

PERTH AND KINROSS COUNCIL**STRATEGIC POLICY & RESOURCES COMMITTEE – 23 SEPTEMBER 2015
SCRUTINY COMMITTEE – 23 SEPTEMBER 2015****ACCOUNTS COMMISSION'S ASSESSMENT OF PERTH AND KINROSS
COUNCIL'S PERFORMANCE REPORTING FOR 2013/14****REPORT BY THE CHIEF EXECUTIVE****PURPOSE OF REPORT**

This report presents the Accounts Commission's assessment of the Council's approach to responding to its statutory public performance reporting duties.

1. BACKGROUND/MAIN ISSUES

- 1.1 Each year the Accounts Commission publishes a Statutory Performance Indicator Direction which sets out the requirements for local authorities in meeting their Public Performance Reporting (PPR) duties. The Direction requires Council's to develop their own approach to publishing performance information covering a range of corporate and service themes. This includes reporting on the Local Government Benchmarking Framework (LGBF).
- 1.2 To assure itself that the Direction is being met, this year the Commission published a detailed assessment of how Councils responded to the direction during 2013/14. The assessments are structured to be as objective as possible but the Commission advises that an element of subjectivity is unavoidable when assessing the quality of information presented. Each Council's PPR was assessed for evidence against 26 quality themes, including whether there is:
 - a structured approach to PPR, with clear presentation of information
 - effective use of customer satisfaction information
 - a balanced picture of performance
 - a good use of comparators
 - a good use of financial and cost information
 - evidence of the council's dialogue with the public
 - evidence of the accessibility of information
- 1.3 In general the Commission reports that there has been progress across the majority of Councils, but that there remain opportunities for improvement.

2 PERTH AND KINROSS COUNCIL'S PPR ASSESSMENT

- 2.1 Perth and Kinross Council has performed well, demonstrating full compliance in 25 out of 26 categories (See Appendix 1). Our overall assessment compares favourably with other Councils and is the second highest performing Council for meeting the requirements of the Accounts Commission's Statutory Performance Indicator Direction (See Table 1).

Table 1

Council	Full compliance	Area for improvement
Fife	26	None
Angus	26	None
PKC	25	1
East Ayrshire	24	2
East Renfrewshire	24	2
East Lothian	24	2
Inverclyde	23	3
Moray	23	3
North Ayrshire	23	3
Stirling	23	3
West Dunbartonshire	23	3
Aberdeenshire	22	4
East Dunbartonshire	22	4
North Lanarkshire	22	4
South Lanarkshire	22	4
City of Edinburgh	21	5
Dumfries & Galloway	20	6
Clackmannanshire	19	7
Midlothian	19	7
West Lothian	19	7
Orkney Islands	18	8
Scottish Borders	18	8
Renfrewshire	17	9
Glasgow City	17	9
Argyll & Bute	15	11
Falkirk	15	11
Eilean Siar	13	13
Dundee City	12	14
Shetland Islands	12	14
South Ayrshire	12	14
Highland	11	15
Aberdeen City	8	18

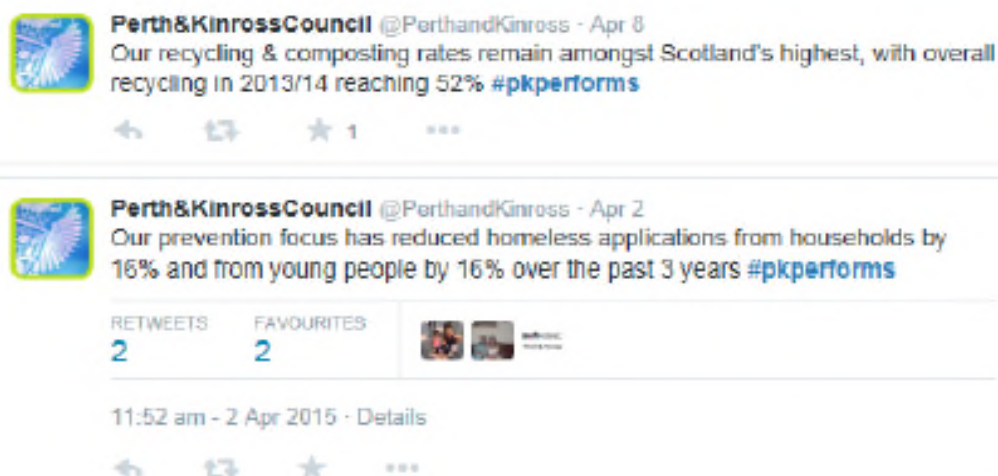
For a copy of the full report, click on the link below:

http://www.audit-scotland.gov.uk/about/docs/ac_150611_papers.pdf

- 2.2 The Accounts Commission identifies Perth and Kinross Council as best practice in terms of our strategically structured approach to performance reporting; and for our use of social media to improve dialogue with the public (See Exhibit 1). Councils that have performed weakly in this year's assessment have been asked by the Commission to learn from Perth and Kinross Council and other high performing local authorities. The Commission's assessment of Perth and Kinross Council also highlights other areas of good practice including the broad range of contextual and performance information available on our website, the comprehensive and balanced picture of performance at corporate and service level, use of trend statistics, and engaging with the public to elicit customer satisfaction information.

