ARGYLL AND BUTE COUNCIL   **Performance and Review Scrutiny Committee**

Customer Services   **20 November 2014**

Public Performance Reporting Framework

1.0 INTRODUCTION

A report went to the SMT meeting in October 2014 and the Accounts Commission published their latest report on Public Performance Reporting in July 14. It was felt this was an ideal opportunity to refresh the PPR framework.

As a part of the statutory duty relating to Public Performance Reporting (PPR) the Council publishes performance information. This paper presents the updated findings of a recent review of PPR, a draft Framework for PPR, and an action plan for improvement in line with the Account Commission's report and recommendations.

2.0 RECOMMENDATIONS

It is recommended that the Performance Reporting and Scrutiny Committee approves this report with the following recommendations:

2.1   Note the findings of the PPR review
2.2   Note the proposed PPR framework as part of the Planning and Performance Management Framework
2.4   Note the proposed PPR Improvement Action Plan

3.0 DETAIL

3.1 At the Performance Review and Scrutiny Committee in August 2013 the Chief Executive reported that a review of PPR was to be undertaken. The scope of the review was to:
- Identify the current PPR information published by the council
- Carry out a robust self-assessment of the published information against the Audit Scotland PPR guidance including SPI1, SPI2 and LGBF (Local Government Benchmarking Framework)
- Undertake a review of the process for publishing information
- Compare current practice against other Local Authorities
- Develop an Improvement Action Plan based on the findings

These findings are detailed in the attached Review of PPR Table – Appendix 1.

3.2 Following the review and recently published Account Commission annual report (July14) the refreshed PPR framework has been drafted setting out the

duty, principles, approach and responsibilities for PPR along with the review arrangements. The refreshed framework takes into account:

- Local Government Act 1992 – annual direction issued by the Accounts Commission for Scotland
- Statutory Duty on reporting of SPI1 (Corporate Management), SPI2 (Service performance) and SPI3 (Local Government Benchmarking Framework)
- The LGBF which includes many of the defined statutory performance indicators and will allow appropriate comparisons
- Accounts Commission report (July 2014), *An Evaluation of how Councils are fulfilling their duties on Public Performance Reporting*.
- Analysis of other PPR frameworks and best practice in other local authorities assisting our implementation of best practice for PPR
- Consultation with Heads of Service regarding the Improvement Actions and use of electronic calendars
- Our PPR responsibilities and raising awareness within Services

The draft framework is included at appendix 2.

3.3 The Framework
The Framework will help ensure the Council delivers easy-to-read, accessible, quality information in a timeous and coherent manner. This will be achieved by the following;
3.3.1 PPR Calendar:
The PPR calendar is populated with key public performance information and published on the Website. All services contribute to the information on the calendar and have responsibility for this. To assist they will receive electronic 'alerts' when information is scheduled for publishing.

A sample calendar is included at appendix 3.

3.3.2 Enhanced promotion of performance reporting:
- Awareness of statutory responsibilities surrounding performance reporting will be supported and achieved by issuing guidance to services
- IOD (Improvement and Organisational Development) along with Communications to redesign the performance information pages on the website.
- Develop and rollout a performance information communications plan in line with the PPR calendar
- Support services to give consideration to PPR when developing Service Plans to illustrate a clear link between Service Plans and the Annual Report and encourage the use of the LGBF indicators.

3.3.3 Improvement Actions:
A draft PPR Improvement Actions Table detailing the actions and timeline is included at appendix 4.

4.0   CONCLUSION

Following the recent Accounts Commission report and refreshed review of   PPR a new framework has been drafted to ensure the council exceeds the minimum statutory duty for public performance reporting and ensures continuous improvement in quality and scope in fulfilling that duty.

5.0   IMPLICATIONS

5.1 Policy - None

5.2 Financial - None

5.3 Legal – Fulfills our statutory duty

5.4 HR - None

5.5 Equalities – None

5.6 Risk – Failure to comply could result in the organisation not fulfilling our statutory duty for public performance reporting

5.7 Customer Service – Improves the current levels of customer service delivered

Jane Fowler
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APPENDICES
Appendix 1 - Review of PPR Table
Appendix 2 - PPR Framework
Appendix 3 - Sample Calendar
Appendix 4 - Draft Improvement Actions Table

