



Local Government Benchmarking Framework

Performance Report 2018 to 2019

Contents

INTRODUCTION	5
CHILDREN'S SERVICES	6
Cost per primary school pupil.....	6
Cost per secondary school pupil	7
The cost of pre-school education place.....	8
Percentage of pupils gaining 5+ awards at level 5	9
Percentage of pupils gaining 5+ awards at level 6	10
The percentage of adults satisfied with local schools.....	11
The overall average total tariff.....	12
The average total tariff SIMD quintile 2	13
The average total tariff SIMD quintile 3	14
The average total tariff SIMD quintile 4	15
The average total tariff SIMD quintile 5	16
The percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy.....	17
The percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy.....	17
The percentage of early years provision which is graded good or better	18
School Attendance Rates (%)	19
Participation rates among 16 to 19-year-olds (per 100)	20
ADULT SOCIAL SERVICES.....	21
Home care costs per hour for people aged 65 or over	21
Self-directed support (direct payments + managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+	22
The percentage of people aged 65 and over with long-term care needs who are receiving personal care at home	23
The percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	24
Percentage of adults supported at home who agree that they are supported to live as independently as possible.....	25
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	26
Percentage of carers who feel supported to continue in their caring role	27
Residential cost per week per resident for people aged 65 or over.....	28
Rate of readmission to hospital within 28 days per 1,000 discharges	29
Proportion of care services graded 'good' or better in Care Inspectorate inspections	30

Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	31
CULTURE AND LEISURE	32
Cost per attendance at sports facilities.....	32
Cost per library visit.....	33
Cost of museums per visit	34
Cost of parks and open spaces per 1,000 population	35
Percentage of adults satisfied with libraries	36
Percentage of adults satisfied with parks and open spaces	37
Percentage of adults satisfied with museums and galleries	38
Percentage of adults satisfied with leisure facilities.....	39
ECONOMIC DEVELOPMENT	40
Percentage of unemployed people assisted into work from Council operated/funded employability programmes	40
Cost of planning and building standards per planning application.....	41
Average time per business and industry planning application (weeks)	42
Percentage of procurement spent on local enterprises	43
Number of business gateway start-ups per 10,000 population.....	44
Investment in economic development and tourism per 1,000 population	45
Proportion of properties receiving superfast broadband.....	46
Town vacancy rates	47
Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	48
ENVIRONMENTAL SERVICES.....	49
Net cost of waste collection per premise	49
Net cost of waste disposal per premise.....	50
Net cost of street cleaning per 1,000 population	51
Street cleanliness score	52
Cost of maintenance per kilometre of roads.....	53
Percentage of A class roads that should be considered for maintenance treatment.....	54
Percentage of B class roads that should be considered for maintenance treatment.....	55
Percentage of C class roads that should be considered for maintenance treatment.....	56
Percentage of unclassified roads that should be considered for maintenance treatment.....	57
Cost of trading standards and environmental health per 1,000 population.....	58

Cost of trading standards, money advice and citizen advice per 1,000 population	59
Cost of environmental health per 1,000 population	60
Percentage of household waste arising that is recycled.....	61
Percentage of adults satisfied with refuse collection	62
Percentage of adults satisfied with street cleaning.....	63
CORPORATE SERVICES	64
Support services as a percentage of total gross expenditure	64
Percentage of the highest paid 5% employees who are women	65
The gender pay gap	66
The cost per dwelling of collecting council tax.....	67
Sickness absence days per teacher.....	68
Sickness absence days per employee (non-teacher).....	69
Percentage of income due from council tax received by the end of the year.....	70
Percentage of invoices sampled that were paid within 30 days.....	71
COUNCIL HOUSING	72
Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year	72
Percentage of rent due in the year that was lost due to voids	74
Percentage of dwellings meeting Scottish Housing Standards	75
Average number of days taken to complete non-emergency repairs	77
Percentage of Council dwellings that are energy efficient	78
COUNCIL BUILDINGS	79
Percentage of operational buildings that are suitable for their current use	79
Percentage of internal floor area of operational buildings in satisfactory condition	80
ANNEX 1 - LGBF indicators mapped against OIC target outcomes and priorities	81

INTRODUCTION

Welcome to Orkney Islands Council's annual report on our performance against the Local Government Benchmarking Framework (LGBF) indicators for 2018 to 2019. The LGBF indicators bring together a wide range of information about how all Scottish Councils perform in delivering services to local communities.

This report provides evidence on how our actions and activities impact the Orkney community, and allows readers to compare how well we are doing against previous years' performance, the Scottish average and other similar local authorities.

Throughout the report we have provided information to help explain our performance against each indicator, as well as an assessment of how we expect to perform in the years ahead.

We hope that you find the report interesting. If you would like more detailed performance information, please visit the Performance Section of the Council's website at:

www.orkney.gov.uk/Service-Directory/Performance/performance.htm

If you would like to make a comment on the report, please contact HR and Performance by writing to Orkney Islands Council, School Place, Kirkwall, Orkney, KW15 1NY; by calling 01856 873535; or by emailing hrsupport@orkney.gov.uk.

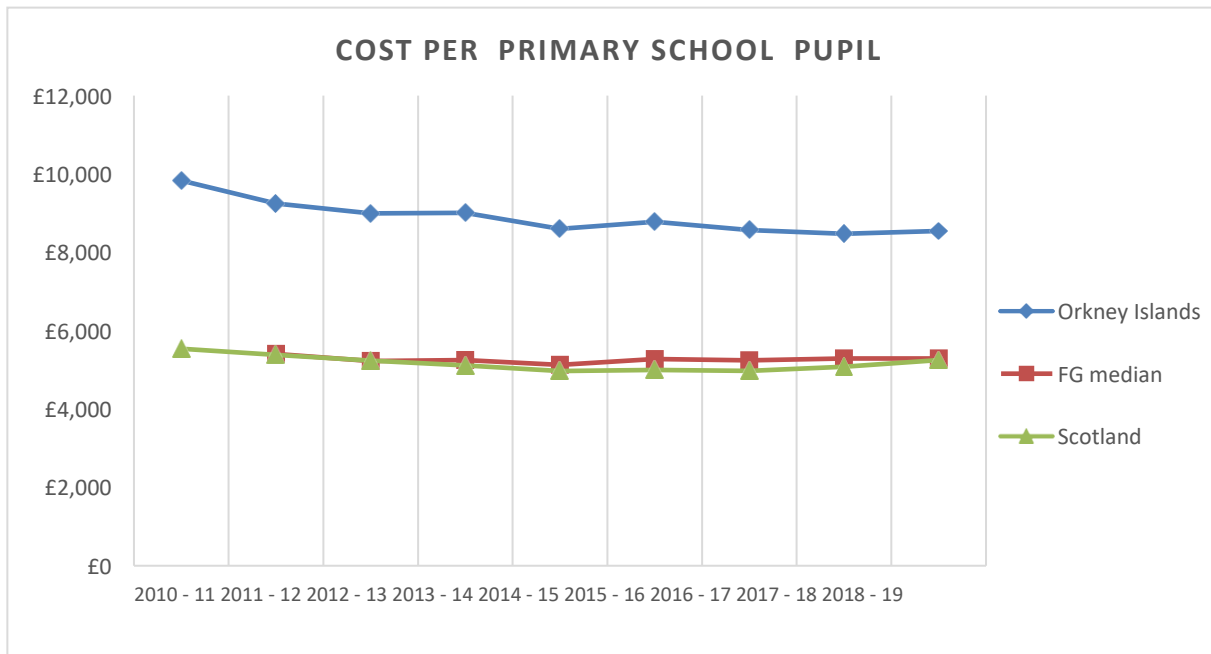
If you would like this publication in another language or in any other format, please contact us using the details above.

CHILDREN'S SERVICES

Cost per primary school pupil

In 2018 to 2019, the cost per primary school pupil in Orkney was £8,545, which is more than the 2017 to 2018 figure of £8,472, and significantly more than the 2018 to 2019 Scottish average of £5,250.

Rank out of 32 Scottish Councils		
2017 to 2018	31	↔
2018 to 2019	31	



Performance Analysis


There has been a bigger reduction (by proportion) over the nine-year period than for Scotland as a whole. Costs per pupil in Orkney are higher as a significant number of schools are also community facilities. In smaller schools (which carry a high percentage of surplus places) the cost per pupil is significantly higher.

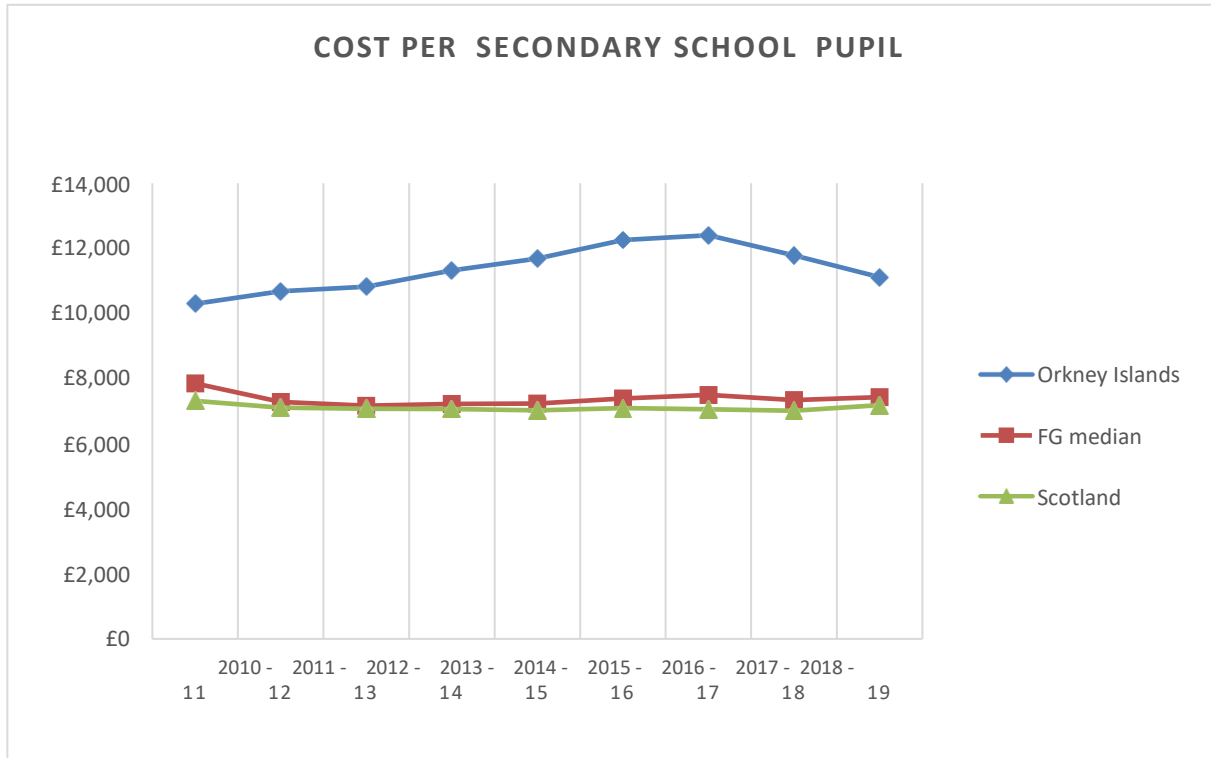
Future Action

Delineate non-education costs (e.g. community facilities costs); produce 'cost per place' data to ensure discussions are informed; consider adoption of nationally agreed staffing ratios across all schools.

Cost per secondary school pupil

In 2018 to 2019, the cost per secondary school pupil in Orkney was £11,112, which is less than the 2017 to 2018 figure of £11,778, but significantly more than the 2018 to 2019 Scottish average of £7,185.

Rank out of 32 Scottish Councils		
2017 to 2018	32	
2018 to 2019	31	



Performance Analysis


Rise in cost per pupil between 2010 and 2017 is in part due to fluctuations in roll and consequently schools carry a disproportionate number of “surplus places”. Increase in roll (particularly at KGS) leads to a small drop in the cost per pupil. Average for Orkney is significantly impacted by junior highs. KGS (as the biggest school) = £7,779 per pupil, excluding Distant Islands Allowance (DIA). This compares with Stronsay which is £30,333 per pupil, excluding DIA.

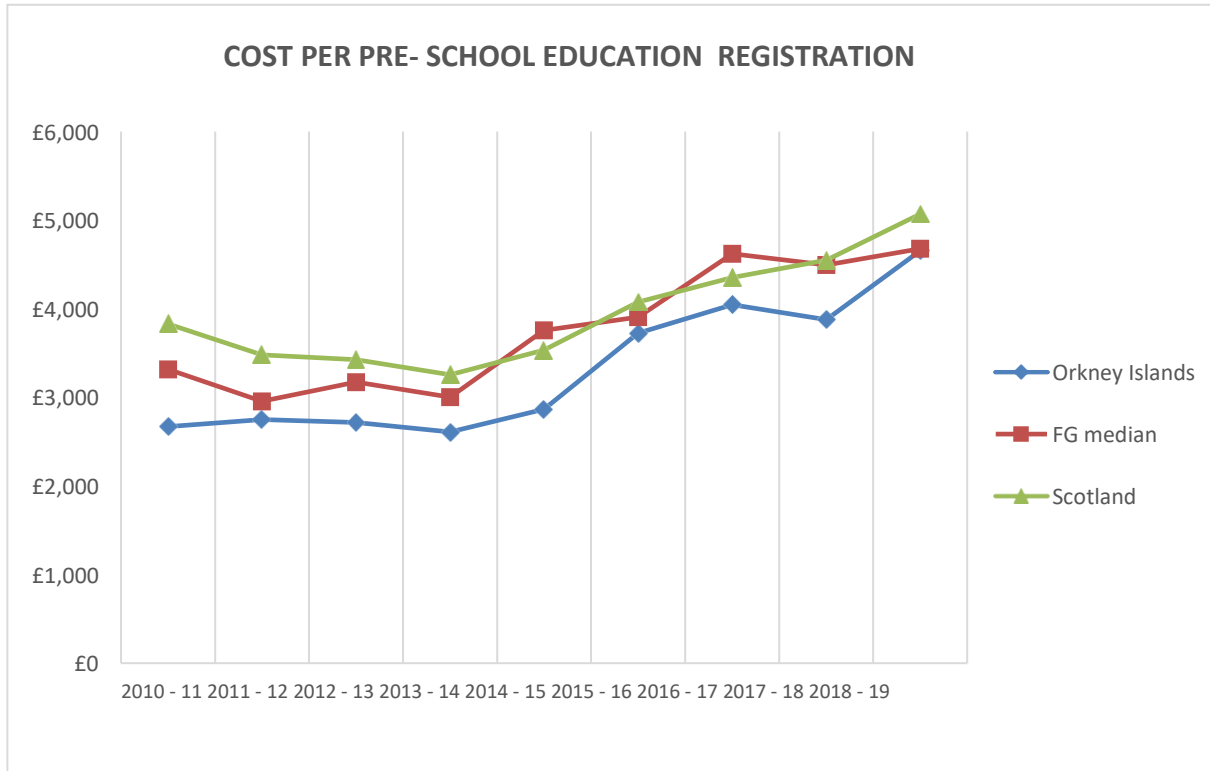
Future Action

Revisit the staffing policy for secondary schools and junior highs in Orkney.

The cost of pre-school education place

In 2018 to 2019, the cost per pre-school education place in Orkney was £4,665, which is more than the 2017 to 2018 figure of £3,877, but less than the 2018 to 2019 Scottish average of £5,070.

Rank out of 32 Scottish Councils		
2017 to 2018	8	
2018 to 2019	13	



Performance Analysis

The overall increase is in line with expectations linked to the expansion of Early Learning and Childcare (ELC). With increased accuracy in attributing costs to ELC (rather than primary) the change in relative position not unexpected.

Future Action

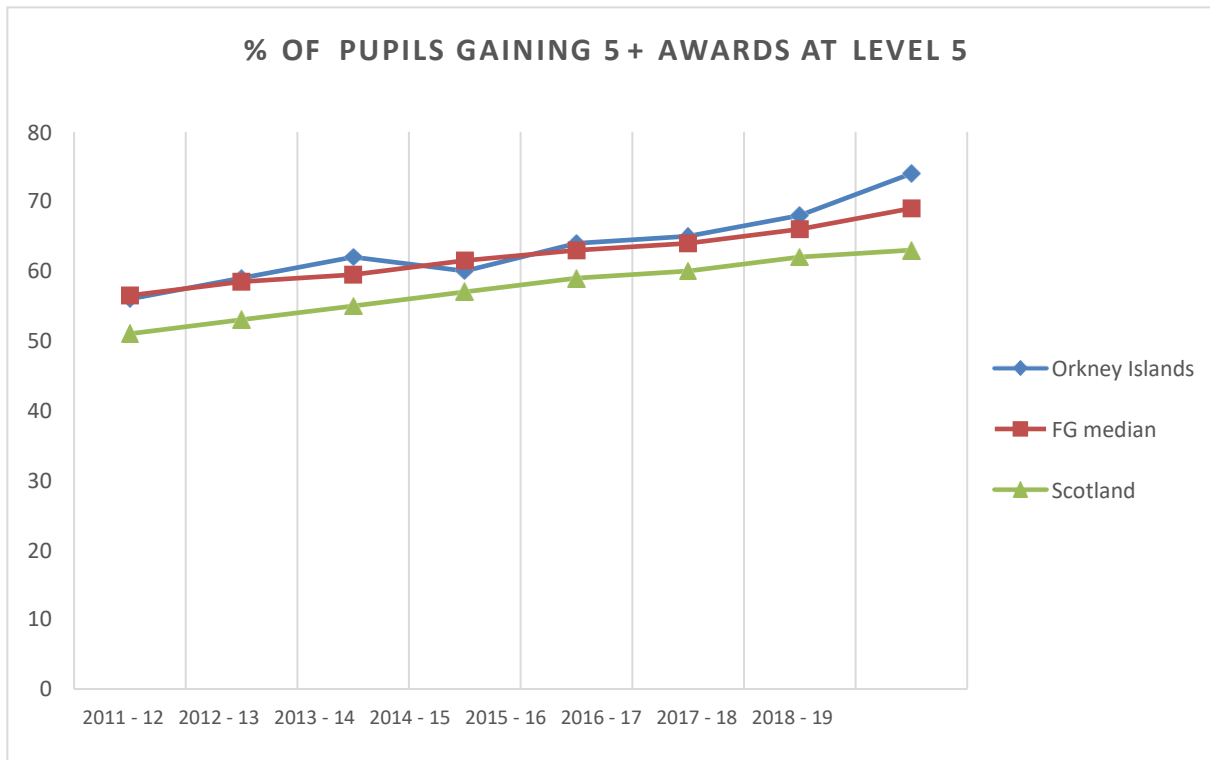
Continue to monitor costs as expansion programme enters final phase. Small settings and Distant Islands Allowance may continue to add to the cost per child.

Percentage of pupils gaining 5+ awards at level 5

In 2018 to 2019, 74% of secondary pupils in Orkney gained 5+ awards at level 5, which is better than the 2017 to 2018 figure of 68%, and the 2018 to 2019 Scottish average of 63%.

Rank out of 32 Scottish Councils

2017 to 2018	6
2018 to 2019	3



Performance Analysis


This is a very positive ranking position for Orkney, highlighting a consistent mature in results over the reporting period.

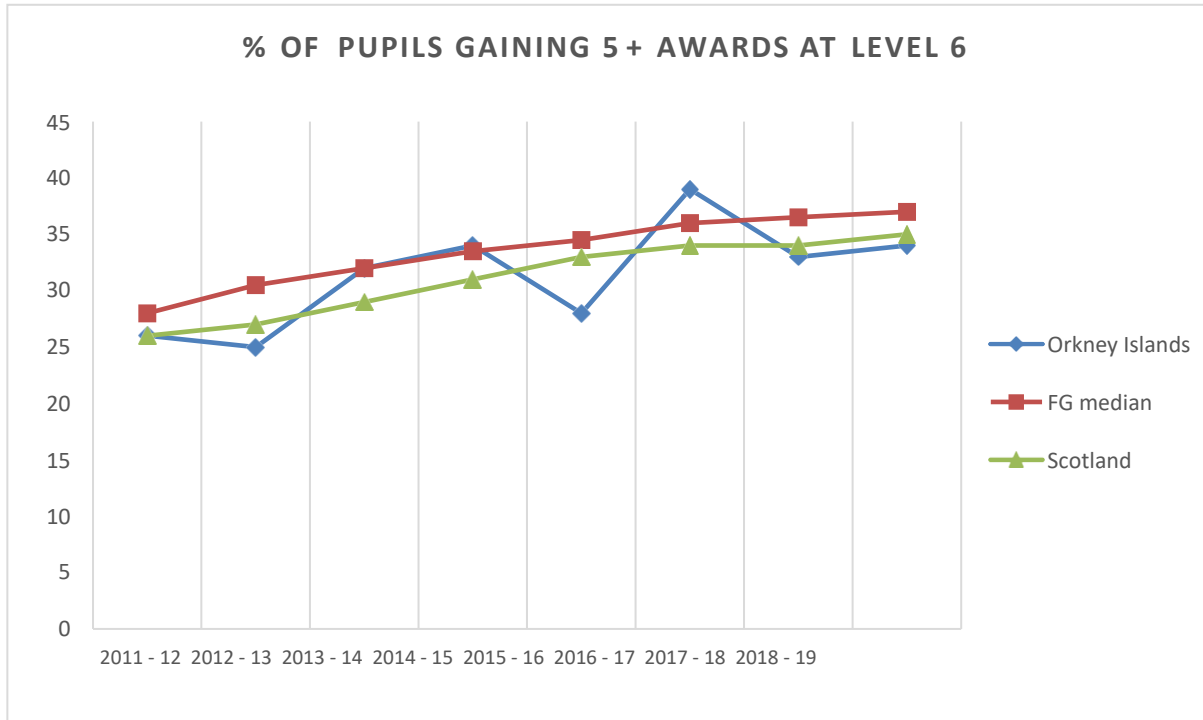
Future Action

Our link Education Scotland Attainment Advisor, Service Improvement Officers, Secondary Head Teachers and Teachers will track and monitor learners' progress to ensure this positive outcome is sustained.

Percentage of pupils gaining 5+ awards at level 6

In 2018 to 2019, 34% of secondary pupils in Orkney gained 5+ awards at level 6, which is better than the 2017 to 2018 figure of 33%, but not as good as the 2018 to 2019 Scottish average of 35%.

Rank out of 32 Scottish Councils		
2017 to 2018	15	
2018 to 2019	14	



Performance Analysis


Although the graph indicates a lack of consistency year on year, the trend indicates improvement in line with Scottish average.

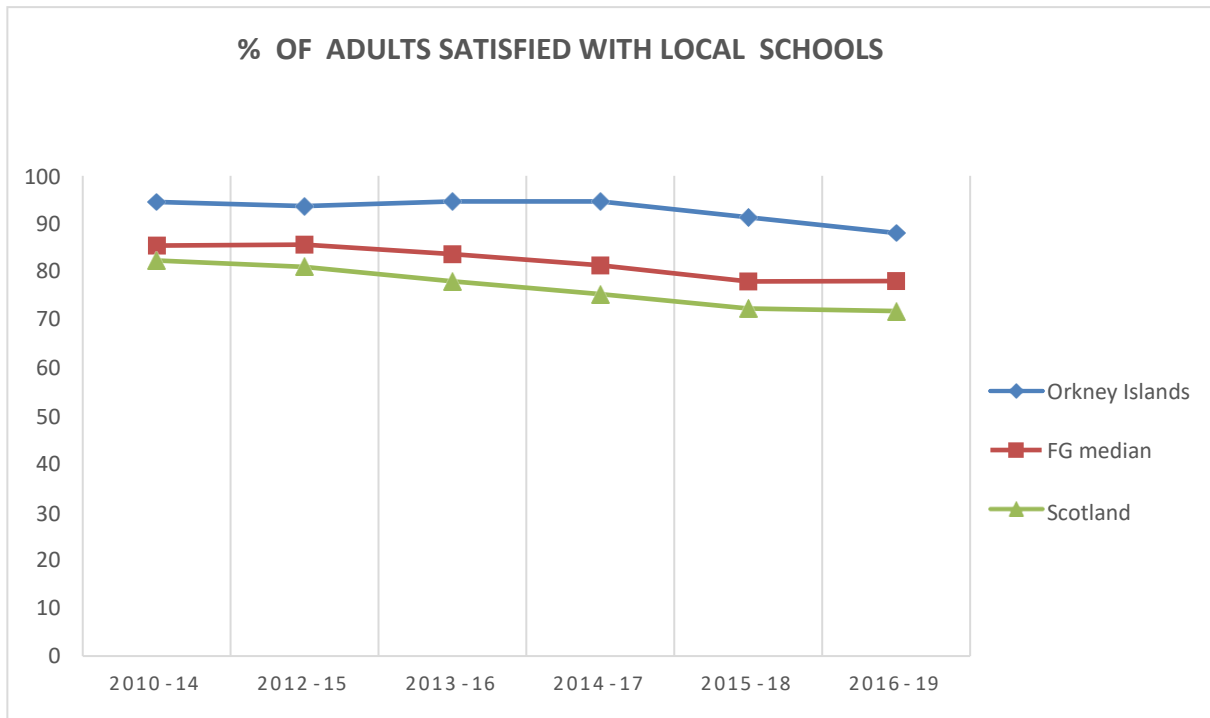
Future Action

Our link Education Scotland Attainment Officer, Service Improvement Officers, Head Teachers and Teachers will identify why this area shows starkly different ranking from that of 5+ awards at national 5. Like all other areas consistent tracking, monitoring and target setting must be implemented.

The percentage of adults satisfied with local schools

In 2016 to 2019, 88.07% of adults were satisfied with local schools, which is not as good as the 2015 to 2018 figure of 91.33%, but better than the 2016 to 2019 Scottish average of 71.83%.

Rank out of 32 Scottish Councils		
2015 to 2018	1	
2016 to 2019	2	



Performance Analysis


Overall (slight downward) trend is in line with the Family Group Median and Scottish average. Orkney's schools continue to maintain a strong standing with the local communities.

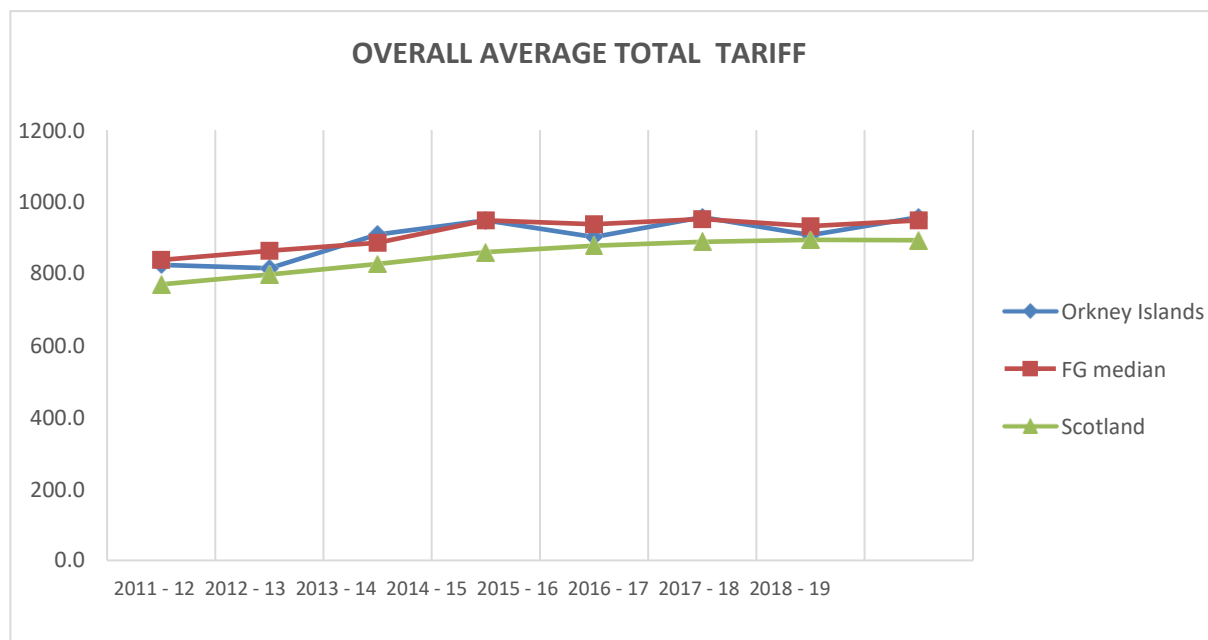
Future Action

Through discussions with Parent Council Chairs, reflect on past successes and future challenges with respect to the standing of the school in the community.

The overall average total tariff

In 2018 to 2019, the overall average total tariff* for Orkney pupils was 957, which is better than the 2017 to 2018 figure of 907, and the 2018 to 2019 Scottish average of 892.

Rank out of 32 Scottish Councils		
2017 to 2018	15	
2018 to 2019	5	



*The tariff score for a learner is the total number of tariff points for the awards they achieve, taking account of only their latest and best attainment in each subject. This means that, for example, if a pupil has a National 5 and a Higher in Mathematics, it is the points for the Higher award which are counted.

Performance Analysis

This is a very positive result for Orkney schools, showing a significant rise in ranking. There is a slight fluctuation in the result year on year which requires focus moving forward.

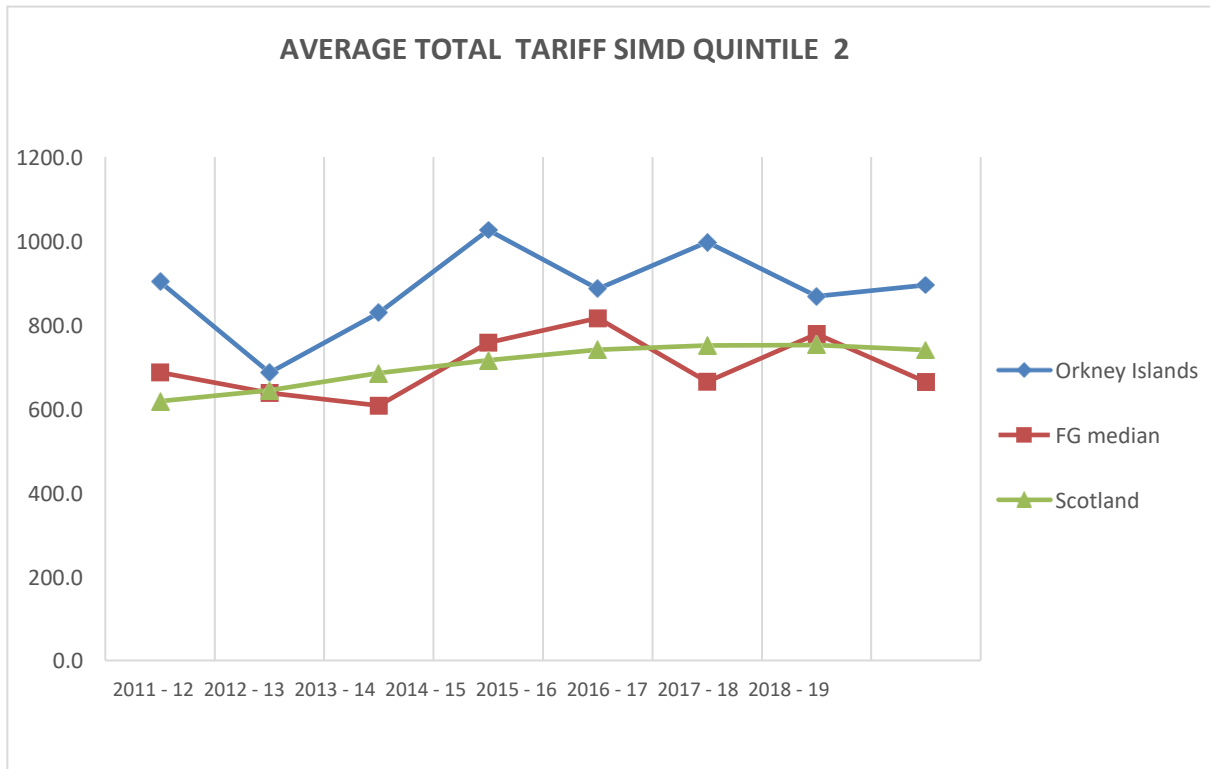
Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, and Secondary Head Teachers will ensure that SIMD bands are recorded against all students on the SEEMIS Management System to ensure all teachers are aware of this information. Targets will be set for quintiles with guidance on how teachers can ensure that learners achieve expected levels.

The average total tariff SIMD quintile 2

In 2018 to 2019, the average total tariff for Orkney pupils in SIMD quintile 2 was 895, which is better than the 2017 to 2018 figure of 868, and the 2018 to 2019 Scottish average of 740.

Rank out of 32 Scottish Councils		
2017 to 2018	4	↔
2018 to 2019	4	



Performance Analysis


Overall this is a very positive result for Orkney's leavers in this quintile area. As can be seen, Orkney consistently performs higher in this area than our comparators or national average figures.

