

AGENDA ITEM 12
Paper: AC.2014.6.8

ACCOUNTS COMMISSION

MEETING 19 JUNE 2014

REPORT BY THE DIRECTOR OF PERFORMANCE AND BEST VALUE

STATUTORY PERFORMANCE INFORMATION 2012/13: AN EVALUATION OF PUBLIC PERFORMANCE REPORTING

Purpose

1. This report provides information to the Accounts Commission so that it can consider how well councils are implementing the requirements of its SPI direction through public performance reporting (PPR). This is the fourth year that we have reported on councils' approaches to PPR.
2. The aim of our report to the Commission this year is to:
 - Provide an update to the Commission on the development of the Local Government Benchmarking Framework (LGBF).
 - Provide an update to the Commission on how our approach to evaluating and supporting PPR has developed.
 - Provide the Commission with an assessment of the quality of PPR against the corporate management themes under SPI 1 and the service performance themes under SPI 2, as set out in the Direction.
 - Identify where there has been improvement in how councils are reporting their performance and where improvement is still required.
3. This report is structured into a short update for the Commission, followed by appendices that give further detail on councils' assessments, good practice and our methodology.
4. The SPI Direction and supporting guidance is designed to enable councils to determine how best they present performance information for the year, within the context of specific guidance given on the corporate performance themes to be covered (SPI 1) and service areas to be covered (SPI 2). (see Exhibit 1)

Exhibit 1

Councils need to ensure they cover a range of corporate management themes under SPI 1 and service areas under SPI 2.

Corporate management: SPI1	Service performance
<p>Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:</p> <ul style="list-style-type: none"> • responsiveness to its communities • revenues and service costs • employees • assets • procurement • sustainable development • equalities and diversity. 	<p>Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):</p> <ul style="list-style-type: none"> • benefits administration • community care • criminal justice social work • cultural & community services covering at least sport & leisure, museums, the arts and libraries • planning (both environmental and development management) • the education of children • child protection and children's social work • housing & homelessness • protective services including environmental health & trading standards • roads and lighting • waste management services.

Source: Accounts Commission. Local Government Act 1992, Statutory Performance Indicators. Direction 2008, Dec. 2008

5. The guidance provides for councils to produce PPR material within 12 months of the year to which it relates. This meant we began our evaluation of councils' PPR material covering performance information for 2012/13 in April 2014. This report presents a snapshot on the quality of PPR material across councils in April 2014.

Developments with the Local Government Benchmarking Framework

6. The more flexible approach introduced by the Commission in the 2008 Direction came with the expectation that the local government sector would develop its own performance measures to facilitate benchmarking and continuous improvement. SOLACE and the Improvement Service lead work in this area through the LGBF. This framework provides a comparative benchmarking framework covering the major service areas with an emphasis on cost information. The LGBF indicators draw on existing performance information including financial returns and other indicators sourced from government departments and the Scottish Household Survey.
7. The LGBF framework continues to develop. It includes indicators across a range of corporate and service areas and a well presented website where data is set out by theme and by council. The second [annual report](#) on the LGBF was published on 27th March 2014. The report's Executive Summary highlights performance in relation to the core service areas included under the LGBF:
 - Education services, covering costs, attainment and attainment gaps in relation to SIMD.
 - Corporate and support costs.
 - Adults social care covering costs and balance of care and direct payment spend.
 - Culture and leisure covering costs, attendance and satisfaction.
 - Environmental services covering costs, cleanliness index and satisfaction.
 - Housing services covering arrears, management of housing stock and housing quality.
8. The publication of the LGBF data for 2012/13 at the end of March 2014 had an impact on councils' ability to use this comparative information within its PPR material. The Improvement Service are addressing this and have committed to making the data for 2013/14 available by November 2014. This will help councils benchmark against their comparator groups.
9. Councils have requested that the Improvement Service makes its annual updates of the LGBF available earlier. Currently the LGBF indicator set for 2014/15 has not been confirmed with councils. Councils have stated earlier confirmation of annual updates to the LGBF would assist them to ensure these indicators feature more prominently in service planning and service improvement processes.
10. Members of the public and interested parties can interrogate the data through a [benchmarking dashboard on the LGBF website](#). There are also plans to develop public access to the data through a more interactive section of their website.
11. The Improvement Service are also facilitating two benchmarking pilots. These are concerned with the positive destinations of young people leaving secondary school and on road maintenance services. The aim is to identify areas of good performance and to share learning across the members of the benchmarking groups. A report on this work is due to be published this summer.
12. The Improvement Service is also piloting guidance to assist councils in how they report their PPR material. This guidance contains some very useful prompts which are similar to those we look for in our evaluations of PPR material. Councils will benefit from using

this guidance. The Improvement Service is also looking at options to develop a 'critical friend' service to councils. This would involve supporting councils in how they compare their performance with others and how they use performance information in planning their service improvement activity.

13. The LGBF is also to be extended to Community Planning Partnerships, with funding secured to take this forward. A board is currently being set up to oversee this.

Developing our approach to evaluating and supporting PPR

14. We have developed our approach to evaluating and supporting PPR over the past four years. Last year, we included council PPR benchmarks which set out our assessment categories of those which had 'fully', 'partially' and 'not' demonstrated the criteria (see Appendix 3). We also provided the names of councils that fully met the criteria. We shared this with councils, external auditors and the Scottish Performance Management Forum (SPMF).
15. During 2013 and 2014 we attended meetings of the SPMF, a forum established by council performance management officers. We received good feedback that the PPR report was valued and helped to bring more transparency to our approach and clarity around our expectations for good PPR material. We also received feedback that some councils had used this information to prompt learning from the councils we had named.
16. After considering the PPR report last year, the Accounts Commission wrote to all councils (leaders, chief executives and chairs of audit committees) and articulated its concerns at meetings of COSLA and SOLACE to encourage progress. It also agreed that Audit Scotland liaise with the Improvement Service to explore ways of supporting councils and agreed the Controller of Audit consider how to identify good practice.
17. In response, we have placed a greater emphasis on an overall approach to PPR as well as an assessment of how well performance is reported against the corporate and service areas under SPI1 and 2. We have identified examples where councils are further forward in their approach to PPR.

Evaluation of councils' PPR

Councils PPR arrangements continue to improve

18. In general, we have seen an improvement in councils' overall approach to PPR. It has been easier to find information and more councils now have performance information clearly signposted on their websites. Where PPR is being done well, councils' have a more structured approach. This means:
 - there is evidence of a coherent approach to how they produce their PPR material
 - there is a high level report or performance page, signposting to more detailed data or commentary.
19. Some councils have informed us they are updating their approach to PPR, but that improvements will not be seen immediately. This is due to the delay between the PPR approach being approved by Council Committee and its subsequent implementation through service plans and service performance reporting. Feedback via the SPMF has suggested it may take time for improved performance material to come through, as services are encouraged to use more of the LGBF indicators, within their service planning and benchmarking activity.
20. Overall, councils' PPR arrangements continue to improve. The charts in Appendix 1 illustrate the overall trend of improvement across the majority of the corporate

assessment themes and service areas for SPI1 and SPI2, since 2009/10. More councils now fully or partially meet these themes than do not. This is an encouraging trend.

21. No council has fully met all of the corporate and service areas under SPI 1 and 2, however Angus Council is the closest to fully meeting all areas.
22. In 13 of the 18 SPI themes, there has been an increase in the number of councils who fully meet our assessment definition.
23. SPI themes with the greatest rate of improvement in the number of councils which fully meet the assessment definitions are:
 - revenues and service costs – (27 councils are now fully meeting our assessment definitions compared to only seven councils in 2009/10)
 - sustainable development – (21 councils are now fully meeting our assessment definition compared to only ten councils in 2009/10)
 - responsiveness to communities – (19 councils are now fully meeting our assessment definition compared to only 12 councils in 2009/10)
 - employees – (14 councils are now fully meeting our assessment definition compared to only six councils in 2009/10)
24. All councils have included comparisons over time (16 councils failed to do so in 2009/10). There has also been an increase in the percentage of councils fully meeting the criteria to include improvement targets (19 councils in 2012/13 compared with six in 2009/10).
25. In this year's report, we aim to support improvement by highlighting examples of an effective overall approach to PPR (Exhibit 2).

Exhibit 2

Characteristics of a better approach to PPR

A structured approach to public performance reporting	There is evidence of a structured, coherent approach with a high level summary web page or overall report. The council uses a wide range of outputs to target audiences, but there is clarity in the layering of information. High-level material gives an overview across the range of council activity. There is then clear signposting to further detail underneath for specific corporate or services areas. PPR material can include an overall performance report, newsletters, performance calendar, interactive webpages and social media.	East Lothian, Perth and Kinross, Stirling and Angus <i>(Examples in good practice appendix)</i>
Clear presentation of information	Information is presented in a clear and easy-to-follow way which is engaging for the reader, for example, through use of plain language, supporting narrative and graphs/diagrams as appropriate. If information is presented online, it is easy to navigate through and is linked to other documents or pages providing more detailed information. Overall, the reader can understand the context of the information whether it is provided through narrative, graphs, charts, or data tables.	Aberdeen City, Angus, Renfrewshire, South Ayrshire <i>(Examples in good practice appendix)</i>

Effective use of customer satisfaction information	Councils incorporate the findings of customer consultation or customer satisfaction information into their PPR material. In addition to stating what consultation activity has been conducted some PPR material goes further to specify the findings of the consultation but also what the council is doing as a result of this feedback.	East Lothian, Dundee City, Aberdeenshire <i>(Examples in good practice appendix)</i>
Balanced picture of performance	There is evidence the council is presenting a balanced picture of council performance and is not only emphasising the areas where it is stronger. This can be assessed against the councils targets with performance evaluated through a RAG (traffic light) system of measurement. There is balanced coverage between areas of good performance and areas requiring improvement.	Argyll and Bute, North Ayrshire <i>(Examples in good practice appendix)</i>
Good use of comparators	Performance is set in context through good use of comparators. This can be both through past performance or with comparative bodies. This facilitates benchmarking with other relevant authorities. The LGBF framework should facilitate this, and with data being made available earlier, this could be more widespread.	Dundee City, East Dunbartonshire, Renfrewshire <i>(Examples in good practice appendix)</i>
Good use of financial and cost information	Performance is extended to cover indicators that are concerned with evaluating the cost or financial aspect of service delivery. This is done in a way that is well structured and presented. The figures are put in context through explanatory narrative to give commentary on performance.	East Dunbartonshire <i>(example in good practice appendix)</i>
Dialogue with the public involving PPR.	There is evidence that the council has consulted with the public on what it wants from its public performance reporting material. The council is using social media to engage with the public around its performance, and to have a two way dialogue on performance.	Renfrewshire <i>(example in good practice appendix)</i>
Accessibility	The council uses a range of outputs to accommodate different needs, eg reports, web pages, newsletters. Information is presented to make it, easy to understand and taking into account equalities and accessibility issues, eg using different formats and/or languages.	Angus Council, Stirling Council ¹

Source: Audit Scotland 2014

There is still room for improvement in some areas

26. There is room for improvement in how councils use narrative within their PPR material, to set performance in context. In many cases councils do not do enough to help the reader make sense of the data that is presented. Councils should include narrative that gives the reader an understanding of how individual performance indicators fit into an overall picture of service strengths and areas for improvement.
27. Eleven councils still do not compare their performance with other councils (although this has improved from the 26 who did not in 2009/10). The earlier publication of the LGBF

¹ Examples of good practice for accessibility use the same Angus and Stirling good practice examples that appear in Appendix 2.

data should help to facilitate this by making it easier for councils to show comparisons in performance reports.

