


**Report of:** Chief Executive


**To:** Executive Board



**Date:** 19<sup>th</sup> June 2006


**Item No:**

**Title of Report :** Year-end 2005/06 Performance Report


 **Summary and Recommendations**


 **Purpose of report:** This report highlights the performance for the Year-end 2005/06


 **Key decision:** No 


 **Scrutiny Responsibility:** Finance


**Ward(s) affected:** All


 **Report Approved by:** Stephen Tall (Portfolio Holder) Lindsay Cane (Legal)  
Penny Gardner (Finance)

 **Policy Framework:** Oxford Plan

 **Recommendation(s):** Note the report

 **Background and context**

1  Executive Board receives reports from the Chief Executive on Key Performance Indicators (KPI's) and progress against the Oxford Plan. This year-end report lists all Best Value Performance Indicators that are reported to Central Government by 30<sup>th</sup> June 2006 (Appendix A).

2  The KPI's for next year have been chosen and monitoring procedures are in place (Appendix B). Previous years have seen reporting focused only on BVPI's. However with a structured monitoring framework in place, Directors felt more emphasis could be given to local indicators. Local indicators are chosen by and specific to Oxford City Council. Should performance decline significantly in other areas, the results / remedial actions will be brought up to Finance Scrutiny and Executive Board.

## Summary of Performance

- 3 There are 87 BVPI's that will be reported to Central Government. This number has increased significantly due to new additions and extended parts to original indicators.
- 4 Areas where there have been significant improvements are; land charges, rent collection and invoice payments.
- 5 Performance has declined notably in benefits (speed of benefit claims, processing changes of circumstances and recoverable overpayments) and sickness absence.
- 6 With BVPI's that remained from last year we can see that 77% (47) show an improvement and 23% (14) show a decline from last year.
- 7 Of those indicators collected that have targets assigned to them, 49% (30) BVPIs met the year-end target, 51% (31) are below the year-end target.
8. We have made significant efforts to address our target setting this year and ensure they are more robust; that they remain challenging but that they are achievable. These efforts have included guidance and training for both business managers and directors as part of the business planning process; regular focus on targets and performance at directorate meetings, regular performance management sessions for the directors, and specific sessions at key groups, such as the Equalities Steering Group, to review and revise targets in relation to specific areas of work. While some of this work will pay off this year, it remains an area with which the authority struggles and on which corporate and high level focus will remain.
9. Using the quartile data available (due to be updated by the Audit Commission in December 2006) we have the following quartile positions (excluding Satisfaction indicators as these will not be done again until 2006/07): 15 in top quartile, 10 in second, 12 in third and 13 in the worst quartile. 37 indicators have no quartiles. This is a similar situation to last year.

#### **Improvements**

- 10 For the second year running Rent Collection (BV66a) continues to improve. The rents team exceeded their target by achieving 99.45% for dwellings alone and 99.38% overall for garage rent and dwellings rent collection combined. This result means we are now in the top quartile. The amount of rent collected over the year (dwellings and garages) now stands at £28,493,011
- 11 There are three new additions to BV66 (arrears, notices seeking possession orders and evictions). The Housing Business Unit has collected these indicators as good practice for many years. The number of Notices of Seeking Possession Served (BV66c) has

decreased significantly since last year although it did not meet the ambitious target set. Notice is normally served when a tenant is at least four weeks in arrears, however the rents team are now working closer to 8 weeks of arrears, in order to allow for more two-way contact and are trying to resolve the situation before resorting to what is the first stage of legal action. Further detail is listed in the Housing Scrutiny's performance framework.

