Management | Indicator 3 | | | | | |
|----------------------|--|--------------|--------------|--|---------------|---------------|
| | Percentage of employees in the highest 2% of earners that are female | | | Total number of council employees in the highest 5% of earners | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 28.8% | 29.2% | 36.2% | 556 | 600 | 589 |
| Aberdeenshire | 26.2% | 31.8% | 32.2% | 609 | 591 | 588 |
| Angus | 7.0% | 22.7% | 23.2% | 143 | 198 | 204 |
| Argyll & Bute | 27.3% | 26.8% | 27.0% | 183 | 195 | 207 |
| Clackmannanshire | 22.0% | 25.0% | 33.3% | 142 | 148 | 103 |
| Dumfries & Galloway | 22.5% | 17.4% | 29.3% | 307 | 319 | 400 |
| Dundee City | 20.6% | 23.6% | 23.9% | 348 | 346 | 373 |
| East Ayrshire | 17.2% | 23.3% | 26.1% | 249 | 250 | 266 |
| East Dunbartonshire | 34.7% | 31.6% | 31.6% | 180 | 191 | 198 |
| East Lothian | 31.7% | 35.8% | 39.7% | 171 | 181 | 191 |
| East Renfrewshire | 37.2% | 38.2% | 39.2% | 188 | 190 | 186 |
| Edinburgh, City of | 30.7% | 30.8% | 37.1% | 901 | 1,033 | 898 |
| Eilean Siar | 20.6% | 18.8% | 18.8% | 85 | 80 | 81 |
| Falkirk | 32.4% | 40.1% | 39.5% | 287 | 290 | 244 |
| Fife | 27.2% | 29.5% | 32.5% | 979 | 1,035 | 1,071 |
| Glasgow City | 27.0% | 32.4% | 32.2% | 1,913 | 1,626 | 1,686 |
| Highland | 18.7% | 25.5% | 30.9% | 474 | 527 | 549 |
| Inverclyde | 27.8% | 28.4% | 32.6% | 197 | 223 | 231 |
| Midlothian | 27.5% | 23.9% | 29.3% | 173 | 177 | 186 |
| Moray | 23.8% | 29.6% | 29.6% | 158 | 178 | 245 |
| North Ayrshire | 25.0% | 29.4% | 29.7% | 257 | 273 | 277 |
| North Lanarkshire | 29.0% | 27.7% | 31.6% | 727 | 713 | 715 |
| Orkney Islands | 11.5% | 12.5% | 13.9% | 59 | 60 | 94 |
| Perth & Kinross | 32.9% | 26.8% | 27.9% | 203 | 212 | 219 |
| Renfrewshire | 24.5% | 25.4% | 27.4% | 391 | 316 | 329 |
| Scottish Borders | 24.2% | 36.0% | 36.5% | 211 | 233 | 225 |
| Shetland Islands | 7.5% | 13.6% | 10.4% | 100 | 105 | 120 |
| South Ayrshire | 35.4% | 24.1% | 26.6% | 318 | 269 | 236 |
| South Lanarkshire | 36.5% | 32.2% | 33.2% | 639 | 649 | 616 |
| Stirling | 39.4% | 51.4% | 42.1% | 182 | 176 | 190 |
| West Dunbartonshire | 34.0% | 34.2% | 34.2% | 242 | 383 | 388 |
| West Lothian | 31.7% | 29.2% | 30.2% | 252 | 274 | 329 |
| Scotland | 27.6% | 29.6% | 31.7% | 11,824 | 12,041 | 12,234 |

Corporate management

| Corporate Management | Indicator 3 | | | | | |
|----------------------|---|--------------|--------------|--|--------------|--------------|
| | Total number of female council employees in highest 5% of earners | | | Percentage of employees in the highest 5% of earners that are female | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 209 | 233 | 244 | 37.6% | 38.8% | 41.4% |
| Aberdeenshire | 271 | 251 | 240 | 44.5% | 42.5% | 40.8% |
| Angus | 24 | 45 | 51 | 16.8% | 22.7% | 25.0% |
| Argyll & Bute | 51 | 63 | 66 | 27.9% | 32.3% | 31.9% |
| Clackmannanshire | 51 | 50 | 33 | 35.9% | 33.8% | 32.0% |
| Dumfries & Galloway | 97 | 106 | 149 | 31.6% | 33.2% | 37.3% |
| Dundee City | 81 | 72 | 88 | 23.3% | 20.8% | 23.6% |
| East Ayrshire | 83 | 93 | 100 | 33.3% | 37.2% | 37.6% |
| East Dunbartonshire | 45 | 47 | 54 | 25.0% | 24.6% | 27.3% |
| East Lothian | 66 | 69 | 70 | 38.6% | 38.1% | 36.6% |
| East Renfrewshire | 71 | 73 | 69 | 37.8% | 38.4% | 37.1% |
| Edinburgh, City of | 345 | 417 | 363 | 38.3% | 40.4% | 40.4% |
| Eilean Siar | 18 | 16 | 19 | 21.2% | 20.0% | 23.5% |
| Falkirk | 105 | 113 | 105 | 36.6% | 39.0% | 43.0% |
| Fife | 357 | 406 | 451 | 36.5% | 39.2% | 42.1% |
| Glasgow City | 682 | 657 | 692 | 35.7% | 40.4% | 41.0% |
| Highland | 141 | 183 | 196 | 29.7% | 34.7% | 35.7% |
| Inverclyde | 76 | 92 | 94 | 38.6% | 41.3% | 40.7% |
| Midlothian | 60 | 53 | 68 | 34.7% | 29.9% | 36.6% |
| Moray | 44 | 54 | 77 | 27.8% | 30.3% | 31.4% |
| North Ayrshire | 88 | 84 | 108 | 34.2% | 30.8% | 39.0% |
| North Lanarkshire | 264 | 250 | 277 | 36.3% | 35.1% | 38.7% |
| Orkney Islands | 9 | 11 | 27 | 15.3% | 18.3% | 28.7% |
| Perth & Kinross | 68 | 71 | 78 | 33.5% | 33.5% | 35.6% |
| Renfrewshire | 116 | 104 | 121 | 29.7% | 32.9% | 36.8% |
| Scottish Borders | 57 | 80 | 82 | 27.0% | 34.3% | 36.4% |
| Shetland Islands | 16 | 22 | 13 | 16.0% | 21.0% | 10.8% |
| South Ayrshire | 129 | 87 | 84 | 40.6% | 32.3% | 35.6% |
| South Lanarkshire | 256 | 262 | 244 | 40.1% | 40.4% | 39.6% |
| Stirling | 84 | 76 | 89 | 46.2% | 43.2% | 46.8% |
| West Dunbartonshire | 91 | 162 | 176 | 37.6% | 42.3% | 45.4% |
| West Lothian | 80 | 102 | 117 | 31.7% | 37.2% | 35.6% |
| Scotland | 4,135 | 4,404 | 4,645 | 35.0% | 36.6% | 38.0% |

