

the *MORAY* council

Benchmarking Overview Report 2012/13



Contents	
Preface	4
Introduction	5
Summary – all indicators	7
Table - 2012/13 Performance	7
Table - 2010/11 to 2012/13 Performance	10
National and Family Group Comparison – Summary	16
Children’s Services	17
Cost per primary / secondary school pupil	17
Cost per pre-school education place	19
Attainment percentage of secondary pupils in S4 and S5	20
Relationship – Cost and Attainment	22
Gross cost of ‘children looked after’ in a residential based and community settings per child per week	23
Balance of care for looked after children: Percentage of looked after children being looked after in the community	25
Percentage of adults satisfied with local schools	26
Proportion of pupils entering positive destinations	27
Relationship – Attainment and Positive Destinations	28
Corporate Services	29
Support services as a percentage of total gross expenditure	29
Cost of the democratic core per 1,000 of the population	30
Percentage of the highest paid employees who are women	31
Cost per dwelling of collecting council tax	33
Domestic noise complaints	34
Sickness absence days per employee	37
Percentage of income due from council tax received by the end of the year	38
Percentage of invoices sampled that were paid within 30 days	39
Proportion of operational buildings that are suitable for their current use	40
Proportion of internal floor area of operational buildings in satisfactory condition	41
Social Work Services	42
Home care costs per hour for people aged 65 or over	42
Self directed support spend on people aged over 18 as a percentage of total social work spend on adults	43
Percentage of people aged 65 or over with intensive needs receiving care at home	44
Percentage of adults satisfied with social care or social work services	45

Culture and Leisure Services	46
Cost of attendance at sport facilities	46
Cost per library visit	47
Cost of museums per visit	48
Costs of parks and open spaces per 1,000 of the population	49
Percentage of adult satisfied with libraries, parks and open spaces, museums and galleries and leisure facilities	50
Environmental Services	52
Gross cost of waste collection per premise	52
Gross cost of waste disposal per premise	54
Net cost of street cleaning per 1,000 population	55
Street cleanliness index	56
Relationship – Cost of Street Cleaning and Street Cleanliness Index	57
Road cost per kilometre	58
Percentage of A, B and C class roads that should be considered for maintenance treatment	59
Relationship – Road Cost per Kilometre and Percentage of Roads requiring Maintenance Treatment	61
Cost of trading standards and environmental health per 1,000 population	63
Percentage of total waste arising that is recycled	64
Percentage of adults satisfied with refuse collection and with street cleaning	65
Relationship – Satisfaction with Street Cleaning and Street Cleanliness Index	66
Housing Services	67
Current tenant's arrears as a percentage of net arrears due	67
Percentage of rent due in the year that was lost due to voids	68
Percentage of council dwellings meeting Scottish Housing Quality Standards	69
Percentage of repairs completed by the council within target timescales	70
Percentage of council dwellings that are energy efficient	71

PREFACE

This is the second annual report for the Local Government Benchmarking Framework (LGBF). All 32 Scottish councils having been working with the Improvement Service (IS) over the last three years on developing a common approach to benchmarking, which is grounded in reporting standard information on services councils provide to local communities across Scotland.

The core purpose of local government's efforts through this work is to support all councils to improve their services by working and learning together. By engaging in benchmarking, services will learn how to keep improving their use of performance information; improve their understanding of variations in terms of what is achieved in communities and how effective service practices can be better shared across all councils. This information is made available to all citizens and users of council services, so that they in turn can hold services to account for what is achieved on their behalf. The information is used to ask questions of services in order to make them better and therefore would encourage citizens and service users to do likewise and engage with services in the improvement process via this information.

It is important to remember though that councils across Scotland do not have common service structures. Each council has the structure and service arrangements that it believes are the most appropriate and cost effective to support its local community. Equally, all councils report their performance locally within developed and agreed public reporting frameworks. To ensure comparability across councils, it has been necessary to develop standard service definitions, and standard classifications for spending and performance.

As part of the work of the IS, they are piloting a process to drill into the information collated through the LGBF to understand, in more detail, why the variations occur. This process has been organised around 'family groups' of councils so that we are comparing ourselves to councils that are similar in terms of the socio economic make up of our areas and also population.

The information also covers how much councils spend on particular services, service performance and how satisfied people are with the major services provided. All the information that this report draws upon is in a standard and therefore comparable form to a high degree of accuracy.

Our ambition in undertaking benchmarking is to continue to increase the quality of life and develop the well-being of everyone in Moray.

INTRODUCTION

All councils and their partners face very significant pressures across the coming years. In Moray, estimated budget savings of £30m over the four year period to 2016/17 are required. At the same time service demands driven by demographic change is likely to rise sharply in health and social care. In other service areas such as schools, in the longer term the number of pupils is predicted to fall, in economic development and employment support economic recovery and growth continues to provide a focus in addition to the dealing with the impact of major reforms in the Welfare system.

Councils have been making major efforts to drive improvements in both the cost and quality of their services. In Moray, the Designing Better Services programme has progressed significantly since its launch in 2008 to modernise facilities and change working practices, improve the environment for both staff and customers and make best use of technology. The on-going challenge is to continue to drive these productivity and efficiency gains across services while demand for many services continues to rise.

The core purpose of this exercise is benchmarking. That is making comparisons on spending, performance and customer satisfaction between similar councils to identify strengths and weaknesses and learn from those who are achieving the best performance to improve service delivery locally. This work is on-going and all councils continue to participate in these collective efforts towards self-improvement.

When looking at the information, it should be borne in mind that Scottish councils are democratically elected bodies which represent very diverse communities in terms of geography, population, deprivation levels and community needs. The information presented here should be read and understood in that context, as some of the variation highlighted by the data is significantly affected by such differences between communities.

The indicators in the LGBF are very high level indicators and are designed to focus questions on why variations in cost and performance are occurring between similar councils. They do not supply the answers, those emerge as councils engage with each other to drill down and explore why these variations are happening. That provides the platform for learning and improvement.

All of the information generated by the LGBF has been placed in a dedicated website that contains 'dashboards' for each council showing movement on indicators across the three years covered, and a comparison with the Scottish average and Family Group results: www.improvementservice.org.uk/benchmarking/

This document sets out the Local Government Benchmarking Framework data, published in March 2014. A statistical analysis was carried out by the Improvement Service examining the relationship of social context, poverty, population dispersion and demand arising from urban density to the benchmarking indicators. From this analysis two distinct sets of Benchmarking Clubs have been developed for People Services and Other Services.

Within the detail, each indicator uses a fixed table layout to highlight aspects of The Moray Council's performance for the periods 2010/11 to 2012/13. The table headings used within this document are:

- **Indicator** – Name of the indicator
- **Year** – Each indicator shows data for 2010/11, 2011/12, 2012/13 and 2013/14 (where available)
- **Moray** – Value achieved by Moray for the indicator during the period
- **Scotland** – National average achieved for the indicator during the period
- **Rank in Scotland** – Moray's ranking in relation to all 32 local authorities
- **Rank in Benchmarking Family Group** – Moray's rank within its family group, containing eight other authorities
- **% Change** – The % change in result from 2010/11 to 2011/12, to 2012/13 and then to 2013/14 (where available)







Each indicator includes a column chart for the most recent year available showing all 32 authorities (placed in alphabetical order) with a national average line. Moray is highlighted in black and the other members of the Benchmarking Family Group in yellow. There are also scatter charts showing the relationships between indicators and again Moray is highlighted in black. Comparisons between councils help us understand where variations occur and why they exist and identify best practice.













Moray has been placed in the following proposed Benchmarking Family Groups -

People Services	Other Services
Includes education, social work and housing. The benchmarking clubs are based on the average social context of the local authority population (using data from SIMD 2012).	Includes environmental services and culture/leisure services. The benchmarking clubs are based on the dispersion of the local authority population (using data for the Grant-Aided Expenditure indicator for population dispersion).
Angus Argyll & Bute East Lothian Highland Midlothian Moray Scottish Borders Stirling	East Ayrshire East Lothian Fife Moray North Ayrshire Perth & Kinross Stirling South Ayrshire

SUMMARY - ALL INDICATORS




Three years of standardised data is currently available within the benchmarking framework, and this is sufficient to establish trends in a meaningful way. The table below summarises 2012/13 performance. Thereafter an average year on year / 2 year variation table details results against each indicator. The scatter charts show Moray's latest results nationally and against Stirling Council, who is within both comparator family groupings.

2012/13 Performance Summary - Moray		
Children's Services		
		
<ul style="list-style-type: none"> • Low cost per primary and secondary school pupil • Low cost per pre-school education registration • Attainment at S4 (5 or more awards at Level 5) increasing and above national average • Cost of children looked after in a community setting increasing slightly but at a lower rate than national increase • Parents satisfaction with local schools in line with national picture • Pupils entering positive destinations improving and placed well against national and family group averages 	<ul style="list-style-type: none"> • Attainment at S6 (5 or more awards at Level 6) gradual improvement but remaining below national average 	<ul style="list-style-type: none"> • Cost of children looked after in residential setting increasing and above national average • Below average percentage of children being looked after in a community setting
Corporate Services		
		
<ul style="list-style-type: none"> • Cost of support services as a percentage of total expenditure below national average • Cost of democratic core per 1,000 population decreasing against increasing national average, Moray is placed well when benchmarked 	<ul style="list-style-type: none"> • Sickness absence days per employee improved but remain equal to that of the national average • Percentage of income due from Council Tax received dropped impacting on benchmark position 	<ul style="list-style-type: none"> • Lower than average percentage of women in highest paid jobs • Average time to attend domestic noise complaint more than double national average • Percentage of invoices sampled that were paid

<ul style="list-style-type: none"> • Cost of council tax collection per dwelling below national average 		<p>within 30 days reduced against improvement nationally</p>
<h3>Corporate Assets</h3>		
<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Operational buildings are suitable for their current use 	<p style="text-align: center;"></p>	<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Operational buildings condition significantly below national average
<h3>Social Work</h3>		
<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Percentage of older people with intensive needs receiving care at home on an increasing trend and above national average • Adults satisfied with social care/work services in line with national result 	<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Significant increase in home care costs per hour, to above national average 	<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Decrease in the percentage of self directed support spend as a total of adult social work spend against increases in the national average
<h3>Culture and Leisure Services</h3>		
<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Cost per attendance at sports facilities, libraries and museums increasing but remaining competitive • Adults satisfied with library and leisure provision above or equal to Scotland • Cost of parks and open spaces one of the lowest; percentage of adults satisfied with parks and open spaces one of the highest in Scotland 	<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Percentage of adults satisfied with museums and galleries improving but below national average 	<p style="text-align: center;"></p>
<h3>Environmental Services</h3>		
<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Gross cost of waste collection per premise increasing but remaining competitive when 	<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Cost of trading standards and environmental health per 1,000 population although reducing remains 	<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Gross cost of waste disposal per premise increasing and now above the national average

<p>benchmarked, cost below the national average</p> <ul style="list-style-type: none"> • Percentage of waste recycled significantly above the national average • Best performing council in terms of street cleanliness, high levels of customer satisfaction; both despite reducing street cleaning costs per 1,000 population to half that of the national average and one of the lowest in Scotland, providing better with less • Excellent road conditions despite reducing maintenance costs per kilometre of road to one of the lowest nationally 	<p>above the national average</p>	
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Housing Services

<p style="text-align: center;"></p> <ul style="list-style-type: none"> • Percentage of tenant arrears over net rent at less than half the national average; the best in Scotland • Low rate of rent lost due to voids • High percentage of council housing meeting Scottish Housing Standards and deemed energy efficient • One of the best Councils in Scotland at meeting housing repairs target timescales 	<p style="text-align: center;"></p>	<p style="text-align: center;"></p>
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2010/11 TO 2012/13 Performance Summary

Change between 2010/11 and 2012/13 - Moray													
Children's Services	Data Ref	Indicator Description	Moray 2010/11	Moray 2011/12	Scotland 2011/12	2011/12 Rank National (32)	2011/12 Rank Family (8)	Moray 2012/13	Scotland 2012/13	% Change in Value	% Change in Value (2 yrs)	2012/13 Rank National (32)	2012/13 Rank Family (8)
	CHN1	Cost per Primary School Pupil	£4,443	£4,435	£4,792	8	1	£4,398	£4,752	-0.8%	-1.0%	7	1
	CHN2	Cost per Secondary School Pupil	£5,630	£5,635	£6,321	3	1	£5,654	£6,427	+0.3%	+0.4%	2	1
	CHN3	Cost per Pre-School Education Place	£2,246	£2,201	£3,091	4	2	£1,967	£3,106	-10.6%	-12.4%	1	1
	CHN4	Percentage of Secondary Pupils in S4 achieving 5 or more Awards at Level 5	36%	40%	37%	9	4	41%	37%	+2.0%	+13.9%	12	4
	CHN5	Percentage of Secondary Pupils in S6 achieving 5 or more Awards at Level 6	22%	23%	25%	20	6	24%	26%	+4.3%	+9.1%	18	6
	CHN6	Percentage of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 5	-	-	-	-	-	-	-	-	-	-	-
	CHN7	Percentage of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 6	-	-	-	-	-	-	-	-	-	-	-
	CHN8a	The Gross Cost of 'Children Looked After' in Residential Based Services per child per Week	£2,760	£2,872	£3,014	16	6	£3,953	£2,928	+27.3%	+43.2%	25	6

	Data Ref	Indicator Description	Moray 2010/11	Moray 2011/12	Scotland 2011/12	2011/12 Rank National (32)	2011/12 Rank Family (8)	Moray 2012/13	Scotland 2012/13	% Change in Value	% Change in Value (2 yrs)	2012/13 Rank National (32)	2012/13 Rank Family (8)
	CHN8b	The Gross Cost of 'Children Looked After' in Community Setting per Child per Week	£212.51	£231.18	£221.28	18	4	£231.59	£249.70	+0.2%	+9.0%	15	4
	CHN9	Balance of Care for 'Looked After Children': % of Children being Looked After in the Community	86.5%	84.9%	91.2%	29	7	85%	91%	+0.1%	-1.7%	28	7
	CHN10	Percentage of Adults Satisfied with Local Schools	81.2%	-	-	-	-	83.0%	83%	-	+2.2%	21	5
	CHN11	Proportion of Pupils Entering Positive Destinations	88.4%	91.8%	89.9%	10	2	94.0%	91.4%	+2.4%	+6.3%	7	2
Corporate Services	CORP1	Support Services as a % of Total Gross Expenditure	4.35%	4.25%	4.77%	14	3	4.28%	4.67%	+0.7%	-1.6%	16	3
	CORP2	Cost of Democratic Core per 1,000 population	£27,907	£29,510	£31,469	11	4	£27,371	£31,778	-7.2%	-1.9%	8	2
	CORP3 a	The Percentage of the Highest Paid 2% Employees Who are Women	31.8%	31.4%	41.2%	27	7	33.0%	43.1%	+5.1%	-3.8%	26	7
	CORP3 b	The Percentage of the Highest Paid 5% Employees Who are Women	40.5%	41.6%	48.5%	24	6	43.7%	48.7%	+5.0%	+7.9%	25	5
	CORP4	Cost of Collecting Council Tax per Dwelling	£13.83	£14.05	£13.15	22	7	£11.58	£13.29	-17.6%	-16.3%	14	4
	CORP5 a	The number of complaints of domestic noise received during the year settled without the need for attendance on site	48	42	864	5	3	69	700	+64.3%	+43.8%	7	4

	Data Ref	Indicator Description	Moray 2010/11	Moray 2011/12	Scotland 2011/12	2011/12 Rank National (32)	2011/12 Rank Family (8)	Moray 2012/13	Scotland 2012/13	% Change in Value	% Change in Value (2 yrs)	2012/13 Rank National (32)	2012/13 Rank Family (8)
	CORP5 b1	The number of complaints of domestic noise received during the year requiring attendance on site	81	101	111	21	8	182	124	+80.2%	+125%	24	8
	CORP5 b2	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	99.3	138.7	31.6	27	8	95.2	43.2	-31.4%	-4.1%	28	7
	CORP5 b3	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004	No Value	No Value	No Value	No Value	No Value	No Value	No Value	No Value	No Value	No Value	No Value
	CORP6	Sickness Absence Days per Employee	9.7	9.4	9.3	20	7	9.8	9.8	+3.8%	+1.0%	16	6
	CORP7	Percentage of income due from Council Tax received by the end of the year	97%	97.3%	95.1%	4	2	95.6%	95.2%	-1.7%	-1.4%	16	7
	CORP8	Percentage of invoices sampled that were paid within 30 days	89%	85.8%	90.2%	23	7	81.9%	90.5%	-4.5%	-8.0%	28	8
Assets	CORP ASSET1	Proportion of operational buildings that are suitable for their current use	89.5%	91.9%	74.8%	3	1	87.4%	75.9%	-4.9%	-2.3%	9	3
	CORP ASSET2	Proportion of internal floor area of operational buildings in satisfactory condition	46.7%	49.7%	82.7%	31	8	53.5%	82.6%	+7.6%	+14.6%	31	8

	Data Ref	Indicator Description	Moray 2010/11	Moray 2011/12	Scotland 2011/12	2011/12 Rank National (32)	2011/12 Rank Family (8)	Moray 2012/13	Scotland 2012/13	% Change in Value	% Change in Value (2 yrs)	2012/13 Rank National (32)	2012/13 Rank Family (8)
Social Work	SW1	Home Care Costs per Hour for people Aged 65 or over	£18.42	£19.06	£19.22	16	5	£23.58	£20.48	+23.7%	+28.0%	23	5
	SW2	Self Directed Support Spend on People Aged 18 or Over as a % of Total Social Work Spend on Adults	2.9%	2.8%	3.1%	8	3	2.3%	5.9%	-17.9%	-10.3%	12	6
	SW3	Percentage of people aged 65 or Over with Intensive Needs Receiving Care at Home	38.4%	38.6%	33.3%	11	3	39.8%	34.1%	+3.1%	+3.6%	11	4
	SW4	Percentage of Adults satisfied with social care or social work services	46.9%	-	-	-	-	60%	57%	-	+27.9%	16	2
Culture & Leisure Services	C&L1	Gross cost per attendance at Sports facilities	£2.77	£3.30	£4.15	11	3	£3.67	£3.82	+11.2%	+32.5%	16	4
	C&L2	Cost Per Library Visit	£3.02	£2.98	£3.43	8	3	£3.18	£3.31	+6.7%	+5.3%	11	5
	C&L3	Cost of Museums per Visit	£3.42	£3.38	£3.81	12	4	£3.98	£3.94	+17.8%	+16.4%	14	5
	C&L4	Cost of Parks& Open Spaces per 1,000 Population	£22,435	£20,490	£34,237	6	2	£20,245	£32,256	-1.2%	-9.8%	6	1
	C&L5a	Percentage of Adults Satisfied with Libraries	86.9%	-	-	-	-	89%	83%	-	+2.4%	8	3
	C&L5b	Percentage of Adults Satisfied with Parks and Open Spaces	86.3%	-	-	-	-	93%	86%	-	+7.8%	6	3
	C&L5c	Percentage of Adults Satisfied with Museums and Galleries	56.5%	-	-	-	-	62%	78%	-	+9.7%	27	6
	C&L5d	Percentage of Adults Satisfied with Leisure Facilities	80.6%	-	-	-	-	80%	80%	-	-0.7%	16	5

Environmental Services	Data Ref	Indicator Description	Moray 2010/11	Moray 2011/12	Scotland 2011/12	2011/12 Rank National (32)	2011/12 Rank Family (8)	Moray 2012/13	Scotland 2012/13	% Change in Value	% Change in Value (2 yrs)	2012/13 Rank National (32)	2012/13 Rank Family (8)
	ENV1	Gross Cost of Waste Collection per Premise	£73.16	£68.99	£81.06	6	1	£76.92	£77.78	+11.5%	+5.1%	16	2
	ENV2	Gross Cost per Waste Disposal per Premise	£106.08	£118.30	£105.40	22	6	£122.68	£108.65	+3.7%	+15.6%	25	7
	ENV3a	Net Cost of Street Cleaning per 1,000 Population	£13,440	£9,730	£19,380	3	1	£7,868	£17,534	-19.1%	-41.5%	2	1
	ENV3b	Street Cleanliness Index	84	80	75	2	1	84	75	+5.0%	0%	1	1
	ENV4a	Cost of Maintenance per Kilometre of Roads	£5,032	£4,209	£6,156	10	2	£4,153	£6,654	-1.3%	-17.5%	9	2
	ENV4b	Percentage of A Class roads that should be considered for maintenance treatment	23.5%	22.6%	30.5%	5	1	22.3%	29.4%	-1.3%	-5.1%	8	1
	ENV4c	Percentage of B Class roads that should be considered for maintenance treatment	22.5%	21.3%	36.3%	2	1	18.9%	35%	-11.3%	-16%	1	1
	ENV4d	Percentage of C Class roads that should be considered for maintenance treatment	23.3%	23.5%	36%	5	1	23.3%	34.8%	-0.9%	0%	4	1
	ENV5	Cost of trading standards and environmental health per 1,000 population	£27,200	£24,880	£23,117	24	6	£23,356	£22,441	-6.1%	-14.1%	23	7
	ENV6	Percentage of total waste arising that is recycled	42.4%	45.4%	41%	13	7	52.7%	41.7%	+13.9%	+24.3%	8	4
	ENV7a	Percentage of adults satisfied with refuse collection	83.7%	-	-	-	-	88%	83%	-	+5.1%	11	4
	ENV7b	Percentage of adults satisfied with street cleaning	78.1%	-	-	-	-	79%	75%	-	+1.1%	8	2

Housing Services	Data Ref	Indicator Description	Moray 2010/11	Moray 2011/12	Scotland 2011/12	2011/12 Rank National (32)	2011/12 Rank Family (8)	Moray 2012/13	Scotland 2012/13	% Change in Value	% Change in Value (2 yrs)	2012/13 Rank National (32)	2012/13 Rank Family (8)
	HSN1	Current tenants' arrears as a percentage of net rent due	3.5%	3.6%	6.1%	6	1	3.3%	6.8%	-8.3%	-5.7%	1	1
	HSN2	Percentage of rent due in the year that was lost due to voids	0.7%	0.9%	1.3%	10	3	0.8%	1.2%	-11.1%	-14.3%	7	2
	HSN3	Percentage of council dwellings meeting Scottish Housing Standards	77.2%	86%	66.1%	3	2	89.1%	76.6%	+3.6%	+15.4%	3	1
	HSN4	Percentage of repairs completed within target times	98%	96.1%	93.6%	6	2	92.6%	93.1%	-3.6%	-5.5%	11	2
	HSN5	Percentage of council dwellings that are energy efficient	86.9%	94.1%	81.2%	8	3	94.3%	88.8%	+0.2%	+8.5%	8	1

Comparing 2011/12 results with 2012/13 an assessment of results that have improved (or worsened) by 5-9%, 10-14% and over 15% can be made. It should be noted that the number of indicators recorded differed between years so a direct comparison is not possible.

In 2012/13, of the 52 indicators, 29 fell into these categories:

	Results that worsened by...			Results that improved by...		
	>15%	10-14%	5-9%	5-9%	10-14%	>15%
Moray 2011/12	2	1	3	6	2	5
Moray 2012/13	6	2	3	9	5	4

In 2012/13, of the remaining 23 indicators, 15 (65%) improved by less than 5% and 7 (30%) worsened by under 5%. One indicator which was not applicable did not have a value applied.

National and Family Group Comparison – Summary

The Local Government Benchmarking Framework allows results to be placed in a national and family group context –

Rank in Scotland (32 authorities)	2012/13
1 st quartile (1-8)	20 indicators
2 nd quartile (9-16)	18 indicators
3 rd quartile (17-24)	5 indicators
4 th quartile (25-32)	9 indicators

Rank in Family Group (8 authorities)	2012/13
1 st quartile (1-2)	20 indicators
2 nd quartile (3-4)	12 indicators
3 rd quartile (5-6)	11 indicators
4 th quartile (7-8)	9 indicators

Rankings – change between 2011/12 and 2012/13					
Rank in Scotland (32 authorities)			Rank in Family Group (8 authorities)		
Improved	Worsened	Unchanged	Improved	Worsened	Unchanged
21 indicators	18 indicators	5 indicators	11 indicators	12 indicators	21 indicators

Further analysis of national rankings shows that of the 21 indicators improving in ranking in 2012/13, the majority of improvement (18 indicators) is evident in quartiles 1 and 2 (top 16 performing Scottish councils); in short good performance has become even better when compared nationally. Of the 18 indicators worsening in ranking, again the majority (12 indicators) although having dropped in ranking, remain within quartiles 1 and 2 (indicators achieving a ranking of between 1 and 16); in short, performance remains within the top 16 of 32 Scottish councils.

In 2012/13, nine indicators featured in the lower position, quartile 4 (25th and 32nd) nationally;

- children looked after; cost of residential setting per child and percentage looked after in the community
- highest paid 2% and 5% of employees who are women
- domestic noise complaint response times
- invoices paid
- operational buildings condition
- adults satisfied with museums and galleries
- cost of waste disposal per premise

All these areas were referenced in reports presented to the Audit and Performance Review Committee during the 2013/14 period; Statutory Performance Indicators Exception Report (para 9 of the 6th November 2013 minute refers), Additional Support Needs (para 11 of the 13th August 2014 minute refers) and Waste Management (para 5 of the 3 July 2013 minute refers).

