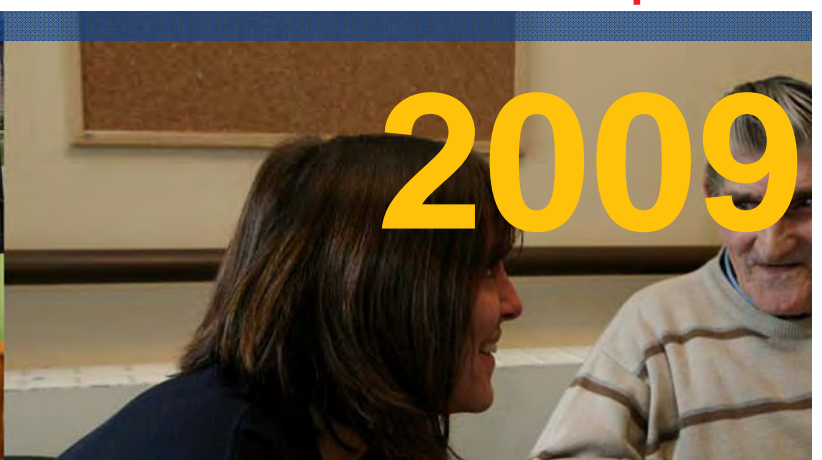
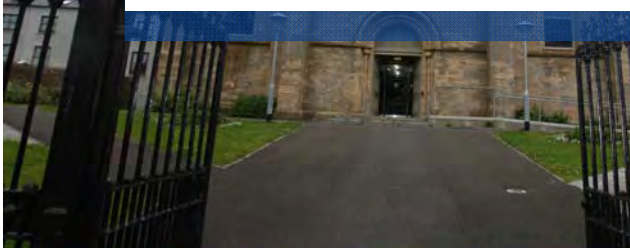


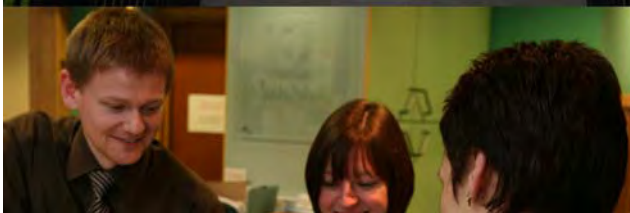
Orkney Islands Council



Annual Performance Report

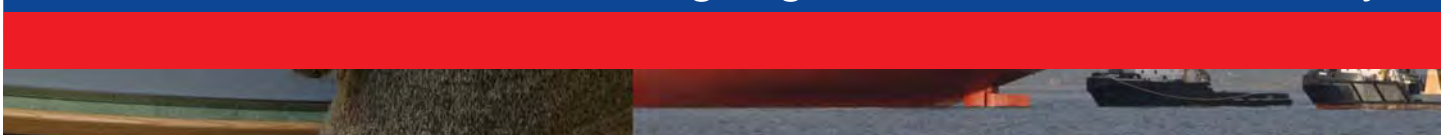


2009



“The Council has a set of priorities outlined in the Council Plan and these are our focus for the life of the Plan. However, there is so much more to what the Council does. We cannot lose sight of the fact that the Council’s main business, sitting as it does at the heart of this community, is about delivering, refining and improving services to the people who live and visit here. That is the reason we exist.”

Working together for a better Orkney









We hope that you take the opportunity to tell us what you think about the Council's performance, either in writing, by email or by telephone. This will help us to improve our services in ways that suit as much of the population as possible. We look forward to hearing from you.

If you would like more detailed performance information or you have any comments or suggestions about the Council's performance information, please contact the Corporate and Community Strategy Team by writing to:

**Orkney Islands Council, School Place,
Kirkwall, Orkney KW15 1NY
OR
Telephone: 01856 873535
Email: policy@orkney.gov.uk**

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

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“ This year has produced significant achievements in all of our priority areas. We appreciate the hard work of council staff in ensuring that the projects relating to these priority areas are rapidly and efficiently progressed. ”

**Stephen Hagan
Convener**

Introduction

Orkney Islands Council is committed to providing the best possible services for you, the people of Orkney. We are also committed to publicly accounting on how well we provide these services.

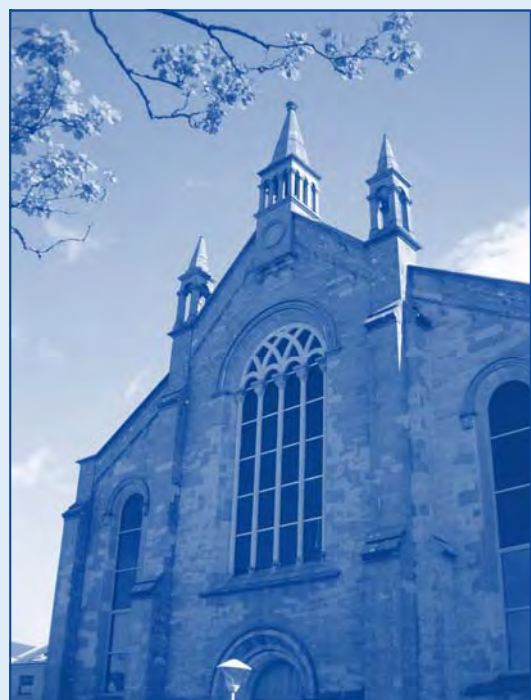
This is our sixth Annual Performance Report, and in it we will try to show how well we performed over the past year. To do this we will look at the statutory performance information about all Scottish Councils which Audit Scotland publishes on their website each year, and also report on the recent achievements made by the various services across the Council.

The report is structured under the Council priorities, identified in the Council Plan 2008-13: care for our older and vulnerable people; sustainable communities; planning and affordable housing; transport networks; schools and community facilities; improved services and facilities through joint working.



**Alistair Buchan
Chief Executive**

“ This Annual Performance Report demonstrates what the various audit and inspections have shown; that Orkney Islands Council delivers good and improving services. We aim to maintain the momentum as we approach the challenges over the coming months and years. ”



Key Priority 1

Care for our older and vulnerable people

By 2031, 31% of Orkney's population will be aged 65 and over, compared with the Scottish average of 25%. In the same period our working age population is expected to fall so we will have many more older people, with fewer people to provide the care and support that older people sometimes need.

Introduction

We have a long tradition of caring for those people in our community who need some form of additional support. It is important that we continue to work to keep what we have, and to make improvements where we can.

Orkney Health and Care. A significant achievement in 2009 was the move from a successful shadow arrangement to the development of a permanent integrated partnership which will commence in 2010. The full range of social services currently provided by Orkney Islands Council and a number of services currently provided by NHS Orkney will from April come under the joint management of a single director, accountable to the Council and NHS Orkney for the Board of Orkney Health and Care. This important change in health care provision for Orkney can also be found in the section: *Improved services through joint working.*



Working together

More high-dependency care. A major project for Orkney Health and Care is the provision of a main unit building and six extra care houses in St Margaret's Hope and a 40 place care facility in Kirkwall. Drop in events and details of the outline plans for the developments have been displayed in local venues in St Margaret's Hope and Burray. A similar event will be held early in 2010 for the Kirkwall facility.

The Care Commission carried out 24 inspections between April and 31 December 2009 in relation to services provided or commissioned by Community Social Services. The Council is committed to providing care for our vulnerable and older people in our order to ensure people in our community are able to live full and independent lives in their own home or a similar setting for as long as possible. The latest inspection shows that of the six quality indicators evaluated, 2 were found to be 'very good' and 4 'good'. The use of Care Commission reports provides an evaluation of the effectiveness of the arrangements in place to support this commitment. In 2009 the Council established its own Care Commission database which contains details of the service inspected, date of inspection, gradings and recommendations made, together with an electronic link to the final, published inspection report.

Meals at home. The successful pilot meals at home service in 2009 has resulted in a planned extension to a four-day-per-week service from 2010.



Joint inspection of services by HMIE highlight the strong commitment and partnership approach to Child Protection Services in Orkney. The review, in the summer of 2009, included interviews with local children and families as well as staff from children's services in Orkney Islands Council, NHS Orkney, Northern Constabulary, the Children's reporter and voluntary sector organisations. Orkney was commended with a 'very good rating' for 'staff working hard to build trust with children and families', 'children benefiting from very effective communication with staff who know them well and listen to their views', and 'high levels of support to improve their lives'.

In April 2009, the Council issued a Corporate Parenting Statement. The Council has the same vision and the same high aspirations for the children and young people and young adults it looks after, and those who have left care, as it does for all children in Orkney. All the Council's services contribute to ensuring looked after children and young people, and young adult care leavers, reach their full potential. In addition, the Council must try to do all the things that every good parent does for their sons and daughters, and must also work to overcome the disadvantages these children experience. Partner agencies – as the extended family – agreed in December 2009 to adopt an adapted version of the Council's statement on behalf of Orkney Community Planning Partnership.

Joint Improvement Programme in action during 2009. The Joint Improvement Team (JIT) worked with Orkney Health and Care to support and further develop effective joint arrangements through an action plan which addressed 6 key areas.

- Implementation Framework
- Personalised services for people with a learning difficulty
- Joint Governance
- Mental Health Services Improvement Plan
- Shifting the Balance of Care
- Outcomes based performance management arrangements

A number of positive outcomes have resulted from the activity of the Joint Improvement Programme. For example, direct improvements to service have also been generated as a result of Talking Points activity (formerly the User Defined Service Evaluation Tool). The programme focuses on a personal outcomes approach to assessment, care planning and review.

Helping people to remain in their own homes. Telecare technology specifically supports older and vulnerable people providing them with support to help them lead independent lives. The Joint Improvement Team supported a telecare review, and agreed an action plan, which has been implemented in 2009. This secured additional funding for the development of telecare and the integration with telehealth. This puts Orkney in a stronger position to develop links between these two areas.



Key Priority 2

Sustainable Communities

Between 1991 and 2001 Orkney's smaller islands experienced depopulation of between 2% and 36%. Some islands have turned that around recently and we want to continue to help small communities to help themselves become more sustainable.

Introduction

Orkney Islands Council is committed to supporting its communities. To support this priority, the Council is looking at the better provision of its services through the Smarter Working Orkney Project (SWOP). The project is looking at how services can be delivered by staff working flexibly from locations across the county. More can be found on this in Business Processes on page 24.

This section is also linked to Transport Networks (page 10) as providing transport is key to ensuring the sustainability of Orkney.

Funding of £2.975 million (£1.19 million ERDF and £1.785 million Orkney Islands Council) has been secured for the development of the Golden Wharf and West Pier at Lyness. The Phase 1 works will develop Lyness for use as a marine renewables device development and launch area. Work will start on the project in early 2010 with the development and repairs to the quay frontage and associated areas, with the installation of fendering and measures to cope with increased vessel movements. Completion of this first phase is expected by the end of 2010.

The enhanced facilities will match market demand for test sites, putting Orkney in a position to benefit from the current growth and interest in the marine renewables industry. The redevelopment will not only generate local jobs, but also provide a wider vision for the facilities that has the potential to stimulate the growth of the wider economy in Orkney with demand for more operational and maintenance staff, accommodation, housing and services. The provision of these services will generate revenue income directly into the Council's revenue account.

Connecting communities. May 2009 saw the start of an integrated summer bus and ferry service – the Hoy Hopper. Supported by European Grant funding, the service has enabled people to spend the day on Hoy, thereby supporting the local economy through increased day visitor numbers. The funding has been secured for a period of three years and Orkney Ferries Ltd operates extra sailings on the days the Hoy Hopper runs – Wednesday, Thursdays and Fridays between May and September.



Flythrough image of the new development at Lyness

Sustainable development is important for Orkney industry too. We need to explore options to capitalise on our natural resources. The Council plays a central role in promoting Orkney's lead in renewable energy developments.

The flooding and coastal erosion as a result of severe weather in recent years is a reminder of the importance of environmental sustainability.



Kirkwall Strategic Flood Risk Assessment. A Strategic Flood Risk Assessment study was commissioned to support the development of an Urban Design Framework for Kirkwall. The report analysed historic data on flood events and modelled likely flood risk across Kirkwall. A map of potential flood risk areas was prepared which was used to inform the proposed land allocations set out in the Urban Design Framework. It is planned to undertake a study of the whole of Orkney in 2010.

The LEADER programme. Orkney has a total of £2.11 million to spend over the next five years on eligible projects aimed at encouraging economic and community well-being throughout Orkney. The Local Action Group administers the LEADER fund which is aimed at small scale projects and is open to any constituted group including charities, development trusts and the public sector. A total of 19 projects were approved in 2009 and are earmarked to receive a total of £345k from the programme. The projects will be worth just over £1 million to the county.

Fixed Links. The Council continues to explore alternative solutions to connecting the islands and in connecting Orkney with the Scottish Mainland. Many of these are still a long way into the future but have continued to be debated in 2009. In May the Council, in a joint initiative with the Highland Council, explored the possibilities of combining fixed link sea crossings and renewable energy. While in September Orkney hosted the North Atlantic Islands Summit 2009 where transport, fixed links and renewable energy were discussed.

Scapa Flow Container Hub. The economic recession has had an impact on the container shipping sector and work is continuing to assess the potential use of Scapa Flow as a container transshipment hub. The marines renewable sector is a growth sector and support is currently focused on the development of the Golden Wharf and West Pier at Lyness (see opposite page).

Supporting Community Development. In 2009 £1 million was made available from the Council's Strategic Reserve Fund to support the Community Development Fund. Grant assistance at a rate of 50%, up to a maximum Community Development Fund grant of £100,000 is available to support community projects.

Community Development Fund projects include:

- £11,456 to Firth and Stenness Community Council towards the completion of a path around the Firth Park
- £27,772 to Shapinsay Development Trust to extend and refurbish the island's play equipment

Fairer Scotland Fund. Each Development Trust has been awarded £2,500 from the Fairer Scotland Fund to resource their Community Groups in order to pursue projects. Rousay Community Council has been awarded £2,400 towards the hire of the MV Eynhallow to attend mainland community events.



Key Priority 3

Planning and affordable housing

Good housing in the right locations supports economic development. We need to guide future development, and this means finding the best sites and ensuring that enough land is available by involving the local community via the planning system. Satisfactory revision of the Local Development Plan is therefore a key priority for the Council.

Introduction

New Council Houses. The Council was awarded a further £950k funding in December 2009, from the Scottish Government's "Kick Start" Programme.

This money is awarded to assist Councils to start building Council houses again and to date Orkney has received £1.7 m towards its build programme of 125 new houses over the next 3 years. The first contracts, for 12 houses in Finstown and for the refurbishment of 18 houses at Andersquoy, Kirkwall, have been awarded and this additional funding will go towards the cost of building houses in Stromness, Dounby, Orphir and in Kirkwall.

Inspection by the Scottish Housing Regulator. The Council's housing services were inspected in 2009 and this resulted in a very positive inspection report.

The Council is the only local authority in Scotland to have demonstrated such a marked improvement since their last inspection, from a D grade for the homelessness service and for the management of housing assets, to a B grade for both.

Orkney Islands Council's housing service is now in the top 14% of Scottish local authorities for homelessness services and in the top third for management of its housing assets.

The Council's Housing Management has also been removed from the re-inspection list for 2011, due to the significant improvements noted by the Regulator's inspections.

Short term accommodation for young people who are homeless. Two one-year pilot projects, one in Kirkwall and the other in Stromness, are providing temporary supported accommodation for young people who are homeless.

The facilities are staffed by care workers who provide a 'sleep-in service' and provide, with other agencies, support to the young people in budgeting skills, housework and cooking skills along with learning to be a responsible householder and neighbour. Residents are supported for between 6 and 12 months before moving into other council accommodation.

Council launches E-Planning system. Working in partnership with the Scottish Government and all the key organisations involved with E-Planning across Scotland, the Council launched its E-Planning system in April 2009. E-Planning has revolutionised the way the planning service in Orkney interacts with its customers allowing planning applications to be submitted electronically, and providing easy public access to all planning information online.



Orkney Local Development Plan



The first main stage of the Local Development Plan review process was undertaken in the period April-November 2009. This involved publication of a Development Plan Scheme (May 2009), early engagement with the community including stands at the West Mainland and County Shows, Community Council focus group meetings, a media strategy, letters to key agencies and a database of interested persons and a key stakeholder workshop event. This early consultation informed the drafting of a Main Issues Report which was published November 2009.

The Main Issues Report is a tool for engagement. It includes a series of questions and maps which the public and stakeholders are invited to comment on. It is the first stage in establishing the key policy issues and land allocations for the new Local Development Plan.

More high-dependency care facilities. As noted on page 4 (Care for our older and other vulnerable people) a range of buildings and care houses are planned to meet the needs of older members of the community who need extra support. The planned provision of a main unit building and six extra care houses in St Margaret's Hope and a 40 place care facility in Kirkwall are designed to meet some of these specialist needs.