Exhibit 1

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



- 2.3 The one area for further improvement identified for Perth and Kinross Council was 'Responsiveness to Communities'. The Accounts Commission acknowledges the wide range of information reported by the Council in this area, including complaints and freedom of information requests; the results of various surveys and consultations; and details of future engagement events. However, it also highlights the need to be more transparent about how the Council uses this feedback to improve the design and delivery of frontline Services. This was a common theme across all Councils.
- 2.4 Other common themes identified for many Councils included a reliance on data tables with limited use of infographics and the use and quality of narrative surrounding the data to explain performance to the public in layman's terms.

3. NEXT STEPS

- 3.1 We continue to strive to be more transparent about how we are using customer and community feedback to inform the design of our services. For example, this year's Service Business Management and Improvement Plans 2015/16 include a section on what our customers have been telling us and how we plan to respond. A biennial residents' survey was reintroduced earlier this year and results and planned action will be reported back to the public via this year's Annual Public Performance Report and detailed results will be made available on the Council's website. We have also been working on the national pilot of a Community Planning Partnership (CPP) place-based scrutiny approach. This has involved working with the national scrutiny bodies collectively to devise and assess a potential methodology for the evaluation and scrutiny of how community planning is operating at a local level.

- 3.2 The Council is keeping pace with technological advancements as our good practice in using social media demonstrates. The use of infographics (See Exhibit 2) has recently become prominent across all sectors and the Council has embraced this movement. This year's Annual Performance Report will incorporate infographics and charts with the aim of communicating complicated information in a way which is easier to interpret for elected members, staff and members of the public.

Exhibit 2

An infographic is a way of learning about a topic and visualising impact without the need for a lot of heavy reading. For example:

This is almost a 70% success rate



- 3.3 In the longer term, the Council's Transformation Programme 2015-2020 includes a project to modernise the Council's approach to public performance reporting, primarily through the digitalisation of performance data. A key stage of the review process will be to investigate and learn from good practice elsewhere, including the Councils highlighted by the Accounts Commission in their report.
- 3.4 The Accounts Commission will continue to monitor the Council's progress with responding to the Direction through annual audit, shared risk assessment and Best Value audit processes. The Commission is reviewing its strategy in relation to statutory performance information and will be consulting with key stakeholders on this before issuing a refreshed Direction by the end of 2015.

4. CONCLUSION AND RECOMMENDATION

- 4.1 Perth and Kinross Council is a leading authority in terms of performance management and performance reporting, consistently recognised as such by external audit and inspectorates. The Council will continue to adapt and respond to the rapidly changing technological environment to take advantage of opportunities for better engagement and dialogue with our public around performance issues.
- 4.2 It is recommended that the Strategic Policy & Resources Committee and Scrutiny Committee:
- a) Notes the Accounts Commission's assessment of Perth and Kinross Council's performance reporting for 2013/14; and
 - b) Notes the next steps detailed at section 3 to secure further improvement.

Authors

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Approved

Name	Designation	Date
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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1.1 Strategic implications

This report supports the delivery of the Community Plan, Single Outcomes Agreement and Corporate Plan objectives.

1.2 Consultation

The Depute Chief Executive, Executive Director (The Environment Service), Executive Director (Housing and Community Care), Depute Director (The Environment Service), Strategic Lead (Change and Improvement), Head of Environmental and Consumer Services, Head of Cultural and Community Services, Corporate Research and Information Manager, and Service Manager (Communities) were consulted during the preparation of this report.

2. BACKGROUND PAPERS

The background papers referred to within the report are:

[Report by Audit Scotland report to the Accounts Commission: *Statutory performance information 2013/14: an evaluation of councils' responses to the 2012 Direction*, 11 June 2015](#)

3. APPENDICES

Appendix 1 – Accounts Commission's assessment of Perth and Kinross Council's performance reporting for 2013/14

PERTH & KINROSS COUNCIL

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

Organisation	Roles	Name	Email	Telephone
Audit Scotland	Auditor	Douglas Black, Audit Manager	SPIquery@audit-scotland.gov.uk	0131 625 1856
Audit Scotland	Auditor	Pearl Tate, Senior Audit Manager	ptate@audit-scotland.gov.uk	0131 625 1916
Perth & Kinross	Council	Louisa Dott, Acting Team Leader, Strategic Planning, Improvement & Risk	LJDott@pkc.gov.uk	01738 475 070
Michelle Cochlan	Council	Partnership & Improvement Manager	MCochlan@pkc.gov.uk	01738 475 070

Key links – if a link does not open the web page/document you seek, please copy and paste the link into your web browser. Links valid as at April 2015.

Corporate

- www.pkc.gov.uk > [Council and government](#) > [Performance info, performance and statistics](#) > www.pkc.gov.uk/performance - and this page has headings for:
 - **PK Performs** – progress against the SOA. **PKC Evidence Portal** – background and performance info.
 - **Quality of life indicators** – progress against Principles for Sustainable Development. **Benchmarking for improvement** – links to [mylocalcouncil](#).
 - **Report to a meeting of the Council** on its progress in 2013/14 versus the LGBF; the council's web page doorway to 2013/14 data for the LGBF (updated 30 Jan 2015).
 - The council's **Annual performance report 2013/14** (APR) against the community plan/SOA; a **Performance summary leaflet**; **Annual financial summary 2013/14**.

