

Erratum note: Since the summary report on PPR was considered by the Accounts Commission in June 2015, Audit Scotland has identified a small number of errata in the individual assessment for certain councils. The changes to the data do not affect the key issues identified in the summary report. Where necessary, relevant councils are being sent an updated individual assessment.



AGENDA ITEM 7
Paper: AC.2015.6.3

MEETING: 11 JUNE 2015

REPORT BY THE DIRECTOR OF PERFORMANCE AUDIT AND BEST VALUE

STATUTORY PERFORMANCE INFORMATION 2013/14: AN EVALUATION OF COUNCILS' RESPONSES TO THE 2012 DIRECTION

Purpose

1. This report provides the Accounts Commission with a summary of how well councils have met the requirements of its Statutory Performance Information (SPI) Direction 2012. The aim of the report is to:
 - Provide the Commission with an evaluation of how well councils have responded to:
 - SPI 1 and 2 (by reporting a range of corporate management and service performance information, sufficient to demonstrate Best Value)
 - SPI 3 (by reporting service performance in accordance with the requirements of the Local Government Benchmarking Framework).
 - Identify where public performance reporting (PPR) has improved and where further improvement is still required in relation to councils demonstrating a broad and balanced approach to PPR that reflects the requirements of the 2004 statutory guidance¹.
 - Identify a sample of good practice examples.

Structure of the report

2. The report is structured into a short update followed by appendices giving further detail on the assessment, good practice and our methodology. The attached appendices are:
 - [Appendix 1](#). Indicators in the SPI Direction 2012.
 - [Appendix 2](#). Methodology/sample assessment for an anonymised council.
 - [Appendix 3](#). 2015 assessments – by SPI theme.
 - [Appendix 4](#). 2015 assessments – by council.
 - [Appendix 5](#). Examples of good practice.

¹ Local Government in Scotland Act 2003. Best Value [Statutory Guidance - Measures to Support Public Performance Reporting](#). Scottish Executive, Edinburgh, 2004

Background

3. The Commissions' SPI Direction 2008 marked a significant shift in approach to SPIs, encouraging councils to develop their PPR alongside a shorter set of comparable indicators than had previously been prescribed by the Commission. In 2011, Audit Scotland produced an evaluation of councils' response to the Direction 2008. A similar annual assessment has been reported to the Commission each following year.
4. The Direction 2012 marked the next step in the change of approach with the introduction of SPI 3, which requires councils to report their performance in accordance with the requirements of what is now the Local Government Benchmarking Framework. SPIs 1, 2 and 3 in the Direction 2012 are set out in [Appendix 1](#).
5. **Exhibit 1** clarifies the relationship between the year each Direction is published, the financial year to which it pertains and when performance is reported and subsequently assessed.

Exhibit 1

SPI Directions and corresponding financial years

The Direction 2012 applied to councils' performance during 2013/14.

Direction	2008	2009	2010	2011	2012
About performance in year	2009/10	2010/11	2011/12	2012/13	2013/14
Council report the performance publically	2010/11	2011/12	2012/13	2013/14	2014/15
Audit Scotland assessment in Spring	2011	2012	2013	2014	2015

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6. This report evaluates councils' response to the Direction 2012 in reporting performance for the 2013/14 financial year. It is the fifth year that we have reported on councils' approaches to reporting performance in relation to SPIs 1 and 2 and the first year that the evaluation includes SPI 3.

Audit Scotland's approach to evaluating the quality of councils' response to the SPI Direction 2012

7. In June 2014, the Commission considered the evaluation of reporting against the Direction 2011. The report responded to a previous request from the Commission for more transparency in the process and for the inclusion of examples of good practice to share with councils. At the meeting, the Commission recognised the progress made and requested that we consider what further information from the process could be provided to councils to support continuous improvement.
8. In July 2014, the Chair of the Commission wrote to all councils enclosing a copy of the 2014 evaluation report and a copy of their individual assessment. Since then, we have sought feedback from stakeholders [including the Improvement Service and the Scottish Performance Management Forum (SPMF)] about the process and assessments. The feedback indicated there is an appetite for more information and more transparency in the assessment process. The feedback also showed some indications of a compliance culture, with the assessment information being used by councils as quantitative measure and a league table, or as something to pass rather than a tool for supporting improvement.

9. In September 2014, appointed auditors completed and submitted a review of each council's planned arrangements for PPR for the forthcoming year. This is the first time this review has taken place. The detailed reports from auditors have provided a significant amount of information that has been a useful additional resource for the evaluation of the quality of reporting against the SPIs set out in this report.
10. In response to the Commission's request and the feedback from stakeholders, we have made a number of changes to the assessment process. In particular, the process has been undertaken with a clear aim of providing detailed individual reports for each council to support improvement. An example is set out at [Appendix 2](#).
11. Each assessment has been peer reviewed as a cross-check within the assessment team and a factual accuracy check has taken place with each council. This more comprehensive testing of the assessments has been generally welcomed by the appointed auditors and councils.
12. In previous assessments, councils were assessed as either 'fully', 'partially' or 'not' meeting requirements. For this year's evaluation we introduced a simpler and clearer assessment scale which also promoted a stronger focus on continuous improvement. This involved assessed councils as either fully meeting requirements ('Yes') or having an 'area for improvement' (AFI).
13. The change in methodology means it is not possible to make exact comparisons between the 2014 and 2015 assessments. However, it is evident that there remains a significant gap between top-performing councils and those that are still finding PPR challenging across a broad range of the characteristics we have reviewed.
14. The assessments are structured to be as objective as possible but an element of subjectivity is unavoidable when assessing the quality of the information and how it is presented. The team worked closely together and cross-checked each others' judgements to ensure consistency in the assessments. Each council's PPR was assessed against a framework of quality themes relating to SPIs 1, 2 and 3, as well as a number of overarching quality themes, including whether there is:
 - a structured approach to PPR, with clear presentation of information
 - effective use of customer satisfaction information
 - a balanced picture of performance
 - a good use of comparators
 - a good use of financial and cost information
 - evidence of the council's dialogue with the public
 - evidence of the accessibility of information.
15. Examples of the quality themes used as part of the assessment are set out in **Exhibit 2**. The team reviewed each council's PPR arrangements to identify whether there was evidence of the characteristics being met or if there were areas for improvement. [Appendix 2](#) illustrates how the themes were assessed for an individual anonymised council.

Exhibit 2

Examples of themes and assessment characteristics

Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:

SPI/Quality themes	Public performance reporting (PPR) characteristics
SPI 1/Responsiveness to communities <ul style="list-style-type: none"> Engagement Customer feedback Satisfaction survey Consultation Citizen panel Customer care Complaints FOI requests Contact centre 	A range of PPR info gives a broad overview of performance.
	PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> how well the council meets the needs of specific communities data from its surveys and consultations how it has reacted to feedback how it has improved services.
	The council actively seeks feedback on corporate and service issues.
	Complaints data are reported for all services.
	It is easy to make a complaint or FOI request.
SPI 2/Community care <ul style="list-style-type: none"> Community care Delayed discharge Respite care Care satisfaction Waiting times Service user survey Telecare Care staff training Personal care 	A range of PPR info gives a broad overview of performance.
	PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> service user satisfaction number of people waiting longer than target time for service percentage of personal carers qualified to the Scottish Social Services Council standard.
	PPR includes commentary on the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.
	PPR has clear links to higher-level strategic themes in the Single Outcome Agreement (SOA) and/or community planning partnership (CPP) plan/strategy
SPI 3/LGBF <ul style="list-style-type: none"> Framework Benchmarking Service Performance 	The council reports its performance against the indicators in the Local Government Benchmarking Framework (LGBF).
	The council reports its performance at the 'mylocalcouncil' benchmarking website.
Overall quality aspects/ Structured approach to PPR, with clear presentation of information	PPR information is linked directly from website's Home page.
	There is a coherent look and feel to how information is presented and structured.
	There is a high-level summary on the council's overall performance.
	There is clear layering and signposting of information, which is easy for the reader to navigate.
	There is relevant explanatory narrative – which is in Plain English.
	There are supporting informative graphics, eg charts, tables, and diagrams.
	Web links to other PPR info work.
	The council reports on additional indicators that contribute to an overall view of its performance.

Evaluation of councils' response to the 2012 Direction

Councils' response to SPI 1 and SPI 2 has continued to improve

16. The new assessment methodology means that direct comparisons between the 2015 assessment and previous years' cannot be made on a like-for-like basis. Nonetheless, the evidence indicates an overall improvement from last year to this year. Contributory factors to that improvement are:
- Several councils have overhauled their corporate website and/or improved the design of their web pages on council performance.
 - At least three quarters of councils now utilise specialist performance management software which supports both operational performance management within the council and simplifies the provision of public-facing performance information.
 - All councils have been even-handed in reporting their performance, rather than simply emphasising the positives.
17. Although councils' PPR arrangements continue to improve overall, there are significant variations among the SPI 1 and SPI 2 themes, and among councils. [Appendix 3](#) shows the total number of councils that achieved a 'Yes' rating for 2013/14, on the themes in SPI 1 and SPI 2, and on the overall quality themes we considered. [Appendix 4](#) details councils' assessments ratings on the SPI 1 and SPI 2 themes.
18. **Exhibit 3** illustrates the number of councils that were assessed as meeting the coverage and quality requirements in the 2015 assessments.
19. The number of councils meeting the characteristics within SPI 1 improved on all seven of its themes. The number of councils meeting the 11 characteristics within SPI 2 also increased overall and reduced only for community care, from 27 to 26 councils.
20. The sophistication of councils' approaches to PPR bears little correlation with their size or location. Some smaller, more rural councils are performing relatively well (eg Angus, Moray) in contrast with some larger central belt councils (eg City of Edinburgh, Glasgow City).
21. Areas for further improvement varied across councils but common weaknesses continued to be:
- a reliance on data tables, with limited use of infographics
 - the use and quality of narrative surrounding the data to explain performance to the public in layman's terms.

All councils have some scope to improve their PPR.

Exhibit 3

Number of councils meeting the characteristics in 2014 and 2015

In SPI 1, the number of councils meeting the criteria increased on all seven themes.

In SPI 2, the number of councils increased on 10 themes and decreased on one.

SPI	Theme	2014	2015	Change
SPI 1	Responsiveness to its communities	19	23	s
	Revenues & service costs	27	29	s
	Employees	13	18	s
	Assets	3	21	s
	Procurement	14	19	s
	Sustainable development	21	28	s
	Equalities & diversity	7	20	s

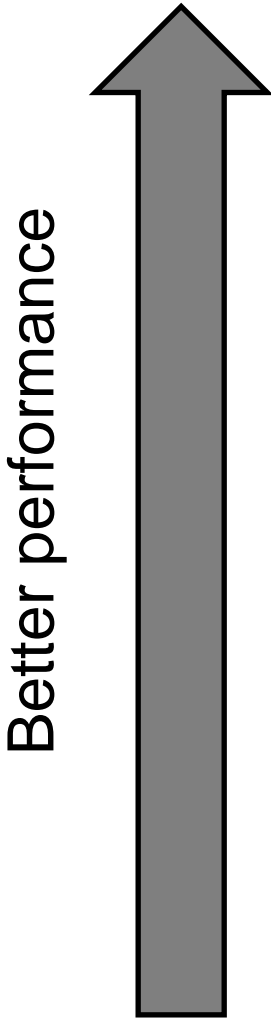
SPI 2	Benefits administration	9	22	s
	Community care	27	26	t
	Criminal justice social work	14	18	s
	Cultural & community services	14	28	s
	Planning	15	26	s
	Education of children	24	29	s
	Child protection/social work	19	28	s
	Housing & homelessness	20	29	s
	Protective services	9	20	s
	Roads & lighting	13	23	s
	Waste management	16	26	s

22. **Exhibit 4** illustrates how well councils met all 18 themes of SPI 1 and SPI 2. To show the spread of councils' performance, the exhibit presents the number of 'Yes' assessments that each council has received in approximate quartile ranges. Within each quartile, councils are listed in alphabetical order.