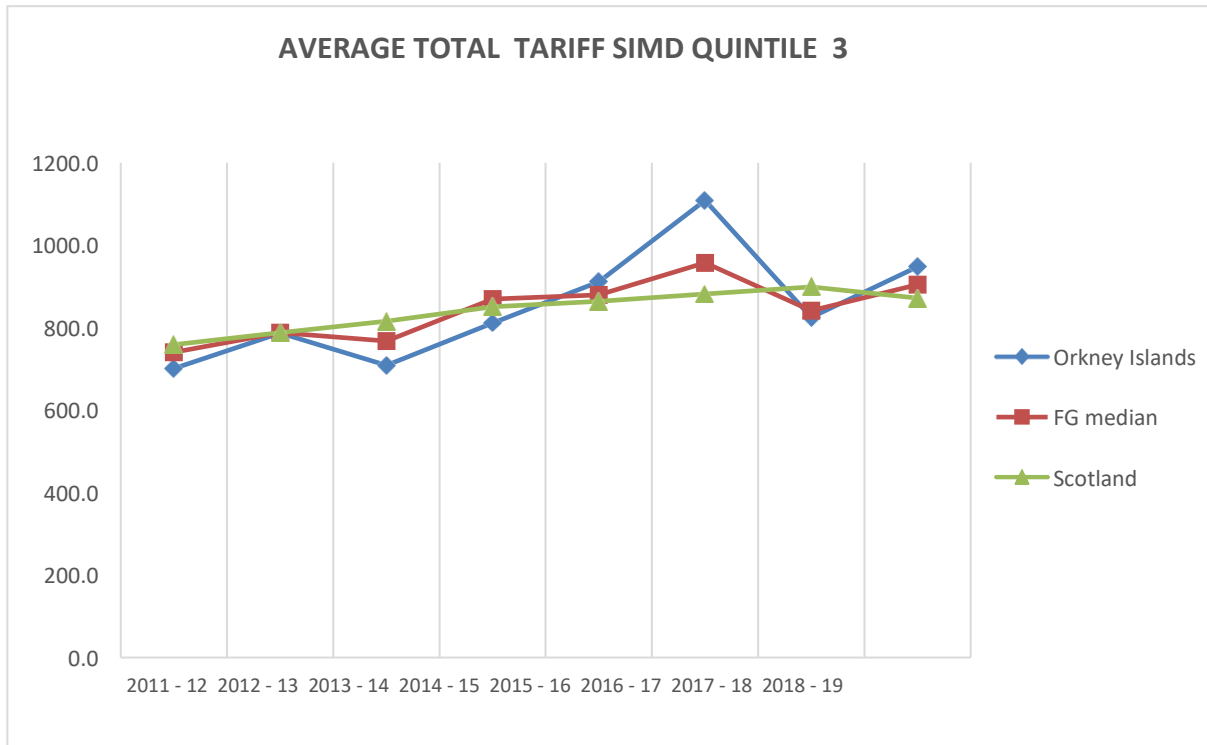
Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, and Secondary Head Teachers will ensure that SIMD bands are recorded against all students on the SEEMIS Management System to ensure all teachers are aware of this information. Targets will be set for quintiles with guidance on how teachers can ensure that learners achieve expected levels.

The average total tariff SIMD quintile 3

In 2018 to 2019, the average total tariff for Orkney pupils in SIMD quintile 3 was 948, which is better than the 2017 to 2018 figure of 825, and the 2018 to 2019 Scottish average of 872.

Rank out of 32 Scottish Councils		
2017 to 2018	27	
2018 to 2019	8	



Performance Analysis

This is a positive result for Orkney schools, showing a significant rise in ranking. The lack of consistency in this quintile requires focus moving forward.

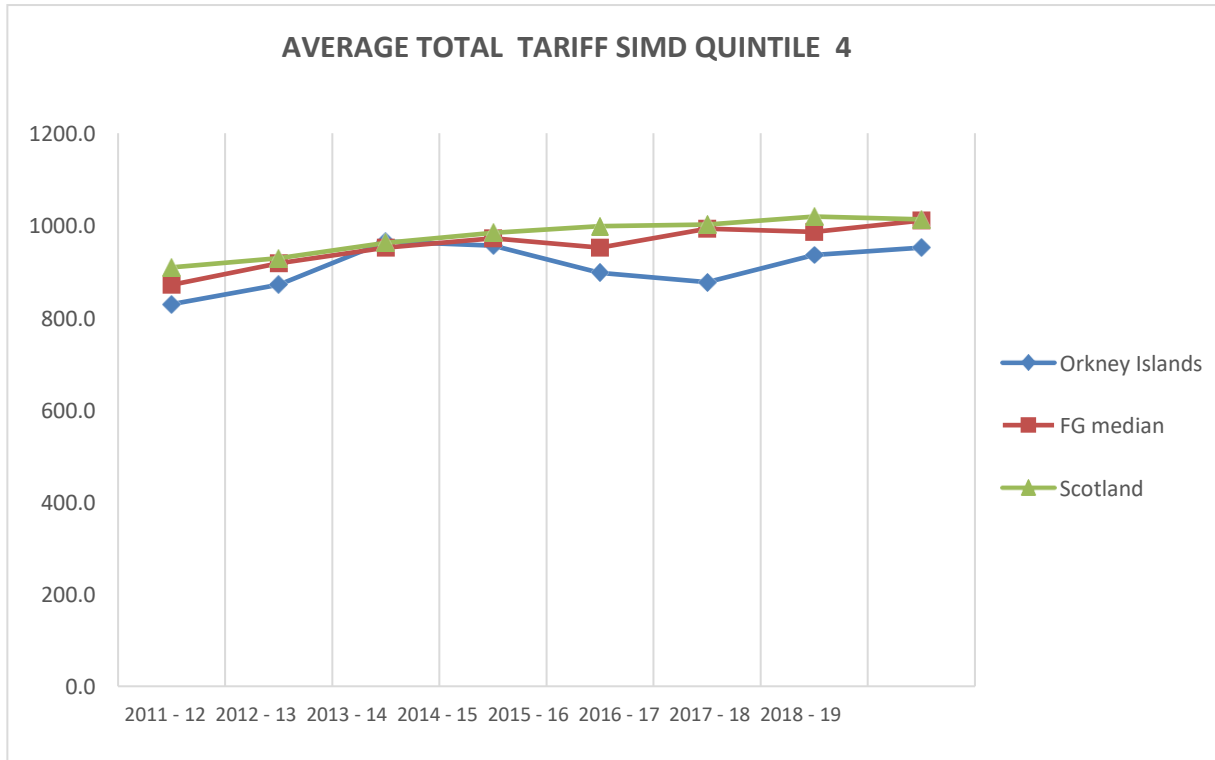
Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, and Secondary Head Teachers will ensure that SIMD bands are recorded against all students on the SEEMIS Management System to ensure all teachers are aware of this information. Targets will be set for quintiles with guidance on how teachers can ensure that learners achieve expected levels.

The average total tariff SIMD quintile 4

In 2018 to 2019, the average total tariff for Orkney pupils in SIMD quintile 4 was 952, which is better than the 2017 to 2018 figure of 936, but not as good as the 2018 to 2019 Scottish average of 1,013.

Rank out of 32 Scottish Councils		
2017 to 2018	24	↔
2018 to 2019	24	



Performance Analysis


This is a concerning result for the majority of our pupils which requires significant focus moving forward.

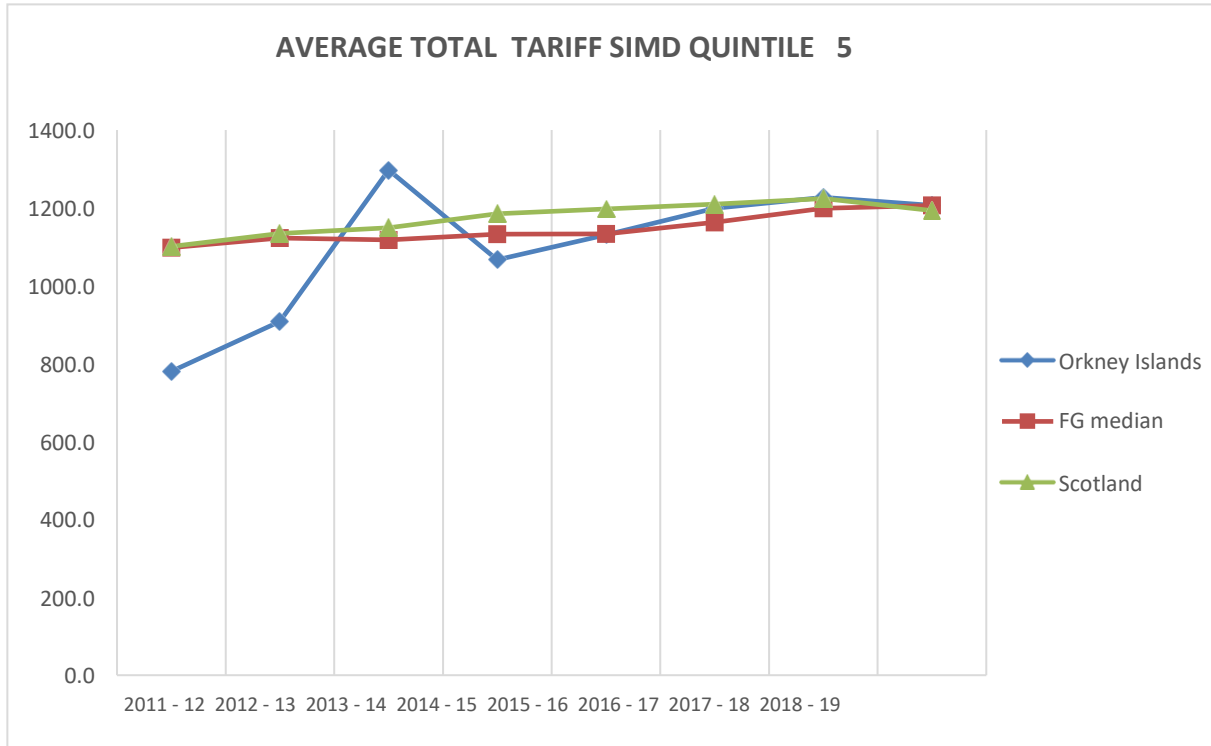
Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, and Secondary Head Teachers will ensure that SIMD bands are recorded against all students on the SEEMIS Management System to ensure all teachers are aware of this information. Targets will be set for quintiles with guidance on how teachers can ensure that learners achieve expected levels.

The average total tariff SIMD quintile 5

In 2018 to 2019, the average total tariff for Orkney pupils in SIMD quintile 5 was 1,206, which is not as good as the 2017 to 2018 figure of 1,227, but better than the 2018 to 2019 Scottish average of 1,193.

Rank out of 32 Scottish Councils		
2017 to 2018	10	
2018 to 2019	12	



Performance Analysis

Although showing a slight downward trend, this is an area that Orkney is performing slightly above the national average. This also requires focus moving forward.

Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, and Secondary Head Teachers will ensure that SIMD bands are recorded against all students on the SEEMIS Management System to ensure all teachers are aware of this information. Targets will be set for quintiles with guidance on how teachers can ensure that learners achieve expected levels.

The percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy

In 2018 to 2019, 61% of combined P1, P4 and P7 pupils in Orkney achieved the expected Curriculum for Excellence level in literacy, which is not as good as the Scottish average of 72%. This is the first year this information has been included in the LGBF data.

Rank out of 32 Scottish Councils	
2018 to 2019	31

Performance Analysis

This is a significantly concerning set of results for Orkney schools. The results from the Scottish National Standardised Assessments shows a much more positive picture than that submitted through professional judgement.

Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, Head Teachers and Teachers are working in collaboration to review pupil work against national benchmark data from the Scottish National Standardised Assessments to meet targets set by the Directorate for each of the 20 measures.

The percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy

In 2018 to 2019, 72% of combined P1, P4 and P7 pupils in Orkney achieved the expected Curriculum for Excellence level in numeracy, which is not as good as the Scottish average of 79%. This is the first year this information has been included in the LGBF data.

Rank out of 32 Scottish Councils	
2018 to 2019	27

Performance Analysis


This is a significantly concerning set of results for Orkney schools. The results from the Scottish National Standardised Assessments shows a much more positive picture than that submitted through professional judgement.

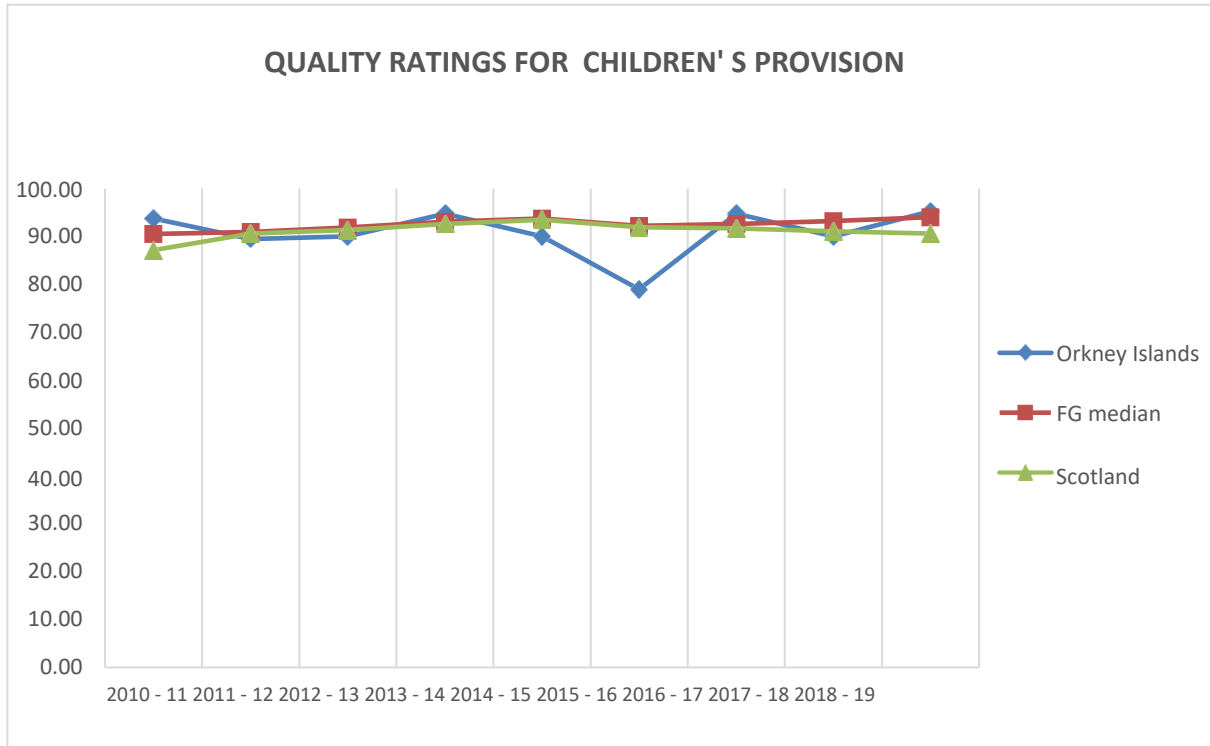
Future Action

Our link Education Scotland Attainment Adviser, Service Improvement Officers, Head Teachers and Teachers are working in collaboration to review pupil work against national benchmark and data from the Scottish National Standardised Assessments to meet targets set by the Directorate for each of the 20 measures.

The percentage of early years provision which is graded good or better

In 2018 to 2019, Orkney's funded early years provision which was graded good or better was 95.24%, which is better than the 2017 to 2018 figure of 90.00%, and the 2018 to 2019 Scottish average of 90.58%.

Rank out of 32 Scottish Councils		
2017 to 2018	21	
2018 to 2019	10	



Performance Analysis


Performance of funded provision is consistently high. This currently includes school-based provision, childminders in partnership and the Private Day Care facility.

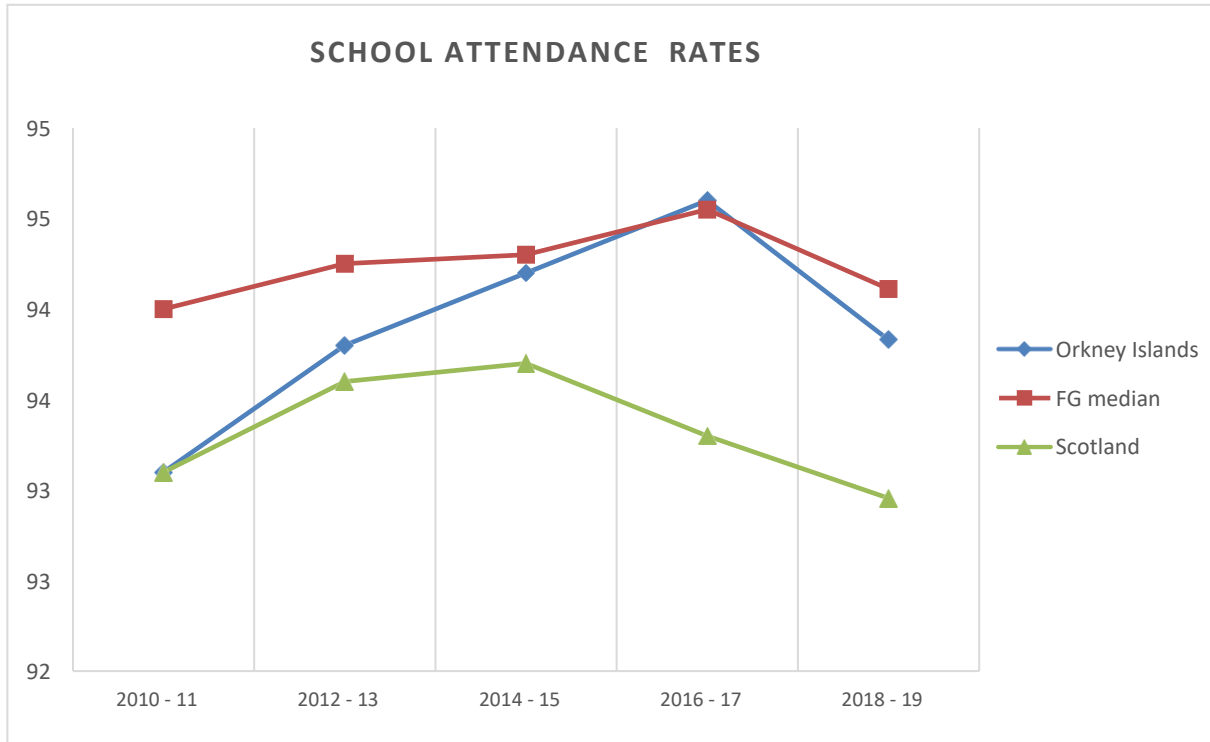
Future Action

Continue with the programme of learning, support and quality assurance provided by the Council's Early Years Team. Identify any provision 'at risk' and work with the practitioners and registered manager to bring about the necessary improvements.

School Attendance Rates (%)

In 2018 to 2019, the school attendance rate for pupils in Orkney was 93.83%, which is not as good as the 2016 to 2017 figure of 94.60%, but better than the 2018 to 2019 Scottish average of 92.95%.

Rank out of 32 Scottish Councils		
2016 to 2017	5	
2018 to 2019	7	



Performance Analysis

Following a period of improvement, the rate has fallen. Attendance in Orkney still significantly better than the Scottish average.

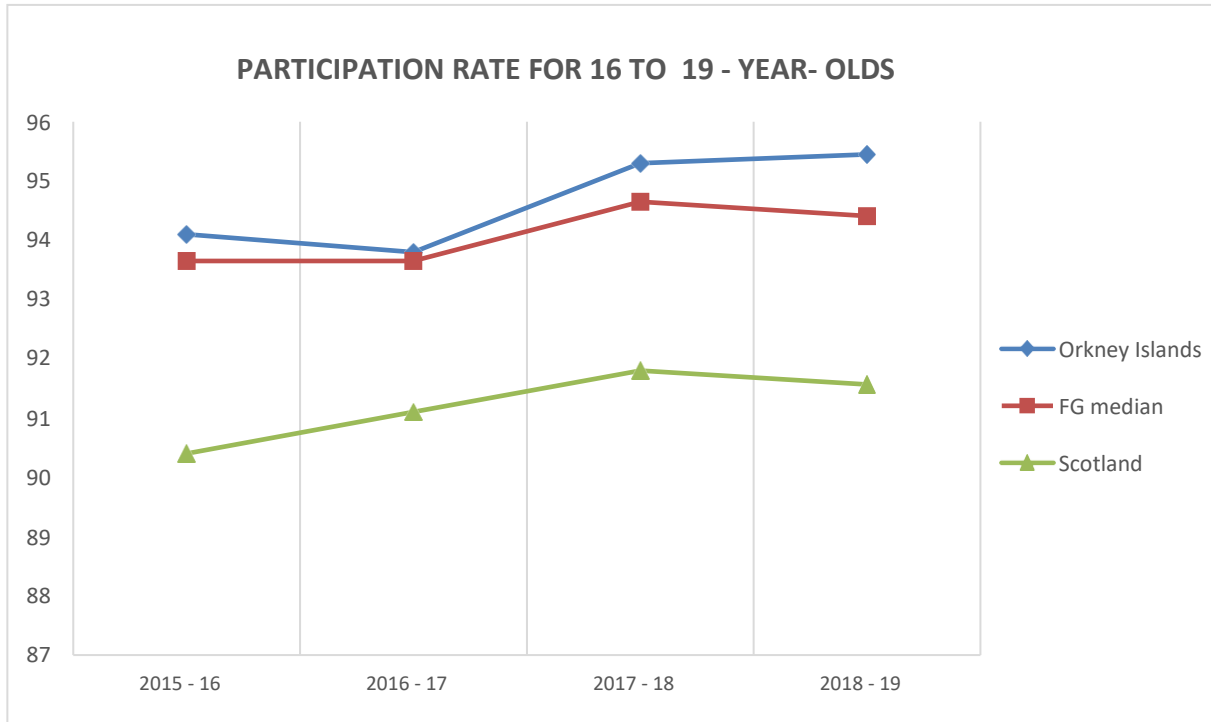
Future Action

Updated guidance on monitoring and responding to non-attendance has been produced. It will be important to monitor the impact of this, paying special attention to the difference made by authorised and non-authorised absences and any associated change in how 'school' is valued by pupils, parents and community.

Participation rates among 16 to 19-year-olds (per 100)

In 2018 to 2019, participation in learning, training or work among Orkney's 16 to 19-year-olds was 95.45%, which is slightly better than the 2017 to 2018 figure of 95.30%, and the 2018 to 2019 Scottish average of 91.56%.

Rank out of 32 Scottish Councils		
2017 to 2018	5	↔
2018 to 2019	5	



Performance Analysis

This is yet again a positive outcome for Orkney's young people, with an increasing trend.

Future Action

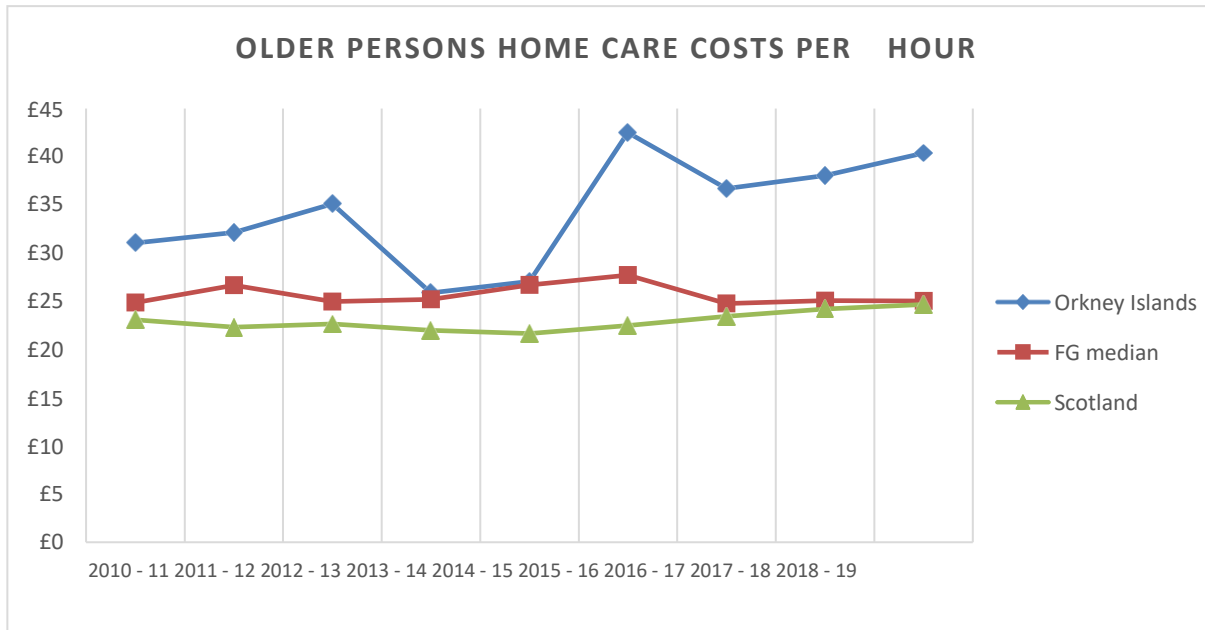
Partnership working has been established through a partner, school and third sector group to ensure that young people's participation in education, work and training is supported and monitored. This group will now meet quarterly.

ADULT SOCIAL SERVICES

Home care costs per hour for people aged 65 or over

In 2018 to 2019, the hourly cost of providing home care for people aged 65 or over in Orkney was £40.36, which is more than the 2017 to 2018 figure of £38.04, and the 2018 to 2019 Scottish average of £24.67.

Rank out of 32 Scottish Councils		
2017 to 2018	30	↔
2018 to 2019	30	



Performance Analysis

Homecare services are predominantly provided within the Council which will be different to many other Scottish councils. This means our costs are greater. It has not been possible for the service to be contracted out at scale due to the limited independent sector provision. However, work is planned as set out below.


Future Action

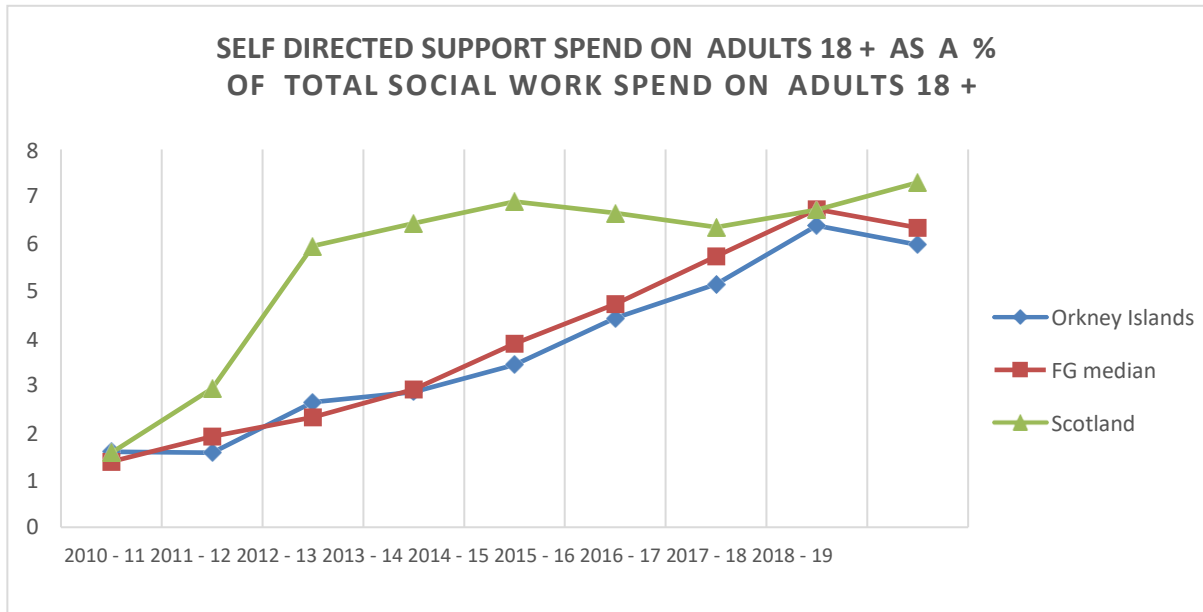
We are reviewing all the models of care as a priority over the next three years as described in the OHAC Strategic Plan.

We are looking to meet with third sector partners to look at the issues in providing care at home in Orkney and considering an alliance contracting framework.

Self-directed support (direct payments + managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+

In 2018 to 2019, 5.98% of Orkney’s total social work spend went on self-directed support for adults aged 18 years and over, which is less than the 2017 to 2018 figure of 6.39%, and the 2018 to 2019 Scottish average of 7.30%.

Rank out of 32 Scottish Councils		
2017 to 2018	8	
2018 to 2019	11	



Performance Analysis

The graph shows that Orkney has had a steady rise in the spend on Direct Payments and managed personalised budgets, in line with the family group median. Orkney has also closed the gap in respect of performance against the Scottish average.


Given that we have a small market of external providers from the third and independent sector in comparison to other areas, this probably goes some way to explain the data – i.e. if there is a limited market, individuals are more likely not to see the benefits of direct payments.

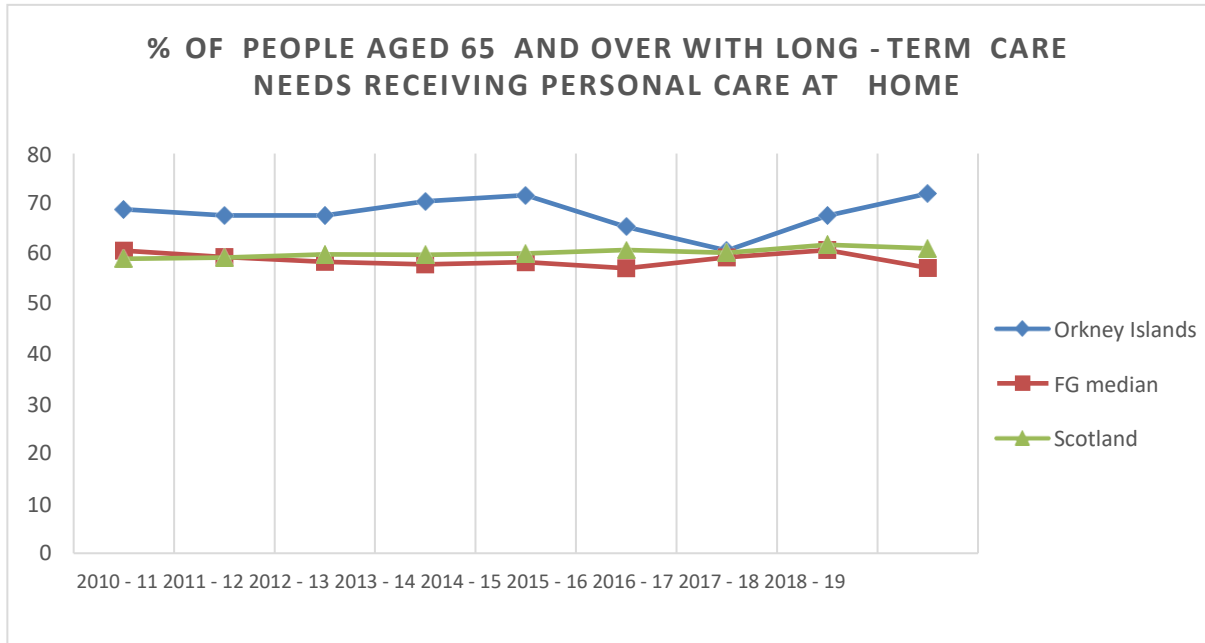
Future Action

We have recently appraised the use of self-directed support in Orkney. The recommendations from the appraisal will be taken forward during 2020 to 2021.

The percentage of people aged 65 and over with long-term care needs who are receiving personal care at home

In 2018 to 2019, 72.00% of people with long-term care needs in Orkney were receiving care at home, which is more than the 2017 to 2018 figure of 67.54%, and the 2018 to 2019 Scottish average of 61.02%.

Rank out of 32 Scottish Councils		
2017 to 2018	7	
2018 to 2019	2	



Performance Analysis


Despite many capacity issues mainly with care at home, we have continued an upward trajectory. The challenge will be to continue with this positive trend given the aging workforce issues and low unemployment.

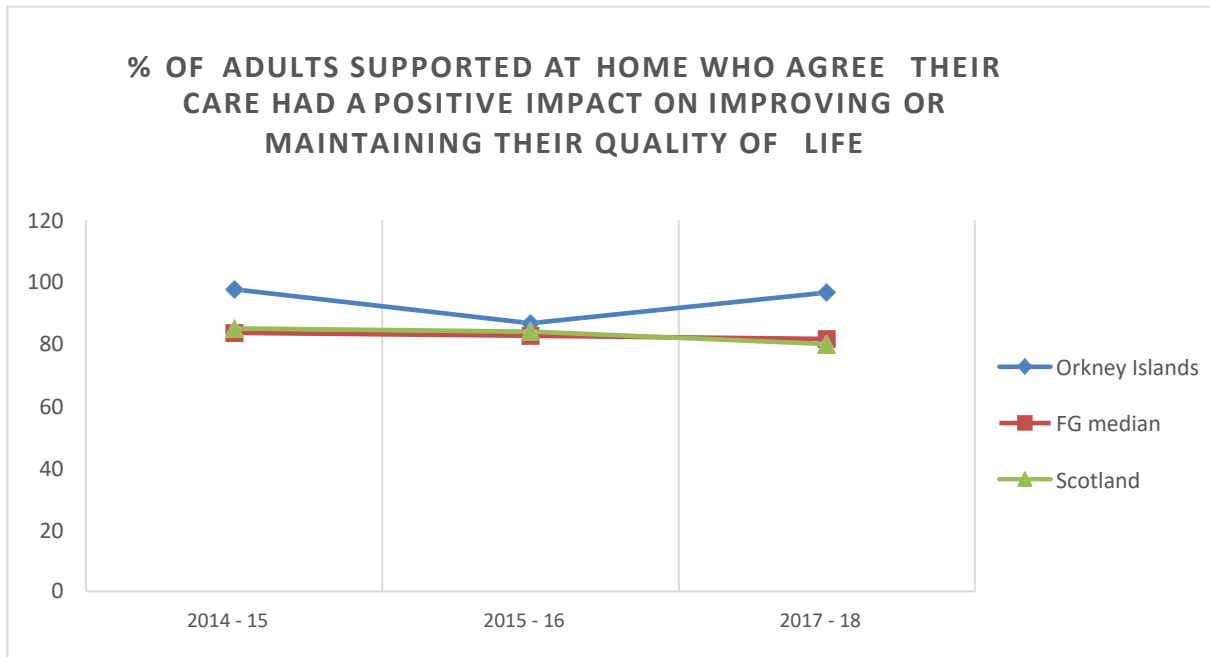
Future Action

There will be discussions held with all agencies providing care at home to look at how collectively we can work together in order to maintain this excellent trend. As mentioned earlier we are keen to look at alliance contracting with third sector partners.

The percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

In 2017 to 2018, 96.57% of adults in Orkney who are supported at home agreed that their care had a positive impact on improving or maintaining their quality of life, which is better than the 2015 to 2016 figure of 86.68%, and the 2017 to 2018 Scottish average of 79.79%.

Rank out of 32 Scottish Councils		
2015 to 2016	9	
2017 to 2018	1	



Performance Analysis


This is an excellent position in relation to our performance in the national performance outcome.

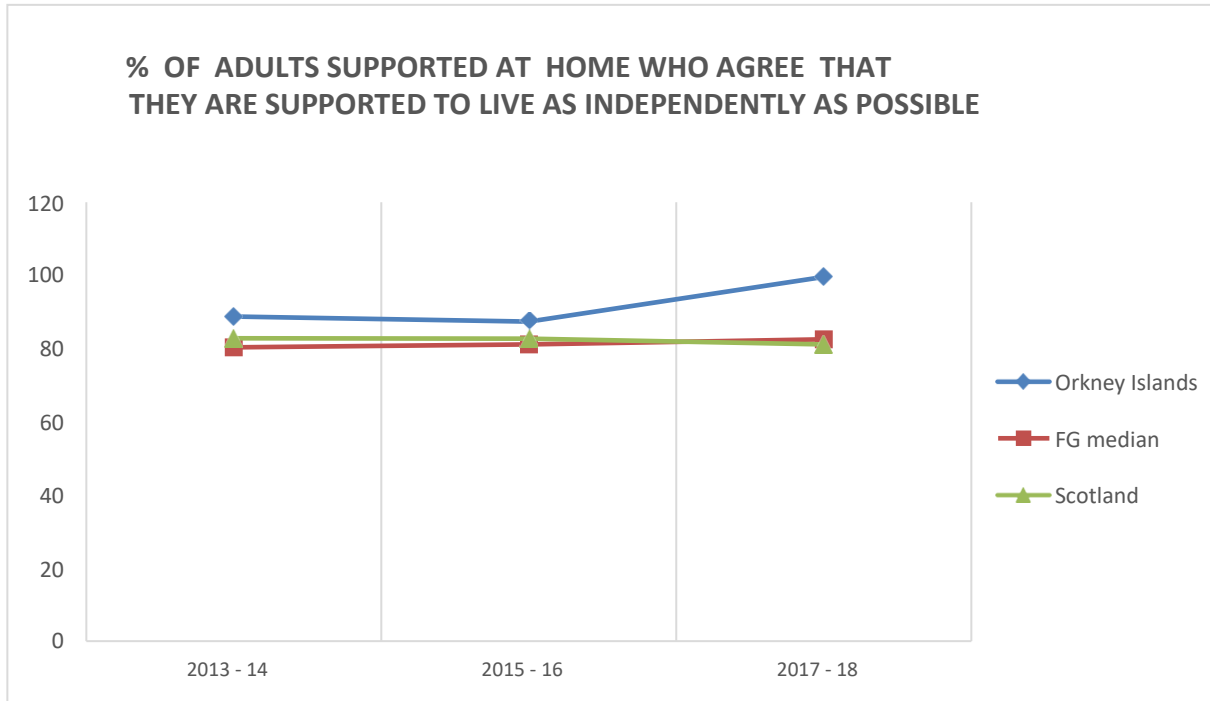
Future Action

Identify with those using services what it is that contributes to this success in order that we can ensure maintained performance.

Percentage of adults supported at home who agree that they are supported to live as independently as possible

In 2017 to 2018, 99.59% of adults supported at home agreed that they are supported to live as independently as possible, which is better than the 2015 to 2016 figure of 87.83%, and the 2017 to 2018 Scottish average of 81.13%.

Rank out of 32 Scottish Councils		
2015 to 2016	6	
2017 to 2018	1	



Performance Analysis


Again, a great position in relation to our performance, completely outranking both national and peer group performance.

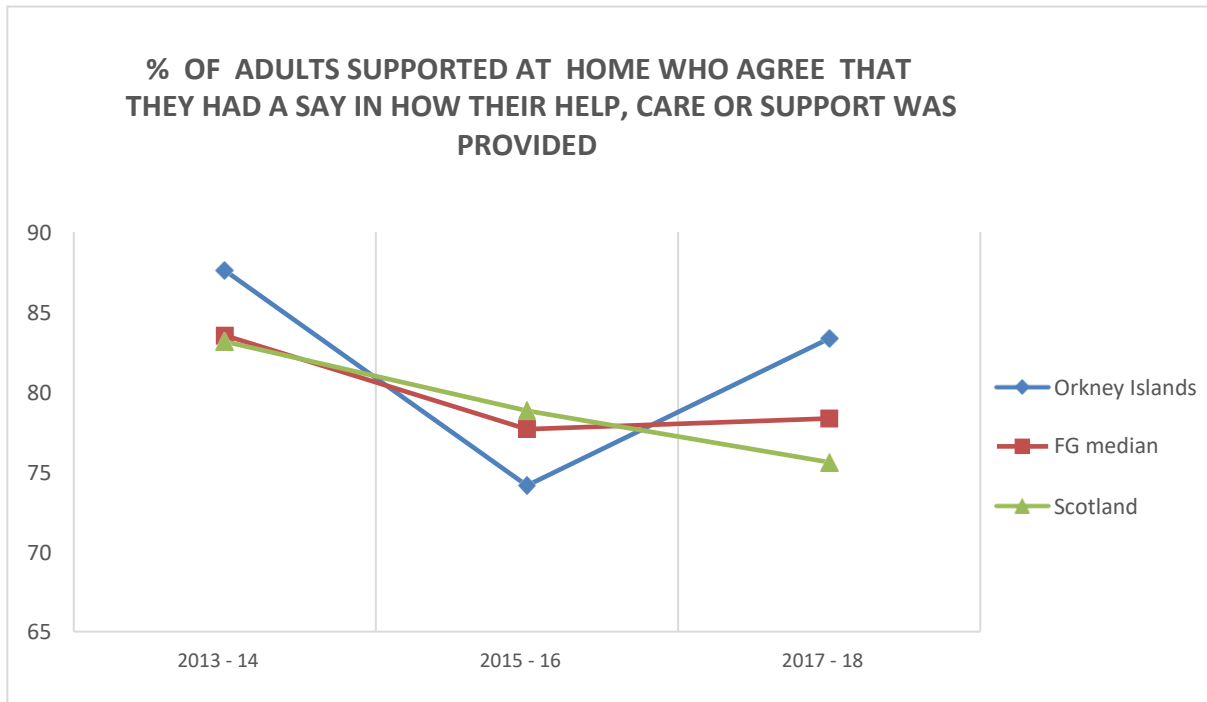
Future Action

To continue to support people to be as independent as possible then we will need to look at different ways of working as we will not continue to grow our workforce to meet demands. We will need to watch performance as we adopt new models, including assistive technology.

Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided

In 2017 to 2018, 83.34% of people supported at home agreed that they had a say in how their help, care or support was provided, which is better than the 2015 to 2016 figure of 74.13%, and the 2017 to 2018 Scottish average of 75.59%.

Rank out of 32 Scottish Councils		
2015 to 2016	31	
2017 to 2018	3	



Performance Analysis


Although third, we continue to perform better than the Scottish average and most in our family group.

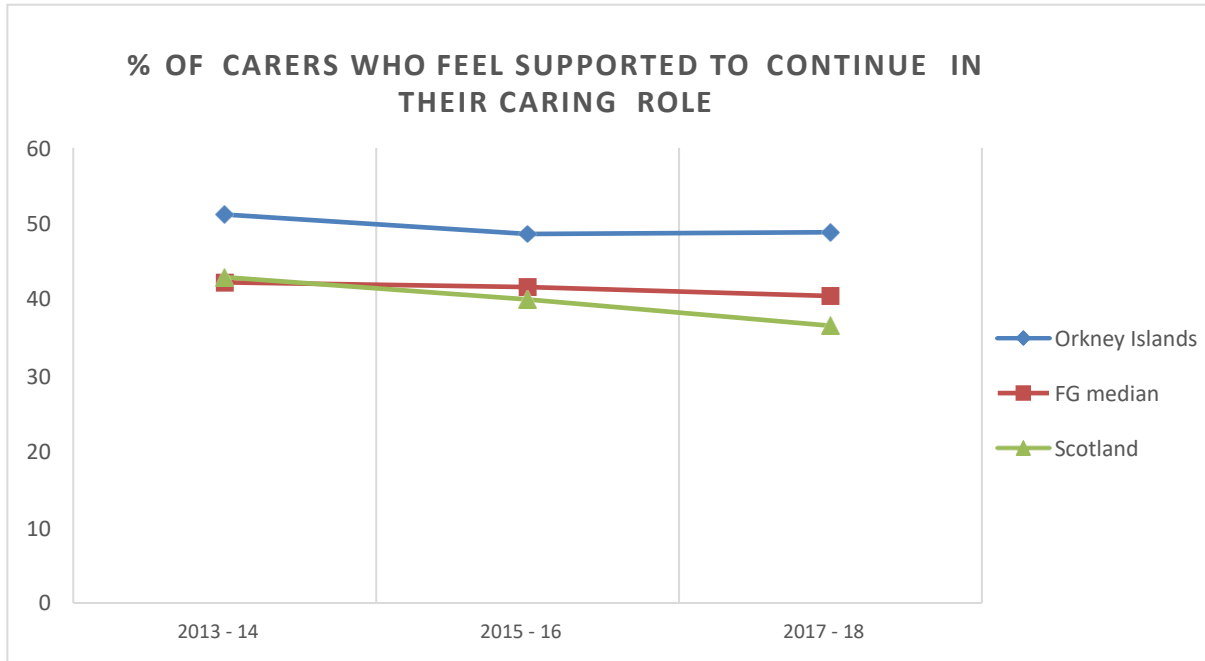
Future Action

This, in some ways, should be the easiest outcome to show good performance, which we have, but maybe the 'good conversations' training we are delivering would actually help increased performance in this area.

Percentage of carers who feel supported to continue in their caring role

In 2017 to 2018, 48.89% of carers said they felt supported to continue in their caring role, which is better than the 2015 to 2016 figure of 48.64%, and the 2017 to 2018 Scottish average of 36.55%.

Rank out of 32 Scottish Councils		
2015 to 2016	4	
2017 to 2018	1	



Performance Analysis

This is good performance again, if you only look where we are ranked, which is first. However, there can be little pride in only having 49% of carers advising they feel well supported to continue in their caring role.

This performance does not include young carers as the survey to establish performance in this area does not include children and young people.

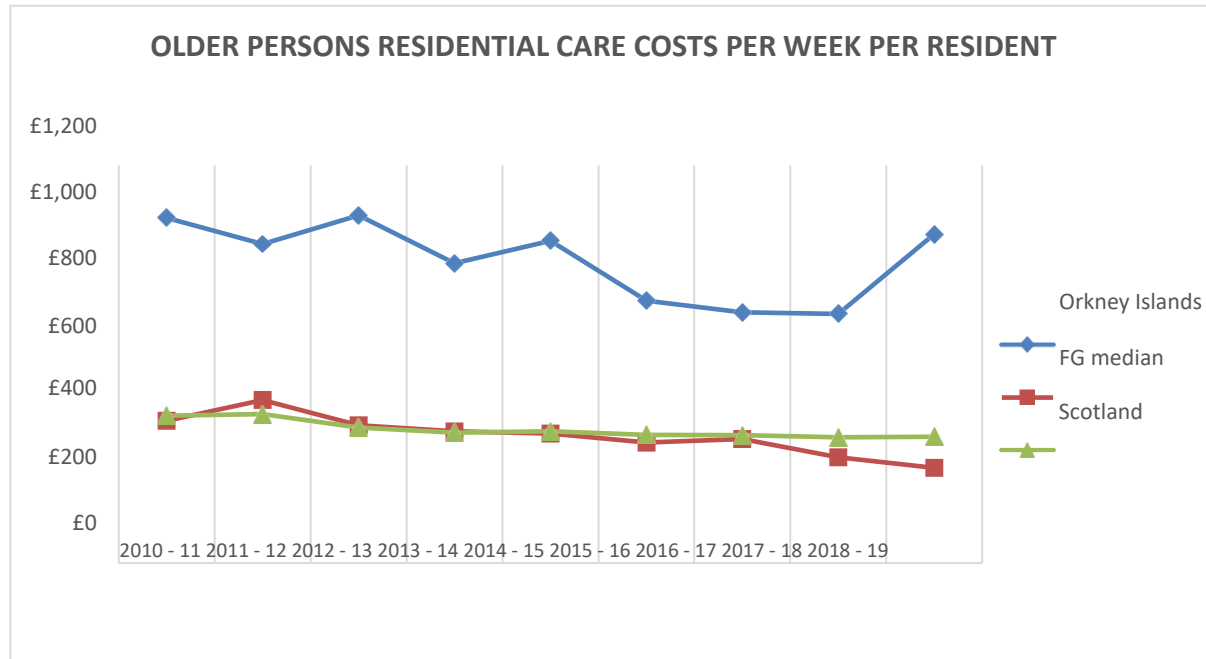
Future Action

We are discussing through our strategic planning group how we can undertake local data capturing in this and indeed all nine national outcome areas to get good reliable data to support improvement.

Residential cost per week per resident for people aged 65 or over

In 2018 to 2019, the residential cost per week per resident for people in Orkney aged over 65 or over was £992, which was more than the 2017 to 2018 figure of £752, and significantly more than the 2018 to 2019 Scottish average of £381.

Rank out of 32 Scottish Councils		
2017 to 2018	31	↔
2018 to 2019	31	



Performance Analysis


There are several reasons for the higher cost. Our residential care homes meet the needs of individuals with very high dependency as we have no nursing homes on the islands. Rarely are people placed on mainland Scotland. All our care homes are provided by the Council which have higher running costs often due to better staff terms and conditions than those offered by private care home providers on mainland Scotland. Additionally, we are now in the position of having to rely to some extent on agency staff which is more expensive both in salary but also in the need to provide accommodation. This is due to difficulty to recruit and higher levels of sickness.

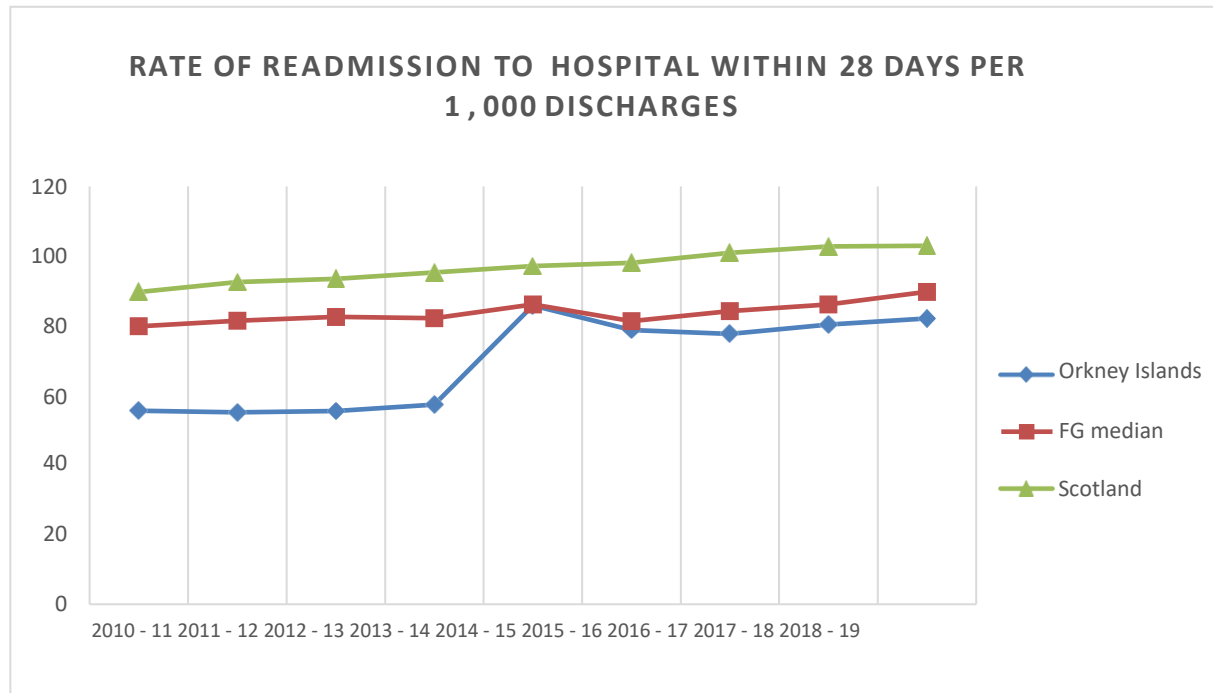
Future Action

We will continue to closely monitor our costs, especially staff costs. We will ensure our reliance on agency staff is minimised by robust sickness management and innovative attempts to recruit.

Rate of readmission to hospital within 28 days per 1,000 discharges

In 2018 to 2019, there was a readmission rate to hospital within 28 days of 82.10 per 1,000 discharges, which is not as good as the 2017 to 2018 figure of 80.37, but better than the 2018 to 2019 Scottish average of 102.96.

Rank out of 32 Scottish Councils		
2017 to 2018	4	
2018 to 2019	5	



Performance Analysis


Although local performance remains positive, readmission rates require further analysis to build a picture of quality of care. Recent audit has highlighted some potential for improvement through greater emphasis on prevention and early intervention approaches.

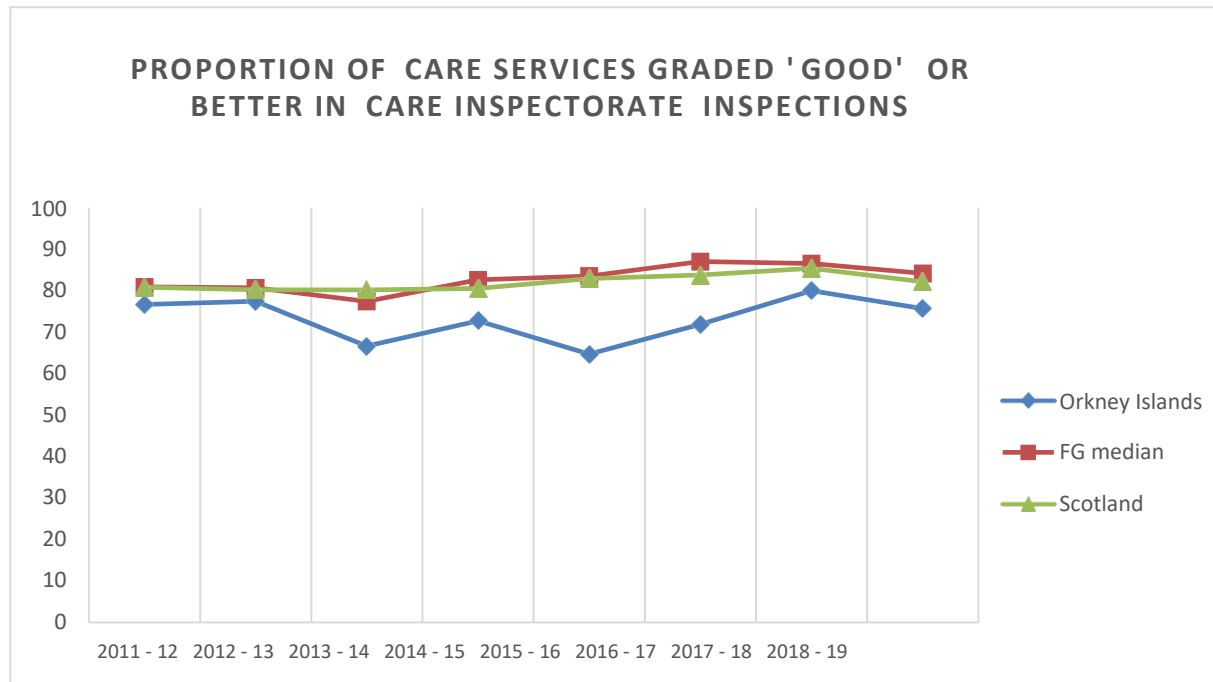
Future Action

Routine multi-disciplinary review of readmissions will be embedded in 2020 to 2021 to build a continuous quality improvement approach around this indicator.

Proportion of care services graded 'good' or better in Care Inspectorate inspections

In 2018 to 2019, 75.68% of care services were graded good or better in Care Inspectorate reports, which is not as good as the 2017 to 2018 figure of 80.00%, or the 2018 to 2019 Scottish average of 82.17.

Rank out of 32 Scottish Councils		
2017 to 2018	25	
2018 to 2019	27	



Performance Analysis


We are aware of service issues in a particular area last year, which has resulted in a percentage drop in overall terms. Steps have been taken to rectify the matters.

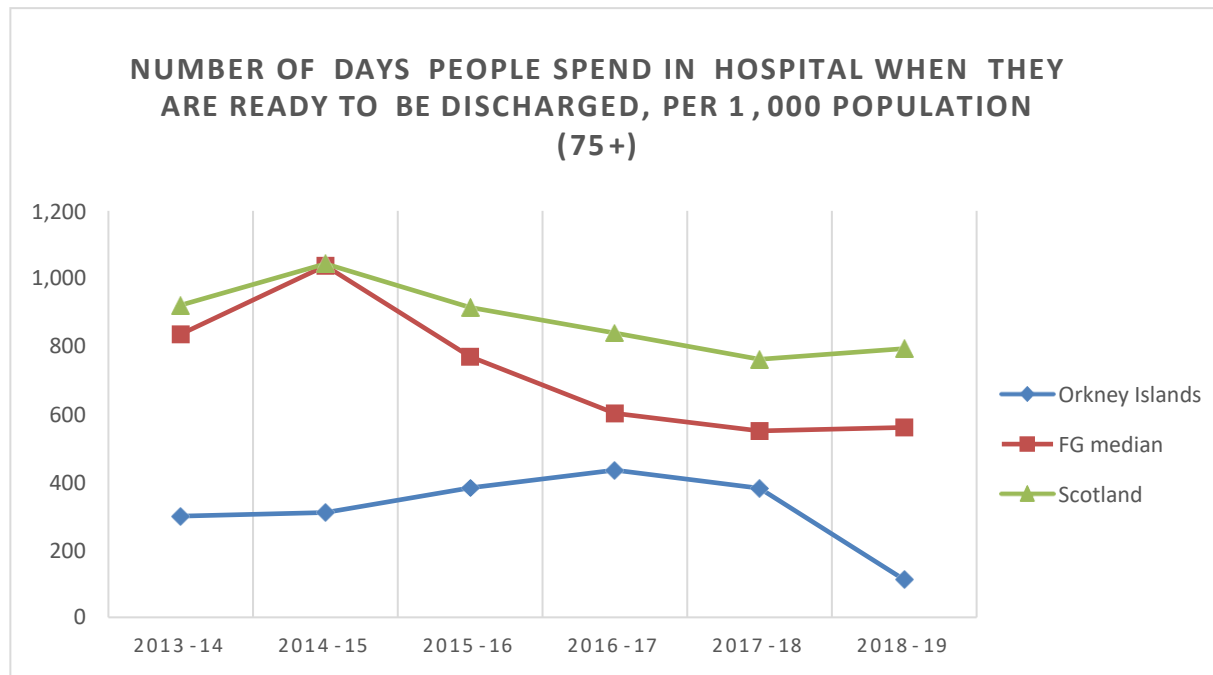
Future Action

We will ensure that those Council services managed by OHAC with grades less than good develop action plans to not only meet any recommendations but also are sufficient to improve the grade.

Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

In 2018 to 2019, the number of days people spent in hospital when they were ready to be discharged, per 1,000 population (75+), was 110.87, which is better than the 2017 to 2018 figure of 381.02, and the 2018 to 2019 Scottish average of 792.66.

Rank out of 32 Scottish Councils		
2017 to 2018	10	
2018 to 2019	2	



Performance Analysis

Increased collaborative working and a focus on reducing delays resulted in an improvement in this area.


Future Action

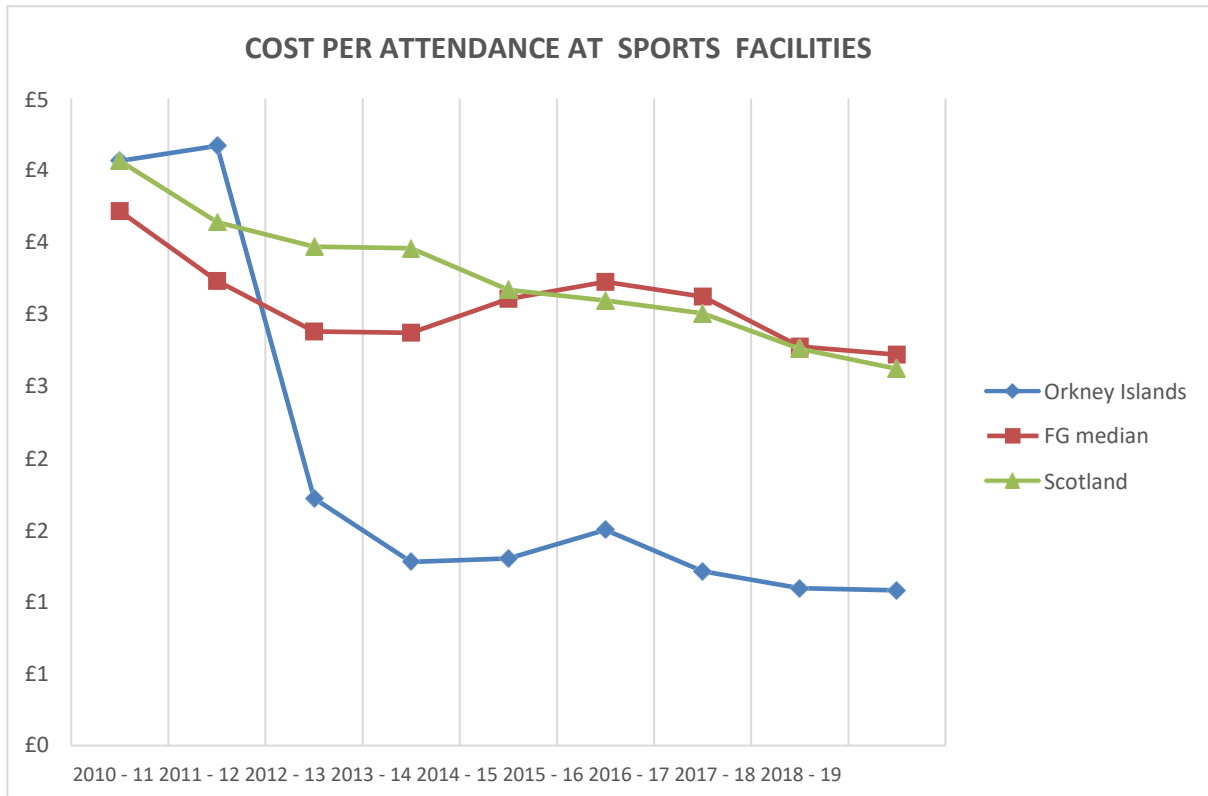
This work forms part of the remit of the Unscheduled Care Delivery Group which is seeking to improve whole system flow and timely discharge is a key priority for 2020 to 2021 as recent performance over winter 2019 to 2020 has not been so positive.

CULTURE AND LEISURE

Cost per attendance at sports facilities

In 2018 to 2019, the cost per attendance at sports facilities in Orkney was £1.08, which is less than the 2017 to 2018 figure of £1.09, and the 2018 to 2019 Scottish average of £2.62.

Rank out of 32 Scottish Councils		
2017 to 2018	3	
2018 to 2019	4	



Performance Analysis


Overall, the cost per visit continues to reduce. Comparing this data element to C&L5a (satisfaction) indicates that the services continue to provide good value for money.

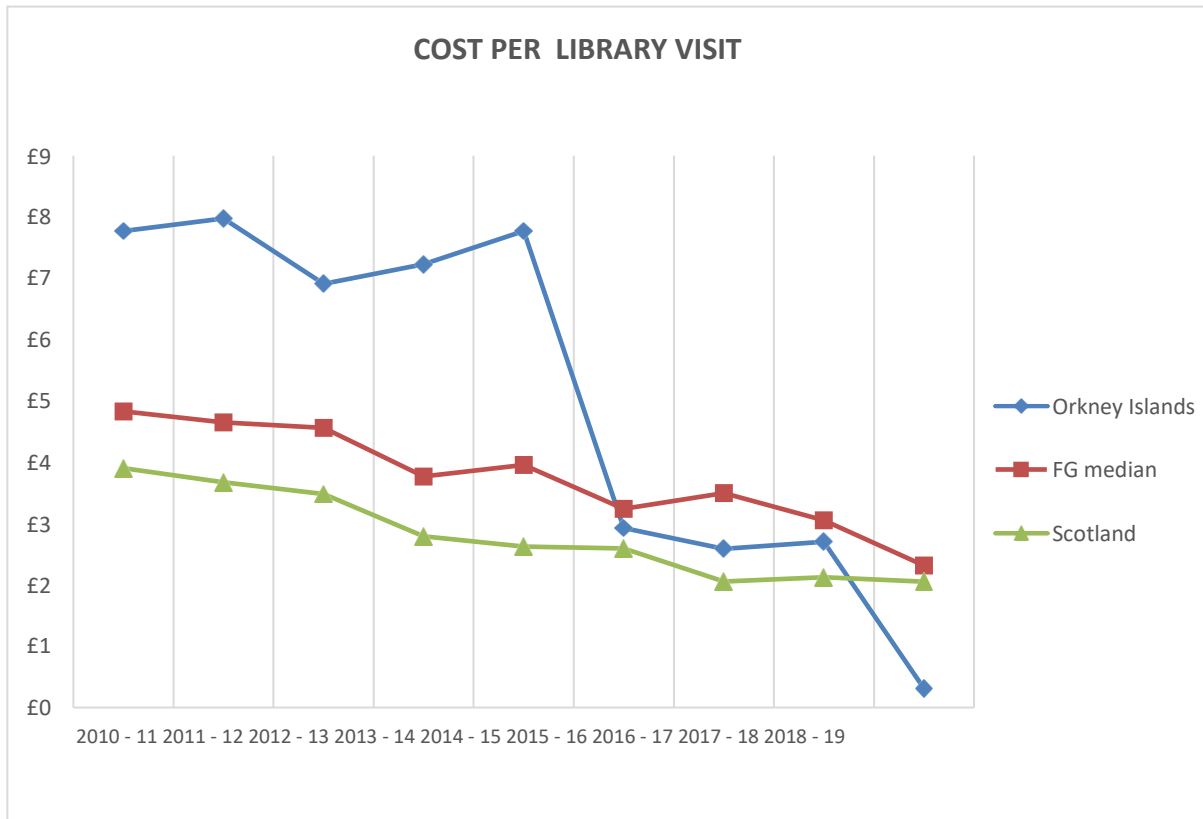
Future Action

Continue to look at ways to reduce the cost of the service as part of the Council's overall approach to budget management.

Cost per library visit

In 2018 to 2019, the cost per library visit in Orkney was £0.31, which is less than the 2017 to 2018 figure of £2.70, and the 2018 to 2019 Scottish average of £2.05.

Rank out of 32 Scottish Councils		
2017 to 2018	16	
2018 to 2019	1	



Performance Analysis


Overall, the cost per visit has seen a dramatic fall since 2010 due to a number of cost-saving and efficiency measures that have been introduced. When compared to C&L5a (satisfaction) the overall picture is a high-quality service which offers good value for money.

