2013/14 Assessment of the Council's Public Performance Reporting

Report by Kenneth Lawrie, Chief Executive

1. **Purpose of Report**
The purpose of this report is to update the Audit Committee on the Audit Scotland's assessment of the Council's Public Performance Reporting (PPR) for 2013/14.

2. **Background**
The annual Statutory Performance Indicator (SPI) direction and guide published by the Accounts Commission defines the performance information that councils must publish and how effectively they have delivered against a wide range of service performance, corporate management and Local Government Benchmarking Framework information.

Each year council's public performance reporting (PPR) is reviewed by Audit Scotland and an individual assessment is produced with details of good practice and potential areas for improvement (AFI).

For 2013/14 there are 26 areas of criteria in which councils have been assessed; these are incorporated under the four headings shown below. This year the council attained 21 areas of good practice out of a possible 26 with only five areas for improvement. Full details of the assessment are shown in Appendix 1.

Heading	Met	AFI
SPI 1 Corporate Performance	5	2
SPI 2 Service Performance	11	0
SPI 3 Local Government Benchmarking Framework	1	0
Overall Aspects	4	3
Totals	21	5

3. **Going Forward**
Overall, Audit Scotland place Midlothian in the top quartile of all Councils in respect of public performance reporting. The Councils in the top quartile share similar areas for improvement. Midlothian's five areas for improvement are captured in the Improvement Plan in Appendix 2.

- Employees
- Procurement
- Effective use of customer satisfaction information
- Dialogue with the public
- Accessibility

4 Report Implications

4.1 Resource
Whilst there are no direct resource implications as a result of this report the identified improvement plan will require action from existing resource/project activity.

4.2 Risk
This report seeks to mitigate the risk that the Council does not meet its obligations in terms of the requirement to publicly report on performance information.

4.3 Single Midlothian Plan and Business Transformation
Themes addressed in this report:

☐ Community safety
☐ Adult health, care and housing
☐ Getting it right for every Midlothian child
☐ Improving opportunities in Midlothian
☐ Sustainable growth
☒ Business Transformation and Best Value
☐ None of the above

4.4 Key Priorities within the Single Midlothian Plan
The Public Performance Report requirements include elements which demonstrate a contribution to all three Priorities identified in the SMP, Economic recovery and business growth, Positive Destinations for Young People and Early Years.

4.5 Impact on Performance and Outcomes
Work is underway to cross reference the SPI criteria with service plan outcomes to be incorporated in the development of the Balanced Scorecard.

4.6 Adopting a Preventative Approach
The council's Performance and Planning Management Framework (PPMF) which is reflected in the Council's PPR is underpinned by the previously identified Future Model key principles, one of which focuses on prevention.

4.7 Involving Communities and Other Stakeholders
This report does not directly relate to involving communities and stakeholders; however PPR requires that the information is accessible in a number of methods to the communities and stakeholders.

4.8 Ensuring Equalities
There are no direct equality implications arising from this report as there are no proposed changes to policy however, as the improvement plan is actioned any required Equality Impact Assessments will be considered.

4.9 Supporting Sustainable Development
Whilst the Councils PPMF sets out a series of approaches to service improvement planning and review which focus on delivering sustainable service improvements public performance reporting supports this.

4.10 IT Issues

There are no IT issues directly relating to this report. The quarterly performance reports will be available on the council website. Future action will result in the development of this information within the council website.

5 Recommendation

Audit Committee is asked to note the 2013/14 assessment of the council's public performance reporting and the supporting Improvement Plan.

Appendix 1: Assessment of the council's public performance reporting for 2013/14
Appendix 2: Areas for Improvement - planned improvement actions

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Background Papers:

