

EAST AYRSHIRE COUNCIL

CABINET – 19 DECEMBER 2007

EAST AYRSHIRE COUNCIL PUBLIC PERFORMANCE REPORTING STRATEGY

Report by Executive Head of Finance and Asset Management

1 PURPOSE OF REPORT

- 1.1 To advise the Cabinet of the results of the strategic review of Public Performance Reporting that has been carried out over the last 12 months, and the resulting Public Performance Reporting Strategy that will be employed in future years.
- 1.2 As part of this process, to advise the Cabinet of the results of:
- the Council's response to relevant recommendations arising from the Audit of Best Value And Community Planning;
 - The review of best practice and statutory guidance;
 - The mapping exercise undertaken to establish the current scope, content and frequency of Public Performance Reporting across the Council;
 - Consultation undertaken with members of the Community Planning Residents' Panel.
- 1.3 To seek approval of the strategy arising from 1.2 above, that includes:
- Guiding principles (detailed in Appendix VII)
 - Specific improvements to current practice (detailed in Appendix VIII)
 - Introduction of an annual review process
 - Production of Guidance for all Services

2 BACKGROUND

- 2.1 Following a Scottish Government announcement in June 2006 that a decision had been taken not to introduce further Statutory Regulations on Public Performance Reporting at that time, the Council's Policy and Resources Committee agreed that the Council should continue to develop a Public Performance Reporting Strategy in line with Guidance.
- 2.2 On 20 September 2006 the Council agreed to adopt the Improvement Agenda resulting from the Best Value and Community Planning Audit. This included the requirement to improve Public Performance Reporting throughout the Council in line with statutory guidance.
- 2.3 The Council's Policy and Resources Committee of 14 November 2006 considered and agreed a report which detailed the proposed process for taking forward the further development of the Public Performance Reporting Strategy.

- 2.4** The Council's Policy and Resources Committee on 7 February 2007 considered and agreed the detailed Improvement Plans resulting from the Best Value and Community Planning Audit, including an Action Plan to improve Public Performance Reporting throughout the Council in line with Statutory Guidance.
- 2.5** The Council's Corporate Management Team (CMT) approved a report on 18 April 2007 which detailed progress made thus far on the further development of a Public Reporting Strategy for East Ayrshire Council. The report included a review of recommendations arising from the Council's Best Value and Community Planning Audit Report, the initial response to the Audit Report and feedback relating to the 2006 Public Performance Report, current Statutory Guidance in relation to Public Performance Reporting and best practice in terms of other Scottish local authorities, national and international public sector organisations.
- 2.6** The CMT also agreed to provide the support required through the Officer Working Group on Public Performance Reporting to undertake a mapping exercise in relation to current levels of Public Performance Reporting across all departments.
- 2.7** This report will summarise the work that has been carried out in relation to Public Performance Reporting, and makes recommendations that will ensure that any outstanding elements of the improvement agenda in relation to Public Performance Reporting arising from the Council's Best Value and Community Planning Audit are finalised.
- 2.8** This report will also make recommendations to ensure that an annual review process of Public Performance Reporting is initiated which will ensure ongoing updating in relation to best practice and evidence of continuous improvement.

3 BEST VALUE AND COMMUNITY PLANNING AUDIT REPORT

- 3.1** In addition to the Improvement Agenda resulting from the Audit, the Best Value and Community Planning Audit Report for East Ayrshire contained a number of specific and general comments and recommendations in relation to Public Performance Reporting within the Council. Appendix I to this report contains a detailed account of these comments.

4 LEGISLATION, STATUTORY GUIDANCE AND SCOTTISH GOVERNMENT ADVICE

- 4.1** Appendix II to this report provides a summary which outlines the key legislative and statutory requirements for local authorities in respect of Public Performance Reporting, which is based on the relevant sections of the Local Government in Scotland Act 2003 and both the Best Value and the Public Performance Reporting Statutory Guidance. This highlights the need for a strategic approach to Public Performance Reporting to ensure it is ***planned, systematic, monitored and reviewed***.

- 4.2** In June 2006 the Scottish Government announced that a decision had been taken not to introduce further Statutory Regulations on Public Performance Reporting at that time. However, local authorities were encouraged to continue to consider how best to report their performance to their communities, and were in particular advised to consult with the Best Value Guidance on 'Measures to Support Public Performance Reporting'. The Scottish Government at that time re-emphasised the importance of certain factors in relation to Public Performance Reporting. These are also summarised in Appendix II of this report.

5 BEST PRACTICE IN PUBLIC PERFORMANCE REPORTING

- 5.1** In reviewing best practice in this area, the work of other Scottish local authorities, national and international public sector organisations and consumer advice and research has been considered. A summary of these findings is included within Appendix III to this report. However the headline issues are that Public Performance Reporting should:

- adhere to statutory guidance;
- include consultation with members of the public;
- be interesting;
- be honest in reporting;
- explain responsibilities within the Council;
- reflect the priorities of the general public;
- breakdown information into communities;
- report beyond Statutory Performance Indicators;
- not focus on Members and officers;
- be accessible and well presented.

6 RESPONSE TO AUDIT REPORT AND FEEDBACK FROM 2006 PUBLIC PERFORMANCE REPORT

- 6.1** The new look extended Public Performance Report was first distributed to East Ayrshire residents with Headlines magazine in November 2006, and subsequently in November 2007. A summary of the positive changes that have been introduced to respond to specific and general issues highlighted within the Council's Best Value and Community Planning Audit Report are outlined in Appendix IV.

- 6.2** A report detailing the responses to the short questionnaire that was included within the Public Performance Report distributed to East Ayrshire residents with Headlines magazine in November 2006 was considered by the CMT on 22 January 2007. These responses were used to inform the development of the strategy and the contents of the 2007 Public Performance Report. Similarly, any feedback received in relation to the 2007 Public Performance Report will be used to inform the substance and format of future Public Performance Reports.

7 MAPPING EXERCISE

- 7.1** The CMT on April 18 2007 agreed that the members of the Officer Working Group on Public Performance Reporting would assist officers from the Best Value and Performance Section with a comprehensive mapping exercise in May and June 2007 to establish the current scope, content and frequency of Public Performance Reporting at a Corporate, Departmental and Service Level throughout the Council. This mapping exercise was completed in July 2007.
- 7.2** Appendix V to this report outlines a summary of the questions asked within the mapping exercise, explains the rationale behind the questions and provides a summary of responses to the questions.
- 7.3** The results which emerge from the mapping exercise are summarised in Appendix V to this report.
- 7.4** Each service/ section was also asked to provide a list of *scheduled* Public Performance Reporting for the forthcoming year. A copy of this summarised list for 2007/08 is also included in Appendix V, demonstrating the varied range of Public Performance Reporting scheduled for the forthcoming year.

8 CONSULTATION

- 8.1** One of the requirements of the Statutory Guidance is that 'Authorities should seek the views of stakeholders in the development of their Public Performance Reporting strategy' as 'User consultation and research is vital to understanding stakeholder priorities' (*Part 5, Paragraph 11, Statutory Guidance on Measures to Support Public Performance Reporting*).
- 8.2** The Council's Policy and Resources Committee of 14 November 2006 agreed a report which detailed the proposed process for taking this forward through consultation with East Ayrshire residents. It was further agreed that consideration would be given to utilising the existing Community Planning Residents' Panel and that the results would inform the further development and implementation of the Council's Public Performance Reporting strategy.
- 8.3** The proposal to utilise the Residents' Panel was agreed at the Community Planning Joint Officers' Group of 22 May 2007 with the proviso that the focus groups should address the wider issue of how residents wish to receive performance and other information from Community Planning Partners.
- 8.4** In August 2007 the Scottish Community Development Centre submitted a successful proposal in response to a tendering exercise (also made to 6 other organisations) to undertake three focus groups to carry out the consultation. 3 focus groups were scheduled:

• Cumnock Town Hall, Cumnock :

September 25 2007

- Dalmellington Community Centre, Dalmellington: September 26 2007
- East Ayrshire Council Headquarters, Kilmarnock: September 27 2007

- 8.5** 189 Residents' Panel Members, who had previously specified an interest in being involved with focus groups, were invited to attend one of the three Consultation events. Due to lack of uptake the Dalmellington event was cancelled. Although four people were expected, the meeting in Cumnock was attended by one person. The meeting in Kilmarnock was attended by seven people. As such, a total of 8 people or 4.2% of an invitee list of 189 people, attended.
- 8.6** Although the numbers attending the Focus groups were disappointing, the Consultants carrying out the research commented that people contributed in a positive and constructive manner.
- 8.7** The very low turnout clearly means that the responses cannot be taken as a reliable indicator of the views of the Residents' Panel, let alone the wider East Ayrshire Community.
- 8.8** Nevertheless, despite this, the focus group exercise did reap some useful and pertinent information. A summary of the main points to emerge from the consultation exercises is provided in Appendix VI to this report.

