

PERFORMANCE AUDIT

# Getting to know your services

A step-by-step guide to developing and using  
information portfolios to monitor and report  
performance

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## The Accounts Commission

The Accounts Commission is a statutory, independent body, which, through the audit process, assists local authorities in Scotland to achieve the highest standards of financial stewardship and the economic, efficient and effective use of their resources. The Commission has five main responsibilities:

- securing the external audit
- following up issues of concern identified through the audit, to ensure satisfactory resolutions
- reviewing the management arrangements which audited bodies have in place to achieve value for money
- carrying out national value for money studies to improve economy, efficiency and effectiveness in local government
- issuing an annual direction to local authorities which sets out the range of performance information which they are required to publish.

The Commission secures the audit of 32 councils and 34 joint boards (including police and fire services). Local authorities spend over £9 billion of public funds a year.

### Audit Scotland

Audit Scotland is a statutory body set up in April 2000, under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Accounts Commission and the Auditor General for Scotland. Together they ensure that the Scottish Executive and public sector bodies in Scotland are held to account for the proper, efficient and effective use of around £17 billion of public funds.

Audit Scotland publishes reports for local government on behalf of the Accounts Commission.

### Acknowledgements

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## Introduction

Accurate and timely performance information is essential for managerial control, decision-making and accountability in every public service. It is also a key requirement of the government's drive for Best Value in councils. However, the audit<sup>1</sup> of performance management and planning arrangements that underpin Best Value indicates that there is room for improvement in performance monitoring and reporting in many services. The guidance set out in this paper aims to help managers improve their approaches and address effectively the public performance reporting requirements of Best Value. It builds on the approach set out in the Accounts Commission's 1999 paper '*Getting to know you*'.

Aimed specifically at senior and middle managers in council services, this paper provides step-by-step guidance on the development and use of an information portfolio in each service area. The portfolio will contain all of the key information needed to monitor and report on the performance of a service. This information will be crucial for effective service management.

The approach detailed in this paper aims to help managers to identify and report this key performance information. By applying the approach, managers should be able to identify:

- the main stakeholder groups for their service
- the key judgements each of these groups want to make about the service
- the core information needed to inform these judgements
- the activity needed to close any significant information gaps
- the preferred channels, frequencies and format of performance reporting to each stakeholder group.

The paper draws on the work done in more than twenty pilot studies in different services across Scotland. These pilots focused on Building Cleaning, Civic and Schools Catering, Roads and Social Work services. Experience from the pilot work indicates that the approach should translate directly to other service areas within and outside local government. The paper includes examples of the core information identified by the pilots at each stage in the process and sets out tips to help managers apply the approach in their service areas.

All of the Accounts Commission and Audit Scotland reports referred to in this paper can be downloaded free of charge from the Audit Scotland website at [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).

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<sup>1</sup> '*Making progress with Best Value: A national overview of the audit of performance management and planning (PMP) arrangements in Scottish councils 1999/2000*', Audit Scotland, November 2000.

The audit of performance management and planning (PMP) arrangements in councils found that performance monitoring and reporting was variable in services. Monitoring is typically more robust than reporting. Auditors found that many of the 96 services audited in 1999/2000 had identified key performance measures linked to their goals and objectives. However:

- fewer than half reported their performance to their key stakeholders on a regular basis
- around half of the reports to decision-makers did not allow the reader to assess whether performance was being adequately controlled
- less than half of the reports clearly identified slippage in performance.

### The information portfolio concept

In May 1999, the Accounts Commission published a management paper aimed at supporting councils' work on performance monitoring and reporting. *'Getting to know you'* recommended that each manager should develop an information portfolio that contains all of the information needed to manage and report on his/her service(s). This paper builds on the principles introduced in *'Getting to know you'*.

An information portfolio is the total set of performance information that each manager should collect, monitor and report to demonstrate how effectively their service is performing. The information is not an end in itself. Rather, it allows managers and other stakeholders to make informed judgements about how well things are going and what changes may be needed. These judgements may vary from one stakeholder group to another, reflecting each one's particular interests in the service.

This paper focuses on the development of a **single portfolio for each service**. Once this is in place, services can look at who should be responsible for monitoring and reporting what information within their particular organisational structures.

The portfolio should include information on:

- performance against **strategic objectives** (ie what progress is the service making in achieving the medium to long-term objectives in its service plan?)
- performance against **operational objectives** (ie how successfully is the service performing in its day to day activity?)
- success in meeting the **expectations of stakeholders** (ie are the expectations of stakeholders being met and do stakeholders perceive that this is the case?)

Based on these categories, each service's portfolio will contain information related to at least the seven generic judgements set out in Exhibit 1. This should provide stakeholders with a comprehensive picture of overall service performance.

**Exhibit 1: Core contents of an information portfolio**

Information relating to seven generic judgements will be needed in the information portfolio. These can be supplemented with any additional judgements particular stakeholders want to make in each council.

	Judgements to be made	Information relating to
<b>Strategic performance</b>	<ul style="list-style-type: none"> <li>■ Is the service achieving its strategic objectives?</li> </ul>	<ul style="list-style-type: none"> <li>■ Progress in delivering service plan objectives</li> <li>■ The changes that have resulted from these objectives being progressed</li> </ul>
<b>Operational performance<sup>2</sup></b>	<ul style="list-style-type: none"> <li>■ Are service standards and targets being met?</li> <li>■ Is the service performing economically, efficiently and effectively (ie, do services offer value for money)?</li> <li>■ Are projects on target and delivering the expected benefits?</li> <li>■ Are we managing our finances?</li> <li>■ Are we achieving continuous improvement?</li> </ul>	<ul style="list-style-type: none"> <li>■ Resource inputs (assets, budgets, people)</li> <li>■ Service outputs (usage, turnover, etc)</li> <li>■ Service outcomes (change, satisfaction, etc)</li> <li>■ Performance of key processes:                             <ul style="list-style-type: none"> <li>- financial management</li> <li>- people management</li> <li>- asset management</li> <li>- information management</li> <li>- procurement management</li> <li>- project management</li> <li>- risk management</li> </ul> </li> </ul>
<b>Meeting stakeholder expectations</b>	<ul style="list-style-type: none"> <li>■ Are stakeholders' expectations being met?                             <ul style="list-style-type: none"> <li>- Are they satisfied with service policy<sup>3</sup>?</li> <li>- Are they satisfied with service performance?</li> <li>- Are they satisfied with standards of customer care?</li> <li>- Are their information needs being addressed?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Stakeholders' priorities and expectations of services</li> <li>■ Levels of satisfaction (including comments and complaints)</li> <li>■ Expectations of reporting frequencies, channels, formats and content</li> </ul>

The information that appears in the portfolio should relate to these seven judgements (and any others that service stakeholders in each council want to make). It must also address the Best Value requirements for public performance reporting (PPRg). These are set out on page 4.

<sup>2</sup> More detailed examples of the information that could be used to manage operational performance are included in Annex 3.

<sup>3</sup> When considering stakeholder expectations of policy, information is needed on:

- what the stakeholder priorities are *and*
- what they expect the service to be doing to address these priorities.

This paper presumes that the stakeholder priorities have already been identified and are reflected in the service being provided.

Managers in former CCT services should also familiarise themselves with the Accounts Commission publication on effective management in DLO/DSOs. *'Understanding our business'* aims to improve understanding of the importance of management information and corporate management practices to the successful operation of DLO/DSOs. It provides guidance and examples of good practice in the following areas:

- the role of elected members
- corporate management
- managing DLO and DSO business.

## The information portfolio and public performance reporting (PPRg)

Best Value requires councils to use PPRg to ensure that their communities, citizens, customers and other stakeholders are aware of their plans, their priorities and the services that are available. This is critical in promoting public accountability. Much of the reporting will be carried out at a service level. Services must identify what information stakeholders need in order to form a view of service performance, and present that information in a form that people find useful. This includes telling stakeholders what standards of service they can expect and reporting back on its performance and plans for improvement.

The Best Value Task Force has provided a menu<sup>4</sup> of information for PPRg. Services should ensure that the content of their performance reporting to the public includes:

- information on what services it provides, what people can expect of them, and how people can get access to them
- information on what the service has learned from consultation on what matters to its stakeholders and what it is doing to respond to these concerns
- information that shows how the service is working with other bodies to best meet the needs of its communities
- information that allows the public to see that the service is spending its money wisely and achieving value for money on behalf of its communities. It shows clearly that the service is focusing on priorities, achieving value for money, and doing things that work
- trend information, comparative information, and performance against targets or benchmarks to help stakeholders assess how well the service is performing.

The information needed to fulfil the PPRg requirement must be included in the portfolio. Much of it will be generated from the judgements listed in Exhibit 1. However, managers should check that nothing from the PPRg menu has been missed.

Some managers in the pilot services were initially sceptical about PPRg. By the end of the exercise, however, most participants felt that effective PPRg was an extremely valuable means of raising public understanding of the issues faced by councils in delivering high quality services. Failure to engage the public and other stakeholders could lead to some ill-informed decisions about service change.

The approach set out in this paper aims to ensure that each service's arrangements for PPRg meet the Best Value requirement.

