

Corporate Management

2008/2009

Orkney Islands

		Source	Contextual	Performance information	05/06	PI values 06/07	07/08
SICKNESS ABSENCE							
1	The average number of working days per employee lost through sickness absence						
a)	Teachers						
i.	Total number of FTE staff		278				
ii.	Total number of days lost per year through sickness absence		1,650				
iii.	Days lost per employee			5.9 days	-	-	-
b)	All other local government employees						
i.	Total number of FTE staff		1,226				
ii.	Total number of days lost per year through sickness absence		15,787				
iii.	Days lost per employee			12.9 days	-	-	-
LITIGATION CLAIMS							
2	The number and value of civil liability claims incurred by the council in the year						
	<i>Population (2007 mid-year estimate)</i>	19,860					
a)	i. Number of claims		32				
ii.	Number of claims per 10,000 population			16.1	24.6	14.8	13.2
b)	i. Total revenue budget		£ 117,078,400				
ii.	Total claims		£ 109,497				
iii.	Claims as a percentage of revenue budget			0.1 %	0.0%	0.0%	0.0%
	Updated position for 2007/08						
	<i>Population (2006 mid-year estimate)</i>	19,770					
c)	i. Number of claims (2007/08)	28					
	Number of claims per 10,000 population (2007/08)			14.2	20.2	26.2	15.3
	Total revenue budget (2007/08)	£ 110,210,300					
ii.	Total claims value for 2007/08	£ 53,301					
	2007/08 claims as a percentage of revenue budget			0.0 %	0.1%	0.1%	0.0%

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EQUAL OPPORTUNITIES POLICY							
3	The number and percentage of the highest paid 2% and 5% of earners among council employees, that are women						
	Total number of employees	1,394					
	Total number of employees in top 2%		28				
	Total number of women employees in top 2%		10				
	Percentage of women employees in top 2%			35.7 %	13.9%	20.8%	35.7%
	Total number of employees in top 5%		72				
	Total number of women employees in top 5%		23				
	Percentage of women employees in top 5%			31.9 %	28.7%	29.6%	33.8%
PUBLIC ACCESS							
4	Number of council buildings from which the council delivers services to the public		57				
	Number and percentage of buildings from which the council delivers services that are suitable for, and accessible to, disabled people		28	49.1 %	41.9%	48.1%	48.2%
COUNCIL TAX COLLECTION							
5	a) Cost of collecting council tax per dwelling (All dwellings, not just chargeable)			£ 23.89	£18.58	£20.32	£22.29
	b) Cost of collecting council tax	£ 242,410					
	c) Number of dwellings	10,145					
	d) Income received from summary warrants (i.e. 10% recovered by council)	£ 4,663					

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		Source	Contextual	Performance information	05/06	PI values 06/07	07/08
COUNCIL TAX INCOME							
6	a) i. Income due from council tax for the year excluding reliefs and rebates			£ 7,101,685.00	£6,362,840	£6,644,268	£6,974,661
	ii. Income due from council tax for the year excluding all water charges and outstanding council tax	£ 9,056,987					
	iii. Reliefs and rebates due to council for council tax for the year	£ 1,957,312					
	b) i. Percentage of income due from council tax for the year that was received by the end of the year			97.4 %	97.6%	97.8%	97.7%
	ii. Income received from council tax for the year	£ 6,915,349					
PAYMENT OF INVOICES							
7	a) Number of invoices sampled		59,994				
	b) Number of invoices sampled and paid within 30 days	45,523					
	c) Percentage of invoices sampled and paid within 30 days			75.9 %	78.2%	79.5%	76.7%
ASSET MANAGEMENT							
8	a) Gross internal floor area of operational buildings		110,674 m ²				
	Proportion of GIA that is in satisfactory condition		90,171 m ²	81.5 %	-	Not Reported	84.8
	b) Total number of operational buildings		170				
	Number and percentage of operational buildings that are suitable for their current use		146	85.9 %	-	Not Reported	89.8

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Note: these indicators exclude issues relating to fire and police services, which are reported separately.

Indicators CM1 (Sickness absence), CM2 (Claims) and CM3 (Equal opportunities policy) do not apply to fire & rescue or police services. Indicators FS 3 and PO 4 report sickness absence for civilian staff employed in services/forces respectively. Councils should take care to ensure that they are clear about which authority is accounting for what staff.