The care facility in Kirkwall will be on the Solisquoy site. The unit will comprise a mixture of both social and health care for people who require high level residential dementia care (18 places), respite (6 places) and NHS intermediate (10 places) and continuing care (6 places). It will be jointly staffed by health and social care staff working as a multi skilled team.

Stromness Townscape Heritage Initiative. The project is supported by £3.8 million of funding, including £1.44 million from the Heritage Lottery Fund and £857,580 from Historic Scotland. The initiative will regenerate the Stromness Conservation area over the next five years, with project activity starting in 2010 on the repair and conversion of the former Commercial Hotel building and major improvements to the public realm streetscape.

In November extra funding of £318k was secured from the Scottish Government's Town Centre Regeneration Fund in order to install IT infrastructure cable ducting and replace concrete paving in the conservation area.



Key Priority 4

Transport networks

We encourage people to make more use of active forms of travel, like walking and cycling, as well as bus services. We also make sure different forms of transport integrate, and ensure traffic doesn't affect heritage sites and other sensitive areas.



Introduction

As a remote island community, with our population spread across almost 20 inhabited islands, transport links are particularly important for Orkney. Our transport links, whether by air, sea or road are essential for business and social travel, for tourism and for the import and export of essential goods and the general sustainability of the island communities (please see Sustainable Communities section on page 6). Orkney's geography presents real challenges for our transport links, particularly during the winter months.

The continuing cost of upgrading ferry services. Ferries in Orkney provide the physical link between our isles communities and our main towns and service centres, and between all of Orkney and the Scottish Mainland. Around 23% of the Orkney community relies on a ferry to access local services and facilities on the Orkney Mainland and then a second ferry in order to access mainland Scotland. The connection to mainland Scotland is vital to Orkney residents and businesses. The cost of upgrading and replacing this ageing fleet is of continued concern. The reality for the Council is that this continues to be a difficult challenge particularly in the current economic climate.

Orkney Ferries now has one of the most advanced booking and ticketing systems in Scotland. Not only does this offer an improved service, with the provision of online booking, it is now possible to more accurately identify passenger flow patterns and numbers on the ferry services. In addition there is ongoing work to develop a new Orkney Ferries website.

Sustainable Travel Demonstration Town. A number of projects have been completed in 2009 as part of the Sustainable Travel Demonstration Town initiative in Kirkwall. These include:

■ The commissioning of **The Car Culture Report** to establish the cultural reasons why the residents of Orkney are quite so attached to their cars. The investigation was required in order to better understand what is required to introduce a sustained behavioural change.

■ **Improvements to kerbs, footways and crossing facilities** in and around the Quoybanks area of Kirkwall, which are due for completion in March 2010. The introduction of a 20 mph zone was also introduced in the area.

■ Town Infrastructure improvements in the **Kick Start Programme** to create a more joined up, integrated active travel network in and around Kirkwall. Some of these included the upgrade of the path at Otterswick in Papdale and the Pickaquoy cycle way and a footpath behind Glaitness School.

■ The **Path to Health** located at the Peedie Sea as part of the Kick Start Kirkwall project. Further tree and shrub planting along with signage will be completed by April 2010.

Improvements to the lifeline services, to deal with capacity issues and with ageing ferries, are a continued concern of the Council.



Road Equivalent Tariff (RET). The Council continues to seek the extension of the Road Equivalent Tariff scheme to internal and external ferry services in Orkney.

Since October 2008 the Scottish Government has been running, as a pilot programme, a scheme that subsidises fares on lifeline ferry services in the Western isles. Further information about this can be found at:

<http://www.scotland.gov.uk/Topics/Transport/ferries-ports-canals/14342/TARIFF>



Upgrading the hard ramps. Work has started on the £1.8 million refurbishment of hard ramps for ferry services between the inner North Isles. Work will be carried out on 1) all four hard ramps on the Tingwall ferry service to Rousay, Wyre and Egilsay; and 2) the ramps at both ends of the Kirkwall and Shapinsay service.

At Tingwall, Rousay, Egilsay and Shapinsay it is necessary to put temporary ramps in place followed by the refurbishment of the permanent hard ramps.

The work will be completed over the next 18 months and will ensure that the ramps are fit for purpose over the next 30 years.

The Graemsay stretch. During 2009 the MV Graemsay underwent a major refit which included an extension to the midsection of an additional 4.5m. The ferry, which provides a valued lifeline service to the communities of Graemsay and North Hoy, carries on average 20,000 passengers a year.

With a new length overall (LOA) of 20.67 metres, the new extension will double its deck and cattle pen space, provide space for 25 tonnes of cargo and will be able to accommodate a 15 tonne lorry.

This upgrade to the ferry is part of a wider ambition, subject to funding, to improve the ferry service to that of a roll on – roll off service.

Procurement of bus and air services. In 2009 twenty contracts were awarded to operate school and public bus services throughout Orkney, whilst Loganair was awarded the contract for air services.



The newly extended MV Graemsay



Key Priority 5

Schools and community facilities

The Council has secured government support for its Schools Investment Programme to build two new schools, (Kirkwall Grammar and Stromness Primary School) a new Halls of Residence for school pupils and a swimming pool, so ensuring this is efficiently progressed is a priority.



Introduction

Providing and promoting education for people of all ages and abilities helps to develop more confident citizens, with enthusiasm for learning and determination to reach high standards of achievement. Education also creates a more stable and skilled workforce which benefits our economy by encouraging business to locate and stay in Orkney.

Schools Investment Programme. The Council has secured £3.58m per annum over the next 30 years to help build a new Kirkwall Grammar School, a new Stromness Primary School, new halls of residence and a new swimming pool. Additional funding of £2.304m has been secured from Sportscotland and the European Regional Development Fund to enhance the leisure pool and provide three squash courts at the Pickaquoy Leisure Centre and to incorporate an arts theatre into the new Kirkwall Grammar School. The funding secured will provide first class education, community and leisure facilities in Orkney plus modern accommodation for pupils from the isles.

Stronsay Healthy Living Centre opened in March 2009 and was the last of the network of 7 facilities funded by the Council and Sportscotland for isles and rural communities. The Centre offers the very latest fitness equipment and is supervised by qualified, committed and enthusiastic Fitness Advisors. The facility has proved very popular with the community, attracting over 1000 visits in the first 9 months.



A second Green Flag. Following on from the success of being the first school in Orkney to achieve green flag status, Glaitness School have been awarded a second coveted green flag. This is the highest award possible in the Eco Schools Programme.



Creative Space. A new website has been launched to showcase the creative talents of Orkney's young people. Creative Space was developed and put together by the Cultural Co-ordinators, and forms part of the Orkney Communities website. The schools are encouraged to send writing, artwork and music created by pupils, which are featured on the site. The work will be updated on a termly basis.





Shapinsay Community School a finalist for the Greener Schools Award category of the Scottish Education Awards 2009.

The awards recognise and reward best practice and highlight the achievements of dedicated individuals who have helped young people fulfil their learning potential.

The school set up an eco committee made up of elected pupils, a staff member, parents, a local community councillor and community members. Alongside carrying out an energy and rubbish audit in the school, pupils have encouraged local people in Shapinsay to think about what the community can do to be greener.

The school has also taken part in Orkney Islands Council's carbon management programme and are working towards becoming both Carbon Neutral and a Zerowaste School. As part of this work the school's lighting is managed by sensors, pipe work has been insulated, the building management system upgraded, and energy awareness training has been completed by all members of school staff.

The refurbishment of **Papdale Primary School** was completed in December 2009. This project included a complete refurbishment for the existing two storey primary wing with the addition of a brand new six classroom extension. A second storey was also added to the building linking the primary wing with main administration block adding valuable storage, resource and meeting room spaces.

The new Classrooms bases are well equipped with dedicated storage and resource areas. Art, Music, PE and an IT Suite are all in new dedicated bases and the public areas are bright, spacious and welcoming.

The project has transformed the school from a tired, cramped and outdated building struggling to be fit for purpose into a light, spacious, modern and contemporary learning environment.

Images of the refurbishment of Papdale Primary School



Tree maintenance at Shapinsay Community School



Shapinsay Community School were one of only three finalists and were runners up for the Greener Schools Award



The Council wants to make sure that the heritage, arts and sports facilities which are so important for Orkney communities are sustained.