Exhibit 4

Councils' level of full compliance with SPIs 1 and 2

Councils have been sorted into quartiles, in terms of their levels of full compliance with the eighteen themes in SPIs 1 and 2. In each quartile, councils are listed in alphabetical order.

	Quartile	Councils in this quartile
	Q 1 (Full compliance with 15-18 themes)	<ul style="list-style-type: none"> • Aberdeenshire • Angus • East Ayrshire • East Dunbartonshire • East Lothian • East Renfrewshire • City of Edinburgh • Fife • Inverclyde • Midlothian • Moray • North Ayrshire • North Lanarkshire • Perth & Kinross • South Lanarkshire • Stirling • West Dunbartonshire • West Lothian
	Q 2 (Full compliance with 10-14 themes)	<ul style="list-style-type: none"> • Argyll & Bute • Clackmannanshire • Dumfries & Galloway • Dundee City • Glasgow City • Orkney Islands • Renfrewshire • Scottish Borders
	Q3 (Full compliance with 5-9 themes)	<ul style="list-style-type: none"> • Eilean Siar • Falkirk • Highland • Shetland Islands • South Ayrshire
	Q4 (Full compliance with 0-4 themes)	<ul style="list-style-type: none"> • Aberdeen City

There was a wide range of performance among SPI 1 themes

23. Across the seven themes in SPI 1, the number of councils meeting the 2015 assessment's requirements ranged between 18 (Employees) and 29 (Revenues and service costs).
24. Councils were found to be good at reporting on engaging with their communities through mechanisms such as online consultations, citizens' panels and surveys – but less good at demonstrating how feedback from the public had been utilised to improve council services and the council's overall performance. Councils also performed well overall on the provision of information about their income and expenditure, utilising the body of data already used routinely for management information purposes. PPR about sustainable development has benefited from accumulating a sizeable range of performance

indicators over the years. Where PPR was weaker, it often lacked supporting narrative explanation in layman's terms.

25. The three weakest themes were the provision of performance information on employees (18 councils), procurement (19) and equalities and diversity (20). Reporting on these themes was also relatively weak in 2014 and tended to use a small number of indicators. However, the number of councils found to meet the assessment characteristics for assets rose from three in 2014 to 21 in 2015, and the number of councils nearly trebled for equalities and diversity, from seven to 20.

There was also a wide range of performance among SPI 2 themes

26. Across the 11 themes in SPI 2, the number of councils meeting the 2015 assessment's characteristics ranged between 18 (criminal justice social work) and 29 (the education of children). The number of councils doubled or more for three themes (benefits administration; cultural and community services; and protective services).
27. The two weakest themes overall were criminal justice social work (18 councils) and protective services (20 councils), yet some councils' response to the SPIs was of a high standard on these themes. Across all SPI themes, reasons for changes between 2014 and 2015 varied widely among councils, but factors included:
- Quantity – the use of additional performance indicators within each theme, eg including indicators of service performance that are linked to corporate objectives in the council's Single Outcome Agreement, thereby demonstrating how performance improvements are aligned with the council's and its partners' strategic objectives.
 - Quality – better quality reporting on performance indicators, eg including the use of colour exhibits; information on targets, trends, family group comparisons; and narrative clearly explaining performance.

All councils complied with SPI 3

28. In 2015, all councils reported their performance through the LGBF arrangements, in line with the Commission's expectations under SPI 3. The LGBF uses data which is largely drawn from Scottish Government public data sources and is therefore subject to Scottish Government validation processes. For data submitted directly to the Improvement Service, detailed guidance and metadata ensure consistent data are returned across all councils. Protocols for validating and cleaning data are also in place. All data received are compared against previous years' data and other councils' to check consistency; and all outliers are checked, queried and confirmed with the source.
29. Areas where consistency can be strengthened further through clearer guidance are identified by a working group that has been established to develop family-group comparisons, and are then addressed via council-led task groups (eg the LGBF's Directors of Finance subgroup).
30. Also, the Improvement Service has recently reviewed the reporting of LGBF information and considered how the approach can be strengthened. It made a web page template available to councils, comprising a virtual 'contents page' framework which councils could use to structure their online PPR. The review identified five councils which largely followed the guidance in the template (Dumfries & Galloway, Falkirk, Fife, Perth and West Dunbartonshire) and others that have taken its general principles on board.

Good practice

31. This report aims to support continuous improvement by highlighting examples of an effective overall approach to PPR. The examples in **Exhibit 5** are set out in full at [Appendix 5](#). They are not necessarily best practice and should more accurately be considered as ‘interesting practice’ that may be of benefit to other councils.

Exhibit 5

Good practice

This is a sample of good council practice.



Overall quality characteristics of PPR	Councils
A well-structured approach to PPR	<ul style="list-style-type: none">• Dumfries & Galloway, Fife
Effective use of customer satisfaction info	<ul style="list-style-type: none">• South Ayrshire, West Dunbartonshire
Balanced picture of performance	<ul style="list-style-type: none">• East Renfrewshire, South Lanarkshire
Good use of comparators	<ul style="list-style-type: none">• City of Edinburgh
Good use of financial and cost information	<ul style="list-style-type: none">• Glasgow City
Dialogue with the public	<ul style="list-style-type: none">• Aberdeen City, Perth & Kinross
Accessibility	<ul style="list-style-type: none">• Argyll & Bute, Eilean Siar (Western Isles)

Exhibit 6 illustrates aspects of public performance that councils could strengthen, and others presenting risks that councils should be alert to.

Exhibit 6

Scope for further improvement

Councils should aim to improve on a range of aspects.

 Improve	<ul style="list-style-type: none">• Consistently high quality presentation of information for all SPI 1 & 2 themes.• Plain English narrative to explain complex datasets, describe performance and trends in layman’s terms and target improvements for the following year.• Infographics to summarise complex financial information.• Information on customer satisfaction, feedback and complaints for individual council services; any improvement actions taken as a result of feedback.• Use of benchmarking against family groups – an aspect of the LGBF currently being developed by the Improvement Service – to set performance in context, identify performance strengths, and to prioritise improvements.
 Reduce	<ul style="list-style-type: none">• Convolved and lengthy website pathways to performance information.• Inconsistent treatment of performance information on different themes.• Reliance on detailed committee reports for public performance reporting.• Bureaucratic language.• Broken web links.

Recommendations

32. It is recommended that the Commission:

- Note that councils' response to SPI 1 and SPI 2 has continued to improve overall, in terms of their handling of public performance reporting.
- Note that all councils are complying with SPI 3, on the Local Government Benchmarking Framework, which was introduced with the Direction 2012 for performance in 2013/14.
- Note that councils' progress with responding to the areas for improvement identified in this assessment will be monitored through our annual audit and Best Value processes.
- Consider writing to all councils reporting the progress that has been made in this area across the local government sector during 2014/15 offering further encouragement for councils to make further progress with improving PPR. The Commission may also wish to take this as an opportunity to refer to its consideration of its long-term strategic direction in relation to SPIs.

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11 June 2015

APPENDICES

Appendix 1. Indicators in the SPI Direction 2012

The Direction 2012 specified three high-level indicators, and bulleted a range of supporting themes for SPI 1 and SPI 2. This information formed the cornerstones of the 2015 PPR assessments.

SPI 1. Corporate management – Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:

- responsiveness to its communities
- revenues and service costs
- employees
- assets
- procurement
- sustainable development
- equalities and diversity.

SPI 2. Service performance – Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):

- benefits administration
- community care
- criminal justice social work
- cultural & community services (covering at least sport & leisure, museums, the arts and libraries)
- planning (both environmental and development management)
- the education of children
- child protection and children's social work
- housing & homelessness
- protective services including environmental health & trading standards
- roads and lighting
- waste management services.

SPI 3. SOLACE benchmarks – Each council will report its performance in accordance with the requirements of the Society of Local Authority Chief Executive (SOLACE) benchmark project.

Appendix 2. Example assessment

Column A – SPI themes

Under each SPI, sit a number of themes, as set out in the Direction 2012 – eg Responsiveness to Communities. These are taken directly from the Direction 2012.

Column B – characteristics of PPR.

The criteria for the assessment are set out as a broad set of characteristics that describe what is expected under each theme that the council may report to demonstrate that it is securing Best Value

Column C – evidence on the council's PPR

For each characteristic, the assessment team sourced evidence from:

- local auditors
- councils' websites
- an invitation to each council to submit evidence of its 2013/14 PPR
- e-copies of council publications, eg council newspapers, Council Tax leaflet, etc.

Column D – a summary narrative assessment

This was drafted by the assessment team. Councils were able to comment on the narrative for each SPI theme, but the final assessment was made and articulated in this summary by Audit Scotland

Column E – overall assessment rating for each aspect, as either:

- Yes = meets the criteria, or
- AFI = area for improvement.

X COUNCIL – ASSESSMENT OF THE COUNCIL’S PUBLIC PERFORMANCE REPORTING FOR 2013/14

Roles	Organisation	Name & title	Email	Telephone
Audit Scotland	PABV Group	Name of Audit Manager	Email address	Number
Auditor	Audit Scotland/firm	Name & title of appointed auditor	Email address	Number
Auditor	Audit Scotland/firm	Name & title of audit manager	Email address	Number
Council	Council name	Name & /title of lead contact for SPI/PPR purposes	Email address	Number

Key links

SPI1. Corporate management

- Link from the council's Home page to its lead page for performance information
- Link from the lead performance page to the corporate annual performance report (if any)
- Links from the lead performance page to performance information on the themes in SPI 1 (if any)

SPI2. Service performance – links from the lead performance page to:

- Performance information on the themes in SPI 2 (if any)

SPI 3. LGBF – links from the lead performance page to:

- Information about the LGBF
- Performance against LGBF indicators
 - The online benchmarking tool at <http://scotland.mylowalcouncil.info/>

Links to SPIs / summary of ratings

SPI 1. Corporate		Rating	SPI 2. Service		Rating	SPI 3.		Rating	4. Overall aspects		Rating	Good practice
1.1 Responsiveness to communities	YES		2.1 Benefits administration	AFI		3.1 LGBF	YES		4.1 Structured approach	YES		
1.2 Revenues & service costs	YES		2.2 Child protection/social work	AFI					4.2 Customer satisfaction	YES		
1.3 Employees	YES		2.3 Community care	AFI					4.3 Balanced picture	YES		
1.4 Assets	AFI		2.4 Criminal justice social work	AFI					4.4 Comparators	YES		
1.5 Procurement	YES		2.5 Cultural & community services	AFI					4.5 Financial and cost info	YES		
1.6 Sustainable development	YES		2.6 Education of children	AFI					4.6 Dialogue with the public	YES		
1.7 Equalities and diversity	AFI		2.7 Housing homelessness	YES					4.7 Accessibility	AFI		
			2.8 Planning	YES								
			2.9 Protective services	AFI								
			2.10 Roads & lighting	AFI								
			2.11 Waste management	AFI								
Number of Yes	5			2			1			6		
Number of AFI	2			9			-			1		

Assessment detail

The summary **Rating** should be noted as **Yes** (fully meets requirements) or **AFI** (area for improvement).

Key to other terms: **CPO** = Community Payback Order. **CPP** = Community Planning Partnership. **FOI** = Freedom of Information. **Info** = information. **KPI** = performance indicator. **LGBF** = Local Government Benchmarking Framework. **PPR** = Public Performance Reporting. **SOA** = Single Outcome Agreement. **SPI** = Statutory Performance Indicator.