Corporate management

| Corporate Management | Indicator 4 | | | |
|----------------------|--|--------------|--|--------------|
| | Number of buildings from which the council delivers services to the public | | Number of public service buildings that are suitable and accessible to disabled people | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 185 | 166 | 47 | 71 |
| Aberdeenshire | 191 | 179 | 54 | 73 |
| Angus | 96 | 101 | 70 | 77 |
| Argyll & Bute | 83 | 83 | 50 | 60 |
| Clackmannanshire | 37 | 37 | 26 | 26 |
| Dumfries & Galloway | 205 | 205 | 3 | 19 |
| Dundee City | 182 | 159 | 136 | 129 |
| East Ayrshire | 173 | 165 | 46 | 67 |
| East Dunbartonshire | 152 | 87 | 58 | 12 |
| East Lothian | 72 | 74 | 39 | 47 |
| East Renfrewshire | 100 | 93 | 56 | 60 |
| Edinburgh, City of | 237 | 237 | 170 | 170 |
| Eilean Siar | 20 | 20 | 1 | 1 |
| Falkirk | 135 | 132 | 65 | 69 |
| Fife | 298 | 298 | 22 | 22 |
| Glasgow City | 518 | 518 | 72 | 119 |
| Highland | 325 | 209 | 11 | 52 |
| Inverclyde | 92 | 92 | 7 | 23 |
| Midlothian | 123 | 123 | 55 | 74 |
| Moray | 63 | 61 | 7 | 41 |
| North Ayrshire | 115 | 114 | 31 | 41 |
| North Lanarkshire | 386 | 325 | 18 | 42 |
| Orkney Islands | 43 | 43 | 15 | 18 |
| Perth & Kinross | 92 | 87 | 47 | 48 |
| Renfrewshire | 202 | 205 | 131 | 137 |
| Scottish Borders | 105 | 96 | 79 | 82 |
| Shetland Islands | 89 | 33 | 48 | 20 |
| South Ayrshire | 105 | 102 | 50 | 50 |
| South Lanarkshire | 606 | 591 | 480 | 439 |
| Stirling | 87 | 94 | 62 | 66 |
| West Dunbartonshire | 101 | 98 | 21 | 28 |
| West Lothian | 161 | 161 | 35 | 49 |
| Scotland | 5,227 | 4,751 | 1,954 | 2,062 |

