

EAST AYRSHIRE COUNCIL

CABINET – 24 MARCH 2010

EAST AYRSHIRE COUNCIL'S RESPONSE TO AUDIT SCOTLAND'S "STATUTORY PERFORMANCE INFORMATION - THE 2008 DIRECTION: A GUIDE FOR AUDITORS"

Report by Executive Head of Finance and Asset Management

1. PURPOSE OF REPORT

- 1.1** To seek agreement from Cabinet on proposals that will further strengthen the Council's response to Audit Scotland's 2008 Direction - "A New Direction: SPI Guidance for Audited Bodies 2009/10," and that meets the specific requirements of the recently published "Statutory Performance Information: The 2008 Direction - A Guide for Auditors." In relation to:-
- volume and coverage of the Council's SPIs;
 - procedures for ensuring the accuracy of indicators collected; and
 - arrangements for publication of an Annual Performance Report.

2. BACKGROUND

- 2.1** The Concordat between COSLA and the Scottish Government has led to significant changes in the way that Councils are held to account for their performance. Many of the measures in the Concordat, including the development of Single Outcome Agreements (SOAs), are intended to strengthen local accountability and, ultimately, provide Councils with greater discretion over their local priorities.
- 2.2** The Accounts Commission issued a consultation paper inviting local authorities to comment on their proposals in respect of SPIs for the financial year 2009/2010. A report on this was considered by the Cabinet on 5 November 2008, at which time the terms of a Council response were agreed.
- 2.3** The final 2008 Direction was published in February 2009, and a report was agreed by CMT on 20 May 2009, and by Cabinet on 3 June 2009. This agreed to the collection of 24 Local SPIs, (6 per department) to complement the 25 National SPIs. (See Appendices 2 and 3). It was further agreed at this time that there would be ongoing development of the Council's broader performance management framework to encompass new service-based indicators.
- 2.4** On 15 January 2010, the Council received from Audit Scotland a document entitled: "Statutory Performance Information: The 2008 Direction - A Guide for Auditors." There are several important issues contained in this document

(distributed very late in the SPI year), that have a direct bearing on councils' preparation for the 2009/10 audit. The full paper is contained in Appendix 1 and the main issues for discussion by the Cabinet are listed in Section 3 below.

3. STATUTORY PERFORMANCE INFORMATION: THE 2008 DIRECTION - A GUIDE FOR AUDITORS

3.1 Among the important issues that are raised by Audit Scotland in the above paper are:

- Significant improvement is required across all councils in performance management and reporting, particularly at service delivery level.
- The 2008 Direction encourages councils to use a greater range of information as part of their mainstream performance management and reporting activities.
- Councils should integrate SPIs with broader requirements of Best Value and with their mainstream performance management and reporting systems.
- The nature of previous SPI work, which focused on checking SPI data and the reliability of reported results, could not continue, as the 2008 requirements link the SPI with *large number* and varied performance measures being used across councils.
- Our interpretation of this is that the schedule at Appendix A of Audit Scotland's 2008 Direction, which contains a list of performance areas grouped under the main headings of "Corporate Management" and "Service Performance," will be used by Audit Scotland to assess the volume and coverage of Council's SPIs. The full list of these performance areas is as follows:

SPI 1: CORPORATE MANAGEMENT	SPI 2: SERVICE PERFORMANCE
Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:	Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services:
<ul style="list-style-type: none"> ▪ Responsiveness to communities ▪ Revenues and service costs ▪ Employees ▪ Assets ▪ Procurement ▪ Sustainable Development ▪ Equalities & diversity 	<ul style="list-style-type: none"> ▪ Benefits administration ▪ Community care ▪ Criminal justice social work ▪ Cultural & community services covering at least sport & leisure, museums, the arts & libraries ▪ Planning (both environmental & development management) ▪ Education of children ▪ Child protection and children's social work ▪ Housing & homelessness ▪ Protective services including environmental health and trading standards ▪ Roads & lighting ▪ Waste management services

- The new Direction requires a shift in emphasis for auditors towards the arrangements and systems that councils use to generate performance results and consequent reports. This may still include some sampling of data to test reliability, but the risk has very much been shifted towards councils themselves to ensure accuracy and relevance.
- Auditors must assess whether adequate arrangements are in place for collection and publication of accurate and complete information and that these are functioning effectively. It is not their duty to collate and check data on behalf of the council.
- Auditors should make initial contact with the Chief Executive and promote the involvement of an independent internal process (eg. Internal Audit, work by policy and performance units) to conduct verification of the adequacy of the arrangements in accordance with the duty of the council. The Chief Executive should be in a position to give an assurance to the auditor about the reliability of all performance information in use and reported.
- Auditors should meet the officer responsible for coordinating performance management at a corporate level, and for public performance reporting, to ascertain whether they are fully aware of their responsibilities under Best Value
- Auditors should confirm that the authority has an approved (council or committee) strategic approach for Public Performance Reporting to

ensure it is planned, systematic, monitored and reviewed, and that it meets the requirements of the legislation and statutory guidance.