28. There are other areas where councils could improve their approach to PPR. These are identified in Exhibit 3.

Exhibit 3

Areas requiring improvement

- A structured approach with high level PPR material and more detailed information to support this, in a clear and accessible way.
- Better use of narrative to summarise performance and help the public understand the detailed performance information.
- Providing a more balanced picture of performance, not just emphasising the positives through focusing on performance strengths.
- Improving the accessibility and presentation of more detailed information:
 - A consideration of different formats.
 - Clear signposting on the council's web pages to PPR material.
 - Links to detailed information often do not work or go to council policy or strategy information rather than performance evaluations.
 - Detailed information is sometimes presented in a dense format that makes it difficult for the reader to understand.
- Including more examples of customer satisfaction and feedback information, as well as stating what will be done as a result.
- Improving the use of comparative information to set performance in context. In addition, improved use of benchmarking activity to identify performance strengths and areas for improvement.
- Improving the use of cost/spend information, with narrative to set the data in context.

Source: Audit Scotland 2014

29. In terms of SPI1 and 2, the corporate and service themes with the most 'no' assessments are:

- procurement (ten councils)
- assets (four councils)
- benefits administration (two councils)
- child protection and children's social work (two councils).

30. The SPI themes where fewer councils now **fully meet** our assessment definitions:

- Assets – there has been a reduction in the number of councils fully meeting our assessment definition over the three years. (Only four councils fully met the criteria in 2012/13 compared with nine in 2010/11).

- Equalities and diversity – there has been a reduction in the number of councils fully meeting our assessment criteria in 2012/13. (seven councils fully met the criteria compared to nine in 2011/2).
- Benefits administration – there has been a reduction in the number of councils fully meeting our assessment definition between 2011/12 and 2012/13 (nine councils fully met in 2012/13 compared with sixteen in 2011/12).
- Protective services – there has been a reduction in the number of councils fully meeting the criteria between 2011/12 and 2012/13 (nine councils fully met in 2012/13 compared with sixteen in 2011/12).

31. There are a number of the SPIs themes where less than half of councils are fully meeting our assessment criteria (Exhibit 4). In order to achieve further progress it will be necessary to encourage councils to improve their performance so they move from partially to fully meeting the criteria.

Exhibit 4

SPI themes where less than half of councils are fully meeting our assessment criteria

Corporate SPI themes	Service SPI themes
Employees Assets Procurement Equalities and diversity	Benefits administration Criminal justice social work Cultural and community services Planning Protective services Roads and lighting

Source: Audit Scotland 2014

Next steps

32. This year we have more clearly identified what we have seen in terms of good practice, both for the characteristics of a strong overall approach to PPR and also for individual SPI criteria.
33. The Accounts Commission may want to consider sharing this report with appropriate stakeholders. In addition, the Accounts Commission may want to consider sharing the following with local auditors, councils and other stakeholders, including the SPMF and the Improvement Service:
- The characteristics of a better approach to PPR (Exhibit 2) and good practice examples from councils (Appendix 2).
 - The list of factors to prioritise for securing improvement (Exhibit 3).
 - For SPI 1 and SPI 2, the council PPR benchmarks which identify our assessment categories of fully, partially and not demonstrated the criteria. This includes named councils that have fully met the criteria, and good practice examples (Appendix 3).
34. This will help promote benchmarking and improvement. Local auditors will liaise with councils on the assessments. The assessments will also inform the Shared Risk Assessment process.
35. When agreeing its SPI Direction later in the year the Commission may wish to consider highlighting some of the themes and areas for improvement identified in this report.

Recommendations

36. It is recommended that the Commission:

- Note the clear progress councils have made in fulfilling their obligations for public performance reporting as set out in the SPI Direction.
- Note those areas where there remains room for improvement.
- Ask that Audit Scotland will follow-up with auditors and appropriate stakeholders.

37. The findings of this report will be revisited later in the year to support the Commission in determining its SPI Direction 2014, for audit year 2015/16, and to develop the supporting guidance. This could include revisiting SPI1 and SPI2.

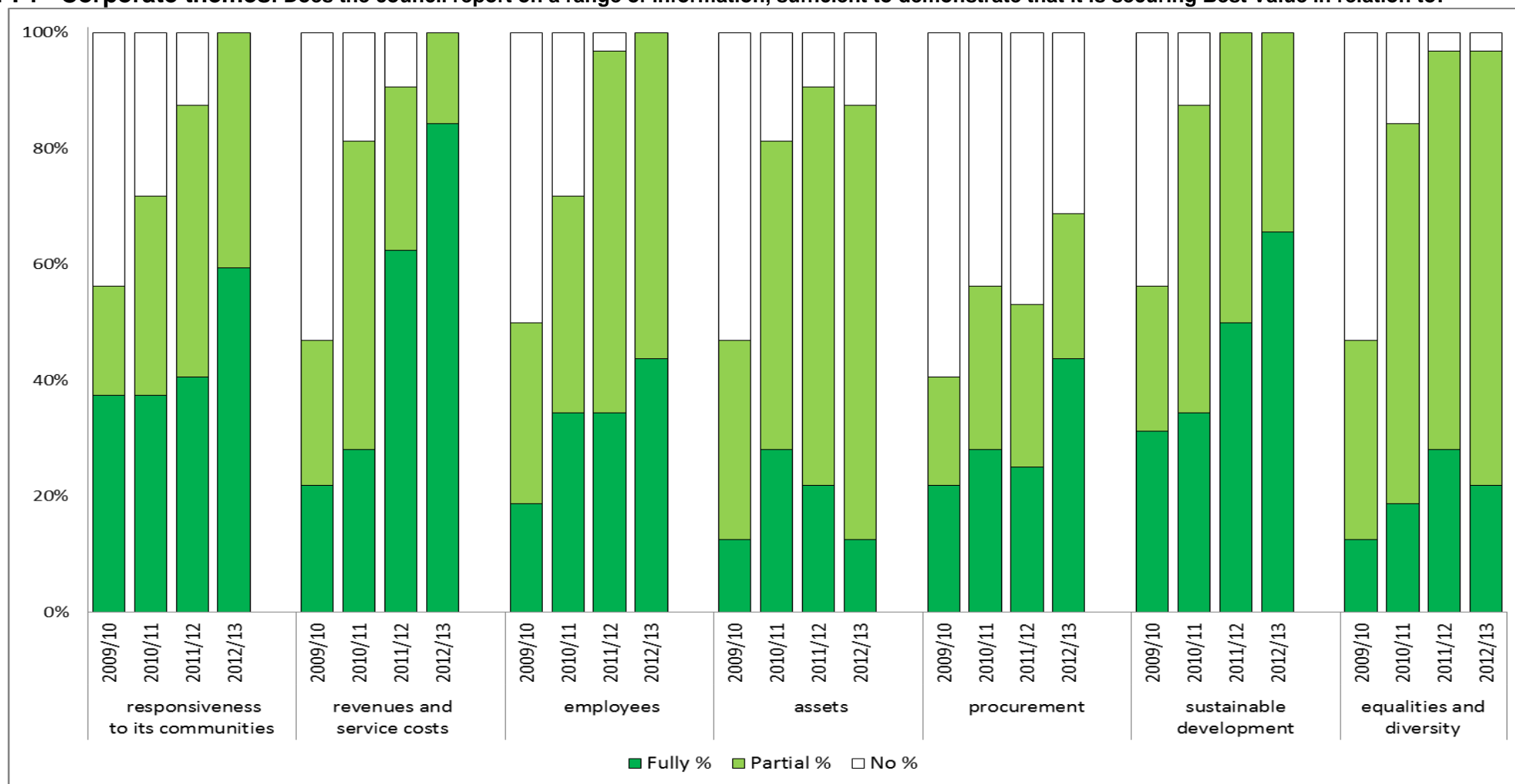
Fraser McKinlay
Director of Performance Audit and Best Value
11 June 2014