Corporate management

| Corporate Management | Indicator 4 | | Indicator 5 | |
|----------------------|--|--------------|---|---------------|
| | Percentage of public service buildings that are suitable and accessible to disabled people | | Cost of collecting council tax per dwelling | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | 25.4% | 42.8% | £13.47 | £13.77 |
| Aberdeenshire | 28.3% | 40.8% | £10.82 | £11.24 |
| Angus | 72.9% | 76.2% | £12.46 | £13.95 |
| Argyll & Bute | 60.2% | 72.3% | £13.68 | £16.07 |
| Clackmannanshire | 70.3% | 70.3% | £14.21 | £14.07 |
| Dumfries & Galloway | 1.5% | 9.3% | £12.38 | £13.02 |
| Dundee City | 74.7% | 81.1% | £28.22 | £26.21 |
| East Ayrshire | 26.6% | 40.6% | £8.89 | £8.15 |
| East Dunbartonshire | 38.2% | 13.8% | £6.81 | £8.42 |
| East Lothian | 54.2% | 63.5% | £12.37 | £11.95 |
| East Renfrewshire | 56.0% | 64.5% | £11.66 | £11.31 |
| Edinburgh, City of | 71.7% | 71.7% | £11.55 | £14.28 |
| Eilean Siar | 5.0% | 5.0% | £24.99 | £29.57 |
| Falkirk | 48.1% | 52.3% | £4.75 | £6.25 |
| Fife | 7.4% | 7.4% | £11.74 | £13.13 |
| Glasgow City | 13.9% | 23.0% | £15.92 | £14.46 |
| Highland | 3.4% | 24.9% | £17.68 | £17.61 |
| Inverclyde | 7.6% | 25.0% | £17.21 | £18.25 |
| Midlothian | 44.7% | 60.2% | £13.92 | £14.72 |
| Moray | 11.1% | 67.2% | £14.94 | £13.91 |
| North Ayrshire | 27.0% | 36.0% | £13.04 | £18.72 |
| North Lanarkshire | 4.7% | 12.9% | £13.75 | £12.46 |
| Orkney Islands | 34.9% | 41.9% | £17.87 | £18.58 |
| Perth & Kinross | 51.1% | 55.2% | £15.77 | £15.88 |
| Renfrewshire | 64.9% | 66.8% | £13.18 | £13.42 |
| Scottish Borders | 75.2% | 85.4% | £10.17 | £14.33 |
| Shetland Islands | 53.9% | 60.6% | £18.50 | £13.26 |
| South Ayrshire | 47.6% | 49.0% | £10.46 | £10.55 |
| South Lanarkshire | 79.2% | 74.3% | £11.84 | £11.82 |
| Stirling | 71.3% | 70.2% | £11.02 | £10.95 |
| West Dunbartonshire | 20.8% | 28.6% | £12.14 | £9.24 |
| West Lothian | 21.7% | 30.4% | £7.99 | £7.13 |
| Scotland | 37.4% | 43.4% | £13.23 | £13.62 |

Corporate management

| Corporate Management | Indicator 5 | | | |
|----------------------|--------------------------------|--------------------|---------------------|------------------|
| | Cost of collecting council tax | | Number of dwellings | |
| | 2004/2005 | 2005/2006 | 2004/2005 | 2005/2006 |
| Aberdeen City | £1,446,751 | £1,489,279 | 107,440 | 108,141 |
| Aberdeenshire | £1,106,000 | £1,165,000 | 102,233 | 103,620 |
| Angus | £645,038 | £727,646 | 51,781 | 52,179 |
| Argyll & Bute | £621,392 | £735,025 | 45,422 | 45,744 |
| Clackmannanshire | £316,348 | £317,805 | 22,260 | 22,591 |
| Dumfries & Galloway | £852,333 | £914,306 | 68,854 | 70,230 |
| Dundee City | £2,028,114 | £1,886,910 | 71,857 | 71,999 |
| East Ayrshire | £478,523 | £440,015 | 53,847 | 54,004 |
| East Dunbartonshire | £295,131 | £366,119 | 43,326 | 43,474 |
| East Lothian | £508,780 | £499,398 | 41,117 | 41,789 |
| East Renfrewshire | £427,674 | £415,444 | 36,670 | 36,748 |
| Edinburgh, City of | £2,575,082 | £3,213,620 | 222,957 | 225,001 |
| Eilean Siar | £344,253 | £407,157 | 13,775 | 13,767 |
| Falkirk | £321,230 | £429,243 | 67,631 | 68,627 |
| Fife | £1,906,819 | £2,153,107 | 162,456 | 164,009 |
| Glasgow City | £4,678,239 | £4,266,922 | 293,937 | 295,113 |
| Highland | £1,859,611 | £1,871,697 | 105,160 | 106,277 |
| Inverclyde | £685,259 | £718,073 | 39,819 | 39,349 |
| Midlothian | £469,567 | £499,076 | 33,734 | 33,905 |
| Moray | £597,682 | £562,468 | 39,999 | 40,429 |
| North Ayrshire | £834,475 | £1,205,588 | 63,981 | 64,408 |
| North Lanarkshire | £1,951,964 | £1,788,498 | 141,918 | 143,536 |
| Orkney Islands | £172,192 | £180,075 | 9,634 | 9,692 |
| Perth & Kinross | £1,031,143 | £1,047,793 | 65,392 | 65,963 |
| Renfrewshire | £1,062,081 | £1,086,840 | 80,585 | 80,970 |
| Scottish Borders | £540,125 | £767,593 | 53,093 | 53,548 |
| Shetland Islands | £188,168 | £135,190 | 10,169 | 10,194 |
| South Ayrshire | £546,636 | £554,238 | 52,257 | 52,532 |
| South Lanarkshire | £1,610,726 | £1,625,014 | 136,064 | 137,461 |
| Stirling | £418,826 | £419,101 | 38,014 | 38,287 |
| West Dunbartonshire | £530,677 | £405,293 | 43,717 | 43,869 |
| West Lothian | £562,352 | £508,552 | 70,368 | 71,293 |
| Scotland | £31,613,191 | £32,802,085 | 2,389,467 | 2,408,749 |