- Audit activity should be undertaken both during the year being reported and after the year-end. The key aspects of Public Performance Reporting should be evaluated:
 - Stakeholder engagement.
 - Developing measures.
 - An honest and balanced picture of performance.
- Primary responsibility for the completeness and accuracy of the published data lies with the council.
- Assurance may also be derived from the work of other scrutiny bodies, including regulators and inspection agencies, and from independently verified quality assurance systems.
- Auditors will consider:
 - Arrangements for publication of performance information by the council.
 - Their own comments and recommendations in their reports to the council, including annual report to members.

3.2 There are three themes that emerge from the above list that can be deemed as central to Audit Scotland's approach, and directly affect all councils' response to the original 2008 Guidance. These can be stated as:

- a) The volume and coverage of indicators that are required to meet the 2008 Direction.
- b) The shifting of the audit function in relation to the accuracy of individual indicators from Audit Scotland to councils, and the move by Audit Scotland to auditing individual council's verification procedures and processes.
- c) The reaffirmation that Audit Scotland will examine the process whereby council's report their suite of performance indicators reported to the public in a timely manner and an appropriate form.

4. REVIEW OF VOLUME AND COVERAGE OF STATUTORY PERFORMANCE INDICATORS AND PROPOSALS FOR AN ANNUAL PERFORMANCE REPORT

4.1 In order that there is no confusion as to the semantics employed in this paper or the process in general, it is proposed that National SPIs are designated as NPIs, Local SPIs are designated as LPIs, and other corporate and service based indicators that have been identified as important to Executive Directors are designated as KPIs.

4.2 In response to Paragraph 3.2 (a) and (c) the Best Value and Performance section have completed a mapping exercise, matching those 49 indicators against the published Audit Scotland criteria. In addition, a review has been carried out of all indicators currently collected by departments and held on the EPMS. As a result of this review, and reflecting on the Audit Guidance, it is proposed that the Council produces an Annual Performance Report. This report will consist of the 25 NPIs, 24 LPIs already agreed, and a further 28 LPIs for 2009/10 that will be required to meet the new Audit Guide.

4.3 The template for the Annual Performance Report (APR) is contained in Appendix 4, and analysis of the make up of this report, demonstrating the Council's ability to meet the SPI criteria, is contained in Appendix 5.

4.4 It should be noted that the APR, while bringing together the Council's response to both the 2008 Direction and the Auditors' Guide, will not be the full extent of Audit Scotland's interest in performance management with the Council. The Guide states:

"In the same way that councils are being encouraged to integrate SPIs with broader requirements of Best Value and with their mainstream performance management and reporting systems, auditors should now bring work on SPIs together with the broader interest in performance management and reporting that is included in their core audit responsibilities."

4.5 It is proposed that the APR is submitted to both Cabinet and Governance and Scrutiny, and will subsequently be made available to the general public. The APR, which will include the appropriate contextual analysis and improvement actions, will be published on the Council's website. On completion of the public facing EPMS website, the report would be read or downloaded from this site.

4.6 It is further proposed that the APR is produced in a booklet form on an annual basis and be made available at all Council buildings.

5. VERIFICATION OF ACCURACY

5.1 In response to Paragraph 3.2 (b), The Best Value and Performance section have, through the Performance Information Working Group (PIWG), reached agreement with staff across the Council that the 25 NPIs and 24 LPIs will be subject to the same rigour that was applied to all SPIs in previous years.

5.2 These files will be subject to arithmetical and accuracy checks in relation to meeting the requirements of the Audit Scotland Guidance by staff from the Best Value and Performance section and by service staff checking indicators from other departments. A sample will be identified by Internal Audit, and will be subject to full audit.

- 5.3** In relation to the remaining 28 KPIs, an option may be to request Internal Audit to produce a checklist describing the principles of the processes that should govern the setting up of systems and procedures that are required to ensure accuracy of the information produced. In any case, it is proposed that a new item is added to the Chief Officers' Declaration in relation to the Local Code of Corporate Governance that requires these staff to confirm that auditable processes and procedures exist for all NPIs, LPIs, and KPIs.

6. CHALLENGE AND REVIEW

- 6.1** The availability of all performance indicators on the Council's EPMS allows reports to be drawn down at a frequency and in a format suitable for scrutiny by appropriate forums. A report addressing this issue of scrutiny as it is applied to the whole of the Council's performance management framework, which includes the Council's proposed APR, will form a future report the Corporate Management Team.

7. POLICY, LEGAL AND COMMUNITY PLANNING IMPLICATIONS

- 7.1** The proposals contained in this report will further strengthen the Council's adherence to the statutory responsibility and guidance contained in the Local Government in Scotland Act 2003 in relation to Best Value, and will reinforce its response to Audit Scotland's "A New Direction - SPI guidance for audited bodies 2009/10."

