



## MINUTE

## A & B

**Audit and Scrutiny Committee**  
**Council Chamber, Town Hall, Lerwick**  
**Wednesday 19 November 2008 at 10 am**

**Present:**

F B Grains	A T Doull
A G L Duncan	R S Henderson
C H J Miller	J W G Wills
G Robinson	

**In attendance (Officers):**

G Johnston, Head of Finance  
D Hughson, Financial Accountant  
C McIntyre, Service Manager - Internal Audit  
A Rolfe, Assets and Properties Manager  
P Peterson, Performance Management Co-ordinator  
Laura Saunders, Policy and Development Assistant  
L Gair, Committee Officer

**Chairperson**

Mrs F B Grains, Chairperson of the Committee, presided.

**Circular**

The circular calling the meeting was held as read.

**Minutes**

The minute of the meeting held on 8 October 2008, having been circulated, was confirmed.

With the exception of the following the minutes of the meeting held on 28 October 2008, was confirmed on the motion of Mrs F B Grains, seconded by Mr A Duncan.

Min ref 36/08 - Dr J W G Wills asked that the last sentence in page 5 be amended to read "....revisiting the issues if new information came to light."

Min ref 36/08 - Mrs C H J Miller asked that the paragraph 5 on page 5 be amended to read "Mrs C H J Miller said that she had been kept informed of progress with the Bressay Bridge project through her involvement as a Community Councillor and that she believed lessons had been learned locally and those were to develop good partnership working".

**Declarations of Interest**

None.

Min. Ref.	Subject	Action/Info
37/08	<p><b><u>Abstract of Accounts 2007/08 and report by the Auditor</u></b></p> <p>The Committee considered a report by the Head of Finance (Appendix 1).</p> <p>The Head of Finance introduced the report and advised Members that the accounts would also be presented at Council where the Auditors would be present. He advised that there was an impasse between finance and the external auditors in that the auditors believe that the Shetland Charitable Trust and the SIC accounts should be grouped.</p> <p>The Head of Finance advised that the SCT was governed by Charity Law and whilst the auditors held their view, the impasse would remain indefinitely. He added that clarity of SCT status might come from OSCR on their separateness and independence. In the meantime the Head of Finance said that they could not and did not wish to group the accounts without the consent of the SCT. He said that apart from that qualification, the auditors said that it was a true and fair account of the Council's financial affairs.</p> <p>Mrs C H J Miller drew attention the Appendix A - Action Plan and queried the comments on the Financial Statements. The Head of Finance explained that over recent years there had been endless reform and regulations that had come and gone and there had been constant change and flux. He said that placed substantial burden on small Local Authorities and the Council had a small accounting team. He said that the team struggled to keep up and the auditors had acknowledged that the service was doing their best.</p> <p>Mrs C H J Miller drew attention to Page 10 of the Abstract of Accounts and asked if it was correct that the net cost of service was up by £10m, and asked for an explanation. The Head of Finance confirmed, and advised that he would provide a summary report following the meeting.</p> <p>Dr J W G Wills said that the auditors had made a criticism on grouping SCT and SIC accounts and that could not be ignored. He said that it was true nothing could be done without SCT consent but queried whether changing the constitution to have more independent Trustees, would help.</p> <p>The Head of Finance advised that there were events and developments that were reinforcing independence such as consultation with OSCR and the resignation of the Council's Chief Executive from the Trust. He said it was also true if there was a development to change to a mix of Trustees this would be noted, however he could not predict and would not presume the outcome of any debate. He added that he would</p>	GJ

Min. Ref.	Subject	Action/Info
	<p>not argue for a change in the trustee body to address a technical problem that the Council could easily bear.</p> <p>In response to a query the Head of Finance explained that if the accounts were not qualified, they would still be shown on record as a clean and clear account. He said that it would not affect the Council except perhaps in reputation.</p> <p>Dr Wills referred to page 45 of the Auditor's report and said that the risk was here and now. He referred to Section 5 paragraph 61 and said that the Council had identified a rising demand for social care and childcare and also grass cutting. Without review officers noted the social care were overspent and he was of the opinion that £5m was more of an under estimate and said he was concerned about that. He went on to note that page 46 action plan point 8 the Council was yet to consolidate estates and maintenance. Also page 47 action point 11 he was concerned about the State Aids issues relating to fishing boats repaying with interest many years later.</p> <p>Dr J W G Wills moved that the Committee approve an amendment to recommendation 7.1 that the committee note "with concern" the contents of the report of this report and that the following be added "..... 2007/08, as they relate to group accounts, potential conflicts of interest the management of major capital projects, the valuation of assets and the "heavily oversubscribed" capital programme....". Mr G Robinson seconded.</p> <p>Mr A G L Duncan drew attention to Page 47 of the Auditor's report – Housing Benefits. He asked for an update on the comment that "local objectives and fraud is not fully considered"</p> <p>The Head of Finance advised that the Revenue Services Manager's view was that there was a great deal of national structure for benefit fraud but that the procedures and processes were developed at a national level which was less suitable for a small local authority with a negligible problem.</p> <p>The Head of Finance said that the Revenue Services Manager's approach was satisfactorily proportional to the scale of the problem in Shetland. The Service Manager - Internal Audit agreed stating that although the Council could not be complacent, the level of problem was very low. The Head of Finance added that the Revenue Services Manager had only recently reviewed the report and may make adjustments, and advised that he would support his response.</p> <p>In response to a further query with regard to the figures</p>	<p>GJ</p>

Min. Ref.	Subject	Action/Info
	<p>involved in external fraud, the Head of Finance said that he would ask the Revenue Services Manager to provide the information outside the meeting.</p> <p>Mrs C H J Miller drew attention to Page 31 paragraph 123 of the Auditor's report and asked if the Finance Review Panel was still in operation. The Head of Finance said that it had been stood down.</p> <p>With the support of his seconder, Dr J W G Wills agreed to include within his motion, "that the Council consider the early revival of the Financial Review Panel and that the minutes of the meeting be included on the Council agenda."</p> <p>Mrs C H J Miller drew attention to Action Plan 8 "that the assets of the Council are not utilised in the most effective way" and stated that at Infrastructure, the capital prioritisation report identified £10m essential maintenance plus £5m to be spent over the next 5 years. She said that would be as far as the Council could go unless they could efficiently minimise assets.</p>	
38/08	<p><b><u>Internal Audit – Six Monthly Internal Audit Progress Report 2008/09</u></b></p> <p>The Committee considered a report by the Service Manager – Internal Audit. (Appendix 2)</p> <p>The Service Manager – Internal Audit briefly introduced the report and advised that the date at paragraph 4.4 should read 31 March 2009 and not 2008.</p> <p>In response to a query from Mr A G L Duncan on the high costs of consultancy, the Service Manager – Internal Audit said that there was scope to look at the use of consultants. He advised that Capital Projects had agreed to look at it. He said that it was generally cheaper and better quality to do work in house however there was a need for consultants on specialist jobs but that there was a balance to be struck. The Head of Finance agreed and said that a consistent approach had to be developed as policy in the Council. He said that services should only be bought in for a specialism not available in the local authority and where in-house services are unable to cope with the workload involved.</p> <p>Mr A G L Duncan requested that a report to Audit and Scrutiny be presented on the matter. Members agreed that this should form part of a capital projects and best practice report.</p> <p>Mr G Robinson drew attention to the first page of the report and the comment on Mareel. He said that Members were promised updates, and asked that the Chairperson request a full update on the project. In the meantime, Mr Robinson asked whether the VAT situation had been rectified.</p>	GJ