Corporate management

| Corporate Management | Indicator 5 | | Indicator 6 | | |
|----------------------|---------------------------------------|-------------------|--|-----------------------|-----------------------|
| | Income received from summary warrants | | Income due from council tax for the year excluding reliefs and rebates | | |
| | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | £75,607 | £61,615 | £76,530,284 | £83,184,557 | £88,518,599 |
| Aberdeenshire | £585,974 | £728,004 | £81,436,000 | £86,911,001 | £94,392,917 |
| Angus | £59,282 | £89,851 | £32,562,000 | £34,634,209 | £37,118,346 |
| Argyll & Bute | £335,400 | £0 | £33,091,337 | £34,324,148 | £37,832,386 |
| Clackmannanshire | £99,930 | £99,235 | £13,808,974 | £14,910,413 | £15,845,871 |
| Dumfries & Galloway | £54,380 | £51,586 | £44,529,597 | £46,420,624 | £48,906,319 |
| Dundee City | £243,669 | £315,173 | £39,735,749 | £41,134,353 | £42,924,433 |
| East Ayrshire | £370,714 | -£406,870 | £31,540,555 | £33,082,803 | £34,925,516 |
| East Dunbartonshire | £130,558 | £44,247 | £40,465,934 | £43,161,488 | £45,177,304 |
| East Lothian | £51,842 | £24,100 | £32,226,583 | £34,250,363 | £36,061,215 |
| East Renfrewshire | £139,743 | £62,009 | £34,291,240 | £35,969,948 | £37,772,511 |
| Edinburgh, City of | £224,925 | £296,875 | £174,034,964 | £180,747,186 | £190,636,465 |
| Eilean Siar | £57,150 | £59,771 | £6,360,436 | £6,706,249 | £7,396,266 |
| Falkirk | £431,650 | £480,959 | £39,723,872 | £42,519,704 | £45,736,062 |
| Fife | £299,343 | £322,771 | £104,938,656 | £109,817,588 | £116,745,066 |
| Glasgow City | £1,080,448 | £739,446 | £160,028,449 | £165,088,896 | £174,201,663 |
| Highland | £141,345 | £175,927 | £71,515,905 | £76,152,428 | £83,549,730 |
| Inverclyde | £329,874 | £364,917 | £23,815,576 | £25,000,603 | £25,759,771 |
| Midlothian | £19,069 | £25,709 | £26,811,000 | £28,235,000 | £29,743,000 |
| Moray | £0 | £0 | £24,536,232 | £27,298,849 | £29,351,591 |
| North Ayrshire | £709,588 | £392,338 | £37,827,722 | £39,377,212 | £42,417,393 |
| North Lanarkshire | £1,142,334 | £1,092,801 | £80,089,000 | £84,010,000 | £88,949,000 |
| Orkney Islands | £9,226 | £5,723 | £5,624,575 | £5,928,934 | £6,362,840 |
| Perth & Kinross | £228,258 | £138,660 | £50,806,017 | £54,074,750 | £58,500,299 |
| Renfrewshire | £400,120 | £422,000 | £52,036,073 | £54,461,878 | £57,659,259 |
| Scottish Borders | £112,212 | £45,424 | £35,170,825 | £37,204,940 | £39,675,047 |
| Shetland Islands | £7,578 | £13,402 | £5,903,120 | £6,343,816 | £6,795,790 |
| South Ayrshire | £283,211 | £192,023 | £37,356,288 | £39,284,372 | £41,463,731 |
| South Lanarkshire | £713,487 | £832,689 | £85,634,007 | £90,412,949 | £95,925,660 |
| Stirling | £67,502 | £191,617 | £32,714,188 | £34,360,656 | £36,132,765 |
| West Dunbartonshire | £529,611 | £596,848 | £26,018,741 | £26,731,282 | £27,811,575 |
| West Lothian | £158,690 | £266,227 | £45,954,361 | £48,965,146 | £52,471,034 |
| Scotland | £9,092,720 | £7,725,077 | £1,587,118,260 | £1,670,706,345 | £1,776,759,424 |