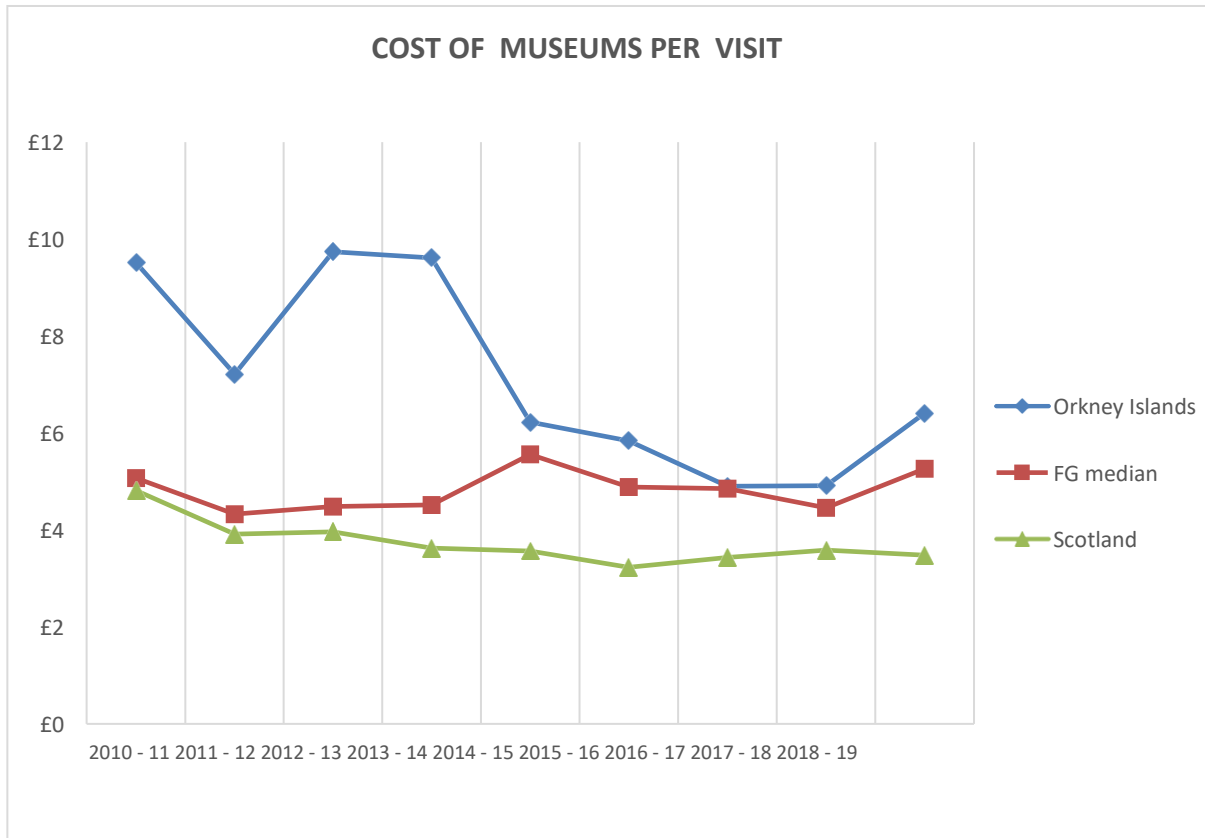
Future Action

Continue to look at ways to ensure service is effective and efficient as part of the Council's overall approach to budget management.

Cost of museums per visit

In 2018 to 2019, the cost of museums per visit in Orkney was £6.41, which is more than the 2017 to 2018 figure of £4.91, and the 2018 to 2019 Scottish average of £3.48.

Rank out of 32 Scottish Councils		
2017 to 2018	19	
2018 to 2019	24	



Performance Analysis

While the overall picture and trend is for reducing costs, the additional and temporary burden of managing the Scapa Flow Visitor Centre project is leading to significant overrun in expenditure.

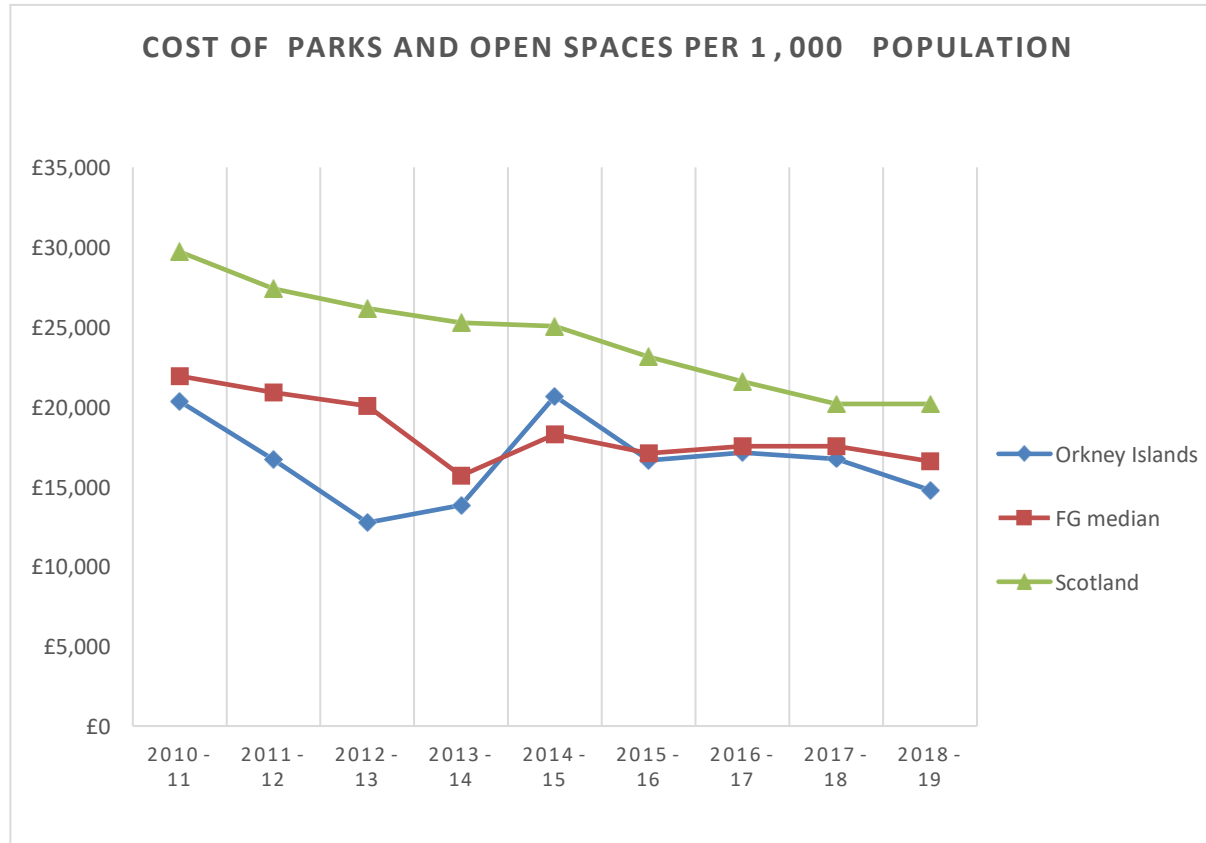
Future Action

Continue to review both short-term (project-based) costs and underlying (baseline) costs as part of the Council's overall approval for budget management.

Cost of parks and open spaces per 1,000 population

In 2018 to 2019, the cost of parks and open spaces per 1,000 population in Orkney was £14,781, which is less than the 2017 to 2018 figure of £16,720, and the 2018 to 2019 Scottish average of £20,174.

Rank out of 32 Scottish Councils		
2017 to 2018	11	↑
2018 to 2019	10	



Performance Analysis

The overall (downward) trend mirrors the Scottish average. Comparing this trend with the satisfaction figures (C&L5b) indicates that more is needed to be done in order to provide value for money in this service area.


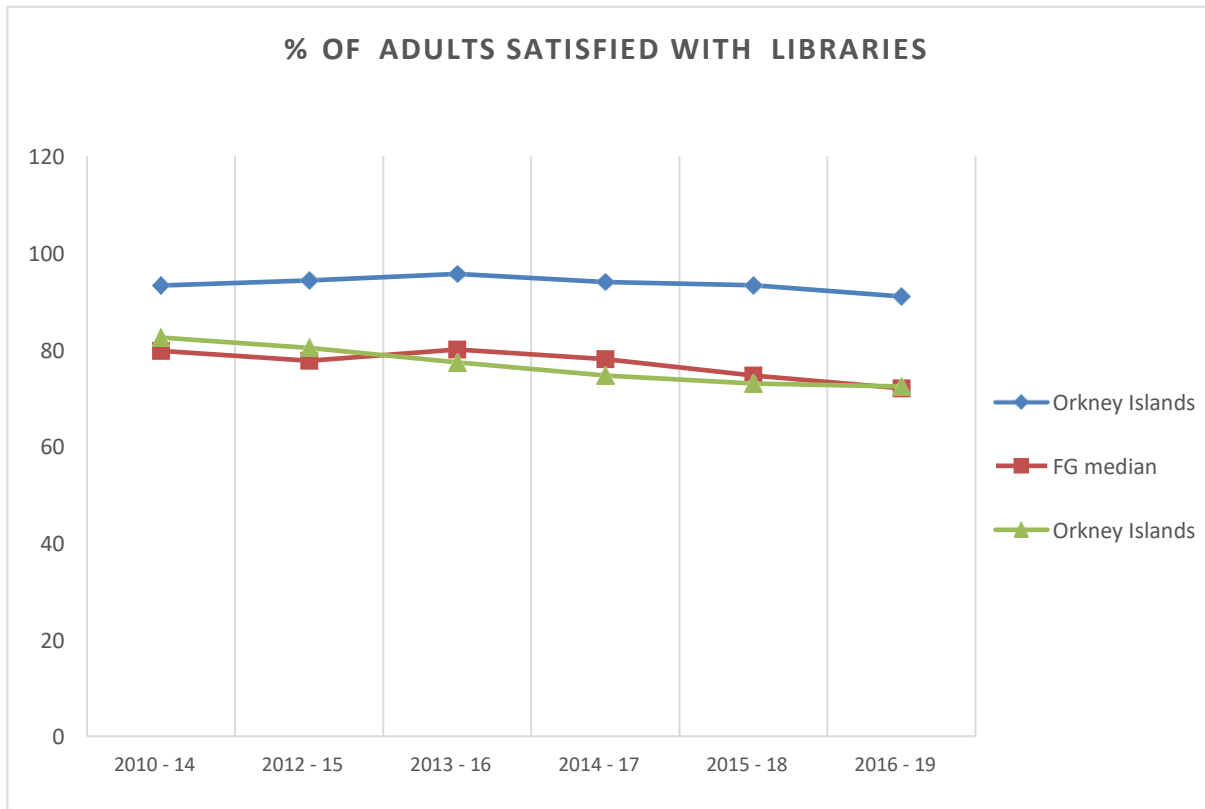
Future Action

As part of the Council's overall approach to budget management, consideration of satisfaction and value for money need to be factored in.

Percentage of adults satisfied with libraries

In 2016 to 2019, 91.00% of adults in Orkney were satisfied with libraries, which is not quite as good as the 2015 to 2018 figure of 93.33%, but better than the 2016 to 2019 Scottish average of 72.37%.

Rank out of 32 Scottish Councils	
2015 to 2018	1
2016 to 2019	1

Performance Analysis


The percentage of adults satisfied with libraries remains high. When compared to C&L2 (cost per visit), the overall picture is of a high-quality service which offers good value for money.

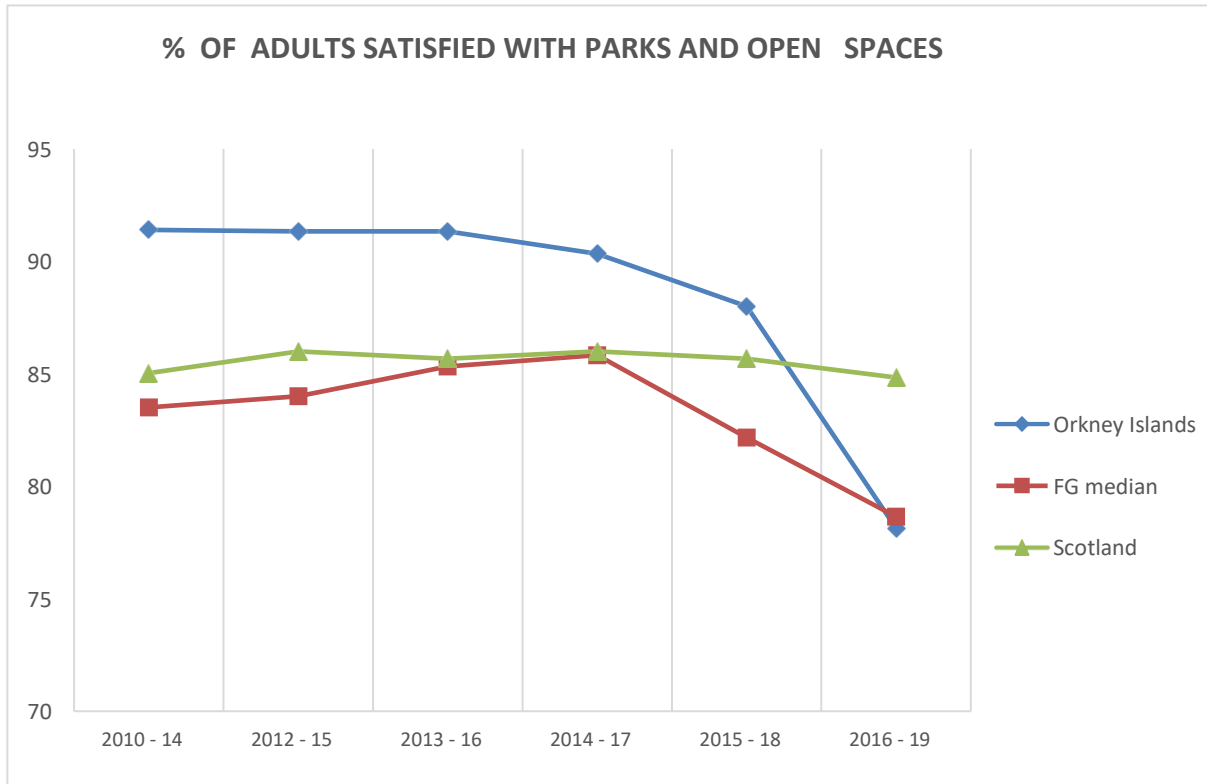
Future Action

Continue to look at ways to ensure service is effective and efficient as part of the Council's overall approach to budget management.

Percentage of adults satisfied with parks and open spaces

In 2016 to 2019, 78.13% of adults in Orkney were satisfied with parks and open spaces, which is not as good as the 2015 to 2018 figure of 88.00%, or the 2016 to 2019 Scottish average of 84.83%.

Rank out of 32 Scottish Councils		
2015 to 2018	12	
2016 to 2019	29	



Performance Analysis


The overall (downward) trend mirrors the Scottish average. Comparing this trend with the cost figures (C&L4) indicates that more is needed to be done in order to provide value for money in this service area.

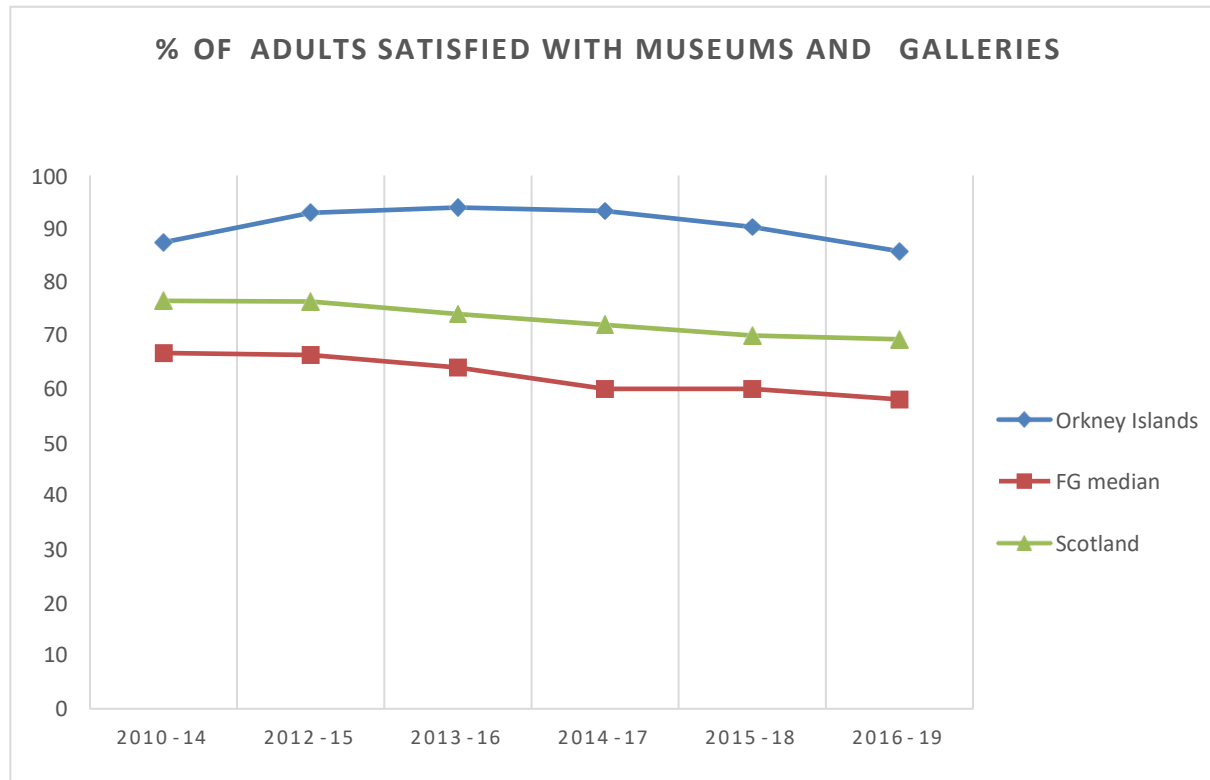
Future Action

As part of the Council's overall approach to budget management, consideration of satisfaction and value for money need to be factored in.

Percentage of adults satisfied with museums and galleries

In 2016 to 2019, 85.80% of adults in Orkney were satisfied with museums and galleries, which is not as good as the 2015 to 2018 figure of 90.33%, but better than the 2016 to 2019 Scottish average of 69.30%.

Rank out of 32 Scottish Councils		
2015 to 2018	1	
2016 to 2019	3	



Performance Analysis

Overall trend mirrors the national (downward) trend. Site-specific feedback, however, remains positive.

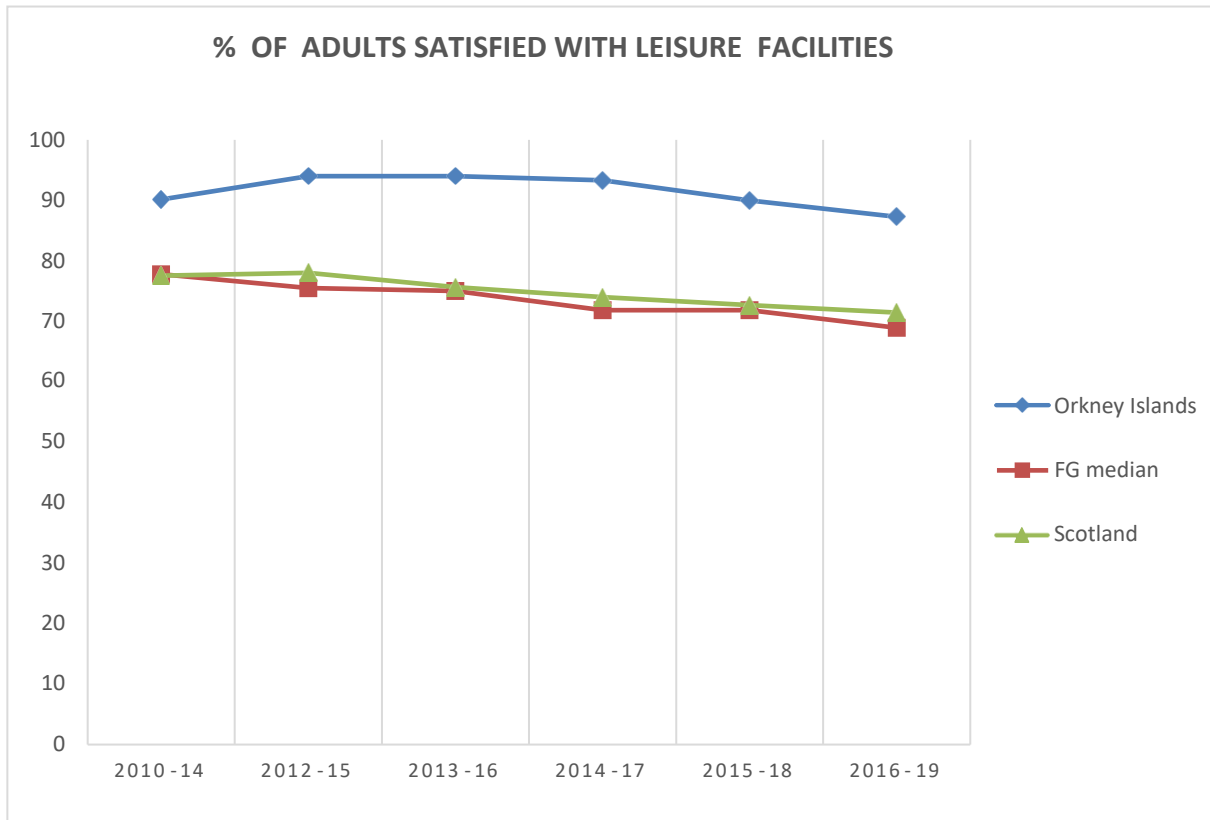
Future Action

As part of the forward planning in relation to setting the budget for museums and galleries, it will be important to better understand any discrepancy between this data set and the positive feedback captured at individual sites.

Percentage of adults satisfied with leisure facilities

In 2016 to 2019, 87.27% of adults in Orkney were satisfied with leisure facilities, which is not as good as the 2015 to 2018 figure of 90.00%, but better than the 2016 to 2019 Scottish average of 71.43%.

Rank out of 32 Scottish Councils		
2015 to 2018	2	↔
2016 to 2019	2	



Performance Analysis

Overall, satisfaction shows a slight reduction, which mirrors the national trend. Comparing this data element to C&L1 indicates that the services continue to provide good value for money.


Future Action

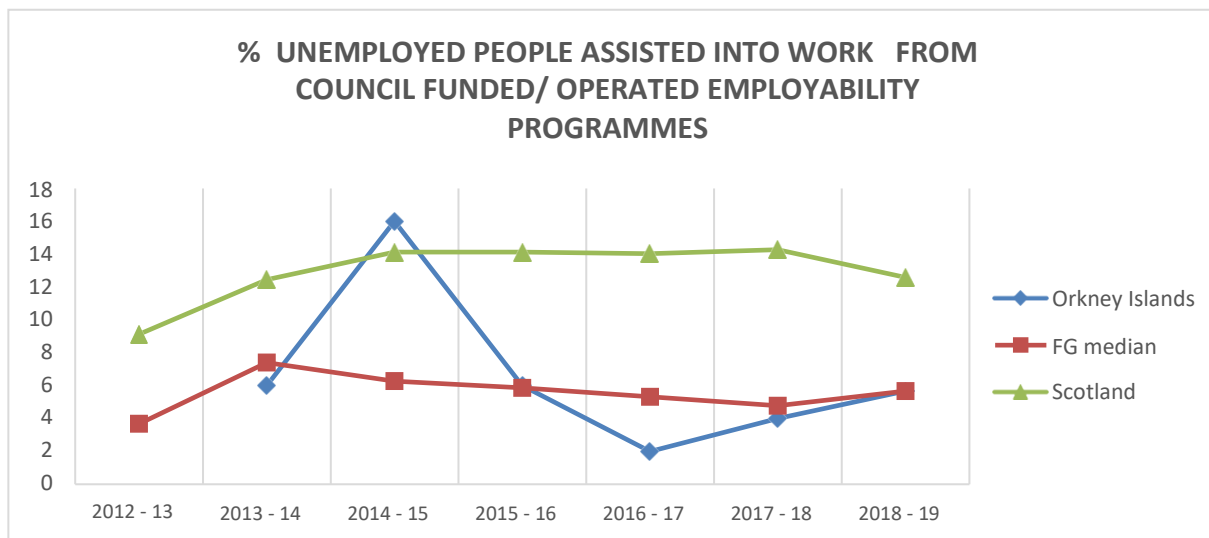
Continue to look at ways to reduce the cost of the service as part of the Council's overall approach to budget management.

ECONOMIC DEVELOPMENT

Percentage of unemployed people assisted into work from Council operated/funded employability programmes

In 2018 to 2019, 5.67% of unemployed people were assisted into work from Council operated/funded employability programmes, which is more than the 2017 to 2018 figure of 4.00%, but less than the 2018 to 2019 Scottish average of 12.59%.

Rank out of 32 Scottish Councils		
2017 to 2018	28	
2018 to 2019	25	



Performance Analysis


Orkney has seen an increase in the number of people supported into work from Council funded / operated employability programmes since 2016 to 2017. We are now in line with other councils in our family group, although still significantly below the Scottish average. This is due in part to Orkney’s low unemployment rates and the availability of national employability scheme places allocated to Orkney.

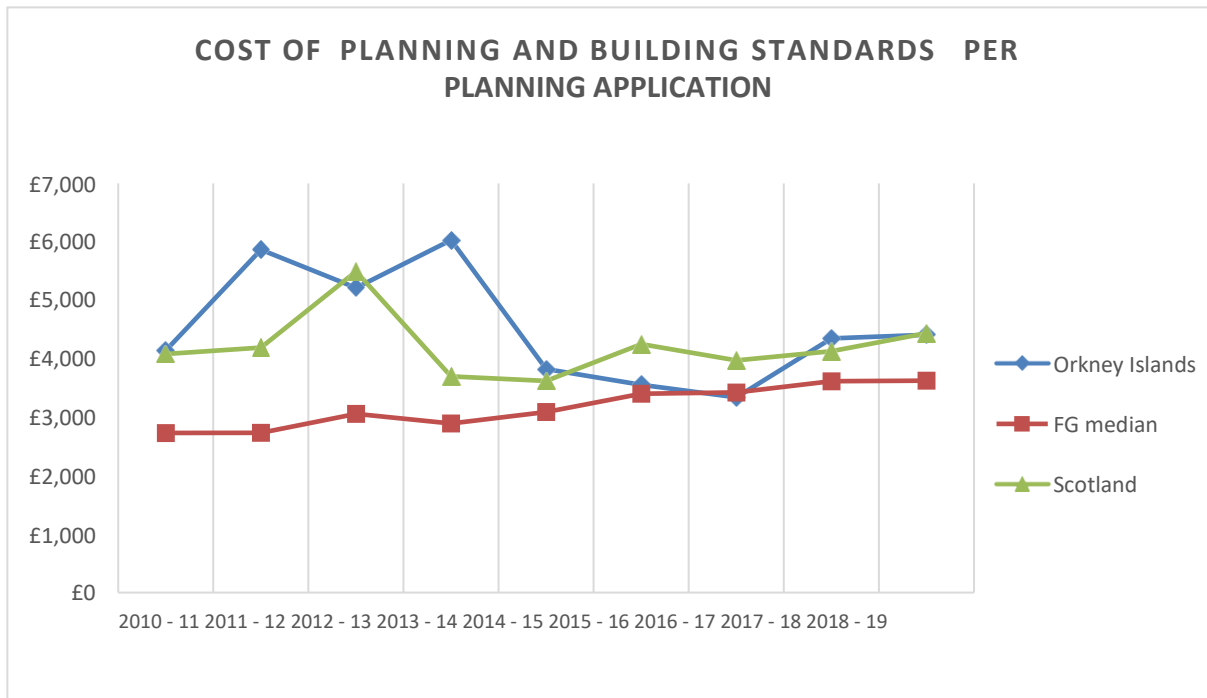
Future Action

The Scottish Government has created the No-One Left Behind funding stream which incorporates various funds with which local authorities previously had no direct involvement. No-One Left Behind will be administered by local authorities and will increase over the coming years. We will likely see an increase in the number of people supported by Council funded / operated employability programmes as No-One Left Behind is rolled out.

Cost of planning and building standards per planning application

In 2018 to 2019, the cost per planning application in Orkney was £4,409, which is more than the 2017 to 2018 figure of £4,349, but less than the 2018 to 2019 Scottish average of £4,439.

Rank out of 32 Scottish Councils		
2017 to 2018	15	
2018 to 2019	16	



Performance Analysis


Being an island authority, site inspections required for planning or building warrant applications will often involve long periods of officer time for individual applications, and often requiring flights or ferries. That impacts the 'per application' cost.

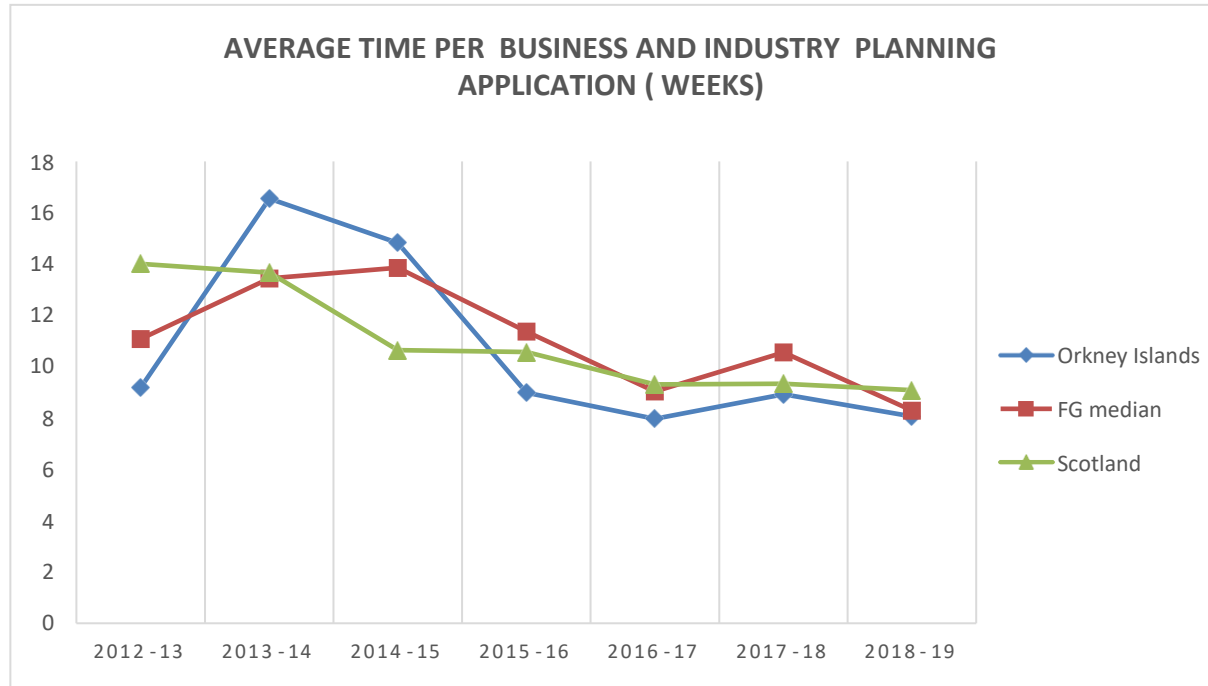
Future Action

We will continue to provide an efficient a service as possible within the constraints noted above.

Average time per business and industry planning application (weeks)

In 2018 to 2019, the average time per business and industry planning application in Orkney was 8.6 weeks, which is less than the 2017 to 2018 figure of 8.92 weeks, and the 2018 to 2019 Scottish average of 9.09 weeks.

Rank out of 32 Scottish Councils		
2017 to 2018	17	
2018 to 2019	12	



Performance Analysis


Given the relatively small number of cases dealt with in Orkney, one or two individual complex applications, which result in additional time required for determination, can affect the overall average figure. Performance was maintained and compares favourably to the Scottish average.

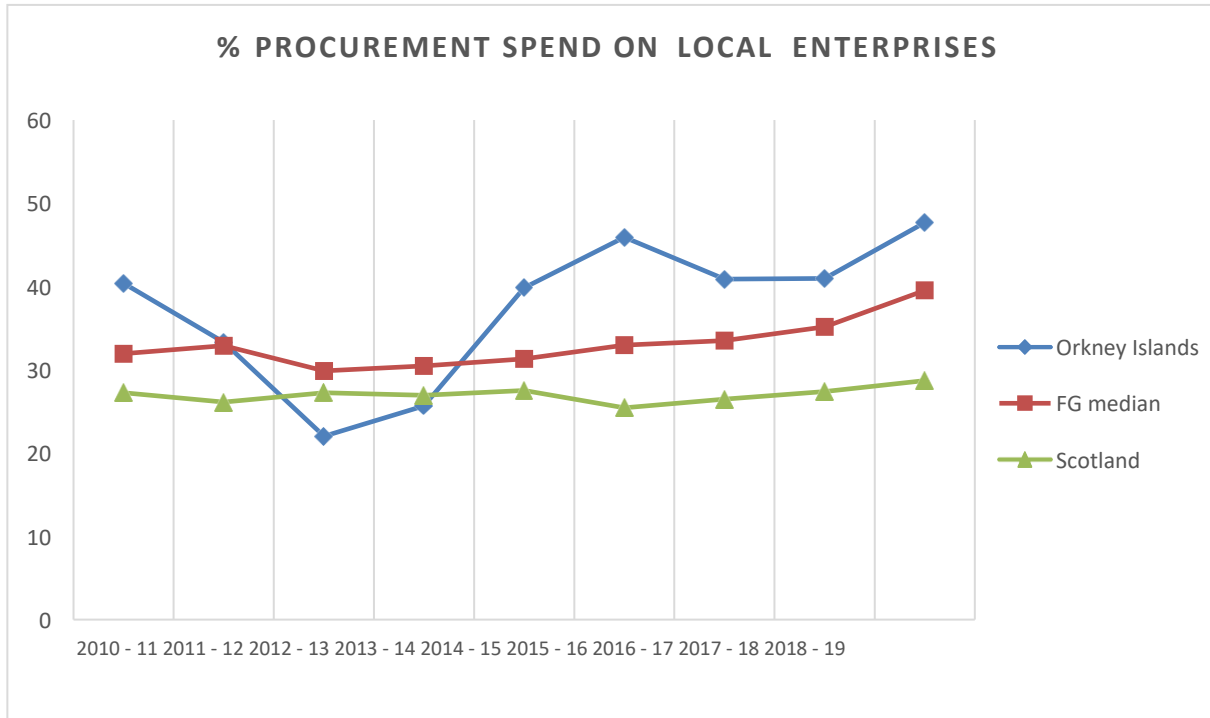
Future Action

We will work towards maintaining performance and continue to provide an efficient a service as possible.