- 12 The positive work that the rent team has done throughout the year resulted in a decline in the number of evictions (BV66d). This year 30 households were evicted due to the non-payment of rent. Eviction, as always, is the last resort for the council. Prior to taking such action, Rent Officers investigate the household circumstances thoroughly, make every effort to contact the tenant in order to attempt to rectify the situation.
- 13 Payment of invoices (BV008) continues to improve with a year-end result of 93.94%, this means we have exceeded our corporate target which places us in the third quartile. However if performance had not dropped so significantly in October and January we would have been in the second quartile.
- 14 Improvement has continued with Land Charges (BV179). This indicator has largely improved due to closer management and the use of submitting searches electronically. Process changes have involved four business units. The process management lessons are being transferred to other indicators. The Audit Commission is dropping this indicator, however it will remain monitored at a business unit level.
- 15 The average time taken to re-let Local Authority housing (BV212) year-end result is 48.74 days (less than 7 weeks). This is a new BVPI and has shown significant improvement throughout the year. The Housing Inspectors have set a local performance indicator of a void turnaround time target of 4 weeks on average during 2006/07 (note the definition of the local performance indicators is slightly different to that of the BVPI calculation). This area is monitored in detail at Housing Scrutiny.

#### **Areas of concern**

- 16 Between 2003 and 2005 the Council achieved progressive improvements in sickness absence levels (BV12) and set an ambitious target of 8.93 days (revised to 10.5 days) for 2005-6 in the expectation that the improvement would be sustained. However, despite continued central focus on this performance indicator, the result of 12.27 days for 2005-6 shows a significant worsening in corporate absence levels, with widespread failure to meet the agreed targets.
- 17 Efforts to support continued improvement this year include:
  - Increased occupational health support and intervention
  - Increased levels of formal action and dismissals
  - Refresher training offered to all business units

- Increased management information to business managers and directors
- Dedicated HR support within City Works
- Individual casework with employees and line managers

**18 Action -**

The policy will be further reviewed and made more robust.

Directors have set a specific appraisal target for all Business Managers to reduce absence levels in their units.

We have instigated and will monitor the pilot with Diagnostic Health Solutions (a call centre staffed by Occupational Health nurses). Employees are instructed to ring the call centre rather than their line manager and be given advice by the nurses. DHS guarantee a reduction in absence levels during the pilot period (with financial penalty if they don't achieve it). They have been extremely successful in other local authorities. The pilot will run for 6 months from 1<sup>st</sup> April in City Works, OBS and Revenues and Benefits with a view to extending this, or a similar scheme, across the authority at the beginning of quarter 3.

**19** Benefits (BV78 / 79) made substantial improvements the year before last .The speed of processing benefits claims has a year-end result of 38.53 days. This result is just above the Local Authority average and the national target of 36 days. The service has suffered from high staff turnover, the Government changed processing rules and the workload increased. The result for March of 34.2 days was the best monthly result of the year. The March result of 16.41 days for processing changes of circumstance was also an improvement on the overall result for last year. It is hoped that this improvement will continue into 2006/07.This will continue to be closely monitored by the Portfolio Holder and Finance Scrutiny Committee.

**20 Action –** The Benefits team is working through the Improvement Plan that was agreed in the BFI inspection:- working on all documents meeting Government standard; completing the CIPFA and 'Benx' benchmarking exercises; reporting to scrutiny and the Council's Improvement Board on productivity; sharing process management techniques with external agencies. The Audit Commission will also be completing a 'Value for Money' reassessment of the benefits function in March. For further details please refer to reports by Paul Warters.

**21** The Council aimed to collect £52m of council tax and £62m of business rates last year. At the end of March we had collected 94.91% of the Council Tax due and 99.07% of business rates. The council tax collection rate is almost exactly the same as the year before, whilst the business rates collection is significantly up on the previous year result of 98.79%. The council tax result is one of the poorest of English district councils, and urgent action is needed to improve this area. However it is not the full picture:

- We collected more taxes from more people. The number of dwellings registered for council tax rose by 1,058 over the year and the council tax collectable debit rose by £3.2m (6.55%) on the previous year.
  - We collected more in total, including £1.6m of money owed from previous years.
  
- 22 The business rate year-end result of 99.07% was our best ever result. The 2005 revaluation and new business properties contributed towards the 10.3% increase in rates demanded on the year before. We actually increased the amount we collected in the year by 11.53% in part because we received £1.2m of prepayments of business rates for 2006/07.
  
- 23 **Action** - A recent national Audit Commission Study concluded that the single biggest factor in increasing council tax collection was to increase the numbers of people paying their council tax by direct debit. This will continue to be a major target for ourselves. Other actions include:
  - We have reviewed our debt-collecting processes and are targeting recovery on older debts (those owing for more than one year).
  - We have introduced an out-of-hours telephone answering service.
  - A new firm of solicitors is working on cases.
  - We have commissioned KPMG to carry out a “due diligence” report setting out how we can make significant improvements in this area, this is due to go to EB in September.
  