9 HIGH LEVEL PRINCIPLES UNDERPINNING STRATEGY

9.1 Based on:

- The Council's response to the relevant comments in the Audit of Best Value and Community Planning;
- The review of Best Practice and Statutory Guidance;
- The mapping exercise undertaken across the Council;
- The consultation undertaken with East Ayrshire Residents;

a number of 'high level' principles are proposed that will underpin the proposed current strategy and its future implementation. These principles, detailed in Appendix VII of this report, were commented upon favourably by residents taking part in the consultation.

10 CONCLUSIONS AND RECOMMENDATIONS FOR IMPROVEMENTS

- 10.1** On the basis of the Audit recommendations, legislation and statutory guidance, best practice research, the positive results which have already been evidenced, the results of the mapping exercise and the consultation (to the extent that the consultation results can be regarded as representative of wider views), and the proposed underpinning high level principles, Executive Directors have agreed to support further reinforcing and improving certain elements in our Public Performance Reporting. The specific recommendations are outlined in Appendix VIII to this report.

- 10.2** It is further proposed that the information from Departments that has already been captured as part of the mapping exercise should be inputted onto a data base in order that the information can be updated or amended in future years, ensuring evidence of continuous improvement.
- 10.3** It is also proposed that the Best Value and Performance Section draft guidance material which will allow services to review their Public Performance Reporting on an annual basis, providing a consistent, consolidated review process and a benchmark against which to gauge continuous improvement in Public Performance Reporting at both a Corporate and Service level throughout the Council.
- 10.4** It is proposed that this guidance be made available to departments by April/ May 2008, to allow an annual review process to be initiated. It is further proposed that this review process should be taken forward through the standing Officer Working Group on Public Performance Reporting.
- 10.5** These actions will ensure that we take account of emerging best practice and, as the Statutory Guidance dictates, the Public Performance Reporting Strategy 'is refined and expanded over time' to ensure continuous improvement.

11 POLICY, LEGAL AND COMMUNITY PLANNING IMPLICATIONS

- 11.1** This report was endorsed by the CMT on November 28 2007.
- 11.2** The various arrangements the Council has in place in relation to Public Performance Reporting will ensure that the Council continues to meet the requirements of the Local Government in Scotland Act, 2003 and supporting Statutory Best Value Guidance on Measures to Support Public Performance Reporting.
- 11.3** Through developing and implementing the Public Performance Reporting Strategy the Council is taking the further action required to fulfil the statutory Best Value Guidance on Measures to Support Public Performance Reporting and allows us to respond appropriately to the recommendations relating to Public Performance Reporting contained within the 2006 Best Value and Community Planning Audit report.

12 FINANCIAL IMPLICATIONS

- 12.1** The review of Public Performance Reporting within the Council has been met through the current budget. Any wider future potential financial implications arising from the implementation of the Strategy will be reported to a future meeting of Cabinet.

13 RECOMMENDATIONS

- 13.1** Cabinet is asked to:-

- (i) note the progress that has been made on the further development and improvement of East Ayrshire Council's Public Performance Reporting Strategy, including the improvements to the Council's annual Public Performance Report;
- (ii) endorse the high level principles that have been developed as a result of this strategic review of Public Performance Reporting;
- (iii) note that Executive Directors have agreed to support the recommendations to *further* improve Public Performance Reporting throughout the Council, as detailed in Appendix VIII to this report;
- (iv) agree that the Best Value and Performance Section should circulate Guidance to departments by April/ May 2008, and that this should thereafter be circulated amongst services in order that it may be used as the basis of an annual review of Council-wide and Service-level Public Performance Reporting throughout the Council;
- (v) agree that the results of the Council-wide mapping exercise carried out in 2007 should be inputted onto a database which can thereafter be updated as part of the annual review of Public Performance Reporting;
- (vi) agree that this annual review should be taken forward through the Officer Working Group on Public Performance Reporting to ensure departmental input;
- (vii) agree to receive future annual update reports on the continuing improvement of the Council's Public Performance Reporting;
- (viii) otherwise note the terms of this report.

Alex McPhee
Executive Head of Finance and Asset Management
21 November 2007

Background Papers

1. Letter dated 20 June 2006 from Scottish Executive pertaining to Accountability of Local Authorities (Publication of Information about Finance and Performance) (Scotland) Amendment Regulations 2005
2. Scottish Executive's Best Value Guidance, 2004
3. Scottish Executive's Best Value Guidance on measures to Support Public Performance Reporting, 2004
4. East Ayrshire Council's 2006 Public Performance Report, 'Delivering on our Promises'

5. Final report of Consultants, the Scottish Community Development Centre, 'Report on the Results of the Focus Group Sessions on East Ayrshire Council and its Partners Public Performance Reporting', 3 October 2007
6. East Ayrshire Council's 2007 Public Performance Report, 'Delivering on our Promises'

Any person wishing to inspect the above background papers or seeking further information on this report should contact Jim Farrell, Performance, Development and Projects Manager (Tel.: 01563 576223) or Jacqueline Creighton, Best Value and Performance Officer (Tel.: 01563 576261).

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APPENDIX I

EAST AYRSHIRE - BEST VALUE AND COMMUNITY PLANNING AUDIT REPORT - ALL COMMENTS PERTAINING TO PUBLIC PERFORMANCE REPORTING

Page No Audit Report	Comment in Audit of Best Value and Community Planning Audit Report
Page 7 – Overall Conclusions, Para. 8	<p>...It recognises that there is now a need for some consolidation and streamlining including...</p> <ul style="list-style-type: none"> -linking customer feedback to improvement and public performance reporting -Increasing the use of comparative analysis -standardising performance reporting across the council by an annual consolidated system
Page 17 – Accountability	The council produces well-balanced and readable performance reports, but like many councils, it needs to be more balanced in what it reports to the public.
Page 17, Para. 38	The council makes information about its achievements and performance available to staff and the public through a range of readable and informative publications. This includes <i>Headlines</i> , the council's public magazine and <i>Eastwords</i> , the staff magazine. East Ayrshire also has a very good website that has a wide range of information, including SPIs and a range of committee reports, including those from local committees and community councils.
Page 17, Para. 39	An annual council-wide performance report <i>Delivering our Promises</i> is distributed to all households as part of an edition of the council magazine <i>Headlines</i> . This performance report is linked to the community plan priorities and highlights achievements and progress. The 2005 edition contained detailed and accessible information about educational attainment and financial performance.
Page 17, Para. 40	<p>There are areas where the council can develop its performance reporting in line with statutory guidance by including:</p> <ul style="list-style-type: none"> -more coverage of service standards and performance -more about areas of performance that need to improve, and more trend and comparative information -customer satisfaction and performance against customer first commitments -the issues arising from EFQM assessments and best value review exercises
Page 17, Para. 41	The council's website is an effective communication tool, although performance information could be more accessible. Much of the material available at service level, while relating in some way to performance (e.g.

	Educational and Social Services Standards & Quality Report), is in the form of traditional departmental publications.
Page 17, Para. 42	The annual Directors' Performance Review process generates more comprehensive performance information. The reports produced for the Chief Executive by these reviews are not designed for reporting performance to elected members or the public, but the material they contain is an important source of information for these audiences. The council recognises this issue and plans to make relevant information from the reviews more widely accessible in future.
Page 18, Para. 43	Each community planning theme group submits very good annual performance reports to the Policy and Resources Committee. These highlight significant achievements as well as some information on what has not been so successful. More detailed reports on progress against theme group action plans are also submitted to the committee as background papers. These have a consistent format, attempt to describe outcomes as well as output information and include future targets, although on some occasions these are not quantified or are difficult to measure. E.g. Quadruple no. of cycling trips' against action to 'construct 18km of cycle routes'. The links between these performance reports and the council's other performance information could be improved.
Page 18 Para. 44	The council is currently reviewing its existing performance reporting arrangements, including public reporting, to reflect statutory guidance and it plans to develop its current arrangements in consultation with service users to ensure that performance information meets their needs. There is significant scope for the council to respond to the broad statutory guidance that has been in place since February 2005, particularly with regard to reporting about particular services and to specific audiences.
Page 59	...The improvement agenda for East Ayrshire Council... High Priority... ...Public Performance Reporting: improve public performance reporting throughout the council in line with statutory guidance.

