

How councils work:
an improvement series for
councillors and officers

Managing performance: are you getting it right?

Key messages for councillors



 ACCOUNTS COMMISSION

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Effectively managing performance and improvement helps councils demonstrate that they are delivering efficient and effective services to communities and are making the best use of resources.

Key messages

- Everyone in the council has a role to play in managing performance.
- Councillors need good-quality information to make well-informed decisions, scrutinise performance and identify areas for improvement.
- Performance measures must reflect a council's priorities if it is to assure itself that its objectives are being met.
- Managing performance is important for governance and accountability.
- An effective performance management culture, led by officers and councillors, is essential.
- Performance information must be acted upon to improve outcomes.
- Self-evaluation and review activity form an important part of continuous improvement.
- Councillors and officers need to ensure that the principles of effective performance management apply equally when working with partners.

Councillors have an important role in managing performance and delivering improvement

Key messages

Councillors:

- have a strategic role in managing performance
- need to be clear about what the council is wanting to achieve and how they will monitor and review performance
- need to be prepared to challenge officers on service performance to ensure that priorities are delivered and the needs of local communities are being met
- can support improvement by showing they are actively interested in performance management and taking action based on what the performance information is telling them.

More information

You can get the full report on the Audit Scotland website www.audit-scotland.gov.uk or ask for a copy from your council.

Councillors role in managing performance: the plan – do – review – revise cycle



How councils work: an improvement series for councillors and officers

- *Roles and working relationships: are you getting it right?*
- *Arm's-length external organisations (ALEOs): are you getting it right?*
- *Using cost information to improve performance: are you getting it right?*

Full report available online: Podcast • PDF • RTF • Black and white PDF



Audit Scotland, 110 George Street, Edinburgh EH2 4LH
T: 0845 146 1010 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk