



## Background Information

Stirling Performs provides performance information relating to 50 agreed performance indicators covering all customer-facing services within the Council, including certain key Statutory Performance Indicators. The indicators were discussed and agreed with each Head of Service in 2009 and the full reporting framework was implemented in December 2009.

Stirling Performs consists of an At a Glance report that shows the current status of all indicators, along with a more detailed Hot Spot report which provides narrative on those indicators performing below target and outwith agreed tolerance levels. The Hot Spot report also gives includes details of relevant improvement actions and the resources implications of these improvement actions.

The Stirling Performs reports are updated on a monthly basis and are published on the Council's website: <http://www.stirling.gov.uk/index/council/stirlingperforms.htm>. In each Committee cycle the reports are considered by the Service Delivery and Performance Committee and are circulated to all elected members via the Members' Bulletin.

This compendium of background information provides further details for each of the 50 indicators, such as where the data comes from, what it measures, and how the targets were arrived at. It also explains some of the terms commonly used in Stirling Performs reports.

## A Glossary of Performance Terms

<b>Target</b>	<p>This is the level of performance that we aim to achieve. A target may be set locally or nationally, i.e. by the Council or by the Scottish Government or another regulatory organisation. Targets are generally set in April for the start of the financial year, and are reviewed on an annual basis. Targets can be:</p> <ul style="list-style-type: none"> <li>• A set value – often based on past performance or a national <b>benchmark</b>.</li> <li>• Period specific – comparing performance to the same period of the previous year or profiling an annual target to allow for seasonal variation.</li> <li>• A desired trend – an increase or reduction.</li> </ul>									
<b>Tolerance</b>	<p>The tolerance for an indicator is an agreed margin that performance is permitted to deviate from the <b>target</b>. The <b>status</b> of the indicator is reported as amber when it is within this margin. This provides a warning that intervention may be necessary to prevent the indicator becoming a hot spot.</p>									
<b>Targeted Direction</b>	<p>The targeted direction for an indicator is the way we aim to see performance levels change over time. The two main options are as follows:</p> <table border="1" data-bbox="392 869 1449 1043"> <tr> <td data-bbox="392 869 555 936">Increase</td> <td data-bbox="555 869 1449 936">High figures are good, so we aim to see an upward <b>trend</b>.</td> </tr> <tr> <td data-bbox="392 936 555 1043">Decrease</td> <td data-bbox="555 936 1449 1043">Low figures are good, so we aim to see a downward <b>trend</b>. An example is absence, where we aim to minimise reported levels. In these cases a maximum <b>target</b> is set, and good performance is below that target.</td> </tr> </table>	Increase	High figures are good, so we aim to see an upward <b>trend</b> .	Decrease	Low figures are good, so we aim to see a downward <b>trend</b> . An example is absence, where we aim to minimise reported levels. In these cases a maximum <b>target</b> is set, and good performance is below that target.					
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<b>Status</b>	<p>The status of an indicator is monitored by comparing the current reported value to the <b>target</b> and <b>tolerance</b>. A simple traffic light system is used in Stirling Performs, as explained below:</p> <table border="1" data-bbox="392 1182 1449 1357"> <tr> <td data-bbox="392 1182 464 1238">✓</td> <td data-bbox="464 1182 576 1238">Green</td> <td data-bbox="576 1182 1449 1238">Performance is on or exceeding the set <b>target</b>.</td> </tr> <tr> <td data-bbox="392 1238 464 1294">▲</td> <td data-bbox="464 1238 576 1294">Amber</td> <td data-bbox="576 1238 1449 1294">Performance is worse than the set <b>target</b> but is within <b>tolerance</b>.</td> </tr> <tr> <td data-bbox="392 1294 464 1357">●</td> <td data-bbox="464 1294 576 1357">Red</td> <td data-bbox="576 1294 1449 1357">Performance is worse than the set <b>target</b> and outwith <b>tolerance</b> – the indicator is therefore a 'hot spot'.</td> </tr> </table>	✓	Green	Performance is on or exceeding the set <b>target</b> .	▲	Amber	Performance is worse than the set <b>target</b> but is within <b>tolerance</b> .	●	Red	Performance is worse than the set <b>target</b> and outwith <b>tolerance</b> – the indicator is therefore a 'hot spot'.
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<b>Trend</b>	<p>The trend for an indicator is calculated by looking at the pattern of performance over the previous three reported periods. The trend arrows used in Stirling Performs always refer to whether performance is getting better or worse, <i>not</i> whether the reported value is increasing or decreasing. The definitions are therefore as follows:</p> <table border="1" data-bbox="392 1541 919 1693"> <tr> <td data-bbox="392 1541 464 1597">↑</td> <td data-bbox="464 1541 919 1597">Performance is improving</td> </tr> <tr> <td data-bbox="392 1597 464 1653">↔</td> <td data-bbox="464 1597 919 1653">Performance is steady</td> </tr> <tr> <td data-bbox="392 1653 464 1704">↓</td> <td data-bbox="464 1653 919 1704">Performance is deteriorating</td> </tr> </table>	↑	Performance is improving	↔	Performance is steady	↓	Performance is deteriorating			
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<b>Demand</b>	<p>A demand indicator measures the level of need or desire for a particular service. When measuring demand a <b>target</b> is not always set. Instead the indicator provides useful context for related performance indicators, giving an insight into how changing demands can affect the capacity of a service.</p>									
<b>Frequency</b>	<p>This is how often each indicator is reported. The majority of Stirling Performs indicators are reported every month. Others are reported quarterly, which means four times a year. The standard reporting quarters are:</p> <table data-bbox="475 2011 1198 2085"> <tr> <td data-bbox="475 2011 683 2045">1: April to June</td> <td data-bbox="879 2011 1198 2045">3: October to December</td> </tr> <tr> <td data-bbox="475 2045 751 2085">2: July to September</td> <td data-bbox="879 2045 1142 2085">4: January to March</td> </tr> </table>	1: April to June	3: October to December	2: July to September	4: January to March					
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<b>Baseline</b>	<p>The baseline for an indicator is usually the previous year's performance, or an <b>average</b> of several historical years. It provides the starting point for setting <b>targets</b> and measuring improvements or deterioration in performance. Where an indicator is new, no baseline has been established. This often means that no <b>target</b> can be set until several periods worth of data has been collected and analysed.</p>
<b>Statutory Performance Indicators</b>	<p>Statutory Performance Indicators, or SPIs, are set by Audit Scotland and are reported by all 32 councils in Scotland. While the number of SPIs has been reduced recently there remain a core set that we are required to report publicly on at least an annual basis. As all councils report these indicators in the same way they provide a good opportunity to <b>benchmark</b> our performance with others.</p>
<b>Benchmark</b>	<p>A benchmark is an equivalent piece of performance information from elsewhere, with which our performance can be compared. This can be an industry standard or national <b>average</b>, or where the same indicator is measured by multiple councils in Scotland it can be from another council that is the best performer or most improved in the relevant field. The purpose of benchmarking is to form realistic <b>targets</b> and to identify best practice, enabling better understanding of how we can improve our services.</p>
<b>Quartiles</b>	<p>Quartiles are values that divide a set of data into four equal parts. The upper or top quartile refers to the highest 25%, while the lower quartile refers to the lowest 25% This term is most commonly used when <b>benchmarking</b> our performance to the other councils in Scotland, where the <b>target</b> is often to be within the top quartile of the national picture, so within the top 8 of the 32 councils.</p>
<b>Average</b>	<p>The average of a set of values is calculated by adding them all together and dividing by the number of values that there are. For example, the average of 4, 6, 8, 10 and 53 is calculated as:</p> $\frac{4 + 6 + 8 + 10 + 53}{5} = \frac{81}{5} = 16.2$
<b>Median</b>	<p>The median of a set of values is the number in the middle of the set. Taking the same example as above:</p> $4 \quad 6 \quad (8) \quad 10 \quad 53 = \text{The median is } 8$ <p>Using the median is useful when there is one particularly high or low value that distorts the <b>average</b> (in this example 53).</p>

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Indicator Name / Number		
1. Percentage of telephone calls to Council answered		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Better Services		
Indicator Description		
This indicator measures telephone call answering efficiency and shows the percentage of calls to the Council that were answered. Contact Centre calls are not included within this indicator.		
Service		Head of Service
Improvement and Customer Service		John Risk
Named Officer		Frequency of Collection
Christine Fleming		Monthly
Target	Tolerance	Targeted Direction
90%	10%	Increase
Rationale for Target		
Targets are set with the aim of improving performance, ensuring that wherever possible, calls are answered and, where this is not possible, that existing telephony infrastructure is used to effectively re-route the call or take a message.		
Context / Other Information		

Indicator Name / Number		
2. Percentage of contact centre calls answered within 20 seconds		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Better Services		
Indicator Description		
This indicator measures the Council's efficiency in answering telephone calls made via the Contact Centre and reports on the percentage of all calls answered within 20 seconds.		
Service		Head of Service
Improvement and Customer Service		John Risk
Named Officer		Frequency of Collection
Alan Whisker		Monthly
Target	Tolerance	Targeted Direction
80%	10%	Increase
Rationale for Target		
80% of calls answered within 20 seconds is a contact centre industry standard and is widely used in the private and public sectors as the benchmark for a quality service.		
Context / Other Information		
The Contact Centre is the first point of contact for all Council services.		