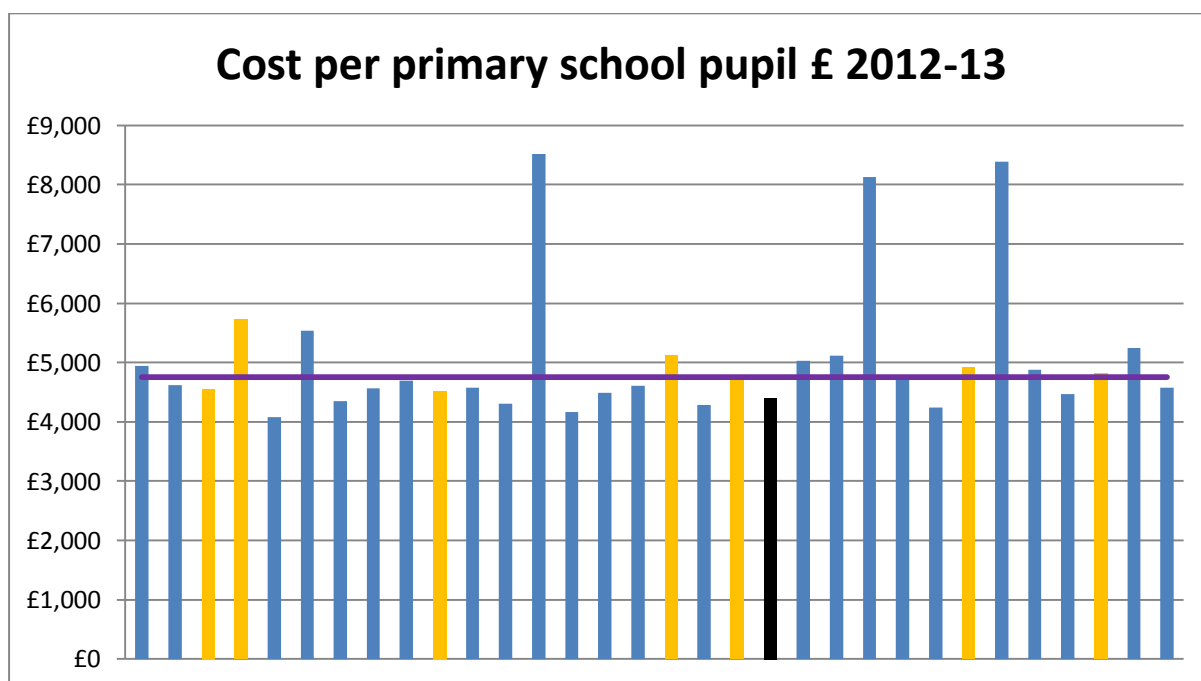
CHILDREN'S SERVICES

Cost per primary / secondary school pupil

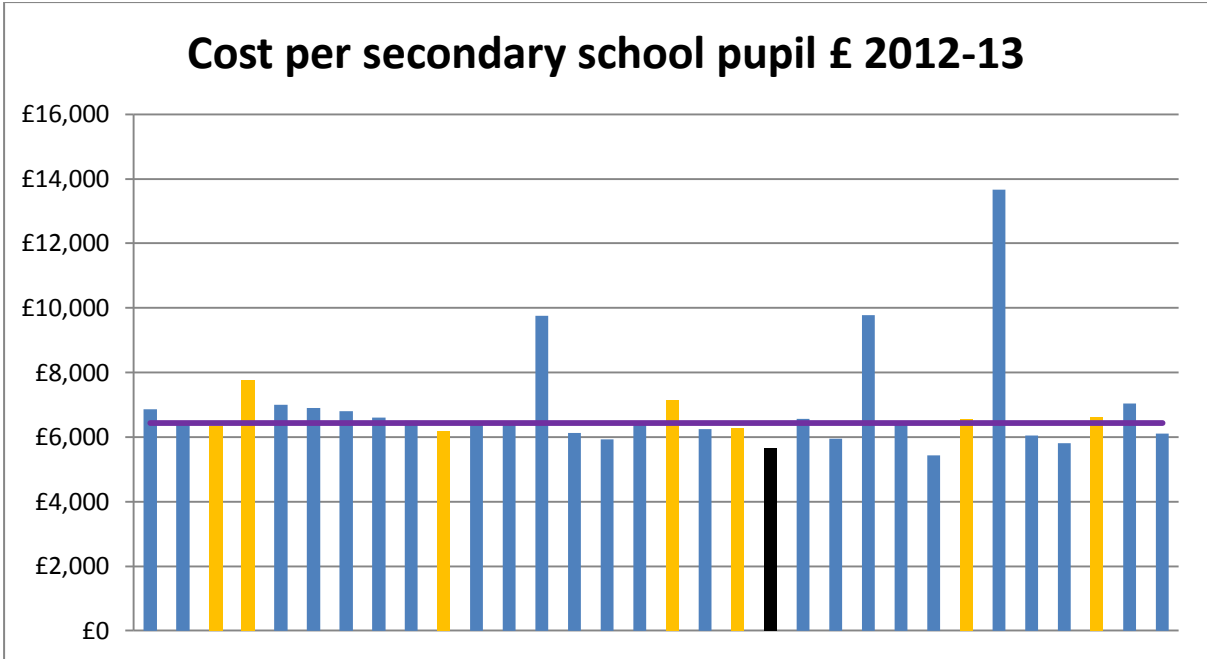
These indicators are calculated by dividing the Gross Cost by the number of pupils. The Gross Cost is taken from the Local Financial Return and includes employee and operating costs. Pupil numbers include all pupils from publicly funded schools and are taken from the pupil census carried out in September each year.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost per Primary School pupil	10/11	£4,443	£4,868	6	1	
	11/12	£4,435	£4,792	8	1	-0.2
	12/13	£4,398	£4,752	7	1	-0.8

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost per Secondary School pupil	10/11	£5,630	£6,422	4	1	
	11/12	£5,635	£6,321	3	1	+0.1
	12/13	£5,654	£6,427	2	1	+0.3



There was a slight reduction in cost per pupil in Moray between 2011/12 and 2012/13 which improved our rankings both nationally and in our Family Group. The majority of local authorities have costs between £4,000 and £5,000 per pupil; Moray remains in the top quartile of all local authorities. The three local authorities with significantly greater costs are island authorities.

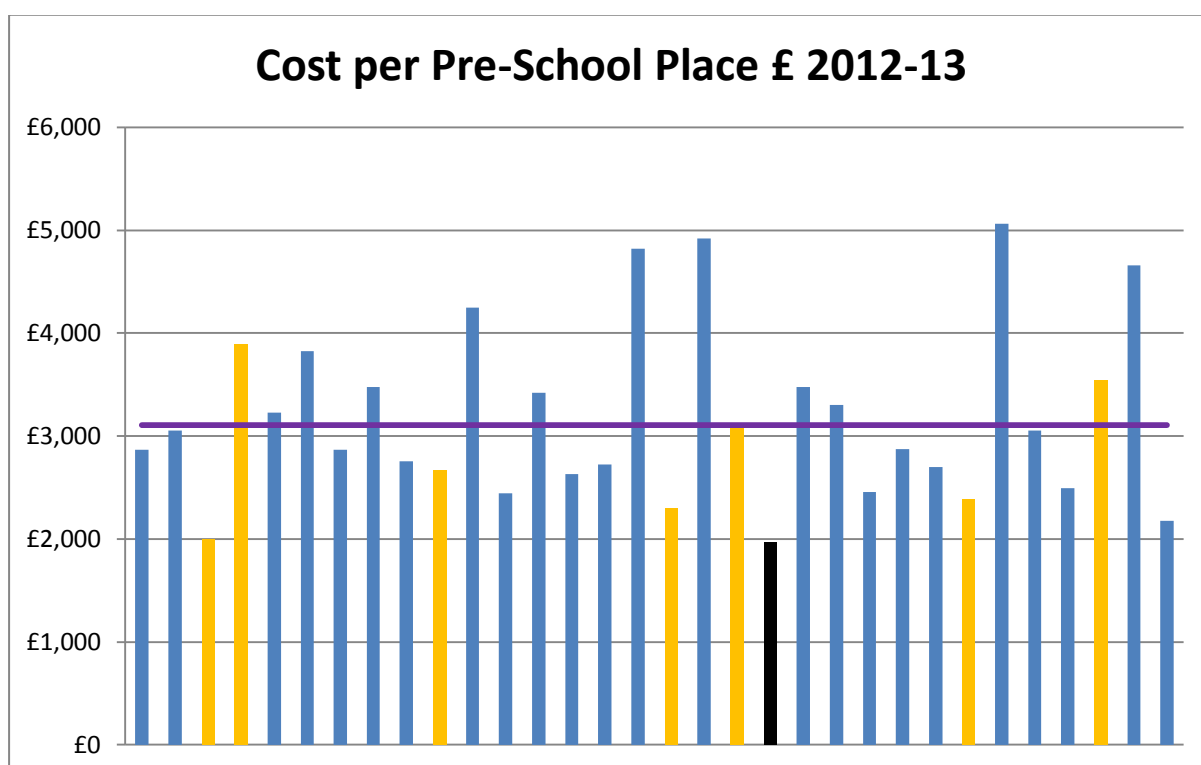


There was a marginal increase in the cost per pupil between 2011/12 and 2012/13. Moray's rank remained 1st within our Family Group and improved to 2nd in Scotland. Similarly the three island authorities have significantly higher costs.

Cost per pre-school education place

Calculated by dividing Gross Pre-school Costs by the number of children registered. The Gross Pre-school Cost is taken from the Local Financial Return and includes employee and operating costs. Number of Children Registered includes all children from publicly funded pre-schools and covers children registered for pre-school places funded by the local authority at September each year.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost per Pre-school Education Place	10/11	£2,246	£3,360	3	2	
	11/12	£2,201	£3,091	4	2	-2.0
	12/13	£1,967	£3,106	1	1	-10.6



There was a reduction in the cost per pre-school place in Moray between 2011/12 and 2012/13 against increases nationally. Moray's ranking in Scotland improved from 4th to 1st and within our Family Group from 2nd to 1st. The spread of costs per pre-school place is much wider than against Primary and Secondary pupils where the island authorities exceed mainland authorities; whereas Inverclyde and Glasgow City join Shetland Islands as having the highest cost per place.

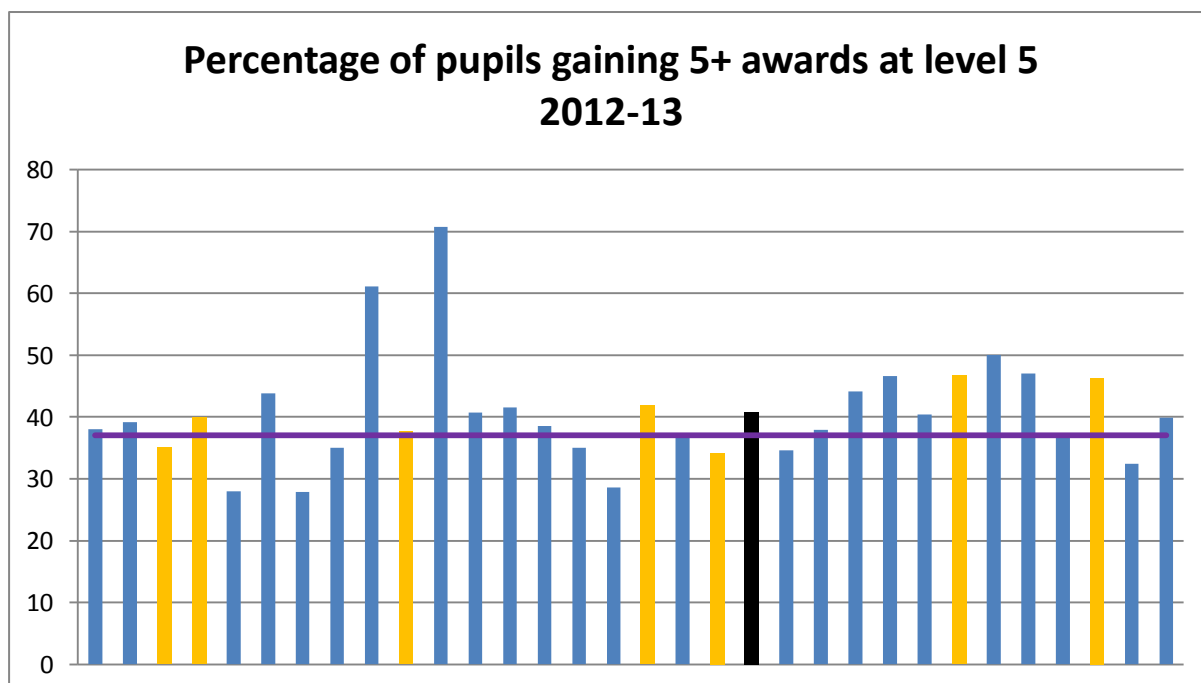
Attainment percentage of secondary pupils in S4 and S6

Performance in the fourth, fifth and sixth years of secondary school, when pupils first take formal qualifications, is an important stage in the education of Scottish students. By comparing the achievement levels of young people, councils can share good practice through benchmarking.

These indicators include all S4 and S6 pupils within publicly funded secondary schools in Scotland. Figures are obtained from the Scottish Qualifications Authority (SQA) and are calculated at the end of S4 and S6, including higher awards that have been achieved the previous year, (S5). The information given is pre-appeal results. Candidate data is usually obtained from schools' management information systems.

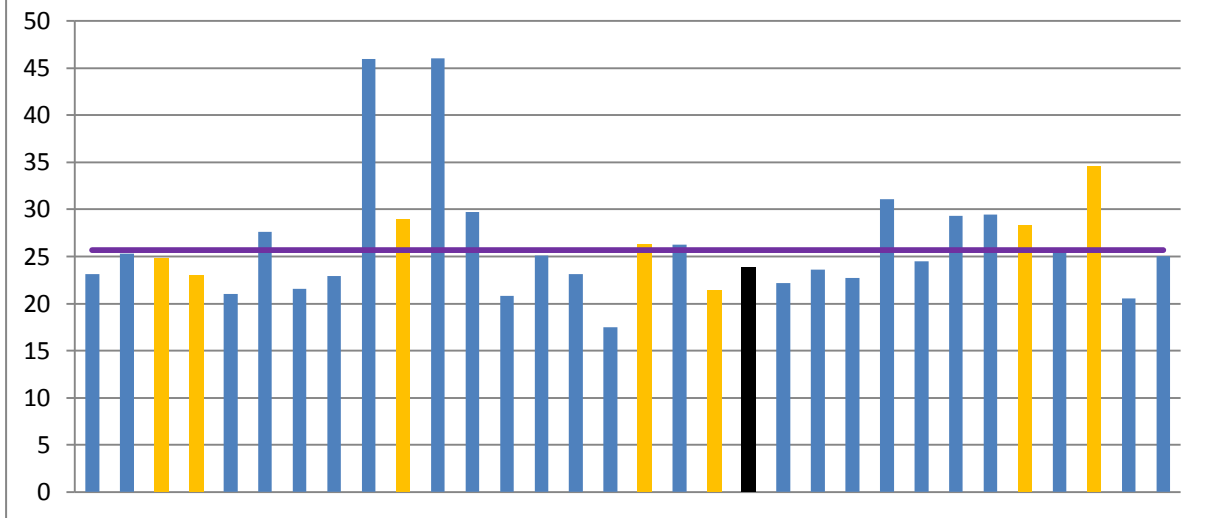
Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
% of Secondary Pupils in S4 achieving 5 or more awards at Level 5	10/11	36%	36%	15	5	
	11/12	40%	37%	9	4	+11.0
	12/13	41%	37%	12	4	+2.0

Indicator	Year	Moray	Scotland	Rank in Scotland	Rank in Benchmarking Club	% Change
% of Secondary Pupils in S6 achieving 5 or more awards at Level 6	10/11	22%	23%	19	5	
	11/12	23%	25%	20	6	+4.5
	12/13	24%	26%	18	6	+4.3



There has been a slight improvement in the percentage of S4 pupils achieving 5 or more awards at level 5. Moray's ranking across Scotland fell slightly to 12th but held at 4th within our Family Group. The top three performing council's are East Renfrewshire, East Dunbartonshire and Shetland Islands.

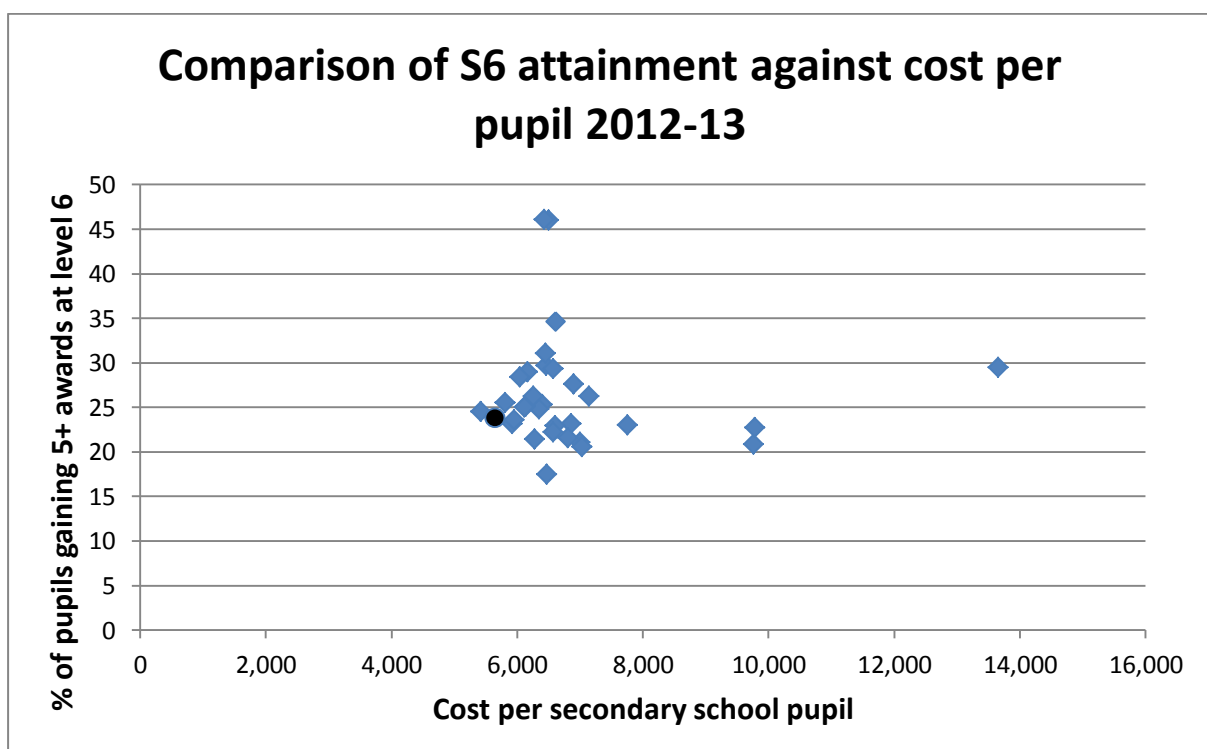
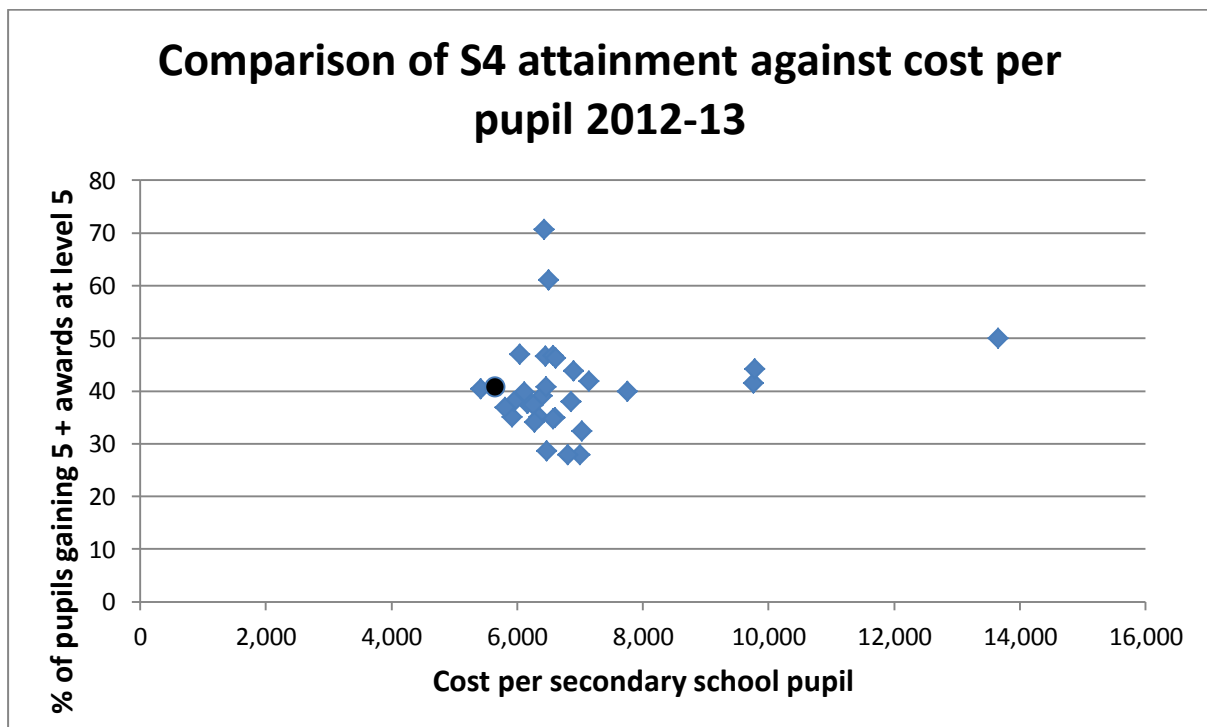
Percentage of pupils gaining 5+ awards at level 6 2012-13



There has been an improvement in the percentage of S6 pupils achieving 5 or more awards at level S6, Moray's ranking nationally improved to 18th but remained at 6th within our Family Group. East Renfrewshire and East Dunbartonshire are again ranked as the top two performers.

Relationship between cost per pupil and attainment

There is no clear link to suggest that spending more improves attainment. Those authorities with good levels of attainment, such as East Renfrewshire and East Dunbartonshire do not have the highest costs per pupil. These authorities have secondary school rolls approximately 2,000 larger than Moray and have costs around 15% higher than Moray, East Renfrewshire has 7 secondary schools and East Dunbartonshire has 10. In S4 Moray's position within the cluster infers that it is comparable with the majority of other authorities, however in S6, rankings are visually evident.



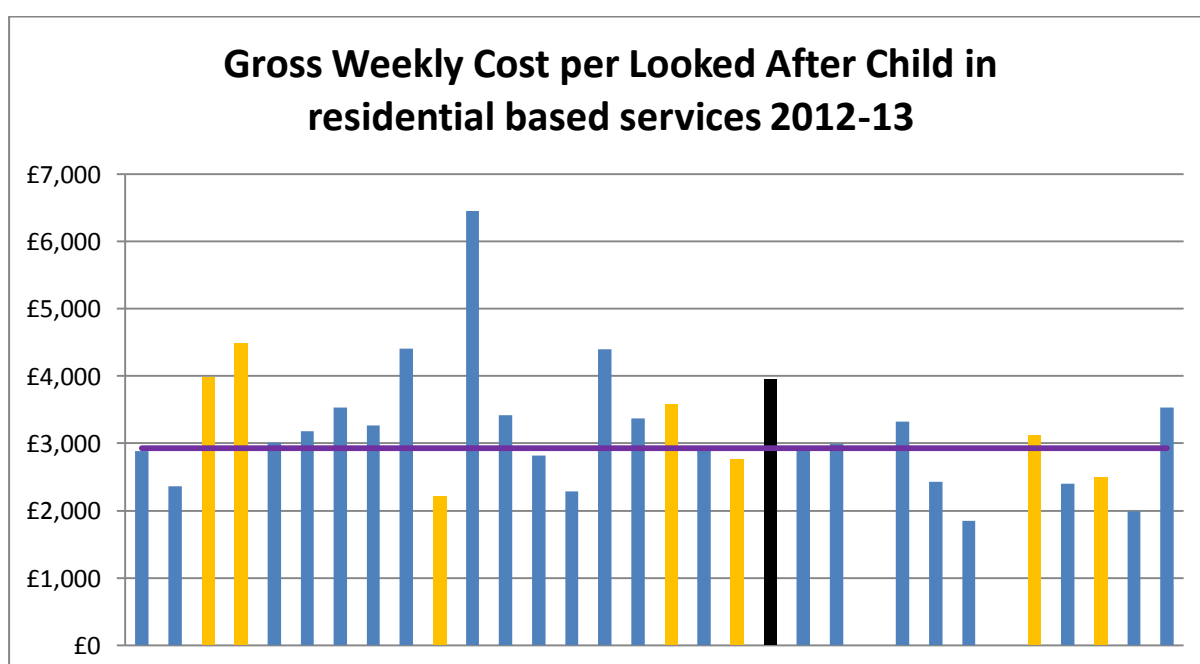
Gross cost of 'Children Looked After' in residential based and community settings per child per week

A significant amount of the money councils allocate to children's social work services is spent on caring for children 'looked after' by the council in residential care facilities. This indicator can be looked at alongside the cost of 'looked after children' in the community setting and also the balance of care between residential and community based care. It should be noted that this data takes no account of the complexity of cases, the severity of disability. In some cases councils provide care for children when obliged to do so by the Children's Hearing in their area which generates costs over which the council has no direct control.

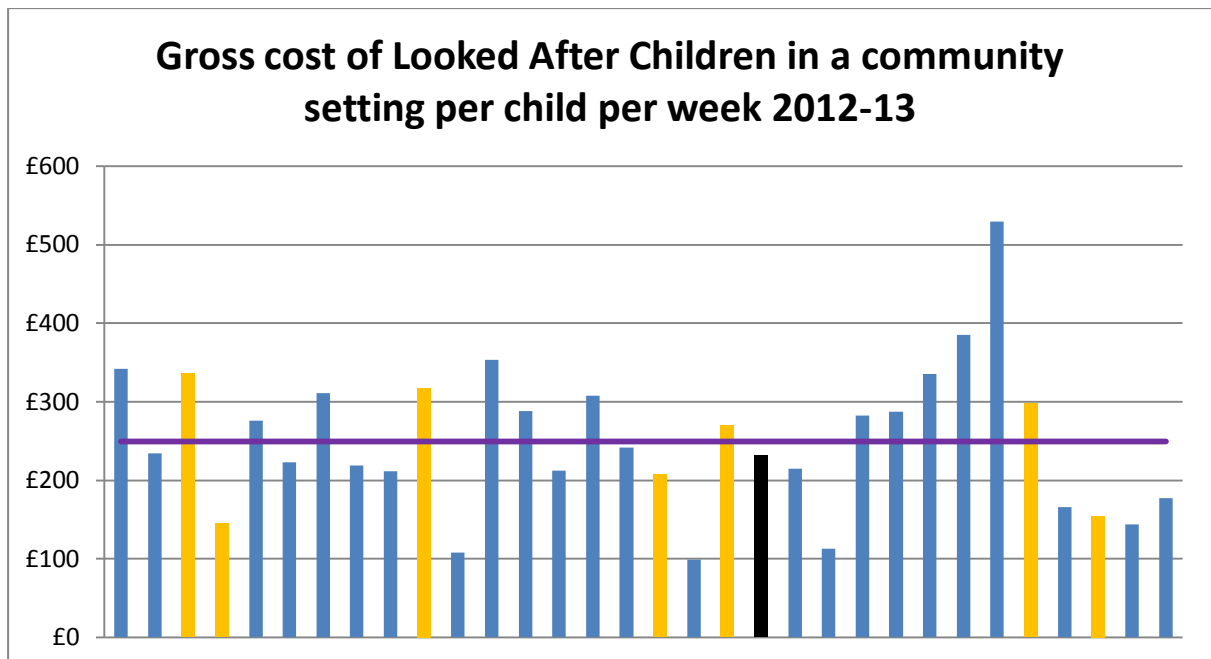
This indicator is calculated by dividing the Gross Cost by the number of looked after children and then by 52 to determine the weekly cost. The Gross Cost is defined by Local Financial Returns guidance on gross expenditure for social work services and includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant. Number of Looked After Children for this indicator refers to the total number of looked after children in residential based care facilities.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Gross Cost of 'Children Looked After' in residential Based Services per Child per Week	10/11	£2,760	£2,863	16	6	
	11/12	£2,872	£3,014	16	6	+4.1
	12/13	£3,953	£2,928	25	6	+27.3

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Gross Cost of 'Children Looked After' in a Community Setting per Child per Week	10/11	£212.51	£204.85	17	4	
	11/12	£231.18	£221.28	18	4	+8.8
	12/13	£231.59	£249.70	15	4	+0.2



The Gross Weekly Cost per Looked After Child has risen between 2011/12 and 2012/13 and Moray has dropped to 25th position in Scotland and remains 6th in our Family Group.