Statutory Performance Indicator (SPI) direction and guide

http://www.audit-scotland.gov.uk/performance/docs/2012/SPI_1314_guide.pdf

APPENDIX 1 - ASSESSMENT OF THE COUNCIL'S PUBLIC PERFORMANCE REPORTING FOR 2013/14

Roles	Organisation	Name , title	Email	Telephone
Audit Scotland	PABV Group	Douglas Black, Audit Manager	SPIquery@audit-scotland.gov.uk	0131 625 1856
Appointed auditor	Grant Thornton	Paul Dossett	paul.dossett@uk.gt.com	0131 229 9181
Audit Manager	Grant Thornton	Grace Scanlin	grace.scanlin@uk.gt.com	0131 659 8526
Council contact 1	Midlothian	Elaine Johnston, Performance and Scrutiny Officer	elaine.johnston@midlothian.gov.uk	0131 270 8926
Council contact 2	Midlothian	Myra Forsyth, Performance and Scrutiny Manager	myra.forsyth@midlothian.gov.uk	0131 271 3444

Key links

SPI 1. Corporate management

www.midlothian.gov.uk > Council and government > About us > Performance and spending > Public Performance Reporting >

- **2013/14 Annual Performance Report incl. single Midlothian plan** (Corporate report)

- **2013/14 SPI Results**

SPI 2. Service performance – 2013/14 annual performance reports via > Performance and spending > Service Improvement Plans >

- **Adult and Community Care**; **Children and Families**; **Commercial Operations**; **Communities and Support** ; **Customer Service**; **Finance and Human Resources**; **Education**; **Planning and Development**; **Property and Facilities Management** ;

SPI 3. LGBF – via Performance and spending >
- **Scottish Local Government Benchmarking Framework**

Links to SPIs / summary of ratings

SPI 1. Corporate	Rating	SPI 2. Service	Rating	SPI 3. LBF	Rating	4. Overall aspects	Rating	Good practice
1.1 Responsiveness to communities	Yes	2.1 Benefits administration	Yes	3.1 LGBF	Yes	4.1 Structured approach	Yes	-
1.2 Revenues and service costs	Yes	2.2 Child protection/social work	Yes			4.2 Customer satisfaction	AFI	-
1.3 Employees	AFI	2.3 Community care	Yes			4.3 Balanced picture	Yes	-
1.4 Assets	Yes	2.4 Criminal justice social work	Yes			4.4 Comparators	Yes	-
1.5 Procurement	AFI	2.5 Cultural and community services	Yes			4.5 Financial and cost info	Yes	-
1.6 Sustainable development	Yes	2.6 Education of children	Yes			4.6 Dialogue with public	AFI	-
1.7 Equalities and diversity	Yes	2.7 Housing homelessness	Yes			4.7 Accessibility	AFI	-
		2.8 Planning	Yes					-
		2.9 Protective services	Yes					
		2.10 Roads and lighting	Yes					
		2.11 Waste management	Yes					
Number of Yes	5		11		1		4	-
Number of AFI	2		0		-		3	

Assessment detail

The summary **Rating** should be noted as **Yes** (fully meets requirements) or **AFI** (area for improvement). **Key to other terms**: **CPO** = Community Payback Order. **CPP** = Community Planning Partnership. **FOI** = Freedom of Information. **Info** = information. **LGBF** = Local Government Benchmarking Framework. **KPI** = performance indicator. **PPR** = Public Performance reporting. **RAG** = Red, Amber, Green. **SOA** = Single Outcome Agreement. **SPI** = Statutory Performance Indicator.