Appendix 1

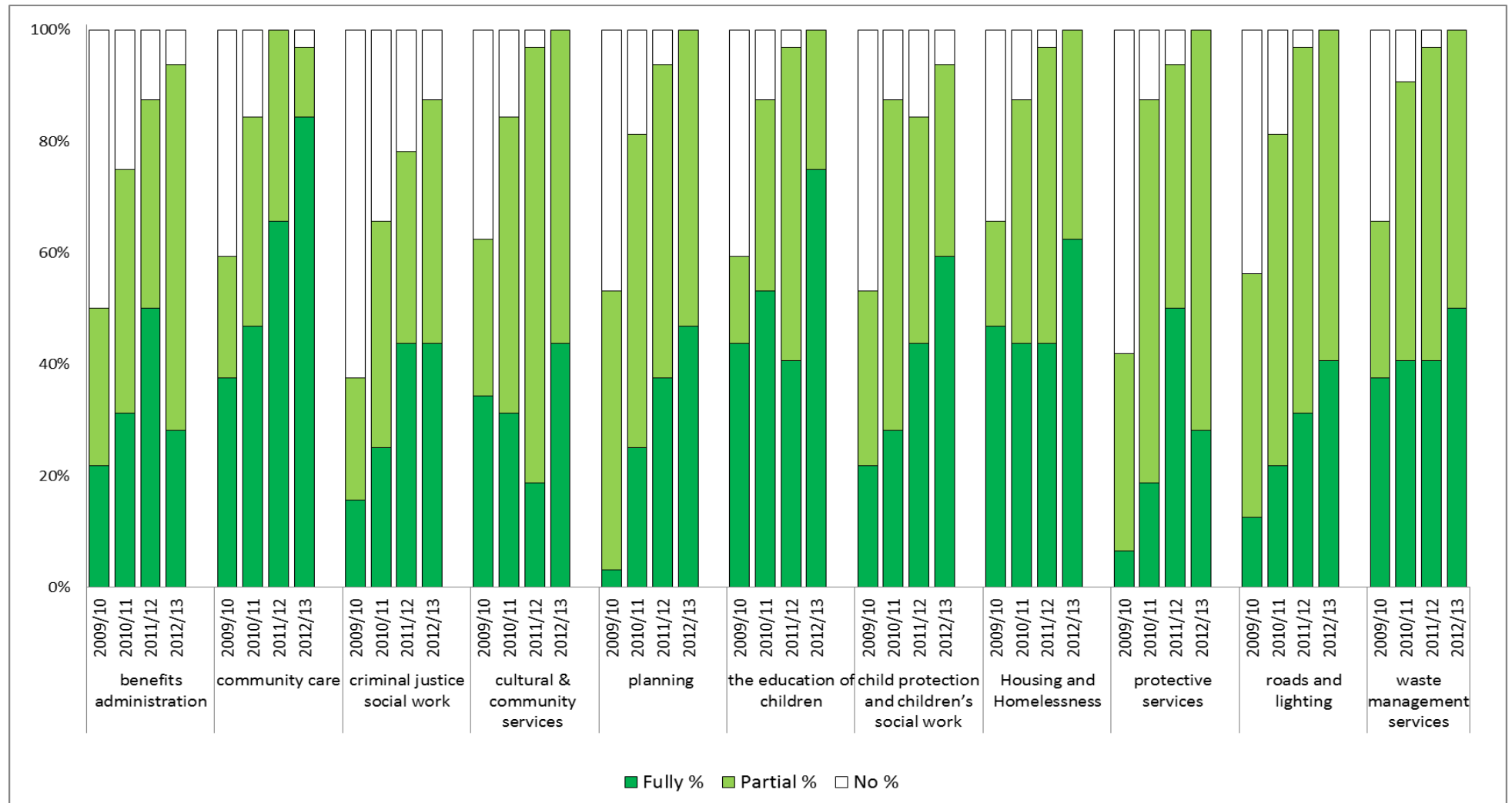
STATUTORY PERFORMANCE INDICATORS: 2012/13 Evaluation of SPI1 and SPI2

Breakdown of responses by criteria

SPI 1 –Corporate themes: Does the council report on a range of information, sufficient to demonstrate that it is securing Best Value in relation to:



SPI 2 –Service themes: Does the council report on a range of information, sufficient to demonstrate that it is securing Best Value in relation to:



Appendix 2 – Further examples of good practice

1. Structured approach to public performance reporting

East Lothian Council: The performance pages are easy to find with web pages covering the expected range of service/theme areas. These include narrative to explain the aims of the service. It is balanced well by the council's annual performance report which is much more narrative heavy, supported by a small selection of the available indicators. The annual report is presented well and easy to follow, making good use of tables and case studies. The report also sets out clearly the council's priorities and how these link to the Single Outcome Agreement (SOA), around which the report is structured. The council also provides a summary of the annual report material in the council newsletter.

East Lothian Council's performance web page

Performance reporting



Perth and Kinross Council: Overall, a comprehensive PPR approach and framework that incorporates a range of material for different audiences. For example there is a high-level newsletter and more detailed Annual Report and service-level reports should readers require more information. The PPR website is clearly structured with easy-to-follow links. Sign-posting is good and use of a traffic light RAG status reporting allows identification of good and poor performance and trends. The Annual Report is based around SOA outcomes and links to higher level and partnership objectives. This can make isolating council-specific performance harder, however their website also provides links to the council's service-level reporting. The council's PPR material incorporates customer satisfaction findings. There is also a customer facing summary report following the SOA outcomes structure and highlighting key aspects of performance - its format is accessible and adopts the RAG status reporting style, with performance illustrated by examples and case studies.

Stirling Council: Overall, the material is presented in a user friendly manner. Information is easily accessible and the web pages are easy to navigate. The interactive performance pages are divided into three sections, covering annual performance, LGBF indicators and Stirling Performs which covers information across seven council services. For each of the indicators there is a short analysis of most recent performance, with short and long term trend information. Additionally, the council produces an annual performance report which is divided into two parts: narrative and the list of indicators supporting the narrative. Part two also contains the list of SOA indicators, although some info is for earlier years. Customer feedback and satisfaction indicators are included on the website as well as the annual report.

Stirling Council Annual Performance Reporting

1 Finance and Economy

- 1a Finance and Organisational Performance
 - 1a 1) Finance and Organisational Performance
 - Percentage of council buildings
 - Average number of days per FTE lost through sickness absence for teachers
 - Percentage of women employees
 - Percentage of women employees
 - 1a 2) Finance and Organisational Performance
 - Percentage of gross internal floor area
 - Percentage of operational council services
 - Percentage of invoices sampled
 - 1a 3) Finance and Organisational Performance
 - Gross administration cost per business rate pound
 - Cost of collecting council tax per pound
 - Income received from summary
 - Percentage of income due from businesses
- 1b Economic Development Performance
 - 1b 1) Economic Development Performance
 - Business Gateway Start-Up Business
 - Business Gateway VAT Eligible Businesses
 - Businesses Accepted on Scottish Enterprise
 - East of Scotland Investment Fund
 - East of Scotland Investment Fund
 - Supplier Development Programme
 - 1b 2) Economic Development Performance
 - Pedestrian Flow (City Centre)
 - Vacant City Centre Retail Units
 - 1b 3) Economic Development Performance
 - New businesses in the Council area
 - Businesses no longer operating
 - New business Starts
 - Non domestic rates vacancy rate
 - Value of Tourism in the Stirling Region
 - Volume of Visitors (000s)
 - 1b 4) Economic Development Performance
 - Job seekers allowance claimants
 - Claimants in receipt of low rate housing benefit

Home |
 2 Social Care and Health |
 Average number of days per FTE lost through sickness absence for teachers

HR_SP1001.01 Average number of days per FTE lost through sickness absence for teachers

This indicator has been adopted across much of the public and private sectors as the standard way of reporting sickness absence. It includes all permanent staff and those temporary or fixed term staff who have been employed for over a year.

This is an Aim to Minimise Gauge

Current Status: ●

Forecast: ●

Short Term: ●

Long Term: ●

Current Notes:
There are currently no notes to display

Year	Value
2009/10	5.8
2010/11	6.4
2011/12	4.7
2012/13	4.8
2013/14	5.2
2014/15	5.2

Legend: ■ Target (Years) ■ Red Threshold (Years)

Angus Council Performs Page

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2. Clear presentation of information

Renfrewshire Council has produced a well-designed, user friendly high level performance report. It is a good length and uses graphics to engage reader. This is backed up by clearly signposted information that is more detailed.

Renfrewshire Council high-level Performance Report 12/13



Angus Council presents the indicators in a transparent and comprehensible way. Each indicator is accompanied by a graph showing progress over time against targets, a trend analysis, actions taken by the council, a data table and a benchmark median as a comparison.

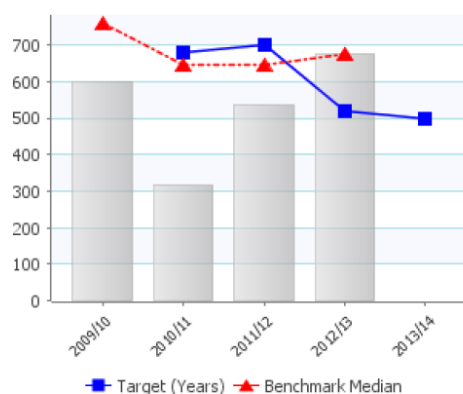
Angus Council Cultural and Community Services Performance Report 12/13

Number of visits to/usages of council funded or part funded museums that were in person per 1,000 population (SPI)

More visits were made to our museums in person last year, reaching 675 per 1,000 population compared with 535 in 2011/12. We beat our target of 521 but just missed the 677 reported by the middle ranked (median) Scottish council in 2012/13.

In 2012/13 the number of visits in person to Angus Council run museums dropped by 4,275 (-7.76%). However the effect was not uniform across Angus. We've also been able to include information on community and independent museums that received financial assistance from the Angus Council Cultural Heritage Tourism Award Scheme.

From March 2013 all Angus Council Museums have closed on Mondays. In future years there will be a significant reduction in the number of visits in person to these museums and numbers of enquiries made in person.



ITEM	YEAR	VALUE	TARGET	BENCHMARK MEDIAN
1	2009/10	600	Blank	760
2	2010/11	315	678	646
3	2011/12	535	700	645
4	2012/13	675	521	677
5	2013/14	Blank	497	Blank

South Ayrshire Council produces the PPR council calendar which contains high-level information on the council's performance. These are available through the council's customer service centres, libraries and other offices and libraries.