**PUBLIC PERFORMANCE REPORTING:
LEGISLATION, STATUTORY GUIDANCE & RECENT SCOTTISH EXECUTIVE ADVICE**

Under Section 13 of the Local Government in Scotland Act 2003, there is a general duty on each local authority 'to make arrangements for the reporting to the public of the outcome of the performance of its functions'. Section 13 also stipulates that it is for the 'local authority to determine the form, content and frequency of and time limits for reports...to whom they are to be given and by what means they are to be published or made available to members of the public'.

Statutory Guidance has been issued under s2(1)(b) of the Local Government in Scotland Act 2003 by the Best Value Task Force and includes a chapter which sets out the ideal components of an individual authority's approach to, and content of, its Public Performance Reporting.

It also is used as the starting point for further Statutory Guidance, specifically pertaining to Public Performance Reporting, which was issued under the authority of s13 (7) of the Act. This reflects the close relationship of performance reporting and the duty of Best Value. This Guidance notes that local authorities are expected to use the Guidance as an aid to self assessment and that inspection and audit activity may well have reference to it. The Scottish Executive's Statutory Guidance on Public Performance Reporting which was agreed by the Best Value Task Force and Ministers was issued to local authorities in February 2005. Copies of this publication were circulated widely within the Council at that time.

Summary

The following summary, based on both the Best Value and Public Performance Reporting Statutory Guidance outlines the key statutory requirements for local authorities in respect of Public Performance Reporting and highlights the need for a strategic approach for PPR to ensure it is planned, systematic, monitored and reviewed.

- Public Performance Reporting (PPR) is a fundamental component of Best Value, since it underpins the development of a culture of customer focus and continuous improvement. Reporting performance creates an important record of the authority's progress towards its objectives.
- The collection and reporting of performance information can be complex and resource intensive. It is therefore important that effort is not wasted. Each authority should develop a corporate strategy for PPR which allows it to evolve in a controlled manner, and can be monitored and reviewed to achieve the right balance between quality and cost. The strategy will be expected to demonstrate a stakeholder focus and authorities should seek stakeholder views throughout its development... We expect Public Performance Reporting frameworks to be both refined and expanded over time, as authorities' understanding of stakeholder interest develops.
- The authority should identify what information stakeholders need in order to form a view on the performance of the authority. It should recognise that different sections

of the community will have different needs in terms of getting information and should respond accordingly. It presents this information in a form that people find useful, accessible and that allows stakeholders to form a clear view of the authority's overall performance.

In terms of its *approach* to Public Performance Reporting, this means that the authority:

- Has clearly identified what information will be provided at a service activity level and which at a corporate level;
- Derives the information utilised in Public Performance Reporting from its Performance Management and information systems;
- considers a range of media and conveys this information in one way or a number of ways that make it easy for stakeholders to find out what they want to know;
- Includes clear guidance as to where and how stakeholders can access more detailed information on specific topics;
- Presents the information in a clear easy to understand and concise form taking account of equalities and accessibility issues;
- Has an accessible feedback system which encourages stakeholders to comment on the information and mechanism of Public Performance Reporting, and ensures this feedback is reviewed regularly to inform improvement activities.

The *content* of the authority's Public Performance Reporting should be easy to understand and concise and should include:

- Information on what services the authority provides, what people can expect of them, and how people can get access to them;
- Information on what the authority has learned from consultation about what matters to its stakeholders and what it is doing to respond to these concerns;
- Information that shows how the authority is working with other bodies to best meet the needs of its communities through Community Planning;
- Information that allows the public to see that the authority is spending its money wisely and achieving value for money on behalf of its communities. It shows clearly that the authority is eliminating waste, focusing on priorities, achieving value for money, and doing things that work;
- Information that provides a rounded, honest and balanced picture of how the authority is performing;
- Trend information, comparative information, and performance against targets or benchmarks to help stakeholders assess how performance is changing;

- Information on what the authority is doing to improve its performance and impact, what targets it has for improvement, and what improvements have been achieved since it last reported;
- That the authority has regard to guidance produced under s.13 in relation to reporting financial and performance information matters.

Scottish Government advice (June 2006) in absence of further current Statutory Regulations

In the absence of further regulatory obligations, councils are encouraged to continue to consider how best to report their performance to their communities, and are in particular advised to consult with the still-pertinent Best Value Guidance on 'Measures to Support Public Performance Reporting' referred to above.

In *particular* local authorities are encouraged to provide PPR in a manner which engages stakeholders in the improvement process, gives an honest and balanced picture of performance, know who their stakeholders are and how much performance information they want to be given, publish performance information in ways which will engage stakeholders and time the publication of reports to suit stakeholder preferences as well as their own. Councils are also encouraged to develop performance measures which are appropriate for PPR. Councils are further advised that their approach needs to go beyond the simple publication of information specified in primary legislation and regulations, giving consideration to, inter alia, effective consultation, explaining context to stakeholders and managing their diversity of interests. In particular, there are a number of key issues which must be considered in the development of a strategic approach to Public Performance Reporting:

- Authorities should aim to provide Public Performance Reporting in a manner which engages stakeholders in the improvement process;
- Authorities should give an honest and balanced picture of their performance, and develop performance measures which are appropriate for Public Performance Reporting;
- Authorities should know who their stakeholders are and how much performance information they want to be given;
- Authorities should publish performance information in ways which will engage stakeholders;
- Authorities should try to time the publication of reports to suit the stakeholder preferences as well as their own;
- In order to address these key issues, authorities need to continue to develop their approach to Public Performance Reporting beyond the simple publication of information specified in primary legislation and regulations;

- Giving stakeholders information about context (the factors which influence performance outcomes) may be as important as publishing the performance information itself;
- Whereas it may not be necessary or realistic to provide performance information specific to every community and every individual, as Public Performance Reporting frameworks develop, efforts need to be taken to manage as well as possible the diversity of interests; and
- Public Performance Reporting also presents an opportunity to act as a platform for further engagement with stakeholders through an authority's consultation and improvement processes.

Public Performance Reporting – Best Practice

On the basis of apparent Good and Best Practice within other Scottish Councils, English local authorities and public sector documentation from outwith the United Kingdom, as well as research undertaken by wider governmental and independent policy experts, certain factors have emerged as contributing towards effective local authority public performance reporting mechanisms.

Concept of Public Performance Reporting

- **Should not be ‘boring’ and public must be aware of its existence**

Research would suggest that councils can and should do more to raise public awareness of the existence of performance information. It must be able to capture the public’s attention. Furthermore, there would seem to be a common perception among the general public that council literature is written in such a way that it is either ‘nonsensical or plain boring’ for the average resident.

- **There should be an assessment of what the public want in terms of Public Performance Reporting**

Consideration and regard should be given to the type, amount and format of the information that the public would like. Consultation through Focus Groups or Citizens Panels might be ways that could be used to get feedback and information on what the public require or think of PPR.

- **Should be ‘honest’**

Research has shown that consumers believe that councils should be more open where their performance is unsatisfactory. As such, Public Performance Reporting should include honest explanations as to why targets have not been achieved – the information should not be ‘spun’ by the council to deflect criticism. A balanced view of performance would encourage people to view their reports as more credible. Furthermore, a common complaint is to criticise local council newspapers for ‘trumpet blowing’ (telling residents about good things that the council has done, rather than what is planned) – thereby denying a dialogue with residents. Councils should be brave about ‘communicating the hard stuff’; it should be about information, not ‘spin’.

- **Should give the public the opportunity to respond/ give feedback**

Public Performance Reporting should include an opportunity for stakeholders to provide feedback comments. It should ideally look to close the communication-consultation loop, i.e. tell people how they can have a say and demonstrate how those who have given their views have had a real impact.

- **Should clearly delineate ‘who does what’**

Regard for council services is often somewhat confused because of a lack of distinction over who is responsible for providing specific services. Residents often suggest an A-Z of council services to convey ‘basic information’, while leaving the council newspaper to focus on ‘news’. In the absence of such a publication, it is important for the council

newspaper to include a panel with contact information. It should also include a single contact point (i.e. officer) for further information.

Substance of Public Performance Reporting

- **The communications should reflect the general public's priorities**

It would seem that to be successful, communications should focus on the issues that are shown to impact on residents' perceptions: quality of key services, perceived value for money, and efficiencies. People most want information on how the council spends its money, improvements for planned services and reasons behind decisions. It should indicate value for money - explain clearly where the money goes. It should also include explanatory information, targets and context. It should also explain how to get in touch and who to get in touch with, and include information about how to complain.