Min. Ref.	Subject	Action/Info
	<p>The Service Manager – Internal Audit advised that there had been an issue drawn to Officers attention regarding VAT implications where the Arts Trust was being invoiced, but the Council was paying them. He advised that Officers were addressing the issue. He advised that Internal Audit carry out follow-ups once a year.</p> <p>Following further discussion, the Head of Finance advised that the VAT position was straightforward and agreed to provide Members with the clarification following the meeting.</p> <p>Dr J W G Wills moved that the Committee approve the recommendations contained in the report with an urgent update report on Mareel to be presented to the next meeting of the Council, Mr G Robinson seconded.</p> <p>The Service Manager – Internal Audit confirmed to Members that an audit of the Transport Service was scheduled to begin within the next month.</p> <p>Mr A G L Duncan referred to the Legal &amp; Administration department and said that the issues relating to the Acting Divisional Manager post had gone on for far too long and Members agreed that it had to be dealt with immediately.</p> <p>Mr A G L Duncan also expressed his concern with regard to the Council House Sales and the length of time they took to process. The Service Manager – Internal Audit said that the legal time frames were not always being met, but acknowledged that was not always down to the Council and that independent assessors and Tenants also caused delays.</p> <p>Dr Wills noted that some Scottish Authorities were no longer selling Council Houses and was concerned that there was a Hjaltland and SIC combined housing waiting list of almost 1,000. Dr Wills said that it was imprudent to sell any more houses with such a large waiting list and moved that the Committee consider whether the sale of Council Houses should be suspended until the numbers were down to a manageable level, seconded by Mr A G L Duncan.</p> <p>The Head of Finance said that a suspension could be sought by asking the Scottish Government. He said that the Head of Housing could look at this matter and set his views out in a report to the suitable Committee. Members agreed.</p> <p>Mr G Robinson drew attention to Appendix 1 paragraph 1 and in response to his query, the Service Manager – Internal Audit advised that performance bonds were required to be completed by contractors and not all had been done. He said</p>	<p>GJ</p> <p>Head of Legal &amp; Admin</p> <p>Head of Housing</p>

Min. Ref.	Subject	Action/Info
	<p>that this had been identified again and when called for, they were not received. He said that he believed there was no financial loss suffered and confirmed that it related to a over £100,000 project, but when asked, confirmed that it was not the Anderson High School.</p> <p>Dr Wills referred to the following paragraph and in response to his query, the Head of Finance advised that the £87,000 overspend reported in June had been corrected at the time with the SIC's approval of an enhanced budget. He added that the project was now working within approved budgets.</p> <p>In response to a query regarding Disclosures, the Service Manager Internal Audit advised that since the problems of 4-5 years ago things had improved and almost 100% of those who should have been approved were now approved. He said that after 3 years renewals were being done. He said that in his view a single disclosures should cover all requirements, but this was a national issue. He confirmed that savings could be made if they were not requiring to be renewed every three years.</p>	
39/08	<p><b><u>Capital Project Management: The Way Forward</u></b></p> <p>The Committee considered a report by the Head of Finance (Appendix 3).</p> <p>The Head of Finance introduced the report and provided a summary of the recommendations.</p> <p>Mrs C H J Miller said that it was a realistic approach and moved that the Committee approve the recommendations contained in the report, with the addition that the study be done in conjunction with the report on consultancy requested in the previous item.</p> <p>Mr A G L Duncan seconded the motion and said that it was an excellent report and it was good to see the Head of Finance take the matter forward and hoped to see more from Officers.</p> <p>Mr G Robinson said that he had been concerned that prioritisation of projects was crashing ahead without being properly scrutinised by officers. He added that projects had been put forward without a business case or feasibility study. He said that projects were taken to a high state of readiness only to be scrapped. Mr Robinson gave the Bressay Bridge and the Happy Hansel School as examples and said that it all cost money, and it continued to happen.</p> <p>Dr J W G Wills said that he agreed that the recommendations should be passed. He referred to paragraph 4.1.2 and said that the building blocks were already there with a good</p>	GJ/CMc

Min. Ref.	Subject	Action/Info
	<p>framework at present, however the problem was that it had not been implemented. At paragraph 4.1.3 he said that he was concerned about the criticism that the “main weaknesses were the corporate plan which was not specific enough” and that some “services did not have a detailed policy framework”. Dr Wills drew attention to paragraph 4.1.4 and the comment “...dispensed with attempts by officers to provide objective advice (by way of points scoring....” and said that the confusion being seen now was as a result of that. He said that it would be necessary to look at some form of points system in the future. Dr Wills concluded by stating that he supported what the Head of Finance’s report said and looked forward to the results.</p>	
40/08	<p><b><u>Audit and Scrutiny Committee Investigation – Gender Balance May 2008 Report</u></b></p> <p>The Committee considered a report by the Performance Management Co-ordinator (Appendix 4)</p> <p>The Performance Management Co-ordinator introduced the report and said that he had asked the Policy and Development Assistant along as she was responsible for drawing together the statistics.</p> <p>Mrs C H J Miller drew attention to page 7 and the “Reason for Leaving the Council” section and asked whether exit interviews were carried out. The Performance Management Co-ordinator advised that exit interviews were piloted in Education, but that it was not being applied comprehensively across the Council. He said that it was the intention that this would be taken forward, but he explained that the staff resource within Human Resources had been taken up by Single Status.</p> <p>During further discussions, Members were advised that there were several factors to take into consideration in that there may be a high percentage of staff taking up internal posts, however that information was not recorded on CHRIS and to access that information would require a manual search. Also part time employees may have up to 3 posts. Members were also advised that there would be a new CHRIS system implemented in January and that may resolve some of the issues.</p> <p>Mrs Miller said that it was paramount to have an exit interview strategy and queried whether, between April – June, Human Resources could formulate an exit strategy to get more meaningful statistics. The Performance Management Co-ordinator said he would take that forward with HR.</p> <p>In response to a query from Mr A G L Duncan, the Performance Management Co-ordinator advised that Flexible</p>	PP