Corporate management

| Corporate Management | Indicator 6 | | | | | |
|----------------------|--|-----------------------|-----------------------|---|---------------------|---------------------|
| | Income due from council tax for the year excluding all water charges and outstanding council tax | | | Reliefs and rebates due to council for council tax for the year | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | £105,137,889 | £115,214,459 | £121,801,679 | £28,607,605 | £32,029,902 | £33,283,080 |
| Aberdeenshire | £88,291,000 | £94,618,914 | £102,644,592 | £6,855,000 | £7,707,913 | £8,251,675 |
| Angus | £42,744,111 | £45,745,546 | £48,740,254 | £10,182,111 | £11,111,337 | £11,621,908 |
| Argyll & Bute | £45,661,054 | £47,670,636 | £50,104,085 | £12,569,717 | £13,346,488 | £12,271,699 |
| Clackmannanshire | £19,354,516 | £20,828,941 | £19,167,936 | £5,545,542 | £5,918,528 | £3,322,065 |
| Dumfries & Galloway | £59,416,379 | £62,346,762 | £64,611,324 | £14,886,782 | £15,926,138 | £15,705,005 |
| Dundee City | £59,694,555 | £61,928,189 | £64,179,759 | £19,958,806 | £20,793,836 | £21,255,326 |
| East Ayrshire | £45,085,858 | £47,557,834 | £50,182,268 | £13,545,303 | £14,475,031 | £15,256,752 |
| East Dunbartonshire | £48,514,888 | £52,134,777 | £54,731,416 | £8,048,954 | £8,973,289 | £9,554,112 |
| East Lothian | £41,540,003 | £44,125,564 | £45,965,004 | £9,313,420 | £9,875,201 | £9,903,789 |
| East Renfrewshire | £41,241,792 | £43,536,962 | £45,784,850 | £6,950,552 | £7,567,014 | £8,012,339 |
| Edinburgh, City of | £239,131,978 | £252,017,942 | £264,873,067 | £65,097,014 | £71,270,756 | £74,236,602 |
| Eilean Siar | £9,699,022 | £10,237,146 | £10,768,489 | £3,338,586 | £3,530,897 | £3,372,223 |
| Falkirk | £52,790,854 | £56,577,531 | £60,515,875 | £13,066,982 | £14,057,827 | £14,779,813 |
| Fife | £143,035,097 | £149,972,631 | £157,140,373 | £38,096,441 | £40,155,043 | £40,395,307 |
| Glasgow City | £295,596,004 | £304,433,160 | £314,703,372 | £135,567,555 | £139,344,264 | £140,501,709 |
| Highland | £96,426,389 | £103,080,082 | £109,702,035 | £24,910,484 | £26,927,654 | £26,152,305 |
| Inverclyde | £35,831,609 | £37,820,614 | £39,064,434 | £12,016,033 | £12,820,011 | £13,304,663 |
| Midlothian | £31,051,000 | £32,795,000 | £34,410,000 | £4,240,000 | £4,560,000 | £4,667,000 |
| Moray | £31,489,643 | £36,310,230 | £38,472,270 | £6,953,411 | £9,011,381 | £9,120,679 |
| North Ayrshire | £53,558,699 | £56,782,341 | £60,151,495 | £15,730,977 | £17,405,129 | £17,734,102 |
| North Lanarkshire | £102,156,000 | £107,149,000 | £112,861,000 | £22,067,000 | £23,139,000 | £23,912,000 |
| Orkney Islands | £7,271,321 | £7,711,533 | £8,067,164 | £1,646,746 | £1,782,599 | £1,704,324 |
| Perth & Kinross | £64,024,585 | £68,638,188 | £72,774,217 | £13,218,568 | £14,563,438 | £14,273,918 |
| Renfrewshire | £73,853,590 | £78,005,538 | £82,268,880 | £21,817,517 | £23,543,660 | £24,609,621 |
| Scottish Borders | £50,649,364 | £48,472,565 | £50,801,713 | £15,478,539 | £11,267,625 | £11,126,666 |
| Shetland Islands | £7,543,802 | £8,174,896 | £8,621,687 | £1,640,682 | £1,831,080 | £1,825,897 |
| South Ayrshire | £49,570,844 | £52,541,007 | £55,589,496 | £12,214,556 | £13,256,635 | £14,125,765 |
| South Lanarkshire | £119,149,692 | £125,352,670 | £131,325,158 | £33,515,685 | £34,939,721 | £35,399,498 |
| Stirling | £42,199,507 | £44,446,096 | £46,363,459 | £9,485,319 | £10,085,440 | £10,230,694 |
| West Dunbartonshire | £40,748,678 | £41,548,830 | £42,765,710 | £14,729,937 | £14,817,548 | £14,954,135 |
| West Lothian | £60,464,161 | £64,585,885 | £68,740,948 | £14,509,800 | £15,620,739 | £16,269,914 |
| Scotland | £2,202,923,884 | £2,322,361,469 | £2,437,894,009 | £615,805,624 | £651,655,124 | £661,134,585 |