- **Should ideally include a localised breakdown of information**

Research suggests that many consumers would welcome the publication of performance information at a sub-authority /local area level within local authorities, as this would make it easier for people to assess whether it fitted with their own experience of council services. Comparative information would also ideally be included – preferably both Scottish-wide and across local authorities.

- **Should not contain too much information but should give 'enough'**

It should avoid the inclusion of too much information. Consumers would welcome performance information being made available at different levels of detail, which could be accessed according to level of interest. For example, results from a MORI survey showed that information on services such as schools and social services was of particular importance to those who use them, but of little importance to non-users.

- **Should not just be about Statutory Performance Indicators**

Statutory Performance Indicators (SPIs), as currently configured, are perceived to be targeted at a professional audience and not at helping the public hold councils to account. SPIs are perceived as not being responsive to, or reflective of, the needs of consumers.

- **Consideration should be given to providing info in non-traditional formats**

One seemingly popular method has involved information presented on the basis of 'lifestyle' or 'life event' themes, rather than according to traditional service functions.

Also, it is recommended that performance reporting is illustrated with powerful examples.

- **Should not contain too much information about Elected Members and/ or Officers**

Research suggests that Residents are less likely to be interested in too much information about politicians or officers, including photographs of them in council publications.

Method(s) of Communicating within Public Performance Reporting

- **The media/medium and format that should be used**

Councils' performance reports were better received than the statutory newspaper adverts, but few were viewed as positively as the magazine formats. It is also suggested that councils should not be spending a large proportion of their budget communicating their work to residents by carrying out large leaflet mail-outs. It is important that whatever *is* distributed is done so evenly throughout the area. Information should not only be placed on a council website as councils should not rely on every resident having Internet access.

- **It should be easy to understand and to read**

Publications should use plain language. They should involve language that aids the reader's understanding of the material presented - plain English and minimal use of jargon. Consumers expressed greater willingness to use performance information where it is presented in an accessible, user-friendly format. There should be an uncluttered presentation, avoiding unreasonably small fonts.

- **Public Performance Reports should be well presented/ pleasant to look at**

There should be a clear design. There should be the use of colours and graphic illustrations in charts etc., both to help make the information easier to understand and to enhance the attractiveness of the presentation. Younger people tend to place more emphasis on sloppy presentation, with older people more content with conventional newspaper style coverage. Lack of colour and too much information were commented on as negative aspects of some of the more traditional council report style publications.

- **It should be easily accessible by *all* groups**

It should comply with both the statutory requirements and the spirit of the Disability Discrimination Act. Public Performance Reports should include (at the beginning) a clear undertaking to provide where required the information in other formats, (including for example languages other than English, audio tapes, large print and Braille). The print, font, colours and images used should be reviewed to ensure that they are accessible by all persons.

- **It should reflect equal opportunities in all matters throughout the authority area**

For example, images and photographs should portray a racial mix, rather than be ethnically homogeneous. All language used should be reviewed to ensure equality in all matters.

IMPROVEMENTS IN RELATION TO ISSUES RAISED IN EAST AYRSHIRE COUNCIL'S BEST VALUE AND COMMUNITY PLANNING AUDIT REPORT

Improvements have already been implemented in relation to specific and general issues pertaining to Public Performance Reporting which were highlighted within the Council's Best Value and Community Planning Audit report. A number of positive developments have resulted, including:-

2006 Public Performance Report

- the 19 September 2006 meeting of the Policy and Resources Committee agreed that the 2006 Public Performance Report would be produced as a stand alone document, providing more space, and thus allowing for the publication of additional information of interest and value to the public;
- It was also agreed that the report would be distributed at the beginning of November 2006 with Headlines magazine to every household in East Ayrshire, thereby reducing distribution costs;
- in addition, as a result of research into Best Practice in relation to other Scottish local authorities, national public sector organisations and consumer reports, and in consultation with the Officer Working Group on Public Performance Reporting, the 2006 Public Performance Report was re-formatted as a brighter and more 'consumer friendly' report;
- more coverage of service standards and performance was included; more about areas of performance that need to improve, and more trends and comparative information was also included;
- customer satisfaction information and performance against customer first commitments was highlighted; and the issues arising from EFQM assessments and best value service review exercises were also highlighted;
- We included accessibility statement in the report detailing how readers with a sensory impairment or for whom English is not their first language could obtain the performance information contained within the report in a different format;
- We responded to all feedback received in relation to the Public Performance Report. Where specific service-related comments or enquiries were received these were also passed on to the appropriate Executive Director for action. A report was made to the Corporate Management Team in January 2007 which detailed the public feedback and all of the responses thereto.

2007 Public Performance Report

- Cabinet agreed on 19 September 2007 that the 2007 Public Performance Report, 'Delivering on our Promises' would once again be formatted as a

stand alone magazine which would be delivered with Headlines magazine in November 2007;

- Following positive feedback from 2006, the annual Public Performance Report has once again been drafted as an even more consumer friendly, brighter magazine;
- The 2007 Report contains even more photographs, reflecting purely service users or service provision;
- More localised information is contained within the 2007 Public Performance report. For example, specific local details have been included in respect of town centre regeneration in both Kilmarnock and Cumnock
- The 2007 Public Performance Report contains even more information in relation to the Customer First commitment, the Scottish Public Services Ombudsman, Best Value Service Reviews, Inspections of Council services, and the Improvement agenda arising from the Best Value and Community Planning Audit;
- The 2007 Public Performance Report contains more coverage of service standards and performance; more about areas of performance that need to improve, and more trends information;
- The 2007 Public Performance Report contains a 'contacts' page to allow people who want to know *more* about any areas of performance to contact the appropriate person within the Council;
- A more comprehensive feedback questionnaire has been included, which this year also asks residents about their views about complaints procedures;
- We include details of where to access further, external performance information, for example of organisations like Audit Scotland or HMie;
- We include a larger accessibility statement in the report which details how readers with a sensory impairment or for whom English is not their first language can obtain the performance information contained within the report in a different format;
- In 2006 we had a request from a resident with a visual impairment for the report to be put onto audio tape. Having arranged for this to be done, we have made a commitment to now get the report read onto audio tape as a matter of course – arrangements have already been made to do this for the 2007 Report;
- We also respond to customer feedback – as a result of interest shown in community wardens and antisocial behaviour we included even more on this area in the 2007 Public Performance Report;

MAPPING EXERCISE – SUMMARY OF RESULTS

A total of 38 Services/ sections within services within Departments returned a mapping exercise pro forma.

Finance and Asset Management (Chief Executive's Office)

1. Finance Services
2. Property Services
3. Technical Services
4. Best Value and Performance Section

Corporate Support

5. Community Planning and Partnership Unit
6. Democratic Services- Customer First Service Commitment and Complaints Services
7. Democratic Services – Administrative Services
8. Democratic Services – Public Relations and Graphics
9. Legal, Procurement and Regulatory Services – Trading Standards
10. Legal, Procurement and Regulatory Services – Environmental Health
11. Legal, Procurement and Regulatory Services – Civic Government Licensing
12. Information technology
13. Personnel Services
14. Planning and Economic Development (Building Standards)
15. Planning and Economic Development - Development Planning and Regeneration
16. Planning and Economic Development - External Funding & Employability Projects – East Ayrshire Woodlands
17. Planning and Economic Development - External Funding & Employability Projects – CONDUIT Programme and BTTC
18. Planning and Economic Development – Developer Contributions (New Service 06/07)
19. Planning and Economic Development - External Funding & Employability Projects – External Funding

Educational and Social Services

20. Social Work
21. Resources- PPP Unit
22. Community learning and Development
23. Resources – Schools' Finance
24. Early Education and Childcare
25. Schools
26. Resources – Health and Safety
27. Onsite

Neighbourhood Services

28. Housing
29. Community Safety
30. Refuse collection and Waste Management
31. Building and Works
32. Roads and transportation
33. Arts & Museum
34. Community Recreation
35. Libraries, registration and Information systems
36. Dean Castle Country park
37. Outdoor Amenities
38. Leisure Development

Each service/ section was asked to complete a pro forma in respect of the Public Performance Reporting that their service/ section carries out.

1. Have you identified your stakeholders? If yes, who are they?

The aim of this question was to gauge whether services had considered *who* their various stakeholders might be, and to highlight the Guidance which indicates that services should consider reporting targeted performance information to specific audiences.

All services/sections confirmed that they had identified their stakeholders. In all cases, these stakeholders were both internal and external to the Council.

2. Have you consulted with your service users/ stakeholders to determine what performance information they would want/ need/ find most useful?

Do you have any further consultations planned for the next 12 months?

