

Statutory Performance Indicators 2019-20



SPIs
<p>Part 1 of the Local Government in Scotland Act 2003. Each council will report a range of information in the following areas:</p> <p><u>Statutory Performance Indicator 1: Improving local services and local outcomes</u> Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities Progress against the desired outcomes agreed with its partners and communities. The Commission requires the council to report such information to allow comparison (i) over time and (ii) with other similar bodies. The Commission requires the council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.</p> <p><u>Statutory Performance Indicator 2: Demonstrating Best Value</u> The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment. Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments. In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.</p> <p>Relevant information under these headings should be published by the Council for each financial year of the Direction.</p>

SPI1 Improving local service and local outcomes

a) Improving local public services (including with partners)
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
People (18+) waiting more than 3 days to be discharged from hospital into a more appropriate care setting including AWI	5	6	4
Delayed discharges bed days lost to delayed discharge rate per 1,000 for patients aged 75+	119	172	N/A
Community Payback Orders - Percentage of unpaid work placements commencing within 7 days	66%	91%	93%
Community Payback Orders - Percentage of unpaid work placement completions within Court timescale.	92%	84%	71%
Number of people self-directing their care through receiving direct payments and other forms of self-directed support.	491	514	518
Percentage of those whose care need has reduced following re-ablement	61.5%	68%	67%
Percentage of community alarm calls responded to and resolved on first point of contact	100%	100%	100%
Citizens' Panel - Public parks and open spaces % of service users rating service as very good/good	91%	94%	90%
Percentage of out of hour's domestic noise complaints resolved by the Community Wardens at first point of contact	100%	100%	89%
The length of paths newly created or managed (km)	4.6	0.9	0
Missed collections per 100,000 collections	72	68.9	N/A
Percentage reduction in Council controlled carbon emissions (annual reduction compared to previous year)	6.7%	13.6%	N/A
The percentage of households offered kerbside recycling facilities	100%	100%	100%

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Average time taken (in weeks) to decide a local planning application	7.9	9.8	8.9
The length of paths newly created or managed within greenspaces (km)	3.5	0	0.25
The length of paths newly created or managed within the urban area (km)	1.1	0.9	0
Percentage of planning applications received online	66%	78%	84%
Percentage of all building warrants received online	59%	73%	80%
Number of infrastructure improvements, including new shelters, raised kerbs or real time information display to bus stops	20	25	16
Percentage of online payments received for planning applications	31%	58%	68%
Percentage of online payments received by Building Standards	31%	50%	64%
Percentage of Building Warrants issued a first report within 20 working days	55.9%	80%	85%
% of council buildings in which all public areas are suitable for and accessible to disabled people	87%	91%	N/A
% of Customer Contact and Payments made online or using preferred service methods	69%	73%	74%
% of premises in the '12 months' category that were inspected on time	100%	100%	100%
% of trading standards consumer complaints that were dealt with in 14 days	91.8%	94.9%	93.2%
% of trading standards business advice requests that were dealt with in 14 days	100%	100%	100%
The percentage of the road network that should be considered for maintenance treatment	37.4%	39.1%	35.5%
All planning applications will be available on the Council's website within 2 working days of being validated and the weekly list of applications will be available on the website at the end of each working week	Yes	Yes	Yes
We will assess all your roads and footway resurfacing requests as part of prioritising our roads repairs programme	Yes	Yes	Yes

Title	Description
b) Improving local outcomes (including with partners)	

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Drug-related deaths per 100,000	5.0	11.0	N/A
People (18+) waiting more than 3 days to be discharged from hospital into a more appropriate care setting including AWI	5	6	4
Male life expectancy at birth in 15 per cent most deprived communities	73.9	74.7	N/A
Rate of alcohol related hospital stays per 100,000 population (EASR)	426	450	457
Female life expectancy at birth in 15 per cent most	79.2	79.8	N/A