Corporate management

| Corporate Management | Indicator 6 | | | | | |
|----------------------|---|--------------|--------------|---|-----------------------|-----------------------|
| | Percentage of income due from council tax for the year that was received by the end of the year | | | Income received from council tax for the year | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 90.2% | 91.5% | 92.2% | £69,008,358 | £76,130,631 | £81,623,123 |
| Aberdeenshire | 94.0% | 95.3% | 95.8% | £76,516,000 | £82,821,087 | £90,473,201 |
| Angus | 95.0% | 95.6% | 95.8% | £30,923,339 | £33,103,140 | £35,564,287 |
| Argyll & Bute | 94.0% | 95.5% | 94.9% | £31,122,224 | £32,782,146 | £35,906,246 |
| Clackmannanshire | 91.2% | 91.3% | 92.1% | £12,588,657 | £13,615,617 | £14,593,628 |
| Dumfries & Galloway | 94.1% | 94.6% | 94.1% | £41,885,023 | £43,911,954 | £46,038,508 |
| Dundee City | 86.2% | 87.1% | 90.7% | £34,260,655 | £35,808,988 | £38,937,464 |
| East Ayrshire | 90.1% | 91.3% | 92.0% | £28,407,749 | £30,203,669 | £32,148,361 |
| East Dunbartonshire | 94.1% | 94.7% | 95.3% | £38,075,478 | £40,877,769 | £43,033,727 |
| East Lothian | 95.3% | 96.0% | 96.1% | £30,709,258 | £32,866,605 | £34,666,352 |
| East Renfrewshire | 95.4% | 95.4% | 95.7% | £32,712,690 | £34,316,719 | £36,146,734 |
| Edinburgh, City of | 87.6% | 90.4% | 91.8% | £152,480,246 | £163,367,367 | £174,941,671 |
| Eilean Siar | 92.0% | 92.6% | 93.9% | £5,852,516 | £6,209,805 | £6,944,433 |
| Falkirk | 94.6% | 95.2% | 95.9% | £37,568,940 | £40,479,596 | £43,869,742 |
| Fife | 93.0% | 93.9% | 94.0% | £97,613,938 | £103,096,752 | £109,705,339 |
| Glasgow City | 85.1% | 85.6% | 86.1% | £136,198,603 | £141,272,075 | £149,966,312 |
| Highland | 93.5% | 94.1% | 95.1% | £66,891,247 | £71,687,774 | £79,452,451 |
| Inverclyde | 89.4% | 90.7% | 91.9% | £21,281,749 | £22,677,908 | £23,679,598 |
| Midlothian | 93.9% | 94.2% | 94.2% | £25,188,000 | £26,601,000 | £28,007,000 |
| Moray | 94.9% | 95.6% | 96.0% | £23,277,549 | £26,098,595 | £28,174,424 |
| North Ayrshire | 89.8% | 91.7% | 92.8% | £33,977,072 | £36,117,554 | £39,383,832 |
| North Lanarkshire | 93.2% | 93.6% | 94.2% | £74,654,000 | £78,634,000 | £83,829,000 |
| Orkney Islands | 97.8% | 97.3% | 97.6% | £5,498,720 | £5,769,849 | £6,207,979 |
| Perth & Kinross | 95.3% | 96.1% | 96.4% | £48,433,376 | £51,955,020 | £56,382,588 |
| Renfrewshire | 93.9% | 94.2% | 94.7% | £48,836,373 | £51,281,890 | £54,591,416 |
| Scottish Borders | 95.6% | 96.6% | 96.7% | £33,624,353 | £35,942,505 | £38,381,597 |
| Shetland Islands | 95.9% | 96.1% | 96.0% | £5,662,271 | £6,093,869 | £6,525,997 |
| South Ayrshire | 94.3% | 94.5% | 94.8% | £35,211,148 | £37,140,097 | £39,319,909 |
| South Lanarkshire | 93.9% | 94.6% | 94.8% | £80,413,353 | £85,547,424 | £90,952,763 |
| Stirling | 96.4% | 96.4% | 96.8% | £31,530,103 | £33,135,572 | £34,962,775 |
| West Dunbartonshire | 87.5% | 89.4% | 90.4% | £22,765,117 | £23,898,677 | £25,132,922 |
| West Lothian | 92.7% | 93.0% | 93.5% | £42,586,818 | £45,548,939 | £49,046,668 |
| Scotland | 91.7% | 92.7% | 93.3% | £1,455,754,923 | £1,548,994,593 | £1,658,590,047 |

Corporate management

| Corporate Management | Indicator 7 | | | | | |
|----------------------|--|-----------------------|-----------------------|---|-----------------------|-----------------------|
| | Income due from non-domestic rates excluding reliefs | | | Income due from non-domestic rates excluding reliefs that was received by the end of the year | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | £123,550,953 | £127,275,335 | £130,591,034 | £120,279,498 | £123,527,814 | £127,649,300 |
| Aberdeenshire | £56,776,000 | £59,660,941 | £51,725,930 | £55,607,000 | £57,808,130 | £50,036,848 |
| Angus | £24,246,000 | £29,555,682 | £27,645,055 | £23,775,000 | £29,051,189 | £27,203,038 |
| Argyll & Bute | £29,187,951 | £29,980,140 | £27,239,706 | £28,321,913 | £28,986,573 | £25,807,146 |
| Clackmannanshire | £11,898,050 | £11,982,582 | £11,912,665 | £11,099,751 | £11,506,869 | £11,501,216 |
| Dumfries & Galloway | £38,333,119 | £39,713,864 | £35,988,222 | £37,681,716 | £38,917,107 | £34,177,552 |
| Dundee City | £57,743,747 | £59,416,985 | £60,723,857 | £55,361,494 | £57,279,938 | £58,442,364 |
| East Ayrshire | £26,313,238 | £28,000,946 | £26,972,823 | £24,904,789 | £26,141,636 | £25,152,891 |
| East Dunbartonshire | £19,181,811 | £20,110,588 | £19,487,145 | £17,934,181 | £19,422,193 | £18,672,123 |
| East Lothian | £25,343,935 | £25,038,273 | £15,090,986 | £24,877,858 | £24,482,259 | £14,348,917 |
| East Renfrewshire | £12,346,170 | £12,732,473 | £11,589,149 | £11,753,993 | £12,129,806 | £11,083,469 |
| Edinburgh, City of | £254,692,712 | £261,395,237 | £281,670,412 | £239,919,611 | £252,580,436 | £270,471,019 |
| Eilean Siar | £5,500,598 | £5,662,810 | £5,197 | £5,321,373 | £5,556,945 | £5,059 |
| Falkirk | £56,825,428 | £58,487,458 | £57,576,337 | £55,166,115 | £57,011,324 | £56,115,307 |
| Fife | £111,020,027 | £111,991,638 | £119,292,269 | £106,681,597 | £107,573,725 | £115,692,406 |
| Glasgow City | £284,590,389 | £292,784,438 | £300,801,684 | £267,397,305 | £276,293,046 | £285,169,320 |
| Highland | £67,994,187 | £73,914,082 | £75,768,465 | £65,908,898 | £70,938,630 | £73,800,937 |
| Inverclyde | £20,863,137 | £21,258,460 | £19,997,530 | £19,386,158 | £20,038,276 | £18,774,991 |
| Midlothian | £18,106,906 | £18,939 | £19,481,858 | £16,258,620 | £18,343 | £18,785,219 |
| Moray | £24,678,875 | £25,495,729 | £24,641,640 | £24,289,458 | £25,109,280 | £24,227,815 |
| North Ayrshire | £41,260,773 | £41,105,149 | £33,183,796 | £38,569,443 | £39,334,041 | £30,685,602 |
| North Lanarkshire | £92,832,000 | £97,289,000 | £97,568,000 | £87,956,000 | £93,235,000 | £92,534,000 |
| Orkney Islands | £6,546,427 | £6,763,558 | £6,844,271 | £6,545,332 | £6,683,357 | £6,792,809 |
| Perth & Kinross | £45,422,561 | £46,764,108 | £43,861,929 | £44,323,335 | £45,699,411 | £42,502,209 |
| Renfrewshire | £70,346,859 | £72,363,648 | £70,288,619 | £67,983,824 | £69,890,386 | £69,465,650 |
| Scottish Borders | £22,966,495 | £23,886,218 | £21,225,548 | £22,418,719 | £23,449,352 | £20,859,299 |
| Shetland Islands | £12,956,106 | £12,140,616 | £12,006,047 | £12,742,330 | £11,664,704 | £11,813,951 |
| South Ayrshire | £33,520,153 | £34,763,839 | £34,814,182 | £32,020,803 | £33,235,008 | £33,345,420 |
| South Lanarkshire | £93,266,944 | £96,218,806 | £185,245,641 | £88,366,660 | £91,548,678 | £180,586,929 |
| Stirling | £34,803,676 | £36,698,279 | £35,222,000 | £34,013,166 | £35,842,132 | £34,227,164 |
| West Dunbartonshire | £27,589,362 | £28,261,686 | £59,860,561 | £26,085,662 | £26,243,885 | £57,364,643 |
| West Lothian | £56,607,351 | £59,255,452 | £60,232,092 | £55,616,677 | £58,265,998 | £59,236,648 |
| Scotland | £1,807,311,940 | £1,849,986,959 | £1,978,554,650 | £1,728,568,279 | £1,779,465,471 | £1,906,531,261 |