The aim of this question was to gauge whether or not services/sections had actually consulted with their service users/ stakeholders specifically as to what performance information they would want. The reason for this is that the Guidance suggests that user consultation and research is vital to understanding stakeholder priorities, and that authorities should seek the views of stakeholders in the development of their Public Performance Reporting.

Whilst most services responded that they *had* undertaken 'consultation', only a small number of these referred *specifically* to consultation which asked about preferred performance information. Only one service replied that they had not consulted with their stakeholders at all and in relation to the follow-up question, a number of services replied that no further consultations were for the next 12 months.

3. What methods (media/ format) do you currently use to report on your performance to the public? For each method please detail one example.

The aim of this question is to gauge whether, and to what extent, Public Performance Reporting involves different methods and formats of reporting to ensure that it is as accessible as possible for a wide audience.

Examples of the types of methods that *might* be used were given to services as a prompt. These include report to committee, a magazine to every household, Council Website, posters, booklets, notice boards, press releases, presentations, meetings/ forums, reports to committee, conferences, national press coverage (ad hoc), other external websites, telephone information lines, leaflets at points of service, text messaging, adverts, handbooks, events/ launches/ participation/ open doors days, welcome packs, letters sent to all stakeholders, leaflets included with any correspondence, school boards/ PTA board meetings, magazines, annual reports, publicity campaigns, interviews on tele-visual media including radio, videos/ DVDs, online 'blogs'/ chat rooms (or other online interactive forums).

Responses to this question were very varied, reflecting the wide range of methods used by services and sections, with only one section stating that no methods had been used.

4. Please detail any additional or ad hoc Public Performance Reporting that has taken place for your service within previous 12 months.

This question aims to ascertain whether services have been taking account of the guidance which advises that due attention should be given to the needs of all people who are uncomfortable with or have difficulties using printed media. In other words, authorities should be making more use of 'alternative' methods of Public Performance Reporting which involve engaging with stakeholder communities to promote discussion and feedback on performance. A wide range of possible methods exist, such as citizens' panels, community and tenant forums, conferences and workshops.

Additional or Ad-hoc Public Performance Reporting that has taken place within the last 12 months	
CATEGORY	No. of services/ sections
Other	8
Consultations/Conferences	6
Reports of Audits, Consultations & Conferences	5
Planning Days/other	5
N/A	3
Inspections/Presentations/Open Days/Information Sessions	4
None	6
Did not answer	1
Total	38

For all events such as these, sections were asked to consider firstly whether these events *would* be construed as constituting Public Performance Reporting, bearing in mind that determining this might be quite 'subjective' and that 'Public Performance Reporting should give stakeholders information that allows them to make informed judgements about public services, to contribute to decisions about what standards of service should be pursued, and to challenge performance in the interests of future service improvement'. (*Best Value Guidance on Measures to Support Public Performance Reporting, Page 3, Part 2, para.2*); and it should include 'information on what services the authority provides, what people can expect of them, and how people can get access to them'. (*Best Value Guidance, Chapter 10, Page 25, Paragraph 3(a)*)

5. Which Community Planning themes does the performance information reported by your service impact upon? (Name all relevant)

The aim of this question is to gauge whether cognisance is being taken of the guidance which suggests that Public Performance reporting should include information that shows how the authority is working with other bodies to best meet the needs of its communities through Community Planning. This is also important as the Community Plan is the Council's overarching Planning document for the Council.

Every service/ section reported that their performance information impacted upon at least one Community Planning theme. Just under one-third (13) stated their performance information impacted upon all six Community Planning themes, emphasising the over-arching and cross-cutting nature of many of the activities with which services are involved.

6. Do you have any plans for other specific ad hoc events (which might be deemed to constitute PPR) for the forthcoming 12 months?

Whilst it is acknowledged that the majority of Public Performance Reporting that is *not* done in a cyclical traditional documentation method is more likely to be 'ad hoc' in nature, this question aims to capture whether services/ sections already had Public Performance Reporting and community engagement 'activities' or events scheduled.

When asked this question, 22 services/ sections replied that they would be carrying out ad-hoc events over the next year, 13 said that they would not, and 3 said that the question was not applicable to them.

7. Are there any inspections/ external audits planned in respect of your service which will be reported on within the next 12 months? If so, when are these reports anticipated? How/ where will the outcomes from these be publicised?

The aim of this question is to gauge when any audits or inspections will take place and whether, regardless of the outcome of these, the results will be placed in the public domain thereafter, to ensure full transparency.

18 services/ sections said that no inspections or external audits were planned, 1 said that the question was not applicable and 1 did not know.

8. Does Performance Information that is published/ disseminated by your service always include contact details for people who wish to find out further details?

The aim of this question is to gauge whether services are taking account of the fact that not everyone would want to have access to *all* performance information; a balance needs to be struck – but that authorities should recognise that stakeholders at least need to know where to get information when they need it.

Only 1 service said that it did not include contact details on its performance information. The other responses to this question indicate that the contact details provided tend to be a generic telephone number or e-mail address for the service, as opposed to a specific named individual (although in the case of Council Committee/ Cabinet reports, an implementation officer is always mentioned).

9. Does your service currently provide/ publish any *localised* breakdown of performance information?

The aim of this question was to gauge how many services actually publish information on a 'localised basis', as both the guidance, research and consultation responses suggest that presenting performance information on a local area or communities of interest basis can be more informative to service users than information for the entire authority.

13 services reported that they did publish localised information and the extent and frequency of this was not indicated. 20 reported that they did not, 2 said that they could make it available on request, 2 did not answer the question and 1 declared the question 'not applicable'.

12. Are issues of accessibility taken into account in relation to Public Performance Reporting?

The aim of this question is to gauge to what extent services present the public performance reporting information in a clear, easy-to-understand and concise form taking account of equalities and accessibility issues. Is performance information disseminated in accessible formats? I.e. if in a written hard copy format, is the font size reasonable, or if online is the font size adjustable etc? If requested, is the performance information (or relevant parts thereof), available in different formats, for persons with sensory impairments, or for persons who require the information in a language other than English?

Most services/ sections responded that they would make their performance-related materials available in accessible format 'upon request'. Some services indicate availability of other formats in large print, or in different community languages. Few responses indicated that fully accessible materials are produced as a matter of course. A minority of services said that currently they do not consider issues of accessibility.

13. Do you report against targets and provide comparative (benchmarking) information?

The final question asked of services was ‘Do you report against targets and provide comparative (benchmarking) information?’ The aim of this question is to ascertain whether services are taking account of Guidance which suggests that ‘trend information, comparative information and performance against targets or benchmarks [should be included] to help stakeholders assess how performance is changing’.

In terms of responses, 26 services replied that they did do this; a further 11 said that they did not. 1 other service declared that this question was not applicable to them.

Scheduled Public Performance Reporting (online list) for forthcoming year

Each service/ section was also asked to provide a list of *scheduled* Public Performance Reporting for the forthcoming year.

Many of the details on this list have been included on a list of forthcoming Public Performance Reporting which is on the Council’s Website (<http://www.east-ayrshire.gov.uk/corpres/ppr/>). This allows stakeholders, including members of the public, to request or access performance information when it becomes available (clearly this can only apply to ‘scheduled’ and not ad hoc Public Performance Reporting).

A copy of this summarised list, included below, is also sent to persons who respond via the feedback questionnaire to the annual Public Performance Report, and who indicate that they would like to receive more details of how the Council intends to report on the performance of specific services over the forthcoming year.

In advance of completing the list, services were asked to consider for each insertion on the list of planned and prospective instances of Public Performance Reporting, whether or not it would actually ‘qualify’ as Public Performance Reporting – i.e. Does it ‘give stakeholders information that allows them to make informed judgements about public services, to contribute to decisions about what standards of service should be pursued, and to challenge performance in the interests of future service improvement?’ (*Best Value Guidance on Measures to Support Public Performance Reporting, Page 3, Part 2, para.2*) or does it ‘include ‘information on what services the authority provides, what people can expect of them, and how people can get access to them’? (*Best Value Guidance, Chapter 10, Page 25, Paragraph 3(a)*)

For each document / instance of scheduled Public Performance Reporting, services/ sections were asked to consider the following questions:

1. Service

Which service/ section is providing this information?

2. Description of Information Reported

What is the ‘title’/ nature of the performance information? – for e.g., ‘statutory Performance Indicators’, ‘Annual Public Performance Report’, ‘Staffing Watch Returns’.

3. Target Audience

Have services considered *who* might be interested in having access to this particular performance information? This highlights the Guidance which indicates that services should consider reporting targeted performance information to specific audiences.

