



# **Local Government Benchmarking Framework**

## **Performance Report 2019 to 2020**

## Contents

INTRODUCTION .....	5
CHILDREN'S SERVICES .....	7
Cost per primary school pupil.....	7
Cost per secondary school pupil .....	8
The cost of pre-school education place.....	9
The percentage of adults satisfied with local schools.....	10
The percentage of early years provision which is graded good or better .....	11
Participation rates among 16 to 19-year-olds (per 100) .....	12
ADULT SOCIAL SERVICES.....	13
Home care costs per hour for people aged 65 or over .....	13
Self-directed support (direct payments + managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ .....	14
The percentage of people aged 65 and over with long-term care needs who are receiving personal care at home .....	15
The percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life .....	16
Percentage of adults supported at home who agree that they are supported to live as independently as possible.....	17
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided .....	18
Percentage of carers who feel supported to continue in their caring role .....	19
Residential cost per week per resident for people aged 65 or over.....	20
Rate of readmission to hospital within 28 days per 1,000 discharges .....	21
Proportion of care services graded 'good' or better in Care Inspectorate inspections .....	22
Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+).....	23
CULTURE AND LEISURE .....	24
Cost per attendance at sports facilities .....	24
Cost per library visit.....	25
Cost of museums per visit.....	26
Cost of parks and open spaces per 1,000 population .....	27
Percentage of adults satisfied with libraries .....	28
Percentage of adults satisfied with parks and open spaces .....	29
Percentage of adults satisfied with museums and galleries .....	30
Percentage of adults satisfied with leisure facilities.....	31
ECONOMIC DEVELOPMENT .....	32

Percentage of unemployed people assisted into work from Council operated/funded employability programmes .....	32
Cost of planning and building standards per planning application .....	33
Average time per business and industry planning application (weeks) .....	34
Percentage of procurement spent on local enterprises .....	35
Number of business gateway start-ups per 10,000 population .....	36
Investment in economic development and tourism per 1,000 population .....	37
Proportion of properties receiving superfast broadband.....	38
Town vacancy rates .....	39
Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan .....	40
<b>ENVIRONMENTAL SERVICES.....</b>	<b>41</b>
Net cost of waste collection per premise.....	41
Net cost of waste disposal per premise.....	42
Net cost of street cleaning per 1,000 population .....	43
Street cleanliness score .....	44
Cost of maintenance per kilometre of roads.....	45
Percentage of A class roads that should be considered for maintenance treatment.....	46
Percentage of B class roads that should be considered for maintenance treatment.....	47
Percentage of C class roads that should be considered for maintenance treatment.....	48
Percentage of unclassified roads that should be considered for maintenance treatment.....	49
Cost of trading standards and environmental health per 1,000 population .....	50
Cost of trading standards, money advice and citizen advice per 1,000 population .....	51
Cost of environmental health per 1,000 population .....	52
Percentage of household waste arising that is recycled.....	53
Percentage of adults satisfied with refuse collection .....	54
Percentage of adults satisfied with street cleaning.....	55
<b>CORPORATE SERVICES.....</b>	<b>56</b>
Support services as a percentage of total gross expenditure.....	56
Percentage of the highest paid 5% employees who are women .....	57
The gender pay gap .....	58
The cost per dwelling of collecting council tax .....	59
Sickness absence days per teacher.....	60
Sickness absence days per employee (non-teacher).....	61

Percentage of income due from council tax received by the end of the year ....	62
Percentage of invoices sampled that were paid within 30 days .....	63
COUNCIL HOUSING .....	64
Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year .....	64
Percentage of rent due in the year that was lost due to voids .....	66
Percentage of dwellings meeting Scottish Housing Standards .....	67
Average number of days taken to complete non-emergency repairs .....	69
Percentage of Council dwellings that are energy efficient.....	71
COUNCIL BUILDINGS .....	72
Percentage of operational buildings that are suitable for their current use.....	72
Percentage of internal floor area of operational buildings in satisfactory condition .....	73
FINANCIAL SUSTAINABILITY .....	74
Total useable reserves as a percentage of Council annual budgeted revenue .	74
Uncommitted General Fund Balance as a percentage of Council annual budgeted net revenue .....	75
Ratio of financing costs to Net Revenue Stream – General Fund.....	76
Ratio of financing costs to Net Revenue Stream – Housing Revenue Account	77
Actual outturn as a percentage of budgeted expenditure.....	78
ANNEX 1 - LGBF indicators mapped against OIC target outcomes and priorities	79

## INTRODUCTION

Welcome to Orkney Islands Council's annual report on our performance against the Local Government Benchmarking Framework (LGBF) indicators for 2019 to 2020. The LGBF indicators bring together a wide range of information about how all Scottish Councils perform in delivering services to local communities.

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

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

The reporting period for the year ending 31 March 2020 largely predates the impact of the COVID-19 pandemic. However, the pandemic has had a significant impact on services provided by the Council throughout 2020 to 2021. The continuity provided by the LGBF will be invaluable in understanding the long-term impact of the pandemic on communities and will provide vital intelligence to assist the Council in learning lessons from its response, as well as contributing to strengthening and redesigning services around future policy priorities to support recovery and renewal.

While the majority of the most recent LGBF data presents the position pre-COVID, the 2019 to 2020 educational attainment indicators refer to the academic year which was significantly impacted by the pandemic. For the 2019 to 2020 data, the absence of external assessment information led to grades awarded in 2020 being based on teacher estimates. As these results are not directly comparable with previous and future years, and therefore should not be used as an indication that performance has improved or declined, educational attainment indicators are not included in this year's report.

Furthermore, 2019 to 2020 data for the following indicators was not available at the time of writing:

- CHN8a – The gross cost of "children looked after" in residential based services per child per week.
- CHN8b – The gross cost of "children looked after" in a community setting per child per week.
- CHN9 – Balance of care for 'looked after children': % of children being looked after in the community.
- CHN22 – The percentage of child protection re-registrations within 18 months.
- CHN23 – The percentage of looked after children with more than one placement in the last year.
- CLIM1 – CO2 emissions area wide per capita.
- CLIM2 – CO2 emissions area wide: emissions within scope of local authority per capita.

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

[www.orkney.gov.uk/Service-Directory/Performance/performance.htm](http://www.orkney.gov.uk/Service-Directory/Performance/performance.htm)

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

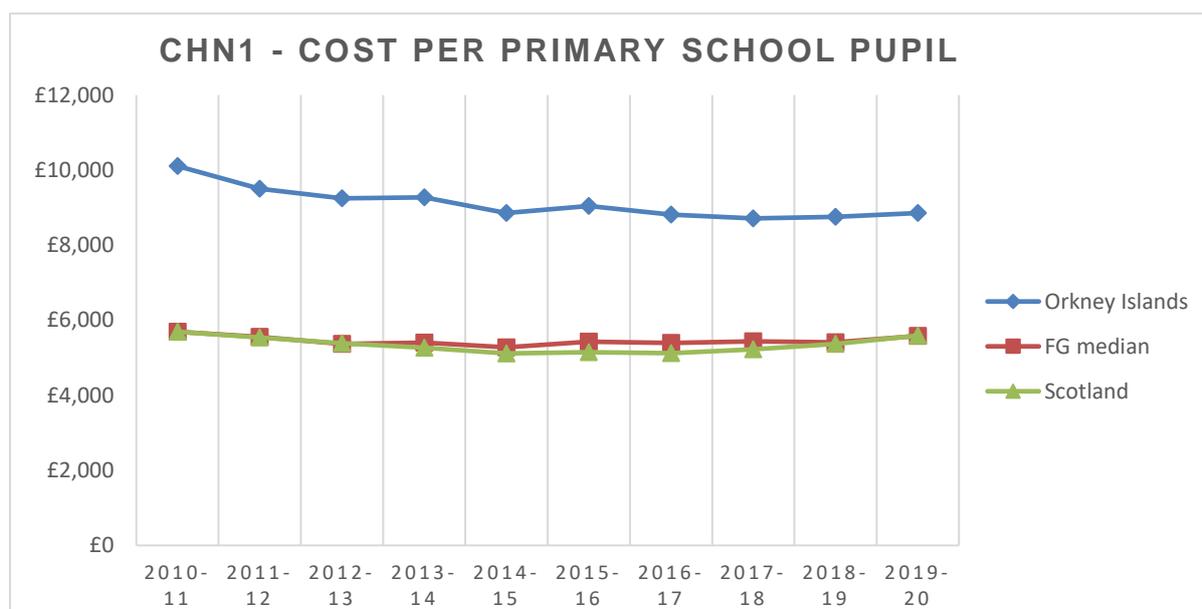
If you would like this publication in another language or in any other format, please contact us using the details above.

# CHILDREN'S SERVICES

## Cost per primary school pupil

In 2019 to 2020, the cost per primary school pupil in Orkney was £8,857, which is more than the 2018 to 2019 figure of £8,754, and significantly more than the 2019 to 2020 Scottish average of £5,595.

Rank out of 32 Scottish Councils		
2018 to 2019	31	↔
2019 to 2020	31	



### Performance Analysis

Cost per pupil in the three island groups (Orkney, Shetland and Western Isles) is noticeably higher than elsewhere. In part this will be due to the 4%+ uplift per pupil created by the distant islands allowance.

Costs per pupil in Orkney are also higher as a significant number of schools are also community facilities.

In smaller schools (which carry a high percentage of surplus places) the cost per pupil is disproportionately large; in 2018 analysis of the data indicated that the cost per pupil for around 70% of pupils is at least £1,500 lower.

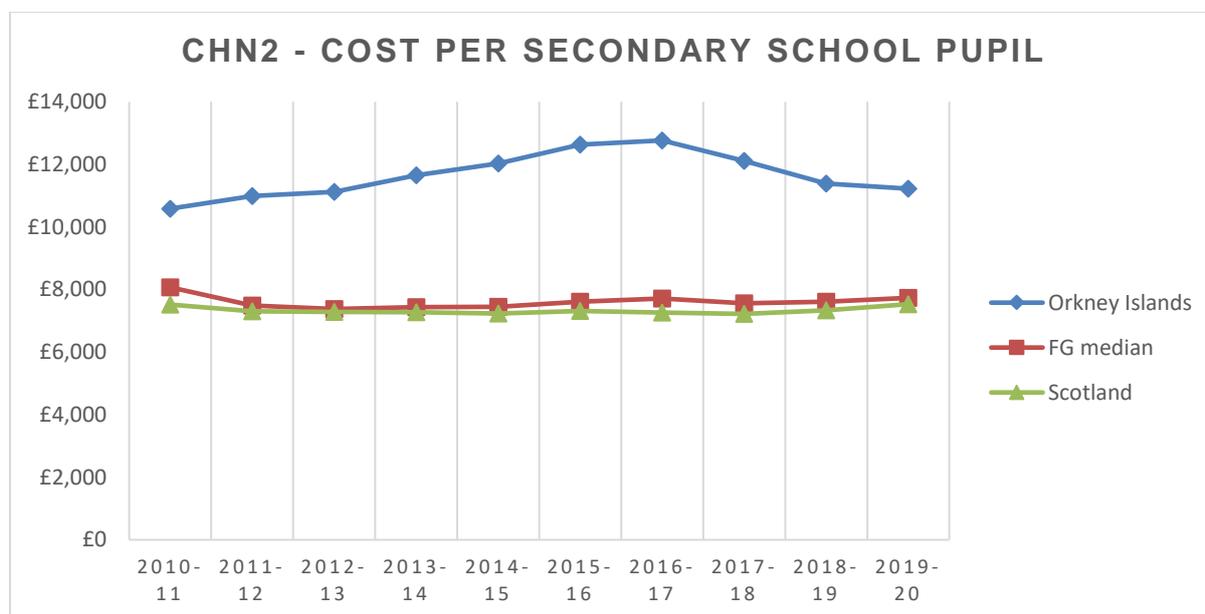
### Future Action

Review the financial model for schools and learning across Orkney; consider adoption of nationally agreed staffing ratios across all schools; explore efficiencies within non-frontline support services; delineate non-education costs (e.g. community facilities costs); produce 'cost per place' data to ensure discussions are informed.

## Cost per secondary school pupil

In 2019 to 2020, the cost per secondary school pupil in Orkney was £11,219, which is less than the 2018 to 2019 figure of £11,384, but significantly more than the 2019 to 2020 Scottish average of £7,531.

Rank out of 32 Scottish Councils		
2018 to 2019	31	↑
2019 to 2020	30	



### Performance Analysis

Rise in cost per pupil between 2010 and 2017 is in part due to fluctuations in roll and consequently schools carry a disproportionate number of “surplus places”. Increase in roll (particularly at KGS) leads to a small drop in the cost per pupil. Average for Orkney is significantly impacted by junior highs. KGS (as the biggest school) is closer to the national average once the figure has been adjusted to exclude Distant Islands Allowance.

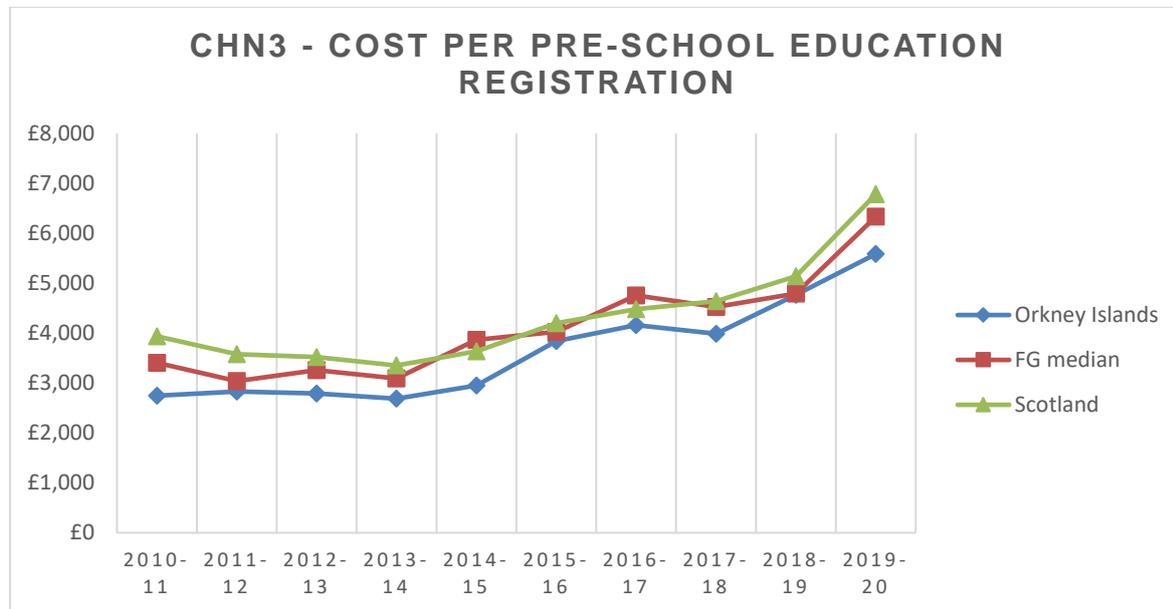
### Future Action

(As noted above): Review the financial model for schools and learning across Orkney; consider adoption of nationally agreed staffing ratios across all schools; explore efficiencies within non-frontline support services; delineate non-education costs (e.g. community facilities costs); produce ‘cost per place’ data to ensure discussions are informed.

## The cost of pre-school education place

In 2019 to 2020, the cost per pre-school education place in Orkney was £5,585, which is more than the 2018 to 2019 figure of £4,769, but less than the 2019 to 2020 Scottish average of £6,783.

Rank out of 32 Scottish Councils		
2018 to 2019	14	
2019 to 2020	7	



### Performance Analysis

The overall increase is in line with expectations linked to the expansion of Early Learning and Childcare (ELC).

With increased accuracy in attributing costs to ELC (rather than primary) the change in relative position is not unexpected (by example this means energy costs and administrative support for ELC provision in school is not captured in the cost per registration figure).

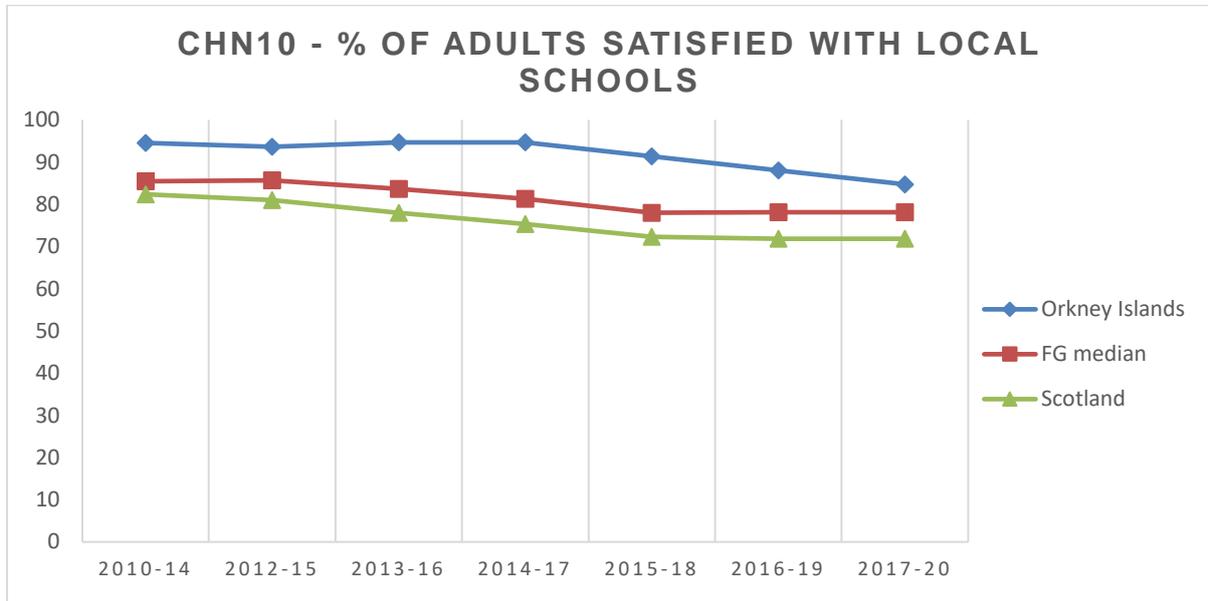
### Future Action

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

## The percentage of adults satisfied with local schools

In 2017 to 2020, 84.73% of adults were satisfied with local schools, which is not as good as the 2016 to 2019 figure of 88.07%, but better than the 2017 to 2020 Scottish average of 71.83%.

Rank out of 32 Scottish Councils		
2016 to 2019	2	
2017 to 2020	3	



### Performance Analysis

Overall (slight downward) trend is in line with the Family Group Median and Scottish average. Orkney's schools continue to maintain a strong standing with the local communities (in the family group only Shetland is doing better). Figures do not yet capture the local response to how the service has responded to the global pandemic.

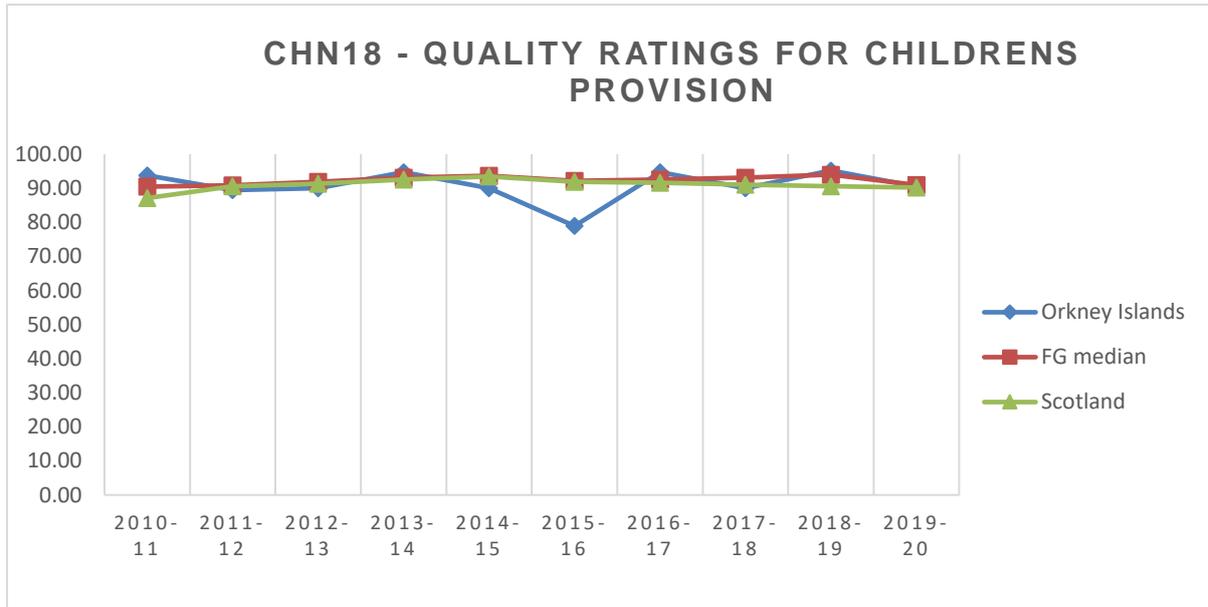
### Future Action

Continue to reflect the importance of education in Orkney through the channels open to the service, including Parent Councils, local media and the staff team itself.

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

In 2019 to 2020, Orkney’s funded early years provision which was graded good or better was 90.50%, which is not as good as the 2018 to 2019 figure of 95.24%, but about the same as the 2019 to 2020 Scottish average of 90.20%.

Rank out of 32 Scottish Councils		
2018 to 2019	10	
2019 to 2020	17	



### Performance Analysis

Performance of funded provision is consistently high. Each setting adds or deducts in the order of 5% difference, this means the data indicates two settings graded as less than good, one of which is now closed.

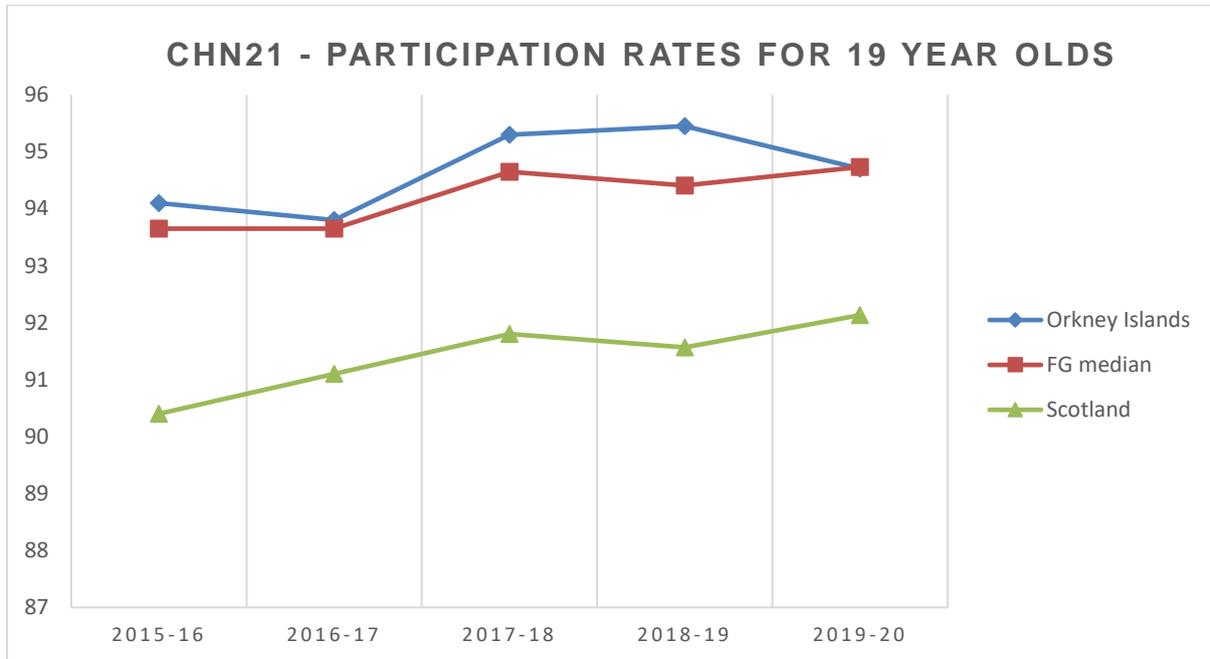
### Future Action

Targeted work is underway where settings have been graded as less than good. In addition, the service will continue with the programme of learning, support and quality assurance provided by the Council’s Early Years Team. Identify any provision ‘at risk’ and work with the practitioners and registered manager to bring about the necessary improvements.

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

In 2019 to 2020, participation in learning, training or work among Orkney's 16 to 19-year-olds was 94.71%, which is slightly less than the 2018 to 2019 figure of 95.45%, but better than the 2019 to 2020 Scottish average of 92.13%.

Rank out of 32 Scottish Councils		
2018 to 2019	5	
2019 to 2020	6	



### Performance Analysis

While it is important to notice and note the small percentage drop this year, this is yet again a positive outcome for Orkney's young people.

### Future Action

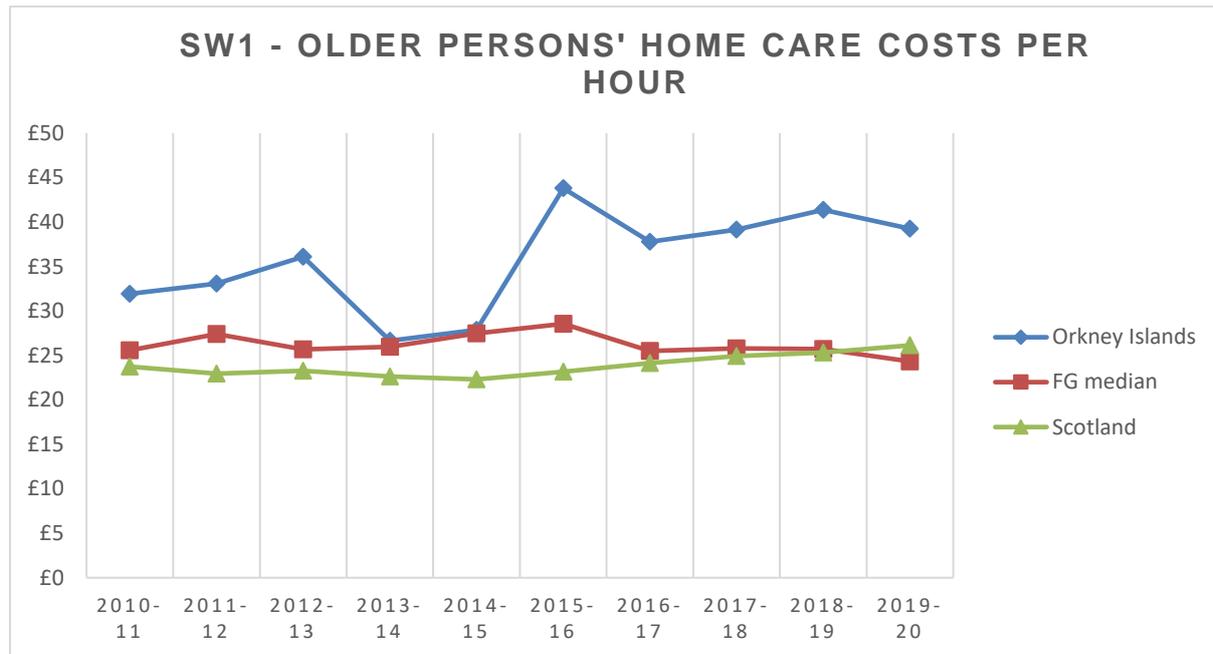
A very good partnership working model, with a significant contribution from Skills Development Scotland (SDS) as well as other key partners, has been established to ensure that young people's participation in education, work and training is monitored and that support or intervention is both timely and proportionate.

# ADULT SOCIAL SERVICES

## Home care costs per hour for people aged 65 or over

In 2019 to 2020, the hourly cost of providing home care for people aged 65 or over in Orkney was £39.26, which is less than the 2018 to 2019 figure of £41.35, but more than the 2019 to 2020 Scottish average of £26.13.

Rank out of 32 Scottish Councils		
2018 to 2019	30	↔
2019 to 2020	30	



### Performance Analysis

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

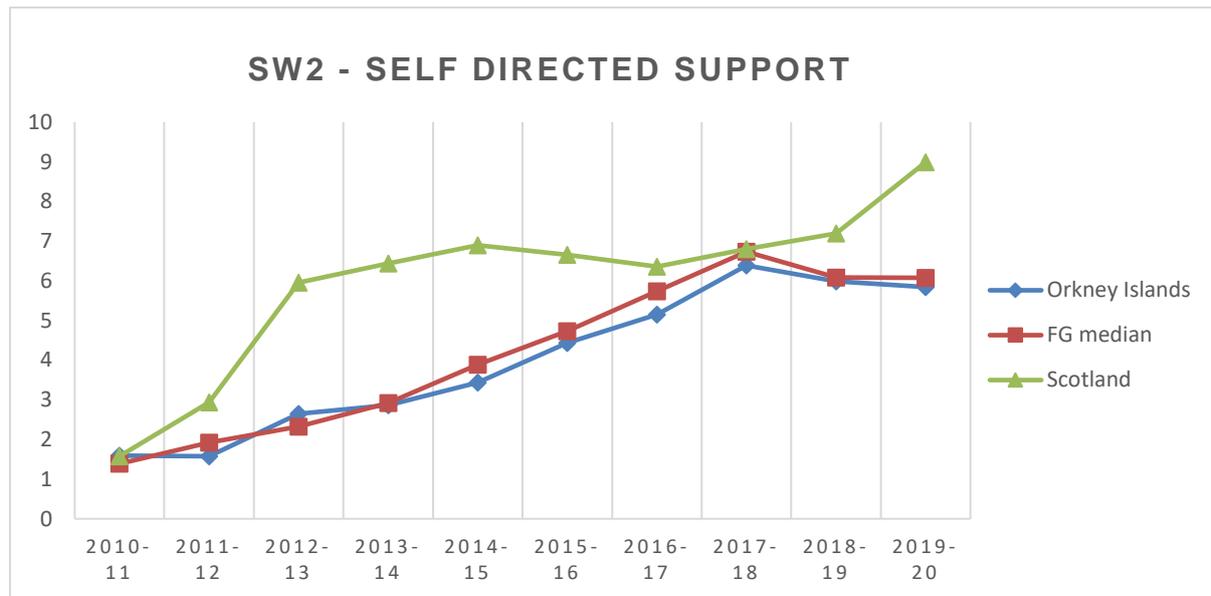
### Future Action

The effects of the COVID-19 pandemic have impacted on the plan to review all the models of care as a priority over the next three years described in the current IJB Strategic Plan. It remains the intention however to meet with third sector partners to look at the issues in providing care at home in Orkney and consider an alternative contracting framework. The Independent Review of Adult Care also signals future changes in service commissioning.