8. FINANCIAL IMPLICATIONS

- 8.1** There are no financial implications arising from this report.

9. RECOMMENDATIONS

- 9.1** The Cabinet is asked to:-

- (i) agree to extending the suite of performance indicators, by the addition of a further 28 LPIs, that will form the basis of the Council's response to Audit Scotland's 2008 Direction;
- (ii) agree to the production of an Annual Performance Report that will meet the requirements of the 2008 Direction and the "Statutory Performance Information: The 2008 Direction - A Guide for Auditors,"
- (iii) agree to the proposed arrangements for ensuring the appropriate verification of the accuracy of the statutory indicators;
- (iv) note the review of scrutiny arrangements that will be subject of a future report to the Corporate Management Team; and,
- (v) otherwise note the terms of this report.

Alex McPhee
Executive Head of Finance and Asset Management
11 March 2010

Background Papers

"A New Direction - SPI Guidance for Public Bodies 2009/10" - Audit Scotland
February 2009

Any person wishing to inspect the above background papers or seeking further information on this report should contact Jim Farrell, Performance, Development and Projects Manager (Tel.: 01563 576223)

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**Statutory Performance Information
The 2008 Direction**

A Guide for Auditors

1. Introduction

- 1.1. This guide supports the appointed auditors in carrying out their duties in relation to the audit of council responses to the 2008 SPI Direction (for audit year 2009/10).
- 1.2. The 2008 Direction represented a significant shift in approach to the SPIs, in recognition of the changing environment in which local authorities are operating - including the development of SOAs, more use of self-evaluation, reductions in scrutiny, etc.
- 1.3. The Accounts Commission also recognised that in some cases, the SPIs were contributing to a “compliance” approach in councils and that change was needed to signal the Commission’s view that significant improvement is required in performance management and reporting, particularly at service delivery level. The 2008 Direction significantly reduced the number of specified indicators that councils are required to use, and included measures designed to encourage councils to use a greater range of information as part of their mainstream performance management and reporting activities.
- 1.4. The new Direction has implications for auditors undertaking work on SPIs, and the Local Government Sector meeting set up a working group to examine how auditors should approach this in future. The working group recognised and agreed from an early stage, that there should be a corresponding shift in the way that audit work is undertaken. In the same way that councils are being encouraged to integrate SPIs with broader requirements of Best Value and with their mainstream performance management and reporting systems, auditors should now bring work on SPIs together with the broader interest in performance management and reporting that is included in their core audit responsibilities.
- 1.5. The working group also recognised that the nature of previous SPI work, which focused on checking SPI data and the reliability of reported results, could not continue, as the 2008 requirements link the SPI with large and varied performance measures being used across councils. The sheer number of indicators involved would make the previous approach impractical, and would not be consistent with the overall objectives of the Commission. The new Direction requires a shift in emphasis for auditors towards the arrangements and systems that councils use to generate performance results and consequent reports. This may still include some sampling of data to test reliability, but the risk has very much been shifted towards councils themselves ensuring accuracy and relevance.
- 1.6. Local Authorities have a clear statutory duty to make arrangements for reporting to the public on the outcome of the performance of their functions (Local Government in Scotland Act 2003). Statutory guidance on Best Value requires councils to management performance effectively with a view to continuous improvement. This should reflect the local context in which they operate and their own particular priorities.

2. The duties of the auditor

- 2.1. The auditor’s duty is to be satisfied that the council:
“Has made adequate arrangements for collecting and recording information, and for publishing it, as are required for the performance of their duties”

- 2.2. Auditors must assess whether adequate arrangements are in place for collection and publication of accurate and complete information, and that these are functioning effectively. It is **not** their duty to collate and check data on behalf of the council. However, they may wish to sample some of the information that the council proposes to publish, to ensure that it matches the output from the information systems and procedures used to provide it. In other words to test the efficacy of the systems the council has in place.
- 2.3. In planning their approach, auditors will need to:
 - Be fully conversant with the content of the Commission's Direction and the Statutory Best Value Guidance – including "*Measures to Support Public Performance Reporting*" (LGiS Act 2003)
 - Have regard to the statutory timetable for local publication by councils
 - Be aware of the council's planned timetable and procedures for reporting performance information
 - Be conversant with the Council's overall performance management system
- 2.4. To confirm that the authority has discharged its responsibilities to collect, record and publish accurate and complete information, auditors will have to:
 - Ascertain the council's arrangements
 - Appraise those arrangements
 - Test the completeness and accuracy of performance information
 - Confirm the statutory reporting arrangements have been met and that suitable regard has been given to the Statutory Guidance.
- 2.5. Auditors will exercise their own judgement in the light of local circumstances, but should plan their activity within the framework below. Close liaison should be established with and suitable regard given to BV2 work and Single Risk Assessment procedures.