Services

- The council's Joint Service Business Management & Improvement Plan (BMIP) for 2013/14 and Service Annual Performance Report (APR) for – **Chief Executive's Service, Education and Children's Services, Housing and Community Care, The Environment Service**.

Links to SPIs / summary of ratings

SPI 1. Corporate		Rating	SPI 2. Service		Rating	SPI 3. LGBF		Rating	4. Overall aspects		Rating
1.1	Responsiveness to communities	AFI	2.1	Benefits administration	YES	LGBF		YES	4.1	Structured approach	YES
1.2	Revenues & service costs	YES	2.2	Community care	YES				4.2	Customer satisfaction	YES
1.3	Employees	YES	2.3	Criminal justice social work	YES				4.3	Balanced picture	YES
1.4	Assets	YES	2.4	Cultural & community services	YES				4.4	Comparators	YES
1.5	Procurement	YES	2.5	Planning	YES				4.5	Financial & cost info	YES
1.6	Sustainable development	YES	2.6	Education of children	YES				4.6	Dialogue with public	YES
1.7	Equalities & diversity	YES	2.7	Child protection/social work	YES				4.7	Accessibility	YES
			2.8	Housing & homelessness	YES						
			2.9	Protective services	YES						
			2.10	Roads & lighting	YES						
			2.11	Waste management	YES						
Number of YES		6			11			1			7
Number of AFI		1			-			-			-

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Assessment detail

The summary **Rating** is noted as **Yes** (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. **PI** = performance indicator. **LGBF** = Local Government Benchmarking Framework. **Page** = web page. **PPR** = Public Performance reporting. **SOA** = Single Outcome Agreement. **SPI** = Statutory Performance Indicator.

Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI 1. CORPORATE MANAGEMENT – Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:				
1.1 Responsiveness to communities - 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 BMI/APR for the Chief Executive's Service reports 2013/14 three KPIs under Service Objective 4 (page 13 of the pdf), on complaints and FOI requests (See 1.1.d below).	The website provides contextual information on how the council engages with communities and how the public can make complaints or FOI requests. However, some information dates from before 2013/14 and it is difficult for the public to see how the council has reacted to feedback from communities to improve the design and delivery of front line services. Also, the public may be reluctant to search for performance information in committee reports.	AFI
	1.1.b. PPR has local indicators giving a full picture of performance, eg on: - how well the council meets the needs of specific communities - data from surveys/ consultations - how it has reacted to feedback - how it has improved services.	There is info on the results of surveys and consultations, at Council and government > Council information, performance and statistics > Financial challenges > Have your say. However, the latest info dates from 2010. The web page on Financial challenges was last modified in December 2012, according to the website. Also, the website has no info on how the council has reacted to feedback, or improved services. Consultation on key decisions/ policies, and how this has affected design and delivery of services, is reported in committee reports. [Following this assessment, the council noted 'Corporately, a biennial residents survey was reintroduced in late 2014 /15 and will be reported back to the public with service-level information. An ongoing resident 'survey-lite' that can be used at any time by any resident will also be made available.'		
	1.1.c. The council actively seeks feedback on corporate and service issues.	At Home > Browse council info (in page header) > Council and government , there is info on Consultations, complaints and future complements . The public can see info on past, current and future consultation and engagement events and Viewfinder , the council's citizens' panel.		
	1.1.d. Complaints data are reported for all services.	The Business management and improvement plan (BMIP) and annual performance report 2013/14 (APR) for the Chief Executive's Service reports on 2013/14 KPIs under Objective 4, eg percentage of FOI requests responded to within 20 days of receipt. The document comments on progress against each of the four objectives, and has a few lines on each KPI. Also, the Education and Children's Services Standards and quality report 2013/14 has a statistics on complaints (Appendix 6).		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	1.1.e. It is easy to make a complaint or a FOI request.	The Home page tab for Have your say takes the reader to the web page on consultations, inquiries and complaints. A similar approach is followed for Freedom of Information guidance and on making an FOI request. See above relating to performance indicators. The A-Z of services link on the Home page does not show complaints under C. Using the Home page's search tool yields several items on complaints, with the top-most item on how to make a complaint .		
1.2 Revenues & service costs - Budget - Revenue - Expenditure - Income - Service cost - Council tax	1.2.a. A range of PPR info gives a broad overview of performance.	The PKC Evidence Portal links to Managing Finance and Efficiency Savings, which has corporate-level performance info, eg reports on: 2013/14 Annual (corporate) performance report. 2013/14 Annual efficiency statement. 2013/14 Annual report for following the public pound. 2013/14 Annual Treasury report. - Savings arising from early retirement decisions in 2013/14. Report on the audited statement of accounts for 2013/14. At Home> Council and government> Council info, performance and statistics, is a link to the council's handling of financial challenges.	The council has made a broad range of contextual and performance information available on its website.	YES
	1.2.b. PPR includes local indicators giving a full picture, eg on: - unit costs/service expenditure - efficiency targets.	The PKC Evidence Portal links to Managing Finance and Efficiency Savings, which has a range of corporate-level performance info, eg The 2013/14 annual efficiency statement – the report summarises efficiency gains made during 2013/14 and highlights areas where the council is seeking further gains in 2014/15. - Update of the medium-term financial plan (at Oct 2013). - Improved targeting of council tax discounts (June 2013). Detailed info in services' annual performance reports for 2013/14 covers progress on specific KPIs, eg for Education and Children's Services, eg 'weekly cost per looked after child'.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
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. 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.	The 2013/14 BMIP/APR for the Chief Executive's Service has a section on 'Managing our people'. Home> Council and government> Council info, performance and statistics> Statistics, facts and figures links to Human resources management info – leading to a statistical profile of the council workforce for 2013/14, including a summary table on staff turnover. There is also a range of staffing-related indicators for the various services. Eg. In the Chief Executive's Service: The 2013/14 BMIP/APR has KPIs including the number of working days lost through sickness absence. On the council's Home page, the A-Z of council services links to explanatory info on accessing training related to childcare, and childminding. The council conducts an annual staff survey with all employees, which includes staff satisfaction and staff training measures. All Service BMIPs have a section on managing people, which outlines the key workforce issues for that service. Corporately within the annual performance report, there is a section on managing people which gives a performance highlight of the new learning opportunities for staff and the number of staff that attend.	Descriptive commentary and related KPIs cover a range of issues at corporate and service level.	YES