4. How Reported (website / annual report / committee report/ public meeting etc)

What method is being used to report this performance information? Responses reflect the range of different methods and formats used.

5. Frequency of Reporting and date - Reason why published at this time?

When is this public performance reporting information published, how frequently it is reported, and significantly, why it is published at this time – in other words, is it made available at that time because of a statutory obligation, to suit stakeholder interests or purely because it is available?

Guidance suggests that authorities should try to time the publication of reports to suit the stakeholder preferences as well as their own.

5. Is the information accessible? Is it available in different formats/ accessibility?

Is the information made available in different formats or would it be made available upon request?

6. Community Planning Theme

Does this performance information link to one particular community planning themes or reflect links to them all? The aim of this question is to reinforce awareness that any performance information should be linked in some way to the Council's overarching plan – the Community Plan.

7. What is the performance management information 'source' of this performance information?

From where does this information derive? The aim of this question is to raise awareness that Public Performance Reporting information should be derived from performance management and information systems.

• **A copy of the summarised list of *scheduled* Public Performance Reporting for 2007/08 is provided below.**

Public Performance Reporting

TELLING YOU HOW WE ARE PERFORMING - EAST AYRSHIRE COUNCIL – PUBLIC PERFORMANCE REPORTING ARRANGEMENTS FOR 2007/08



East Ayrshire Council has made a commitment to provide you, our customers, with details of how we intend to report on our performance during the forthcoming year.

Whilst the annual public performance report provides a useful overview of the council's performance we appreciate that many of you may wish more detailed information on our performance in specific areas.

The Council delivers a wide range of services and reports on its performance in delivering these services in a variety of ways at different times throughout the year. We are committed to telling you how we are performing in these and aim to ensure that information on these services is reported to the right people, in the right format, at the right time.

Our performance reporting arrangements have been developed over a number of years to reflect the requirements of our customers and we are committed to continually improving the quality of our reporting to ensure that it remains focused and continues to meet your needs.

Below you will find a comprehensive list of how the Council intends to report on its performance. This list is designed to allow you to identify the Council services on which you would wish to receive more detailed performance information and to allow you to request a copy of the relevant information once it is available.

Many of our performance reports are considered and approved by the Council's various decision-making forums. All such meetings are open to the public and copies of reports considered by the forums, together with minutes can also be accessed. Alternatively, should you wish to request a copy of a specific document from the enclosed list, please contact the relevant officer within each department. Contact details for these officers are provided at the end of each departmental section on the list below.

Council-wide

Dept/Division/Service	Description of information	How reported (website/meeting etc)	Reporting frequency	Date
Council-wide	Publish Statutory Performance Indicator Results by no later than 30 September View Report	Consolidated report to Cabinet, Service specific reports to Service Committees, Availability advertised in local press, Council Website, Local Offices, Libraries, Audit Scotland Website	Annually - September - Statutory obligation to publish by Sept 30th each year	September

Council-wide	Annual Council wide Public Performance Report View Report	Distributed to every household, Council Website	Annually	November
Council-wide	Annual Report on Complaints and Comments	Cabinet/Committee	Annually	June
Council-wide	Contract Awards	Cabinet/Committee	As required	Ongoing
Council-wide	Freedom of Information – Publication Scheme View Publication Scheme View Freedom of Information Web Pages	Council website, Local Offices, Libraries	Ongoing	As required
<p>Anyone interested in being provided with a copy of any of the reports detailed within the Council Wide sections should contact Robert Moore, Corporate Policy Officer, Best Value & Performance Section, Council Headquarters, London Road, Kilmarnock, KA3 7BU. Tel: 01563 576110 (email: robert.moore@east-ayrshire.gov.uk)</p>				

Chief Executive's Office

Dept/Division/Service	Description of information	How reported (website/meeting etc)	Reporting frequency	Date
Finance & Asset Management/ Best Value & Performance Section	Corporate Governance Local Code and Statement of Assurance View Statement of Assurance	Governance & Scrutiny Committee, Council website, Statement of Assurance contained within annual Public Performance Report which is distributed to every household.	Annually	November
Finance & Asset Management/ Finance	Annual Budget/ Council tax setting report, reported to Full Council View Report View Web Pages	Reported to Full Council, on Intranet and Internet.	Annually	March
Finance & Asset Management/ Finance	Annual Council tax notice	Leaflet distributed to every household with annual bill.	Annually	March
Finance & Asset Management/ Finance	Publish details of Members' Allowances and Expenses by no later than June 1 View Members' Expenses	Press Release issued to local press; copies available from Local Offices and Libraries, On Council website.	Annually	June
Finance & Asset Management/ Finance	Unaudited Annual Accounts published by 30 June View Annual Accounts	Report to Council - Advertised in local press, available for inspection at Local Offices, Council website.	Annually	June
Finance & Asset Management/ Finance	Audited Annual Accounts signed off by External Auditor by 30 September View Annual Accounts	Report to Council thereafter - Council website, hard copies available to the public on request.	Annually	October
Finance & Asset	Summary of Audited Annual	Included within Public Performance Report	Annually	October

Management/ Finance	Accounts View Annual Accounts	which is distributed to every household, Council website, local offices and libraries.		
Finance & Asset Management/ Finance	Budgetary Control Statements - General Fund Services	Consolidated report for Revenue Services and General Fund Capital Programme to Governance and Scrutiny Committee, Service specific reports to Service Committees. On Intranet.	As per Committee cycle	Ongoing
Finance & Asset Management/ Finance	Budgetary Control Statements - Housing Revenue Account	Report for current budgetary control position for Housing Revenue Account to Governance and Scrutiny Committee and Housing Committee.	As per Committee cycle	Ongoing
Finance & Asset Management/ Property Services	Monthly Property Bulletin – details East Ayrshire Property opportunities (development opportunities, Shops to let, industrial units to let etc)	Monthly Bulletins – in paper format at council offices and on Intranet/ website. Also sent via email or in hard copy format to persons who have expressed an interest in properties/ asked to be kept advised of sales.	Monthly	Ongoing
Finance & Asset Management/ Property & Technical Services	Analysis of performance dealing with notification of faults / tenants' claims / payment certificates	To Executive Director of Neighbourhood Services/Head of Housing.	Monthly	Ongoing
Finance & Asset Management/ Property & Technical Services	Energy Advice Performance	Housing Committee	Annually	To fit in with decision-making processes
Finance & Asset Management/ Property & Technical Services	Energy Consumption (council-owned public buildings)	Corporate Management Team Meeting	Ad-hoc	Ongoing

Anyone interested in being provided with a copy of any of the reports detailed within the Chief Executive's Office should contact Robert Moore, Corporate Policy Officer, Best Value & Performance Section, Council Headquarters, London Road, Kilmarnock, KA3 7BU. Tel: 01563 576110 (email: robert.moore@east-ayrshire.gov.uk)

Corporate Support

Dept/Division/ Service	Description of information	How reported (website/meeting etc)	Reporting frequency	Date
Personnel	Staff Absence Management Reports	Cabinet/ Committee	Quarterly	4/year
Personnel	Staffing Watch Returns	Cabinet/ Committee	Quarterly	4/year
Personnel	Race Equality Scheme Update and Monitoring Reports	Cabinet/ Committee	Annually	February
Personnel	Health and Safety Action Plan Update and Implementation Reports	Cabinet/ Committee	Annually	February/ March
Information Technology	Electronic Government and Electronic Service Delivery Performance Report	Cabinet/ Committee	Annually	June
Community Planning and Partnership Unit	Community Planning Performance Report View Mid-Term Review	Cabinet/ Committee, Community Planning Partnership Groups, Council website, All Partner Agencies	Annually	June
Community Planning and Partnership Unit	Community Regeneration Outcome Agreement Annual Report	Cabinet/ Committee, Council website, Distributed to Community Groups and Local Organisations	Annually	June
Legal, Procurement & Regulatory Services	CIPFA Return	Annual Report to Regulatory Body	Annually	When available