- 24 New information on the requirements of the Equalities Standard (BV02) was released to authorities in January. No authority will be able to declare that it is at Level 3 of the Standard unless formally validated by the Audit Commission. Whilst we are confident that we will have met the necessary requirements, we need external validation. The Audit Commission has not been able to give a clear timetable for validation.
 

**Action** – Continue striving towards level 4 of the equalities standard and report progress on validation.
  
- 25 All but one of the Human Resources indicators did not reach target. HR continues to do further work to ensure employment opportunities in all areas. Recruitment practices and processes are fair and accurate. The main issues for Oxford City Council are attracting staff; this is a problem nationally for the public sector. The detail on these indicators and their actions can be seen in the year-end Community Scrutiny report.
  
- Progress against the Oxford Plan**

26 The committee requested an update by exception on progress against the measures in the Oxford Plan. There are 61 measures in total, 28 are short term with a delivery date of March 2006. Of the 28 short-term measures; 22 are progressing, 6 have not been achieved within this timescale. The six are listed below with commentary for actions (items 27 – 32).

- 27 Achieve Level 3 of the Equalities Standard by March 2006**  
Work has progressed but we need to seek external validation, this may not be achieved within the March 2006 timescale (expected summer 2006). This links to BV2a, please refer to earlier text.
- 28 Reduce days lost at work through sickness to an average of less than 8.93 days per person by March 2006**  
Members have revised our target. This links to BV12, please refer to earlier text.
- 29 Improve customer service by continued implementation of the corporate Customer Contact Strategy. Redesign service delivery to meet customer need according to proposals and costings agreed by SMB by May 2005**  
Report received by Improvement Reference Group in August. Recommendations are being implemented. A new timetable is being developed.
- 30 Provide Customer Relationship Management software across the Council and deliver training to staff using it by March 2006**  
City Works pilot scheme in progress. Integrated CRM project stopped following project review, data warehousing project undertaken instead.
- 31 Provide a structure of supporting documents to our revised financial regulations by March 2006**  
Some supporting documents have been updated (others are still to do) in part because of staff shortages. A major upgrade to constitutional documents now is underway and further supporting document changes will follow this work.
- 32 Deliver basic financial training to all Business Managers and interested Councillors by March 2006**  
This is programmed to start in May – delayed due to staff shortages.
- Customer Satisfaction**
- 33** The results of our customer feedback and more importantly what changes we are making in reaction to this feedback is featuring more prominently throughout our improvement agenda. This year there has been a variety of satisfaction data collected and Directors / Officers are working to ensure policy / operational procedures reflect these findings.
- 34** The Opinionmeter was purchased in December 2005. It is a simple, flexible method for on-site collection and analysis of customer feedback without having paper forms, comment cards or expensive surveys. This is web-based software, which creates surveys then analyses the results. It has already proved a useful method of consultation in the following Business Units; Leisure, Area Coordinators, City Works, Environmental Health, Planning and Customer Services.

- 35** A Satisfaction Index Survey was completed this year. The survey has provided information on residents' requirements and their relative importance, residents' satisfaction with our performance and priorities for improvement (improvements to focus on for maximum gain in satisfaction).
- 36** Key results of the satisfaction index survey have highlighted that we are not always meeting the expectations and demands of our residents and that there are gaps in the services we provide. These top 5 priorities for improvement are:
1. Improving public toilets e.g. the quality and safety
  2. Keeping the streets clean and free from litter
  3. Keeping promises and commitments
  4. Free of dog mess in parks/play areas
  5. Types of items allowed for recycling
- The overall satisfaction score for Oxford City Council is 61.9%. Contact Natalie Child ext 2057 for a copy of the report.
- 37** Every 3 years we are required to carry out 4 best value satisfaction surveys (General, Benefits, planning and Tenants). The general survey will go out to tender and the most cost effective way of doing this is for the districts to join a consortia. Quotes for the benefits and planning survey have also been included. The deadline is on the 10<sup>th</sup> May. A decision is to be made on the 12<sup>th</sup> May. Initial results for the general satisfaction survey will be available in December.
- 38** We are currently recruiting a new Talkback panel that will be managed by the City Council. This will ensure more flexibility and control of the panel. At present MORI manage the panel and only 2 surveys are carried out per year. In 2005/06 a leisure and an environmental and crime survey were undertaken. Whilst this new panel is being recruited, we are using this opportunity to consult Oxford residents on the Oxford Plan (TBC). We are maintaining our partnerships with the PCT and Thames Valley Police who will be able to have access to the panel.