KGS Big Band tour of Shetland. The Big Band, led by Alasdair Harvey from Kirkwall Grammar School, did a whirlwind tour of Shetland in November. Playing in concert venues and schools all over the islands, they enjoyed appreciative audiences and great Shetland hospitality. The tour involved eighteen young players and three supervisors, and was funded and organised by Orkney's Cultural Co-ordinators, with excellent co-operation from their Shetland counterparts.



Instrumental courses and concerts.

The junior Instrumental Music Course at Picky Centre in May, involved 178 pupils from all over Orkney, representing most of Orkney's schools. For some pupils it was the first time they had played as part of an orchestra.

The senior instrumental course in October was attended by 75 pupils. They began work on pieces which will be played with the BBC Scottish Symphony Orchestra in a special collaborative concert, *Side by Side*, during the 2010 St Magnus Festival. The combined orchestra will be the largest ever to share a stage in Orkney.

This service, subsidised by funding brought in by the Cultural Co-ordinators from the Scottish Arts Council's Youth Music Initiative, is still free to pupils. In many other local authorities, charges are made for a similar service.

Storytelling Residency



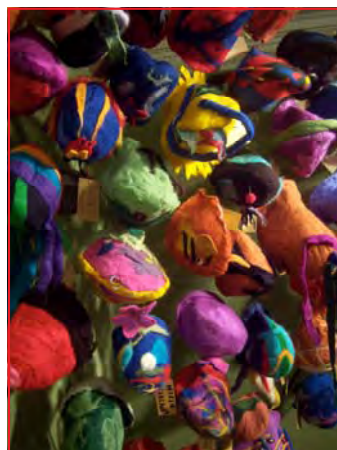
Image: Matts Rehnman

Ian Stephen from Stornoway was appointed as Orkney's first Storytelling Resident and took up his post in early November. For six weeks, he visited four Orkney schools on a weekly basis: Firth, Evie, Rousay and Stenness, passing on storytelling skills to a mixed age range of pupils. When the residency finished in December, Ian and some of the pupils performed in the Pier Arts Centre to a large and appreciative audience. The idea of the residency was to explore local traditional stories, learn new ones from other parts of the world; learn the art of putting together and telling a story, through story-boarding and drama techniques, and to build up the confidence to perform the stories from memory. Ian Stephen is a gifted communicator, and brought out the very best from the pupils he worked with. The residency was a resounding success. It was funded, set up and managed by the Cultural Co-ordinators, through funding raised from the Scottish Arts Council.





Fortress Orkney. This project was part of the Museums Galleries Scotland initiative, *Their Past Your Future*. Co-ordinator Rebecca Marr and assistant Custodian at Scapa Flow Visitors Centre, Jude Callister, worked with pupils from Stromness Academy and Flotta Community School, leading oral history workshops to teach interview skills. The pupils also researched the background and history of Wartime Orkney. The end product will be a series of online exhibitions www.rememberingscotlandatwar.org.uk, and permanent displays on Flotta and at Scapa Flow Visitor Centre, Lyness. The project was managed by the Cultural Co-ordinators and was funded through the Big Lottery.



Hats Off! featured over two hundred felt hats and two large wall hangings, made by pupils from KGS, Stromness Academy and Westray Junior High schools during a crafts residency by

artist Christina Sargent. The exhibition also featured development drawings for the hats and hangings, and interesting background information about the history and techniques of felt-making. The residency was organised and funded by the Cultural Co-ordinators, and the exhibition was curated by Orkney Museum.

Top Marks for the Library and Archive.

Orkney Islands Council's Orkney Library and Archive was given top marks for promoting local heritage in a recent Government review—the Public Library Quality Improvement Matrix.

The report, published by the Scottish Library and Information Council (SLIC) awarded the service an 'excellent', the highest mark available, for its work 'supporting, recording and providing access to community heritage and culture'. This is the first time an award of this level has been given to a local authority service for this particular aspect of provision.



Centenary. The former Kirkwall Library in Laing Street became 100 years old in 2009. Scots born industrialist, Dr Andrew Carnegie made a special visit to Orkney on September 9th 1909 to open the building after making donations for the purchase of books and the erection of a library. The library finally closed its doors on Saturday November 22nd 2003 and was replaced by the new Orkney Library and Archive facility situated in Junction Road.



Key Priority 6

Improved services through joint working

As members of a small islands community, we are all accustomed to working closely together. By pooling our resources, we will be able to get more from our money, and deliver seamless and accessible services.

Introduction

Development of Orkney Health and Care – responding to local health and social care needs.

The successful shadow arrangement which commenced in 2009, has led to the development of a permanent integrated partnership, Orkney Health and Care, to start in 2010. A Scheme of Establishment, which defines the detail of the partnership between Orkney Islands Council and NHS Orkney, was submitted for ministerial approval in December 2009 to enable the partnership to be formally set up.

The full range of services currently provided by Orkney Islands Council and a number of services currently provided by NHS Orkney will from April 2010 come under the joint management of a single director, accountable to the Council and NHS Orkney for the Board of Orkney Health and Care. This partnership approach will deliver more integrated care services to the people of Orkney, with both organisations working together as a multi-skilled team.

A Task Force to look at the recession was established in 2009. The Task Force reports directly to the Orkney Community Planning Partnership Steering Group and will be looking at a range of activities which aim to mitigate the impact of recession on the people and local economy.



The Orkney Alcohol and Drugs Partnership was formed in 2009.

Emerging from the Orkney DASAT, the new Orkney Alcohol and Drugs Partnership signals a fresh start for joint-working across Orkney to tackle substance misuse. The partnership has a strong commitment to the Community Planning Process and will ensure its efforts align with Orkney's Single Outcome Agreement.

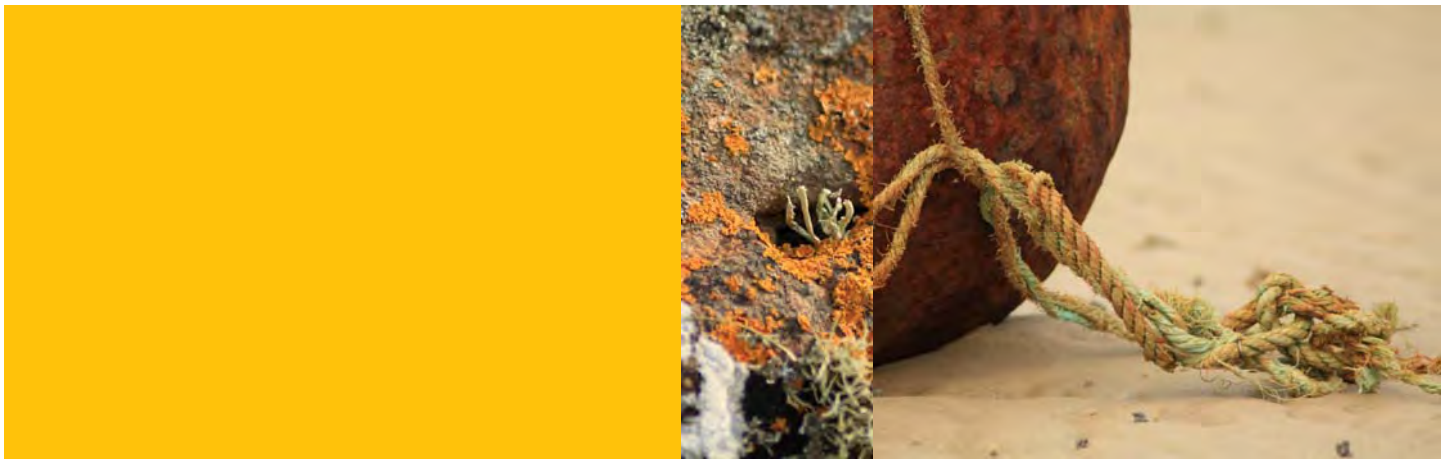
Membership:

Orkney Islands Council
NHS Orkney

Northern Constabulary

Third Sector Representation:
Voluntary Action Orkney





Orkney’s Childcare Partnership was awarded a special commendation by the Scottish Social Services Council for its Triple P (positive parenting programme initiative) in 2009.

The commendation was given under the ‘best partnership working’ in early years and young people services’ in recognition of the benefits provided by Triple P to the parents and families in Orkney. Orkney now has twenty-two accredited practitioners from 14 agencies delivering Triple P.