Legal, Procurement & Regulatory Services	National Performance Framework Return	Annual Report to Regulatory Body	Annually	When available
Democratic Services	Publish Resident Magazine "Headlines" View Headlines	Distributed to every household	Twice a year	May & November
Democratic Services	Committee Administration – agendas, reports and minutes View Committee Pages	Public Inspection at Council Headquarters, Council website	Ad-hoc	Ongoing
Democratic Services	Grapevine – Information on Committee decisions and Local Grants View Local Committee Agendas	Distributed to Community Representatives, Community Councils and available to the public at over 500 outlets	Ad-hoc	Ongoing
Democratic Services	Community Grants Annual Report and spending updates View Local Committee Agendas	Cabinet/Committee	Annually	May
Democratic Services	Ombudsman complaints	Publication of all complaints investigated are published on Council website	Quarterly	As required
Planning & Economic Development	Progress / achievements of delivering local projects (e.g. business growth, inward investment, transport links)	Local and national press advertisement features	Ad-hoc	Ongoing
Planning & Economic Development	West of Scotland Loan Fund Ltd - Monitoring Report	Cabinet/Committee	Ad-hoc	Ongoing
Planning & Economic Development	Business Grants and Loans Scheme - Status Report	Cabinet/Committee	Annually	May
Planning & Economic Development	Annual Status Report, Quarterly Monitoring Report	Cabinet/Committee	August - End of Year report - 4/year - Monitoring of Funding Awards	As required
Planning & Economic Development	Output information on CONDUIT - ICT training to unemployed View CONDUIT Website	Cabinet/Committee, CONDUIT website	Annually	April
Planning & Economic Development	Output information on East Ayrshire Woodlands Project	Cabinet/Committee	Annually	April
Planning & Economic Development	Working For Families Annual Performance Report	Cabinet/Committee	Annually	March
Planning & Economic Development	Local / Subject Plan Progress View Local Plan Information	Cabinet/Committee, Planning Bulletin, Council website	Ad-hoc	Ongoing
Planning & Economic Development	Review of Ayrshire Joint Structure and Transportation Plan View Web Pages	Cabinet/Committee	Annually	June
Planning & Economic Development	Progress Reports on all Environmental Improvement Projects / Capital Plan allocations	Cabinet/Committee, Council website	Twice a year	April & October
Planning & Economic Development	Minerals Trust Periodic Review	Cabinet/Committee	Annually	January
Planning & Economic Development	Statistical Analysis of Development and Promotion and Building Standards	Cabinet/Committee	Annually	October
Planning & Economic Development	Planning Applications – Performance Information	Shown on notice boards at public counters in offices at Croft St, Kilmarnock and Lugar	Monthly	Ongoing
Planning & Economic Development	Building Standards Monthly Performance Figures	Council website	Monthly	Ongoing

Anyone interested in being provided with a copy of any of the reports detailed within the Corporate Support section should contact Kate Moir, Performance Officer, Department of Corporate Support, Council Headquarters, London Road, Kilmarnock, KA3 7BU. Tel: 01563 576012 (e-mail: kate.moir@east-ayrshire.gov.uk)

Education & Social Services

Dept/Division/ Service	Description of information	How reported (website/meeting etc)	Reporting frequency	Date
Education (Department -wide)	Inspection of Education Authorities Evaluation View HM Inspectorate Website	Education Committee, Council and Her Majesty's Inspectorate of Education website	Every five years with follow up mid-term reports	December
Education/ Schools	Standard and Quality Report by individual establishments (National Priorities within 7 Key areas)	Available to parents of pupils and interested members of community	Annually	October
Education/ Schools	Attainment against 5-14 Reading, Writing and Mathematics Standards, National Qualifications, including Standard and Higher Grades and Pupil Attendance Rates all reported by individual schools	Reported to parents in school handbooks	Annually	December
Education/ Schools	Attainment in national qualifications in all secondary schools	Education Committee summarised for the Authority.	Annually	November
Education/ Schools	Priority to Improvement (Revised) - Linked to Service Improvement Plan	Education Committee, Council website, schools, libraries and local offices	Annually	January
Education/ Schools	Destinations of school leavers	Education Committee, and through national priorities report	Annually	January
Education/ Schools	Establishment Improvement Plans (reflecting Local Improvement Objectives) 12 Quality Indicators from How Good Is Our School (by individual schools)	Available to parents of pupils and interested members of the community	Annually	June
Education/ Community Learning & Development	Community Learning Plans - 3 geographic, 1 for people with a disability, 2 children and young persons plans	Education Committee, Local Committees, libraries and local offices, community centres	Ongoing	As required
Education/ Community Learning & Development	Community Learning Recognition events	Special Events	Twice a year	As required
Education/ Early Years	Care Commission Reports	Care Commission website	Annually	Published when available
Education/ Community Learning & Development	Children and Young Persons Service Plan Annual Review	Committee website	Annually	End of year
Education/ Community Learning & Development	Standards and Quality Reports - Early Education and Childcare and Community Learning and Development	Available to parents of pupils and interested members of community	Annually	October
Education/ Resources	Delegated Management of Resources – Scheme of Delegation	Education Committee / Executive Cabinet	As required	Ongoing
Education/ Resources	Annual Health & Safety Action Plans	Education Committee / Executive Cabinet	Annually	In time for start of new financial year
Education/ Resources	PPP Update Newsletters	Available to school staff, parents of pupils and interested members of community	Quarterly	As required
Education/ Onsite	School Numbers, including: Free and Paid Uptake, Free meal entitlement, comparisons across authorities	Scottish Government web site and reports	Annually	June
Education/ Onsite	Standards and Quality Reports	Available to parents of pupils and interested members of community	Annually	October
Education/ Onsite	Business Plan - -Operational Performance - Financial Results - Staff Development - Customer Satisfaction	Committee/ Cabinet report and Document produced	Annually	March
Education/ Onsite	Menu and Price Lists - "Marketing" includes responses to pupil / parent surveys	Leaflets, web site, posters	Annually	August
Education/ Onsite	Customer "Charters" - (Review of all	Review meeting with	Annually	August to

Onsite	aspects of service delivery)	Individual HT and onsite Area Manager		October
Education/ Onsite	Inspection of Education Authorities Evaluation View HM Inspectorate Website	Education Committee, Council and Her Majesty's Inspectorate of Education website	Every five years with follow up mid-term reports	December
Anyone interested in being provided with a copy of any of the reports detailed within the Education Section should contact David Miller, Research Officer, Department of Educational and Social Services, Woodstock Centre, Kilmarnock, KA1 2BE. Tel: 01563 578313 (e-mail: david.miller@east-ayrshire.gov.uk)				

Dept/Division/ Service	Description of information	How reported (website/meeting etc)	Reporting frequency	Date
Social Work	Report on Social Work Inspection Agency inspections of Social Work services in East Ayrshire.	Web and hard copy publication by SWIA - Report to Social Work Committee	Ad-hoc	Publication in accord with SWIA timescales
Social Work	Report on other inspections of elements of Social Work services in East Ayrshire e.g. HMIe inspection of child Protection arrangements	Web and hard copy publication by HMIe, Report to Social Work Committee	Ad-hoc	Publication in accord with HMIe timescales
Social Work	Reports on performance in a range of areas such as delivery of care services and Delayed Hospital Discharge	Scottish Government and ISD websites - Can be subject of Scottish Government or ISD press release - Report to Social Work Committee	Annually	Publication in accord with ISD and Scottish Government timescales
Social Work	Report on overall performance in Statutory Performance Indicators	Report to Social Work Committee, Audit Scotland website	Annually	September
Social Work	Report on performance in selected Statutory Performance Indicators in comparison to other Councils	Report to Social Work Committee	Annually	January/ February
Social Work	FPC - Free Personal Care - Nursing Care return to Scottish Government: Reports on numbers receiving and expenditure on Free Personal Care at home and in Care Homes by Local Authority and time intervals	Scottish Government web publication	Annually	March
Social Work	DP1 - Direct Payments to Scottish Government: Reports on numbers and characteristics of people in receipt of Direct Payments; and information on packages of care	Scottish Government web publication	Annually	September
Social Work	CLAS - Looked After Children return to Scottish Government: Reports on children looked after and looked after and accommodated by the local authority; type of care ; age and gender; legal status ; academic attainment; through care and aftercare services.	Scottish Government web publication	Annually	December
Social Work	Child Protection return to Scottish Government: Reports on numbers age and gender of children referred ; subject to case conference and subsequently registered; provides information on suspected abuser; time on register ; category of abuse.	Scottish Government web publication	Annually	December
Social Work	D1B Day Care Survey return to Scottish Government: Reports details of service and characteristics of those attending day care in typical week	Scottish Government web publication	Annually	December
Social Work	H1 Home Care Survey return to	Scottish Government web	Annually	December