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI 1. CORPORATE MANAGEMENT – Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:				
1.1 Responsiveness to communities • Engagement • Customer feedback • Satisfaction survey • Consultation • Citizen panel • Customer care • Complaints • FOI requests • Contact centre	1.1.a. A range of PPR info gives a broad overview of performance.	The **Customer Service 2013/14 Annual Performance Report** covers some indicators about this aspect. The Annual Performance Report 2013-14 covers more eg complaints / key priorities.	The performance pages contain very little information on how the council engages with communities. The indicators that exist are focused on processes rather than the outcome of community engagement. More information around the nature of complaints and improvements made as a result of them would be useful.	Yes
	1.1.b. PPR includes local indicators that give a full picture, eg on: • how well the council meets the needs of specific communities • data from its surveys and consultations • how it has reacted to feedback • how it has improved services.	Each service report contains indicators on complaints that are supported by a comparison with the previous year and target; quarterly performance; RAG status and in some cases an explanatory note. This is summarised in the corporate report. The **Customer Service 2013/14 Annual Performance Report** has two actions and six performance indicators relating to this SPI. The information is supported by a comparison with the previous year and target, quarterly performance, RAG status, an explanatory note and in some cases benchmarking data.		
	1.1.c. The council actively seeks feedback on corporate and service issues.	The Consultation page can be reached via the A-Z tool or Council and government > Have your say > Consultations. There are two open consultations but no info on how past consultations have improved services.		
	1.1.d. Complaints data are reported for all services.	Each service report contains indicators on complaints, supported by a comparison with the previous year and target; quarterly performance; RAG status and in some cases an explanatory note.		
	1.1.e. It is easy to make a complaint or a FOI request.	The top of every page has a 'contact us' link but it does not contain guidance on complaints or FOI's. This can be found using the A-Z tool. There is no reporting on how this information is used. On the front page of the website, there is a "Have your say" box with a link for complaints and feedback which goes straight to complaints/FOI etc.		
1.		In 2012/13 the council met the criteria. In the 2013/14 summary judgement, we are marked as an afi. whilst		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.2 Revenues and service costs • Budget • Revenue • Expenditure • Income • Service cost • Council tax	1.2.a. A range of PPR info gives a broad overview of performance.	All service-based performance reports include an indicator on performance against revenue budget. The **Finance and Human Resources 2013/14 Annual Performance Report** gives some info and the council produces a leaflet for residents on how their Council Tax is spent. Outturn figures are reported in Financial Monitoring Reports (including a helpful variance analysis), and also reported in the Annual Accounts.	There is some good information for the public. However, some it seems rather disjointed and difficult to follow. Also, the Council Tax leaflet is useful but not relevant to the 2013/14 performance review.	Yes
	1.2.b. PPR includes local indicators giving a full picture, eg on: • unit costs/service expenditure • efficiency targets.	The **Council Tax, Business Rates and Spending 2015/16 leaflet** contains a breakdown of proposed council spend for 2015/16. There is no retrospective document showing what was spent for 2013/14. The breakdown of costs, income and generated income within the council services is detailed in the graphs n the December 2014 edition of the Midlothian News on page 20. The **2013/14 SPI Results** report includes service cost indicators. The **Finance and Human Resources 2013/14 Annual Performance Report** contains six actions but no indicators.		
1.3 Employees • Sickness absence • Staff survey • Staff engagement • Staff feedback • Staff turnover • Staff satisfaction • Staff training	1.3.a. A range of PPR info gives a broad overview of performance.	All service reports include an indicator on sickness-absence. The **Finance and Human Resources 2013/14 Annual Performance Report** gives some more information.	The indicators available for this SPI are limited to sickness-absence and do not give a good view of the council's performance in this area. It is useful, however, to be able to compare-sickness absence by service. A broader range of indicators would be helpful.	AFI
	1.3.b. PPR includes local indicators that give a full picture, eg on: • wider performance measures such as job satisfaction • the cost of the HR function • staff engagement • workforce changes, eg staffing reductions through voluntary severance or redundancy • senior management restructuring.	All service reports contain an indicator on sickness-absence and the corporate report contains the overall indicator for the council. The **Finance and Human Resources 2013/14 Annual Performance Report** contains two actions and one indicator relating to this SPI. The **2013/14 SPI Results** report includes an indicator on sickness absence.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.4 Assets • Asset management • Property maintenance • Property repairs • Buildings • Vehicles • Equipment	1.4.a. PPR includes local indicators that give a full picture, eg on: • corporate asset management plan • key projects (eg new HQ) • property repairs • property maintenance spend • work with partners to best use joint assets.	The **Property and Facilities Management 2013/14 Annual Performance Report** includes: • 12 corporate indicators for this service, eg budget, sickness-absence etc. • 10 actions and progress towards achieving them • Seven performance indicators supported by a comparison with the previous year and target, quarterly performance, RAG status and in some cases an explanatory note.	There is a broad range of indicators, supported by RAG status, trend information and explanatory notes.	Yes
