

PERFORMANCE AUDIT

PERFORMANCE INDICATORS 2000/2001

Environmental and Regulatory services
Comparing the performance of Scottish councils



Introduction

Each year, councils publish a range of information to show people how well they are providing their services and how they compare with other councils.

This leaflet contains information on seven indicators relating to councils' environmental and regulatory services in 2000/2001. They are:

- cost of refuse collection and disposal per premise
- methods of household waste disposal
- time taken to repair faulty street lights and faulty traffic lights
- the proportion of food hygiene inspections undertaken within target time
- the time to deal with applications for building warrants and completion certificates
- the proportion of trading standards complaints and enquiries undertaken within time
- the proportion of planning applications processed within target time.

Other pamphlets published by the Commission cover:

- Benefits, Finance and Corporate issues
- Education services
- Fire and Police services
- Housing services
- Leisure and Library services
- Social work services

The Commission also publishes:

- a comprehensive compendium of the information for all the services for which there are performance indicators
- council profiles analysing indicators on a council-by-council basis.

Using the information

For each activity we have set out why some of the differences in performance may have arisen. We also highlight particular features of the information – for example, the range in performance achieved by different councils or the overall change in councils' performance over time.

Several factors affect the way a council performs its activities. You need to be aware of these in order to understand why results may vary. Some of these factors are outwith the control of the council – for example, population size and density, geographical area, and the mix between urban and rural settlements. Others may be specific to a

particular service or the groups of people it serves. These local factors may mean that a council with a performance which, at first sight, appears to be worse than that of another has, in fact, done better given the circumstances it faces.

In this pamphlet we have shown information for councils for 2000/2001, and where appropriate made comparison with previous years.

Some services were disrupted during 2000/2001 by strike action and/or the foot and mouth outbreak. The following councils have indicated that, for the services discussed in this pamphlet, their performance may have been affected.

Building control – strike action
City of Edinburgh, East Renfrewshire, West Dunbartonshire

Environmental health – strike action
West Dunbartonshire

Environmental health – foot & mouth
Argyll & Bute, East Ayrshire

Environmental services – strike action
Clackmannanshire, Inverclyde, Midlothian, Perth & Kinross, West Lothian

Environmental services – foot & mouth
Inverclyde

Planning – strike action
City of Edinburgh, East Dunbartonshire, East Renfrewshire, West Dunbartonshire

Trading standards – strike action
Aberdeenshire, Falkirk, West Dunbartonshire

Trading standards – foot & mouth
All councils were affected to some extent.

Key

Auditors appointed by the Accounts Commission have reviewed councils' arrangements for producing the performance information. In the tables and charts shown in this pamphlet, an asterisk (*) against a council's name indicates that the auditor expressed doubts about the reliability of the council's arrangements for producing the information.

Indicator 1

Refuse collection and disposal

Across Scotland, the average gross cost of refuse collection per premise was £45.63, broadly the same as the previous year (£45.23). The cost varied significantly amongst councils from £31 (Aberdeenshire) to £72 (Eilean Siar).

The average gross cost of disposal per premise was slightly over £44, varying from £28 at Dumfries & Galloway to £102 at Orkney Islands.

Indicator 2

Methods of household waste disposal

Across Scotland, 92% of household waste was used for landfill, a small improvement on the previous year (reduction of 1%). Six percent of household waste was recycled, which is a slight improvement (increase of 1%) on the previous year, and almost 2% – the same amount as the previous year – was used for recovery of heat, power or other energy sources.

Indicator 3

Time to repair faulty street and traffic lights

Overall, 90% of street light repairs were undertaken within the national target time of seven days, which is a year-on-year improvement since 1997/98. There is however, wide variation amongst councils ranging from 71% at Inverclyde to 100% at East Renfrewshire.

Across Scotland, 84% of traffic lights were repaired within 48 hours, ranging from 69% at North Lanarkshire to 100% at Clackmannanshire, Dundee City, East Lothian, Inverclyde and Midlothian.

Indicator 4

Building warrants and completion certificates

The average time taken by councils to process a request for a building warrant was 15 days, varying amongst councils from seven days at Moray and South Lanarkshire to 33 days at Falkirk.

The average time taken to respond to a request for a completion certificate was four days which varied amongst councils from two days at Angus, Dundee, Renfrewshire and South Lanarkshire to ten days at Eilean Siar.

Indicator 5

Food hygiene inspections

Overall, councils have improved their performance in 2000/2001 for all three categories of food hygiene inspections compared with the previous year. Within the two higher risk categories, 90% of inspections were carried out on time. Within the lower risk category councils reported an improvement of 3% compared with last year. East Renfrewshire reported that they undertook 100% of inspections within target time for all three risk categories, while Shetland Islands had the poorest performance for inspections within target time for each of the three risk categories.

Indicator 6

Trading standards complaints and enquiries

Across Scotland, 87% of customer complaints were dealt with within 30 days, an improvement year-on-year since 1996/97, while 98% of business advice requests (a similar percentage to previous years) were dealt with within 30 days.

Indicator 7

Planning applications

Clackmannanshire and East Lothian were the only councils to meet the national target for determining at least 80% of planning applications within two months. City of Edinburgh had the lowest performance reporting only 45% of applications meeting the target time.

Ten councils (Angus, Argyll & Bute, East Lothian, Inverclyde, Moray, South Lanarkshire, West Lothian and the three island councils) met the national target of 90% of householder planning applications being dealt with within two months.

Indicator 1: Cost of refuse collection and disposal

The gross cost of refuse collection and disposal per property.

The indicator shows the overall cost to the council of collecting and disposing of refuse per property, including both domestic and commercial premises. It includes both the direct costs (eg depots, vehicles and the wages of the crews involved) and the indirect costs (eg the cost of the service management offices). It also includes the cost of undertaking special uplifts of bulky items from domestic premises, which are not usually uplifted as part of the normal waste collection round.

Refuse disposal commences when a council's collection vehicle discharges the waste collected at either a transfer station, a treatment plant, a material recycling facility or at landfill.

The Commission's report '*Benchmarking refuse collection*' (April 2000), arranged local authorities into family groups based on population dispersal, which measures the degree to which the population is spread across the council's area, and the number of properties served. Councils have been divided into three groups – urban, mixed urban/rural and rural – to allow more like-for-like comparison to be made. These groupings have been used for the purposes of this indicator.

Points to bear in mind

The majority of councils collect domestic refuse once a week, though a small number operate a twice-weekly uplift – mainly for tenement and high rise flats. Generally, commercial uplifts are carried out two or three times a week. Some councils undertake separate collections of garden refuse and waste paper.

Most councils use the wheeled bin method of collection. Alternative methods are the uplift of static bins or sacks from either backdoor or kerbside.

A council that has a population which is scattered over a wide geographical area is likely to incur a higher cost of refuse collection than one where the population is relatively concentrated. However, in urban areas the impact of traffic congestion and restricted access to collection points can affect costs.

The costs of waste disposal (eg landfill management or recycling plant and landfill tax) are included in the refuse disposal indicator.

The allocation of overheads costs to this function, which should follow CIPFA guidance, may vary among councils.

COMMENTARY

Refuse collection

Across Scotland, the average gross cost of refuse collection per premise was £45.63, broadly the same as the previous year (£45.23). The cost varied significantly amongst councils from £31 (Aberdeenshire) to £72 (Eilean Siar) (Table 1).