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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 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 2013/14 BMIP/APR for the Chief Executive's Service has an objective to 'Ensure the Council's resources are efficiently utilised and support Services and partners to transform and deliver value for money services'. The document has a section on 'Organised to deliver,' which includes comment on managing assets. It mentions that a 'New Property Maintenance system is being procured to support asset management'. It reports 'ongoing' progress against an improvement action to 'Further develop links between workforce planning, financial planning and asset management planning' – but there is no supporting data or commentary. Under the strategic objective of 'Creating a safe and sustainable place for future generations, is a range of KPIs, eg on: - Percentage of floor area of operational buildings in satisfactory condition. - Percentage of operational buildings that are suitable for their current use. - Emission from council buildings. Within The Environment Services (TES) BMIP there is a section on Property Services which outlines the number of repairs carried out in 2013/14 and the capital investment total to our estate (page 28). Within the TES BMIP there is a performance highlight regarding fleet management and the work that had been carried out to reduce the carbon footprint. At Home> Browse council information> Business and trade> Regeneration and city centre management, there is info on alternative uses for the vacant City Hall/Square. A report on the City Hall went to full Council in June 2014, within the Evidence Portal under Assets that covers progress during 2013/14. There is no PPR coverage of property repairs, maintenance, or equipment.	There is comprehensive information on asset management, across a range of web pages and publications, although some aspects would benefit from more coverage.	YES

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
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	Home> Council and government> Tenders and contracts takes the reader to a range of info – eg on Tenders and contract opportunities for SMEs. It asks businesses to bid for work with the council via the national Public Contracts Scotland portal. From the Home page, the A-Z of council services lists Procurement, which takes the reader to the same info as above. From Home, searching for Procurement Capability Assessment yields an Update report (Apr 2014) which explains improved procurement arrangements and performance.	There is comprehensive information on the council's approach to procurement, and also its performance.	YES
	1.5.b. Improvements from joint spend with partner bodies.	The Tayside Procurement Consortium (TPC) comprises Perth & Kinross, Angus and Dundee City Councils. TPC aims is to secure better value for money for all three councils. The TPC website has little info to quantify the benefits it has yielded, but the Update report at 1.5.a details improvements and reports on performance indicators.		
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. 1.6.b. PPR includes local indicators that give a full picture, eg on: - biodiversity actions and targets - energy consumption - vehicle fleet CO₂ emissions - derelict land - parks and outdoor spaces.	The 2013/14 BMIP/APR for the Chief Executive's Service has a section on 'Organised to deliver,' which includes three pages of commentary on 'Promoting a prosperous, sustainable and inclusive economy'. The info covers key areas for improvement in 2014/15. The doc noted above at 1.6.a. summarises progress on a range of indicators related to some of the council's strategic objectives: - Developing a prosperous, sustainable and inclusive economy, eg: - Area of Serviced Business Land available for development. - Supporting people to live independent, healthy and active lives, eg: - Percentage of households in fuel poverty. - Percentage of council dwellings that are energy efficient. - Creating a safe and sustainable place for future generations, eg: - Total number of houses built in Perth and Kinross. - Emissions from council buildings (tonnes of CO₂). The 2013/14 BMIP/APR for The Environment Service shows outcomes related to the council's strategic objectives, with KPIs including: Vacant premises brought into use; Total domestic energy consumption for Perth & Kinross, per capita. The council reports on Quality of life indicators which monitor progress against the council's Principles for Sustainable Development.	There is comprehensive information on the council's approach to sustainable development, and also its performance.	YES