South Ayrshire Council's Performance Calendar

April 2014							River Stinchar Karen Crawford – Ayr Photographic Society
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Criminal Justice
31	1 April Fools' Day	2	3	4 Schools close at end of day	5 April 5th-6th Easter Festival of Football Old Racecourse	6	<ul style="list-style-type: none"> We provide social work services to the criminal justice system. During 2012/13, this included preparing 745 Criminal Justice Social Work reports, 134 Community Payback Order reports for the Scottish courts and 43 Home Background reports for the Scottish Prison Service. 389 Community Payback Orders were issued during 2012/13 – 4% more than in the previous year. These require offenders to address their offending behaviour and repay communities for damage caused by their crimes. This can include carrying out unpaid work to benefit and improve neighbourhoods and communities, completing intensive supervision, or alcohol or drug intervention programmes to address the underlying issues that can influence offending behaviours. During 2012/13, our criminal justice unpaid work teams used the available 760 unpaid work days to carry out a variety of activities across South Ayrshire. This included painting and upgrading leisure facilities, redesigning and upgrading Ladywell Park's lawns and flowers to encourage wildlife and improve the environment, maintaining public open spaces for local communities such as cycle paths, church grounds, sheltered housing complexes, scout hall grounds, nursery grounds and assisting local primary schools in the establishment of a small garden project, helping with the upgrade of shore front shelters and benches across South Ayrshire's coastal towns, repainting and restoring the wheelhouse on the Watchful fishing vessel exhibited at Ayr Harbour, and a range of small projects in local communities, such as litter picking, clearing the local burn at Muirhead in Troon, and assisting in the preparation work and then clear up for the Ayr Flower Show.
7	8	9	10	11 April 11th-12th Scottish Grand National Ayr Racecourse	12	13 Palm Sunday	
14	15	16	17	18 Public Holiday Good Friday	19	20 Easter Sunday	
21 Public Holiday Easter Monday April 21st-22nd Winter Service Unit, Darnley	22 Pupils return	23 St George's Day	24	25	26	27	
28	29	30	1	2	3	4	

3. Effective use of customer satisfaction information

East Lothian Council have a format within their PPR material of 'We asked, you said, we did' in the annual performance report.

East Lothian Council Annual Performance Report 12/13

We asked, you said, we did...

Listen and Learn Youth Summit

We asked...

The Listen and Learn Youth Summit provided an opportunity for young people to identify their priorities for action. The topic young people chose to explore was employment, which has also been identified as a key issue for our Corporate Parenting agenda.

You said...

1. Young people should be more engaged with the Council's Economic Development Strategy and East Lothian Works initiative
2. Greater links should be made between young people and VDEL
3. A dedicated job opportunity/work experience/volunteering opportunity web site should be investigated/developed
4. An open wifi access policy for schools should be investigated
5. Develop a strategy for communicating with young people, including effective use of texting and social media. This should be developed in conjunction with young people
6. The impact of transport costs/availability for young people wishing to access employment, further and higher education and training should be addressed
7. Councillors should have a greater presence in school, for example, holding surgeries, attending assemblies and making themselves available/contactable
8. Make greater use of East Coast FM in future events

We did...

These matters are now being taken forward with various council departments and with partner organisations. Progress will be reported in the 'Listen more, assume less' magazine

Kings Meadow and Haddington Infant School – Planning for the Future

We asked...

The Council conducted a consultation to gather views on whether to merge King's Meadow Primary School and Haddington Infant School.

Three possible options were consulted upon:

1. The status quo - both schools remain separate with their own Head Teachers, management structures, policies and development plans, etc
2. The schools remain separate as described above but with a shared Head Teacher leading and managing both schools.
3. Both schools become one school under a new name with one Head Teacher, management structure, policies and development plan, etc

You said...

Parents and carers voted for both schools to remain separate with their own head teachers, management structures, policies and development plans. 65.6% of the 628 respondents to the consultation chose the status quo.

We did...

As the majority of respondents were against any change the schools remain as they are.

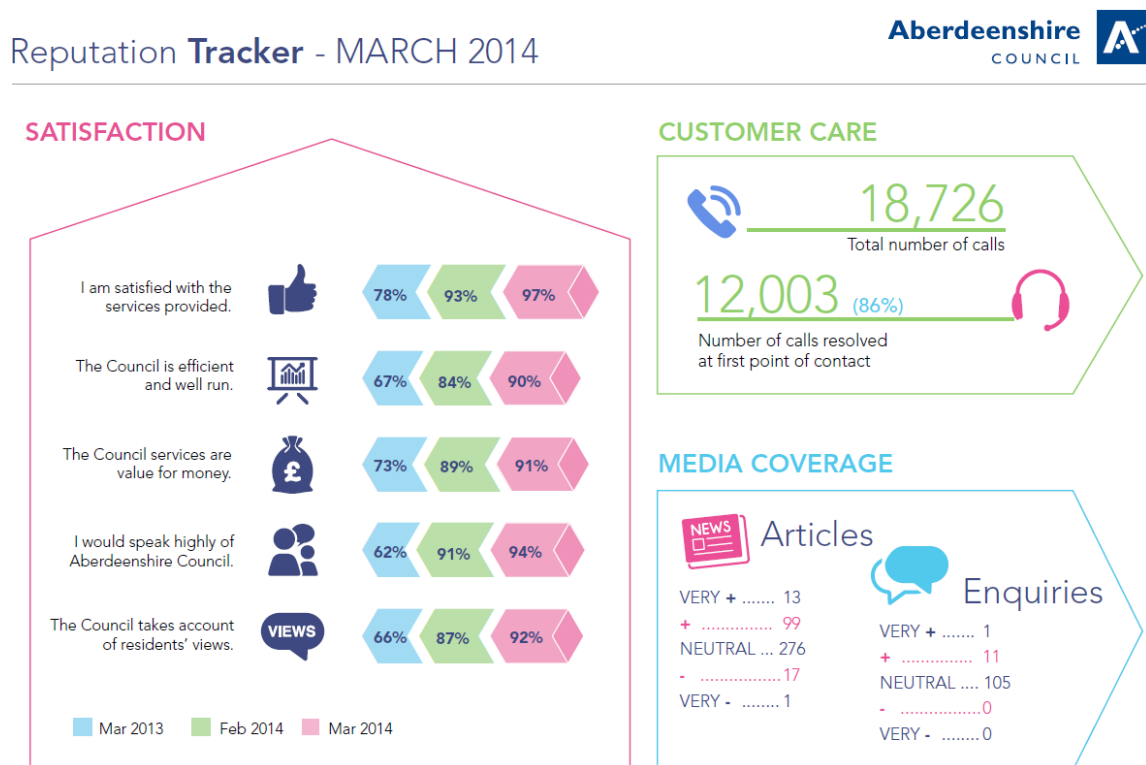
Dundee Council's Plans & Performance webpage contains a link to a "We listened...we acted" page which lists examples of how the council has used feedback from stakeholders to improve services.

Dundee Council's Plans & Performance webpage

The screenshot shows the Dundee Council's Plans & Performance webpage. At the top, there are navigation buttons: "How Can We Help You?", "Pay for it", "Report it", "Request it", and "Submit it". Below these is a "Quick Links" section with links to "Dundee Partnership Community Awards", "Plans and Performance", and "Annual Consumer Survey Report". The main content area is titled "We listened ... we acted" and includes a "Rate this page/information" section with three smiley face icons. Below the title, there is a list of changes made to Council services in the past year, such as "used social media to keep parents up to date with family literacy learning events" and "introduced Healthy Transitions, a peer led programme, in all secondary schools". On the right side, there is a "Related Information" section with links to "Department Publications" and "Department Pages".

Aberdeenshire Council reports customer satisfaction with services information through the monthly reputation tracker report which includes engaging infographics.

Aberdeenshire Council's Monthly Reputation Tracker Report



4. Balanced picture of performance, highlighting strengths and areas for improvement

Argyll and Bute's Annual Report summarises performance with each section including "What We Could Have Done Better" paragraphs.

Argyll and Bute Annual Report 12/13

4.21 What we could have done better

- a. Engaged more effectively with a greater with a wider range of partners to reach our educational objectives
- b. Supported staff to engage in quality professional dialogue on learning and teaching
- c. Clarified the roles, remits and reporting arrangements of working groups to ensure that participants are clear about the scope of this work
- d. Clarified the links between self-evaluation, school review and improvement planning while increasing professional challenge to drive improvement

North Ayrshire Council's Annual Performance Report 12/13, focuses on four areas and includes a section on 'successes' and 'challenges' providing a balanced picture of the council's performance. The report is well presented with good explanatory text and diagrams which are easy to read.

North Ayrshire Council's Annual Performance Report 12/13

Successes

We have enjoyed significant successes over the last year, including:

Streetscene who won the Municipal Journal (MJ) Local Government Achievement Award for Workforce Transformation and the Bronze Award in the COSLA Excellence Awards.

Roads Services who received the national APSE Award for developing an innovative electronic web-based procurement and management system. The system speeds up procurement processes considerably and provides robust benchmarking information.

Our 'Report it' Smartphone app won third place in the Digital Technology Awards 2012.

We had seven national finalists in the Scottish Education Awards.

Launching three Schools of Sport in Ardrossan Academy, Auchendarvie Academy and Irvine Royal Academy including Scotland's first ever School of Basketball.

All Primary Schools and Arran High School were awarded the Soil Association's Gold Food for Life Catering Mark for their spring menus introduced into schools in March 2013.

Eglinton Country Park gained an Eco Centre Award recognising the work the park has undertaken in protecting the environment and encouraging visitors to become more environmentally friendly.

Creative Scotland awarded North Ayrshire a 'Creative Place Partnership' and funds of up to £200,000 to progress a cultural action plan.

Housing Services achieved the Gold Investors in People Award.

The Community Payback Income Generation Project came second at the Community Payback Unpaid Work Requirement Awards 2012. The Project raises money for charitable causes by selling garden furniture and garden produce.

Challenges

The economic climate remains challenging but North Ayrshire Council has worked hard to ensure its operations are well placed to meet those challenges. The Council will continue to make smarter and more innovative use of resources and will continue to be creative in the development and deployment of Services.

The inequalities brought about by unemployment, poor health and poverty continue to have a major impact on our people and our communities and have resulted in high levels of deprivation in many of our towns. We will continue to implement the Council's Economic Development and Regeneration Strategy which sets out individual projects that will attract more businesses and jobs to the area.

The Welfare Reform Act 2012 contains a range of welfare reforms that have significant consequences for the community. The Council is, however, well placed to assist its citizens with these changes and has made provision for the anticipated increased demand on our services including support for people with disabilities, debt advice and welfare rights advice, assistance with appeals, increase in demand for social housing and homeless requests, and an increase in the number of applications for discretionary housing payments and local housing allowance safeguards.