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

In 2019 to 2020, 5.85% of Orkney’s total social work spend went on self-directed support for adults aged 18 years and over, which is less than the 2018 to 2019 figure of 5.99%, and the 2019 to 2020 Scottish average of 8.99%.

Rank out of 32 Scottish Councils		
2018 to 2019	10	
2019 to 2020	13	



### Performance Analysis

The graph shows that Orkney has had a steady rise in the spend on Direct Payments and managed personalised budgets, in line with the family group median, however this has now become relatively stagnant. We have a small market of external providers from the third and independent sector in comparison to other areas which goes some way to explain the data – i.e. if there is a limited market, individuals, whether service users or professional advisors, are less likely to see the benefits of direct payments.

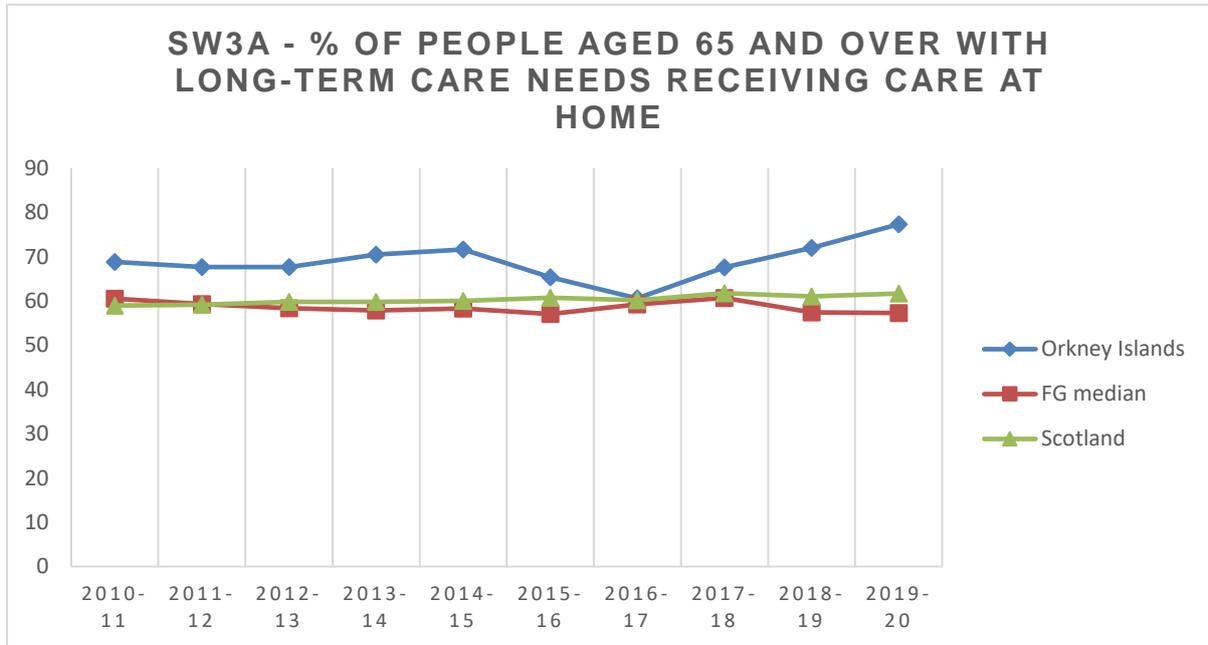
### Future Action

We have had some turnover in the adult social work team and will therefore take the opportunity to remind and re-energise social workers in relation to the benefits of Self-Directed Support.

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

In 2019 to 2020, 77.31% of people with long-term care needs in Orkney were receiving care at home, which is more than the 2018 to 2019 figure of 72.00%, and the 2019 to 2020 Scottish average of 61.65%.

Rank out of 32 Scottish Councils		
2018 to 2019	2	
2019 to 2020	1	



### Performance Analysis

Despite many capacity issues mainly with care at home, we have continued an upward trajectory and are currently ranked number 1 in Scotland. The challenge will be to continue with this positive trend given the aging workforce issues and low unemployment.

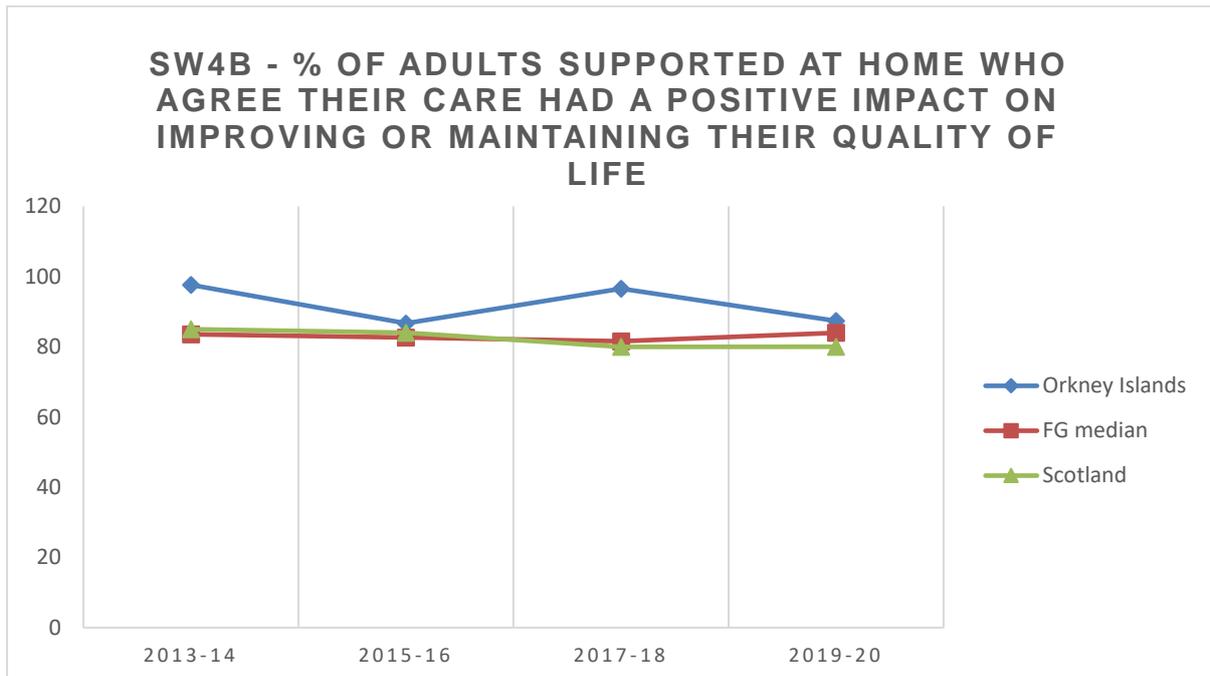
### Future Action

There will be discussions held with all agencies providing care at home to look at how collectively we can work together in order to maintain this position. As mentioned earlier we are keen to look at alternative forms of contracting with third sector partners, and to embrace opportunities set out in the Independent Review of Adult Social Care.

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

In 2019 to 2020, 87.33% of adults in Orkney who are supported at home agreed that their care had a positive impact on improving or maintaining their quality of life, which is not as good as the 2017 to 2018 figure of 96.57%, but better than the 2019 to 2020 Scottish average of 80.03%.

Rank out of 32 Scottish Councils		
2017 to 2018	1	
2019 to 2020	2	



**Performance Analysis**

Despite a dip to the number two position this remains an excellent position in relation to our performance in this outcome.

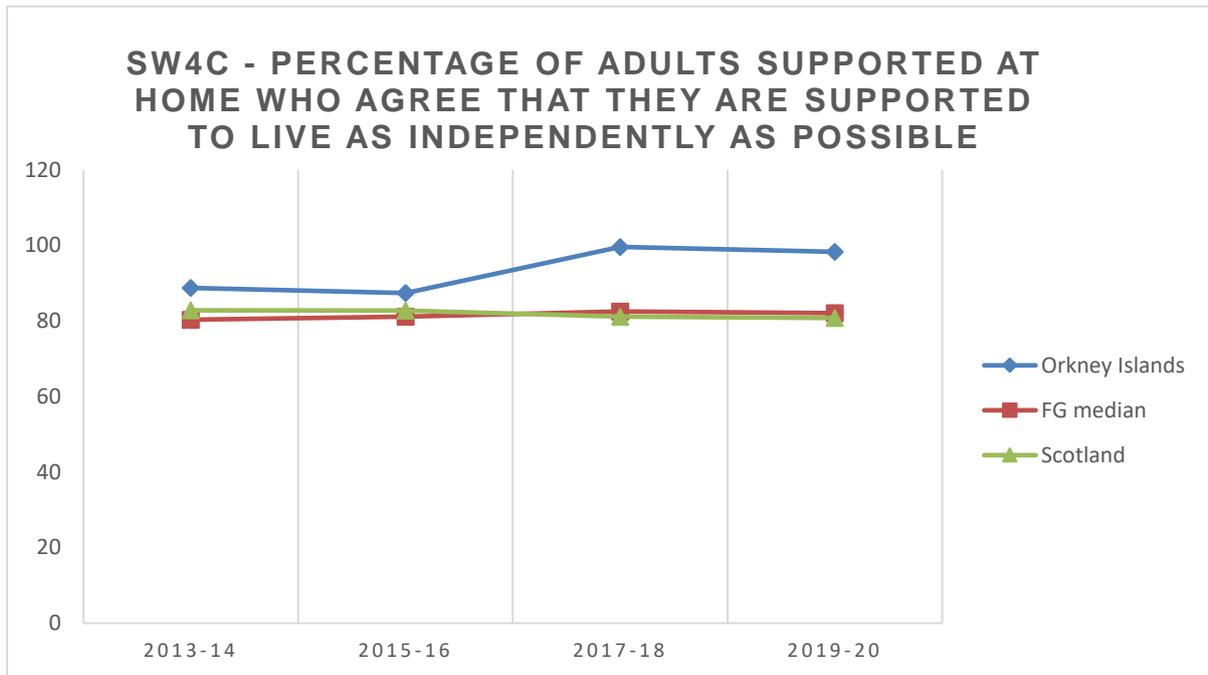
**Future Action**

We will strive to maintain this position and to better understand what it is that contributes to this success.

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

In 2019 to 2020, 98.32% of adults supported at home agreed that they are supported to live as independently as possible, which is not quite as good as the 2017 to 2018 figure of 99.59%, but better than the 2019 to 2020 Scottish average of 80.78%.

Rank out of 32 Scottish Councils		
2017 to 2018	1	↔
2019 to 2020	1	



### Performance Analysis

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

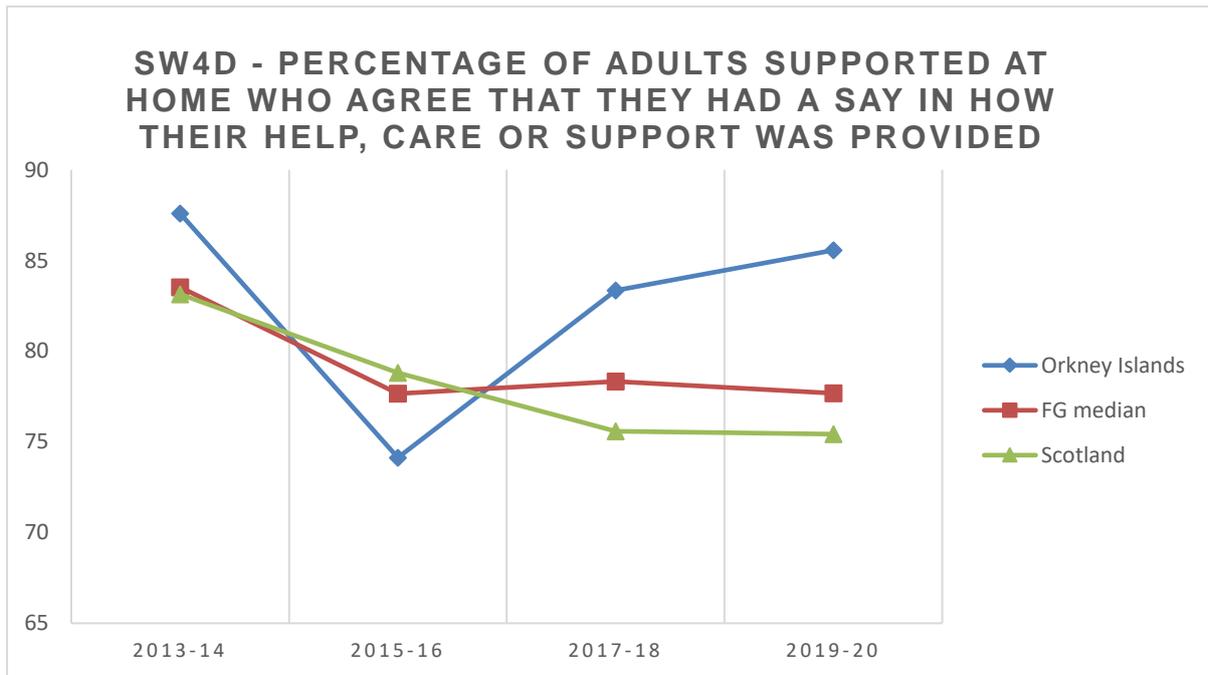
### Future Action

To continue to support people to be as independent as possible we are looking at different ways of working. We will particularly need to watch performance as we adopt new models, including assistive technology.

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

In 2019 to 2020, 85.56% of people supported at home agreed that they had a say in how their help, care or support was provided, which is better than the 2017 to 2018 figure of 83.34%, and the 2019 to 2020 Scottish average of 75.43%.

Rank out of 32 Scottish Councils		
2017 to 2018	3	
2019 to 2020	2	



### Performance Analysis

Having climbed to a ranking of second we continue to perform better than the Scottish average and our family group.

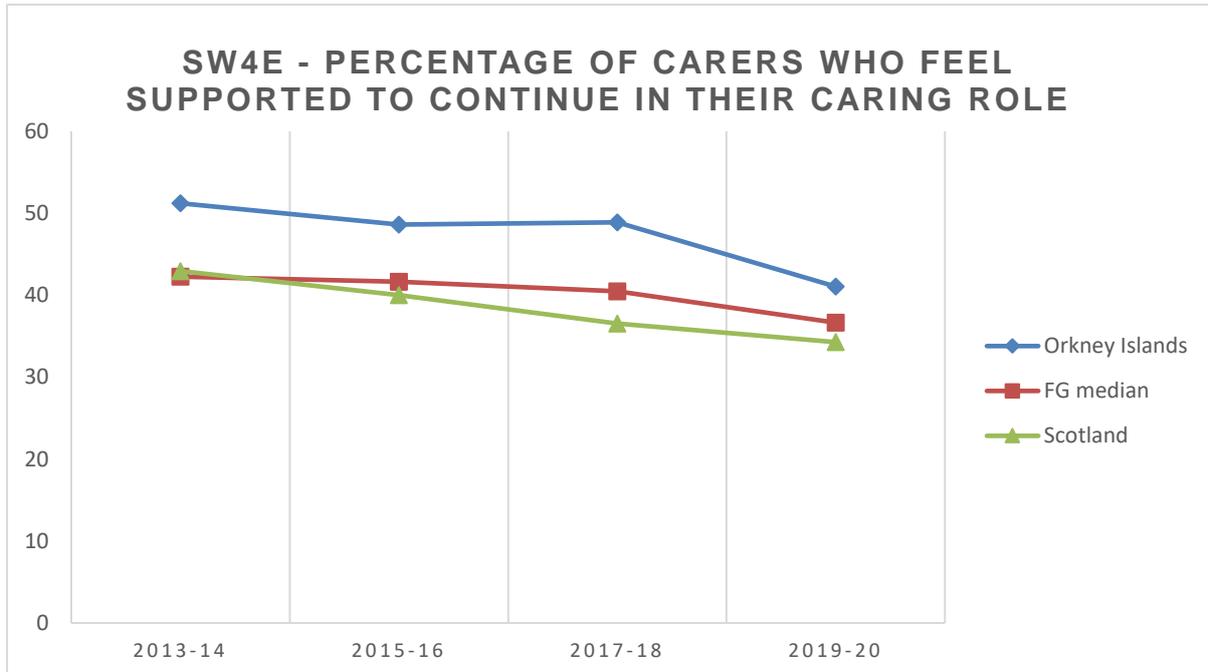
### Future Action

We will strive to continue to perform well. It is anticipated the embedding of Community Led Support and the 'good conversations' training undertaken will help increase performance in this area.

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

In 2019 to 2020, 41.06% of carers said they felt supported to continue in their caring role, which is not as good as the 2017 to 2018 figure of 48.89%, but better than the 2019 to 2020 Scottish average of 34.28%.

Rank out of 32 Scottish Councils		
2017 to 2018	1	
2019 to 2020	2	



### Performance Analysis

In overall terms this is a good performance albeit that we have slipped from first to second ranking. In common with our family group and Scotland as a whole our percentage of carers advising they feel well supported to continue in their caring role has slipped further to only 41% of respondents. This performance does not include young carers as the survey to establish performance in this area does not include children and young people.

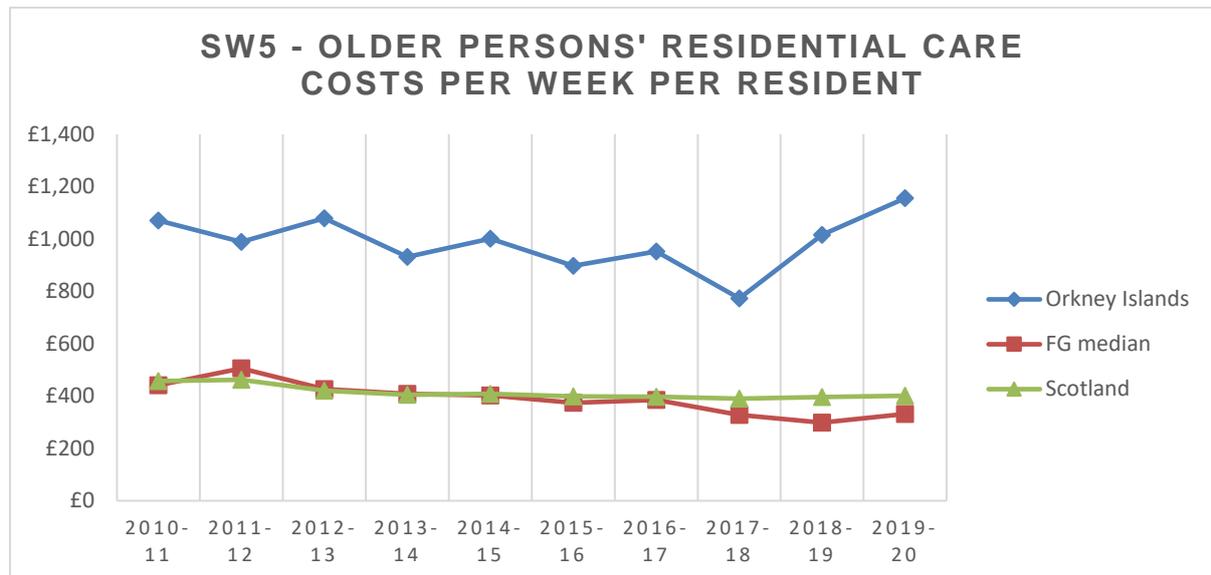
### Future Action

We re-established the Carers' Strategy Group during 2020 and have carried out some awareness raising. Furthermore, we will discuss how we may capture data better going forward.

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

In 2019 to 2020, the residential cost per week per resident for people in Orkney aged over 65 or over was £1,155, which was more than the 2018 to 2019 figure of £1,016, and significantly more than the 2019 to 2020 Scottish average of £401.

Rank out of 32 Scottish Councils		
2018 to 2019	31	↔
2019 to 2020	31	



### Performance Analysis

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

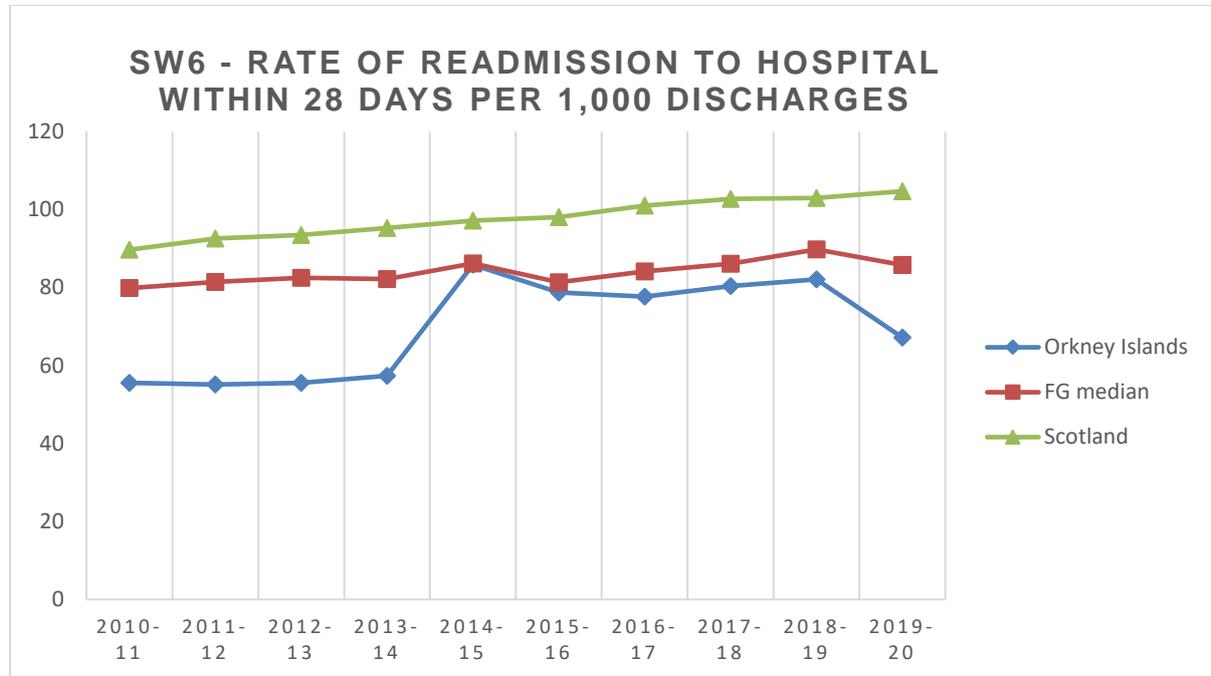
### Future Action

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

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

In 2019 to 2020, there was a readmission rate to hospital within 28 days of 67.17 per 1,000 discharges, which is better than the 2018 to 2019 figure of 82.10, and the 2019 to 2020 Scottish average of 104.69.

Rank out of 32 Scottish Councils		
2018 to 2019	5	↑
2019 to 2020	1	



### Performance Analysis

Local performance has improved and Orkney was ranked number one for 2019/20.

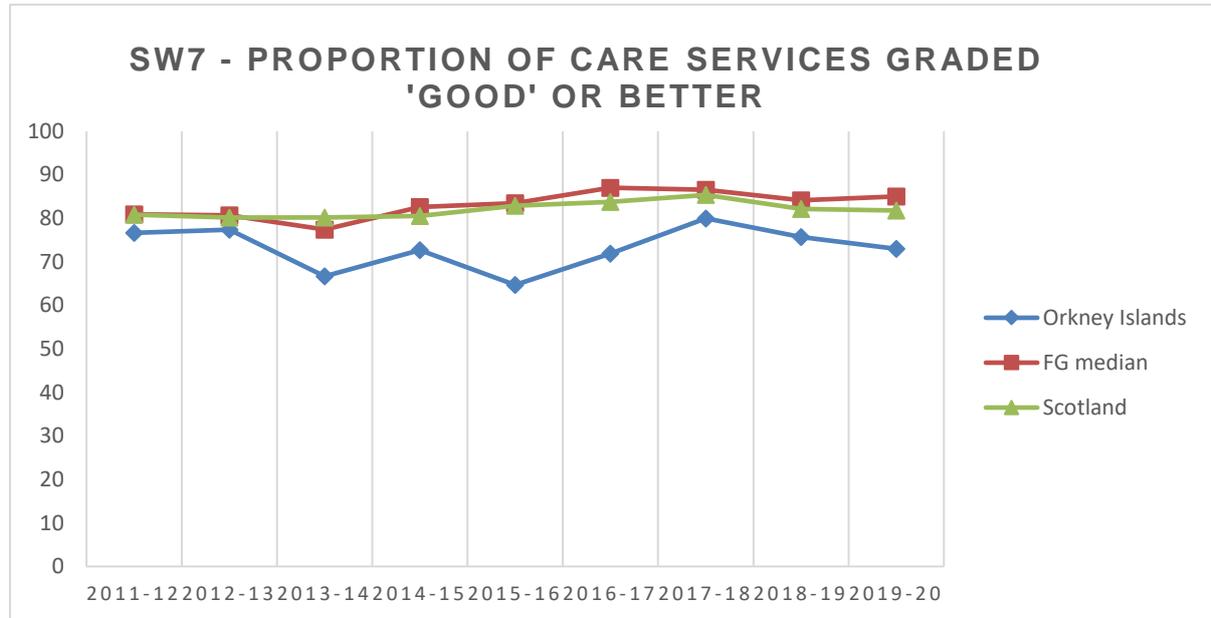
### Future Action

We need to ensure that routine multi-disciplinary review of readmissions is embedded going forward to build a continuous quality improvement approach around this indicator.

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

In 2019 to 2020, 72.97% of care services were graded good or better in Care Inspectorate reports, which is not as good as the 2018 to 2019 figure of 75.68%, and the 2019 to 2020 Scottish average of 81.83%.

Rank out of 32 Scottish Councils		
2018 to 2019	27	
2019 to 2020	29	



### Performance Analysis

We are aware that the ageing St Peter's House received poor grades for environment. This may well account for the 2.71% points dropped during 2019/20.

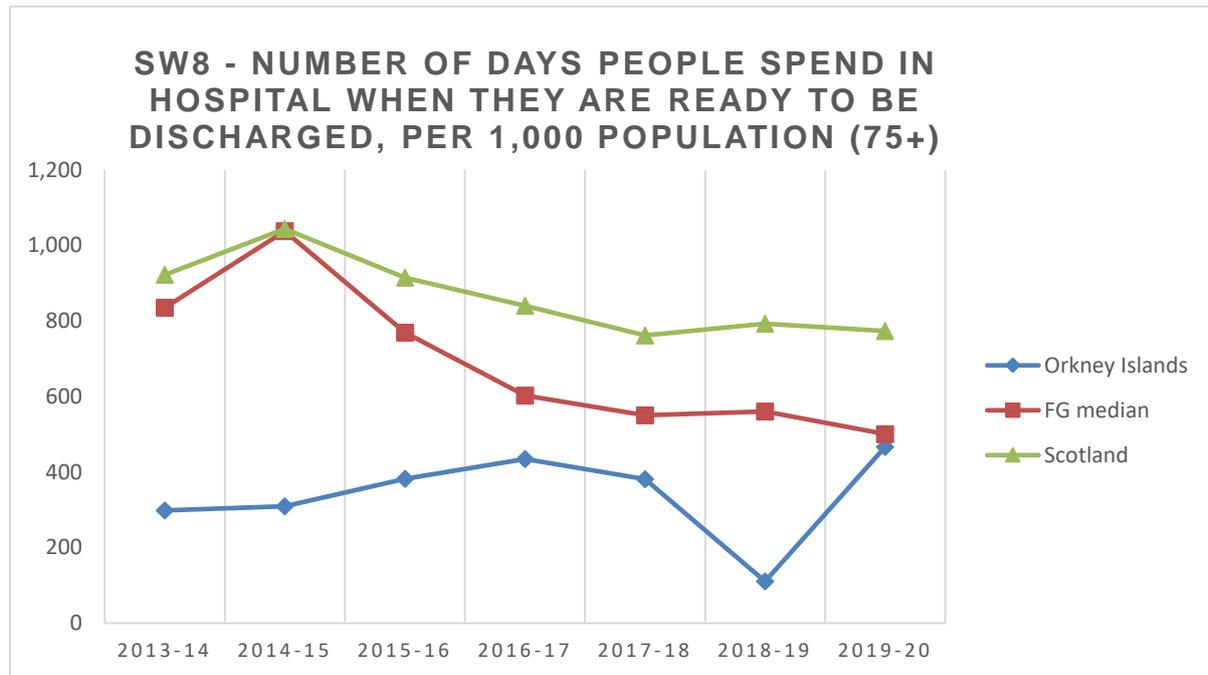
### Future Action

We await an inspection of Hamnavoe House which was put on hold due to the effects of the pandemic. In addition, we will ensure that those Council services managed by OHAC with grades less than good develop action plans to not only meet any recommendations but also are sufficient to improve the grade.

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

In 2019 to 2020, the number of days people spent in hospital when they were ready to be discharged, per 1,000 population (75+), was 466.69, which is not as good as the 2018 to 2019 figure of 110.87, but better than the 2019 to 2020 Scottish average of 773.78.

Rank out of 32 Scottish Councils		
2018 to 2019	2	
2019 to 2020	10	



### Performance Analysis

Despite collaborative working and a focus on reducing delays our performance has slipped back to the 2017/18 ranking of 10th. We are aware that applications for Guardianships are increasing significantly and this often brings with it a lengthier stay in hospital.

### Future Action

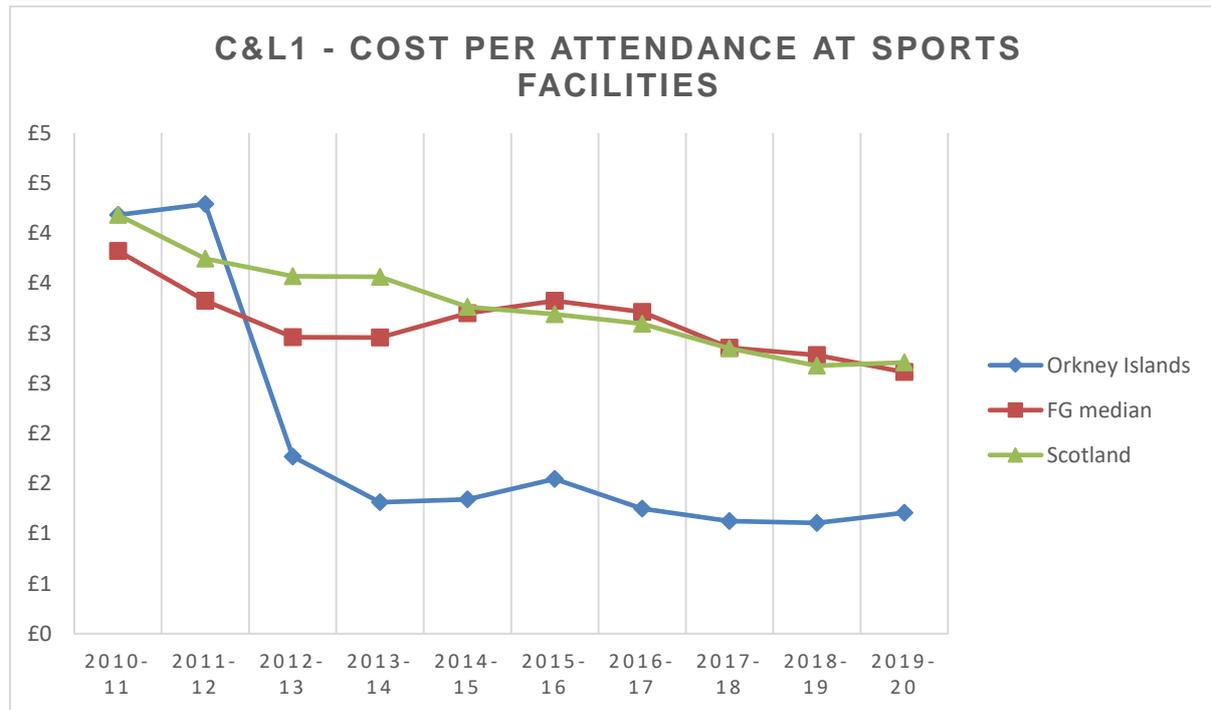
We have initiated discussions with Shetland to compare data and performance with a view to sharing good practice to improve our performance. A significant strand of analysis will be carried out within the adult Joint Strategic Needs Assessment due to be redrafted during 2021/22.