Eight councils reported gross costs per premise of less than £40, while three councils (Eilean Siar, Orkney Islands and Stirling) all reported gross costs per premise of more than £60. Twenty councils reported higher costs per premise compared with the previous year.

Refuse disposal

This is the first year that the gross cost of refuse disposal per premise has been reported and therefore no trend data is available. All councils reported the information in 2000/2001. **Across Scotland, the average gross disposal cost per premise was £44.63. However, there was significant variation across Scotland ranging from £28 (Dumfries & Galloway) to £102 (Orkney Islands).**

Twelve councils reported gross costs per premise of less than £40, while seven councils reported gross costs per premise of more than £60. Six of the seven councils with the highest cost per premise are in the rural group of councils.

Table 1: Gross cost of refuse collection and disposal per premise

	Refuse collection (£)		Refuse disposal (£)
	2000/2001	1999/2000	2000/2001
<i>Rural councils</i>			
Aberdeenshire	31.16	34.58	64.46
Argyll & Bute	56.32	53.61	61.09
Dumfries & Galloway	49.88	43.21	28.17
Eilean Siar	71.94	72.17	65.18
Highland	49.21	46.02	45.24
Orkney Islands	67.30	65.13	101.87
Perth & Kinross	51.81	49.43	65.16
Scottish Borders	38.70	37.00	32.72
Shetland Islands	39.49	48.38	76.53
<i>Mixed councils</i>			
Angus	36.19	35.97	37.16
Clackmannanshire	55.37	60.44	52.81
East Ayrshire	51.73	52.38	50.03
East Lothian	47.70	42.95	44.95
East Renfrewshire	40.54	41.88	42.28
Fife	36.82	42.73	45.33
Inverclyde	44.65	43.62	36.23
Midlothian	39.57	37.69	35.31
Moray	46.94	39.66	58.41
North Ayrshire	45.28	43.64	31.03
South Ayrshire	39.85	37.11	39.88
South Lanarkshire	46.19	43.42	36.50
Stirling	62.56	61.47	42.20
West Lothian	46.43	41.68	41.32
<i>Urban councils</i>			
Aberdeen City	41.30	42.41	41.37
Dundee City	46.98	53.22	60.31
East Dunbartonshire	45.46	42.90	44.45
Edinburgh, City of	49.04	48.29	38.38
Falkirk	35.29	34.15	46.13
Glasgow City	49.42	48.22	52.33
North Lanarkshire	46.80	47.37	31.36
Renfrewshire	46.54	47.41	37.19
West Dunbartonshire	41.47	45.27	31.45
All Scotland	45.63	45.23	44.63

Indicator 2: Household waste disposal

The methods of disposal of household waste and the proportion that was recycled.

The indicator shows the methods adopted by councils for disposing of household waste and the percentage of waste, per household, disposed of by a range of methods.

Recycling and recovery methods include waste used for recovery of heat, power and other energy sources and composting.

Points to bear in mind

The European Commission landfill directive sets targets for the amount of biodegradable municipal waste going to landfill. The first of these targets is that by 2006 the amount of biodegradable municipal waste that a council sends to landfill must be reduced to three quarters of its 1995 level.

Therefore, councils will require to find alternative methods of disposing of refuse, and recycling will become a higher priority.

In some cases councils estimate the weight of waste because they have no direct weighing facility.

COMMENTARY

Local authorities collect around 2.3 million tonnes of household refuse, which equates, on average to around one tonne per household.

Across Scotland, 92% of household waste was used for landfill, a small improvement on the previous year (reduction of 1%). Six percent of household waste was recycled, which is a slight improvement (increase of 1%) on the previous year. Almost 2%, the same amount as the previous year was used for the recovery of heat, power or other energy sources.

Ten councils reported an increase in the percentage of household waste that was sent to landfill sites. Twenty-four councils reported that over 90% of their household refuse goes to landfill sites. Highland (98%) and North Lanarkshire (98.7%) reported the highest percentage of household waste being sent to landfill (Table 2a).

Twenty-one councils increased their levels of household waste recycling. Thirteen councils (four more than the previous year) collected

household green waste which is composted centrally. Table 2b shows the proportion of waste recycled, composted by authorities and/or recovered and recycled by other methods (eg glass and paper collections).

Seven councils (Aberdeenshire, Argyll & Bute, Orkney Islands, Perth & Kinross, Scottish Borders, Shetland Island and Angus), one more than the previous year, reported recycling more than 10% of household waste. Eleven councils, two fewer than the previous year, reported recycling less than 4%. Eilean Siar reported that they did not recycle any household waste.

Five councils (Angus, Dundee City, Perth & Kinross, Orkney Islands and Shetland Islands) dispose of refuse at incineration plants which recover heat, power or other energy sources. With the exception of Orkney Islands who ship waste to the Shetland incineration plant, the other four councils increased the amount of refuse that was incinerated compared with the previous years.

Table 2a: The percentage and methods of household waste disposal – 2000/2001

	Landfill	Other recycling or recovery methods	Composted by the authority	Recovery of heat, power and other energy sources	Other methods
<i>Rural councils</i>					
Aberdeenshire	83.6	6.5	9.9		
Argyll & Bute	88.6	11.4			
Dumfries & Galloway	96.0	4.0			
Eilean Siar	95.9				4.1
Highland	98.0	2.0			
Orkney Islands	12.5	9.0	7.0	71.5	
Perth & Kinross	81.4	7.1	10.8	0.7	
Scottish Borders	84.8	13.0	2.2		
Shetland Islands	29.1	10.9		60.0	
<i>Mixed councils</i>					
Angus	61.9	8.0	6.7	23.4	
Clackmannanshire	95.5	4.5			
East Ayrshire	97.7	2.3			
East Lothian	93.8	6.2			
East Renfrewshire	91.9	8.1			
Fife	97.9	2.1			
Inverclyde	96.2	3.8			
Midlothian	96.6	3.4			
Moray	96.6	2.8	0.6		
North Ayrshire	92.0	2.9	5.1		
South Ayrshire	93.6	6.4			
South Lanarkshire	93.4	3.3	3.3		
Stirling	92.0	6.5	1.5		
West Lothian	96.6	3.1	0.3		
<i>Urban councils</i>					
Aberdeen City	96.4	3.6			
Dundee City	62.6	6.4	1.0	30.0	
East Dunbartonshire	94.0	6.0			
Edinburgh, City of	94.5	5.5			
Falkirk	92.5	4.7	2.8		
Glasgow City	96.6	3.0	0.4		
North Lanarkshire	98.7	1.3			
Renfrewshire	95.9	3.1	1.0		
West Dunbartonshire	90.9	9.1			
All Scotland	92.1	4.5	1.6	1.8	0