Initially for parents of children aged 0-3 and primary age children, the project was extended to include working with parents of teenage young people. Stepping Stones, for parents with a disabled child, is also available. The goal is to mainstream ‘learning to be a parent’, supporting more confident parenting. Practitioners from all the agencies involved are trained in Triple P to ensure consistency in principles, advice and support given to families. This joint working project provides 150 families per year with access to courses in the Positive Parenting Programme.

Multi-agency working: Safe Islander Event

Environmental health, assisted by Northern Constabulary, hosted the first Safe Islander event in Orkney in September 2009. Safe Islander is a multi-agency event designed to prepare children to remain safe in a variety of emergency situations and to be aware of dangers they are likely to encounter as they advance through life. The potential for learning is enhanced by the fact that most of the learning is fun and interactive.

Approximately 230 first year pupils from 4 schools took part in the event which took place at the Territorial Army Centre in Kirkwall. The event was sponsored by Talisman Energy UK Ltd with some additional funding from Orkney Islands Council. Stagecoach provided the buses and Orkney College prepared lunches for the agencies.

Participating agencies delivering the Safe Islander Event

Casey Construction	Construction site safety
Health & Safety Executive	Farm safety
Highlands & Islands Fire and Rescue Service	Fire safety
Northern Constabulary	Personal safety
Red Cross	Basis first aid
RNLI	Sea safety
Scottish and Southern Energy	Safety around electricity





Business Gateway opens in Orkney



The new Orkney Business Gateway opened in April 2009. The service provides advice and assistance to start-up and existing businesses in Orkney, using a range of national web and phone based services, as well as providing local advisory services, events and workshops. Supported by Orkney Islands Council, the Council's Economic Development Service co-located with Highlands and Islands Enterprise in Queen Street, Kirkwall as a partnership and later established their Business Gateway Service.

Orkney Business Gateway— based in Queen Street, Kirkwall



Voluntary Action Orkney. We continue to work with Voluntary Action Orkney to help them secure new premises.



Voluntary Action Orkney's current premises

Scapa Flow Landscape Partnership Scheme

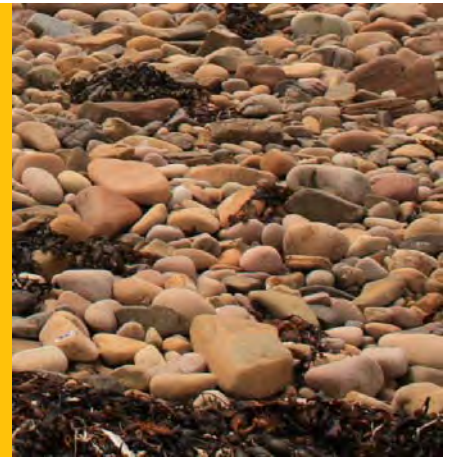


Pupils of Stromness Academy building a traditional Stromness Flattie

Orkney Islands Council launched the Scapa Flow Landscape Partnership Scheme in March 2009. The scheme is a partnership between the Council, Scottish Natural Heritage (SNH) and Royal Society for the Protection of Birds. The project received funding of £1.3m from the Heritage Lottery Fund and more than £800k from Orkney Islands Council, European Regional Development Funding, Historic Scotland, SNH, RSBP, Talisman Energy (UK) Ltd and charitable trusts.

The scheme involves many other groups and individuals throughout the Scapa Flow and south isles areas. The first 30 projects range from boat-building with the pupils of Stromness Academy to the RSPB putting in a major footpath improvement running up to the Old Man of Hoy.

Single Outcome Agreement



“This agreement has drawn together organisations from all over Orkney. It focuses on the improvements we want to make together over the next couple of years, and it makes clear what areas public money needs to be spent in to achieve our goals. We are proud of the spirit in which organisations in Orkney have come together to agree on the local priorities.”

Stephen Hagan
 “The Single Outcome Agreement” August 2009

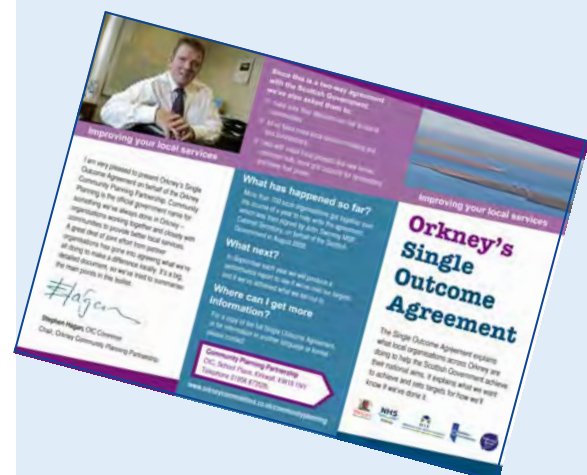
Single Outcome Agreement: The first Orkney Community Planning Partnership Single Outcome Agreement has been officially agreed between the key partners in Orkney and the Scottish Government. The Single Outcome Agreement explains what local organisations across Orkney are doing to help the Scottish Government achieve their national aims. It explains what we want to achieve and sets targets for how we'll know if we've done it.



MSP John Swinney (Cabinet Secretary for Finance and Growth) and the key partners in Orkney signing up to the Single Outcome Agreement.



The Community Planning Partnership Steering Group celebrated its 50th meeting in 2009



Single Outcome Agreement Performance Report 2008-2011

Orkney Islands Council opted for a Council Single Outcome Agreement (SOA) for 2008-11. It was felt that the period available to produce this first SOA was too short to expect the entire Partnership to sign up to the SOA. It was acknowledged that it would take time for all partners to become familiar with the concept and to reach consensus on what should be included. The 2008-11 SOA has now been replaced by the 2009-11 Orkney Planning Partnership Single Outcome Agreement (detailed on page 19).

On 22 September 2009 the Council's Performance and Resources Committee were provided with a report (Item 11 on the agenda) on the 2008-11 Single Outcome Agreement and an evaluation of Orkney's contribution towards the 15 National Outcomes (see table opposite). The reports can be found on the Performance and Resources section of the Council web site, by searching for September 2009 committee meetings at:

[http://www.orkney.gov.uk/nqcontent.cfm?
a_id=4955&tt=orkneyv2&from_month=9&from_year=2009&to_month=9&to_year=2009&filter=](http://www.orkney.gov.uk/nqcontent.cfm?a_id=4955&tt=orkneyv2&from_month=9&from_year=2009&to_month=9&to_year=2009&filter=)

The Annual Report for the Single Outcome Agreement 2008-11 can be found on the Orkney Islands Council website at:

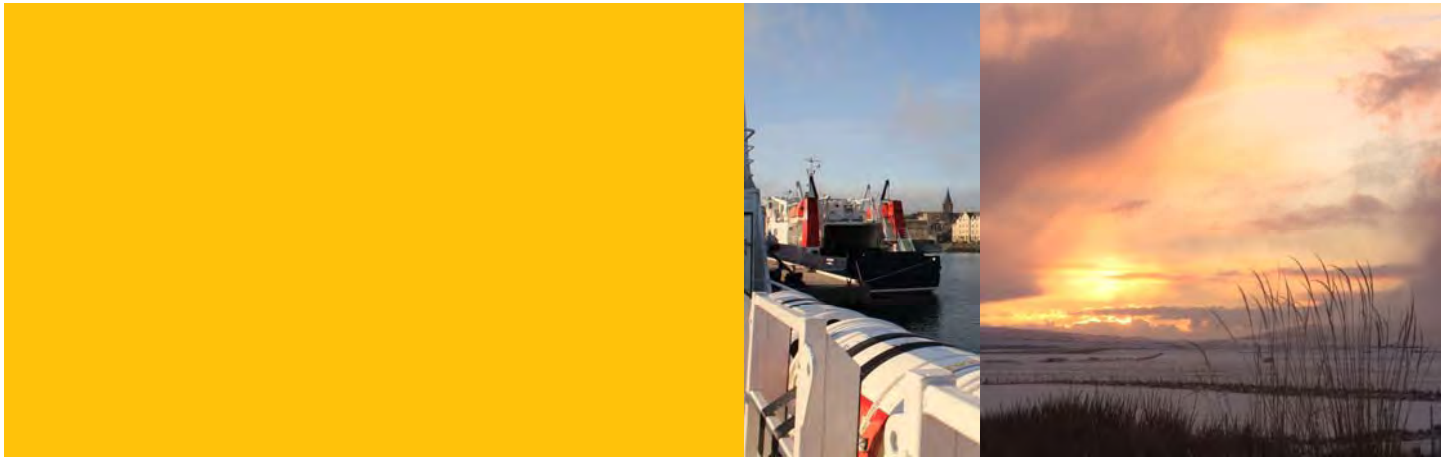
http://www.orkney.gov.uk/nqcontent.cfm?a_id=14706&tt=orkneyv2

The report shows that the Council made good progress in achieving the National Outcomes.