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Background papers: None



## Appendix A: Year End 2005/06 Performance Indicator Monitoring

Green = Above target, getting better    Amber = Not on target but getting better    Red = Not on target and getting worse

BVPI	Polarity	Year end Result	Target	On Target?	Quartile position	Current Performance
<b>Corporate</b>						
BV008 % invoices paid within 30 days	High	93.94%	93.08%	✓	Third	Green
BV012 Sickness absence	Low	12.27 days	10.5 days	✗	Worst	Red
<b>Chief Executive Directorate</b>						
BV002a Equality Standard for Local Government	High	Level 1	Level 3	✗	No quartiles	Amber
BV002b The duty to promote race equality checklist score	High	53%	60%	✗	Second	Amber
BV11a Top 5% earners that are women	High	27.29%	29.89%	✗	Second	Red
BV11b Top 5% earners from BME communities	High	0	1.48%	✗	Second	Amber
BV11c Top 5% earners with a disability	High	0	None set	N/a	No quartiles	New N/a
BV014 Early retirements / staff	Low	0.61%	0.14%	✗	Third	Red
BV015 Ill health retirements / staff	Low	0.07%	0.00%	✗	Second	Amber
BV016a % employees declaring DDA	High	1.48%	3.00%	✗	Worst	Amber
BV017a % employees from BME Communities	High	7.11%	7.0%	✓	Best	Green
BV126 % domestic burglaries per 1000 households	Low	20.94%	21.21%	✓	Worst	Green
BV127a Violent offences per 1000 population	Low	28.04	23.25	✗	Worst	Red
BV127b Robberies per 1000 population	Low	2.14	0.18	✗	Best	Amber
BV128 % vehicle crime per 1000 population	Low	13.45%	16.80%	✓	Worst	Green
BV174 Racial incidents involving the local authority	Low	17%	24.58%	✓	No quartiles	Green
BV175 Racial incidents result in further action	High	100%	100%	✓	Best	Green
BV225 Actions against domestic violence checklist	High	82%	None set	N/a	No quartiles	New N/a
<b>Finance and Corporate Services</b>						
BV009 collection rates for Council Tax	High	94.91%	98.50%	✗	Worst	Amber
BV010 collection rates for NNDR	High	99.07%	99.12%	✗	Second	Amber
BV076a Number of claimants visited / 1000 caseload	High	185.88	179.03	✓	Third	Green
BV076b Number of fraud investigators / 1000 caseload	High	0.35	0.38	✗	No quartiles	Red
BV076c Number of fraud investigations / 1000 caseload	High	64.78	62.20	✓	Best	Green
BV076d Number of prosecutions & sanctions / 1000 caseload	High	6.66	5.26	✓	Best	Green
BV078a average time for processing claims	Low	38.53 days	36 days	✗	Third	Amber
BV078b process change of circumstances	Low	23.34 days	15 days	✗	Worst	Red
BV079a % cases calculation of benefit correct	High	93.40%	95.00%	✗	Worst	Amber
BV079b (i) this years overpayments recovered	High	81.24%	98.50%	✗	No quartiles	Red