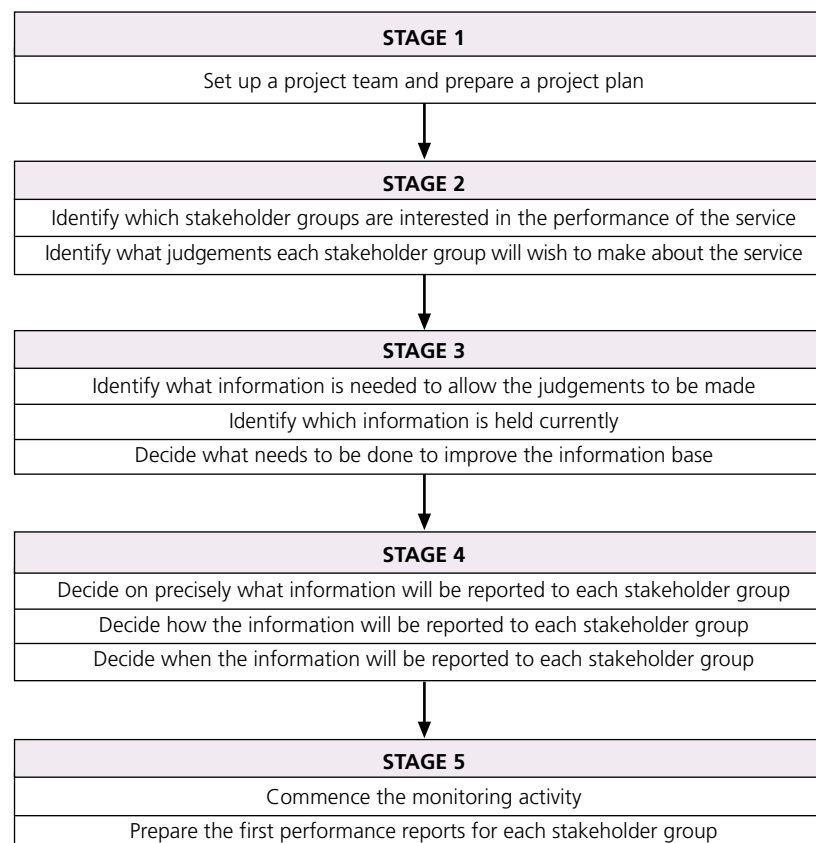
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<sup>4</sup> Individual councils may have added to this menu. Check with the corporate centre as to whether or not there is any council guidance on performance reporting to any stakeholder group.

## The portfolio project plan

The following sections describe how managers can apply the portfolio approach in their own service areas in a structured and systematic way. The paper sets out a five-stage approach to developing and using a portfolio (Exhibit 2). The approach relies on group-assessment by managers to ensure that the portfolio is based on a broad and accurate understanding of the particular needs of service stakeholders in each individual council.

**Exhibit 2: Information portfolio project plan**



## Stage 1: Getting started

### Stage 1

agree the focus

set up a team

prepare a project plan

read the document

use the templates

Stage 2

Stage 3

Stage 4

Stage 5

Stage 1 covers the preparatory work needed to allow managers to project plan and manage the work effectively.

First, managers need to determine **which parts of the service will be covered** by the exercise. They may decide to pilot the process in one area (perhaps a single function/business unit or a defined geographical area). Alternatively, they may decide that there are benefits in applying the approach to the entire service. In the pilot work, many former CCT services chose to look at both the client function and the DLO/DSO activity as a single service package. Similarly, some Social work pilots found that the approach could be used to take a consistent view across Community care, Children's services and Criminal justice.

Experience from the pilot work indicates that a service-wide approach is preferable. It has a number of benefits:

- a single, integrated approach to determining stakeholder information needs helps to avoid duplication in consultation and ensure consistency in reporting frequency, format and content. There can be a large degree of overlap in the stakeholder groups interested in the different functions in any one service.
- the structure of the portfolio will often be very similar for different service functions as the type of information each group is looking for will be broadly similar. Only the detail of expectations, targets and actual performance will vary.
- looking across internal service distinctions (such as 'client/contractor' or 'purchaser/provider') allows a broader, fuller and more integrated picture of overall service performance to be built up and reported to stakeholders. Internal service distinctions tend to be of limited interest to many stakeholder groups, particularly those receiving the service.

Second, managers should set up a **project team** comprising officers with a good knowledge of the different functions of the service. Much of the work is based on outputs from brainstorming sessions and group-assessment<sup>5</sup>. Pilot services found that the process worked most effectively where they established a core project team of three to four key staff to complete the work. These groups involved officers from different sections within the service (eg, purchasers and providers or clients and contractors). This ensured that the desired service-wide perspective was taken from the outset.

Having agreed service coverage and team composition, the third step is to **prepare a project plan** to help manage the work. This need not be very detailed. However, it is important to know who needs to be involved and how long it will take to complete the work. Use the model in Exhibit 2 as an organising framework.

<sup>5</sup> Further information on group-assessment techniques is available in the Accounts Commission's 1998 publication 'Assess yourself'.



Experience from the pilot work suggests that the typical input times for each team member were as follows:

Stage 1 – 1 day

Stage 2 – 1 day

Stage 3 – 2 days

Stage 4 – 1 days

Stage 5 – 1 days

**Total – 6 days**

This may initially appear to be a significant time investment. However, bear in mind the significance of the work in supporting the management of the service. By the end of this exercise the service will have systematically identified its key stakeholders and their information needs. It will also have developed a robust framework for internal and external performance reporting. These are required by Best Value. They are also essential for effective management.

Fourth, make sure that all project team members have **familiarised themselves with the entire content of this document** before starting the work.

Understanding the approach will help team members to work effectively from the start. Knowledge of the tasks that have to be completed later in the project will help to inform the content of the information identified in the earlier stages.

Finally, **use the templates provided to support the work**. They are included as Annex 1 of this paper. These will help to structure the output from the group-assessments. References to the templates are made as the work progresses.

#### *Getting started checklist*

	✓	X
We have decided how much of the service to cover (service-wide coverage is recommended)		
A project team has been established to undertake the work		
Project team members have a good understanding of the service		
Each team member has familiarised him/herself with this paper		
The team understands the steps to be followed		
A project timetable has been drawn up and agreed by the team		
Sufficient time has been allocated by each project team member to complete the work		

## Stage 2: Identifying stakeholder information needs

Stage 1

Stage 2

identify stakeholders

identify key judgements

Stage 3

Stage 4

Stage 5

The remaining stages look in detail at the tasks to be completed in developing and using the information portfolio. Each stage and the associated tasks are listed separately.

Stage 2 requires managers to identify stakeholders and the key judgements they want to make about the performance of the service.

### Task 1

By brainstorming within the pilot project groups, identify the key stakeholder groups for each of the services being piloted. Think about any group that has a 'stake' (an interest) in service performance. Groups will likely include customers, elected members, senior management, citizens and employees. Insert this information into the first row of template 1 (Exhibit 3 provides an example).

#### Exhibit 3: Completing the stakeholder judgement matrix (template 1)

Managers have listed the identified stakeholder groups in the top row of the matrix

#### *Catering and Building Cleaning at East Dunbartonshire Council*

				Stakeholder Group			
	Elected members	Senior managers	Contract managers	Client departments	Direct customers	Employees	Auditors

#### *Roads at City of Edinburgh Council*

				Stakeholder Group			
	Elected members	Senior managers	Employees	Trades unions	Citizens	Scottish Executive	Auditors

#### *Social Work Services to Young People at Glasgow City Council*

				Stakeholder Group			
	Elected members	Senior managers	Key external agencies	Parents & carers	Young people	The community	Employees

Focus on the main stakeholder groups. These will be those individuals who receive the service, those who make decisions about resources and targets, and those that are held to account for the performance of the service (usually customers, elected members, managers and employees). Meeting the information needs of these groups should be a priority.

Brainstorming can lead to the identification of a long list of stakeholders. Many of these groups can have very similar service or information needs. In such instances, the information needs of some groups can be served via a generic message. This can be supplemented where practical to address any specific needs that a particular group may have (perhaps through a focused paragraph/section in a generic report). Only where service or information needs are distinctive need a separate group be listed.

For example, Social work services to young people at Glasgow City Council identified 'key external agencies' (such as the Children's Reporter, Children's Panel, Mental Health Services and the Police) as a single stakeholder group when it came to reporting service performance. A single performance report aimed at external agencies included specific paragraphs of interest to each one of the agencies. This removed the need to produce multiple reports containing broadly similar information.

The pilots typically identified between six and eight key stakeholder groups. These varied slightly between pilots. The full list is shown in Exhibit 4. The groups shown in the shaded box were identified most regularly.

**Exhibit 4: Identified stakeholders**

Pilots identified the following groups as having a 'stake' in the operation of their services. Those listed most regularly are shown in the shaded box.

Cleaning	Catering	Roads	Social Work
<ul style="list-style-type: none"> <li>■ elected members</li> <li>■ customers</li> </ul>	<ul style="list-style-type: none"> <li>■ elected members</li> <li>■ parents/customers</li> </ul>	<ul style="list-style-type: none"> <li>■ elected members</li> <li>■ the public, user groups and transport organisations</li> </ul>	<ul style="list-style-type: none"> <li>■ elected members</li> <li>■ clients/customers</li> </ul>
<ul style="list-style-type: none"> <li>■ client departments</li> <li>■ senior management team (service)</li> <li>■ service/operations managers</li> <li>■ employees</li> </ul>	<ul style="list-style-type: none"> <li>■ pupils</li> <li>■ client departments</li> <li>■ senior management team (service)</li> <li>■ service/operations managers</li> <li>■ employees</li> </ul>	<ul style="list-style-type: none"> <li>■ senior management team (service)</li> <li>■ service/operations managers</li> <li>■ employees</li> <li>■ trades unions</li> </ul>	<ul style="list-style-type: none"> <li>■ carers</li> <li>■ senior management team</li> <li>■ social work managers</li> <li>■ employees</li> </ul>
<ul style="list-style-type: none"> <li>■ audit/inspection bodies</li> <li>■ client officers</li> <li>■ corporate management team</li> <li>■ trade unions</li> </ul>	<ul style="list-style-type: none"> <li>■ audit/inspection bodies</li> <li>■ client officers</li> <li>■ school board</li> <li>■ corporate management team</li> <li>■ trade unions</li> <li>■ support services</li> </ul>	<ul style="list-style-type: none"> <li>■ police/emergency services</li> <li>■ Scottish Executive</li> <li>■ auditors</li> <li>■ sub-contractors</li> </ul>	<ul style="list-style-type: none"> <li>■ partner agencies (NHS, voluntary sector)</li> <li>■ trades unions</li> <li>■ police</li> <li>■ Children's Reporter/Panel</li> <li>■ auditors</li> </ul>
<ul style="list-style-type: none"> <li>■ support services</li> <li>■ suppliers</li> <li>■ citizens</li> </ul>	<ul style="list-style-type: none"> <li>■ corporate management team</li> <li>■ trade unions</li> <li>■ support services</li> <li>■ suppliers</li> <li>■ citizens</li> <li>■ environmental health</li> </ul>	<ul style="list-style-type: none"> <li>■ corporate management team</li> <li>■ council departments</li> <li>■ suppliers</li> <li>■ the media</li> <li>■ public utilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Inspectors</li> <li>■ Scottish Executive (Criminal Justice)</li> <li>■ private sector providers</li> <li>■ the media</li> </ul>

## Task 2

Best Value requires managers to understand the needs, expectations and priorities of stakeholders. For each of the main stakeholder groups identified, brainstorm the key judgements that the group wishes to make about the service.