Min. Ref.	Subject	Action/Info
	<p>Working was a requirement by law to assist parents with children under the age of 6. He advised that Flexitime was different and had been piloted by Infrastructure Department 1990-2000. He said that it would be addressed under single status. The Performance Management Co-ordinator said that he did not have the figures for the number of people formally under the flexible working policy.</p> <p>In response to further queries the Performance Management Co-ordinator advised that under the single status flexitime scheme currently being consulted on, there would be core hours of 10am – 4pm when staff had to be in the office. He advised that the highest percentage of staff working flexible hours were female and that a high percentage of those would probably be due to child care arrangements.</p> <p>Dr J W G Wills drew attention to Table A and said that it was embarrassing that the SIC was at the bottom of the league for women being in the top 2% and 5% of earners.</p> <p>In response to his queries, the Policy Development Assistant advised that it was illegal to positively discrimination but the Council could take positive action.</p> <p>Dr Wills referred to remote working and said that there was a benefit to families and Council managers should remind staff about the policy which may have an impact on the figures. The Performance Management Co-ordinator said that when the policy was implemented staff in jobs that could work remotely were informed, but some individuals stated they enjoyed coming in to their offices. He said that it was a while since staff had been reminded about the policy and he agreed that this should be done again.</p> <p>Dr J W G Wills moved that the Committee approve the recommendations contained in the report with the addition that all staff be reminded of the possibility of working remotely. Mr G Robinson seconded.</p> <p>Mrs F B Grains referred to the top jobs and said she hoped that the best person was appointed, regardless of their sex.</p> <p>In response to a query from Mr Robinson, the Performance Management Co-ordinator advised that it should be possible to find out how many applicants, with the correct qualifications, were short listed but not successful.</p> <p>Mr Robinson said he attended the training awards presentation and the gender imbalance was clear to see in that there were a handful of women to men and queried whether the college was providing the correct training.</p>	PP



Min. Ref.	Subject	Action/Info
	<p>The Performance Management Co-ordinator said that the report highlighted the fact that there were few women in the Marine industry. He said that, if the Council was serious about trying to change attitudes, young women in Shetland could perhaps be given more encouragement to go into that area – perhaps with careers services taking a lead.</p>	
41/08	<p><b><u>Study into the efficient use of Council Buildings</u></b></p> <p>The Committee considered a report by the Performance Management Co-ordinator (Appendix 5).</p> <p>The Performance Management Co-ordinator introduced the report and advised that the Assets and Properties Manager was present to answer particular questions.</p> <p>Mr A G L Duncan raised queries and concerns regarding the use of certain buildings.</p> <p><i>(Dr J W G Wills left the Chamber)</i></p> <p>In response, the Assets and Properties Manager advised Members that the building at Windybraes, Quendale, was not on his books as surplus and explained that it was being held for use by Social Work. He advised that if buildings were surplus he would look at alternative uses or dispose of them.</p> <p><i>(Dr J W G Wills returned to the Chamber)</i></p> <p>The Assets and Properties Manager advised that the School at Quarff had been temporarily used by the Bruce Hostel Family Service whilst structural issues were addressed at the Bruce Hostel Building. He explained that they had recently returned to the Bruce Hostel, but continued to use Quarff School for storage and meeting rooms. The Assets and Properties Manager said there was no long-term view for the property.</p> <p>The Assets and Properties Manager gave a history to the use of St Clement's Hall and advised that there was no long-term solution for the property. He confirmed to Members that it was a listed building.</p> <p>The Assets and Properties Manager advised that the Housing Service would move to North Ness once the Economic Development Unit had moved to the Bio Solarhus. He said that he had been approached by Social Work's Childcare Service who lacked space at St Olaf Street. He added that they had been promised a new build on the WAG site, which would take at least 2 years for construction, therefore as a short-term measure they were considering Fort Road. The</p>	

Min. Ref.	Subject	Action/Info
	<p>Assets and Properties Manager said that once they had moved on, the Fort Road building would be disposed of, adding that it was not of good construction and may therefore be redeveloped.</p> <p>The Assets and Properties Manager advised that there was an ongoing space audit.</p> <p>In response to a query from Mr A T Doull, the Performance Management Co-ordinator said that he would contact the Energy Unit for more information regarding the school turbine manufacturer.</p> <p>Mrs F B Grains asked why condition surveys were not carried out in-house. The Assets and Properties Manager advised that these surveys were looked after by building maintenance who were short of staff.</p> <p>In response to a query from Mr R S Henderson, the Assets and Properties Manager advised that the Council only owned the land at the Brae Galley Shed and the Brae Hall which was on the same title as the old School.</p> <p>Mrs Miller drew attention to section 5 of Appendix 1 and asked that the Space and Property Audit and Conditions Survey be presented to the Committee when it was ready. The Asset and Properties Manager confirmed that it would be complete by the end of the financial year. Mrs Miller also referred to paragraph 5.1.2 and noted 8 buildings occupying almost 5000 sqm and said she was concerned that there was no finance to do anything and that it may make more economic sense to sell it and go forward with a single campus.</p> <p>In response to a query, the Performance Management Co-ordinator advised that consideration was given to the DLO working with other agencies and combining building maintenance with the NHS and Trusts, however this was never progressed. He said that it was only a tentative suggestion in the report, but “shared services” was one of the Scottish Government’s 5 key efficiency strands. Dr Wills said that a meeting should be arranged to discuss the matter with recommendations put to Council. He asked that the Performance Management Co-ordinator speak to those listed in paragraph 6 and come back with a list of those invited to attend.</p> <p>The Assets and Properties Manager responded to a query advising that the former Gym, opposite the Islesburgh Community Centre had, until recently been a file storage facility but that the files had moved to the former archives building. He advised that the gym would be used by the</p>	<p>PP</p> <p>PP</p>