<b>BVPI</b>	<b>Polarity</b>	<b>Year end Result</b>	<b>Target</b>	<b>On Target?</b>	<b>Quartile position</b>	<b>Current Performance</b>
BV079b (ii) this years and last years over payments recovered	High	41.18%	45.00%	✗	Third	Red
BV079 (iii) this year and last years overpayments written off	Low	5.64%	4.00%	✗	No quartiles	Red
BV157 % interactions delivered electronically	High	86.00%	100%	✗	Best	Amber
BV179 % standard searches in 10 working days	High	97.13%	90.00%	✓	Third	Green
<b>Housing Health and Community</b>						
BV063 Average SAP rating for LA owed dwelling	High	68 /80	68/80	✓	Best	Green
BV064 Private dwellings returned to occupation	High	1.40%	1.40%	✓	Worst	Green
BV066a % housing rent collected	High	99.45%	98.20%	✓	Best	Green
BV066b % tenants with more than 7 weeks rent arrears	Low	8.47%	None set	N/a	No quartile	New n/a
BV066c % tenants who have notices seeking possession	Low	12.08%	None set	N/a	No quartile	New n/a
BV066d % tenants evicted as a result of rent arrears	Low	0.38%	None set	N/a	No quartile	New n/a
BV164 Code of practice for rented housing	N/a	No	Yes	✗	No quartile	Amber
BV166a Score against environmental checklist	High	68%	70%	✗	Worst	Amber
BV183a The average length of stay in a Bed & Breakfast accommodation	Low	0	< 6 weeks	✓	Best	Green
BV183b The average length of stay in Hostel accommodation	Low	12.38	< 6 weeks	✗	Third	Red
BV184a % Non-decent homes at April 2005	Low	38%	30%	✗	Third	Amber
BV184b % change in the proportion of non decent homes	High	23.70%	13.20%	✓	Second	Green
BV202 The number of people sleeping rough	Low	11	8	✗	No quartile	Red
BV203 % change families temp accommodation	High	-6.32%	-8.00%	✗	Second	Amber
BV211a Proportion of planned repairs & maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure	High	76%	None set	N/a	No quartile	New N/a
BV211b Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs	Low	14%	None set	N/a	No quartile	New N/a
BV212 Average re let time for council houses	Low	48.74 days	None set	N/a	No quartile	New n/a
BV213 Homeless housed due to Council advice per 1000		27.72	None set	N/a	No quartile	New n/a
BV214 Proportion of households accepted as homeless		1.84%	None set	N/a	No quartile	New n/a
BV216a Number of "sites of potential concern" (within the local authority area), with respect to land contamination.	N/A	868	None set	N/a	No quartile	New n/a
BV216b Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all "sites of potential concern".	High	2%	None set	N/a	No quartile	New n/a
BV217 % of pollution control improvements to existing installations completed on time.	High	85%	None set	N/a	No quartile	New n/a
BV226a Advice and guidance services (total expenditure)	N/a	£1,005,763	None set	N/a	No quartile	New n/a
BV226b Advice and guidance services (CLS quality mark)	High	100%	100%	✓	Best	Green