Think about each judgement as a question that the stakeholder group might ask about the service. For example, “are service targets being met?” or “are stakeholders’ expectations being met?”. There will likely be a fair degree of overlap in the judgements that the different stakeholder groups will want to make.

Keep the judgements at a headline level at this stage. For example, list a single judgement such as “are corporate priorities being addressed?”, rather than a separate judgement for each corporate priority. Similarly, list a single judgement such as “are service targets being met?”, rather than a separate judgement for each target.

Use the seven key judgements identified in Exhibit 1 as a menu from which to select the appropriate judgements for each stakeholder group. All of them should appear somewhere in your completed template 1, although not necessarily for every stakeholder group (eg, customers may not be interested in making judgements about the strategic performance of the service or whether finances are being managed effectively).

Knowledge of the judgements stakeholders want to make will come from the service’s arrangements for consultation and their ongoing contact with members of the stakeholder groups. Where the information is not immediately at hand, use the list generated from the initial brainstorming sessions to consult with stakeholders as to whether the judgements reflect their interests in the service. This can be done relatively quickly. For example, Catering managers will have contact with client departments (eg, Education) and direct customers on a daily basis. They will also have contact with elected members through the existing reporting channels. Use these opportunities to validate the judgements on the list.

The information should be entered in the second row of the stakeholder judgement matrix (template 1), below the relevant stakeholder group. Exhibit 5 illustrates the judgements identified by Catering and Building Cleaning at East Dunbartonshire Council. Further examples are given in Annex 4.

**Exhibit 5: Completed stakeholder judgement matrix (template 1) – Catering and Building Cleaning at East Dunbartonshire Council**

The judgements each group wishes to make are listed under the headings of 'strategic performance', 'operational performance' and 'meeting stakeholders' expectations'

				Stakeholder group			
	Elected members	Senior managers	Service managers	Client departments	Direct customers	Employees	Auditors
<b>Strategic performance</b>	Are contributions to strategic objectives being delivered?	Are contributions to strategic objectives being delivered?	Are contributions to strategic objectives being delivered?		Are we getting what we want at an acceptable price?	Will I have job security and/or satisfaction?	
<b>Operational performance</b>	<p>Are service targets being met?</p> <p>Is the service being delivered on budget?</p> <p>Is the service offering value for money?</p> <p>Are projects on target and delivering the expected benefits?</p> <p>Are quality issues being addressed?</p> <p>Can the service be improved?</p>	<p>Are service targets being met?</p> <p>Is the service being delivered on budget?</p> <p>Is the service offering value for money?</p> <p>Are projects on target and delivering the expected benefits?</p> <p>Are quality issues being addressed?</p> <p>Can the service be improved?</p>	<p>Are service targets being met?</p> <p>Are we within budget?</p> <p>Are projects on target and delivering the expected benefits?</p> <p>Is the service offering value for money?</p> <p>Can the service be improved?</p>	<p>Are service targets being met?</p> <p>Is the service offering value for money?</p> <p>Can the service be improved?</p>	<p>Are service targets being met?</p> <p>Can the service be improved?</p> <p>Are there any changes planned?</p>	<p>Are service targets being met?</p> <p>Is the service managed effectively?</p> <p>Are projects on target and delivering the expected benefits?</p> <p>Can the service be improved?</p> <p>Are there any changes planned?</p>	<p>How is the service addressing continuous improvement/best value?</p> <p>Is the service offering value for money?</p> <p>Are budgets and performance being controlled?</p> <p>Are effective management arrangements in place?</p> <p>Can the service be improved?</p>
<b>Meeting stakeholder expectations</b>	Are users and other stakeholders satisfied?	Are users and other stakeholders satisfied?	Are users and other stakeholders satisfied?	Are users and other stakeholders satisfied?		Are users and other stakeholders satisfied?	

**Task 3**

Once all of the headline judgements have been identified for each of the stakeholder groups, pull these together into an amalgamated list (template 2). This list will provide the framework for identifying the information in the portfolio. Remove any duplication in the list to ensure that each judgement appears only once.

The judgements listed in Exhibit 6 have been pulled together into a single list by Catering and Cleaning managers at East Dunbartonshire Council. There are 12 judgements in total regarding the council's Catering and Building Cleaning activity.

**Exhibit 6: Amalgamated list of judgements (template 2) for Catering and Building Cleaning at East Dunbartonshire Council**

The judgements each group wishes to make have been pulled together into a single list; each judgement appears only once.

Categories	Judgements
<b>Strategic performance</b>	<ul style="list-style-type: none"> <li>■ Are contributions to strategic objectives being delivered?</li> <li>■ Are customers getting what they want at an acceptable price?</li> <li>■ Do employees have job security and/or satisfaction?</li> </ul>
<b>Operational performance</b>	<ul style="list-style-type: none"> <li>■ Are service targets being met?</li> <li>■ Is the service offering value for money?</li> <li>■ Is the service being delivered on budget?</li> <li>■ How is the service addressing continuous improvement/Best Value?</li> <li>■ Are projects on target and delivering the expected benefits?</li> <li>■ Are quality issues being addressed?</li> <li>■ Are there any changes planned?</li> <li>■ Are effective management arrangements in place?</li> </ul>
<b>Meeting stakeholder expectations</b>	<ul style="list-style-type: none"> <li>■ Are stakeholders satisfied?</li> </ul>

#### Task 4

The amalgamated list (template 2) should contain all of the judgements that all of the key stakeholder groups will want to make about the service. However, managers must be satisfied that there is nothing of importance missing from the list. The ‘balanced scorecard’ provides a useful framework for checking.

The balanced scorecard<sup>6</sup> sets out four perspectives on the successful operation of any business. To judge whether the service is performing successfully, managers should have performance measures in place to inform them of progress in addressing the:

- **impact and customer service perspective** including judgements such as
  - is the service making a difference?
  - are service outputs and outcomes as intended?
  - are stakeholders satisfied?
  - how effectively are service objectives being addressed?
- **internal management perspective** including
  - is the service well managed?
  - are key service processes working effectively?
  - is the service offering value for money?
- **continuous improvement perspective** including
  - are we learning, improving and developing as effectively as we could be?
  - are we staying ahead of our competitors?
- **financial perspective** including
  - are budgetary and financial targets being met?
  - are we working economically?

The importance of these perspectives may vary from service to service. Managers themselves may wish to tailor the perspectives, or add in additional perspectives they feel are relevant to their own services.

By checking that there are judgements relating to each of the scorecard perspectives, managers are ensuring that the performance information in their portfolio reflects the broad balance needed to evaluate overall service success. As a means of checking the balance of the judgements, insert each judgement from the amalgamated list (template 2) into the appropriate box in the scorecard matrix (template 3). Some judgements may fit into more than one box (eg, a judgement on “value for money” may appear in all of the boxes). Forget about the “strategic”, “operational” and “meeting stakeholder expectations” distinctions at this stage.

Not every box will necessarily contain the same number of judgements. The aim is to see whether any of the boxes appears particularly weak. If it does, consider whether any of the stakeholder groups would want to make any additional judgements relating to that perspective. These judgements may have been missed in the initial brainstorming. If so, add these to the scorecard matrix and update the stakeholder judgement matrix and amalgamated list (templates 1 and 2) accordingly.

Exhibit 7 illustrates how the process works in practice. The judgements in the amalgamated list (Exhibit 6) have been allocated between the scorecard boxes. The judgements in the shaded boxes were identified as gaps in the stakeholder judgement matrix (template 1) completed by managers at East Dunbartonshire.

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<sup>6</sup> See the Accounts Commission’s 1998 publication *‘The measures of success’* for more detailed information on the use of the balanced scorecard.

The managers felt that these judgements (regarding ‘competitiveness’, ‘identifying good practice’ and ‘meeting financial targets’) would be of interest to elected members, senior managers and service managers. They updated the judgement matrix and amalgamated list to ensure that all of judgements were addressed when developing and using their portfolio (Exhibits 8 and 9).

**Exhibit 7: Scorecard matrix (template 3) – Catering and Building Cleaning at East Dunbartonshire Council**

The balanced scorecard provides a framework for checking whether there are judgements relating to different aspects of service performance. The judgements in the shaded box have been added as a result of the check.

Impact and customer service perspective	Internal management perspective
<ul style="list-style-type: none"> <li>■ Are service targets being met?</li> <li>■ Are contributions to strategic objectives being delivered?</li> <li>■ Is the quality of service right for the price being paid?</li> <li>■ Are customers getting what they want at an acceptable price?</li> <li>■ Are stakeholders satisfied?</li> <li>■ Are quality issues being addressed?</li> <li>■ How is the service addressing continuous improvement/Best Value?</li> <li>■ Are there any changes planned?</li> </ul>	<ul style="list-style-type: none"> <li>■ How is the service addressing continuous improvement/Best Value?</li> <li>■ Do employees have job security and/or satisfactory?</li> <li>■ Is the service offering value for money?</li> <li>■ Are effective management arrangements in place?</li> <li>■ Are we maintaining our competitiveness?</li> </ul>
Continuous improvement perspective	Financial perspective
<ul style="list-style-type: none"> <li>■ How is the service addressing continuous improvement/Best Value?</li> <li>■ Are we maintaining our competitiveness?</li> <li>■ Are we identifying and sharing good practice?</li> </ul>	<ul style="list-style-type: none"> <li>■ Is the service being delivered on budget?</li> <li>■ Are corporate resources being effectively allocated?</li> <li>■ Are we meeting our financial objectives?</li> </ul>



**Exhibit 8: Updated stakeholder judgement matrix (template 1) – Catering and Building Cleaning at East Dunbartonshire Council**

After using the balanced scorecard framework, managers at East Dunbartonshire identified additional judgements that some groups wanted to make. These are shown in the shaded boxes.