Indicator Name / Number		
3. Percentage of Talkback stage 2 & 3 enquiries responded to within 15 working days		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Better Services		
Indicator Description		
<p>This indicator shows the percentage of Stage 2 and Stage 3 enquiries that were responded to within a maximum of 15 working days. A Stage 2 review is undertaken by a service and is instigated if a customer is not happy with a response to their original enquiry. Stage 3 is an appeal – if the person is still not happy with their Stage 2 response it is examined by the Corporate Complaints Officer.</p>		
Service		Head of Service
Chief Executive's Office		Bill Scott, Chief Exec's Office Manager
Named Officer		Frequency of Collection
Lynda Perkins		Monthly
Target	Tolerance	Targeted Direction
75%	25%	Increase
Rationale for Target		
<p>The target was last reviewed in 2009 and is based on setting an improvement on the previous year's performance. As there are very low numbers of Talkbacks each month (usually only two or three) even one response being late can cause the percentage to change dramatically. The tolerance is set at 25% to allow for this.</p>		
Context / Other Information		

Indicator Name / Number		
4. Number of online transactions		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Better Services		
Indicator Description		
This indicator measures the number of customer transactions (paid and unpaid) that are processed on line. These include payments, reporting faults, planning applications, etc.		
Service		Head of Service
Improvement and Customer Services		John Risk
Named Officer		Frequency of Collection
Alan Whisker		Monthly
Target	Tolerance	Targeted Direction
Same month of previous year	5%	Increase
Rationale for Target		
The target is based on the previous year's performance.		
Context / Other Information		
The Council aims to make access to services as simple and efficient as possible for the customer and will continue to expand the transactions available online.		

Indicator Name / Number			
5. Number of days lost due to sickness absence for Council employees and teachers			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Better Services			
Indicator Description			
<p>This indicator reports the equivalent annual number of days lost due to sickness absence per full time equivalent employee. The figure is an annualised figure, where the monthly figure is multiplied by 12.</p> <p>The indicator is split into two parts: local government employees (including chief officer, single status and craft) and teachers. This is included in the current set of Audit Scotland Statutory Performance Indicators.</p>			
Service		Head of Service	
Improvement and Customer Service		John Risk	
Named Officer		Frequency of Collection	
David Ruse		Monthly	
Target		Tolerance	Targeted Direction
Chief Officer / Single Status / Craft:	9.84 days per FTE	5%	Decrease
Teachers:	7.80 days per FTE	5%	
Rationale for Target			
The target is locally set. Attendance management continues to be a priority for the Council and targets were reviewed in 2009 with the objective of improving performance.			
Context / Other Information			

Indicator Name / Number			
6. Uptake of free and paid school meals			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Improved Wellbeing		Promote healthy lifestyles in all schools, nurseries and care settings, including healthy eating choices through the “Hungry for Success” programme	
Indicator Description			
These indicators report on the uptake of free and paid school meals by children in Stirling Council operated primary/special and secondary schools.			
Service		Head of Service	
Property and Facilities Management		Bob Gil	
Named Officer		Frequency of Collection	
Margaret Gilmour		Monthly	
Target		Tolerance	Targeted Direction
Primary/Special Needs School Free Meals	78%	5%	Increase
Secondary School Free Meals	55%	5%	
Primary/Special Needs School Paid Meals	33%	5%	
Secondary School Paid Meals	36%	5%	
Rationale for Target			
Targets are locally set and based on setting an improvement on the previous year’s performance. Targets were last reviewed in December 2009.			
Context / Other Information			
Following the introduction of “Hungry for Success” healthy eating school meal menus by the Scottish Government from 2004-2006, the uptake of free and paid school meals declined both locally and nationally.			

Indicator Name / Number		
7. Schools evaluated as good or better against the three core quality indicators		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Lifelong Learning		
Indicator Description		
This indicator evaluates service performance against the three core quality indicators used by HMle in school and early years inspections.		
Service		Head of Service
Education		Belinda Greer
Named Officer		Frequency of Collection
Doreen Smyth		Quarterly
Target	Tolerance	Targeted Direction
80%	5%	Increase
Rationale for Target		
The Improvement Service's recommendation to Scottish Government was 100% of school inspections evaluated as 'satisfactory'. As the service was achieving this, the decision was taken to measure performance against the higher rating of 'good' or above.		
Context / Other Information		
HMle conduct a cycle of school and early years inspections. On average 8 or 9 schools are inspected in any one year.		

Indicator Name / Number		
8. Number of external care or residential school/unit placements		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		
Indicator Description		
<p>This indicator monitors the number of external placements used for children whose care and education needs require to be met outwith Stirling Council's own resources. This is a key performance area for Children's and Families Social Work due to the high costs associated with this small number of placements.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Mark Smith		Monthly
Target	Tolerance	Targeted Direction
Reduction	Not applicable	Decrease
Rationale for Target		
<p>The target for this indicator is a downward trend in the number of external care or residential school/unit placements.</p>		
Context / Other Information		
<p>Action is progressing to place services in the best position with external purchasing and placements and to achieving an effective balance between community based and residential placements. The current trends in residential placements are at a comparable level with the Scottish average.</p>		

Indicator Name / Number		
9. Child protection activity levels		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		Implementing an improvement plan to take forward any areas for development identified in the 2008 HMIE Child Protection inspection
Indicator Description		
<p>This indicator monitors Child Protection activities in Stirling, including:</p> <ul style="list-style-type: none"> <li>• Child Protection investigations.</li> <li>• Additions to the Child Protection Registry.</li> <li>• Removals from the Child Protection Registry.</li> <li>• Number of Case Conferences.</li> </ul> <p>These subcategories are in line with the detailed statutory returns that are completed for the Scottish Government each year relating to Child Protection.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Mark Smith		Monthly
Target	Tolerance	Targeted Direction
Not applicable		
Rationale for Target		
This indicator is for information only and looks at levels of activity rather than outcomes and performance. It therefore does not have a set target.		
Context / Other Information		
<p>The Council and its statutory partners of Police and Health were inspected against child protection standards in March 2010 and the report has now been published. An action plan will now be agreed in order to make the necessary improvements identified within the report. Service Delivery &amp; Performance Committee will receive progress reports on the action plan at each meeting until it is completed.</p> <p>There has been a large increase in the volume of child protection work over the past few years, which continues to stretch existing resources.</p>		

Indicator Name / Number		
10. Percentage of social background reports requested by the Children's Reporter submitted within target time		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		
Indicator Description		
<p>This indicator shows how well the Council is meeting the national standard time for submitting social background reports to the Children's Reporter, which is 20 working days.</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs. The Scottish Children's Reporter Administration (SCRA) also reports this information in more detail.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Mark Smith		Monthly
Target	Tolerance	Targeted Direction
75%	10%	Increase
Rationale for Target		
<p>This target was agreed in 2009/10 and reflects the service's aim to improve this area of performance from the 35% or reports submitted within the target time during 2008/09.</p>		
Context / Other Information		
<p>In the past year there has been a 6.6% increase in the volume of requests for the reports from the Reporter.</p>		

Indicator Name / Number		
11. Percentage of children seen at home by a supervising officer within 15 working days		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		Implementing an Assessment and Care Planning Framework for children and young people in need
Indicator Description		
<p>This indicator provides information about children who have become subject to a home supervision requirement and shows how well the Council is meeting the national target time for allocating a social worker (supervising officer) and arranging for a visit to the child/family to take place as the first step in the programme of work for the child.</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Mark Smith		Monthly
Target	Tolerance	Targeted Direction
100%	15%	Increase
Rationale for Target		
This is a national target set by the Scottish Government. The 15% tolerance has been set to help reflect local challenges and targeted performance levels.		
Context / Other Information		
Recent increases in the demand for these services have again placed a strain on existing resources.		