Orkney: diverse lives and interests





National Outcome	
1	We live in a Scotland that is the most attractive place for doing business in Europe
2	We realise our full economic potential with more and better employment opportunities for our people
3	We are better educated, more skilled and more successful, renowned for our research and innovation
4	Our young people are successful learners, confident individuals, effective contributors and responsible citizens
5	Our children have the best start in life and are ready to succeed
6	We live longer and healthier lives
7	We have tackled the significant inequalities in Scottish society
8	We have improved the life chances for children, young people and families at risk
9	We live our lives safe from crime, disorder and danger
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations
13	We take pride in a strong, fair and inclusive national identity
14	We reduce the local and global environmental impact of our consumption and production
15	Our public services are high quality, continually improving, efficient and responsive to local people's needs (cross-cuts all the national and local outcomes)



Council Finance



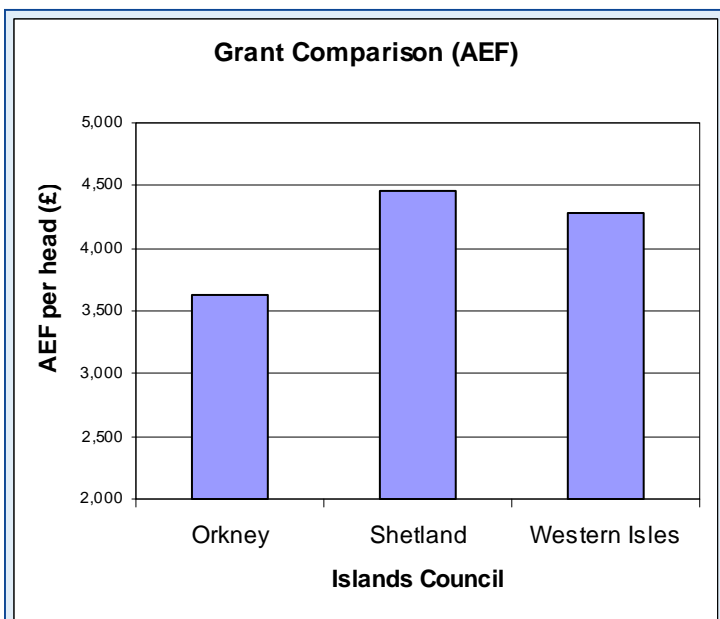
Introduction

Block Grant from the Scottish Government

The vast majority (80%) of funding for council comes from a block grant from the Scottish Government. The amount of money that any council has to provide services for local people is very important, especially since the public quite rightly expect the best services.

At Orkney Islands Council, we believe that the Scottish Government simply doesn't provide us with enough grant to provide the services that the people of Orkney expect and deserve. To illustrate this point, the chart below shows the difference between the amount of grant paid to the Council by way of Total Revenue Support (TRS) relative to the other island authorities.

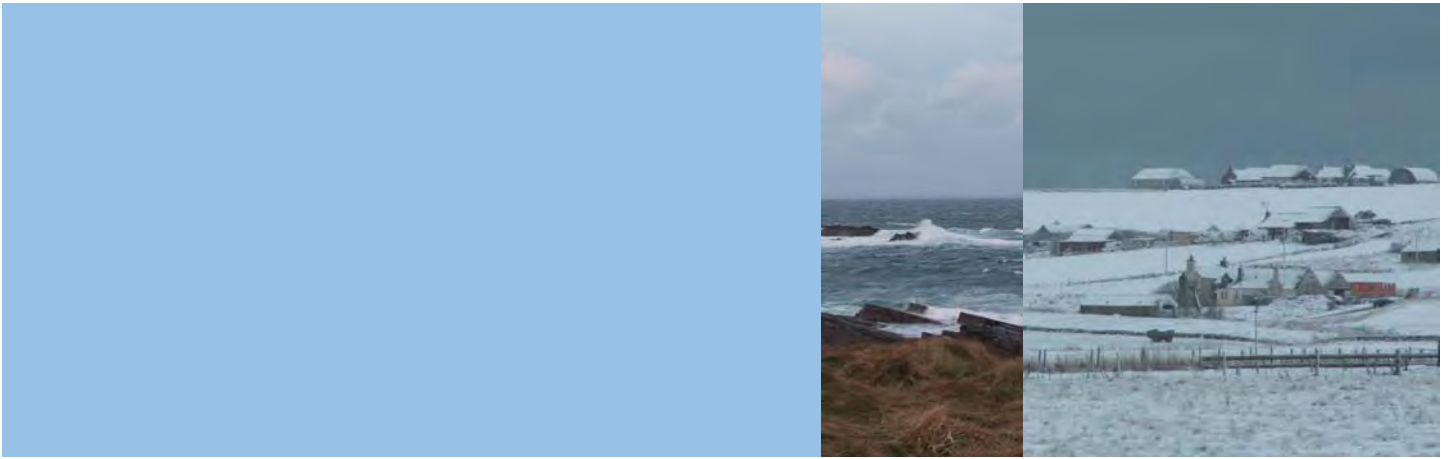
Grant Comparison	Orkney	Shetland	Western Isles
Resident Population	19,830	21,856	26,277
Total Revenue Support 2009/10 (£000)	71,864	97,377	112,307
TRS per head (£)	3,624	4,455	4,274
TRS difference per head (£)	n/a	831	650
Band D Council Tax 2009/10 (£)	1,037	1,053	1,024



The table makes clear that Orkney's level of funding is much lower than the other two island councils. In simple terms, Shetland and the Western Isles have much more money available to them to provide services locally.

Although the case for additional resources continues to be pursued, there remains a requirement for the council to ensure that resources are used efficiently and effectively.

As part of the new joint service delivery relationship with the Scottish Government and local authorities the historic Concordat was introduced, to allow councils more control over their budget and the management of their



services. This is achieved by the development of the Single Outcome Agreements, based on local needs and priorities.

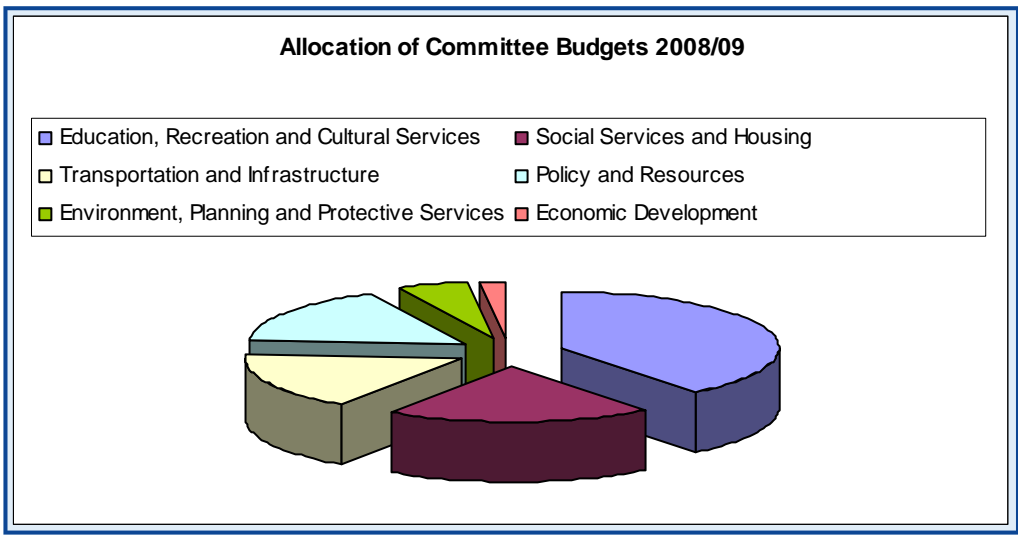
These priorities are a combination of local authorities' statutory obligations and the jointly agreed set of national and local priorities including the Scottish Government's key strategic objectives and manifesto commitments. It is the responsibility of each local authority to allocate the financial resources to them to achieve the agreed outcomes.

As part of the budget setting each year the Council continues to support the Concordat, including the Council Tax Freeze, and to re-direct, on an increasing basis, resources to the higher priority areas of spending.

The future economic climate will dictate that this process of reprioritising budgets according to local needs and Concordat priorities will continue to grow in importance as part of the Council's budget planning process.