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
deprived communities			
Community Payback Orders - Percentage of unpaid work placement completions within Court timescale	92%	84%	71%
To ensure that women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rates of stillbirths by 2015	N/A	4.7	N/A
To ensure that women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rate of infant mortality by 2015	N/A	4.5	N/A
% of those whose care need has reduced following re-ablement	61.5%	68%	67%
% of service users moving from treatment to recovery service	12%	22%	14%
Percentage of people aged 65+ who live in housing rather than a care home or hospital	96%	96%	96%
Percentage of new-born children exclusively breastfed at 6 - 8 weeks	40.1%	41.4%	41.6%
Breastfeeding at 6-8 weeks in 15% most deprived SIMD data zones	N/A	22.9%	N/A
Percentage of children looked after away from home who experience 3 or more placement moves	1.2%	1.4%	0.0%
Mental health hospital admissions (age standardised rate per 1,000 population)	1.5	1.5	N/A
Percentage and number of obese children in primary 1	4.6%	4.4%	N/A
Percentage of positive response to Viewpoint question "Do you feel safe at home?"	94%	93%	98%
The proportion of young people identified as "at risk of engaging in risky behaviour" going on to participate in diversionary programmes in the Barrhead area	62%	65%	N/A
Primary Attainment: Reading - Percentage Attaining or Exceeding Expected Levels (3 year average target 2019-2021 of 90%)	91.2%	90.7%	N/A
Additional units being brought into affordable housing supply (cumulative target over 5 years to reach 225 by 2022)	0	41	40
Number of exclusions per 1,000 pupils - Primary (3 year average target 2019-2021 of 0.3 per 1000 pupils)	0	0	N/A
Primary Attainment: Writing - Percentage Attaining or Exceeding Expected levels. (3 year average target 2019-2021) of 89%	89.4%	88.4%	N/A
Citizens' Panel - Public parks and open spaces % of service users rating service as very good/good	91%	94%	N/A
Number of exclusions per 1,000 pupils - Secondary - 3 year average target 2019-2021 of 5.0	7.4	5.7	N/A
Primary Attainment: Mathematics - Percentage Attaining or Exceeding Expected levels (3 year average target 2019-2021 of 92%)	90.8%	90.7%	N/A
Number of attendances for indoor sports and leisure facilities	9,711	9,372	8,402
Baseline Assessment Results of Primary 1 Pupils (% correct) - Literacy.	60%	60%	N/A
Number of Library visits per 1000 population	5,710	5,384	5,100

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Baseline Assessment Results of Primary 1 Pupils (% correct) - Numeracy	59%	57%	N/A
Number of organised events (including guided walks, health walks and volunteer sessions) which encourage residents to participate in activities which promote health and wellbeing within the Dams to Darnley Country Park and Whitelee Access Project	364	352	325
Number of schools maintaining Eco-schools Green Flag status	32	30	N/A
Number of awards achieved by young people participating in school and community based targeted programmes (e.g. Youth Achievement Awards, ASDAN and Duke of Edinburgh)	2,010	2,038	1,252
Citizens' Panel - Primary education % of service users rating service as very good/good	97%	94%	98%
Citizens' Panel - Secondary education % of service users rating service as very good/good	94%	97%	97%
% of respondents who agree/strongly agree that they have people in their community they can rely on for help(used for Community Involvement)	69%	70%	74%
Criminal Justice Feedback Survey - Did your Order help you look at how to stop offending?	100%	100%	100%
% Change in individual drug and alcohol recovery Outcome Score	N/A	23%	N/A
% Change in women's domestic abuse outcomes	65%	64%	79%
% of total complaints reporting anti-social behaviour which has recurred	13%	11%	8%
Number of unemployed and inactive participants entering employment including self-employment	173	192	145
Number of visitors to the Pavilion at Rouken Glen Park (Note - this is the numbers that pass through the pavilion rather than unique visitors)	107,089	48,434.5	1,079,561
The number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care	64%	64%	N/A
Percentage of adults supported at home who agreed that they are supported to live as independently as possible.	74%	N/A	78%
People reporting 'quality of life for carers' needs fully met (%)	72%	78%	92%
Proportion of roll attaining 5 or more awards at SCQF Level 5 or better by the end of S4. 3-year average target (2018-20) of 76.5%	74.8%	77.6%	N/A
Number of people participating in community based health improvement programmes	460	469	N/A
75% of children within kinship care remaining within their community	91%	N/A	N/A
People agreed to be at risk of harm and requiring a protection plan have one in place	100%	100%	100%
Percentage of adult population participating in physical activity (including walking) for exercise	91%	87%	87%
Percentage Attaining or Exceeding Expected levels (3 year average target 2019-21 of 94%)	94%	94.5%	N/A
Proportion of pupils with school meal entitlement that achieve 5 or more awards at SCQF Level 5 or better by	39.8%	56%	N/A