Indicator Name / Number		
12. Percentage of children assessed as needing respite who are receiving a service		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		
Indicator Description		
<p>Respite is a service intended to benefit carers and the children that they care for by providing a short break from caring tasks. It can be provided within or outwith the family home and may last from a few hours to a few weeks. An assessment is undertaken by a social worker to identify whether respite is needed.</p> <p>This indicator is linked to the Audit Scotland Statutory Performance Indicator relating to respite but, instead of simply monitoring the amount of respite provided, it expresses this as a percentage of the demand for this service. This is a useful way of identifying any unmet need.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Mark Smith		Monthly
Target	Tolerance	Targeted Direction
95%	10%	Increase
Rationale for Target		
This target was agreed in April 2010 and is based on improving performance from the average of 2009/10.		
Context / Other Information		
The current increase in demand for respite services reflects an ongoing trend over previous years.		

Indicator Name / Number			
13. Number of residential respite nights provided			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Improved Wellbeing			
Indicator Description			
<p>Respite care is a service intended to benefit a carer and the person he or she cares for by providing a short break from caring tasks. This break is made possible through alternative care arrangements. This indicator looks specifically at residential respite nights – these are overnight stays in a care home. The number is expressed per 1,000 of the population and is split by age group: older people (those aged over 65) and other adults (aged 18 to 64).</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs.</p>			
Service		Head of Service	
Social Care		Bill Eadie	
Named Officer		Frequency of Collection	
Shiona Strachan / Maureen Dryden		Monthly	
Target	Tolerance		Targeted Direction
18-64 years:	2.1	0.5	Maintain
65+ years:	22.2	10	
Rationale for Target			
Both of these targets were revised in April 2010 for the new financial year, and are based on maintaining the average performance levels of the previous year.			
Context / Other Information			
<p>The Scottish Government currently has a target of 10,000 extra weeks of respite care being provided to carers across the country.</p> <p>There are other ways of delivering respite services i.e. when the service user is cared for in their normal residence, in a day centre, or is provided with day activities. This is referred to as daytime respite and is not currently being monitored on a monthly basis. This will be reported as part of the statutory performance reporting at year-end.</p>			

Indicator Name / Number		
14. Number of delayed discharges from acute hospital beds pending care services		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		A decrease in the number of delayed discharges from hospital
Indicator Description		
<p>For most patients, following completion of health and social care assessments, the necessary care, support and accommodation arrangements are put in place in the community without any delay in the patient's safe and appropriate discharge from hospital. A delayed discharge occurs when a patient who clinically ready for discharge, cannot leave the hospital because the necessary care, support or accommodation is not readily accessible and/or funding is not available, to purchase a care home place, for example.</p> <p>This indicator reports the number of these delayed discharges and sets a target of zero for those delayed over the standard six-week planning period. This is based on the HEAT (Health Improvement, Efficiency, Access, and Treatment) target that is set nationally for the NHS, and is also one of the new national outcomes for adult social care. The figures are collated during a monthly census and are provided by colleagues in NHS Forth Valley. The figure for each month is therefore a snapshot of the discharges delayed at that point in time, rather than the total across the month.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Shiona Strachan		Monthly
Target	Tolerance	Targeted Direction
0 over six weeks	5	Decrease
Rationale for Target		
This is a nationally set target.		
Context / Other Information		
In December 2008 the Council allocated an additional £200,000 to preventing delayed discharges, which was used to enable nursing and residential care.		

Indicator Name / Number				
15. Number of care assessments pending allocation at month end <i>and</i>				
16. Priority 1 and 2 assessments pending by waiting time				
Strategic Topic / Theme		Single Outcome Agreement Outcome		
Improved Wellbeing				
Indicator Description				
<p>To help prioritise referrals and services within adult social care Stirling Council uses the national eligibility framework, which has four levels of risk and need:</p> <ul style="list-style-type: none"> <li>• Priority 1 - Critical</li> <li>• Priority 2 - Substantial</li> <li>• Priority 3 - Moderate</li> <li>• Priority 4 - Low</li> </ul> <p>The requirement to manage the service within the allocated budget has led to an application of the eligibility criteria to the top two tiers, meaning that assessment services and provisions such as respite have become focused on people with the most urgent level of need. This indicator therefore focuses on Priority 1 and 2 assessments. Priority 1 indicates that there are major risks to an individual's independent living or health and wellbeing and is likely to require immediate provision. Priority 2 indicates significant risk to independent living or health and wellbeing and is likely to require imminent provision.</p> <p>The indicator reports a snapshot of the number of assessments pending allocation at the end of the month, and splits these by the length of time each case has been pending</p>				
Service		Head of Service		
Social Care		Bill Eadie		
Named Officer		Frequency of Collection		
Shiona Strachan		Monthly		
Target		Tolerance		Targeted Direction
Under 4 weeks:	30%	15%	Decrease for longer waiting times	
4-12 weeks:	30%	15%		
Over 12 weeks:	40%	15%		
Rationale for Target				
<p>These target levels have been calculated based on an overall target of 50% of assessments being allocated within the agreed service standards of:</p> <ul style="list-style-type: none"> <li>• Priority 1: 1 to 2 weeks</li> <li>• Priority 2: 6 weeks</li> </ul> <p>These are tentative targets as this indicator has only been reported in this way since December 2009 so no firm baseline has been established.</p>				
Context / Other Information				
Additional funding has already been provided to local authorities to stabilise the provision of free personal and nursing care and services for older people in the short term.				

Indicator Name / Number		
17. Homecare hours provided		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Improved Wellbeing		An increase in the percentage of individuals aged 65+ with high and long term levels of care needs who are cared for at home
Indicator Description		
<p>Homecare services are designed to support people in the community, helping individuals to live independently in their own homes for as long as possible. These services include:</p> <ul style="list-style-type: none"> <li>Personal Care Services: help with hygiene and toileting, getting up and going to bed, getting dressed and undressed, and assistance with eating.</li> <li>Non-Personal Care Services: housework, laundry, shopping service, and meal preparation.</li> </ul> <p>This indicator monitors the number of homecare hours provided to social care clients. The number is expressed per 1,000 of the population and is split by age group: older people (those aged over 65) and other adults (aged 18 to 64). This is an Audit Scotland Statutory Performance Indicator and is also reported nationally via the H1 Scottish Government return.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Shiona Strachan / Maureen Dryden		Monthly
Target		Tolerance
18-64 years:	6.6	0.3
65+ years:	46.6	2.3
Targeted Direction		
Increase		
Rationale for Target		
Both of these targets were revised in April 2010 for the new financial year, and are based on the average performance levels of the previous year.		
Context / Other Information		
<p>Stirling's performance for this indicator has been consistently in the lowest quartile of national returns, and this was noted as a concern during the recent Multi Agency Inspection of Services for Older People. Increasing the amount of homecare provided is required to fulfil the national policy of shifting the balance of care towards care in the community rather than residential care settings.</p> <p>Adult Social Care are currently redesigning the homecare service to adopt a reablement model. This will affect the performance for this indicator and as such the targets may need to be reviewed during 2010/11.</p>		

Indicator Name / Number		
18. Average number of hours per week to complete community orders		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Safe and Strong Communities		
Indicator Description		
<p>A community service order can be given to a person convicted of a crime as an alternative to a custodial sentence. It will require them to carry out unpaid work in the community for a set number of hours. Research has shown that community service tends to be more effective in reducing repeat offending if these hours are completed over a shorter period of time i.e. carrying out more hours a week over fewer weeks. This indicator therefore measures the average number of hours per week to complete community orders.</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Michael Grassom		Quarterly
Target	Tolerance	Targeted Direction
4.1 hours	0.5 hours	Maintain
Rationale for Target		
<p>This target was set in June 2009 and is based on maintaining the level of performance that was reported in the previous financial year, when Stirling was within the top quartile of all local authorities in Scotland.</p>		
Context / Other Information		
<p>The number of community service orders imposed by the courts has increased by 52% since 2006/07, and continues to climb. Despite this, Stirling Criminal Justice Services are currently in the top quartile in terms of national ranking. Action is currently being prioritised in maximising placement options in the context of this ongoing focus on community based sentencing.</p>		