Min. Ref.	Subject	Action/Info
	<p>Occupational Therapy unit at the NHS for their equipment until their purpose built facility was ready. Mrs C H J Miller said she had no problem with what was happening, but asked that Members be advised of proposals such as these when they happen within their own wards.</p> <p>Mr G Robinson said that prior to the next meeting we should identify which of the non-operational assets are used and unused.</p> <p>Mrs F B Grains asked whether it was more profitable to lease rather than sell a property. The Assets and Properties Manager advised that someone may wish to use the building, but may not be able to afford to buy it so therefore it could be more appropriate to lease the building. He confirmed that under a commercial lease, there was no right to buy. He added that it was standard for the maintenance and costs to be covered by the person leasing the property, however consent for any alterations had to be approved by the Council.</p> <p>In response to a query from Mrs C H J Miller, the Assets and Property Manager advised that ferry terminals were excluded along with ferries and were held separately under Infrastructure rather than property assets.</p> <p>Mr A G L Duncan said that the cost of maintaining existing buildings was phenomenal and asked that a report on the financial implications on providing an all purpose building be presented. The Performance Management Co-ordinator advised that a report had been presented in June and August on the a campus rather than one building and to carry out analysis on one building would be going against Council policy.</p> <p>Dr J W G Wills requested that officers listed in paragraph 6 in the Appendix 1 be invited to the next meeting to help formulate recommendations.</p>	
42/08	<p><b><u>Items for Future Discussion</u></b></p> <p>Dr J W G Wills moved that the Committee discuss the roles of Civic Head and Political Leader and the arrangements for electing Council office bearers. He explained that this was not a political council and therefore there was no regular system in place for reviewing or confirming elected office bearers. Dr Wills said that it was set out in legislation that a Civic Head and Political Head be appointed, not a Convener and Vice Convener.</p> <p>Mrs C H Miller said that office bearers had been elected in</p>	

Min. Ref.	Subject	Action/Info
	<p>May 2007 before Dr Wills came to office and Members had agreed to bear office for the full term of office. She said that it was not the role of Audit and Scrutiny to scrutinise it.</p> <p>Dr Wills said that he did not seek office of civic or political head himself, and said that the Council took the decision in May 2007 but circumstances changed with the Scottish Government now considering increasing the term to 5 years in order to bring elections to 2 yearly intervals, which in his opinion seemed too long. He said that it would improve democracy if confirmation of office bearers came up as a standing item every one or two years, and if that were challenged a candidate would have to be put forward. He said that would be better than putting forward a vote of no confidence. Dr Wills gave Fife as an example and said that in a party political Council if a candidate is not re-elected within their party, they have to give up office on the Council.</p> <p>Mr A G L Duncan said that if there was an issue, let it be discussed, however that did not mean that it would be implemented.</p> <p>Mrs Miller said that it was not for the Audit and Scrutiny Committee to debate and remained of the view that the elected office bearers should remain for the full term of office, and to look at the issue now could be seen as divisive.</p> <p>Mr G Robinson, seconded Mr Wills' motion and said that the Council was not alone in revisiting the issue and was of the view that it did fall within the remit of Audit and Scrutiny.</p> <p>The Performance Management Coordinator advised that the Assistant Chief Executive had carried out a review of political structures in early 2007, prior to elections, in line with the remuneration package that was being made available for Councillors. He said that, in his opinion, it would be useful to get the advice of the Head of Legal &amp; Administration on whether it was competent for the Audit and Scrutiny Committee to undertake a review.</p> <p>Mrs C H J Miller moved as an amendment that the Performance Management Co-ordinator seek legal advice on Mr Wills' motion before a report on the matter was prepared, seconded by Mrs F B Grains.</p> <p>Following summing up, voting took place with a show of hands and the result was as follows:</p> <p>Amendment (Mrs C H J Miller)      4  Motion (Dr J W G Wills)              3</p>	<p>PP</p>

The meeting concluded at 12.20 pm.

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F B Grains  
Chairperson





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## **REPORT**

**To: Audit and Scrutiny Committee**

**4 February 2009**

**From: Head of Finance**

### **CAPITAL PROJECT MANAGEMENT BEST PRACTICE: FIRST PROGRESS REPORT**

**Report No: F-005-F**

#### **1. INTRODUCTION**

- 1.1 The Audit and Scrutiny Committee approved a report on Capital Project Management (F-035-F) at the meeting on 19 November 2008 (Min. Ref. 39/08). The Committee appointed me (Head of Finance) to chair a Multi-Disciplinary Officer Working Group with the objective of reporting back to the Committee as soon as possible (with progress reports each cycle) on best practice project management for the future. This is the first of those progress reports.

#### **2. LINKS TO THE CORPORATE PLAN**

- 2.1 This report seeks to continue the scrutiny of Capital Project management, with a view to promoting best practice. This contributes to the Corporate Plan aim of seeking to ensure the Council is sustainable in everything it does.

#### **3. BACKGROUND**

- 3.1 I convened the first meeting of the Working Group on 23 December 2008. The attendees covered a wide range of perspectives on Capital Projects in the Shetland public sector, and were as follows:
- 3.1.1 Hazel Sutherland and Michael Craigie (managers with responsibility for Capital Projects in their area of service responsibility). It was suggested that Gordon Greenhill should be invited to future meetings;
  - 3.1.2 Jimmy Moncrieff and John MacKenzie (Shetland Amenity Trust managers closely involved with the successful Shetland Museum and Archives project);
  - 3.1.3 Willie Shannon, Mike Finnie and Robert Sinclair (managers in the Council's Capital Programme Service);
  - 3.1.4 Colin Black (Contract Compliance manager);
  - 3.1.5 John Smith (Head of Organisational Development);

- 3.1.6 Hazel Tait (Management Accounting service manager).
- 3.2 The meeting took oral and written submissions from all the participants, and indeed further written material was gathered in after the meeting as well. There was a strong consensus that a lot is known about good Capital Project management within the Working Group, and that the main things which are required are:
- 3.2.1 to assemble all the best ideas and material into a common best practice manual; and
  - 3.2.2 to ensure that best practice is then consistently applied across all Capital Projects.
- 3.3 It is the fragmentation of knowledge and experience and the inconsistency of approach to Capital Projects that are the most prominent causes of past difficulties.

#### **4. CAPITAL PROJECT MANAGEMENT BEST PRACTICE: THE NEXT STEPS**

- 4.1 The challenge before the Working Group is clear. Best practice and experience needs to be codified into a single manual, drawing on all the available sources.
- 4.2 The main source documents identified at the first Working Group meeting are:
- 4.2.1 Shetland Islands Council Capital Projects Procurement Guidance (November 2003);
  - 4.2.2 Managing Successful Projects with PRINCE2 (2005). PRINCE2 is a widely used project management model which has been successfully applied to ICT projects in the Council;
  - 4.2.3 Scottish Transport Appraisal Guidance (STAG, 2008). STAG is the Scottish Government's standard methodology for transport infrastructure projects.
  - 4.2.4 Option Appraisal and Business Cases (Dec 2008). This was a course recently run by Wynn Consulting and CIPFA in Shetland
  - 4.2.5 Making Programmes Fly (2006). This was a course run for the Council by Indigo Business Services.
  - 4.2.6 Project Management Survival Guide (2006). This was a course run for the Council by Indigo Business Services.
  - 4.2.7 Royal Institute of British Architects (RIBA) Outline Plan of Work (1998).
  - 4.2.8 LEAN Workshop (Sep 2008). This was a course run for the Council by Alexander Consulting, outlining LEAN systems thinking and its application to the pursuit of best value (quality, efficiency, effectiveness, economy).