Percentage of procurement spent on local enterprises

In 2018 to 2019, 47.69% of Council procurement was spent on local enterprises, which more than the 2017 to 2018 figure of 40.96%, and more than 2018 to 2019 Scottish average of 28.71%.

Rank out of 32 Scottish Councils		
2017 to 2018	3	
2018 to 2019	2	



Performance Analysis


All Officers in the Council are aware of the need to support local enterprises as far as possible, while working within the legal framework that procurement must comply with. As a result, opportunities are taken to encourage the establishment of local frameworks and lotting of contracts, where that is appropriate, to encourage local enterprises to bid for Council contracts, as well as encouraging local enterprises to apply for Scotland Excel and other frameworks. An annual Meet the Buyer event is held to publicise the Council's future contracts in partnership with Orkney Business Gateway and the Supplier Development Programme. Our Sustainable Procurement Policy outlines our strategic approach.

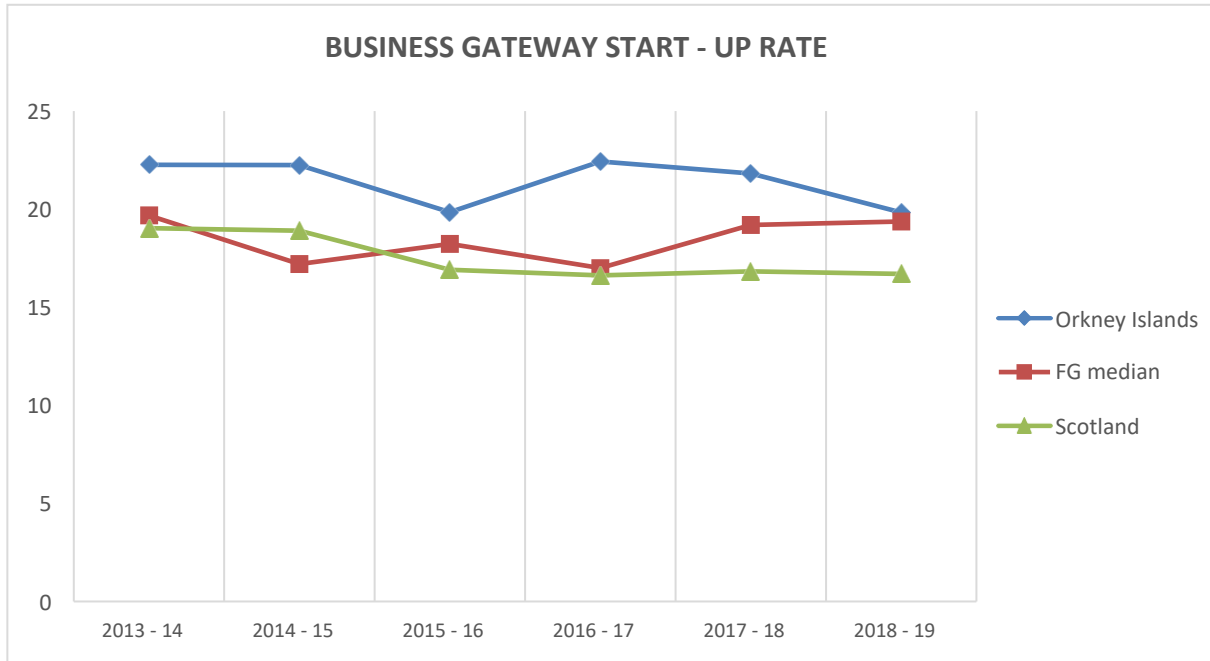
Future Action

Work will continue to seek opportunities to support local enterprises as outlined above.

Number of business gateway start-ups per 10,000 population

In 2018 to 2019, the number of business gateway start-ups in Orkney per 10,000 population was 19.83, which is less than the 2017 to 2018 figure of 21.82, but more than the 2018 to 2019 Scottish average of 16.70.

Rank out of 32 Scottish Councils		
2017 to 2018	9	
2018 to 2019	12	



Performance Analysis


The number of start-ups supported by Business Gateway in 2018 to 2019 was five fewer than the previous year, but against a backdrop of low general business investment across the country it remains a positive level of new start activity consistently above the Scottish average.

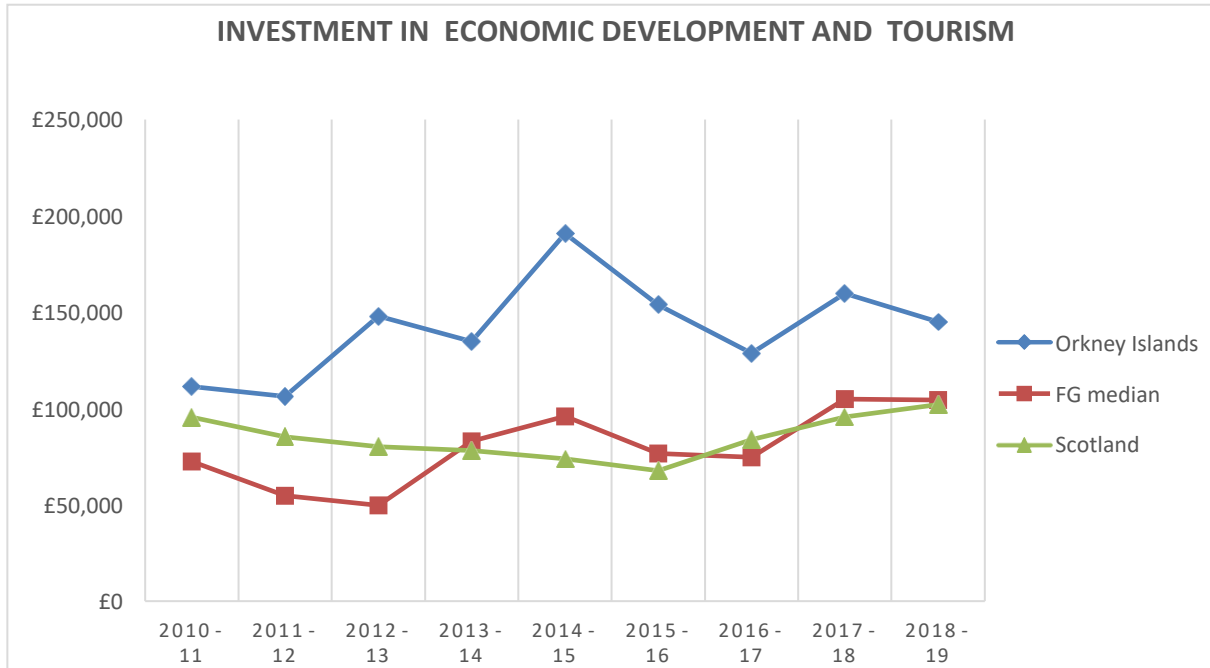
Future Action

Economic Development and its Business Gateway service will continue to offer support in the same manner, and as the most widely recognised provider of business support in Orkney, with continuing positive feedback, we are reassured that external factors are most likely be contributing to the change in this statistic.

Investment in economic development and tourism per 1,000 population

In 2018 to 2019, investment in economic development and tourism per 1,000 population in Orkney was £144,975, which is less than the 2017 to 2018 figure of £159,792, but more than the 2018 to 2019 Scottish average of £102,086.

Rank out of 32 Scottish Councils		
2017 to 2018	28	
2018 to 2019	26	



Performance Analysis

The main variation over previous years relates to capital investment programmes such as Kirkwall Townscape Heritage Initiative (KTHI), which has since concluded, and LEADER projects. In addition, allocation of Economic Development grants is demand led and expenditure does not map onto the year of award. The Orkney tourism investment figures derive from Council budget allocated to Campsites and Hostels and the annual tourism budget allocated to marketing and spending of this tourism element marginally increased last year. There have been no tourism-specific capital projects in recent years.


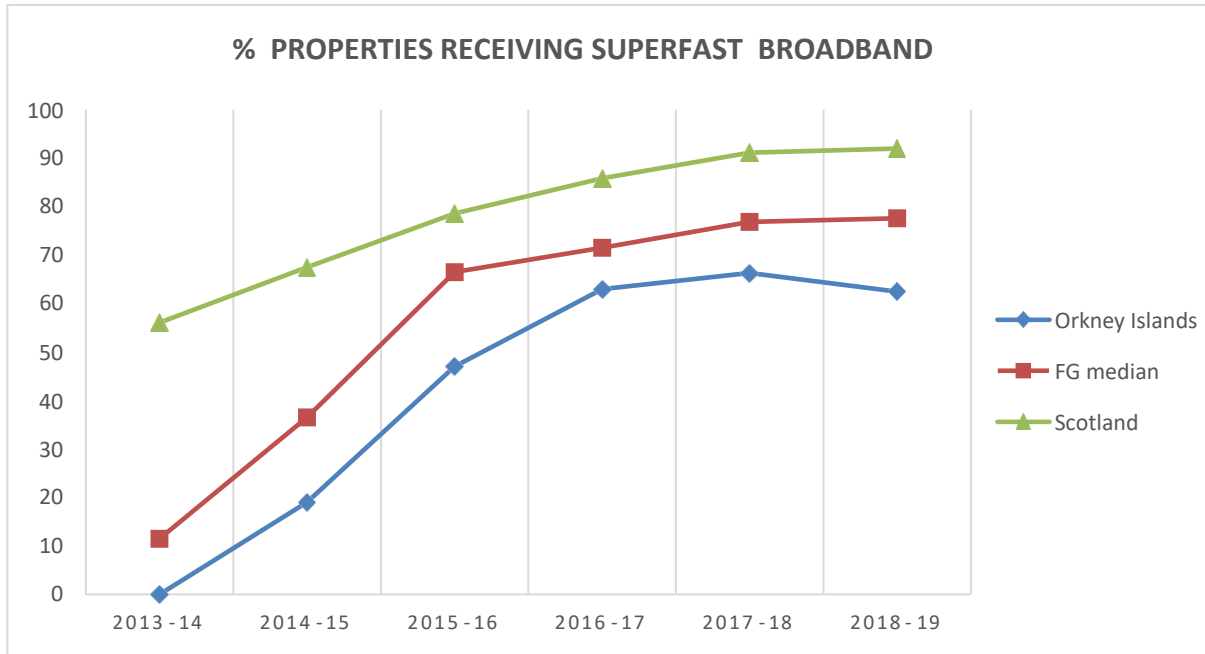
Future Action

Orkney will continue to seek sources of external funding for Economic Development and Regeneration and associated expenditure, including that for tourism, will also be subject to Orkney Islands Council budget setting.

Proportion of properties receiving superfast broadband

In 2018 to 2019, 62.50% of properties in Orkney were receiving superfast broadband, which is not as good as the 2017 to 2018 figure of 66.34%, and the 2018 to 2019 Scottish average of 92.01%.

Rank out of 32 Scottish Councils	
2017 to 2018	32
2018 to 2019	32

Performance Analysis


We await details of the Scottish Government's R100 programme.

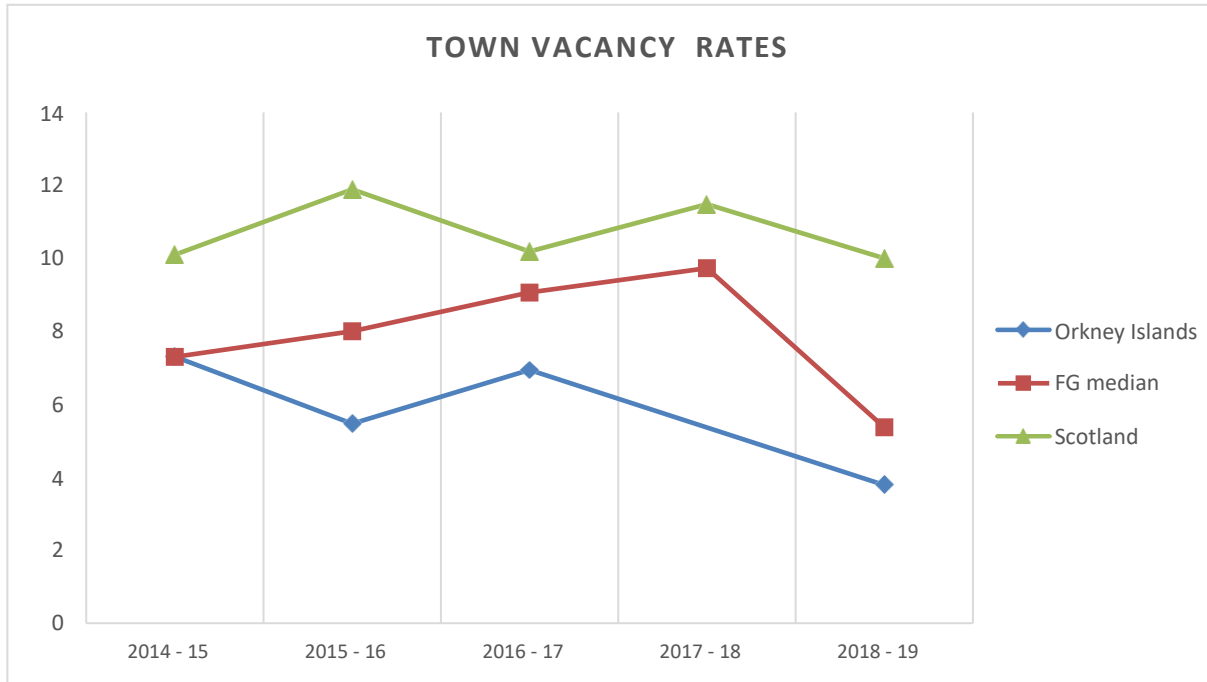
Future Action

We are actively pursuing alternative technologies to improve connectivity in Orkney.

Town vacancy rates

In 2018 to 2019, the town vacancy rate in Orkney was 3.79%, which is better than the 2016 to 2017 figure of 6.94% (the 2017 to 2018 figure is not available), and the 2018 to 2019 Scottish average of 10.00%.

Rank out of 32 Scottish Councils		
2016 to 2017	8	
2018 to 2019	3	



Performance Analysis


The Orkney Town vacancy rate continues to remain low reflecting a relatively vibrant picture compared to other areas in Scotland.

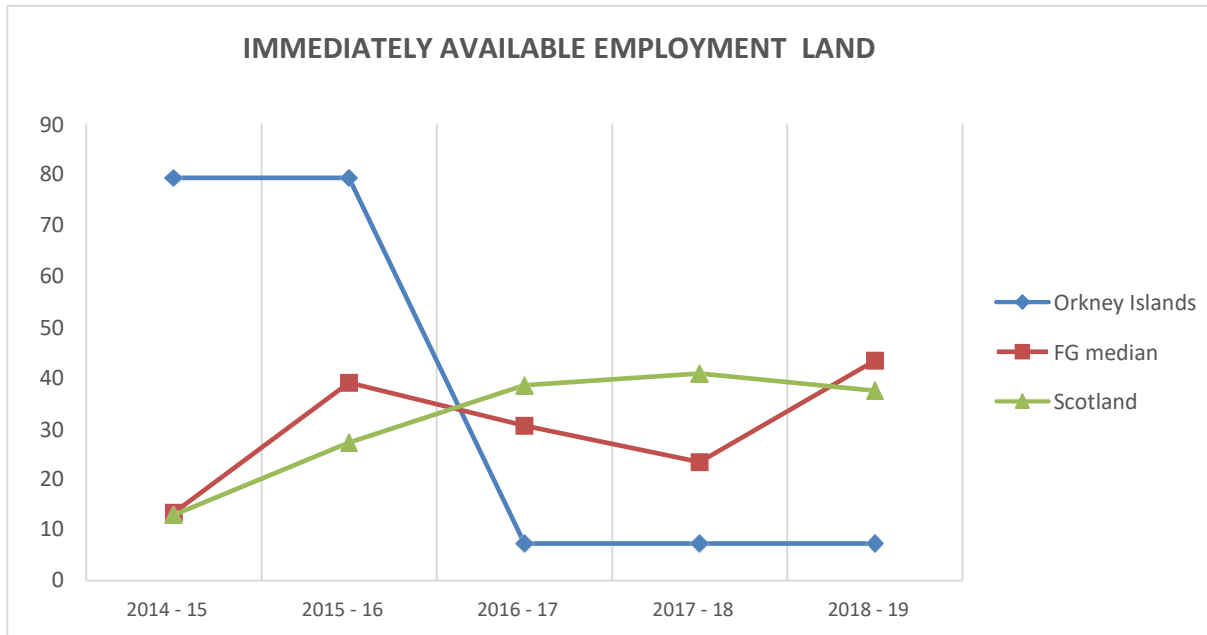
Future Action

There remains a Council commitment, delivered through the Economic Development Service and its budget, to support The Kirkwall Business Improvement District (BID) and the Stromness Community Business Forum; Stromness Community Council; and Stromness Community Group to invest in town centre initiatives.

Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan

In 2018 to 2019, 7.30% of land allocated for employment purposes in the local development plan was immediately available, which is the same as the 2017 to 2018 figure, but less than the 2018 to 2019 Scottish average of 37.38%.

Rank out of 32 Scottish Councils		
2017 to 2018	27	
2018 to 2019	29	



Performance Analysis

There is other land that is formally allocated for business and industry that is free from major constraints with 7.30% serviced, as well as Local Development Plan policies that support appropriate business and industrial development. The servicing requirements for employment land can be considered proactively when required.


Future Action

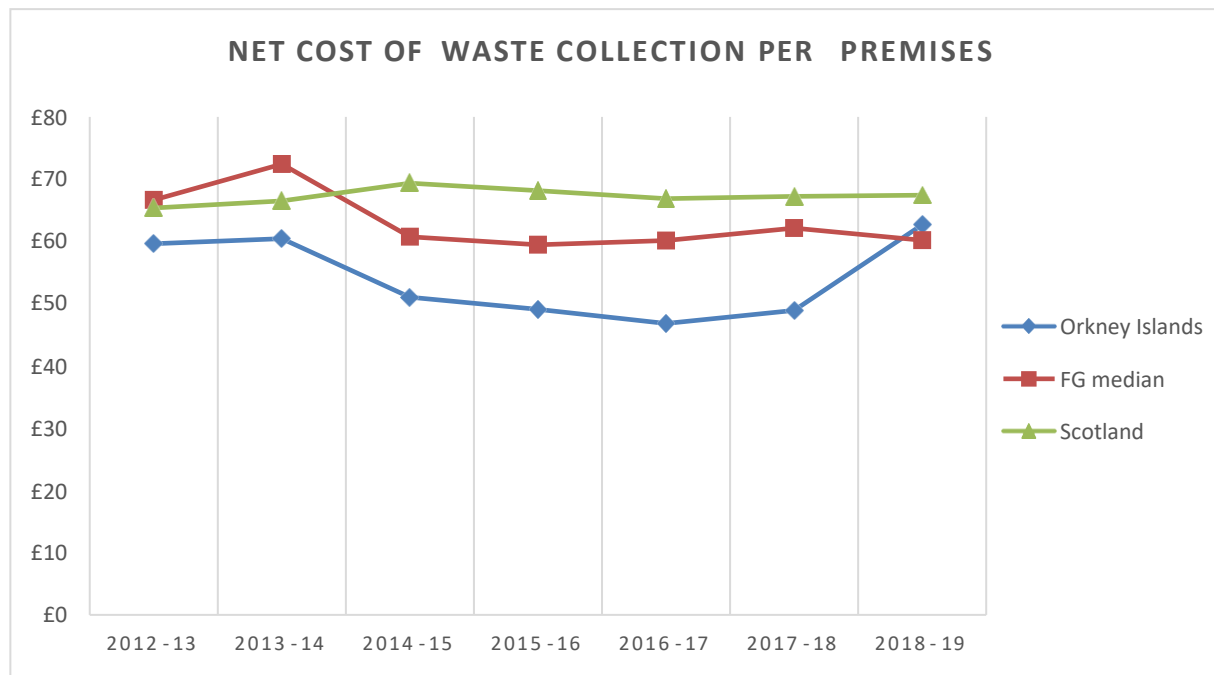
There remains Council commitment to have employment land that is business ready.

ENVIRONMENTAL SERVICES

Net cost of waste collection per premise

In 2018 to 2019, the net cost of waste collection per premise in Orkney was £62.67, which is more than the 2017 to 2018 figure of £48.91, but less than the 2018 to 2019 Scottish average of £67.45.

Rank out of 32 Scottish Councils		
2017 to 2018	3	
2018 to 2019	19	



Performance Analysis

Due to the geographical nature of Orkney and the large number of islands from which waste must be collected, costs are high and continue to increase as the number of households increase. Final out-turn at the end of 2018 to 2019 was much higher than in previous years (£160k more than 2017 to 2018), due to some internal labour recharges and other financial rearrangements and this resulted in a higher cost per property calculation with a resulting slide down the table as other authorities' costs will presumably have only increased in line with inflation.

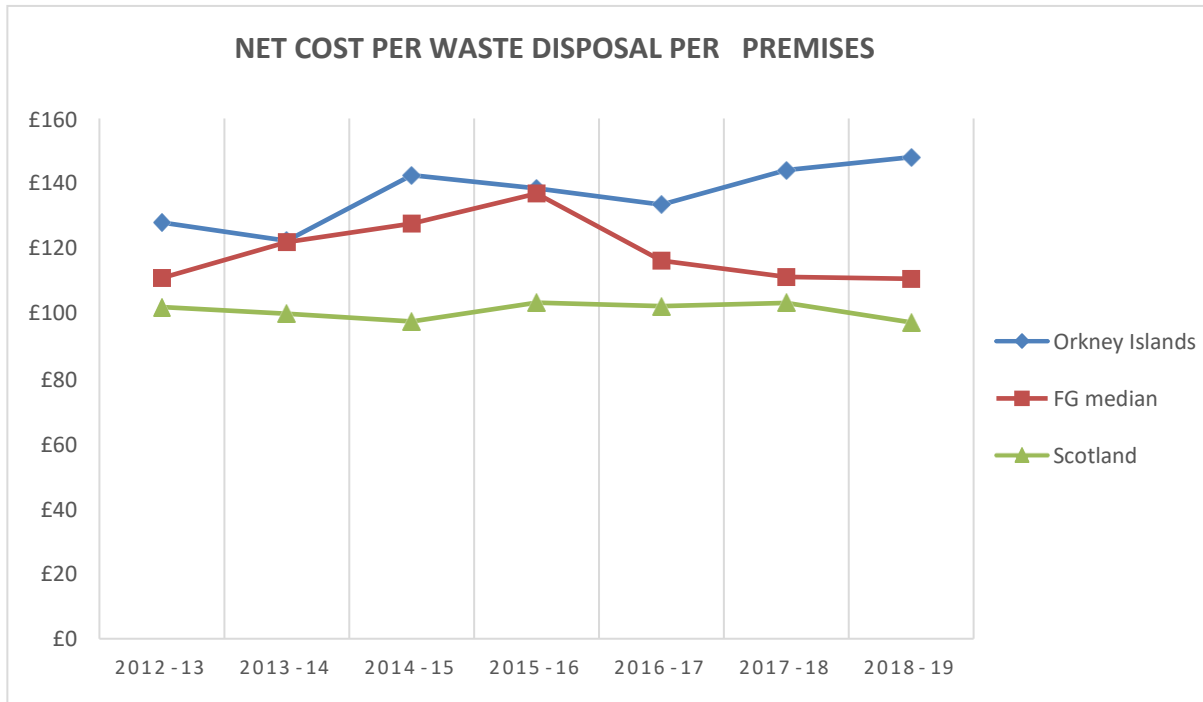
Future Action

The key planned change is a fundamental review of waste strategy in terms of collection, processing and disposal. This forms part of a current Capital Programme Project process (CPA) to develop a new "integrated waste facility", processing waste on Orkney to avoid disposal costs. (Part of a review of the waste collection and disposal service within the Medium-Term Resource Strategy cycle).

Net cost of waste disposal per premise

In 2018 to 2019, the net cost of waste disposal per premise in Orkney was £148.11, which more than the 2017 to 2018 figure of £144.12, and the 2018 to 2019 Scottish average of £97.29.

Rank out of 32 Scottish Councils		
2017 to 2018	30	↔
2018 to 2019	30	



Performance Analysis

The Council's cost for disposal is always going to be higher than the average given the transport costs (i.e. over water to Shetland). The actual "gate fee" Shetland Islands Council charge is comparable to a mainland equivalent – it is the added transport costs that make the overall cost one of the highest in Scotland.

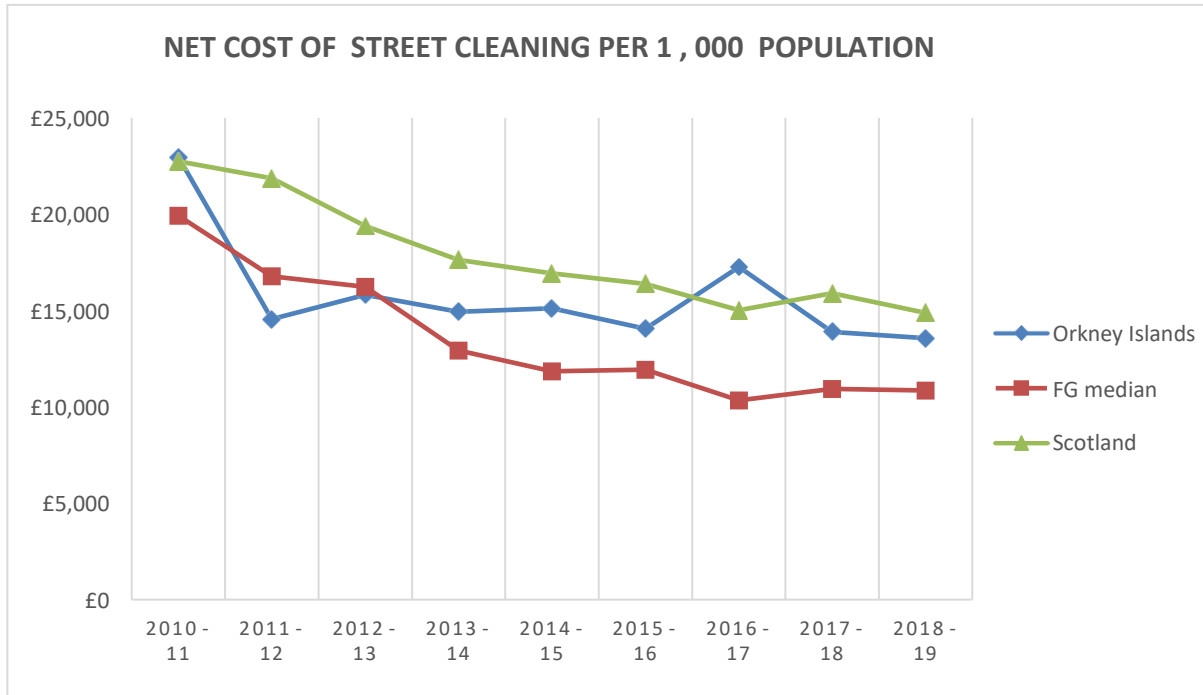
Future Action

The key planned change is a fundamental review of waste strategy in terms of collection, processing and disposal. This forms part of a current Capital Programme Project process (CPA) to develop a new "integrated waste facility", processing waste on Orkney to avoid disposal costs. (Part of a review of the waste collection and disposal service within the Medium-Term Resource Strategy cycle).

Net cost of street cleaning per 1,000 population

In 2018 to 2019, the net cost of street cleaning per 1,000 population in Orkney was £13,565, which is less than the 2017 to 2018 figure of £13,895, and the 2018 to 2019 Scottish average of £14,880.

Rank out of 32 Scottish Councils		
2017 to 2018	20	↔
2018 to 2019	20	



Performance Analysis

The cleaning functions include manual and mechanical sweeping, power washing and treatment of algae growth and moss. Many of these operations are done out of hours or at weekends, sometimes associated with more intense activities around the tourism season or periodic public events. This is an overtime burden and a significant cost making our performance higher than the average.

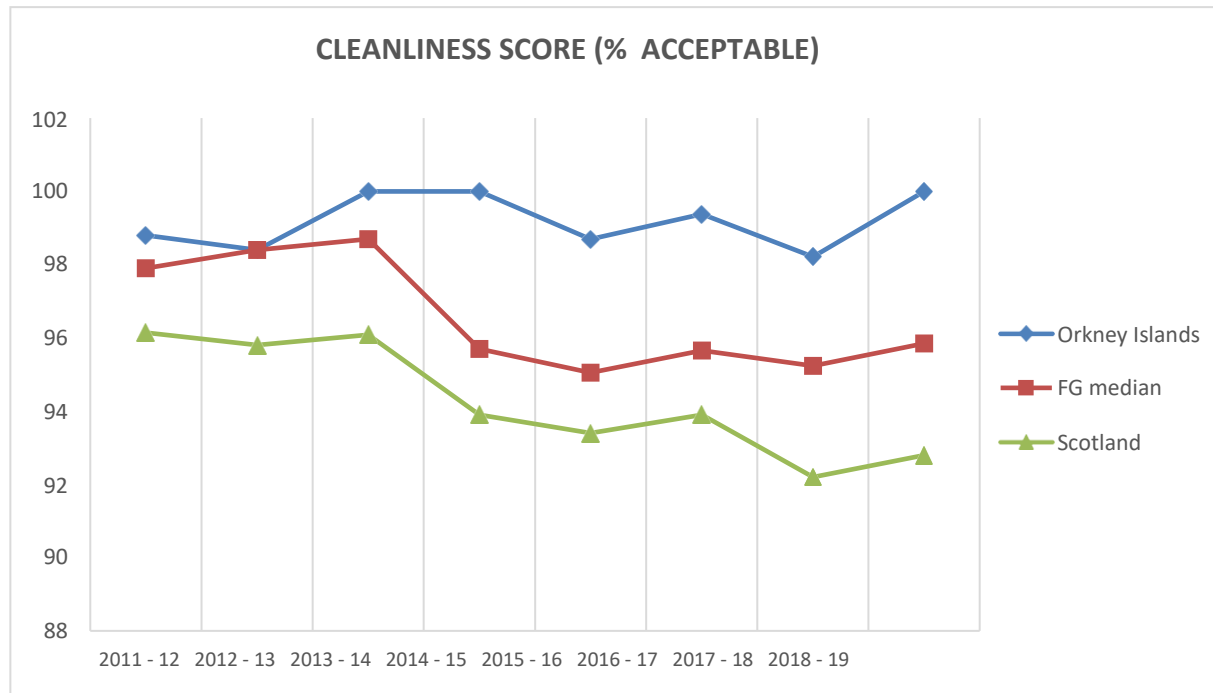
Future Action

As part of the 2020 to 2021 budget process this function has been reviewed and an efficiency target set to remove the out of hours operations and reduce expectation by lowering the frequency of sweeping operations. This would reduce the overall cost and improve performance.

Street cleanliness score

In 2018 to 2019, the street cleanliness score in Orkney was 100%, which is better than the 2017 to 2018 figure of 98.21%, and the 2018 to 2019 Scottish average of 92.80%.

Rank out of 32 Scottish Councils		
2017 to 2018	1	↔
2018 to 2019	1	



Performance Analysis


Consistently over many years Orkney has been of the cleanest places in Scotland and has been ranked number one out of all 32 Scottish local authorities. This is, in part, reflective of a comprehensive cleansing regime in terms of attending many areas on a frequent basis, many out of hours and at weekends. It is not to say that Orkney is free of litter and detritus, but in comparison with other local authorities it is a top performer.

