FALKIRK COUNCIL

Subject:	**PUBLIC PERFORMANCE REPORTING**
Meeting:	**SCRUTINY**
Date:	**15 OCTOBER 2015**
Author:	**DIRECTOR OF CORPORATE & HOUSING SERVICES**

1. INTRODUCTION

1.1 The purpose of this report is to inform Members about the evaluation of public performance reporting (PPR) by Councils carried out by Audit Scotland earlier this year. It covers the background to the evaluation, information about Falkirk Council's assessment and sets out improvement action that will be taken by the Council over the coming months.

2. BACKGROUND

2.1 Public performance reporting is a key component of Best Value, highlighted in this Audit Scotland definition: "Achieving Best Value is about ensuring sound guidance, good management, public reports on performance and a focus on improvement". Local authorities are required to demonstrate the arrangements they have in place to meet their statutory requirements and support effective public performance reporting. This means providing clear information about the performance of services to the public, using a range of channels, including online, print and social media. The information also has to be reliable, fair and balanced, to let the public know how services are performing and let them compare how their Council is performing with other authorities.

3. AUDIT SCOTLAND ASSESSMENT OF PPR

3.1 At the end of last year, Audit Scotland carried out an exercise on behalf of the Accounts Commission to evaluate how well Councils were meeting the requirements of its Statutory Performance Information (SPI) Direction 2012. Since 2008 Councils have been encouraged to develop their PPR alongside a short set of indicators, moving away from the previous rigid statutory indicators set by the Commission. These indicators are known as SPI 1 and SPI 2 and cover a range of corporate and service issues. In 2012 the change of approach was extended with the introduction of SPI 3, which requires Councils to report their performance through the Local Government Benchmarking Framework, set up by the Improvement Service.

3.2 The purpose of the review was to:
- Provide the Commission with an evaluation of how well Councils had responded to:
- SPI 1 and 2 – by reporting a range of corporate management and service performance information, sufficient to demonstrate Best Value.
- SPI 3 – by reporting service performance in accordance with the requirements of the Local Government Benchmarking Framework.

- Identify where PPR has improved and where further improvement is still needed in relation to Councils demonstrating a broad and balanced approach to PPR that reflects the statutory guidance.

3.3 The review was carried out during September 2014. Each Council's PPR was assessed against a framework of quality themes related to SPIs 1,2 and 3, as well as a number of overarching themes, including whether there is:
- A structured approach to PPR, with clear presentation of information
- Use of customer satisfaction information
- Balanced picture of performance
- Good use of comparators
- Good use of financial and cost information
- Evidence of dialogue with the public
- Accessible information

3.4 The exercise was largely based on an assessment of information published on Councils' websites, though there was an opportunity to submit information about other activities. In Falkirk's case, this included areas such as Falkirk Council News, Tenant Talk and the use of social media to provide information about performance.

3.5 Initial findings were cross-checked for factual accuracy with Councils and an overview report was considered by the Accounts Commission at its meeting of 11th June 2015. Finalised individual reports were provided to Councils at the end of July. The assessment categorised Councils under SPI 1, 2 &3 headings as either fully meeting requirements (Yes) or having an "area for improvement" (AFI). A copy of the final assessment for Falkirk Council is attached at Appendix One. A copy of the overview report to the Account Commissions is attached at Appendix Two.

3.6 It should be noted that an erratum sheet has subsequently been issued correcting errors in the overview report, three of which relate to Falkirk Council. This means that that the tables in Exhibit 4 and Appendix 4 are wrong for Falkirk for SPI 2 as benefits administration, overall structured approach and overall accessibility were rated as having met the criteria fully. This also means that in Exhibit 4 Falkirk Council should be in Q2 and not Q3. This has been raised with Audit Scotland.

4. **FALKIRK COUNCIL'S PPR RATINGS**

4.1 The Council's PPR rating has improved since the last exercise was carried out and the Council is now in the second quartile in terms of the number of SPI 1, 2 and 3 areas where it fully meets the criteria. Eighteen Councils are in the top quartile, nine, including Falkirk, are in the second quartile and five are in quartiles three and four, so there is still scope for improvement.

4.2 The report provides useful feedback on our overall approach, as well as a detailed assessment of individual SPI categories. This is now being reviewed as part of an improvement plan. It may be worth noting that the rating is based on how well the Council makes performance information available to the public, and does not take into account how well we are performing.

4.3   SPI 1 covers seven corporate indicators. The Council was assessed as having fully met the following:

- Responsiveness to communities
- Revenues and service costs
- Procurement
- Sustainable development

The evidence for this included the biennial customer survey, the launch of the new, mobile website, Falkirk Council News, the citizens panel, the summary of accounts and information about the Council's Procurement Capability Assessment (PCA) score.

4.4   The remaining indicators cover employees, assets and equalities and diversity which were categorised as areas for improvement. Areas for improvement include expanding the range of indicators relating to employees, for example to cover staff turnover, training, satisfaction and equality and providing information about a wider range of assets, including property maintenance, property repairs, vehicles and equipment. Nationally the three themes met by the fewest Councils were the provision of information about employees, procurement and equalities and diversity. Reporting on these themes was also weak in the previous assessment, with a tendency for Councils to rely on a small number of indicators.

4.5   SPI 2 covers a number of service indicators. The following were rated as having fully met the criteria:

- Benefits administration
- Cultural and community services
- Planning
- Education
- Child protection and children's social work
- Housing & homelessness

The remaining areas are community care, criminal justice & social work, protective services, roads & lighting and waste management, all of which were categorised as AFI. Improvement actions suggested in the report include providing more narrative for community care and criminal justice. A wider range of indicators could be used for protective services, to covers service areas such as food safety, pest control and flood alleviation. Finally, more narrative and contextual information could be provided for roads and lighting and waste management, covering areas. Nationally the weakest themes in SPI 2 were criminal justice social work and protective services.

4.6   SP13 covers the Local Government Benchmarking Framework indicators, established by the Improvement Service. Falkirk Council fully met the criteria and was assessed as one of only five Councils to have fully followed the Improvement Service's guidance for publishing this information on its website.

4.7   The review also rates seven overall aspects of Councils' public performance reporting. The Council fully met the criteria in the following areas:

- Structured approach, with a clear presentation of information
- Effective use of customer satisfaction information
- Good use of cost and financial information
- Dialogue with the public

- Access to performance information in different formats

Evidence for this included the Council's new mobile website, designed in line with best practice, the use of a different ways to make information available, including Falkirk Council News, plasma screens in Council buildings, Twitter posts with links to performance information, and the effective use of customer satisfaction information.

4.8 The other two aspects of PPR cover presenting a balanced picture of performance and use of comparators, both of which were rated as areas for improvement. Potential improvements suggested by the Audit Scotland include more consistent use of trend information in our reporting and inclusion of more meaningful comparisons with other Councils.

5. GOOD PRACTICE & AREAS FOR IMPROVEMENT

5.1 Throughout, the report notes a number of positive aspects to the Council's approach to PPR. This includes the presentation of a wide range of information using different channels, including the Council's new mobile website, plasma screens, Falkirk Council News, social media and publications that target specific audiences, such as the award-winning tenant magazine. It notes that there is clear evidence that the Council uses public feedback information, e.g. the biennial customer survey and the citizens panel, and that is has consulted members of the public about the information they want to receive and how they want to receive this. The use of Twitter to raise awareness of performance was viewed positively as was the Council's summary of accounts.

5.2 Alongside this, some general areas for improvement were identified, most of which apply to a number of Councils. These include the following:
- Information and its presentation should be more clearly aimed at a public audience
- Better use of narrative, with Plain English explanations of performance trends and improvement actions
- Most consistent content and presentation across services
- Better use of benchmarking/comparators/target to set performance in context
- Reduced reliance on detailed committee reports for reporting PPR – reports need to be designed to be accessible for the public, both in presentation and context
- Improved use of financial and cost information in some areas.

5.3 As well as these general points, Audit Scotland's report includes specific feedback on each SPI area and what the Falkirk Council might do to improve areas currently rated as AFI.

5.4 An improvement plan based on the feedback in the report is being progressed by the Best Value Working Group, which includes representatives from each Service. It is clear that while the Council collects and reports a range of performance information, there is scope for streamlining how this is presented to the public and for including more meaningful information, such as comparisons with other Councils.

5.5   The Best Value Toolkit on Public Performance Reporting produced by Audit Scotland has been recirculated to Services, along with the 2015 assessment and Services have been asked to review current arrangements. It is important that a broad range of information is reported under the SPI 1 and 2 indicator headings so that the public get a clear picture of how the Council is performing. This should include trend and benchmarking information. It should be published in one place to make it easier to find, rather than in different service reports, and should be presented clearly, including using charts and graphics where appropriate. Better use should be made of narrative to explain figures to the public.

5.6   As a first step, Services have been asked to review the information previously published under the SPI 1 and 2 indicators to make sure it captures a broad picture of performance. Once this exercise has been completed, it will be used as the framework for a corporate report on the Council's performance. Services have been asked to review areas identified in the report as AFI against best practice examples from other Councils and make improvements where required. Following completion of this work a single report bringing together key performance information will be produced. This will be made available via the performance section of the Council's website so that it is easier for the public to find.

5.7   Information on current reporting arrangements, online and through other channels such as printed documents, will also be collated into a single document that captures the range of reporting arrangements in place through the Council. Services have also been asked to make sure there are links on the website to reports on the Council by external agencies, e.g. HMIE, Audit Scotland etc.

6.   CONCLUSION

6.1   The Council's PPR rating has improved since the last exercise was carried out by Audit Scotland, however there is still scope for improvement in a number of areas. The report provides useful feedback on our overall approach, as well as a detailed assessment of individual SPI categories and the Best Value Work Group is progressing an improvement plan.

7.   RECOMMENDATIONS

7.1   **Members are asked to:**

  ▪ **Note the finding of Audit Scotland's national report on Public Performance Reporting; and**

  ▪ **Note that improvement actions should be progressed by Services as set out in section 5.**

APPENDICES

Appendix 1 – Falkirk PPR 2013-15 Final Assessment from Audit Scotland
Appendix 2 – Audit Scotland Assessment Report – all Councils June 2015

LIST OF BACKGROUND PAPERS

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506051 and ask for Caroline Binnie.

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

Organisation	Roles	Name, title	Email	Telephone
PABV Group	Audit Scotland	Douglas Black, Audit Manager	SPIquery@audit-scotland.gov.uk	0131 625 1856
Audit Scotland	Auditor	Fiona Mitchell-Knight, Assistant Director	fmitchell-knight@audit-scotland.gov.uk	0131 625 1937
Audit Scotland	Auditor	Jim Rundell, Senior Audit Manager	jrundell@audit-scotland.gov.uk	0131 625 1777
Falkirk Council	Council	Caroline Binnie, Communications & Participation Manager	caroline.binnie@falkirk.gov.uk	01324 506 051
Falkirk Council	Council	Michelle Duncan, Research & Policy Officer	michelle.duncan@falkirk.gov.uk	01324 506 051

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.

SPI1.
- **Council Performance page** – leads to
- **SOA Monitoring Statement 2013/14**, **Council Performance Information 2013/14**, **Corporate Score Card April to May 2014**
- **Customer survey results 2014**, **Complaints Annual Report 2013-14**

SPI2.
- Service performance statements – **Corporate & Neighbourhood Services**, **Development Service**, **Education Services**, **Finance Services**, **Governance Services**, **Social Work Services**
- Scrutiny reports – Chief Executive's Office – **Finance** and **Governance; Corporate & Neighbourhood Services**, **Development Services**, **Education Services**, **Social Work Services**

Links to SPIs / summary of ratings

SPI1. Corporate management	Rating	SPI 2. Service performance	Rating	SPI 3. LGBF	Rating	4. Overall aspects	Rating
1.1 Responsiveness to communities	YES	2.1 Benefits administration	YES	3.1 LGBF	YES	4.1 Structured approach	YES
1.2 Revenues & service costs	YES	2.2 Community care	AFI			4.2 Customer satisfaction	YES
1.3 Employees	AFI	2.3 Criminal justice social work	AFI			4.3 Balanced picture	AFI
1.4 Assets	AFI	2.4 Cultural & community services	YES			4.4 Comparators	AFI
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	AFI	2.7 Child protection/social work	YES			4.7 Accessibility	YES
		2.8 Housing & homelessness	YES				
		2.9 Protective services	AFI				
		2.10 Roads & lighting	AFI				
		2.11 Waste management	AFI				
Number of Yes	4		6		1		5
Number of AFI	3		5		-		2

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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. **LGBF** = Local Government Benchmarking Framework. **Page** = web page. = performance indicator. **PPR** = Public Performance reporting. **RAG** = Red, Amber, Green. **SOA** = Single Outcome Agreement. **SPI** = Statutory Performance Indicator.

Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI1. 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 Council Performance Information 2013/14 report includes 12 indicators for this theme. No contextual info is provided in this report. Target info is included, but no trend arrows or traffic light system is provided. The Customer Survey Results 2014 report includes data on residents' satisfaction with services and their views on PPR. However, no improvement actions are listed in the report. The Corporate and Neighbourhood Services Performance Statement 2013/14 includes data for several relevant indicators, like complaints, FOI request as well as service user satisfaction figures. The Corporate and Neighbourhood Services Scrutiny report includes a few relevant achievements, like launching the new mobile council website, which take customer perspective into account.	The information available in the reviewed material is comprehensive. However, the Customer Survey Result 2014 report could include coverage of improvement actions, and details on complains about individual services.	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.	The Council has conducted a customer survey every two years since 2001. This survey asks how informed people feel about the council, how people want to receive information and which areas they are most interested in. This informs the council's approach to PPR. Results of the surveys from 2014, 2012 and 2010 are published on its website. The PPR feedback for 2014 summarises the around 2,500 respondants. Feedback from the survey is also published in *Falkirk Council News.* Also see **4.6.a.**		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	1.1.c. The council actively seeks feedback on corporate and service issues.	The Customer Survey Result 2014 report includes data on approx 2,500 residents' satisfaction with services and their views on PPR. The **Citizen Panel page** lists questionnaires, plus feedback reports which include actions the council has taken as a result of feedback. The panel has around 1,500 members, who are asked for feedback on a range of issues three or four times a year. The *Have Your Say* product is based on the principle of 'We asked, you said, we did.' Feedback reports are published on the council's website and sent directly to panel members.		
	1.1.d. Complaints data are reported for all services.	The council produces the Complaint Annual report, which includes overall complaints statistics, but there is no specific detail for services.		
	1.1.e. It is easy to make a complaint or a FOI request.	No links available on the Home page of the council's website. The 'Make a complaint' page is available through the 'Contact Us' page, which is linked to the Home page of the council's website.		
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 Council Performance Information 2013/14 report includes three indicators on this theme (cost of visits in libraries, museums, and sport and leisure facilities). No contextual narrative is provided. The **Finance Services Service Performance Statement** includes five indicators, but the 2013/14 data represent the year, so no trend info is provided. The **Chief Executive Office Scrutiny report - Finance** include service achievements and areas of improvement. No performance data are provided. **The Summary of Accounts 2013/14 page** includes info on expenditure by service, as well as charts. The Council publishes an **annual abbreviated version of its accounts** which sets out what it spends on each service. The annual **Council Tax guide** distributed to every household in the area contains information about the Council's budget and spending by Services. The guide is also available as a pdf on the Council's website.	The information available in the reviewed material is comprehensive. It would be beneficial if the link to the Summary of Accounts were available on the main performance page.	Yes
	1.2.b. PPR includes local indicators giving a full picture, eg on: • unit costs/service expenditure • efficiency targets.	See above.		

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Theme	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.	The council has a web page devoted to coverage of employees, but it only reports on sick-absence levels. The Council Performance Information 2013/14 report has one indicator on the percentage of care staff who are qualified. No contextual narrative is provided. The Corporate Scorecard – April to May 2014 includes four indicators on staff-sickness absence, staff turnover, apprentice numbers and graduates employed by Falkirk Council. No contextual narrative is provided. The Corporate and Neighbourhood Services Performance Statement 2013/14 includes a few more additional indicators, eg User Satisfaction: Human Resources & Training. No contextual narrative. The LGBF Employees page on the council's website provides more info on sickness-absence and the council's plans to improve.	While the reviewed reports provide relevant indicators with trend information, there is no supporting contextual narrative to explain the council's performance on this theme of SPI 1.	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.	See above.		

Theme	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.	A web page on assets gives an overview of key issues and provides links to key documents – including the Property Asset Management Plan- and coverage of the proportion of internal floor area of operational buildings in satisfactory condition. The Council Performance Information 2013/14 report includes four indicators on assessed bridges, street lighting and disabled access at schools. No contextual narrative and no target information are provided. The **Property asset management plan – key messages paper** highlights links to the council's capital planning, management and reporting structures and the systems that support the management of property. Mentions a number of review findings, including info on the suitability and condition of council buildings; maintenance backlog, etc. The LGBF Assets page on the council's website provides some more contextual info and performance data, but on only one indicator. No info found on vehicles and equipment.	The information is mainly on council property and roads, with scope to add performance information on other aspects of the council's assets.	AFI
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	Information about procurement, including the councils' procurement strategy and information for suppliers is available in a dedicated section of the website – at Home / Services / Council and democracy / Policies and strategies / **Procurement**. The council has provided a link to the SG website that explains the PCA. No performance info is available in the Council Performance Info 2013/14 report for this theme of SPI 1. The Corporate & Neighbourhood Services Performance Statement includes the PCA score. But no contextual narrative is provided.	The council has published a range of contextual information on procurement and its PCA score, but more explanatory narrative could accompany performance information.	Yes

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
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.	The Council's **Sustainable development and climate change strategy 2012-2017** is available online. The Sustainability and climate change action plan sets objectives and progress against them on a wide range of environmental issues – but is not linked from the council's web pages on performance.	The council has produced a good range of information – but some of it is difficult to find without searching the website.	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.	The Council Performance Information 2013/14 report lists three indicators, but they are not relevant to this theme. Waste indicators fall under SPI 2.11 and active travel under education (SPI 2.6). The website also includes links to national information published on **http://www.scottishairquality.co.uk/** A report is published setting out performance against our **biodiversity duties**. Parks and countryside estates are managed by Falkirk Community Trust which publishes **performance information on its website.** The Trust's quarterly reports make good use of RAG symbols to summarise progress; charts showing performance and trend; and supporting narrative.		

Theme	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.	A web page on Equality & Diversity mentions an annual report but does not provide a link to it. However, the report is available at **http://www.falkirk.gov.uk/services/council-democracy/policies-strategies/equality.aspx** The Council Performance Information 2013/14 report lists many indicators for this theme, but most do not apply to this theme. The list includes only one relevant indicator (disabled access). Nothing on ethnic minorities is available and no contextual narrative is provided. At Home/ Services/ Council and democracy/ **Equalities and diversity**, The Council's **Equalities Mainstreaming Report** describes the council's policies, practices priorities and plans, but has no quantitative performance information. The council published three **equality impact assessments**, all in January 2014. The website shows no impact assessments before or since January 2014. The Equalities and diversity web page links to 'The top 2 % and 5% statistics', with the doc headed up as performance information – but citing the percentage of women in senior positions is not automatically a performance indicator.	The council has published a good quantity of contextual information, but little actual performance information. Members of the public looking for performance information may not know to find it under Policies and Strategies.	AFI
	1.7.b. PPR recognises equalities & diversity in its broader sense, and covers how well the council is tackling inequality.	A reference to the Equalities Act is included on the Equalities and Diversity page under LGBF. Also 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		
	1.7.d. PPR includes local indicators that give a full picture, eg on: • complaints by ethnic minorities • user satisfaction with services.	No information available beyond the percentage of female employees (the Equalities and Diversity page under LGBF on the council's website) and disabled access at schools and council buildings.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI2. 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 information gives a broad overview of performance.	The Council Performance Info 2013/14 report includes two indicators, but no targets or supporting narrative are provided for this SPI. The Corporate Scorecard April to May 2014 includes one indicator. No supporting narrative is provided. The SOA Monitoring Statement 2013/14 includes three indicators, but there is no supporting narrative and the targets are not specific.	Performance information relates to six relevant indicators, but no supporting narrative is provided.	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 above		
	2.1.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy.	There are links to poverty and welfare reform in the SOA Monitoring Statement.		

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Theme	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 information gives a broad overview of performance.	The Adult Social Care Services page includes information on the quality of the indicators used as well data for five LGBF indicators. A few improvement actions are included on the page. Overall, the information gives more insight into the council's view of the LGBF system than on the council's own performance on this theme of SPI 2. The Council Performance Information 2013/14 report includes 15 indicators, but no supporting narrative and targets are shown only for three of the 15 indicators. As part of the Shared Risk Assessment and as reported in previous Annual Audit Reports, the council's external auditors have raised concerns about performance indicators not having measurable or challenging targets. The SOA Monitoring Statement 2013/14 includes 11 relevant indicators, but no supporting narrative. The targets are not specific. The Social Work Services Service Performance Statement 2013/14 includes a broad range of performance information, but it does not provide trend data and some of the targets are not specific enough. No commentary or contextual narrative are provided. The Social Work Service Scrutiny Report gives additional information on key achievements and area for improvement, but does not explain the data.	While the reviewed reports include a very good range of relevant indicators, the narrative that is provided on the council's website and the report does not sufficiently explain the figures and the context. Targets should be specific, challenging and measurable so that progress against them can be monitored transparently.	AFI
	2.2.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 • percentage 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.	See above.		
	2.2.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	There are links in the SOA Monitoring Statement, under the 'Outcomes for Older People' section.		

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Theme	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 information gives a broad overview of performance.	The Council Performance Information 2013/14 report includes three indicators, but no supporting narrative is provided. The Social Work Services Service Performance Statement 2013/14 includes four relevant indicators, but the 2013/14 data are not available. No supporting narrative is provided. There are a few references to this theme in the Social Work Service Scrutiny Report, but the information provided is very general and does not explain the council's performance on this theme. The performance of the Criminal Justice Service is reported nationally through annual reports relating to Community Payback and the operation of MAPPA.	While the reviewed reports include several relevant indicators, the narrative that is provided in the report does not sufficiently explain the data and the context.	AFI
	2.3.b. PPR includes 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.	See above.		
	2.3.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	There are links in the SOA Monitoring Statement under the 'Safer, stronger communities and reducing reoffending' section. The SOA Monitoring Statement includes two relevant indicators on payback orders. No supporting narrative is provided. The target (Increase) is not specific enough.		

Theme	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 information gives a broad overview of performance.	The Culture and Leisure Services page of the LGBF includes a brief service overview section, and explanation around the LGBF indicators. The SOA Monitoring Report includes three relevant indicators. No additional narrative is provided. The Council Performance Information 2013/14 report includes three indicators, but they are identical to the indicators for revenues and benefits. No supporting narrative is provided.	Some performance information is available to the public .but the council could make the information easier to find from its Performance web pages, and there could be more obvious connections between performance by the trust and the council's own SOA-related objectives.	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.	Falkirk Community Trust provides services on behalf of the Council. The Trust reports a wide range of performance information through its website. The role of the Trust is not signposted in the council's performance pages. The Trust's vision and values are set out at **http://www.falkirkcommunitytrust.org/about/** The Trust's Annual Report and quarterly performance reports are at **http://www.falkirkcommunitytrust.org/about/performance.aspx**		
	2.4.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy.	There are links in the SOA Monitoring Statement, under the 'Health inequalities and physical activity' section.		
2.5 Planning • Planning applications • Building warrants • Use of land • Building standards	2.5.a. A range of PPR information gives a broad overview of performance.	The Council Performance Information 2013/14 report includes four indicators, but no contextual narrative. The Planning Performance Framework annual report 2013-14 reports progress on numerous measures, with trend information and good narrative information.	There is a limited range of relevant performance indicators in the council's Performance web pages, and no narrative on them, but good relevant information in the council's Planning pages.	Yes
	2.5.b. PPR includes local indicators that give a full picture, eg on: • the council's aims • service costs • customer satisfaction.	**Building standards verification framework 2014-2015** – has useful information; outlines how the framework operates. Has a SMART action plan.		

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Theme	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 information gives a broad overview of performance.	The Education of Our Children page in the LGBF has narrative on a service overview, analysis of three indicators, and improvement actions. The Council Performance Information 2013/14 report includes 14 indicators, but no 2013/14 data for 10 of them. No target or supporting narrative. As part of the Shared Risk Assessment and as reported in previous Annual Audit Reports, the council's external auditors have raised concerns about performance indicators not having measurable or challenging targets. The SOA Monitoring Statement includes four indicators, but no contextual narrative is provided. The Education Services Service Performance Statement has a broad range of performance information, but some 2013/14 data is unavailable due to the timing of the academic year. No supporting narrative is provided. Targets for 2013/14 are not provided. The Education Services Scrutiny report provides contextual narrative and includes improvement actions for listed indicators.	Overall, a good range of information is available to the public. However, it is important that all indicators used by the council are measurable and report progress against targets.	Yes
	2.6.b. PPR includes local indicators that give a full picture, eg on: • Education Scotland inspection results and satisfaction information • SQA/SCQF attainment levels.	Information about performance of schools can be found at the link below and on individual school websites. **http://www.falkirk.gov.uk/services/schools-education/school-assessment-performance.aspx** Every year each school publishes a Standards and Quality report which highlights the school's major achievements, current performance and targets. Schools also produce an annual School Improvement Plan which details how the school will improve performance, including how they will involve parents in those improvements. This report and plan is on each **school's** website. Schools are inspected by HMIe. There are links on each school page to the most recent inspection report for that school. Further information about schools, including attendance figures, can also be found on the **Scottish Schools Online website**.		
	2.6.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	There are links in the SOA Monitoring Statement, under the 'Economic recovery, growth and employment' section.		