# CULTURE AND LEISURE

## Cost per attendance at sports facilities

In 2019 to 2020, the cost per attendance at sports facilities in Orkney was £1.21, which is more than the 2018 to 2019 figure of £1.11, but less than the 2019 to 2020 Scottish average of £2.71.

Rank out of 32 Scottish Councils		
2018 to 2019	4	
2019 to 2020	6	



### Performance Analysis

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

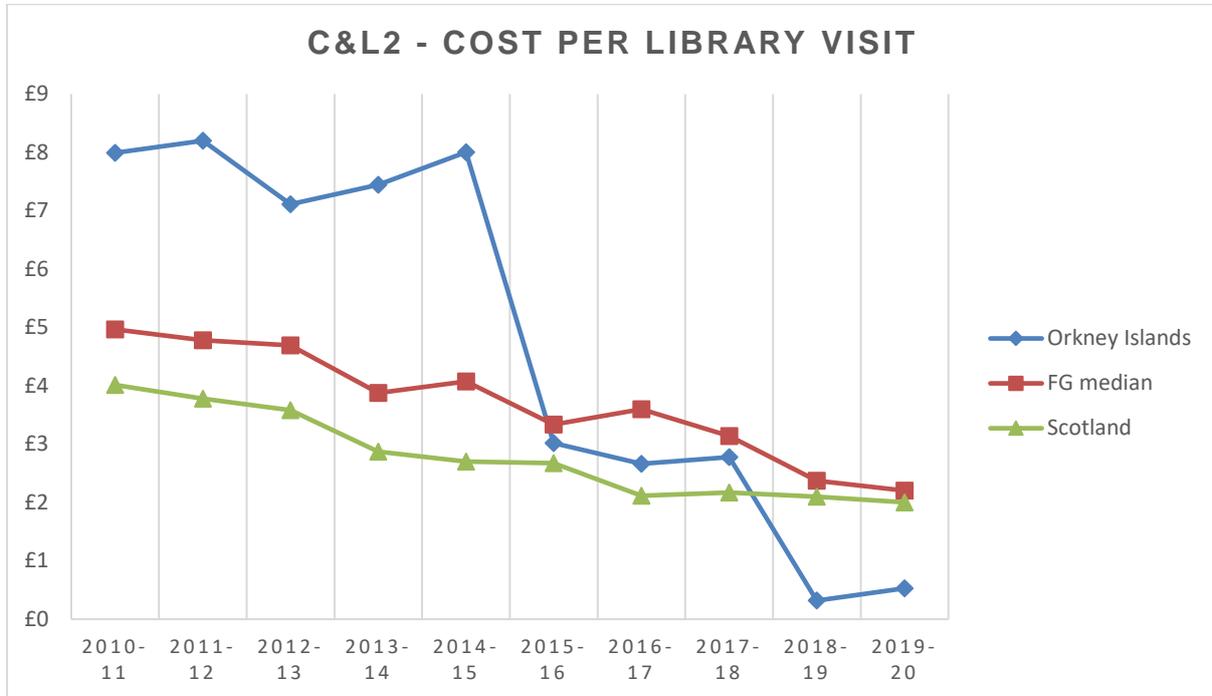
### Future Action

Continue to look at ways to reduce the cost of the service (including extending opportunity for income generation) as part of the Council’s overall approach to budget management.

## Cost per library visit

In 2019 to 2020, the cost per library visit in Orkney was £0.53, which is more than the 2018 to 2019 figure of £0.32, but less than the 2019 to 2020 Scottish average of £2.00.

Rank out of 32 Scottish Councils		
2018 to 2019	1	↔
2019 to 2020	1	



### Performance Analysis

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

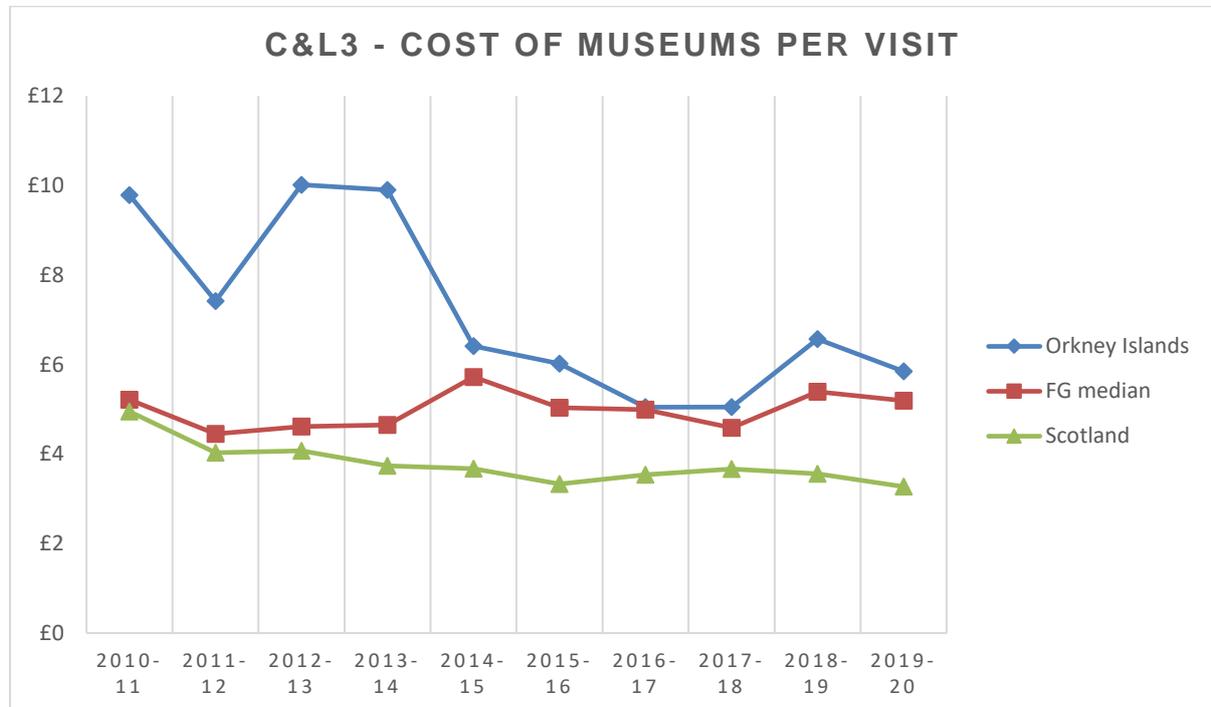
### Future Action

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

## Cost of museums per visit

In 2019 to 2020, the cost of museums per visit in Orkney was £5.85, which is less than the 2018 to 2019 figure of £6.57, but more than the 2019 to 2020 Scottish average of £3.27.

Rank out of 32 Scottish Councils		
2018 to 2019	24	
2019 to 2020	20	



### Performance Analysis

While the overall picture and trend is for reducing costs, cost per visitor is perhaps inevitably at the higher end (as opposed to museums in large urban settings) – each facility could accommodate more visitors but there is a finite potential number of visitors based primarily on the numbers of people visiting Orkney.

The additional and temporary burden of managing the Scapa Flow Visitor Centre project is leading to significant overrun in expenditure.

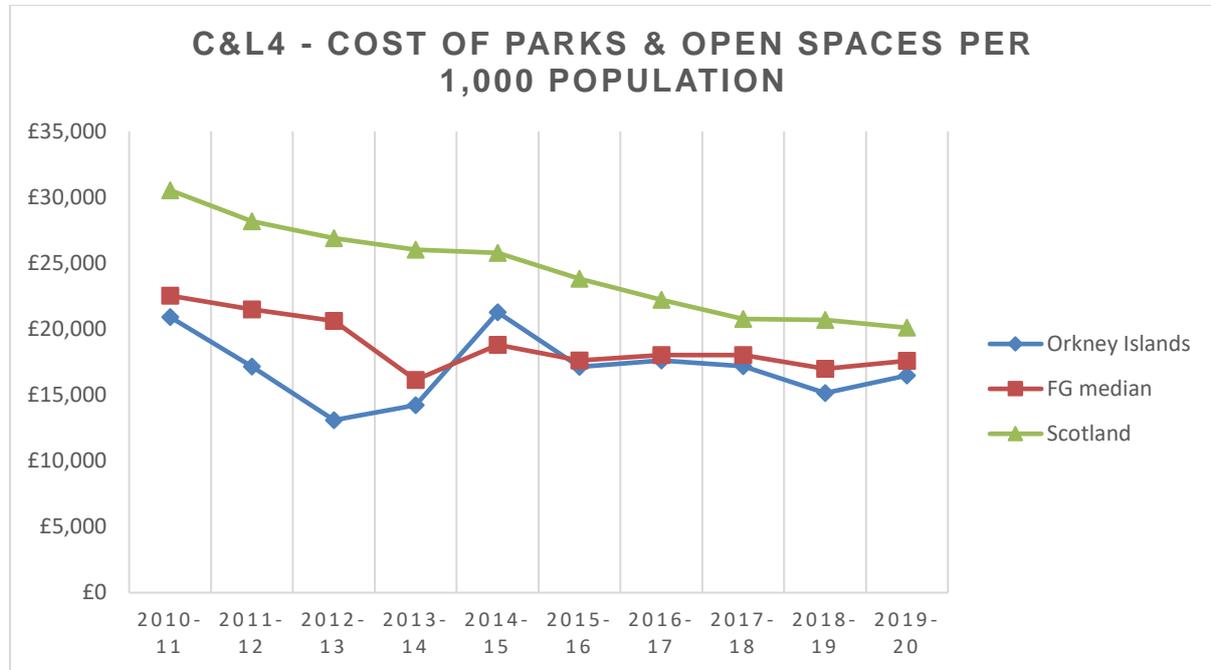
### Future Action

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

## Cost of parks and open spaces per 1,000 population

In 2019 to 2020, the cost of parks and open spaces per 1,000 population in Orkney was £16,480, which is more than the 2018 to 2019 figure of £15,143, but less than the 2019 to 2020 Scottish average of £20,107.

Rank out of 32 Scottish Councils		
2018 to 2019	10	↔
2019 to 2020	10	



### Performance Analysis

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

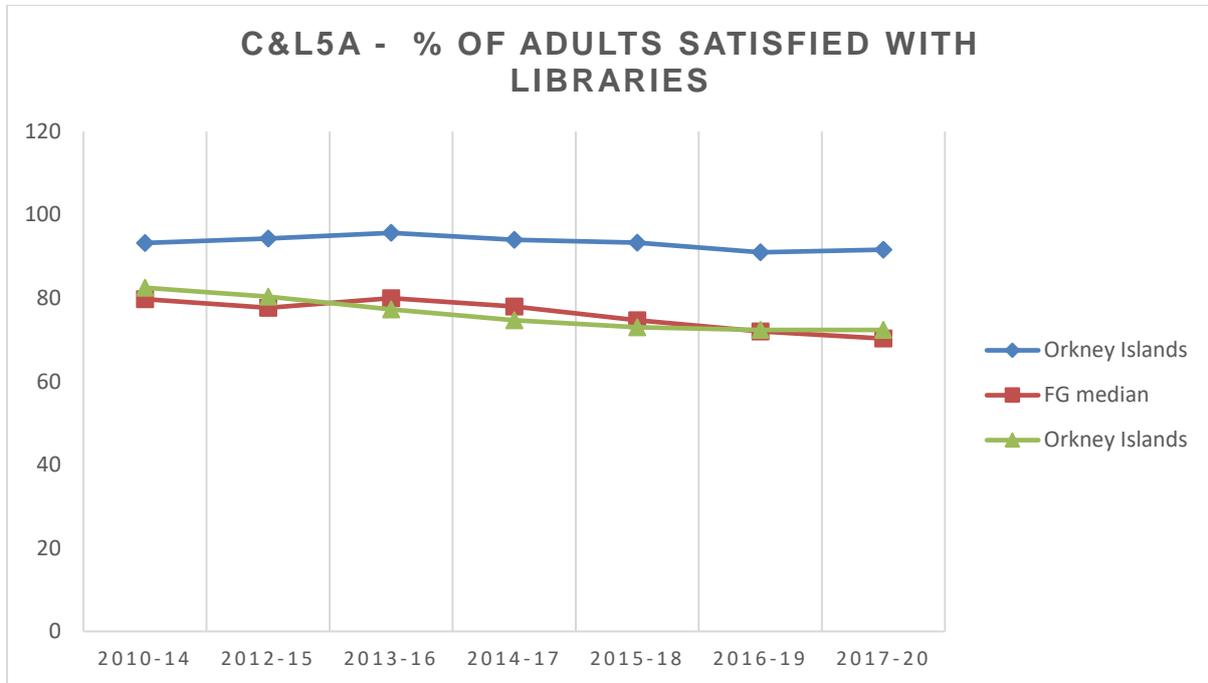
### Future Action

Review the business plan that supports activity within this area to ensure best value.

## Percentage of adults satisfied with libraries

In 2017 to 2020, 91.67% of adults in Orkney were satisfied with libraries, which slightly better than the 2016 to 2019 figure of 91.00%, and the 2017 to 2020 Scottish average of 72.37%.

Rank out of 32 Scottish Councils		
2016 to 2019	1	↔
2017 to 2020	1	



### Performance Analysis

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

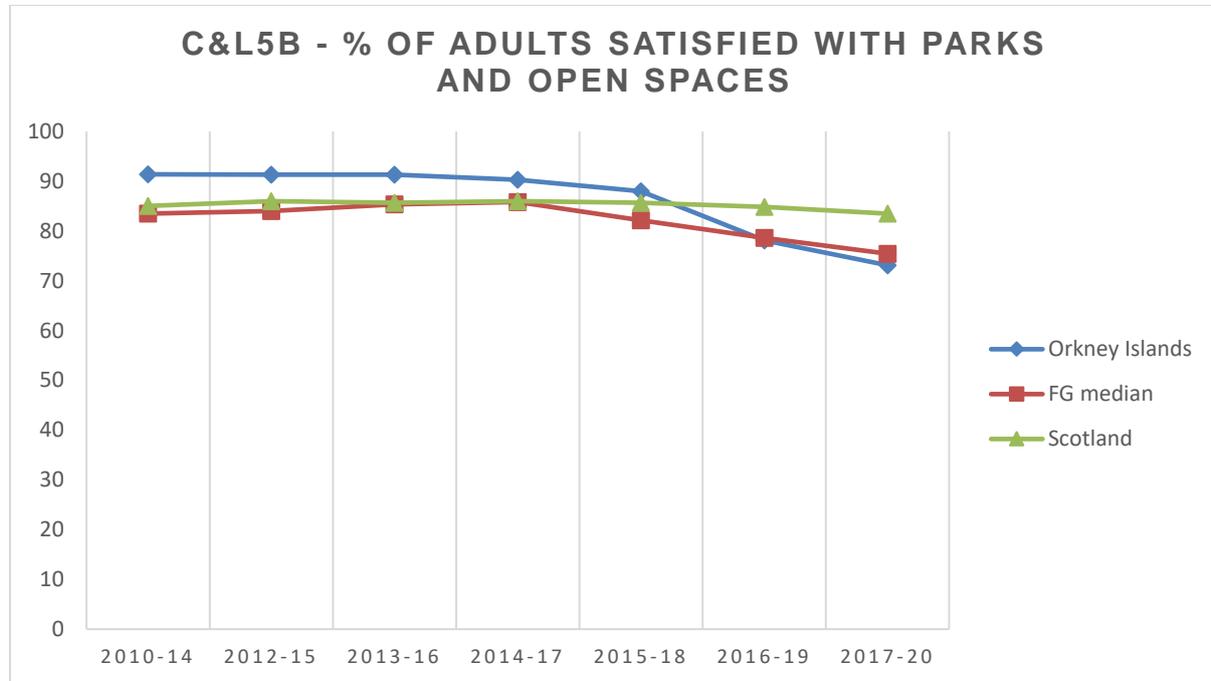
### Future Action

Continue to look at ways to ensure service is effective and efficient as part of the Council's overall approach to budget management without this affecting service ability to deliver the successful Library and Archive service.

## Percentage of adults satisfied with parks and open spaces

In 2017 to 2020, 73.13% of adults in Orkney were satisfied with parks and open spaces, which is not as good as the 2016 to 2019 figure of 78.13%, or the 2017 to 2020 Scottish average of 83.50%.

Rank out of 32 Scottish Councils		
2016 to 2019	29	↔
2017 to 2020	29	



### Performance Analysis

The overall (downward) trend is different to the national picture, but similar to the family mean. A reduction in investment / spend is likely to be a causal factor as the assets are deteriorating with a consequential reduction in levels of satisfaction.

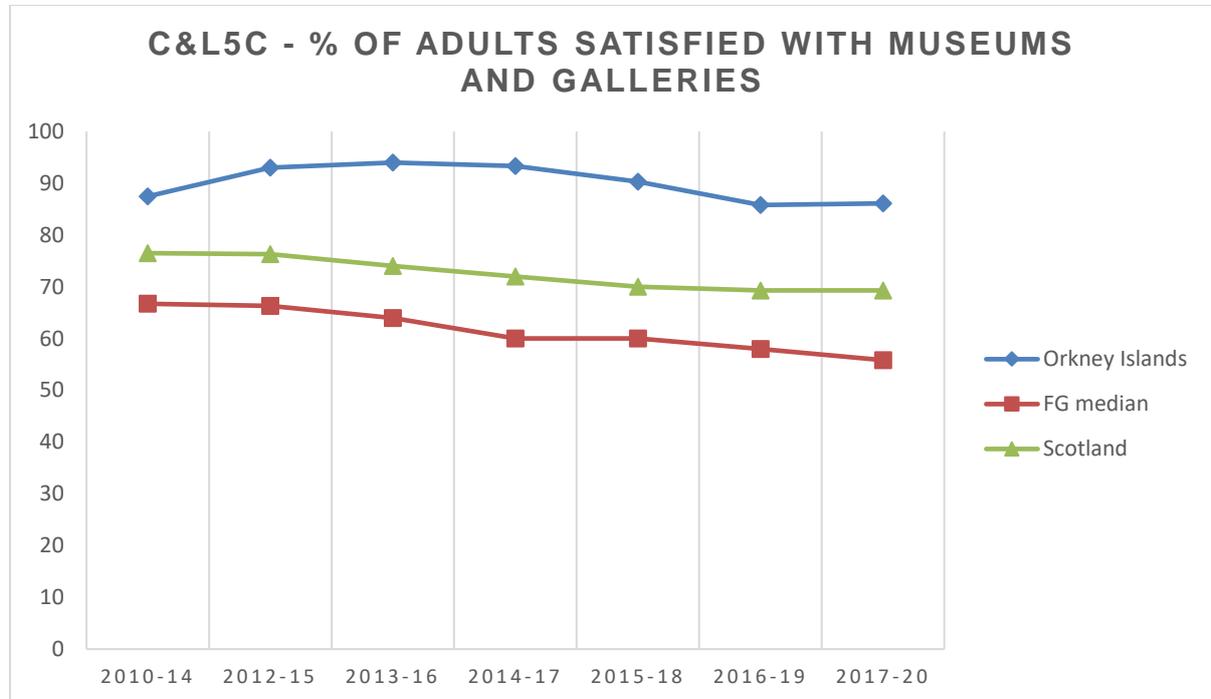
### Future Action

Review business plan for the sector and financial support for the play area strategy; continue to work with local communities and encourage community participation / leadership in the development of schemes to enhance the local community.

## Percentage of adults satisfied with museums and galleries

In 2017 to 2020, 86.13% of adults in Orkney were satisfied with museums and galleries, which is slightly better than the 2016 to 2019 figure of 85.80%, and better than the 2017 to 2020 Scottish average of 69.30%.

Rank out of 32 Scottish Councils		
2016 to 2019	3	
2017 to 2020	4	



### Performance Analysis

The local longitudinal trend appears to mirror an overall national reduction in satisfaction. Bearing in mind the long period of closure, site-specific feedback, remains positive.

### Future Action

Continue to look at new ways of making the collection accessible (including developing online and virtual exhibitions as part of the wider offer); continue with planning for the opening of the new visitor centre at Lyness (which is anticipated to boost numbers) to ensure positive feedback from visitors.

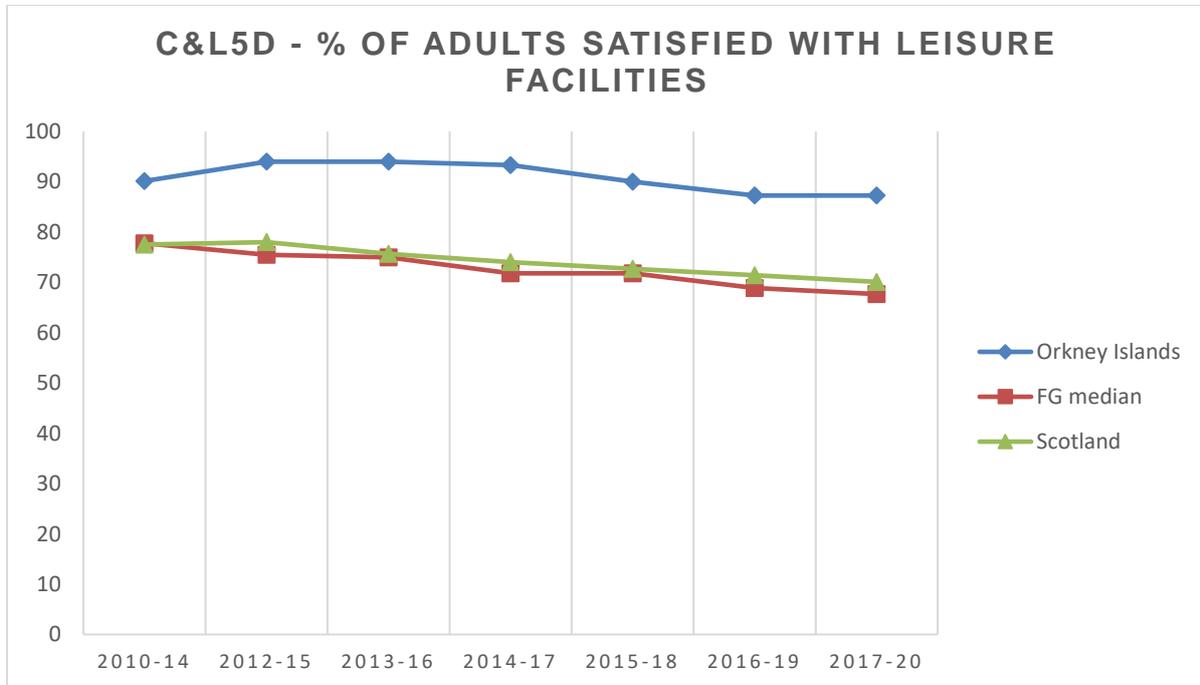
## Percentage of adults satisfied with leisure facilities

In 2017 to 2020, 87.27% of adults in Orkney were satisfied with leisure facilities, which is the same as the 2016 to 2019 figure, and better than the 2017 to 2020 Scottish average of 70.10%.

Rank out of 32 Scottish Councils

2016 to 2019 2

2019 to 2020 2



### Performance Analysis

Satisfaction level remains buoyant, with the relative position being maintained. Actual satisfaction rate shows small decline which is mirrored nationally and within the family group.

### Future Action

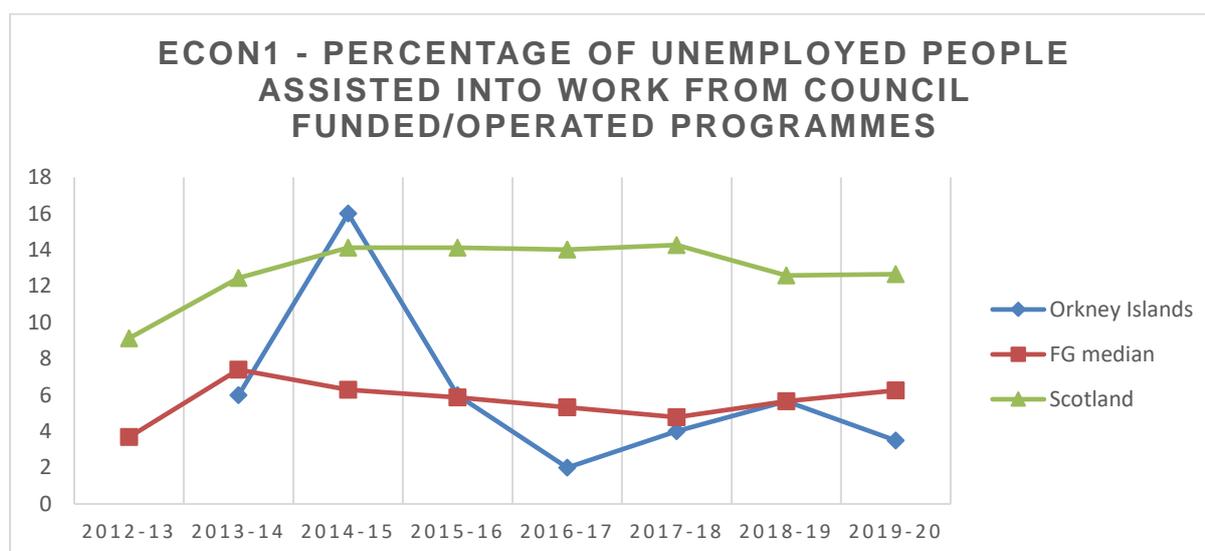
Continue to review and develop plans to maintain/enhance both facilities and activities, including participation in the Pickaquooy Centre Trust's 'Active Life scheme.

## ECONOMIC DEVELOPMENT

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

In 2019 to 2020, 3.50% of unemployed people were assisted into work from Council operated/funded employability programmes, which is less than the 2018 to 2019 figure of 5.67%, and the 2019 to 2020 Scottish average of 12.66%.

Rank out of 32 Scottish Councils		
2018 to 2019	25	
2019 to 2020	30	



#### Performance Analysis

Orkney saw a decrease in the number of people supported into work from Council funded / operated employability programmes during 2019/20, following two years of increases. We are now slightly lower than other councils in our family group, although still significantly below the Scottish average. This is due in part to Orkney's low unemployment rates, prior to COVID-19, and also the availability of national employability scheme places allocated to Orkney during this time.

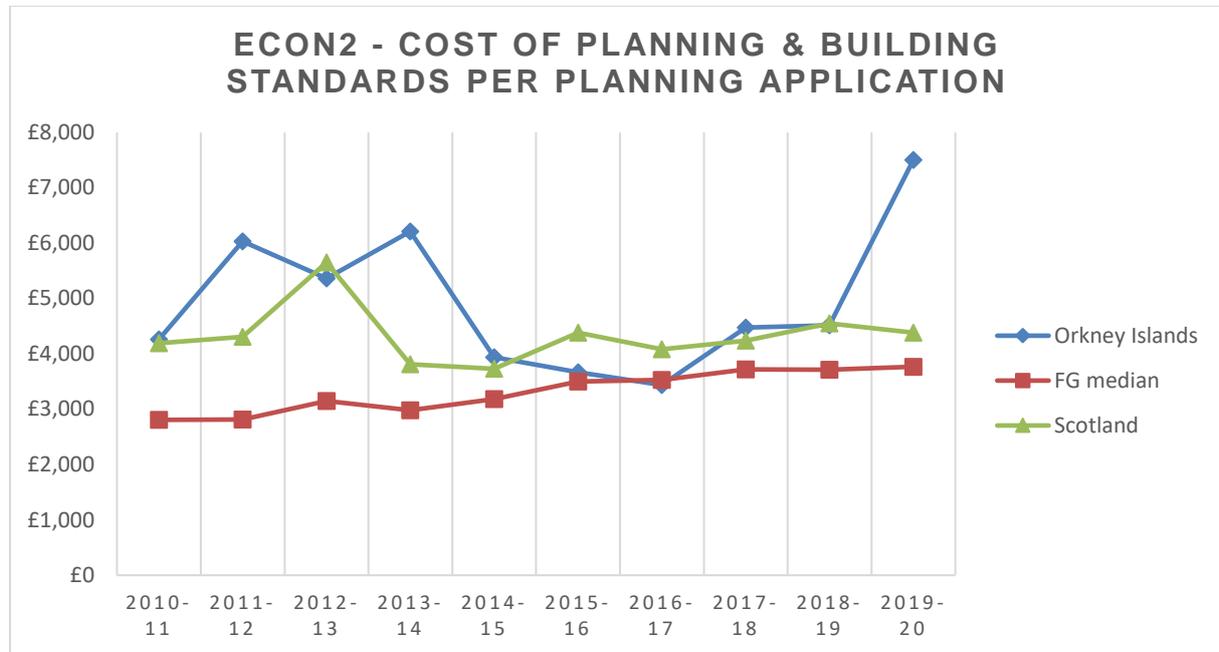
#### Future Action

The creation of the Scottish Government No-One Left Behind approach, incorporates various funds with which local authorities previously had no direct involvement. No-One Left Behind will be administered by local authorities and will increase over the coming years. From 2020 the Community Learning and Development Team, within Education, Leisure and Housing, have taken on responsibility for employability support including the No-One Left Behind agenda. We will likely see an increase in the number of people supported by Council funded / operated employability programmes as No-One Left Behind is rolled out. Employment has also been identified as a core area of interest for the COVID Economic Recovery Steering Group.

## Cost of planning and building standards per planning application

In 2019 to 2020, the cost per planning application in Orkney was £7,502, which is more than the 2018 to 2019 figure of £4,517, and the 2019 to 2020 Scottish average of £4,385.

Rank out of 32 Scottish Councils		
2018 to 2019	17	
2019 to 2020	32	



### Performance Analysis

Unfortunately, the published figure for 2019/20 is not accurate. This is because the costs of the North Isles Landscape Partnership project have been wrongly allocated to the Planning Service in the budget analysis process. This explains the dramatic increase in the figure but means that a direct comparison with the previous year's figure is not possible.