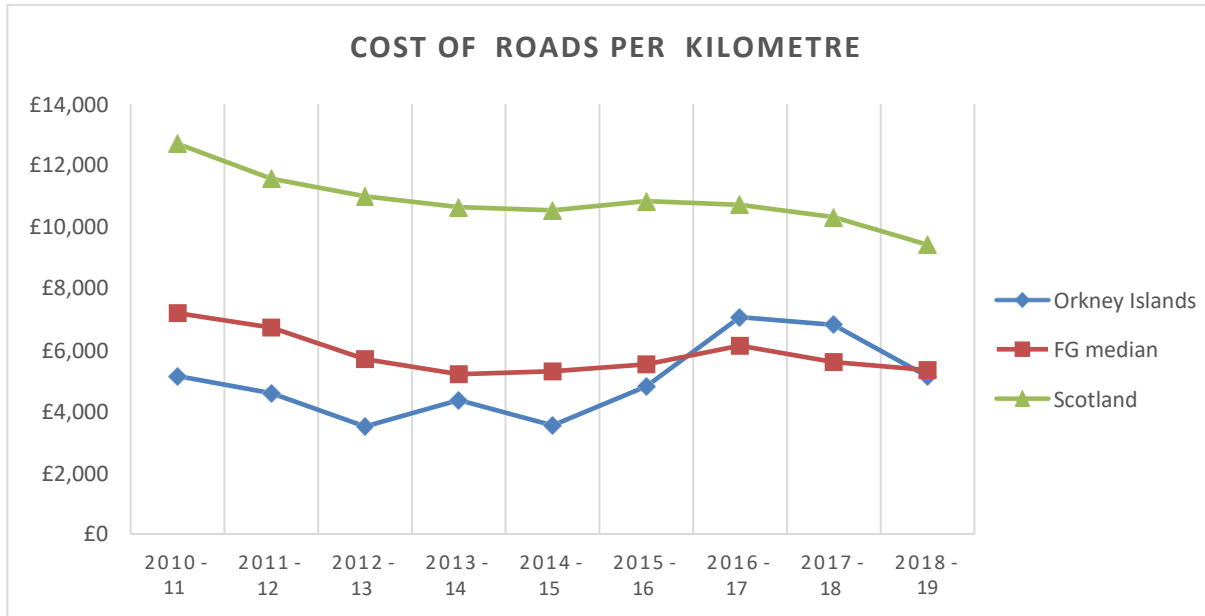
Future Action

Given the pressures on the roads budget the Council will consider proposals to reduce the out of hours aspect of cleansing operations. This may impact on overall cleanliness scores in future years, noting that the regime of measurement will change from the LEAMS (Local Environmental Audit and Management System) to a more comprehensive COPLAR (Code of Practice on Litter and Refuse) system, once the data has been collected/migrated.

Cost of maintenance per kilometre of roads

In 2018 to 2019, the cost of maintenance per kilometre of roads in Orkney was £5,127, which is less than the 2017 to 2018 figure of £6,808, and the 2018 to 2019 Scottish average of £9,417.

Rank out of 32 Scottish Councils		
2017 to 2018	8	
2018 to 2019	4	



Performance Analysis


The cost of maintenance also reflects the fact that Orkney Islands Council is also a high performer in terms of the percentage of its A, B, C or unclassified network needing attention. We are significantly better than the Scottish average for all these categories. This is not necessarily a true position as Orkney's traffic volumes are less, therefore deterioration levels are slower compared with mainland Scotland authorities.

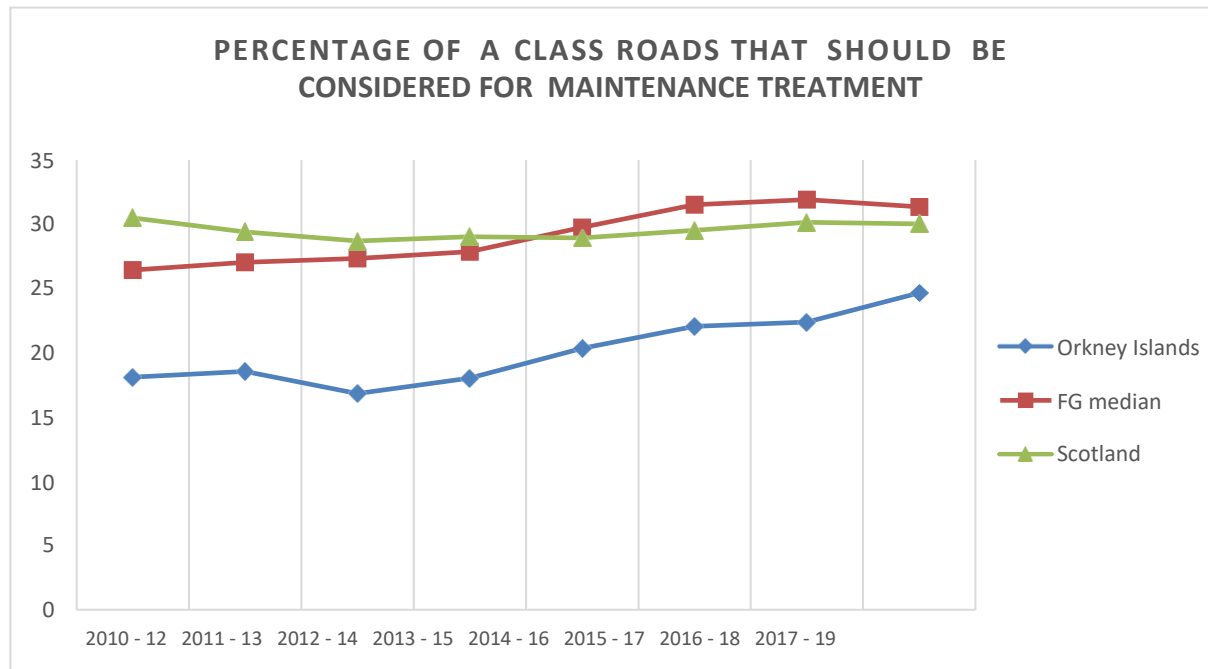
Future Action

This high performance is unsustainable given the progressive impact reductions, and increased labour and material costs, in the roads budget. This will ultimately result in the deterioration of the road network. Asset reports to committee (Roads Asset Management Plan, Roads Management and Maintenance Plan, Annual Status and Options Reports) highlight that current investment levels are less than "steady state" requirements, therefore over time the network will deteriorate significantly. In the Capital Programme there are proposals for an investment in the roads network to address structural issues, if supported by Elected Members. However, an increase in the budget will be required to maintain the steady state.

Percentage of A class roads that should be considered for maintenance treatment

In 2017 to 2019, 24.66% of class A roads in Orkney should have been considered for maintenance treatment, which is more than the 2016 to 2018 figure of 22.39%, but less than the 2017 to 2019 Scottish average of 30.03%.

Rank out of 32 Scottish Councils		
2016 to 2018	7	
2017 to 2019	11	



Performance Analysis


Although the ranking has dropped, this is a positive performance, well below other Scottish local authority performances. It should be noted it is, however, progressively worsening. The current treatment via “surface dressing” does protect the carriageway from water ingress but does not address progressive structural deterioration. Investment levels are well below the asset plan assessment through the Roads Asset Management Plan, Roads Management and Maintenance Plan and Annual Status and Options Reports.

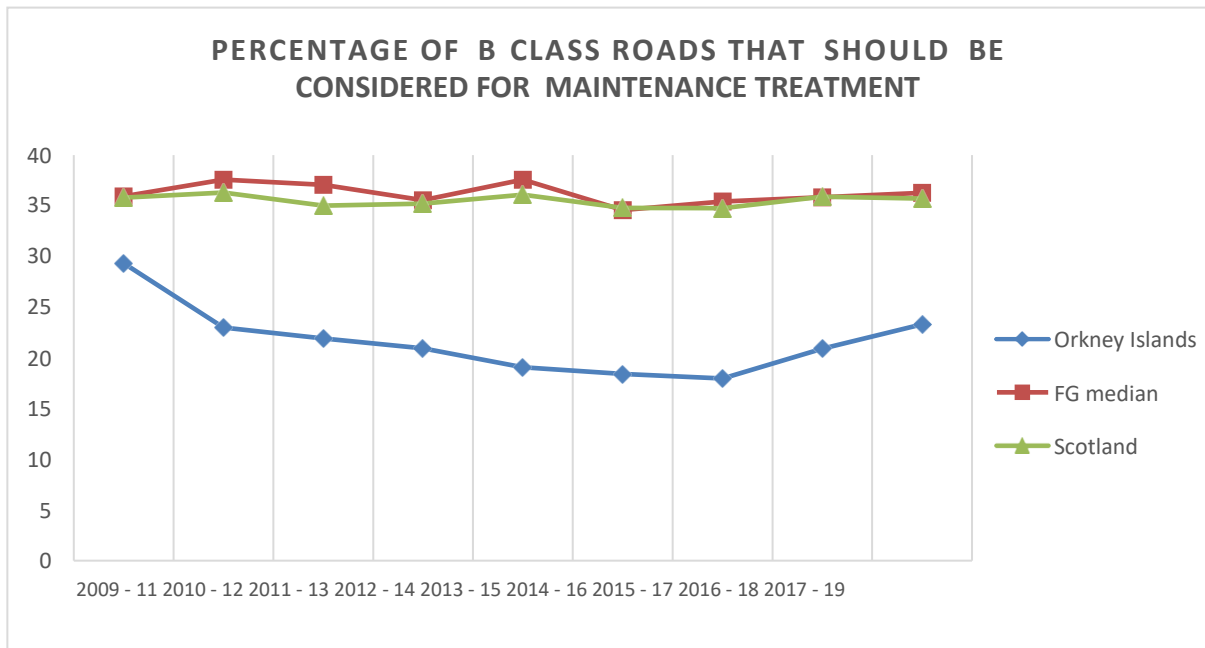
Future Action

To address the possible structural failure issues that will arise in future years the Capital Programme proposals include investment in the roads network for Elected Members to consider. Without increased budget the network will continue to deteriorate.

Percentage of B class roads that should be considered for maintenance treatment

In 2017 to 2019, 23.31% of class B roads in Orkney should have been considered for maintenance treatment, which is more than the 2016 to 2018 figure of 20.92%, but less than the 2017 to 2019 Scottish average of 35.71%.

Rank out of 32 Scottish Councils		
2016 to 2018	4	
2017 to 2019	8	



Performance Analysis

The ranking has again dropped although this is still a positive performance well below other Scottish local authority performances. It should be noted it is however progressively worsening. The current treatment via “surface dressing” does protect the carriageway from water ingress but does not address progressive structural deterioration. Investment levels are well below the asset plan assessment through the Roads Asset Management Plan, Roads Management and Maintenance Plan and Annual Status and Options Reports.


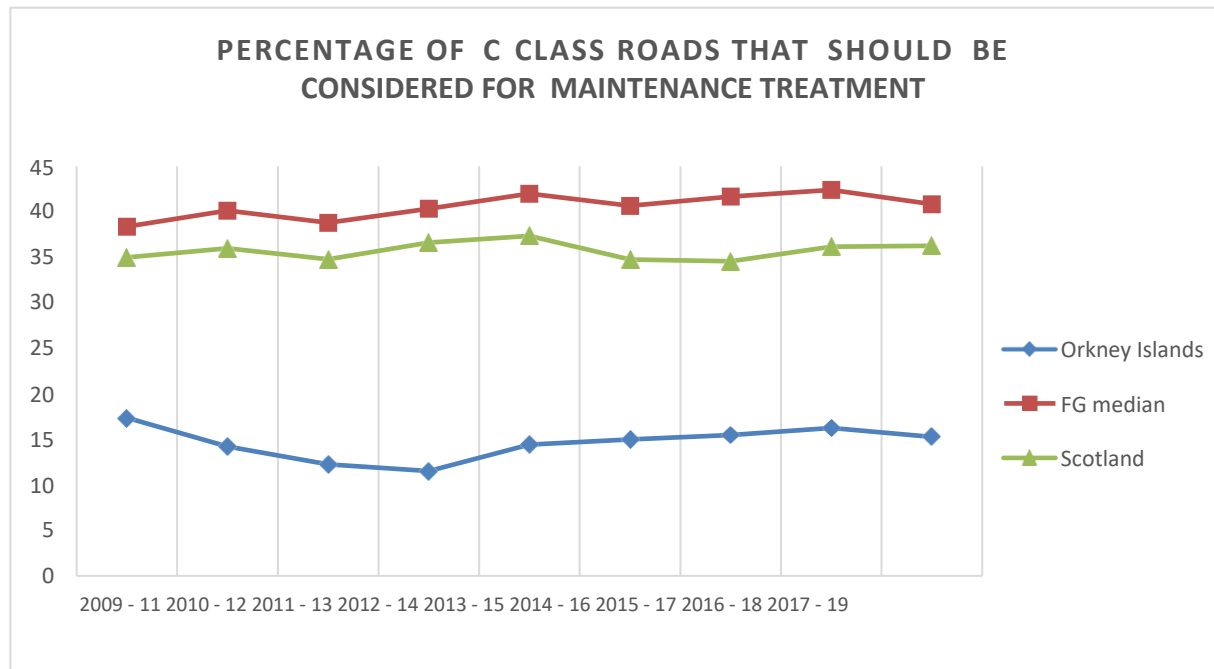
Future Action

To address the possible structural failure issues that will arise in future years the Capital Programme proposals include investment in the roads network for Elected Members to consider. With labour and material costs rising, an increased budget will be required to maintain the steady state.

Percentage of C class roads that should be considered for maintenance treatment

In 2017 to 2019, 15.26% of class C roads in Orkney should have been considered for maintenance treatment, which is less than the 2016 to 2018 figure of 16.24%, and the 2017 to 2019 Scottish average of 36.25%.

Rank out of 32 Scottish Councils	
2016 to 2018	2
2017 to 2019	2

Performance Analysis

Maintaining our ranking is a positive performance and still well below other Scottish local authority performances. It should be noted levels of investment are maintaining the “steady state”. The current treatment via “surface dressing” does protect the carriageway from water ingress but does not address progressive structural deterioration. Investment levels are well below the asset plan assessment through the Roads Asset Management Plan, Roads Management and Maintenance Plan and Annual Status and Options Reports.

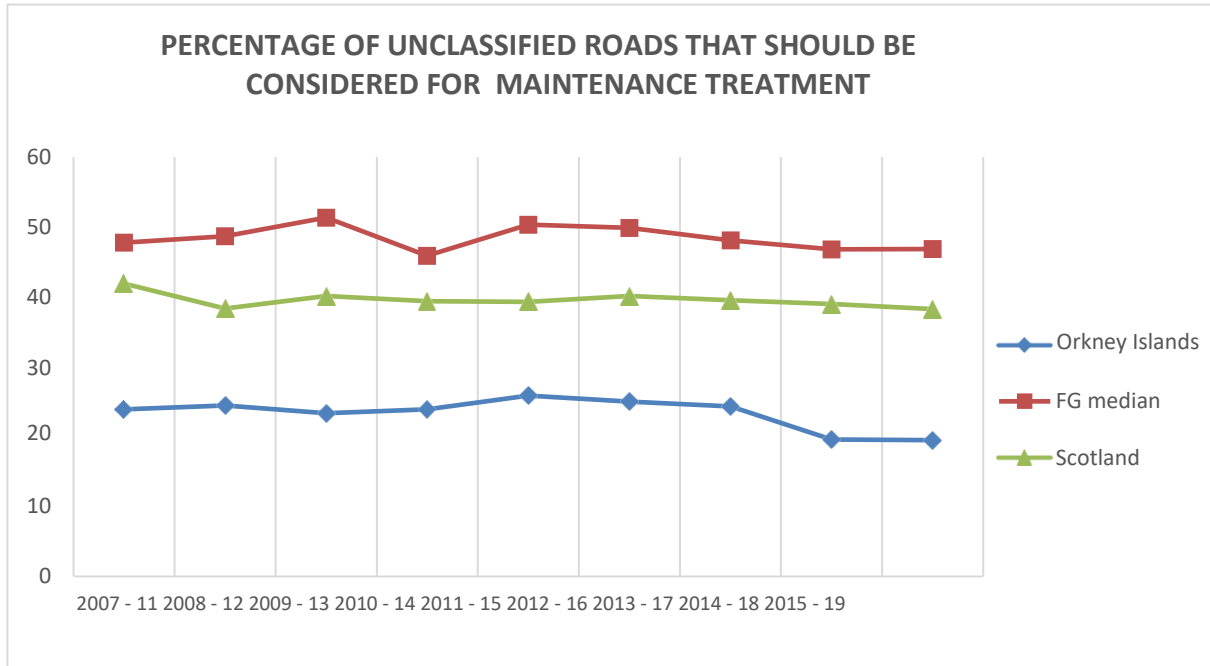
Future Action

To address the possible structural failure issues that will arise in future years the Capital Programme proposals include investment in the roads network for Elected Members to consider. With labour and material costs rising an increased budget will be required to maintain the steady state.

Percentage of unclassified roads that should be considered for maintenance treatment

In 2015 to 2019, 19.51% of unclassified roads in Orkney should have been considered for maintenance treatment, which is less than the 2014 to 2018 figure of 19.61%, and the 2015 to 2019 Scottish average of 38.25%.

Rank out of 32 Scottish Councils		
2014 to 2018	1	↔
2015 to 2019	1	



Performance Analysis

The ranking has remained the same which is a positive performance well below other Scottish local authority performances. It should be noted levels of investment are maintaining the “steady state”. The current treatment via “surface dressing” does protect the carriageway from water ingress but does not address progressive structural deterioration. Investment levels are well below the asset plan assessment through the Roads Asset Management Plan, Roads Management and Maintenance Plan and Annual Status and Options Reports.

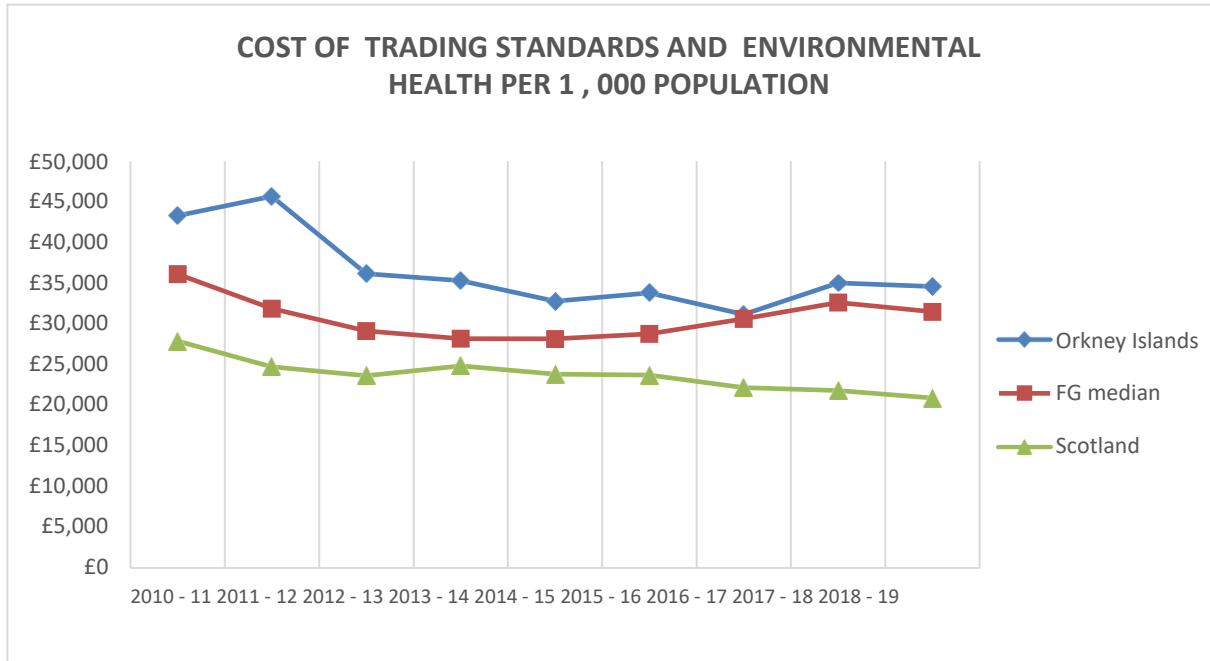
Future Action

To address the possible structural failure issues that will arise in future years the Capital Programme proposals include investment in the roads network for Elected Members to consider. With labour and material costs rising an increased budget will be required to maintain the steady state.

Cost of trading standards and environmental health per 1,000 population

In 2018 to 2019, the cost of trading standards and environmental health per 1,000 population in Orkney was £34,610, which is less than the 2017 to 2018 figure of £35,015, but more than the 2018 to 2019 Scottish average of £20,884.

Rank out of 32 Scottish Councils		
2017 to 2018	29	↔
2018 to 2019	29	



Performance Analysis


In all Scottish councils there is a minimum level of core service required to provide the Environmental Health Service and Trading Standards Service. Despite Orkney's low population base, we still provide a good level of environmental health and trading standards services to Orkney's consumers, to our diverse business types, and across our dispersed geography. This has an adverse impact on our costs as there are no economies of scale.

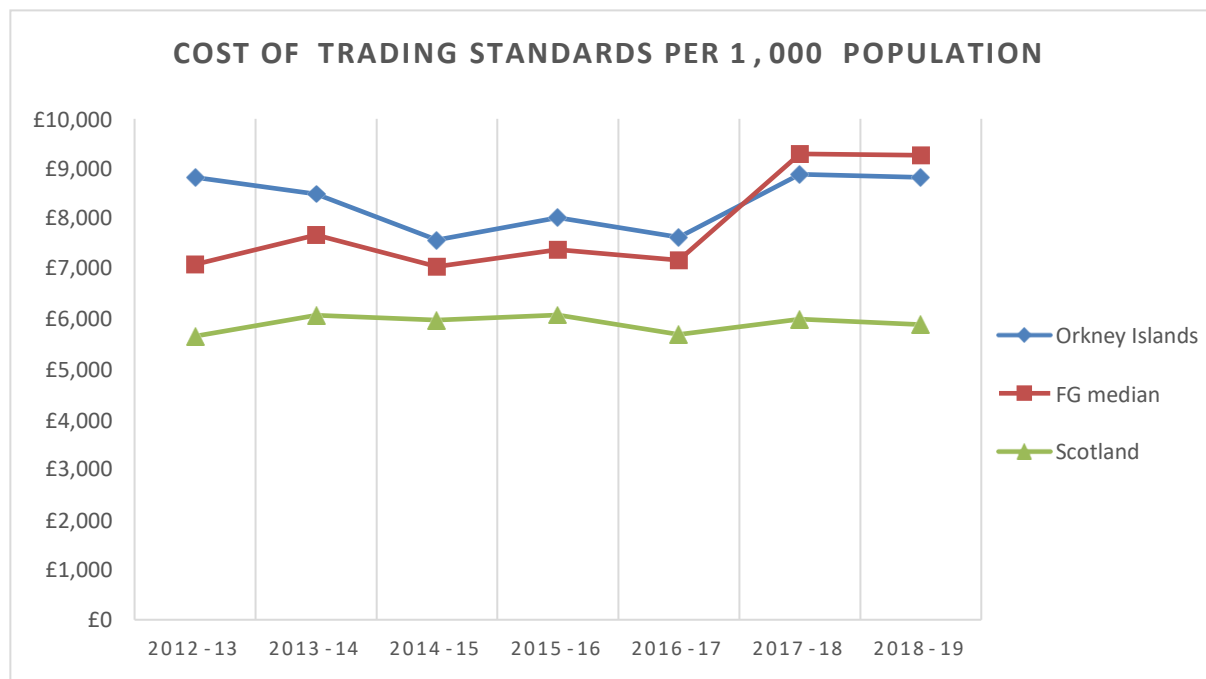
Future Action

Trading Standards and Environmental Health will continue to provide an efficient a service as possible within the constraints outlined above.

Cost of trading standards, money advice and citizen advice per 1,000 population

In 2018 to 2019, the cost of trading standards, money advice and citizen advice per 1,000 population in Orkney was £8,833, which is less than the 2017 to 2018 figure of £8,893, but more than the 2018 to 2019 Scottish average of £5,890.

Rank out of 32 Scottish Councils		
2017 to 2018	25	
2018 to 2019	24	



Performance Analysis

In all Scottish councils there is a minimum level of core service required to provide the Trading Standards Service. This has an adverse impact on our costs as there are no economies of scale. Despite Orkney's low population base, we still provide a good level of trading standards services to Orkney's consumers, to our diverse business types, and across our dispersed geography.

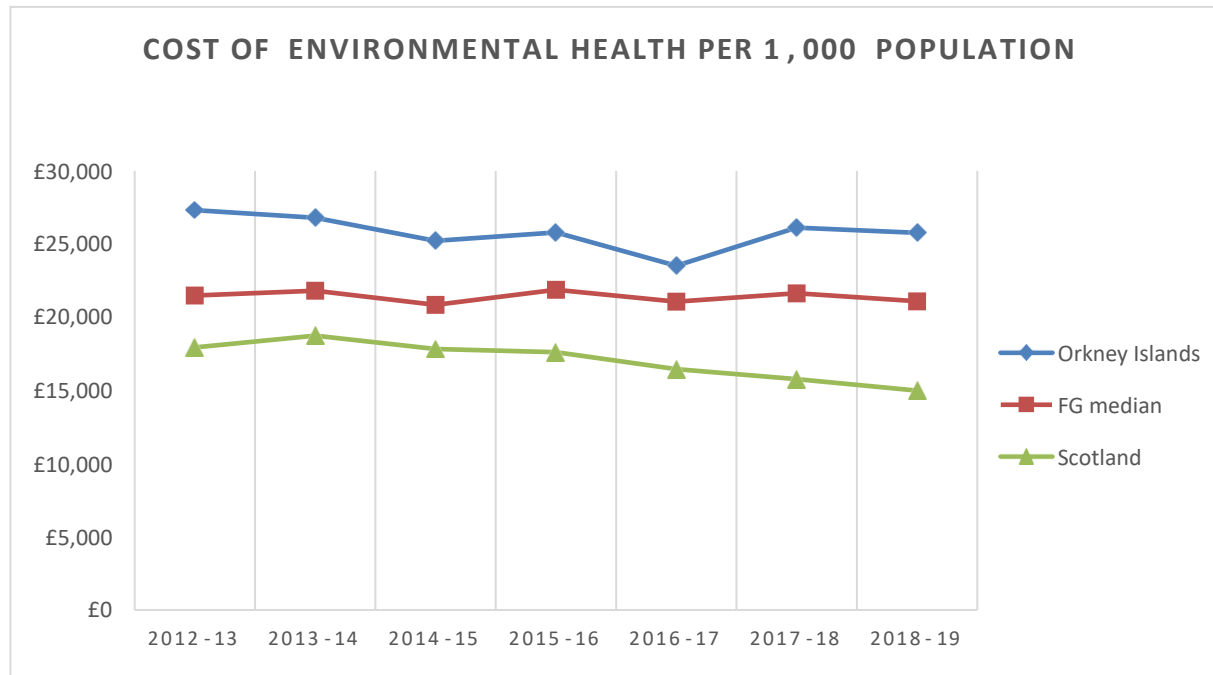
Future Action

Trading Standards will continue to provide an efficient a service as possible within the constraints outlined above.

Cost of environmental health per 1,000 population

In 2018 to 2019, the cost of environmental health per 1,000 population in Orkney was £25,777, which is less than the 2017 to 2018 figure of £26,123, but more than the 2018 to 2019 Scottish average of £14,994.

Rank out of 32 Scottish Councils		
2017 to 2018	30	↔
2018 to 2019	30	



Performance Analysis

In all Scottish councils there is a minimum level of core service required to provide the Environmental Health Service. Despite Orkney's low population base, we still provide a good level of environmental health services to Orkney's consumers, to our diverse business types, and across our dispersed geography. This has an adverse impact on our costs as there are no economies of scale. Central establishment charges to the Environmental Health Service have increased.

Future Action

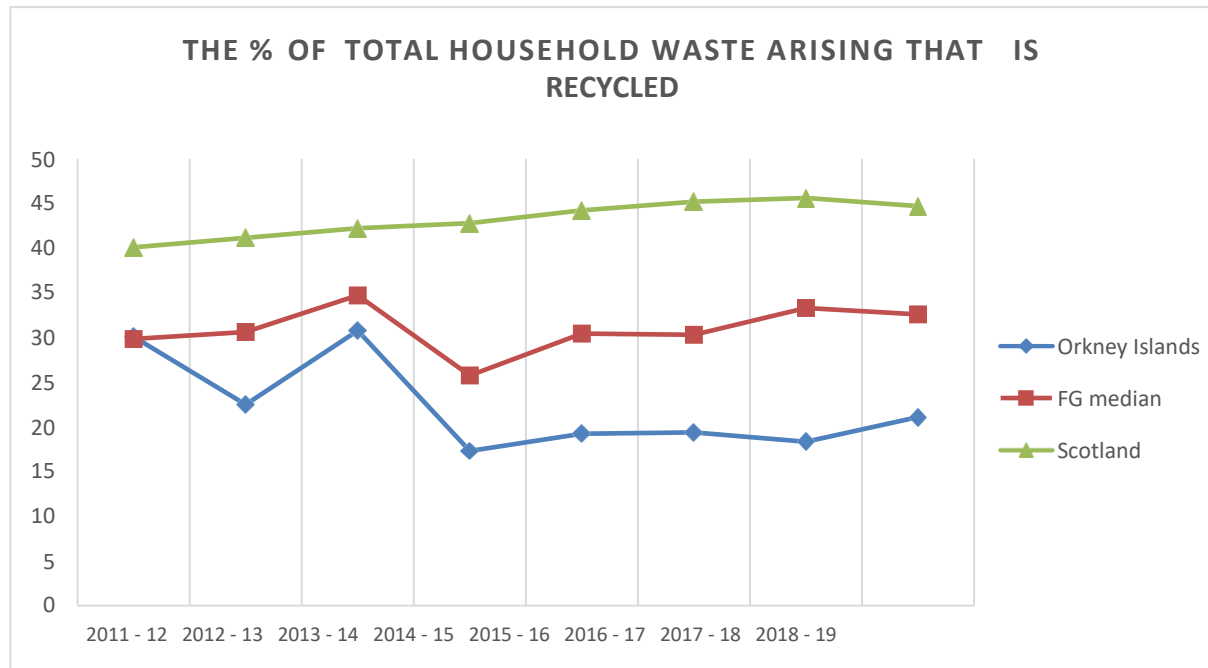
Environmental Health will continue to provide an efficient a service as possible within the constraints outlined above.

Percentage of household waste arising that is recycled

In 2018 to 2019, 21.10% of household waste in Orkney was recycled, which is more than the 2017 to 2018 figure of 18.33%, but less than the 2018 to 2019 Scottish average of 44.70%.

Rank out of 32 Scottish Councils

2017 to 2018	31
2018 to 2019	31



Performance Analysis


In 2013 to 2014 the Council's performance was significantly (approximately 11%) better when this included "green waste". Changes in the way this was included in the Government statistics subsequently excluded this and performance dropped. If this was addressed, the Council's performance would be no worse than the family group median of approximately 32%. Annually, recycling rates are improving due to ongoing investment in awareness and education. To see significant change there would be a need to redesign the collection and disposal processes.

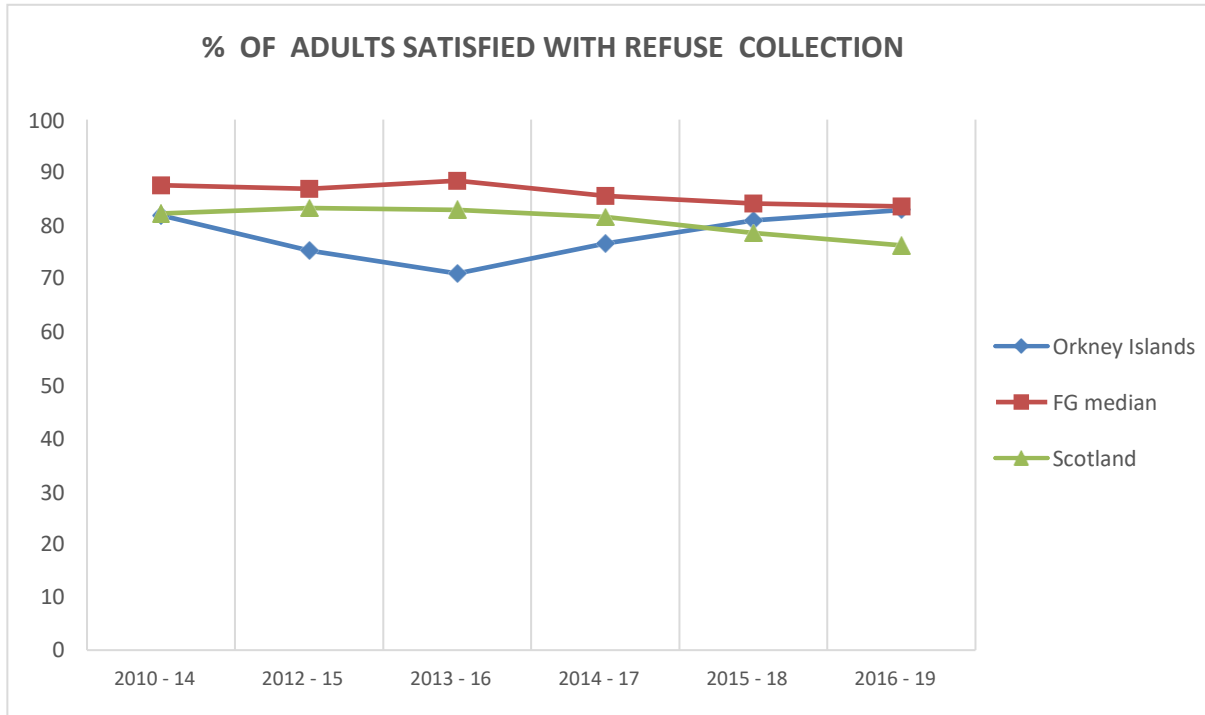
Future Action

The key planned change to address this is a fundamental review of waste collection and disposal processes in terms of what we collect, when and where, and the processing of it. This forms part of a current Capital Programme Project process (CPA) to develop a new "integrated waste facility" and a collection method study aimed at both avoiding export disposal costs and complexities of needing several bins at the point of collection. (Part of a review of the waste collection and disposal service within the Medium-term Resource Strategy cycle).