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Theme	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 information gives a broad overview of performance.	The Children's Services page, under LGBF on the council's website, includes performance information on LGBF indicators as well as a paragraph on service overview. The Council Performance Information 2013/14 report includes seven indicators, but no supporting narrative is provided. The SOA Monitoring Statement 2013/14 includes 12 additional indicators, but no supporting narrative is provided. The Social Work Services Annual Performance Statement: April 2013 – March 2014 is linked from the council's lead Performance page but comprises data tables showing performance on approx. 30 indicators – but with no explanatory narrative.	While the reviewed reports include a good range of relevant indicators, the narrative that is provided does not sufficiently explain the data and the context. Also, the council could do to provide the reader with a 'road map' of all performance information relevant to this theme of SPI2.	YES
	2.7.b. PPR includes 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.	Each of the council's 33 social work services is inspected on at least an annual basis and the findings are made available to the general public through a search facility on the Care Inspectorate's website. But this is not signposted from the council's Performance pages **http://www.careinspectorate.com**		
	2.7.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	There are links in the SOA Monitoring Statement under the 'Early years, children and young people' section.		

Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.8 Housing & homelessness • Homeless • House repair • Domestic noise • House building • Affordable homes • Rent arrears • Scottish Housing Quality Survey Building investment • Energy efficiency	2.8.a. A range of PPR information gives a broad overview of performance.	The Housing Services page in the LGBF includes the service overview information, and the analysis of five indicators including areas for improvement. The Council Performance Information 2013/14 report includes only two indicators, but the 2013/14 data for one of them is not provided. No narrative is provided.	The council has consulted its tenants on the performance information their require. However, there is scope for the council's Performance web pages to signpost where to find relevant information in the council's web pages on Housing.	Yes
	2.8.b. PPR includes local indicators that give a full picture, eg on: • rent arrears • energy efficiency • house building rates • affordable homes • homelessness • tenant engagement.	Falkirk Council makes its housing and homelessness performance information available on the Council website, under **Customer involvement**. During 2014 the council relaunched its tenants' magazine, **Tenant Talk** with input from an editorial panel of council tenants. The magazine includes a range of information about the housing service. The Scottish Social Housing Charter was created to improve the quality and value of services that social landlords provide, and to support the Scottish Government's aim of creating a safer and stronger Scotland. One of the Charter requirements is that councils publish a report to their tenants. Falkirk's report was written in consultation with its tenants & residents – see Landlord Report to Tenants in October 2014, outside the 2013/14 year to which this PPR assessment pertains. The Housing Service has aligned its performance information to the measures under the Charter.		
	2.8.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	There are links in the SOA Monitoring Statement, under the 'Poverty and welfare reform' section. The SOA Monitoring Statement includes one indicator on homelessness. No narrative is provided.		

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Theme	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 information gives a broad overview of performance.	The Protective Services page in the LGBF includes a brief overview of the service, plus the analysis of one indicator – on noise complaints The Council Performance Information 2013/14 report includes no indicators.	There is a limited range of relevant performance indicators, and no narrative is provided.	AFI
	2.9.b. PPR includes local indicators that give a full picture, eg on: • food safety • pest control • flood alleviation • customer satisfaction.	See above.		
	2.9.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	No evidence found.		
2.10 Roads & lighting • Roads • Lighting • Cost of repairs • Road resurfacing • Road satisfaction	2.10.a. A range of PPR information gives a broad overview of performance.	The Council Performance Information 2013/14 report includes six indicators, but there is nothing on roads. No supporting narrative is provided. The Roads and Lighting page in the LGBF includes information on roads maintenance and the analysis of one road indicator. Nothing included on lighting.	There is a limited range of relevant performance indicators, and little narrative is provided. No contextual information on street lighting is provided.	AFI
	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.	See above		
	2.10.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	No evidence found.		

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Theme	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 information gives a broad overview of performance.	The Environment Services page in the LGBF includes a brief service overview, plus the analysis of a few waste indicators. The Council Performance Information 2013/14 report includes four indicators, but the 2013/14 data for two of them is not provided.	There is a limited range of relevant performance indicators, and little narrative is provided.	AFI
	2.11.b. PPR includes local indicators that give a full picture, eg on: • refuse bin collection rates.	See above		
	2.11.c. PPR has clear links to higher-level strategic aspects in the SOA and/or CPP plan/strategy	No evidence found.		
SPI3. 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.	There is a link from the performance page to the **local government dashboard**, covering Assets, Children's Services, Culture and Leisure, Economic Development, Education, Employees, Environmental Services, Equality and Diversity, Housing, Protective Services, Roads and lighting. Indicators relating directly to the **SP1 and SP2 indicators** are also published on the website within the performance section, covering areas such as criminal justice, protective services, roads and lighting and waste management.	There is comprehensive coverage of LGBF indicators on the council's website.	YES
	3.1.b. The council reports its performance at **mylocalcouncil**	Yes, see above.		

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Theme	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 information is linked directly from the website's Home page.	The council launched its new website in 2014. The structure was redesigned in line with best practice recommendations by **www.socitm.net** All content was reviewed and rewritten in accordance with Plain English principles. In SOCITM's 2015 Bettered Connected review, the site received a 3 star rating (out of 4) up from 1 star for the old site. There is a link from the Home page to the **public performance reporting** page, which leads to a menu of information at corporate and service levels. The Corporate Plan and annual service performance plans are published on the website. Service performance plans contain detailed information about priorities, plans and performance. All of them include a detailed performance statement for 2013/14. The council uses a range of methods to make this information available to the public, including its website, its quarterly newspaper, *Falkirk Council News*, plasma screens within its One Stop Shops, Twitter posts with links to performance information etc.	The council has produced a comprehensive set of information, using a range of different media, web pages and publications. However, some improved mapping and signposting could help to bring together information from different sources that pertain to the same service issue, eg all the information on housing.	Yes
	4.1.b. There is a coherent look & feel to how information is presented and structured.	The Lead Performance page contains links to various performance reports, which follow differing formats.		
	4.1.c. There is a high-level summary on the council's overall performance.	The council has developed a corporate performance-reporting calendar. This sets out reporting arrangements across all council services and includes information about stakeholders, methods and frequency Under the LGBF, there are pages for some of the SPI1 and SPI2 aspects, but they do not contain the same high-level summary and are not very user-friendly. The Adult Social Care page contains a commentary on the LGBF indicators rather than performance information.		
	4.1.d. There is clear layering and signposting of information, which is easy for the reader to navigate.	The lead web page for performance contains a contents list of the information available to the public. However, if a member of the public simply wishes to find information on a specific service issue, it could be difficult to know where to locate it.		
	4.1.e. There is relevant explanatory narrative – which is in Plain English	Very little commentary is provided. The LGBF pages contain some commentary but information on the context and performance is limited.		

Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.1.f. There are supporting, informative graphics, eg charts, tables, and diagrams.	No infographics are used in the performance reports. Most of the reports contain data tables, but each report follows a different format.		
	4.1.g. Web links to other PPR information work.	Yes, all web links checked were functional.		
	4.1.h The council reports on additional indicators that contribute to an overall view of their performance.	There are additional indicators in the SOA Monitoring Statement, but it does not provide trend data.		
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	The **Customer Survey Result 2014 report** includes data on the residents' satisfaction with the council's service as well as views on PPR. However, no improvement actions are listed in the report.	There is evidence that the council uses customer satisfaction information effectively.	YES
	4.2.b. PPR explains what the council is doing as a result of feedback.	The Citizen Panel page lists the questionnaires as well as feedback reports which include the actions the council has taken as a result of the feedback it has received.		
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Both positive and negative performance is reported.	While the council's reports present a balanced picture, traffic light colours and trend arrows could be used consistently in all performance reports and on web pages conveying performance information.	AFI
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	Traffic light symbols are used in some reports (eg the Development Services Performance Statement), but at times are used incorrectly, eg in the Education Performance Statement – where no 2013/14 targets are provided.		
	4.3.c. Priorities for improvement by the council are clear to the reader.	Areas for improvement are included in the LGBF pages of the council's website.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	While trend information is available, no comparators are used in the performance reports, apart from the SOA Monitoring Statement.	While trend information is provided, no meaningful comparisons with other councils are included in the reviewed performance reports.	AFI
	4.4.b. Trends are included for all council areas and indicators, as appropriate.	Yes.		
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	No evidence found.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.5 Good use of financial and cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	The Summary of Accounts 2013/14 page includes information on expenditure by service and features charts, but it is not linked to the performance page.	The council has produced relevant information. However, it could make better use of the financial and cost information on the performance reports. For example by linking to the summary of accounts from the performance page or providing service cost information.	YES
	4.5.b. Financial information is well structured and clearly presented.	The Summary of Accounts 2013/14 page is well structured.		
	4.5.c. There is information on services' unit costs, eg £ per primary school pupil.	Cost indicators are not provided for all services.		
	4.5.d. PPR includes information on the council's budgets for major services.	Yes, on the Summary of Accounts 2013/14 page.		
	4.5.e. Plain language explains the figures.	Limited narrative is provided on the Summary of Accounts 2013/14 page, but it is in plain English.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	Also **see 4.1.a.** Also… In addition to the regular survey, the council recently carried out focus groups with the public as part of a scrutiny panel reviewing the Council's participation strategy, *Have Your Say*. The groups were asked about how they wanted to receive information about the Council and the findings will inform the review *of Have Your Say*. *Have Your Say* is published in the **consultation section of the website**. An important aspect of *Have Your Say* is the Citizens Panel. This has around 1,500 members who are asked for feedback on a range of issues three or four times a year. *Have Your Say* is based on the principles of *We Asked, You Said, We Did*. **Feedback reports** are published on the Council's website and sent directly to panel members. Feedback is also published in *Falkirk Council News* - published four times a year and delivered to every household. All editions are also published on the council's website and cover council services and priorities in a user-friendly way. For example, the most recent issue (**Spring 2015**) set out details of the Council's budget and the spending pressures it is facing, performance relating to recycling, community safety performance, and free school meals uptake.	The council regularly consults the public on PPR arrangements and uses social media to report on performance. The links to social media could be available on the Home page of the council's website as well as the performance page, rather than the 'Contact us' page only	Yes
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	Yes (Twitter), but no links to social media available on the Home page or the performance page.		
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	The **United Responses easy-read newsletters** are produced on a regular basis for people with a learning disability, mental health needs and physical disabilities. The council publishes the Falkirk Council News and other information, which is delivered to every household, Each of these documents contains information on how to request versions in other languages, and covers Braille, Large print or audio tape. The council also has an Accessibility section on its website, **http://www.falkirk.gov.uk/help/accessibility.aspx**	The council could produce a wide range of user-friendly, accessible material. .	YES
	4.7.b. Information is available in different languages, on request.	See 4.7.a		
	4.7c. Printed information is available on request.	See 4.7.a		

FALKIRK COUNCIL

Interesting practice
Please use a copy of this proforma for each example of good practice.

Which council is this about?	**Falkirk Council**
Headline topic	Dialogue with the public
What is the practice, and what makes it interesting?	Use of the social media, ie Twitter.
What has contributed to its success in this council?	The council reports its performance via Twitter.
Links to key web pages and/or documents	**www.falkirk.gov.uk/contact-us/** ssages # Discover 🐦 Search Twit **Falkirk Council** ✓ @falkirkcouncil Our Refuse Recycling rate of 55.3% is above the national target and your satisfaction rate with Collections is 98%: falkirk.gov.uk/services/counc… RETWEET 1 FAVORITES 3 4:30 PM - 15 Oct 2014
Who to contact in the council for further information (include contact details)	Caroline Binnie, Communications and Participation Manager **caroline.binnie@falkirk.gov.uk** 01324 506 051

ACCOUNTS COMMISSION

MEETING: 11 JUNE 2015

REPORT BY THE DIRECTOR OF PERFORMANCE AUDIT AND BEST VALUE

STATUTORY PERFORMANCE INFORMATION 2013/14: AN EVALUATION OF COUNCILS' RESPONSES TO THE 2012 DIRECTION

Purpose

1. This report provides the Accounts Commission with a summary of how well councils have met the requirements of its Statutory Performance Information (SPI) Direction 2012. The aim of the report is to:

   - Provide the Commission with an evaluation of how well councils have responded to:

     - SPI 1 and 2 (by reporting a range of corporate management and service performance information, sufficient to demonstrate Best Value)

     - SPI 3 (by reporting service performance in accordance with the requirements of the Local Government Benchmarking Framework).

   - Identify where public performance reporting (PPR) has improved and where further improvement is still required in relation to councils demonstrating a broad and balanced approach to PPR that reflects the requirements of the 2004 statutory guidance[1].

   - Identify a sample of good practice examples.

Structure of the report

2. The report is structured into a short update followed by appendices giving further detail on the assessment, good practice and our methodology. The attached appendices are:

   - Appendix 1. Indicators in the SPI Direction 2012.