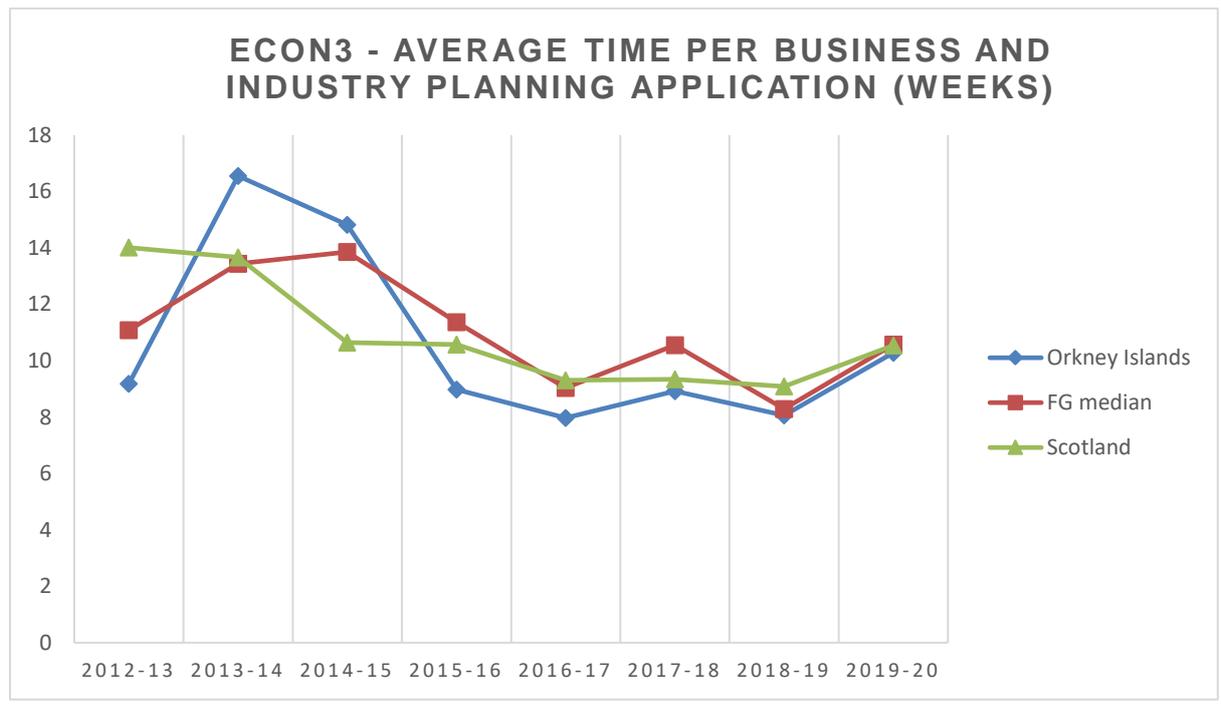
### Future Action

Ensure that in the 2020/21 Local Finance Return expenditure on the North Isles Landscape Partnership is allocated to Economic Development rather than Planning.

## Average time per business and industry planning application (weeks)

In 2019 to 2020, the average time per business and industry planning application in Orkney was 10.27 weeks, which is more than the 2018 to 2019 figure of 8.06 weeks, and about the same as the 2019 to 2020 Scottish average of 10.54 weeks.

Rank out of 32 Scottish Councils		
2018 to 2019	12	
2019 to 2020	20	



### Performance Analysis

Given the relatively small number of applications submitted in Orkney, a small number of individual complex applications, which require additional time for determination, can affect the overall average time. Performance remains marginally ahead of the Scottish average. There has been a growth in more complex applications over this period.

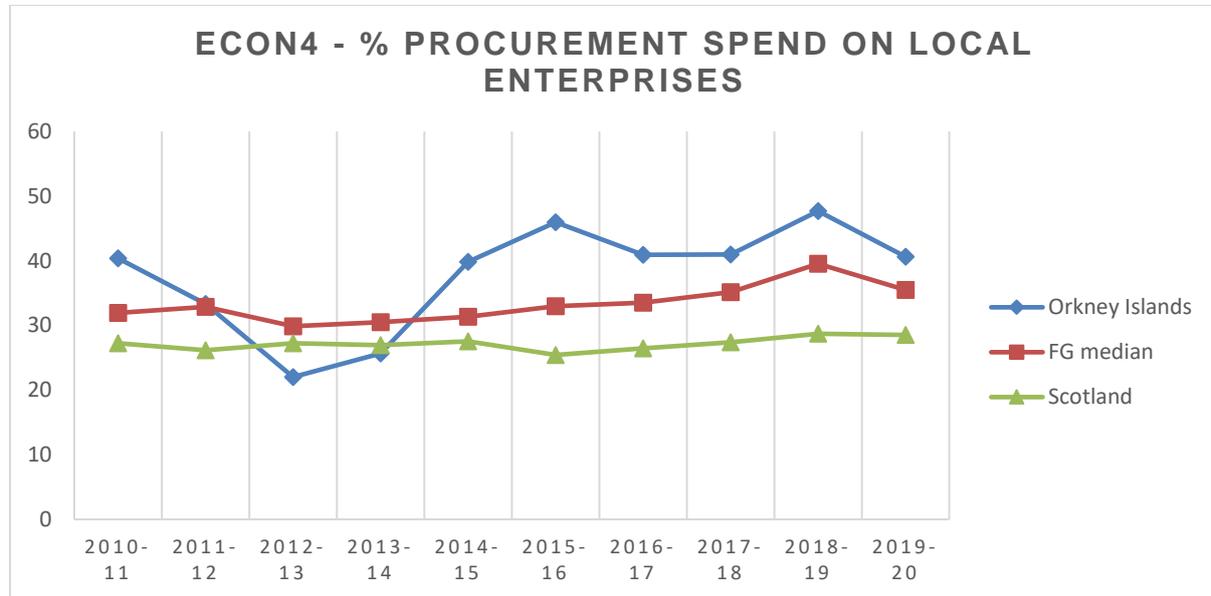
### Future Action

We will work towards maintaining performance and continue to provide an efficient a service as possible, noting that there continue to be a number of complex and substantial applications in the system for 2020.

## Percentage of procurement spent on local enterprises

In 2019 to 2020, 40.64% of Council procurement was spent on local enterprises, which is not as much as the 2018 to 2019 figure of 47.69%, but more than 2019 to 2020 Scottish average of 28.51%.

Rank out of 32 Scottish Councils		
2018 to 2019	2	
2019 to 2020	3	



### Performance Analysis

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

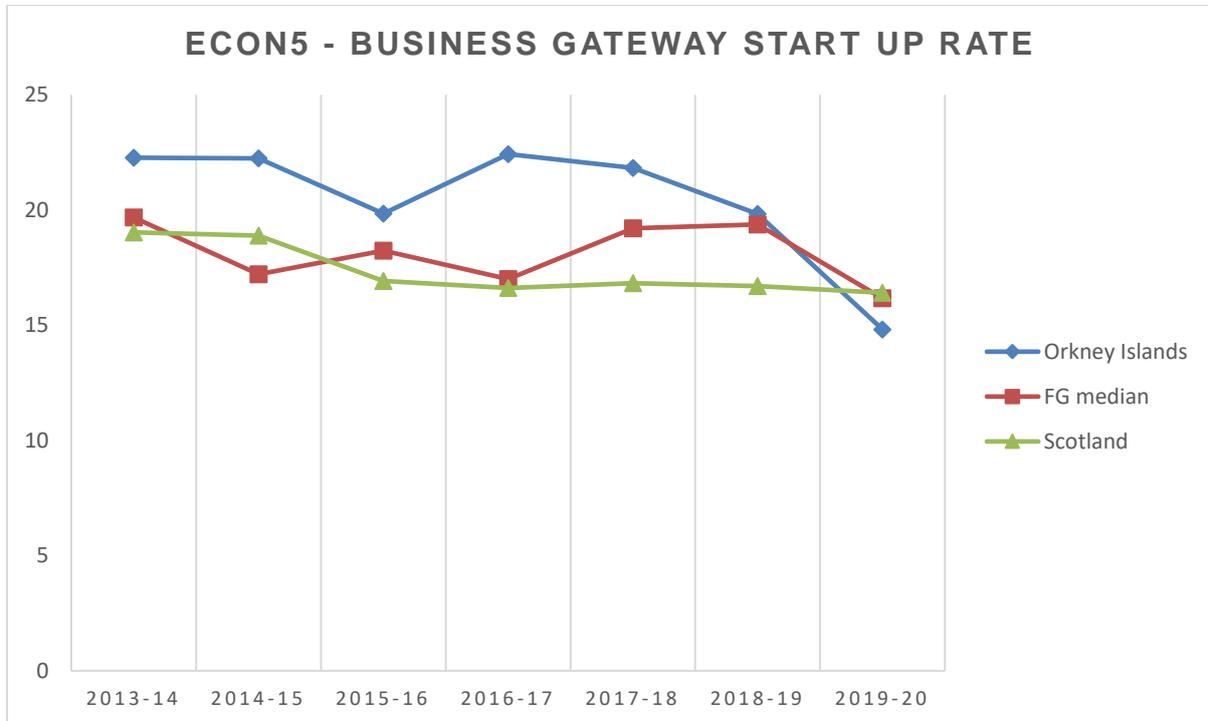
### Future Action

Work will continue to seek opportunities to support local enterprises as outlined above. Note the circular economy is also a key part of the COVID-19 Recovery/ ASPIRE programme.

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

In 2019 to 2020, the number of business gateway start-ups in Orkney per 10,000 population was 14.82, which is less than the 2018 to 2019 figure of 19.83, and the 2019 to 2020 Scottish average of 16.41.

Rank out of 32 Scottish Councils		
2018 to 2019	12	
2019 to 2020	27	



### Performance Analysis

The national figures under-report Business start-ups in Orkney since a large number of new starts are sole traders that are not captured. That said a drop in line with these figures was recorded for 2019/20. Quarter four of 2019/20 was low for start-ups in comparison to previous years. This could be a consequence of COVID-19 damaging confidence and instilling a cautious approach.

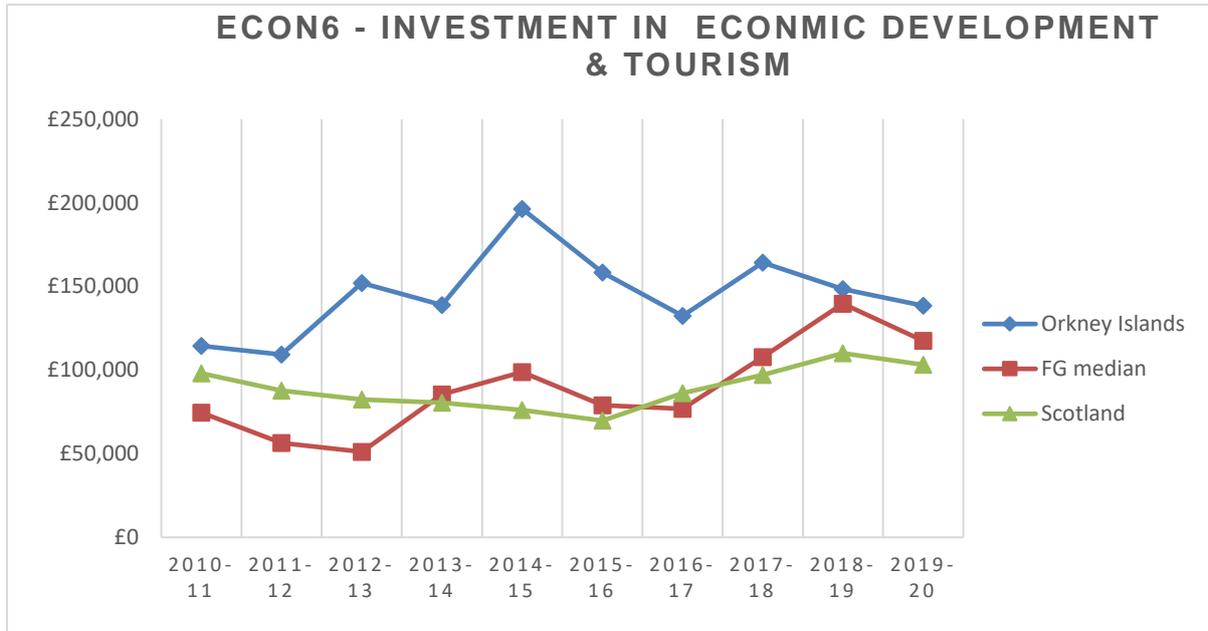
### Future Action

2020/21 figures are expected to be dramatically impacted by COVID-19 and focus will be on supporting economic recovery.

## Investment in economic development and tourism per 1,000 population

In 2019 to 2020, investment in economic development and tourism per 1,000 population in Orkney was £138,482, which is less than the 2018 to 2019 figure of £148,425, but more than the 2019 to 2020 Scottish average of £103,194.

Rank out of 32 Scottish Councils		
2018 to 2019	26	↔
2019 to 2020	26	



### Performance Analysis

Public sector support for investment has remained relatively stable but 2019/20 saw examples of considerable private sector investment which is not captured in this metric.

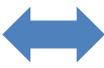
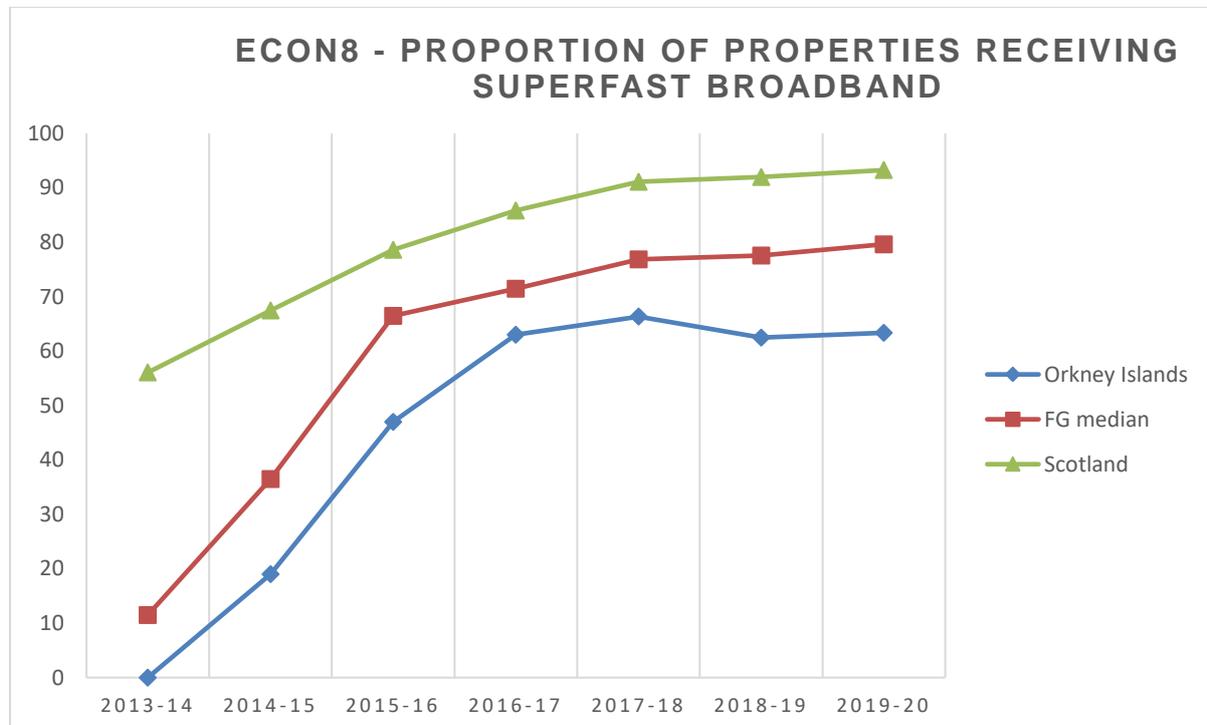
### Future Action

2020/21 figures are expected to be dramatically impacted by COVID-19 and focus will be on supporting and investing in recovery subject to budgets. Note the significant effort which has been applied to the COVID-19 response phase with over £13M of support being administered by the team to 8 March 2021.

## Proportion of properties receiving superfast broadband

In 2019 to 2020, 63.40% of properties in Orkney were receiving superfast broadband, which is slightly better than the 2018 to 2019 figure of 62.50%, but not as good as the 2019 to 2020 Scottish average of 93.27%.

Rank out of 32 Scottish Councils	
2018 to 2019	32
2019 to 2020	32

### Performance Analysis

Orkney remains the poorest Local Authority area in terms of availability of superfast broadband in Scotland.

### Future Action

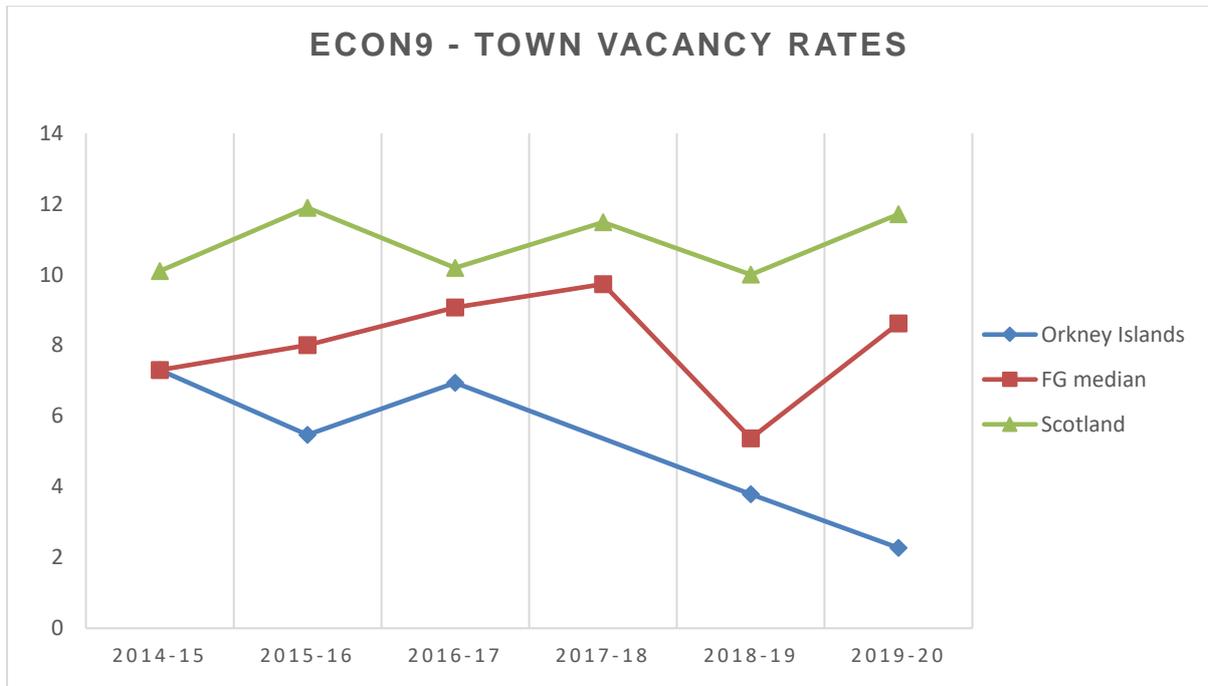
Orkney Islands Council continues to lobby both the UK and Scottish Governments to invest in improved coverage and speeds throughout Orkney. We continue to press for an “outside-in” approach for future Government funded broadband infrastructure programmes. We await details of the Scottish Government’s R100 North lot project for details of investment at a local authority level. The Council is investigating alternative technologies such as fixed wireless infrastructure and respond to relevant consultations from the regulator Ofcom.

Digital Connectivity has also been identified by the COVID Economic Recovery Steering Group as a key priority,

## Town vacancy rates

In 2019 to 2020, the town vacancy rate in Orkney was 2.27%, which is better than the 2018 to 2019 figure of 3.79%, and the 2019 to 2020 Scottish average of 11.71%.

Rank out of 32 Scottish Councils		
2018 to 2019	3	
2019 to 2020	1	



### Performance Analysis

Orkney, and particularly Kirkwall, remained fairly vibrant over the reporting period with lower vacancies on the high street from a relatively low level anyway.

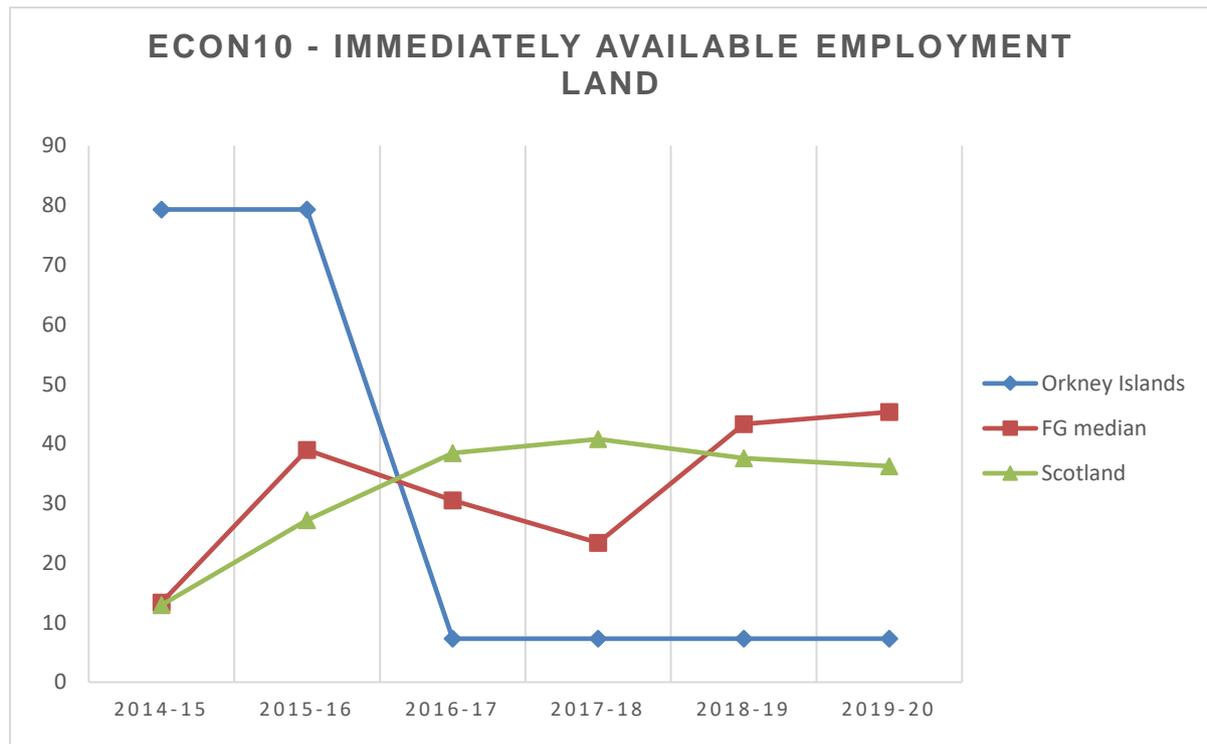
### Future Action

With the pandemic impacting severely on retail over 2020 and beyond some significant changes are expected and focus on sustaining the hitherto vibrancy of the town centres will likely require some focussed support to avoid some gaps appearing in the town.

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

In 2019 to 2020, 7.30% of land allocated for employment purposes in the local development plan was immediately available, which is the same as the 2018 to 2019 figure, but less than the 2019 to 2020 Scottish average of 36.23%.

Rank out of 32 Scottish Councils		
2018 to 2019	30	↑
2019 to 2020	29	



### Performance Analysis

Immediately available employment land refers to land that is serviced and marketed as available for development. The low percentage in Orkney reflects the fact that the public sector is the only provider. It would appear that the figures for 2014/15 and 2015/16 have been incorrectly recorded.

### Future Action

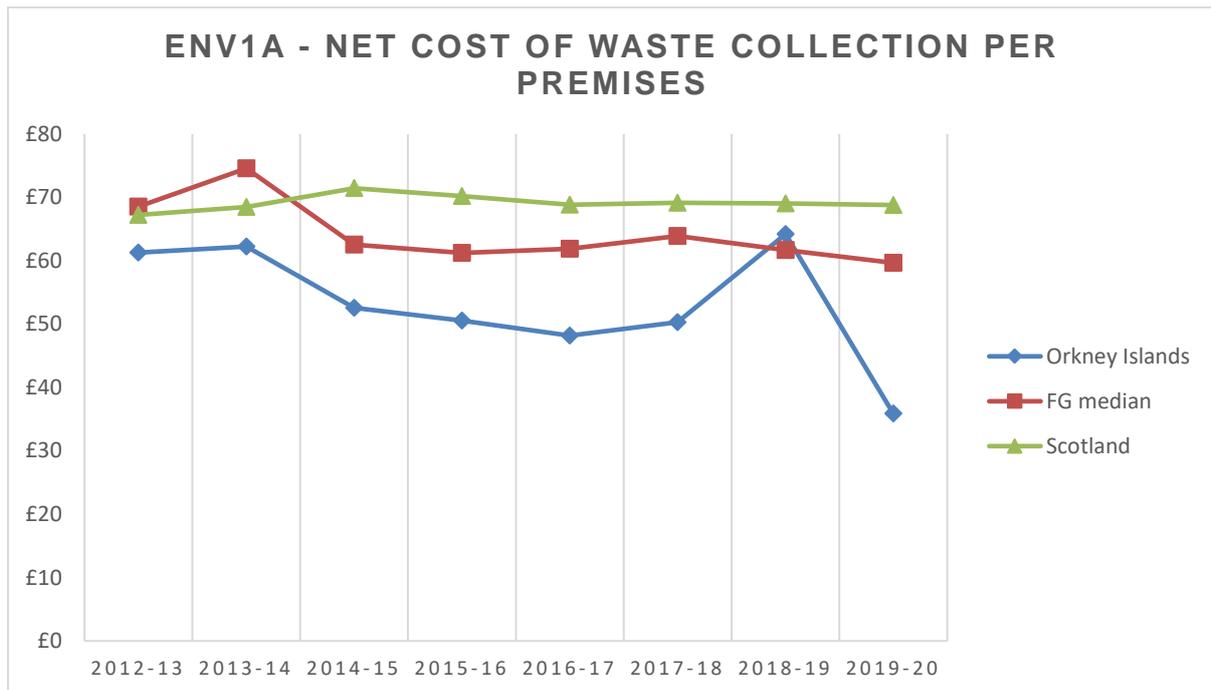
Consideration of future employment land requirements will be undertaken during the next review of the Local Development Plan.

# ENVIRONMENTAL SERVICES

## Net cost of waste collection per premise

In 2019 to 2020, the net cost of waste collection per premise in Orkney was £35.87, which is less than the 2018 to 2019 figure of £64.20, and the 2019 to 2020 Scottish average of £68.77.

Rank out of 32 Scottish Councils		
2018 to 2019	19	↑
2019 to 2020	1	



### Performance Analysis

There has been a review of the waste and roads budget charge costing arrangements which is intended to ensure a more accurate and targeted application of cost to individual cost codes. This is indicating that the 2018/19 cost charge out to Collection was not as accurate as it should have been, hence the substantial change being recorded to this present year statistic. It is important to note that this indicator measures the cost of collection only, and does not account for other elements of the full cost of waste services, for example the disposal elements. Hence the re-costing process is now establishing a more accurate picture for the individual cost points, and a new baseline for this indicator.

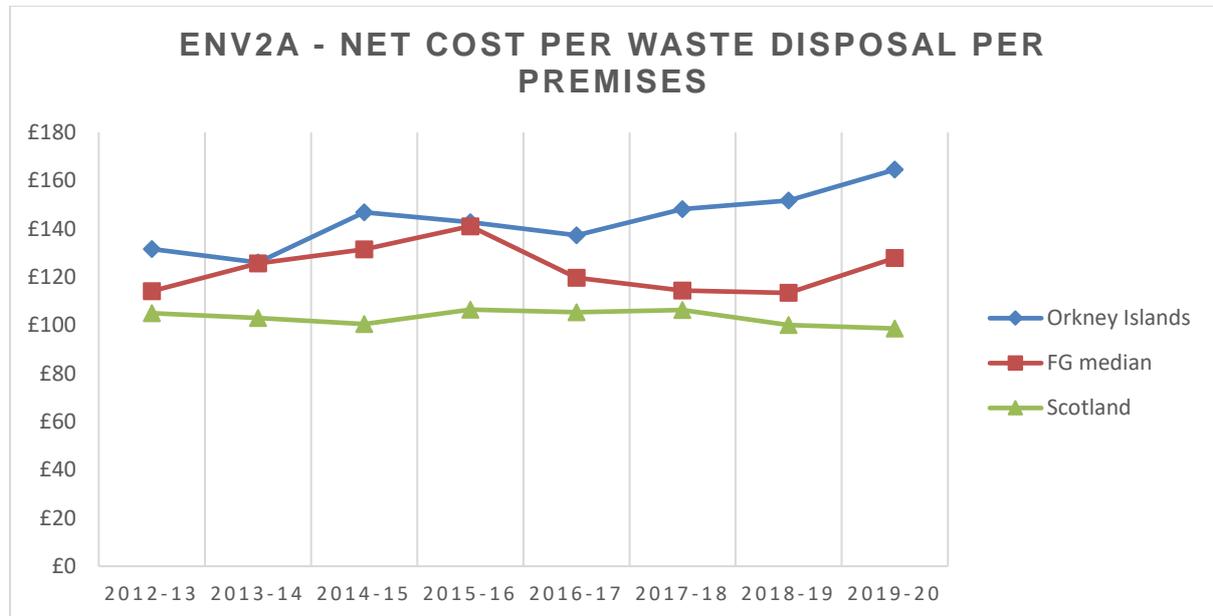
### Future Action

Work is ongoing to review Orkney’s waste strategy, including analysis of collection methods with a view to identifying the most efficient and effective strategies. Work will also continue on the cost centre re-alignment, noting the new baseline for collections now established.

## Net cost of waste disposal per premise

In 2019 to 2020, the net cost of waste disposal per premise in Orkney was £164.56, which more than the 2018 to 2019 figure of £151.73, and the 2019 to 2020 Scottish average of £98.65.

Rank out of 32 Scottish Councils		
2018 to 2019	30	
2019 to 2020	31	



### Performance Analysis

Cost of waste disposal in Orkney continues to be higher than the national average due to the remote location and hence significant transport costs associated with disposal.