Sickness Absence

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CM 1: The average number of working days per employee lost through sickness absence for:

- a) **local government employees and craft workers**
- b) **teachers**

Definitions

This indicator is defined in accordance with the definition contained in 'Value for Money in public sector corporate services' (June 2007) published on behalf of the joint UK audit bodies by the National Audit Office and is available at: www.public-audit-forum.gov.uk

It has been adopted across much of the public and private sectors as the standard way of reporting sickness absence, and, therefore, facilitates comparison across a wider range of organisations.

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

For each calculation the numerator is the total number of working days lost due to sickness absence, including industrial injury, irrespective of whether this is self-certified, certified by a GP or long-term. For part-time staff, councils should calculate the FTE for both the numerator and denominator on a consistent basis. For example, where the standard working week for full time employees is 36.25 hours, someone working a 15 hr week counts as 41% FTE

Include all permanent employees, and exclude agency staff and staff on maternity or paternity leave. However, temporary staff and staff on fixed term contracts who have been employed for over a year should be considered permanent.

The denominator is the average number of FTEs employed during the financial year. Working days/shifts, means days/shifts scheduled for work after holidays/leave days have been excluded.

In the instance of an employee reporting sick part way through a working day/shift, authorities should record the information to the nearest half-day/shift.

Include days lost through sickness due to disability or long term sickness even if the staff are not paid. Only days which form part of an employee's normal working week should be counted for sick leave.

Example

Total number of days lost per year through sickness absence = 700

Total number of FTE staff = 500

Days lost per employee is $700 / 500 = 1.4$

The following staff should be included within each category:

Local government employees

- All posts on JNC conditions/scales (Chief Officers) plus those on SNJC conditions which will include posts employed on management, administrative, technical, clerical and manual activities. Also those GTC registered teachers not involved in direct teaching service delivery to pupils and working on initiatives of an authority-wide scale.
- Posts on SJNC conditions which cover Craft workers.

Teachers

- All posts involved in direct teaching ie those on teachers terms and conditions and

- All posts involved in direct teaching ie those on teachers terms and conditions and required to be GTC registered plus working in a school (of any description) providing teaching services directly to pupils/students. This includes peripatetic teachers, support for learning teachers, visiting specialists, home tutors, guidance teachers, assistant headteachers, depute headteachers and headteachers.

Source

The aggregate records will be available centrally within a council, normally within the Human Resources or Finance Departments. The detailed records are likely to be held within services.

Interpretation

The indicator looks at the effectiveness of the HR function in terms of impact on the overall levels of sickness absence in the council through development of processes and procedures, and training for managers. Councils should aim to reduce the number of days lost through sickness absence over time.

Claims

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

Definitions

The indicator measures the number and value of the following types of claims incurred by the council in the year:

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

A claim is incurred when the incident to which the claim relates occurs. Therefore, claims incurred in 2006/07 are only those claims for incidents that occur during the financial year.

A proportion of claims for these incidents will remain outstanding for some time after the end of the financial year - although the majority will be in the hands of the council early enough in the following financial year for it to report with reasonable accuracy both the number and value of claims for the year. Councils will only be able to include figures relating to claims received by the time the data is submitted for audit.

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

Paid and outstanding values should include solicitors' fees (own and third party fees) where relevant

Claims costs include only payments, reserves and legal fees (internal or external). Claims handling costs/investigative costs are excluded.

'revenue budget' is the council's gross revenue budget including the Housing Revenue Account.

Source

Council's loss statistics and those held by their insurer/broker.

Interpretation

It is recognised that improvements in both the number of claims and the value of those claims indicate that the council is actively seeking to control and (where possible) eliminate avoidable losses.

It is accepted that a single large loss may skew performance in any given year.

Clearly the indicator cannot report complete and accurate information in absolute terms. Nevertheless, over time, it does provide a clear picture of changes to both the number and cost of claims and will help to identify those councils taking more effective measures to reduce (or at least minimise the increase in) their liabilities.