   - Appendix 2. Methodology/sample assessment for an anonymised council.

   - Appendix 3. 2015 assessments – by SPI theme.

   - Appendix 4. 2015 assessments – by council.

   - Appendix 5. Examples of good practice.

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[1] Local Government in Scotland Act 2003. Best Value Statutory Guidance - Measures to Support Public Performance Reporting. Scottish Executive, Edinburgh, 2004

Background

3. The Commissions' SPI Direction 2008 marked a significant shift in approach to SPIs, encouraging councils to develop their PPR alongside a shorter set of comparable indicators than had previously been prescribed by the Commission. In 2011, Audit Scotland produced an evaluation of councils' response to the Direction 2008. A similar annual assessment has been reported to the Commission each following year.

4. The Direction 2012 marked the next step in the change of approach with the introduction of SPI 3, which requires councils to report their performance in accordance with the requirements of what is now the Local Government Benchmarking Framework. SPIs 1, 2 and 3 in the Direction 2012 are set out in Appendix 1.

5. **Exhibit 1** clarifies the relationship between the year each Direction is published, the financial year to which it pertains and when performance is reported and subsequently assessed.

Exhibit 1

SPI Directions and corresponding financial years

The Direction 2012 applied to councils' performance during 2013/14.

Direction	2008	2009	2010	2011	2012
About performance in year	2009/10	2010/11	2011/12	2012/13	2013/14
Council report the performance publically	2010/11	2011/12	2012/13	2013/14	2014/15
Audit Scotland assessment in Spring	2011	2012	2013	2014	2015

6. This report evaluates councils' response to the Direction 2012 in reporting performance for the 2013/14 financial year. It is the fifth year that we have reported on councils' approaches to reporting performance in relation to SPIs 1 and 2 and the first year that the evaluation includes SPI 3.

Audit Scotland's approach to evaluating the quality of councils' response to the SPI Direction 2012

7. In June 2014, the Commission considered the evaluation of reporting against the Direction 2011. The report responded to a previous request from the Commission for more transparency in the process and for the inclusion of examples of good practice to share with councils. At the meeting, the Commission recognised the progress made and requested that we consider what further information from the process could be provided to councils to support continuous improvement.

8. In July 2014, the Chair of the Commission wrote to all councils enclosing a copy of the 2014 evaluation report and a copy of their individual assessment. Since then, we have sought feedback from stakeholders [including the Improvement Service and the Scottish Performance Management Forum (SPMF)] about the process and assessments. The feedback indicated there is an appetite for more information and more transparency in the assessment process. The feedback also showed some indications of a compliance culture, with the assessment information being used by councils as quantitative measure and a league table, or as something to pass rather than a tool for supporting improvement.

9. In September 2014, appointed auditors completed and submitted a review of each council's planned arrangements for PPR for the forthcoming year. This is the first time this review has taken place. The detailed reports from auditors have provided a significant amount of information that has been a useful additional resource for the evaluation of the quality of reporting against the SPIs set out in this report.

10. In response to the Commission's request and the feedback from stakeholders, we have made a number of changes to the assessment process. In particular, the process has been undertaken with a clear aim of providing detailed individual reports for each council to support improvement. An example is set out at Appendix 2.

11. Each assessment has been peer reviewed as a cross-check within the assessment team and a factual accuracy check has taken place with each council. This more comprehensive testing of the assessments has been generally welcomed by the appointed auditors and councils.

12. In previous assessments, councils were assessed as either 'fully', 'partially' or 'not' meeting requirements. For this year's evaluation we introduced a simpler and clearer assessment scale which also promoted a stronger focus on continuous improvement. This involved assessed councils as either fully meeting requirements ('Yes') or having an 'area for improvement' (AFI).

13. The change in methodology means it is not possible to make exact comparisons between the 2014 and 2015 assessments. However, it is evident that there remains a significant gap between top-performing councils and those that are still finding PPR challenging across a broad range of the characteristics we have reviewed.

14. The assessments are structured to be as objective as possible but an element of subjectivity is unavoidable when assessing the quality of the information and how it is presented. The team worked closely together and cross-checked each others' judgements to ensure consistency in the assessments. Each council's PPR was assessed against a framework of quality themes relating to SPIs 1, 2 and 3, as well as a number of overarching 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.

15. Examples of the quality themes used as part of the assessment are set out in **Exhibit 2**. The team reviewed each council's PPR arrangements to identify whether there was evidence of the characteristics being met or if there were areas for improvement. Appendix 2 illustrates how the themes were assessed for an individual anonymised council.

Exhibit 2

Examples of themes and assessment characteristics

Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:

SPI/Quality themes	Public performance reporting (PPR) characteristics
SPI 1/Responsiveness to communities • Engagement • Customer feedback • Satisfaction survey • Consultation • Citizen panel • Customer care • Complaints • FOI requests • Contact centre	A range of PPR info gives a broad overview of performance.
	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.
	The council actively seeks feedback on corporate and service issues.
	Complaints data are reported for all services.
	It is easy to make a complaint or FOI request.
SPI 2/Community care • Community care • Delayed discharge • Respite care • Care satisfaction • Waiting times • Service user survey • Telecare • Care staff training • Personal care	A range of PPR info gives a broad overview of performance.
	PPR includes local indicators that give a full picture, eg on: • service user satisfaction • number of people waiting longer than target time for service • percentage of personal carers qualified to the Scottish Social Services Council standard.
	PPR includes commentary on the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.
	PPR has clear links to higher-level strategic themes in the Single Outcome Agreement (SOA) and/or community planning partnership (CPP) plan/strategy
SPI 3/LGBF • Framework • Benchmarking • Service • Performance	The council reports its performance against the indicators in the Local Government Benchmarking Framework (LGBF).
	The council reports its performance at the 'mylocalcouncil' benchmarking website.
Overall quality aspects/ Structured approach to PPR, with clear presentation of information	PPR information is linked directly from website's Home page.
	There is a coherent look and feel to how information is presented and structured.
	There is a high-level summary on the council's overall performance.
	There is clear layering and signposting of information, which is easy for the reader to navigate.
	There is relevant explanatory narrative – which is in Plain English.
	There are supporting informative graphics, eg charts, tables, and diagrams.
	Web links to other PPR info work.
	The council reports on additional indicators that contribute to an overall view of its performance.

Evaluation of councils' response to the 2012 Direction

Councils' response to SPI 1 and SPI 2 has continued to improve

16. The new assessment methodology means that direct comparisons between the 2015 assessment and previous years' cannot be made on a like-for-like basis. Nonetheless, the evidence indicates an overall improvement from last year to this year. Contributory factors to that improvement are:

   - Several councils have overhauled their corporate website and/or improved the design of their web pages on council performance.

   - At least three quarters of councils now utilise specialist performance management software which supports both operational performance management within the council and simplifies the provision of public-facing performance information.

   - All councils have been even-handed in reporting their performance, rather than simply emphasising the positives.

17. Although councils' PPR arrangements continue to improve overall, there are significant variations among the SPI 1 and SPI 2 themes, and among councils. Appendix 3 shows the total number of councils that achieved a 'Yes' rating for 2013/14, on the themes in SPI 1 and SPI 2, and on the overall quality themes we considered. Appendix 4 details councils' assessments ratings on the SPI 1 and SPI 2 themes.

18. **Exhibit 3** illustrates the number of councils that were assessed as meeting the coverage and quality requirements in the 2015 assessments.

19. The number of councils meeting the characteristics within SPI 1 improved on all seven of its themes. The number of councils meeting the 11 characteristics within SPI 2 also increased overall and reduced only for community care, from 27 to 26 councils.

20. The sophistication of councils' approaches to PPR bears little correlation with their size or location. Some smaller, more rural councils are performing relatively well (eg Angus, Moray) in contrast with some larger central belt councils (eg City of Edinburgh, Glasgow City).

21. Areas for further improvement varied across councils but common weaknesses continued to be:

   - a reliance on data tables, with limited use of infographics
   - the use and quality of narrative surrounding the data to explain performance to the public in layman's terms.

   All councils have some scope to improve their PPR.

Exhibit 3

Number of councils meeting the characteristics in 2014 and 2015

In SPI 1, the number of councils meeting the criteria increased on all seven themes.

In SPI 2, the number of councils increased on 10 themes and decreased on one.

SPI	Theme	2014	2015	Change
SPI 1	Responsiveness to its communities	19	23	▲
	Revenues & service costs	27	29	▲
	Employees	13	18	▲
	Assets	3	21	▲
	Procurement	14	19	▲
	Sustainable development	21	28	▲
	Equalities & diversity	7	20	▲

SPI	Theme	2014	2015	Change
SPI 2	Benefits administration	9	22	▲
	Community care	27	26	▼
	Criminal justice social work	14	18	▲
	Cultural & community services	14	28	▲
	Planning	15	26	▲
	Education of children	24	29	▲
	Child protection/social work	19	28	▲
	Housing & homelessness	20	29	▲
	Protective services	9	20	▲
	Roads & lighting	13	23	▲
	Waste management	16	26	▲

22. **Exhibit 4** illustrates how well councils met all 18 themes of SPI 1 and SPI 2. To show the spread of councils' performance, the exhibit presents the number of 'Yes' assessments that each council has received in approximate quartile ranges. Within each quartile, councils are listed in alphabetical order.

Exhibit 4

Councils' level of full compliance with SPIs 1 and 2

Councils have been sorted into quartiles, in terms of their levels of full compliance with the eighteen themes in SPIs 1 and 2. In each quartile, councils are listed in alphabetical order.

	Quartile	Councils in this quartile
Better performance	**Q 1** (Full compliance with 15-18 themes)	• Aberdeenshire • Angus • East Ayrshire • East Dunbartonshire • East Lothian • East Renfrewshire • City of Edinburgh • Fife • Inverclyde • Midlothian • Moray • North Ayrshire • North Lanarkshire • Perth & Kinross • South Lanarkshire • Stirling • West Dunbartonshire • West Lothian
	Q 2 (Full compliance with 10-14 themes)	• Argyll & Bute • Clackmannanshire • Dumfries & Galloway • Dundee City • Glasgow City • Orkney Islands • Renfrewshire • Scottish Borders
	Q3 (Full compliance with 5-9 themes)	• Eilean Siar • Falkirk • Highland • Shetland Islands • South Ayrshire
	Q4 (Full compliance with 0-4 themes)	• Aberdeen City

There was a wide range of performance among SPI 1 themes

23. Across the seven themes in SPI 1, the number of councils meeting the 2015 assessment's requirements ranged between 18 (Employees) and 29 (Revenues and service costs).

24. Councils were found to be good at reporting on engaging with their communities through mechanisms such as online consultations, citizens' panels and surveys – but less good at demonstrating how feedback from the public had been utilised to improve council services and the council's overall performance. Councils also performed well overall on the provision of information about their income and expenditure, utilising the body of data already used routinely for management information purposes. PPR about sustainable development has benefited from accumulating a sizeable range of performance

indicators over the years. Where PPR was weaker, it often lacked supporting narrative explanation in layman's terms.

25. The three weakest themes were the provision of performance information on employees (18 councils), procurement (19) and equalities and diversity (20). Reporting on these themes was also relatively weak in 2014 and tended to use a small number of indicators. However, the number of councils found to meet the assessment characteristics for assets rose from three in 2014 to 21 in 2015, and the number of councils nearly trebled for equalities and diversity, from seven to 20.

There was also a wide range of performance among SPI 2 themes

26. Across the 11 themes in SPI 2, the number of councils meeting the 2015 assessment's characteristics ranged between 18 (criminal justice social work) and 29 (the education of children). The number of councils doubled or more for three themes (benefits administration; cultural and community services; and protective services).

27. The two weakest themes overall were criminal justice social work (18 councils) and protective services (20 councils), yet some councils' response to the SPIs was of a high standard on these themes. Across all SPI themes, reasons for changes between 2014 and 2015 varied widely among councils, but factors included:

- Quantity – the use of additional performance indicators within each theme, eg including indicators of service performance that are linked to corporate objectives in the council's Single Outcome Agreement, thereby demonstrating how performance improvements are aligned with the council's and its partners' strategic objectives.

- Quality – better quality reporting on performance indicators, eg including the use of colour exhibits; information on targets, trends, family group comparisons; and narrative clearly explaining performance.

All councils complied with SPI 3

28. In 2015, all councils reported their performance through the LGBF arrangements, in line with the Commission's expectations under SPI 3. The LGBF uses data which is largely drawn from Scottish Government public data sources and is therefore subject to Scottish Government validation processes. For data submitted directly to the Improvement Service, detailed guidance and metadata ensure consistent data are returned across all councils. Protocols for validating and cleaning data are also in place. All data received are compared against previous years' data and other councils' to check consistency; and all outliers are checked, queried and confirmed with the source.

29. Areas where consistency can be strengthened further through clearer guidance are identified by a working group that has been established to develop family-group comparisons, and are then addressed via council-led task groups (eg the LGBF's Directors of Finance subgroup).