In terms of where the money went in 2009/10, the chart shows the allocation of approved budgets across each of the Council's six Service Committees.

Committee	Approved Budget	
	£000	%
Education, Recreation and Cultural Services	32,264	39.3
Social Services and Housing	16,590	20.2
Transportation and Infrastructure	13,703	16.7
Policy and Resources	13,482	16.4
Environment, Planning and Protective Services	4,410	5.4
Economic Development	1,615	2.0
Total Approved Committee Budget	82,064	100.0



Business Processes

“Orkney Islands Council is committed to delivering services in the most appropriate manner at the most appropriate location where people have the option of face to face, telephone or self-service contact, in a way and at a time that suits them. These services will be delivered by staff working flexibly from locations across the County.”

Vision statement: from the Working Group currently looking at modernising working arrangements.

Introduction

Like all large organisations, the Council has a great many systems in place to make sure it runs smoothly and improves. These systems help the Council to, for example, pay its invoices on time, and minimise staff sickness absence. Although such systems are not visible to the public, they have a great impact upon the way that the Council runs.

Supporting sustainable communities by modernising workplace arrangements.

Following reorganisation, the Council is now structured into six services rather than seven departments.

Community Social Services	Marine Services
Corporate Services	Finance & Housing Services
Development & Environment Services	Education & Leisure Services

Continued improvement does not stop at reorganisation. The next phase of activity has been to look at working arrangements to support sustainable communities by reviewing working arrangements for Orkney Islands Council employees. The Council has a traditional approach to working hours, working location and patterns of working which, up to now, have served the Council well over the years. However, customer and workforce expectations are changing and there is potential to look at opportunities to modernise working arrangements and promote flexible working.

It has been agreed to explore three key areas in more detail, supported by a working group of Members and Officers. These are:

- **Modernised working arrangements**
- **Decentralisation of jobs**
- **Customer services**

The next stage of the process is to look at two specific workstreams - People and Property. The 'People' workstream will look at the changes needed to working practices to enable the Council to deliver services in a more flexible way. The 'Property' workstream will identify the physical assets of the Council which need to be deployed to support the Council's aspirations to deliver services in a more flexible way. This work is ongoing and reflects a desire to provide the best possible Council services and a more balanced work life for its employees.

Customer Services Survey 2009

Overall 93% of respondents who use the reception think we provide a good or very good service

Overall, 95% of respondents who use telephone services think we provide a good or very good service

Overall, 87% of respondents writing or emailing the Council think we provide a good or very good service



Performance Reporting. The Council continues to implement its arrangements for performance reporting. This process is now embedded into the business processes of the Council, with the key focus being the consideration of service improvement. The activity ensures that areas that are underperforming are reported to senior managers and Councillors, together with what is being done to improve these services.

Single Outcome Agreement. As reported under 'Improved services and facilities through increased joint working' the Single Outcome Agreement 2009-2011 was completed and signed in 2009. The agreement lists specific commitments made by the Orkney Community Planning Partnership (the Partnership) and Scottish Government. The Partnership includes Orkney Islands Council, NHS Orkney, Highlands and Islands Enterprise, Voluntary Action Orkney and the Northern Constabulary. The Council contributes to specific outcomes and monitors performance of local outcomes through service scorecards.

How Good is Our Council? The Council continues to aim for the highest possible level of performance, both internally and externally, and is committed to evaluating, reviewing and improving. 'How Good is Our Council?' is a self evaluation tool introduced to help managers, services and the Council identify where processes need to be improved and, just as importantly, where good practice is occurring.

Customer Service Review. During November 2009 the Council conducted a customer survey of people who use the Kirkwall and Stromness offices receptions, write to the Council by letter or email or use the Council web site. A total of 118 surveys were returned. These surveys provide a regular check on the quality of service and are used to make improvements wherever possible.

Healthy Working Lives. Education & Leisure Services centrally based staff achieved the Healthy Working Lives (HWL) Bronze Award in December 2009. Initiated as part of the health and wellbeing target in the 2008–2010 Service Improvement Plan, the scheme has brought many benefits over the past year. Healthy snacks, lunchtime walks and a 'jogscotland' class, an alcohol awareness session and a photo competition supporting the 'Seemescotland' anti-stigma mental health campaign are just a few of the opportunities provided. This has not only encouraged us to make healthier lifestyle choices, but also had a positive impact on staff morale. We are now encouraging schools to start the Bronze Award, and looking towards gaining our Silver Award with great enthusiasm.



**Healthy
Working
Lives**



Statutory Performance Indicators



Introduction

Each year the Accounts Commission requires all Scottish Councils to record Statutory Performance Indicators (SPIs) which relate to a variety of services and activities common to all councils. Orkney Islands Council's performance as measured by the SPIs is set out in the following pages. This year there are 89 indicators ranked by Audit Scotland.

Key Terms

Unreliable data (UD) - some years, Audit Scotland assesses a very small number of SPIs as being 'unreliable'. An unreliable SPI does not mean that is necessarily wrong, but rather that the auditors have been unable to verify the recording system, or its supporting documentation, or it is based on estimated figures.

Orkney Islands Council (OIC) ranking out of 32 Scottish councils - for each SPI (where possible) the Council has a position on the Scottish league table, from 1 to 32.

Orkney Islands Council (OIC) rating - where performance has improved compared to last year, this is indicated by an upwards arrow; where performance has declined compared to last year, this is indicated by a downwards arrow; and where performance has remained the same, this is indicated by a horizontal arrow. These ratings consider the Council's own performance in comparison with last year's measures. It does not consider the performance in comparison with other Local Authorities. Therefore, this may mean that although the Council is ranked higher than last year that the rating may go down. There are three new indicators this year where there is no information from previous years against which to provide a rating (numbers: 63, 78 and 87 in the tables on the following pages).

No service (NS) - not all of the services measured by SPIs are provided in Orkney.

Failure to report (FTR) - in some years the Council will be unable, for whatever reason, to report one or more SPIs.



Detail of the Statutory Performance Indicators of all 32 Scottish Local Authorities going back to 2002/3 can be found on the Audit Scotland web site at: <http://www.audit-scotland.gov.uk/performance/council/>

In previous years the performance reports have included a summary of each council's performance. In 2009 reporting is confined to the Statutory Performance Indicators only, with some changes to the indicators used.

Statutory Performance Indicators

2008/9

↑	Performance improved	38
↓	Performance declined	35
↔	Performance remained the same	11

SPIs 34, 35, 63, 78 and 87 have no previous year figures.

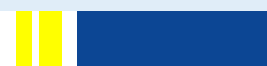
	Statutory performance indicators for the period 1 April 2008 – 31 March 2009	OIC measures	OIC ranking	OIC rating
	Adult social work			
1	Residential accommodation: staff qualifications – the percentage of care staff in residential homes for older people who have appropriate qualifications for the level of post held	51.6%	21	↑
2	Residential accommodation: staff qualifications – the total percentage of care staff in residential homes for older people and other adults who have appropriate qualifications for the level of post held	56.2%	22	↑
3	Residential accommodation: single rooms – the percentage of occupied private sector places for older people that are single rooms	87.5%	25	↑
4	Residential accommodation: single rooms – the percentage of occupied private sector places for other adults that are single rooms	100.0%	1	↑
5	Residential accommodation: en suite facilities – the percentage of occupied council places for older people that have en suite facilities	62.4%	12	↑
6	Residential accommodation: en suite facilities – the percentage of occupied voluntary sector places for older people that have en suite facilities	100.0%	1	↑
7	Residential accommodation: en suite facilities – the percentage of occupied private sector places for older people that have en suite facilities	25.0%	30	↑
8	Residential accommodation: en suite facilities – the percentage of occupied voluntary sector places for other adults that have en suite facilities	0.0%	29	↓
9	Residential accommodation: en suite facilities – the percentage of occupied private sector places for other adults that have en suite facilities	100.0%	1	↑
10	Home care: the total number of homecare hours provided as a rate per 1,000 population aged 65+	440.6	18	↓