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI 1. CORPORATE MANAGEMENT – Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:				
1.1 Responsiveness to communities <ul style="list-style-type: none"> • Engagement • Customer feedback • Satisfaction survey • Consultation • Citizen panel • Customer care • Complaints • FOI requests • Contact centre 	1.1.a. A range of PPR info gives a broad overview of performance.	The Corporate performance reporting page links to: the Public Performance Report 2014; 2013/14 Benchmarking summary overview report; the Public Performance Policy and Performance indicators for 2013/14. Each page has an A-Z menu bar at the top, giving easy access to detailed info on complaints, FOI, Citizens' panel, consultations, customer care.	The council provides the reader with comprehensive, contextual information on performance in responsiveness to communities and links to relevant documents. It would also be helpful to demonstrate consistently how the council has reacted to feedback gleaned through consultations and to include working links.	YES
	1.1.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • how well the council meets the needs of specific communities • data from its surveys and consultations • how it has reacted to feedback • how it has improved services. 	<p>The council's Performance indicators 2013/14 include six responsiveness to communities-related indicators, such as:</p> <ul style="list-style-type: none"> • the percentage availability of the COUNCIL website • the number of complaints per 1,000 population • the customer satisfaction index score. <p>The council's Recent consultation & feedback page features closed consultations spanning from 2012 to 2015. There were 13 consultations in 2013/14. There is an issue with consistency in the way consultations are reported, eg the Adult social care contributions policy consultation has a helpful 'you said, we did' approach, but other consultations do not include this info.</p>		
	1.1.c. The council actively seeks feedback on corporate and service issues.	The Consultations and have your say page has a link to a feedback, complaints and suggestions online form. In addition, each webpage has a 'Rate this page' tab which opens a feedback form.		
	1.1.d. Complaints data are reported for all services.	The Complaints page contains the section 'Complaints analysis and performance indicators', where the 2013/14 Annual complaints report is located, providing complaints data for the year. However, a customer satisfaction survey for the complaints service was not carried out in 2013/14.		
	1.1.e. It is easy to make a complaint or a FOI request.	Links to complaints and FOI pages are at the bottom of each web page. Both pages explain requests/complaints.		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.2 Revenues and service costs <ul style="list-style-type: none"> Budget Revenue Expenditure Income Service cost Council tax 	1.2.a. A range of PPR info gives a broad overview of performance.	A Statement of accounts 2013/14 is accessed through Council and government > Annual reports. The document provides a brief overview of finances and financial performance throughout the year and highlights the council's financial position as at 31 March 2014 as well as budget, expenditure and revenues. There is info on how Council Tax works. An A-Z search brings up a Revenue Budget page comparing 2013/14 budget with 2014/15 budget and includes a breakdown of budgets by service area.	Comprehensive, relevant performance information is available, providing a good overview of revenues and service costs.	YES
	1.2.b. PPR includes local indicators giving a full picture, eg on: <ul style="list-style-type: none"> unit costs/service expenditure efficiency targets. 	The Statement of accounts 2013/14 outlines seven financial performance indicators, including the Council Tax in-year collection rate and the impact of capital investments on Council Tax and weekly rents. The council's Key indicators 2013/14 include info on total cash efficiency savings for the year. A Confirmation of efficiencies delivered in 2013/14 document, accessible via the performance page, summarises efficiency savings in five different activities, eg asset management and energy efficiencies. Unit cost-related indicators, eg annual property costs per m ² and the cost of collecting Council Tax per dwelling are found in the Key indicators 2013/14.		
1.3 Employees <ul style="list-style-type: none"> Sickness absence Staff survey Staff engagement Staff feedback Staff turnover Staff satisfaction Staff training 	1.3.a. A range of PPR info gives a broad overview of performance.	The council's Performance Indicators 2013/14 provide some info on sickness-absence rates and include info on employee surveys for 2012/13; but this info is not available for 2013/14 until sometime later in 2015. In addition, the path: Council and government>Performance reporting> Service performance leads the reader to the 2013/14 Performance monitoring statements , which includes further employee-related indicators.	The council reports on a number of employee-related performance measures, providing a comprehensive overview of this aspect of corporate performance. However, PPR would benefit from updated information on the council's workforce.	YES
	1.3.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> wider performance measures such as job satisfaction the cost of the HR 	The 2013/14 Revised revenue budget provides info on the cost of HR & ICT for 2013/14 and 2014/15, under Corporate services. Statistical info on the workforce is available through the 2013/14 Performance indicators link and refers to the period 1 Nov 2012 – 31 Oct 2013. This includes data on staff turnover and sickness-absences for the period, with bar charts, indicating		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	<ul style="list-style-type: none"> function staff engagement workforce changes, eg staffing reductions through voluntary severance or redundancy senior management restructuring. 	trends over time. In addition, an Employee survey – results summary 2013 provides information on staff satisfaction and staff feedback on council issues.		
1.4 Assets <ul style="list-style-type: none"> Asset management Property maintenance Property repairs Buildings Vehicles Equipment 	1.4.a. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> corporate asset management plan key projects (eg new HQ) property repairs property maintenance spend work with partners to best use joint assets. 	The council's Performance indicators 2013/14 booklet includes eight indicators on assets and the vehicle fleet, eg: <ul style="list-style-type: none"> the proportion of properties at a satisfactory standard the cost of required maintenance customer satisfaction with building cleaning and catering the average mileage of pool cars. 	The council reports on a number of asset-related indicators, but there was no evidence of actions taken to improve performance.	AFI
1.5 Procurement <ul style="list-style-type: none"> Procurement Procurement Capability Assessment (PCA) 	1.5.a. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> e-procurement. PCA score Improvements from joint spend with partner bodies. 	The council produces a Procurement performance (2013/14) and priority report (2014/15) , which gives an overview of procurement performance for 2013/14 and includes narrative on the PCA score as well as an e-tendering system, but there is no performance info on this aspect. The council's Key indicators 2013/14 include two procurement-related indicators, eg, the total cash savings achieved through procurement. The document has info on procurement performance and links the reader to a set of tables that provide further procurement performance info, eg: <ul style="list-style-type: none"> total cash savings achieved through procurement in 2013/14 updates against procurement targets for 2013/14. 	There is a good range of performance information on procurement and on the PCA score, but the council could usefully provide information on any joint spend.	YES

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.6 Sustainable development (Focusing on environmental aspects) <ul style="list-style-type: none"> • Sustainability • Environmental • Green, Ecology • Street cleaning • Carbon emissions • Energy efficiency • Biodiversity 	1.6.a. A range of PPR info gives a broad overview of performance.	Seven sustainable development indicators, plus commentary on performance and targets met within the Carbon management plan 2009-2014 , are found in the Key indicators 2013/14 document. A report on Carbon management is included in the commentary, and provides further info on performance against targets set in the plan. An Annual energy report 2013/14 details the council's performance in energy consumption (including graphs) and gives info on sustainable development schemes, such as an energy awareness initiative.	The council reports on a range of sustainable development-related PPR material, which paints an overall picture of performance in this area.	YES
	1.6.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • biodiversity actions and targets • energy consumption • vehicle fleet CO₂ emissions • derelict land • parks and outdoor spaces. 	Indicators cover: derelict land; annual energy consumption; and annual CO ₂ emissions. In addition, the Performance monitoring statements includes two performance indicators – on the percentage of adults satisfied with parks and open spaces, and on the cost of parks. Performance info is compared with previous years' and quarters and measured with a 'traffic light' scale.		
1.7 Equalities and diversity <ul style="list-style-type: none"> • Equality • Diversity • Female employees • Disability • Ethnic minority 	1.7.a. A range of PPR info gives a broad overview of performance.	An Equality impact assessment for the calendar year 2013 details impacts identified in the year and areas for improvement in 2014. An Equality outcomes 2013-2017 report sets out equality outcomes for the council and a Mainstreaming report 2013 gives material on mainstreaming activities and comprehensive coverage of the workforce, including the employee profile.	There is some performance information on equalities and diversity. However, there is no information on the wider aspects of the council's role in promoting equality and diversity.	AFI
	1.7.b. PPR recognises equalities & diversity in its broader sense, and covers how well the council is tackling inequality.	See 1.7.a.		
	1.7.c. PPR includes commentary on the council's response to its statutory duties on diversity and	See 1.7.a.		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	equality.			
	1.7.d. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> complaints by ethnic minorities user satisfaction with services. 	There are three indicators in the Key indicators 2013/14 document, eg: <ul style="list-style-type: none"> % of highest paid 5% of earners that are women % of primary school pupils taking school meals. Additional indicators, such as on disabilities and satisfaction levels, would be helpful.		
SPI 2. SERVICE PERFORMANCE - Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate)				
2.1 Benefits administration <ul style="list-style-type: none"> Benefit Benefit fraud Welfare reform 	2.1.a. A range of PPR info gives a broad overview of performance.	The Benefits administration page links to the PPR calendar 2015, service business plan progress reports, Exchequer PIs, Benefits Business Plan, Welfare Reform, Improvement Service dashboard, and discretionary housing payments. PPR calendar refers to 2 indicators and Welfare Fund. No trend data provided.	The website contains a lot of information on benefits and the welfare reform. While the two reports contain data on 2013/14 performance, the absence of trend data makes it difficult to establish what progress has been made over time.	AFI
	2.1.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> how well the council has responded to welfare reforms service impacts as a result. 	The Counter Fraud Business Plan 2014/15 provides a number of indicators, but there is no trend data or values for 2013/14 with targets. Comments are provided for the indicators that did not meet the target. KPIs are included in the Finance and Corporate resources report, but no trend data are provided.		
	2.1.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	The Benefit and Counter Fraud Business Plan 2014/15 makes no reference to the SOA.		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.2 Child protection & children's social work <ul style="list-style-type: none"> • Child protection • Children looked after at home • Child care • Foster care • Supervision order 	2.2.a. A range of PPR info gives a broad overview of performance.	The Child Protection and Children's Social Work page links to the PPR calendar 2015, service business plan progress reports, The 2010-14 Children's Services Performance Report, The Chief Social Work Officer report 2013/14 and info pages.	The website contains a lot of information on child protection & children's social work, but no local indicators with trend data are provided in any of the reviewed reports.	AFI
	2.2.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • placement of looked after children • % of children seen by a supervisor officer < 15 days • children on the child protection register. 	Three indicators included in the PPR calendar, but no trend data are provided. The 2010-14 Children's Services Performance Report includes several indicators with trend data and comparison with the Scottish average, as well local authority ranking (LBGF indicators). Neither contextual narrative nor local indicators are provided in the report. The Chief Social Work Officer report 2013/14 contains considerable contextual info, but has no indicators. The Education & Children's Services KPI quarterly progress report has a number of indicators, but there is no trend data.		
	2.2.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	No reference to the SOA in the reviewed reports. The KPI report links to higher themes in council's strategies.		
2.3 Community care <ul style="list-style-type: none"> • Community care • Delayed discharge • Respite care • Care satisfaction • Waiting times • Service user survey • Telecare • Care staff training • Personal care 	2.3.a. A range of PPR info gives a broad overview of performance.	The Community Care page contains links to the PPR calendar 2015, service business plan progress reports, the adult social care performance report and other related pages – like satisfaction surveys, complaints procedures and Care Inspectorate reports.	The council's performance page contains a lot of information on child protection & children's social work, but no local indicators with trend data are provided in any of the reviewed reports.	AFI
	2.3.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • service user satisfaction • no. of people waiting longer than target time for service • % of personal carers qualified to Scottish 	The 2010-14 Adult Social Care performance report includes LGBF indicators with trend data and Scottish average comparisons. Neither contextual narrative nor local indicators are provided in the report. The Social and Community Services KPI progress report includes a number of relevant indicators, but no trend data. The SOA Measuring Success 2013/14 report includes one relevant indicator (Number of older people aged 65+ with intensive care needs receiving personal care at home (Rate per 1000		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	Social Services Council standard.	population)). The Expenditure on Adult Social Care Services in Scotland 2003-04 to 2013-14 report is a national report with no local data.		
	2.3.c. PPR includes commentary on the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.	Yes, a Self-Directed support indicator is included in the Social and Community Services KPI progress report. References are included to integration in the KPI report. There are also references to the health and social care integration and self-directed support in the PPR calendar.		
	2.3.d. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	No reference to the SOA in the reviewed reports. The KPI report links to higher themes in council's strategies.		
2.4 Criminal justice social work <ul style="list-style-type: none"> • Criminal justice • Community payback orders • Reconviction rates • Child reporting • Young offenders • Probation orders • Payback orders 	2.4.a. A range of PPR info gives a broad overview of performance. 2.4.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • no. of community payback orders started <7 working days • % of community payback orders successfully completed • reconviction rates. 2.4.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The Criminal Justice Social Work page contains links to the PPR calendar 2015, service business plan progress reports, the Northern Community Justice website and links to the relevant Scottish Government pages on reconviction rates and crime and justice. Unable to find any performance info in the documents provided on the website. Two relevant indicators in the SOA Measuring Success 2013/14 report, but no data for 2013/14 are provided. There are a few references in the PPR calendar, connecting to aspirations and local outcomes.	There are a few links on the council page, but no 2013/14 performance information.	AFI