30. Also, the Improvement Service has recently reviewed the reporting of LGBF information and considered how the approach can be strengthened. It made a web page template available to councils, comprising a virtual 'contents page' framework which councils could use to structure their online PPR. The review identified five councils which largely followed the guidance in the template (Dumfries & Galloway, Falkirk, Fife, Perth and West Dunbartonshire) and others that have taken its general principles on board.

Good practice

31. This report aims to support continuous improvement by highlighting examples of an effective overall approach to PPR. The examples in **Exhibit 5** are set out in full at Appendix 5. They are not necessarily best practice and should more accurately be considered as 'interesting practice' that may be of benefit to other councils.

Exhibit 5

Good practice

This is a sample of good council practice.

Overall quality characteristics of PPR	Councils
A well-structured approach to PPR	• Dumfries & Galloway, Fife
Effective use of customer satisfaction info	• South Ayrshire, West Dunbartonshire
Balanced picture of performance	• East Renfrewshire, South Lanarkshire
Good use of comparators	• City of Edinburgh
Good use of financial and cost information	• Glasgow City
Dialogue with the public	• Aberdeen City, Perth & Kinross
Accessibility	• Argyll & Bute, Eilean Siar (Western Isles)

Exhibit 6 illustrates aspects of public performance that councils could strengthen, and others presenting risks that councils should be alert to.

Exhibit 6

Scope for further improvement

Councils should aim to improve on a range of aspects.

Improve	• Consistently high quality presentation of information for all SPI 1 & 2 themes. • Plain English narrative to explain complex datasets, describe performance and trends in layman's terms and target improvements for the following year. • Infographics to summarise complex financial information. • Information on customer satisfaction, feedback and complaints for individual council services; any improvement actions taken as a result of feedback. • Use of benchmarking against family groups – an aspect of the LGBF currently being developed by the Improvement Service – to set performance in context, identify performance strengths, and to prioritise improvements.
Reduce	• Convoluted and lengthy website pathways to performance information. • Inconsistent treatment of performance information on different themes. • Reliance on detailed committee reports for public performance reporting. • Bureaucratic language. • Broken web links.

Recommendations

32. It is recommended that the Commission:

- Note that councils' response to SPI 1 and SPI 2 has continued to improve overall, in terms of their handling of public performance reporting.

- Note that all councils are complying with SPI 3, on the Local Government Benchmarking Framework, which was introduced with the Direction 2012 for performance in 2013/14.

- Note that councils' progress with responding to the areas for improvement identified in this assessment will be monitored through our annual audit and Best Value processes.

- Consider writing to all councils reporting the progress that has been made in this area across the local government sector during 2014/15 offering further encouragement for councils to make further progress with improving PPR. The Commission may also wish to take this as an opportunity to refer to its consideration of its long-term strategic direction in relation to SPIs.

Fraser McKinlay
Director of Performance Audit and Best Value/Controller of Audit
11 June 2015

APPENDICES

Appendix 1. Indicators in the SPI Direction 2012

The Direction 2012 specified three high-level indicators, and bulleted a range of supporting themes for SPI 1 and SPI 2. This information formed the cornerstones of the 2015 PPR assessments.

SPI 1. Corporate management – Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:

- responsiveness to its communities

- revenues and service costs

- employees

- assets

- procurement

- sustainable development

- equalities and diversity.

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):

- benefits administration

- community care

- criminal justice social work

- cultural & community services (covering at least sport & leisure, museums, the arts and libraries)

- planning (both environmental and development management)

- the education of children

- child protection and children's social work

- housing & homelessness

- protective services including environmental health & trading standards

- roads and lighting

- waste management services.

SPI 3. SOLACE benchmarks – Each council will report its performance in accordance with the requirements of the Society of Local Authority Chief Executive (SOLACE) benchmark project.

Appendix 2. Example assessment

Column A – SPI themes

Under each SPI, sit a number of themes, as set out in the Direction 2012 – eg Responsiveness to Communities. These are taken directly from the Direction 2012.

Column B – characteristics of PPR.

The criteria for the assessment are set out as a broad set of characteristics that describe what is expected under each theme that the council may report to demonstrate that it is securing Best Value

Column C – evidence on the council's PPR

For each characteristic, the assessment team sourced evidence from:

- local auditors

- councils' websites

- an invitation to each council to submit evidence of its 2013/14 PPR

- e-copies of council publications, eg council newspapers, Council Tax leaflet, etc.

Column D – a summary narrative assessment

This was drafted by the assessment team. Councils were able to comment on the narrative for each SPI theme, but the final assessment was made and articulated in this summary by Audit Scotland

Column E – overall assessment rating for each aspect, as either:

- Yes = meets the criteria, or

- AFI = area for improvement.

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

Roles	Organisation	Name & title	Email	Telephone
Audit Scotland	PABV Group	Name of Audit Manager	Email address	Number
Auditor	Audit Scotland/firm	Name & title of appointed auditor	Email address	Number
Auditor	Audit Scotland/firm	Name & title of audit manager	Email address	Number
Council	Council name	Name & /title of lead contact for SPI/PPR purposes	Email address	Number

Key links

SPI1. Corporate management

- Link from the council's Home page to its lead page for performance information
- Link from the lead performance page to the corporate annual performance report (if any)
- Links from the lead performance page to performance information on the themes in SPI 1 (if any)

SPI2. Service performance – links from the lead performance page to:

- Performance information on the themes in SPI 2 (if any)

SPI 3. LGBF – links from the lead performance page to:

- Information about the LGBF
- Performance against LGBF indicators
  - The online benchmarking tool at http://scotland.mylocalcouncil.info/

Links to SPIs / summary of ratings

SPI 1. Corporate	Rating	SPI 2. Service	Rating	SPI 3.	Rating	4. Overall aspects	Rating	Good practice
1.1 Responsiveness to communities	YES	2.1 Benefits administration	AFI	3.1 **LGBF**	YES	4.1 Structured approach	YES	
1.2 Revenues & service costs	YES	2.2 Child protection/social work	AFI			4.2 Customer satisfaction	YES	
1.3 Employees	YES	2.3 Community care	AFI			4.3 Balanced picture	YES	
1.4 Assets	AFI	2.4 Criminal justice social work	AFI			4.4 Comparators	YES	
1.5 Procurement	YES	2.5 Cultural & community services	AFI			4.5 Financial and cost info	YES	
1.6 Sustainable development	YES	2.6 Education of children	AFI			4.6 Dialogue with the public	YES	
1.7 Equalities and diversity	AFI	2.7 Housing homelessness	YES			4.7 Accessibility	AFI	
		2.8 Planning	YES					
		2.9 Protective services	AFI					
		2.10 Roads & lighting	AFI					
		2.11 Waste management	AFI					
Number of Yes	**5**		**2**		**1**		**6**	
Number of AFI	**2**		**9**		**-**		**1**	

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. **KPI** = performance indicator. **LGBF** = Local Government Benchmarking Framework. **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 Corporate performance reporting page links to: the Public Performance Report 2014; 2013/14 Benchmarking summary overview report; the Public Performance Policy and Performance indicators for 2013/14. Each page has an A-Z menu bar at the top, giving easy access to detailed info on complaints, FOI, Citizens' panel, consultations, customer care.	The council provides the reader with comprehensive, contextual information on performance in responsiveness to communities and links to relevant documents. It would also be helpful to demonstrate consistently how the council has reacted to feedback gleaned through consultations and to include working links.	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.	The council's Performance indicators 2013/14 include six responsiveness to communities-related indicators, such as: • the percentage availability of the COUNCIL website • the number of complaints per 1,000 population • the customer satisfaction index score. The council's **Recent consultation & feedback** page features closed consultations spanning from 2012 to 2015. There were 13 consultations in 2013/14. There is an issue with consistency in the way consultations are reported, eg the Adult social care contributions policy consultation has a helpful 'you said, we did' approach, but other consultations do not include this info.		
	1.1.c. The council actively seeks feedback on corporate and service issues.	The **Consultations and have your say** page has a link to a feedback, complaints and suggestions online form. In addition, each webpage has a 'Rate this page' tab which opens a feedback form.		
	1.1.d. Complaints data are reported for all services.	The **Complaints page** contains the section 'Complaints analysis and performance indicators', where the **2013/14 Annual complaints report** is located, providing complaints data for the year. However, a customer satisfaction survey for the complaints service was not carried out in 2013/14.		
	1.1.e. It is easy to make a complaint or a FOI request.	Links to complaints and FOI pages are at the bottom of each web page. Both pages explain requests/complaints.		

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.	A **Statement of accounts 2013/14** is accessed through Council and government > Annual reports. The document provides a brief overview of finances and financial performance throughout the year and highlights the council's financial position as at 31 March 2014 as well as budget, expenditure and revenues. There is info on how **Council Tax** works. An A-Z search brings up a **Revenue Budget** page comparing 2013/14 budget with 2014/15 budget and includes a breakdown of budgets by service area.	Comprehensive, relevant performance information is available, providing a good overview of revenues and service costs.	YES
	1.2.b. PPR includes local indicators giving a full picture, eg on: • unit costs/service expenditure • efficiency targets.	The Statement of accounts 2013/14 outlines seven financial performance indicators, including the Council Tax in-year collection rate and the impact of capital investments on Council Tax and weekly rents. The council's Key indicators 2013/14 include info on total cash efficiency savings for the year. A Confirmation of efficiencies delivered in 2013/14 document, accessible via the performance page, summarises efficiency savings in five different activities, eg asset management and energy efficiencies. Unit cost-related indicators, eg annual property costs per m^2 and the cost of collecting Council Tax per dwelling are found in the Key indicators 2013/14.		
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.	The council's Performance Indicators 2013/14 provide some info on sickness-absence rates and include info on employee surveys for 2012/13; but this info is not available for 2013/14 until sometime later in 2015. In addition, the path: Council and government>Performance reporting> Service performance leads the reader to the **2013/14 Performance monitoring statements**, which includes further employee-related indicators.	The council reports on a number of employee-related performance measures, providing a comprehensive overview of this aspect of corporate performance. However, PPR would benefit from updated information on the council's workforce.	YES
	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	The 2013/14 **Revised revenue budget** provides info on the cost of HR & ICT for 2013/14 and 2014/15, under Corporate services. **Statistical info on the workforce** is available through the 2013/14 Performance indicators link and refers to the period 1 Nov 2012 – 31 Oct 2013. This includes data on staff turnover and sickness-absences for the period, with bar charts, indicating		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	function • staff engagement • workforce changes, eg staffing reductions through voluntary severance or redundancy • senior management restructuring.	trends over time. In addition, an **Employee survey – results summary 2013** provides information on staff satisfaction and staff feedback on council issues.		
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 council's Performance indicators 2013/14 booklet includes eight indicators on assets and the vehicle fleet, eg: • the proportion of properties at a satisfactory standard • the cost of required maintenance • customer satisfaction with building cleaning and catering • the average mileage of pool cars.	The council reports on a number of asset-related indicators, but there was no evidence of actions taken to improve performance.	AFI
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.	The council produces a **Procurement performance (2013/14) and priority report (2014/15)**, which gives an overview of procurement performance for 2013/14 and includes narrative on the PCA score as well as an e-tendering system, but there is no performance info on this aspect. The council's Key indicators 2013/14 include two procurement-related indicators, eg, the total cash savings achieved through procurement. The document has info on procurement performance and links the reader to a set of **tables** that provide further procurement performance info, eg: • total cash savings achieved through procurement in 2013/14 • updates against procurement targets for 2013/14.	There is a good range of performance information on procurement and on the PCA score, but the council could usefully provide information on any joint spend.	YES

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
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.	Seven sustainable development indicators, plus commentary on performance and targets met within the **Carbon management plan 2009-2014**, are found in the Key indicators 2013/14 document. A report on Carbon management is included in the commentary, and provides further info on performance against targets set in the plan. An **Annual energy report 2013/14** details the council's performance in energy consumption (including graphs) and gives info on sustainable development schemes, such as an energy awareness initiative.	The council reports on a range of sustainable development-related PPR material, which paints an overall picture of performance in this area.	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.	Indicators cover: derelict land; annual energy consumption; and annual CO2 emissions. In addition, the **Performance monitoring statements** includes two performance indicators – on the percentage of adults satisfied with parks and open spaces, and on the cost of parks. Performance info is compared with previous years' and quarters and measured with a 'traffic light' scale.		
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.	An **Equality impact assessment** for the calendar year 2013 details impacts identified in the year and areas for improvement in 2014. An **Equality outcomes 2013-2017** report sets out equality outcomes for the council and a **Mainstreaming report 2013** gives material on mainstreaming activities and comprehensive coverage of the workforce, including the employee profile.	There is some performance information on equalities and diversity. However, there is no information on the wider aspects of the council's role in promoting equality and diversity.	AFI
	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	See 1.7.a.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	equality.			
	1.7.d. PPR includes local indicators that give a full picture, eg on: • complaints by ethnic minorities • user satisfaction with services.	There are three indicators in the Key indicators 2013/14 document, eg: • % of highest paid 5% of earners that are women • % of primary school pupils taking school meals. Additional indicators, such as on disabilities and satisfaction levels, would be helpful.		
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.	The **Benefits administration page** links to the PPR calendar 2015, service business plan progress reports, Exchequer PIs, Benefits Business Plan, Welfare Reform, Improvement Service dashboard, and discretionary housing payments. PPR calendar refers to 2 indicators and Welfare Fund. No trend data provided.	The website contains a lot of information on benefits and the welfare reform. While the two reports contain data on 2013/14 performance, the absence of trend data makes it difficult to establish what progress has been made over time.	AFI
	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.	The Counter Fraud Business Plan 2014/15 provides a number of indicators, but there is no trend data or values for 2013/14 with targets. Comments are provided for the indicators that did not meet the target. KPIs are included in the Finance and Corporate resources report, but no trend data are provided.		
	2.1.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	The Benefit and Counter Fraud Business Plan 2014/15 makes no reference to the SOA.		