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
the end of S4. 3 year average (2018-2020) target of 55%			
Proportion of relevant roll attaining 1 or more awards at SCQF Level 7 by the end of S6	40.7%	40.4%	N/A
Proportion of relevant roll attaining 5 or more awards at SCQF Level 6 by the end of S6	59.1%	58.2%	N/A
Proportion of relevant roll attaining Literacy at SCQF Level 5 or better by the end of S6	94.2%	93.4%	N/A
Proportion of relevant roll attaining Numeracy at SCQF Level 5 or better by the end of S6	87.3%	86%	N/A
Community Involvement Index	50.3	51.8	N/A
Proportion of P1 children who have reached all of the expected milestones on entry to school.	78%	84%	85%
Percentage of S4 roll with Insight points of 263 or fewer. 3-year average (2018-2020) target of 5.2%.	6.8%	4.8%	N/A
Number of opportunities available to young families within Barrhead with dependent children aged 0-4, which are being supported by the Communities Team to become independent and self-sustaining	3.3	3	N/A
Number of unemployed and inactive participants with multiple barriers receiving employment support through our 5 stage pipeline	603	457	538
Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice	33	30	45
Increased investment in the local economy (investment target figure = £ million)	1.4	1.9	N/A
Number of sites created to provide employment opportunities	2	3	N/A
Attainment of all children at S6	63%	65%	69%
Proportion of Pupils Entering Positive Destinations	97.4%	97.5%	N/A
Participation rate for 16-19 year olds (per 100)	96.8	96.9	96.75
Percentage of pupils in full-time education at school, whose usual main method of travel to school is by walking or cycling.	45.3%	41%	41.7%
Number of new business births per 10,000 resident (16+) adult population	37	48	45
Percentage of the businesses that survive for at least three years	N/A	72.5%	N/A
Number of claimants in receipt of out of work benefits per 10,000 of the working age population	113	117	169
The percentage of working age population in employment	77.2%	75.7%	73.4%
Number of 16 - 24 year olds on the job seekers claimant count	150	160	170

SPI2 Demonstrating Best Value

Achieving Best Value, including its use of performance benchmarking; options appraisal; and use of resources

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Percentage reduction in Council controlled carbon emissions (annual reduction compared to previous year)	6.7%	13.6%	N/A
Total number of (FTE) East Renfrewshire Council employees (including teachers)	3,644.8	3,636.1	3,743.76
Total building maintenance requirement (backlog) per square metre of Gross Internal Area	£64.35	£75.46	N/A
Nil qualifications on the accounts given by External Audit	Yes	Yes	Yes
Percentage planned maintenance against total maintenance spend to reflect efficiency of programmed maintenance works	71%	70%	N/A
Council revenue expenditure kept within agreed annual budget level	96.5%	98.8%	98.6%
Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)	3,912,000	3,229,000	4,189,000
Percentage of City Deal projects delivered on time and within budget	70%	60%	N/A
Percentage of parks and greenspace improvement projects delivered on time and within budget	100%	100%	N/A
Number of regulated procurements	18%	22%	25%
Number of contracts awarded via route 2 or route 3 tenders	13%	14%	25%
Number of quick quotes awarded	18%	39%	37%
Number of contracts awarded through mini-competition	8%	20%	25%
Number of contracts awarded through direct award	7%	13%	19%
% of procurement spend with local enterprises (Local Government Benchmarking Framework)	9.5%	8.9%	9.6%
% of tenders and quick quotes awarded to SME's	82.3%	85.3%	90.1%
Number of tenders and quick quotes awarded to local SME's	11%	14%	3%

01. Children's Services

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Percentage attendance for Looked After Pupils (Primary and Secondary)	89.6%	88.7%	N/A
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	N/A	86.6	N/A
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	N/A	90.7	N/A
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	20.35	N/A
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	13.07	N/A