<b>BVPI</b>	<b>Polarity</b>	<b>Year end Result</b>	<b>Target</b>	<b>On Target?</b>	<b>Quartile position</b>	<b>Current Performance</b>
BV226c Advice and guidance services (direct provision)	N/a	£1,066,790	None set	N/a	No quartile	New n/a
<b>Physical Environment</b>						
BV0082 a (i) % household waste recycled	High	15.42%	16.00%	✘	Third	<b>Amber</b>
BV82a (ii) Tonnage of waste recycled	High	7147.82	None set	N/a	No quartile	New n/a
BV082b (i) % of waste composted	High	3.93%	2%	✔	Third	<b>Green</b>
BV082b (ii) Tonnage of waste composted	High	1822.20	None set	N/a	No quartile	New n/a
BV084a Kilograms of household waste collected per head	Low	325.47kg	338.00kg	✔	Best	<b>Green</b>
BV084b % change in household waste collected from last year	Low	0.56%	None set	N/a	No quartile	New n/a
BV086 Cost of household waste	Low	£52.98	£54.00	✔	Worst	<b>Green</b>
BV091a % households served by collection of recyclables	High	100%	100%	✔	Best	<b>Green</b>
BV091b % of households served by collection of 2 recyclables	High	100%	None set	N/a	No quartile	New n/a
BV106 % homes built on previously developed land	High	100%	90%	✔	Best	<b>Green</b>
BV109a % major planning applications determined in 13 wks	High	74%	57%	✔	Best	<b>Green</b>
BV109b % minor planning applications determined in 8 weeks	High	77%	70%	✔	Best	<b>Green</b>
BV109c % other planning applications determined in 8 weeks	High	79%	82%	✘	Worst	<b>Red</b>
BV156 % council buildings with facilities for disabled people	High	73%	91%	✘	Second	<b>Amber</b>
BV170a The number of visits and use of museums (all visits)	High	389	605	✘	Second	<b>Red</b>
BV170b The number of visits and use of museums (in person)	High	176	160	✔	Third	<b>Green</b>
BV170c The number of pupils visiting museums	High	2839	2146	✔	Second	<b>Green</b>
BV199a % of land that has litter below an acceptable level	Low	29%	30%	✔	Worst	<b>Green</b>
BV199b % of land which has unacceptable levels of graffiti	Low	10%	None set	N/a	No quartile	New n/a
BV199c % of land which has unacceptable levels of fly posting	Low	9%	None set	N/a	No quartile	New n/a
BV200a Did the Local Planning Authority submit a Local Development scheme (development plan)	N/a	Yes	Yes	✔	No quartile	<b>Green</b>
BV200b Has the authority met the milestones which the Local development Scheme sets out	N/a	Yes	Yes	✔	No quartile	<b>Green</b>
BV200c Did the Local Planning Authority published an annual monitoring report	N/a	Yes	Yes	✔	No quartile	<b>Green</b>
BV204 Percentage pf appeals allowed	Low	37%	33%	✘	Third	<b>Red</b>
BV205 Quality of service checklist	High	100%	94%	✔	No quartile	<b>Green</b>
BV218a % of abandon vehicles investigated within 24hrs of notification	High	95.67%	None set	N/a	No quartile	New n/a
BV218b % of abandon vehicles removed within 24hrs	High	92.37%	None set	N/a	No quartile	New n/a
BV219a Number of conservation areas within LA	N/a	16	None set	N/a	No quartile	New n/a
BV219b % of Conservation areas with an up to date appraisal	High	6.25%	None set	N/a	No quartile	New n/a
BV219c % Conservation areas with published management proposals	High	0%	None set	N/a	No quartile	New n/a

## Appendix B: Agreed key performance Indicators for 2006/07

Performance Indicator	2006/07 Targets	
	National	Local
<b>Corporate Health</b>		
Local Indicator – Average number of days to pay an undisputed bill	Not applicable	30 days
BV012 Sickness absence	Not applicable for 2006	10.59 days
<b>Finance and Corporate Services</b>		
BV078a average time for processing claims	30-36 days	
BV079a % cases calculation of benefit correct		95%
Local Indicator – % variance against the profiled estimate of capital spend	Not applicable	5% (tolerance between 5% -10%)
Local Indicator – % variance against the profiled estimate of general fund net revenue spend	Not applicable	2% (tolerance between 2% – 4%)
Local Indicator - % variance against the profiled estimate of HRA net revenue spend	Not applicable	2% (tolerance between 2%– 4%)
Local Indicator - Average number of days taken to collect a debt	Not applicable	30 days
Local Indicator - Cash holdings as a % of gross spending	Not applicable	25%
Local Indicator – Debt as a % of total expenditure	Not applicable	5% (tolerance between 5%-10%)
<b>Housing Health and Community</b>		
BV066a % housing rent collected (garages and dwellings)		99.00%
Local Indicator - % decent homes at April 2007	Not applicable	77% by April 2007
Local Indicator - Number of households in temporary accommodation	476 by 2010	Reduce by 100 annually
Local Indicator - Reduce the proportion of repairs categorised as emergencies (recorded as monthly %)	Not applicable	Reduce to 10% by March 2007
Local Indicator - Number of affordable Housing Units	Not applicable	275
<b>Physical Environment</b>		
BV82 a + b % household waste recycled and composted		20%
BV109a % major planning applications determined in 13 wks		60%
Local Indicator - % streets free from litter	Not applicable	80% (links to LAA target)
Local indicator - % planning appeals on delegated decision	Not applicable	33%
Local indicators -% planning appeals on committee decision	Not applicable	45%
Local indicators - Visits to sports / leisure centres per 1000 population	Not applicable	2,100 visits per 1,000 pop