Table 2b: The percentage of household waste recycled

	2000/2001	1999/2000	1998/99	1997/98	1996/97
<i>Rural councils</i>					
Aberdeenshire	16.4	5.6	6.1	6.1	6.5
Argyll & Bute	11.4	10.8	16.8	14.9	13.4
Dumfries & Galloway	4.0	3.2	3.3	3.6	2.4
Eilean Siar	0.0	3.7	5.9	11.5	1.3
Highland	2.0	*2.2	2.9	2.9	3.6
Orkney Islands	16.0	20.6	Not reported	Not reported	19.9
Perth & Kinross	17.9	15.6	12.9	8.2	6.2
Scottish Borders	13.0	12.8	11.0	12.1	16.3
Shetland Islands	10.9	12.4	4.6	4.3	5.0
<i>Mixed councils</i>					
Angus	14.7	13.5	11.4	9.2	10.7
Clackmannanshire	4.5	4.0	3.7	3.1	2.3
East Ayrshire	2.3	2.1	1.5	1.9	2.5
East Lothian	6.2	4.7	4.5	4.5	2.8
East Renfrewshire	8.1	7.8	9.0	8.4	7.3
Fife	2.1	1.6	1.8	8.1	10.7
Inverclyde	3.8	3.9	3.1	2.9	2.2
Midlothian	3.4	2.2	2.8	2.5	1.8
Moray	3.4	2.7	2.5	6.4	7.8
North Ayrshire	8.0	3.6	3.2	3.8	3.4
South Ayrshire	6.4	5.4	5.5	5.1	2.4
South Lanarkshire	6.6	6.8	4.4	1.4	1.4
Stirling	8.0	7.6	7.8	7.5	6.3
West Lothian	3.4	3.5	3.3	3.6	2.3
<i>Urban councils</i>					
Aberdeen City	3.6	*4.3	7.2	5.4	Not reported
Dundee City	7.4	8.6	8.1	12.3	9.6
East Dunbartonshire	6.0	7.4	6.1	7.1	6.4
Edinburgh, City of	5.5	4.9	4.2	4.5	4.6
Falkirk	7.5	7.1	9.0	8.3	9.5
Glasgow City	3.4	2.5	2.2	1.6	1.4
North Lanarkshire	1.3	1.8	2.2	2.4	1.3
Renfrewshire	4.1	3.7	2.3	2.2	1.4
West Dunbartonshire	9.1	6.5	6.8	5.7	4.6
All Scotland	6.1	5.1			

The all Scotland weighted average is not available for the years prior to 1999/2000.

Indicator 3: Time taken to repair faulty street lights and faulty traffic lights

The percentage of repairs to street lights completed within seven days and the percentage of traffic light repairs completed within 48 hours.

The indicator shows the percentage of repairs to street lights which are undertaken within seven calendar days, and repairs to traffic lights which are carried out within 48 hours. It covers a range of different problems including such things as lamp failure, control box failure, accident damage, vandalism, shade damage and supply failure.

Points to bear in mind

The indicator captures the time taken for the full range of activity, from notification of the fault to the completion of the repair. The actual repair work is often carried out by a contractor, and in such cases it is the contractor's performance which is, in part, being measured. However, it is the council's responsibility as the client, to ensure that the contractor's performance is satisfactory.

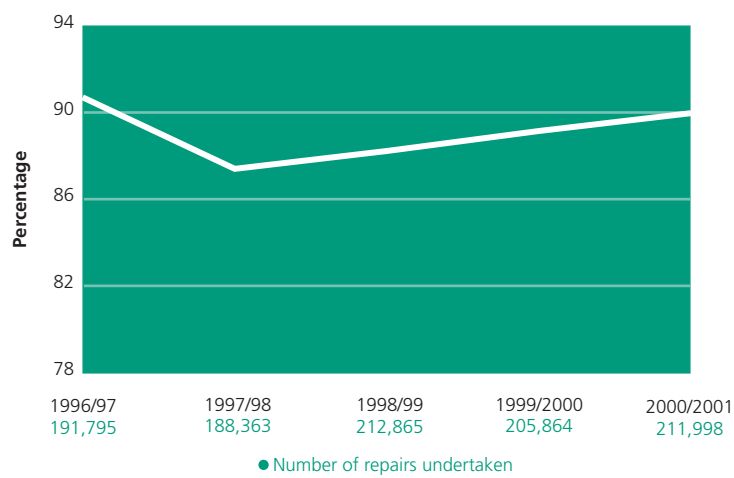
COMMENTARY

Street lights

Across Scotland, councils carried out almost 212,000 repairs to street lights, a slight increase (3%) compared with the previous year. Since 1997/98, councils have reported a year-on-year improvement in the percentage of repairs undertaken within seven days (Figure 3a).

Overall, 90% of street light repairs were undertaken within seven days. The proportion varied amongst councils from 71% at Inverclyde to 100% at East Renfrewshire. Nineteen of the 30 councils where comparison could be made, reported improved performance compared with the last year and 18 councils achieved 90% or more within target (Table 3a).

Since 1996/97, East Lothian has either failed to report the information or reported unreliable information. City of Edinburgh has continuously reported unreliable information over the same period.

Figure 3a: Percentage of all street lighting repairs undertaken within seven days

Traffic lights

Overall, councils carried out just over 18,500 repairs to traffic lights (Figure 3b), a reduction of 2,500 compared with the previous year.

Across Scotland, 84% of traffic lights were repaired within 48 hours, which is an increase over the two previous years. However, there was significant variation amongst councils ranging from 69% at North Lanarkshire to 100% at Clackmannanshire, Dundee City, East Lothian, Inverclyde and Midlothian. Seven councils (Dumfries & Galloway, East Ayrshire, Eilean Siar, Glasgow City, North Ayrshire, North Lanarkshire and West Dunbartonshire) failed to repair at least 84% of traffic lights within the 48 hour target time. Eighteen councils, four more than the previous year, achieved 90% or more within the target time (Table 3b).

Figure 3b: The overall proportion of traffic light repairs undertaken within 48 hours