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.5 Cultural & community services <ul style="list-style-type: none"> Community access Satisfaction survey Cultural heritage Learning centres 	2.5.a. A range of PPR info gives a broad overview of performance.	The Culture and Community Services page contains links to the PPR calendar 2015, service business plan progress reports, a link to the performance report on culture and leisure services, social media pages to relevant services and other info pages.	The website contains a lot of information on cultural and community services, but no local indicators with trend data are provided in any of the reviewed reports.	AFI
	2.5.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> cost per attendance at a sport/leisure facility service user satisfaction specific improvement commitments/ actions. 	<p>The 2010-2014 Culture and Leisure Performance Report is an extract of the LGBF report. Trend data and comparisons with Scottish average are included, but no supporting narrative. No additional local indicators included. A few indicators are included in the PPR calendar. No trend data.</p> <p>The SOA Measuring Success 2013/14 report contains one indicator on volunteering, but no 2013/14 data are provided.</p>		
	2.5.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	There are a few references in the PPR calendar, so performance info linked to corporate aspirations and target local outcomes.		
2.6 Education of children <ul style="list-style-type: none"> Young people Attainment School inspections School leaver Education cost School survey Exclusion Attendance +ve destinations School meals Eco schools Special education 	2.6.a. A range of PPR info gives a broad overview of performance.	The performance page for the Education of Children contains links to the PPR calendar 2015, service business plan progress reports, the 2010-2014 Children's Services Performance Report, and the Chief Social Worker's report.	<p>The website contains a lot of information on the education of children, but no local indicators with trend data are provided in any of the reviewed reports.</p> <p>The PPR calendar provides broadly sufficient information on this area.</p>	AFI
	2.6.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> Education Scotland inspection results and satisfaction info SQA/SCQF attainment levels. 	<p>The 2010-2014 Children's Services Performance Report is an extract of the LGBF report. Trend data and comparisons with Scottish average are included, but no supporting narrative. No additional local indicators feature. A few indicators are included in the PPR calendar, but no trend data.</p> <p>The Chief Social Work Officer report 2013/14 contains contextual information, but there are no indicators in the report</p> <p>A lot of contextual info and performance data (presented as infographics, are featured but no trend data are available for any indicators in the PPR calendar.</p> <p>The SOA Measuring Success 2013/14 report contains two relevant indicators (eg school leavers positive and sustained destinations), but 2013/14 data are provided for only one of</p>		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
		them.		
	2.6.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
2.7 Housing & homelessness <ul style="list-style-type: none"> • Homeless • House repair • Domestic noise • House building • Affordable homes • Rent arrears • Scottish Housing Quality Survey • Building investment • Energy efficiency 	2.7.a. A range of PPR info gives a broad overview of performance.	The Housing and Homelessness page links to the Homeless Annual report, Housing Services page, and local strategy housing review documents.	The Homelessness Annual report 2013/14 and the PPR calendar jointly provide sufficient coverage of this aspect.	YES
	2.7.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • rent arrears • energy efficiency • house building rates • affordable homes • homelessness • tenant engagement. 	<p>The Housing Services page contains a table with a selected number of performance indicators (including a local one) with trend data and targets. Some data are missing.</p> <p>The Homelessness Annual Report 2013/14 includes a number of indicators (some of them locally developed) along with trend data and supportive narrative.</p> <p>References to homelessness are made in the PPR calendar and a few indicators included with (infographics).</p>		
	c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
2.8 Planning <ul style="list-style-type: none"> • Planning applications • Building warrants • Use of land • Building standards 	2.8.a. A range of PPR info gives a broad overview of performance.	The Planning page contains links to the PPR calendar, the council's annual report, planning stats on the Scottish Government website, customer satisfaction survey and levels, the building standard scorecard and other related pages.	The reports included on the website provide sufficient information on the council's performance on this aspect.	YES
	2.8.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • the council's aims • service costs • customer satisfaction. 	<p>One indicator is mentioned in the PPR calendar (with infographics).</p> <p>The Planning Performance Framework Annual Report 2013/14 has indicators and contextual info (trends provided for 2012/13).</p> <p>The Planning Performance Framework Feedback report provides additional info on performance in this area.</p> <p>The Building Standards performance indicators report includes</p>		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
		<p>local indicators and data for 2012/13 and 2013/14.</p> <p>Survey results are published on the website, but there is no info on what the council is planning to do as a result of the feedback received. However, the Balanced Scorecard for 2014/15 provides additional info on the progress of key actions.</p>		
2.9 Protective services <ul style="list-style-type: none"> Protective services Environment Trading Standards Food safety Pest control Food hygiene Noise complaints Flood alleviation 	2.9.a. A range of PPR info gives a broad overview of performance.	The Protective Services page contains links to the Consumer and Environmental Services Monitoring reports, the annual review report, the PPR calendar, social media, and the LGBF report, and the press releases.	Documents on the website give insufficient performance information. No local indicators with trend or comparative information are provided for this aspect.	AFI
	2.9.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> food safety pest control flood alleviation customer satisfaction. 	Noise complaints indicators (without trend data) are included in the PPR calendar. The LGBF report contains no local indicators and no supporting narrative. Most indicators in this report refer to Waste Management. Quarterly reports provide info and data, but no trends. The Service Plan 2012/13 Review contains some trend data for a few indicators, including food safety inspections.		
	2.9.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
2.10 Roads & lighting <ul style="list-style-type: none"> Roads Lighting Cost of repairs Road resurfacing Road satisfaction 	2.10.a. A range of PPR info gives a broad overview of performance.	The Roads and Lighting page contains links to the PPR calendar 2015, service business plan progress reports, and a number of transport and street lighting documents.	Apart from a few reference in the PPR calendar, no other performance info is available on the website.	AFI
	2.10.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> traffic light failure repairs winter maintenance works completed in target time period % of road network resurfaced. 	<p>A few roads indicators are included in the PPR calendar.</p> <p>No performance info is found in the documents provided on the web page.</p>		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	2.10.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
2.11 Waste management <ul style="list-style-type: none">Waste collectionWaste recyclingMissed collectionsLandfillSatisfaction surveyComplaints	2.11.a. A range of PPR info gives a broad overview of performance.	The Waste Management Services page contains links to the PPR calendar 2015, service business plan progress reports, and waste documents. The LGBF profile link does not work.	Apart from a few reference in the PPR calendar, no other performance info is available on the website.	AFI
	2.11. b. PPR includes local indicators that give a full picture, eg on refuse bin collection rates.	References to waste on the PPR calendar and a few indicators included. No other performance info is available in the documents provided on the page.		
	2.11.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
3. SPI 3. Each council will report its performance in accordance with the requirements of the Local Government Benchmarking Framework (LGBF)				
3.1 LGBF <ul style="list-style-type: none">FrameworkBenchmarkingServicePerformance	3.1.a. The council reports its performance against the performance indicators in the LGBF.	Yes	There is a link from the main PPR page to the LGBF page on the council's website. The page contains links to individual reports, LGBF dashboard and Family Groups Performance Graphs report.	YES
	3.1.b. The council reports its performance at mylocalcouncil	Yes		
4. OVERALL				
4.1 Structured approach to PPR, with clear presentation of information	4.1.a. PPR info is linked directly from website's Home page.	From Home > Council and democracy > Council performance Performance pages can also be found using the A to Z function or search box.	The council provides its information in a structured and clear manor so that the relevant information needed was accessible.	YES
	4.1.b. There is a coherent look & feel to how info is presented and structured.	Yes – the info is presented in tables and narrative that follow a coherent form from indicator to indicator. Performance pages can also be found using the A to Z function or search box.		