In recognition of the impact of the new legislation, a cross service Welfare Reform Working Group was established in February 2012. The Working Group has developed an action plan to respond to each of the welfare reforms.

The new Scottish Government arrangements for Health and Social Care Integration will develop over the next year. These arrangements are designed to bring about a significant improvement in the experience of people who use health and social care services, their families and their carers. The Council together with the Health Board has taken a proactive approach to developing the new Integrated Health and Social Care Partnership.

The Council with its partners will continue to develop neighbourhood planning in 2013 to ensure that resources are targeted at those local areas most in need. In September 2012 the Community Planning Partnership (CPP) approved the introduction of six new neighbourhood planning areas including Arran, Irvine, Kilwinning, Three Towns, Garnock Valley, North Coast, West Kilbride and Cumbernauld.

Issues such as unemployment, poverty and poor health cannot be tackled by the Council alone, so we will work with other public bodies operating in the area including health, police and fire and rescue in the North Ayrshire Community Planning Partnership. Our collective plan for the area is set out in a Single Outcome Agreement (SOA) with the Scottish Government. A new four year agreement is in place for 2013/17.

5. Good use of comparators

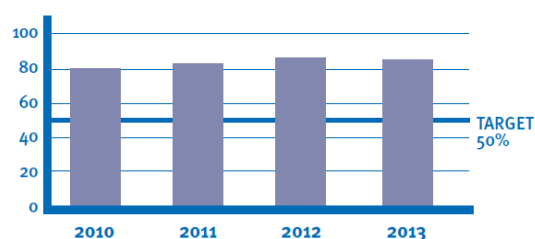
Within **Dundee City Council's** annual report 12/13, there is a clear link between LGBF indicators and the council's own report analysing and comparing its performance against other councils, family groups and other city councils.

Dundee City Annual Report 12/13

Compared to the Past

The Council reviews the performance information collated each year. In the last few years the Council has managed to maintain and improve performance for a high percentage of these indicators which demonstrates a strong commitment to continuous improvement. 85% of performance indicators in the Council's corporate performance self-assessment either maintained or improved performance during the year which is consistent with previous periods.

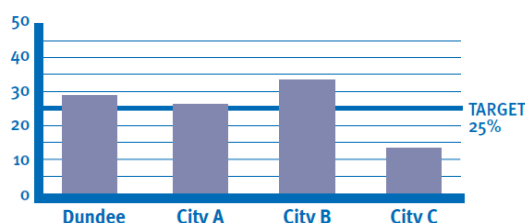
Annual Performance Improvement



Compared to Others

We have also measured the number of times we finished top between the main city Councils. Our performance of 28% compares favourably with the other main cities. Future performance will be measured against other Councils in our family groupings currently being developed by the Improvement Service.

Percentage Top Inter-City Finishes 2012/2013



East Dunbartonshire includes comparisons with other councils and Scotland in the service specific "How good is our service" reports.

East Dunbartonshire "How Good Is Our Service" Education Service Report 12/13

5. How We Compare with Other Councils / Service Providers Education Services – (session 2011/12 Post-Appeal Data)

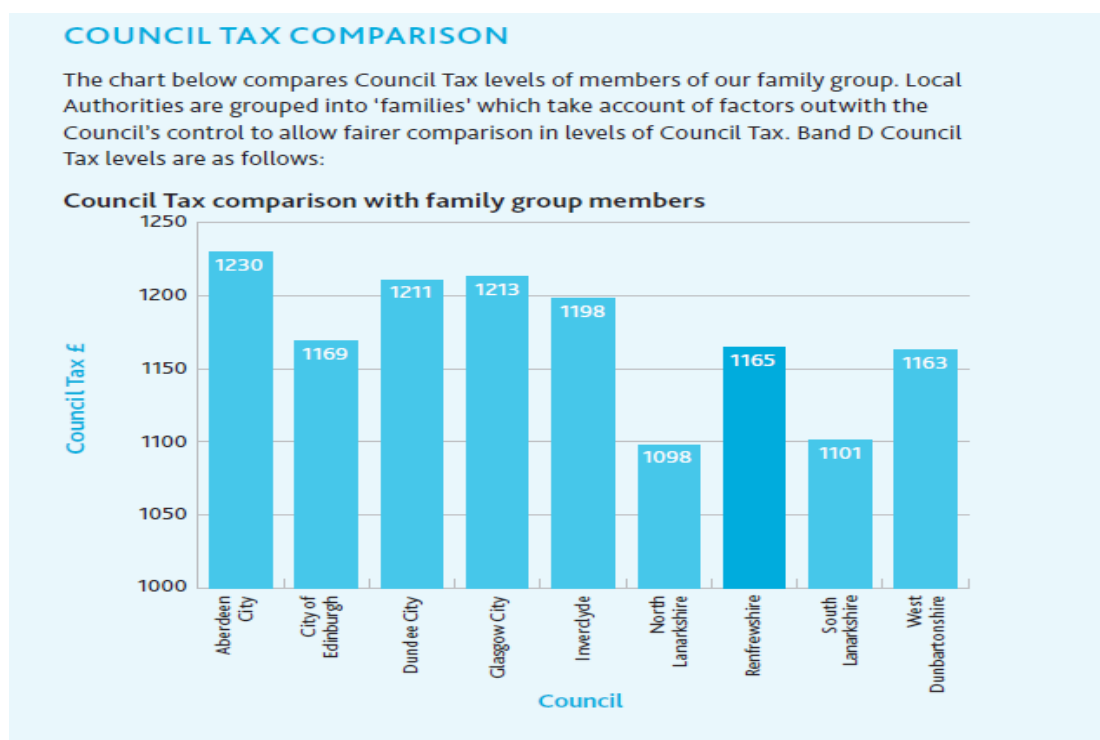
- * Source Fyfe Information Technologies et al and ScotXed
- * All data percentages (%); all data post-appeal results

SQA Attainment against comparator authorities - Secondary S4, S5 and S6

Attainment by the end of S4 in the session shown	% S4 roll gaining 5+ awards at level 3 or better (Foundation/Acc3)	% S4 roll gaining 5+ awards at level 4 or better (General/Intermediate 1)	% S4 roll gaining 5+ awards at level 5 or better (Credit/Intermediate 2)
Diet	2012	2012	2012
East Dunbartonshire	98	93	58
Scotland	94	80	37
Family average (LAs below)	95	84	45
Aberdeenshire	93	83	40
East Lothian	96	82	38
East Renfrewshire	97	91	68
Perth and Kinross	96	83	40
Stirling	94	81	46

Renfrewshire Council uses the LGBF family groups for council comparisons to learn from variations and look for examples of good practice.

Renfrewshire Council's Key Facts and Figures 2013–14



6. Use of cost/spend information

East Dunbartonshire Council's PPR material includes budget and expenditure information throughout the performance material for specific service areas. It identifies reductions in anticipated overspend and provides reasons for it.

East Dunbartonshire "How Good Is Our Service" Social Work Service Report 12/13

4. Financial Targets

Main Service Divisions	Annual Budget £000	Net Expenditure projected (subject to audit) £000	Annual Variation projected (subject to audit) £000	% variation	Summary narrative
Service Strategy	1,289	1,266	-24	-1.86%	Reduction in anticipated overspend mainly in relation to payroll costs.
Children & Families	10,555	9,392	-1,162	-11.01%	Changes in residential placements, a reduction in final contract costs due to a reduction in spot purchases and turnover savings have resulted in an overall favourable variance.
Older People	18,401	19,437	1,035	5.63%	Demand related pressure particularly in relation to supported living, older people's residential accommodation, homecare services and direct payments has continued throughout the year.
Physical Disability	2,650	2,636	-14	-0.53%	A favourable variance is reported due to additional income in relation to a client recharge to another local authority and a slow down in spend in relation to adaptations and equipment for disable people.
Learning Disability	10,372	10,805	433	4.18%	Continued supported accommodation placements, demand related pressure and children transitioning from children to adult services have resulted in pressure on this budget.
Mental Health	1,901	1,832	-68	-3.60%	A positive variation has been achieved

7. Dialogue with the public involving PPR

Renfrewshire Council uses social media for public performance reporting by publishing some interesting fast facts and statistics.

Renfrewshire Council Twitter Page



Appendix 3 – Identified Council PPR benchmarks, named councils and good practice examples.

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
SPI 1				
Responsiveness to its communities	<p>PPR material provides a fuller picture of performance across the range of consultation activities and customer feedback information. This is prominently reported within high-level PPR material and may include links to more detailed information (eg on specific surveys or consultation processes). There is evidence of feedback information being sought at both a corporate and a service level.</p> <p>Coverage will include information on what action the council has taken to respond to the feedback and make service improvements (eg 'you said – we did')</p>	<p>PPR material provides some ad hoc examples of consultation activities within PPR material, but with insufficient explanatory narrative to draw out main findings.</p> <p>There is a lack of evidence of what action the council has taken in response or how feedback has been used to improve services.</p>	There is no or little evidence of councils reporting information from consultation or customer feedback exercises within their PPR material.	<p>Fully = 19</p> <ul style="list-style-type: none"> • Aberdeen City • Aberdeenshire • Angus • Dundee City • East Dunbartonshire • East Lothian • East Renfrewshire • Fife • Highland • Inverclyde • Midlothian • North Ayrshire • North Lanarkshire • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • West Dunbartonshire • West Lothian
	<p>Good practice example:</p> <p>East Lothian Council uses a 'We asked, you said, we did' format throughout annual report in relevant places to report on consultation activity and what the council has done in response. Reporting also includes a number of indicators about service user satisfaction.</p> <p>Inverclyde Council includes a good range of indicators with commentary on citizens' panel's responses, general customer service and some evidence of how this information has been/is being use by the council.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Revenues and service costs	<p>PPR material brings together a range of cost information, such as total expenditure as well as a breakdown by service areas. There is use of local indicators such as efficiency targets.</p> <p>There is good use of narrative and/or charts to help readers understand the financial information.</p> <p>Appropriate cost indicators from the LGBP are included.</p>	<p>PPR material has some specific indicators on revenues and service costs, such as total council expenditure but may rely on previous cost related SPIs (eg cost per dwelling of collecting council tax, gross cost per case for benefits administration, income due on council tax collection.)</p> <p>There is a lack of narrative to set performance in context.</p>	<p>There is a lack of commentary on revenue and service costs and the council has not published any local indicators that inform beyond the SPIs.</p>	<p>Fully = 27</p> <ul style="list-style-type: none"> • Aberdeen City • Aberdeenshire • Angus • Argyll and Bute • Clackmannanshire • Dumfries and Galloway • Dundee City • East Ayrshire • East Dunbartonshire • East Lothian • East Renfrewshire • Fife • Glasgow City • Highland • Inverclyde • Midlothian • Moray • North Ayrshire • North Lanarkshire • Orkney • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • South Lanarkshire • West Dunbartonshire • West Lothian

