APPENDIX ONE

Public Performance Reporting

Framework and Action Plan
September 2009

Argyll and Bute Council
Chief Executive's Unit

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Date	12 August 2009
Version	1.3

Public Performance Reporting Framework – July 2009
Contents

Framework Modification

Date	Version	Author
04.08.09	1.0	Carys Wynn-Mellor
05.08.09	1.1	Carys Wynn-Mellor
12.08.09	1.2	Carys Wynn-Mellor
11.09.09	1.3	Carys Wynn-Mellor

1.0   Introduction

This Public Performance Reporting (PPR) framework is driven by the Council's Planning and Performance Management Framework (PPMF) and Improvement Plan. It is designed to form an ongoing cycle to ensure that meaningful performance information is communicated to all stakeholders and that their views form part of the planning and improvement process. It encourages a positive dialogue with stakeholders in relation to Council performance against priorities, promises and statutory duties in all major service areas. The Local Government in Scotland Act 2003 sets out a duty to all councils to report clearly on their level of performance to the public and provides an opportunity for the Council to ensure that it is accountable to its customers through open, honest, transparent and engaging communication of its performance in line with best value. The document covers the following elements:

- **Where are we now?** – *PPR audit*
- **Where do we want to be?** – *PPR objectives and outcomes*
- **How will we get there?** – *PPR strategy and action plan*
- **Are we getting there/how did we do?** – *PPR measurement and evaluation*

This cycle follows the PPMF and represents a rounded, two-way approach to PPR ensuring that future activity is relevant to customer expectation through continual review in line with stakeholder feedback. Review and evaluation of the framework will ensure that it remains current in terms of these expectations and that it also links into the Council's corporate priorities and, increasingly importantly, the area's community planning priorities.

2.0   Where are we now? - *PPR audit*

The 2006 Audit of Best Value and Community Planning (BV Audit) outlined the fact that the Council's approach to PPR is currently underdeveloped and that more could be done in addition to the Council's existing PPR actions. The findings suggested that a more rounded picture of each major service area should be provided, whilst picking up on specific issues of importance to service users. In addition, the 2008 Best Value follow-up report highlighted the fact that although a strategy for PPR was in place, evidence of its implementation was limited. Feedback from the Council's communications liaison group suggested that the 2008 PPR strategy included some useful recommendations and guidance yet needed to be streamlined.

The PPR audit, carried out in 2008, outlines PPR activities that the Council currently undertakes. Although services already provide performance information, more consistency is needed across the Council in the format and depth in which it is presented. In addition, there is perhaps too much reliance on stakeholders to search for information in minutes from public meetings rather than information being provided in an accessible and engaging format. More detail on PPR activity, key stakeholders, messages and key performance indicators for each service can be found in the Council's PPR audit 2008 document along with a series of recommendations that have informed the overall PPR action plan.

Since the last PPR Strategy was agreed (July 2008), there have been significant changes within the Council's management function including a number of new frameworks, plans and guidance documents which need to be considered in the development of PPR such as the PPMF, the Communications Strategy; the Community Engagement Strategy; and Audit Scotland's 'A new direction' SPI guidance for audited bodies 2009/10. This framework aims to ensure that all PPR activity is underpinned by, or an integral part of, current guidance and frameworks to ensure that we are not duplicating, but enhancing other communication, performance and stakeholder engagement activity.

4.0   Where do we want to be? – PPR *objectives and outcomes*

Through the points noted in the 2006 BV Audit, as well as those in the 2008 Best Value follow up report and evidence gathered from the PPR audit, three main PPR objectives have been established, with outcomes highlighted for each. Within the next three years, the Council aims to:

4.1 Exceed the Government's statutory PPR guidance and 'A new direction' guidance requirements
Outcomes
A) Stakeholders provided with performance information in a systematic, engaging and relevant format – demonstrating that the Council is securing Best Value

4.2 Make stakeholder feedback an integral part of performance improvement
Outcomes
A) Evidence of stakeholder involvement via innovative and proactive engagement activities
B) Customer feedback information an integral informer of future service action/improvement plans

4.3 Improve stakeholder perception of the Council's corporate management and service performance
Outcomes
A) Customer perception reflective of an effective, accountable, open and honest Council

5.0   How will we get there? – *PPR strategy*

Reporting of Council Performance

To achieve the PPR objectives, a corporate approach is needed (with commitment from services) to ensure that performance information is communicated from all key service areas in an appropriate and consistent format. The action plan follows the PPMF and should be reviewed on an annual basis. By keeping the framework streamlined, implementation will be achievable and actions are likely to have more impact.