3. Ascertaining arrangements

- 3.1. Auditors should make initial contact with the chief executive and promote the involvement of an independent internal process (eg. internal audit, work by policy and performance unit) to conduct verification of the adequacy of the arrangements in accordance with the duty of the council. The Chief Executive should be in a position to give an assurance to the auditor about the reliability of all performance information in use and reported.
- 3.2. Auditors should meet the officer responsible for coordinating performance management at a corporate level and for public performance reporting to ascertain whether they are fully aware of their responsibilities under Best Value.
- 3.3. Auditors should confirm that the authority has an approved (council or committee) strategic approach for Public Performance Reporting to ensure it is planned, systematic, monitored and reviewed, and that it meets the requirements of the legislation and statutory guidance. This would include consideration of the following:
 - How the authority engages stakeholders in the improvement process
 - Whether the council knows who its key stakeholders are and what information they want or need on council or a service's performance
 - Whether appropriate measures that provide an honest and balanced picture are in use or being developed for all activities
 - Whether in determining the appropriate measures to be used, the council has made use of indicators or measures set out in relevant suites or frameworks of performance information determined by government, regulatory agencies, professional associations or others
 - Whether the measures and targets set reflect national standards for service delivery

- Whether the council is publishing information in ways which engage stakeholders – “*the right information, to the right people, at the right time*”.

3.4. Auditors should establish the council’s proposals for collecting the required performance data and from what sources, and how they will ensure verification. In doing so auditor would:

- ensure that the performance measures selected cover the range of corporate management and service performance required to demonstrate Best Value and comply with the 2008 Direction
- consider how the council will satisfy itself regarding the completeness and accuracy of the information, including what standards have been set for internal checking
- check that definitions for the indicators and measures not specified by the Commission, have been documented and agreed, and that these have been communicated to and are understood by all responsible officers
- ensure that the council has established arrangements to keep all working papers and other sources of evidence available for inspection and review

4. Appraising arrangements

4.1. Audit activity should be undertaken both during the year being reported and after the year-end. The key aspects of Public Performance Reporting should be evaluated:

4.1.1. Stakeholder engagement

Has the authority considered the range of communities and individuals they are accountable to, and identified their needs and interests? Does it take stakeholder interests into account when identifying priorities, developing recommendations for improvement and setting targets?

4.1.2. Developing measures

Has the authority:

- an effective performance management system to drive improvement?
- aligned performance measures to identified key outcome priorities? (consider what unspecified measures have been selected for SPI 1 and 2, and assess their relevance)
- set targets for improvement that can be reported and that take account of the potential for improvement when existing performance is compared to that of other similar organisations?
- included trend and comparative information, as well as performance against targets or benchmarks to help stakeholders assess how performance is changing?

4.1.3. An honest and balanced picture of performance

Does the authority:

- methodically capture feedback (complaints and comments) and use it to inform future improvement activity as well as in the planning, management and evaluation of services
- make valid comparisons with other organisations and previous periods’ performance
- report back on analysis of feedback and does the resulting action show that the authority listens and responds to stakeholders
- outline to stakeholders the circumstances and rationale behind policy and spending priorities and explain why

5. Testing for accuracy

5.1. Primary responsibility for the completeness and accuracy of the published data lies with the council. The auditor should test a reasonable range of data in order to gain assurance that

the council has fulfilled its duties. Auditors will take into account the extent to which they can take comfort from other independent internal work undertaken to verify the adequacy of arrangements or the completeness and accuracy of performance information. Assurance may also be derived from the work of other scrutiny bodies, including regulators and inspection agencies, and from independently verified quality assurance systems. Performance information should be based on complete information. It is not appropriate for councils to publish data based on incomplete or extrapolated information.

6. Publication and reporting

6.1. Auditors will consider:

- Arrangements for publication of performance information by the council
- Their own comments and recommendations in their reports to the council, including annual report to members

6.2. Auditors should confirm that councils:

- Use a range of mechanisms and media to make sure that the information is accessible and reaches the intended audience effectively
- Ensure that the information is available with varying levels of detail to meet stakeholder levels of interest and is provided in an appropriate manner and media
- Ensure that details are provided for how stakeholders can get further details and information on performance
- Ensure there is clarity and consistency of reporting arrangements across the council. Where appropriate it should integrate arrangements such as community planning
- Ensure statutory/ regulatory deadlines are adhered to and that other performance reporting is timed appropriately to meet stakeholders needs (i.e. when will they be most interested in receiving the information)

7. Audit completion

7.1. The auditor's annual report to the council should highlight the respective statutory duties of council and auditor in relation to the 2008 SPI Direction. Significant issues arising from the audit work should be highlighted, gaps in meeting statutory requirements identified and priority areas in need of improvement outlined. Reports should also include where appropriate auditor recommendations.