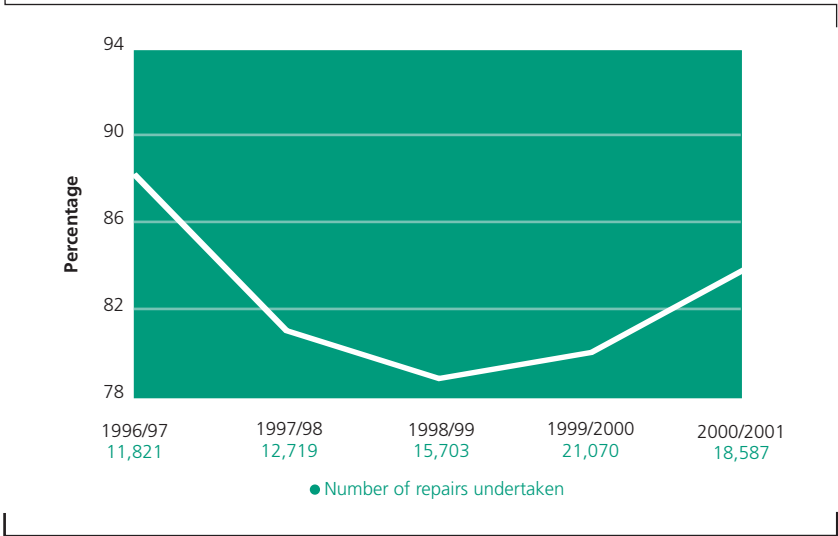


Table 3a: Percentage of all street light repairs completed within seven days

Council	Total repairs	Percentage of all street light repairs completed within 7 days			
	2000/2001	2000/2001	1999/2000	1998/99	1997/98
Aberdeen City	9,959	84	73	77	89
Aberdeenshire	8,006	88	82	66	75
Angus	5,761	96	91	90	91
Argyll & Bute	* 2,596	* 90	87	74	82
Clackmannanshire	2,335	80	75	88	84
Dumfries & Galloway	7,459	87	82	90	98
Dundee City	8,963	97	93	87	91
East Ayrshire	3,849	97	96	98	95
East Dunbartonshire	3,597	97	90	88	96
East Lothian	Not reported	Not reported	Not reported	* 88	* 94
East Renfrewshire	3,322	100	97	96	97
Edinburgh, City of	* 24,219	* 77	* 87	* 80	* 83
Eilean Siar	209	Not reported	84	94	98
Falkirk	5,847	98	96	96	97
Fife	17,238	91	84	89	91
Glasgow City	19,609	90	95	90	* 67
Highland	8,779	98	97	98	97
Inverclyde	765	71	71	85	93
Midlothian	2,025	82	93	89	* 93
Moray	3,955	96	98	93	95
North Ayrshire	5,177	96	94	78	98
North Lanarkshire	17,438	83	93	96	* 88
Orkney Islands	735	80	78	82	80
Perth & Kinross	5,993	98	98	98	99
Renfrewshire	12,265	87	87	83	99
Scottish Borders	5,749	92	92	91	90
Shetland Islands	110	77	86	80	81
South Ayrshire	1,555	94	93	90	Not reported
South Lanarkshire	8,687	98	99	99	97
Stirling	1,200	85	79	80	* 66
West Dunbartonshire	2,024	98	91	85	66
West Lothian	12,572	93	79	84	89
All Scotland	211,998	90	89	88	87

Table 3b: Percentage of all traffic lights repaired within 48 hours

Council	Total repairs	Percentage of all traffic lights repaired within 48 hours			
	2000/2001	2000/2001	1999/2000	1998/99	1997/98
Aberdeen City	1,284	98	96	93	82
Aberdeenshire	91	98	92	100	84
Angus	144	96	87	89	93
Argyll & Bute	*44	* 95	* 74	95	100
Clackmannanshire	8	100	100	100	100
Dumfries & Galloway	188	80	72	91	97
Dundee City	40	100	100	91	84
East Ayrshire	147	71	54	68	86
East Dunbartonshire	424	86	55	37	41
East Lothian	62	100	94	97	92
East Renfrewshire	239	90	79	57	66
Edinburgh, City of	1,877	97	88	* 99	* 99
Eilean Siar	12	83	100	100	100
Falkirk	67	97	95	65	54
Fife	545	91	72	85	88
Glasgow City	9,320	79	77	75	79
Highland	195	96	97	99	99
Inverclyde	24	100	100	93	86
Midlothian	96	100	98	99	100
Moray	17	88	49	59	55
North Ayrshire	74	81	81	89	91
North Lanarkshire	1,231	69	75	97	* 96
Perth & Kinross	481	87	79	71	96
Renfrewshire	588	91	93	74	74
Scottish Borders	31	97	85	93	92
Shetland Islands	15	87	93	90	95
South Ayrshire	213	84	81	71	* 86
South Lanarkshire	657	86	88	84	78
Stirling	33	94	100	99	83
West Dunbartonshire	328	83	80	84	74
West Lothian	112	98	94	92	93
All Scotland	18,587	84	80	79	81

Indicator 4: Building warrants and completion certificates

The average times for processing applications for building warrants and completion certificates.

The indicator shows the time that it takes to:

- process a request for a building warrant
- respond to a request for a completion certificate.

The processing time is the period from receipt of an application for a building warrant until a response is provided to the applicant from the council.

The time to respond to a completion certificate is from receipt of an application until the council has either requested access or carried out an inspection.

COMMENTARY

Building warrants

Overall, councils processed almost 52,700 building warrant applications and just over 49,000 completion certificates, which is similar to previous years.

Across Scotland, the average time it takes councils to process a request for a building warrant was 15 days, a similar time to previous years (Figure 4). However, there is significant variation amongst councils to process warrants, ranging from seven days at Moray and South Lanarkshire to 33 days at Falkirk. Sixteen councils reported taking 14 days or less to process warrants, while nine councils improved on their previous year's figure. Five councils (Aberdeen City, East Dunbartonshire, Moray, South Ayrshire and South Lanarkshire) have improved their performance year-on-year since 1997/98 (Table 4a).

Completion certificates

Across Scotland, the average time taken to respond to a request for a completion certificate was four days which is consistent with previous years. The time to respond to a request varied amongst councils from two days at Angus, Dundee, Renfrewshire and South Lanarkshire to ten days at Eilean Siar. Three councils

(East Lothian, Eilean Siar and Perth & Kinross) took on average, more than seven days to respond to a request. Nine councils reported improved performance compared with the previous year (Table 4b).

Figure 4: Average time taken to process requests for building warrants and completions

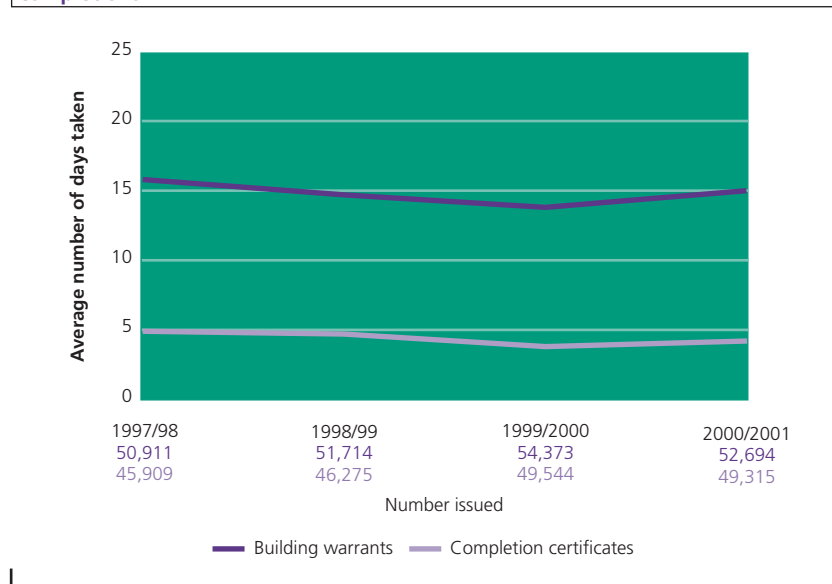


Table 4a: The average time to respond to a request for a building warrant

Council	Number of building warrant applications	Average number of days taken to respond to a request for a building warrant			
		2000/2001	1999/2000	1998/1999	1997/1998
Aberdeen City	2,187	15	16	18	22
Aberdeenshire	3,142	12	12	*13	11
Angus	1,280	9	6	7	12
Argyll & Bute	1,511	10	10	10	17
Clackmannanshire	608	11	14	19	17
Dumfries & Galloway	2,227	20	24	24	20
Dundee City	1,130	9	8	12	*23
East Ayrshire	817	16	8	12	11
East Dunbartonshire	987	18	20	21	22
East Lothian	945	20	20	9	8
East Renfrewshire	878	16	17	15	11
Edinburgh, City of	4,793	22	13	*16	16
Eilean Siar	732	18	16	28	23
Falkirk	1,193	33	19	18	20
Fife	3,694	14	12	11	9
Glasgow City	3,695	10	9	9	10
Highland	3,390	14	13	14	*14
Inverclyde	*516	*13	13	13	17
Midlothian	875	19	18	18	23
Moray	1,268	7	14	*15	16
North Ayrshire	1,370	17	13	9	9
North Lanarkshire	2,281	12	12	13	*15
Orkney Islands	*335	*25	*35	25	25
Perth & Kinross	2,303	18	*16	16	15
Renfrewshire	1,166	12	11	13	16
Scottish Borders	1,819	22	26	26	*27
Shetland Islands	451	12	4	2	2
South Ayrshire	1,318	12	15	16	17
South Lanarkshire	2,464	7	12	18	21
Stirling	1,175	16	14	18	23
West Dunbartonshire	541	20	18	18	12
West Lothian	1,603	12	11	14	20
All Scotland	52,694	15	14	15	16