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 **Child Protection and Children's Social Work** page links to the PPR calendar 2015, service business plan progress reports, The 2010-14 Children's Services Performance Report, The Chief Social Work Officer report 2013/14 and info pages.	The website contains a lot of information on child protection & children's social work, but no local indicators with trend data are provided in any of the reviewed reports.	AFI
	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.	Three indicators included in the PPR calendar, but no trend data are provided. The 2010-14 Children's Services Performance Report includes several indicators with trend data and comparison with the Scottish average, as well local authority ranking (LBGF indicators). Neither contextual narrative nor local indicators are provided in the report. The Chief Social Work Officer report 2013/14 contains considerable contextual info, but has no indicators. The Education & Children's Services KPI quarterly progress report has a number of indicators, but there is no trend data.		
	2.2.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	No reference to the SOA in the reviewed reports. The KPI report links to higher themes in council's strategies.		
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 **Community Care page** contains links to the PPR calendar 2015, service business plan progress reports, the adult social care performance report and other related pages – like satisfaction surveys, complaints procedures and Care Inspectorate reports.	The council's performance page contains a lot of information on child protection & children's social work, but no local indicators with trend data are provided in any of the reviewed reports.	AFI
	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	The 2010-14 Adult Social Care performance report includes LGBF indicators with trend data and Scottish average comparisons. Neither contextual narrative nor local indicators are provided in the report. The Social and Community Services KPI progress report includes a number of relevant indicators, but no trend data. The SOA Measuring Success 2013/14 report includes one relevant indicator (Number of older people aged 65+ with intensive care needs receiving personal care at home (Rate per 1000		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	Social Services Council standard.	population)). The Expenditure on Adult Social Care Services in Scotland 2003-04 to 2013-14 report is a national report with no local data.		
	2.3.c. PPR includes commentary on the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.	Yes, a Self-Directed support indicator is included in the Social and Community Services KPI progress report. References are included to integration in the KPI report. There are also references to the health and social care integration and self-directed support in the PPR calendar.		
	2.3.d. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	No reference to the SOA in the reviewed reports. The KPI report links to higher themes in council's strategies.		
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 **Criminal Justice Social Work** page contains links to the PPR calendar 2015, service business plan progress reports, the Northern Community Justice website and links to the relevant Scottish Government pages on reconviction rates and crime and justice.	There are a few links on the council page, but no 2013/14 performance information.	AFI
	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.	Unable to find any performance info in the documents provided on the website. Two relevant indicators in the SOA Measuring Success 2013/14 report, but no data for 2013/14 are provided.		
	2.4.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There are a few references in the PPR calendar, connecting to aspirations and local outcomes.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
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.	The **Culture and Community Services page** contains links to the PPR calendar 2015, service business plan progress reports, a link to the performance report on culture and leisure services, social media pages to relevant services and other info pages.	The website contains a lot of information on cultural and community services, but no local indicators with trend data are provided in any of the reviewed reports.	AFI
	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.	The 2010-2014 Culture and Leisure Performance Report is an extract of the LGBF report. Trend data and comparisons with Scottish average are included, but no supporting narrative. No additional local indicators included. A few indicators are included in the PPR calendar. No trend data. The SOA Measuring Success 2013/14 report contains one indicator on volunteering, but no 2013/14 data are provided.		
	2.5.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	There are a few references in the PPR calendar, so performance info linked to corporate aspirations and target local outcomes.		
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 performance page for the **Education of Children** contains links to the PPR calendar 2015, service business plan progress reports, the 2010-2014 Children's Services Performance Report, and the Chief Social Worker's repor.t	The website contains a lot of information on the education of children, but no local indicators with trend data are provided in any of the reviewed reports. The PPR calendar provides broadly sufficient information on this area.	AFI
	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 2010-2014 Children's Services Performance Report is an extract of the LGBF report. Trend data and comparisons with Scottish average are included, but no supporting narrative. No additional local indicators feature. A few indicators are included in the PPR calendar, but no trend data. The Chief Social Work Officer report 2013/14 contains contextual information, but there are no indicators in the report A lot of contextual info and performance data (presented as infographics, are featured but no trend data are available for any indicators in the PPR calendar. The SOA Measuring Success 2013/14 report contains two relevant indicators (eg school leavers positive and sustained destinations), but 2013/14 data are provided for only one of		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
		them.		
	2.6.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
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 and Homelessness page** links to the Homeless Annual report, Housing Services page, and local strategy housing review documents.	The Homelessness Annual report 2013/14 and the PPR calendar jointly provide sufficient coverage of this aspect.	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 Services page contains a table with a selected number of performance indicators (including a local one) with trend data and targets. Some data are missing. The Homelessness Annual Report 2013/14 includes a number of indicators (some of them locally developed) along with trend data and supportive narrative. References to homelessness are made in the PPR calendar and a few indicators included with (infographics).		
	c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
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 page** contains links to the PPR calendar, the council's annual report, planning stats on the Scottish Government website, customer satisfaction survey and levels, the building standard scorecard and other related pages.	The reports included on the website provide sufficient information on the council's performance on this aspect.	YES
	2.8.b. PPR includes local indicators that give a full picture, eg on: • the council's aims • service costs • customer satisfaction.	One indicator is mentioned in the PPR calendar (with infographics). The Planning Performance Framework Annual Report 2013/14 has indicators and contextual info (trends provided for 2012/13). The Planning Performance Framework Feedback report provides additional info on performance in this area. The Building Standards performance indicators report includes		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
		local indicators and data for 2012/13 and 2013/14.		
		Survey results are published on the website, but there is no info on what the council is planning to do as a result of the feedback received. However, the Balanced Scorecard for 2014/15 provides additional info on the progress of key actions.		
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.	The **Protective Services page** contains links to the Consumer and Environmental Services Monitoring reports, the annual review report, the PPR calendar, social media, and the LGBF report, and the press releases.	Documents on the website give insufficient performance information. No local indicators with trend or comparative information are provided for this aspect.	AFI
	2.9.b. PPR includes local indicators that give a full picture, eg on: • food safety • pest control • flood alleviation • customer satisfaction.	Noise complaints indicators (without trend data) are included in the PPR calendar. The LGBF report contains no local indicators and no supporting narrative. Most indicators in this report refer to Waste Management. Quarterly reports provide info and data, but no trends. The Service Plan 2012/13 Review contains some trend data for a few indicators, including food safety inspections.		
	2.9.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
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.	The **Roads and Lighting** page contains links to the PPR calendar 2015, service business plan progress reports, and a number of transport and street lighting documents.	Apart from a few reference in the PPR calendar, no other performance info is available on the website.	AFI
	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.	A few roads indicators are included in the PPR calendar. No performance info is found in the documents provided on the web page.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	2.10.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
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.	The **Waste Management Services page** contains links to the PPR calendar 2015, service business plan progress reports, and waste documents. The LGBF profile link does not work.	Apart from a few reference in the PPR calendar, no other performance info is available on the website.	AFI
	2.11. b. PPR includes local indicators that give a full picture, eg on refuse bin collection rates.	References to waste on the PPR calendar and a few indicators included. No other performance info is available in the documents provided on the page.		
	2.11.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	References are made in the PPR calendar, linking performance to the council's aspirations and local outcomes.		
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.	Yes	There is a link from the main PPR page to the LGBF page on the council's website. The page contains links to individual reports, LGBF dashboard and Family Groups Performance Graphs report.	YES
	3.1.b. The council reports its performance at mylocalcouncil	Yes		
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.	From **Home** > **Council and democracy** > **Council performance** Performance pages can also be found using the A to Z function or search box.	The council provides its information in a structured and clear manor so that the relevant information needed was accessible.	YES
	4.1.b. There is a coherent look & feel to how info is presented and structured.	Yes – the info is presented in tables and narrative that follow a coherent form from indicator to indicator. Performance pages can also be found using the A to Z function or search box.		

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.	Yes – provided in the **annual performance report**, which outlines the overall performance of the council.		
	4.1.d. There is clear layering and signposting of info, which is easy for the reader to navigate.	Yes – the council's website is clear and easy to navigate, with clear labels for the different tabs.		
	4.1.e. There is relevant explanatory narrative, which is in Plain English	Yes – explanatory text was found in the annual performance report that described what was seen in the table in the SPIs		
	4.1.f. There are supporting, informative graphics, eg charts, tables, and diagrams.	Yes – there were tables that laid out the info, but there was a lack of infographics.		
	4.1.g. Web links to other PPR info work.	Yes – all the links tried worked.		
	4.1.h The council reports on additional indicators that contribute to an overall view of their performance.	Yes – some local indicators mentioned in the Annual performance report as contributing to the council's overall performance.		
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	Yes – as seen with the info in section 1.1, the council carries out surveys. Also through the additional papers and key documents that the council provides with the SPIs the public can gain a greater explanation into results and findings.	There is evidence of customer satisfaction information being gathered and utilised by the council.	YES
	4.2.b. PPR explains what the council is doing as a result of feedback.	Yes – see section 1.1. There is a paper on the complaints info received and what the council does about it.		
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Yes – the council presents indicators that tell a balanced a good and a bad story.	The council provides the public with a balanced picture of its performance.	YES
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	Arrows are used to highlight which indicators are performing well and those which have seen a decrease in performance.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.3.c. Priorities for improvement by the council is clear to the reader.	Through the narrative, it is clear to the reader which topics need the most work.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	Yes – the narratives used to describe the performance of the council make use of time periods to explain trends and patterns in the council	The council uses comparators and trends through out its performance pages, and makes comparisons with family-group councils, where possible.	YES
	4.4.b. Trends are included for all council indicators, as appropriate.	Yes – the council's indicators are set out in tables that include previous years' data.		
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	Family groups were observed once in this assessment, and the narrative describes collaborative work with surrounding councils to ensure that services are offered at the most efficient price.		
4.5 Good use of financial and cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	Yes – in a number of indicators, the cost per individual is quoted. Eg, for education, there is a cost per pupil and in community care, there is a cost for each hour of care received.	The council utilises financial costs effectively to demonstrate to the significance of the different indicators and there impact on the council's budget	YES
	4.5.b. Financial info is well structured and clearly presented.	Yes – it is easy to understand how the numbers relate year-to-year.		
	4.5.c. There is info on services' unit costs, eg £ per primary school pupil.	Yes – See 4.5a		
	4.5.d. PPR includes info on the council's budgets for major services.	Within the **Annual performance report** there are tables showing the costs of the major service groups.		
	4.5.e. Plain language explains the figures.	There is good use of narrative about figures in the **Annual performance report**, informing the reader of the meaning of the figures.		

Aspect	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	No evidence of the council collecting direct feedback on PPR, but it does offer the over the public the opportunity to provide overall feedback, and this could incorporate PPR feedback.	The council offers the public opportunity to give feedback, although it does not necessarily ask for PPR feedback. It also provides links to social media, but how it uses social media to inform its approach to PPR is unclear	YES
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	Yes – links at the bottom of each council web page take the reader to media such as Facebook and Twitter. However, how it uses social media to shape PPR is unclear. For example, the Twitter feed carries news snippets but no information on the council's Twitter policy is listed under T in the A-Z toolbar.		
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	The range of outputs is thorough and can be used by diverse audiences.	The council offers a range of outputs, but options for viewing them in other languages and in other document formats are unclear.	AFI
	4.7.b. Info is available in different languages, on request.	Not evidenced.		
	4.7c. Printed info is available on request.	Not evidenced.		