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Cost per primary school pupil £	£4,886.00	£5,000.00	£5,264.00
Cost per secondary school pupil £	£6,939.00	£7,175.00	£7,314.00
Cost per pre-school place £	£5,496.00	£6,141.00	£7,004.00
Attainment of all Children in S4	87%	86%	88%
Attainment of all children at S6	63%	65%	69%
Attainment at S4 of children who live in deprived areas.	69%	69%	61%
Attainment at S6 of children who live in deprived areas.	37%	42%	42%
The gross cost of "children looked after" in residential based services per child per week £	£3896	£3896	N/A
The gross cost of "children looked after" in a community setting per child per week £	£205	N/A	N/A
Balance of Care for looked after children: % of children being looked after in the Community	93.6%	98.0%	N/A
% of Adults Satisfied with local schools	81%	82%	84.3%
Proportion of Pupils Entering Positive Destinations	97.4%	97.5%	N/A
Overall Average Total Tariff	1,388	1,353.7	1,401
Average Total Tariff SIMD Quintile 1	972	1,039	968
Average Total Tariff SIMD Quintile 2	1,139	1,088	1,127
Average Total Tariff SIMD Quintile 3	1,324	1,275	1,328
Average Total Tariff SIMD Quintile 4	1,300	1,296	1,388
Average Total Tariff SIMD Quintile 5	1,527	1,478	1,530
% of funded early years provision which is graded good/better	100%	96.9%	97%
School attendance rates	95.3%	95.2%	N/A
Participation rate for 16-19 year olds (per 100)	96.8	96.9	96.75
% Child Protection Re-Registrations within 18 months	0%	7.7%	N/A
% Looked After Children with more than one placement within the last year (Aug-Jul)	29.09%	24.51%	N/A

02. Corporate Services	
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Percentage of income due from council tax received by the end of the year %	97.76%	97.6%	97.47%
Support services as a % of total gross expenditure	5.28%	4.83%	5.05%
The percentage of the highest paid 5% employees who are women	55.88%	59.9%	59.32%
The Gender Pay Gap	7.77	7.49	6.32
The cost per dwelling of collecting Council Tax	£7.67	£9.96	£13.09
The average number of working days per employee lost through sickness absence for: teachers	4.58	5.68	5.17
The average number of working days per employee lost through sickness absence for: local government employees and craft workers	10.52	12.35	12.97
Percentage of invoices sampled that were paid within 30 days %	83.28%	81.4%	75.34%

03. Adult Social Care	
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Number of re-admissions to an acute hospital within 28 days of discharge per 1,000 admissions	79	79	76.19
Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	88%	84%	75%
The number of bed days due to delay discharge that have been recorded for people aged 75+ resident within the Local Authority area, per 1,000 population in the area	117	170	155.76
Percentage of adults supported at home who agreed that they are supported to live as independently as possible	74%	N/A	78%
Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	64%	N/A	75%
Total combined % carers who feel supported to continue in their caring role	37%	N/A	35%
Older Persons (Over 65) Home Care Costs per Hour	£23.78	£25.37	£25.28
Direct payments spend on adults 18+ as a % of total social work spend on adults 18+	7.52%	8.15%	8.44%
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home	59.2%	57.5%	57.6%
% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	76.46%	N/A	77.78%
The Net Cost of Residential Care Services per Older Adult (+65) per Week	£172	£164	£170

04. Culture and Leisure	
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Cost per attendance at Sports facilities	£4.55	£4.24	£5.60
Cost Per Library Visit	£1.11	£1.48	£1.93
Cost of Parks and Open Spaces per 1,000 of the Population	£18,150.00	£24,542.00	£16,309.00
% of adults satisfied with libraries	68.33%	71.3%	75.3%
% of adults satisfied with parks and open spaces	85.7%	87.2%	90.53%
% of adults satisfied with leisure facilities	65.33%	64.3%	67.27%

05. Environmental Services	
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Net cost of Waste collection per premise	£71.77	£69.81	£77.25
Net waste disposal cost per premises	£85.29	£87.04	£87.02
Cost of street cleaning per 1,000 population £	£8,793.00	£9,128.00	£9,484.00
Street Cleanliness Score	94.44	94.90	92.63
Cost of maintenance per kilometre of roads	£19,972.00	£21,652	£24,514.00
% of Class A roads that should be considered for maintenance treatment 10-12	17%	17.2%	15.48%
S % of Class B roads that should be considered for maintenance treatment 10-12	31.6%	29.6%	26.27%
% of Class C roads that should be considered for maintenance treatment 10-12	34.5%	34.5%	33%
Cost of trading standards and environmental health per 1,000 population £	£15,706.00	£17,912.00	£15,974.00
Cost of trading standards per 1,000 population £	£8,527.00	£10,054.00	£8,783.00
Cost of environmental health per 1,000 population £	£7,178.00	£7,858.00	£7,191.00
% of total household waste that is recycled	67.1%	66.2%	67.79%
% of adults satisfied with refuse collection	73%	75.9%	79.9%
% of adults satisfied with street cleaning	74.67%	71.2%	67.5%
% of unclassified roads that should be considered for maintenance treatment	41.3%	44.2%	39.9%