Percentage of adults satisfied with refuse collection

In 2016 to 2019, 82.97% of adults in Orkney were satisfied with refuse collection, which is better than the 2015 to 2018 figure of 81.00%, and the 2016 to 2019 Scottish average of 76.30%.

Rank out of 32 Scottish Councils		
2015 to 2018	20	
2016 to 2019	10	



Performance Analysis


A reasonable performance in the context of the family group median and Scottish average, showing significant improvement since the last reporting period. It is worth noting that there has been a significant and sustained investment at the front line (customer services) in terms of call handling, as well as back office functions in terms of using available staff to contact residents directly and undertake more face-to-face and phone discussions to resolve their waste issues.

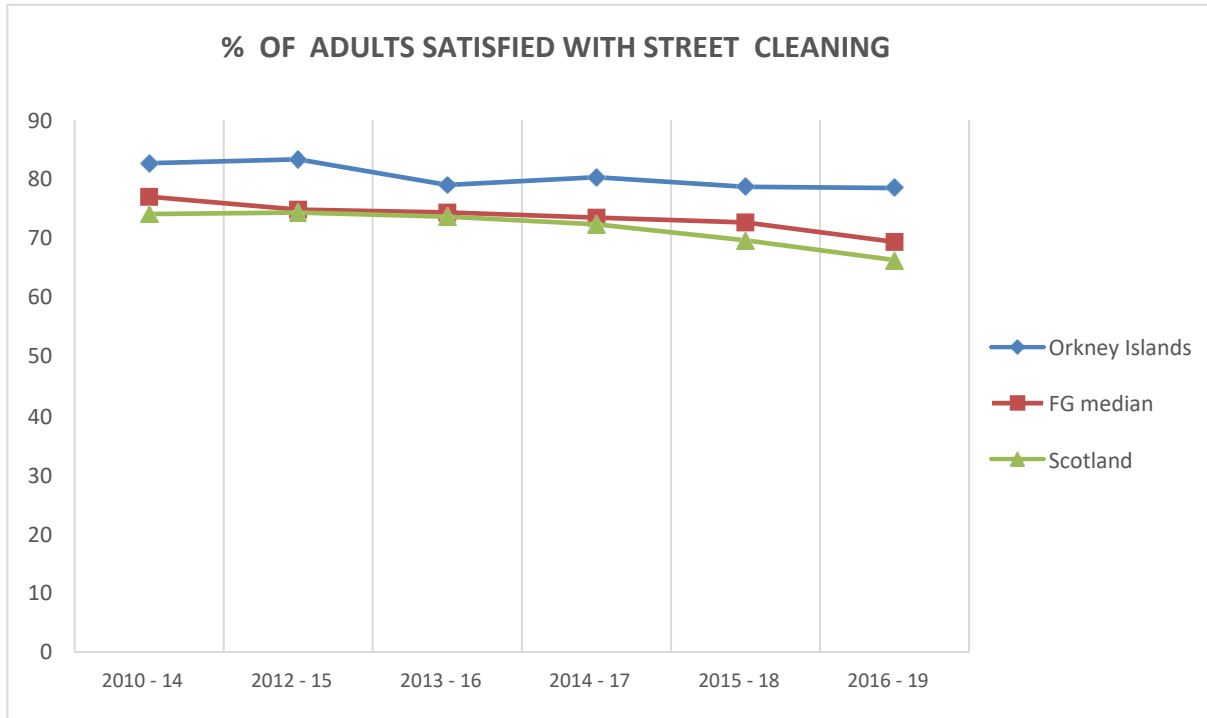
Future Action

This may be a challenge to sustain the support as posts were secured via the Innovation Fund that is now closed and education/awareness posts are time limited. Through the review of the waste service collection and disposal process, this aspect will be included to understand if it could be sustained if needed.

Percentage of adults satisfied with street cleaning

In 2016 to 2019, 78.50% of adults in Orkney were satisfied with street cleaning, which is about the same as the 2015 to 2018 figure of 78.67%, and better than the 2016 to 2019 Scottish average of 66.30%.

Rank out of 32 Scottish Councils		
2015 to 2018	4	
2016 to 2019	2	



Performance Analysis

A top performance in the context of other local authorities reflecting the cleanliness score (number one). There are currently higher levels of activity and performance delivered by the Council compared with other Scottish local authorities.


Future Action

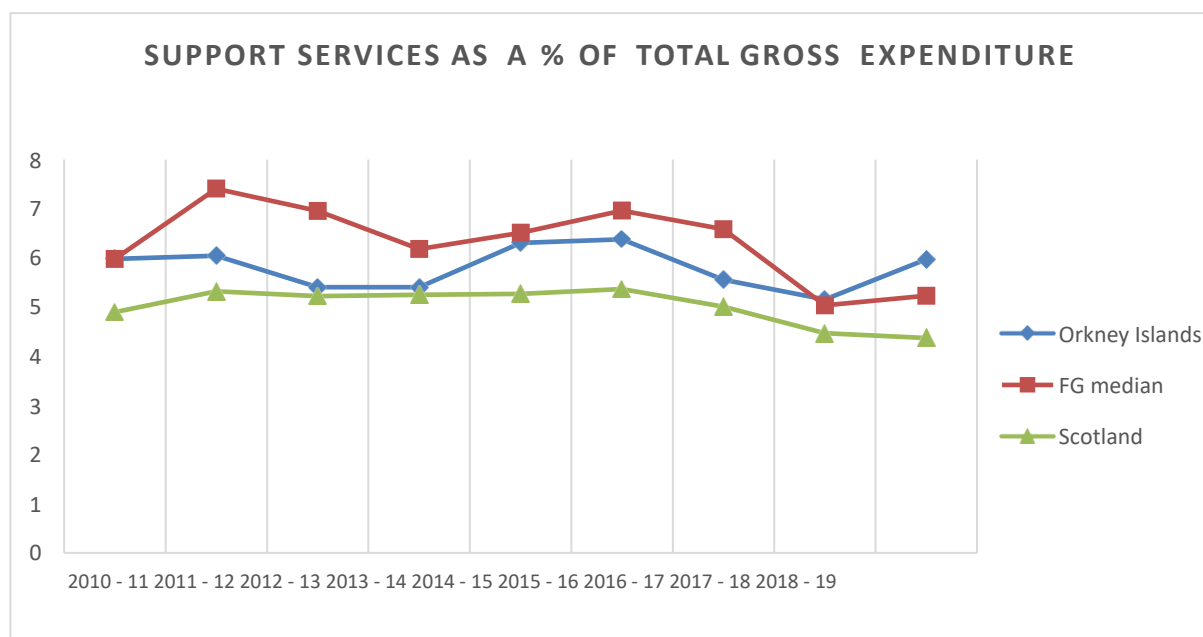
This may well be impacted on by the 2020 to 2021 budget process in terms of proposals to reduce the out of hours and weekend overtime service level, subject to Elected Members consideration. This may result in a reduction in satisfaction in future years.

CORPORATE SERVICES

Support services as a percentage of total gross expenditure

In 2018 to 2019, 5.97% of the Council's total gross expenditure was spent on support services, which is more than the 2017 to 2018 figure of 5.15%, and the 2018 to 2019 Scottish average of 4.37%.

Rank out of 32 Scottish Councils		
2017 to 2018	25	
2018 to 2019	29	



Performance Analysis


The proportionate increase in support services costs as a percentage of total gross Council expenditure compared to other councils is caused by the following costs which were added to the base budget in 2018 to 2019: the change programme team, £275 000; cost of Trade Union Facility time £32,000 (to bring Orkney in line with other councils); new costs for licences for legal compliance with records management associated with the General Data Protection Regulation, £50,000; and holiday pay adjustments, £5,700. In addition, capital slippage is leading to a higher level of central service apportioned costs being shown as revenue rather than capital costs.

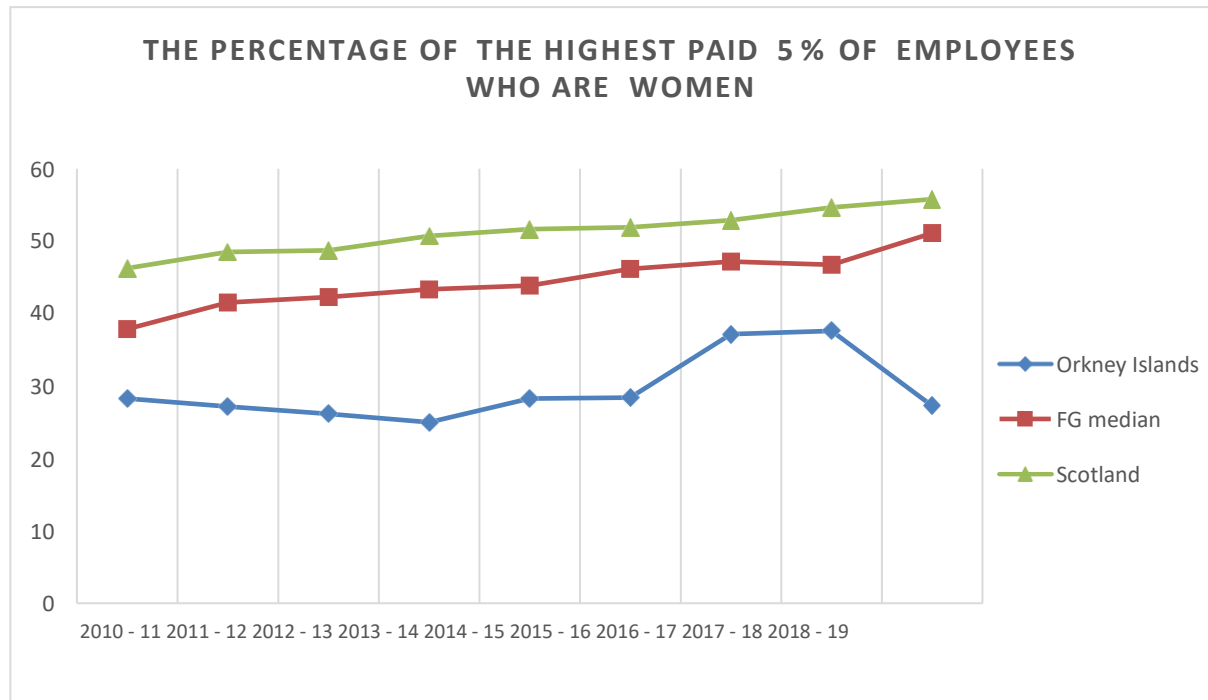
Future Action

We have undertaken a review of the apportionment process over the last two years, which was finalised in 2018 to 2019. It is anticipated that the increase in costs to revenue that was experienced in 2018 to 2019 will not recur, and may improve depending on future years' budget efficiencies in support services costs.

Percentage of the highest paid 5% employees who are women

In 2018 to 2019, 27.27% of the highest paid 5% Council employees were women, which is less than the 2017 to 2018 figure of 37.61%, and the 2018 to 2019 Scottish average of 55.79%.

Rank out of 32 Scottish Councils		
2017 to 2018	31	
2018 to 2019	31	



Performance Analysis

There was a significant decrease in the percentage of female employees in the highest 5% paid between 2017 to 2018 and 2018 to 2019. This was due to a TUPE transfer in of a previously arms-length service which employs an entirely male workforce. The highest earning in this group pushed out a group of Council Service Managers, the majority of whom were female, hence the sudden drop in percentage. Prior to this we had seen a slow but steady increase in the percentage of female employees in the top 5% highest earners.

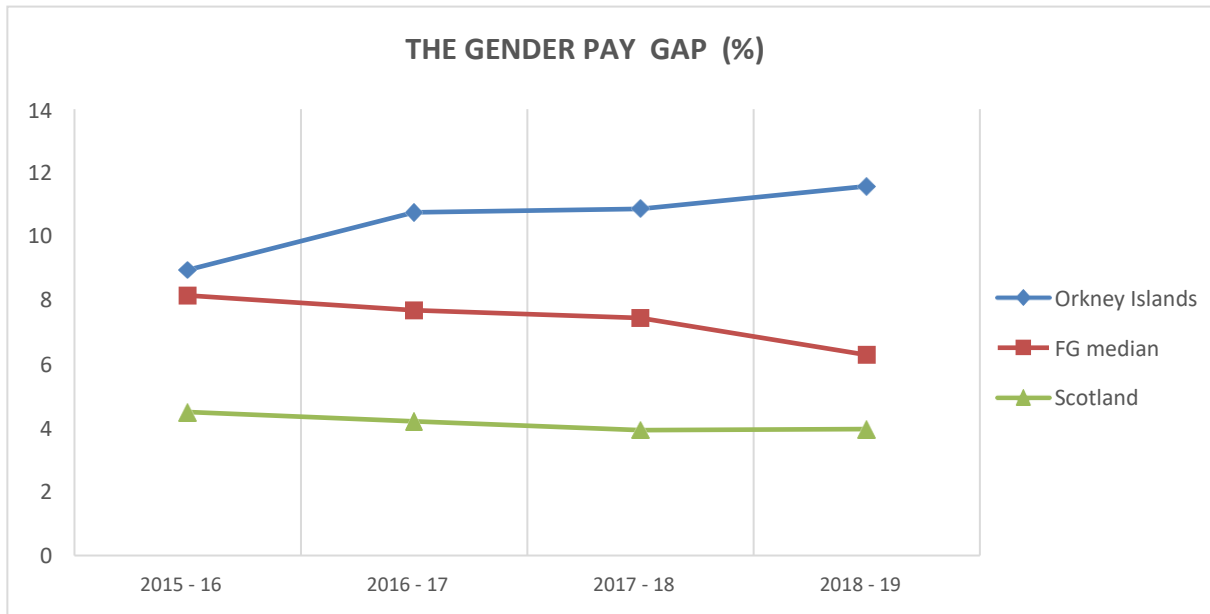
Future Action

An action plan around the Council's gender pay gap and occupational segregation is currently being developed with a view to presenting this to Policy and Resources Committee in June 2020. This will further support our equality outcome to be an inclusive employer.

The gender pay gap

In 2018 to 2019, the Council's gender pay gap was 11.59%, which is more than the 2017 to 2018 figure of 10.88%, and the 2018 to 2019 Scottish average of 3.96%.

Rank out of 32 Scottish Councils		
2017 to 2018	31	↔
2018 to 2019	31	



Performance Analysis

The predominant factor impacting the Council's gender pay gap performance is the relatively low numbers of higher-earning female employees (see indicator CORP3b). Therefore, the increase in the gender pay gap between 2017 to 2018 and 2018 to 2019 is also likely to be related to the TUPE transfer described above.

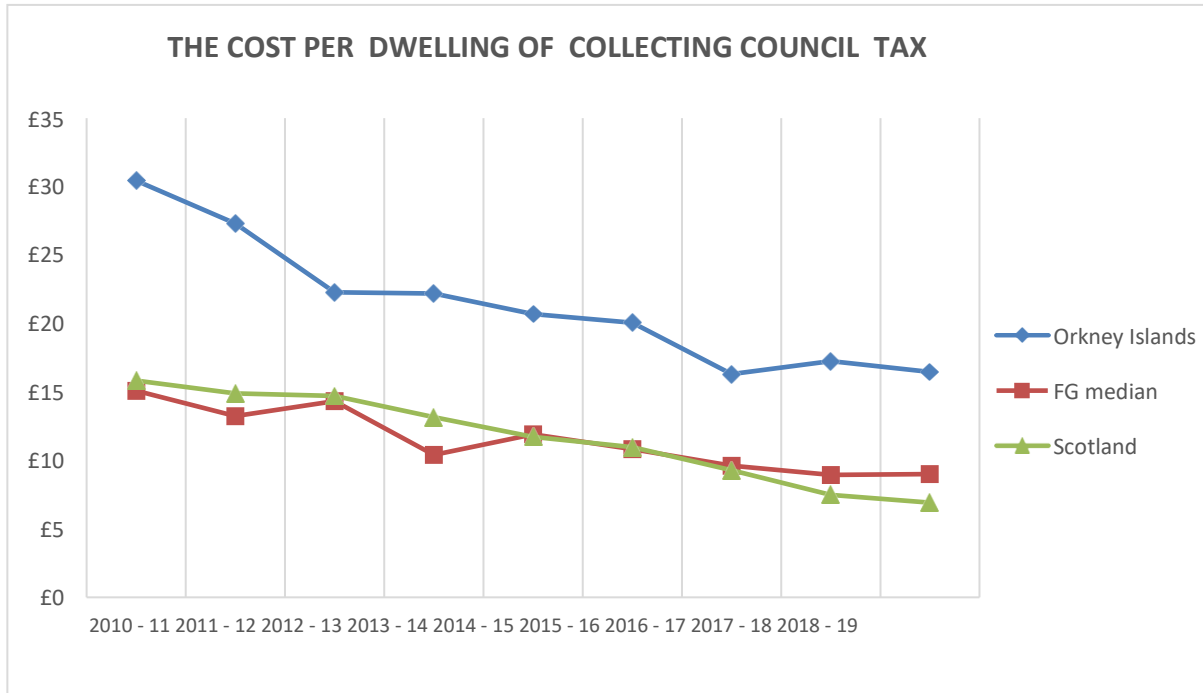
Future Action

An action plan around the Council's gender pay gap and occupational segregation is currently being developed with a view to presenting this to Policy and Resources Committee in June 2020. This will further support our equality outcome to be an inclusive employer.

The cost per dwelling of collecting council tax

In 2018 to 2019, the cost per dwelling of collecting council tax in Orkney was £16.46, which is less than the 2017 to 2018 figure of £17.25, but more than the 2018 to 2019 Scottish average of £6.92.

Rank out of 32 Scottish Councils		
2017 to 2018	31	↔
2018 to 2019	31	



Performance Analysis


As the smallest local authority inevitably cost per unit costs are higher when compared on this basis. This is not an indication of performance but rather that a certain minimum level of staffing and resources are required to collect council tax regardless of the number of dwellings.

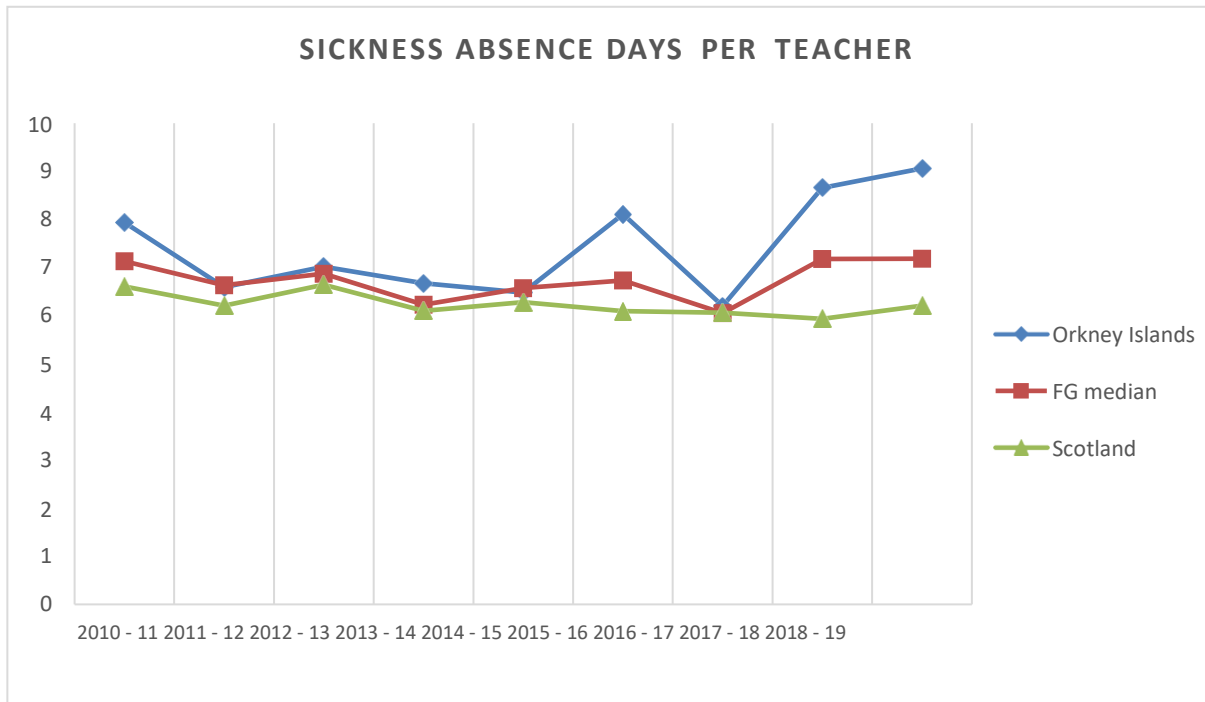
Future Action

Officers are constantly focussed on ensuring that services are provided in an efficient and cost-effective manner, however it is important we do not compromise our very successful rate of collection.

Sickness absence days per teacher

In 2018 to 2019, an average of 9.06 days per teacher were lost due to sickness absence in Orkney, which is more than the 2017 to 2018 figure of 8.66 days, and the 2018 to 2019 Scottish average of 6.21 days.

Rank out of 32 Scottish Councils		
2017 to 2018	31	
2018 to 2019	32	



Performance Analysis


The level of sickness absence amongst teaching staff has been a concern over the past two financial years, especially given our ranking relative to other Councils and compared to our relative sickness absence performance for all other staff. There has been an increase in both long-term and short-term absence levels and analysis of reasons for absences has been undertaken. The issue continues to be a priority for the Council corporately and for the Education Service itself.

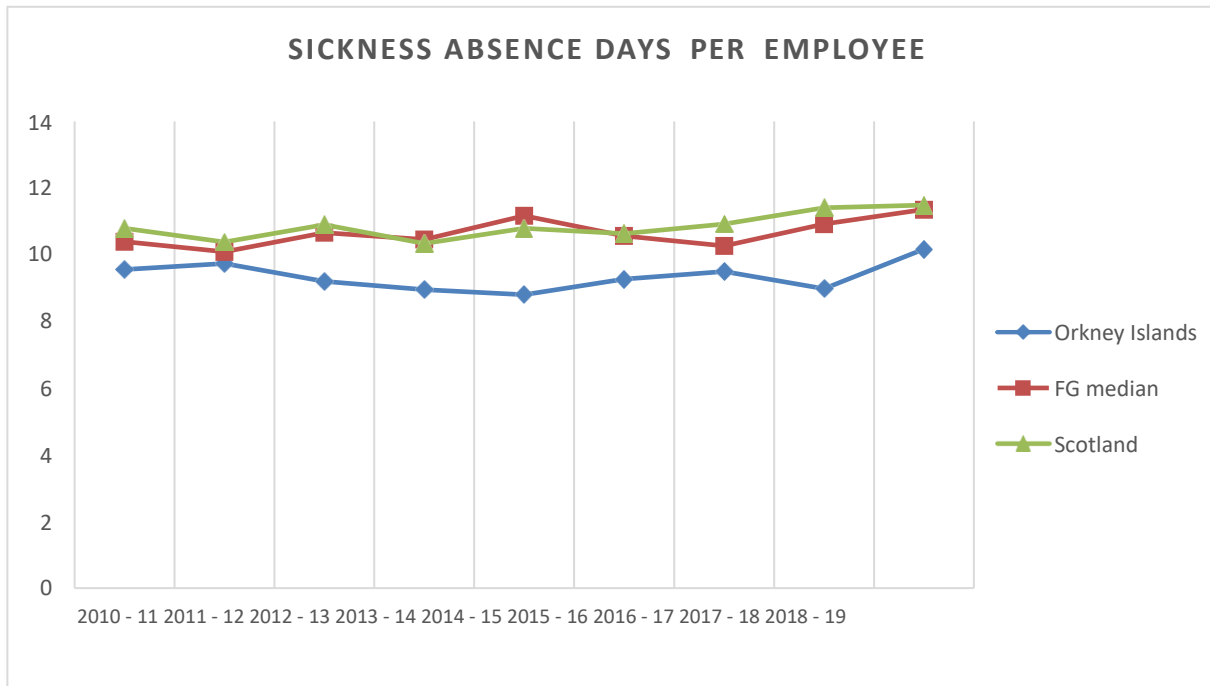
Future Action

Corporately the Council will continue to prioritise supporting employees' health and wellbeing through the introduction of new staffing policies in this area during 2020. The Council will continue with current systems of monitoring absence levels and taking appropriate action where relevant but will be undertaking specific focussed work with the Education Service to understand better the current level of absence and engage with schools around what can be done to reduce absence.

Sickness absence days per employee (non-teacher)

In 2018 to 2019, an average of 10.17 days per Council employee were lost due to sickness absence, which is more than the 2017 to 2018 figure of 8.98 days, but less than the 2018 to 2019 Scottish average of 11.49 days.

Rank out of 32 Scottish Councils		
2017 to 2018	3	
2018 to 2019	6	



Performance Analysis

There has been an increase in sickness absence levels in 2018 to 2019 compared to 2017 to 2018 which is in line with an increase nationally. Performance remains good and the Council remains in the top quartile of performing Councils, as it has done since the indicator began.

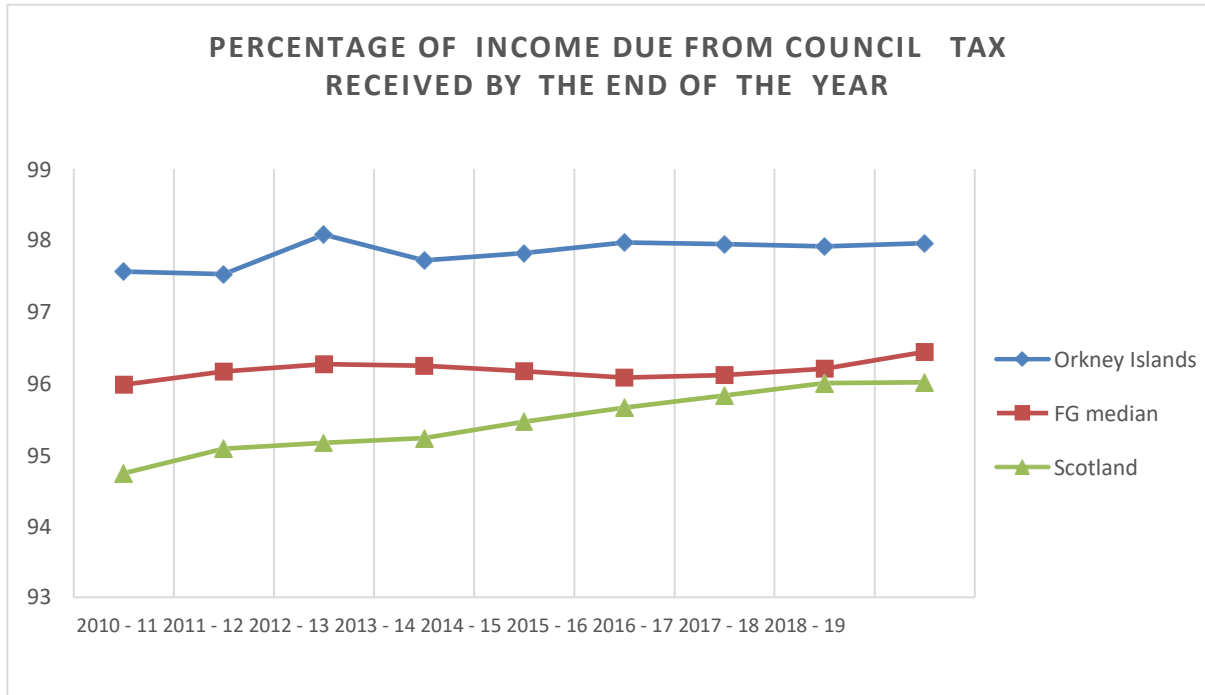
Future Action

The Council will continue to prioritise supporting employees' health and wellbeing through the introduction of new staffing policies in this area during 2020. The Council will continue with current systems of monitoring absence levels and taking appropriate action where relevant.

Percentage of income due from council tax received by the end of the year

In 2018 to 2019, 97.96% of income due from council tax in Orkney was successfully collected, which is about the same as the 2017 to 2018 figure of 97.92%, and higher than the 2018 to 2019 Scottish average of 96.01%.

Rank out of 32 Scottish Councils		
2017 to 2018	1	↔
2018 to 2019	1	



Performance Analysis


The Council has retained a very high rate of council tax collection since 2010 to 2011 compared to both the Scottish average and other councils in our family group.

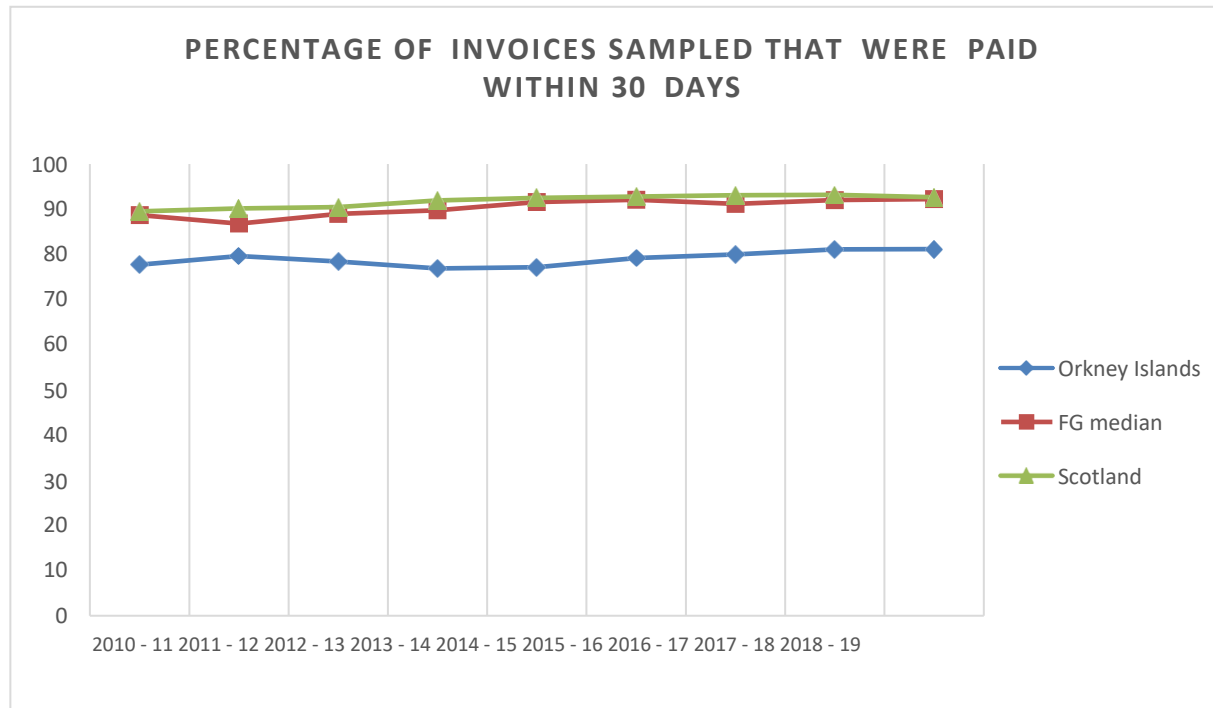
Future Action

We will aim to maintain this performance for future years.

Percentage of invoices sampled that were paid within 30 days

In 2018 to 2019, 81.17% of invoices to the council were paid within 30 days, which is about the same as the 2017 to 2018 figure of 81.10%, but less than the 2018 to 2019 Scottish average of 92.68%.

Rank out of 32 Scottish Councils		
2017 to 2018	30	
2018 to 2019	31	



Performance Analysis

The Council's performance in paying invoices within 30 days was below the Scottish average. The Council has been operating a paper-based system for purchase ordering and payment of invoices and this, combined with the dispersed locations of Council services, means there can be a time lag between invoices being received by the Council Service, being passed to the appropriate teams for checking and authorisation and then being submitted to the Finance Service for payment.


Future Action

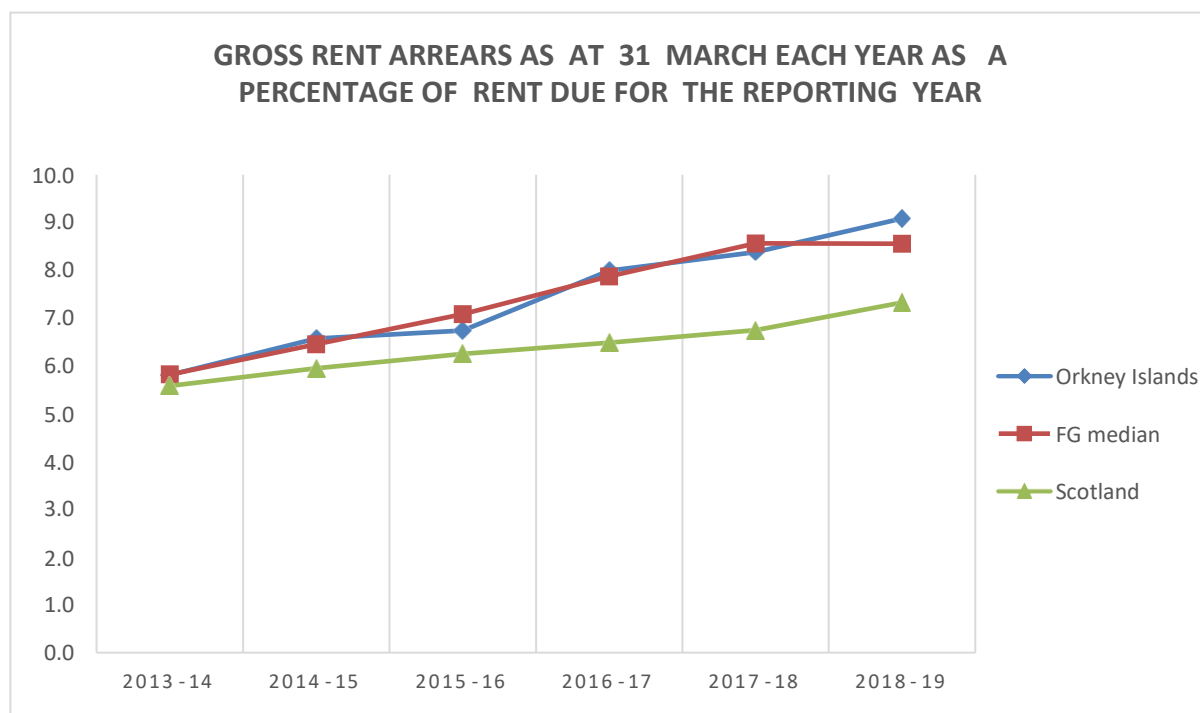
An electronic system is being rolled out across the Council called Purchase to Pay. This will replace the paper-based system whereby purchase orders are created and sent electronically. Suppliers are asked to submit invoices electronically to a central address in order for invoices to be registered and processed for payment as quickly as possible.