Indicator Name / Number		
19. Proportion of social enquiry reports submitted to the courts by due date		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Safe and Strong Communities		
Indicator Description		
<p>The main purpose of a social enquiry report is to provide information about the offender and their background circumstances prior to sentencing, which helps the court decide how to deal with the case. This indicator provides information about the proportion of cases that meet the timescales for submitting these reports. The 'due date' means midday on the working day before the case is heard.</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Michael Grassom		Quarterly
Target	Tolerance	Targeted Direction
98%	5%	Increase
Rationale for Target		
<p>This target was set in June 2009 and is based on achieving an improvement on 2008/09 performance when 96.0% of social enquiry reports were submitted by the due date.</p>		
Context / Other Information		
<p>The demands on Stirling Criminal Justice Services are again increasing in terms of this indicator. The number of social enquiry reports required by the courts has increased by 21% over the last three years. Managers continue to review and update procedures to maintain as high a level of performance as possible within available resources.</p>		

Indicator Name / Number		
20. Proportion of new probationers seen by a supervising officer within one week		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Safe and Strong Communities		
Indicator Description		
<p>Probation orders provide an opportunity for services to focus on offending behaviour. They are informed by an Action Plan in which the offender agrees to address their offending behaviour and its underlying causes. This indicator provides information about the efficiency of Criminal Justice Services in terms of this area of work, measuring the percentage of new probationers that are seen by a supervising officer within one week.</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs.</p>		
Service		Head of Service
Social Care		Bill Eadie
Named Officer		Frequency of Collection
Michael Grassom		Quarterly
Target	Tolerance	Targeted Direction
82.1%	5%	Maintain
Rationale for Target		
This target was set in June 2009 and is based on maintaining the level of performance that was reported in the previous financial year.		
Context / Other Information		
<p>The number of probation orders increased again last year for the third consecutive year. Despite this increase Stirling Criminal Justice Services improved their performance to 82.1% of new probationers being seen within one week. The aim is to maintain this level during 2009/10. However, performance for this indicator can be affected by factors outwith the control of the service i.e. it will be adversely affected by probationers not attending scheduled appointments and by late notification of orders by the Courts.</p>		

Indicator Name / Number		
21. Number of literacy and numeracy learners achieving personal outcomes		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Lifelong Learning		Delivery of the Literacy Partnership Strategic Plan
Indicator Description		
<p>Adult Learning, including adult literacy and numeracy, promotes lifelong learning through a range of services and targets those who are least likely to become involved in learning activities. This work is carried out in partnership with other agencies such as Forth Valley College. A wide range of courses and learning experiences are provided at various different locations across the Stirling area.</p> <p>This indicator looks specifically at literacy and numeracy learners, and monitors the number who have successfully achieved their personal outcomes.</p>		
Service		Head of Service
Communities & Culture		Kathleen Taylor
Named Officer		Frequency of Collection
Lynne Gibbons / Ed Gibbon		Quarterly
Target	Tolerance	Targeted Direction
380	5%	Increase
Rationale for Target		
<p>This target is a national annual target that was set in 2008/09. As local performance has far exceeded this level it is expected that a higher local target will be set in April 2010 for the new financial year.</p>		
Context / Other Information		
<p>It should be noted that performance for this indicator will naturally fluctuate from quarter to quarter due to academic term times.</p>		

Indicator Name / Number		
22. Number of ESOL learners achieving personal outcomes		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Lifelong Learning		Local implementation of the national strategy on English for Speakers of Other Languages
Indicator Description		
<p>This indicator is similar to the indicator above relating to adult literacy and numeracy, but this focuses on learners completing courses in English for Speakers of Other Languages (ESOL). Again the Adult Learning team work in partnership with Forth Valley College to deliver these learning opportunities across the Council area. This indicator monitors the number of ESOL learners who have successfully achieved their personal outcomes.</p>		
Service		Head of Service
Communities & Culture		Kathleen Taylor
Named Officer		Frequency of Collection
Lynne Gibbons / Ed Gibbon		Quarterly
Target	Tolerance	Targeted Direction
88	5%	Increase
Rationale for Target		
<p>This target is a national target that was set in 2008/09. As local performance has far exceeded this level it is expected that a higher local target will be set in April 2010 for the new financial year.</p>		
Context / Other Information		
<p>It should be noted that performance for this indicator will naturally fluctuate from quarter to quarter due to academic term times.</p>		

Indicator Name / Number			
23. Volume of attendances at cultural activities in council-owned venues			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Lifelong Learning		Providing enhanced sports, arts and cultural opportunities	
Indicator Description			
This indicator monitors the number of attendances at cultural activities within the Albert Halls and Tolbooth. It also looks at the attendances at activities specifically designed for young people. In both cases the number is expressed per 1,000 of the total population of Stirling.			
Service		Head of Service	
Communities & Culture		Kathleen Taylor	
Named Officer		Frequency of Collection	
Lynne Gibbons		Quarterly	
Target		Tolerance	Targeted Direction
All attendance	61	10%	Increase
Young people	57	10%	
Rationale for Target			
This target was established in April 2010 and is based on the past 11 months' performance.			
Context / Other Information			
This indicator will be reviewed in time for the new financial year to include other venues such as The Smith and Macrobert.			

Indicator Name / Number			
24. Number of visits to/usages of council funded or part-funded museums <i>and</i> Number of these visits that were in person			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Lifelong Learning		Providing enhanced sports, arts and cultural opportunities	
Indicator Description			
<p>There is one museum that meets the criteria for this indicator in Stirling – the Smith Art Gallery and Museum. The number of usages includes visitors, organised groups such as schools, adult education events, enquiries received by post or telephone, and hits on the museum website. The number is then expressed per 1,000 of the total Stirling population. This approach helps to rationalise the performance figures and allows meaningful comparison across different sized authorities in Scotland.</p> <p>This indicator is included in the current set of Audit Scotland Statutory Performance Indicators. Performance information is provided by the Smith on a monthly basis.</p>			
Service		Head of Service	
Communities & Culture		Kathleen Taylor	
Named Officer		Frequency of Collection	
Lynne Gibbons		Monthly	
Target		Tolerance	Targeted Direction
Usages:	55.8	20%	Increase
In person:	35.7	20%	Increase
Rationale for Target			
<p>The targets for both of these indicators have been based on the median performance as calculated across our comparator authorities. They were newly set in June 2009. The tolerance is set high as performance can naturally fluctuate due to different events and exhibitions taking place at different times.</p>			
Context / Other Information			

Indicator Name / Number			
25. Number of attendances at all swimming pools <i>and</i> Number of attendances for other indoor sport and leisure facilities			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Improved Wellbeing		Completing the Forthbank Sports Village and, through Active Stirling, increasing participation in physical activities through sports development activities, and provision of sports facilities	
Indicator Description			
<p>Attendance figures indicate the extent to which pools and indoor leisure facilities are used. For both of these indicators the number of attendances is expressed per 1,000 of the total Stirling population. This approach helps to rationalise the performance figures and allows meaningful comparison across different sized authorities in Scotland.</p> <p>This indicator is included in the current set of Audit Scotland Statutory Performance Indicators and is part of the Active Stirling SLA. Performance information is provided by Active Stirling on a quarterly basis.</p>			
Service		Head of Service	
Communities & Culture		Kathleen Taylor	
Named Officer		Frequency of Collection	
Andrew Bain / Ian Hutchison ( <i>Active Stirling</i> )		Quarterly	
Target		Tolerance	Targeted Direction
Pools:	625	10%	Increase
Other:	1175	10%	Increase
Rationale for Target			
<p>The target for pool attendances has been newly set for 2009/10 and is based on the top quartile performance across Scotland for the previous financial year. This is a tentative target as this is the first year with the new pool at The Peak, so this year's performance will help establish a local baseline.</p> <p>The target for other indoor sport and leisure attendances is based on performance from 2008/09, but has been set slightly higher than in previous years due to the new facilities at The Peak.</p>			
Context / Other Information			
<p>With the opening of The Peak the performance for these indicators has changed dramatically, seeing a vast improvement on last year's relatively poor performance. This is particularly true in terms of the swimming pool indicator. Prior to this year there was no main council pool following the closure of Rainbow Slides and, despite certain swimming sessions and classes being re-provisioned in other locations, Stirling performed worst out of the 32 Scottish councils in 2008/09. In contrast, this year is likely to see Stirling in the top quarter.</p>			