06. Housing Services	
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5%	5.8%	6.47%
Percentage of rent due lost through properties being empty during the last year	0.9%	1.4%	1.8%
Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	97.55%	97.4%	97.9%
Average time taken to complete non-emergency repairs	4.77	5.2	5.39
Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year	72.24%	74.41%	78.96%

07. Economic Development	
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Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
% Unemployed people accessing jobs via Council funded / operated employability programmes	13.2%	29.9%	13.4%
Measure of vacant commercial units as a % of total units for the local authority's key town centres (This indicator does not include edge of town and out of town retails	92.77%	97.50%	94.07%

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
units)			
Cost of Planning & Building Standards per planning application	£5,220.00	£4,308.00	£4,210.00
Average time taken to deliver a business and industry planning application	10.2	8.47	7.77
% of procurement spent on local enterprises	9.52%	8.9%	9.61%
No. of business gateway start-ups per 10,000 population	17.31	17.65	15.07
Cost of Economic Development & Tourism per 1000 population	£27,496.00	£63,552.00	£27,436.00
Proportion of people earning less than the living wage	30.1%	30.1%	25.5%
Proportion of Properties receiving superfast broadband	94.64	96.1	95.9
Town Vacancy Rates	8.47%	10.17%	11.91%

08. Corporate Assets

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Proportion of operational buildings that are suitable for their current use %	82.6%	83.33%	84.2%
Proportion of internal floor area of operational buildings in satisfactory condition %	83.6%	83.6%	83.9%

09. Tackling Climate Change

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Local authority estimates of carbon dioxide emissions-CO2 emissions area wide per capita	4.22	4.21	N/A
Local authority estimates of carbon dioxide emissions-CO2 emissions area wide: emissions within scope of LA per capita	3.57	3.58	N/A

10. Financial Sustainability

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Total useable reserves as a % of council annual budgeted revenue	21.6%	18.6%	18.3%
Uncommitted General Fund Balance as a % of council annual budgeted net revenue	4.4%	4.5%	4%
Ratio of Financing Costs to Net Revenue Stream - General Fund	8.7	9	9
Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	35.5	34.6	29.7
Actual outturn as a percentage of budgeted expenditure	96.3%	98.2%	99.2%

Engaging with communities and service users, and responding to their views and concerns

Description	2017-2020		
	2017/18	2018/19	2019/20
	Value	Value	Value
Number complaints received per 1,000 population	16.5	13.5	13.9
Average time in working days to respond to complaints at stage one (frontline resolution)	4.1	3.5	4.4
Average time in working days to respond to complaints at stage two (investigation)	16.5	20	20.4
Average time in working days to respond to complaints after escalation (investigation)	16.7	20.4	15.5
Citizens' Panel results - Percentage of respondents who think East Renfrewshire Council is efficient	56%	65%	N/A
Number complaints received	1,547	1,280	1,313
Citizens' Panel respondents reporting they live in a community that supports older people	53%	60%	N/A
% East Renfrewshire area covered by an active Community Council	82%	82%	N/A
Citizens' Panel results - Percentage of respondents who think East Renfrewshire Council is customer focused	67%	64%	N/A
Citizens' Panel results - percentage who think the Council provides enough information on how services are performing?	50%	50%	45%
% Citizens' Panel respondents who strongly agree/agree that they can influence decisions affecting their local area	31%	36%	30%
Overall, how satisfied are you with East Renfrewshire as a place to live? Percentage of residents who are satisfied or very satisfied	92%	94%	95%
Percentage of Citizen's Panel respondents who were satisfied or very satisfied with the services provided by East Renfrewshire Council	77%	72%	71%
Citizens' Panel - Homecare services % of service users rating service as very good/good	91%	N/A	13%
Citizens' Panel -Health and social care for adults % of service users rating service as very good/good	79%	71%	75%
People reporting 'having things to do' needs met (%)	82%	87%	85%
People reporting 'being as well/staying as well as you can' needs met (%)	89%	91%	90%
People reporting 'feeling safe' needs met (%)	91%	93%	92%
People reporting 'seeing people' needs met (%)	89%	93%	92%
People reporting 'living where you/as you want to live' needs met (%)	84%	92%	88%
People reporting 'being respected' needs met (%)	96%	99%	98%
People reporting 'quality of life for carers' needs fully met (%)	72%	78%	92%
Star rating for council website (4= highest rating)	4	4	N/A
% of telephone calls to Customer Services between 8:45am and 4:45pm answered on first call	84%	78%	72%
Number of educational/promotional events per annum to encourage waste minimisation and recycling	14	14	7