	Scottish Government: Report on level and flexibility of service; characteristics of service users; number of service users and hours delivered.	publication		
Social Work	Criminal Justice Aggregate Return to Scottish Government: Reports on age gender of offenders; number and type of reports; Court disposals; full range of services to Offenders.	Scottish Government web publication	Annually	March
Social Work	Community Care Key Monitoring: Reports on the number of people receiving key community care services in the quarter Home care; intensive home care residential care; respite care; direct payments; free personal care; rapid response team	Scottish Government web publication	Quarterly	Publication in accord with Scottish Government timescales
Social Work	Annual Social Work Staffing Return: Reports on numbers, designation age and gender of all individuals employed in Social Work. It also provides information on staff qualifications and vacancies.	Scottish Government web publication	Annually	September
Social Work	Same As You Return to Scottish Government Annual Survey: Reports on numbers and characteristics of people with learning disabilities; details numbers receiving education and training a range of services.	Scottish Government web publication	Annually	Publication in accord with Scottish Government timescales
Social Work	Registration Of Blind Persons And Partially Sighted Persons	Scottish Government web publication	Annually	Publication in accord with Scottish Government timescales
Social Work	Blue Badge Return: Reports on numbers receiving blue badges and type of disability.	Scottish Government web publication	Annually	Publication in accord with Scottish Government timescales
Social Work	Joint Performance Information and Assessment Framework: Reports on Balance of Care; Home care, residential care, respite, day care equipment and adaptation , time from referral to assessment and assessment of need to delivery of service. Performance against targets, Local improvement targets.	Scottish Government web publication	Annually	Publication in accord with Scottish Government timescales

Anyone interested in being provided with a copy of any of the reports detailed within the Social Work section should contact **Andrew McDonald, Performance & Development Manager, Department of Educational and Social Services, Civic Centre (South), John Dickie Street, Kilmarnock, KA1 1BY. Tel: 01563 576991 (e-mail: andrew.mcdonald@east-ayrshire.gov.uk)**

Neighbourhood Services

Dept/Division/Service	Description of information	How reported (website/meeting etc)	Reporting frequency	Date
Department-wide	Revenue Budget – Charges for Services	Cabinet/Committee	Annually	February
Department-wide	Departmental Strategic Self Assessments	Cabinet/Committee	Annually	November
Department-wide	Best Value & Community Planning Audit Action Plan Update	Cabinet/Committee	Annually	November
Leisure Services	East Ayrshire Leisure and Cultural Strategy	Cabinet/Committee	Annually	August
Leisure Services	Achievement of ISO 9001/2000 standard by Refuse Collection and Waste Management	Cabinet/Committee	Annually	September
Housing	Housing Business Plan	Cabinet/Committee, Community Wellbeing	Annually	May
Housing	Standard Delivery Plan / Housing Improvement Plan	Cabinet/Committee, Community	Annually	May

		Wellbeing		
Housing	Homelessness Strategy Local Outcome Agreement Delivery	Cabinet/ Committee, Community Wellbeing	Annually	March
Housing	Performance Indicators	Cabinet/ Committee, Community Wellbeing	Twice a year	September & January
Housing	Antisocial Behaviour Strategy Local Outcome Agreement Delivery	Cabinet/ Committee, Community Wellbeing	Annually	March
Housing	Local Housing Strategy Update	Cabinet/ Committee, Community Wellbeing	Annually	September
Housing	Tenant Participation Strategy Update	Cabinet/ Committee, Community Wellbeing	Annually	September
Housing	Private Sector Housing Grant Outcome Report	Cabinet/ Committee, Community Wellbeing	Annually	June
Housing	Care and Repair Contractor Performance Report	Cabinet/ Committee, Community Wellbeing	Annually	June
Housing	Improving Community Safety Action Plan - Updated 6 weekly	Cabinet/ Committee, Community Wellbeing, Community Planning Strategic Partners – Joint Officers Group	Every 2 years	When available
Building & Works	Building & Works Business Plan	Cabinet/ Committee, Council website	Annually	March
Roads & Transportation	Status of Flood Prevention Schemes View Web Pages	Cabinet/ Committee, Council website	Annually	June
Roads & Transportation	Quality of Life Funding View Report	Cabinet/ Committee, Council website	Ad-hoc	Ongoing
Roads & Transportation	Road Safety Programme and Casualty Reduction Report View Road Safety Plan	Cabinet/ Committee, Council website	Annually	June
Roads & Transportation	Various reports on all aspects of Roads and Transportation policy	Cabinet/ Committee Council website/ Public Meetings/ Local Committees/ Community Council Meetings	Ad-hoc	Ongoing

Anyone interested in being provided with a copy of any of the reports detailed within the Neighbourhood Service section should contact James Campbell, Principal Officer, Department of Neighbourhood Services, Council Headquarters, London Road, Kilmarnock, KA3 7BU. Tel: 01563 576585 (e-mail: james.campbell@east-ayrshire.gov.uk)

CONSULTATION RESPONSES - SUMMARY

Below is a summary of the main points to emerge from the consultation exercise. It should, of course, be noted that the very low turnout clearly means that the responses cannot be taken as a reliable indicator of the views of the Residents' Panel, let alone the wider East Ayrshire Community. It should also be noted that some of these points refer to the wider consultation process itself, as well as the subjective issue of Public Performance Reporting:

- There was virtually no awareness of having received any information from the Council or Community Planning Partners regarding performance during the last year. There was a similar lack of awareness about the role of Community Planning;
- Half of participants recognised the 2005/06 East Ayrshire Council Public Performance Report when shown;
- Of the other Community Planning Partners' public performance reports/annual reports, only one person recognised any of the publications;
- Initial perceptions of the Council's Public Performance Report 2005/06 were very positive and people were surprised at the low unit cost for printing and distribution;
- A number of constructive suggestions were made as to how the Council's report could be improved. These include, but are not limited to: the inclusion of specific sections relating to local areas; the inclusion of full financial figures; changing the location within the report of the questionnaire; the rewording of the questionnaire; consideration of an alternative prize; the review of the amount and complexity of the text within the document; a review of the accessibility statement; and the inclusion of a section within the report which highlights what the Council has done as a result of complaints;
- It was also suggested that there should be an investigation of the feasibility of a joint Community Planning Partnership performance reporting document which summarises key performance areas;
- It was further suggested that we should proactively identify performance information which would be of interest to particular community groups. Participants also suggested that we should make information points available in large retail outlets and ask panel members to be involved at the design stage of future reports;
- 7 out of the 8 participants were not aware of having volunteered to take part in the Residents' Panel;
- Those who had attended more than one event stated that they had received no updates or feedback on their participation.

HIGH LEVEL PRINCIPLES TO UNDERPIN STRATEGY

It is suggested that in relation to Public Performance Reporting, East Ayrshire Council should commit to:

- Ensure that our Public Performance Reporting is planned, systematic, flexible and monitored;
- Ensure that we provide an honest and balanced picture of our performance;
- Ensure we're giving our stakeholders information that assists them to make informed judgements about public services, to contribute to decisions about what standards of service should be pursued, and to challenge performance in the interests of future service improvement;
- Ensure that we consult with stakeholders to ascertain the performance information they wish to be given and respond to feedback;
- Ensure that our Public Performance Reporting reaches and can be accessed by the widest possible audience;
- Continually review our Public Performance Reporting Strategy, and more specifically its implementation, to ensure that it continues to meet stakeholder requirements and expectations and fulfils all statutory obligations and adheres to good practice.

RECOMMENDATIONS FOR SPECIFIC, FURTHER IMPROVEMENTS ARISING FROM STRATEGIC REVIEW

As a result of the mapping exercise and the consultation, certain recommendations emerge as to how the Council will potentially *further* improve its current Public Performance Reporting, at both a council-wide and service level.

1. Further consideration should be given by all services to asking stakeholders what performance information they would *want* to be given;
2. All services and sections should ensure that any Public Performance Reporting materials include contact details where a stakeholder can find out *further* information;
3. All services and sections should consider the potential for further 'localised' performance reporting – i.e. providing information about service performance in specific geographical areas;
4. All services and sections should give further consideration to issues of accessibility, and as a *minimum* Public Performance Reporting materials should make clear that the information is available in different formats upon request;
5. All services and sections should endeavour to publish performance information which includes future targets and comparative information;
6. The Council should continue to link customer feedback to improvement and Public Performance Reporting;
7. The Council should continue to endeavour to ensure that any Performance Information on the website, particularly at a service-level, is accessible to the public;
8. The Council should have further regard to reporting specific, targeted, service performance to specific audiences;
9. At both a Corporate and service-level, the Council should continue to ensure balance in what it reports to the public and should give stakeholders information about the factors which influence performance outcomes as well as the information itself;
10. Further consideration should be given to potential areas of 'duplication' or overlap between the Council's Corporate-level Public Performance Reporting and reporting being undertaken by Community Planning. Possible streamlining should be further considered;
11. To ensure continual improvement, and to ensure that our Public Performance Reporting is planned, systematic, flexible and monitored, an annual review of Public Performance Reporting will be undertaken.