Appendix 2

2009/10 National Statutory Performance Indicators (NPIs)	
	Indicator
1	Average number of working days per employee lost through sickness absence for a) teachers b) all other local government employees (CM1)
2	Number and percentage of highest paid 2% and 5% of earners among council employees that are women (CM3)
3	Number of council buildings from which the council delivers services to the public and percentage of these in which all public areas are suitable for and accessible to disabled people (CM4)
4	Gross administration cost per benefits case (BA1)
5	Cost of collecting Council Tax per dwelling (CM5)
6	Current year income from Council Tax (CM6)
7	Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid (CM7)
8	Condition and suitability of operational accommodation a) Proportion of operational accommodation that is in a satisfactory condition b) Proportion of operational accommodation that is suitable for its current use (CM8)
9	Homecare (ASW4)
10	Number of attendances per 1,000 population for (a) Pools (b) Other indoor sports & leisure facilities, excluding pools in a combined complex. (CC1 and CC2)
11	The number of visits to/usages of museums (CC3)
12	The number of visits to council libraries per 1,000 population (CC5)
13	The percentage of planning applications dealt with within 2 months (DS1)
14	Repairs to council dwellings (HS1)
15	Number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria (HS2)
16	Total annual rent loss (from council dwellings) due to voids (HS3)
17	Low demand and non-low demand housing stock: re-letting performance (HS4)
18	Tenant arrears (HS5)
19	Homelessness (HS7)
20	Domestic Noise Complaints (PS2)
21	Trading Standards consumer complaints and business advice requests received (PS4)
22	Percentage of the road network that should be considered for maintenance treatment (RL1)
23	Net cost per premises of refuse collection and refuse disposal (WM1)
24	Percentage of municipal waste collected that was recycled and composted (WM3)
25	Cleanliness index achieved (WM4)

Appendix 3

2009/10 CURRENT LOCAL STATUTORY PERFORMANCE INDICATORS BY DEPARTMENT (LPIs)	
Department	Indicator
Neighbourhood Services	1. Grounds Maintenance: cost per hectare of land maintained (including CEC).
	2. The % of repairs appointment kept.
	3. Average End to end time taken to complete a repair, from the time that the repair is logged to completion of the job to the tenants' satisfaction
	4. The % of gas safety checks carried out within 12 months.
	5. Street Lighting Failure: the percentage of repairs completed within 7 days.
	6. Bridges: The number of council and private bridges not meeting the European Standard of 40 tonnes and the number that have a weight or width restriction placed on them, each expressed as a percentage of the total number of assessed bridges.
Educational & Social Services	1. Accessibility: (a) Number of people waiting longer than target for assessment per '000 population. (b) Number of people waiting longer than target time for service per '000 population.
	2. Social Enquiry Reports: (a) The number of reports submitted to the courts during the year. (b) The percentage of these submitted by the due date.
	3. Destination of school leavers (%): (a) Full-time higher education. (b) Full-time further education.(c) Training. (d) Employment. (e) Other known destination. (f) Destination unknown.
	4. Additional Support: Percentage of pupils with Individual Education Plans meeting targets.
	5. Supervision: (a) The number of new supervision requirements made in the year. (b) The percentage of children seen by their supervising officer within 15 days
	6. Adult Literacy: Number of adult literacy learners achieving intermediary outcomes as set in their Individual Learning Plans.
Corporate Support	1. Complaints: (a) Number of Customers expressing dissatisfaction formally. (b) % of formal complaints classed as "justified" following investigation. (c) % of formal complaints responded to within agreed time-scale. (d) % of formal complaints relating to any form of discrimination. (e) Number of positive comments received. (f) Number of improvements implemented as a result of complaints.
	2. Leavers in the last year as a percentage of the average total staff.
	3. Value of spend through PECOS as a percentage of council (non-pay)

	expenditure.
	4. Ethnic minority: (a) Percentage of the local population who are from an ethnic minority. (b) Percentage of the total workforce who are from an ethnic minority.
	5. Of the total workforce, the percentage who have declared they are disabled under the terms of the Disability Discrimination Act 1995.
	6. Non domestic noise complaints: (a) The number of complaints of non domestic noise received during the year: (i) Settled without the need for formal action. (ii) Requiring formal action. (b) For those in (a) (ii) above, the average time (calendar days) to institute formal action.
Finance & Asset Management	1. Average time to process change events.
	2. Average time taken to process new claims and change events.
	3. Average time to process new benefit claims.
	4. Energy performance rating of buildings expressed as m2 (GIFA).
	5. Occupancy rates for office accommodation expressed as m2 (GIFA) per FTE.
	6. Extent of operational portfolio expressed in m2 (GIFA).