	Characteristics of councils who have...			
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	Councils that have fully met the criteria
	<p>Good practice examples:</p> <p>East Lothian: Good narrative on financial pressures and outlook, drawing on annual audit findings, and council plans in response. Section on overall council finances, covering where the money comes from and where the money goes. Indicators on individual service costs, from LGBF, provided on web section.</p> <p>Argyll and Bute: Evidence of range of financial & cost information, broken down by service areas, eg, Service Scorecards. Information is available and accessible in range of formats from more detailed, eg annual accounts, to more "user friendly" formats such as leaflets etc. Information is well-sign-posted and readily accessible from the council's performance webpage. Performance information is accompanied by explanatory narrative and/or is presented in table format with comparative data.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Employees	<p>PPR material includes wider performance measures, such as: job satisfaction, cost of HR function and staff survey data. Includes commentary on key findings from staff surveys or other staff engagement.</p> <p>Where appropriate, includes information on workforce changes, such as reductions through VERA or senior management restructuring.</p>	<p>PPR material is limited and concerned mainly with the past SPI on sickness absence or that theme. There is no reference to whether the council has conducted a staff survey, or if there is, what priorities it has taken from it. There is a lack of narrative to set performance in context.</p>	<p>There is little or no commentary on performance in relation to employees.</p>	<p>Fully = 13</p> <ul style="list-style-type: none"> • Angus • Clackmannanshire • East Dunbartonshire • East Renfrewshire • Edinburgh City • Fife • Glasgow City • Highland • Inverclyde • Midlothian • Perth & Kinross • Renfrewshire • South Ayrshire • West Dunbartonshire
<p>Good practice examples:</p> <p>East Renfrewshire: A range of employee related indicators are reported in the main PPR report, Annual Report 2012-2013, including performance against indicators such as employee development. Absence statistics and information, % of previously prescribed indicators, cost of support services and results from the Employee Survey are included in the LGBF report and mid and end year performance reports.</p> <p>Highland: Well-sign-posted links to the SPI report and Corporate Performance Report 2012-13, which covers performance against the council plan and incorporates SPIs. Website also links to "What Our Staff Told Us" page which summarises the council's approach to employee consultation, including actions arising from the staff feedback. In addition, a link is provided to a report of the most recent employee survey report (2012).</p> <p>Renfrewshire: Uses a good range of indicators, going beyond the SPIs to include indicators on appraisal rates and use of 360 reviews for senior managers.</p> <p>Fife: Annual performance report gives some commentary around staff satisfaction. Link to annual workforce report which gives commentary on numbers of employees, turnover and training. Appendix gives a good graphical representation of the employee indicators.</p>				

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Assets	<p>PPR material brings together a range of performance measures in relation to a range of assets (eg buildings, vehicles, equipment).</p> <p>Includes local indicators, such as indicators on council property repairs and spend on property maintenance.</p> <p>May also include commentary on progress with its corporate asset management plan or key asset planning projects such as new council facilities. May also include commentary on how it works with partners to make best use of local assets.</p>	<p>PPR material is limited and concerned mainly with the past SPIs on operational accommodation that is in a satisfactory condition or suitable for its current use, or that theme. Coverage may miss important aspects of council assets, for example only commenting on buildings. In some cases there may be additional indicators but these lack narrative to assist the reader in understanding performance in relation to how the council manages assets.</p>	<p>There is a lack of commentary on performance in relation to assets or if there is a reference there is a lack of performance measures to evidence performance.</p>	<p>Fully = 3</p> <ul style="list-style-type: none"> • East Dunbartonshire • East Renfrewshire • Midlothian
<p>Good practice examples:</p> <p>Midlothian Council: The main PPR report includes a section entitled "Ensuring Best Value" which summarises asset related indicators. This brief section summarises the council's asset performance with performance further illustrated by accompanying narrative and RAG status. This is supplemented by more detailed coverage in the council's quarterly and annual performance reports for Property and Facilities Management.</p>				

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Procurement	<p>PPR material brings together a range of evidence sources to present a higher level view of procurement activity.</p> <p>Evidence sources include improvement resulting from collaborative spend or use of electronic methods to award, source and process procurement activities (eg e-procurement).</p> <p>Coverage includes the council's Procurement Capability Assessment (PCA) score, including trend and comparisons.</p>	<p>PPR material may contain references to performance on procurement such as an identified range of cash savings or a procurement capability assessment. However, there is a lack of explanatory narrative to aid the reader understand performance on procurement.</p>	<p>There is little or no reporting in relation to performance on procurement. Procurement activity may be mentioned but there is a lack of measures or cost information to help the reader understand performance.</p>	<p>Fully = 14</p> <ul style="list-style-type: none"> • Angus • Argyll and Bute • East Dunbartonshire • East Renfrewshire • Fife • Inverclyde • Midlothian • North Lanarkshire • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • South Lanarkshire • West Dunbartonshire
	<p>Good practice examples:</p> <p>East Renfrewshire: Dedicated Procurement page which covers performance material including the Procurement Public Performance Report 2012/13 which details performance against a set of indicators, including PCA score, illustrated by RAG status and supported by explanatory text.</p> <p>West Dunbartonshire: Performance on procurement indicators reported in key PPR report "Measuring Up", showing RAG status and trend data. Reference to PCA score incorporated into Strategic Plan Update report 2012/13.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Sustainable development <i>The focus of our assessment framework is on environmental sustainability (in line with our best value toolkit).</i>	<p>PPR material brings together a range of material to present a wider picture of performance in relation to sustainable development. Includes use of local indicators such as energy consumption, council co2 emissions, fleet emissions, derelict land, parks and outdoor spaces, and biodiversity actions and targets.</p> <p>Includes narrative or contextual information, such as targets and trends, to help the reader understand performance.</p>	<p>Coverage focusses on areas where there have been prescribed indicators such as waste managements and street cleanliness.</p> <p>Performance summary does not go wider and there is no mention of carbon emissions and the wider environmental impact. In addition there is a lack of commentary or narrative to explain performance.</p>	<p>There is little or no reporting on performance for sustainable development. Even if there is minimal reporting, this is limited to the past specified SPIs but with minimal narrative or trend information to put this in context.</p> <p>N.B. no council was assessed as not meeting the criteria in 11/12.</p>	Fully = 21 <ul style="list-style-type: none"> • Aberdeen City • Angus • Clackmannanshire • Dumfries and Galloway • East Dunbartonshire • East Lothian • Fife • Glasgow City • Highland • Midlothian • Moray • North Ayrshire • North Lanarkshire • Orkney • Perth & Kinross • Renfrewshire • South Ayrshire • South Lanarkshire • Stirling • West Dunbartonshire
<p>Good practice examples:</p> <p>Orkney: Annual performance report (APR) includes a section on Attractive Environment - this highlights performance against prescribed indicators, but also highlights some examples of wider performance in this area with contextual narrative. APR also includes commentary on performance on Renewables. Council monitoring report includes a detailed section on Renewables which summarises the council's performance against a range of targets, including local targets with accompanying explanatory narrative. Previously prescribed SPIs published.</p>				

Characteristics of councils who have...				
...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria		Councils that have fully met the criteria
<p>Aberdeen: Energy efficiency in homes included in annual report. Local commentary around recycling and greenspace in annual report. Data and commentary on carbon emissions, street cleanliness and general SD.</p> <p>North Ayrshire: Overall carbon emissions reported with commentary in annual report, narrative and indicators around recycling. Portal includes indicators, with explanatory text, on street cleanliness and fly tipping.</p> <p>Fife: In annual report, commentary on greenspace and carbon emissions. Link from main performance webpage to Climate Change minisite on what Fife Council are doing. SPI on street cleanliness.</p>				

	Characteristics of councils who have...			
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	Councils that have fully met the criteria
Equalities and diversity	PPR material brings together a range of performance material including local indicators that give a wider picture of performance, such as service user satisfaction with specific services. There is good narrative putting performance into context for the reader. PPR material recognises equalities and diversity in its broader sense covering tackling inequality. Coverage includes commentary on the new equalities duties and how the council has responded to these.	PPR material is focused on areas where there have previously been specific indicators, such as percentage of highest paid employees that are women, and accessibility of council premises for people with a disability. There may be some additional indicators, but PPR material does not contain enough narrative to help the reader get a sense of performance on equalities and diversity.	There is little or no reporting on performance for equalities and diversity. Even if there is minimal reporting, this is limited to the past specified SPIs but with minimal narrative to put this in context.	Fully = 7 <ul style="list-style-type: none">• Angus• Argyll and Bute• East Renfrewshire• Midlothian• North Lanarkshire• Perth and Kinross• West Lothian
	Good practice examples: North Lanarkshire: PPR material includes additional indicators on ethnic minorities and disabled recruitment, and percentage of female head teachers. Good narrative, performance compared against targets and previous years and reported with a traffic light system. Perth and Kinross: The Public Services section of the SOA Annual Report 2012/13 contains some equality indicators with supporting commentary describing performance, including the local indicator, Relevant policies across all services that have been equality impact assessed (%). The PKC Evidence Portal also contains links to a range of further supporting evidence. Equalities indicators also embedded throughout wider PPR material.			