The Gross Weekly Cost per Looked After Child has risen slightly between 2011/12 and 2012/13 and Moray remains in a middle ranking position in Scotland and 4th in our Family Group.

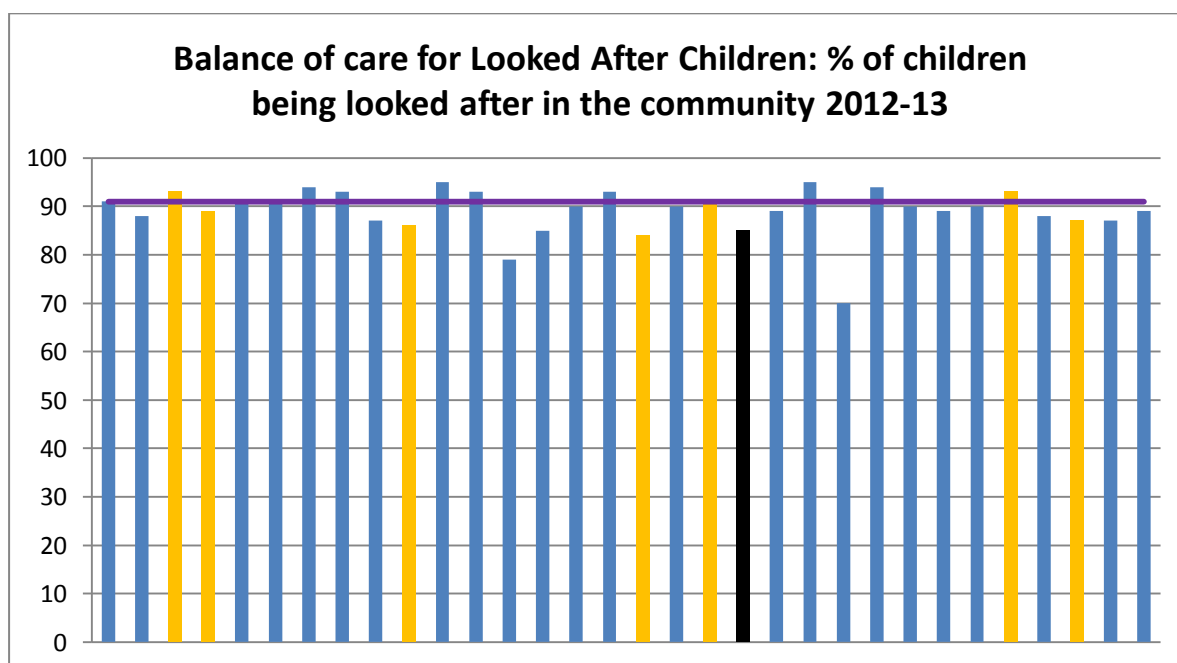
Balance of care for looked after children: Percentage of Looked After Children being looked after in the community

An understanding of the associated costs of both community (foster care/family placement) and residential care costs for 'looked after children' should be considered alongside this balance of care indicator.

This indicator is calculated by dividing the number children 'Looked After in the Community' divided by the number of children 'Looked After'. Total Number of Children Being Looked After in the Community refers to the children who are in the care of their local authority (Looked after children) who are being looked after in a community setting. Total Number of Looked After Children refers to the total number of children in the care of their local authority. This includes:

- children within residential care facilities,
- children within a community setting,
- children who are 'looked after' but remain within their home.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
% of 'Looked After Children' being looked after in the Community	10/11	86.5%	91.0%	25	6	
	11/12	84.9%	91.2%	29	7	-1.8
	12/13	85.0%	91.0%	28	7	+0.1



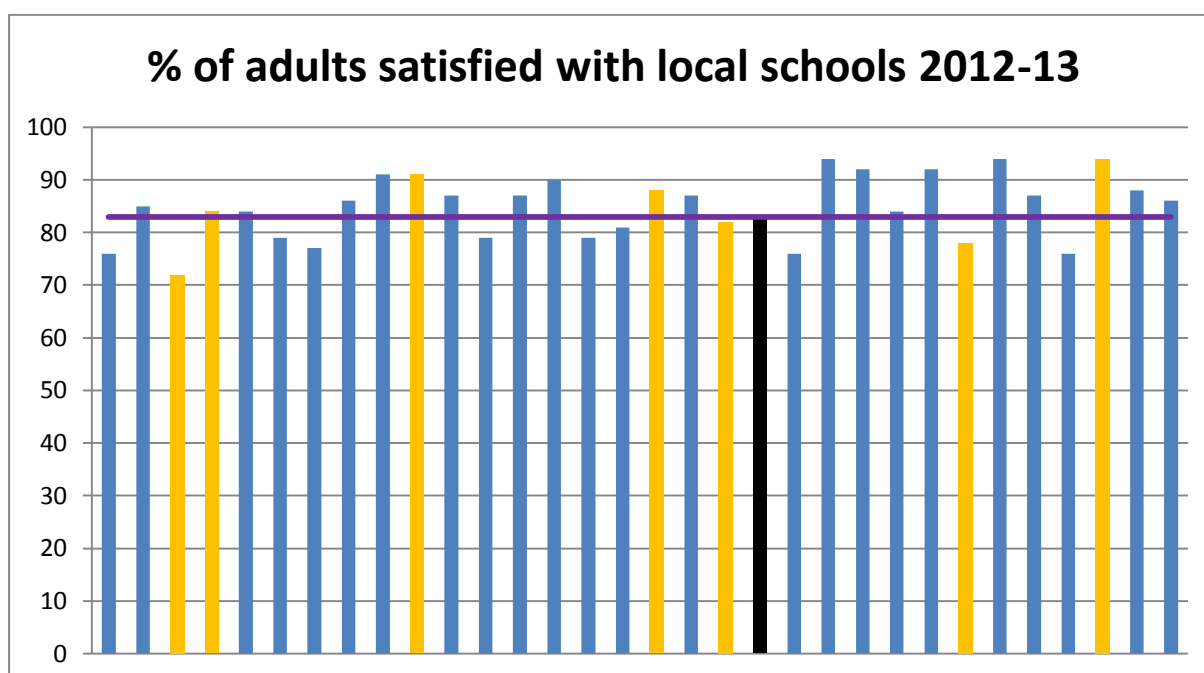
Moray has one of the lowest percentages in Scotland of children looked after in the community. As can be seen from the previous indicators the cost of looking after a child in the community is approximately a tenth of that in a residential setting.

Percentage of adults satisfied with local schools

It is important to capture what service users think about the quality of children's services. However, currently the only data source available on a comparable level for all 32 Scottish councils is based on data gathered in the Scottish Household Survey. Not all people are users of the service directly but they are asked to express their satisfaction of the service. Please also note that some caution should be taken as the sample sizes for some local authorities can be small within the SHS.

The proportion of adults who were surveyed as part of the Scottish Household Survey (SHS) who are satisfied or very satisfied with local schools. Those people who gave no opinion on the service were excluded from the results.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of adults satisfied with local schools	10/11	81.2%	83.1%	25	8	
	12/13	83%	83%	21	5	+2.2



The Scottish Household Survey is only published at a local authority level every 2 years. Results across Scotland range from 72% and 94% albeit with the above caveat that the sample size is small and not all those sampled would have provided an answer to this question.

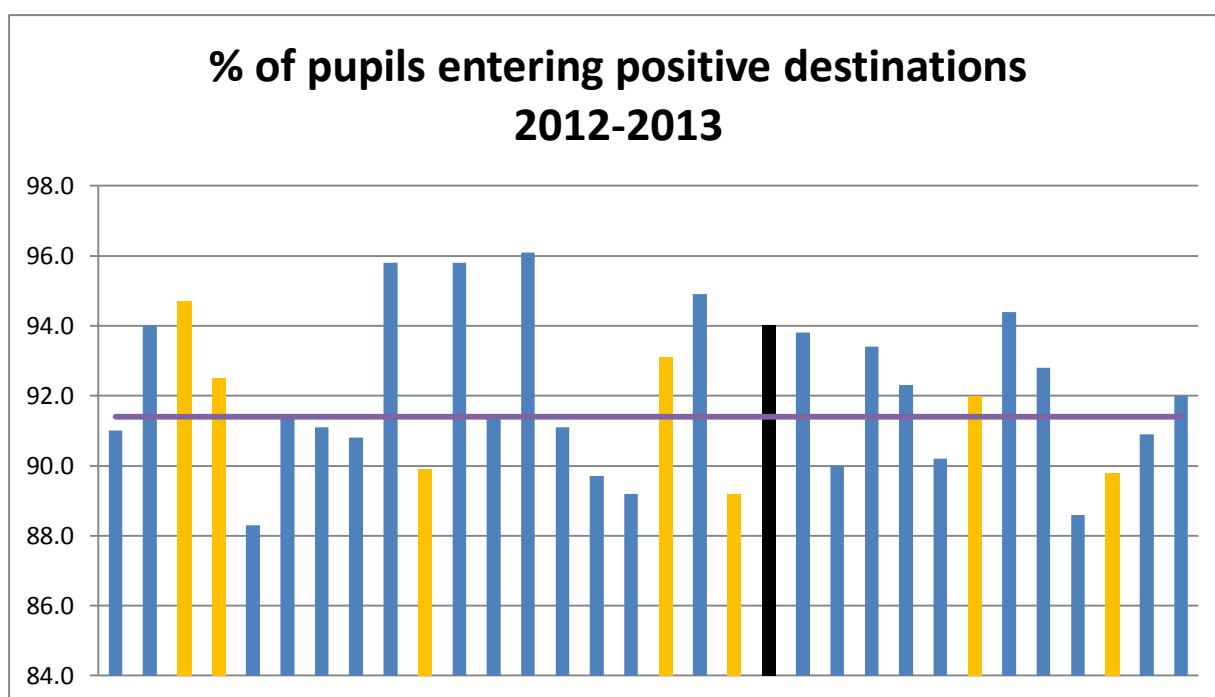
Locally, a parental survey was conducted by the Council in 2012/13; based on 319 returns, 82% of parents of primary school pupils either agreed or strongly agreed to the statement 'Overall, I am happy with the school'. Based on a 215 return, 73% of parents of secondary school pupils agreed or strongly agreed with the statement.

Proportion of pupils entering positive destinations

This is a valuable way of measuring how well schools prepare young people for life beyond school. It provides an overall measure of a wide range of post-school destinations (higher or further education, employment, training or voluntary work). The information is collected by Skills Development Scotland about nine months after a young person leaves school.

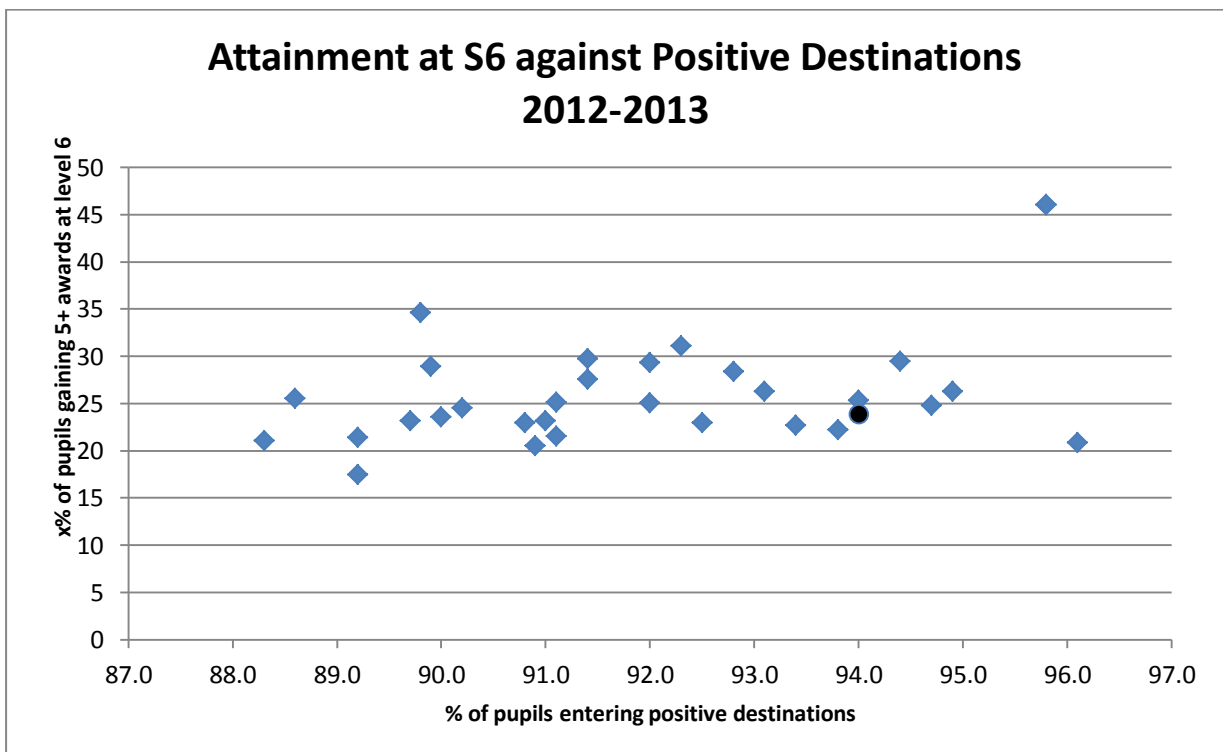
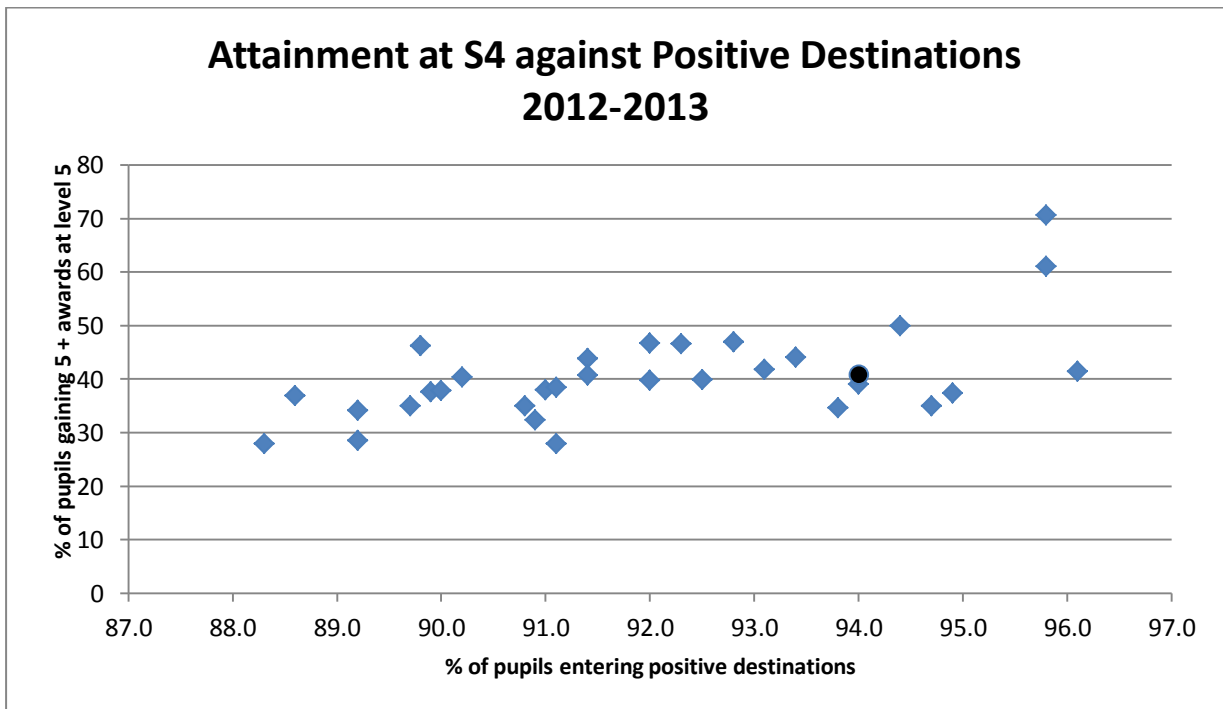
Proportion of Pupils Entering Positive Destinations measures the percentage of pupils leaving school and entering higher or further education, employment, training or voluntary work as a proportion of all school leavers. A school leaver is classed as a young person of school leaving age, who left school during (at the end of the winter term) or at the end of the school year, where the school year is taken to run from 1 August to 31 July. School leavers who moved out-with Scotland have not been included in the results.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Proportion of Pupils Entering Positive Destinations	10/11	88.4%	88.9%	19	5	
	11/12	91.8%	89.9%	10	2	+3.8
	12/13	94.0%	91.4%	7	2	+2.4



The proportion of Moray school leavers entering positive destinations continues to increase and remains above the Scottish average. Over the last two years, our ranking nationally has improved from 19th equal to 7^h and within our Family Group from 5th to 2nd. The 2 local authorities who have the best attainment results also have a high proportion of school leavers entering positive destinations.

Relationship between attainment at S4 and S6 and pupils entering positive destinations



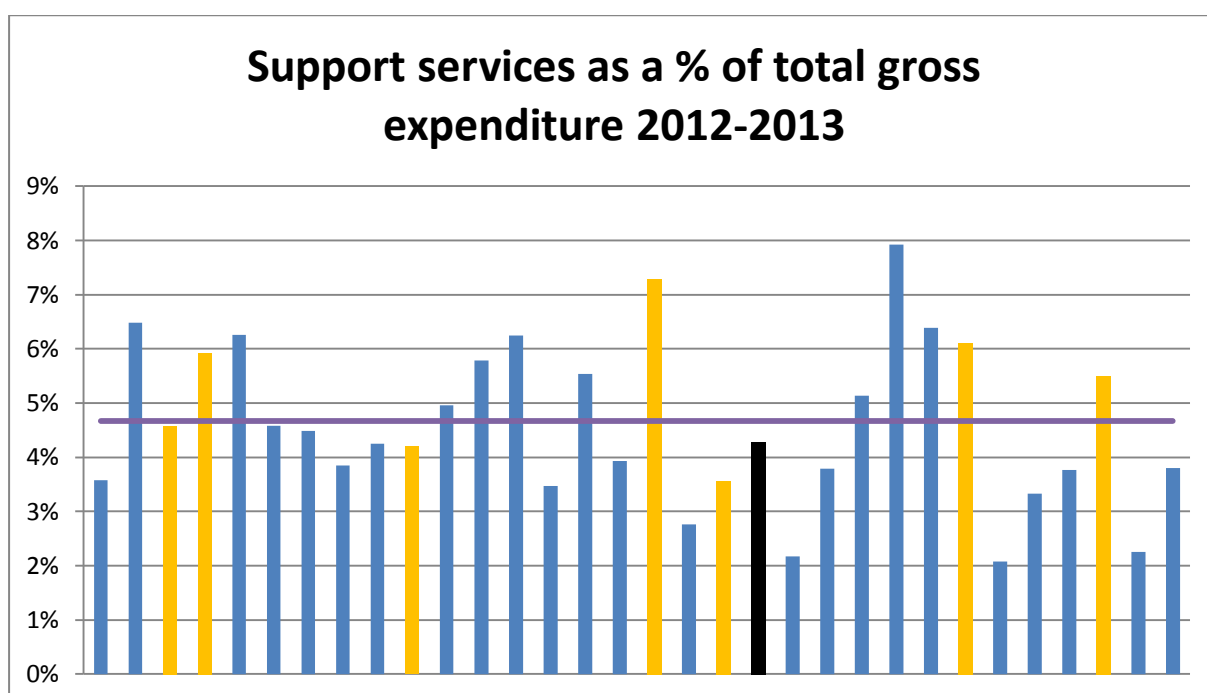
CORPORATE SERVICES

Support Services as a percentage of total gross expenditure

This high level indicator is important because it provides information on the level of support that is provided by each council in support of services. Support services include finance, legal, human resources, IT, internal audit, procurement and asset management.

This indicator is calculated by dividing Support Service Costs by Gross Expenditure. Combined Gross Expenditure refers to the total expenditure for council running costs. This is defined by the Local Financial Returns guidance and includes all employee costs, operating costs, support services, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Support Services as a % of Total Gross Expenditure	10/11	4.35%	4.57%	15	4	
	11/12	4.25%	4.77%	14	3	-2.1
	12/13	4.28%	4.67%	16	3	+0.7



In Moray in 2012/13 gross expenditure for support services totalled £10.8m against total General Fund expenditure on council services of £254m. The proportion of Support Service costs fell in Moray between 2010/11 and 2011/12 rising slightly in 2012/13, achieving a ranking of 3rd in our Family Group and 16th in Scotland.

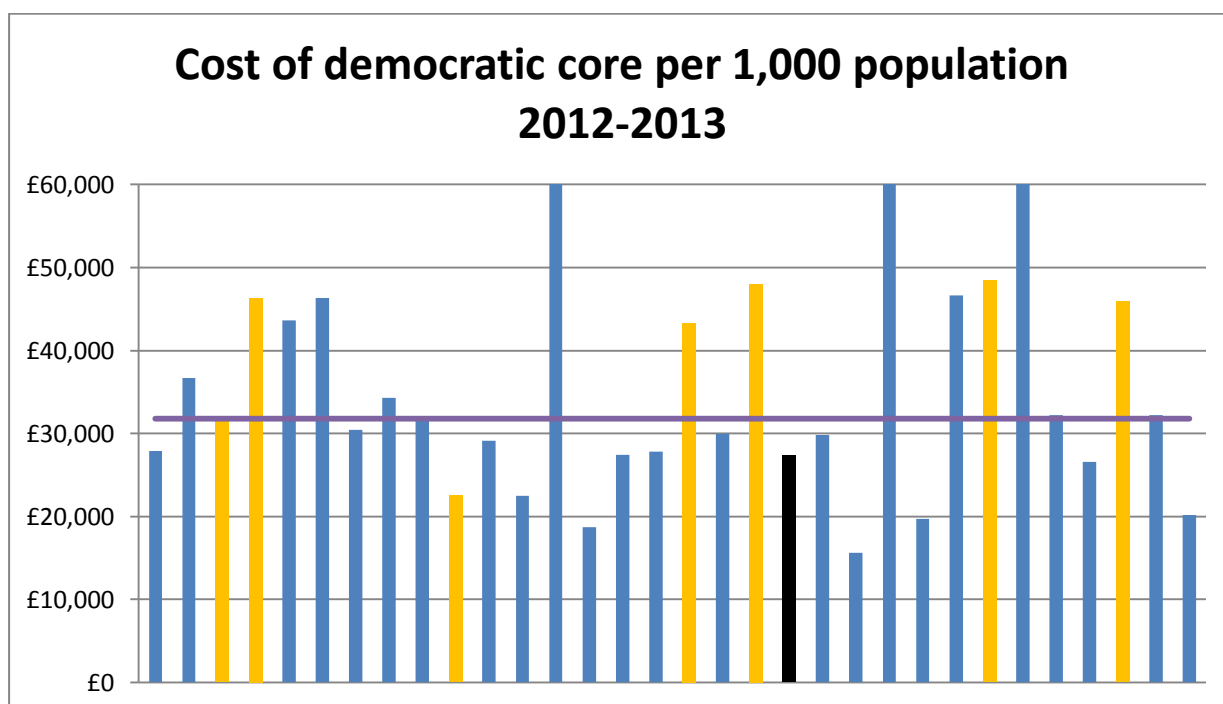
Cost of the democratic core per 1,000 of the population

This represents all costs associated with democratic representation and management and corporate management. This can include: councillors' expenses and allowances; subscriptions to local authority associations (e.g. CoSLA); Chief Executive; maintaining statutory registers (except the electoral register); providing information required by members of the public in the exercise of statutory rights (other than about a service); completing and submitting and/or publishing all service staffing returns, statement of accounts, annual reports, public performance reports and Best Value Performance Plans; the costs of statutory external audit; and the costs of external inspections.

This indicator is calculated by dividing the Gross Democratic Core Costs by the mid year estimate of population and then by 1,000. Gross Democratic Core Costs is defined by Local Financial Returns guidance on gross expenditure for population cost. This includes employee costs, operating costs, support services, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost of the Democratic Core per 1,000 Population	10/11	£27,907	£33,475	9	3	
	11/12	£29,510	£31,469	11	4	+5.7
	12/13	£27,371	£31,778	8	2	-7.2

The chart below has been capped at £60,000 to provide clarity of the Moray position as the 3 island authorities have costs that far exceed that of all the other authorities.