4.3 These sources, already amounting to hundreds of pages of material, probably need to be supplemented by further research and review. It will then be my challenge to boil that down to a Council manual, initially for discussion, review and refinement by the Working Group. The process is going to take some time and at this stage I cannot estimate how long. I will report further progress to the next Committee meeting, by which time a timetable for the whole exercise should be apparent.

## **5. POLICY AND DELEGATED AUTHORITY**

5.1 As outlined in Section 10.0 of the Council's Scheme of Delegations, responsibility for scrutiny of Council policy, implementation, practices and processes stands referred to the Audit and Scrutiny Committee. It is ultimately for this Committee to make recommendations for change to the Council and its Committees, who have ultimate responsibility for these matters.

## **6. FINANCIAL IMPLICATIONS**

6.1 There are no direct financial implications arising from this report.

## **7. CONCLUSIONS**

7.1 A wealth of material and experience on best practice Capital Project management has been tapped into by the Working Group. The challenge is to condense all of that into a single best practice Council manual for application across all Council Capital Projects.

## **8. RECOMMENDATIONS**

8.1 I recommend that the Audit and Scrutiny Committee note the progress to date and approve the way forward summarised in 7.1.

8.2 The Committee should note that there will be a further progress report to its next meeting, which should include a timetable for the conclusion of this exercise.

Date: 27 January 2009  
Ref: GJ/JG/F/1/1

Report No: F-005-F





## **REPORT**

**To:        Audit and Scrutiny Committee**

**4 February 2009**

**From:    Human Resources Manager**

**Sickness Absence Data for 2007/08**

**Report No: CE 03-F**

### **1.        Introduction**

- 1.1        The Audit and Scrutiny Committee at its meeting in October 2008 asked that a report be brought forward in regard to the statutory performance indicators for sickness absence in 2007-2008.
- 1.2        This report looks at the Council's performance in this regard, and notes our comparative position with other Scottish local authorities. It also sets out the position in the first two quarters of this financial year, reflecting progress made taking account of the greater focus made on promoting attendance by Human Resources and by managers.

### **2.        Links to Council Priorities**

- 2.1        The Council's Corporate Plan 2008-11 contains a specific target to "Reduce the employee sickness absence rate for the whole Council to less than 4.5%, thereby ensuring that the Council is ranked in the top 8 Councils in Scotland".

### **3.        Sickness Absence Statutory Performance Indicator**

- 3.1        As this Committee is aware, the Council must report on sickness absence amongst its statutory performance indicators. The indicator requires "the number of days lost through sickness absence expressed as a percentage of the total working days available, for Chief Officers and local government employees; Craft operatives and for Teachers".

- 3.2 The comparative figures in the specified groups as a percentage of working days lost in 2005/06 and 2006/07 and 2007/08 are as follows:-

<b>Specified Group</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>Progress</b>
Chief Officers and local government employees	5.7%	6.9%	6.8%	better
Craft Employees	7.0%	5.8%	6.5%	worse
Teachers	3.2%	4.2%	4.8%	worse
Overall	5.6%	6.4%	6.5%	worse

- 3.3 The 2007/08 figures show an improvement in only one area from 2006/07 with performance declining for the overall figure, Craft Operatives, and Teachers. The Teachers SPI has got worse year on year over the last three years, having been better than the overall Scottish figure in 2005/06, to being the worst in Scotland in 2007/08.

#### **4. Comparative Data**

- 4.1 Audit Scotland requires these statistics from all Scottish local authorities and publishes these along with a figure across all authorities. The figures for 2007-2008 for Shetland, Orkney and Eilean Siar Councils are set out below along with the overall Scottish figure.

<b>Specified Group</b>	<b>Shetland Islands Council</b>	<b>Orkney Islands Council</b>	<b>Eilean Siar</b>	<b>Scotland</b>
Chief Officers and local government employees	6.8%	6.0%	4.0%	5.8%
Craft Employees	6.5%	No service	5.0%	6.6%
Teachers	4.8%	3.9%	2.5%	3.9%

- 4.2 These comparative figures show that this Council's performance on this indicator remains disappointing, and that there is still some way to go before the target set out in paragraph 2.1 of a reduction to 4.5% time lost can be achieved.
- 4.3 Although data is collected in line with guidance provided by Audit Scotland, there will also be differences in how these are collected, for example some authorities don't include unpaid sickness absence. Likewise, there will be differences across Scotland in services delivered, and challenges in delivering these in different settings. All three Island groups provide residential care directly, but this is not always the case across Scotland, and this will be reflected in the overall Scottish figure. For all three Island Councils, care staff have the highest levels of sickness absences compared to other staff groups and we share the challenge of reducing these.

- 4.4 The measures used to work on reducing absence levels in Orkney and Eilean Siar include those utilised across this Council of Return to Work interviews, Phased Return to Work processes, Occupational Health support, Redeployments, and capability dismissals where required. Networking opportunities are utilised to learn from good practice elsewhere.

## **5. Improved Data and Other Initiatives**

- 5.1 The Human Resources service has put a high focus during this year to supporting Services to improve the Council's performance in regard to time lost due to sickness absence. This has started with better information being collected for 2007-2008 absences, and shared with managers.
- 5.2 The data collected has looked at overall levels of absence across the Council, as well as relative levels of absence across departments, services, occupations, etc. The nature of absence within the Council has also been looked at such as the balance between long term and short-term absence, and taking account of information available and the reasons for absence.
- 5.3 This information has allowed managers to identify issues for their Service, for example taking account of numbers of employees in each department absences because of musculo-skeletal/back problems are higher in Infrastructure, while those for Anxiety/Depression/Stress are higher in Education and Social Care. Similarly, looking at the balance between days lost due to long-term absence(over 4 weeks) or short term absences (up to 4 weeks) the pattern in this period in Education and Social Care shows long term absence as a priority compared with Infrastructure.
- 5.4 The patterns of absence vary greatly across service areas in the Council. In 2007/08 some services had an absence rate of around 2% (Organisational Development, Planning, Ports and Harbours) while Community Care in the same period had an absence rate of over 11%. These levels are influenced by the nature of the work undertaken, demands on staff, age and gender profiles as well as the culture within each service.
- 5.5 While progress is still being made in data gathering and analysis, a process has been put in place to get quarterly progress reports for the Statutory Performance Indicators for 2009/10. These show some improvement during the year, and the third quarter will soon be available.