				Stakeholder group			
	Elected members	Senior managers	Service managers	Client departments	Direct customers	Employees	Auditors
<b>Strategic performance</b>	Are contributions to strategic objectives being delivered?	Are contributions to strategic objectives being delivered?	Are contributions to strategic objectives being delivered?		Are we getting what we want at an acceptable price?	Will I have job security and/or satisfaction?	How is the service addressing continuous improvement/best value?
	Are we maintaining our competitiveness?	Are we maintaining our competitiveness?	Are we maintaining our competitiveness?			Are we maintaining our competitiveness?	
	Are we meeting our financial objectives?	Are we meeting our financial objectives?	Are we meeting our financial objectives?				
<b>Operational performance</b>	Are service targets being met?	Are service targets being met?	Are service targets being met?	Are service targets being met?	Are service targets being met?	Are service targets being met?	Is the service offering value for money?
	Is the service being delivered on budget?	Is the service being delivered on budget?	Are we within budget?	Is the service offering value for money?	Can the service be improved?	Is the service managed effectively?	Are budgets and performance being controlled?
	Is the service offering value for money?	Is the service offering value for money?	Are projects on target and delivering the expected benefits?	Can the service be improved?	Are there any changes planned?	Are projects on target and delivering the expected benefits?	Are effective management arrangements in place?
	Are projects on target and delivering the expected benefits?	Are projects on target and delivering the expected benefits?	Is the service offering value for money?			Can the service be improved?	Can the service be improved?
	Are quality issues being addressed?	Are quality issues being addressed?	Can the service be improved?			Are there any changes planned?	
	Can the service be improved?	Can the service be improved?	Are we identifying and sharing good practice?				
	Are we identifying and sharing good practice?	Are we identifying and sharing good practice?					
<b>Meeting stakeholder expectations</b>	Are users and other stakeholders satisfied?	Are users and other stakeholders satisfied?	Are users and other stakeholders satisfied?	Are users and other stakeholders satisfied?		Are users and other stakeholders satisfied?	

**Exhibit 9: Updated amalgamated list of judgements (template 2) – Catering and Building Cleaning at East Dunbartonshire Council**

Managers updated the amalgamated list to include the additional judgements (shown in the shaded boxes). As a result, they were confident that a comprehensive list had been devised.

Categories	Judgements
<b>Strategic performance</b>	<ul style="list-style-type: none"> <li>■ Are contributions to strategic objectives being delivered?</li> <li>■ Are customers getting what they want at an acceptable price?</li> <li>■ Do employees have job security and/or satisfaction?</li> <li>■ Are we maintaining our competitiveness?</li> <li>■ Are we meeting our financial objectives?</li> </ul>
<b>Operational performance</b>	<ul style="list-style-type: none"> <li>■ Are service targets being met?</li> <li>■ Is the service offering value for money?</li> <li>■ Is the service being delivered on budget?</li> <li>■ How is the service addressing continuous improvement/Best Value?</li> <li>■ Are projects on target and delivering the expected benefits?</li> <li>■ Are quality issues being addressed?</li> <li>■ Are there any changes planned?</li> <li>■ Are effective management arrangements in place?</li> <li>■ Are we identifying and sharing good practice?</li> </ul>
<b>Meeting stakeholder expectations</b>	<ul style="list-style-type: none"> <li>■ Are stakeholders satisfied?</li> </ul>

This completes stage 2. By now, the service should have identified:

- the main stakeholder groups
- the judgements each of these groups wishes to make about the service (including the judgements that the balanced scorecard framework indicated might have been missed from the initial brainstorming exercise).

### Stage 2 checklist

	✓	X
The project team has identified the key stakeholder groups		
The key judgements each group wishes to make have been identified		
The stakeholder judgement matrix (template 1) has been completed		
Judgements have been kept at a headline level		
Judgements have been amalgamated and listed (template 2)		
There is no repetition in the list		
The judgements have been allocated among the scorecard perspectives		
Additional judgements have been added to address any weaknesses in the scorecard		
Templates 1 and 2 have been updated to include any additional judgements missed in the initial brainstorming exercise		

### Key messages from stage 2 of the pilot work

- Participants indicated that while they were generally aware of whom the stakeholders are, they had seldom identified them in any systematic way (or considered how information needs differed from group to group). Systematically identifying stakeholders and the judgements they want to make provides a strong basis for:
  - assessing the adequacy of the current information base
  - planning the service’s approach to public performance reporting.
- **Focusing information collection around the needs of stakeholders proved beneficial.** In the past, the information used by some pilots focused predominantly on the inputs and outputs of the various service units. It had typically been built up over time as new demands had been placed on the service.
- In former CCT services, **clients and contractors often had different perspectives on the operation of the service.** This may be the same for different sections in any service. There are benefits in bringing these perspectives together in the project team to provide as broad a view as possible.
- **Stakeholder analysis appears simple, but often generates more discussion than is anticipated at the outset.** Clearly identifying stakeholders and their information needs is important to service planning and delivery, so the discussion is worthwhile. Sufficient amount of time must be allocated to complete the work. Experience from the pilot councils suggests that two half-day sessions may be required for the project team to complete stage 2.
- The pilot councils were quick to point out that there was commonality in the judgements which stakeholders wanted to make about different services. **There seems to be a fairly generic list of judgements regardless of the service being examined.** These are reflected in the core list in Exhibit 1. However, managers in each service area must be satisfied that they have identified judgements that interest their stakeholders in their councils. Stage 2 is aimed at ensuring that this happens.

## Stage 3: Developing the information portfolio

Stage 1

Stage 2

Stage 3

break down the judgements

identify the information

plan to close the gaps

Stage 4

Stage 5

Stage 3 requires managers to identify the information they need to inform each stakeholder judgement. It requires the most concerted effort of any of the stages. Much of the information should be generated through desk-based work by individual members of the project team. It can then be refined in discussion with the other team members.

### Task 1

Many of the judgements in the updated amalgamated list (template 2) will be headline judgements. These will need to be broken down into more detail before it will be possible to identify the required information. This is the first task.

For example, there may be a single judgement relating to “are corporate priorities being addressed?”. It is necessary to identify the various corporate priorities to allow this judgement to be made. A ‘what/how’ analysis provides a useful tool.

This is a simple but systematic technique that involves moving from the general to the specific by asking “what is the issue?” and “how will it be addressed?”.

Exhibit 10 sets out an example of how this works in practice for the ‘corporate priorities’ judgement. The first step is to list the judgement. This appears in the top line. Second, ask “what corporate priorities are being addressed?”. List these in the second line. In the example, these have been identified as ‘the environment’, ‘social inclusion’, ‘community safety’, ‘best value’ and ‘the economy’. In the third line, list the activity being progressed by the service to address each one. This information can be lifted from the service plan. For example, “are best value objectives being met?” would see managers listing the best value activity in the third line. These appear as ‘improving services’, ‘focusing on customers’ and ‘strengthening accountability’. The other priorities can be broken down in the same way.

**Exhibit 10: Completing a “what/how analysis”**

Managers have used the ‘what/how’ technique to move from the general to the specific in identifying contributions to corporate priorities.



For the headline judgement ‘are corporate priorities being addressed?’, a number of more detailed judgements have therefore been identified:

- are environmental objectives being achieved?
- are social inclusion objectives being achieved?
- are community safety objectives being achieved?
- are economic objectives being achieved?
- are best value objectives being achieved?
  - are service improvements being delivered?
  - are customer focus initiatives being progressed?
  - are steps being taken to improve accountability?

List these as sub-points under the relevant judgement in the amalgamated list (template 2).

Exhibit 11 sets out a further example for the headline judgement “are service targets being met?”. Managers in the Cleaning service at Stirling Council have used the ‘what/how’ analysis to identify the service targets being considered. The judgement once again appears in the top line. Managers asked what targets have been set? They identified these as targets for ‘cleaning hours’, ‘productivity’ and ‘cleanliness’. These were listed in the second row. The headline judgement of “are service targets being met?” would therefore be broken down into:

- are targets for cleaning hours being met?
- are productivity targets being met?
- are cleanliness targets being met?

**Exhibit 11: Completed “what/how analysis” of a cleaning judgement at Stirling Council**

Managers have used the ‘what/how’ technique to move from the general to the specific in identifying specific service targets.

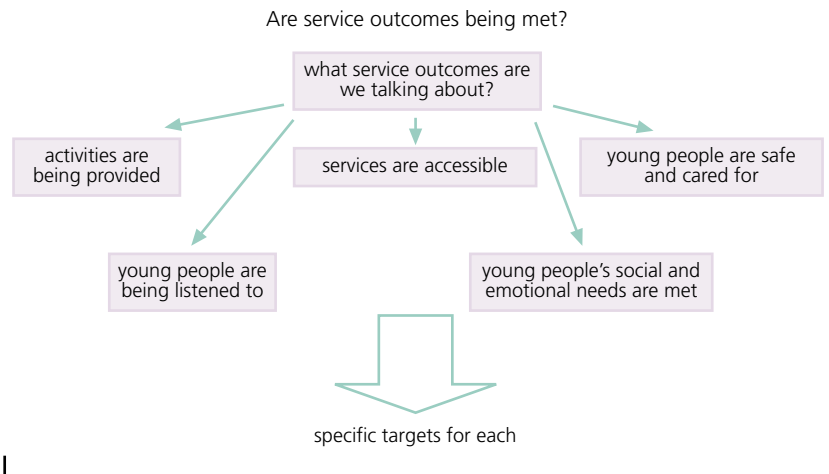


Using the same simple technique, managers at East Renfrewshire’s Catering services were able to break ‘customer preferences’ down into judgements about nutrition, portion size, menu range, ambience and speed of service.

Exhibit 12 shows how Social Work managers at Glasgow City Council have used the ‘what/how’ approach to identify the different outcomes of services to young people. They have then set targets for each, and can monitor performance against them.

**Exhibit 12: Completed “what/how analysis” of a Social Work services to young people judgement at Glasgow City Council**

Managers have used the ‘what/how’ technique to move from the general to the specific in identifying desired service outcomes and then set associated targets.



Continue to apply the ‘what/how’ approach to each judgement until there is sufficient detail to allow progress in achieving the listed objectives/targets to be measured.

The ‘what/how’ analyses will generate a lot of detail for some of the headline judgements. The judgements are important to stakeholders, so the detail will be crucial for effective service management. List all of the detail under the relevant headline judgement in the amalgamated list (template 2).

## Task 2

Once this has been done, the second task is to identify the information that is needed to satisfy each of the judgements in the amalgamated list. Where the judgements have been broken down, focus attention on the lowest level judgements on the list.