1.5 Procurement • Procurement • **Procurement Capability Assessment** (PCA)	1.5.a. PPR includes local indicators that give a full picture, eg on: • e-procurement. • PCA score • Improvements from joint spend with partner bodies	There is one indicator on procurement savings in the **Finance and Human Resources 2013/14 Annual Performance Report**. It is supported by a comparison with the previous year and target, quarterly performance, RAG status and an explanatory note A search of the council's website for 'Procurement Capability Assessment returns a link to the **Finance and Integrated Service Plan**. Page 9 mentions that the council 'Achieved % 'Improved Performance' in the 2013 Procurement Capability Assessment. However, a member of the public is unlikely to find this out easily. No information on joint spend with partner bodies was found during the assessment work.	The sole indicator is useful but does not give a full picture of the council's performance. A broader range of performance information would support this.	AFI
1.6 Sustainable development (Focusing on environmental aspects) • Sustainability • Environmental • Green, Ecology • Street cleaning • Carbon emissions • Energy efficiency • Biodiversity	1.6.a. A range of PPR info gives a broad overview of performance.	A lot of the PPR info around the strategic theme 'Sustainable growth' is focussed on economic development. However, there is a large number of environmental indicators in the corporate report.	There is a broad range of indicators for this SPI, supported by RAG status, trend information and explanatory notes.	Yes
	1.6.b. PPR includes local indicators that give a full picture, eg on: • biodiversity actions and targets • energy consumption • vehicle fleet CO_2 emissions • derelict land • parks and outdoor spaces.	**Property and Facilities Management 2013/14 Annual Performance Report** includes an indicator and two actions about carbon reduction. They are supported by a comparison with the previous year and target, quarterly performance, RAG status and an explanatory note. The Corporate performance report includes six performance indicators on sustainable development, supported by a comparison with the previous year and target, quarterly performance, RAG status and an explanatory note.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.7 Equalities and diversity • Equality • Diversity • Female employees • Disability • Ethnic minority	1.7.a. A range of PPR info gives a broad overview of performance.	The **Council's Equalities Outcomes progress report for 2013-15** aims to demonstrate progress against equality outcomes detailed in Midlothian's Equality Outcome & Mainstreaming Report 2013 – 2017. This report sets the context for the council's work on equalities and diversity, and uses narrative to describe the council's progress during 2013/14 on 16 'equality outcomes'.	Performance information is comprehensive and not limited to LGBF-related indicator. However, the detailed narrative progress report could be made more accessible to the lay public by the inclusion of infographics that help to convey a high-level summary of progress in relation to the various outcomes.	Yes
	1.7.b. PPR recognises equalities & diversity in its broader sense, and covers how well the council is tackling inequality.	See 1.7.a.		
	1.7.c. PPR includes commentary on the council's response to its statutory duties on diversity and equality.	See 1.7.a. Also, the council produced an **Employment monitoring and analysis report 2012/13**, which demonstrated its response to statutory duties.		
	1.7.d. PPR includes local indicators that give a full picture, eg on: • complaints by ethnic minorities • user satisfaction with services.	The **2013/14 SPI Results** report contains an indicator on the percentage of women in the highest-earning roles. The report noted at 1.7.a covers a wide span of locally-defined target outcomes.		
SPI 2. SERVICE PERFORMANCE - Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate)				
2.1 Benefits administration • Benefit • Benefit fraud • Welfare reform	2.1.a. A range of PPR info gives a broad overview of performance.	Benefits /Revenues performance is included within the Housing and Customer Services quarterly reports. Also, the Audit Scotland performance audit report on benefits administration was presented to the Audit Committee.	See per 2.1	Yes
	2.1.b. PPR includes local indicators that give a full picture, eg on: • how well the council has responded to welfare reforms • service impacts as a result.	See 2.1.a		
	2.1.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	See 2.1.a		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.2 Child protection & children's social work • Child protection • Children looked after at home • Child care • Foster care • Supervision order	2.2.a. A range of PPR info gives a broad overview of performance.	The children's services page gives an overview of performance, and indicators are covered in both Corporate and service reports.	There is a broad range of indicators for this SPI supported by a RAG status, trend information and explanatory notes.	Yes
	2.2.b. PPR includes local indicators that give a full picture, eg on: • placement of looked after children • % of children seen by a supervisor officer < 15 days • children on the child protection register.	The **Children and families 2013/14 Annual Performance Report** reports on: • 13 corporate indicators for this service, eg sickness absence • 23 actions and progress towards achieving them • 33 performance indicators, supported by a comparison with the previous year and target, quarterly performance, RAG status and in some cases an explanatory note. The corporate report also contains a large number of indicators for this SPI under the strategic theme of 'Getting it right for every child'.		
	2.2.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The corporate report contains a large number of indicators for this SPI under the strategic theme of 'Getting it right for every child'.		
2.3 Community care • Community care • Delayed discharge • Respite care • Care satisfaction • Waiting times • Service user survey • Telecare • Care staff training • Personal care	2.3.a. A range of PPR info gives a broad overview of performance.	The corporate report, **Adult and Community Care 2013/14 Annual Performance Report** and LGBF indicators cover performance for this aspect of SPI 2.	There is a broad range of indicators, supported by a RAG status, trend information and explanatory notes.	Yes
	2.3.b. PPR includes local indicators that give a full picture, eg on: • service user satisfaction • no. of people waiting longer than target time for service • % of personal carers qualified to Scottish Social Services Council standard. • the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.	The **Adult and Community Care 2013/14 Annual Performance Report** includes: • 13 corporate indicators for this service, eg sickness absence etc. • 58 actions and progress towards achieving them • 30 performance indicators supported by a comparison with the previous year and target, quarterly performance, RAG status and in some cases an explanatory note. The corporate report also contains a large number of indicators for community care. Although the degree of overlap with the service-level report is unclear.		
	2.3.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	In the corporate report, indicators are arranged by the council's strategic themes.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.4 Criminal justice social work • Criminal justice • Community payback orders • Reconviction rates • Child reporting • Young offenders • Probation orders • Payback orders	2.4.a. A range of PPR info gives a broad overview of performance.	The Corporate report and **Housing and Community Safety 2013/14 Annual Performance Report** have indicators for this SPI aspect.	The **Housing and Community Safety 2013/14 Annual Performance Report** has only a few indicators but their coverage is supplemented by a broad range of material in the corporate report. The indicators are supported by a RAG status, trend information and explanatory notes. But it unclear that a reader seeking information on this SPI aspect should look in the corporate report instead of the service report.	Yes
	2.4.b. PPR includes local indicators that give a full picture, eg on: • no. of community payback orders started <7 working days • % of community payback orders successfully completed • reconviction rates.	The **Housing and Community Safety 2013/14 Annual Performance Report** includes: • 12 corporate indicators, eg budget, sickness absence etc. These are not broken down by service delivery aspect • two actions and progress towards achieving them • three performance indicators supported by a comparison with the previous year and target, quarterly performance, RAG status and an explanatory note. The Corporate report also contains 21 indicators on this SPI under the strategic theme of 'Community safety'.		
	2.4.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The Corporate report also contains 21 indicators on this SPI under the strategic theme of 'Community safety'.		
2.5 Cultural & community services • Community access • Satisfaction survey • Cultural heritage • Learning centres	2.5.a. A range of PPR info gives a broad overview of performance.	Performance info for libraries is in the **Communities and support 2013/14 Annual Performance Report** and the Corporate report. Leisure facilities performance info is in the **Property and Facilities Management 2013/14 Annual Performance Report**.	The indicators for this SPI aspect are well-supported by a RAG status, trend information and explanatory notes. This enables the reader to understand the council's performance.	Yes
	2.5.b. PPR includes local indicators that give a full picture, eg on: • cost per attendance at a sport/leisure facility • service user satisfaction • specific improvement commitments/ actions.	There are two indicators on libraries in the **Communities and support 2013/14 Annual Performance Report** and three in the Corporate report. They are supported by a comparison with the previous year and target, quarterly performance, RAG status and an explanatory note. There are indicators on satisfaction levels and the cost of leisure facilities in the **Property and Facilities Management 2013/14 Annual Performance Report**. They are also supported by a comparison with the previous year and target, quarterly performance, RAG status and an explanatory note. The **2013/14 SPI Results** report includes a cost per visit and satisfaction indicators for libraries and leisure facilities. They are ranked against other councils.		
	2.5.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	The Corporate report is arranged by strategic theme, so there is a clear link between the corporate report and this service.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.6 Education of children • Young people • Attainment • School inspections • School leaver • Education cost • School survey • Exclusion • Attendance • +ve destinations • School meals • Eco schools • Special education	2.6.a. A range of PPR info gives a broad overview of performance.	The **Education service page** is accessed from the main performance site and gives an overview of performance for this SPI aspect. The Corporate report and **Education 2013/14 Annual Performance Report** give more detail.	A broad range of indicators for this SPI aspect is supported by a RAG status, trend information and explanatory notes.	Yes
	2.6.b. PPR includes local indicators that give a full picture, eg on: • Education Scotland inspection results and satisfaction info • SQA/SCQF attainment levels.	The **Education 2013/14 Annual Performance Report** includes: • 12 corporate indicators for this service, eg budget, sickness-absence • 36 actions and progress towards achieving them • 34 performance indicators supported by a comparison with the previous year and target, quarterly performance, RAG status and in some cases an explanatory note. The Corporate report also contains 11 indicators on the education of children under the strategic theme of 'Getting it right for every child'		