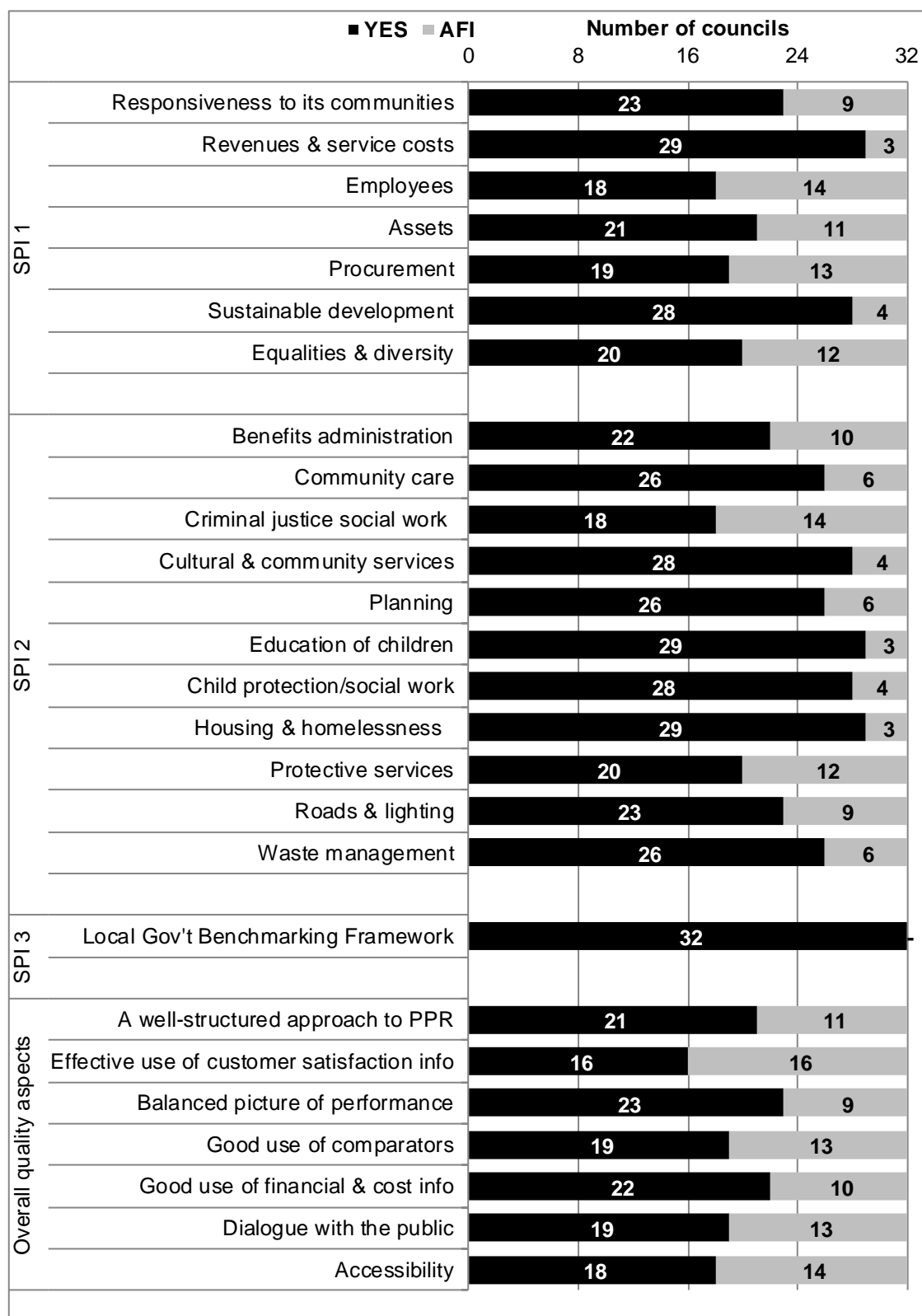
Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.1.c. There is a high-level summary on the council's overall performance.	Yes – provided in the annual performance report , which outlines the overall performance of the council.		
	4.1.d. There is clear layering and signposting of info, which is easy for the reader to navigate.	Yes – the council's website is clear and easy to navigate, with clear labels for the different tabs.		
	4.1.e. There is relevant explanatory narrative, which is in Plain English	Yes – explanatory text was found in the annual performance report that described what was seen in the table in the SPIs		
	4.1.f. There are supporting, informative graphics, eg charts, tables, and diagrams.	Yes – there were tables that laid out the info, but there was a lack of infographics.		
	4.1.g. Web links to other PPR info work.	Yes – all the links tried worked.		
	4.1.h The council reports on additional indicators that contribute to an overall view of their performance.	Yes – some local indicators mentioned in the Annual performance report as contributing to the council's overall performance.		
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	Yes – as seen with the info in section 1.1, the council carries out surveys. Also through the additional papers and key documents that the council provides with the SPIs the public can gain a greater explanation into results and findings.	There is evidence of customer satisfaction information being gathered and utilised by the council.	YES
	4.2.b. PPR explains what the council is doing as a result of feedback.	Yes – see section 1.1. There is a paper on the complaints info received and what the council does about it.		
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Yes – the council presents indicators that tell a balanced a good and a bad story.	The council provides the public with a balanced picture of its performance.	YES
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	Arrows are used to highlight which indicators are performing well and those which have seen a decrease in performance.		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.3.c. Priorities for improvement by the council is clear to the reader.	Through the narrative, it is clear to the reader which topics need the most work.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	Yes – the narratives used to describe the performance of the council make use of time periods to explain trends and patterns in the council	The council uses comparators and trends through out its performance pages, and makes comparisons with family-group councils, where possible.	YES
	4.4.b. Trends are included for all council indicators, as appropriate.	Yes – the council's indicators are set out in tables that include previous years' data.		
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	Family groups were observed once in this assessment, and the narrative describes collaborative work with surrounding councils to ensure that services are offered at the most efficient price.		
4.5 Good use of financial and cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	Yes – in a number of indicators, the cost per individual is quoted. Eg, for education, there is a cost per pupil and in community care, there is a cost for each hour of care received.	The council utilises financial costs effectively to demonstrate to the significance of the different indicators and there impact on the council's budget	YES
	4.5.b. Financial info is well structured and clearly presented.	Yes – it is easy to understand how the numbers relate year-to-year.		
	4.5.c. There is info on services' unit costs, eg £ per primary school pupil.	Yes – See 4.5a		
	4.5.d. PPR includes info on the council's budgets for major services.	Within the Annual performance report there are tables showing the costs of the major service groups.		
	4.5.e. Plain language explains the figures.	There is good use of narrative about figures in the Annual performance report , informing the reader of the meaning of the figures.		

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	No evidence of the council collecting direct feedback on PPR, but it does offer the over the public the opportunity to provide overall feedback, and this could incorporate PPR feedback.	The council offers the public opportunity to give feedback, although it does not necessarily ask for PPR feedback. It also provides links to social media, but how it uses social media to inform its approach to PPR is unclear	YES
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	Yes – links at the bottom of each council web page take the reader to media such as Facebook and Twitter. However, how it uses social media to shape PPR is unclear. For example, the Twitter feed carries news snippets but no information on the council's Twitter policy is listed under T in the A-Z toolbar.		
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	The range of outputs is thorough and can be used by diverse audiences.	The council offers a range of outputs, but options for viewing them in other languages and in other document formats are unclear.	AFI
	4.7.b. Info is available in different languages, on request.	Not evidenced.		
	4.7c. Printed info is available on request.	Not evidenced.		

Appendix 3. Overview of 2015 PPR assessments – by SPI theme

Councils' PPR performance varied widely among the themes in SPI, SPI 2, and the overall quality aspects



Appendix 4. Councils' PPR performance

	Yes	AFI
SPI 1. Corporate management		
Responsiveness to its communities	Aberdeenshire, Angus, Clackmannanshire, Dundee City, East Ayrshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Argyll & Bute, Dumfries & Galloway, East Dunbartonshire, Glasgow City, Orkney Islands, Perth & Kinross, Renfrewshire, South Ayrshire.
Revenues & service costs	Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Dundee City, Shetland Islands.
Employees	Aberdeenshire, Angus, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Highland, Inverclyde, Moray, North Lanarkshire, Orkney Islands, Perth & Kinross, Stirling, West Dunbartonshire.	Aberdeen City, Argyll & Bute, Dundee City, East Dunbartonshire, Eilean Siar, Falkirk, Glasgow City, Midlothian, North Ayrshire, Renfrewshire, South Ayrshire, Scottish Borders, Shetland Islands, West Lothian.
Assets	Aberdeenshire, Angus, Clackmannanshire, Dundee City, East Ayrshire, East Dunbartonshire, East Renfrewshire, City of Edinburgh, Eilean Siar, Fife, Midlothian, Moray, North Ayrshire, Orkney Islands, Perth & Kinross, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Argyll & Bute, Dumfries & Galloway, East Lothian, Falkirk, Glasgow City, Highland, Inverclyde, North Lanarkshire, Renfrewshire, Scottish Borders.
Procurement	Angus, Clackmannanshire, Dundee City, East Ayrshire, East Dunbartonshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Scottish Borders, Shetland Islands, South Lanarkshire, West Dunbartonshire, West Lothian.	Aberdeen City, Aberdeenshire, Argyll & Bute, Dumfries & Galloway, East Lothian, East Renfrewshire, Glasgow City, Highland, Midlothian, Orkney Islands, Renfrewshire, South Ayrshire, Stirling.

	Yes	AFI
Sustainable development	Aberdeenshire, Angus, Clackmannanshire, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Argyll & Bute, Inverclyde, Shetland Islands.
Equalities and diversity	Angus, Argyll & Bute, Clackmannanshire, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Eilean Siar, Fife, Inverclyde, Midlothian, Moray, North Lanarkshire, Orkney Islands, Perth & Kinross, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeen City, Aberdeenshire, Dundee City, Dumfries & Galloway, City of Edinburgh, Falkirk, Glasgow City, Highland, North Ayrshire, Renfrewshire, South Ayrshire, West Lothian,
SPI 2. Service performance		
Benefits administration	Aberdeenshire, Angus, Argyll & Bute, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Inverclyde, Midlothian, Moray, North Ayrshire, Orkney Islands, Perth & Kinross, Renfrewshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Eilean Siar, Falkirk, Glasgow City, Highland, North Lanarkshire, South Ayrshire, Scottish Borders, Shetland Islands.
Community care	Aberdeenshire, Angus, Argyll & Bute, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Dundee City, Eilean Siar, Falkirk, Highland.
Criminal justice social work	Aberdeenshire, Angus, Argyll & Bute, Dundee City, East Ayrshire, East Dunbartonshire, East Lothian, City of Edinburgh, Fife, Inverclyde, Glasgow City, Midlothian, North Ayrshire, Orkney Islands, Perth & Kinross, Renfrewshire, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Dumfries & Galloway, East Renfrewshire, Eilean Siar, Falkirk, Highland, Moray, North Lanarkshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling.

	Yes	AFI
Cultural & community services	Aberdeen City, Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Falkirk, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, South Lanarkshire, West Dunbartonshire, Stirling, West Lothian.	Eilean Siar, Scottish Borders, Shetland Islands, South Ayrshire.
Planning	Aberdeenshire, Angus, Clackmannanshire, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Eilean Siar, Falkirk, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Lothian.	Aberdeen City, Argyll & Bute, City of Edinburgh, Highland, Renfrewshire, West Dunbartonshire.
The education of children	Aberdeen City, Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Dundee City, Highland, Shetland Islands.
Child protection & children's social work	Aberdeenshire, Angus, Argyll & Bute, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Falkirk, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, South Ayrshire, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Eilean Siar, Highland.

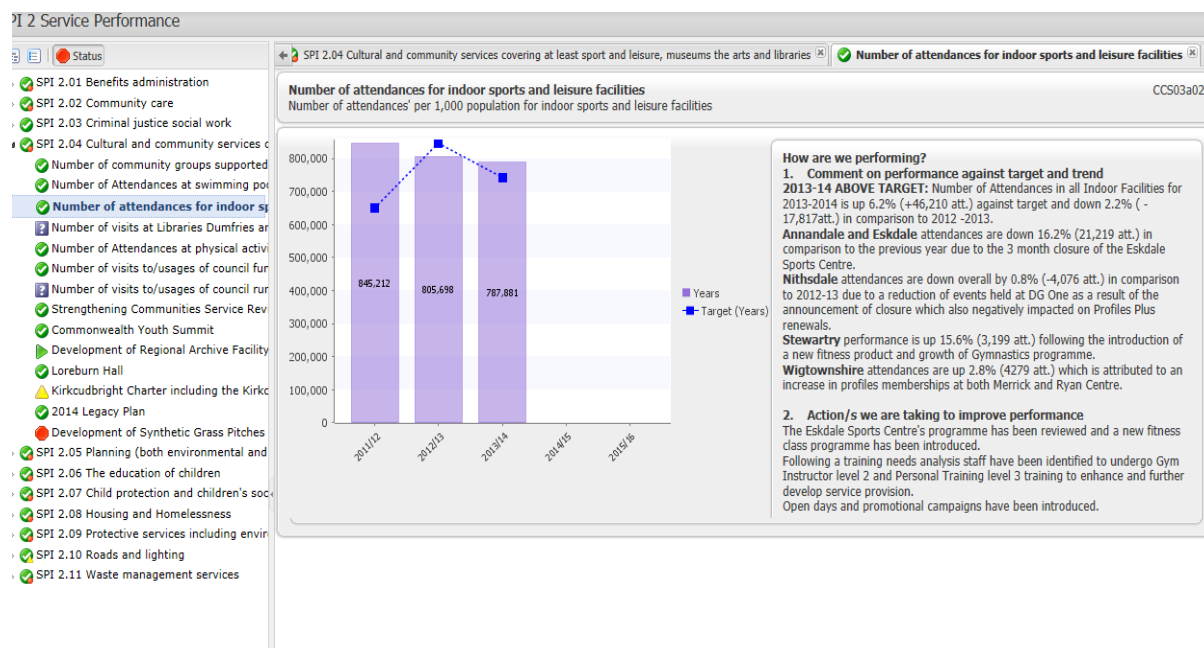
	Yes	AFI
Housing & homelessness	Aberdeen City, Aberdeenshire, Angus, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Argyll & Bute, Clackmannanshire, Orkney Islands.
Protective services	Aberdeenshire, Angus, Argyll & Bute, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Fife, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Shetland Islands, South Lanarkshire, Stirling, West Lothian.	Aberdeen City, Clackmannanshire, City of Edinburgh, Eilean Siar, Falkirk, Glasgow City, Highland, Orkney Islands, Renfrewshire, Scottish Borders, South Ayrshire, West Dunbartonshire.
Roads and lighting	Aberdeenshire, Angus, Argyll & Bute, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, South Lanarkshire, Stirling, West Lothian.	Aberdeen City, Clackmannanshire, Dundee City, Eilean Siar, Falkirk, Orkney Islands, Shetland Islands, South Ayrshire, West Dunbartonshire.
Waste management	Aberdeen City, Aberdeenshire, Angus, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Argyll & Bute, Dundee City, Eilean Siar, Falkirk, Highland, Shetland Islands.
SPI 3. Solace benchmark framework / Local Government Benchmarking Framework		
LGBF	All councils	No councils
Overall quality themes		
A well-structured approach to PPR	Aberdeenshire, Angus, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Highland, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeen City, Argyll & Bute, Dundee City, Eilean Siar, Falkirk, Glasgow City, Midlothian, Orkney Islands, Shetland Islands, South Ayrshire, West Lothian,