Corporate management

| Corporate Management | Indicator 7 | | | Indicator 8 | | |
|----------------------|---|--------------|--------------|----------------------------|------------------|------------------|
| | Percentage of income due from non-domestic rates that was received by the end of the year | | | Number of invoices sampled | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 97.4% | 97.1% | 97.7% | 132,931 | 133,193 | 137,604 |
| Aberdeenshire | 97.9% | 96.9% | 96.7% | 284,168 | 269,144 | 278,580 |
| Angus | 98.1% | 98.3% | 98.4% | 186,539 | 175,683 | 116,072 |
| Argyll & Bute | 97.0% | 96.7% | 94.7% | 151,243 | 161,523 | 170,661 |
| Clackmannanshire | 93.3% | 96.0% | 96.5% | 55,504 | 56,478 | 57,895 |
| Dumfries & Galloway | 98.3% | 98.0% | 95.0% | 170,810 | 171,159 | 181,555 |
| Dundee City | 95.9% | 96.4% | 96.2% | 2,865 | 2,748 | 172,588 |
| East Ayrshire | 94.6% | 93.4% | 93.3% | 1,000 | 1,000 | 1,000 |
| East Dunbartonshire | 93.5% | 96.6% | 95.8% | 104,489 | 110,600 | 629 |
| East Lothian | 98.2% | 97.8% | 95.1% | 71,268 | 52,019 | 49,978 |
| East Renfrewshire | 95.2% | 95.3% | 95.6% | 122,756 | 116,516 | 91,328 |
| Edinburgh, City of | 94.2% | 96.6% | 96.0% | 430,167 | 448,989 | 426,380 |
| Eilean Siar | 96.7% | 98.1% | 97.3% | 63,179 | 62,555 | 63,296 |
| Falkirk | 97.1% | 97.5% | 97.5% | 123,224 | 118,235 | 192,987 |
| Fife | 96.1% | 96.1% | 97.0% | 418,595 | 308,715 | 321,966 |
| Glasgow City | 94.0% | 94.4% | 94.8% | 823,125 | 923,626 | 978,553 |
| Highland | 96.9% | 96.0% | 97.4% | 331,154 | 324,683 | 325,503 |
| Inverclyde | 92.9% | 94.3% | 93.9% | 75,277 | 72,675 | 74,442 |
| Midlothian | 89.8% | 96.9% | 96.4% | 55,134 | 51,509 | 53,871 |
| Moray | 98.4% | 98.5% | 98.3% | 85,367 | 81,488 | 84,440 |
| North Ayrshire | 93.5% | 95.7% | 92.5% | 191,841 | 185,191 | 206,926 |
| North Lanarkshire | 94.7% | 95.8% | 94.8% | 263,671 | 318,096 | 345,171 |
| Orkney Islands | 100.0% | 98.8% | 99.2% | 58,740 | 63,997 | 65,272 |
| Perth & Kinross | 97.6% | 97.7% | 96.9% | 106,347 | 114,070 | 117,495 |
| Renfrewshire | 96.6% | 96.6% | 98.8% | 243,667 | 269,391 | 275,781 |
| Scottish Borders | 97.6% | 98.2% | 98.3% | 75,981 | 76,109 | 84,842 |
| Shetland Islands | 98.3% | 96.1% | 98.4% | 68,151 | 70,376 | 69,578 |
| South Ayrshire | 95.5% | 95.6% | 95.8% | 161,477 | 161,011 | 161,634 |
| South Lanarkshire | 94.7% | 95.1% | 97.5% | 229,961 | 325,190 | 290,679 |
| Stirling | 97.7% | 97.7% | 97.2% | 112,855 | 116,340 | 121,465 |
| West Dunbartonshire | 94.5% | 92.9% | 95.8% | 183,352 | 169,799 | 175,047 |
| West Lothian | 98.2% | 98.3% | 98.3% | 119,765 | 136,436 | 145,261 |
| Scotland | 95.6% | 96.2% | 96.4% | 5,504,603 | 5,648,544 | 5,838,479 |