	2.6.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The Corporate report contains 11 indicators on the education of children under the strategic theme of 'Getting it right for every child'.		
2.7 Housing & homelessness • Homeless • House repair • Domestic noise • House building • Affordable homes • Rent arrears • Scottish Housing Quality Survey Building investment • Energy efficiency	2.7.a. A range of PPR info gives a broad overview of performance.	The **Housing service page** is accessed from the main performance site and gives an overview of performance for this SPI aspect. The Corporate report and **Housing and Community Safety 2013/14 Annual Performance Report** give more detail.	A broad range of indicators for this SPI aspect is supported by a RAG status, trend information and explanatory notes.	Yes
	2.7.b. PPR includes local indicators that give a full picture, eg on: • rent arrears • energy efficiency • house building rates • affordable homes • homelessness • tenant engagement.	The **Housing and Community Safety 2013/14 Annual Performance Report** includes: • 12 corporate indicators for this service, for example budget, sickness absence etc. • 10 actions and progress towards achieving them • 8 performance indicators supported by a comparison with the previous year and target, quarterly performance, RAG status and in some cases an explanatory note. The Corporate report also contains 6 indicators on this SPI aspect under the strategic theme of 'Sustainable Growth and Housing'.		
	2.7.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The Corporate report also contains 6 indicators on this SPI under the strategic theme of 'Sustainable Growth and Housing'		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.8 Planning • Planning applications • Building warrants • Use of land • Building standards	2.8.a. A range of PPR info gives a broad overview of performance.	The **Planning and Development 2013/14 Annual Performance Report** contains PPR info for this SPI.	A broad range of indicators for this SPI aspect is supported by a RAG status, trend information and explanatory notes.	Yes
	2.8.b. PPR includes local indicators that give a full picture, eg on: • the council's aims • service costs • customer satisfaction.	The **Planning and Development 2013/14 Annual Performance Report** includes: • 12 corporate indicators for this service, eg budget, sickness-absence • 10 actions and progress towards achieving them • 11 performance indicators supported by a comparison with the previous year and target, quarterly performance, a RAG status and in some cases an explanatory note. • There are a large number of additional indicators relating to economic development of the area. The Corporate report does not include any indicators on planning but there is also an emphasis on economic impact.		
	2.8.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The **Planning and Development 2013/14 Annual Performance Report** discusses progress towards strategic outcomes.		
2.9 Protective services • Protective services • Environment • Trading Standards • Food safety • Pest control • Food hygiene • Noise complaints • Flood alleviation	2.9.a. A range of PPR info gives a broad overview of performance.	It is not clear where to look for performance info for this SPI aspect but the **Housing and Community Safety 2013/14 Annual Performance Report** has indicators for it.	A broad range of indicators for this SPI aspect is supported by a RAG status, trend information and explanatory notes. However, clearer signposting would help the reader to find relevant information.	Yes
	2.9.b. PPR includes local indicators that give a full picture, eg on: • food safety • pest control • flood alleviation • customer satisfaction.	The **Housing and Community Safety 2013/14 Annual Performance Report** includes nine indicators for this SPI aspect, supported by a comparison with the previous year and target, quarterly performance, a RAG status and in some cases an explanatory note. However, it is not clear to the reader that this is where to look for them. There are no indicators for this SPI in the Corporate report.		
	2.9.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	No evidence found.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.10 Roads & lighting • Roads • Lighting • Cost of repairs • Road resurfacing • Road satisfaction	2.10.a. A range of PPR info gives a broad overview of performance.	This SPI is covered in the **Commercial Operations 2013/14 Annual Performance report** and the Corporate report.	There is a reasonable range of indicators for this SPI aspect, supported by a RAG status, trend information and explanatory notes.	Yes
	2.10.b. PPR includes local indicators that give a full picture, eg on: • traffic light failure repairs • winter maintenance works completed in target time period • % of road network resurfaced.	The **Commercial Operations 2013/14 Annual Performance report** reports on: • 13 corporate indicators for this service, eg budget and sickness-absence. This corporate figure is not broken down further to give specific info on roads and lighting. • Four actions and progress towards achieving them. • Three performance indicators supported by a comparison with the previous year and target, quarterly performance, a RAG status and in some cases an explanatory note. The Corporate report includes five indicators related to this SPI aspect, supported by a comparison with the previous year and target, quarterly performance, a RAG status and in some cases an explanatory note. The **Environmental Service performance page** is accessed from the main performance page includes indicators on the cost of maintaining roads.		
	2.10.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The Corporate report is organised by the Council's strategic themes.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.11 Waste management • Waste collection • Waste recycling • Missed collections • Landfill • Satisfaction survey • Complaints	2.11.a. A range of PPR info gives a broad overview of performance.	This SPI aspect is covered in the **Commercial Operations 2013/14 Annual Performance report** and the Corporate report.	There is a reasonable range of indicators for this SPI aspect, supported by a RAG status, trend information and explanatory notes.	Yes