Indicator Name / Number		
26. Number of occasions the computer terminals at libraries are accessed		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Lifelong Learning		Developing learning opportunities available through libraries
Indicator Description		
<p>This indicator reflects the use being made of computer terminals in libraries, as part of the government's commitment to lifelong learning and improving ICT skills. The number is expressed per 1,000 of the total Stirling population, to allow meaningful comparison across different sized authorities in Scotland.</p> <p>This was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set of SPIs.</p>		
Service		Head of Service
Communities & Culture		Kathleen Taylor
Named Officer		Frequency of Collection
Sheila Miller		Monthly
Target	Tolerance	Targeted Direction
59.7	10%	Maintain
Rationale for Target		
This target was revised in April 2010 for the new financial year, and is based on maintaining the previous year's performance.		
Context / Other Information		
<p>Recently, in Killin, the Breadalbane Virtual Learning experience had funding withdrawn after Forth Valley College withdrew the tutor. The college have also reduced the number of ECDL (European Computer Driving Licence) classes they run in libraries. Both of these developments may be reflected in the performance for this indicator during 2010/11, which could mean a slight deterioration in the number of occasions that computers were accessed.</p>		

Indicator Name / Number		
27. Number of visits to libraries		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Lifelong Learning		
Indicator Description		
<p>This indicator provides an indication of the extent to which people use library facilities. The number of visits is again expressed per 1,000 of the total Stirling population.</p> <p>This indicator is an Audit Scotland Statutory Performance Indicator.</p>		
Service		Head of Service
Communities & Culture		Kathleen Taylor
Named Officer		Frequency of Collection
Sheila Miller		Monthly
Target	Tolerance	Targeted Direction
524.0	10%	Increase
Rationale for Target		
<p>This target was revised in April 2010 for the new financial year, and is based on the previous year's performance.</p>		
Context / Other Information		
<p>New people counters were installed during 2008/09 in all but two static libraries and the two mobile libraries. Data for these exceptions is calculated separately and added in. At year-end the figures for electronic usage are also included. These cover visits to the library pages on Stirling Council's website and transactions via the web catalogue.</p>		

Indicator Name / Number		
28. Percentage of external funding applications that are successful		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Safe and Strong Communities		
Indicator Description		
<p>This indicator measures the success rate of external funding applications made by community groups with Council support. The Funding Officer and Communities Team provide a wide range of support, such as advice and information on funding and funding sources, training sessions and workshops on funding and related issues, locally based funding surgeries and funding seminars and events. This is intended to assist local initiatives, encourage environmental improvement and promote community activities.</p> <p>The amount of external funding attracted via these applications is also monitored as part of Stirling Performs. However this will naturally fluctuate from quarter to quarter in relation to the amounts of funding that are being applied for. There is therefore no target set and this is simply recorded as contextual information.</p>		
Service		Head of Service
Communities & Culture		Kathleen Taylor
Named Officer		Frequency of Collection
Barbara Allan		Quarterly
Target	Tolerance	Targeted Direction
56%	10%	Increase
Rationale for Target		
<p>This target, set in January 2010, is based on benchmarking data from a Lottery grants scheme funding small, local community-based projects in the UK. This is a tentative target as it is the first year Stirling has reported the percentage success rate of funding applications, so no local baseline is available.</p>		
Context / Other Information		
<p>An application to extend the Funding Officer post was approved by the Community Planning Partnership in November 2008, recognising the value of the post to the Community Planning Partners and the voluntary sector.</p>		

Indicator Name / Number		
29. Percentage of Employability clients moving into training, employment, further education or voluntary activity		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		Focusing Employability services on those most in need to support people towards sustainable employment and independent living
Indicator Description		
<p>Employability helps people overcome different kinds of barriers to getting a job, sustaining the post and being able to lead an independent life. Many of the service's clients have disabilities, learning difficulties, mental health problems or other health-related conditions. The service provides advice and guidance, as well as organising assessments, training, work experience, and employment opportunities.</p> <p>This indicator monitors the number of Employability clients moving into training, employment, further education or voluntary activity, expressed as a percentage of the total number of clients. It is a new indicator for Stirling Performs, having previously been reported at service level.</p>		
Service		Head of Service
Economy, Employment & Youth		Des Friel
Named Officer		Frequency of Collection
Matt Duncan / Neil Boyd		Monthly
Target	Tolerance	Targeted Direction
6%	2%	Increase
Rationale for Target		
This target was set in 2009 and is based on an annual target of 80 clients moving into training, employment, further education or voluntary activity with the support of Employability.		
Context / Other Information		

Indicator Name / Number		
30. Percentage of young people supported by youth learning moving into training, employment or further education		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		Supporting young people to make a successful transition from schools to jobs, further education or training and independence
Indicator Description		
<p>The youth learning team within Youth Services provides information, advice and support to enable vulnerable young people to take up and sustain learning and employment opportunities. It assists with accredited learning opportunities for young people including Skillseekers, SVQ and Modern Apprenticeships. The team also runs the Compass for Life programme, a dedicated support service for young people who need extra help to develop their personal and work related skills.</p> <p>This indicator monitors the number of youth learning clients who successfully move into training, employment or further education. The number is expressed as a percentage of the total number of young people being supported. This is a new indicator for Stirling Performs, having previously been reported at service level.</p>		
Service		Head of Service
Economy, Employment & Youth		Des Friel
Named Officer		Frequency of Collection
Bill Miller / Anne Gray		Quarterly
Target	Tolerance	Targeted Direction
10%	2%	Increase
Rationale for Target		
<p>This target was revised in May 2010 when this indicator changed to quarterly. The economic climate has caused a reduction in the opportunities available and an increase in the number of people looking for employment has meant that it has been more difficult to progress young people into work.</p>		
Context / Other Information		
<p>It is important to note that this indicator will naturally fluctuate in line with term times and the academic year.</p>		

Indicator Name / Number		
31. Amount of debt being managed through Advice Services		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		Focusing advice services to provide options and solutions to a range of serious financial and quality of life problems
Indicator Description		
<p>The advisers within Advice Services aim to promote financial wellbeing and inclusion with the citizens of Stirling through the development and delivery of information, advice and assistance on debt and money management. This can include: advising on legal action for recovery of debt; negotiating repayments with creditors; taking action on threatened repossession. Also, the advisers support prevention through building financial capability by assisting with simple financial planning such as budgeting and household insurance and promoting access to transactional banking and affordable credit.</p> <p>This indicator measures the monetary amount of debt managed by the service throughout the year. It is a new indicator for Stirling Performs, having previously been reported at service level. This area is of particular importance as a result of the recent economic downturn, and the residual issue of polarisation of poverty and wealth that exists in Stirling, and the resultant disparity in life expectancy, general health and achievement.</p>		
Service		Head of Service
Economy, Employment & Youth		Des Friel
Named Officer		Frequency of Collection
Grant Alexander		Monthly
Target	Tolerance	Targeted Direction
£1,407,600	5%	Increase
Rationale for Target		
This target was revised in April 2010 for the new financial year, and is based on the average performance of the previous year.		
Context / Other Information		
<p>As a result of the economic downturn the provision of money advice has recently been focused on highly specialist areas of money advice including Debt Payment Programmes and Homeowner Support Schemes. These areas are highly complex and include preparing for court and undertaking lay representation. As such performance for this indicator has declined slightly since last year, but this has been taken into consideration when setting the target.</p> <p>Stirling Council's Advice Services has now achieved full accreditation under the Scottish National Standards for Information and Advice Providers in 19 areas of money related law.</p>		