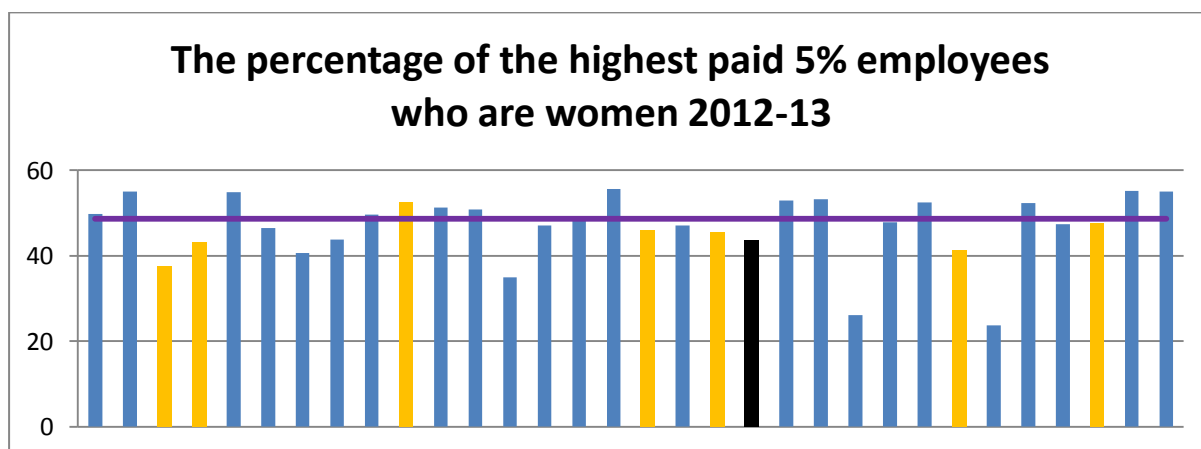
The Cost of the Democratic Core per 1,000 population in Moray rose between 2010/11 and 2011/12 caused by a rise in costs and a decrease in population. In 2012/13 costs dropped by £2m whereas population increased by around 5k achieving a ranking of 2nd in our Family Group and 8th in Scotland.

Percentage of the highest paid employees who are women

The delivery of quality services is dependent on a trained and motivated workforce and it is essential that councils' employment policy reflects their commitment to equal opportunities. This helps identify areas of potentially unfair or discriminatory practices. These indicators exclude teachers.

Where there are a number of employees on the same salary, straddling the 2% and 5% point, all are included. Members of staff in the top 2% of employees are a sub-set of those in the top 5%. That is, these indicators do not cover the top 7% of employees.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
% of highest paid employees who are women (Top 2%)	10/11	31.8%	39.5%	28	7	
	11/12	31.4%	41.2%	27	7	-1.3
	12/13	33.0%	43.1%	26	7	+5.1
% of highest paid employees who are women (Top 5%)	10/11	40.5%	46.3%	25	6	
	11/12	41.6%	48.5%	24	6	+2.7
	12/13	43.7%	48.7%	25	5	+5.0



Moray has one of the lowest percentages of females that are employed in the top 2% and 5% of earners; however both indicators have seen increases in 2012/13. To apply context, overall there were 88 employees in the top 2% and 180 in the top 5%. A small management

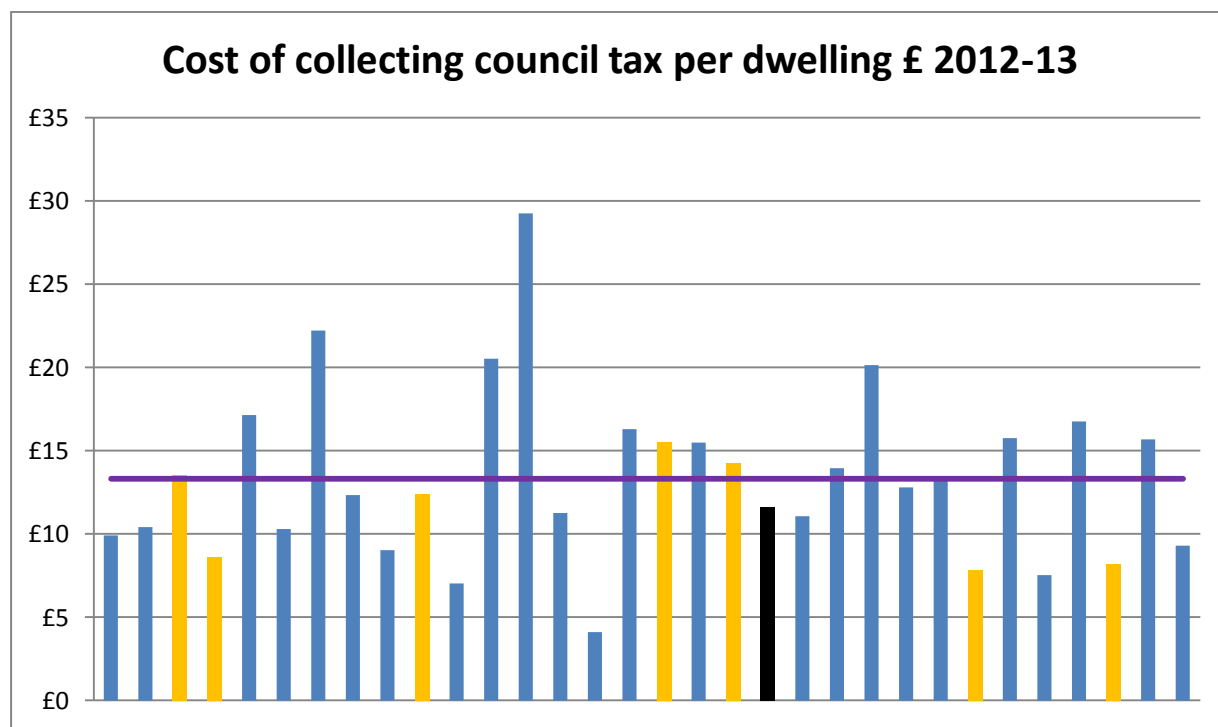
team and low turnover within the Council contribute to a fairly static gender balance. The geographic location remains a factor in recruitment difficulties. The Council continues to monitor the situation through the Workforce Plan and senior management workforce profiling.

Cost per dwelling of collecting council tax

The effectiveness of the council's collection systems may be affected by the ability and willingness of taxpayers to pay, and the extent of enforcement action taken by the council to recover tax due to it. Some council's are also able to negotiate a fee or income to recover the cost of collecting water and sewerage charges. This will have some impact on their collection costs.

This indicator is calculated using capital charges in accordance with the Best Value Accounting Code of Practice. Councils follow the Chartered Institute of Public Finance and Accountability as endorsed by the Local Authority (Scotland) Accounts Advisory Committee and apportion overhead costs when determining the cost.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost per dwelling of collecting council tax	10/11	£13.83	£13.81	17	6	
	11/12	£14.05	£13.15	22	7	+1.6
	12/13	£11.58	£13.29	14	4	-17.6



In 2012/13, the cost of collecting council tax decreased by £100k to £502k and the number of dwellings increased slightly to 43k, this resulted in a reduction in the cost of collection per dwelling improving Moray's national ranking to 14th and 4th within our Family Group.

Domestic noise complaints

- The number of complaints of domestic noise received during the year settled without the need for attendance on site
- The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland)
- (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site

These indicators examine the ways in which councils initially handle/investigate complaints of domestic noise abuse. Each council is responsible for maintaining the level of service it considers appropriate for its area. The noise complaints services offered by councils in Scotland vary widely. In some cases the service is available up to 24 hours, 7 days per week, while in others it may only be available during office hours Monday to Friday.

Domestic noise means noise to which Part V of the Antisocial Behaviour etc (Scotland) Act, 2004 (ASBA) applies or would have applied, had the Council resolved to apply that provision. However, such noise may be dealt with using other, pre-existing legislation. A complaint is an expression of concern to the council about domestic noise in the expectation that the Council will address the matter. Such complaints may be received in a range of different departments or offices. Councils should report all cases settled without the need for attendance on site or requiring attendance on site during the reporting year even if the complaint arose late in the previous year.

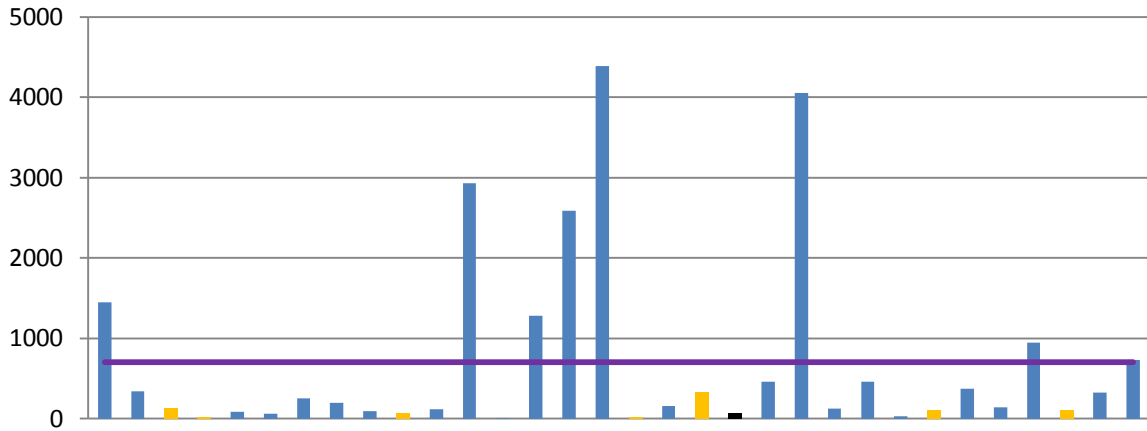
Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
The number of complaints of domestic noise received during the year settled without the need for attendance on site	10/11	48	900	5	3	
	11/12	42	864	5	3	-12.5
	12/13	69	700	7	4	+64.3
The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland)	10/11	81	113	17	7	
	11/12	101	111	17	7	+24.7
	12/13	182	124	23	8	+80.2
(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	10/11	99.3	47.8	25	7	
	11/12	138.7	31.6	27	8	+39.7
	12/13	95.2	43.2	28	7	-31.4

Moray has a relatively low number of domestic noise complaints and therefore provides a service to suit; it does not operate a 24 hour service where some authorities do. Average response times show that Moray has one of the longest in Scotland, however it is difficult to compare against national and Family Groups without taking into account the level of service and the arrangements that other authorities provide.

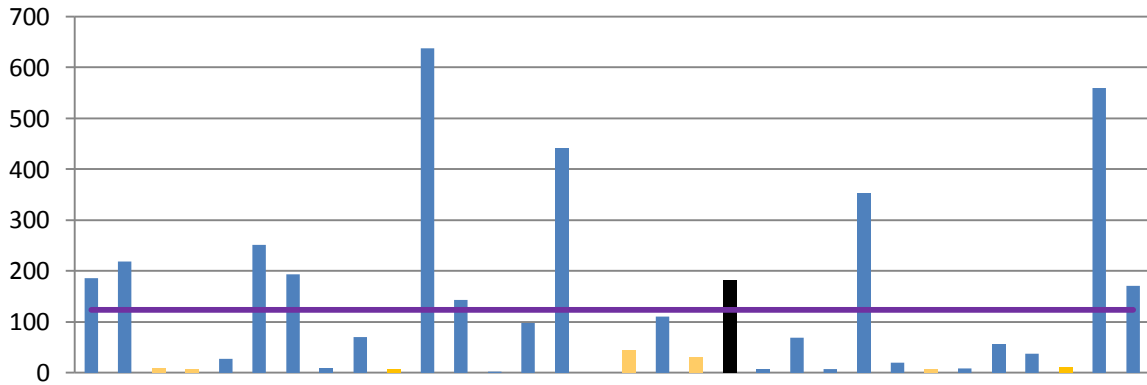
Housing, Antisocial Behaviour and Environmental Health contributes to the overall indicator result. With similar complaint numbers, Housing and Anti Social Behaviour, the average time taken to attend between services differs significantly, contributing factors include warden shift patterns over an office based service provided by housing influencing when cases are reported / attended to.

Housing continues to deal with persistent noise complaints in terms of the tenancy agreement and the Council's Neighbour Dispute Policy. Noise complaints in relation to private tenancies are recorded within the Antisocial Behaviour Unit and addressed by Community Wardens within agreed service standards. Increasing the level of service to 24 hours would require considerable additional funding.

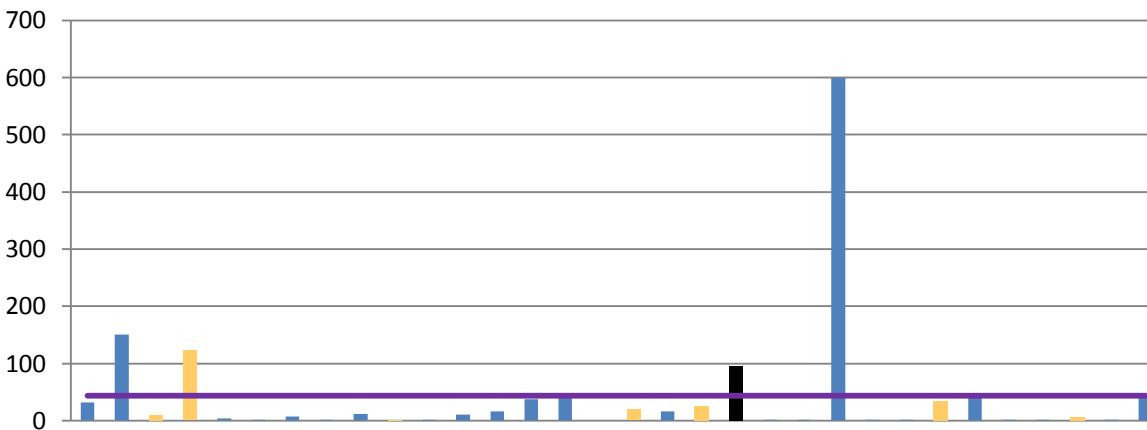
The number of complaints of domestic noise received & settled without the need for attendance on site 2012-2013



The number of complaints of noise received requiring attendance on site & not dealt with under the ASB Act 2012-2013



Average time between time of noise complaint and attendance on site (hours) 2012-13

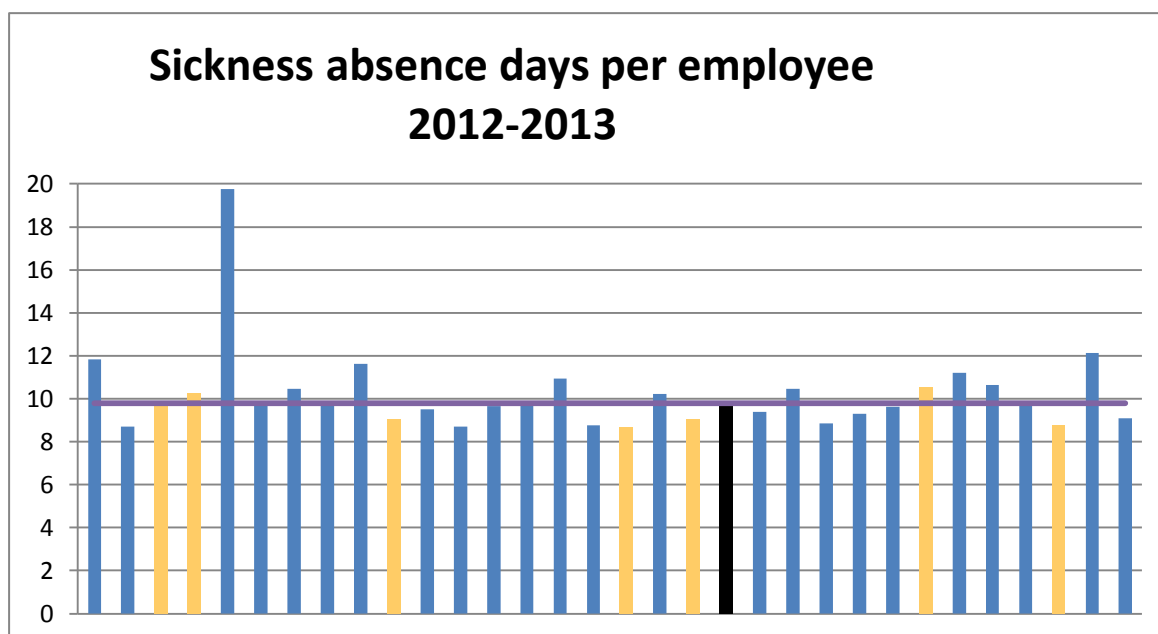


Sickness absence days per employee

Sickness absence in the public sector is widely regarded as being a significant cost to councils. This indicator is important because it allows councils to compare these rates and helps us identify which councils are dealing effectively with this issue. This indicator looks at the effectiveness of the HR function in terms of impact on the overall levels of sickness absence in the service through development of processes and procedures, and training for managers. Services should aim to reduce the number of shifts/days lost through sickness absence over time.

This indicator is calculated by dividing the number of sickness days by the number of full time equivalent staff. Number of Sickness Days includes sickness days that are self-certified, certified by a GP, long-term illness (even if staff are unpaid), industrial injury or injury. Number of Full Time Equivalent Staff includes all permanent staff and those temporary or fixed term staff who have been employed for over a year.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Sickness Absence Days per Employee	10/11	9.7	9.8	18	6	
	11/12	9.4	9.3	20	7	-3.1
	12/13	9.8	9.8	16	6	+3.8
	13/14	9.4	N/A	N/A	N/A	-4.3

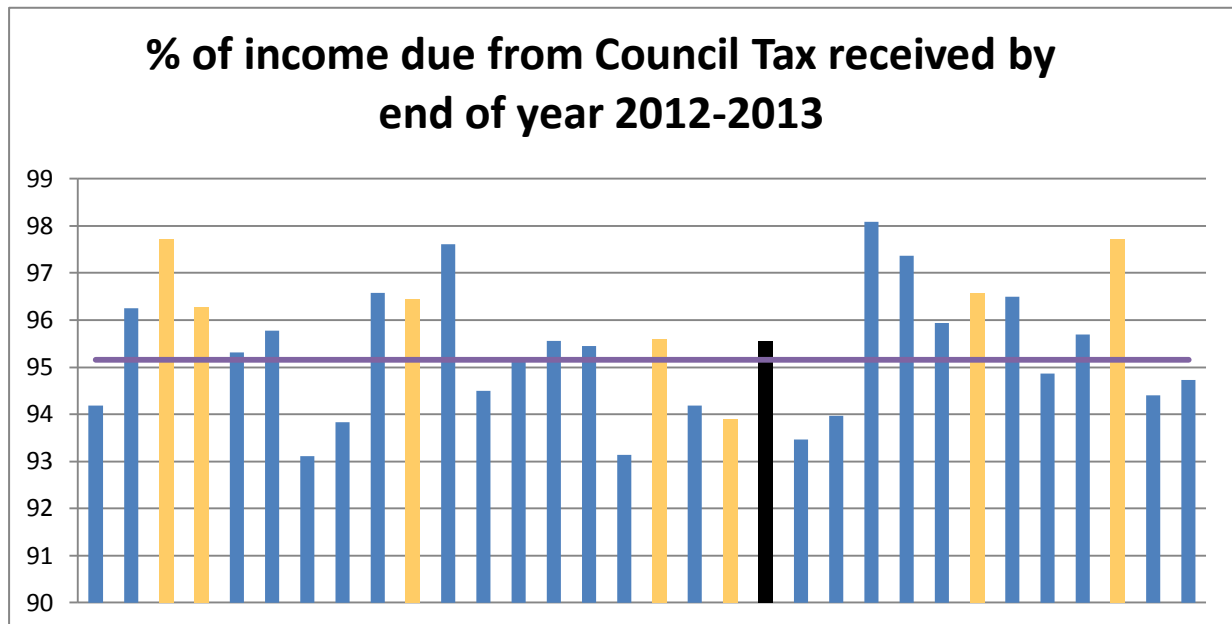


In 2012/13, Moray had a total of 3,466 staff (full time equivalent) with around 34k days lost per year through sickness absence. Increases of around 6% in days lost resulted in a slight increase in the average result. Nationally, the trend shows a reduction in the number of full time equivalent staff and days lost over the last three years.

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

'Income due' means the amount of Council Tax payable for the year and, excludes all water charges, and any outstanding Council Tax (or Community Charge) from previous years. Reliefs and rebates' means Council Tax Benefit, single person discount, and any other permitted reductions to individual bills. This indicator may be seen as a measure of the effectiveness of the council in collecting current council tax due to it.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of income due from Council Tax received by the end of the year	10/11	97.0%	94.7%	5	3	
	11/12	97.3%	95.1%	4	2	+0.3
	12/13	95.6%	95.2%	16	7	-1.7
	13/14	95.1%	N/A	N/A	N/A	-0.5



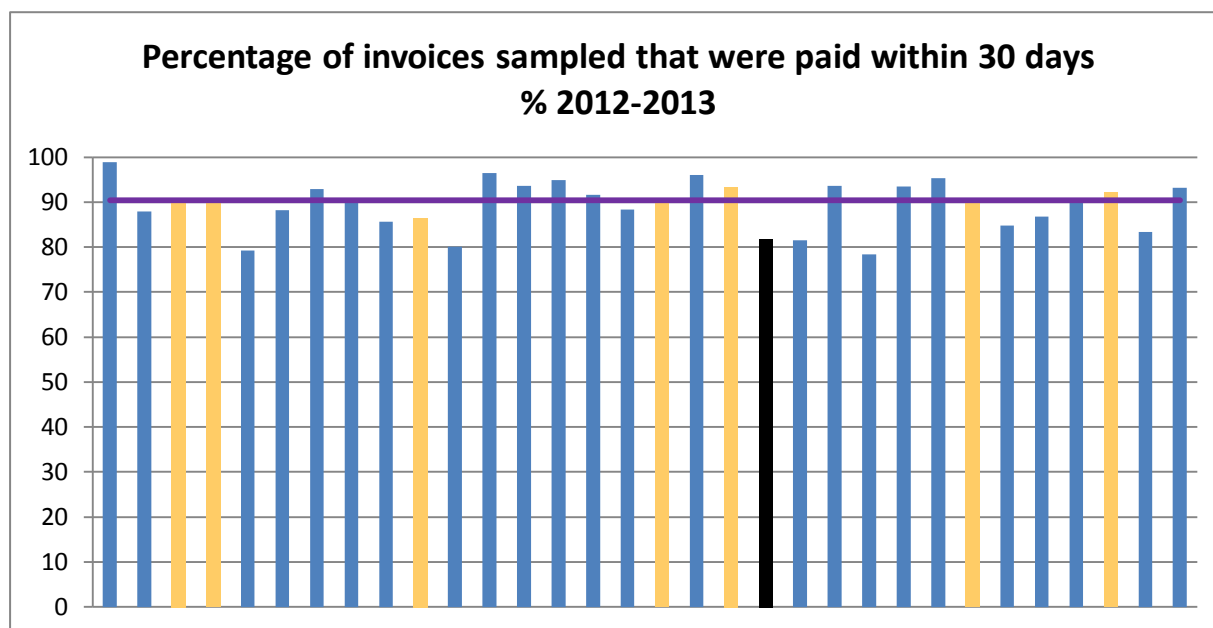
Moray has a good track record in Council Tax collection and has been ranked in the top 5 for a number of years. In 2012/13, £34.6m was due from council tax, of this £33.1m was received. As a result the ranking achieved nationally dropped from 4th to 16th and within our family group from 2nd to 7th.

Percentage of invoices sampled that were paid within 30 days

Prompt payment is important to the cash flow of the many suppliers that work with a council, particularly smaller businesses. The Late Payments of Commercial Debts (Interests) Act 1998 recognises a general payment period of 30 days unless other terms are mutually agreed. This indicator compares the proportion of councils' invoices that are paid within this time.

The Late Payments of Commercial Debts (Interests) Act 1998 recognises a general payment period of 30 days unless other terms are mutually agreed. The indicator excludes any standard period for payment of greater than 30 days imposed by the council. Internal payments between departments of the council (including DSOs) are excluded but invoices paid by DSOs to other bodies are included. Where councils systems cannot produce the data as defined above, a performance figure is based on a sample of at least 500 invoices.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of invoices sampled that were paid within 30 days	10/11	89.0%	89.5%	18	5	
	11/12	85.8%	90.2%	23	7	-3.6
	12/13	81.9%	90.5%	28	8	-4.5
	13/14	83.7%	N/A	N/A	N/A	+2.2



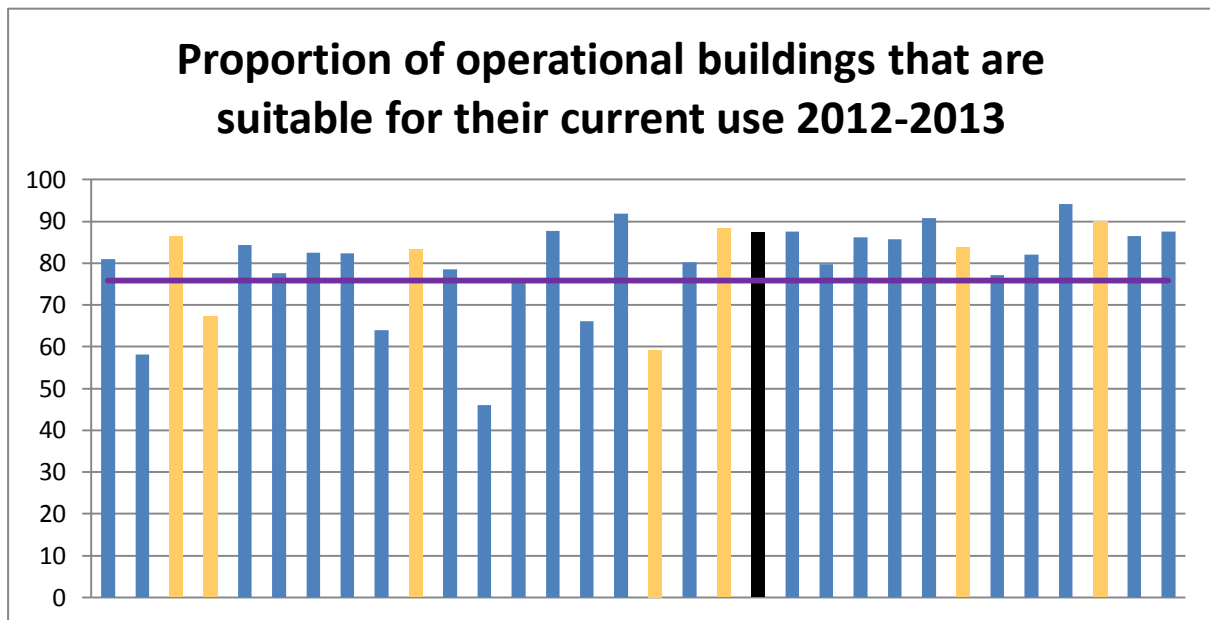
In 2012/13, 77,487 invoices were sampled, of those 63,424 were paid within 30 days. This decline in performance resulted in Moray's ranking position dropping to 28th nationally and 8th within our Family Group. Through 2013/14, continued monitoring, additional detailed analysis and work with services was undertaken. Best Practice guidance was issued to all staff and supplier engagement was addressed through contract management and direct communication. As a result of these activities performance in Moray in 2013/14 shows improvement.