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.7 Equalities & diversity - Equality - Diversity - Female employees - Disability - Ethnic minority	1.7.a. A range of PPR info gives a broad overview of performance.	The Annual performance report 2013/14 includes three paragraphs of commentary on equalities and diversity under Organised to deliver (page 17 as printed). The report lists KPIs under the council's strategic objectives. Eg under the strategic objective about Creating a safe and sustainable place for future generations, sits an Outcome about "People in vulnerable circumstances are protected". This features 12 indicators including the percentage Detection Rate for Hate Crime. The same structured approach applies to other objectives. The PKC Evidence portal has signposts to more detailed info on council performance.	There is comprehensive information on the council's approach to equalities and diversity, and also its performance.	YES
	1.7.b. PPR includes commentary on the council's response to its statutory duties on diversity and equality.	The A-Z toolbar on the Home page lists a web page on Equality and diversity. This mentions the Equalities Act. It also has links to the council's Equality policy, and related documents. The Service equality action plan 2013-15 profiles progress against a set of equality outcomes. Also See 1.7.a.		
	1.7.c. PPR includes local indicators that give a fuller picture, eg on: - complaints by ethnic minorities - user satisfaction with services.	Searching the council's website for 'ethnic minorities' returns info on hate crimes at Home> Community life and leisure> Community advice > Community advice - new workers> Law in Scotland > Hate crimes and offences. Info on ethnic minorities' views of council services was not found, but the council has published over 40 integrated equality impact assessments on individual services.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
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 cost - Benefit fraud - Welfare reform	2.1.a. A range of PPR info gives a broad overview of performance.	While various web pages and document have helpful context info, they do not always provide performance info. The A-Z toolbar on the Home page lists web pages describing the council's approach to Reporting benefit fraud; Benefits – council tax; and Benefits – housing. Searching the website yields an A-Z directory of info on welfare benefits and other help that may be available. A press release dated 17 Feb 2015 announced £100,000 additional funding for the Welfare Rights team in 2014/15. The Housing and Community Care BMIP provides a performance update for 2013/14 on Benefits and Welfare Reform (page 33). Also within the Housing and Community Care BMIP there are two KPI's on benefits (page 36). It also demonstrates clear links to the SOA/ Corporate Plan Objectives and local outcomes.	There is a good range of performance information, across several web pages and publications.	YES
	2.1.b. PPR has local indicators that give a full picture, eg on: - how well the council has responded to welfare reforms - service impacts as a result.	The website has info on how to access services and how services work, but does not show the performance of Benefits administration. The web pages on <i>PK performs</i> host info on the performance of the Chief Executive's service in 2013/14 but do not mention 'benefits' or welfare reform. The PKC Evidence portal contains signposts to sources of more detailed information on council performance.		
	2.1.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome. However, no link could be found between descriptive info on Benefits administration and the SOA or CPP.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.2 Community care - Community care - Delayed discharge - Respite care - Care satisfaction - Waiting times - Service user survey - Telecare - Care staff training - Personal care	2.2.a. A range of PPR info gives a broad overview of performance. 2.2.b. PPR has local indicators that give a full picture, eg on: - service user satisfaction - no. of people waiting longer than target time for service - percentage of personal carers qualified to Scottish Social Services Council standard. 2.2.c. PPR includes commentary on the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support. 2.2.d. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The council's Annual performance report 2013/14 reports on the Objective: Supporting People to Lead Independent, Healthy and Active Lives. This contains three Outcomes: - High quality personalised care (5 indicators). - Older people are independent for longer (11 indicators). - Longer, healthier lives for all (17 indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15. The PKC Evidence portal contains signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. The council reports on LGBF indicators online at mylocalcouncil Information could not be found for waiting times or qualifications. A Pathfinder Board was approved by the Council to oversee further preparations for Adult Health and Social Care Integration in Perth and Kinross from 1 April 2013. A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.	There is comprehensive information on the council's approach to the service and also its performance, with only a few gaps.	YES

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.3 Criminal justice social work • Criminal justice • Community payback orders • Reconviction rates • Child reporting • Young offenders • Probation orders • Payback orders	2.3.a. A range of PPR info gives a broad overview of performance. 2.3.b. PPR has local indicators that give a full picture, eg on: • no. of community payback orders started <7 working days • percentage of community payback orders successfully completed • reconviction rates. 2.3.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The council's Annual performance report 2013/14 reports on the Objective: 'Creating a safe and sustainable place for future generations'. This contains two relevant outcomes: • Resilient, responsible and safe communities (12 indicators). • People in vulnerable circumstances are protected (12 indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15. The PKC Evidence portal has signposts to more detailed info on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. The council reports on LGBF indicators online at mylocalcouncil A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.	There is comprehensive information on the council's approach and its performance .	YES