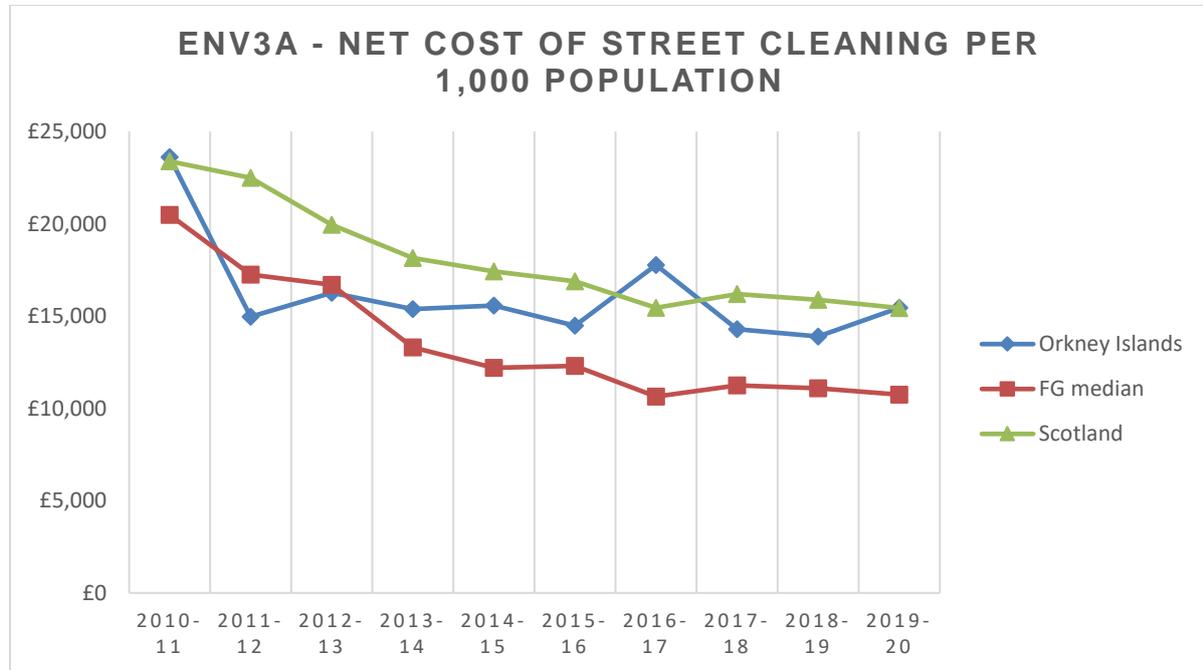
### Future Action

The review of Orkney's waste strategy includes investigation of alternative disposal options. However, given Orkney's location and relative distance from disposal facilities, there are no current viable alternatives.

## Net cost of street cleaning per 1,000 population

In 2019 to 2020, the net cost of street cleaning per 1,000 population in Orkney was £15,447, which is more than the 2018 to 2019 figure of £13,896, and about the same as the 2019 to 2020 Scottish average of £15,440.

Rank out of 32 Scottish Councils		
2018 to 2019	19	
2019 to 2020	22	



### Performance Analysis

Street cleaning processes in Orkney continue to focus on the major population centres of Kirkwall and Stromness with the approach being a mixture of scheduled cleans plus “on-demand” as required. Costs are largely related to operative worked hours and so reflect the resource required to provide this service. Any reduction in cost would require an associated reduction in resource.

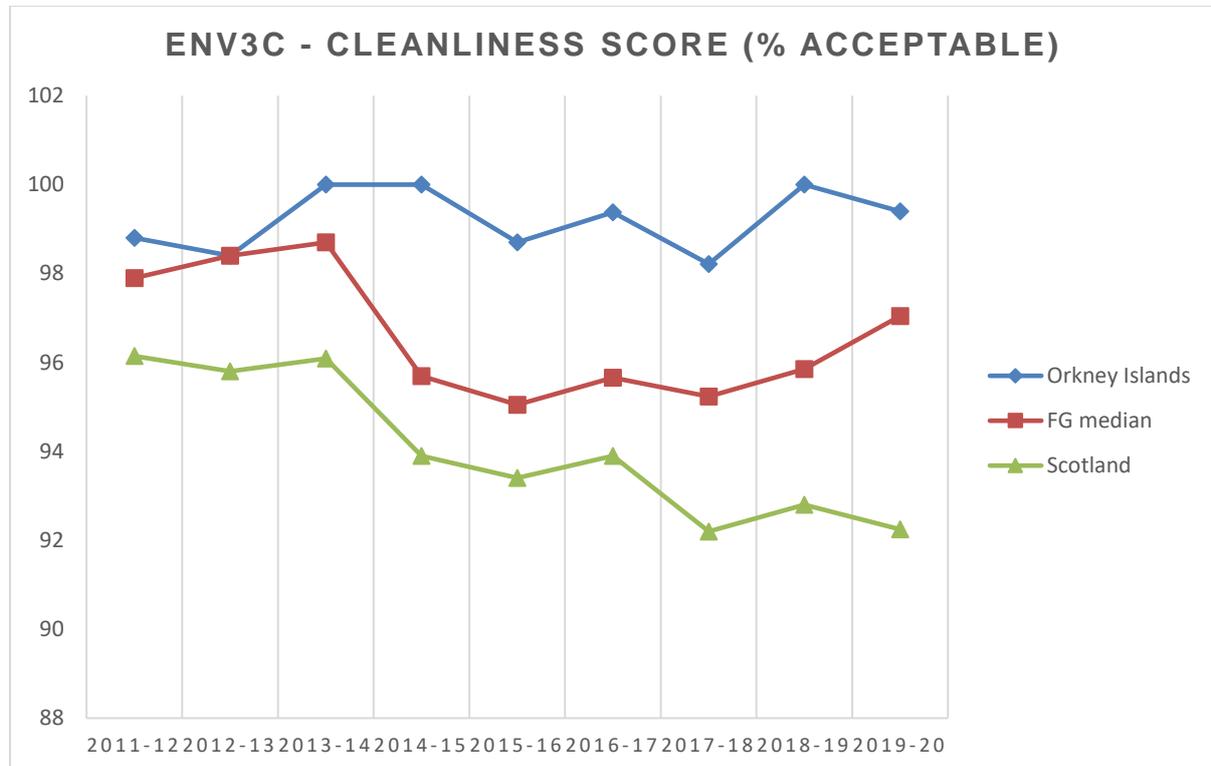
### Future Action

The Service continues to monitor and review the costs of street cleaning and to ensure that resources are directed to the most appropriate areas in order to focus on maintaining the appearance and amenity of the most heavily used areas.

## Street cleanliness score

In 2019 to 2020, the street cleanliness score in Orkney was 99.40%, which is not quite as good as the 2018 to 2019 figure of 100.00%, but better than the 2019 to 2020 Scottish average of 92.25%.

Rank out of 32 Scottish Councils		
2018 to 2019	1	↔
2019 to 2020	1	



### Performance Analysis

Orkney continues to benefit from a relatively low level of littering, resulting in an extremely good performance compared to other Scottish Local Authorities.

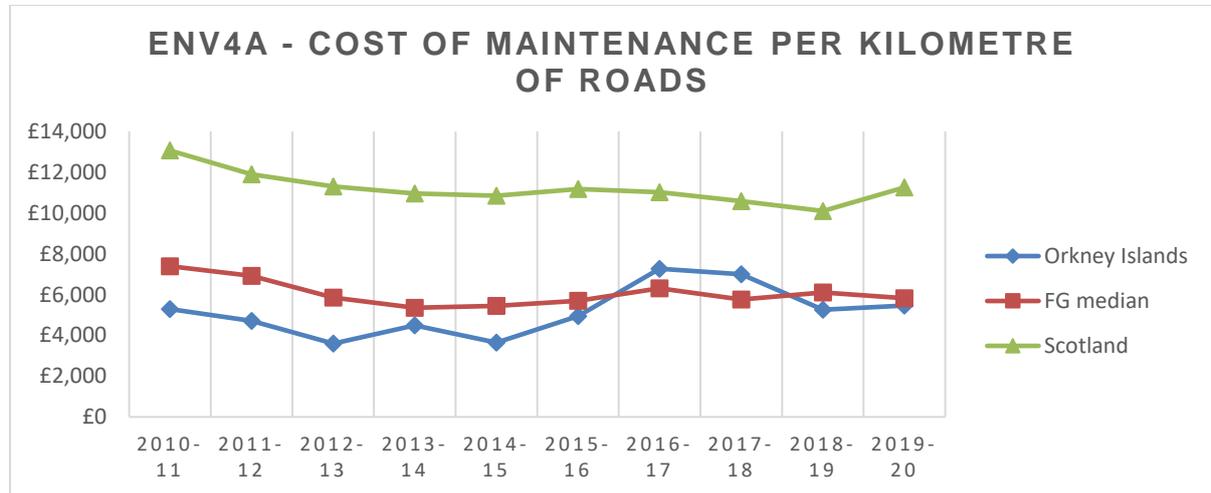
### Future Action

The Service continues to work with national agencies and to participate in benchmarking schemes to ensure that current good performance is maintained as far as practicable within resource and budgetary constraints.

## Cost of maintenance per kilometre of roads

In 2019 to 2020, the cost of maintenance per kilometre of roads in Orkney was £5,464, which is more than the 2018 to 2019 figure of £5,253, but less than the 2019 to 2020 Scottish average of £11,262.

Rank out of 32 Scottish Councils		
2018 to 2019	3	
2019 to 2020	4	



### Performance Analysis

The cost in maintenance remains relatively low compared to the rest of Scotland due in part to the strong roads budgets of our past in creating a very good overall road condition in Orkney. However, this has seen substantial reductions over the last eight years which is now coming through the system as road conditions have declined. This increase in cost per km of road network is anticipated as we face increasing numbers of reactive repairs. As budgets are below “steady state” we anticipate long-term degradation and the increased reactive repair costs which are associated. Not only are reactive repairs costly but they are also time consuming on an already stretched resource. This reduces our ability to undertake other routine tasks such as clearing ditches and offlets.

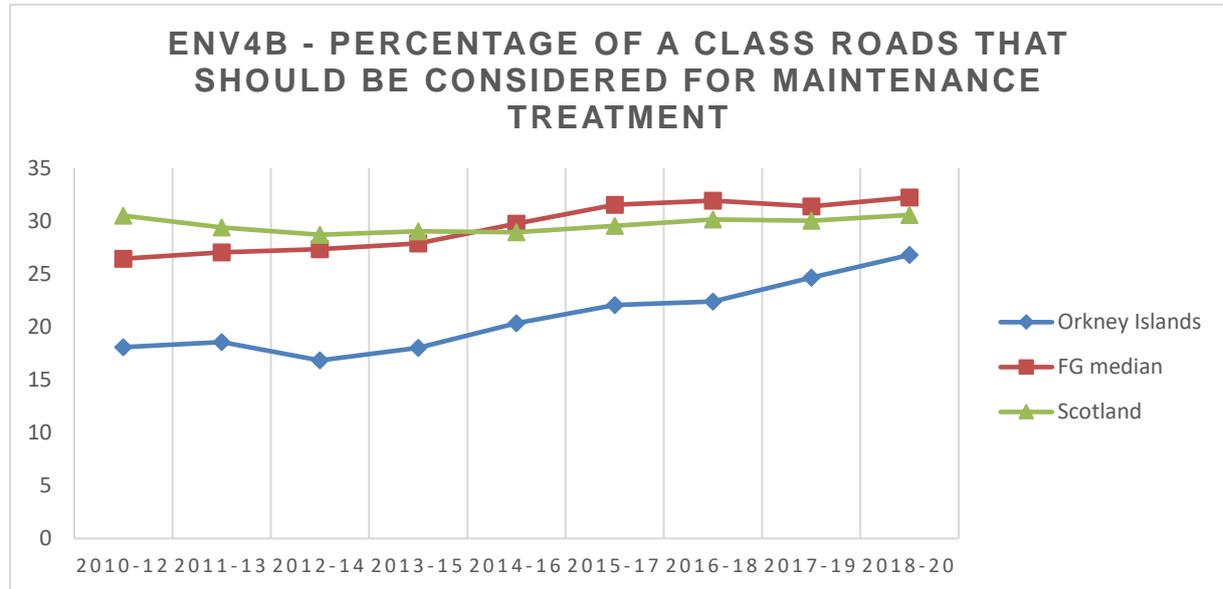
### Future Action

Steady state budgets would be required in order to prevent further deterioration of the road network. The preferential treatment remains to be an effective preventative treatment such as Surface Dressing. Given current budgetary levels there are no other treatments which allow us to treat such large quantities of our network on an annual basis. The fact remains however that having maintained our roads below “Steady state” in recent years there is now greater need for surfacing and reconstruction so budgetary increases would also be required in these restorative treatments to bring the road back up to an acceptable standard. The Council decision to allocate a specific Roads Asset Renewal fund of £2.1M in March 2021 will be a significant help to this situation and works are currently being planned for the next one to two years to deliver an increased programme.

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

In 2018 to 2020, 26.79% of class A roads in Orkney should have been considered for maintenance treatment, which is more than the 2017 to 2019 figure of 24.66%, but less than the 2018 to 2020 Scottish average of 30.57%.

Rank out of 32 Scottish Councils		
2017 to 2019	11	
2018 to 2020	14	



### Performance Analysis

Compared to other carriageway categories, our A class roads are starting to show consistent degradation over the long-term. This is a reflection of budgetary levels being maintained below the “steady state” level and perhaps highlights the anticipated fall in condition of the rest of our road network. It is highly likely that deterioration is showing earliest on our A-road network due to the higher volumes of traffic which have been bolstered in recent years by the steady increase in coach traffic in the tourism industry.

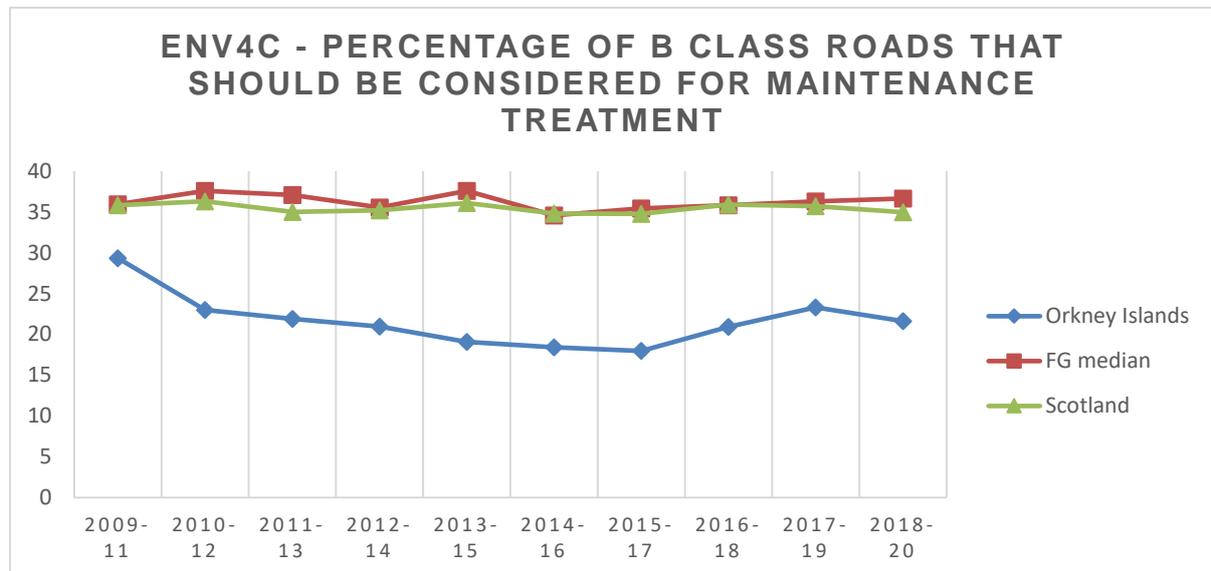
### Future Action

Steady state budgets would be required in order to prevent further deterioration of the road network. The preferential treatment remains to be an effective preventative treatment such as Surface Dressing. Given current budgetary levels there are no other treatments which allow us to treat such large quantities of our network on an annual basis. The fact remains however that having maintained our roads below “Steady state” in recent years there is now greater need for surfacing and reconstruction so budgetary increases would also be required in these restorative treatments to bring the road back up to an acceptable standard. The Council decision to allocate a specific Roads Asset Renewal fund of £2.1M in March 2021 will be a significant help to this situation and works are currently being planned for the next one to two years to deliver an increased programme.

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

In 2018 to 2020, 21.63% of class B roads in Orkney should have been considered for maintenance treatment, which is more than the 2017 to 2019 figure of 23.31%, but less than the 2018 to 2020 Scottish average of 34.96%.

Rank out of 32 Scottish Councils		
2017 to 2019	8	↑
2018 to 2020	5	



### Performance Analysis

The high performance in this category is undoubtedly due to the emphasis in previous years to undertake preventative treatments such as Surface Dressing. This budget has been reduced in recent years to below a “steady state” level however, so it is therefore anticipated that long-term degradation will occur should budgets not be increased. This is beginning to show on our network and there is quickly becoming a greater need for resurfacing and even reconstruction, which are both much more costly repairs.

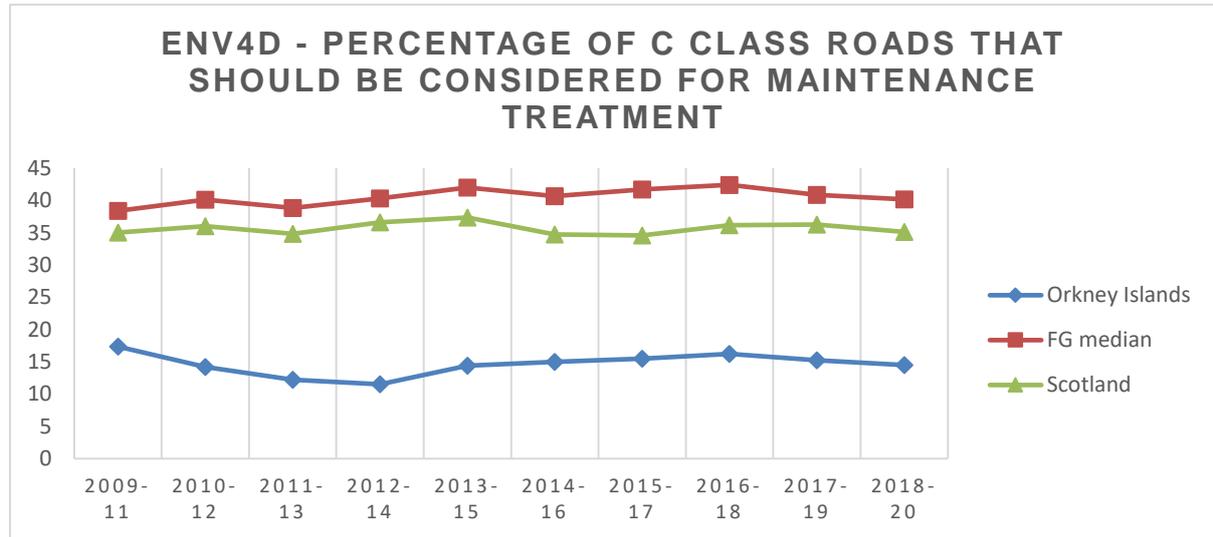
### Future Action

Steady state budgets would be required in order to prevent further deterioration of the road network. The preferential treatment remains to be an effective preventative treatment such as Surface Dressing. Given current budgetary levels there are no other treatments which allow us to treat such large quantities of our network on an annual basis. The fact remains however that having maintained our roads below “Steady state” in recent years there is now greater need for surfacing and reconstruction so budgetary increases would also be required in these restorative treatments to bring the road back up to an acceptable standard. The Council decision to allocate a specific Roads Asset Renewal fund of £2.1M in March 2021 will be a significant help to this situation and works are currently being planned for the next one to two years to deliver an increased programme.

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

In 2018 to 2020, 14.49% of class C roads in Orkney should have been considered for maintenance treatment, which is less than the 2017 to 2019 figure of 15.26%, and the 2018 to 2020 Scottish average of 35.14%.

Rank out of 32 Scottish Councils		
2017 to 2019	2	↔
2018 to 2020	2	



### Performance Analysis

The high performance in this category is undoubtedly due to the emphasis in previous years to undertake preventative treatments such as Surface Dressing. This budget has been reduced in recent years to below a “steady state” level however, so it is therefore anticipated that long-term degradation will occur should budgets not be increased. This is beginning to show on our network and there is quickly becoming a greater need for resurfacing and even reconstruction, which are both much more costly repairs.

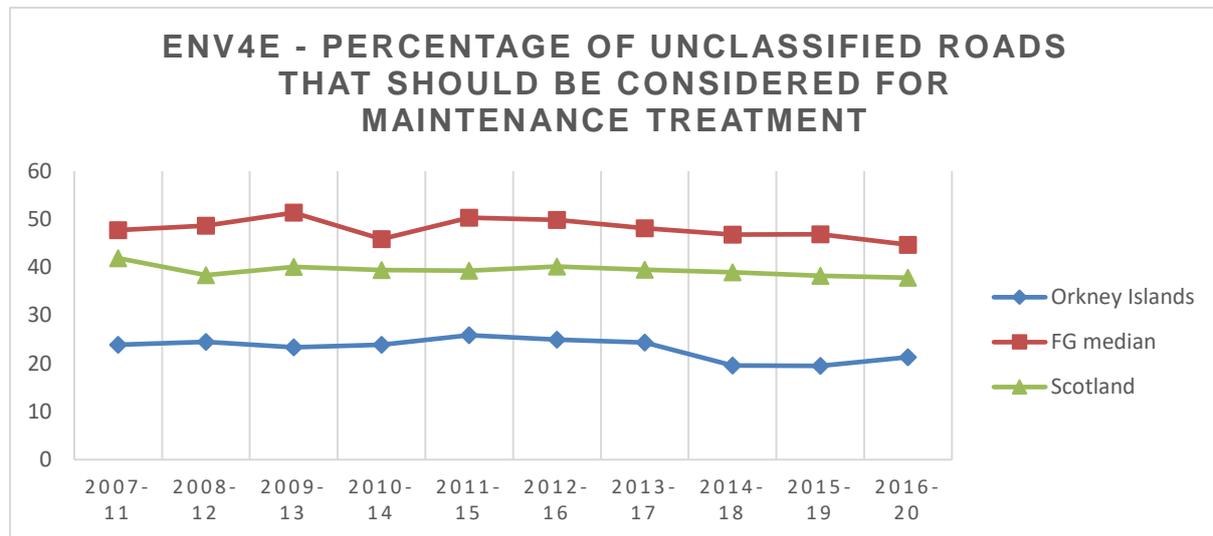
### Future Action

Steady state budgets would be required in order to prevent further deterioration of the road network. The preferential treatment remains to be an effective preventative treatment such as Surface Dressing. Given current budgetary levels there are no other treatments which allow us to treat such large quantities of our network on an annual basis. The fact remains however that having maintained our roads below “Steady state” in recent years there is now greater need for surfacing and reconstruction so budgetary increases would also be required in these restorative treatments to bring the road back up to an acceptable standard. The Council decision to allocate a specific Roads Asset Renewal fund of £2.1M in March 2021 will be a significant help to this situation and works are currently being planned for the next one to two years to deliver an increased programme.

## Percentage of unclassified roads that should be considered for maintenance treatment

In 2016 to 2020, 21.30% of unclassified roads in Orkney should have been considered for maintenance treatment, which is more than the 2015 to 2019 figure of 19.51%, but less than the 2016 to 2020 Scottish average of 37.83%.

Rank out of 32 Scottish Councils		
2015 to 2019	1	↔
2016 to 2020	1	



### Performance Analysis

The high performance in this category is undoubtedly due to the emphasis in previous years to undertake preventative treatments such as Surface Dressing. This budget has been reduced in recent years to below a “steady state” level however, so it is therefore anticipated that long-term degradation will occur should budgets not be increased. This is beginning to show on our network and there is quickly becoming a greater need for resurfacing and even reconstruction, which are both much more costly repairs.

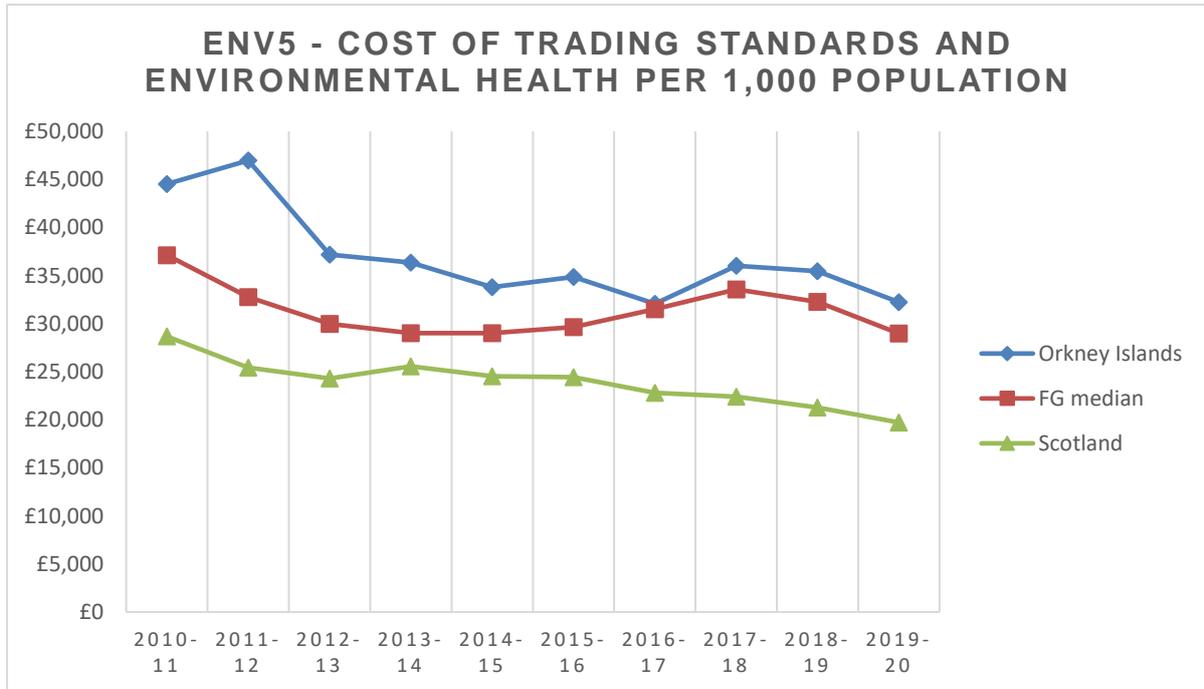
### Future Action

Steady state budgets would be required in order to prevent further deterioration of the road network. The preferential treatment remains to be an effective preventative treatment such as Surface Dressing. Given current budgetary levels there are no other treatments which allow us to treat such large quantities of our network on an annual basis. The fact remains however that having maintained our roads below “Steady state” in recent years there is now greater need for surfacing and reconstruction so budgetary increases would also be required in these restorative treatments to bring the road back up to an acceptable standard. The Council decision to allocate a specific Roads Asset Renewal fund of £2.1M in March 2021 will be a significant help to this situation and works are currently being planned for the next one to two years to deliver an increased programme.

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

In 2019 to 2020, the cost of trading standards and environmental health per 1,000 population in Orkney was £32,241, which is less than the 2018 to 2019 figure of £35,465, but more than the 2019 to 2020 Scottish average of £19,723.

Rank out of 32 Scottish Councils		
2018 to 2019	29	↔
2019 to 2020	29	



### Performance Analysis

These services have to provide the full range of statutory services which are wide ranging and diverse, with small numbers of staff meaning that there are no economies of scale savings. The cost of providing the services has reduced in the financial year but not as a result of a reduced workload. The reduction is attributable to staff vacancies and difficulty recruiting to the vacant positions.

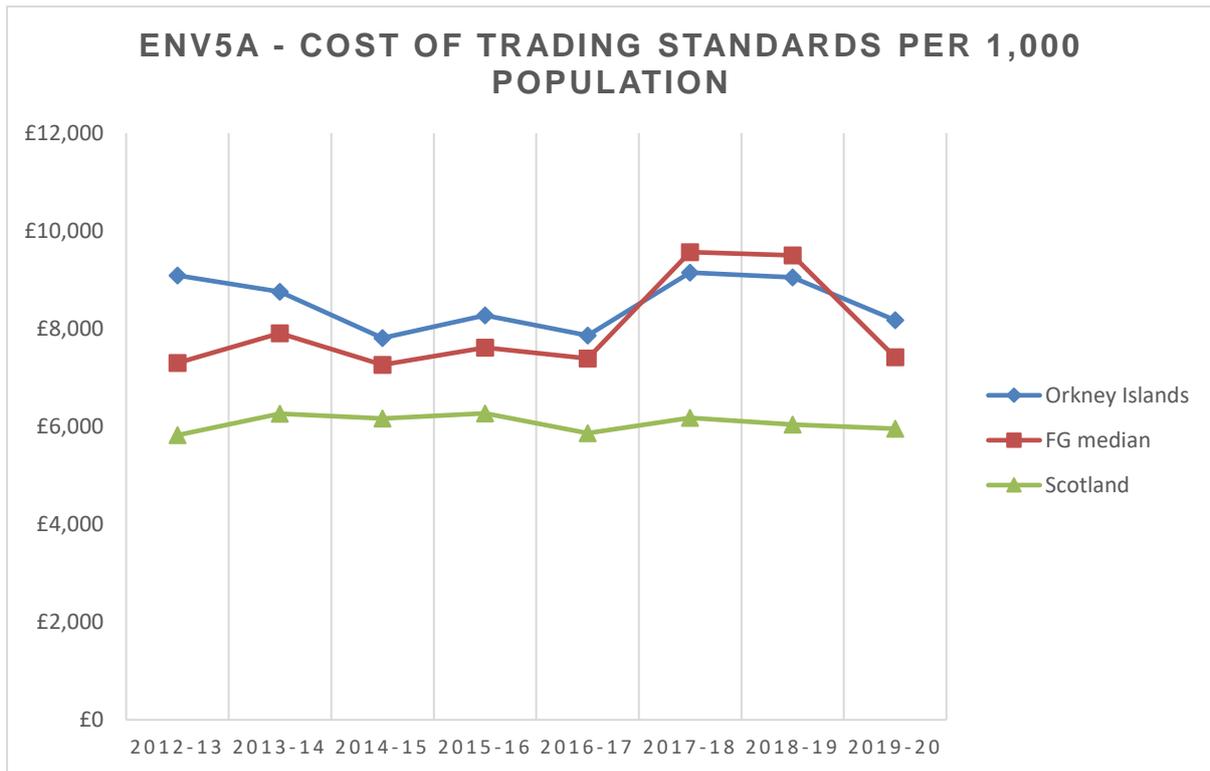
### Future Action

One of the vacant posts has been filled and there is presently an external review of the Environmental Health Service being undertaken.

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

In 2019 to 2020, the cost of trading standards, money advice and citizen advice per 1,000 population in Orkney was £8,172, which is less than the 2018 to 2019 figure of £9,049, but more than the 2019 to 2020 Scottish average of £5,952.