Review of Public Performance Reporting - April 2014

Topic (BV Criterion)	Characteristics sought by Audit Scotland	2013-14 compliance (at review April 2014)
Responsiveness to its communities	PPR material provides a fuller picture of performance across the range of consultation activities and customer feedback information. This is prominently reported within high-level PPR material. Councils summarise how they use feedback information to improve services. There is evidence of feedback information being sought at both a corporate and a service level. In some cases, councils ask for feedback on the usefulness of performance reports and provide links to additional surveys to make this easier for the reader.	A few examples from many: • Site of new Oban High School • Helensburgh CHORD Update • Budget communication and consultation - Ask the Leader • Council budget communication and consultation exercise begins • Inveraray CARS update event
Revenues and service costs	PPR material brings together a range of cost information, such as total expenditure as well as a breakdown by service areas. Council has gone further and included some local indicators that go beyond the past specified SPIs. Reports make use of local indicators such as meeting efficiency savings targets. In some cases the council has also made comparisons, benchmarking themselves against other councils or the Scottish average. There is good use of narrative or charts to put the actual figures in context.	Direct links from Performance web page, including • Annual Report 2012-13 • Example of Departmental expense and capital figures as at 31 March 2013 – accessible via Quarterly Reports from Performance web pages. • Spotlight on spend
Employees	PPR material extends beyond past specified SPIs to include wider performance measures, such as: job satisfaction, cost of HR function and staff survey data. The council has identified key findings from the staff survey. High level PPR material contains narrative to set performance in context and there are links to more detailed reports. If staff survey results are not yet available it indicates when they will be available.	Direct links from Performance web page • Annual Report 2012-13 • Council scorecard and (Departmental scorecards)

Assets	PPR material brings together a range of performance measures in relation to a range of assets (e.g. buildings, vehicles, equipment). Includes local indicators, such as indicators on council property repairs and spend on property maintenance. May also include commentary on progress with its corporate asset management plan or key asset planning projects such as new council facilities. May also include commentary on how it works with partners to make best use of local assets.	Direct links from Performance web page • Annual Report 2012-13 • Council Scorecard
Topic (BV Criterion)	**Characteristics sought by Audit Scotland**	**2013-14 compliance (at review April 2014)**
Procurement	PPR material brings together a range of evidence sources to present a higher level view of procurement activity. Evidence sources include improvement resulting from collaborative spend or use of electronic methods to award, source and process procurement activities (e.g. e-procurement). In some cases there is a link to a specific section on the council website to do with procurement.	• Annual Report 2012-13 (Sections 3, 5, 7, 15) • Procurement FAQs • Spotlight on spend • Procurement Capability Assessment Scores
Sustainable development	*The focus of our assessment framework is on environmental sustainability (in line with our best value toolkit)* PPR material brings together a range of material to present a wider picture of performance in relation to sustainable development. Includes use of local indicators such as energy consumption, council CO_2 emissions, fleet emissions, derelict land, parks and outdoor spaces, and biodiversity actions and targets. Includes narrative or contextual information, such as targets and trends, to help the reader understand performance.	• Annual Report 2012-13 (Sections 7,8,9,11) • Council scorecard • Recycling figures

Equalities and diversity	PPR material brings together a range of performance material including local indicators that give a wider picture of performance, such as service user satisfaction with specific services. There is good narrative putting performance into context for the reader. PPR material recognises equalities & diversity in its broader sense, i.e covering tackling inequality.	• Annual Report 2012-13 (Section 13) • Equality, diversity and citizenship web pages • Performance report for Chief Executive's scorecard

Topic (Service Delivery)	Characteristics sought by Audit Scotland	2013-14 compliance (at review April 2014)
Benefits administration	PPR material gives a fuller picture, going beyond the past SPI and provides additional local indicators – e.g. time taken to administer benefits. In addition, narrative puts performance in context and in some cases provides trend information over time. High-level PPR material references or links to relevant reports where appropriate.	External website to Benefits Administration data
Community care	PPR material gives a fuller picture, going beyond the past specified SPIs on community care and provides additional local indicators, such as: • % of service users satisfied with their involvement in the design of their care packages • number of people waiting longer than target time for service per '000 population • the percentage of personal carers who are qualified to SSSC (Scottish Social Services Council) standard. In some cases, user survey results are provided. High-level PPR material references or links to more detailed reports. Narrative puts performance into context, such as trend information and performance against target.	• Annual Report 2012-13 (Section 5) • Argyll and Bute Adult Protection Committee Annual Report April 2012 – March 2013 • Performance Report for Community Care • Area Committee Scorecard (example of)