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.4 Cultural & community services - Community access - Satisfaction survey - Cultural heritage - Learning centres	2.4.a. A range of PPR info gives a broad overview of performance.	The council's Annual performance report 2013/14 reports on three relevant corporate objectives, each with a number of outcomes that in turn map to specific indicators: - Giving every child the best start in life (one outcome with six indicators). - Promoting a prosperous, sustainable and inclusive economy (one outcome with 15 indicators). - Supporting people to lead independent, healthy and active lives (one outcome with 17 indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15.	There is evidence of PPR in the annual performance report, and evidence that the indicators feed into higher-level strategic themes.	YES
	2.4.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.	The PKC Evidence portal contains signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. The council reports on LGBF indicators online at mylocalcouncil		
	2.4.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.5 Planning - Planning applications - Building warrants - Use of land - Building standards	2.5.a. A range of PPR info gives a broad overview of performance. 2.5.b. PPR has local indicators that give a full picture, eg on: - the council's aims - service costs - customer satisfaction. 2.5.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The council's Annual performance report 2013/14 reports on the Objective: Promoting a prosperous, sustainable and inclusive economy. This has an Outcome on Thriving, expanding economy (15 indicators including Area of available serviced business land) The Objective on Creating a safe and sustainable place for future generations has an Outcome on Attractive, welcoming environment (25 indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15. The PKC Evidence portal contains signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. The council reports on LGBF indicators online at mylocalcouncil A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.	There is evidence of comprehensive information in the annual performance report. There is also evidence that the indicators feed into higher-level strategic themes.	YES
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. 2.6.b. PPR has local indicators that give a full picture, eg on: - Education Scotland inspection results and satisfaction info - SQA/SCQF attainment levels. 2.6.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The council's Annual performance report 2013/14 reports on one relevant Objective: Developing educated, responsible and informed citizens. This has two outcomes: - Young people reach their potential (18 indicators). - People are ready for life and work (four indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15. See 2.6.a. The PKC Evidence portal has signposts to sources of more detailed info on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. The council reports on LGBF indicators online at mylocalcouncil A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.	There is evidence of comprehensive information in the annual performance report. There is also evidence that the indicators feed into higher-level strategic themes.	YES

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.7 Child protection & children's social work - Child protection - Children looked after at home - Child care - Foster care - Supervision order	2.7.a. A range of PPR info gives a broad overview of performance.	The council's Annual performance report 2013/14 reports on, for example: the Objective: Giving every child the best start in life. This has an Outcome: Children have the best start in life (8 indicators, including percentage of severe obesity levels in P1 children). The report cites the Care Inspectorate as rating the council's fostering and adoption service as good or very good. There is commentary on performance in 2013/14 and areas for development in 2014/15.	There is comprehensive information on the council's approach to the service and also its performance.	YES
	2.7.b. PPR has local indicators that give a full picture, eg on: - placement of looked after children - percentage of children seen by a supervisor officer < 15 days - children on the child protection register	The PKC Evidence portal contains signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and SOA/CPP-related performance information about the role of each CPP partner.		
	2.7.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	A hierarchy features in the Annual performance report /14 , and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.		
2.8 Housing & homelessness - Homeless - House repair - Domestic noise - House building - Affordable homes - Rent arrears - Scottish Housing Quality Survey - Building (SHQS) investment - Energy efficiency	2.8.a. A range of PPR info gives a broad overview of performance.	The council's Annual performance report 2013/14 reports on the Objective: Supporting people to lead independent, healthy and active lives. This has a relevant outcome on Longer, healthier lives for all (17 indicators). The Objective on Creating a safe and sustainable place for future generations has an Outcome on Attractive, welcoming environment (25 indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15.	There is evidence of comprehensive information in the annual performance report. There is also evidence that the indicators feed into higher-level strategic themes.	YES
	2.8.b. PPR has local indicators that give a full picture, eg on: - rent arrears - energy efficiency - house building rates - affordable homes - homelessness - tenant engagement.	The council reports on LGBF indicators online at mylocalcouncil The indicators noted at 2.8.a included: - Percentage of emergency repairs completed within 24 hours. - Number of publicly-subsidised houses built. - Number of new people supported by the Rent Bond Scheme. - Percentage of dwellings meeting the SHQS standard. - Percentage of tenants satisfied with overall service provided by their landlord.		
	2.8.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	A hierarchy features in the Annual performance report 2013/14 comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
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. 2.9.b. PPR has local indicators that give a full picture, eg on: - food safety - pest control - flood alleviation - customer satisfaction. 2.9.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy 2.10.a. A range of PPR info gives a broad overview of performance.	The council's Annual performance report 2013/14 (APR) reports on the Objective about Creating a safe and sustainable place for future generations. This has two relevant Outcomes: Resilient, responsible and safe communities (12 indicators) and People in vulnerable circumstances are protected (12 indicators). There is commentary on performance in 2013/14, and on areas for development in 2014/15. Within the APR there was a case study specifically on flood protection work carried out in 2013/14 (page 14). The TES BMIP has a performance highlight on food /food safety and work carried out with ethnic minority food businesses. The PKC Evidence portal contains signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. The council reports on LGBF indicators online at mylocalcouncil A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective – with a set of performance indicators for each outcome. The council's Annual performance report 2013/14 reports on the Objective: Creating a safe and sustainable place for future generations. This has an Outcome on Attractive, welcoming environment (25 indicators). There is commentary on 2013/14 performance and areas for development in 2014/15. The cost of road repairs has been reported within the APR, LGBF Report, LGBF/MyCouncil tool and on PK Performs. In addition the Evidence portal clearly links to the Roads Maintenance Strategy which details a sustainable approach for road repairs which includes costing information. Public satisfaction with roads is included in a biennial residents' survey.	There is evidence of comprehensive information in the annual performance report. There is also evidence that the indicators feed into higher-level strategic themes.. There is a good range of information on the council's approach to the service and its performance,	YES YES
2.10 Roads & lighting - Roads - Lighting - Cost of repairs - Road resurfacing - Road satisfaction				