Equal opportunities policy

CM 3: The number and percentage of the highest paid 2% and 5% of earners among council employees, that are women.
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	Number of women	% of posts
In top 2% of all employees		

In top 2% of all employees		
In top 5% of all employees		

Definitions

The calculation of 'highest paid' should be based on gross pay including Islands weighting, performance related pay, bonus etc. However, it should exclude overtime, and fringe benefits (such as leases of free cars, health insurance, and a range of non-cash benefits). For part-time staff, salaries should be calculated on a pro-rata basis (ie salary). Apply to permanent staff and temporary staff employed for over one year only. Staff on fixed terms contracts who have been employed by the authority for over a year should be considered permanent. Staff on job share should count as one post.

The indicator excludes teachers (including peripatetic teachers, support for learning teachers, visiting specialists, home tutors, guidance teachers, assistant headteachers, depute headteachers and headteachers) i.e those on teachers terms and conditions and required to be GTC registered.

All other council employees on SJNC (Chief Officers) plus those traditionally on APT&C conditions, and posts on SJC conditions/scales which traditionally have been employed on craft and manual worker conditions/grades should be included in the indicator.

Where there are a number of employees on the same salary, straddling the 2% and 5% point, all should be included. NB: members of staff in the top 2% of employees are a sub-set of those in the top 5%. That is, the indicator does not cover the top 7% of employees.

The figures reported should be the number of staff employed by the council at 31 March.

Source

Council's personnel and pay records

Interpretation

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

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

Public Access

CM 4: The 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.

Definitions

'Council buildings' mean those from which the council provides a service and for which it is responsible for meeting the required standards for access. It includes buildings at least a part of which are usually open to the public but excludes:

- public conveniences that are not integral to such buildings
- schools and educational establishments
- residential homes
- buildings leased to other organisations where the responsibility for compliance with the Act lies with the lessee.
- offices that do not contain any public service areas.

Responsibility for the building lies with the organisation that may be subject to legal challenge for failure to comply under the Disability Discrimination Act 1995 (the Act). Therefore such buildings rented or leased by the council should be included. However, where the council operates services through the medium of a trust or company for which it is responsible, the buildings through which these services are delivered should be included for the purposes of this indicator.

'All public areas': The indicator covers a wide range of buildings and is not designed simply to cover offices. Therefore, it was considered appropriate in developing the indicator to set this standard (ie all public areas are suitable for and accessible to disabled people). If, for example, a disabled person can access the reference section but not the lending section of a library, it would be inappropriate to say that the building is not suitable for disabled people because of access issues that building would not be seen as meeting the standard.

The Act defines disability as a physical or mental impairment that has a substantial or long-term adverse effect on a person's ability to carry out normal day-to-day activities.

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'Suitable for and accessible to' means that:

- practices, policies or procedures make it possible and reasonably practical for disabled people to use a service
- auxiliary aids or services are provided which would enable or make it easier for disabled people to use a service.

Buildings considered suitable for and accessible to disabled people are those that have been subjected to an accessibility audit or an equivalent assessment covering all aspects of the needs of the disabled person. Unless specifically exempted under the Building Standards Amendment (Scotland) Regulations 2001 (the Regulations) the term 'disabled person' always includes a provision for wheelchair users.

In accordance with the Regulations standards of building access (ie to the entrance from the public road or car parking area) and egress must also be sufficient for the needs of disabled people.

Where toilet facilities are provided, facilities for disabled people will normally be required.

The key concern is that the requirements of the DDA are met. The primary question – particularly within office buildings - is whether or not a disabled person can properly gain access to the services within that building. It may be that a service normally provided on an upper floor (eg development services) can be made available in certain circumstances as a reasonable adjustment on a lower floor (eg for a disabled person wishing to see a planning application). It is not intended that a building should be seen to fail the SPI standard because of the need for this sort of practice. However, if a council chamber or committee suite is not accessible to the disabled the building would be seen as failing.

The primary challenge is to measure against the need to comply with the DDA. The guidance concerning building regulations is there to ensure some commonality of approach and to ensure that minimum standards are applied.

The indicator excludes schools and educational establishments because these are subject to measurement under separate Scottish legislation. Nevertheless, councils will be aware that any such building (or parts thereof) used for normal public services (eg as a dual use leisure centre or library) is required to meet the standards of any other building from which such services might be offered even if it is only open to the public on a part time basis. Such buildings or parts of buildings should, therefore, be contained within the count made for the indicator.

Source

Council's property and access audit records.