Topic (Service Delivery)	Characteristics sought by Audit Scotland	2013-14 compliance (at review April 2014)
Community justice social work	PPR material gives a fuller picture of performance, providing a range of local indicators such as: • the number of community payback orders started within 7 working days • % of community payback orders successfully completed • reconviction rates. In some cases, PPR material links to a higher level strategic theme within the SOA related to criminal justice social work and community safety. High-level PPR material references or links to more detailed reports, narrative puts performance into context, such as trend information and performance against target.	Nil
Cultural & community services covering at least sport & leisure, museums, the arts and libraries	PPR material gives a fuller picture of performance and covers the four specified strands of cultural & community services. Provides additional indicators that give a wider picture of performance such as: • cost per attendance • service user satisfaction • specific improvement actions are detailed In some cases, PPR material links to a higher level strategic theme, making clear linkages with the community or corporate plan priorities.	• Annual Report 2012-13 (Section 10)
Planning (both environmental and development management)	PPR material gives a fuller picture of performance going beyond the past specified SPIs to cover the wider context of planning, e.g. progress on local development plans. In some cases, includes feedback on customer satisfaction with the planning service and service costs.	• Annual Report 2012-13 (Section 8) • Argyll and Bute Planning Service Planning performance framework Annual report 2012-13

Topic (Service Delivery)	Characteristics sought by Audit Scotland	2013-14 compliance (at review April 2014)
The education of children	PPR material gives a fuller picture of performance, covering key aspects of the education of children. Pinpoints key SQA/SQCF attainment but also includes additional local indicators. Provides supplementary narrative to set performance in context. In some cases, signposts and provides links to key council or community planning objectives and the performance indicators that underpin those. In some cases includes satisfaction information or links to more detailed information, such as Education Scotland Inspection reports.	• Annual Report 2012-13 (Section 4) • School web sites • Standards and Quality in Argyll and Bute Schools 2011/12 report
Child protection and children's social work	PPR material provides a fuller picture of performance, covering both child protection and children's social work services. Provides a comprehensive range of indicators such as: • placement of looked after children, • % of children seen by a supervisor officer within 15 days • children on the child protection register. Narrative sets performance in context, such as how they compare with other councils and how they plan to improve.	• Annual Report 2012-13 (Section 6) • Performance Report for Community Care • Area Committee Scorecard (example of)
Housing & homelessness	PPR material provides a fuller picture of performance in relation to housing & homelessness, with local indicators such as • rent arrears • SHQS • energy efficiency • levels of house building • proportion of affordable homes • performance in relation to homelessness. There is good narrative to help the reader make sense of performance, in some cases this covers trend and target information. High level PPR material links to more detailed reports on housing and homelessness performance. In some cases, user survey results are provided.	• Annual Report 2012-13 (Section 10)

Topic (Service Delivery)	Characteristics sought by Audit Scotland	2013-14 compliance (at review April 2014)
Protective services including environmental health, and trading standards	PPR material provides a fuller picture of performance against the range of protective services. Includes local indicators such as: • food safety, pest control, flood alleviation and customer satisfaction of these services. PPR material includes good narrative that assists the reader to make sense of performance, and in some cases includes trend data and national comparisons and performance against target.	• Annual Report 2012-13 (Section 8)
Roads and lighting	PPR material provides a fuller picture of performance across a range of road and lighting information. There is good narrative to help the reader make sense of performance, in some cases this covers trend and target information. High level PPR material links to more detailed reports on specific aspects of the services. Examples of local indicators: • traffic light failure repairs • winter maintenance works completed during instructed time period • % of road network resurfaced.	• Annual Report 2012-13 (Section 7) • Recycling figures
Waste management services	PPR material provides a fuller picture of performance across the range of waste management services. Information goes further than the past specified SPIs to include local indicators such as • service costs • bin collection rates In some cases satisfaction information is reported. PPR material provides good narrative to explain and contextualise performance, such as trends, targets and benchmarking.	• Annual Report 2012-13 (Section 7)

Argyll and Bute Council

Public Performance Reporting Framework (draft)

1   **Introduction**

1.0   Local Authorities in Scotland have a statutory duty to publish relevant and timely information relating to performance to all customers and stakeholders. This Public Performance Reporting (PPR) Framework outlines the Council's commitment to open and transparent reporting of performance, and sets out the means by which it is undertaken. This Framework forms a part of the Council's Planning and Performance Management Framework.