Rank out of 32 Scottish Councils		
2018 to 2019	24	↔
2019 to 2020	24	



### Performance Analysis

This service has to provide the full range of statutory services which are wide ranging and diverse, with small numbers of staff meaning that there are no economies of scale savings. The cost of providing the services has reduced in the financial year but not as a result of a reduced workload. The reduction is attributable to staff vacancies and difficulty recruiting to the vacant position caused by COVID-19.

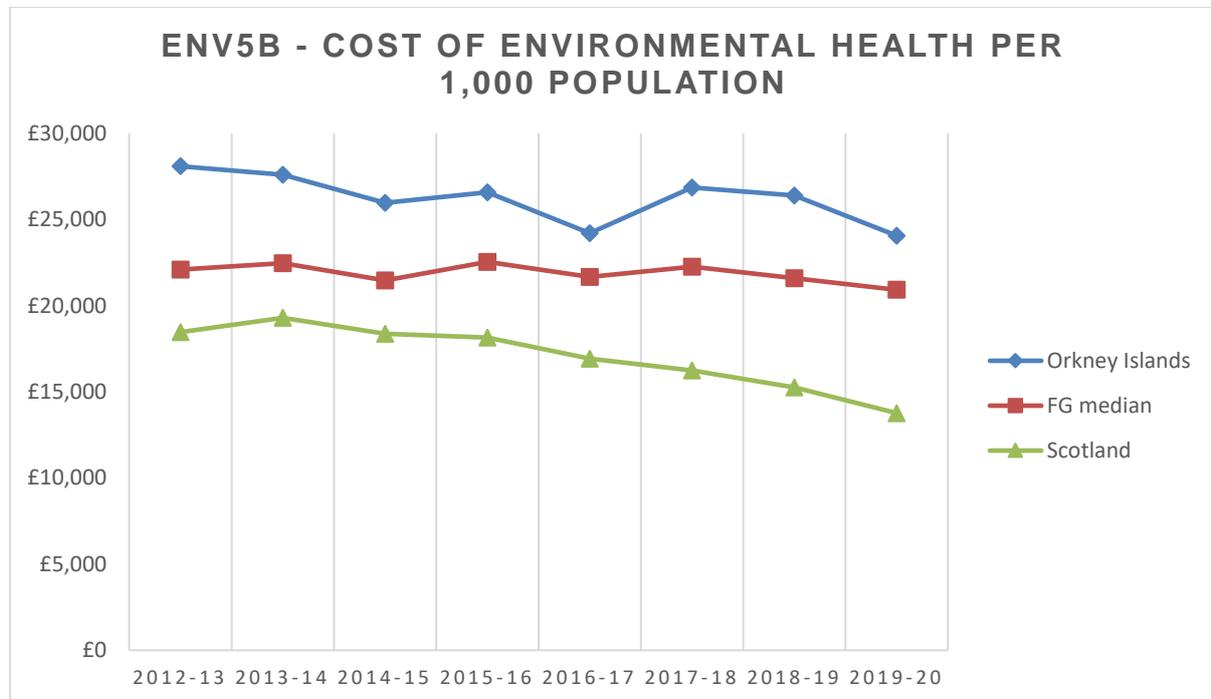
### Future Action

The vacant post has now been filled with the postholder commencing employment on 8 March 2021.

## Cost of environmental health per 1,000 population

In 2019 to 2020, the cost of environmental health per 1,000 population in Orkney was £24,068, which is less than the 2018 to 2019 figure of £26,407, but more than the 2019 to 2020 Scottish average of £13,771.

Rank out of 32 Scottish Councils		
2018 to 2019	30	↔
2019 to 2020	30	



### Performance Analysis

This service has to provide the full range of statutory services which are wide ranging and diverse, with small numbers of staff meaning that there are no economies of scale savings. The cost of providing the services has reduced in the financial year but not as a result of a reduced workload. The reduction is attributable to staff vacancies and difficulty recruiting.

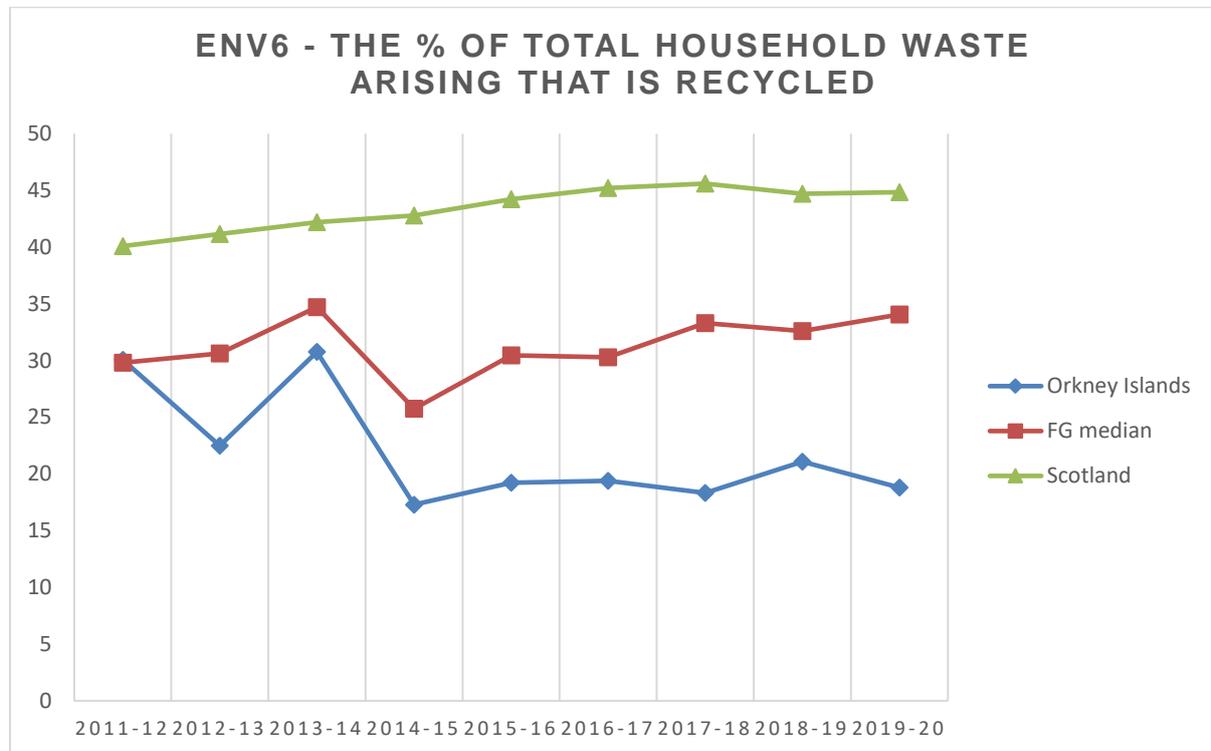
### Future Action

One of the vacant posts has been filled and there is presently an external review of the Environmental Health Service being undertaken with a target completion of early 2021/22 financial year; this may lead to a redesign of the Environmental Health Service with the aim of reducing long standing recruitment/retention issues. However, a key constraint to this will remain the national shortage of professional qualified individuals to fill these critical posts.

## Percentage of household waste arising that is recycled

In 2019 to 2020, 18.81% of household waste in Orkney was recycled, which is less than the 2018 to 2019 figure of 21.10%, and the 2019 to 2020 Scottish average of 44.85%.

Rank out of 32 Scottish Councils		
2018 to 2019	31	↔
2019 to 2020	31	



### Performance Analysis

Orkney's recycling performance is impacted by the fact that garden waste cannot be treated to the appropriate standard necessary for it to be included in the recycling figures. In addition, the types of material streams which can be collected separately for recycling are limited due to both constrained infrastructure and very low volumes, rendering these streams unattractive to the market.

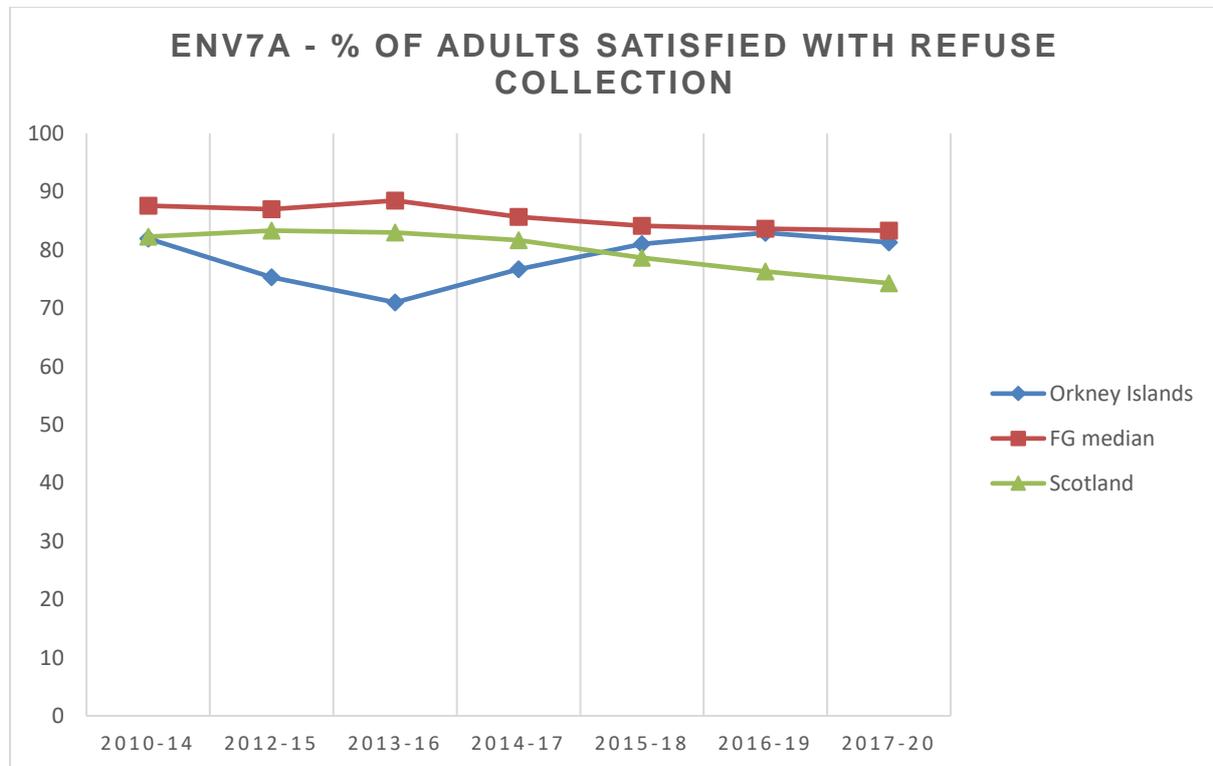
### Future Action

The ongoing development of Orkney's future waste strategy incorporates options for increasing the types and volumes of materials which can be recycled and will also enable flexibility to react to future Government or industry strategies and targets.

## Percentage of adults satisfied with refuse collection

In 2017 to 2020, 81.30% of adults in Orkney were satisfied with refuse collection, which is not as good as the 2016 to 2019 figure of 82.97%, but better than the 2017 to 2020 Scottish average of 74.30%.

Rank out of 32 Scottish Councils		
2016 to 2019	10	↔
2017 to 2020	10	



### Performance Analysis

The Service continues to engage as far as possible with residents, as resources allow, and to respond appropriately to any concerns or issues raised.

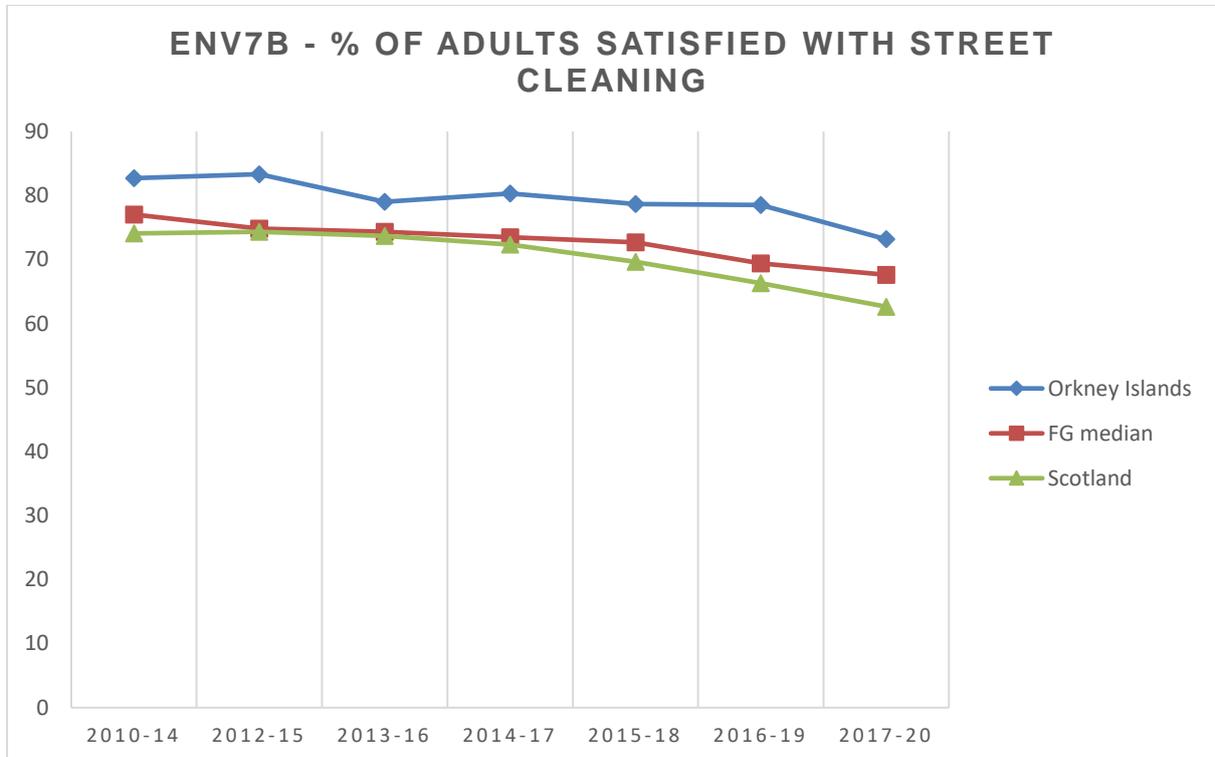
### Future Action

Where particular issues are repeatedly raised or there are clear and growing concerns the Service will endeavour to conduct relevant policy reviews and / or refresh operational practices to ensure that the needs of the Service are balanced with the needs of local residents.

## Percentage of adults satisfied with street cleaning

In 2017 to 2020, 73.17% of adults in Orkney were satisfied with street cleaning, which is not as good as the 2016 to 2019 figure of 78.50%, but better than the 2017 to 2020 Scottish average of 62.63%.

Rank out of 32 Scottish Councils		
2016 to 2019	2	
2017 to 2020	4	



### Performance Analysis

The Service endeavours to respond to requests for additional street cleaning as a result of specific incidents or notifications. Where particular streets or areas are regularly causes for concern, street cleaning routes can be amended accordingly.

### Future Action

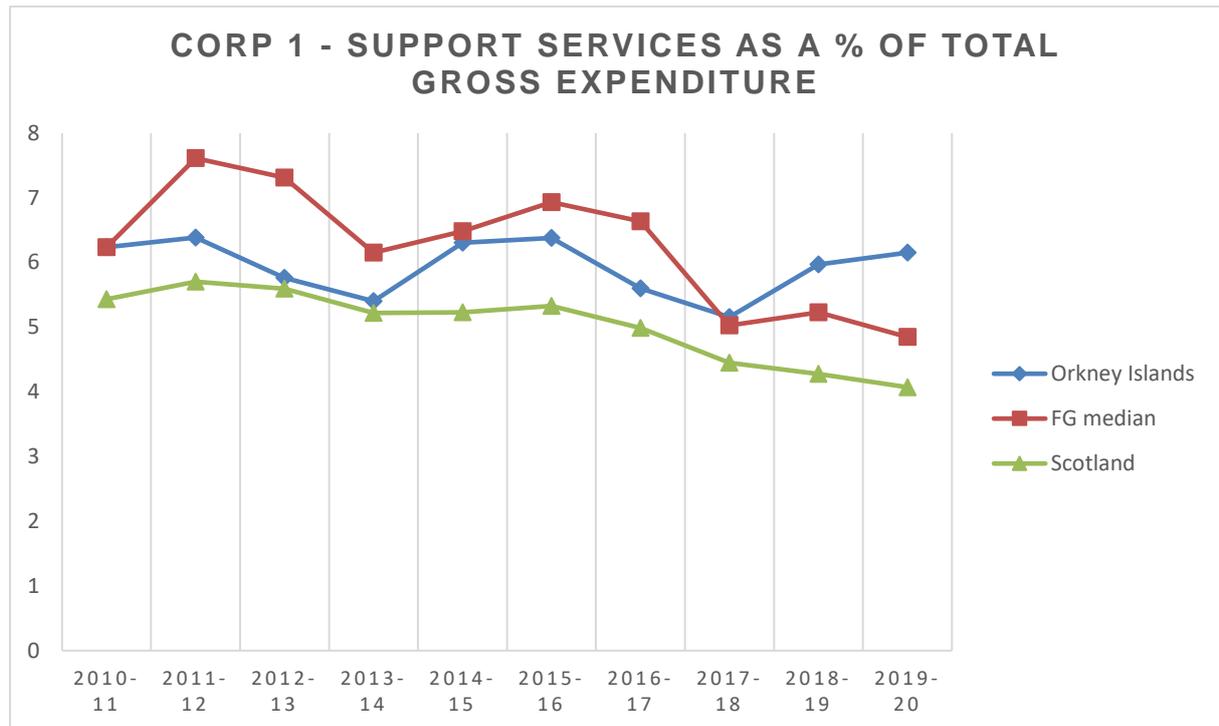
The Service continues to review performance data and to share knowledge and expertise with other Local Authorities to ensure that resident satisfaction with regards to street cleaning remains high.

# CORPORATE SERVICES

## Support services as a percentage of total gross expenditure

In 2019 to 2020, 6.15% of the Council's total gross expenditure was spent on support services, which is more than the 2018 to 2019 figure of 5.97%, and the 2019 to 2020 Scottish average of 4.07%.

Rank out of 32 Scottish Councils		
2018 to 2019	28	
2019 to 2020	30	



### Performance Analysis

The increase in support services costs as a percentage of total gross Council expenditure compared to other councils was largely caused by the baselining of £275,000 for the Improvement Support Team budget in 2018/19 along with the £32,000 cost of Trade Union Facility time (to bring Orkney in line with other councils); and £50,000 for licences for legal compliance with records management associated with the General Data Protection Regulation. Capital slippage is also contributing to a higher level of central service apportioned costs being shown as revenue rather than capital costs. The Council also suffers in the comparison on this measure by being significantly underfunded relative to the other island authorities. A higher gross expenditure for the Council at a similar level to other island authorities on a per capita basis would see the rank position improved.

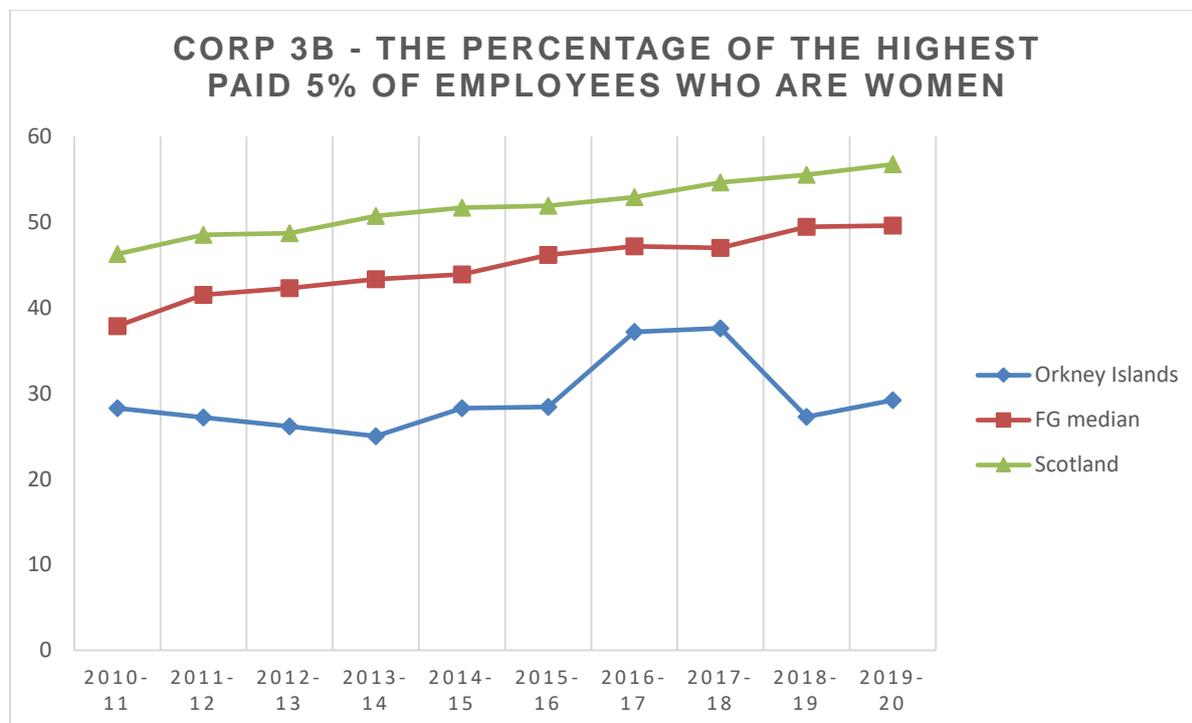
### Future Action

The Council will continue to seek a fairer financial settlement and equivalent level of financial support to the other island authorities.

## Percentage of the highest paid 5% employees who are women

In 2019 to 2020, 29.21% of the highest paid 5% Council employees were women, which is more than the 2018 to 2019 figure of 27.27%, but less than the 2019 to 2020 Scottish average of 56.74%.

Rank out of 32 Scottish Councils	
2018 to 2019	31
2019 to 2020	32

### Performance Analysis

The percentage of women in the top 5% paid has risen from the previous year's report however it remains well behind the median. Comparing like with like across authorities is difficult as only ourselves and Shetland have Marine Services and many councils contract out services such as Care, Catering and Cleaning. The large dip in percentage from two years ago was a result of a TUPE transfer in of an additional service within Marine Services which adversely impacted the number of female staff who were in the top 5% across the Council.

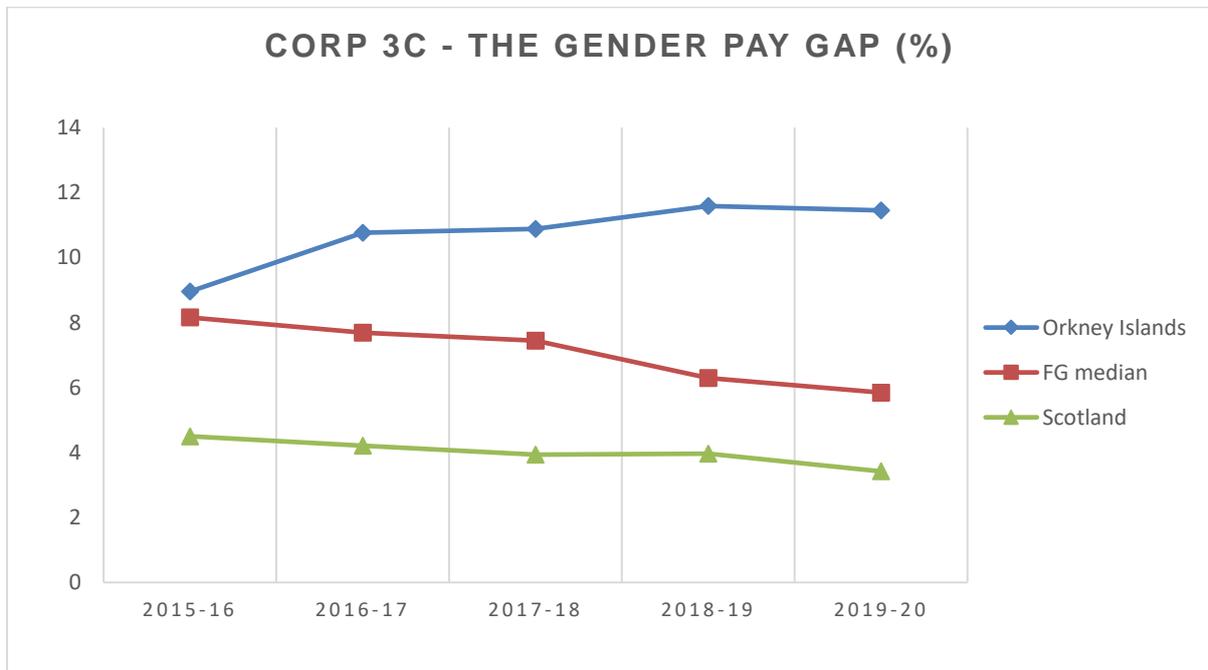
### Future Action

Consultation is currently ongoing around an action plan on the gender pay gap and addressing occupational segregation. This will be considered by the Policy and Resources Committee in June 2021 and will lay out a set of improvement actions which it is hoped will support a long-term improvement in this indicator.

## The gender pay gap

In 2019 to 2020, the Council's gender pay gap was 11.45%, which is about the same as the 2018 to 2019 figure of 11.59%, but more than the 2019 to 2020 Scottish average of 3.42%.

Rank out of 32 Scottish Councils		
2018 to 2019	31	↔
2019 to 2020	31	



### Performance Analysis

There is no significant change in performance on this indicator from the previous year. Comparing like with like across authorities is difficult as only ourselves and Shetland have Marine Services and many councils contract out services such as Care, Catering and Cleaning. Analysis excluding some of these services show the gender pay gap to be smaller than reported here, however this remains an area for improvement.

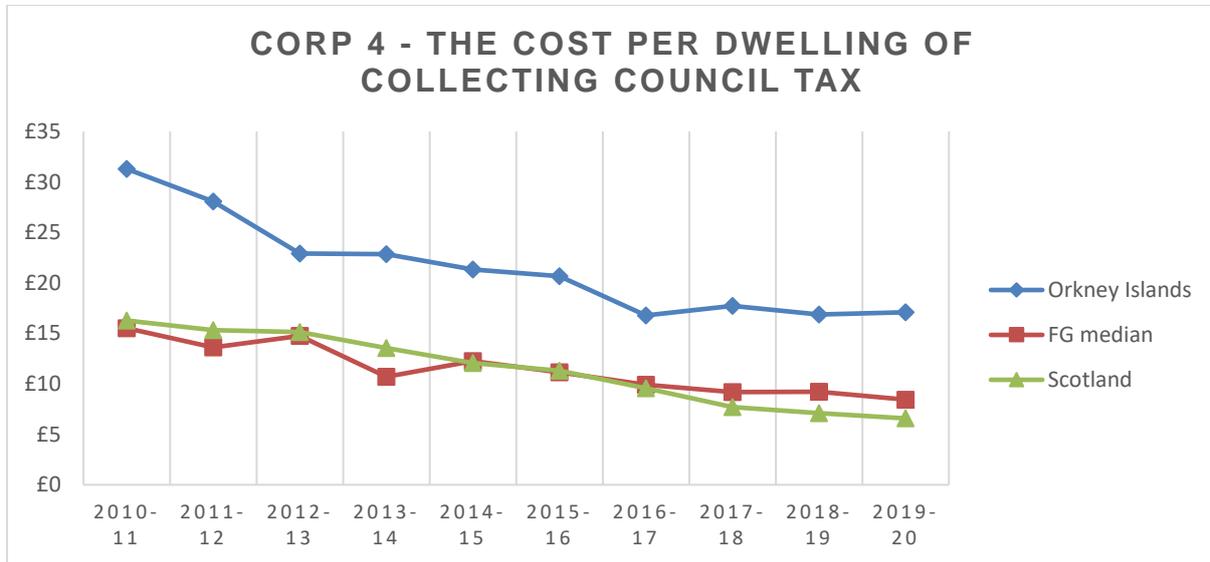
### Future Action

Consultation is currently ongoing around an action plan on the gender pay gap and addressing occupational segregation. This will be considered by the Policy and Resources Committee in June 2021 and will lay out a set of improvement actions which it is hoped will support a long-term improvement in this indicator.

## The cost per dwelling of collecting council tax

In 2019 to 2020, the cost per dwelling of collecting council tax in Orkney was £17.08, which is more than the 2018 to 2019 figure of £16.86, and the 2019 to 2020 Scottish average of £6.58.

Rank out of 32 Scottish Councils		
2018 to 2019	31	
2019 to 2020	31	



### Performance Analysis

As the smallest local authority, inevitably, per unit costs are higher when compared on this basis. This higher cost of collection in Orkney is a reflection that a certain minimum level of staffing and resources are required to collect Council Tax regardless of the number of dwellings. Although Orkney reported a reduction of 17% in costs between 2015/16 and 2016/17, and a 35% reduction between 2011/12 and 2016/17, this has been insufficient to change the overall position in the performance table, at 31st for 2018/19, and performance status remains in the bottom quartile of local authorities. Cost of collection per dwelling has been decreasing over recent years, mainly as a result of collections from increasing household numbers being managed within the same staffing resource. Scottish Government household statistics indicate that Orkney has experienced the largest increase in household numbers over the past 10 years of 13.3%, compared to the national average of 6.8%. In Orkney the percentage of debt collected during current year for debts raised within the year has, however, been consistently above the Scottish average and for three out of the last four years Orkney has had the highest collection rate in the country.