Appendix 3. Overview of 2015 PPR assessments – by SPI theme

Councils' PPR performance varied widely among the themes in SPI, SPI 2, and the overall quality aspects

	Theme	YES	AFI
SPI 1	Responsiveness to its communities	23	9
	Revenues & service costs	29	3
	Employees	18	14
	Assets	21	11
	Procurement	19	13
	Sustainable development	28	4
	Equalities & diversity	20	12
SPI 2	Benefits administration	22	10
	Community care	26	6
	Criminal justice social work	18	14
	Cultural & community services	28	4
	Planning	26	6
	Education of children	29	3
	Child protection/social work	28	4
	Housing & homelessness	29	3
	Protective services	20	12
	Roads & lighting	23	9
	Waste management	26	6
SPI 3	Local Gov't Benchmarking Framework	32	-
Overall quality aspects	A well-structured approach to PPR	21	11
	Effective use of customer satisfaction info	16	16
	Balanced picture of performance	23	9
	Good use of comparators	19	13
	Good use of financial & cost info	22	10
	Dialogue with the public	19	13
	Accessibility	18	14

Number of councils (scale: 0, 8, 16, 24, 32). Legend: ■ YES, ■ AFI

Appendix 4. Councils' PPR performance

	Yes	AFI
SPI 1. Corporate management		
Responsiveness to its communities	Aberdeenshire, Angus, Clackmannanshire, Dundee City, East Ayrshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Argyll & Bute, Dumfries & Galloway, East Dunbartonshire, Glasgow City, Orkney Islands, Perth & Kinross, Renfrewshire, South Ayrshire.
Revenues & service costs	Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Dundee City, Shetland Islands.
Employees	Aberdeenshire, Angus, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Highland, Inverclyde, Moray, North Lanarkshire, Orkney Islands, Perth & Kinross, Stirling, West Dunbartonshire.	Aberdeen City, Argyll & Bute, Dundee City, East Dunbartonshire, Eilean Siar, Falkirk, Glasgow City, Midlothian, North Ayrshire, Renfrewshire, South Ayrshire, Scottish Borders, Shetland Islands, West Lothian.
Assets	Aberdeenshire, Angus, Clackmannanshire, Dundee City, East Ayrshire, East Dunbartonshire, East Renfrewshire, City of Edinburgh, Eilean Siar, Fife, Midlothian, Moray, North Ayrshire, Orkney Islands, Perth & Kinross, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Argyll & Bute, Dumfries & Galloway, East Lothian, Falkirk, Glasgow City, Highland, Inverclyde, North Lanarkshire, Renfrewshire, Scottish Borders.
Procurement	Angus, Clackmannanshire, Dundee City, East Ayrshire, East Dunbartonshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Scottish Borders, Shetland Islands, South Lanarkshire, West Dunbartonshire, West Lothian.	Aberdeen City, Aberdeenshire, Argyll & Bute, Dumfries & Galloway, East Lothian, East Renfrewshire, Glasgow City, Highland, Midlothian, Orkney Islands, Renfrewshire, South Ayrshire, Stirling.

	Yes	AFI
Sustainable development	Aberdeenshire, Angus, Clackmannanshire, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Argyll & Bute, Inverclyde, Shetland Islands.
Equalities and diversity	Angus, Argyll & Bute, Clackmannanshire, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Eilean Siar, Fife, Inverclyde, Midlothian, Moray, North Lanarkshire, Orkney Islands, Perth & Kinross, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeen City, Aberdeenshire, Dundee City, Dumfries & Galloway, City of Edinburgh, Falkirk, Glasgow City, Highland, North Ayrshire, Renfrewshire, South Ayrshire, West Lothian,
SPI 2. Service performance		
Benefits administration	Aberdeenshire, Angus, Argyll & Bute, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Inverclyde, Midlothian, Moray, North Ayrshire, Orkney Islands, Perth & Kinross, Renfrewshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Eilean Siar, Falkirk, Glasgow City, Highland, North Lanarkshire, South Ayrshire, Scottish Borders, Shetland Islands.
Community care	Aberdeenshire, Angus, Argyll & Bute, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Dundee City, Eilean Siar, Falkirk, Highland.
Criminal justice social work	Aberdeenshire, Angus, Argyll & Bute, Dundee City, East Ayrshire, East Dunbartonshire, East Lothian, City of Edinburgh, Fife, Inverclyde, Glasgow City, Midlothian, North Ayrshire, Orkney Islands, Perth & Kinross, Renfrewshire, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Dumfries & Galloway, East Renfrewshire, Eilean Siar, Falkirk, Highland, Moray, North Lanarkshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling.

	Yes	AFI
Cultural & community services	Aberdeen City, Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Falkirk, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, South Lanarkshire, West Dunbartonshire, Stirling, West Lothian.	Eilean Siar, Scottish Borders, Shetland Islands, South Ayrshire.
Planning	Aberdeenshire, Angus, Clackmannanshire, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Eilean Siar, Falkirk, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Lothian.	Aberdeen City, Argyll & Bute, City of Edinburgh, Highland, Renfrewshire, West Dunbartonshire.
The education of children	Aberdeen City, Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Dundee City, Highland, Shetland Islands.
Child protection & children's social work	Aberdeenshire, Angus, Argyll & Bute, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Falkirk, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, South Ayrshire, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Aberdeen City, Clackmannanshire, Eilean Siar, Highland.

	Yes	AFI
Housing & homelessness	Aberdeen City, Aberdeenshire, Angus, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Argyll & Bute, Clackmannanshire, Orkney Islands.
Protective services	Aberdeenshire, Angus, Argyll & Bute, Dundee City, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Fife, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Shetland Islands, South Lanarkshire, Stirling, West Lothian.	Aberdeen City, Clackmannanshire, City of Edinburgh, Eilean Siar, Falkirk, Glasgow City, Highland, Orkney Islands, Renfrewshire, Scottish Borders, South Ayrshire, West Dunbartonshire.
Roads and lighting	Aberdeenshire, Angus, Argyll & Bute, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Glasgow City, Highland, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, South Lanarkshire, Stirling, West Lothian.	Aberdeen City, Clackmannanshire, Dundee City Eilean Siar, Falkirk, Orkney Islands, Shetland Islands, South Ayrshire, West Dunbartonshire.
Waste management	Aberdeen City, Aberdeenshire, Angus, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire, West Lothian.	Argyll & Bute, Dundee City, Eilean Siar, Falkirk, Highland, Shetland Islands.
SPI 3. Solace benchmark framework / Local Government Benchmarking Framework		
LGBF	All councils	No councils
Overall quality themes		
A well-structured approach to PPR	Aberdeenshire, Angus, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, City of Edinburgh, Fife, Highland, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeen City, Argyll & Bute, Dundee City, Eilean Siar, Falkirk, Glasgow City, Midlothian, Orkney Islands, Shetland Islands, South Ayrshire, West Lothian,

	Yes	AFI
Effective use of customer satisfaction info	Aberdeenshire, Clackmannanshire, East Dunbartonshire, East Lothian, East Renfrewshire, Falkirk, Fife, Highland, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Perth & Kinross, Stirling, West Dunbartonshire, West Lothian,	Aberdeen City, Angus, Argyll & Bute, Dumfries & Galloway, Dundee City, East Ayrshire, City of Edinburgh, Eilean Siar, Glasgow City, Midlothian, Orkney Islands, Renfrewshire, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire,
Balanced picture of performance	Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Dunbartonshire, East Lothian, East Renfrewshire, Eilean Siar, Fife, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeen City, Dundee City, East Ayrshire, City of Edinburgh, Falkirk, Glasgow City, Highland, South Ayrshire, West Lothian,
Good use of comparators	Aberdeen City, Aberdeenshire, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Renfrewshire, Fife, Glasgow City, Inverclyde, Midlothian, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Renfrewshire, Perth & Kinross, Stirling, West Dunbartonshire,	Angus, East Lothian, Dundee City, City of Edinburgh, Eilean Siar, Falkirk, Highland, Scottish Borders, Shetland Islands, South Ayrshire, South Lanarkshire, West Lothian,
Good use of financial & cost information	Aberdeenshire, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Lothian, East Renfrewshire, City of Edinburgh, Eilean Siar, Fife, Glasgow City, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Orkney Islands, Perth & Kinross, Scottish Borders, South Ayrshire, South Lanarkshire, West Dunbartonshire,	Aberdeen City, Dundee City, East Dunbartonshire, Falkirk, Highland, Midlothian, Renfrewshire, Shetland Islands, Stirling, West Lothian,
Dialogue with the public	Aberdeen City, Angus, Clackmannanshire, East Ayrshire, East Renfrewshire, Eilean Siar, Falkirk, Fife, Glasgow City, Highland, Inverclyde, North Lanarkshire, Perth & Kinross, Renfrewshire, Scottish Borders, Shetland Islands, Stirling, West Dunbartonshire, West Lothian,	Aberdeenshire, Argyll & Bute, Dumfries & Galloway, Dundee City, East Dunbartonshire, East Lothian, City of Edinburgh, Midlothian, Moray, North Ayrshire, Orkney Islands, South Ayrshire, South Lanarkshire,
Accessibility	Aberdeen City, Angus, Argyll & Bute, Clackmannanshire, Dumfries & Galloway, East Ayrshire, East Dunbartonshire, East Lothian, East Renfrewshire, Fife, Glasgow City, North Ayrshire, Orkney Islands, Perth & Kinross, Scottish Borders, South Ayrshire, South Lanarkshire, Stirling, West Dunbartonshire,	Aberdeenshire, Dundee City, City of Edinburgh, Eilean Siar, Falkirk, Highland, Inverclyde, Midlothian, Moray, North Lanarkshire, Shetland Islands, West Lothian,

Appendix 5. Examples of good practice

Structured approach

Dumfries and Galloway Council presents its performance indicator information in a coherent manner using a database system. A wide range of indicators is easily accessible by following the information tree to the end point for the indicator of interest. Each indicator is then presented in a similar fashion with graphs and tables as well as narrative on 'How we are performing' that provides a further description with a 'Comment on progress' and 'Action/s we will take'.
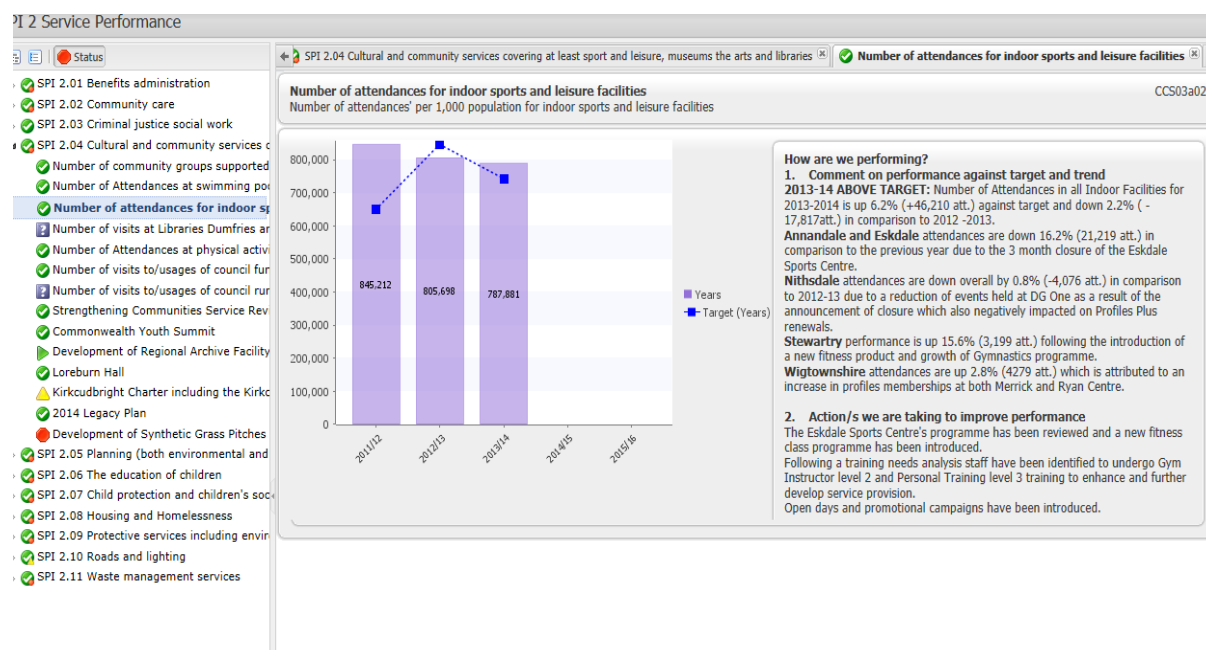
Fife Council uses mini-sites for each SPI theme. The sites contain a list of indicators including trend data, targets and trend arrows.

Effective use of customer satisfaction information

West Dunbartonshire Council publishes the Citizens' Panel annual newsletter to inform the public on how services are using the feedback members of the public have provided in surveys and focus groups to improve levels of customer satisfaction. This allows the public to see what the council is doing in response to the feedback.

South Ayrshire Council produces the Housing Newsletter which follows a user friendly format and includes key facts about the council's progress, satisfaction and feedback information, as well as the council's actions and priorities using the 'You Said, We Did' format. The information is presented using interesting infographics like charts and tables.

Satisfaction & feedback

We use Satisfaction Surveys to gather feedback from our customers and this helps us to improve and develop services for the future. These surveys were developed in consultation with tenants and give you the opportunity to tell us how well we are doing as your landlord and whether there are things that we could do better. It is important to us that we hear from as many of our customers as possible and we would encourage you to take the time to complete our surveys.