Table 4b: The average time to respond to a request for a completion certificate

Council	Number of completion certificate applications	Average number of days taken to respond to a request for a completion certificate			
		2000/2001	1999/2000	1998/1999	1997/1998
Aberdeen City	2,146	6	7	9	10
Aberdeenshire	2,610	3	3	*3	4
Angus	1,090	2	2	3	3
Argyll & Bute	1,001	3	4	5	4
Clackmannanshire	426	4	5	6	7
Dumfries & Galloway	1,348	6	6	6	4
Dundee City	1,211	2	3	4	*6
East Ayrshire	1,256	4	2	2	3
East Dunbartonshire	640	4	3	4	8
East Lothian	1,020	9	13	7	4
East Renfrewshire	791	4	3	4	4
Edinburgh, City of	5,224	5	1	*9	4
Eilean Siar	480	10	9	9	11
Falkirk	681	4	4	2	3
Fife	3,359	3	3	4	6
Glasgow City	5,586	3	3	3	3
Highland	2,459	5	5	5	*7
Inverclyde	*651	*6	4	5	7
Midlothian	661	3	3	3	3
Moray	889	5	7	*6	7
North Ayrshire	1,208	7	5	4	5
North Lanarkshire	1,845	3	2	2	*4
Orkney Islands	*174	*7	*7	7	7
Perth & Kinross	1,568	9	*9	7	4
Renfrewshire	1,513	2	2	2	3
Scottish Borders	1,461	4	4	4	*5
Shetland Islands	207	4	6	3	3
South Ayrshire	1,008	4	5	5	6
South Lanarkshire	2,588	2	4	7	5
Stirling	1,106	6	5	4	4
West Dunbartonshire	503	3	3	4	3
West Lothian	2,605	3	3	3	5
All Scotland	49,315	4	4	5	5

Indicator 5: Food hygiene inspections

The number of establishments in each of three risk categories requiring inspections during the year, and the percentage of inspections which were undertaken within the prescribed period.

Food hygiene inspections confirm that the processing, cooking, handling and storage of food at business premises meet the requirements of the 'Food Safety Act 1990' and identify potential risks to the health of the public.

Business premises dealing in food are categorised according to the frequency with which they should be inspected, depending on their level of risk to food safety. The higher the level of risk, the more often inspections should be carried out.

The indicator specifies three categories of premises according to the target time between inspections:

- within six months – premises with the highest risk of food hygiene problems, requiring the most frequent inspection visits
- between six and 12 months – premises with an intermediate level of risk
- more than 12 months – premises which have the lowest risk and require fewest visits.

For each risk category, the indicator reports councils' planned food hygiene inspection workload and their success in achieving their inspection targets.

Points to bear in mind

Factors that influence a council's decision on the required number of inspections are:

- the likely risk according to the type of food
- the extent to which food is handled, and the risk of cross-contamination where a process involves both raw and cooked food
- the method of processing – particularly where conditions may favour the growth of food poisoning organisms, eg canning, vacuum packing and any process where temperature is a controlling factor
- the number of consumers likely to be put at risk if there is a failure in food hygiene and safety procedures
- the cleanliness, layout, lighting, ventilation and structural condition of the premises
- the attitude and technical knowledge of the management on hygiene and safety matters. Some premises, particularly those in the 'within six months' risk category, may be visited more frequently due to their high level of risk but these additional visits are not reflected in the indicator.

Prior to 1999/2000 the indicator for premises within the 'within six months' risk category identified the proportion of premises for which the two scheduled inspections were undertaken within target time. It now measures the proportion of individual inspections undertaken within target time and therefore direct comparison can only be made over the past two years.

COMMENTARY

In 2000/2001, Scotland's councils identified just over 29,000 premises as being subject to food hygiene inspections, the lowest number of premises since 1996/97 when comparable figures were first available. 'The Pennington report (1997)' required councils to reassess the risk categories of premises and this resulted in a significant increase in the number of premises in the high risk category in 1998/99. Since then councils have worked closely with businesses, and as a consequence there has been a significant reduction (over 40%) in the number of premises that fall within the highest risk 'within six months' category. In 2000/2001, one in every nine premises falls within this category whereas almost one in every six was in this category in 1998/99 (Table 5a).

Table 5a: The number of premises requiring food hygiene inspections

	Number of premises in each risk category			
	Within 6 months	Between 6-12 months	More than 12 months	Total
2000/2001	3,273	9,300	16,558	29,131
1999/2000	4,175	8,764	16,585	29,524
1998/1999	5,706	8,637	18,069	32,412
1997/1998	3,049	8,068	19,668	30,785
1996/1997	2,332	10,249	21,044	33,625

Overall, councils reported improved performance in 2000/2001 for all three categories of inspection compared with the previous year. Within the two higher risk categories 90% of inspections were carried out within time and for the lower risk category – councils reported an improvement of 3% compared with last year. East Renfrewshire reported that they undertook 100% of inspections within target time for all three risk categories, while Shetland Islands had the poorest performance for inspections within target time for each of the three risk categories. However, amongst councils there was significant variation in performance.

In the 'within six months' risk category, Shetland Islands failed to carry out any inspections within the target time. Clackmannanshire and West Dunbartonshire were the only other councils that failed to achieve at least 50% within target. Eight councils reported that they undertook at least 98% of inspections within the target time, an improvement of three compared with the last year. Within this group of eight councils, East Renfrewshire, Inverclyde, Stirling and West Lothian all achieved 100% of inspections within target time (Table 5b). The proportion of all premises due for inspection during the year that were in the high risk category varied significantly amongst councils, ranging from less than 1% at Fife to almost 50% at East Renfrewshire.

In the six to 12 month risk category Shetland Islands undertook only 29% of inspections within target time. A further three councils (Clackmannanshire, Perth & Kinross and West Dunbartonshire) carried out fewer than 60% of inspections within the target time. Five councils (East Ayrshire, East Renfrewshire, City of Edinburgh, North Lanarkshire and South Lanarkshire) reported that they undertook more than 98% of inspections within target.

The lower risk category group – more than 12 months, showed the greatest variation in performance amongst councils. Two councils (City of Edinburgh and Shetland Islands) inspected less than 20% of premises within the target time, and a further five councils failed to inspect at least 50% within the target time. Four councils (Aberdeen City, East Renfrewshire, Inverclyde and North Lanarkshire) reported they undertook at least 98% within target time.