<b>Specified Group</b>	<b>2007-2008</b>	<b>2008-2009 April-June</b>	<b>2008-2009 July - September</b>
Chief Officers and local government employees	6.8%	6.5%	5.6%
Craft Employees	6.5%	7.1%	6.1%
Teachers	4.8%	3.1%	1.8%
Overall	6.5%	6.2%	5.2%

- 5.6 These part year figures give some room for optimism that the 2008-2009 SPI's will better match the overall Scottish figure, and for teachers shows a position more like that of earlier years. It should be noted also that in comparing 2007/08 data with 2008/09 data for one specified group, there was a higher incidence of days lost to serious long term health conditions, which it is hoped will not occur in 2008/09.
- 5.7 Human Resources staff have been working with Services to use current procedures to challenge and support staff as appropriate. This includes raising understanding of the consequences of high levels of absence on service delivery and budgets. The quarterly Performance reporting process to Council Members helps to re-inforce performance against targets and the implications from failing to meet these.
- 5.8 Through the identification of "hot spots" such as days lost due to musculo-skeletal and back problems, or stress/anxiety/depressions in specific workplaces a short pilot has taken place to look at benefits of making early interventions through occupational health for physiotherapy or counselling. Data is still being analysed to see whether there may be benefits to the Council in looking further at this either across the Council or in particular areas, as well as exploring initiatives to improve employee's health and wellbeing.
- 5.9 Preparation for the development of the HR 2009/10 service plan is now underway and the Managing Attendance Strategy will again feature as a work priority for the service. As we move in to the next stage of the project, training and development will be a feature as well as reviewing existing policies and procedures.

## **6. Financial Implications**

- 6.1 There are no direct financial implications arising from this report. While there are financial benefits, as well as improvements in service delivery, that will result from improved attendance it is difficult to quantify these definitively.

## **7. Policy and Delegated Authority**

- 7.1 The Audit and Scrutiny Committee is authorised to discharge the Council's audit and scrutiny functions, as detailed in Section 10.0 of the Scheme of Delegations.

## **8. Conclusions**

- 8.1 The publication of Statutory Performance Indicators on absence provides an opportunity to benchmark this Council's performance against other local authorities in Scotland. While there may be some differences in data collection across Councils the process re-enforces the need for continued attention to attendance management in the Shetland Islands Council. If we are to achieve the target of an overall absence rate of less than 4.5% during the period 2008-2011 there will need to be improvements made across all Services, requiring better management information, policies and procedures, and above all a change in attitudes towards absence.

## **9. Recommendation**

- 9.1 I recommend that the Committee note the content of this report.

Human Resources Manager  
21 January 2009  
MG/ CE 03-F







## **REPORT**

**To: Audit and Scrutiny Committee**

**4 February 2009**

**From: Performance Management Co-ordinator  
Executive Services**

**CE-04-F**

### **2007-08 Statutory Performance Indicators – Comparative analysis**

#### **1 Introduction**

- 1.1 Members and officers have acknowledged for some time that the Statutory Performance Indicators (SPIs) are not always an accurate reflection of a Council's performance. Therefore, when the comparative SPI data was made available for 2004-05, it was decided that it would be more meaningful to compare the performance of this Council with that of other island Councils.
- 1.2 This exercise has been carried out again for the 2007-08 SPIs in the attached analysis sheet.

#### **2 Link to Corporate Priorities**

- 2.1 It is a Corporate Improvement Plan aim that 'Challenging target setting, frank and honest performance review and informed re-planning of how we deliver best value services, will become the normal business process of the Council'.
- 2.2 This report, which provides a comparative analysis of this Council's performance, in relation to the Eilean Siar and Orkney Islands Councils, contributes to that aim.

#### **3 Summary of issues arising**

- 3.1 From the attached analysis sheet, it can be shown that the SIC is ranked in the top 8 Councils on 28 of the 82 indicators. This compares with Orkney (27) and Eilean Siar (19).
- 3.2 The SIC was ranked top Council in Scotland on 15 of the indicators (14 in 2006-07 and 18 in 2005-06). Orkney (5) and Eilean Siar (7).

- 3.3 The SIC was ranked in the bottom 8 Councils in Scotland on 21 of the 82 indicators (21 in 2006-07). Orkney (21) and Eilean Siar (14).
- 3.4 The SIC was in the bottom 3 Councils on 14 indicators (21 in 2006-07) – Orkney (8) and Eilean Siar (11). These are outlined in the following table.
- 3.5 The SIC received 0 FTR (Failure to Report), Eilean Siar (1) and Orkney (1). In 2005-06 the figure for the SIC was 14, Eilean Siar (2) and Orkney (0).
- 3.6 The SIC reported 'unreliable data' on 0 indicators, Orkney (0) and Eilean Siar (7). In 2005-06 the figure for the SIC was 7, Orkney (3) and Eilean Siar (7). This was something that Audit Scotland commented on in their 'Report to Members and the Controller of Audit' which was considered by the Audit and Scrutiny Committee in October 2007 [Min. Ref. 11/07].
- 3.7 The SIC has improved by 5% or more on 27 of the indicators since 2005-06, Orkney (26) and Eilean Siar (19). Performance has worsened on 15 indicators, Orkney (19) and Eilean Siar (19).
- 3.9 Orkney Islands Council is ranked higher than the SIC on 31 indicators (36 in 2006-07). The Eilean Siar is ranked higher than the SIC on 30 indicators (26 in 2006-07).
- 3.10 A few other areas where performance is worthy of note, in relation to the other island Councils, are highlighted below. Where work has already been carried out into the reasons for the poor performance, this is noted.

<b>Indicator</b>	<b>Ranking / Reason</b>	<b>Reported to Audit and Scrutiny committee</b>
2. Staff qualification – the percentage of care staff who are qualified, working in care homes for other adults.	SIC 21 <sup>st</sup> Orkney 9 <sup>th</sup> Eilean Siar 10 <sup>th</sup>	October 2007.
8. Home Care – Number of home care clients aged 65+ receiving personal care as a percentage of clients.	SIC 30 <sup>th</sup> Orkney 29 <sup>th</sup> Eilean Siar 13 <sup>th</sup>	October 2007.
10. Home care – number of home care clients aged 65+ receiving care at weekends as a percentage of clients.	SIC 30 <sup>th</sup> Orkney 23 <sup>rd</sup> Eilean Siar 8 <sup>th</sup>	May 2006
21. Community service – the average hours per week taken to complete community service orders.	SIC 7 <sup>th</sup> Orkney 5 <sup>th</sup> Eilean Siar 1 <sup>st</sup>	October 2007.
34. Sickness absence – the percentage of working days lost through sickness absence by teachers.	SIC 30 <sup>th</sup> . Eilean Siar 17 <sup>th</sup>	October 2007.
56. Tenancy changes – the percentage of rent loss due to voids.	SIC 24 <sup>th</sup> . Orkney 11 <sup>th</sup>	September 2006