The information for each judgement will be clustered around the related headings of:

- **target performance** set by decision-makers (influenced by the expectations of all stakeholders, any national standards/targets, local policy priorities, the past performance of the service and the comparative performance of other services elsewhere)
- **actual performance** including
  - how the service is currently performing
  - performance trends over time
  - relevant comparisons with national standards/targets
  - relevant comparisons with the performance of other providers
  - stakeholder perceptions of performance.

For each judgement, list the information that would be needed under both of the above headings in the information portfolio (template 4). **Comparative performance (against targets, over time and with other services/bodies) is particularly important if stakeholders are to understand how well the service is performing. It must be included in the portfolio and reported on a regular basis.**

Exhibit 13 sets out how this looks for the Cleaning judgement at Stirling Council. The service targets identified through the 'what/how' analysis appear in the template, with the information needed to inform progress against each listed beside it.

A tick has been placed beside the information that is monitored already by managers. A tick should only appear where there are no major concerns about the reliability of the information in question. For example, consider whether the information meets criteria such as relevance, completeness (including breadth and depth), obsolescence<sup>7</sup>, reliability of source, timeliness<sup>8</sup>, appropriate level of detail, and ease of understanding.

At Stirling, for example, Cleaning managers actually hold information on the performance of other councils and have an idea about levels of customer satisfaction. However, they have not 'ticked' the information as they are concerned about its breadth, reliability and the rigour of its collection. They aim to address these concerns by taking action to improve their information base.

When carrying out the what/how analyses, divide the judgements between the members of the project team. This keeps the process manageable. Each project team member should be able to complete their templates in a matter of hours. The information can then be circulated for discussion within the project team before being finalised.

<sup>7</sup> Is the information too old to be relevant?

<sup>8</sup> Can information be provided when it is needed?

**Exhibit 13: Partial information portfolio (template 4) – Stirling Council's Cleaning judgement**

Cleaning managers have identified the information they need to address performance against the targets of 'cleanliness', 'productivity' and 'cleaning hours'. They have ticked the information they monitor currently.

Judgement	Information	Held already (✓)
Are Cleaning service targets being met?	<ul style="list-style-type: none"> <li>■ Cleanliness                             <ul style="list-style-type: none"> <li>■ target performance                                     <ul style="list-style-type: none"> <li>– industry standard</li> <li>– other councils</li> </ul> </li> <li>■ actual performance                                     <ul style="list-style-type: none"> <li>– current</li> <li>– trends</li> <li>– customer satisfaction</li> </ul> </li> </ul> </li> <li>■ Productivity                             <ul style="list-style-type: none"> <li>■ target performance                                     <ul style="list-style-type: none"> <li>– industry productivity</li> <li>– other councils</li> </ul> </li> <li>■ actual performance                                     <ul style="list-style-type: none"> <li>– current</li> <li>– trends</li> </ul> </li> </ul> </li> <li>■ Cleaning hours                             <ul style="list-style-type: none"> <li>■ target performance                                     <ul style="list-style-type: none"> <li>– industry standard</li> <li>– other councils</li> </ul> </li> <li>■ actual performance                                     <ul style="list-style-type: none"> <li>– current</li> <li>– trends</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>x</li> <li>✓</li> <li>✓</li> <li>x</li> <li>✓</li> <li>x</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>x</li> <li>✓</li> <li>✓</li> </ul>

Once this has been done, managers must repeat the approach for each of the other judgements on the amalgamated list. In some instances, this may generate up to a page of information for each judgement. It will typically be less.

**Task 3**

Consider **each** piece of identified information that does not have a tick beside it. Identify what would need to be done to gather this information (ie to close the information gap). The action may involve, for example, setting up a manual system of monitoring, undertaking a benchmarking exercise, or completing a customer satisfaction survey.

List the “missing” information and possible activities to close the gaps in the gap matrix (template 5). There is no need to progress the identified activity at this time. It is solely intended to inform any future work that needs to be taken to strengthen the information base.

Exhibit 14 builds on the Cleaning example described in the previous exhibit. The information not held is shown in the middle column, with the proposed action to close the gap shown in the right-hand column. In the example, most of the information was ticked as being held already. However, there were information gaps relating to the performance of other councils and levels of customer satisfaction with actual cleanliness. The completed gap matrix (template 5) should include a list of all of the missing information and the activities required to gather or capture it.



**Exhibit 14: Completing the gap matrix (template 5) – Cleaning judgement**

Managers have identified the activity they could undertake to provide the missing information needed to inform each judgement.

Judgement	Missing information	Activity needed to gather the information
■ Are Cleaning service targets being met?	■ Customer satisfaction levels (Cleanliness)	■ Stakeholder survey work
	■ Performance of other councils (Cleanliness, Productivity and Cleaning Hours)	■ Desk research and benchmarking
■ <i>Next judgement</i>	■ <i>Missing information</i>	■ <i>Potential activity</i>

**Task 4**

It may not be cost-effective or necessary to close all of the identified information gaps. It is for managers (in consultation with stakeholders) to decide what actions will be taken and when. Drawing on the completed gap matrix (template 5), managers must consider which of the information gaps should be given highest priority. A number of questions can be asked to assess the cost-effectiveness of closing each gap. Quickly answering these questions can help managers to shortlist the actions of greatest importance:

- What will be the revenue costs of progressing the action?
- What will be the capital costs of progressing the action?
- What benefits will stakeholders see?
  - What improvements will there be in service delivery?
  - What improvements will there be in service management?
  - What improvements will there be in service accountability?
  - What improvements will there be in public performance reporting?
  - Will the action benefit other services in the council?
- Can it be progressed in partnership with another service or organisation<sup>9</sup>?
- What other benefits will there be (tangible or intangible)?
- What risks are associated with not progressing the action?

Select a realistic number of priority actions using this approach and complete an action plan for each one. The action plan (template 6) provides a framework for focusing managerial attention on the detail of these actions (Exhibit 15). It will be of use in the service planning and budgeting process. A separate template should be completed for each of the priorities. The action plan prompts managers to:

- identify the priority/information gap being addressed (eg. lack of information on costing or limited information on stakeholders' views)
- outline a brief summary of the scope and nature of the planned action (ie what does the service intend doing to close the gap and how will this be done?)
- set out the specific information to be gathered/captured by completing the action (eg. unit costs or stakeholders' expectations and perceptions)
- list any costs associated with completing the action and why the proposed action has been evaluated as cost-effective (using the questions above)
- outline an indicative timescale for action completion.

<sup>9</sup> There may be opportunities to share systems or development/running costs.

**Exhibit 15: Completed action plan (template 6) for Children's Services at East Renfrewshire Council**

Social Work managers have assessed the action they plan to take to improve their knowledge of stakeholders' views.

<b>Issue/priority being addressed</b>
Limited information on stakeholder views.
<b>Brief summary of the scope and nature of the activity you plan to undertake</b>
September 2000, meeting with various stakeholders (mainly users/user groups) to ascertain their views on the kind of information we are collecting. Also get views on range of services they want and how that should be represented in the Children's Service Plan.
<b>Specific information you'd hope to gather by completing the activity</b>
Views on range of services, accessibility in terms of both process and location. Views on how agencies are working together and information provided by Social Work.
<b>Indicative costs of the action</b>
Staff time and tea/coffee (costed at £x).
<b>Assessment of cost-effectiveness</b>
Negligible revenue costs offset by potential benefits in service management and service delivery
<b>Preferred timescales for completion</b>
December 2000.
<b>Lead Officer and contact details</b>
Name, title, telephone number, e-mail.

- By the end of stage 3, the service should have identified:
- the main stakeholder groups (stage 2)
  - the judgements each of these groups wishes to make about the service (stage 2)
  - the information needed to inform each of the judgements (stage 3)
  - the main information gaps that have to be closed if stakeholders' information needs are to be met fully (stage 3)
  - the actions that must be taken to close these gaps (stage 3).

Work on performance monitoring and reporting should not cease when the information portfolio has been completed. The development and use of performance information is an evolutionary process, with measures and approaches refined on the basis of experience. The information currently in the portfolio can be used in the initial reporting. This is discussed in the remainder of the paper. The actions needed to improve the approach (those listed in the action plan) should be built into the service plan to ensure that performance monitoring and reporting improves over time.

### Stage 3 checklist

	✓	X
A "what/how analysis" has been completed for each judgement		
The information portfolio (template 4) has been completed		
The information already monitored has been identified		
All judgements identified in the amalgamated list (template 2) have been addressed		
Actions to close information gaps have been identified in the gap matrix (template 5)		
Templates have been discussed within the project team and agreed		
The stakeholder judgement matrix and amalgamated list (templates 1 and 2) have been updated to reflect any refinements made during stage 3.		

### Key messages from stage 3 of the pilot work

- Stage 3 was completed fastest **when judgements were divided among the individuals in the project team**. Each team member makes a first attempt at completing the "what/how analysis" and associated templates. The output can then be discussed by the team.
- It is essential that **strategic objectives are expressed in SMART<sup>10</sup> terms** if progress against them is to be monitored and reported. Some pilots found that the objectives for their services were not sufficiently specific to allow this to happen.
- Participants often identified the **process they would use to identify the information** (eg, benchmarking, service planning or customer surveys) **rather than the information itself** (eg, benchmarks, objectives and targets, stakeholder expectations and perceptions). This made it difficult for them to decide exactly what would be communicated to stakeholders about service performance. Managers should use the stage 3 approach to focus in on the detail of the information.
- Participants felt that **the tasks allowed a systematic identification of the key information gaps** that had to be closed if stakeholders were to be given a full picture of service performance. This allowed them to plan improvements in information management as part of their Best Value activity.
- A number of the participants in the pilot exercise felt that (prior to the project) **they were collecting some information that was not particularly relevant** to the key judgements identified in stage 2. It is important to consider the rationale for its collection before discarding any such information. It may be that a key stakeholder group has been omitted from stage 2 or that the information is important for the effective management and control of the service. Nevertheless, the approach does offer managers a systematic basis for rationalising their current information base.