2   **PPR Duty**

2.1   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 which includes meeting duties in relation to Statutory Performance Indicators (SPI's).

2.2   There are three parts to the SPIs commonly referred to as SPI1, SPI2 and SPI3. SPI1 covers a range of corporate management themes relating to Best Value; SPI2 focuses on achieving Best Value in relation to specific service areas; SPI3 focuses on performance in accordance with the requirements of the Local Government Benchmarking Framework (LGBF).

2.3   The detail of the Accounts Commission's Direction regarding SPIs is included at Appendix 1.

3   **Principles**

1.   The council recognises that to be effective public performance reporting needs to take account of the different needs of the public e.g. citizens, customers, other stakeholders
2.   The council recognises that performance information needs to be relevant, accurate, consistent and understandable.
3.   The council recognises that performance information needs to be communicated in the right format.
4.   The council recognises the need to provide performance information at the right time.

4   **Our Approach**

4.1   Public performance reporting should not be viewed as a one-off event. It is a continuous process and part of the communications and customer engagement activities undertaken by all services. It is the method by which we communicate our plans, performance, achievement and challenges to our customers and stakeholders.

5   The Framework

5.1   A PPR Calendar is adopted at the start of the financial year to provide a focus and accountability for PPRing. This includes annual and periodic reporting at corporate and service level of plans, performance and audits. The Calendar is available on the council website and acts as an aid to scrutiny of performance.

5.2   The performance section on the website is structured and periodically enhanced to ensure it remains the focal point for council performance. This section contains, or links to, everything listed in the Calendar as well as appropriate press releases, good news stories, ad hoc reports etc.

5.3   The Improvement and Organisational Development (IOD) team works with the Web Team to enhance accessibility of this part of the website ensuring that all relevant information is available and easy to find. Hard copies / alternative formats of this information can be made available on request.

5.4   The IOD and Communications Teams work together to produce and deliver a communications plan that promotes performance information throughout the year in line with the PPR Calendar.

6   Responsibilities

6.1   Services are responsible for ensuring they publish the full information required for their service and for quality assurance of that information.

6.2   The IOD Team co-ordinates corporate performance reporting and publishes corporate performance information on the website.

6.3   The IOD team provides policy direction and advice and issues guidance for services about their PPR responsibilities.

6.4   The Communications Team is responsible for guidance and support in the design of published information and for providing press releases, services are responsible for providing human interest stories and case studies to illustrate the positive impact of service delivery. This may include helping services put information together, advising on format and appropriate language, or assisting with co-ordination and channels when communicating the information.

7   Review

7.1   On an annual basis, the IOD team will submit a report to the Performance Review and Scrutiny Committee detailing any changes required to this PPR framework, the proposed PPR Calendar for the following year and an analysis of PPR activity undertaken by the council over the previous year.

Schedule (from Accounts Commission Direction 2013)

Corporate management

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

- responsiveness to its communities
- revenues and service costs
- employees
- assets
- procurement
- sustainable development
- equalities and diversity.

Service performance

SPI 2: Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):

- benefits administration
- community care
- criminal justice social work
- cultural & community services covering at least sport & leisure, museums, the arts and libraries
- planning (both environmental and development management)
- the education of children
- child protection and children's social work
- housing & homelessness
- protective services including environmental health, and trading standards
- roads and lighting
- waste management services

Local Government Benchmarking Framework

SPI 3: Each council will report its performance in accordance with the requirements of the Local Government Benchmarking Framework.

Draft PPR Calendar

31 January 2014

All Day	**Community Services Newsetter - Most Months** On Council web site
All Day	**Corporate Complaints Report - Quarterly** Council website, local press.
All Day	**Corporate FOI Report - Quarterly** Council website, local press.
All Day	**Summary Financial Report - Quarterly**

Draft PPR Calendar

28 February 2014

All Day	**Community Services Newsetter - Most Months** [On Council web site](#)
All Day	**Council Tax Leaflet mailed to all ratepayers.** Printed Document + Website Link
All Day	**Quarterly capital plan monitoring report**
All Day	**Quarterly financial summary report**
All Day	**Quarterly revenue budget monitoring report**
All Day	**Quarterly Scorecards published on web site**
All Day	**Quarterly treasury management monitoring report**

Draft PPR Calendar

31 March 2014

All Day	**Annual External Audit Plan**
All Day	**Annual Internal Audit Plan**
All Day	**Budget Book** Website Link
All Day	**Budget Summary Statement** Printed Document + Website Link
All Day	**Community Services Newsetter - Most Months** On Council web site

Draft PPR Calendar

30 April 2014

All Day   **Community Services Newsetter - Most Months**
On Council web site

All Day   **Corporate Complaints Report - Quarterly**
Council website, local press.