60. Rent arrears – the percentage of current tenants owing more than 13 weeks' rent at the year end, excluding those owing less than £250	SIC 12 <sup>th</sup> . Orkney 10 <sup>th</sup>	
61. Rent Management – the proportion of tenants giving up their tenancy during the year that were in rent arrears	SIC 20 <sup>th</sup> Orkney 11 <sup>th</sup>	
66. Homelessness – percentage of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed	SIC 32 <sup>nd</sup> Orkney 12 <sup>th</sup> Eilean Siar 2 <sup>nd</sup>	October 2007
71. Business advice requests – the percentage of requests dealt with within 14 days of receipt	SIC 28 <sup>th</sup> . Orkney 16 <sup>th</sup> Eilean Siar 19 <sup>th</sup>	
74. Traffic light repairs – the percentage of repairs completed within 48 hrs	SIC 31 <sup>st</sup> Eilean Siar 21 <sup>st</sup>	
75. Street Light repairs within 7 days	SIC 31 <sup>st</sup> Orkney 25 <sup>th</sup> Eilean Siar 30 <sup>th</sup>	May 2006
76. Road network restrictions – the percentage of council and private bridges assessed that failed to meet European standard of 40 tonnes	SIC 23 <sup>rd</sup> Orkney FTR, Eilean Siar 25 <sup>th</sup>	May 2006

#### **4 Other issues to note**

- 4.1 The Council is the top authority in Scotland on the Library Indicator “Stock turnover – the percentage of the national target met for replenishing lending stock for adults”. Orkney (16<sup>th</sup>) Eilean Siar (23<sup>rd</sup>). This has increased in Shetland by more than 15%.
- 4.2 40.6% of primary schools in Shetland have a ratio of pupils to available places of between 61 and 100% (ranked 28). (Orkney is ranked 12<sup>th</sup> – 71.4% and Eilean Siar is 31<sup>st</sup> – 28.9%)

#### **5. Financial Implications**

- 5.1 There are no financial implications arising from this report.

#### **6. Policy and Delegated Authority**

- 6.1 The remit of the Audit and Scrutiny Committee includes the co-ordination of policy and planning, as well as service performance, evaluation and reviews.

It is therefore within its remit to review comparative SPI data and make any recommendations considered necessary to the Council.

## **7. Conclusion**

- 7.1 This report has sought to outline the Council's performance through the Statutory Performance Indicators and compare this to the performance of the Orkney Islands and Eilean Siar Councils.
- 7.2 The analysis has shown that the SIC was ranked in the top 8 Councils on 28 of the 82 indicators and is top Council in Scotland on 15 of those indicators.
- 7.3 It has also shown that the SIC is ranked in the bottom 8 Councils in Scotland on 21 of the 82 indicators.

## **8. Recommendations**

- 8.1 I recommend that the Committee discusses the information in this report.

Date: 27 January 2009  
Ref: AS/DH

Report No: CE-04-F

## APPENDIX 1

**Analysis of 2007-08 Statutory Performance Indicators**

<b>Performance Measure</b>	<b>SIC performance and rank (1<sup>st</sup>-32<sup>nd</sup>)</b>	<b>Better (√) or worse (X) since 2005/06</b>	<b>Orkney Islands Council performance and rank</b>	<b>Eilean Siar Council performance and rank</b>
1. Staff qualified – working with older people in care	60.3% 10th	√	38.3% 26th	58.1% 12 <sup>th</sup>
2. Staff qualified – working with other adults in care	26.7% 21st	√	60.6% 9th	56.7% 10 <sup>th</sup>
3. Older people in single rooms in residential care	100% 1st	No change	92% 19th	94.9% 13 <sup>th</sup>
4. Older people with en-suite rooms in residential care	54.9% 29th	No change	100% 1	69% 25 <sup>th</sup>
5. Other adults in single rooms in residential care	100% 1st	No change	88.9% 27th	100% 1 <sup>st</sup>
6. Other adults with en-suite rooms in residential care	100% 1st	No change	33.3% 27th	62.5% 10 <sup>th</sup>
7. Total home care hours per 1000 population aged 65+	762.7hours 3rd	√	529.0hours 15th	788.4hours 2 <sup>nd</sup>
8. No. of clients aged 65+ receiving personal care	54.5clients 30th	√	63.6clients 29th	85.4clients 13 <sup>th</sup>
9. No. of clients aged 65+ receiving care in evenings/overnight	24.8clients 23rd	√	37.1clients 6th	15.8clients 31 <sup>st</sup>
10. No. of clients aged 65+ receiving care at weekends	44.0clients 30th	√	57.3clients 23rd	70.8clients 8 <sup>th</sup>
11. No. of respite nights provided per 1000 population aged 65+	1955.9nights 1st	√	679.2nights 3rd	768.6nights 2 <sup>nd</sup>
12. % of respite nights not in care home for clients aged 65+	0% 21st	No change	0% 21st	0% 21 <sup>st</sup>
13. Total daytime respite hours per 1000 population aged 65+	2119.1hours 16th	√	4208.8hours 9th	Unreliable
14. % of daytime respite not in daycentre for clients aged 65+	100% 1st	√	0% 30th	Unreliable
15. Total overnight respite nights	111.0nights 1st	X	62.9nights 3rd	42.7nights 14th

provided per 1000 population for clients aged 18-64				
16. % of respite nights not in care home for clients aged 18-64	3.5% 16th	X	0% 24th	0% 24 <sup>th</sup>
17. Total daytime respite hours per 1000 population aged 18-64	119.5hours 24th	X	2785.5hours 3rd	Unreliable
18. % of daytime respite not in daycentre for clients aged 18-64	46% 19th	√	0% 30th	Unreliable
19. Social enquiry reports submitted to court by due date	98.8% 14th	X	100% 1st	100% 1 <sup>st</sup>
20. New probationers seen by supervising officer within 1 week	97% 4th	√	100% 1st	97.3% 3 <sup>rd</sup>
21. Av hours per week to complete community service orders	4.3hours 7th	√	4.7hours 5th	7.5hours 1 <sup>st</sup>
<b>Benefits Admin</b>				
22. Administration costs - the overall gross administration cost (£) per council tax or housing benefit application	£69.80 30th	√	£58.80 23rd	£72.16 31 <sup>st</sup>
23. Time taken to process new claims	29.2days 23rd	√	27.5days 16th	30.9days 26 <sup>th</sup>
<b>Education &amp; Children's Services</b>				
24. % of schools, ratio of pupils to places between 61 and 100% (Primary)	40.6% 30th	No change	47.6% 26th	10.5% 32 <sup>nd</sup>
25. % of schools, ratio of pupils to places between 61 and 100% (Secondary)	88.9% 10th	No change	100% 1st	18.2% 32 <sup>nd</sup>
26. Supervision orders - % of children seen by supervising officer within 15 days	100% 1st	No change	87.9% 14th	76.9% 26 <sup>th</sup>
27. % of qualified staff in residential homes for children	46.9% 18th	X	39.3% 22nd	FTR
28. Total overnight respite nights per 1000 population	123.2nights 1st	√	121.8nights 2nd	26.3nights 27 <sup>th</sup>
29. % of respite nights not in a care home	16.2% 18th	√	FTR	0% 29 <sup>th</sup>
30. Total daytime respite hours for children per 1000 population	1765.0hours 2nd	√	512.0hours 20th	452.5hours 24 <sup>th</sup>
31. % of daytime respite hours not in a care	0.9% 30th	X	49.5% 28th	0% 31st