COUNCIL HOUSING

Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year

In 2018 to 2019, the level of Council house rent arrears was 9.09%, which is more than the 2017 to 2018 figure of 8.38%, and the 2018 to 2019 Scottish average of 7.33%.

Rank out of 32 Scottish Councils		
2017 to 2018	18	
2018 to 2019	21	



Performance Analysis

The Council's Housing Service is a member of Scotland's Housing Network. Scotland's Housing Network is an organisation that offers a benchmarking service to councils who wish to be members. It also offers other related services including sub-groups to discuss good practice and peer review to use council staff to assess services offered by other councils as a reciprocal arrangement.

Annually a report is presented to Education, Leisure and Housing Committee which details all of Housing Services' performance in comparison with its peer group (other small councils) and the national average.

This indicator of gross rent arrears includes both current and former tenant arrears as a percentage of rent due. Nationally there are high levels of former tenant arrears written-off. Orkney adopts a prudent approach to write-offs and endeavours to collect former tenant arrears. In 2018 to 2019 Orkney wrote off 19.8% of former tenant arrears in comparison to a national average of 38%.

While generally Orkney's performance in relation to collecting rent from current tenants has been consistently above average across Scotland as a whole, the roll out of Universal Credit in September 2018 has impacted on rent collection

generally. This situation has been replicated nationally. The Council continues to actively pursue rent arrears.

Future Action


It remains important to ensure that former tenant arrears are continually reviewed to ensure that the most appropriate action continues to be taken to recover the debts outstanding and to analyse procedures to see if improvements can be made. These are difficult types of debt to recover and in some instances may take many years to clear.

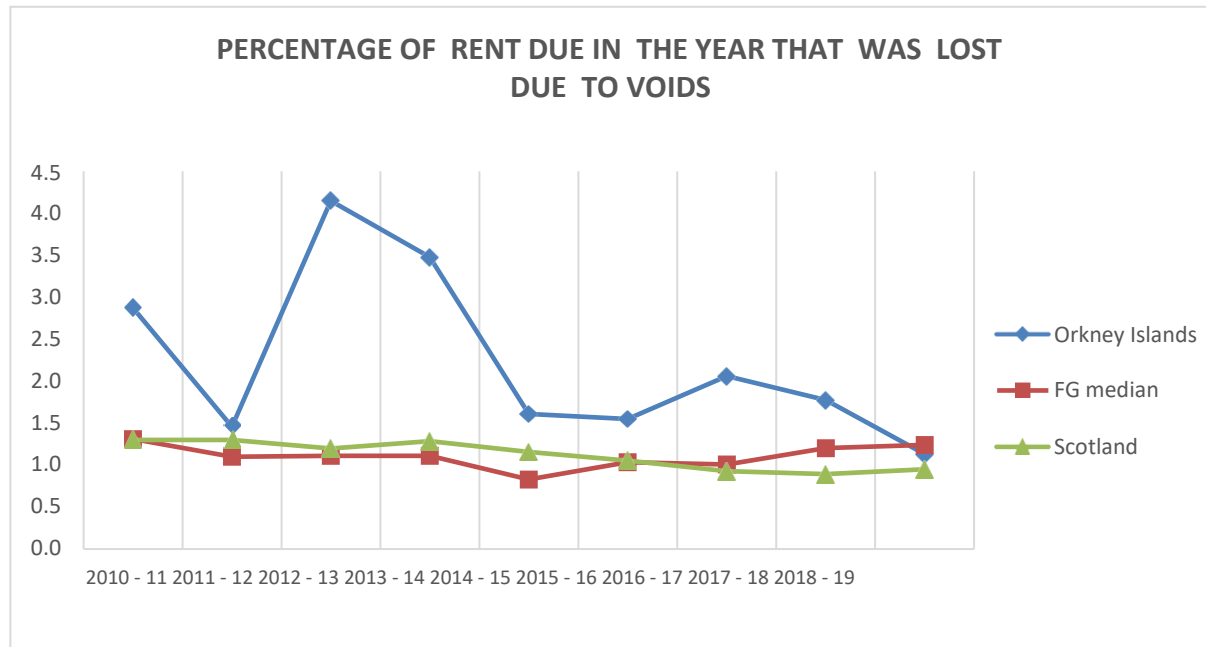
The Council will continue to actively seek to recover rent arrears. Eviction remains a last resort. Obtaining an eviction decree does not always result in the tenant being evicted. For instance, the tenant may clear their arrears or begin making regular payments towards the debt and the decision may be taken to offer a new tenancy instead. The Council may have duties under the homelessness legislation to re-house households they have previously evicted.

Equally it remains important that rental income is recovered appropriately and every effort will be made to work alongside tenants, to adapt to the roll out of Universal Credit and to seek to address some of the issues arising accordingly.

Percentage of rent due in the year that was lost due to voids

In 2018 to 2019, 1.13% of Council house rent due was lost due to properties being unoccupied, which is less than the 2017 to 2018 figure of 1.78%, but more than the 2018 to 2019 Scottish average of 0.95%.

Rank out of 32 Scottish Councils		
2017 to 2018	26	
2018 to 2019	17	



Performance Analysis

Void rental loss is affected by context and Orkney's remote and rural context can impact on void rental loss disproportionately.

The performance outlined above is often impacted on by a small number of properties which have been vacant for 200 days or more. This figure may be subject to variation from one year to another and this can lead to fluctuations given the small overall sample.

However, new operational procedures were introduced in August 2018 which have resulted in properties becoming available for re-let more quickly and consequently reduced void loss.


No newly built properties were completed in 2018 to 2019 which resulted in a lower turnover of properties. While this can impact positively on void rental loss, in turn it results in fewer properties becoming available for those who require to be rehoused.

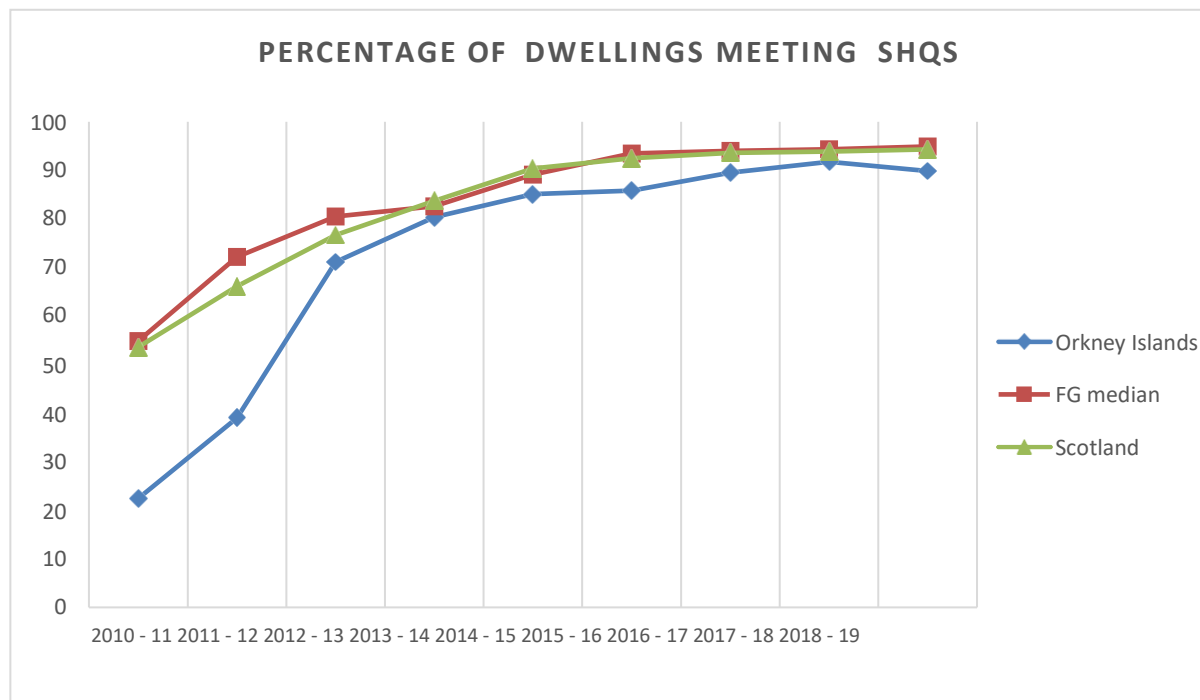
Future Action

The new procedures remain in place and void rental loss will continue to be monitored. It is likely that void rental loss will also be lower during 2019 to 2020 being partially impacted upon by there being no newly built properties and property turnover being lower accordingly.

Percentage of dwellings meeting Scottish Housing Standards

In 2018 to 2019, 89.84% of Council housing in Orkney met the Scottish Housing Quality Standard, which is not as good as the 2017 to 2018 figure of 91.75%, or the 2018 to 2019 Scottish average of 94.32%.

Rank out of 32 Scottish Councils		
2017 to 2018	23	
2018 to 2019	24	



Performance Analysis

Traditionally Orkney has recorded a higher proportion of properties recorded as an exemption or abeyance than is true for Scotland generally.

A property may be classified as being in abeyance when work cannot be done for 'social' reasons relating to tenants' or owner-occupiers' behaviour, for example, where owner-occupiers in a mixed ownership block do not wish to pay a share of a secure door entry system and do not consider it to be necessary. Another example would be where the tenant is elderly or suffering from a medical condition that has led them to feel that they do not wish work to be undertaken on their home at this point in time.

A property can be classified as an exemption where the property is capable of meeting the Scottish Housing Quality Standard on a particular element but the landlord believes it is not possible to meet it for technical or legal reasons or because the cost is considered disproportionate.

During the year 2018 to 2019 there has been a focus on refreshing data held. An initial stock review was undertaken to try and reduce the level of abeyances and exemptions. There have also been improvements in the depth of information held on the Council's stock. This has led to a significant reduction in abeyances and exemptions. Abeyances have reduced from 31 in 2017 to 2018 to 20 by 2018 to 2019. Exemptions have reduced from 34 in 2017 to 2018 to 15 by 2018 to 2019. However, in turn, this has caused a temporary increase in the number of properties


failing the Scottish Housing Quality Standard. Fails have risen from three properties at year end in 2017 to 2018 to 55 recorded as failing the Scottish Housing Standard over the next year in 2018 to 2019. Most of these are marginal fails and work is ongoing to address the reason for failure on the majority of the properties concerned during this financial year.

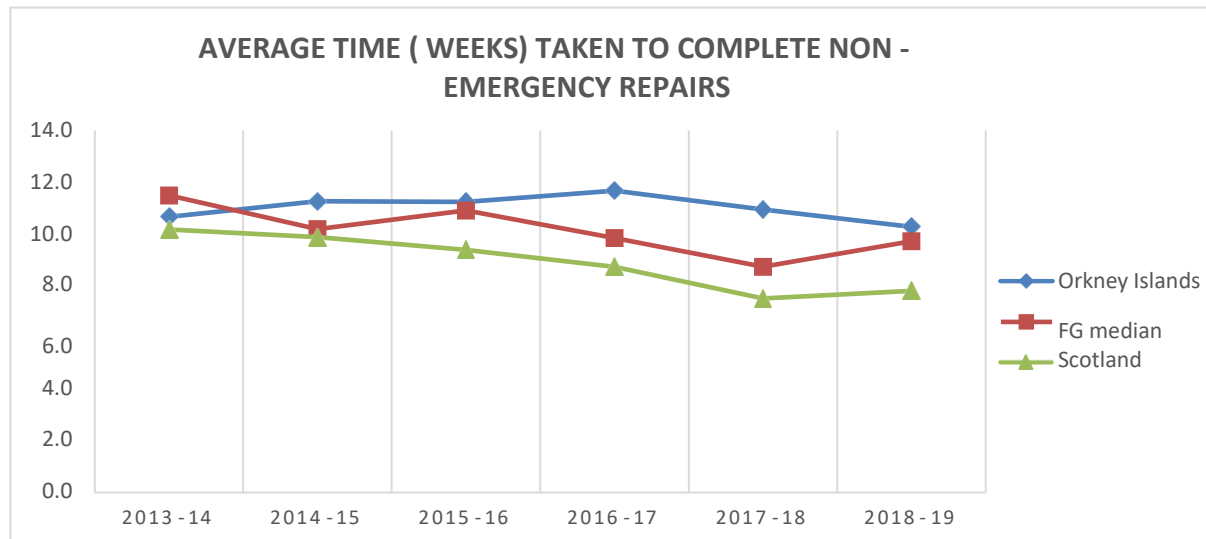
Future Action

Work will continue to be progressed in respect of the Scottish Housing Quality Standard. This will include reducing abeyances and exemptions as and when this becomes a potential. This may include when properties are returned to the Council. Where the cost is prohibitive, it is likely that the Council will take steps to remove the particular property from its stock.

Average number of days taken to complete non-emergency repairs

In 2018 to 2019, it took an average of 10.27 days to complete non-emergency repairs to council housing in Orkney, which is better than the 2017 to 2018 figure of 10.94 days, but not as good as the 2018 to 2019 Scottish average of 7.80 days.

Rank out of 32 Scottish Councils		
2017 to 2018	22	
2018 to 2019	21	



Performance Analysis

The area of repairs is one where context is particularly relevant with some councils setting very challenging timescales for completion well ahead of the legislative requirement. Orkney’s geography presents some challenges in that respect.

The time taken to deliver non-emergency repairs has improved slightly from last year. Our current median (mid-point) is nine days and mode (the value which occurs most frequently) is three days, however the overall average figure is affected by a small number of cases which take longer than this.


We have been implementing a new computer system since 2017 which is a substantial project and this has included significant joint working between the Council and contractors and sub-contractors who deliver our repairs service for us. While the core of this process is in place, there is ongoing training particularly with sub-contractors who deliver a small proportion of works. Partially this is to increase awareness of the performance process including the need to record each repair separately and to ensure accurate completion dates are recorded. Quality information is vital.

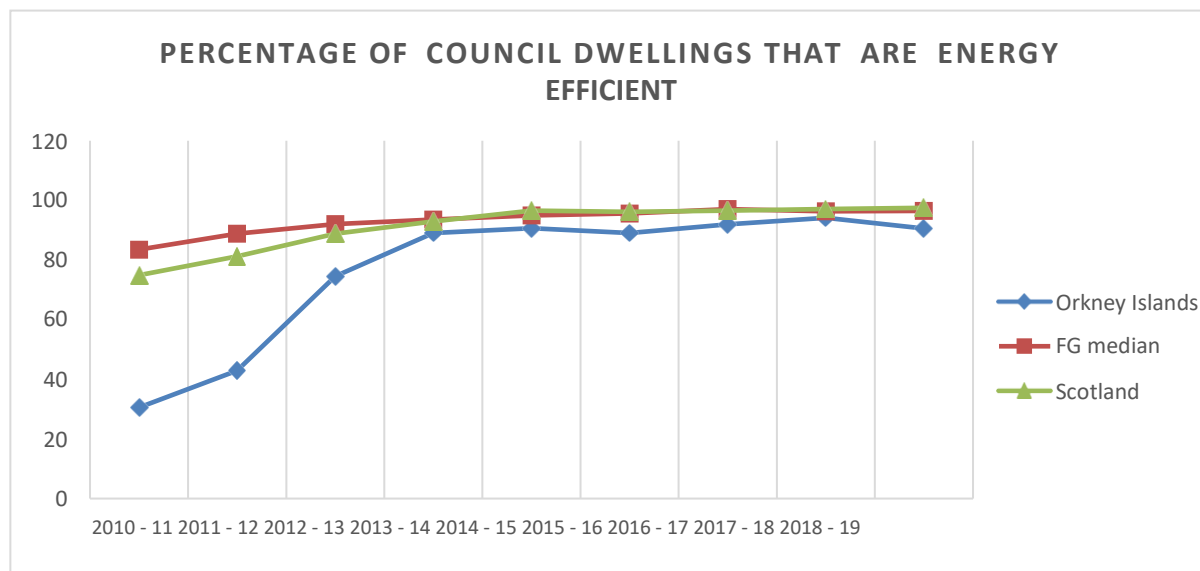
Future Action

In the near future, handheld devices will be issued to our contractors’ staff to assist with the process of ensuring accurate completion times are recorded. We continue to work with contractors to encourage faster invoicing and greater accuracy of recording.

Percentage of Council dwellings that are energy efficient

In 2018 to 2019, 90.58% of Council houses in Orkney were energy efficient, which is not as good as the 2017 to 2018 figure of 94.15%, or the 2018 to 2019 Scottish average of 97.49%.

Rank out of 32 Scottish Councils		
2017 to 2018	23	
2018 to 2019	25	



Performance Analysis

This indicator relates to the energy efficiency requirements within the Scottish Housing Quality Standard which has been referred to, in some detail, above.

Orkney has very specific issues relating to energy efficiency including no mains gas and specific property types leading to additional challenges. We also have very few “cloned” properties which means we have a high percentage of property with their own Energy Performance Certificates which gives us a much more accurate and full understanding of our stock’s standard.

The Council is required to meet the Energy Efficiency Standard for Social Housing by December 2020 and further challenging standards will be required to be met by 2032. Monitoring progress towards meeting the Energy Efficiency Standard for Social Housing, by 2020, is well underway and progress is reported to the Education, Leisure and Housing committee annually in June.

The level of Orkney’s properties which met the Energy Efficiency Standard for Social Housing by March 2019 was 84.7% which is above the Scottish average of 84.5%.


Future Action

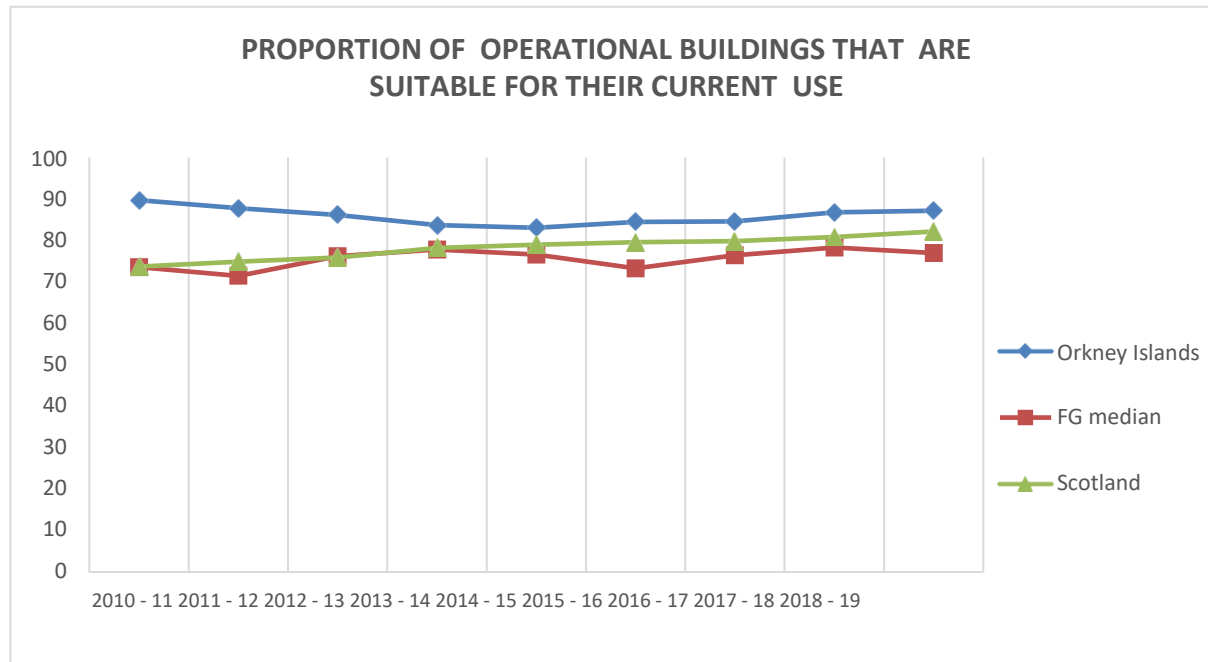
A process of ongoing review is underway in order to identify the works required to meet future standards and to endeavour to ensure that appropriate financial plans are in place.

COUNCIL BUILDINGS

Percentage of operational buildings that are suitable for their current use

In 2018 to 2019, 87.17% of council buildings in Orkney were found to be suitable for their current use, which is better than the 2017 to 2018 figure of 86.77%, and the 2018 to 2019 Scottish average of 82.14%.

Rank out of 32 Scottish Councils		
2017 to 2018	13	
2018 to 2019	15	



Performance Analysis


The figure for 2019 to 2020 is 91% with improvements due to the new build care facility and closure of the old facility. In addition, the short breaks bungalow has been upgraded. Floor area data and recording of individual property continues to be improved which assists with the core data.

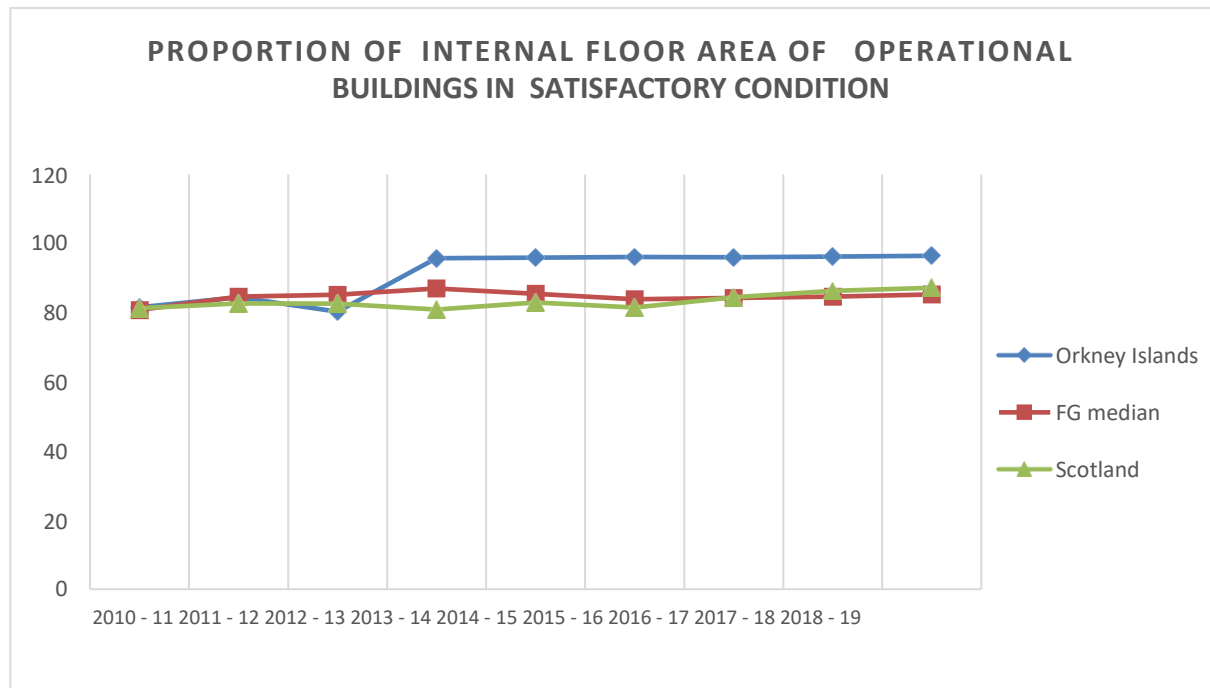
Future Action

Continue to identify poor performing property and undertake the necessary investment in property maintenance and improvements which will increase the performance of operational buildings over time. There will also be a continued improvement in the quality of the data recorded.

Percentage of internal floor area of operational buildings in satisfactory condition

In 2018 to 2019, 96.48% of the internal floor area of the Council's operational buildings was in satisfactory condition, which is about the same as the 2017 to 2018 figure of 96.20%, and better than the 2018 to 2019 Scottish average of 87.21%.

Rank out of 32 Scottish Councils		
2017 to 2018	9	
2018 to 2019	5	



Performance Analysis

The figure of 2019 to 2020 is 96% with improvements due to new build care facility becoming operational and the removal of the old care facility from operational buildings. Floor area data and recording of individual property continues to be improved which assists with the core data.

Future Action

Continue to identify poor performing property and undertake the necessary investment in property maintenance and improvements which will increase the performance of operational buildings over time. There will also be a continued improvement in the quality of the data recorded.

ANNEX 1 - LGBF indicators mapped against OIC target outcomes and priorities

1. Connected Communities

Our Target Outcome: Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.

OIC Priority – Continue to invest in improvements to the transport infrastructure and improve its reliability, for example, by exploring further solutions for the barriers.

LGBF indicators

- ENV4a – Cost of maintenance per kilometre of roads.
- ENV4b – Percentage of A class roads that should be considered for maintenance treatment.
- ENV4c – Percentage of B class roads that should be considered for maintenance treatment.
- ENV4d – Percentage of C class roads that should be considered for maintenance treatment.
- ENV4e – Percentage of U class roads that should be considered for maintenance treatment.

OIC Priority – Continue to lobby for superfast broadband.

LGBF indicator

ECON8 – Proportion of properties receiving superfast broadband.

2. Caring Communities

Our Target Outcome: People in Orkney enjoy long, healthy and independent lives, with care and support available to those who need it.

OIC priority – Review the services provided for looked after children.

LGBF indicators

- CHN8a – The gross cost of “children looked after” in residential-based services per child per week.
 - CHN8b – The gross cost of “children looked after” in a community setting per child per week.
 - CHN9 – Percentage of children being looked after in the community.
 - CHN19b – School attendance rate (looked after children).
 - CHN20b – School exclusion rates (per 1,000 “looked after children”).
 - CHN22 – Percentage of child protection re-registrations within 18 months.
 - CHN23 – Percentage of LAC with more than one placement in the last year (August to July).
 - CHN19b – School attendance rate (looked after children).
 - CHN20b – School exclusion rates (per 1,000 “looked after children”).
-

OIC priority – Address workforce development to make sure we have the right people in the right place at the right time.

LGBF indicator

- SW4e – Percentage of carers who feel supported to continue in their caring role.
-

OIC priority – We will work with others to respond to demographic change in redesigning health and social care services to provide the best care we can for those who need it in the appropriate place.

LGBF indicators

- SW2 – Self-directed support (direct payments + managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+.
 - SW5 – Residential cost per week per resident for people aged 65 or over.
 - SW7 – Proportion of care services graded ‘good’ or better in Care Inspectorate inspections.
-

OIC priority – We will explore how care and/or support can be provided at home, work, or in education while making the best use of resources.

LGBF indicators

- SW1 – Home care costs per hour for people aged 65 or over.
 - SW3a – The percentage of people aged 65 and over with long-term care needs who are receiving personal care at home.
 - SW4b – The percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.
 - SW4c – Percentage of adults supported at home who agree that they are supported to live as independently as possible.
 - SW4d – Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided.
-

LGBF indicators that broadly relate to the overall strategic theme and target outcome

- SW6 – Rate of readmission to hospital within 28 days per 1,000 discharges.
- SW8 – Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+).

3. Thriving Communities

Our Target Outcome: The Orkney Community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of 21st century life.

OIC Priority – Review Orkney’s learning landscape.

LGBF indicators

- CHN1 – Cost per primary school pupil.
- CHN2 – Cost per secondary pupil.
- CHN3 – The cost of pre-school education place.
- CHN4 – Percentage of pupils gaining 5+ awards at level 5.
- CHN5 – Percentage of pupils gaining 5+ awards at level 6.
- CHN6 – Percentage of pupils from deprived areas gaining 5+ awards at level 5 (SIMD).
- CHN7 – Percentage of pupils from deprived areas gaining 5+ awards at level 6 (SIMD).
- CHN11 – Proportion of pupils entering positive destinations.
- CHN12a – Overall average total tariff.
- CHN12b – Average total tariff SIMD quintile 1.
- CHN12c – Average total tariff SIMD quintile 2.
- CHN12d – Average total tariff SIMD quintile 3.
- CHN12e – Average total tariff SIMD quintile 4.
- CHN12f – Average total tariff SIMD quintile 5.
- CHN17 – Percentage of children meeting developmental milestones.
- CHN18 – Percentage of early years provision which is graded good or better.
- CHN19a – School attendance rate.
- CHN20a – School exclusion rates (per 1,000 pupils)

OIC priority – Work with partners to develop strategies for improving housing conditions and reducing fuel poverty.**LGBF indicators**

- HSN3 – Percentage of dwellings meeting Scottish Housing Standards.
 - HSN4b – Average number of days taken to complete non-emergency repairs.
 - HSN5 – Percentage of Council dwellings that are energy efficient.
-

LGBF indicators that broadly relate to the overall strategic theme and target outcome

- CHN21 – Participation rate for 16 to 19-year-olds.
- C&L1 – Cost per attendance at sports facilities.
- C&L2 – Cost per library visit.
- C&L3 – Cost of museums per visit.
- C&L4 – Cost of parks and open spaces per 1,000 population.

4. Enterprising Communities

Our Target Outcome: A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.

OIC Priority – Explore ways to reduce the volume, and cost of handling, the county’s waste.

LGBF indicators

- ENV1 – Net cost of waste collection per premise.
- ENV2a – Net cost of waste disposal per premise.
- ENV6 – Percentage of household waste arising that is recycled.

OIC Priority – Work with partners to develop and manage high-volume tourism and associated infrastructure.

LGBF indicator

- ECON6 – Investment in economic development and tourism per 1,000 population.

OIC Priority – Explore options for revenue generation via the tourism sector to support associated infrastructure.

LGBF indicator

- ECON6 – Investment in economic development and tourism per 1,000 population.

LGBF indicators that broadly relate to the overall strategic theme and target outcome

- ECON1 – Percentage of unemployed people assisted into work from Council operated/funded employability programmes.
- ECON2 – Cost of planning and building standards per planning application.
- ECON3 – Average time per business and industry planning application (weeks).

- ECON4 – Percentage of procurement spent on local enterprises
- ECON5 – Number of business gateway start-ups per 10,000 population.
- ECON8 – Proportion of properties receiving superfast broadband.
- ECON9 – Town vacancy rates.
- ECON10 – Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan.
- ENV5 – Cost of trading standards and environmental health per 1,000 population.
- ENV5a – Cost of trading standards, money advice and citizen advice per 1,000 population.
- ENV5b – Cost of environmental health per 1,000 population.
- CORP8 – Percentage of invoices sampled that were paid within 30 days.
- HSN5 – Percentage of Council dwellings that are energy efficient.

5. Quality of Life

Our Target Outcome: Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.

LGBF indicators that broadly relate to the overall strategic theme and target outcome

- CHN10 – Percentage of adults satisfied with local schools.
- C&L5a – Percentage of adults satisfied with libraries.
- C&L5b – Percentage of adults satisfied with parks and open spaces.
- C&L5c – Percentage of adults satisfied with museums and galleries.
- C&L5d – Percentage of adults satisfied with leisure facilities.
- ENV3a – Net cost street cleaning per 1,000 population.
- ENV3b – Street cleanliness score.
- ENV7a – Percentage of adults satisfied with refuse collection.
- ENV7b – Percentage of adults satisfied with street cleaning.

6. Cross-cutting Priorities

Our Target Outcome: continuing to fulfil our duties as an Employer, Carer, Educator, Corporate Parent.

OIC priority – To ensure the health, wellbeing and safety of our staff and service users

LGBF indicators

- CORP6a – Sickness absence days per teacher.
 - CORP6b – Sickness absence days per employee (non-teacher).
-

LGBF indicators that broadly relate to the overall strategic theme and target outcome

- CORP1 – Support service as a percentage of total gross expenditure.
- CORP3b – Percentage of the highest paid 5% employees who are women.
- CORP3c – The gender pay gap (%).
- CORP4 – The cost per dwelling of collecting council tax.
- CORP7 – Percentage of income due from council tax received by the end of the year.
- HSN1b – Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year.
- HSN2 – Percentage of rent due in the year that was lost due to voids
- CORP-ASSET1 – Percentage of operational buildings that are suitable for their current use.
- CORP-ASSET2 – Percentage of internal floor area of operational buildings in satisfactory condition.