Proportion of operational buildings that are suitable for their current use

This indicator is deemed important in terms of good asset management practice. It ensures that buildings meet statutory requirements, including health and safety requirements, and the operational requirements of the service occupying the building.

The indicator is measured in accordance with the SEMP process and being “suitable for its current use” means assessed as either performing as intended and operating efficiently or performing as intended but showing minor deterioration.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Proportion of operational buildings that are suitable for their current use	10/11	89.5%	73.7%	3	1	
	11/12	91.9%	74.8%	3	1	+2.7
	12/13	87.4%	75.9%	9	3	- 4.9
	13/14	93.7%	N/A	N/A	N/A	+7.2



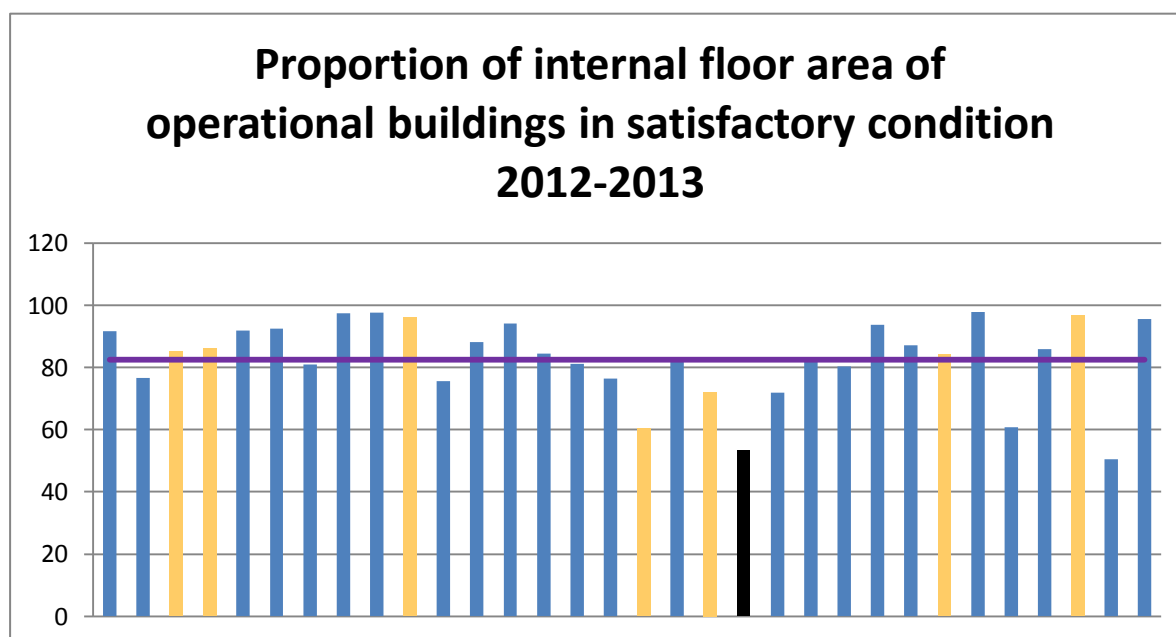
In 2012/13, this indicator was based upon a gross internal floor area of operational buildings of 227k m². The proportion of buildings suitable for their current use in Moray is one of the highest in Scotland. Although performance dipped in 2012/13, results for 2013/14 show significant improvement.

Proportion of internal floor area of operational buildings in satisfactory condition

This indicator is deemed important in terms of good asset management practice. It is important both to staff and service users that properties are maintained in a reasonable condition and that they are suitable for the service provided.

This indicator measures the percentage of gross internal floor area (m²) of operational buildings, using the condition categories as specified in the Federation of Property Societies asset management indicators. "Gross internal floor area" is defined as the total internal floor surface area within the external walls. It includes space in cupboards, toilets and cloakrooms etc. "Operational accommodation" is all property used for the delivery of services. It includes schools and temporary buildings, but excludes rented housing stock and properties available for commercial let.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Proportion of internal floor area of operational buildings in satisfactory condition	10/11	46.7%	81.3%	32	8	
	11/12	49.7%	82.7%	31	8	+6.4
	12/13	53.5%	82.6%	31	8	+7.6
	13/14	32.3%	N/A	N/A	N/A	-39.6



In Moray, the proportion of operational building in satisfactory condition improved in 2012/13 but remains one of the lowest in Scotland and the lowest in our Family Group. Taking this indicator in context with the proportion of buildings that are suitable for their current use shows that Moray Council buildings are fit for purpose but are not in particularly good condition internally. Performance is heavily influenced by both the condition and size of the school estate, and a substantial backlog of required maintenance. The council is engaged in the Sustainable Education Review to establish the council's aspirations for the school estate, the associated financial and service implications in which outcomes will have significant impact on future indicator results.

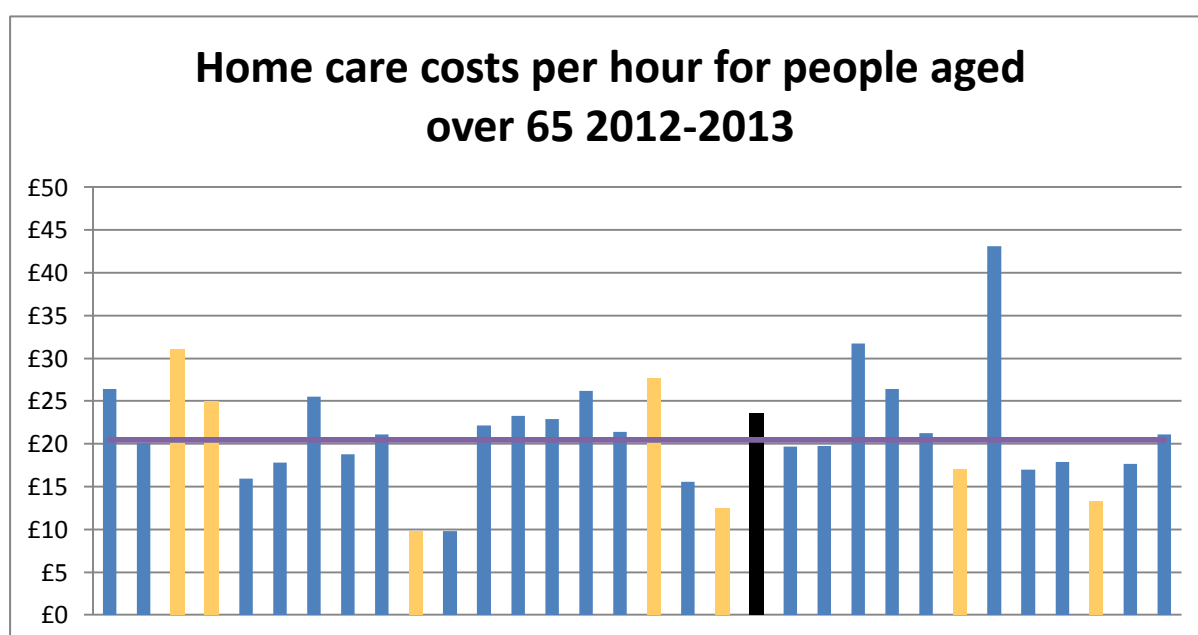
SOCIAL WORK SERVICES

Home care costs per hour for people aged 65 or over

Home care is one of the largest areas of spending in social work, making this an important indicator. It should be noted that this data takes no account of the complexity of cases, e.g. how much help a client needs or the type of care provided. The data also relates to total staff hours, not just time spent with the client. Staff hours are higher than client hours because staff spend time travelling between clients and sometimes more than one member of staff will be needed for a task.

The definition of 'home care' for this indicator is identical to that used for the Scottish Government statistical return on Home Care. Some or all of the home care services may be provided by different staff-groups or purchased from different agencies. The costs of such services are included whether they are provided by the local authority, purchased from another local authority or purchased from private or voluntary sector providers. People receiving home care aged 65+ are service users who were aged 65 years or over on 31 March.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Home Care Costs per Hour for People Aged 65 or Over	10/11	£18.42	£19.79	12	4	
	11/12	£19.06	£19.22	16	5	+3.5
	12/13	£23.58	£20.48	23	5	+23.7



In Moray over the last three years, the cost per hour on homecare to the over 65's increased at a greater rate than national increases. This has resulted in a fall in national ranking from 12th to 23rd and Family Group ranking from 4th to 5th. Total homecare expenditure increased by 32%, from £7.7m in 2010/11 to £10.2m in 2012/13, the number of care hours increased by 4%. Nationally, total homecare expenditure increased by 5% and care hours by 2%.

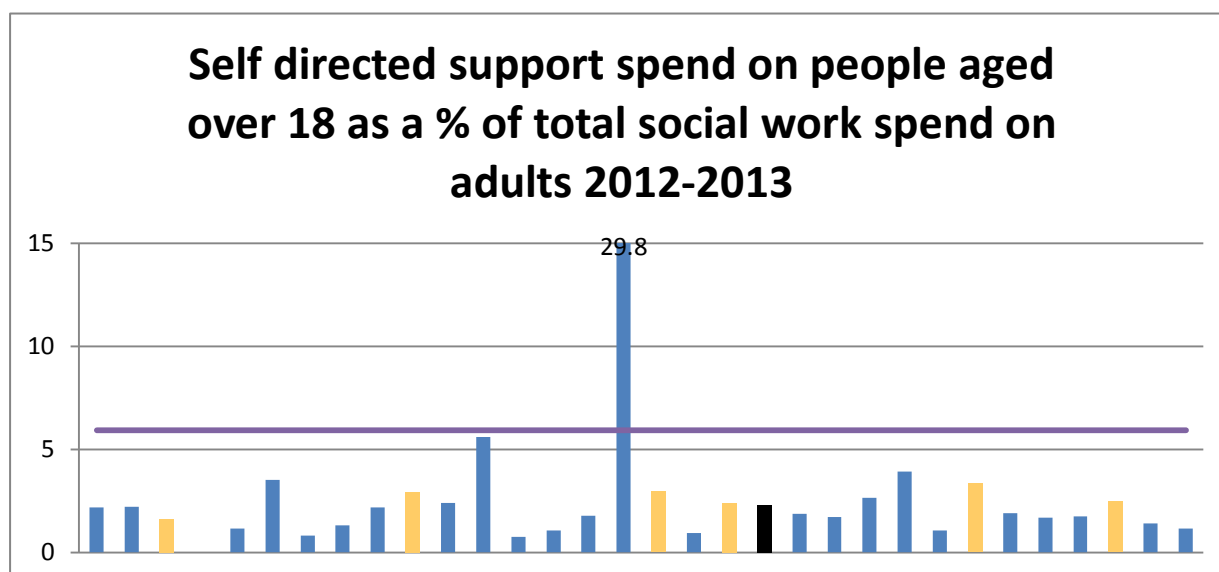
Self directed support spend on people aged over 18 as a % of total social work spend on adults

This indicator allows councils to monitor how much is spent on Self Directed Support as a proportion of their total spending on adult social work. Over time, this will help us establish if more clients wish to adopt Self Directed Support for themselves.

This indicator is calculated by dividing Self Directed Support (SDS) costs by Gross Social Work Costs for adults. Both LFR Costs for SDS (Adults) and Gross SW Costs for Adults are defined by Local Financial Returns guidance, on gross expenditure for social work services. These should both include all employee costs, operating costs, revenue contribution to capital (RCC) and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
SDS spend on people aged over 18 as a % of total Social Work spend on adults	10/11	2.9%	1.6%	4	3	
	11/12	2.8%	3.1%	8	3	-3.4
	12/13	2.3%	5.9%	12	6	-17.9

The chart below has been capped at 10% to provide clarity of the Moray position as Eilean Siar has a considerably higher figure than the other authorities.



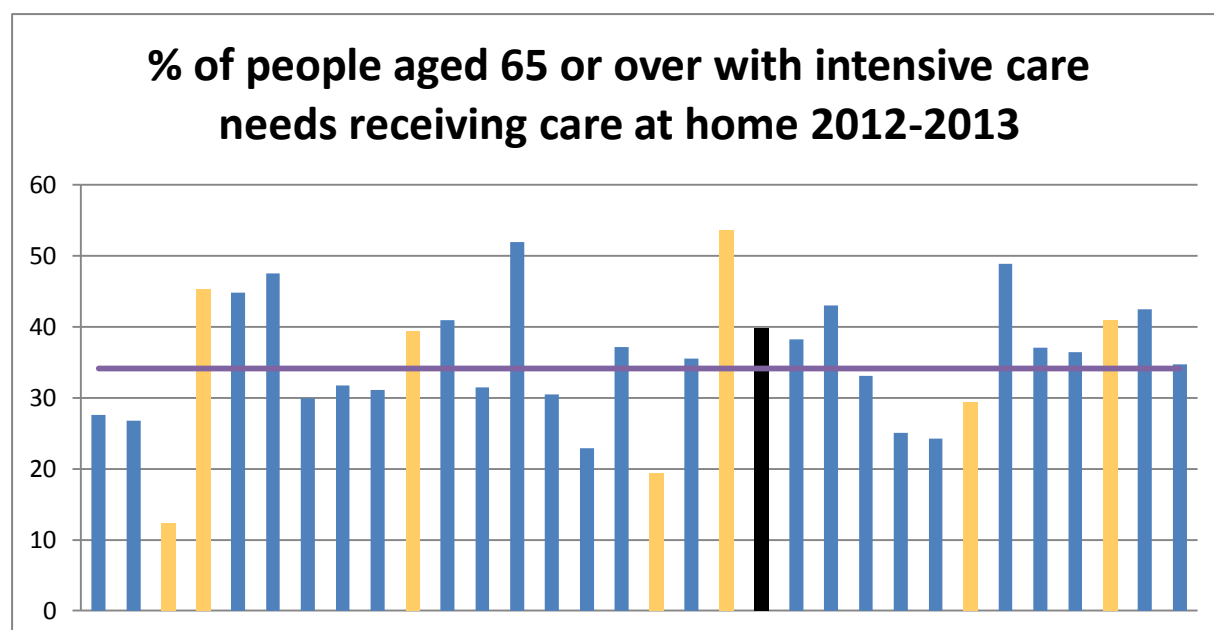
Self directed support spend decreased between 2011/12 and 2012/13, as did the percentage against total social work spend on adults over 18 years of age whereas nationally the percentage spend almost doubled. Moray's result ranked 12th in Scotland and 6th in our Family Group.

Percentage of people aged 65 or over with intensive needs receiving care at home

Home care is one of the most important services provided by councils to help people with community care needs to remain in their own home. Increasing the flexibility of the service is a key policy objective for both central and local government, to ensure that people receive the type of care and assistance they need, when they need it. The indicator shows councils' progress towards this goal of shifting the balance of care of the elderly from hospitals and other healthcare settings to the community.

Home Care is delivered in the client's own home (including sheltered housing) and may include personal care, domestic help, laundry services, shopping services, and care attendant schemes. Some or all of these services may be provided by different staff groups or purchased from different agencies. The costs of such services are included whether they are provided by your own local authority, purchased from another local authority or purchased from private or voluntary sector providers.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of people aged 65+ with intensive care needs receiving care at home	10/11	38.4%	33.1%	8	1	
	11/12	38.6%	33.3%	11	3	+0.5
	12/13	39.8%	34.1%	11	4	+3.1



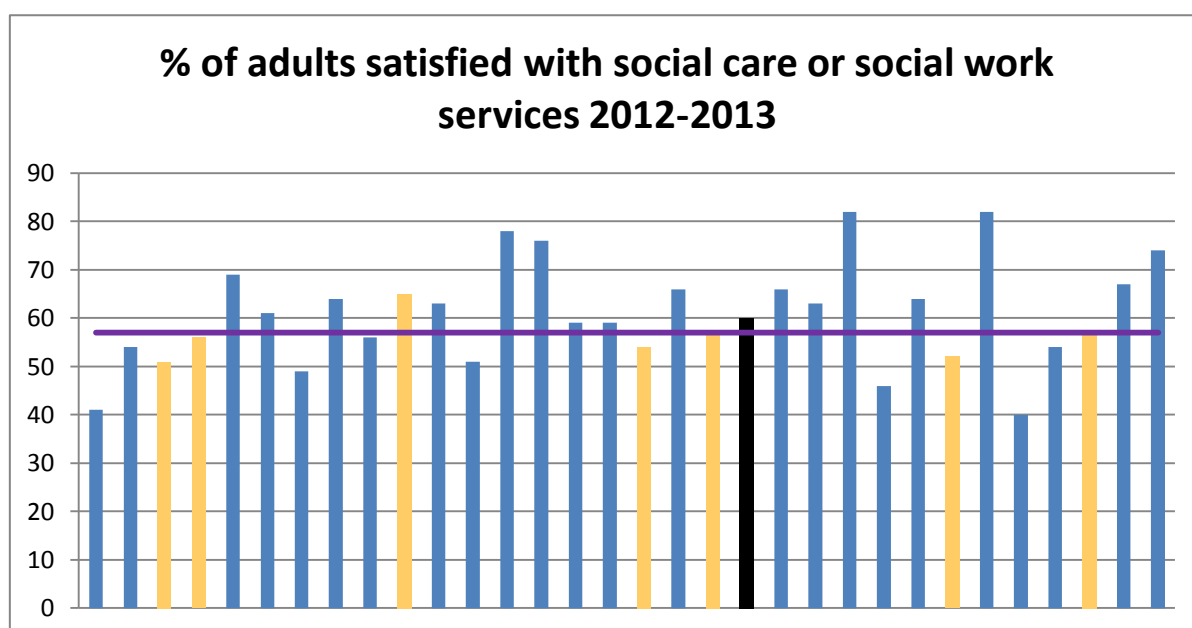
The percentage of people aged over 65 with intensive care needs receiving care at home increased in Moray remaining above the national average. The ranking remained unchanged nationally but dropped to 4th within our Family Group. Midlothian (one of our Family Group members) had a lower percentage than Moray in the previous 2 years now has over 50% receiving care at home and is ranked 1st in Scotland.

Percentage of adults satisfied with social care or social work services

This indicator is important because it measures how satisfied people are with the social care and social work services provided by councils. However, currently the only data source available on a comparable level for all 32 Scottish councils is based on data gathered in the Scottish Household Survey. Not all people surveyed are users of social work or social care services but they are asked to express their satisfaction of the service. Please also note that some caution should be taken as the sample sizes for some local authorities can be small within the SHS.

This indicator measures the proportion (%) of all adults surveyed who were satisfied or very satisfied with their social care or social work services. Those people who gave no opinion on the service were excluded from the results.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of adults satisfied with social care or social work services	10/11	46.9%	62.1%	32	8	
	12/13	60.0%	57%	16	2	+27.9



Local data further support the result available nationally; in 2012/13 of those that provided responses; 95% of service users stated they were satisfied with Occupational Therapy equipment, 99% of carers were satisfied with their involvement in the design of the care package.

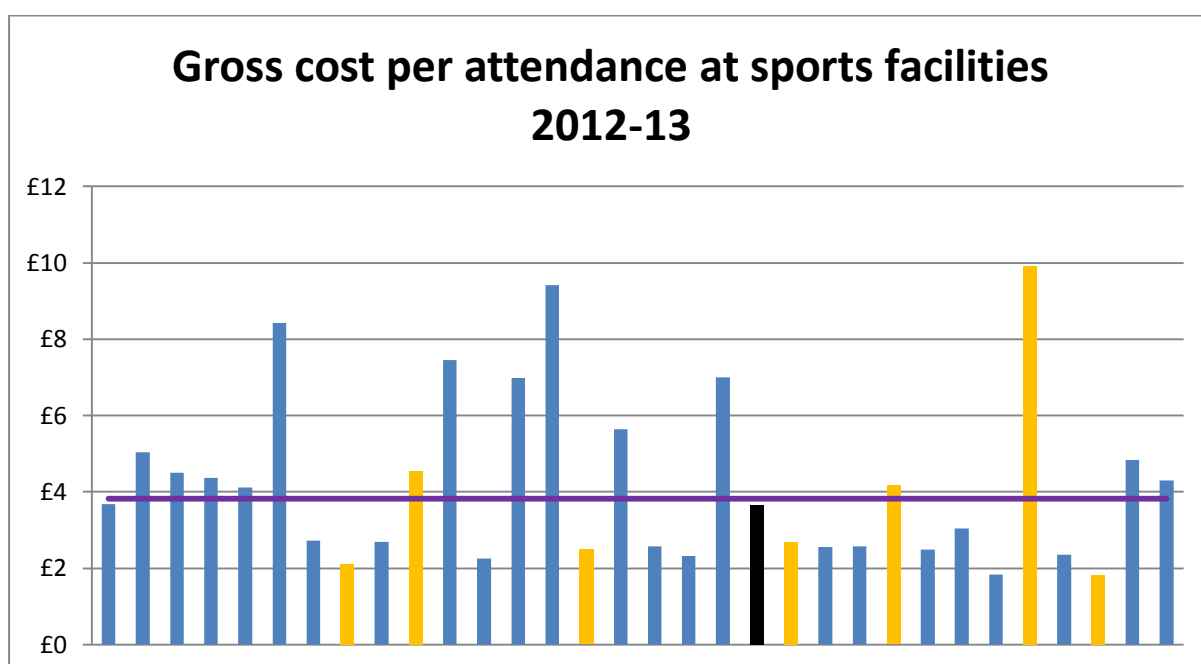
CULTURE AND LEISURE SERVICES

Cost per attendance at sports facilities

In recent years, keeping fit has been closely linked to health-related issues. Attendance figures show us how much pools and indoor leisure facilities are used. This indicator can show us how successful councils are at increasing attendances at sport facilities and the value for money they are achieving in doing this.

This indicator is calculated by dividing the Gross Expenditure on sports and Leisure facilities by the number of attendances. LFR Costs is defined by Local Financial Returns guidance on gross expenditure for sports and leisure facilities. This includes sports development, indoor sports & recreational facilities and golf courses. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost per attendance at sports facilities	10/11	£2.77	£4.63	7	2	
	11/12	£3.30	£4.15	11	3	+19.1
	12/13	£3.67	£3.82	16	4	+11.2



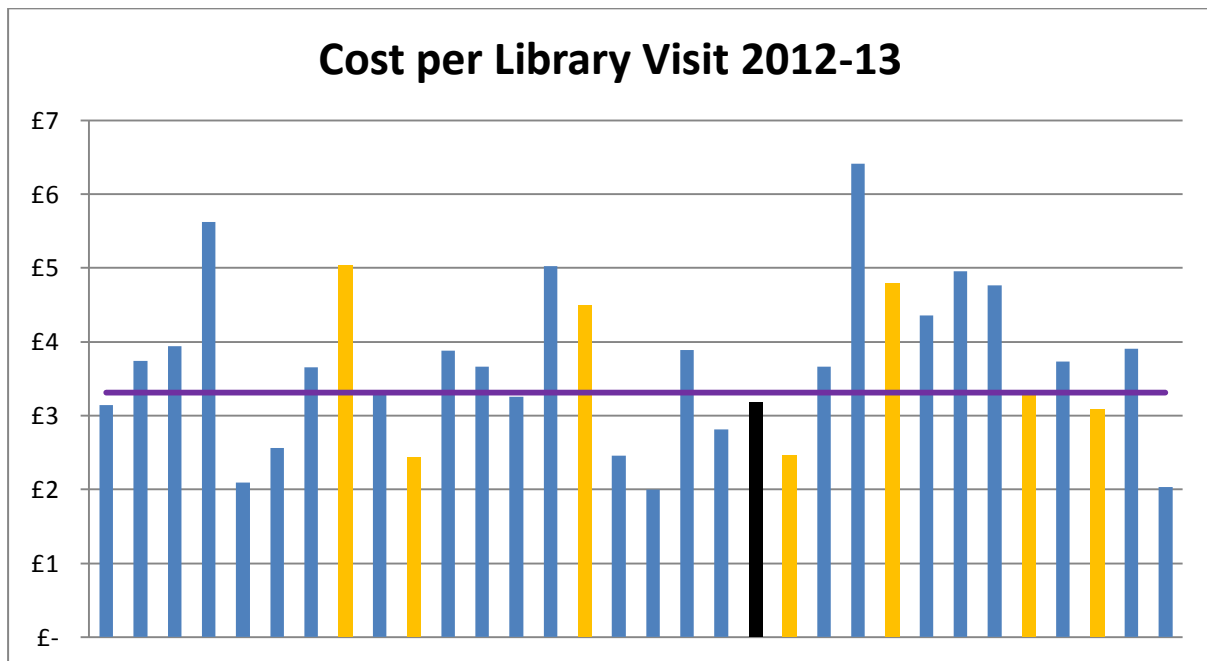
Over the last three years, gross expenditure for swimming pools has increased to £3.5m in 2012/13 with attendances showing a similar increasing trend to 945k across the same period. The cost per attendance at sports facilities has risen in Moray whereas it has fallen nationally. Moray still remains below the national average although it has further dropped in ranking from 11th to 16th nationally. Stirling and Highland Councils which are in the same Family Group as Moray has been able to reduce costs and increase attendance which has seen their cost per attendance reduce, in Highland Council's case almost by half.

Cost per library visit

Libraries have developed into a more multi-function service therefore this measure captures the cost for any visit – whether to borrow books, internet use, reference use etc.