Indicator Name / Number			
32. Average time to process new benefits and event change claims			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Better Services			
Indicator Description			
<p>This indicator measures the efficiency of the Council in processing Housing Benefit and Council Tax Benefit applications. The time taken to process is the time elapsed between receipt of claim or notification of change of circumstances and a decision being recorded. This indicator is designed to ensure that local authorities deal promptly with both claims to Housing Benefit and Council Tax Benefit and changes of circumstances reported by customers receiving those benefits.</p>			
Service		Head of Service	
Finance and Procurement		Willie Watson	
Named Officer		Frequency of Collection	
Margaret Campbell		Monthly	
Target		Tolerance	Targeted Direction
New claims	18 days	10%	Decrease
Event change	5 days	10%	
Rationale for Target			
These targets are locally set, based on previous performance and good practice.			
Context / Other Information			
<p>The above indicator is influenced by the complexity of claims, the amount of information required from claimants and the resources allocated. The tolerance levels should only be applied at the end of the year due to the significant number of changes that take place in the last quarter when all claims are recalculated in advance of the new financial year.</p>			

Indicator Name / Number			
33. Housing repair appointments met <i>and</i> Housing emergency repairs completed within time <i>and</i> Customer satisfaction with housing repairs			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Jobs and Opportunities			
Indicator Description			
<p>These indicators show the proportion of response repairs that were undertaken by the Council within agreed/target times and customer satisfaction with housing repairs. In 2008/09 Housing Services introduced a 'Repairs by Appointment' scheme so that tenants can have a repair carried out at a time that is suitable to them. Emergency repairs have a 4 hour or 24 emergency response time, dependent upon the category of repair. Following a repair, customers are asked to rate their satisfaction in relation to the efficiency and quality aspects of the repairs service via a short questionnaire.</p>			
Service		Head of Service	
Housing		Tony Cain	
Named Officer		Frequency of Collection	
Lindsay Stother		Monthly	
Target	Tolerance	Targeted Direction	
Repairs by appointment met	95%	5%	Increase
Emergency repairs completed on time	95%	5%	
Customer satisfaction with housing repairs	95%	2%	
Rationale for Target			
<p>The response repairs indicators are current Audit Scotland Statutory Performance Indicators. Each council determines the number of repair categories required and the timescale for each of them will be based on an assessment of the trade off between the preferred level of service delivery and the level of resources available. Repair targets are set in conjunction with consultation from tenant groups and previous years performance. The customer satisfaction target is based on previously consistent, high performance.</p>			
Context / Other Information			
<p>The service is currently in the implementation phase of a new integrated housing management system. This will introduce mobile working to the repairs service. It is anticipated that this will further improve the service that is provided to tenants and other service users.</p>			

Indicator Name / Number			
34. Percentage of void properties re-let within specific time bands			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Jobs and Opportunities			
Indicator Description			
<p>This indicator shows how efficient the Council is in re-letting properties. A void is any property that has been empty and without a tenant for any period of time. The void period is the time, measured in calendar days, between the date of termination of a previous tenancy or repossession, and the start of a new tenancy.</p>			
Service		Head of Service	
Housing		Tony Cain	
Named Officer		Frequency of Collection	
Lindsay Stother		Monthly	
Target		Tolerance	
		Targeted Direction	
% re-lets within 14 days	15%	-5%	Increase
% re-lets within 28 days	85%	-10%	Increase
Rationale for Target			
<p>The Housing Service measures void performance within these time bands, which provides a better measure of service performance than a single average re-let time and enables the service to identify areas for improvement. Different targets operate for each time band because the amount of work required to bring up a void to lettable standard can vary significantly.</p>			
Context / Other Information			
<p>Void performance has been consistently high during 2009/10. This helps minimise loss of rental income for the Service.</p> <p>There continues to be a low number of properties becoming available to re-let over recent years, with only 299 properties re-let during 2007/8, 314 during 2008/09, and 297 during 2009/10. However, demand for council housing has continued to increase, placing a greater demand on the service to meet housing need in the area.</p>			

Indicator Name / Number		
35. Percentage of homeless cases assessed within 28 days		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		Deliver the Homelessness Strategy
Indicator Description		
<p>This indicator deals with the Council's duty to assess homeless applications in relation to the current homelessness legislation and shows the efficiency of the Council's assessment and notification process following an applicant's initial presentation. Applicants should be notified within 28 days of their application and this indicator shows the percentage of cases assessed within this timescale.</p>		
Service		Head of Service
Housing		Tony Cain
Named Officer		Frequency of Collection
Lindsay Stother		Monthly
Target	Tolerance	Targeted Direction
80%	10%	Increase
Rationale for Target		
<p>The target to assess and notify homeless applications within 28 days has been a long-standing target within the Scottish Government's Code of Guidance on Homelessness as well as being part of the Homeless Statutory Performance Indicator since 2008/09. The target is locally set and was revised in 2009 from 85% to 80%, based on the previous year's performance.</p>		
Context / Other Information		
<p>The time taken to complete an assessment should decrease over time because of legislative changes to the homeless assessment process and the removal of assessing priority need by 2012.</p> <p>Currently, however, priority need is assessed and the time taken to assess a homeless case varies depending on the complexity of the case. Where there is a need to consult with the medical assessor or seek information from another professional to complete an assessment, any delays in receiving the information can significantly increase the time it takes to complete an assessment.</p>		

Indicator Name / Number		
36. Percentage of all housing applicants and homeless applicants provided with permanent accommodation who have sustained their tenancy for 12 months.		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		Deliver the Homeless Strategy
Indicator Description		
<p>This indicator measures the performance of the Council in providing suitable offers as well as appropriate support and advice to housing and homeless applicants to enable them to sustain their tenancy. Tenancy sustainment is measured from when an applicant commences a tenancy to the time when that tenancy is ended. This indicator measures tenancy sustainment for Council stock only.</p>		
Service		Head of Service
Housing		Tony Cain
Named Officer		Frequency of Collection
Lindsay Stother		Monthly
Target	Tolerance	Targeted Direction
90%	10%	Increase
Rationale for Target		
<p>This target is based on good practice and the previous year's performance, and has been agreed locally by the Housing Management Team.</p>		
Context / Other Information		
<p>Homeless tenancy sustainment is measured within the Audit Scotland Statutory Performance Indicators, but the Housing Service has recognised that tenancy sustainment should be measured for all categories of applicants. Tenancy sustainment can fluctuate from month to month due to a variety of reasons. However, the Council is committed to providing support and advice to tenants and will continue to do so in order to improve sustainment levels.</p>		

Indicator Name / Number		
37. Percentage of homeless households in bed & breakfast accommodation during the month, for whom the Council has a duty to house, who have stayed there for 90 days or more.		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		Deliver the Homelessness Strategy
Indicator Description		
This indicator measures how many homeless households that the Council as accepted they have a duty to house that have been staying in B&B accommodation for more than 90 days, rather than other forms of temporary accommodation such as a private lease, hostel or dispersed let.		
Service		Head of Service
Housing		Tony Cain
Named Officer		Frequency of Collection
Lindsay Stother		Monthly
Target	Tolerance	Targeted Direction
40%	10%	Decrease
Rationale for Target		
This is a new indicator that Housing introduced from April 2010. The target of 40% has been developed looking at the limited information available to the service and will be reviewed after a year. The length of stay being 90 days or more was used to provide a way of differentiating between those applicants who have been in B&B accommodation for a short or longer time.		
Context / Other Information		
<p>The changes in homelessness legislation since the introduction of the Housing (Scotland) Act 2001 have brought about an increase in the number of homeless applicants to whom the Council has a duty to provide temporary accommodation. In addition, the Council has seen an increase in the number of homeless applicants and, as a result, this remains an area of pressure for the Council.</p> <p>A number of steps have been taken over the past 3 years to increase the availability of temporary accommodation and to reduce costs to the Council by reducing the use of B&amp;B accommodation.</p> <p>However, the service recognises that B&amp;B has an important part to play in the provision of temporary accommodation particularly in emergency situations and in the rural areas where there is little other accommodation available to the Council for certain households.</p>		