All Day   **Corporate FOI Report - Quarterly**
Council website, local press.

All Day   **Summary Financial Report - Quarterly**

Draft PPR Calendar

19 May 2014

All Day   **Annual Assurance and Improvement Plan (AIP)**
Shared Risk Assessment (SRA) - Oct to Jan annually
Review and dialogue with LAN (the scrutiny bodies) - Dec to April
AIP published - circa May
Report to Council - June annually

30 May 2014

All Day   **Community Safety Initiatives - Annual**

All Day   **Community Services Newsetter - Most Months**
On Council web site

All Day   **Democratic Services - Benchmarking**
Council website, local press

All Day   **Legal Services - Benchmarking**
Council website, local press

All Day   **Licensing Enforcement - Annual Report**
Liquor / taxis

All Day   **Quarterly Scorecards published on web site**

Draft PPR Calendar

28 June 2014

All Day	**Quarterly capital plan monitoring report**

30 June 2014

All Day	**Annual Capital Plan Outturn Report** Website Link
All Day	**Annual Revenue Budget Outturn report** Website Link
All Day	**Annual Treasury Management Report** Website Link
All Day	**Campbeltown Grammar School Standards & Quality Report - Annual**
All Day	**Community Services Newsetter - Most Months** On Council web site
All Day	**Dunoon Grammar School Standards & Quality Report - Annual**
All Day	**Education Standards & Quality Report** On Council web site
All Day	**Hermitage Academy Standards & Quality Report - Annual**
All Day	**Loghgilphead JC Standards & Quality Report - Annual**
All Day	**Oban High School Standards & Quality Report - Annual**
All Day	**Rothesay Academy Standards & Quality Report - Annual**
All Day	**Tarbert Academy Standards & Quality Report - Annual**
All Day	**Tiree High School Standards & Quality Report - Annual**
All Day	**Tobermory High School Standards & Quality Report - Annual**
All Day	**Unaudited Annual Accounts** Printed document + Website
All Day	**Unaudited Annual Accounts Summarised Report** Printed document + Website

Draft PPR Calendar

31 July 2014

All Day	**Annual Internal Audit Report** Website Link
All Day	**Community Services Newsetter - Most Months** On Council web site
All Day	**Corporate Complaints Report - Quarterly** Council website, local press.
All Day	**Corporate FOI Report - Quarterly** Council website, local press.
All Day	**Summary Financial Report - Quarterly**

Draft PPR Calendar

29 August 2014

All Day	**Community Services Newsetter - Most Months** [On Council web site](#)
All Day	**Customer Charter Performance/Mystery Shopper web page** Customer Charter Performance as determined by Mystery Shopping returns on the Website and may create a separate poster to go out to Customer Service Points and other offices.
All Day	**Quarterly capital plan monitoring report** Website Link
All Day	**Quarterly financial summary report** Website Link
All Day	**Quarterly revenue budget monitoring report** Website Link
All Day	**Quarterly Scorecards published on web site**
All Day	**Quarterly treasury management monitoring report** Website Link
All Day	**SPIs audited and sent to Audit Scotland**

Draft PPR Calendar

19 September 2014

All Day   **SPIs published on ABC web site**
Statutory deadline is 30th September but 15th is a realistic date.

30 September 2014

All Day   **Annual Accounts finalised**

All Day   **Audit Committee Annual Report**
Website Link

All Day   **Building Standards Balanced Scorecard Annual Report**
Booklet

All Day   **Community Services Newsetter - Most Months**
On Council web site

All Day   **Development Policy / Planning Performance Framework Annual Report**
Booklet

Draft PPR Calendar

20 October 2014

All Day	**SPIs published on Audit Scotland web site** No committed date but was earlier than this in 2012.