Statutory Performance Indicators

	Statutory performance indicators for the period 1 April 2008 – 31 March 2009	OIC measures	OIC ranking	OIC rating
	Adult social work			
11	Home care: the percentage of homecare clients receiving personal care	93.8%	9	↑
12	Home care: the percentage of homecare clients receiving a service during the evening/overnight	43.0%	4	↑
13	Home care: the percentage of homecare clients receiving a service at weekends	76.0%	5	↑
14	Respite care: the number of respite nights provided per 1,000 population aged 65+	608.1 nights	3	↓
15	Respite care: the percentage of respite nights not in a care home aged 65+	0.0%	20	↔
16	Respite care: the number of daytime respite hours provided per 1,000 population aged 65+	7,767.1 hours	6	↑
17	Respite care: number of respite nights provided per 1,000 population aged 18-64	50.2 nights	12	↓
18	Respite care: the percentage of respite nights not in a care home aged 18-64	0.0%	25	↔
19	Respite care: the number of daytime respite hours provided per 1,000 population aged 18-64	3,113.3 hours	1	↑
20	Social enquiry reports: the proportion of social enquiry reports submitted to courts by due date	100.0%	1	↔
21	Probation: the proportion of new probationers seen by a supervising officer within one week	100.0%	1	↔
22	Community service: the average number of hours per week to complete community orders	3.9 hours	10	↓

Statutory Performance Indicators

Statutory performance indicators for the period 1 April 2008 – 31 March 2009		OIC measures	OIC ranking	OIC rating
Education and children's services				
23	Reporting: the number of Social Background reports requested by the Children's Reporter submitted within target time	68.6%	4	↑
24	Looked after children: the percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days	100%	1	↑
25	Looked after children: the percentage of 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in any subject at home	83.3%	6	↓
26	Looked after children: the percentage of 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in any subject away from home	100.0%	1	↔
27	Looked after children: the percentage of all 16 or 17 years olds ceasing to be looked after attaining at least one SCQF level 3 in any subject	85.7%	6	↓
28	Looked after children: the percentage of 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in English and Maths at home	66.7%	4	↓
29	Looked after children: the percentage of 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in English and Maths away from home	100.0%	1	↔
30	Looked after children: the percentage of all 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in English and Maths	71.4%	4	↓
31	Residential accommodation—staff qualifications: the percentage of care staff in Local Authority residential homes who have appropriate qualifications for the level of post held	56.0%	15	↑
32	Respite care: the number of overnight respite nights provided per 1,000 population aged 0-17	135.9 nights	2	↑
33	Respite care: the number of hours daytime respite provided per 1,000 population aged 0-17	1,299.5 hours	6	↑

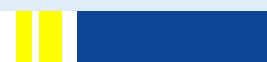


Statutory Performance Indicators

	Statutory performance indicators for the period 1 April 2008 – 31 March 2009	OIC measure	OIC ranking	OIC rating
	Corporate Management			
34	Sickness absence: the number of days lost per employee for teachers	5.9 days	UD	-
35	Sickness absence: the number of days lost per employee for other Local Government employees	12.9 days	UD	-
36	Litigation claims: the number of litigation claims incurred by the council in the current reporting year per 10,000 population	16.1	8	↓
37	Litigation claims: the total number of claims incurred by the council for the previous reporting year per 10,000 population	14.2	4	↑
38	Equal opportunities: the percentage of council employees in the top 2% of earners that are women	35.7%	17	↔
39	Equal opportunities: the percentage of council employees in top 5% of earners that are women	31.9%	29	↓
40	Public access: percentage of public service buildings that are suitable and accessible to disabled people	49.1%	22	↑
41	Council Tax: the cost of collecting council tax per dwelling	£23.89	32	↓
42	Council Tax: the percentage of income due from council tax for the year that was received by the end of the year	97.4%	1	↓
43	Invoice payment: the percentage of invoices sampled paid within 30 days	75.9%	31	↓
44	Asset management: the proportion of internal floor area of operational buildings in satisfactory condition	81.5%	12	↓
45	Asset management: the proportion of operational buildings that are suitable for their current use	85.9%	6	↓
	Cultural and community services			
46	Sport facility management – the number of attendances per 1,000 population to all pools	6,062	3	↑
47	Sport facility management – the number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex	9,444	4	↑
48	Museums – the number of visits to/usages of council funded or part-funded museums expressed per 1,000 population	2,277	6	↓

Statutory Performance Indicators

	Statutory performance indicators for the period 1 April 2008 – 31 March 2009	OIC measures	OIC ranking	OIC rating
	Cultural and community services			
49	Museums: the number of visits that were in person expressed per 1,000 population	2,237	2	↓
50	Changes in library stock: the number of additions per 1,000 population to adult lending book and audio-visual stock	240	4	↑
51	Changes in library stock: the total number of closing stock items per 1,000 population for adult lending book and audio-visual stock	5,550	1	↑
52	Changes in library stock: the number of additions per 1,000 population to children's and teenagers stock	125	3	↑
53	Changes in library stock: the total number of closing stock items per 1,000 population for children's and teenagers' stock	2,032	2	↑
54	Use of libraries: the number of visits to libraries expressed per 1,000 population	6,571	10	↓
55	Use of libraries: the percentage of the resident population that are borrowers from public libraries	30.9%	3	↓
56	Learning centre and learning access points: the learning centre and access point users as a percentage of the population	56.8%	1	↑
57	Learning centre and learning access points: the number of occasions that terminals are accessed per 1,000 population	1,374.7	4	↓
	Development services			
58	Planning applications: the percentage of householder planning applications dealt with within two months	91.3%	4	↑
59	Planning applications: the percentage of non-householder applications dealt with within two months	63.1%	3	↑
60	Planning applications: the percentage of householder and non-householder planning applications dealt with within two months	68.8%	11	↑
61	Planning application appeals: successful appeals as a percentage of determinations	1%	23	↓
62	Planning application appeals: successful appeals as a percentage of determinations that went to appeal	33.3%	14	↔



Statutory Performance Indicators

	Statutory performance indicators for the period 1 April 2008 – 31 March 2009	OIC measures	OIC ranking	OIC rating
	Housing			
63	Housing repairs: the percentage of repairs completed within target times	91.4%	15	-
64	Managing tenancy changes: the percentage of rent due in the year that was lost due to voids	2.3%	19	↓
65	Managing tenancy changes: the average time to re-let not low demand houses	50 days	20	↓
66	Managing tenancy changes: the average time to re-let low demand houses	174 days	24	↓
67	Managing tenancy changes: the average time these low demand houses remained unlet	223 days	15	↓
68	Rent management: current tenants' arrears as a percentage of net rent due	3.1%	2	↑
69	Rent management: the percentage of current tenants owing more than 13 weeks rent excluding those owing less than £250	2.2%	4	↑
70	Rent management: the proportion of those tenants giving up their tenancy during the year that were in rent arrears	38.8%	14	↓
71	Rent management: the average number of weeks rent owned by tenants leaving in arrears	8.8 weeks	8	↑
72	Rent management: the percentage of former tenant arrears written off or collected during the year	22.9%	19	↓
73	Council house sales: the percentage of house sales completed within 26 weeks	16.7%	25	↑
74	Council house sales: the average time to sell houses	36 weeks	25	↑

Statutory Performance Indicators

	Statutory performance indicators for the period 1 April 2008 – 31 March 2009	OIC measures	OIC ranking	OIC rating
	Protective Services			
75	Trading standards consumer complaints: the percentage of consumer complaints dealt with within 14 days of receipt	81.8%	8	↑
76	Trading standards business advice: the percentage of business advice requests dealt with within 14 days of receipt	94.6%	25	↓
77	Inspection of trading premises: the percentage of target visits to premises in the medium risk inspection category achieved	63.5%	26	↓
	Roads and lighting			
78	Carriageway condition: the overall percentage of road network that should be considered for maintenance treatment	19.5%	1	-
79	Street lighting: the percentage of all street light repairs completed within 7 days	77.1%	29	↓
80	Street lighting: the proportion of street lighting columns that are over 30 years old	18.0%	8	↑
81	Road network restrictions: the percentage of council bridges failing European standard	18.2%	31	↓
82	Road network restrictions: the percentage of all bridges failing European standard	18.2%	27	↓
83	Road network restrictions: the percentage of bridges with a weight or width restriction	0.0%	1	↔
	Waste management			
84	Refuse collection: the net cost of refuse collection per premise	£56.59	10	↓
85	Refuse collection: the net cost of refuse disposal per premise	£79.33	18	↑
86	Refuse collection: the number of complaints per 1,000 households	5.7	5	↓
87	Recycling: of the municipal waste collected by the council, the percentage recycled	29.5%	27	-
88	Street cleanliness: the overall cleanliness index	74	12	↔
89	Abandoned vehicles: the percentage of abandoned vehicles requiring removal that were removed within 14 days	0.0%	30	↔