Indicator Name / Number		
38. Current tenants' arrears as a percentage of net rent due (houses only)		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Jobs and Opportunities		
Indicator Description		
<p>This indicator is a measure of the Council's performance in collecting rent due to it from its current tenants. The indicator shows the rent that is lawfully due and is unpaid by current tenants as a percentage of the total annual amount of rent due from all Council houses in the year. It was developed at the request of councillors, to monitor houses only and is not the same as the Statutory Performance Indicator that includes arrears for garages, pitches and the Travelling Persons Site.</p>		
Service		Head of Service
Housing		Tony Cain
Named Officer		Frequency of Collection
Lindsay Stother		Monthly
Target	Tolerance	Targeted Direction
6%	1%	Decrease
Rationale for Target		
The target is locally set and is based on previous performance.		
Context / Other Information		
<p>The economic downturn and resulting increased unemployment has seen an increase in the number of tenants on housing benefit and as a result the number of tenants in rent arrears has decreased. However, of those tenants who have fallen into arrears, the level of arrears has increased substantially. The Council has responded to the growing need for support to tenants by recruiting two additional Income Maximisation Officers, who will specifically work with those tenants most at risk of falling behind with their rent payment.</p> <p>Following the Council's decision in June 2009 to end the use of evictions for tenants in rent arrears, the Housing Service moved quickly to review current procedures and options for both helping tenants avoid arrears and supporting those in arrears to reduce them. The service has continued to review their procedures as the focus and approach to tenant engagement concerning arrears has progressed.</p>		

Indicator Name / Number			
39. Planning applications dealt with within target time			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Quality Environment			
Indicator Description			
This indicator shows the percentage of planning applications processed within target times. It is included in the current set of Audit Scotland Statutory Performance Indicators.			
Service		Head of Service	
Planning, Regulation & Waste		Kevin Robertson	
Named Officer		Frequency of Collection	
Peter Morgan		Monthly	
Target	Tolerance	Targeted Direction	
Householder:	90%	10%	Increase
Rationale for Target			
<p>In its revised National Planning Policy guidelines (November 2000) the Scottish Government identified a series of targets for the time taken to process planning applications by councils.</p> <p>The target time for processing Householder Applications is 90% within 2 months. Householder Applications are planning applications for development within the curtilage of a residential property that are not a change of use.</p>			
Context / Other Information			
<p>The time taken to deal with an application may be affected by a range of factors such as the number and type of planning applications received; the extent to which planning applications involve listed building consent or conservation area consent; and, the Council's policy with regard to negotiations with applicants.</p> <p>Also, during 2009/10 the Planning Service have implemented e-Planning systems (effective since August 2009), which when fully utilised by applicants, will assist in improving the efficiency of the planning application submission, notification and determination process.</p> <p>It is also hoped that the reform of the planning system will lead to improvements in the efficiency and effectiveness of the processes by reducing response times and streamlining the statutory consultation process.</p>			

Indicator Name / Number			
40. Percentage of building warrants processed within 15 working days <i>and</i> Percentage of determinations made within 6 working days			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Quality Environment		Continue to protect, develop, manage & improve open areas, countryside & built heritage for the benefit of visitors & residents.	
Indicator Description			
<p>These indicators measure the percentage of Building Warrants processed and determined within target times. A Building Warrant is the legal permission that must be obtained prior to commencing building work on a site. All applications for Building Warrants are checked for compliance with the relevant Building Standards. If the application does not demonstrate compliance, the Service issues a report to the applicant identifying the points of non-compliance and any additional information required. The target time for issuing of this first response to applications is 15 working days. Once all information demonstrating compliance is received, the Service can then make a Determination (target time within 6 working days) and issue a Building Warrant.</p>			
Service		Head of Service	
Planning, Regulation & Waste		Kevin Robertson	
Named Officer		Frequency of Collection	
Joyce Wighton		Monthly	
Target		Tolerance	Targeted Direction
Processed within 15 working days:	65%	10%	Increase
Determination within 6 working days:	80%	10%	
Rationale for Target			
<p>Targets are locally set and based on historical data. Targets were last reviewed in 2009. These indicators were reported to Audit Scotland as Statutory Performance Indicators up until 2002/03. Since then local authorities report performance to the Building Standards Division of the Scottish Government.</p>			
Context / Other Information			
<p>The time the Building Standards Service takes to provide an initial response to an application for Building Warrant depends on a number of factors, some of which are outwith the control of the Service, e.g. number and complexity of applications that are being processed at that time; information submitted – in terms of accuracy and completeness; competence of applicant/agent and their knowledge of building standards that must be achieved. Incorrect or incomplete applications create additional work for the Service and can cause subsequent delays to other applications, as the Service is required to verify, when submitted, the additional or corrected information supplied by the applicant.</p>			

Indicator Name / Number		
41. Percentage of food hygiene premises in the 12 months or less categories that were inspected on time		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Vibrant economy		
Indicator Description		
<p>This indicator measures the extent to which the Council completes its planned food hygiene inspection programme of establishments within 6 and 12 month categories. The 6 and 12 month periods cover establishments which are deemed to have the highest food hygiene risks. The risk category for each premise is determined according to criteria detailed in Food Safety Code of Practice 9. The purpose of food hygiene inspections is to identify potential risks arising from the processing/cooking/handling/storage of food and to confirm that establishments have applied the provisions of the Food Safety Act 1990.</p>		
Service		Head of Service
Planning, Regulation & Waste		Kevin Robertson
Named Officer		Frequency of Collection
Leslie Fisher		Quarterly
Target	Tolerance	Targeted Direction
95%	5%	Increase
Rationale for Target		
<p>This indicator was originally an Audit Scotland Statutory Performance Indicator, though it is no longer included in the current set. The target is based on previously consistent high performance from historical data. This target was reviewed in 2009.</p>		
Context / Other Information		

Indicator Name / Number			
42. Percentage of consumer complaints dealt with within 14 days of receipt <i>and</i> Percentage of business advice requests dealt with within 14 days of receipt			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Vibrant Economy			
Indicator Description			
<p>This indicator provides a measure of the efficiency of the Council in dealing with consumer complaints and business advice requests. Consumer complaints can include contact from an individual who, rightly or wrongly, considers that goods, services or property are faulty or wrongly described; that unreasonable conditions have been imposed on goods, services or property by the supplier; or that a supplier has adopted an attitude or engaged in a trading practice which the consumer regards as detrimental to his/her interests. Business advice is given in response to enquiries by individual businesses (but not consumers).</p> <p>This indicator is included in the current set of Audit Scotland Statutory Performance Indicators.</p>			
Service		Head of Service	
Planning, Regulation & Waste		Kevin Robertson	
Named Officer		Frequency of Collection	
Leslie Fisher		Quarterly	
Target		Tolerance	
Consumer complaints:	75%	5%	Increase
Business advice requests:	90%	5%	
Rationale for Target			
The Trading Standards Service has set local targets, based on historical data. These targets were last reviewed in 2009.			
Context / Other Information			
<p>Movement in the indicator will be affected by changes in the efficiency of staff dealing with complaints, the number of staff available for this work, and the number and complexity of complaints and requests for business advice. The indicator relates solely to the time taken to complete a complaint or enquiry irrespective of the outcome.</p> <p>In 2006/07 Stirling Council's Trading Standards Team combined with that of Clackmannanshire to deliver a joint service.</p>			

Indicator Name / Number		
43. Percentage of waste and recycling collection routes completed on the correct day		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Quality Environment		Reduce landfill use and increase recycling rates.
Indicator Description		
This indicator shows the percentage of waste and recycling collection routes completed on the correct day.		
Service		Head of Service
Planning, Regulation & Waste		Kevin Robertson
Named Officer		Frequency of Collection
David Hopper		Monthly
Target	Tolerance	Targeted Direction
95%	2%	Increase
Rationale for Target		
This target was revised in April 2010 for the new financial year, and has been set at a level that allows for influences outwith the Service's control regarding access (road closures) and weather, and the review of routes that will be undertaken during 2010/11.		
Context / Other Information		
<p>Due to the waste collection vehicles nearing the end of their operational life, the increasing frequency of repairs and corresponding reduction in vehicle availability and servicing is having a detrimental impact on service delivery. A vehicle replacement programme is being implemented – with 3 new replacement refuse collection vehicles operational from December 2009, and a further 4 in April 2010. This should improve reliability and performance.</p> <p>Severe weather conditions, which affect access by collection vehicles due to the prolonged presence of ice and snow on untreated residential and rural roads and footways, also disrupt service delivery.</p>		