This indicator is calculated by dividing the Gross Expenditure on libraries by the number of attendances. LFR Costs is defined by Local Financial Returns guidance on gross expenditure for culture and related services. This includes costs associated with permanent and mobile libraries, reference and information services and specific community library services. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost per attendance at libraries	10/11	£3.02	£3.61	5	2	
	11/12	£2.98	£3.43	8	3	-1.3
	12/13	£3.18	£3.31	11	5	+6.7



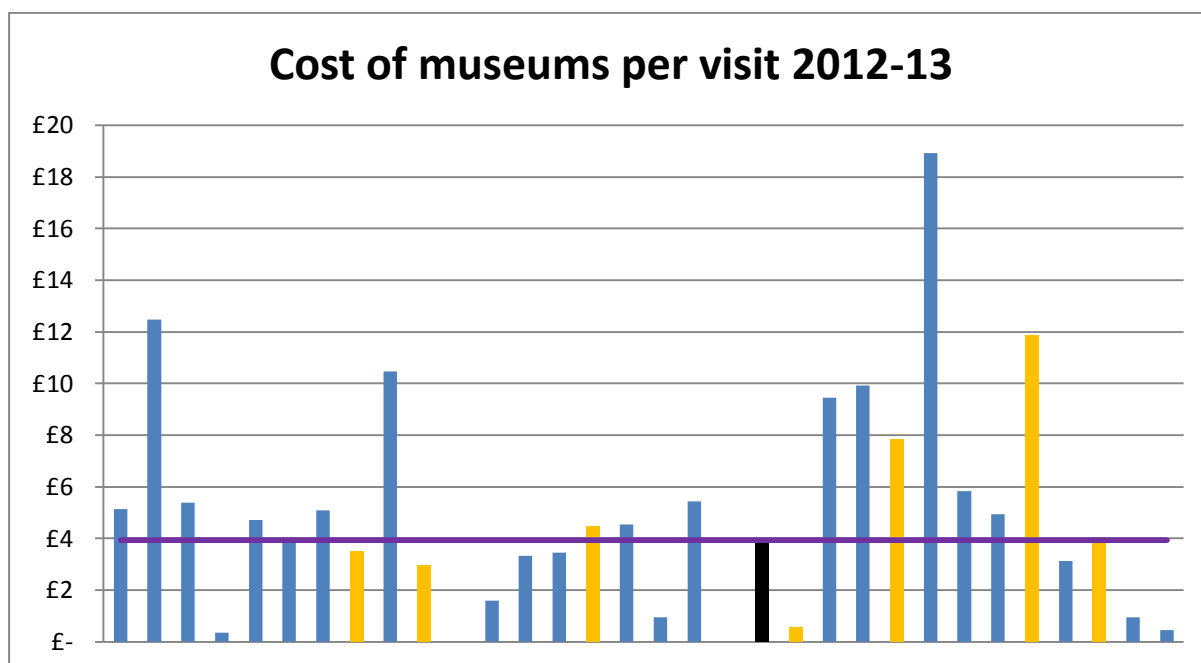
Moray's cost per library visit increased slightly in 2012/13 but remained just below the national average. Nationally, Moray's result is placed 11th and 4th in our Family Group.

Cost of museums per visit

Increasing the use of museums and galleries by both personal visitors and through other enquiries (e.g. schools, events) are important indicators of the value of museum services.

This indicator is calculated by dividing the Gross Expenditure on museums by the number of visits. LFR Costs is defined by Local Financial Returns guidance on gross expenditure of Museums and Galleries. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost of museums per visit	10/11	£3.42	£4.85	9	3	
	11/12	£3.38	£3.81	12	4	-1.2
	12/13	£3.98	£3.94	14	5	+17.8



Despite increased gross expenditure in 2012/13, the number of visits dropped to 65k, a 7% decrease, this drop in museum visits was mirrored nationally. Both Moray's and Scotland's cost per visit increased, albeit the latter to a lesser extent.

Contributing factors to the decline in physical visits includes a reduction in the number of major community exhibitions at the Falconer Museum in Forres, as staff and volunteers were required to devote resources to collections management; updating catalogues, preparation for museum accreditation and the introduction of the Quality Improvement System Framework.

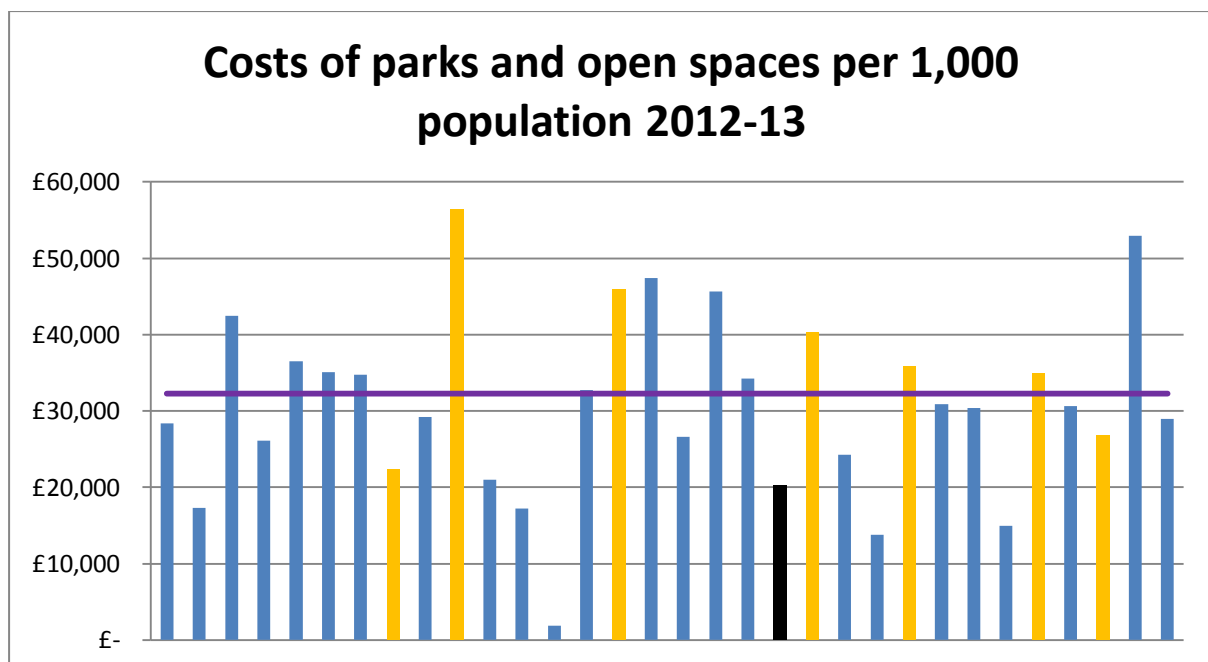
The service will continue to seek to increase the number of users from the local population through appropriate community based exhibitions, events and outreach programmes. Promotion of tourism will further encourage an increase in visitors.

Costs of parks and open spaces per 1,000 of the population

This gives us an understanding of the links between how much councils spend on parks and open spaces and population sizes. Comparing costs between councils helps us understand where variations occur and why they exist. It also helps us identify where best practice exists across councils so that other councils can learn from it.

This indicator is calculated by dividing the Gross Expenditure on parks and open spaces by the mid year estimate of population then by 1,000. LFR Costs is defined by Local Financial Returns guidance on gross expenditure for population cost. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost of parks and open spaces per 1,000 population	10/11	£22,435	£36,448	6	1	
	11/12	£20,490	£34,237	6	2	-8.7
	12/13	£20,245	£32,256	6	1	-1.2



Moray further reduced the costs of parks and open spaces per 1,000 population in 2012/13 remaining its ranked position nationally of 6th and improving to 1st in our Family Group.

Percentage of adults satisfied with libraries, parks and open spaces, museums and galleries and leisure facilities

As well as measuring costs, it is important to know how satisfied people are with the cultural and leisure services provided by the council. However, currently the only data source available on a comparable level for all 32 Scottish councils is based on data gathered in the Scottish Household Survey. Not all people surveyed are users of the service directly but they are asked to express their satisfaction of the service. Please also note that some caution should be taken as the sample sizes for some local authorities can be small within the SHS.

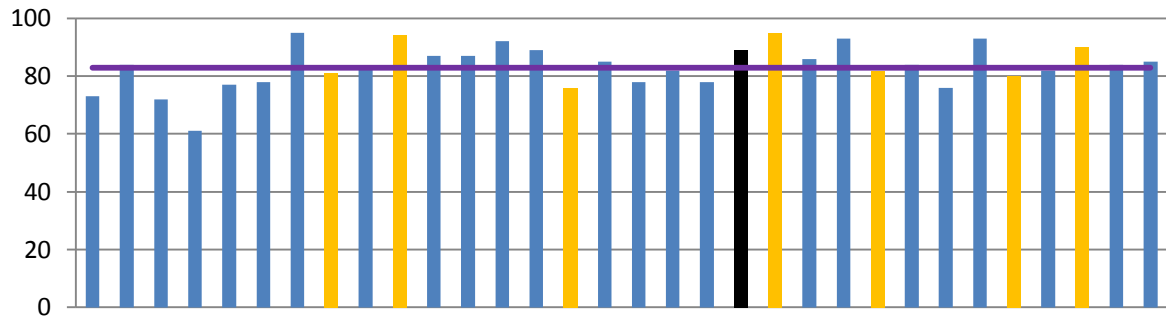
Several factors can have an impact on adult satisfaction and attendance levels to cultural and leisure services. Some of these are listed below:

- number and size of facilities available for use
- the age, quality and range of these facilities
- the extent to which facilities and activities are publicised
- the opening hours, variety, programming and cost of activities on offer
- the location of pools in relation to other competing leisure facilities.

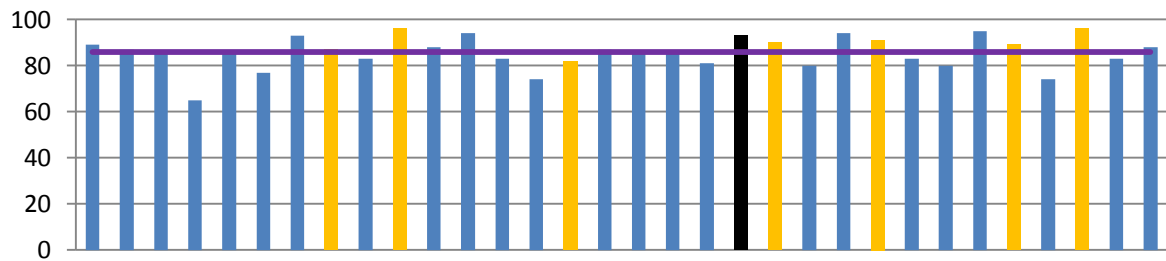
Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of adults satisfied with libraries	10/11	86.9%	83.5%	13	4	
	12/13	89%	83%	8	3	+2.4
Percentage of adults satisfied with parks and open spaces	10/11	86.3%	83.1%	10	2	
	12/13	93%	86%	6	3	+7.8
Percentage of adults satisfied with museums and galleries	10/11	56.5%	75.5%	29	7	
	12/13	62%	78%	27	6	+9.7
Percentage of adults satisfied with leisure facilities	10/11	80.6%	74.6%	9	2	
	12/13	80%	80%	16	5	-0.7

Moray performs well in satisfaction with libraries and parks and open spaces having improved and above the national average. Leisure facilities also perform reasonably well achieving levels equal to that of the Scottish average. Although having seen improvement in 2012/13, Moray does not perform quite so well in satisfaction with museums and galleries achieving a rank of 27th in Scotland, well below the national average. Moray's ranking in our Family Group has fallen for all categories with the exception of museums where a slight improvement has been made. Stirling, ranked 14th nationally have similar gross expenditure and visitor numbers but have considerably higher satisfaction results.

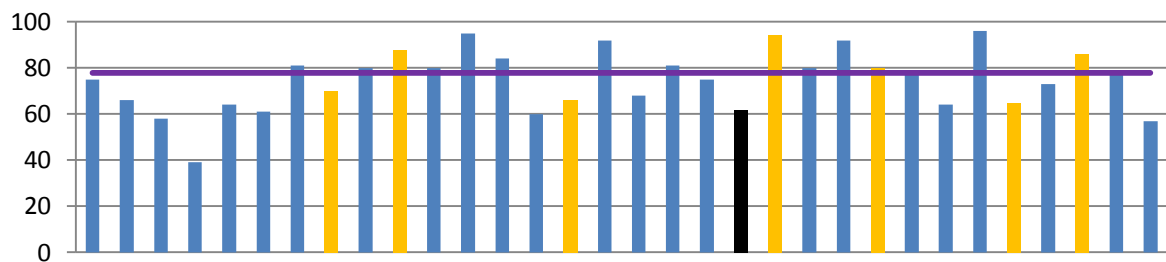
% of adults satisfied with libraries 2012-13



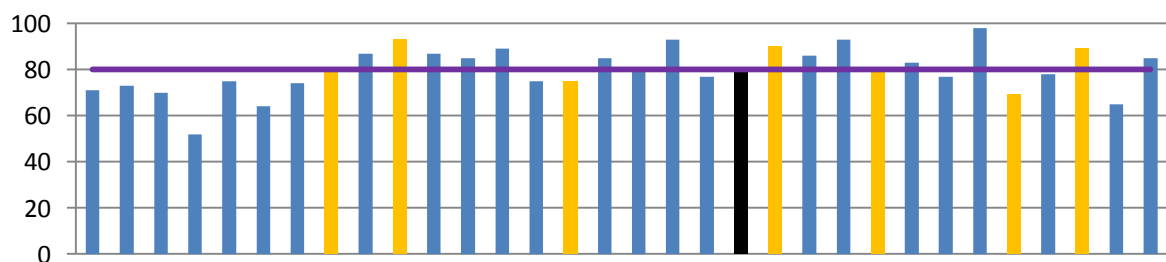
% of adults satisfied with parks and open spaces 2012-13



% of adults satisfied with museums and galleries 2012-13



% of adults satisfied with leisure facilities 2012-13



ENVIRONMENTAL SERVICES

Gross cost of waste collection per premise

This indicator measures the total cost of waste collection per premise. For the purpose of this indicator, it is assumed that 'collection' ends when the specialised refuse collection vehicles discharge waste at a transfer station, a treatment plant, a material recycling facility or at landfill.

This indicator is calculated by dividing the gross cost of waste collection by the number of premises. Gross Waste Collection Cost is defined by Local Financial Returns guidance on gross expenditure for waste collection. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Gross cost of waste collection per premise	10/11	£73.16	£84.34	10	2	
	11/12	£68.99	£81.06	6	1	-5.7
	12/13	£76.92	£77.78	16	2	+11.5



Whilst the collection cost has increased from last year, this has to be related to the increase in recycling which has only been made possible by extending our recycling services; the percentage has increased from 45.4% in 2011/12 to 52.7% in 2012/13, significantly above the national average and achieving a ranking of 8th in Scotland and 4th our Family Group.

Comparison with our Family Group shows –

	Collection Cost	Recycling %
East Ayrshire	£67.82 (9 th)	44.5% (13 th)
South Ayrshire	£90.92 (25 th)	48.1% (10 th)
East Lothian	£73.32 (11 th)	45.1% (11 th)
North Ayrshire	£75.83 (14 th)	53.3% (6 th)
Fife	£83.18 (20 th)	52.1% (9 th)

Perth and Kinross	£84.18 (21 st)	55.1% (4 th)
Moray	£76.92 (16 th)	52.7% (8 th)
Stirling	£162.93 (31 st)	55.7% (2 nd)

These Family Group results show that we are second most expensive for collection costs; which places us mid table nationally, we are in the top quartile in terms of recycling rates.

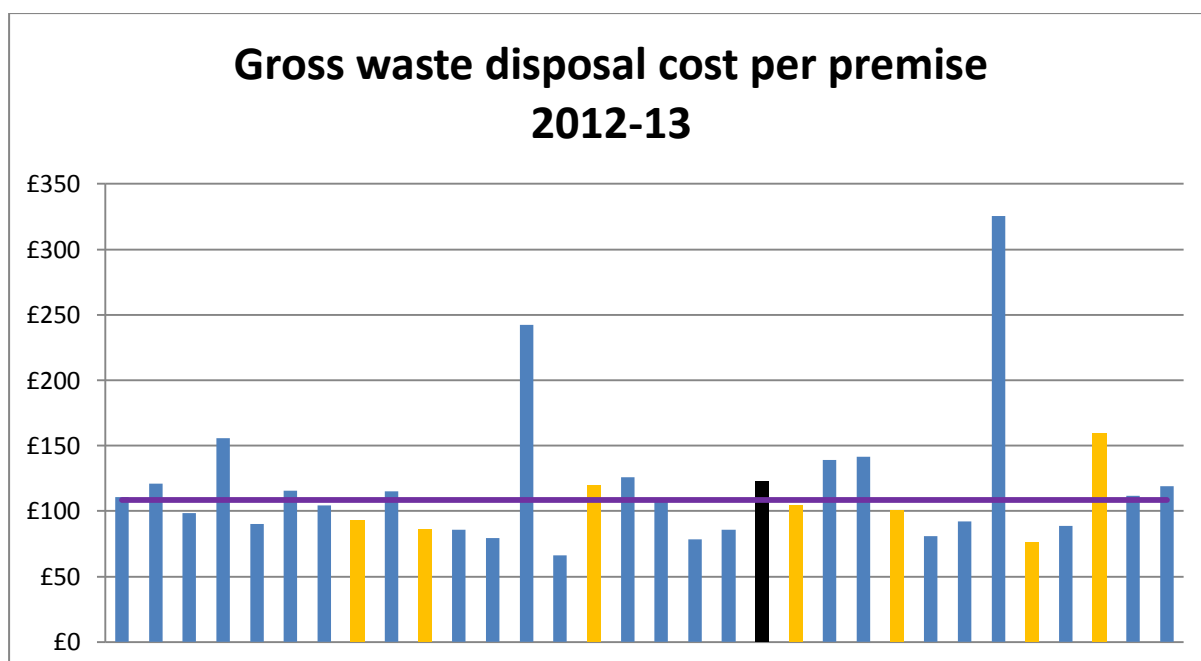
The Waste Management Service is continually under review to achieve efficiencies to further the Council's commitment to meeting Waste Strategy objectives.

Gross cost of waste disposal per premise

Waste disposal is one of the main environmental services provided by councils. Calculating the cost of this per premise is a simple way of assessing the efficiency of this service.

Refuse disposal includes the treatment of waste collected by the council and destined for final disposal in landfill. It includes sorting, compacting, baling, shredding, composting (exclusive of material not land-filled) recycling and incineration. The operation of transfer-loading stations and the provision of civic amenity sites or skips are regarded as disposal. Gross Waste Disposal Cost is defined by Local Financial Returns guidance on gross expenditure for waste disposal cost per premise. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Gross cost of waste disposal per premise	10/11	£106.08	£100.64	20	7	
	11/12	£118.30	£105.40	22	6	+11.5
	12/13	£122.68	£108.65	25	7	+3.7



Gross waste disposal expenditure has risen in Moray between 2011/12 and 2012/13 whereas the number of premises waste is collected from has fallen. This has resulted in a 3.7% increase in the cost of disposal per premise. Moray was already ranked in the bottom half of local authorities in Scotland and it has slipped a further 3 places.

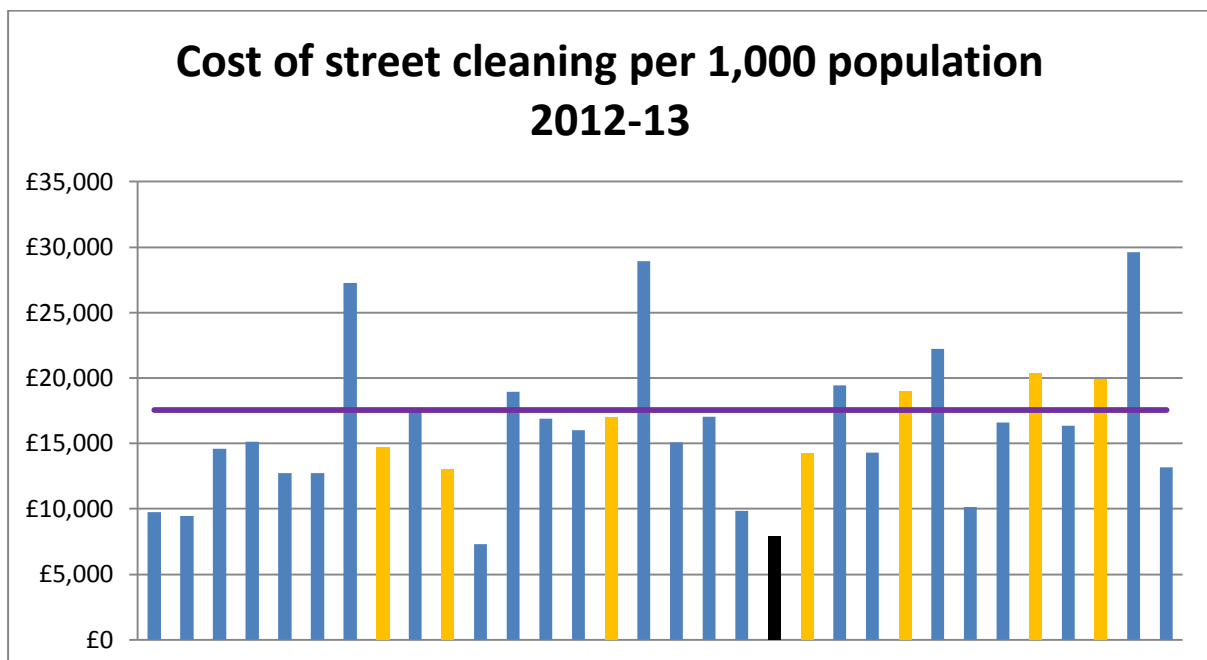
Forthcoming benchmarking opportunities will allow authorities to drill down into policies and processes to highlight examples of best practice e.g. East Ayrshire who are in our Family Group have a cost per premise of £93.12, are ranked 12th; with costs 3% above those of Moray and 26% more premises. In addition South Ayrshire have a disposal cost per premise of £76.50, ranked 2nd, with costs 16% below those of Moray, the number of premises is 28% greater.

Net cost of street cleaning per 1,000 population

Street cleaning is one of the main environmental services provided by councils. Calculating the cost of this per 1,000 people is a simple way of assessing the efficiency of this service.

This indicator is calculated by dividing the net cost of street cleaning by the mid year estimate of population by 1,000. The net cost of street cleaning is the gross cost minus its financial benefit. LFR Costs is defined by Local Financial Returns guidance on gross expenditure for street cleaning. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Net cost of street cleaning per 1,000 population	10/11	£13,440	£19,852	8	1	
	11/12	£9,730	£19,380	3	1	-27.6
	12/13	£7,868	£17,534	2	1	-19.1



In Moray, total net expenditure on street cleaning has dropped over the last three years to £731k in 2012/13. Despite the drop in expenditure, Moray's street cleanliness index remains one of the best in Scotland inferring that the service has maintained excellent standards despite the financial pressures.

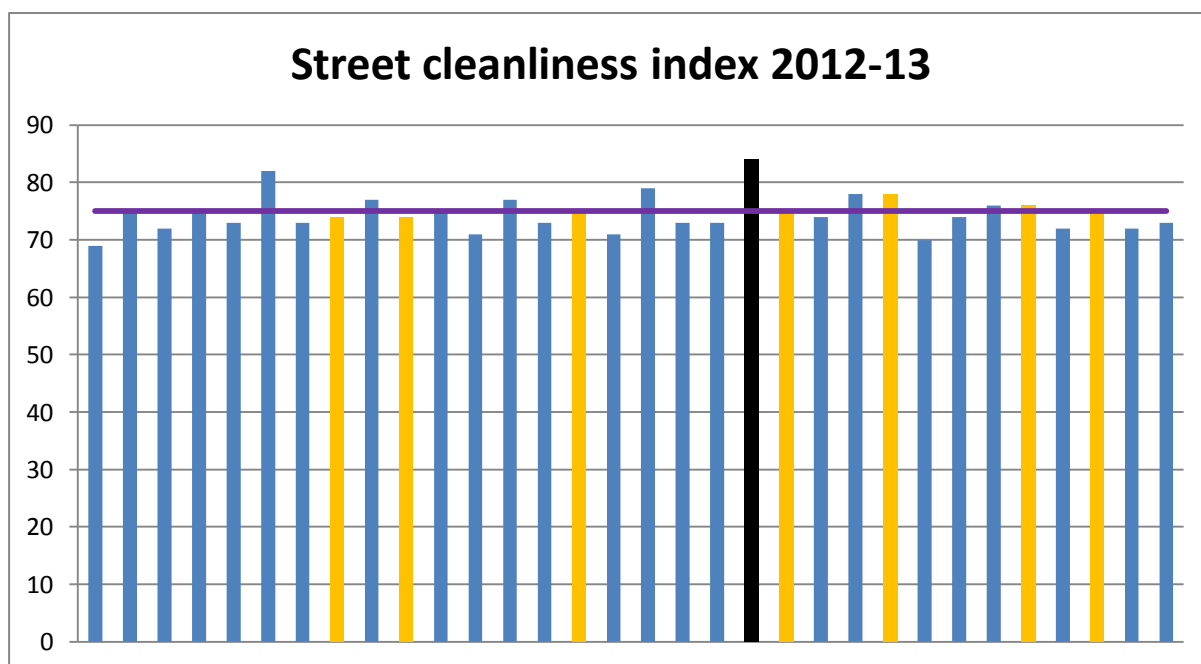
Street Cleanliness Index

This is a measure of the quality of the street cleansing services provided by councils.

The cleanliness index is achieved following inspection of a sample of streets and other relevant land. Relevant streets and land are defined in the Code of Practice on Litter and Refuse 1999. Streets and land refers to those areas for which the council is responsible. The index provides an indication of the standards of cleanliness in a council's area on four grades. Various factors will affect the overall cleanliness within a council's area. These will include:

- Council policy on litter picking to a greater extent rather than street sweeping.
- The lack of litter bins, especially in town centres.
- Awareness and education of the public is a key priority and this will be done through actions and campaigns to alert the general public to the problems associated with cleanliness and in particular dog fouling.
- The adoption and implementation of enforcement powers available to councils.