	Yes	AFI
Effective use of customer satisfaction info	Aberdeenshire, Clackmannanshire, East Dunbartonshire, East Lothian, East Renfrewshire, Falkirk, Fife, Highland, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Stirling, West Dunbartonshire, West Lothian,	Aberdeen City, Angus, Argyll & Bute, Dumfries & Galloway, Dundee City, East Ayrshire, City of Edinburgh, Eilean Siar, Glasgow City, Midlothian, Orkney Islands, Renfrewshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire,
Balanced picture of performance	Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Dunbartonshire, East Lothian, East Renfrewshire, Eilean Siar, Fife, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeen City, Dundee City, East Ayrshire, City of Edinburgh, Falkirk, Glasgow City, Highland, South Ayrshire, West Lothian,
Good use of comparators	Aberdeen City, Aberdeenshire, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Renfrewshire, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Renfrewshire, Perth & Kinross, Stirling, West Dunbartonshire,	Angus, East Lothian, Dundee City, City of Edinburgh, Eilean Siar, Falkirk, Highland, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, West Lothian,
Good use of financial & cost information	Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Fife, Glasgow City, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Scottish Borders, South Ayrshire, South Lanarkshire, West Dunbartonshire,	Aberdeen City, Dundee City, East Dunbartonshire, Falkirk, Highland, Midlothian, Renfrewshire, Shetland Islands, Stirling, West Lothian,
Dialogue with the public	Aberdeen City, Angus, Clackmannanshire, East Ayrshire, East Renfrewshire, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Inverclyde, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, Stirling, West Dunbartonshire, West Lothian,	Aberdeenshire, Argyll & Bute, Dumfries & Galloway, Dundee City, East Dunbartonshire, East Lothian, City of Edinburgh, Midlothian, Moray, North Ayrshire, Orkney Islands, South Ayrshire, South Lanarkshire,
Accessibility	Aberdeen City, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Fife, Glasgow City, North Ayrshire, Orkney Islands, Perth & Kinross, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeenshire, Dundee City, City of Edinburgh, Eilean Siar, Falkirk, Highland, Inverclyde, Midlothian, Moray, North Lanarkshire, Shetland Islands, West Lothian,

Appendix 5. Examples of good practice

Structured approach

Dumfries and Galloway Council presents its performance indicator information in a coherent manner using a database system. A wide range of indicators is easily accessible by following the information tree to the end point for the indicator of interest. Each indicator is then presented in a similar fashion with graphs and tables as well as narrative on 'How we are performing' that provides a further description with a 'Comment on progress' and 'Action/s we will take'.



Fife Council uses mini-sites for each SPI theme. The sites contain a list of indicators including trend data, targets and trend arrows.

Please click on the publications at the end of this page for information on the broader range of performance indicators.

Click on the headings below to view performance information and reports:

SPI 2 - Service

- Benefits Administration
- Community Care
- Criminal Justice
- Cultural and Community Services
- Planning
- Education
- Child Protection/Children's Social Work
- Housing and Homelessness
- Protective Services
- Roads and Lighting
- Waste Management Services

For more information contact
Planning, Performance & Diagnostics
Tel: 03451 55 55 55 44 09 87 Fax: 01592 583527 [Contact Planning, Performance & Diagnostics online](#)

Effective use of customer satisfaction information

West Dunbartonshire Council publishes the Citizens' Panel annual newsletter to inform the public on how services are using the feedback members of the public have provided in surveys and focus groups to improve levels of customer satisfaction. This allows the public to see what the council is doing in response to the feedback.

Feedback

West Dunbartonshire Citizens' Panel
Annual Newsletter Summer 14

COMMUNITY PLANNING
WEST DUNBARTONSHIRE

West
Dunbartonshire
COUNCIL

CITIZENS' PANEL ANNUAL UPDATE

This annual newsletter tells you how services are using the feedback you have provided in surveys and focus groups over the last year and some of the changes made, based on what you've told us.

As usual, most surveys cover more than one subject. During 2013-14, we have sent you surveys on a range of topics including:

- **Community Safety Survey/Town Centres/Alcohol and Substance Misuse:** Community Safety and related topics.
- **Older People's Services/Measures of Satisfaction/Panel Feedback/Levenshawe Park:** A range of services for older people; some key measures of satisfaction on aspects of services; your views on how the Citizens' Panel is working and Levenshawe Park.
- **Health and Wellbeing and Libraries and Cultural Services:** Improving the health and wellbeing of all our citizens - a range of lifestyle factors from physical activity to what you eat and drink and libraries and cultural services.
- **Council Services, Equalities, Scottish Welfare Fund and the Community Health and Care Partnership:** Roads maintenance services, your journeys, grounds maintenance, parks and waste services; equalities issues; awareness of the Scottish Welfare Fund and the Community Health and Care Partnership.

Contents

Feedback on Citizens' Panel	p3
Community Safety Survey/ Town Centres/ Alcohol and Substance Misuse	p3-4
Older People's Services/Measures of Satisfaction/Panel Feedback/Levenshawe Park.....	p5-7
Health and Wellbeing and Libraries and Cultural Services	p8-9
Council Services, Equalities, Scottish Welfare Fund and the Community Health and Care Partnership ...	p10-13
Equality and Fairness and the Council's Legal Compliance.....	p14-15
Contact details.....	p16

Thank You!

Continued on Page 2

South Ayrshire Council produces the Housing Newsletter which follows a user friendly format and includes key facts about the council's progress, satisfaction and feedback information, as well as the council's actions and priorities using the 'You Said, We Did' format. The information is presented using interesting infographics like charts and tables.

Satisfaction & feedback

We use Satisfaction Surveys to gather feedback from our customers and this helps us to improve and develop services for the future. These surveys were developed in consultation with tenants and give you the opportunity to tell us how well we are doing as your landlord and whether there are things that we could do better. It is important to us that we hear from as many of our customers as possible and we would encourage you to take the time to complete our surveys.

Throughout last year we issued tracker surveys to gather your feedback on key elements of service. We have discussed the feedback received at events with tenant representatives, we have included some examples of changes we have already made to how we deliver services.

In early 2014, we conducted a full comprehensive satisfaction survey by post to all tenants, 1388 tenants returned the survey, which was a response rate of 17.75%. The overall results from the survey are as follows:

Satisfaction with the overall service provided by the Council as a Landlord

- 70.7% of tenants were satisfied, compared to the Scottish average of 87.8%
- 11.9% of tenants were neither satisfied nor dissatisfied
- 16.9% of tenants were dissatisfied
- 0.5% of tenants had no opinion

How good did tenants feel we were as a Landlord, at keeping them informed about our services and decisions?

- 63.1% of tenants felt we were good, compared to the Scottish average of 88.9%
- 23.1% of tenants felt we were neither good nor poor at keeping them informed
- 13.8% of tenants felt we were poor at keeping them informed

Satisfaction with the opportunities we gave tenants to participate in our decision making processes

- 52.1% of tenants were satisfied, compared to the Scottish average of 78.4%
- 37.4% of tenants were neither satisfied nor dissatisfied
- 10.5% of tenants were dissatisfied



71.53% of tenants were satisfied with the quality of their home.



YOU SAID

Some tenants expressed concern that they did not receive enough contact from a Housing Officer during the time their home was being Modernised.

The ability to visualise a new kitchen layout and design was difficult.

The condition of gardens when properties are allocated was unacceptable.

That on occasions the wrong tradesman was sent to a repair that was reported for a shower.

You would like future repairs surveys to be analysed by town/village in order to identify any trends/issues arising by area.

You would like calling cards to be left when external repairs have been carried out and the tenant is not at home.



WE DID

We reviewed our procedures and Housing Officers will now make weekly contact with tenants, during the period that work is taking place in their home.

We have spoken with our contractor and have reached an agreement that tenants will be provided with a 3D drawing of their new kitchen layout.

We have reviewed our procedures and gardens are now inspected by the Housing Officer during the new tenancy visits. Gardens are also monitored on a regular basis by Housing Officers when they are carrying out visits within our neighbourhoods.

We have undertaken training with some of our Electricians and Plumbers in order for them to be multi-skilled when dealing with shower repairs.

We have agreed that future surveys will be analysed and reported by area, to future tenant scrutiny meetings.

We have reviewed our procedures. Trades Operatives will now leave a calling card to advise tenants that external repairs have been carried out while they were not at home.

Balanced picture of performance highlighting strengths and areas for improvement

East Renfrewshire Council recognises the importance of reporting on both good and not-so-good performance. Traffic light system is used in the Annual Performance report to indicate good performance as well as areas for improvement.

People

Our employees are skilled, and supported to achieve our outcomes.

We believe that our employees are our greatest asset. In order to achieve our goal of being the best we can be, we recognise the need to invest in our people to ensure they are able to do their jobs well. This enables us to provide a more efficient service to local residents and more effectively meet our outcomes for the local area. We consult our employees annually and have in place an Employee Survey to gather feedback on working for the Council, and to identify areas staff could be better supported to improve the services they provide.



Training and Development

- 1,526 people attending corporate training courses such as customer care courses in 2013-14.
- 870 online e-learning courses were completed by employees in 2013-14, an 11% increase from 2012-13.
- Employees who began the accredited Professional Development Award in Project Management have almost completed the qualification. Eight more staff began the accreditation in late 2013.
- The percentage of staff with a Performance Review and Development plan in place has improved from 77% in 2012-13 to 81% in 2013-14 though we are not yet meeting our target of 100%.



Absence

- We are not meeting our target for absence and the current rate is 10.4 days per employee per year, against a target of 8.5 days. This is a decline in performance from 9.5 at year end 2012-13. We are working to address this and have developed a new absence management strategy as well as offering free health checks to all staff.



Employee Survey

- Survey response rate was 47.4%, a slight increase since 2012-13.
- There has been a reduction in staff who would recommend the Council as a good place to work and who know how their job contributes to the Council's objectives, largely accounted for by an increase in neither/nor responses as opposed to staff disagreeing with this. Employee survey figures will be monitored and more detailed data considered by managers to highlight and address any issues over 2014-15.

Annual Performance Report - Page 30

South Lanarkshire Council's Annual Performance Report highlights areas of achievement, areas for improvement and the council's next steps in regards to improving performance.

In addition, the 'More Choices, More Chances' and the '16+ Learning Choices' agendas will continue to be pursued as models for assisting young people to stay in learning after their 16th birthdays in order to secure long term employability prospects and prevent youth unemployment.