Indicator Name / Number		
44. Tonnage of biodegradable municipal waste collected within landfill allowance target		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Quality Environment		Reduce waste disposed of by landfill and increase recycling rates.
Indicator Description		
This indicator gives the total tonnage of biodegradable municipal waste that has been landfilled.		
Service		Head of Service
Planning, Regulation & Waste		Kevin Robertson
Named Officer		Frequency of Collection
David Hopper		Monthly (one month in arrears)
Target	Tolerance	Targeted Direction
<2,251 per quarter	0	Decrease
Rationale for Target		
<p>The European Union Landfill Directive (July 1999) requires the UK to meet statutory waste diversion targets, the aim of which is to reduce the amount of waste disposed of in landfill sites. There are financial implications for councils not meeting landfill targets. The targets are challenging and require an increase in recycling and waste minimisation. Under the proposals, biodegradable waste landfilled must be reduced to 35% of the 1995 level by 2020.</p>		
Context / Other Information		
<p>Over the past 5 years, Stirling Council has increased the amount of waste which is recycled or composted, thus reducing the tonnage of biodegradable municipal waste being sent to landfill.</p>		

Indicator Name / Number				
45. Percentage of municipal solid waste that is recycled or composted				
Strategic Topic / Theme		Single Outcome Agreement Outcome		
Quality Environment		Increase recycling of waste and reduce disposal of waste in landfill.		
Indicator Description				
<p>This indicator shows the proportion of municipal waste that is recycled or composted. Municipal waste includes waste from households and commercial premises, civic amenity sites, street cleaning, parks/gardens and collection of fly tipped waste.</p> <p>This indicator is an Audit Scotland Statutory Performance Indicator.</p>				
Service		Head of Service		
Planning, Regulation & Waste		Kevin Robertson		
Named Officer		Frequency of Collection		
David Hopper		Monthly (one month in arrears)		
Target	Tolerance	Targeted Direction		
Apr	46%	Increase		
May	45%			
June	48%			
July	50%			
August	48%			
September	47%			
October	46%			
November	42%			
December	40%			
January to March	41%			
<th>Rationale for Target</th>			Rationale for Target	
<p>A series of monthly targets is used to take into account expected seasonal variations, for example the reduction in garden waste over winter months.</p> <p>The Scottish Government has set targets to increase the amount of waste that is recycled or composted: 40% by 2010, 50% by 2013 and 60% by 2020. The Council has consistently raised the level of recycling and composting over the last few years. As a result, the percentage target has consistently increased to the point where we are currently above 40%.</p>				
<th>Context / Other Information</th>			Context / Other Information	
<p>It is anticipated that the amount of waste that is recycled or composted will increase with the roll out of food waste collection. This was introduced to urban households during 2009, and will be extended to the rural areas in 2010.</p>				

Indicator Name / Number		
46. Percentage of roads maintenance enquiries responded to within target time		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Quality Environment		Continue to protect, develop, manage and improve open areas, countryside and built heritage for the benefit of visitors and residents.
Indicator Description		
This indicator shows the percentage of road related enquiries received via the Contact Centre which are completed within target response times. Response times vary based on assessed risk.		
Service		Head of Service
Roads, Transport & Open Space		Les Goodfellow
Named Officer		Frequency of Collection
Colin McNicol		Monthly
Target	Tolerance	Targeted Direction
80%	5%	Increase
Rationale for Target		
The target for this indicator was first set in 2008 at 52% to reflect initial measured performance in line with resources available including the availability of Inspectors to carry out the inspections and populate the database and squad resources available to carry out the work identified. In 2009, following a review of the process and resources used, the target was revised to 80%.		
Context / Other Information		
Requests for road maintenance works, made through the Contact Centre, are initially assessed and prioritised for action, with some answered directly by Contact Centre staff in accordance with agreed protocols. Calls requiring attention are then sent electronically to the Roads Maintenance Service to inspect and take any action required in accordance with established response times. Adverse weather conditions cause an increase in the number of requests for service and a subsequent dip in performance.		

Indicator Name / Number			
47. Percentage of road network treated			
Strategic Topic / Theme		Single Outcome Agreement Outcome	
Quality Environment		Continue to protect, develop, manage and improve open areas, countryside and built heritage for the benefit of visitors and residents.	
Indicator Description			
This indicator shows the percentage of road network that has had maintenance treatment in compliance with the Roads (Scotland) Act 1984.			
Service		Head of Service	
Roads, Transport and Open Space		Les Goodfellow	
Named Officer		Frequency of Collection	
Colin McNicol		Quarterly	
Target		Tolerance	Targeted Direction
Quarter 1	0.5%	0.1%	Increase
Quarter 2	2.5%		
Quarter 3	0.2%		
Quarter 4	0.4%		
Rationale for Target			
<p>In the last few years Stirling's road network has continued to deteriorate due to lack of investment. As a general guide, it is considered that a minimum of 4% of the network requires to be appropriately treated to ensure a steady state of condition (an average of 1 treatment every 25 years). This figure was set as a notional target in 2008. In April 2008, Council agreed additional funding (£20 million) for 5 years with an aspirational target of bringing the roads network up to the Scottish average condition. Treatment of the road network is not linear throughout the year, so there will be some fluctuation from quarter to quarter. The work, and therefore the spend, is profiled over the year with most work carried out during the second quarter when there is better weather, and less work completed during the winter months. This performance indicator will be replaced with more refined performance indicators as whole life costing principles of asset management are applied to the carriageway asset.</p>			
Context / Other Information			

Indicator Name / Number		
48. Number of housing completions		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Vibrant Economy		
Indicator Description		
<p>The indicator on housing completions includes New Build, Housing Associations and Other Conversions based on a target level required to achieve the Housing Land Audit to 2015/16. The Housing Land Audit for the Stirling Council area ensures that an adequate supply of housing to meet the Structure Plan is maintained. It is undertaken with the close involvement of private house builders and other providers and agencies. The Audit is a snapshot in time of the intentions of developers and is carried out by all local authorities on an annual basis.</p>		
Service		Head of Service
Planning, Regulation & Waste		Kevin Robertson
Named Officer		Frequency of Collection
Joyce Wighton		Quarterly
Target	Tolerance	Targeted Direction
304 per annum	20%	Maintain
Rationale for Target		
<p>Targets are based on anticipated completions and it is acknowledged that predictions sometimes have to be revised. The targets for 2009/10 are set in the 2009 Housing Land Audit. (Previously predicted figures were scaled back in the 2009 Audit due to the impact of the economic climate).</p>		
Context / Other Information		
<p>The changing economic climate has had a significant impact on Scotland's housing market with a dramatic downturn in the number of new homes being built. To address the resulting shortage in housing the Council has, with funding from the Scottish Government, restarted a programme of new Council house building.</p>		

Indicator Name / Number		
49. Percentage availability of key IT applications		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Better Services		
Indicator Description		
This indicator assesses the reliability of the key ICT applications by measuring how often they are available to users. Nine key applications are measured.		
Service		Head of Service
Improvement and Customer Service		John Risk
Named Officer		Frequency of Collection
Mark Tye		Monthly
Target	Tolerance	Targeted Direction
99%	5%	Increase
Rationale for Target		
Stirling wanted to set a realistic but challenging target, so opted for 99%, which allows for around an hour of planned/unplanned downtime per system each month.		
Context / Other Information		
Nine key applications are measured: email; internet access; web-site; HR/Payroll; Financial system; Social Care; Revenues and Benefits; Housing; and, CRM (Customer Relationship Management).		

Indicator Name / Number		
50. Percentage of IT incidents resolved within service level agreement		
Strategic Topic / Theme		Single Outcome Agreement Outcome
Better Services		
Indicator Description		
<p>The ICT Support Team provide a support service, in line with agreed Service Level Agreements (SLA), and ensure that all IT systems and computers are fully operational with minimal disruption to the daily work routine.</p> <p>This indicator assesses the performance in restoring the service within agreed timescales after a user has reported an operational problem/incident. This is achieved by measuring the percentage of incidents logged, which were resolved in time, with reference to the priority assigned by the user.</p>		
Service		Head of Service
Improvement and Customer Service		John Risk
Named Officer		Frequency of Collection
Mary Tye		Monthly
Target	Tolerance	Targeted Direction
90%	5%	Increase
Rationale for Target		
90% is a typical target across ICT service providers.		
Context / Other Information		
<p>Incidents are faults with the day-to-day operation and do not include requests for changes.</p> <p>SLA is currently set at: High Priority – within 4 hours; Medium Priority – within 24 hours; Low Priority – within 7 days.</p>		