Appendix 4

Key

NPI - National SPIs (25) prescribed by Audit Scotland (emboldened)

LPI - Local SPIs (24) identified by Executive Directors

New LPis - Additional indicators identified to meet SPI criteria

Template for East Ayrshire Council: 2009/10 Annual Performance Report		
SPI 1: Corporate Management		
Category	Indicator	Type
Responsiveness to Communities	<p>Complaints:</p> <p>(a) Number of Customers expressing dissatisfaction formally.</p> <p>(b) % of formal complaints classed as "justified" following investigation</p> <p>(c) % of formal complaints responded to within agreed time-scale.</p> <p>(d) % of formal complaints relating to any form of discrimination.</p> <p>(e) Number of positive comments received.</p> <p>(f) Number of improvements implemented as a result of complaints.</p>	LPIs
	<p>Freedom of Information: Percentage of FOI requests responded to in 20 working days.</p>	New LPI
Revenues and Service Costs	<p>Council Tax:</p> <p>Cost of collecting Council Tax per dwelling.</p> <p>Council Tax:</p> <p>Current year income from Council Tax:</p> <p>a) The income due from Council Tax for the year, net of reliefs and rebates.</p> <p>b) The percentage of a) that was received during the year.</p> <p>Invoices: Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.</p>	NPIs
	<p>Home care: The unit cost of home care</p> <p>Arts & Museums: Cost per Visit across Arts and Museums Facilities.</p> <p>School transport: Cost per pupil (primary, secondary & special school)</p> <p>School meals:</p>	New LPIs

	<p>Average cost of producing a school meal. Satisfaction levels.</p> <p>Winter maintenance: Cost of winter maintenance per km of road network. Cost per gritted kilometre of priority roads network (excluding capital charges).</p> <p>Road Condition: Percentage of actual maintenance expenditure which is planned/proactive. Percentage of actual maintenance expenditure which is reactive.</p> <p>Recycling: Net Cost of Recycling.</p>	
Employees	<p>Sickness absence: Average number of working days per employee lost through sickness absence for: a) teachers. b) all other local government employees.</p> <p>Equal Opportunities: Number and percentage of highest paid 2% and 5% of earners among council employees that are women.</p>	NPIs
	<p>Turnover: Leavers in the last year as a percentage of the average total staff.</p>	LPI
Assets	<p>Condition and suitability of operational accommodation: c) Proportion of operational accommodation that is in a satisfactory condition. d) Proportion of operational accommodation that is suitable for its current use.</p>	NPIs
	<p>Energy Performance: rating of buildings expressed in m2 (GIFA).</p> <p>Office accommodation: Occupancy rates for office accommodation expressed as m2 (GIFA) per Full Time Equivalent.</p> <p>Operational Portfolio: Extent of operational portfolio expressed in m2 (GIFA).</p>	LPIs
	<p>Condition of School Estate: Percentage of schools graded A (Good), B (Satisfactory), C (Poor) and D (Bad).</p>	New LPIs

	School Capacity: Percentage of schools graded A (Good), B (Satisfactory), C (Poor) and D (Bad).	
Procurement	PECOS: Value of spend through PECOS as a percentage of council (non-pay) expenditure.	LPI
Sustainable Development	Eco-schools: Percentage of schools registered to become eco schools.	New LPI
Equalities and Diversity	Accessibility: Number of council buildings from which the council delivers services to the public and percentage of these in which all public areas are suitable for and accessible to disabled people.	NPIs
	Ethnic minority: Percentage of the local population who are from an ethnic minority. Percentage of the total workforce who are from an ethnic minority. Disabilities: Of the total workforce, the percentage who have declared they are disabled under the terms of the Disability Discrimination Act 1995.	LPIs
	Discrimination: Percentage of formal complaints relating to any form of discrimination.	New LPIs

SPI 2: Service Performance		
Benefits Administration	Administration costs: Gross administration cost per benefits case.	NPIs
	Processing times: Average time taken for processing new Benefits claims. Processing times: Percentage of new Benefits claims decided within 14 days of receipt of East Ayrshire Council receiving all necessary information. Accuracy: Percentage of Benefits cases calculated correctly.	LPIs
	Homecare: a) The number of people age 65+ receiving homecare. b) The number of homecare hours per 1,000 population age 65+. c) As a proportion of home care clients age 65+, the number receiving: - personal care.	NPIs

	<ul style="list-style-type: none"> - a service during evenings/overnight. - a service at weekends. 	
	<p>Accessibility:</p> <p>(a) Number of people waiting longer than target for assessment per '000 population.</p> <p>(b) Number of people waiting longer than target time for service per '000 population.</p>	LPIs
	<p>Staff qualifications: The number and percentage of personal carers who are qualified to SSSC standard</p> <p>Respite care:</p> <p>Total number of daytime respite hours provided for adults (18-64) per 1,000 population.</p> <p>Total number daytime respite hours provided for older people (65+) per 1,000 population.</p> <p>Total number of overnight respite nights provided for adults (18-64) per 1,000 population.</p> <p>Total number of overnight respite nights provided for older people (+65) per 1,000 population.</p>	New LPIs
Criminal Justice Social Work	<p>Social Enquiry Reports:</p> <p>(a) The number of reports submitted to the courts during the year.</p> <p>(b) The percentage of these submitted by the due date.</p>	LPIs
Cultural & Community Services	<p>Pools/other leisure facility attendances:</p> <p>Number of attendances per 1,000 population for</p> <ul style="list-style-type: none"> - pools. - other indoor sports and leisure facilities, excluding pools in a combined complex. <p>Visits to and use of museums:</p> <p>a) The number of visits to/usages of council funded or part funded museums per 1,000 population.</p> <p>b) The number of those visits that were in person per 1,000 population.</p> <p>Library usage:</p> <p>a) Number of visits per 1,000 population.</p> <p>b) Borrowers as a percentage of the resident population.</p>	NPIs
	<p>Grounds Maintenance: cost per hectare of land maintained (including CEC).</p> <p>Adult Literacy: Number of adult literacy learners achieving intermediary outcomes as set in their Individual Learning Plans.</p>	LPIs