<sup>10</sup> Specific, Measurable, Action-oriented, Realistic and Timetabled

- There appeared to be no shortage of information in many of the pilot areas. However, **it was not always easy to abstract the key information stakeholders' wanted and report it to them at the desired time and in the preferred format.** The existing information base had seldom been evaluated to assess whether relevant information on service performance could be easily and timeously abstracted. Using the 'Getting to know your services' approach can help to address this.
- **There were concerns over the quality and accuracy of some of the information currently collected.** Participants used the gap matrix (template 5) to set out actions that would improve the quality of such information (eg, through systems upgrades or training in systems use).
- **Developing the portfolio (and the gap matrix and action plan) requires a concerted effort** by all members of the project team. Participants found that there were benefits in focusing the effort put into the exercise into a relatively short period (perhaps a week). This allowed momentum to be built up in the completion of the "what/how analyses" and associated templates.
- **There can be repetition in the information identified.** This is not a major problem as the information itself will be captured/collected only once. Indeed, repetition points to the importance of the information in informing a number of key judgements (stressing its significance for service management).

## Stage 4: Using the information portfolio

Stage 1

Stage 2

Stage 3

Stage 4

what will be reported to whom?

when will it be reported?

who will report it?

Stage 5

Stages 4 and 5 look at how the information portfolio (template 4) can be used for effective monitoring and reporting. The detail of the information in the portfolio can be refined based on experience of its use.

Best Value<sup>11</sup> requires services to:

- generate information for PPRg as part of its management information systems
- identify which part of the service is responsible for providing what information
- convey this information via media that make it easy for people to find out what they want to know
- present the information in a clear, easy-to-understand and concise form.

The approach set out in stages 4 and 5 will ensure that these requirements are addressed.

Stage 4 requires managers to decide:

- what information will be given to each of the stakeholder groups
- when and how the information will be given to them
- who will be responsible for communicating the information.

### Task 1

Look back at the stakeholder judgement matrix (template 1). Taking one stakeholder group at a time, list the relevant judgements in the left hand column of the report planning matrix (template 7). By cross-referencing these to the corresponding judgements in the information portfolio (template 4), decide on precisely what information will be communicated to the group. List this information in the middle column of template 7 beside the associated judgement.

Include any notes on contextual or formatting issues in the right hand column of template 7. The information being communicated may need to be summarised, supplemented or aggregated to help stakeholders make the judgements in which they are interested. For example, some stakeholders may find it difficult to abstract messages about performance from tables of raw figures. In such cases, it will be important to provide them with appropriate graphs and concise contextual narrative to support the information being provided. On other occasions, stakeholders may need only headline information on overall performance rather than tables of figures or detailed graphs. They may simply want to know whether performance is on target and what corrective actions are planned if there is any slippage.

These decisions should be informed by discussions with stakeholders and looking at practice elsewhere. Managers may need to take steps to educate some

<sup>11</sup> Performance Management and Planning (PMP) Audit 2000/2001, criterion 10 on public performance reporting

stakeholder groups as to how they can use the information to make judgements about service performance. This can be done through discussion and by ensuring that concise narrative explains the performance trends being referred to in any written performance reports.

Note that when reporting performance against a target, an explanation of the rationale behind target selection is essential. For example, it will be unacceptable to simply report 95% attainment of a target. Stakeholders must be able to understand why that target has been selected and how it compares to the level and/or quality of service they expected.

A separate report planning matrix (template 7) should be completed for each of the main stakeholder groups. Divide the groups between team members to ensure that this can be done quickly. Exhibit 16 shows a completed Social work report planning matrix for elected members at Dumfries and Galloway Council.

**Exhibit 16: Selected rows from the report planning matrix (template 6) for Social Work Services at Dumfries & Galloway Council**

Managers have identified the following information as addressing the judgements elected members want to make about their service. They have also identified the contextual and formatting issues that they will address when communicating the information to members.

Judgement	Information to support judgement	Context/format information
Are service standards/ targets being met?	<ul style="list-style-type: none"> <li>■ Stakeholder expectations</li> <li>■ Performance against identified standards and targets</li> <li>■ Trends over time</li> </ul>	<ul style="list-style-type: none"> <li>■ A summary overview</li> <li>■ Concise narrative</li> <li>■ Graphical representation of trends and comparative performance</li> <li>■ Explanation of variance</li> <li>■ Rationale for target selection</li> <li>■ Comparative performance of other providers</li> </ul>
Are we meeting our financial targets?	<ul style="list-style-type: none"> <li>■ Cumulative total revenue and capital expenditure against budget</li> <li>■ Income and expenditure ratio by client group</li> <li>■ Unit costs for all services</li> <li>■ Trends over time</li> </ul>	<ul style="list-style-type: none"> <li>■ A summary overview</li> <li>■ Concise narrative</li> <li>■ Graphical representation of trends and comparative performance</li> <li>■ Explanation of variance</li> <li>■ Rationale for target selection</li> <li>■ Comparative performance of other providers</li> </ul>
Are service users satisfied?	<ul style="list-style-type: none"> <li>■ User expectations</li> <li>■ User perceptions</li> <li>■ Comments and complaints</li> <li>■ Trends over time</li> </ul>	<ul style="list-style-type: none"> <li>■ A summary overview</li> <li>■ Concise narrative</li> <li>■ Graphical representation of trends</li> <li>■ Rationale for target selection</li> </ul>

If in doubt about stakeholders' interest in a piece of information, list it anyway. It can be left out at the reporting stage if it is found to be superfluous.

## Task 2

Once a report planning matrix (template 7) has been completed for each of the stakeholder groups, decide when and how the information will be passed to each group.

A number of criteria should be used to determine the frequency of reporting:

- the expressed desire of each stakeholder group for information (elected members may ask for a performance update on a quarterly basis; customers may expect frequent updates at the point of use; citizens may be happy with annual feedback)
- the level of control required by the stakeholder group and the period in which they must take corrective action (eg, senior managers and elected members would expect to be kept up-to-date - at least monthly - on financial performance to allow them to act quickly to control unforeseen overspends)
- the anticipated risk associated with slippage in performance (eg, senior managers and elected members would expect to be informed immediately of any performance slippage that may result in legislative breaches, significant financial loss, injury/damage, litigation or policy failure. Performance in areas where this may occur would be reported regularly to them)
- the currency of the information (ie, there is little point in reporting performance once the information is out of date and unable to be used reliably for decisions on policy or service delivery)
- the timescale identified to complete any key actions associated with delivering the service (there may be little point in feeding back monthly in detail on progress on an action that will take three years to complete)
- any established corporate or service arrangements for reporting performance (eg, council arrangements for PPRg or reporting to elected members).

Applying these criteria will result in information for some of the judgements being reported more frequently than the rest. As a result, each group may need more than one report (or other means of communication) regarding service performance. A communication matrix provides an extremely useful framework for managing what needs to be reported to whom when. Once completed, it forms a comprehensive basis for using the information portfolio.

The preferred frequency and channel of communication should be discussed with stakeholders through the service's established consultation process. The results should be inserted in the communications matrix in template 8. A completed matrix for Dumfries & Galloway's Social Work Department is shown in Exhibit 17.

## Task 3

Finally, identify which officer will be responsible for reporting the information to each group. This will differ between services and between councils. The officer responsible for managing each service function will usually be best placed to monitor and report on its performance. This will typically be the service head. Where responsibility is devolved below this level, service heads should ensure that they are aware of the frequency, channel of reporting and the content of any reports.

**Exhibit 17: Completed communications matrix (template 7) for Social Work Services at Dumfries & Galloway Council**

Social Work managers have decided what will be reported to whom when, and who will be responsible for ensuring that this happens.

Stakeholder group	Judgement	Information	Context/ format information	Channel	Frequency	Responsible officer
Elected members	<i>Abstract judgements from the report planning matrix (template 6)</i>	<i>Abstract associated information from template 6</i>	<i>Abstract context and formatting detail from template 6</i>	Committee reports Performance seminar	Quarterly Annually	<i>Officer/ manager responsible for monitoring and reporting</i>
Service users				Newsletters Information leaflets Focus groups	6 monthly Annually Rolling programme	
Citizens/public				Radio Newsletter Annual report Internet	Annually Quarterly Annually Quarterly	
Employees				Intranet Internet Notice-boards Staff newsletters Payroll information Team meetings Supervisions	Quarterly Quarterly Monthly Monthly Monthly Monthly Monthly	
Audit/ Government/ Inspection				Service plans Service reviews Internet Annual report	Rolling programme Rolling programme Quarterly Annually	
Managers				Operational performance reports Conference/ seminar Team briefings	Weekly Annually Monthly	
Colleague agencies				Internet Newsletter	Quarterly Monthly	
Judiciary/Panel				Newsletter	6 monthly	



Two important issues should be considered before the communications matrix is finalised:

- do the proposed channels, frequencies and formats ensure that each group will be able to make all of the judgements in which they have an interest? If not, what additional information or contextual narrative is required to do so? Update the report planning and communications matrices as appropriate.
- is there scope to rationalise existing channels and frequencies of reporting and still allow a comprehensive picture of performance to be communicated to each stakeholder group? It may be that current performance reporting arrangements are overly complex and that the experience of working through the templates offers a basis for reviewing the frequency, channels and formats used. The aim is to provide each stakeholder group with the information they need to make all of their judgements at least once a year.

The completed report planning and communications matrices (templates 7 and 8) provide a systematic framework for performance reporting.

By the end of stage 4, managers should know:

- who the service stakeholders are (stage 2)
- the judgements they want to make about the service (stage 2)
- the information needed to make these judgements (stage 3)
- the activity needed to close the main information gaps (stage 3)
- the particular information needs of each stakeholder group (stage 4)
- the channels and frequencies of reporting to all stakeholders (stage 4)
- who is responsible for monitoring and reporting what information (stage 4).