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	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 • percentage of road network resurfaced. 2.10.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The council reports on LGBF indicators online at mylocalcouncil The PKC Evidence portal has signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.		
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. 2.11. b. PPR has local indicators that give a full picture, eg on: • refuse bin collection rates. 2.11.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	The council's Annual performance report 2013/14 reports on the Objective Creating a safe and sustainable place for future generations. This has an Outcome on Attractive, welcoming environment, which has indicators on waste collection and disposal. The council reports on LGBF indicators online at mylocalcouncil The PKC Evidence portal contains signposts to sources of more detailed information on council performance. There are links to the websites of CPP partners, and a 'slice' of SOA/CPP-related performance information related to the role of each CPP partner. A hierarchy features in the Annual performance report 2013/14, and comprises: strategic objectives; a set of outcomes for each strategic objective; a set of performance indicators for each outcome.	There is evidence of comprehensive information in the annual performance report. There is also evidence that the indicators feed into higher-level strategic themes.	YES
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. 3.1.b. The council reports its performance at mylocalcouncil	The council has integrated LGBF indicators within its own reporting arrangements for PPR. Also, for education attainment purposes only, the council benchmarks itself against five other councils: Aberdeenshire, Argyll & Bute, Highland, Scottish Borders and Stirling (page 23 of the council's Annual performance report 2013/14). The council reports on LGBF indicators online at mylocalcouncil	The council is reporting against the LGBF indicators.	YES

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
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.	The Home page does not have an explicit signpost to performance information, but it has a link to Council and government, which links to Council information, performance and statistics .	There is a well-structured hierarchy of performance information, with detailed information for each major service.	YES
	4.1.b. There is a coherent look & feel to how info is presented and structured.	The same approach is used for all council services and CPP partners.		
	4.1.c. There is a high-level summary on the council's overall performance.	The PKC Evidence Portal links to Managing Finance and Efficiency Savings , which has a range of performance info, eg the Perth and Kinross annual performance report 2013/14 : a comprehensive report that gives an overview of how the Council and the CPP performed during 2013/14 against the strategic objectives in the Council's Corporate Plan 2013-18 and the Community Plan/SOA.		
	4.1.d. There is clear layering and signposting of info, which is easy for the reader to navigate.	The summary corporate report at 4.1.c describes the council's overall performance using a layered hierarchy: • Five strategic objectives (in the SOA and agreed with the CPP). • For each strategic objective, several local outcome indicators. • For each outcome indicator, a number of KPIs.		
	4.1.e. There is relevant explanatory narrative – which is in plain language	The summary corporate report at 4.1.c has commentary on the background to 2013/14, performance highlights; and the focus on continuous improvement. Commentary for each strategic objective includes coverage of areas for improvement in 2014/15.		
	4.1.f. There are supporting, informative graphics, eg charts, tables, and diagrams.	See 4.1.c.		
	4.1.g. Web links to other PPR info work.	See the Key links box on the front cover.		
	4.1.h. The council reports on additional indicators that contribute to an overall view of their performance.	The council's website and publications report on a wide range of locally-relevant indicators.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	Customer satisfaction, or more correctly customer insight, is gathered in a range of different ways across the Council and may be used in many different ways. Reporting some of these selectively may not be appropriate. Some examples include: • “The Big Listen” – 9,000 customers and Service Users consulted and report discussed at Lifelong Learning Committee. • “Evidence to Success” - 8,500 young people and parents consulted on satisfaction level of education provision and reported to Lifelong Learning Committee. • Survey of Early Years Provision and reported back to Lifelong Learning Committee. Often, consultation on key decisions/ policies and how this has affected design and delivery of services, is reported in individual committee reports.	The council has engaged with the public in a range of ways to elicit customer satisfaction information.	YES
	4.2.b. PPR explains what the council is doing as a result of feedback.	Corporately, biennial residents’ survey has been introduced to understand resident views on the Council and services.		
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Both corporate and service-level information relate good performance plus areas for further development. For example, the Annual performance report 2013/14 covers Performance exceptions.	There is a balanced picture of performance at corporate and service level.	YES
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	Simple graphics, including the use of arrows, is made in corporate and level publications.		
	4.3.c. Priorities for improvement by the council are clear to the reader.	Commentary in the Annual performance report 2013/14 identifies areas requiring improvement.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	Corporate and service-level reports give comprehensive context and explanations.	Trend statistics are included, although these may have more visual impact through the use of graphical exhibits in colour.	YES
	4.4.b. Trends are included for all council areas and indicators, as appropriate.	Trend info is featured for all indicators, within tables in black & white.		
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	The council benchmarks itself against five other councils, for education purpose: Aberdeenshire, Argyll & Bute, Highland, Scottish Borders and Stirling. (page 23 of the council's Annual performance report 2013/14)		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.5 Good use of financial & cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	Financial measures are included as performance indicators within numerous Outcomes.	Performance information includes coverage of financial aspects including unit costs.	YES
	4.5.b. Financial info is well structured and clearly presented.	There is a systematic approach. The Annual financial summary 2013/14 contains of key financial statistics. It summarises features such as income and expenditure for each service.		
	4.5.c. There is info on services' unit costs, eg £ per primary school pupil.	Numerous indicators under the various Outcomes are financial measures, eg The Gross Cost of 'Children Looked After' in Residential-Based Services per Child per Week.		
	4.5.d. PPR includes info on the council's budgets for major services.	See 4.5.b		
	4.5.e. Plain language explains the figures.	Tables and commentary are used but there is a heavy emphasis on tables in black and white. The presentation of information could be improved through more use of colour and graphical exhibits.		
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	This has been carried out as part of a Biennial Residents' Survey carried out late 2014/early 2015 but the results are not published yet.	The council engages in dialogue through several communications channels.	YES
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	Since the start of 2015, highlights have periodically been published on both the Council's corporate Facebook and Twitter accounts in addition to the other Service accounts. These have been monitored for engagement rates such as likes, shares etc. and all comments have been recorded and responded to.		