Achievements for 2013-14



- Over 16,000 adults were supported to engage in a range of adult learning programmes.
- The number of participants engaging in programmes of learning increased by 5%.
- South Lanarkshire Youth Council members won the Scottish final of the Money for Life Challenge with their project looking at financial literacy and numeracy.
- Over 1,100 parents have been supported to improve their literacy and numeracy skills through their participation in a range of opportunities provided by the Community Learning and Home School Partnership Teams.

Areas for improvement and action



- We will deliver services and programmes through the Community Learning and Development Partnership to further improve literacy and numeracy skills among young people and adults.

Next steps



In facing the key challenges involved in increasing involvement in lifelong learning we will:

- Increase levels of achievement through learning for young people.
- Increase levels of achievement through learning for adults: adult literacy and numeracy.
- Increase levels of achievement through 'community capacity building' which means adopting methods that will strengthen the combined skills of the community.



Link to Education of children performance at a glance report

A further 374 young people have benefitted from participation in 18 literacy and numeracy programmes



Annual Performance Report

Good use of comparators

Edinburgh City Council includes the Scottish comparative statistics in the Key Fact and Figures Booklet on the performance web page.

SCOTTISH COMPARATIVE STATISTICS

Net Expenditure

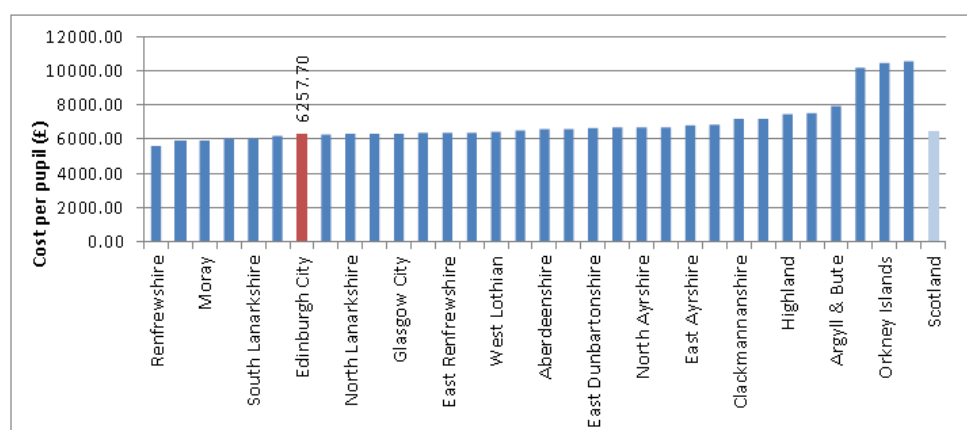
	2013-2014		2012-2013	
	Total £'000	Per head of Population £	Total £'000	Per head of Population £
Aberdeen	421,114	1,910	451,600	2,080
Dundee	331,458	2,277	374,863	2,598
Edinburgh	960,040	1,938	1,047,380	2,155
Glasgow	1,493,627	2,494	1,555,220	2,623
	<u>3,206,239</u>	<u>2,196</u>	<u>3,429,063</u>	<u>2,381</u>

Total Revenue Funding from Scottish Government

	2013-2014		2012-2013	
	Total £'000	Per head of Population £	Total £'000	Per head of Population £
Aberdeen	320,420	1,454	365,674	1,684
Dundee	285,017	1,958	316,396	2,193
Edinburgh	731,242	1,476	818,726	1,684
Glasgow	1,240,022	2,071	1,386,067	2,338
	<u>2,576,701</u>	<u>1,765</u>	<u>2,886,863</u>	<u>2,004</u>

Moreover, **Edinburgh City Council's** LGBF Children's services report includes meaningful comparisons with other councils and the Scottish average. These are supported with contextual narrative.

How much does my Council spend on secondary pupils?

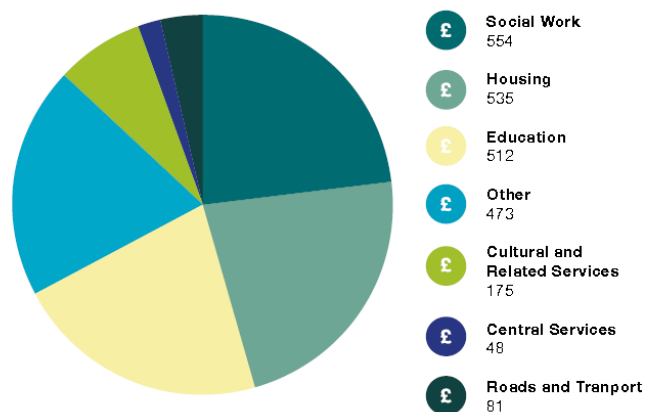


Source: Improvement Service, Local Government Benchmarking Framework 2013/14

Effective use of financial and cost information

Glasgow City Council's Annual Performance Report has a breakdown of spend by service and how each £1 of Council Tax is spent.

TOTAL SPEND BY SERVICE
£ millions

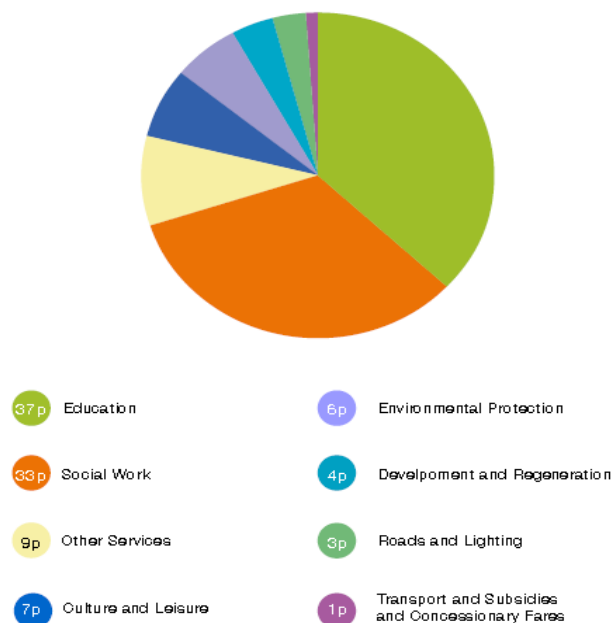


To deliver these services, we spent the following:

Employee costs	£679 million	28%
Financing Costs	£101 million	4%
Third-party payments	£632 million	26%
Transfer payments	£505 million	23%
Premises	£87 million	4%
Supplies	£218 million	9%
Transport	£70 million	3%
Other	£86 million	4%

This diagram shows how we spent the money we collected from Council Tax in 2013/14. Some services we pay for are provided by other organisations, such as Police Scotland and Scottish Fire and Rescue.

WE SPEND EACH £1 OF COUNCIL TAX ON



Dialogue with the public

Aberdeen City Council uses an online questionnaire to ask the public for their views on the council's approach to public performance reporting.

Tell us what you think - Performance Report form

We would like to hear your views on our performance report. This short questionnaire gives you an opportunity to tell us what you think. We would be grateful if you could take some time to complete:

* Indicates required information

Did you...

- find Aberdeen Performs easy to navigate?

☐ Yes ☐ No

- understand the information?

☐ Yes ☐ No

- feel the site offers the information about our services and functions which you are interested in?

☐ Yes ☐ No

- get a clear picture of our performance?

☐ Yes ☐ No

If you answered 'No' to any of the above, please tell us why:



Perth and Kinross Council uses social media, e.g. Twitter, for public performance reporting by publishing statistics under a dedicated hashtag #pkperforms.



Perth&KinrossCouncil @PerthandKinross · Apr 8
Our recycling & composting rates remain amongst Scotland's highest, with overall recycling in 2013/14 reaching 52% [#pkperforms](#)

← ↻ ★ 1 ⋮



Perth&KinrossCouncil @PerthandKinross · Apr 2
Our prevention focus has reduced homeless applications from households by 16% and from young people by 16% over the past 3 years [#pkperforms](#)

RETWEETS	FAVOURITES
2	2

Perth & Kinross

11:52 am - 2 Apr 2015 · Details

← ↻ ★ ⋮



Perth&KinrossCouncil @PerthandKinross · Mar 25
pkc.gov.uk/businesssupport with our support 314 new businesses started in 2013/14 and 541 jobs were created. [#pkperforms](#)

← ↻ ★ ⋮

Accessibility

Eilean Siar uses infographics in the Public Performance Calendar, which makes complex information engaging and accessible.



Argyll and Bute Council produces the Annual Performance report which is available in different formats and languages on request.

If you would like this document in another language, Braille or easy-read format, or if you require the services of an interpreter, please contact us.

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Jezeli chcieliby Państwo otrzymaO ten dokument w innym języku lub w innym formacie albo jeeli potrzebna jest pomoc Uumacza, to prosimy o kontakt z nami.

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको आनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو براۓ مہربانی ہم سے رابطہ کیجئے۔

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

MEETING: 11 JUNE 2015**REPORT BY THE DIRECTOR OF PERFORMANCE AUDIT AND BEST VALUE****ACCOUNTS COMMISSION STRATEGY FOR STATUTORY PERFORMANCE
INFORMATION (SPI) AND THE 2015 SPI DIRECTION**

Purpose

1. The purpose of this paper is to invite the Commission to consider its overall strategy for statutory performance information in the context of the evolving maturity of the Local Government Benchmarking Framework and the Commission's future approach to auditing Best Value. It follows on from my December 2014 report to the Commission on this topic and draws on early consideration of these issues at the Commission's Performance Audit Committee on the 30th April.
2. The Commission's consideration of this paper will be used to inform engagement with the Improvement Service, COSLA and SOLACE and other stakeholders prior to a draft 2015 SPI Direction being brought to the Commission for consideration later in the year.

Background

3. Section 1(1)(a) of the Local Government Act 1992 (the 1992 Act), gives the Accounts Commission the power to direct relevant bodies to publish such information relating to their activities in any financial year or other specified period as will, in the Commission's opinion, "facilitate the making of appropriate comparisons (by reference to the criteria of cost, economy, efficiency and effectiveness and of securing Best Value in accordance with section 1 of the Local Government in Scotland Act 2003) between:
 - i. the standards of performance achieved by different relevant bodies in that financial year or other period; and
 - ii. the standards of performance achieved by such bodies in different financial years or, as the case may be, other periods."
4. Until 2012/13, the Accounts Commission/Audit Scotland published SPI information for the main council service areas¹ annually, together with council profiles and a compendium of council performance².
5. These products were generally well regarded by the local government community, but contributed to a culture of dependence where councils relied on the SPIs as their primary source of performance information and SPIs became the main vehicle through which councils met their Best Value public performance reporting obligations. Over time, challenges also arose in maintaining the relevance and overall coherence of the suite of Accounts Commission SPIs in a changing local government policy and performance context.

¹ Including - adult social work, benefits administration, corporate management, cultural and community services, education and children's services, development services, housing, police and fire, protective services, roads and lighting, waste management - <http://www.audit-scotland.gov.uk/performance/service/>

² <http://www.audit-scotland.gov.uk/performance/council/>.

The Local Government Benchmarking Framework (LGBF) and the Commission's SPI regime

6. Towards the end of the last decade, the Commission took the view that the local government community should take greater ownership of the public performance reporting and performance benchmarking agenda. For that reason, the Commission endorsed and supported the development of the SOLACE-led local government performance benchmarking project. This reflected a commitment on behalf of the Commission to supporting sector-led improvement. It was consistent with the Crerar³ principle that the primary responsibility for demonstrating [effective] performance should rest with service providers, based on robust performance management and outcome-focused self-assessment.
7. On that basis, the Commission's 2008 and 2012 Directions marked significant phases in this change of approach. In 2008, the number of SPIs reduced from 58 to 25, and in 2012 the Commission further reduced the number of SPIs to three. This shift reflected an acknowledgement of the local government community's commitment to publish a suite of comparative performance benchmarking data and the progress that was being made towards this. The three indicators introduced in 2012 remained consistent in the subsequent 2013 and 2014 Directions.
8. The three SPIs set out in the 2012 to 2014 Directions are outlined in **Exhibit 1**.