#### Stage 4 checklist

	✓	X
A separate report planning matrix (template 6) has been completed for each stakeholder group		
All of the stakeholder judgements have been addressed		
All of the information highlighted on each report planning matrix is of interest to the stakeholder group in question		
The content of reporting to each group has been identified		
The frequency of reporting to each group has been identified		
The channels and mechanisms to be used to report to each group have been identified		
The approaches ensure that each group will be able to make all of their judgements		
The approaches are consistent with council guidance on performance reporting		
Existing reporting arrangements have been refined based on the output from stage 4		

### Key messages from stage 4 of the pilot work

- Participants identified the information of greatest interest to each stakeholder group fairly quickly. This represented the key pieces of the performance jigsaw. However, **it took longer to pull these together into a joined up picture of performance** (ie, a concise and comprehensive message) **that addressed the judgements stakeholders wanted to make**. Managers should check the content of the completed communications matrix to ensure that each stakeholder group is being given a comprehensive message about service performance.
- **Some of the information listed in the information portfolio (template 4) will not be in a form that is easily consumable by the stakeholder groups** (eg, tables of data presented to elected members or service customers). Some form of summary or supplement will often be required. Contextual narrative proved to be extremely useful.
- Some participants felt that while it was obvious why each group would want particular pieces of information, **it would not always be cost effective for the service to collect this in a form that would immediately meet stakeholders' needs**. This is a decision for service managers. The action plan (templates 6) should help inform this decision.
- Identifying the particular information needs of each stakeholder group (stage 4) left the service better placed to articulate its support service requirements to other parts of the council. For example, some services needed differently structured financial or people management information from Finance and Personnel if information needs were to be met.
- Participants found that **there was scope to make better use of existing systems**. For example, many managers felt that they needed to take more time to fully understand the potential of the corporate financial information system. Others felt that systems generated the information that was needed, but that it was not used effectively to monitor and control performance. Some participants contacted their support service departments on completion of this exercise to articulate more specific information needs (eg, cost breakdown by customer department). These could often be addressed by the existing system.

## Stage 5: Monitoring and reporting performance

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

continue monitoring

report performance

The final stage of the exercise requires managers to:

1. continue monitoring the information that is already held
2. report performance to their stakeholders
3. build the improvements to close the information gaps into their service plans
4. consider the cycle for revisiting application of the '*Getting to know your services*' approach.

### Task 1

The first task is to continue monitoring the information that the project team has identified in the information portfolio (template 4) as already monitoring (the information with a tick beside it). This may only represent a proportion of the information needed to satisfy the needs of the stakeholder groups. In addition, there may still be some concerns over the robustness of some information systems and the quality of the information produced. This can be addressed by progressing the priority actions in the action plan (templates 6). The identification and refinement of performance measures should be seen as an evolving process.

### Task 2

The second task is to report performance to stakeholders based on the information that the service has been monitoring. The frequencies, channels, format and content should reflect those set out in the communications matrix (template 7). The initial reporting should be used to identify strengths and weaknesses in the approach. It could also form the basis of more focused consultation with the stakeholder groups as to whether the content, frequency and channels of reporting actually address their information needs.

The volume and complexity of performance information can mean that it is difficult to quickly obtain an accurate picture of overall service performance from reports. Many place too much reliance on quantitative information. A summary page of information addressing the following questions can give stakeholders a good idea of whether the service is being managed effectively:

- is the service performing as planned?
- what impact is the service making?
- is there any reason to believe that priorities should be changed or that service policy or delivery needs to be revisited?
- are there any particular problems (ie are there any specific policy or performance gaps that decision-makers need be aware of)?
- what steps are being taken (or are recommended) to address these problems?
- what timescales and targets have been set to address the problems and what resource inputs are required?

Stirling Council's Cleaning and Catering Services are developing a common reporting format for communicating performance to elected members. The proposed approach is included in Annex 5.

The service can also undertake “dummy” performance reporting as a means of testing immediately how the information might be presented in the future (eg, what graph format is clearest? What contextual narrative is most suitable? How are targets best explained?).

### Task 3

Managers must ensure that the key actions identified in the action plan (templates 6) are built into the service plan. This will ensure that the main gaps in the information base are addressed. The information reported in the future should be fuller and more reliable as a result.

### Task 4

Finally, managers should identify the timescale for re-applying the ‘*Getting to know your services*’ approach. It need not be applied annually. Managers should use their judgement as to how stakeholders’ information needs may change to ensure that a cyclical re-assessment can be undertaken. The cycle should acknowledge the timescales for completion of the actions needed to improve the existing information base.

By the end of stage 5 managers should know:

- who the service stakeholders are (stage 2)
- the judgements they want to make about the service (stage 2)
- the information needed to make these judgements (stage 3)
- the priority actions they need to take to close the main information gaps (stage 3)
- the particular information needs of each stakeholder group (stage 4)
- the channels and frequencies of reporting to all stakeholders (stage 4)
- who is responsible for monitoring and reporting what information (stage 4)
- their actual performance (stage 5)
- how best to present information to make it understandable to stakeholders (stage 5)
- the timescale for improving the information being reported (stage 5).

### Stage 5 checklist

	✓	✗
The project team is clear as to what information will be monitored		
The date to commence formal monitoring has been identified and communicated to relevant managers		
These managers are aware of what they will have to report to whom, when and in what format		
The timescale for producing performance reports has been identified and communicated		
Reports present a clear picture of service performance		
Slippage and poor performance are drawn to the attention of decision-makers		
It is clear from the report what remedial action is being taken to address any performance slippage		
The report(s) to any one stakeholder group addresses all of the judgements they want to make about the service		
Corporate arrangements for public performance reporting (PPRg) have been followed		
The actions to close information gaps have been built into the service plan		
The timescale for re-applying the 'Getting to know your services' approach has been identified		

### Key messages from stage 5 of the pilot work

- Participants felt that they already held most of the information needed to manage the service. However, this was **not always systematically reported** in a way that allowed stakeholders to make the judgements they wanted to make about service performance. In such instances, managers needed to give more thought to how they were communicating existing information.
- **It proved extremely useful to give stakeholders a short executive summary of what the report is telling them about performance.** This should include details of any particular concerns and the remedial action being taken to rectify the situation.
- **Concise contextual narrative is essential** if stakeholders are to understand the picture of performance that the information represents.
- Participants felt that **verbal presentations** were a very useful means of emphasising key performance messages (to any of the stakeholder groups).
- A number of participants felt that some stakeholders were not interested in the performance of the service. **The initial performance reporting is a useful means of focusing discussion** with these groups on the format, frequency and channel of reporting to be used in the future.

## Conclusion

Accurate and timely performance information is essential for managerial control, decision-making and accountability in every public service. It is also a key requirement of the government's drive for Best Value in councils.

A lot of performance information is currently held, but is not being used effectively. The approach set out in this paper provides a systematic approach to help managers improve their performance monitoring and reporting by identifying:

- the main stakeholder groups for their service
- the key judgements each of these groups want to make about the service
- the core information needed to inform these judgements
- the actions needed to improve the information base
- the preferred channels, frequencies and format of performance reporting to each stakeholder group.

Following the '*Getting to know your services*' approach is not an end in itself. Rather, it allows managers and elected members to make informed decisions about policy and service delivery. This will help them to focus their resources on the needs and expectations of their key stakeholders.

Work on performance monitoring and reporting should not cease when this information portfolio exercise has been completed. The development and use of performance information is an evolutionary process, with measures and approaches refined on the basis of experience.

## References and further reading

Accounts Commission for Scotland, *The measures of success: developing a balanced scorecard to measure performance*, 1998

Accounts Commission for Scotland, *Getting to know you: building and using an information portfolio - A guide for service managers*, 1999

Accounts Commission, *Understanding our business: management information for DLOs and DSOs and other operational services*, 1999

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Rogers, S., *Performance Management in Local Government*, 1999, ISBN 0273619322

### Websites

The Accounts Commission for Scotland [www.accounts-commission.gov.uk](http://www.accounts-commission.gov.uk)

Audit Scotland [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk)

Scottish Executive [www.scotland.gov.uk](http://www.scotland.gov.uk)

COSLA [www.cosla.gov.uk](http://www.cosla.gov.uk)

## Annex 1 - Templates to support the work

### Getting to Know You - Template 1: Stakeholder judgement matrix

*Service:*

				Stakeholder Group				
	<i>insert group here</i>	<i>insert group here</i>	<i>insert group here</i>	<i>insert group here</i>	<i>insert group here</i>	<i>insert group here</i>	<i>insert group here</i>	<i>insert group here</i>
<b>Strategic performance</b>	<i>insert judgements here</i>	<i>etc</i>						
<b>Operational performance</b>	<i>insert judgements here</i>	<i>etc</i>						
<b>Stakeholder expectations/ perceptions</b>	<i>insert judgements here</i>	<i>etc</i>						

### Getting to Know You - Template 2: Amalgamated List of Judgements

*Service:*

Categories	Judgements
Strategic performance	
Operational performance	
Stakeholder expectations and perceptions	



### Getting to Know You - Template 3: Scorecard matrix

*Service:*

<b>Impact/customer service perspective</b>	<b>internal management perspective</b>
<b>continuous improvement perspective</b>	<b>financial perspective</b>

### Getting to Know You - Template 4: Information portfolio

*Service:*

<b>Judgements</b>	<b>Information required</b>	<b>Held already (✓)</b>	<b>List concerns over information quality/accuracy/reliability</b>
Judgement 1 .....	▪		
Judgement 2	▪		
Judgement 3	▪		
etc.	▪		

## Getting to Know You - Template 5: Gap matrix

*Service:*

Information gap	Action needed to close the gap

## Getting to Know You - Template 6: Action plan

*Service:*

<b>Issue/priority being addressed</b>
<i>(eg, lack of information on costing, limited information on stakeholders views)</i>
<b>Brief summary of the scope and nature of the activity you plan to undertake</b>
<i>(ie what do you intend doing to close the gap and how will you do it?)</i>
<b>Specific information you'd hope to gather by completing the activity</b>
<i>(eg, stakeholder expectations and perceptions of cost, quality, accessibility, etc.)</i>
<b>Indicative costs of the action and assessment of cost-effectiveness</b>
<b>Preferred timescale for completion</b>
<b>Lead Officer and contact details</b>
<i>name, title, telephone number, e-mail</i>

## Getting to Know You - Template 7: Report planning matrix

*(complete a separate template 7 for each identified stakeholder group)*

Judgement	Information	Format/context
eg,  are we meeting our financial targets?	eg,  <ul style="list-style-type: none"> <li>■ actual spend against revenue budget</li> <li>■ actual spend against capital budget</li> <li>■ actual income against target income</li> </ul>	eg,  <ul style="list-style-type: none"> <li>■ concise summary of capital and revenue spend against budget</li> <li>■ detailed explanation of any significant variations and proposed corrective action</li> <li>■ graphical representation of trend information</li> </ul>

## Getting to Know You - Template 8: Communications Matrix

*Service:*

Stakeholder Group	Judgements	Required information	Context/format information	Reporting channel	Frequency	Responsible officer
eg, elected members	eg, Are service targets being met?	eg, expectation, target and actual performance.	eg, graphs & concise narrative	eg, performance report	eg, quarterly	eg, service head

## Annex 2 - 'Getting to know your services' pilot councils

### Building Cleaning and Civic & Schools Catering

Argyll & Bute Council  
East Dunbartonshire Council  
East Renfrewshire Council  
Falkirk Council  
Moray Council  
North Lanarkshire Council  
Stirling Council

### Roads

Argyll & Bute Council  
City of Edinburgh Council  
Comhairle nan Eilan Siar  
Moray Council  
Orkney Islands Council  
Shetland Islands Council  
Tayside Contracts  
West Lothian Council

### Social Work

Dumfries & Galloway Council  
Dundee City Council  
East Renfrewshire Council  
Falkirk Council  
Glasgow City Council  
Orkney Islands Council  
Perth & Kinross Council  
South Lanarkshire Council

## Annex 3 - Operational performance information

Not all elements of this information will be relevant to every service. The list is neither prescriptive nor exhaustive.