Corporate management

| Corporate Management | Indicator 8 | | | | | |
|----------------------|--|------------------|------------------|--|--------------|--------------|
| | Number of invoices sampled and paid within 30 days | | | Percentage of invoices sampled that were paid within 30 days | | |
| | 2003/2004 | 2004/2005 | 2005/2006 | 2003/2004 | 2004/2005 | 2005/2006 |
| Aberdeen City | 123,298 | 123,036 | 126,399 | 92.8% | 92.4% | 91.9% |
| Aberdeenshire | 250,147 | 236,347 | 242,246 | 88.0% | 87.8% | 87.0% |
| Angus | 155,827 | 147,925 | 98,871 | 83.5% | 84.2% | 85.2% |
| Argyll & Bute | 130,892 | 136,528 | 147,798 | 86.5% | 84.5% | 86.6% |
| Clackmannanshire | 43,577 | 42,847 | 41,744 | 78.5% | 75.9% | 72.1% |
| Dumfries & Galloway | 152,020 | 153,980 | 163,464 | 89.0% | 90.0% | 90.0% |
| Dundee City | 2,744 | 2,576 | 160,079 | 95.8% | 93.7% | 92.8% |
| East Ayrshire | 836 | 845 | 849 | 83.6% | 84.5% | 84.9% |
| East Dunbartonshire | 79,402 | 83,000 | 502 | 76.0% | 75.0% | 79.8% |
| East Lothian | 58,645 | 44,801 | 36,345 | 82.3% | 86.1% | 72.7% |
| East Renfrewshire | 97,347 | 86,433 | 69,134 | 79.3% | 74.2% | 75.7% |
| Edinburgh, City of | 333,508 | 354,381 | 307,678 | 77.5% | 78.9% | 72.2% |
| Eilean Siar | 48,627 | 50,107 | 49,717 | 77.0% | 80.1% | 78.5% |
| Falkirk | 99,462 | 101,689 | 167,002 | 80.7% | 86.0% | 86.5% |
| Fife | 297,239 | 234,712 | 280,900 | 71.0% | 76.0% | 87.2% |
| Glasgow City | 712,631 | 808,043 | 855,988 | 86.6% | 87.5% | 87.5% |
| Highland | 294,791 | 292,159 | 288,968 | 89.0% | 90.0% | 88.8% |
| Inverclyde | 48,622 | 43,420 | 57,985 | 64.6% | 59.7% | 77.9% |
| Midlothian | 41,299 | 37,483 | 43,933 | 74.9% | 72.8% | 81.6% |
| Moray | 73,060 | 68,453 | 71,774 | 85.6% | 84.0% | 85.0% |
| North Ayrshire | 162,739 | 153,869 | 173,777 | 84.8% | 83.1% | 84.0% |
| North Lanarkshire | 204,535 | 248,323 | 290,942 | 77.6% | 78.1% | 84.3% |
| Orkney Islands | 46,999 | 52,126 | 51,037 | 80.0% | 81.5% | 78.2% |
| Perth & Kinross | 96,625 | 101,347 | 105,005 | 90.9% | 88.8% | 89.4% |
| Renfrewshire | 213,256 | 229,772 | 238,609 | 87.5% | 85.3% | 86.5% |
| Scottish Borders | 54,782 | 51,828 | 53,865 | 72.1% | 68.1% | 63.5% |
| Shetland Islands | 55,578 | 59,207 | 56,678 | 81.6% | 84.1% | 81.5% |
| South Ayrshire | 133,069 | 134,715 | 135,885 | 82.4% | 83.7% | 84.1% |
| South Lanarkshire | 195,287 | 286,167 | 265,196 | 84.9% | 88.0% | 91.2% |
| Stirling | 98,235 | 103,183 | 109,254 | 87.0% | 88.7% | 89.9% |
| West Dunbartonshire | 150,310 | 134,962 | 142,424 | 82.0% | 79.5% | 81.4% |
| West Lothian | 108,625 | 123,980 | 133,034 | 90.7% | 90.9% | 91.6% |
| Scotland | 4,564,014 | 4,728,244 | 4,967,082 | 82.9% | 83.7% | 85.1% |

Corporate management