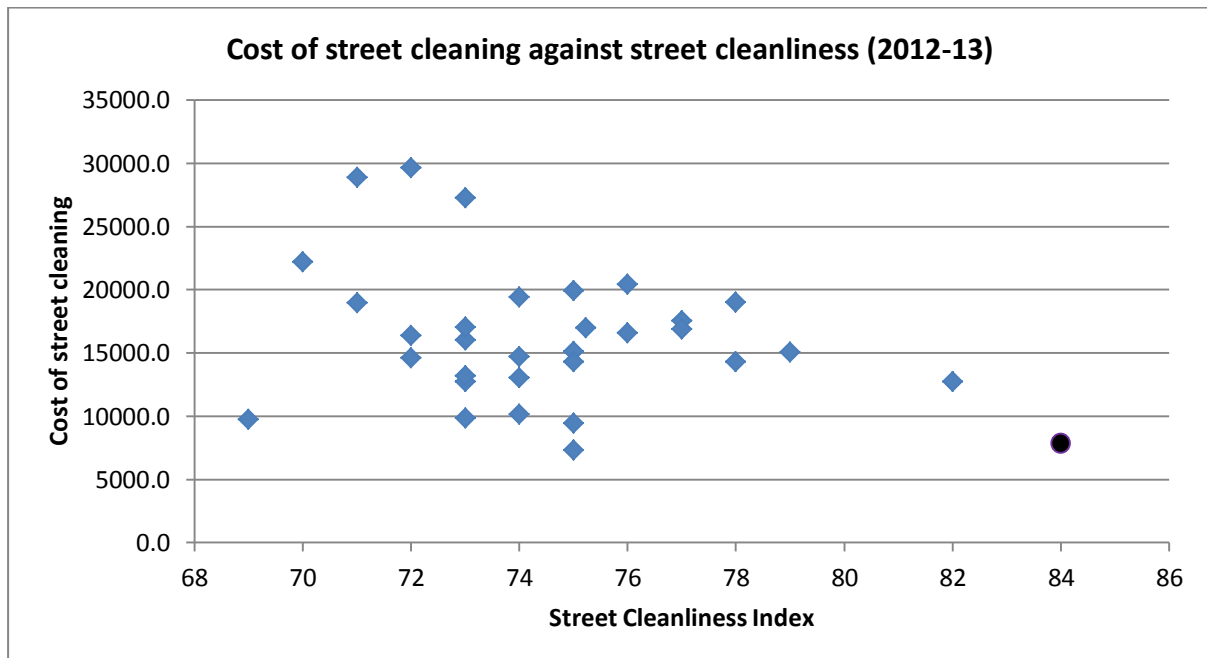
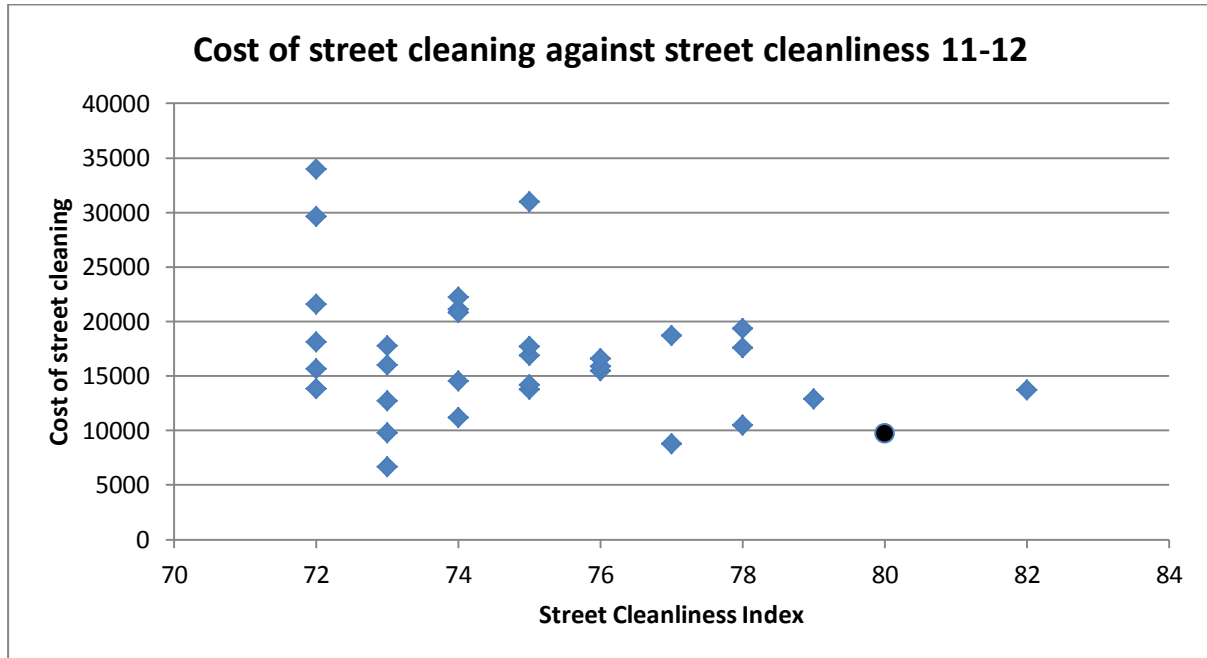
Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Street cleanliness index	10/11	84	74	1	1	
	11/12	80	75	2	1	-4.8
	12/13	84	75	1	1	+5.0



The score Moray has achieved in the street cleanliness index has risen to the 2010/11 level and is ranked first in Scotland, despite the level of street cleaning expenditure being two thirds less of that of the 2010/11 figure.

Relationship between Cost of Street Cleaning and Street Cleanliness Index

Comparing the cost of street cleaning per 1,000 population against the street cleanliness index shows that a high standard can be achieved at a reasonable cost. Although Moray made a significant reduction in costs it still maintained a reasonable street cleanliness index score.

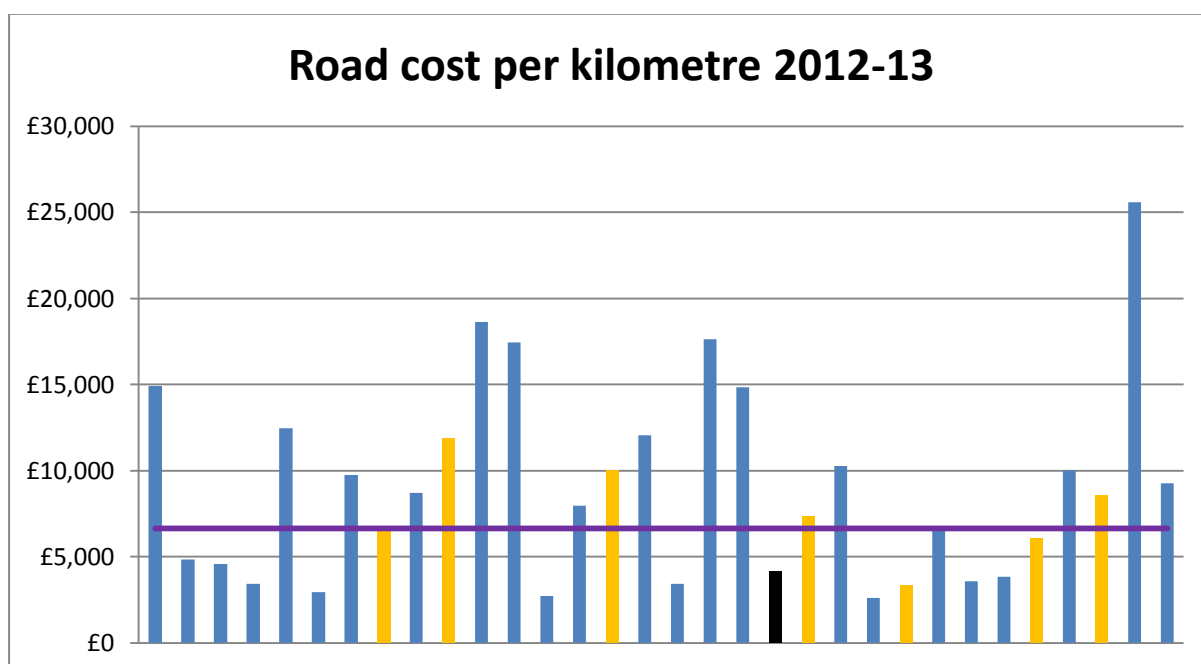


Road cost per kilometre

A significant cost to local authorities is their expenditure on road maintenance. The condition of roads can be affected by factors such as - budgetary constraints, traffic flows/usage, and weather patterns. Like for like comparisons between councils may offer useful insights in terms of efficiency savings.

This indicator is calculated by dividing the Gross Maintenance Cost of roads by the length of public roads in kilometres. The UK Road Condition Indicator (RCI) is used as the standard measurement of road condition and councils are responsible for reporting on these. Gross Maintenance Costs is defined by Local Financial Returns guidance on gross expenditure for roads and transport services cost. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Road cost per kilometre	10/11	£5,032	£7,291	8	2	
	11/12	£4,209	£6,156	10	2	-16.4
	12/13	£4,153	£6,654	9	2	-1.3



Moray reduced the cost per kilometre of maintaining roads between 2011/12 and 2012/13 against an increase in the national average. Moray improved its ranking by one place to 9th in Scotland and maintained 2nd position within our Family Group. In 2012/13, the Council had gross expenditure of £6.4m maintaining just of 1,500 kilometres of road.

Percentage of A, B and C class roads that should be considered for maintenance treatment

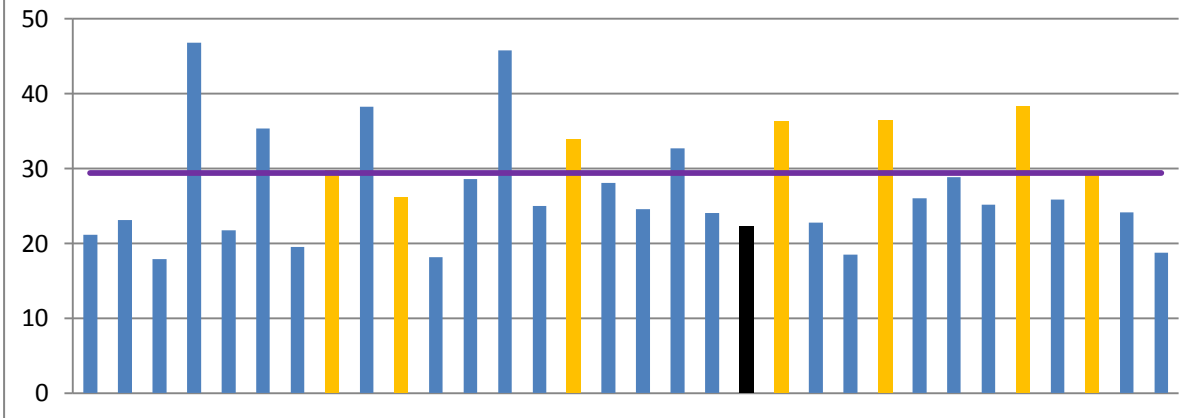
Councils spend a significant amount of money on road maintenance. This is a comparative indicator that looks at the quality of roads. It supplements the data on cost of road maintenance.

These three indicators calculate the proportion of A, B and C class roads that need consideration for maintenance repair together with the portion of roads requiring further investigation and/or monitoring. For A class roads this indicator only considers those roads for which councils have responsibility. Note all trunk roads, including motorways, are dealt with by Transport Scotland and are therefore not included. 'Considered for maintenance treatment' means that there is likely to be some defect in the condition of the road, but councils will need to carry out further detailed investigation and plan their programme having considered other factors including the impact on spending provision, user delays and safety concerns.

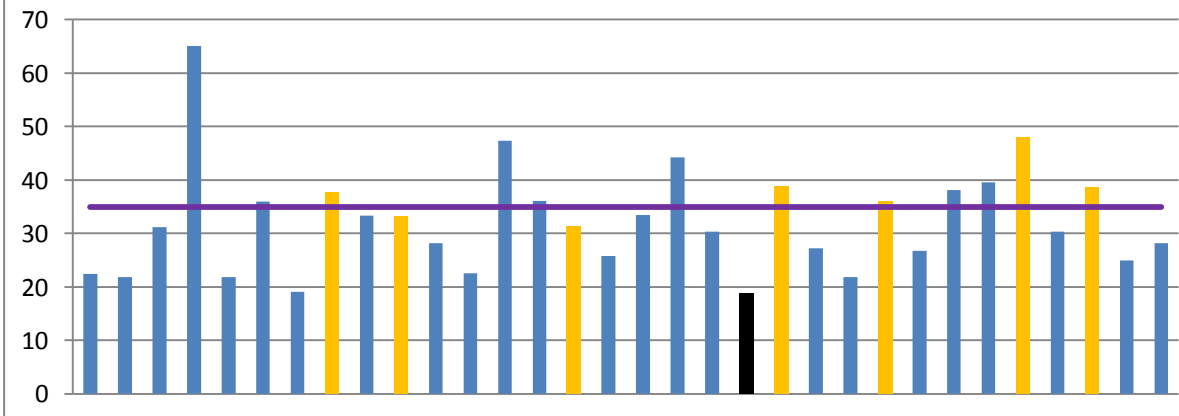
Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
% of A Class roads that should be considered for maintenance	10/11	23.5%	30.2%	5	1	
	11/12	22.6%	30.5%	5	1	-3.8
	12/13	22.3%	29.4%	8	1	-1.3
% of B Class roads that should be considered for maintenance	10/11	22.5%	35.9%	3	1	
	11/12	21.3%	36.3%	2	1	-5.3
	12/13	18.9%	35%	1	1	-11.3
% of C Class roads that should be considered for maintenance	10/11	23.3%	35.2%	4	1	
	11/12	23.5%	36%	5	1	+0.9
	12/13	23.3%	34.8%	4	1	-0.9

The percentage of all classes of roads in Moray that should be considered for maintenance treatment decreased between 2011/12 and 2012/13. The percentage of B class roads showed the biggest reduction. Moray is ranked 1st in our Family Group for all classes of road and within the top quartile on the national stage. The percentages of roads requiring treatment in Moray is well below the national average inferring our arrangements, procedures and policies are fit for purpose.

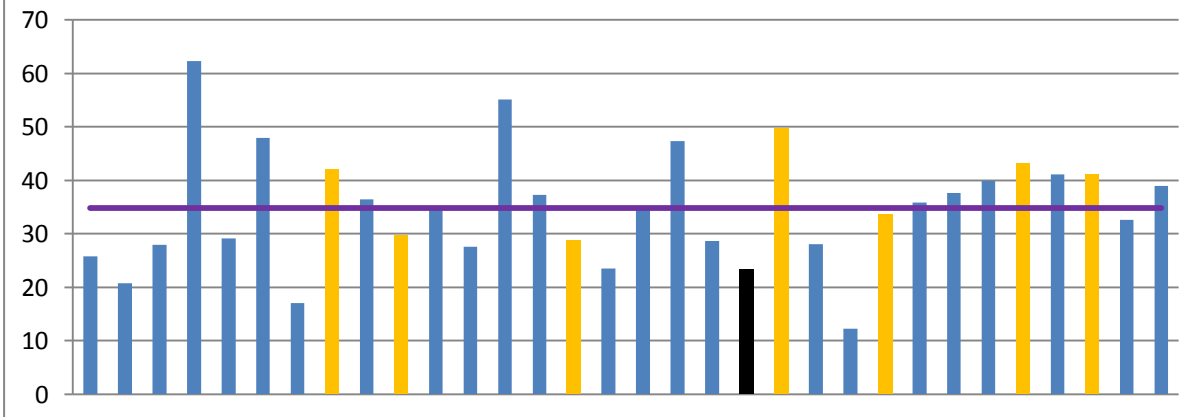
% of A class roads that should be considered for maintenance 2012-13



% of B class roads that should be considered for maintenance 2012-13

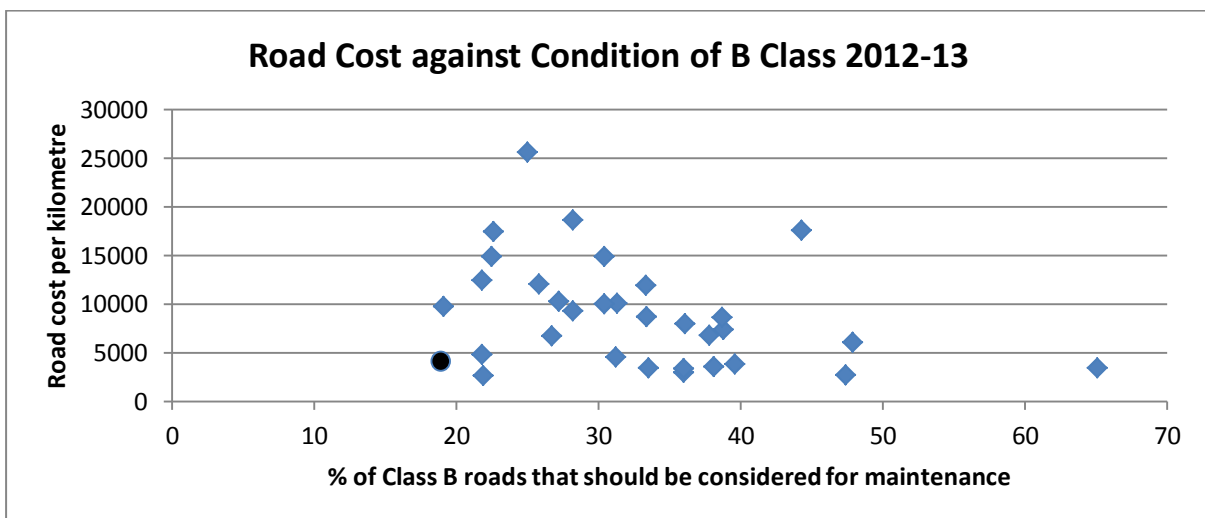
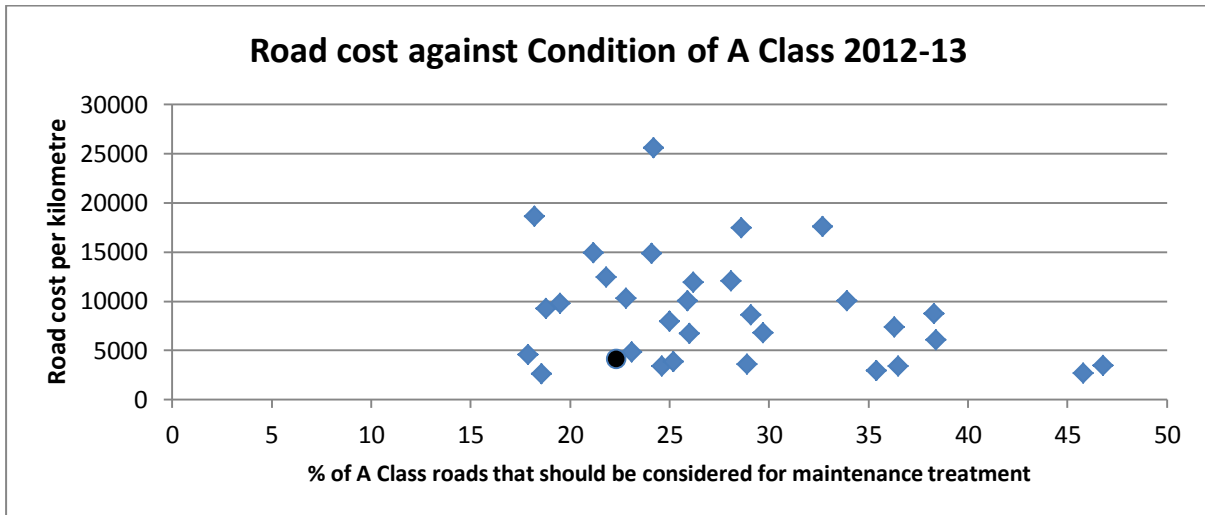


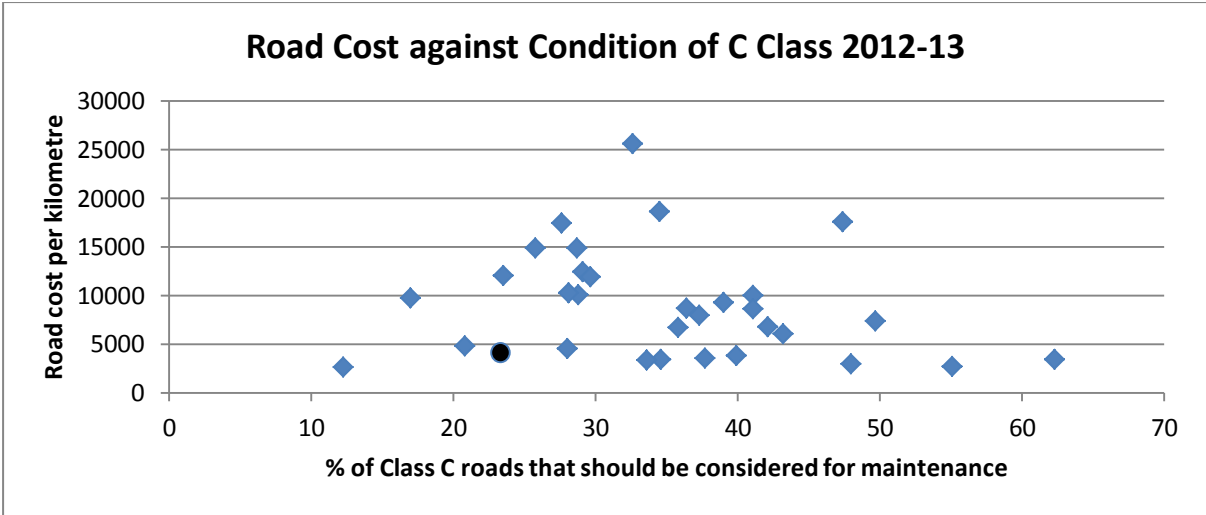
% of C class roads that should be considered for maintenance 2012-13



Relationship between road cost per kilometre and percentage requiring maintenance treatment 2012-13

The following graphs show that those authorities that spend more on roads tend to have roads in better condition. However, it is still possible to maintain a good standard of roads network and keep costs down as is shown by Moray and others.



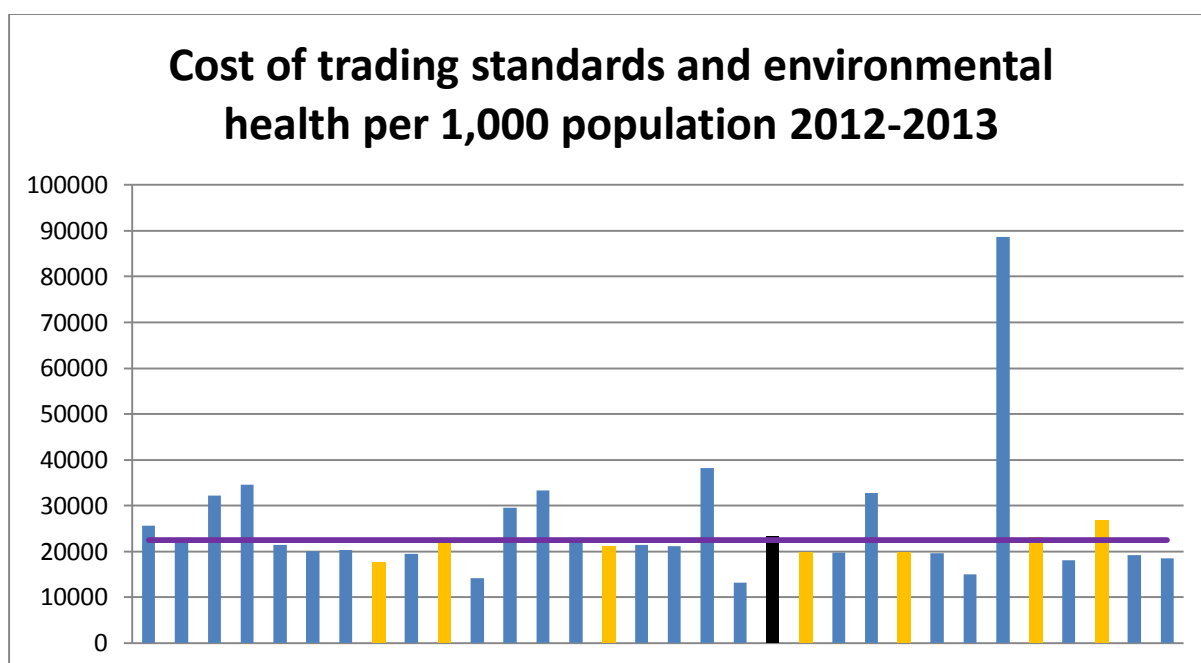


Cost of Trading Standards and Environmental Health per 1,000 population

Trading standards and environmental health services are relatively small in terms of council spending, but they are important because they are designed to protect the public. A per 1,000 population measure has been used as a simple measure of comparing costs across councils. Comparing costs across councils helps us identify where best practice exists so that other councils can learn from it.

This indicator is calculated by dividing Gross Cost by the mid year estimate of population then by 1,000. Gross Costs are defined by Local Financial Returns guidance on gross expenditure for trade standards and environmental health. This includes employee costs, operating costs, revenue contribution to capital and third part projects by the General Capital Grant.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Cost of trading standards and environmental health per 1,000 population	10/11	£27,200	£24,335	25	7	
	11/12	£24,880	£23,117	24	6	-8.5
	12/13	£23,356	£22,441	23	7	-6.1



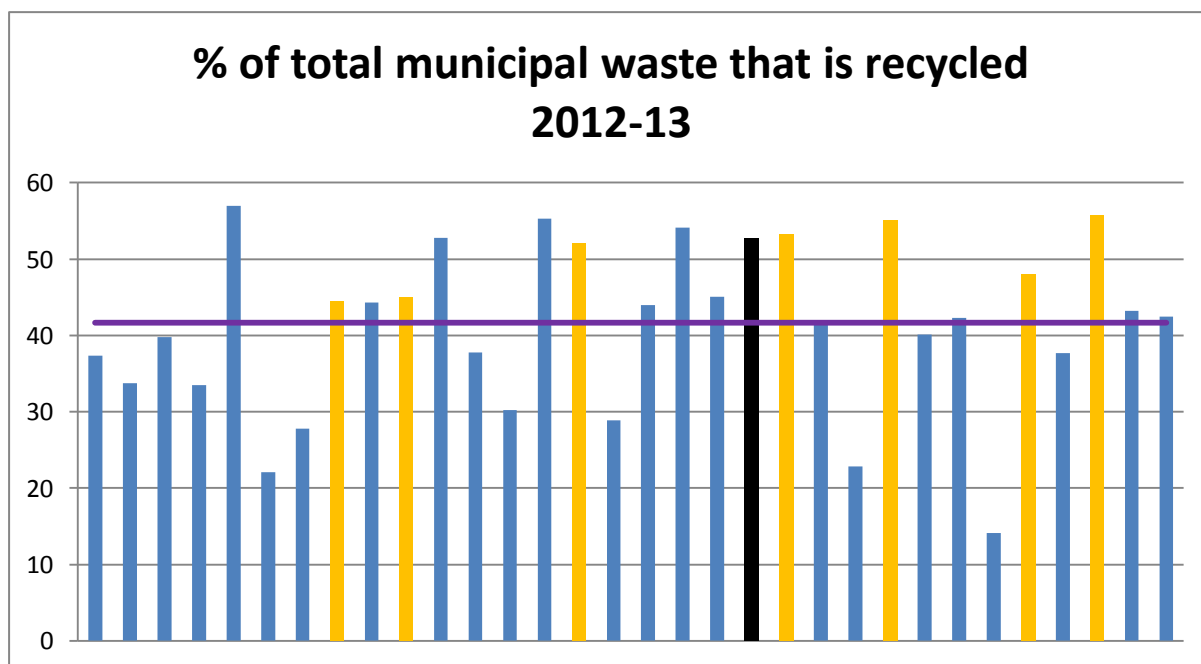
In Moray, the cost of Trading Standards and Environmental Health per 1,000 population has fallen between 2011/12 and 2012/13 achieving a ranking of 23rd in Scotland. There was a slight reduction in expenditure but the majority of improvement came from a rise in population. Trading Standards and Environmental Health gross expenditure totalled £2.17m.