### Resource inputs

- levels of revenue and capital expenditure available
- staffing (job categories, grades, gender, age, length of service, skills, qualifications and experience)
- assets (value and amount of property, plant, vehicles, equipment).

### Service outputs

Depending on the service, information may include:

- customer throughput
- response times/time to process applications
- income generation
- frequency of service delivery
- extent/volume of service delivery
- service coverage (geographical, user or need group, tenancy-related, etc.)

### Financial management

- performance against budget (capital and revenue)
- committed expenditure
- unit costs of each element of service activity
- list of budget holders and responsibilities
- projected budgetary implications of service development/change
- invoicing (frequency, cost, time taken; debt profile)
- cash collection/handling (volume, responsibilities, time until banking).

### People management

(ideally in total and by category outlined above under the staffing element of resource inputs)

- number, mix and skills base required compared to that available
- training needs of each member of staff
- training received and costs ("lost" time, fees, travel/accommodation costs)
- individuals' performance against team and individual targets
- employee turnover and associated costs (recruitment, training, temp staff)
- induction and briefing frequency, coverage and effectiveness
- staff satisfaction (with communications, management style, training, terms and conditions)
- absence management (lost days, time-keeping, associated costs)
- grievances (levels and nature)
- frequency and nature of individual employee involvement in improvement initiatives.

### Procurement

- volume and costs of all items purchased
- order handling and delivery time
- discounts available/received
- re-order cycle
- stock levels and demand
- foreseen changes in future levels and nature of procurement.

### Project management

- project inputs (staff, equipment, etc.)
- targets (desired output in terms of volume and quality of service or final product)
- project timescale, key milestones and available budget
- progress against these
- the reasons for any slippage
- revised deadlines, expenditure estimates or targets for completion of the project
- information as to any interim changes resulting from progress to date and its implications for timescale, budgets or targets
- arrangements for post-implementation review.

### Risk management

- completed assessments of main elements of risk and associated potential costs (or other implications) in all areas of service delivery
- operational arrangements to control risk
- details of compliance with Health and Safety requirements (frequency and findings of checks)
- frequency, costs, location and causes of accidents
- implementation of identified risk management actions/projects.

### Additional information

- any other information on statutory indicators for the service required by the Accounts Commission or the Scottish Executive.

## Annex 4 - Stakeholder judgement matrix (template 1) examples

### Exhibit 18: Roads at City of Edinburgh Council

Managers have set out the key stakeholders and the headline judgements they want to make about the service

				Stakeholder Group			
	Elected members	Senior managers	Employees	Trades unions	Citizens	Scottish Executive	Auditors
<b>Strategic performance</b>	<p>Are council policy commitments being met?</p> <p>Are statutory requirements being met?</p> <p>Is financial management secure?</p>	<p>Are council policy commitments being met?</p> <p>Are statutory requirements being met?</p> <p>Is financial management secure?</p>	<p>Are council policy commitments being met?</p>		<p>Are council policy commitments being met?</p> <p>Are statutory requirements being met?</p>	<p>Are Best Value commitments being met?</p> <p>Is budget allocation matched to expenditure?</p> <p>Are statutory requirements being met?</p>	<p>How is the service planning to improve?</p>
<b>Operational performance</b>	<p>Is expenditure prioritised?</p> <p>Are agreed levels and standards of service being met?</p> <p>Is the service within budget?</p> <p>Are DLO performance targets being met?</p>	<p>Are council and legislative procedures being followed by individual functions?</p> <p>Are agreed levels and standards of service being met?</p> <p>Is the service within budget?</p> <p>Are DLO performance targets being met?</p> <p>Are quality assurance procedures being adhered to?</p>	<p>Are council human resource procedures adhered to?</p> <p>Are agreed levels and standards of service being met?</p>	<p>Are legislative procedures (re trades union liaison) being followed?</p> <p>Are council human resource procedures adhered to?</p>	<p>Are agreed levels and standards of service being met?</p> <p>Is the service within budget?</p>	<p>Are DLO performance targets being met?</p>	<p>Are accounts in order?</p> <p>Does the service offer value for money?</p> <p>Are sound management arrangements in place?</p>
<b>Stakeholder expectations/perceptions</b>	<p>What are the expectations and perceptions of stakeholders?</p>	<p>Are stakeholders' expectations being met?</p>	<p>Are stakeholders' expectations being met?</p>	<p>Are stakeholders' expectations being met?</p>		<p>Are auditors satisfied?</p>	<p>Are statutory PIs being reported?</p>

**Exhibit 19: Social Work Services to Young People at Glasgow City Council**

Managers have set out the key stakeholders and the headline judgements they want to make about the service

				Stakeholder Group			
	Elected members	Senior managers	Key external agencies	Parents & carers	Young people	The community	Employees
<b>Strategic performance</b>	<p>Are council priorities/objectives being addressed? (eg, social inclusion, community safety)</p> <p>Are service priorities/objectives being addressed?</p> <p>Are the needs of young people being met?</p>	<p>Are council priorities/objectives being addressed?</p> <p>Are service priorities/objectives being addressed?</p> <p>Are services targeted effectively?</p> <p>Are the needs of young people being met?</p>	<p>Is the service doing the right things?</p> <p>Is the service addressing the priorities of each agency?</p> <p>Are the needs of young people being met?</p>	<p>Are the needs of young people being met?</p> <p>Is parent/carer support effective?</p>	<p>Are the needs of young people being met?</p>	<p>Are social inclusion objectives being met?</p> <p>Are the needs of young people being met?</p>	<p>Are the needs of young people being met?</p> <p>Are council and service priorities/objectives being addressed?</p>
<b>Operational performance</b>	<p>Are agreed standards and targets being met?</p> <p>Is the service offering value for money?</p> <p>What improvements can be made to the service?</p>	<p>Are agreed standards and targets being met?</p> <p>Is the service offering value for money?</p> <p>What improvements can be made to the service?</p>	<p>Is the service effective?</p> <p>Are agreed standards and targets being met?</p> <p>What improvements can be made to the service?</p>	<p>Are agreed standards and targets being met?</p> <p>What improvements can be made to the service?</p> <p>Can parent/carer liaison be improved?</p>	<p>Are agreed standards and targets being met?</p> <p>What improvements can be made to the service?</p>	<p>Is the service offering value for money?</p> <p>What improvements can be made to the service?</p>	<p>Are advice, support and training being made available?</p> <p>Are service standards and targets being met?</p> <p>What improvements can be made to the service?</p> <p>Can liaison with parents/carers and young people be improved?</p>
<b>Stakeholder expectations/perceptions</b>	<p>Are the expectations of other stakeholder groups being met?</p>	<p>Are the expectations of other stakeholder groups being met?</p>	<p>Are the expectations of other stakeholder groups being met?</p>	<p>Are the expectations of other stakeholder groups being met?</p>	<p>Are other young people happy with the service?</p> <p>Are parents and carers happy with the service?</p>	<p>Are the expectations of other stakeholder groups being met?</p>	<p>Are the expectations of other stakeholder groups being met?</p>



## Annex 5 - Proposed template to report Cleaning & Catering performance to elected members at Stirling Council

### Performance report to elected members

#### 1 Purpose

This report is intended to provide members with information on the cleaning and/or catering service performance. This covers the period from X to Y.

#### 2 Performance overview

The cleaning of buildings service is performing satisfactorily/or not, as the case may be. (Give rationale for this view).

Key areas of concern relating to the service at the moment are:

- Policy gaps (list)
- Performance gaps (list).

The strategic/operational improvements and corrective actions necessary to improve the current situation are:

Key Action	Responsible Officer	Timescale

#### 3 Performance profile

*(judgement 1)* Are service customers priorities being met?

Yes (in part or fully).

No (in part or fully).

} Give details as to how this view has been arrived at

The main areas of concern relating to why customer priorities are not being met are:

- Policy gaps (list)
- Performance gaps (list).

Elected members are asked to endorse the following corrective actions with indicative timescales:

Key Action	Responsible Officer	Timescale

*continued over*

(judgement 2) Is the current service expenditure within agreed revenue budget?

Yes (in part or fully).  
No (in part or fully). } Give details as to how this view has been arrived at

The main areas of concern are: (as for judgement one)  
(continued for other key judgements)

4 Summary

5 Recommendation(s)

Related Accounts Commission/Audit Scotland publications include:

*Managing people: A self-assessment guide*

*Assess yourself: Using self-assessment for performance improvement*

*Planning for success: A review of the audit of Management Arrangements in Scottish councils (1998)*

*The measures of success: Developing a balanced scorecard to measure performance*

*Measuring up to the best: A manager's guide to benchmarking*

*Getting to know you: building and using an information portfolio - A guide for service managers*

*Understanding our business: management information for DLOs and DSOs and other operational services*

*Shorten the Odds: A guide to understanding and managing risk*

*Better together? Making improvements by reconfiguring services*

*Can't get no satisfaction? Using a gap approach to measure service quality*

*The map to success: Using process mapping to improve performance*

*Making progress with Best Value: A national overview of the audit of performance management and planning (PMP) arrangements in Scottish councils 1999/2000*



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