	2.11.b. PPR includes local indicators that give a full picture, eg on: • refuse bin collection rates.	The **Commercial Operations 2013/14 Annual Performance report** features on: • 13 corporate indicators for this service, eg budget, sickness-absence. etc. This corporate figure is not broken down further to give waste info. • One action and progress towards achieving it. • Three indicators supported by a comparison with the previous year and target, quarterly performance, a RAG status and in some cases an explanatory note. The Corporate report includes one indicator related to food waste, supported by a comparison with the previous year and target, quarterly performance, a RAG status and in some cases an explanatory note. The **Environmental Service performance page** is accessed from the main performance page and includes indicators on customer satisfaction and recycling and cleanliness scores.		
	2.11.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The Corporate report is organised by the Council's strategic themes.		
3. SPI 3. Each council will report its performance in accordance with the requirements of the Local Government Benchmarking Framework (LGBF)				
3.1 LGBF • Framework • Benchmarking • Service • Performance	3.1.a. The council reports its performance against the performance indicators in the LGBF.	The council publishes a **2013/14 SPI Results** report which contains the LGBF indicators and ranks their performance against other councils in Scotland.	The **2013/14 SPI Results** report is useful, especially the comparison's with other councils.	Yes
	3.1.b. The council reports its performance at **mylocalcouncil**	There is a link to **mylocalcouncil** from the main performance page.		
4. OVERALL				
4.1 Structured approach to PPR, with clear presentation of information	4.1.a. PPR info is linked directly from website's Home page.	There is no obvious link from the front page but the performance page can be reached using the A-Z tool at the top of every page.	Information is well structured but some links are not where they are expected to be, so information is not easily	Yes
	4.1.b. There is a coherent look & feel to how info is presented and structured.	All the service reports have the same look and feel as the Corporate report. The same corporate indicators are used in all of them.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.1.c. There is a high-level summary on the council's overall performance.	No evidence found. The Corporate report contains detailed info This statement is contradictory	found. Performance information would benefit from better use of infographics.	
	4.1.d. There is clear layering and signposting of info, which is easy for the reader to navigate.	The service pages in the performance site link to improvement plans instead of performance reporting, but a summary of performance is given.		
	4.1.e. There is relevant explanatory narrative – which is in Plain English	Each indicator is supported by a note which explains the performance.		
	4.1.f. There are supporting, informative graphics, eg charts, tables, and diagrams.	No evidence found.		
	4.1.g. Web links to other PPR info work.	The Corporate report is linked correctly but the file has the wrong name, which could cause confusion.		
	4.1.h The council reports on additional indicators that contribute to an overall view of their performance.	The council have a number of indicators on economic development in their Corporate report.		
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	No evidence was found beyond satisfaction indicators in **2013/14 SPI Results** report.	Limited information available on customer satisfaction or the results of feedback to the council	AFI
	4.2.b. PPR explains what the council is doing as a result of feedback.	No evidence was found.		
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Both good and bad performance are reported.	A balanced picture of performance is presented in the PPR information.	Yes
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	RAG symbols are used in all reports to give an overview.		
	4.3.c. Priorities for improvement by the council are clear to the reader.	The Corporate report and service reports includes challenges and priorities for the coming year.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	All service reports support indicators with a comparison against the previous year, the target and in some cases benchmarked info.	Comparison information is used well to support the indicators.	Yes
	4.4.b. Trends are included for all council areas and indicators, as appropriate.	All the indicators in the **2013/14 SPI Results** report are ranked against the performance of other councils in Scotland.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	As 4.4b		
4.5 Good use of financial and cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	The **Council Tax, Business Rates and Spending 2015/16 leaflet** contains a breakdown of proposed council spend for 2015/16 but there is no retrospective equivalent document showing spend in 2013/14.	See 1.2.	Yes
	4.5.b. Financial info is well structured and clearly presented.	see 1.2		
	4.5.c. There is info on services' unit costs, eg £ per primary school pupil.	See 1.2		
	4.5.d. PPR includes info on the council's budgets for major services.	see 1.2		
	4.5.e. Plain language explains the figures.	see 1.2		
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	No evidence found.	No evidence was found of a dialogue with the public around PPR.	AFI
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	No evidence found. the Council has a range of Question/answer sessions throughout the year via Facebook and Twitter.		
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	The PPR info that is accessible from the performance pages is limited to reports. There are no infographics to help present and explain the data.	Performance information would benefit from a range of outputs such as infographics, to make the information more accessible.	AFI
	4.7.b. Info is available in different languages, on request.	No evidence found.		
	4.7c. Printed info is available on request.	No evidence found.		