	<p>Learning Centres: a) Number of times Learning Centre terminals are used per 1,000 population. b) Percentage of resident population who use Learning Centres.</p> <p>Playgrounds: Number of playgrounds per 1,000 Children.</p>	New LPIs
Planning	<p>Planning applications: The percentage of planning applications dealt with within 2 months.</p>	NPIs
	<p>Building warrants: Percentage of warrants determined within 6 days of receipt of all outstanding information. Percentage of applications responded to within 20 days of being valid Average income per warrant. Income as a percentage of the value of development plans submitted.</p>	New LPIs
Education of Children	<p>Additional Support: Percentage of pupils with Individual Education Plans meeting targets.</p> <p>Destination of school leavers (%): (a) Full-time higher education. (b) Full-time further education. (c) Training. (d) Employment. (e) Other known destination. (f) Destination unknown.</p>	LPIs
	<p>Looked after children: Number and percentage of young people ceasing to be looked after who achieved at least one SCQF level 3 in any subject. Number and percentage of young people ceasing to be looked after who achieved at least one SCQF level 3 in English and Maths.</p> <p>Exclusion rates: Number of exclusions incidents per 1,000 pupils (Primary, Secondary & Special Schools).</p> <p>Staff to pupil ratios: Staff to pupil ratio in educational establishments (Primary, Secondary, Special, All).</p> <p>School transport: Percentage of the school roll receiving school transport (Primary, Secondary & Special Schools)</p>	New LPIs

<p>Child Protection and Children's Social Work</p>	<p>Supervision: (a) <i>The number of new supervision requirements made in the year.</i> (b) <i>The percentage of children seen by their supervising officer within 15 days.</i></p> <hr/> <p>Child Protection registrations & deregistrations: <i>Total number of children on Protection Register.</i> <i>Number of Child Protection de-registrations per 1,000 population.</i> <i>Number of Child Protection Referrals per 1,000 population.</i> <i>Number of Child Protection referrals resulted in a case conference per 1,000 population.</i> <i>Number of Child Protection registrations following a case conference per 1,000 population.</i></p> <p>Children's Reporter Liaison: <i>Number and percentage of reports submitted to SCRA by the due date.</i> <i>Number and percentage of Child Protection Orders made within 24 hours.</i></p>	<p>LPIs</p> <hr/> <p>New LPIs</p>
<p>Housing and Homelessness</p>	<p>Repairs to council dwellings: - <i>the number of response repairs completed during the year.</i> - <i>the overall percentage of repairs completed within the target times.</i> - <i>the repairs categories used by the councils and the target times for each.</i></p> <p>Housing Quality: <i>Number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria.</i></p> <p>Voids: <i>Total annual rent loss (from council dwellings) due to voids, expressed as a percentage of the total amount of rent due in the year.</i></p> <p>Re-lets: <i>Low demand and non-low demand housing stock: re-letting performance.</i></p> <p>Tenant arrears:</p> <ol style="list-style-type: none"> a) <i>Current tenant arrears as a percentage of the net amount of rent due in the year.</i> b) <i>Percentage of current tenants owing more than 13 weeks rent at year end, excluding those owing less than £250.</i> c) <i>Proportion of those tenants giving up their tenancy during the year that were in rent arrears.</i> d) <i>Average debt owed by tenants leaving in arrears as a proportion of the average weekly rent.</i> 	<p>NPIs</p>