The PPR framework should ensure that PPR activity is coordinated from the corporate centre through the output of systematic performance information to improve the reputation and accountability of the Council. At the same time, performance information should be appropriate to the stakeholder groups associated with each service and services therefore also have a key part to play in communicating performance information. Although the Council's range of stakeholder groups is vast, the main groups in relation to systematic PPR activity include Councillors, employees, Partners (local and Scottish Government) and the public.

However, performance information should be included in general Council communications material where appropriate so that information is presented in an interesting way in line with the Communications Strategy (internal and external). This will ensure that performance information becomes an integral part of the way we communicate and that information is provided in a newsworthy and timely manner. Some examples of appropriate channels for PPR can be found in appendix one.

Performance information, through the roll out of the Performance Scorecard, is becoming more accessible and can be used by services to transform current and up to date information into an appropriate format to present to targeted stakeholder groups. Customer perception of performance should be fed back into the Council to instigate performance improvement in line with customer needs and expectations.

Reporting of Community Planning Performance

The new Community Planning Partnership (CPP) area and thematic groups will provide an important link to the democratic process and will facilitate effective community engagement. This extract from the Single Outcome Agreement (2009 – 2012) outlines our approach to improving customer focus in service delivery through the CPP: *The Council and the CPP is improving arrangements to report to the public on our performance against outcomes as well as building more robust mechanisms to make customer feedback a fundamental and integral part of service delivery improvement. Community engagement is the key to achieving this and as such, we are developing our community engagement strategy (in line with the National Standards of Community Engagement). Implementation of this strategy will see us more actively involving our customers and promoting equality within our communities.*

The Community Engagement Strategy is led by the Council and is signed up to by the Council and the CPP. This, alongside a Single Outcome Agreement annual report (highlighted as an activity within the action plan) will enable us to provide performance information from a Community Planning perspective.

Roles and Responsibilities

The corporate coordination of PPR activity will be led by the Chief Executive's Unit. However services within each department will also have a key role to play in ensuring that we achieve the PPR outcomes identified. The PPR action plan outlines the responsibilities of corporate teams and of service teams.

The updating of meaningful performance information, which helps the Council to measure how well it is reaching its outcomes, is a key priority for the Council over the next three years, especially in light of the current economic situation. The performance scorecards, which are developed by employees in the corporate centre and in the departments, are the primary tool in collecting and presenting this information.

With this in mind, there is a responsibility at corporate and service levels to measure performance effectively and more importantly, manage the performance information measured. This will then inform PPR material and activity.

PPR Action Plan

Exceed Statutory Guidance							
Ref	**Outcome**	**Actions to achieve outcome**	**Success measures**	**Key dates**	**Lead**	**Source of outcome**	**Progress**
PPR1A	Stakeholders provided with performance information in a systematic, engaging and relevant format and an annual performance report – demonstrating that the Council is securing Best Value	Update and maintain PPR web pages	Easily accessible current introductory PPR information and annual performance reports and key Council documents (Corporate Plan and SOA) – check web stats to monitor this and enquiries via call to action on the page.	Sept and Ongoing	Policy and Strategy	IP03, IP05, SCS9C (link to emerging web strategy)	
PPR1B		Performance Scorecards	Scorecards (Council, Service specific and CPP) available online and available in limited number hard copies. Check number of enquiries received in relation to these.	Quarterly from Sept 09	Policy and Strategy, Services and CPP	IP01, IP03, IP10, SCS9D	
PPR1C		Develop and circulate Council Tax Leaflet	Every household informed of Council's key performance information	Jan annually	Comms	IP03, SCS10A	
PPR1D		Develop and circulate Corporate Annual Report (as per 'A new Direction')	Report published and made accessible by end Oct annually.	Oct annually	Policy and Strategy, Comms and Services	IP03, SCS10C	
PPR1E		Develop and circulate SOA annual report	Report published and made accessible by end Sept annually. Include a call to action or request for further info paragraph and record interest levels.	Sept annually	Policy and Strategy and CPP	IP03, SCS10E	
PPR1F		Audited Annual Accounts (Following Accounting code of practice or Statement of Recommended Practice)	Annual Accounts available to public in July and audited accounts by end of November	July and Nov annually	Strategic Finance and Depts	SCS10D	
Feedback into Performance							
Ref	**Outcome**	**Actions to achieve outcome**	**Success measures**	**Key dates**	**Lead**	**Source of outcome**	**Progress**
PPR2	Evidence of stakeholder involvement via	Implementation of community engagement strategy	Community Engagement Reports (as highlighted in Community Engagement Strategy).	Ongoing	Policy and Strategy, Corporate	IP01, IP03, IP04, IP10, IP11, SCS5A	