centre				
Corporate Management				
32. Sickness absence – Chief Officials and other employees	6.8% 32nd	X	6.0% 23rd	4.0% 1 <sup>st</sup>
33. Sickness absence – craft operatives	6.5% 17th	X	FTR	5% 7 <sup>th</sup>
34. Sickness absence - teachers	4.8% 30th	X	3.9% 17th	2.5% 1 <sup>st</sup>
35. Litigation claims	20.1claims 11th	X	13.2claims 5th	11.4claims 3 <sup>rd</sup>
36. Equal Opps – women in top 2%	12.3% 32nd	√	35.7% 15th	19.7% 31 <sup>st</sup>
37. Equal Opps – women in top 5%	20.9% 32nd	√	33.8% 28th	24.7% 31 <sup>st</sup>
38. Buildings accessible to disabled people	64.7% 15th	√	48.2% 22nd	28% 30 <sup>th</sup>
39. Cost of collecting council tax	£10.21 6th	√	£22.29 30th	£23.62 32 <sup>nd</sup>
40. % of council tax income collected in year	96.4% 6th	No change	97.7% 1st	94.3% 21 <sup>st</sup>
41. % of invoices paid in 30 days	86.4% 16th	√	76.7% 29th	73.3% 31 <sup>st</sup>
42. Asset management – Proportion of GIA that is in satisfactory condition	73.5% 15th	No change	84.8% 6th	51.6% 24 <sup>th</sup>
43. Asset management – proportion of operational buildings that are suitable for their current use	65.9% 22nd	X	89.8% 2nd	72.9% 18 <sup>th</sup>
44. Attendances at swimming pools	12,402 1st	X	6,051 2nd	4,351 8 <sup>th</sup>
45. Attendances at indoor facilities	14,966 1st	X	9,161 2nd	5,728 9 <sup>th</sup>
46. Museum services – no. of visits to/usage of council funded or part funded museums that were in person per 1000 population	5198 2nd	√	2509 6th	Unreliable
47. Museum – no. of visits that were in person per 1000 population	3687 2nd	√	2458 3rd	Unreliable
48. Lending stock turnover - adults	127.6 1st	√	65.4 14th	53.8 23 <sup>rd</sup>
49. Lending stock turnover - children	275.4 1st	√	70.4 16th	56.0 23 <sup>rd</sup>
50. Use of libraries – no. of visits per 1000 population	8045 4th	√	6892 8th	9754 1 <sup>st</sup>
51. No. of borrowers as % of resident population	34.7% 1st	√	31.2 2nd	Unreliable
52. No. of learning	23.6	√	39.4	21.0

centre & access points users	2nd		1st	5th
53. No of times terminals used	1,128.2 9th	X	1,486.4 3rd	1,334.5 6th
Development Services				
54. Householder applications dealt with in 2 months	24.2 32nd	X	84.0 11th	67.9 28th
55. All applications dealt with in 2 months	23.7 32nd	X	65.5 13th	54.5 23rd
Housing				
56. % rent loss due to voids	3% 24th	√	1.5% 11th	NS
57. % of houses that were not low demand re-let within 4 weeks	47.4% 11th	√	37.7% 17th	NS
58. Av time to re-let houses that were not low demand	63 days 21st	√	43days 10th	NS
59. Rent arrears as % of rent due	3.9% 7th	√	3.7% 6th	NS
60. % of tenants owing more than 13 weeks rent	4% 12th	√	3.1% 10th	NS
61. Proportion of tenants giving up their tenancy that were in rent arrears	48% 20th	√	33.9% 11th	NS
62. Av no of weeks rent owed by tenants leaving in arrears	9.6weeks 13th	√	9.2weeks 11th	NS
63. % of former tenants arrears written off or collected during the year	36.8% 12th	√	10.7% 23rd	NS
64. % of council house sales completed in 26 weeks	24.4% 25th	X	6.7% 26th	NS
65. Homelessness – time taken to deal with cases	29weeks 25th	√	32.9weeks 30th	31.3weeks 27 <sup>th</sup>
66. Homelessness – reassessed as or potentially within 12 months	16% 32nd	√	3.8% 12th	2% 2 <sup>nd</sup>
Protective Services				
67. Food hygiene inspections	45.9% 32nd	X	79.3% 31st	94.6% 26 <sup>th</sup>
68. Noise complaints – av time (hrs) between complaint & attendance	540.0hours 29th	√	306.0hours 26th	24.0hours 12 <sup>th</sup>
69. Noise complaints – av time (hrs) between complaint & attendance – Part V antisocial	NS		NS	NS



70. Consumer complaints processed within 14 days	86.7% 4th	√	75.3% 14th	73.2% 16th
71. Business advice requests dealt with within 14 days	92.6% 28th	√	95.7% 18th	100% 1st
72. % of trading premises inspected on time	82.2% 25th	√	94.7% 16th	92.1% 19th
<b>Roads &amp; Lighting</b>				
73. % of network considered for maintenance	40.2% 21st	√	24.5% 2nd	47.3% 28th
74. % of traffic light repairs completed within 48 hours	19.1% 31st	√	NS	91.7% 21st
75. Street light repairs within 7 days	66.5% 31st	√	87.8% 25th	70.7% 30th
76. % of bridges that fail to meet European standard	12.2% 23rd	√	FTR	15.8% 25th
<b>Waste Management</b>				
77. Cost per property of refuse collection	£76.89 27th	X	£51.52 6th	£54.38 10th
78. Cost per property of refuse disposal	£55.64 2nd	√	£84.74 25th	£165.12 32nd
79. No. of refuse collection complaints	2 3rd	X	6.3 7th	1.4 2nd
80. % of municipal waste recycled by council	19.2% 31st	√	28.7% 26th	20.8% 30th
81. Overall cleanliness index achieved	79 1st	√	74 8th	75 6 <sup>th</sup>
82. Abandoned vehicles – proportion removed within 14 days	1.3 31st	√	0 32nd	63.6 24th