Table 5b: The proportion of inspections conducted within the target time – 2000/2001

Council	Inspection risk category					
	Within 6 months		6-12 months		Less than once a year	
	Number of premises	% of inspections made within target	Number of premises	% of inspections made within target	Number of premises	% of inspections made within target
Aberdeen City	64	99.2	242	96.3	538	99.3
Aberdeenshire*	132	91.3	422	84.6	895	85.8
Angus	80	60.0	253	72.7	236	35.2
Argyll & Bute	40	93.8	332	82.8	662	68.6
Clackmannanshire	21	26.2	56	53.6	201	43.3
Dumfries & Galloway	68	77.9	302	82.8	761	82.8
Dundee City	32	96.9	198	95.5	391	96.9
East Ayrshire	31	93.5	122	100.0	434	90.8
East Dunbartonshire	64	97.6	157	95.5	197	70.6
East Lothian	57	63.2	190	64.2	280	66.8
East Renfrewshire	190	100.0	116	100.0	92	100.0
Edinburgh, City of	74	98.0	1,398	99.1	1,372	17.8
Eilean Siar	13	76.9	67	74.6	175	74.3
Falkirk	25	70.0	70	80.0	403	70.0
Fife	10	95.0	224	86.6	1,414	81.5
Glasgow City	1,223	95.5	1,357	93.1	1,328	68.1
Highland	61	99.2	431	97.7	1,852	45.8
Inverclyde	4	100.0	69	95.7	209	99.0
Midlothian	18	97.2	84	97.6	265	91.3
Moray	103	73.2	176	63.6	238	43.7
North Ayrshire	128	92.0	487	92.6	326	86.2
North Lanarkshire*	244	98.8	558	99.3	643	98.3
Orkney Islands	18	94.4	86	73.3	113	66.4
Perth & Kinross	28	73.2	176	56.8	599	35.6
Renfrewshire	195	93.6	326	93.9	186	91.9
Scottish Borders	92	69.6	291	78.0	393	76.3
Shetland Islands	8	0.0	17	29.4	129	10.1
South Ayrshire	44	56.8	201	81.6	555	41.4
South Lanarkshire	145	97.6	548	98.5	832	85.0
Stirling	6	100.0	61	88.5	264	62.5
West Dunbartonshire	17	47.1	182	59.3	253	60.9
West Lothian	38	100.0	101	93.1	322	76.4
All Scotland	3,273	90.5	9,300	89.5	16,558	66.7

Indicator 6: Trading standards enquiries, complaints and business advice requests

The percentage of trading standards enquiries dealt with on the day of receipt and the percentage of complaints and business advice requests completed within 30 days.

Dealing with enquiries, complaints and business advice requests is one of the most significant of the trading standards services provided by councils. This assistance is provided to two separate groups – consumers (ie the general public) and businesses.

Enquiries are requests for information from a consumer about any aspect of consumer law or an unfair trading practice.

Complaints are requests to the council to investigate the activities of a trader or traders. Both enquiries and complaints relate to goods or services which the consumer suspects or believes have been poor, unfair or based on illegal trading practice by a trader – for example, selling faulty, dangerous or wrongly described goods, or setting unreasonable conditions of sale.

Business advice is given in response to enquiries by individual businesses. It includes approaches made in person and enquiries received by letter and telephone, but excludes advice given as part of a routine inspection of trading premises.

The time taken covers the period between:

- the date the council receives all the information necessary to allow action (eg advice or investigation) to commence
- the date on which the council's contact with the consumer and/or the trader concerned finished, ie the council provided the information requested, or the outcome of an investigation was reported to the consumer or business making the complaint.

Points to bear in mind

The indicator does not provide information on the quality of any advice or investigation, or on its usefulness to the consumer or business.

The number and complexity of enquiries and complaints will affect the indicator. Many enquiries can be dealt with speedily, often on the same day or within a few days, but the investigative work involved in some complaints means that they often take longer to complete.

A report on the performance of trading standards services in Scotland will be published by Audit Scotland on behalf of the Accounts Commission in the summer of 2002.

COMMENTARY

Overall, Scotland's councils reported that they dealt with just over 57,000 consumer enquiries and just over 61,500 customer complaints. Ninety-eight percent of consumer enquiries are dealt with on the day they are received. These ranged from 69% at City of Edinburgh to 100% at seven councils. The number of consumer enquiries has dropped year-on-year since 1996/97 when slightly under 164,000 were reported. Overall, comparison with more recent years shows significant variation by some councils in the number of enquiries they receive, possibly a result of reclassification of a significant number of their enquiries. For example, Glasgow City reported receiving 7,000 fewer enquiries compared with the previous year and North Ayrshire reported receiving 16 enquiries in 2000/2001 against 827 the previous year (Table 6a). However, for both of these councils the number of customer complaints has risen significantly.

Table 6a: The overall processing of consumer enquiries, complaints and business advice requests

	Consumer enquiries		Customer complaints		Business advice requests	
	Number	% dealt with on the day of receipt	Number	% dealt with within 30 days	Number	% dealt with within 30 days
2000/2001	57,352	97.7	61,599	87.0	10,321	98.1
1999/2000	66,354	97.4	59,828	85.6	8,052	97.7
1998/1999	106,016	98.5	42,617	82.0	11,522	98.4
1997/1998	124,184	99.1	45,942	82.0	9,968	97.8
1996/1997	163,996	99.1	44,024	79.8	9,373	97.8

Eighty-seven percent of customer complaints were dealt with within 30 days, an improvement year-on-year since 1996/97.

Thirteen councils processed nine out of every ten customer complaints within 30 days while East Dunbartonshire (54%) processed the fewest within the target time. The remaining 18 councils all processed at least seven out of every ten complaints within the 30 day target time (Table 6b).

There were just over 10,000 business advice requests in 2000/2001, an increase of just over 2,000 compared with the previous year. **Overall, an extremely high proportion (98%) of business advice requests were dealt with within 30 days, which is consistent with previous years.** With the exception of North Lanarkshire (89%) all other councils reported responding to at least 93% of business requests within the 30 day target time.

Table 6b: The processing of consumer enquiries, complaints and business advice requests – 2000/2001

Council	Consumer enquiries		Consumer complaints		Business advice requests	
	Number	% dealt with on the day of receipt	Number	% dealt with within 30 days	Number	% dealt with within 30 days
Aberdeen City	930	97.1	2,536	93.4	260	98.5
Aberdeenshire	227	100.0	1,534	85.6	174	97.1
Angus	302	83.8	800	87.0	227	95.2
Argyll & Bute	1,990	99.8	800	81.6	336	96.1
Clackmannanshire	43	100.0	614	86.6	32	100.0
Dumfries & Galloway	356	96.1	2,208	89.1	657	95.9
Dundee City	492	96.3	2,939	98.6	365	98.6
East Ayrshire	52	94.2	1,222	75.6	214	99.5
East Dunbartonshire	1,143	100.0	447	54.6	72	97.2
East Lothian	65	95.4	521	97.5	318	99.1
East Renfrewshire	35	97.1	348	75.9	105	99.0
Edinburgh, City of	2,610	69.1	5,176	90.9	1,087	98.3
Eilean Siar	63	96.8	268	92.9	25	100.0
Falkirk	1,058	99.8	1,918	83.4	365	100.0
Fife	290	98.3	5,850	93.7	309	99.4
Glasgow City	18,254	100.0	6,097	74.7	320	96.6
Highland	531	86.1	3,012	89.8	344	98.0
Inverclyde	1,169	100.0	1,480	88.1	141	95.0
Midlothian	109	87.2	628	88.7	117	99.1
Moray	93	97.8	1,774	91.2	299	98.7
North Ayrshire	16	93.8	1,805	83.2	123	100.0
North Lanarkshire	21,209	99.9	2,418	75.1	66	89.4
Orkney Islands	45	88.9	428	92.8	270	99.6
Perth & Kinross	563	96.6	1,138	94.5	325	99.7
Renfrewshire	56	100.0	2,229	94.7	180	100.0
Scottish Borders	94	89.4	978	81.4	2,005	99.8
Shetland Islands	19	89.5	108	93.5	30	93.3
South Ayrshire	3,553	99.5	3,184	92.2	580	94.0
South Lanarkshire	360	86.1	4,134	77.7	206	96.1
Stirling	638	89.5	1,306	86.2	473	98.3
West Dunbartonshire	179	100.0	1,327	85.3	54	96.3
West Lothian	808	90.7	2,372	95.2	242	99.6
All Scotland	57,352	97.7	61,599	87.0	10,321	98.1

Indicator 7: Planning applications

The percentage of planning applications dealt with within two months.