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of outcome	Progress
	innovative and proactive engagement activities				Services and Community Regen		
PPR3A	Customer feedback information an integral informer of future service action/ improvement plans	Feed customer views from engagement activity (PPR2A) into service planning process annually (via new com eng tab within service planning template)	Audit trails to find stakeholder feedback fed into service plans.	Nov annually (in line with service planning process)	Services	IP03, SCS4A	
PPR3B		Feed stakeholder views from community engagement reports into CPP plan	Evidence that information from community feedback has influenced the Community Planning process (thematic and local groups).	Nov annually (in line with service planning process)	Policy and Strategy and Corporate Services	IP03	

Improve Perception							
Ref	**Outcome**	**Actions to achieve outcome**	**Success measures**	**Key dates**	**Lead**	**Source of outcome**	**Progress**
PPR4	Customer perception reflective of an effective, accountable, open and honest Council	Carry out a customer perception survey via Citizen's Panel (not part of the CPP contract but in addition to)	Reporting of % satisfaction based on customer perception year on year and improvements tracked	May annually	Policy and Strategy/ Comms	IP03, SCS5E	

6.0   Are we getting there/how did we do? – *Measurement and evaluation*

The measurement and evaluation phase will help the Council's services to carry out more effective and targeted PPR activity year on year. It will help to establish where the strategy is working well and where there are areas for improvement so that it can be adapted and improved on an ongoing basis. Although references PPR2A, PPR2B and PPR3A in the PPR action plan all seek to monitor specific elements of PPR, the following monitoring and evaluation methods should also be used to help systematically monitor and evaluate the strategy and its effectiveness in meeting its objectives.

- Ensure that each piece of PPR material put out, includes an easy to follow 'call to action' to encourage direct feedback and keep a record of feedback received to feed into reporting
- Include PPR report as annual Strategic Management Team agenda item as part of 'Performance Culture' theme
- Use Solcara media management system to monitor coverage of topical media releases and provide reports (e.g. how many key performance indicators were printed within the coverage) – as part of communications activity
- Carry out a PPR audit in 2012 to ensure that PPR has improved and revisit stakeholder analysis
- Benchmark against Local Authorities who have received good PPR feedback from BV Audits
- Carry out an annual customer perception survey via the Citizen's Panel

7.0   Resources and Guidance

Resources

PPR guidance has been provided and should be used in conjunction with this strategy and PPR action plan to support services in delivering PPR. Any specific budgets or costs for PPR activities within the services would be met by the specific service carrying out the activity.

Guidance

- PPR audit 2008 (for background information and detail on service specific PPR activity); PPR guidance 2008 (including topical themes calendar and top tips for services); Consultation Toolkit; Communications Toolkit

8.0   Appendices

Appendix One – PPR Cycle and Links

In order to take a 'one Council' approach to PPR and to strengthen Council reputation and stakeholder understanding of Council performance against priorities, this strategy should link into a number of other frameworks. This will ensure that information and activity is not duplicated yet joined up with other relevant activities being carried out by the Council and its partners. The diagram below outlines the PPR cycle and links from the PPMF to other frameworks and strategies. The range of channels we will use to inform stakeholders of performance is also outlined. Some of the activities via certain channels will feature as part of the communications action plans rather than as a specific item within the PPR action plan.

Stakeholder analysis and PPR audit

Public Performance Reporting Framework

Exceed Statutory Guidance	**Feedback into Performance**	**Improve Perception**
Activities *Performance scorecards (online and presented to Members) *Council-wide (Council Tax Leaflet – delivered to all households) *Single Outcome Agreement Annual Report *Annual Corporate Report (to include detail outlined in 'A new direction' *Annual Accounts *(Link to PPMF, SOA, Community Plan Action Plan and Equality and Diversity Scheme)*	**Activities** *User forums/focus groups *Community networks *Stakeholder surveys *Suggestion schemes *Servicepoint messages *Online consultation sessions *Basic feedback – postcards *Complaints/compliments *(Link to PPMF, Community Engagement Strategy, Consultation Toolkit, Complaints Procedure, Process for Change and Equality and Diversity Scheme)*	**Activities** *Topical media releases and web features incorporating performance information) *Include 'what you said – what we did' section online *Leaflets and booklets for major services *Notices in Council venues *Servicepoint messages *(Link to Comms / Web Strategies and Process for Change and Equality and Diversity Scheme)*

Outcomes

Stakeholders provided with performance information in a systematic, engaging and relevant format and an annual performance report – demonstrating that the Council is securing Best Value

Outcomes

Evidence of stakeholder involvement via innovative and proactive engagement activities
Customer feedback information an integral informer of future service action/improvement plans

Outcomes

Customer perception reflective of an effective, accountable, open and honest Council

Evaluation and 2012 PPR audit to inform revised PPR framework and continual improvement