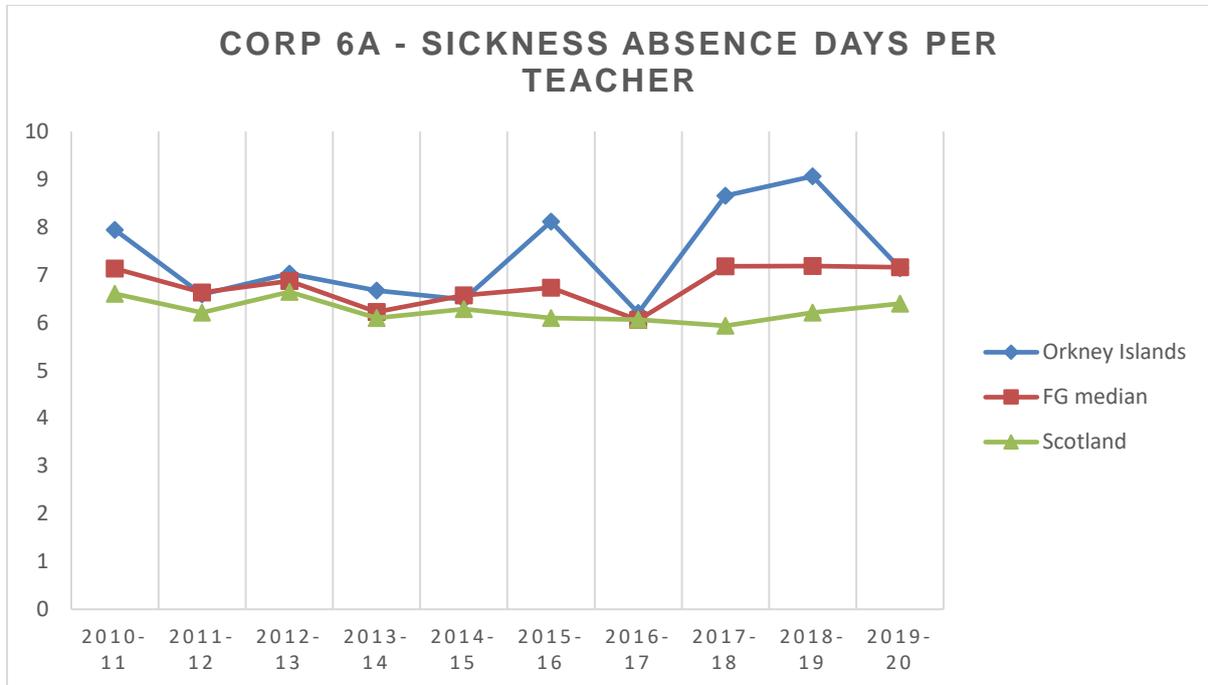
### Future Action

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

## Sickness absence days per teacher

In 2019 to 2020, an average of 7.14 days per teacher were lost due to sickness absence in Orkney, which is less than the 2018 to 2019 figure of 9.06 days, but more than the 2019 to 2020 Scottish average of 6.40 days.

Rank out of 32 Scottish Councils		
2018 to 2019	32	
2019 to 2020	21	



### Performance Analysis

While the reduction in absence is to be welcomed, the level of sickness absence amongst teaching staff continues to be a priority for the Council corporately and for the Education Service itself. Action underway needs to continue if the overall and longitudinal trend is to improve.

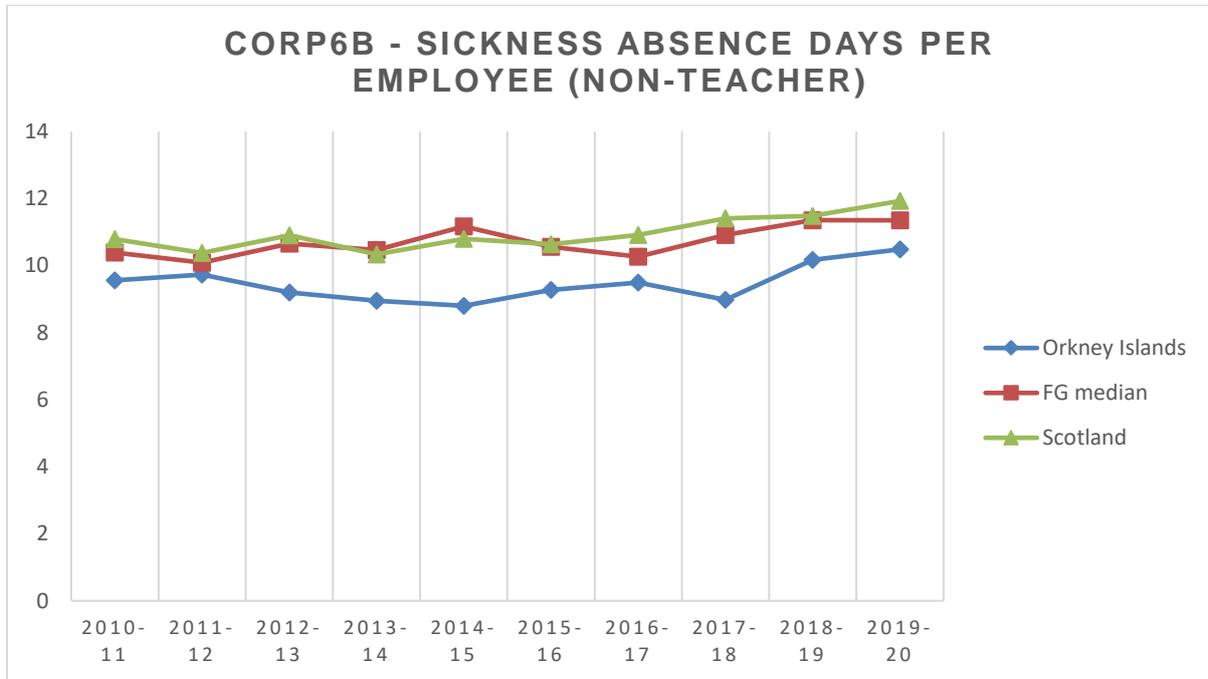
### Future Action

The service will continue with current systems of monitoring absence levels and taking appropriate action to support staff experiencing ill-health.

## Sickness absence days per employee (non-teacher)

In 2019 to 2020, an average of 10.48 days per Council employee were lost due to sickness absence, which is about the same as the 2018 to 2019 figure of 10.17 days, and less than the 2019 to 2020 Scottish average of 11.93 days.

Rank out of 32 Scottish Councils		
2018 to 2019	6	
2019 to 2020	7	



### Performance Analysis

Performance remains consistent in terms of benchmarking with other councils nationally. We are seeing a national trend of increasing levels of absence and Orkney is following that trend.

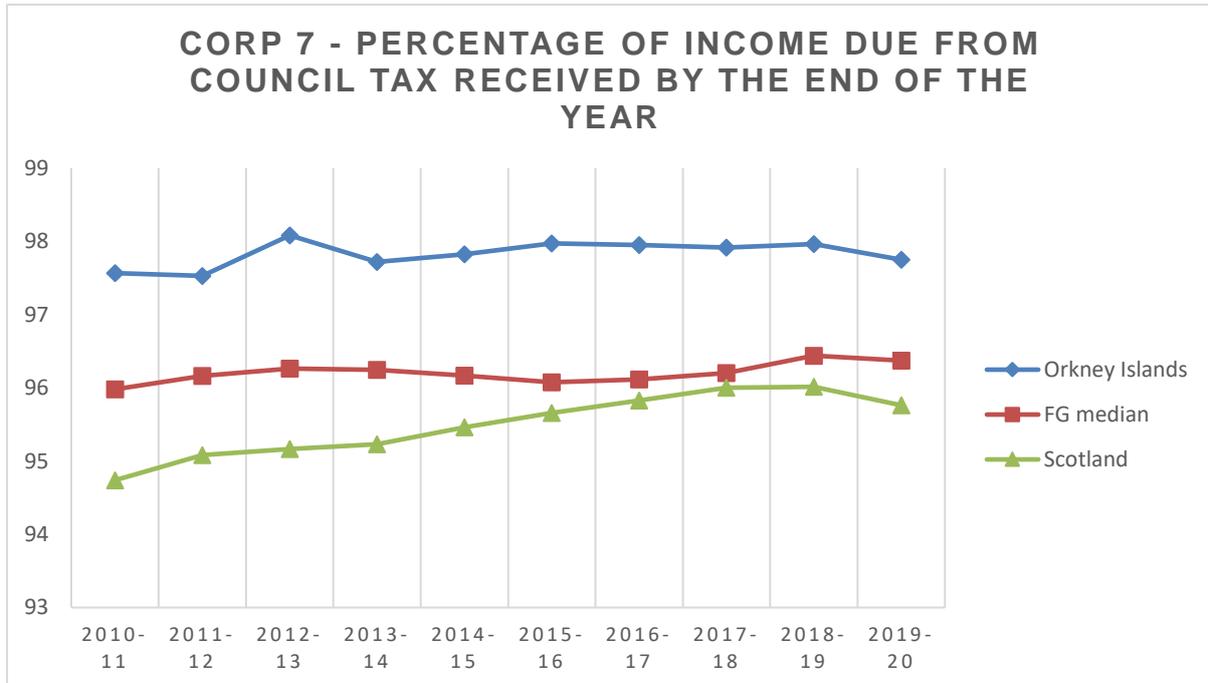
### Future Action

We will continue with current absence management approaches but are also looking to develop our corporate response to supporting employee health and wellbeing, including using surveys with staff to find out what additional support or services they would like to see available.

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

In 2019 to 2020, 97.75% of income due from council tax in Orkney was successfully collected, which is about the same as the 2018 to 2019 figure of 97.96%, and higher than the 2019 to 2020 Scottish average of 95.76%.

Rank out of 32 Scottish Councils		
2018 to 2019	1	
2019 to 2020	2	



### Performance Analysis

The Council has retained a very high rate of Council Tax collection since 2010 compared to both the Scottish average and other councils in our family group. Water Charges are collected along with Council Tax and, from 2012/13, the Council has measured performance on a 'line-by-line basis' – as opposed to the Scottish Water formula, which is a straight pro-rata split. However, councils throughout Scotland do not all yet measure performance on a 'line-by-line' basis and a mixture of the two methods is used. These differing approaches has reduced the ability to accurately benchmark performance.

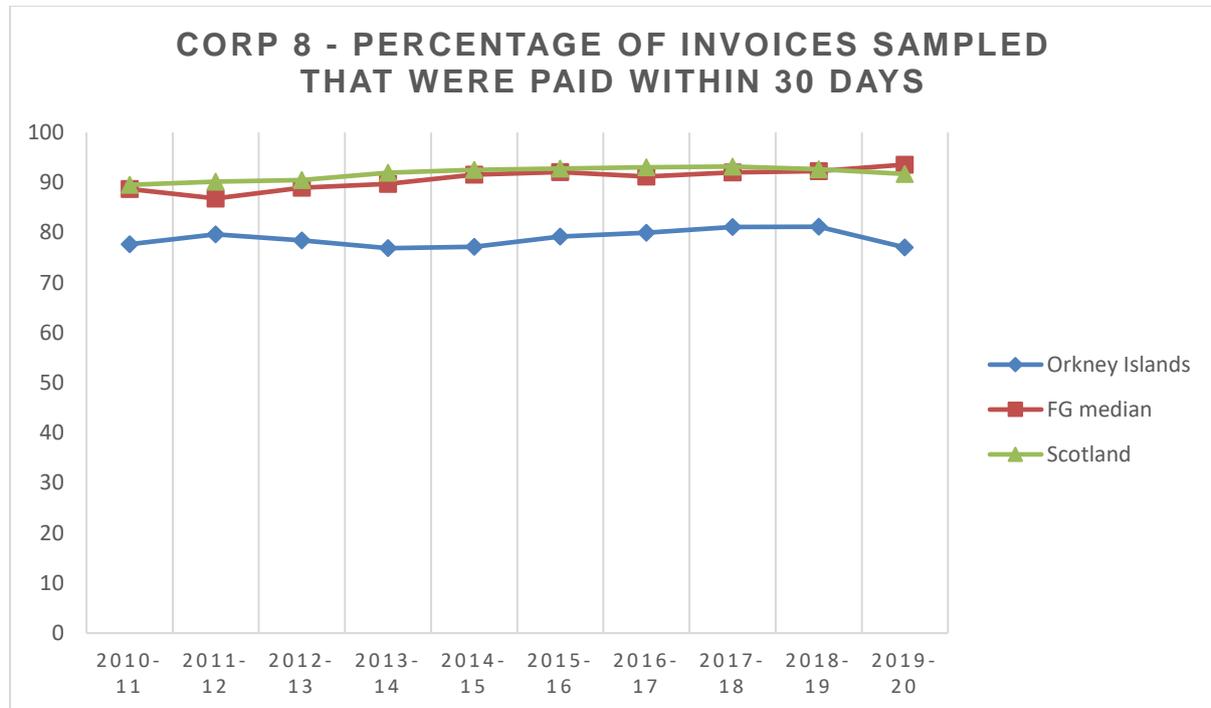
### Future Action

We will aim to maintain this performance for future years.

## Percentage of invoices sampled that were paid within 30 days

In 2019 to 2020, 77.04% of invoices to the Council were paid within 30 days, which is less than the 2018 to 2019 figure of 81.17%, and the 2019 to 2020 Scottish average of 91.72%.

Rank out of 32 Scottish Councils		
2018 to 2019	31	
2019 to 2020	30	



### Performance Analysis

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

### Future Action

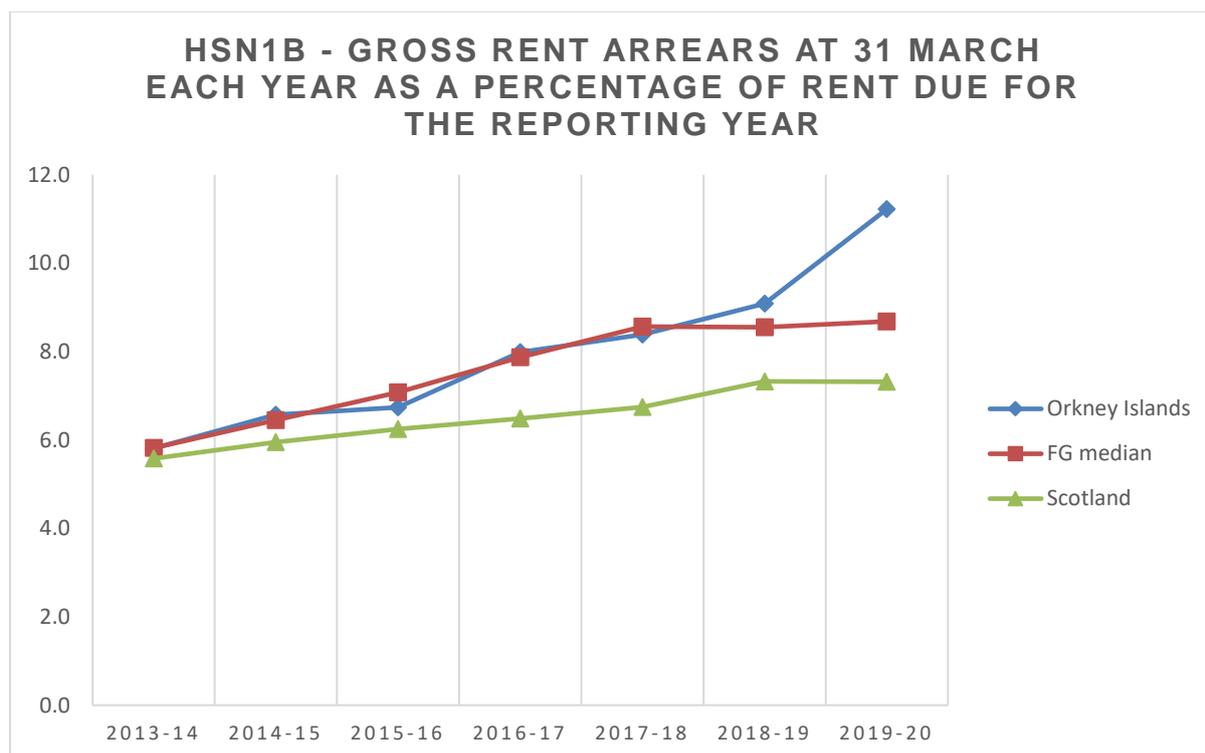
An electronic Purchase-to-Pay system is being rolled out across the Council. This will replace the paper-based system with purchase orders created and sent electronically. Suppliers are asked to submit invoices electronically to a central address in order for invoices to be registered and processed for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

## COUNCIL HOUSING

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

In 2019 to 2020, the level of Council house rent arrears was 11.22%, which is more than the 2018 to 2019 figure of 9.09%, and the 2019 to 2020 Scottish average of 7.31%.

Rank out of 32 Scottish Councils		
2018 to 2019	21	
2019 to 2020	25	



#### Performance Analysis

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

A report is presented annually to the Education, Leisure and Housing Committee which details all of Housing Services' performance in comparison with its peer group (other small councils) and the national average. This indicator of gross rent arrears includes both current and former tenant arrears as a percentage of rent due. Nationally there are high levels of former tenant arrears written-off. Orkney adopts a prudent approach to write-offs and endeavours to collect former tenant arrears. However, at 31 March 2020, the process of writing off former tenant arrears was delayed due to COVID-19. Had write-off been completed on time, it would have been 9.1%. This is in comparison to a national average of 34.4%.

While generally Orkney's performance in relation to collecting rent from current tenants has been consistently above average across Scotland as a whole, the roll out of Universal Credit in September 2018 impacted on rent collection generally. This situation was replicated nationally. However, rent collection has declined and recovery of arrears is vital to the health of the Housing Revenue Account. The Council continues to actively pursue rent arrears and has consistently increased its focus on arrears recovery over the course of financial year 2020/21.

### **Future Action**

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

The Council will continue to actively seek to recover rent arrears and currently is assisting tenants who are facing financial difficulty as a result of the impact of COVID-19. This includes assisting tenants to claim Universal Credit / Housing Benefit, making referrals for debt advice and income maximisation etc.

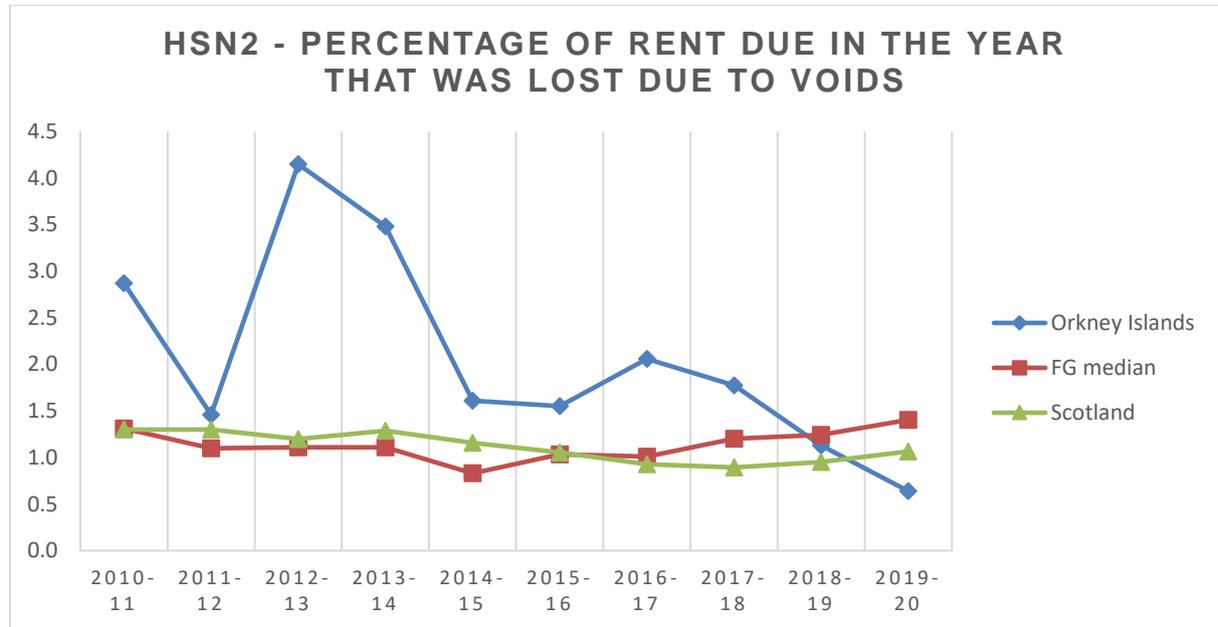
Eviction remains a last resort. Obtaining an eviction decree does not always result in the tenant being evicted. For instance, the tenant may clear their arrears or begin making regular payments towards the debt and the decision may be taken to offer a new tenancy instead. The Council may have duties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

Equally it remains important that rental income is recovered appropriately and every effort will be made to work alongside tenants, to adapt to the impact of COVID-19 and the roll out of Universal Credit and to seek to address some of the issues arising accordingly.

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

In 2019 to 2020, 0.64% of Council house rent due was lost due to properties being unoccupied, which is less than the 2018 to 2019 figure of 1.13%, and the 2019 to 2020 Scottish average of 1.07%.

Rank out of 32 Scottish Councils		
2018 to 2019	17	
2019 to 2020	6	



### Performance Analysis

Void rental loss is affected by context and Orkney's remote and rural context can impact on void rental loss disproportionately. The performance outlined above is often impacted by a small number of properties which have been vacant for 200 days or more. This figure may be subject to variation from one year to another and this can lead to fluctuations given the small overall sample.

During 2019/20 no newly built properties were completed which resulted in a lower turnover of properties. While this can impact positively on void rental loss, in turn it results in fewer properties becoming available for those who require to be rehoused.

In addition, there have been sustained improvements in the operational procedures surrounding voids. There are regular joint meetings between frontline staff in the relevant internal departments with the specific aim of reducing void periods.

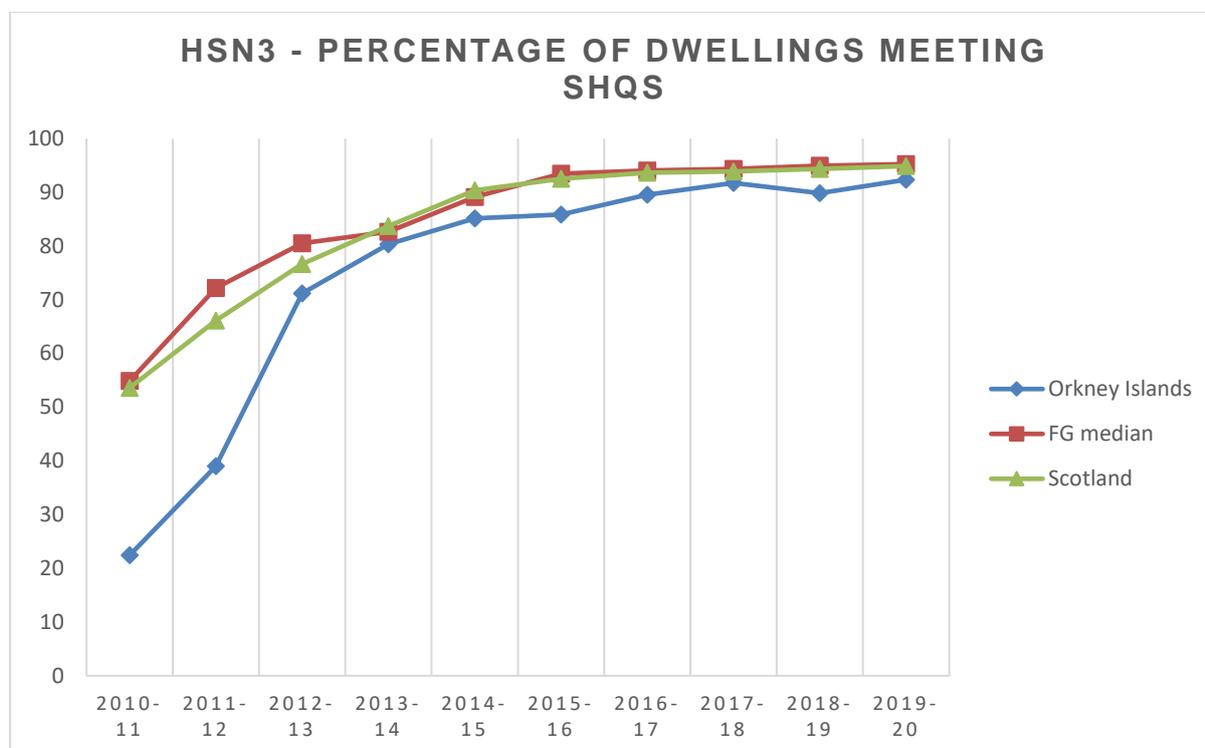
### Future Action

The new procedures remain in place and void rental loss will continue to be monitored. It is likely however that void rental loss will be higher during 2020/21 given that the initial impact of COVID-19 prevented properties from being re-let for a period of time, travel to outer isles was restricted, and therefore void periods will have been impacted accordingly.

## Percentage of dwellings meeting Scottish Housing Standards

In 2019 to 2020, 92.33% of Council housing in Orkney met the Scottish Housing Quality Standard, which is better than the 2018 to 2019 figure of 89.84%, but not as good as the 2019 to 2020 Scottish average of 94.86%.

Rank out of 32 Scottish Councils		
2018 to 2019	24	
2019 to 2020	23	



### Performance Analysis

Traditionally Orkney has recorded a higher proportion of properties recorded as an exemption or abeyance than is true for Scotland generally. At present, following a significant review of abeyances and exemptions, this is broadly averaged at 3.47% of the Council's stock in comparison to an average of all Scottish Local Authorities of 4.02%.

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

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

This review has led to a reduction in the level of abeyances and exemptions and also improvements in the depth of information held on the Council's stock.

Abeyances have reduced from 31 in 2017/18 to 16 by 2019/20. Exemptions have reduced from 34 in 2017/18 to 17 by 2019/20. However, in turn this has caused a temporary increase in the number of properties failing the Scottish Housing Quality Standard. Fails have risen from three properties at year end in 2017/18 to 40 recorded as failing the Scottish Housing Quality Standard over the next year in 2019/20. Most of these are marginal fails and works are ongoing to address the reason for failure on the majority of the properties concerned during this financial year.

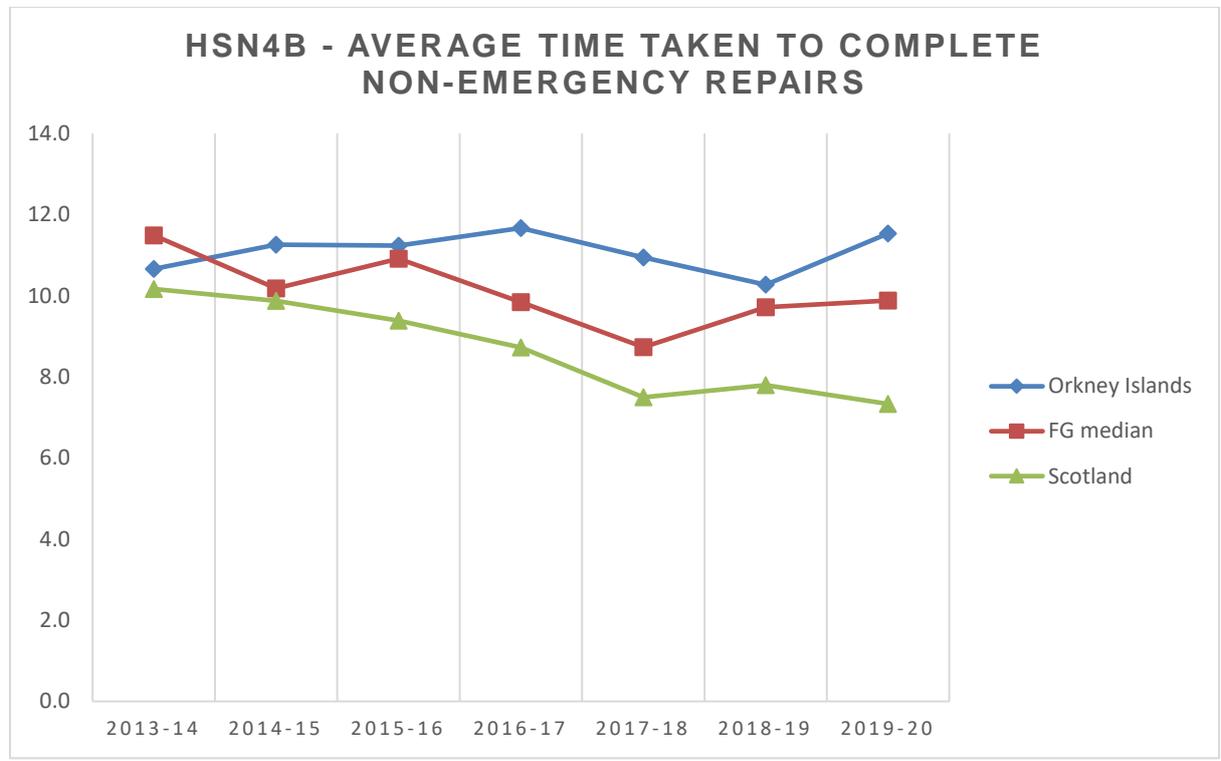
### **Future Action**

Work will continue to be progressed in respect of the Scottish Housing Quality Standard. The fails outlined above will predominantly be addressed during financial year 2020/21. In addition, work will continue in relation to reducing abeyances and exemptions as and when this becomes a potential. This may include when properties are returned to the Council. Where the cost is prohibitive, it is likely that the Council will take steps to remove the particular property from its stock.

## Average number of days taken to complete non-emergency repairs

In 2019 to 2020, it took an average of 11.53 days to complete non-emergency repairs to Council housing in Orkney, which is not as good as the 2018 to 2019 figure of 10.27 days, and the 2019 to 2020 Scottish average of 7.33 days.

Rank out of 32 Scottish Councils		
2018 to 2019	21	
2019 to 2020	24	



### Performance Analysis

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

The time taken to deliver non-emergency repairs has declined slightly from the previous year. Some analysis has been undertaken of cases where the time to complete the repair was in excess of 20 days to determine what the key issues were in such cases. While this relates to a minority position (approximately 12% of non-emergency repairs), it is generally as a result of shortages in key trades including electricians. This has impacted negatively on overall timescales. Contractors will endeavour to increase their staffing where this is relevant and viable.

However, the time taken to deliver emergency repairs has improved over the year. New processes have been implemented where our in-house Building Inspectors / Clerks of Works undertake some of the emergency repairs themselves where they are able to do so. This has been a key factor in reducing the time taken to undertake emergency repairs. The implementation of a mobile app is now well underway with the Council’s main Measured Term Contractor trialling the system

prior to full implementation with their service. It is anticipated this will allow increased accuracy of reporting time to complete repairs.