The indicator provides information on how long it takes each council to deal with planning applications by:

- householders – seeking approval to build extensions to their homes, or to make other alterations to their properties which need permission
- non-householders such as developers – seeking approval for a wide range of generally larger developments.

In dealing with planning applications, councils:

- take a number of steps to consult on and assess the application
- decide whether to approve the application
- notify the applicant of the decision.

Points to bear in mind

Householders have to notify their neighbours that they have submitted an application and councils are usually required to carry out only limited consultations before a decision is reached. Many of these applications are straightforward and result in permission being granted. However, applications other than those by householders are generally more complex and the time to deal with them may require to be extended where:

- the council needs to undertake an analysis of the impact on either the environment or the local economy
- an application requires an agreement between the council and the applicant, regulating the future use of the land or development
- an application is contrary to the approved local or structure plan.

The time taken to deal with an application will be affected by:

- the extent to which councillors delegate responsibility for approving applications to staff (greater delegation will generally allow applications to be processed more quickly)
- whether there are any objections to the application (eg from neighbouring property owners)
- the proportion of cases where an applicant needs to submit amended plans before the planning officer feels able to recommend approval.

Some cases, particularly those in conservation areas or affecting listed buildings, may take longer to deal with because of the need for additional advertising and consultation. The proportion of such applications varies between councils.

In 2000, the Scottish Executive published a National Planning Policy Guideline NPPG 1 (revised) in which it established that:

- 80% of planning applications should be determined within two months
- 90% of householder planning applications should be determined within two months.

COMMENTARY

Overall, Scotland's councils determined almost 42,200 planning applications, 2,500 fewer than the previous year. Slightly over 17,700 were householder planning applications and 24,500 were non-householder applications.

All planning applications

Clackmannanshire and East Lothian were the only councils to meet the national target for determining at least 80% of applications within two months. City of Edinburgh⁷ had the lowest performance reporting only 45% of applications meeting the government target time of two months (Table 7).

Householder applications

Ten councils (Angus, Clackmannanshire, East Lothian, Inverclyde, Moray, South Lanarkshire, West Lothian and the three island councils) met the national target for dealing with householder applications within two months, an increase of four councils compared with the previous year. Five councils Aberdeen City, East Ayrshire, City of Edinburgh, South Ayrshire and Stirling dealt with fewer than 75% of householder applications within two months. Seventeen councils improved their performance compared with the previous year.

Non-householder applications

Overall, just over half of non-householder applications are dealt with within two months, a slight reduction compared with last year. Councils reported significant variation in performance ranging from 21% (Falkirk) to 83% (Clackmannanshire). Seventeen councils dealt with fewer than 50% of applications within two months.

⁷ Information provided by the Scottish Executive Planning Services Audit Unit indicates that in 2000/2001, the proportion of listed building and conservation area determinations expressed as a proportion of all determinations (ie in relation to non-householder as well as householder applications) was 10% higher in Dundee City, East Lothian, City of Edinburgh, Glasgow City and Scottish Borders.

Table 7: The processing of planning applications – 2000/2001

Council	Householder applications		Non-householder applications		All applications
	Number of applications	% dealt with within two months	Number of applications	% dealt with within two months	% dealt with within two months
Aberdeen City	1,286	69.0	767	44.9	60.0
Aberdeenshire	1,341	84.6	1,877	49.9	64.3
Angus	458	92.6	522	66.3	78.6
Argyll & Bute	415	86.3	923	58.4	67.0
Clackmannanshire	134	96.3	185	82.7	88.4
Dumfries & Galloway	620	83.7	1,069	48.1	61.2
Dundee City	262	84.4	456	48.2	61.4
East Ayrshire	284	71.1	486	49.4	57.4
East Dunbartonshire	618	78.0	190	47.9	70.9
East Lothian	593	94.9	465	63.4	81.1
East Renfrewshire	453	83.0	174	46.6	72.9
Edinburgh, City of	1,679	59.9	1,977	33.3	45.5
Eilean Siar	84	91.7	207	74.4	79.4
Falkirk	368	82.6	258	20.9	57.2
Fife	1,475	81.6	1,772	49.2	63.9
Glasgow City	630	83.7	2,412	55.0	60.9
Highland	1,018	81.9	2,567	54.5	62.3
Inverclyde	147	92.5	173	57.2	73.4
Midlothian	399	76.7	329	32.2	56.6
Moray	417	93.5	610	65.1	76.6
North Ayrshire	307	77.9	501	38.9	53.7
North Lanarkshire	616	81.2	749	47.7	62.8
Orkney Islands	108	91.7	236	73.3	79.1
Perth & Kinross	795	82.5	996	55.3	67.4
Renfrewshire	387	85.0	522	61.7	71.6
Scottish Borders	562	76.3	961	44.7	56.4
Shetland Islands	100	90.0	252	56.7	66.2
South Ayrshire	452	72.1	714	43.7	54.7
South Lanarkshire	737	90.8	811	49.4	69.1
Stirling	372	70.4	511	41.5	53.7
West Dunbartonshire	149	80.5	276	61.2	68.0
West Lothian	443	90.7	618	69.4	78.3
All Scotland	17,709	80.2	24,566	51.0	63.2

Contacts

If you have any specific queries about the performance information, you may wish to contact your council. A contact person for each council is given below. If you have general queries about this pamphlet, you may wish to contact Alec Taylor or Jim Lakie at Audit Scotland (see back cover).