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Appendix 2   IMPROVEMENT PLAN

Area for Improvement	Summary Judgement	Planned Improvement Action	Service
1.3 Employees	The indicators available for this SPI are limited to sickness-absence and do not give a good view of the council's performance in this area. It is useful, however, to be able to compare-sickness absence by service. A broader range of indicators would be helpful.	Work is underway to incorporate people strategy measures into the Balanced Scorecard.	HR/OD
1.5 Procurement	The sole indicator is useful but does not give a full picture of the council's performance. A broader range of performance information would support this.	The new procurement strategy was signed off by Council on the 23 June and included a number of performance measures that will be monitored and reported annually as part of the Performance and Planning Management Framework, these include: • % of contracts awarded to local suppliers • % of spend with local suppliers • Community Benefits delivered through contracts • Procurement Capability Assessment • % spend through contracted suppliers • Cashable and Non-Cashable savings • Contracts delivered on time	Procurement

IMPROVEMENT PLAN

4.2 Effective use of customer satisfaction information	Limited information available on customer satisfaction or the results of feedback to the council.	Customer Satisfaction is currently collected within the regulated services of Housing, Education and Social Work and the results used to determine policy and practice outcomes in these services. The Council's Customer Service Strategy has completed the initial phase of customer profiling and insight into knowing who our customers are and shaping the services they need. The current phase is aligning service delivery to the customer journey and ensuring continuous improvement through customer feedback will be evident in delivering efficient and well managed services across the Council.	Customer Services
4.6 Dialogue with the public	No evidence was found of a dialogue with the public around PPR.	The intention is to make more use of Social Media, for example: • A range of question/answer sessions throughout the year via Facebook and Twitter. • An intention is to tweet performance information where areas have improved quarterly.	Community Engagement
4.7 Accessibility	Performance information would benefit from a range of outputs such as infographics, to make information more accessible.	PPR requires a range of outputs which will be reported annually which will contain infographics to ensure the information is more accessible.	Quality and Scrutiny