	Characteristics of councils who have...			
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	Councils that have fully met the criteria
SPI 2				
Benefits administration	PPR material gives a fuller picture, going beyond the past SPI and provides additional local indicators. In addition narrative puts performance in context and in some cases provides trend information over time. High-level PPR material references or links to relevant reports where appropriate.	PPR material is limited to the past specified SPI on benefit administration costs. There is an absence of further local indicators or narrative to put performance in context and aid the reader.	PPR material either has no reference to benefits administration or if there is a reference, does not include supporting data to provide evidence of performance.	Fully = 9 <ul style="list-style-type: none">• Angus• Dundee City• East Ayrshire• East Dunbartonshire• East Renfrewshire• Fife• Midlothian• North Lanarkshire• Scottish Borders
	Is likely to also include coverage of how the council has responded to welfare reforms and any service impacts as a result.	The PPR material may only comment on welfare reform with limited or no supporting performance information.		
Good practice examples:				
Angus: Links to further information on school meals, benefit fraud etc. Additional local indicators included with comparison over time and against targets. An article on Welfare Reform was in Angus Life Magazine.				
Fife: A good range of indicators on benefits costs, uptake and fraud with a three year trend and some narrative. Links to Welfare reform mini-site where impacts are explained.				

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Community care	<p>PPR material gives a fuller picture, going beyond past specified indicators on community care and provides additional local indicators, such as:</p> <ul style="list-style-type: none"> • service user satisfaction. • Number of people waiting longer than target time for service • the percentage of personal carers who are qualified to SSSC (Scottish Social Services Council) standard <p>Is likely to also include some commentary on integration of adult health and social care and other relevant policy developments, such as implementation of self-directed support.</p>	<p>PPR material is limited to reference to our past specific SPI on home care, covering numbers, hours for age 65+ and personal care, service during evenings/overnight and weekends. PPR material has one or two additional indicators but without any narrative to set these into context.</p> <p>Coverage may include commentary on policy developments (integration of adult health and social care, self directed support) but with limited or no further information on core service performance.</p>	<p>PPR material either has no reference to community care services, no indicators or a casual reference to community care but without any supporting data.</p>	<p>Fully = 27</p> <ul style="list-style-type: none"> • Aberdeen City • Angus • Argyll and Bute • Clackmannanshire • Dumfries and Galloway • Dundee City • East Ayrshire • East Dunbartonshire • East Lothian • East Renfrewshire • Edinburgh City • Falkirk • Fife • Glasgow City • Highland • Midlothian • Moray • North Ayrshire • North Lanarkshire • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • South Lanarkshire • Stirling • West Dunbartonshire • West Lothian

	Characteristics of councils who have...			
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	Councils that have fully met the criteria
	<p>Good practice examples:</p> <p>Aberdeen: . Some feedback from social care clients in annual report. Good graphic/figures and commentary related to telecare. Care places for adults with comparison councils. Old SPIs with additional commentary.</p> <p>Glasgow: Additional indicators on delayed discharge, outcome based support plans, carer assessments and satisfaction with re-enablement. Good narrative, comparison with previous years and traffic light coding for targets.</p> <p>Stirling: A very good range of social work indicators on the Annual Performance reporting page. The indicators include care inspection evaluation and several customer satisfaction indicators.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Criminal justice social work	<p>PPR material gives a fuller picture of performance, providing a range of local indicators such as:</p> <ul style="list-style-type: none"> the number of community payback orders started within 7 working days % of community payback orders successfully completed. reconviction rates <p>PPR material may link to a higher level strategic theme within the SOA related to criminal justice social work and community safety – but will maintain clear coverage of council performance.</p>	<p>PPR material provides a range of performance indicators, but there is an absence of narrative or trend information to help the reader understand how the council is performing.</p> <p>Performance information may only be available in linked/signposted reports without any high level summary included in the main PPR outputs.</p>	<p>PPR material either has no reference to criminal justice social work services, or a casual reference without any supporting data.</p> <p>Coverage may only relate to high level crime and safety data and not to the performance of criminal justice social work services.</p>	<p>Fully = 14</p> <ul style="list-style-type: none"> Angus Clackmannanshire East Lothian East Renfrewshire Glasgow City Inverclyde Midlothian North Lanarkshire Perth and Kinross Scottish Borders South Ayrshire Stirling West Dunbartonshire West Lothian
	<p>Good practice examples:</p> <p>Angus: Includes local indicators with comparison against previous years and targets. Good narrative and links to further information.</p> <p>Perth and Kinross: The Safer Communities section of the SOA Report 2012/13 contains a set of criminal justice indicators including re-conviction rates, and wider community safety indicators. These are supplemented by narrative explaining performance. The Performance Summary highlights key performance. The PKC Evidence portal also contains sign-posts to sources of more detailed information on council performance, e.g., community payback orders reports.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Cultural & community services covering at least sport & leisure, museums, the arts and libraries	<p>PPR material gives a fuller picture of performance and covers the four specified strands of cultural and community services. Provides additional indicators that give a wider picture of performance such as:</p> <ul style="list-style-type: none"> • cost per attendance • service user satisfaction • specific improvement actions <p>PPR material may be linked to a higher level strategic theme but will maintain relevant council performance information.</p>	<p>PPR material focusses mainly on previously specified indicators. Coverage may not include the four minimum strands.</p> <p>There is narrative but this may not cover the four specified strands and/or there is a lack of evidence to support the performance assessment.</p>	<p>There is little or no reporting on performance on cultural and community services, lacking even basic SPI information. Other cultural activities may be mentioned, but with a lack of evidence to give an assessment of performance.</p>	<p>Fully = 14</p> <ul style="list-style-type: none"> • Aberdeen City • Aberdeenshire • Angus • Argyll & Bute • Dundee City • East Lothian • East Renfrewshire • Highland • Inverclyde • North Ayrshire • North Lanarkshire • Renfrewshire • Scottish Borders • West Lothian
	<p>Good practice examples:</p> <p>Aberdeenshire: In Education, Learning and Leisure full performance report figures on use of sports facilities, libraries, community capacity building activities. There is also graphical representation within the annual performance review and satisfaction survey as part of the reputation tracker.</p> <p>Inverclyde: Good information on use of sport facilities, libraries and museums with satisfaction surveys and cost information. Commentary relates to local/specific places.</p> <p>North Lanarkshire: Additional indicators on school visits to museums , % borrowers, no. of library transactions, e-info hits, learning centres, outdoor centre usage, good narrative, compared against targets and previous years and reported with a traffic light system.</p> <p>West Lothian: There is lots of information available on participation and use of community facilities within covalent. There is good information on participation, particularly on sport with the factfile.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Planning (both environmental and development management)	<p>PPR material gives a fuller picture of performance going beyond the past specified indicators to cover the wider context of planning progress on local development plans, for example setting out what they hope to achieve.</p> <p>May also include local indicators, eg covering customer satisfaction and service costs.</p>	<p>PPR material is limited to the past specified indicators, the average time to deal with major and local planning applications, but they do contain narrative to help the reader make sense of performance.</p>	<p>PPR material either has no reference to planning) or is limited to the past specified SPI but without any narrative to put performance in context or actual indicators to evidence performance.</p>	<p>Fully = 15</p> <ul style="list-style-type: none"> • Angus • Argyll and Bute • Dundee City • East Ayrshire • East Dunbartonshire • East Lothian • Edinburgh City • Fife • Inverclyde • Midlothian • Perth and Kinross • Scottish Borders • South Ayrshire • Stirling • West Lothian
	<p>Good examples:</p> <p>Dundee City: PPR material covers eight performance indicators. Included in Quarterly report to Scrutiny Committee and Comparative Performance report on Local Government Benchmarking Framework Performance Indicators. Annual report also provides more detail and context on planning performance, illustrated by exhibits.</p> <p>Midlothian: The main PPR report includes a section entitled "Planning Applications" which summarises performance on planning related indicators. This brief section summarises the council's performance on planning applications with performance further illustrated by accompanying narrative, exhibits and RAG status. This council's Planning and Development quarterly and annual performance reports for provide some more detail on planning performance, including consultation on the local plan. These reports outline detailed coverage of council performance against targets with commentary and include local indicators.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
The education of children	<p>PPR material gives a fuller picture of performance, covering key aspects of the education of children. Pinpoints key SQA/SCQF attainment but also includes additional local indicators.</p> <p>Will draw on wider performance information where available, such as Education Scotland inspection results and satisfaction information</p> <p>May link to a higher level strategic theme within the SOA but will maintain clear coverage of council performance.</p>	<p>PPR material reports some aspects of education performance, but there are significant gaps (for example only reporting on exam results or absence levels).</p> <p>There may be an absence of narrative to help the reader understand performance or information may be patchy.</p>	<p>PPR material does not include an evaluation of performance for the education of children within high level public performance reports. It may only provide links to inspection reports or service reports.</p> <p>There may only be commentary with no evidence provided to support.</p>	<p>Fully = 24</p> <ul style="list-style-type: none"> • Aberdeen City • Angus • Argyll and Bute • Clackmannanshire • Dumfries and Galloway • East Ayrshire • East Dunbartonshire • East Lothian • East Renfrewshire • Edinburgh City • Eilean Siar • Falkirk • Glasgow City • Midlothian • Moray • North Ayrshire • North Lanarkshire • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • South Lanarkshire • Stirling • West Lothian
	Good practice examples:			

Characteristics of councils who have...				
...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria		Councils that have fully met the criteria
<p>Argyll and Bute: Annual Report provides good coverage of education related indicators and performance, including performance against targets, over time and benchmarks. It provides a wider picture beyond merely attainment statistics. The Education Performance and Standards and schools web pages supplement this material.</p> <p>East Renfrewshire: A comprehensive range of performance material covering education is available in various formats (online, hard copy etc.) The Successful learners section of the Annual Report details performance against a set of indicators with narrative. This is supported by the Education Service's own PPR report, Mid and End Year Strategic and Departmental Performance Reports, Standards and Quality report, Education Scotland inspection reports. These provide a full picture of education performance with opportunities to drill down into specific areas.</p> <p>Falkirk: Wide range of indicators including leavers' destinations, school meals, attendance, vandalism, eco schools. Trends and traffic lights supported by a good narrative.</p> <p>Scottish Borders: Additional indicators on school leaver destination and sustained destination, higher education enrolment, attendance, exclusions, perception of influence and bullying. Compared across years using graphs and good narrative.</p>				