Percentage of total waste arising that is recycled

Councils have ecological targets for reducing the amount of waste sent to landfill. This indicator shows us to what extent councils are meeting these targets. However, only household waste is now used to measure Scotland's progress towards the recycling targets. In previous years the recycling and composting rate was based on Local Authority Collected Municipal Waste (LACMW). Therefore the two years cannot be compared directly. There is also a new definition for recycling, and some activities no longer count towards local authority household recycling rates.

Household waste includes household collection rounds, other household collections such as bulky waste collections; waste deposited by householders at household waste recycling centres and recycling points/bring banks.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of total waste arising that is recycled	10/11	42.4%	38.2%	13	8	
	11/12	45.4%	41.0%	13	7	+7.1
	12/13	52.7%	41.7%	8	4	+13.9

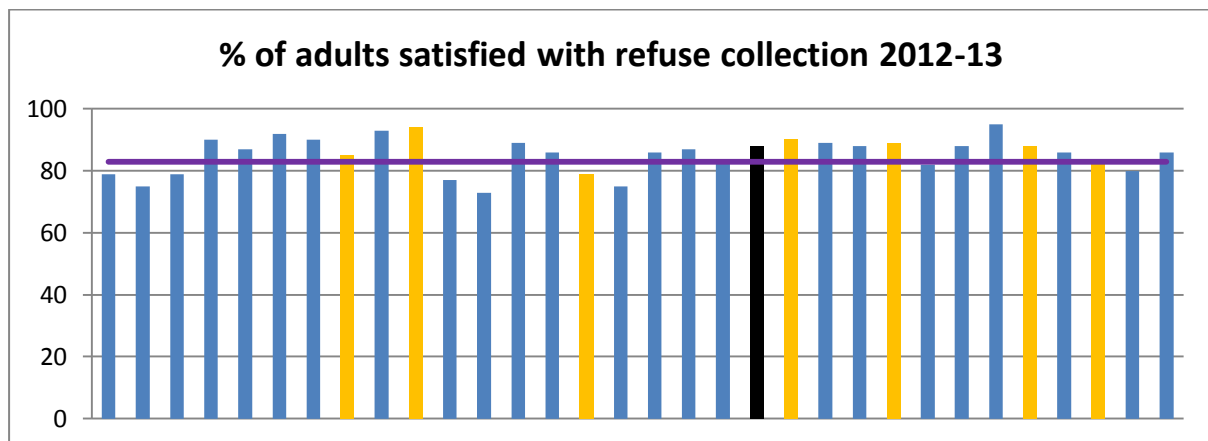


Moray has significantly improved its recycling rate in 2012/13 and is now in the top 25% of local authorities. In addition, the Council is performing well against our Family Group, ranked 4th and not far behind the top 3.

Percentage of adults satisfied with refuse collection and with street cleaning

It is important that councils know how satisfied people are with the services delivered to them. This indicator gives us an idea of the quality of councils' refuse collection and street cleaning services and how happy citizens are with them. However, currently the only data source available on a comparable level for all 32 Scottish councils is based on data gathered in the Scottish Household Survey. Not all people surveyed are users of the service directly but they are asked to express their satisfaction of the service. Please also note that some caution should be taken as the sample sizes for some local authorities can be small within the SHS.

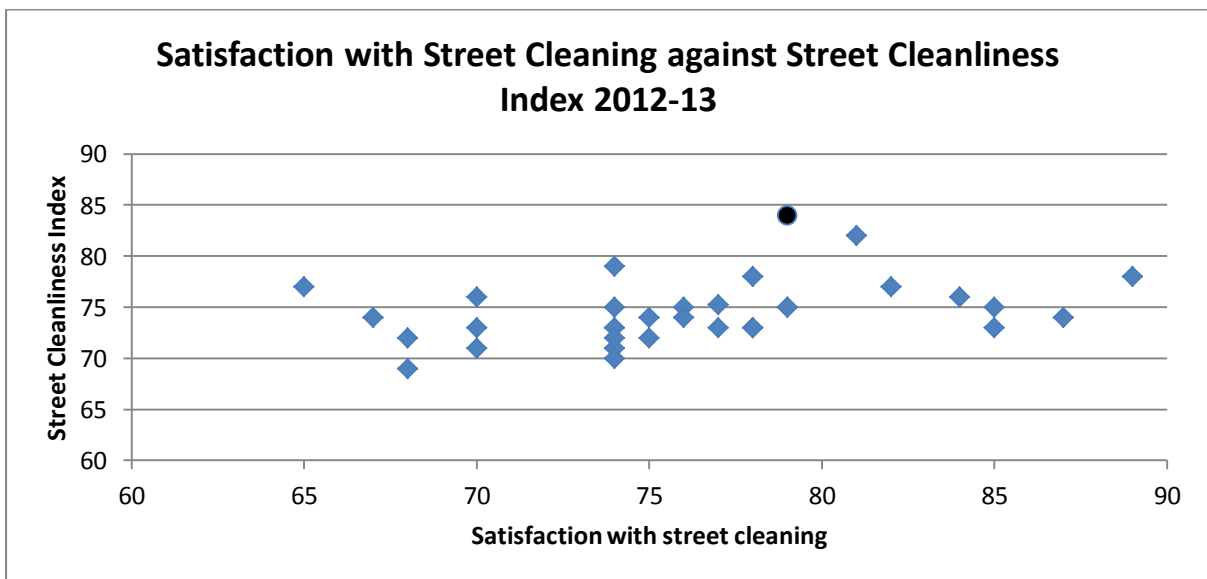
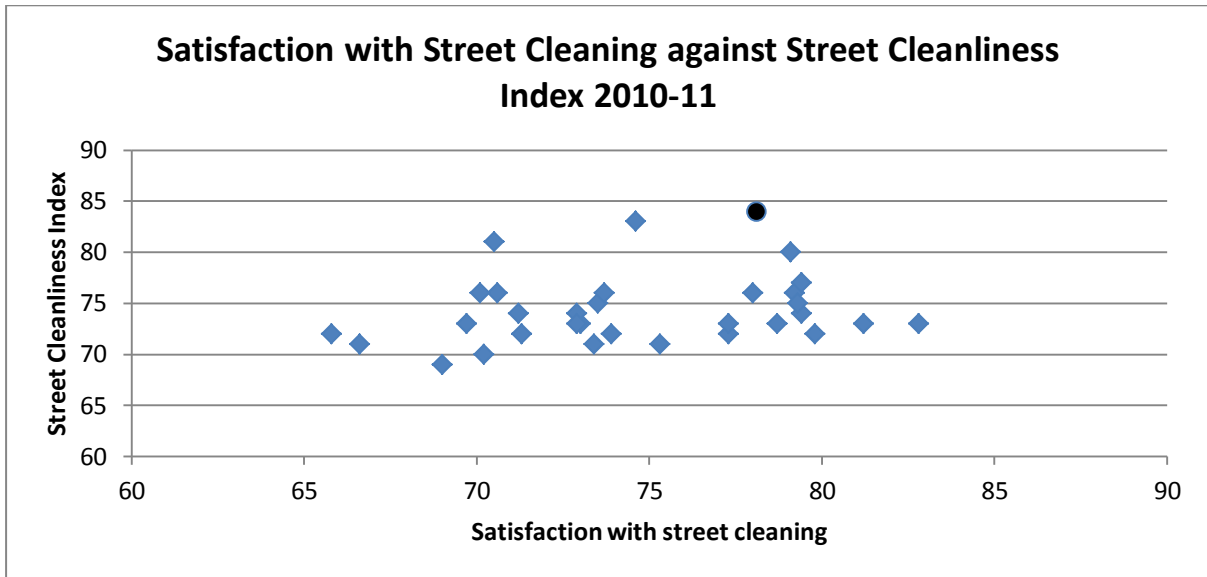
Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of adults satisfied with refuse collection	10/11	83.7%	80.9%	14	2	N/A
	12/13	88%	83%	11	4	+5.1
Percentage of adults satisfied with street cleaning	10/11	78.1%	73.3%	10	4	N/A
	12/13	79%	75%	8	2	+1.1



Moray performs above the national average for satisfaction with both waste collection and street cleaning with waste collection performing slightly better. Both indicators are ranked just above mid table and although waste collection has a higher satisfaction rating it has a lower ranking than street cleaning.

Relationship between satisfaction with street cleaning against street cleanliness index

The graph below shows that satisfaction with street cleanliness tends to rise as the Street Cleanliness Index score rises. However as can be seen in the case of Moray, which has the highest Street Cleanliness Index score, the perception of how people consider how clean the streets and how clean they are assessed as being can differ.



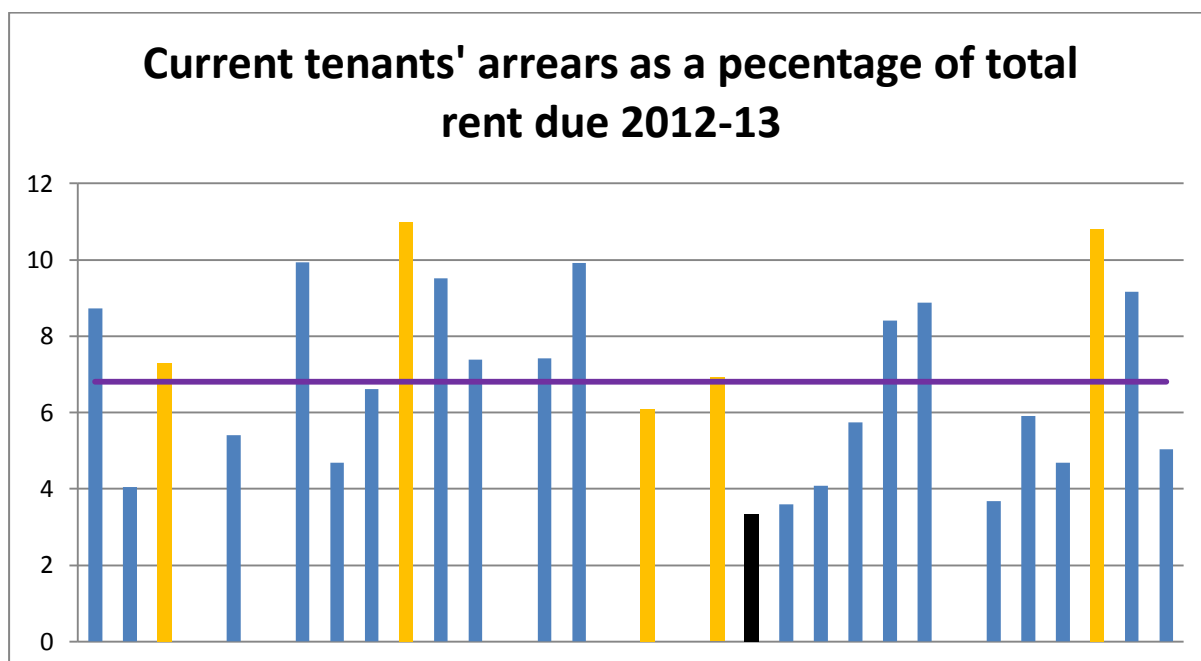
HOUSING SERVICES

Current tenants' arrears as percentage on net arrears due

The successful collection of council tenants' rent indicates an effective service. Comparing costs between councils is important because it helps us understand where variations occur and why they exist. This indicator will allow councils with low rent arrears to share their methods and experience.

“Total amount of rent due in the year” is the total annual charges levied by the council in respect of rent and services for the housing stock held on the Housing Revenue Account that are available for let net of both Housing benefit and rent loss due to voids. Rent arrears relating to garages, lock-ups and service charges are included. No deductions are made for housing benefit or rent written off. Some councils do not offer a housing service.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Current tenants' arrears as percentage on net arrears due	10/11	3.5%	5.9%	3	1	
	11/12	3.6%	6.1%	6	1	+2.9
	12/13	3.3%	6.8%	1	1	+8.3



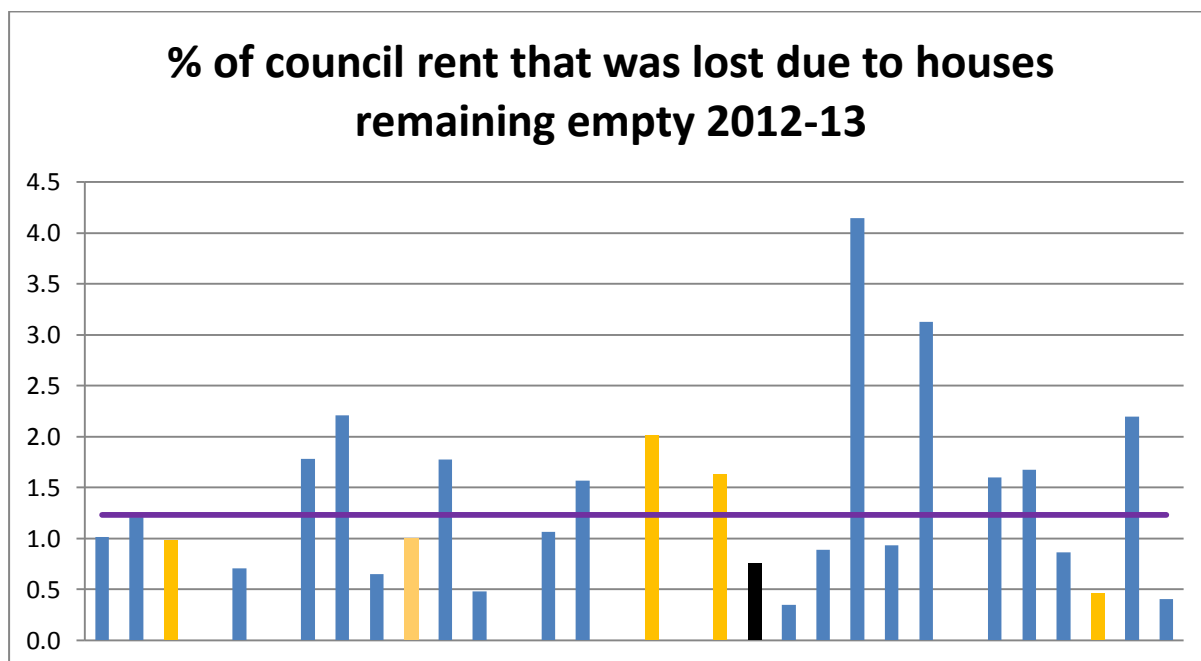
There has been a reduction in current tenant rent arrears in Moray against an increase in the national average. Moray's level of tenant's arrears as a percentage of total rent due is less than half the national average achieving a ranking of 1st in Scotland and in our Family Group evidencing robust collection policies and procedures.

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

A significant cost to councils is the amount of rent due that is lost to 'voids' - houses that have no tenants for a period of time. This indicator shows how effective councils are at managing changes in tenancy (particularly, the time taken to identify new tenants, and the time taken to identify and carry out any repairs necessary before a new tenant can move in).

A "Void" is any house held on the Housing Revenue Account which has no tenant for any period of time. A property may be counted as a void on one or more occasions during the year. Voids do not include: houses that are no longer required by the council or are due to be transferred, disposed or demolished; houses that are empty following fire or flood damage; houses awaiting or undergoing major structural works; houses held for decanting tenants; lock-ups or garages.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of rent due in the year that was lost due to voids	10/11	0.7%	1.3%	7	3	
	11/12	0.9%	1.3%	10	3	-28.6
	12/13	0.8%	1.2%	7	2	+11.1



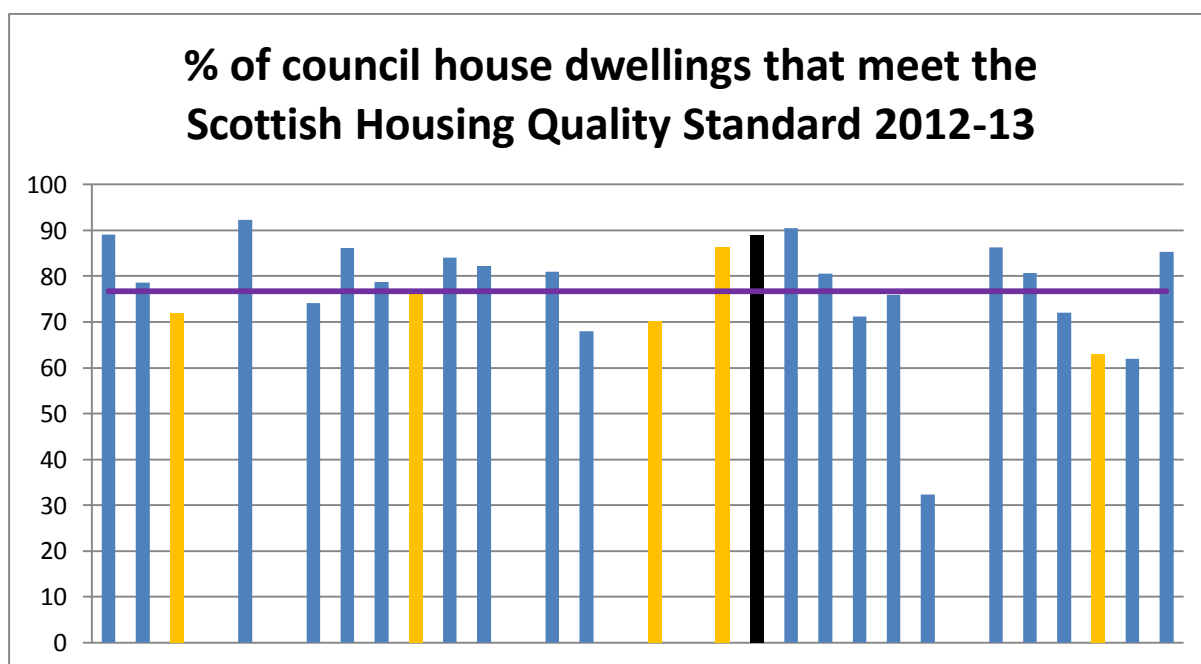
The percentage of council rent lost due to houses remaining empty reduced in Moray to 0.8% in 2012/13 achieving a ranking of 7th in Scotland and 2nd in our Family Group. Stirling Council is the best performing authority in our Family Group with rent arrears consistently below that of Moray.

Percentage of council dwellings meeting Scottish Housing Quality Standards

The Scottish Government has set a target for all council housing to meet the Scottish Housing Quality Standard (SHQS) by 2015, as part of the broader expectation placed on all social landlords. This indicator shows the percentage of councils' housing stock that currently meets that standard.

Each council's SHQS delivery plan will take account of a wide range of factors including available resources, the current state of repair of dwellings and the appropriate sequence of work to meet the target.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of council dwellings meeting Scottish Housing Quality Standards	10/11	77.2%	53.6%	4	2	
	11/12	86.0%	66.1%	3	2	+11.4
	12/13	89.1%	76.6%	3	1	+3.6

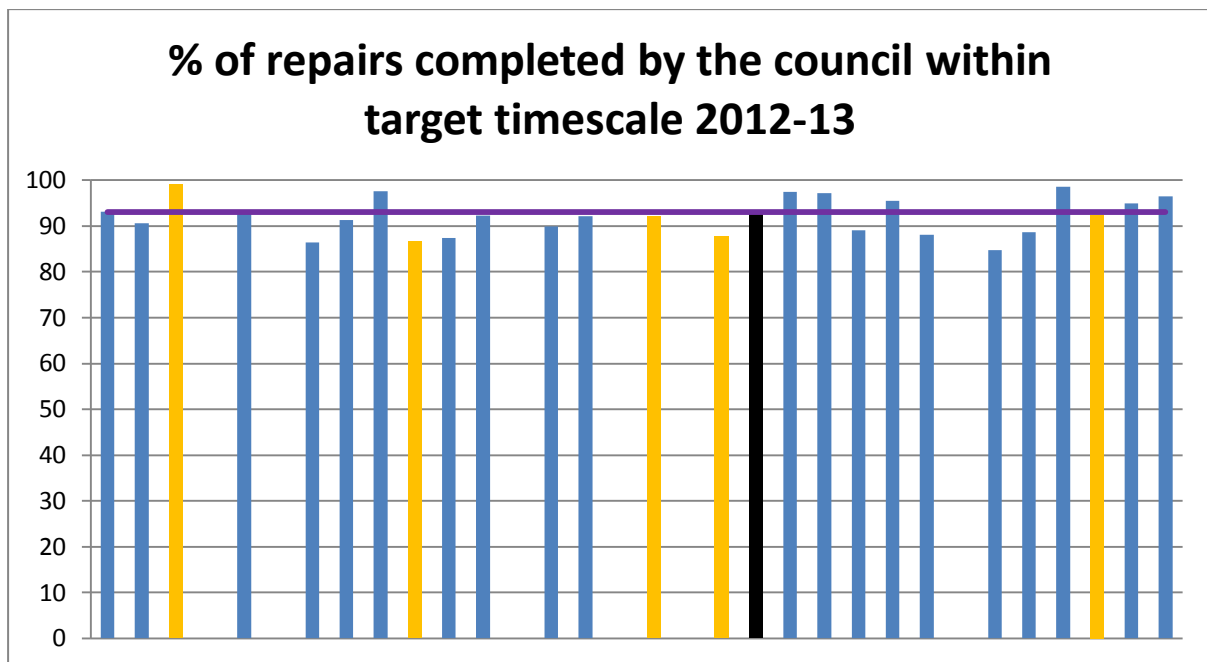


The percentage of council house dwellings that meet the SHQS in Moray is considerably higher than the national average. Moray is one of the highest ranked councils and the most recent rankings place Moray at 3rd in Scotland and 1st in our Family Group.

Percentage of repairs completed by the council within target timescale

This is a useful measure of the quality of service provided across councils. It can be used to help compare approaches to responding to repairs and improve councils' response times. As a repair has to be done to the client's satisfaction, it can also give us some information about the quality of the repairs service. Each council sets the number of repair categories and the target timescale for each of them based on the preferred level of service versus resources available. Councils may use the same term for a repair category (e.g. urgent) but set different timescales. Targets may also differ between years if local priorities change.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of repairs completed by the council within target timescale	10/11	98.0%	93.3%	2	1	
	11/12	96.1%	93.6%	6	2	-1.9
	12/13	92.6%	93.1%	11	2	-3.6



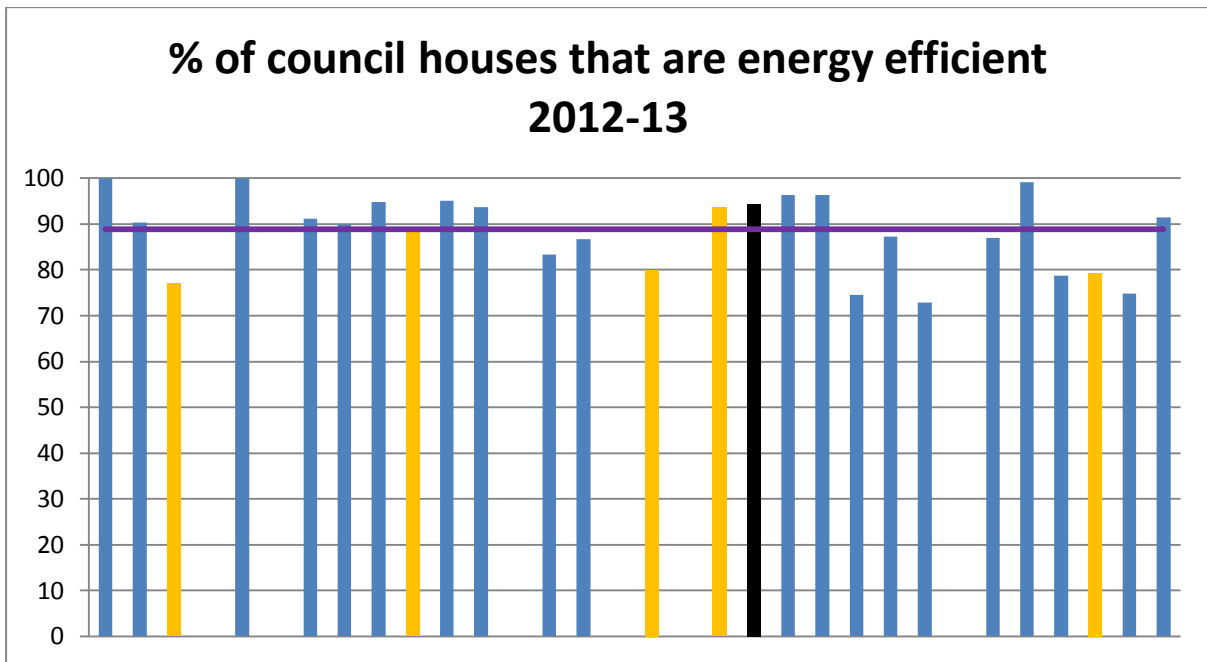
Performance against this indicator decreased year on year and is now below the Scottish average. As there is no consistent approach used by all authorities or even from year to year, it is difficult to make direct comparisons.

Percentage of council dwellings that are energy efficient

This indicator will allow councils to compare themselves against best practice on energy efficiency and will assist them in reducing carbon dioxide emissions.

The indicator shows the percentage of council dwellings that are energy efficient as per the Scottish Housing Quality Standard (SHQS) annual monitoring returns to the Scottish Housing regulator. This standard was introduced in February 2004 and is the Scottish Government's principal measure of housing quality in Scotland.

Indicator	Year	Moray	Scotland	Rank in Scotland (32)	Rank in (8) Benchmarking Family Group	% Change
Percentage of council dwellings that are energy efficient	10/11	86.9%	74.9%	7	4	
	11/12	94.1%	81.2%	8	3	+8.3
	12/13	94.3%	88.8%	8	1	+0.2



Moray has a high percentage of houses that are energy efficient, performing well above the national average and in the top quarter of all Scottish councils. Aberdeen City and Clackmannanshire both have 100% of houses that meet the energy efficiency standards.