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Aspect	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	The council publishes a range of performance information that has a range of different audiences: • Formal committee reports. • Social media updates. • PK Performs etc. • LGBF benchmarking information. Also, the council's website complies with accessibility guidelines 2.0 to ensure accessibility to the widest possible audience. In addition ,as stated, we offer documents in other languages and formats on request and we offer a telephone translation facility as well. The footer bar on the Home page has a link to Accessibility, which explains that The council is 'is committed to providing a website that is accessible to the widest possible audience, regardless of technology or ability.' The website 'endeavours to conform to level Double A' of the Web content accessibility guidelines 2.0. These explain how to make web content accessible for people with disabilities. There is a short film on the council's community plan. Ward profiles give socio-demographic statistics but not on the performance of council services. The Home page's footer bar has a link to Social media, showing the council uses nine Twitter sites (eg for news on council services); six Facebook sites (eg for info on library services); and a Flickr photostream relating to the Council's work.	The council already makes performance information widely available./	YES
	4.7.b. Info is available in different languages, on request.	The footer bar on the Home page has a link to Accessibility , which explains the council's approach to translation etc – it will provide info in other languages and formats on request.		
	4.7.c. Printed info is available on request.	As above.		

- Front cover – summary of ratings table – correction to typo in '2.5 Protective services'.

- SPI 2 – corrections to cross-references between some rows.

- 2.2. Community care – minor wording change in row 2.2.c.

- 2.8 Housing and homelessness – correction to a cross-reference.

- 4.1 Accessibility – the addition of row 4.1.h.

Interesting practice

Example 1

Which council is this about?	Perth & Kinross Council
Headline topic	Structured approach to PPR, with clear presentation of information.
What is the practice, and what makes it interesting?	A comprehensive approach to performance information 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 the reader require detailed information. • The PPR website is clearly structured, with easy-to-follow links. • Signposting is good and traffic light 'RAG' status reporting identifies 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, although the website also provides links to the council's service-level reporting. • The council's PPR material incorporates customer satisfaction findings. • A customer-facing summary report follows the SOA outcomes structure and highlights key aspects of performance. Its format is accessible and adopts the RAG status reporting style, with performance illustrated by examples and case studies.
What has contributed to its success in this council?	Information is logically structured, comprehensive, and straightforward to navigate. The RAG approach to reporting, with associated commentary, ensures that areas of under-performance are not glossed over. The collation, within one report, of performance information on 2013/14 and plans for 2014/15 makes it easy for the reader to discern how the council plans to improve further, especially in areas of under-performance. Customised 'slices' of performance information related to the role of each public sector partner in the community planning partnership.
Links to key web pages and/or documents	Performance information portal at http://www.pkc.gov.uk/performance
Who to contact in the council for further information (include contact details)	Louisa Dott Acting Team Leader (Strategic Planning, Improvement & Risk) Tel 01738 475070 LJDott@pkc.gov.uk
Graphic	See the performance summary at http://www.pkc.gov.uk/CHttpHandler.ashx?id=29834&p=0

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Example 2

Which council is this about?	Perth & Kinross Council
Headline topic	Dialogue with the public
What is the practice, and what makes it interesting?	The council makes extensive use of social media. It uses nine Twitter accounts – covering topics including libraries, sport and council jobs. The council publicly reports its performance by publishing statistics under a dedicated hashtag <i>#pkperforms</i>. The council makes an extensive archive of photographs available online through <i>Flickr</i>. The public can keep informed by signing up for email alerts.
What has contributed to its success in this council?	The council has a dedicated web page on social media, allowing the public one-stop access to all the media accounts. Twitter allows the council quickly to disseminate information to a large audience, and inform them directly about the council's performance. The public can also choose to access information, such as photographs and news alerts, of particular interest to them.
Links to key web pages and/or documents	Link to 'Social media' in the footer of the council website's Home page: http://www.pkc.gov.uk/article/4017/Social-media Flickr: http://www.flickr.com/photos/pkcarchive Email alerts: http://www.pkc.gov.uk/emailalerts
Who to contact in the council for further information (include contact details)	Louisa Dott Acting Team Leader (Strategic Planning, Improvement & Risk) Tel 01738 475070 LJDott@pkc.gov.uk
Graphic	See https://twitter.com/perthandkinross