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Child protection and children's social work	<p>PPR material provides a fuller picture of performance, covering both child protection and children's social work services. Provides a comprehensive range of indicators such as:</p> <ul style="list-style-type: none"> • placement of looked after children • % of children seen by a supervisor officer within 15 days • children on the child protection register 	<p>PPR material reports on some elements of performance but tends not to provide a range of information to cover both child protection and/or children's social work. There is a lack of narrative to put performance in context.</p>	<p>PPR material contains little or no reference to child protection and children's social work. There is an absence of indicators or the indicators provided are not up to date.</p>	<p>Fully = 19</p> <ul style="list-style-type: none"> • Aberdeen City • Angus • Argyll and Bute • Clackmannanshire • East Dunbartonshire • East Lothian • Falkirk • Glasgow City • Inverclyde • Midlothian • Moray • North Ayrshire • North Lanarkshire • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • West Dunbartonshire • West Lothian
<p>Good practice examples:</p> <p>Glasgow: Additional indicators on foster parents, placement moves, SCRA reports, child protection register, substance misuse, children's hearings. Comparison with previous years, targets and narrative.</p> <p>North Ayrshire: Good commentary around child protection in annual report range of indicators, including cost of looked after children and supervision order indicators and kinship care placements.</p> <p>Scottish Borders: Additional indicators on destination of looked after school leavers, child poverty, child protection register, parental substance abuse, child neglect, sexual crimes against children, domestic abuse and profile of looked after children. Good narrative and comparison over years and against Scotland average.</p>				

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Housing & homelessness	<p>PPR material provides a fuller picture of performance in relation to housing and homelessness, with local indicators such as:</p> <ul style="list-style-type: none"> • rent arrears • SHQS • energy efficiency • rates of house building • provision of affordable homes • performance in relation to homelessness <p>There is good narrative to help the reader make sense of performance, including trend and target information where appropriate.</p> <p>Includes information on tenant engagement and satisfaction.</p>	<p>PPR material provides only a limited coverage of housing and homelessness services, relying mainly on previously specified indicators.</p> <p>There may be a lack of supporting narrative to contextualise the performance.</p>	<p>PPR material contains little or no reference to housing and homelessness services. In some cases there is limited narrative on the service, but there is a lack of key indicators to evidence performance.</p>	<p>Fully = 20</p> <ul style="list-style-type: none"> • Aberdeen City • Angus • Clackmannanshire • Dundee City • East Ayrshire • East Lothian • East Renfrewshire • Fife • Highland • Midlothian • Moray • North Ayrshire • North Lanarkshire • Perth and Kinross • Renfrewshire • Scottish Borders • South Ayrshire • South Lanarkshire • Stirling • West Lothian
	<p>Good practice examples:</p> <p>Aberdeen: Repairs and improvements on homes in annual report and fuel poverty plan. Key housing data relating to stock and size in Key Facts report. Good context commentary around old SPIs.</p> <p>Clackmannanshire: Indicators on affordable homes built, acceptable behaviour agreements, homelessness, young people leaving care, customer satisfaction, new tenancy visits. Compared against previous years and targets with a narrative.</p> <p>Highland: Well-sign-posted links to the SPI report and Corporate Performance Report 2012-13, which incorporates SPIs and also reports against a range of local indicators. The main PPR newsletter, "Working together for the Highlands" contains a sections entitled, "Working together for better housing" which summarises and provides narrative on key aspects of performance.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Protective services including environmental health, and trading standards	<p>PPR material provides a fuller picture of performance against the range of protective services. Includes local indicators such as:</p> <ul style="list-style-type: none"> • food safety, pest control, flood alleviation and customer satisfaction of these services <p>PPR material includes good narrative that assists the reader to make sense of performance, and where appropriate includes trend data, comparisons and progress against target.</p>	<p>PPR material provides only a limited picture of performance and lacks coverage across a broader range of protective services including both environmental health and trading standards. In some cases the focus is only on the past specified indicators on trading standards consumer complaints and business advice requests.</p>	<p>PPR material contains little or no reference to protective services and there is no use of the past specified SPIs related to these services.</p>	<p>Fully = 9</p> <ul style="list-style-type: none"> • Angus • Argyll and Bute • Clackmannanshire • East Lothian • Inverclyde • Midlothian • North Ayrshire • North Lanarkshire • West Lothian
	<p>Good practice examples:</p> <p>North Ayrshire: Annual report and portal includes food quality, pest control, environmental health cost per head of population with narrative within the portal. Link to separate trading standards webpage which considers customer satisfaction surveys.</p> <p>North Lanarkshire: Additional indicators on food hygiene, trading standards inspections, pest control and environmental crime. Good narrative compared against targets and previous years and reported with a traffic light system.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Roads and lighting	<p>PPR material provides a fuller picture of performance across a range of road and lighting information. There is good narrative to help the reader make sense of performance, and where appropriate this includes trend and comparison information.</p> <p>Examples of local indicators:</p> <ul style="list-style-type: none"> • traffic light failure repairs • winter maintenance works completed during instructed time period • % of road network resurfaced 	<p>PPR material provides only a limited picture of performance, normally focusing on roads or lighting, but in the main, not both. In some cases the focus remains on the past specified indicators, e.g. carriageway condition.</p>	<p>PPR material contains no or little reference to roads and lighting services. If there is reference it is limited to the past specified SPIs.</p>	<p>Fully = 13</p> <ul style="list-style-type: none"> • Aberdeen City • Angus • Clackmannanshire • Dumfries and Galloway • East Ayrshire • East Dunbartonshire • East Lothian • East Renfrewshire • Inverclyde • North Lanarkshire • Scottish Borders • South Lanarkshire • West Lothian
	<p>Good practice examples:</p> <p>Aberdeen: Case study on new road in annual report. Indicators go beyond the SPIs - looking at traffic light repairs, pothole repairs and road network restrictions with good contextual commentary including a mention of costs.</p> <p>Dumfries and Galloway: Some commentary within the newsletter on winter maintenance and traffic calming measures. Some good commentary and indicators on road safety and maintenance in progress report.</p> <p>East Ayrshire: Good narrative, budget information. Additional indicators on road safety, street lighting, winter maintenance and road maintenance.</p>			

	Characteristics of councils who have...			Councils that have fully met the criteria
	...fully demonstrated the PPR criteria	...partially demonstrated the PPR criteria	...not demonstrated the PPR criteria	
Waste management services	<p>PPR material provides a fuller picture of performance across the range of waste management services. Information goes further than the past specified SPIs to include local indicators such as:</p> <ul style="list-style-type: none"> • service costs • bin collection rates <p>Coverage will be likely to include satisfaction or complaints information.</p>	<p>PPR material is focused very much on the past specified indicators and does not provide a wider picture of performance. There may be some narrative to contextualise performance but the range of information is limited with obvious gaps.</p>	<p>PPR material contains no or little reference to waste management services.</p>	<p>Fully = 16</p> <ul style="list-style-type: none"> • Angus • Dumfries and Galloway • Dundee City • East Dunbartonshire • East Lothian • East Renfrewshire • Fife • Inverclyde • Midlothian • Moray • North Ayrshire • North Lanarkshire • Renfrewshire • South Ayrshire • Stirling • West Lothian
<p>Good practice examples:</p> <p>Dumfries and Galloway: Good commentary in the newsletter on Waste in connection with the national waste regulations. Good use of wide range of indicators with local commentary in progress report.</p> <p>Dundee: PPR material covers range of indicators. Included in Quarterly report to Scrutiny Committee and Comparative Performance report on Local Government Benchmarking Framework Performance Indicators. Annual report includes a section (Environment) which describes waste management performance in more detail, provides explanatory text, includes references to CO2 emissions and contains exhibits.</p> <p>East Renfrewshire: A range of waste management related indicators are highlighted in the main PPR report, Annual Report 2012-2013, including recycling rates & resident satisfaction with street cleaning and litter patrols. Waste management performance is also reported in included in the SPI return, LGBF comparative report and mid and end year performance reports.</p>				

Appendix 4 - Review methodology

1. Our review considered PPR arrangements for all 32 councils' for the 2012/13 financial year.
2. Councils were invited to explain their PPR arrangements and we reviewed the material available. Our review considered the following:
 - How well councils have reported performance against the corporate assessment themes and service areas set out in the Direction for SPIs 1 and 2.
 - The extent to which councils included:
 - local performance indicators (including cost and service user feedback)
 - contextual information
 - trend and target data
 - comparative data (over time and/or with other councils)
 - customer satisfaction levels with the councils' services.
 - The extent to which more detailed or further information is available, signposted and accessible to the reader.
 - The extent to which performance improvement areas are identified and explained.
3. The **assessment definitions** used to underpin our analysis are:
 - **Fully** – there is evidence that the council has moved beyond the Accounts Commission's 25 specified SPIs, with no obvious or major gaps in the comprehensiveness of the data reported. The data is explained through a clear narrative to allow the reader to understand the performance issues.
 - **Partially** – the council has reported information which goes beyond the Accounts Commission's 25 specified SPIs, but there are important gaps in the overall coverage. For example, either there is an absence of reporting on important services within a specific service area (eg museums and libraries within cultural and community services), or important aspects of service performance have not been covered (eg cost or customer satisfaction).
 - **No** – the council has simply reported the Accounts Commission's 25 specified SPIs, or has not reported any information at all in relation to this aspect of corporate activity or service performance.
4. Our review work began in May 2014, as we give councils the full year after the end of the 2012/13 to report on their performance for that financial year.
5. We assessed whether each council is fully, partially or not meeting the corporate assessment themes and service areas set out in the Direction. We focused on highlighting where there has been improvement and where continued improvement is required. The full results of our assessment can be found in Appendix 1.
6. The quality of the exercise was ensured by checking each SPI criteria to ensure we had been consistent and fair in our assessments of 'fully', 'partially' and 'not' meeting the criteria across all councils. This year we have again set out what we have seen within council PPR material that lead us to our specific assessments. We have captured the benchmarks set by councils in their 2012/13 PPR material in Appendix 3 and we have given examples of councils that have fully met the criteria.