Interpretation

The indicator reflects the extent to which councils have been successful in meeting the requirement of Part 3 of the Disability Discrimination Act 1995 to facilitate access to their buildings for disabled people for the purpose of service delivery. It does not cover access to buildings for disabled staff.

Under the Act, the council is responsible for identifying any physical feature of its buildings, which make it impossible or unreasonably difficult for disabled people to make use of a service. If any such feature is identified, the council is responsible for taking reasonable action to:

- remove the feature
- alter it so that it no longer has that effect
- provide a reasonable means of avoiding the feature

Councils may also have in place other strategies including the use of electronic service delivery (e-services), to provide access to services for those who require them in their home or at other locations. For example, most councils offer home library services for those unable to get to the libraries. However, this does not preclude the responsibility of the council to seek to ensure that the library meets accessibility standards for the disabled.

Some councils may have a higher proportion of buildings that are subject to planning or physical restrictions as to what adaptations are possible.

Councils will be assessing accessibility to services in their buildings and making appropriate adaptations or alternative service delivery arrangements. The indicator is expected to show an improving trend over time as a higher proportion of the councils buildings are assessed and relevant adaptations are made.

Council Tax Collection

Council Tax Collection

CM 5: Collection costs: the cost of collecting Council Tax per dwelling.

Definitions

'Cost' includes billing, collection and debt recovery administration for both council tax and water charges less intervention income and recoveries received from the public water authorities. Intervention income is the warrant surcharge element of debt that has been collected by the Council without having been passed to the Sheriff Officer and is credited to the Council's Revenue Account.

Exclude costs associated with (and income from) non-domestic rates and residual Community Charge collection and from the administration of Council Tax benefits.

The Best Value Accounting Code of Practice (BVACOP) defines the total cost of an activity as all the costs which are attributable to undertaking that activity. Any discount for prompt/lump sum payment, is a direct cost of collecting council tax and is to be included the cost for the purposes of the PI.

The cost of collecting council tax should be reduced by any intervention income received by the Council. Intervention income is the warrant surcharge element of debt that has been collected by the Council without having been passed to the Sheriff Officer. The income is credited to the Finance service within the Consolidated Revenue Account.

Councils should follow the CIPFA guidance, as endorsed by LASAAC and apportion overhead costs when determining the cost. The indicator should be calculated using capital charges in accordance with the Best Value Accounting Code of Practice. If difficulty is experienced apportioning capital charges for the indicator, a reasonable basis of apportionment should be agreed with the auditor.

'Dwellings' are those on the council's valuation list at 31 March at the end of the reporting year excluding those annotated as separate garages, car ports, car parking spaces and domestic storage premises.

Source

Council's accounting records and Council Tax system.

Interpretation

This indicator looks at how efficient councils are at collecting council tax due to them.

The ability of each council to negotiate with relevant water authorities a fee or income to recover the cost of collection for water and sewerage charges will have some impact on the council tax collection costs.

The efficiency of the council's collection systems may be affected by the ability and willingness of taxpayers to pay, and the extent of enforcement action taken by the council to

recover current year income:

- a) The income due from Council Tax for the year, net of reliefs and rebates
- b) The percentage of a) that was received during the year.

Definitions

'Income due' means the amount of Council Tax payable for the year and, excludes all water charges, and any outstanding Council Tax (or Community Charge) from previous years.

'Reliefs and rebates' means Council Tax Benefit, single person discount, and any other permitted reductions to individual bills.

Tax recovered from previous years debt should not be used to offset outstanding debt for 2002/2003 for the purpose of this indicator. The Council Tax (Administration and Enforcement) (Scotland) Amendment (No. 2) Regulations 2000 allow councils to bill and receive lump sum payments for council tax in the year prior to the council tax falling due. These amounts should be offset against the appropriate year for which the payments relate.

Source

Council tax system.

Interpretation

This indicator may be seen as a measure of the effectiveness of the council in collecting current council tax due to it.

The effectiveness of the council's collection processes should be considered in association with indicator 1 above.

with indicator 1 above.

Payment of Invoices

CM 7: The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.

Definitions

The Late Payments of Commercial Debts (Interests) Act 1998 recognises a general payment period of 30 days unless other terms are mutually agreed. The indicator excludes any standard period for payment of greater than 30 days imposed by the council.

'Receipt' means date of receipt of the invoice by the council (not the payment section) at any location (including schools). If systems cannot record this date, two days should be added to the invoice date to allow postage time. Where the supplier has either wrongly dated or not dated the invoice, councils should use the date of receipt of the invoice at the council. If the invoice is sent in advance, the date of receipt of the goods or service should be used.

'Date of payment' means the date:

- of dispatch of a cheque or other payment instrument
- of notification of bank for BACS payment
- of bank processing if the council specifies a period after which the bank is to make payment following its receipt of the BACS tape.

Internal payments between departments of the council (including DSOs) should be excluded but invoices paid by DSOs to other bodies should be included.

Invoices to be counted are those which fall within the scope of VAT (including zero rated and exempt items). Therefore, payments to small businesses not large enough to fall within the scope of VAT will not be reflected in this indicator.

Invoices sent to schools for payment from delegated school budgets may be excluded.

Where councils' systems cannot produce the data as defined above, a performance figure based on a sample of at least 500 invoices will be acceptable. Councils should ensure that the sampling includes:

- invoices from the council's various payment groups, for example, 14 day payments, all departments of the council, next day payments.

Councils making payment through credit card companies should ensure that they arrange for the company to pay invoices to creditors within 30 days. Where this condition is met within the 30 days then all individual payments within the credit card statement should count as being paid within 30 days.

Direct debit arrangements, where it is the responsibility of the creditor to arrange for payment to be made, should not be included in this indicator.

Source

Creditors system.

Interpretation

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

Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998 .

Councils' policies or approaches towards the payment of invoices, which include immediate payment to local suppliers or payment in accordance with agreed credit terms, will affect this indicator.

Some invoices will not be paid within the 30 days because they are disputed.

Asset Management

CM 8: Condition and suitability

- a) The proportion of operational accommodation that is in a satisfactory condition.**
- b) The proportion of operational accommodation that is suitable for its current use.**

Definitions

Part a) of the indicator will measure the percentage of gross internal floor area of operational buildings, using the assessment categories currently used in the schools estate management plan (SEMP), recognising assessment categories A and B as satisfactory.

'Gross internal floor area' is defined as the total internal floor surface area within the external walls. It includes space in cupboards, toilets and cloakrooms etc.

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'Gross internal floor area' is defined as the total internal floor surface area within the external walls. It includes space in cupboards, toilets and cloakrooms etc.

'Operational accommodation' is all property used for the delivery of services. It includes schools and temporary buildings, but excludes rented housing stock and properties available for commercial let.

Part b) of the indicator, reflecting the extent to which buildings are suitable for their use and the delivery of services, uses the SEMP core facts criteria.

The indicator is measured in accordance with the SEMP process and being "suitable for its current use" means assessed as either performing as intended and operating efficiently or performing as intended but showing minor deterioration (ie being in Category A or B of the noted condition categories).

The measurement of suitability requires that properties meet any statutory requirements (including health & safety requirements) as well as the operational requirements of the service. It is important, therefore, that the initial assessment of suitability is undertaken by relevant service management and that these assessments undergo a moderation process with a view to ensuring consistency of approach within the council for properties providing similar services. If a property is occupied jointly by a range of services, in a way that does not allow the separate assessment of floor area, a joint or corporate assessment of suitability will be needed.

The indicator requires each council to assess all of its operational buildings for condition and suitability. Scottish councils are each using an agreed suite of local asset management indicators as part of their asset management processes in accordance with guidance drawn from the ~~Asset Management of Property Societies~~ ~~the guidance for 2006/07~~ ~~property assessments should have been undertaken no earlier than April 2002. Where the use to which a property is put changes, a fresh assessment of suitability should be undertaken.~~

For councils that have completed condition surveys for all of their buildings "desk top" surveys can be used to complete the picture in 2006/07. However, it is expected that the use of these will reduce significantly in future years as full condition and suitability surveys are completed on all buildings.

Sources

Council property management records

Interpretation

Each council will have its own 'mix' of properties used for service provision. The choice of that mix is a matter for the council and will vary with a range of factors such as settlement pattern, and population density. However, it is important both to staff and service users that those properties are maintained in a reasonable condition and that they are suitable for the service provided.

Factors that may affect the reported performance of councils include:

- variations in the assessment process
- the mix of properties in use

the extent to which councils are constrained by the use of listed buildings where possible modification is limited.