Exhibit 1

Councils must cover a range of corporate and service information

The 2014 Direction specified the minimum set of indicators for councils to report for 2015/16.

SPI 1. Corporate management Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:	responsiveness to its communities revenues and service costs employees assets procurement sustainable development equalities and diversity
SPI 2. Service performance Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):	benefits administration community care criminal justice social work cultural & community services covering at least sport & leisure, museums, the arts and libraries planning (both environmental and development management) the education of children child protection and children's social work housing & homelessness protective services including environmental health, and trading standards roads and lighting waste management services
SPI 3. Local Government Benchmarking Framework Each council will report its performance in accordance with the requirements of the Local Authority Government benchmarking project.	

Source: [Statutory Performance Indicators: Direction 2014](#), Accounts Commission, 2014.

³ The Crerar Review. The report of the independent review of regulation, audit, inspection and complaints handling of public services in Scotland. Scottish Government, September 2007.

9. The Commission maintained a high level of engagement with SOLACE over the period of development of the Local Government Benchmarking Framework (LGBF), which was launched at the COSLA/Improvement Service conference in early March 2013.⁴
10. The third national LGBF overview report was published on 30th January 2015⁵. The report shows the maturation of the LGBF, with four years of comparable information giving valuable trend information and analysis. The LGBF website also sets out the performance data in full by theme and by council and hosts a benchmarking dashboard tool that supports detailed analysis.
11. Further development work planned for the LGBF includes extending the range of indicators and further work in facilitating benchmarking activity among councils. Pilot work on establishing 'family groups' for benchmarking has been successful and the LGBF team within the Improvement Service plan to phase in family groups for a wider range of services over the next few years.
12. The Improvement Service has also designed a web page proforma that councils can use as a framework for organising their benchmarking information online, improving the consistency of PPR from the public's perspective. The Improvement Service has recently reviewed how well councils have adopted the PPR web proforma. The early evidence from this review work is that a number of councils have not yet adopted the PPR web proforma, preferring instead to rely upon their existing Covalent performance management software. In addition, some of the councils that have adopted the proforma could do more to demonstrate how their analysis of the benchmarking data is being used to inform their improvement agenda.
13. Planning for developing similar arrangements to the LGBF for Community Planning Partnerships (CPPs) has also begun. A draft indicator set for CPPs has now been established which is currently being discussed with key stakeholder groups such as the Outcomes, Evidence and Performance (OEP) Board and the Community Planning Managers network.
14. The Commission continues to retain oversight of the LGBF. At its November 2014 meeting, the Commission received a briefing from COSLA, SOLACE and the Improvement Service on the current status and plans for further development of the framework. In addition, Audit Scotland maintains an ongoing watching brief of these developments through the Controller of Audit's attendance at LGBF Board meetings as an observer and PABV staff liaise regularly with the Improvement Service staff responsible for the LGBF.

⁴ <http://www.improvementservice.org.uk/benchmarking/>

⁵ <http://www.improvementservice.org.uk/benchmarking/reports.html>

Legal advice relating to the Commission's powers to make an SPI Direction

15. In preparing this report legal advice was sought from the Commission's lawyers (Brodies LLP) to identify any significant limitations on the Commission's powers when making an SPI Direction. The three specific questions on which advice was sought were:

- i. whether annual directions are required, or could an SPI direction cover a longer time period?
- ii. whether the Commission could delete SPIs 1 and 2 and delegate its responsibility for prescribing performance data to the LGBF?
- iii. what policy or legal changes might be required to support councils in aligning their performance reporting activities under the 1992 Act and the 2003 Act?

16. The legal advice (as set out in quotations and italics) indicates that:

- *The provisions of Section 2 (1)(a) of the 1992 Act are such that "it would be competent for the Commission to make a Direction for a specified period of, say, five years, the terms of which would require local authorities to publish performance information for their activities in each financial year for the duration of that period."*
- *If that option were chosen, "the Commission would retain the power to amend the Direction at any time it saw fit, using the power in section 2(2) (b) of the 1992 Act (a direction may be varied or revoked by any subsequent direction)."*
- *Under Section 2(1)(b) any Direction must "specify or describe the activities to which the information is to relate". "Section 2 does not expressly permit the Commission to delegate its responsibility for prescribing performance data in a manner consistent with the 1992 Act to another body." Therefore, whilst if it were to rely on SPI 3 alone "the Commission would still be issuing some form of Direction (and not delegating this responsibility to the LGBF), it would no longer itself be defining the performance information that councils must publish, as required by the legislation." This is because under the legislation "it is for the Commission to issue such Directions as it thinks fit. This suggests that the Commission should have applied its mind to the content of the Direction and should be satisfied that what is being asked for is appropriate. The Commission would have no control over anything produced by the LGBF. There is therefore a risk that, in adopting this approach, the Commission may be acting ultra vires."*
- *"It is possible that some of these difficulties could be addressed through careful drafting of a new Direction, including perhaps incorporation of relevant LGBF guidance into the Direction itself (eg as a schedule). However, we do think that in order to give legitimacy and statutory effect to reporting requirements imposed on local authorities they should come principally in the form of a Direction from the Commission."*

17. Local authorities are covered by several pieces of legislation that relate to public performance reporting, the most significant of which are the 1992 Act and the 2003 Act. They place different reporting obligations on councils. The 1992 Act originally specified that bodies should publish the information, in accordance with the Direction, within nine months beginning with the end of that financial year-end, ie the end of December.⁶ However, in 1997 this period was reduced to six months, giving bodies until the end of September to publish against the SPIs.⁷
18. The 2003 Act is more flexible in that it does not fix a specific deadline for local authorities to report to the public on the outcomes of the performance of its functions. In fact, the 2004⁸ Best Value statutory guidance makes the point that flexible and responsive approaches to public performance reporting require flexibility in the form, content, frequency of and time limits for reports if they are to meet the needs of the varying stakeholder groups (eg the wider public, service users, parents, community groups, local businesses) that have an interest in the performance of local authorities.
19. Some local authorities are experiencing practical difficulties in complying with their obligations under the 1992 Act and the 2003 Act in a 'joined-up' manner because of the six months deadline that applies under the 1992 Act. Legal advice was also therefore sought on what options might be available for overcoming these difficulties.
20. The legal advice is that *"if it is this specific deadline that is causing the problem, it is likely that legislative amendment would be required to address that, since the six month timescale is set by section 1(2)(b) of the 1992 Act. This could be changed by way of an order of Scottish Ministers (similar to the earlier order reducing the timescale from 9 to 6 months – The Local Government (Publication of Performance Information) (Scotland) Order 1997."*

Strategic issues for consideration by the Commission

21. The local government community has welcomed the Commission's endorsement of the LGBF as a commitment to supporting sector-led improvement. Councils anticipate that as the LGBF matures in terms of its scope and content this will lead to further reductions in the additional performance reporting requirements placed on them under the SPI regime. Given those perceptions amongst external stakeholders the Commission will wish to think carefully about the strategic positioning of the 2015 Direction.
22. Clearly, the Commission's policy on this matter will need to be considered alongside its broader approach to communicating its new strategic priorities following its 2015 strategy seminar.
23. Similarly, given the strong links between statutory performance information, public performance reporting and the broader duty of Best Value that applies to councils, the Commission may also wish to consider incorporating a clear statement about its strategy for SPIs as part of its broader communication strategy around the future approach to auditing Best Value.

⁶ [Section 1, Local Government Act 1992](#)

⁷ [Section 2, Local Government \(Publication of Performance Information\) \(Scotland\) Order 1997](#).

⁸ The Local Government in Scotland Act 2003. Best Value Guidance. Measures to support public performance reporting. Scottish Executive. Edinburgh 2004.

24. In April 2015 an initial discussion took place with members of the Commission's Performance Audit Committee on the options open to the Commission in relation to its 2015 SPI Direction. That discussion covered a wide range of issues which included:

- An interest in exploring the option of setting a longer-term (eg four or five-year) SPI Direction, aligned either with the period of local government auditor appointments (five years) or the local government election cycle (four years). The former offers opportunities to align the Direction with the future approach to auditing Best Value. The latter offers opportunities to highlight the significance of elected member leadership within councils, but carries potential risks of being perceived as 'politicising' SPIs and Best Value more generally.
- The importance of communicating clearly to stakeholders how the increasing maturity of the LGBF will be reflected in the Commission's strategy for future SPI Directions (e.g. whether this will lead to further reductions in the performance reporting requirements placed on councils under the SPI regime over time).
- The need for any decisions in this regard to be informed by further discussions over the summer with the Improvement Service, COSLA and SOLACE.
- A shared view that any future Direction should be sufficiently flexible to adapt to the evolving nature of the new Best Value audit approach and the increasing maturity of the LGBF; particularly if a decision is made to adopt a Direction that covers a longer (four or five-year) period.
- The need for any future Direction to be clear about how the additional information that the Commission requires councils to publish, beyond that specified by the LGBF, 'adds value' and links with the Commission's Best Value interests. This could take the form of a redrafted version of SPIs 1 and 2 that make explicit reference to any revised Best Value Characteristics and/or the Commission's expectations around pace and depth of improvement.
- A consensus view that incorporating the assessment of councils' approaches to public performance reporting as an integral element of the new approach to auditing Best Value, rather than undertaking separate assessments of this aspect of councils' performance, carries potential benefits of:
 - providing a more 'rounded' assessment, by considering how PPR sits alongside related activity such as consultation and engagement, performance management and scrutiny, and continuous improvement work
 - potentially mitigating against the 'compliance-based' approach to the Commission's SPI Direction, by promoting SPI information as an integral element of broader continuous improvement activity, not a separate activity
 - improved the efficiency of the audit approach through the economies of process that this is likely to bring.
- The need for the tone and content of the 2015 Direction to be explicitly aligned with the Commission's future approach to auditing Best Value and its broader strategic priorities.

25. It was agreed that these issues would be brought to the full Commission for its consideration and that the outcomes of that discussion would be used to inform engagement with the LGBF team prior to a draft SPI Direction 2015 being prepared for consideration by the Commission at a future meeting. Those discussions will form part of the statutory consultation that the Commission is obliged to undertake with '*such associations of relevant bodies and such other persons as it sees fit*' when preparing its SPI Directions.⁹

The Commission's SPI regime and other local authority bodies

26. The 1992 Act gives the Commission statutory powers to specify that relevant bodies must publish specified information. Relevant bodies under this piece of legislation include any local authority, joint board or joint committee, within the meaning of the 1973 Act. The integration joint boards (IJBs) that are being created under the Public Bodies (Joint Working) (Scotland) Act, 2014 will be local government bodies under section 106 of the Local Government (Scotland) Act 1973 and therefore fall within the ambit of the 1992 Act.

27. These bodies are covered by a duty of Best Value, will have auditors that will be appointed by the Accounts Commission and will be required to prepare a set of accounts, an annual financial statement and a performance report. The Commission will want to consider how it might exercise its power under the 1992 Act in relation to those bodies when preparing its draft SPI Direction 2015. This issue will be explored more fully in the further report that will be brought to the Commission with a draft SPI Direction report later in the year.

Recommendations

28. The Accounts Commission is invited to:

- i. Consider the issues set out in para 24 of this report to inform the Commissions engagement and consultation with the LGBF team and other stakeholders as part of the process of preparing a draft SPI Direction 2015.
- ii. Note that a further report will be brought to a future meeting of the Commission with a draft SPI Direction.
- iii. Note that the further report will consider the implications of the 1992 Act for the Commission's interests in integration joint boards (IJBs).

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28 May 2015

⁹ Section 2(3) Local Government Act 1992.