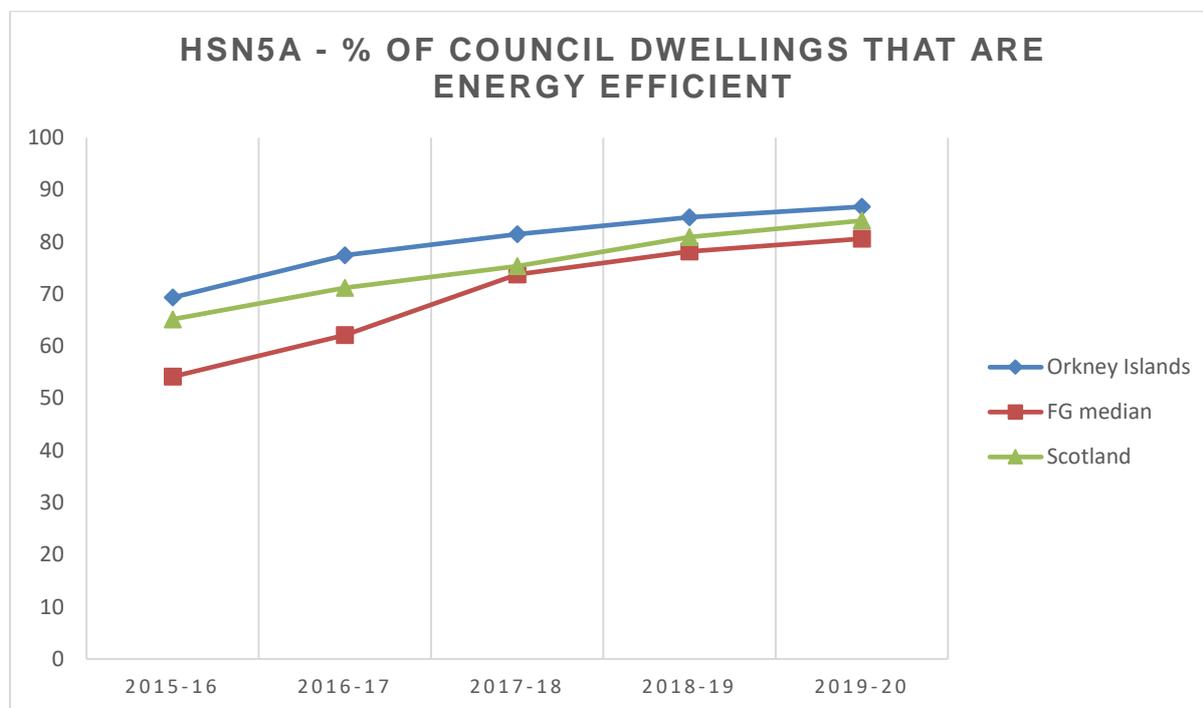
**Future Action**

The mobile app is operational and a trial is underway. This will be implemented fully once the trial is complete. This should assist in ensuring accurate completion times are recorded. We continue to work with contractors to encourage faster invoicing and greater accuracy of recording.

## Percentage of Council dwellings that are energy efficient

In 2019 to 2020, 86.76% of Council houses in Orkney were energy efficient, which is better than the 2018 to 2019 figure of 84.71%, and the 2019 to 2020 Scottish average of 84.10%.

Rank out of 32 Scottish Councils		
2018 to 2019	11	
2019 to 2020	10	



### Performance Analysis

The Council must also ensure that its properties meet the Energy Efficiency Standard for Social Housing – the first target was December 2020. Further challenging standards will be required to be met by 2032. Consequently, Committee receives an annual update report at the June cycle of meetings, regarding progress towards this.

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

The level of Orkney’s properties which met the Energy Efficiency Standard for Social Housing by March 2020 was 86.8% in comparison to a Scottish average of 85.8%.

### Future Action

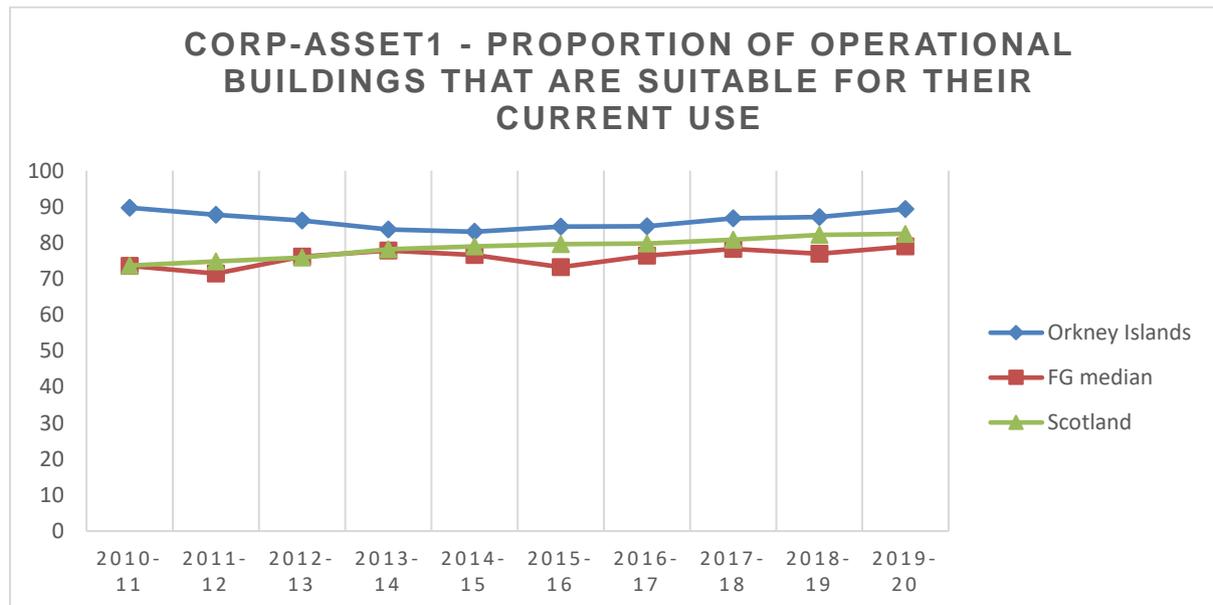
A process of ongoing review is underway in order to identify the works required to meet future standards and to endeavour to ensure that appropriate financial plans are in place.

# COUNCIL BUILDINGS

## Percentage of operational buildings that are suitable for their current use

In 2019 to 2020, 89.33% of Council buildings in Orkney were found to be suitable for their current use, which is better than the 2018 to 2019 figure of 87.17%, and the 2019 to 2020 Scottish average of 82.47%.

Rank out of 32 Scottish Councils		
2018 to 2019	15	↑
2019 to 2020	14	



### Performance Analysis

Improvements have been made in the data that is held, with sites with multiple properties now recorded as multiple entries rather than single entries. This has resulted in the number of properties increasing from 187 to 253. Rather than aggregating site data, this is now reported on a per property basis. The interpretation of the definition of 'operational' properties continues to be refined and will impact on future data reporting. Minor fluctuations from year to year is because of improved data, replacement of facilities, disposals and upgrading works.

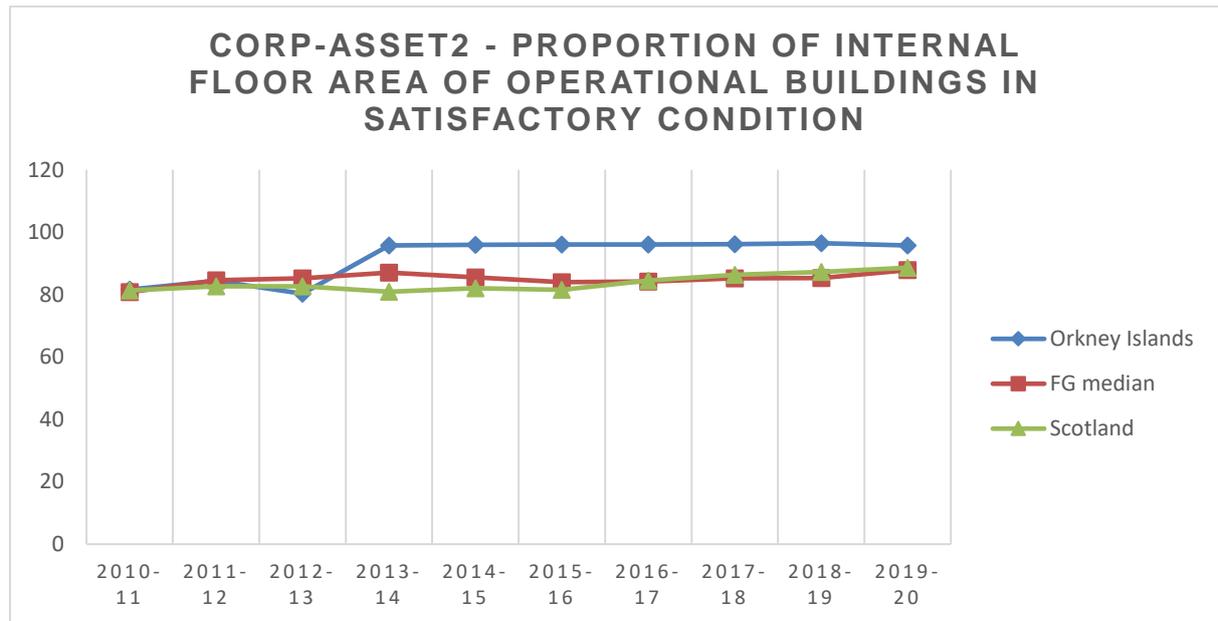
### Future Action

Assets are regularly reviewed against service delivery and future needs. This may result in properties being upgraded, disposed, demolished etc, new facilities to replace old or for the delivery of new services. As old poorly performing properties are replaced, or facilities upgraded, marginal improvements can be seen over the years. The Council continues to invest in its property stock via the capital programmes, but also by consistently investing in repairs and maintenance programmes.

## Percentage of internal floor area of operational buildings in satisfactory condition

In 2019 to 2020, 95.73% of the internal floor area of the Council's operational buildings was in satisfactory condition, which is not as good as the 2018 to 2019 figure of 96.48%, but better than the 2019 to 2020 Scottish average of 88.62%.

Rank out of 32 Scottish Councils		
2018 to 2019	5	
2019 to 2020	9	



### Performance Analysis

Improvements have been made in the data that is held, with sites with multiple properties now recorded as multiple entries rather than single entries. This has resulted in the number of properties increasing from 187 to 253. Rather than aggregating site data, this is now reported on a per property basis. The interpretation of the definition of 'operational' properties continues to be refined and will impact on future data reporting. Minor fluctuations from year to year is because of improved data, replacement of facilities, disposals and upgrading works.

### Future Action

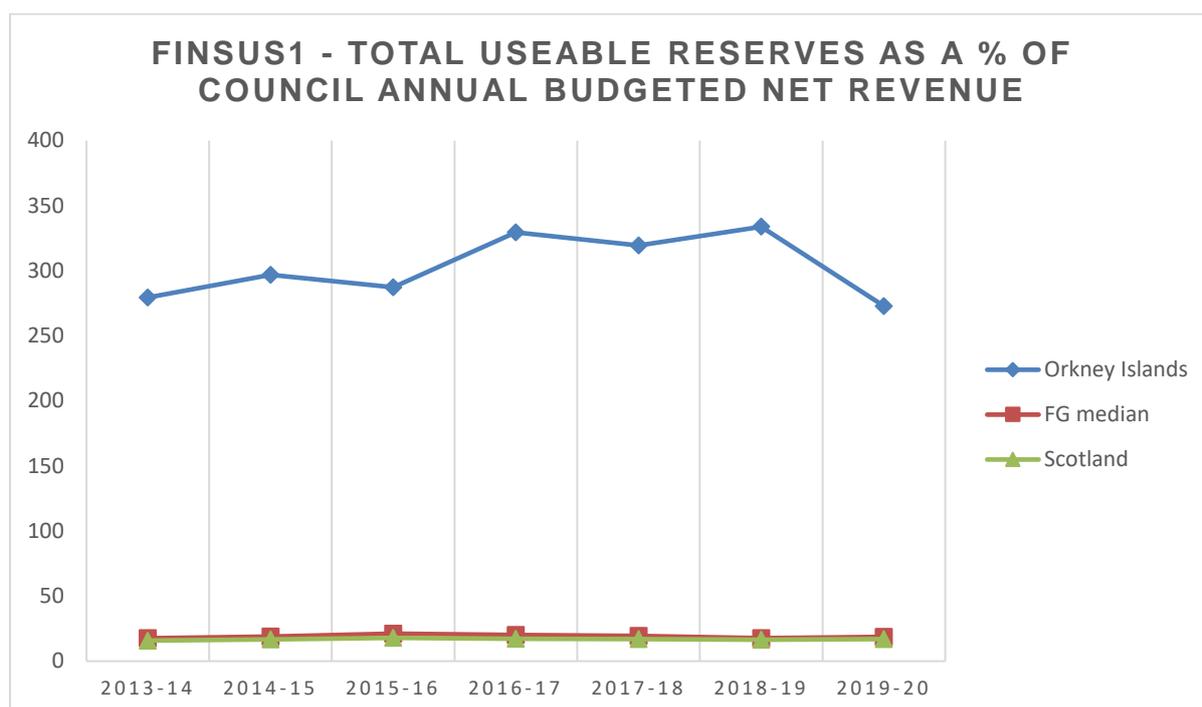
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# FINANCIAL SUSTAINABILITY

## Total useable reserves as a percentage of Council annual budgeted revenue

In 2019 to 2020, the amount of total usable reserves as a percentage of annual budgeted revenue was 272.90%, which is less than the 2018 to 2019 figure of 333.80%, but significantly more than the 2019 to 2020 Scottish average of 16.87%.

Rank out of 32 Scottish Councils		
2018 to 2019	31	↔
2019 to 2020	31	



### Performance Analysis

The Orkney position of holding a Strategic Reserve Fund makes the Council appear to be an outlier to the Scottish average. The sharp fall in total usable reserves between 2018/19 and 2019/20 was on account of the fall in investment values of the managed funds investments held through the Strategic Reserve Fund as World Markets reacted badly to the COVID-19 pandemic. A low level of unallocated reserves may be a sign that a council could struggle if any unknown financial surprises were to occur.

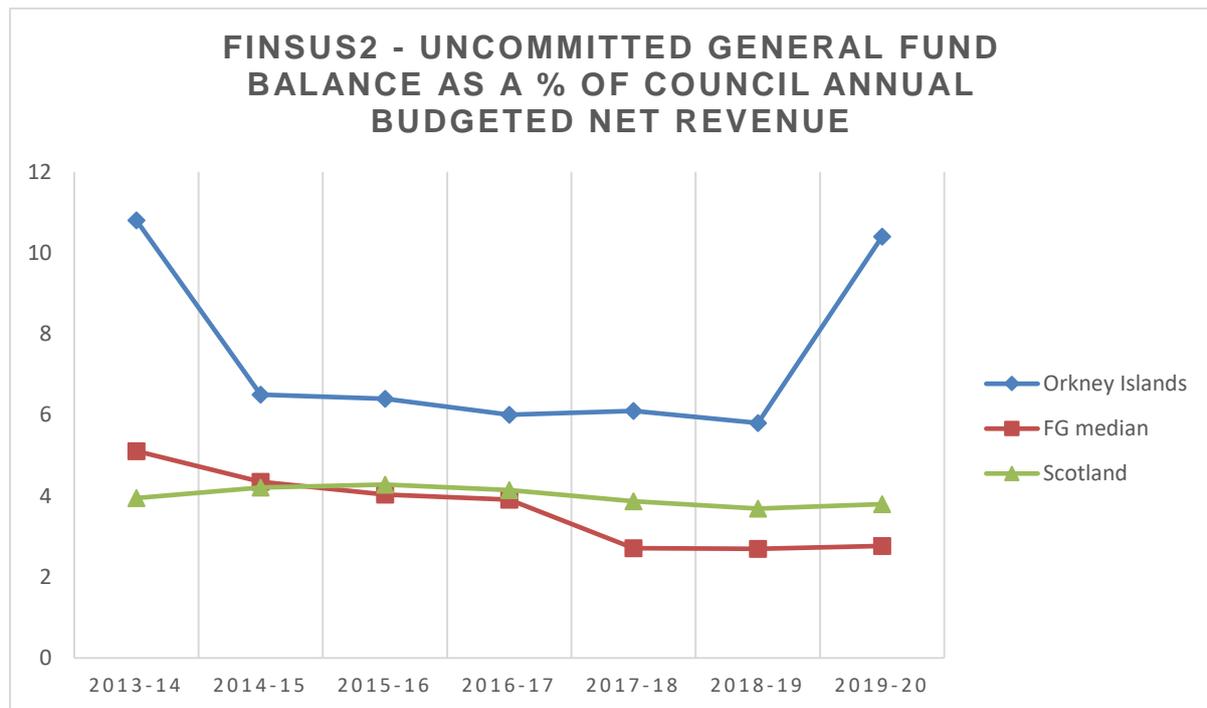
### Future Action

The Council strategy is to continue to maintain a floor position for the Strategic Reserve Fund so that the Fund can continue to support the delivery of Council services in a sustainable manner.

## Uncommitted General Fund Balance as a percentage of Council annual budgeted net revenue

In 2019 to 2020, the amount of uncommitted General Fund Balance as a percentage of Council annual budgeted net revenue was 10.40%, which is more than the 2018 to 2019 figure of 5.80%, and the 2019 to 2020 Scottish average of 3.80%.

Rank out of 32 Scottish Councils		
2018 to 2019	29	
2019 to 2020	31	



### Performance Analysis

The Council saw a sharp increase in the uncommitted General Fund balance held at 31 March 2020 as a conscious decision at year end to delay any accelerated debt repayment and provide a higher level of General Fund balance to give the Council maximum flexibility for dealing with the impact of the COVID-19 pandemic.

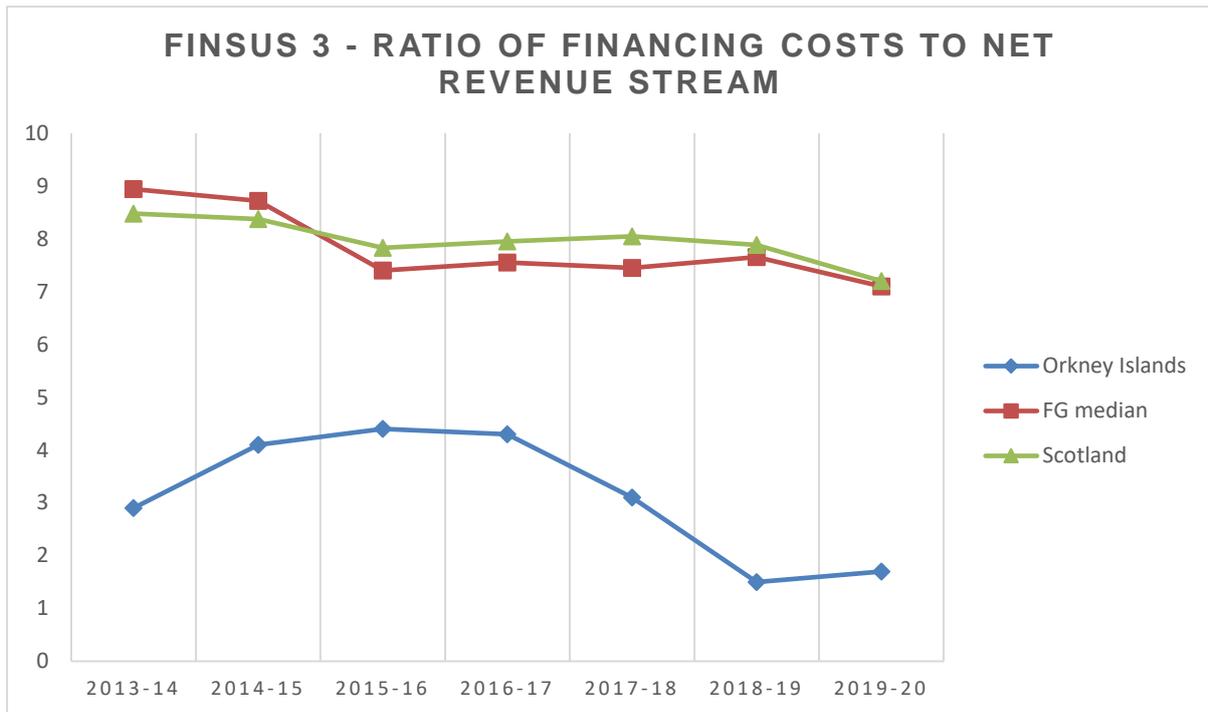
### Future Action

Should the higher General Fund balance not be required, in full, to meet additional pressures in 2020/21 any remaining balance will be applied to accelerated debt repayments, when it is deemed financially prudent to do so. The level of uncommitted General Fund Balance as a percentage of Council annual budgeted net revenue can be expected to reduce again at 31 March 2021.

## Ratio of financing costs to Net Revenue Stream – General Fund

In 2019 to 2020, the ratio of financing costs to Net Revenue Stream for the General Fund was 1.70, which is more than the 2018 to 2019 figure of 1.50, but less than the 2019 to 2020 Scottish average of 7.20.

Rank out of 32 Scottish Councils		
2018 to 2019	1	↔
2019 to 2020	1	



### Performance Analysis

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet the financing costs of the capital programme, net of investment income. Council policy has been to try and make accelerated debt repayments, thereby minimising the percentage of the budget that is expended in interest on capital debt.

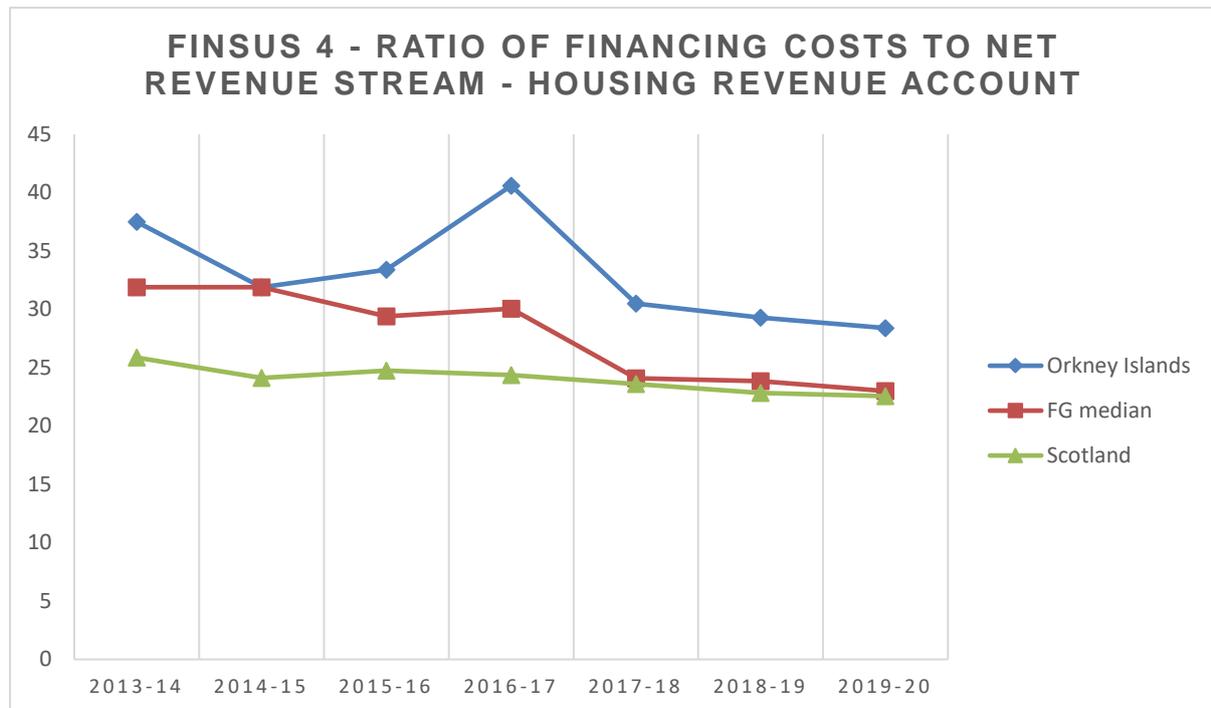
### Future Action

With severe pressure on revenue budgets it is essential that we maintain a low level of financing costs to Net Revenue Stream.

## Ratio of financing costs to Net Revenue Stream – Housing Revenue Account

In 2019 to 2020, the ratio of financing costs to Net Revenue Stream for the Housing Revenue Account was 28.40, which is less than the 2018 to 2019 figure of 29.30, but more than the 2019 to 2020 Scottish average of 22.56.

Rank out of 32 Scottish Councils		
2018 to 2019	18	
2019 to 2020	19	



### Performance Analysis

The relatively high ratio of financing costs to Net Revenue Stream for the Housing Revenue Account (HRA) is reflective of previous Council decisions to increase the level of HRA debt as the Council embarked on a house building programme aimed at meeting some of the demand for housing in Orkney.

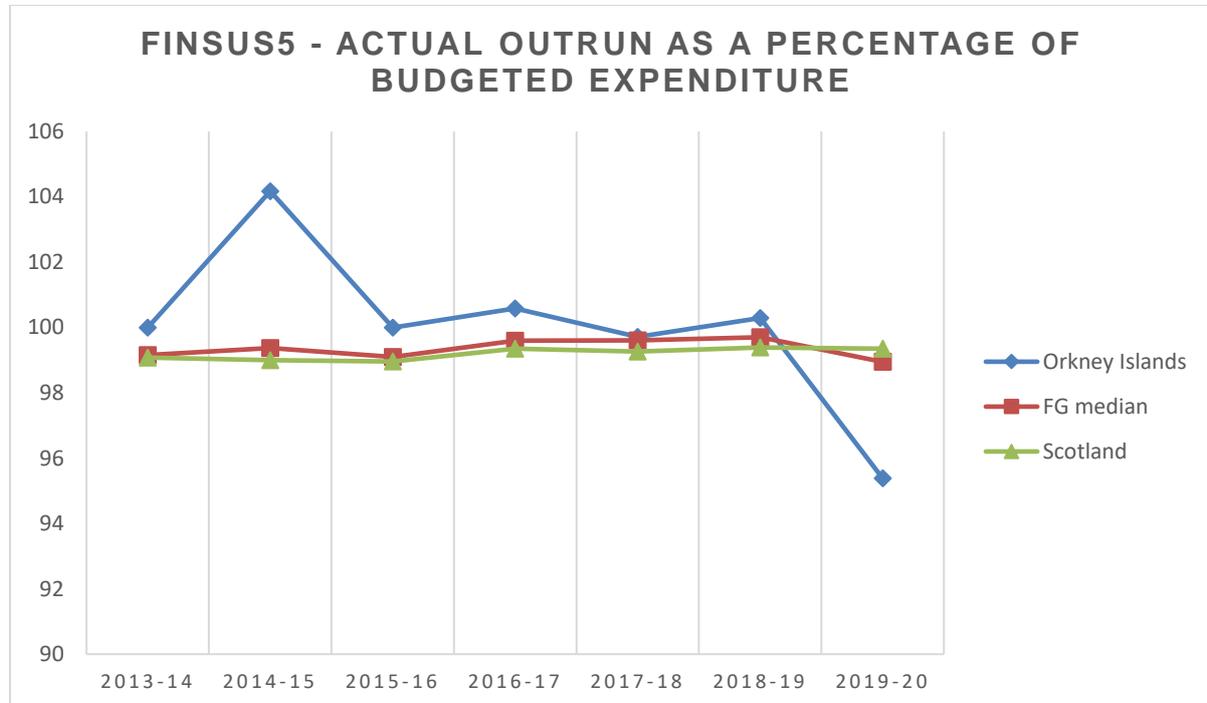
### Future Action

The affordability position of the HRA is under review to establish if it will be possible to continue a programme of building Council houses. There continues to be a shortage of accommodation in Orkney with a waiting list for permanent housing and too many people living in emergency accommodation.

## Actual outturn as a percentage of budgeted expenditure

In 2019 to 2020, the actual outturn as a proportion of budgeted expenditure was 95.38%, which is less than the 2018 to 2019 figure of 100.29%, and the 2019 to 2020 Scottish average of 99.35%.

Rank out of 32 Scottish Councils		
2018 to 2019	15	
2019 to 2020	30	



### Performance Analysis

The Council made a conscious decision at the 31 March 2020 year end to delay any accelerated debt repayment. This effectively generated an underspend position and allowed a higher level of General Fund balance to give the Council maximum flexibility for dealing with the impact of the coronavirus pandemic.

### Future Action

Financial year 2020/21 has been particularly difficult for budget holders with hugely increased spend in many areas and additional income from Government to compensate for lost income as well as other one-off funding. The outturn in such circumstances is likely to be quite different from the original budgeted position.

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

### 1. Connected Communities

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

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

#### **LGBF indicators**

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

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**OIC Priority – Continue to lobby for superfast broadband.**

#### **LGBF indicator**

ECON8 – Proportion of properties receiving superfast broadband.

## 2. Caring Communities

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

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

### **LGBF indicators**

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

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

### **LGBF indicator**

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

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

**LGBF indicators**

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

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

**LGBF indicators**

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

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

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

### 3. Thriving Communities

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

#### OIC Priority – Review Orkney’s learning landscape.

##### LGBF indicators

- CHN1 – Cost per primary school pupil.
- CHN2 – Cost per secondary pupil.
- CHN3 – The cost of pre-school education place.
- CHN4 – Percentage of pupils gaining 5+ awards at level 5.
- CHN5 – Percentage of pupils gaining 5+ awards at level 6.
- CHN6 – Percentage of pupils from deprived areas gaining 5+ awards at level 5 (SIMD).
- CHN7 – Percentage of pupils from deprived areas gaining 5+ awards at level 6 (SIMD).
- CHN11 – Proportion of pupils entering positive destinations.
- CHN12a – Overall average total tariff.
- CHN12b – Average total tariff SIMD quintile 1.
- CHN12c – Average total tariff SIMD quintile 2.
- CHN12d – Average total tariff SIMD quintile 3.
- CHN12e – Average total tariff SIMD quintile 4.
- CHN12f – Average total tariff SIMD quintile 5.
- CHN13a – percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in literacy.
- CHN13b – percentage of P1, P4 and P7 pupils combined achieving expected Curriculum for Excellence level in numeracy.
- CHN14a – Literacy Attainment Gap (P1,4,7 Combined) – percentage point gap between the least deprived and most deprived pupils.

- CHN14b – Numeracy Attainment Gap (P1,4,7 Combined) – percentage point gap between the least deprived and most deprived pupils.
  - CHN17 – Percentage of children meeting developmental milestones.
  - CHN18 – Percentage of early years provision which is graded good or better.
  - CHN19a – School attendance rate.
  - CHN20a – School exclusion rates (per 1,000 pupils).
- 

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

**LGBF indicators**

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

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

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

## 4. Enterprising Communities

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

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

### **LGBF indicators**

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

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

### **LGBF indicator**

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

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

### **LGBF indicator**

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

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

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

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

## 5. Quality of Life

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

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

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

## 6. Cross-cutting Priorities

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

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

### **LGBF indicators**

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

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

- CORP1 – Support service as a percentage of total gross expenditure.
- CORP3b – Percentage of the highest paid 5% employees who are women.
- CORP3c – The gender pay gap (%).
- CORP4 – The cost per dwelling of collecting council tax.
- CORP7 – Percentage of income due from council tax received by the end of the year.
- HSN1b – Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year.
- HSN2 – Percentage of rent due in the year that was lost due to voids
- CORP-ASSET1 – Percentage of operational buildings that are suitable for their current use.
- CORP-ASSET2 – Percentage of internal floor area of operational buildings in satisfactory condition.
- FINSUS1 – Total useable reserves as a percentage of Council annual budgeted revenue.
- FINSUS2 – Uncommitted General Fund Balance as a percentage of Council annual budgeted net revenue.
- FINSUS3 – Ratio of financing costs to Net Revenue Stream – General Fund.
- FINSUS4 – Ratio of financing costs to Net Revenue Stream – Housing Revenue Account.
- FINSUS5 – Actual outturn as a percentage of budgeted expenditure.

- CLIM1 – CO2 emissions area wide per capita.
- CLIM2 – CO2 emissions area wide: emissions within scope of local authority per capita.