31 October 2014

All Day	**Community Services Newsetter - Most Months** On Council web site
All Day	**Corporate Complaints Report - Quarterly** Council website, local press.
All Day	**Corporate FOI Report - Quarterly** Council website, local press.
All Day	**Summary Financial Report - Quarterly**

Draft PPR Calendar

17 November 2014

All Day	**Quarterly capital plan monitoring report** Website Link
All Day	**Quarterly financial summary report** Website Link
All Day	**Quarterly revenue budget monitoring report** Website Link
All Day	**Quarterly treasury management monitoring report** Website Link

28 November 2014

All Day	**Audited Accounts Published** Printed Document + Website Link
All Day	**Community Services Newsetter - Most Months** On Council web site
All Day	**Council's Annual Report published**
All Day	**External Audit Annual Report** Website Link
All Day	**Quarterly capital plan monitoring report** Website Link
All Day	**Quarterly financial summary report** Website Link
All Day	**Quarterly revenue budget monitoring report** Website Link
All Day	**Quarterly Scorecards published on web site**
All Day	**Quarterly treasury management monitoring report** Website Link
All Day	**Regulatory Services Balanced Scorecard Annual Report** Booklet
All Day	**Service Annual Performance Reviews to Council** These were reported in mid-November 2010 and mid-December 2011 so a bit difficult to predict. Only among the Council papers and not put separately under Performance on the web site.

28 November 2014 Continued

All Day   **Summary Audited Accounts Published**
                               Printed Document + Website Link

Draft PPR Calendar

31 December 2014

All Day   **Community Services Newsetter - Most Months**
On Council web site

Public Performance Reporting Improvement Actions 2014-15 – As At 27 October 2014

Reference	Improvement Topic	Action	Timeline	Success Measure or Evidence	Responsible Person	Progress
Unique identifier	The General Area in need of improvement	What we are going to Do	The Date for completion	What will establish success	The person leading on this action	
PPR4.1	Presentation of performance information	We will make performance information more accessible to the public through redesign of the Performance Page on the council's website	Nov 2014	The Performance page on the council's website is improved in its appearance and content: it makes clear the value of the information available, its layout is more visually appealing and links to relevant publications are included.	Jane Fowler	On Track
PPR1.1	SPI1 – Corporate Performance	Provide links to the News section from the Performance Page.	Nov 2014	Working link to news items on the Performance Page	Jane Fowler	On Track
PPR1.2	SPI1 – Corporate Performance	Add link to Spotlight on Spend from Performance Page about Procurement.	Nov 2014	Working link to Spotlight on Spend on the Performance Page	Jane Fowler	On Track
PPR1.3	SPI1 – Corporate Performance	Improve reporting about service costs and revenues without increasing the volume of reports.	Complete	Selected finance reports linked to a finance section on the Performance Page	Bruce West	Complete
PPR1.4	SPI1 – Corporate Performance	HR metrics currently being prepared for regular reporting to HR Board/DMT/SMT are reported annually to the public.	Nov 2014	Selected reports linked to an HR section on the Performance Page	Jane Fowler	On Track
PPR1.5	SPI1 – Corporate Performance	Results of employee survey published on website.	Jan 2015	HR section of Performance Page includes links to surveys from 2012 and 2014	Jane Fowler	On Track
PPR1.6	SPI1 – Corporate Performance	Facility Services to review and improve Assets information provided - linked from the Performance Page.	March 2015	The Performance Page includes a section on Asset Management	Malcolm MacFadyen	On Track

Reference	Improvement Topic	Action	Timeline	Success Measure or Evidence	Responsible Person	Progress
Unique identifier	The General Area in need of improvement	What we are going to Do	The Date for completion	What will establish success	The person leading on this action	
PPR1.7	SPI1 – Corporate Performance	Provide links to all Sustainable Development related information from the Performance Page.	March 2015	The Performance Page includes explicit references to Sustainable Development	Angus Gilmour	On Track
PPR1.8	SPI1 – Corporate Performance	Provide links to all Equalities and Diversity related information from the Performance Page.	March 2015	The Performance Page includes a link to Equalities and Diversity information	Jane Fowler	On Track
PPR2.1	SPI2 – Service Delivery	Customer and Support Services should provide Benefits Administration information - linked from the Performance Page.	March 2015	The Performance Page includes a link to Benefits Administration information	Judy Orr	On Track
PPR2.2	SPI2 – Service Delivery	Provide links to Community Care related information from the Performance Page.	March 2015	The Performance page includes a link to Community care information	Jim Robb	On Track
PPR2.3	SPI2 – Service Delivery	Community Justice Service to provide relevant information - linked from the Performance Page.	March 2015	The Performance Page includes a link to Community Justice Social Work information	Louise Long	On Track
PPR2.4	SPI2 – Service Delivery	Community and Culture Service to review and improve information about sport, leisure, museums and libraries - linked from the Performance Page.	March 2015	The Performance Page includes a link to Culture and Leisure information	Donald MacVicar	On Track
PPR2.5	SPI2 – Service Delivery	Planning Services to provide relevant information – linked from the Performance Page.	March 2015	The Performance page includes a link to Planning information, including environmental and development planning	Angus Gilmour	On Track