Aberdeen City, Martin Murchie, Strategic Support Officer, Aberdeen City Council, Office of Chief Executive, Town House, Broad Street, Aberdeen, AB10 1FY, T. 01224 522008, E-mail: mmurchie@ceo.aberdeen.net.uk

Aberdeenshire, Roger White, Head of Policy, Aberdeenshire Council, Woodhill House, Westburn Road, Aberdeen, AB16 5GB, T. 01224 664059, E-mail: roger.white@aberdeenshire.gov.uk

Angus, Jan Adam, Performance Co-ordinator, Angus Council, Chief Executive's Department, The Cross, Forfar, DD8 1BX, T. 01307 473788, E-mail: adamj@angus.gov.uk

Argyll & Bute, Dr Alix Powers-Jones, Performance Information Co-ordinator, Argyll and Bute Council Headquarters, Corporate Policy, Kilmory, Lochgilphead, PA31 8RT, T. 01546 604479, E-mail: alix.powers-jones@argyll-bute.gov.uk

Clackmannanshire, John Docherty, Performance Review Officer, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD, T. 01259 452043, E-mail: jdocherty@clacks.gov.uk

Dumfries & Galloway, Charlie Proctor, Modernising Services Team, Dumfries & Galloway Council, Department for Finance and Corporate Services, Carruthers House, English Street, Dumfries, DG1 2HP, T. 01387 260000, E-mail: charliep@dumgal.gov.uk

Dundee City, Rod McKay, Principal Accountant, Finance Department, Dundee City Council, Tayside House, Floor 4, 28 Crichton Street, Dundee, DD1 3RF, T. 01382 433522, E-mail: rod.mckay@dundeecity.gov.uk

East Ayrshire, Carol Foote, Principal Officer, Corporate Development, East Ayrshire Council, Chief Executive's Department, London Road, Kilmarnock, KA3 7BU, T. 01563 576159, E-mail: carol.foote@east-ayrshire.gov.uk

East Dunbartonshire, Tom Duncan, Best Value Advisor, East Dunbartonshire Council, Tom Johnston House, Civic Way, Kirkintilloch, G66 4TJ, T. 0141 578 8000, E-mail: tom.duncan@eastdunbarton.gov.uk

East Lothian, Lianne Stapleton, Policy Officer, East Lothian Council, Policy Development, John Muir House, Haddington, East Lothian, EH41 3HA, T. 01620 827884, E-mail: lstapleton@eastlothian.gov.uk

East Renfrewshire, Louise Smith, Assistant Policy Officer, Chief Executive's Department, East Renfrewshire Council, Council Headquarters, Eastwood Park, Rouken Glen Road, Giffnock, East Renfrewshire, G46 6UG, T. 0141 577 3136, E-mail: louise.smith@eastrenfrewshire.gov.uk

City of Edinburgh, Steven Di Ponio, Policy Officer (Research & Information), City of Edinburgh Council, Corporate Services, 12 St Giles Street, Edinburgh, EH1 1PT, T. 0131 469 3858, E-mail: steven.diponio@edinburgh.gov.uk

Comhairle nan Eilean Siar, Mark Luntley, Depute Director of Finance, Comhairle nan Eilean Siar, Council Offices, Sandwick Road, Stornoway, Isle of Lewis, HS1 2BW, T. 01851 703773, E-mail: mluntley@cne-siar.gov.uk

Falkirk, Kathrine Sibbald, Performance Review Officer, Corporate Services, Falkirk Council, Municipal Buildings, Falkirk, FK1 5RS, T. 01324 506017, E-mail: kathrine.sibbald@falkirk.gov.uk

Fife, Philo Wood, Team Leader (Corporate Support), Corporate Policy, Fife Council, Fife House, North Street, Glenrothes, Fife, KY7 5LT, T. 01592 413617, E-mail: philo.wood@fife.gov.uk

Glasgow City, Jim Mearns, Senior Policy Development Officer, Glasgow City Council, Corporate Policy & Development, City Chambers, George Square, Glasgow, G2 1DU, T. 0141 287 3625, E-mail: jim.mearns@ced.glasgow.gov.uk

Highland, Tom Waters, Head of Accounting, Finance Department, Highland Council, Council Offices, Glenurquhart Road, Inverness, IV3 5NX, T. 01463 702302, E-mail: tom.waters@highland.gov.uk

Inverclyde, Brian Purdie, Head of Customer Services, Inverclyde Council, Chief Executive's Office, Municipal Buildings, Greenock, PA15 1LY, T. 01475 712748, E-mail: brian.purdie@inverclyde.gov.uk

Midlothian, Janice Long, Policy Manager, Midlothian Council, Midlothian House, Buccleuch Street, Dalkeith, EH22 1LY, T. 0131 271 3461, E-mail: janice.long@midlothian.gov.uk

Moray, Sandi Pick, Chief Executive's Office, Corporate Services, The Moray Council, Council Office, High Street, Elgin, IV30 1BX, T. 01343 563040, E-mail: sandra.pick@moray.gov.uk

North Ayrshire, Jim Montgomery, Principal Performance Review Officer, North Ayrshire Council, Chief Executive's Office, Cunninghame House, Irvine, KA12 8EE, T. 01294 324125, E-mail: jmontgomery@north-ayrshire.gov.uk

North Lanarkshire, Graham A Reid, Information & Research Manager, North Lanarkshire Council, Chief Executive's Office, Civic Centre, Motherwell, ML1 1TW, T. 01698 302266, E-mail: reidga@northlan.gov.uk

Orkney Islands, Gareth Waterson, Finance Manager, Orkney Islands Council, Council Offices, School Place, Kirkwall, Orkney, KW15 1NY, T. 01856 873535, E-mail: gareth.waterson@orkney.gov.uk

Perth & Kinross, Annette Oman, Strategic Planning Officer, Perth and Kinross Council, Performance, Planning and Management, PO Box 77, 2 High Street, Perth, PH1 5PH, T. 01738 475071, E-mail: apoman@pkc.gov.uk

Renfrewshire, Ian McArthur, Policy Planning Manager, Renfrewshire Council, Council Headquarters, North Building, Cotton Street, Paisley, PA1 1WB, T. 0141 840 3268, E-mail: ian.mcarthur@renfrewshire.gov.uk

Scottish Borders, David Wilson, Performance Management Officer, Scottish Borders Council, Council Headquarters, Chief Executive's Office, Newtown St Boswells, Melrose, TD6 0SA, T. 01835 824000, E-mail: dhwilson@scotborders.gov.uk

Shetland Islands, Hazel Sutherland, Section Leader – Corporate Policy, Chief Executive’s Office, Shetland Islands Council, Town Hall, Lerwick, Shetland, ZE1 0JN, T. 01595 744564, E-mail: hazel.sutherland@sic.shetland.gov.uk

South Ayrshire, Nicola Gemmell, Performance Review Assistant, South Ayrshire Council, County Buildings, Wellington Square, Ayr, KA7 1DR, T. 01292 612213, E-mail: nicola.gemmell@south-ayrshire.gov.uk

South Lanarkshire, Lynne Marshall/Cecilia McGhee, Research Supervisor, Finance Services, South Lanarkshire Council, 4th Floor, Council Offices, Almada Street, Hamilton, ML3 0AB, T. 01698 455244, E-mail: lynne.marshall@southlanarkshire.gov.uk
cecilia.mcghee@southlanarkshire.gov.uk

Stirling, Lesley J Graham, Corporate Performance Officer, Stirling Council, Chief Executive’s Services, Policy Unit, Viewforth, Stirling, FK8 2ET, T. 01786 442982, E-mail: grahaml@stirling.gov.uk

West Dunbartonshire, Amanda Watson, Policy Assistant, West Dunbartonshire Council, Chief Executive’s Department, Council Offices, Garshake Road, Dumbarton, G82 3PU, T. 01389 737242, E-mail: amanda.watson@west-dunbarton.gov.uk

West Lothian, Jim McIvor, Best Value Manager, West Lothian Council, West Lothian House, Almondvale Boulevard, Livingston, West Lothian, EH54 6QG, T. 01506 777122, E-mail: jim.mcivor@westlothian.gov.uk

Western Isles, see Comhairle nan Eilean Siar



110 GEORGE STREET EDINBURGH EH2 4LH

T. 0131 477 1234 F. 0131 477 4567

www.audit-scotland.gov.uk

ISBN 1 903433 63 0