	<p>e) <i>Proportion of arrears owed by former tenants that was either written off or collected during the year.</i></p> <p>Homelessness:</p> <p>a)</p> <p>i. <i>Number of households assessed during the year.</i></p> <p>ii. <i>% of decision notifications issued within 28 days of initial presentation.</i></p> <p>iii. <i>% who are housed.</i></p> <p>iv. <i>% of cases reassessed within 12 months of completion of duty.</i></p> <p>b) <i>Proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.</i></p>	
	<p>Repairs: <i>The % of repairs appointment kept.</i></p> <p>Repairs: <i>Average End to end time taken to complete a repair, from the time that the repair is logged to completion of the job to the tenants' satisfaction.</i></p> <p>Gas Safety: <i>The % of gas safety checks carried out within 12 months.</i></p>	LPIs
	<p>Council House Sales:</p> <p><i>Percentage of Council House Sales concluded within 26 weeks.</i></p> <p><i>Average timescale for conclusion of Council House Sales.</i></p>	New LPIs
Protective Services	<p>Domestic noise complaints:</p> <p>a) <i>The number of domestic noise complaints received during the year:</i></p> <p>i) <i>Settled without the need for attendance on site.</i></p> <p>ii) <i>Requiring attendance on site.</i></p> <p>iii) <i>Dealt with under part V of the Antisocial Behaviour Scotland Act 2004.</i></p> <p>b) <i>For those in a)ii and a)iii above, the average time (hours) between the time of the complaint and attendance on site.</i></p> <p>Trading Standards: <i>consumer complaints and business advice requests received, and the proportion dealt with within 14 days.</i></p>	NPIs
	<p>Non domestic noise complaints:</p> <p>(a) <i>The number of complaints of non domestic noise received during the year:</i></p> <p>(i) <i>Settled without the need for formal action.</i></p> <p>(ii) <i>Requiring formal action.</i></p>	LPIs

	<p>(b) For those in (a) (ii) above, the average time (calendar days) to institute formal action.</p>	
	<p>Antisocial behaviour: Number of Antisocial Behaviour Orders Applications. Percentage of Antisocial Behaviour Orders Applications raised within 7 working days from agreeing instruction with Housing.</p> <p>Food Hygiene Inspections: Percentage of premises with a minimum inspection frequency of 12 months or less, that were inspected on time.</p>	New LPIs
Roads and Lighting	<p>Roads maintenance: Percentage of the road network that should be considered for maintenance treatment.</p>	NPIs
	<p>Street Lighting Failure: the percentage of repairs completed within 7 days.</p> <p>Bridges: The number of council and private bridges not meeting the European Standard of 40 tonnes and the number that have a weight or width restriction placed on them, each expressed as a percentage of the total number of assessed bridges.</p>	LPIs
	<p>Street Lighting: Percentage of street lighting columns over 30 years old. Percentage of Traffic Light repairs completed within 48 hours.</p> <p>Road Condition: Number of reactive maintenance repairs. Percentage of reactive maintenance repairs responded to within target.</p>	New LPIs
Waste Management Services	<p>Refuse collection and disposal: Net cost per premises of refuse collection and refuse disposal.</p> <p>Waste Recycling: Percentage of municipal waste collected that was recycled and composted.</p> <p>Cleanliness: The cleanliness index achieved following inspection of a sample of streets and other relevant land.</p>	NPIs

**EAST AYRSHIRE COUNCIL 2008/09 ANNUAL PERFORMANCE REPORT BY
AUDIT SCOTLAND CATEGORY**

Audit Scotland Category	NPIs	LPIs	New LPIs	Total
SPI 1: CORPORATE MANAGEMENT				
Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:				
Responsiveness to communities (RC)	0	1 (6)	1 (1)	2 (7)
Revenues and service costs (RS)	3 (4)	0 (0)	7 (12)	10 (16)
Employees (E)	2 (4)	1 (1)	0 (0)	3 (5)
Assets (A)	1 (2)	3 (3)	2 (8)	6 (13)
Procurement (P)	0 (0)	1 (1)	0 (0)	1 (1)
Sustainable development (SD)	0 (0)	0 (0)	1 (1)	1 (1)
Equalities & diversity (ED)	1 (2)	2 (3)	1 (1)	4 (6)
Totals SPI 1	7 (12)	8 (14)	12 (23)	27 (49)
SPI 2: SERVICE PERFORMANCE				
Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services:				
Benefits administration (BA)	1 (1)	3 (3)	0 (0)	4 (4)
Community care (CC)	1 (5)	1 (2)	2 (6)	4 (13)
Criminal justice social work (CJ)	0 (0)	1 (2)	Nil	1 (2)
Cultural & community services covering at least sport & leisure, museums, the arts & libraries (CCS)	3 (6)	2 (2)	2 (3)	7 (11)
Planning (both environmental & development management) (P)	1 (1)	0 (0)	1 (4)	2 (5)
Education of children (EC)	0 (0)	2 (7)	4 (14)	6 (21)
Child protection and children's social work (CP)	0 (0)	1 (2)	2 (9)	3 (11)
Housing & homelessness (HH)	6 (19)	3 (3)	1 (2)	10 (24)
Protective services including environmental health and trading standards (PS)	2 (9)	1 (3)	2 (3)	5 (15)
Roads & lighting (RL)	1 (1)	2 (7)	2 (4)	5 (11)
Waste management services (WM)	3 (4)	0 (0)	0 (0)	3 (4)
Total SPI 2	18 (46)	16 (31)	16 (45)	50 (122)
Total SPIs 1 and 2	25 (58)	24 (45)	28 (68)	77 (171)

* Figures in brackets represent the number of constituent measures that make up each indicator