Reference	Improvement Topic	Action	Timeline	Success Measure or Evidence	Responsible Person	Progress
Unique identifier	The General Area in need of improvement	What we are going to Do	The Date for completion	What will establish success	The person leading on this action	
PPR2.6	SPI2 – Service Delivery	The Education service to provide links to all related information from the Performance Page, including Authority summaries as well as individual schools.	March 2015	The Performance Page includes links to Authority and school performance information	Ann Marie Knowles	On Track
PPR2.7	SPI2 – Service Delivery	Children and Families Service to review and improve information and provide links to all related information from the Performance Page.	March 2015	The Performance Page includes a link to performance information about Child Protection and children's social work	Louise Long	On Track
PPR2.8	SPI2 – Service Delivery	Community and Culture Service to review and improve information provided - linked from the Performance Page. Clearly state that Argyll and Bute Council does not provide social housing.	March 2015	The Performance Page includes performance information about homelessness and strategic housing	Donald MacVicar	On Track
PPR2.9	SPI2 – Service Delivery	Planning and Regulatory Services to review and improve information related to protective services, environmental health and trading standards - linked from the Performance Page.	March 2015	The Performance Page includes links to performance of protective services, environmental health and trading standards services	Angus Gilmour	On Track
PPR2.10	SPI2 – Service Delivery	Roads and Amenity Services to review and improve information related to Roads and Lighting - linked from the Performance Page	March 2015	The Performance Page includes links to performance information about Roads and Street Lighting	Jim Smith	On Track

Reference	Improvement Topic	Action	Timeline	Success Measure or Evidence	Responsible Person	Progress
Unique identifier	The General Area in need of improvement	What we are going to Do	The Date for completion	What will establish success	The person leading on this action	
PPR2.11	SPI2 – Service Delivery	Roads and Amenity Services to review and improve information related to Waste Management - linked from the Performance Page	March 2015	The Performance Page includes links to performance information about Waste Management	Jim Smith	On Track
PPR3.1	SPI3 - Benchmarking with other councils	Publish Family Group information on Performance Pages	Dec 2014	The Performance Page includes links to a range of Family Group benchmarks	Jane Fowler	On Track
PPR3.2	SPI3 - Benchmarking with other councils	Provide links to Local Government Benchmarking Framework website with Dashboards	Dec 2014	Links to the external website, hosted by the Improvement Service, guide the public to a range of relevant comparative performance measures	Jane Fowler	On Track
PPR4.2	Presentation of performance information	We will report beyond simple performance results to improve public understanding of what the performance means	Mar 2014	In communicating key performance outcomes to the general public, a 'what it means for you' approach is being taken: case studies are provided by services and used to illustrate the positive impact our performance is having on citizens.	Jane Fowler	Complete

Reference	Improvement Topic	Action	Timeline	Success Measure or Evidence	Responsible Person	Progress
Unique identifier	The General Area in need of improvement	What we are going to Do	The Date for completion	What will establish success	The person leading on this action	
PPR4.3	Presentation of performance information	Develop a clear focus for public performance reporting on what action the council is taking in response to issues and topics of concern to the public	Mar 2014	In addition to communicating outcomes on topics the council is required to report on, performance information is used to illustrate what the council is doing about issues that matter to the public. The Communications and IOD Teams work with services to identify information in scorecards or elsewhere that show action in response to issues of public concern brought to the council through media enquiries or other sources.	Jane Fowler	Complete
PPR4.4	Presentation of performance information	Produce an annual calendar of planned public performance reporting	December annually	The calendar of PPR publications is used to plan communication activity around PPR.	Jane Fowler	On Track