Throughout last year we issued tracker surveys to gather your feedback on key elements of service. We have discussed the feedback received at events with tenant representatives, we have included some examples of changes we have already made to how we deliver services.

In early 2014, we conducted a full comprehensive satisfaction survey by post to all tenants, 1388 tenants returned the survey, which was a response rate of 17.75%. The overall results from the survey are as follows:

Satisfaction with the overall service provided by the Council as a Landlord

- 70.7% of tenants were satisfied, compared to the Scottish average of 87.8%
- 11.9% of tenants were neither satisfied nor dissatisfied
- 16.9% of tenants were dissatisfied
- 0.5% of tenants had no opinion

How good did tenants feel we were as a Landlord, at keeping them informed about our services and decisions?

- 63.1% of tenants felt we were good, compared to the Scottish average of 88.9%
- 23.1% of tenants felt we were neither good nor poor at keeping them informed
- 13.8% of tenants felt we were poor at keeping them informed

Satisfaction with the opportunities we gave tenants to participate in our decision making processes

- 52.1% of tenants were satisfied, compared to the Scottish average of 78.4%
- 37.4% of tenants were neither satisfied nor dissatisfied
- 10.5% of tenants were dissatisfied

71.53% of tenants were satisfied with the quality of their home.

YOU SAID	WE DID
Some tenants expressed concern that they did not receive enough contact from a Housing Officer during the time their home was being Modernised.	We reviewed our procedures and Housing Officers will now make weekly contact with tenants, during the period that work is taking place in their home.
The ability to visualise a new kitchen layout and design was difficult.	We have spoken with our contractor and have reached an agreement that tenants will be provided with a 3D drawing of their new kitchen layout.
The condition of gardens when properties are allocated was unacceptable.	We have reviewed our procedures and gardens are now inspected by the Housing Officer during the new tenancy visits. Gardens are also monitored on a regular basis by Housing Officers when they are carrying out visits within our neighbourhoods.
That on occasions the wrong tradesman was sent to a repair that was reported for a shower.	We have undertaken training with some of our Electricians and Plumbers in order for them to be multi-skilled when dealing with shower repairs.
You would like future repairs surveys to be analysed by town/village in order to identify any trends/issues arising by area.	We have agreed that future surveys will be analysed and reported by area, to future tenant scrutiny meetings.
You would like calling cards to be left when external repairs have been carried out and the tenant is not at home.	We have reviewed our procedures. Trades Operatives will now leave a calling card to advise tenants that external repairs have been carried out while they were not at home.

Balanced picture of performance highlighting strengths and areas for improvement

East Renfrewshire Council recognises the importance of reporting on both good and not-so-good performance. Traffic light system is used in the Annual Performance report to indicate good performance as well as areas for improvement.

South Lanarkshire Council's Annual Performance Report highlights areas of achievement, areas for improvement and the council's next steps in regards to improving performance.

Good use of comparators

Edinburgh City Council includes the Scottish comparative statistics in the Key Fact and Figures Booklet on the performance web page.

<div align="center">

**SCOTTISH COMPARATIVE STATISTICS**

Net Expenditure

	2013-2014		2012-2013	
	Total £'000	Per head of Population £	Total £'000	Per head of Population £
Aberdeen	421,114	1,910	451,600	2,080
Dundee	331,458	2,277	374,863	2,598
Edinburgh	960,040	1,938	1,047,380	2,155
Glasgow	1,493,627	2,494	1,555,220	2,623
	3,206,239	2,196	3,429,063	2,381

Total Revenue Funding from Scottish Government

	2013-2014		2012-2013	
	Total £'000	Per head of Population £	Total £'000	Per head of Population £
Aberdeen	320,420	1,454	365,674	1,684
Dundee	285,017	1,958	316,396	2,193
Edinburgh	731,242	1,476	818,726	1,684
Glasgow	1,240,022	2,071	1,386,067	2,338
	2,576,701	1,765	2,886,863	2,004

</div>

Moreover, **Edinburgh City Council's** LGBF Children's services report includes meaningful comparisons with other councils and the Scottish average. These are supported with contextual narrative.
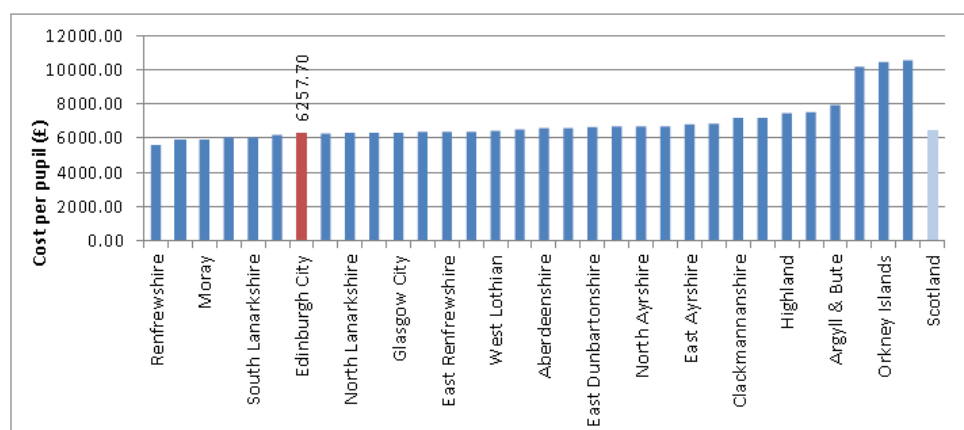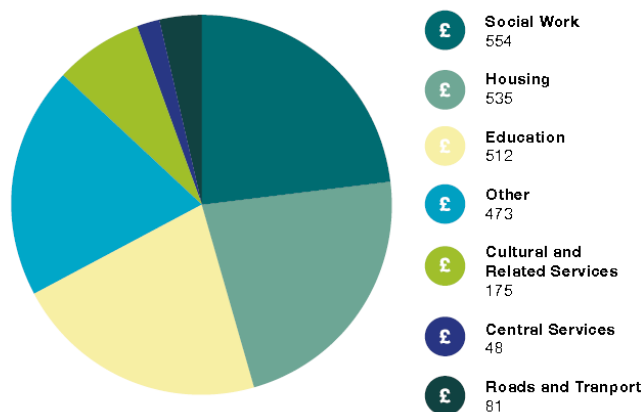

Source: Improvement Service, Local Government Benchmarking Framework 2013/14

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Effective use of financial and cost information

Glasgow City Council's Annual Performance Report has a breakdown of spend by service and how each £1 of Council Tax is spent.

TOTAL SPEND BY SERVICE
£ millions

£ Social Work
554

£ Housing
535

£ Education
512

£ Other
473

£ Cultural and
Related Services
175

£ Central Services
48

£ Roads and Tranport
81

To deliver these services, we spent the following:

Employee costs	£679 million	28%
Financing Costs	£101 million	4%
Third-party payments	£632 million	26%
Transfer payments	£505 million	23%
Premises	£87 million	4%
Supplies	£218 million	9%
Transport	£70 million	3%
Other	£86 million	4%

This diagram shows how we spent the money we collected from Council Tax in 2013/14. Some services we pay for are provided by other organisations, such as Police Scotland and Scottish Fire and Rescue.

WE SPEND EACH £1 OF COUNCIL TAX ON

37p Education

33p Social Work

9p Other Services

7p Culture and Leisure

6p Environmental Protection

4p Development and Regeneration

3p Roads and Lighting

1p Transport and Subsidies
and Concessionary Fares

40
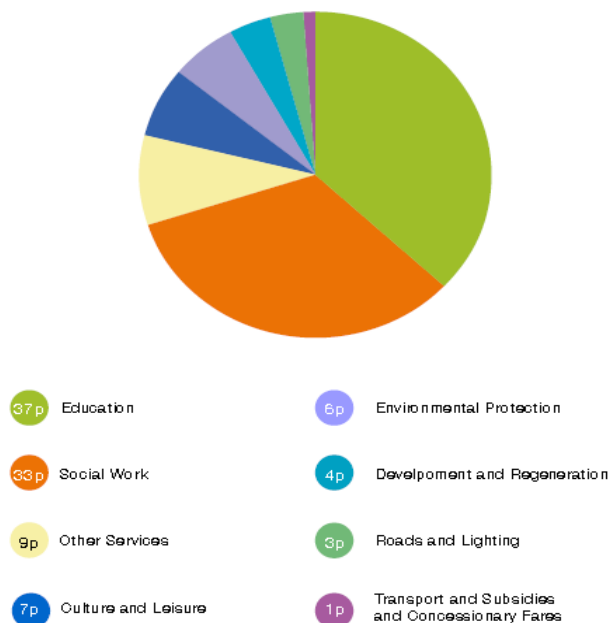
Dialogue with the public

Aberdeen City Council uses an online questionnaire to ask the public for their views on the council's approach to public performance reporting.

Tell us what you think - Performance Report form

We would like to hear your views on our performance report. This short questionnaire gives you an opportunity to tell us what you think. We would be grateful if you could take some time to complete:

* Indicates required information

Did you...

- find Aberdeen Performs easy to navigate?
○ Yes   ○ No

- understand the information?
○ Yes   ○ No

- feel the site offers the information about our services and functions which you are interested in?
○ Yes   ○ No

- get a clear picture of our performance?
○ Yes   ○ No

If you answered 'No' to any of the above, please tell us why:

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

Perth&KinrossCouncil @PerthandKinross · Apr 8
Our recycling & composting rates remain amongst Scotland's highest, with overall recycling in 2013/14 reaching 52% **#pkperforms**

★ 1

Perth&KinrossCouncil @PerthandKinross · Apr 2
Our prevention focus has reduced homeless applications from households by 16% and from young people by 16% over the past 3 years **#pkperforms**

RETWEETS   FAVOURITES
2   2

11:52 am - 2 Apr 2015 · Details

Perth&KinrossCouncil @PerthandKinross · Mar 25
pkc.gov.uk/businesssupport with our support 314 new businesses started in 2013/14 and 541 jobs were created. **#pkperforms**
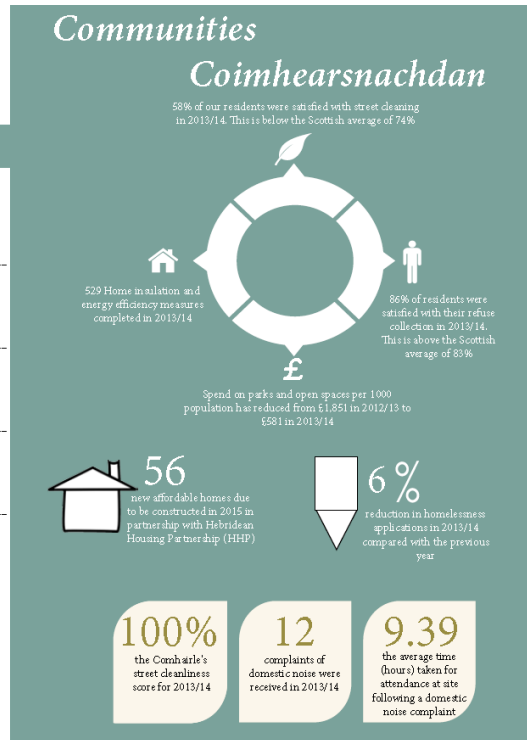
Accessibility

Eilean Siar uses infographics in the Public Performance Calendar, which makes complex information engaging and accessible.

Local Outcome 5: The communities of the Outer Hebrides are stronger and more able to identify, articulate and take action and responsibility regarding their needs and aspirations

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31					1
2	3 Hol (L, H, B)	4	5	6	7	8
9	10	11	12	13 School Op	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

For more information on the Comhairle's performance please visit the public performance reporting pages on our website:
http://www.cne-siar.gov.uk/

Communities
Coimhearsnachdan

58% of our residents were satisfied with street cleaning in 2013/14. This is below the Scottish average of 74%

529 Home insulation and energy efficiency measures completed in 2013/14

86% of residents were satisfied with their refuse collection in 2013/14. This is above the Scottish average of 83%

Spend on parks and open spaces per 1000 population has reduced from £1,851 in 2012/13 to £581 in 2013/14

56 new affordable homes due to be constructed in 2015 in partnership with Hebridean Housing Partnership (HHP)

6 % reduction in homelessness applications in 2013/14 compared with the previous year

100% the Comhairle's street cleanliness score for 2013/14

12 complaints of domestic noise were received in 2013/14

9.39 the average time (hours) taken for attendance at site following a domestic noise complaint

Argyll and Bute Council produces the Annual Performance report which is available in different formats and languages on request.

If you would like this document in another language, Braille or easy-read format, or if you require the services of an interpreter, please contact us.

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Jezeli chcieliby Pañstwo otrzymaO ten dokument w innym jzyku lub w innym formacie albo jeeli potrzebna jest pomoc Uumacza, to prosimy o kontakt z nami.

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको अनुवाद-सेवाओं की आवश्यक्ता हो तो हमसे संपर्क करें

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।