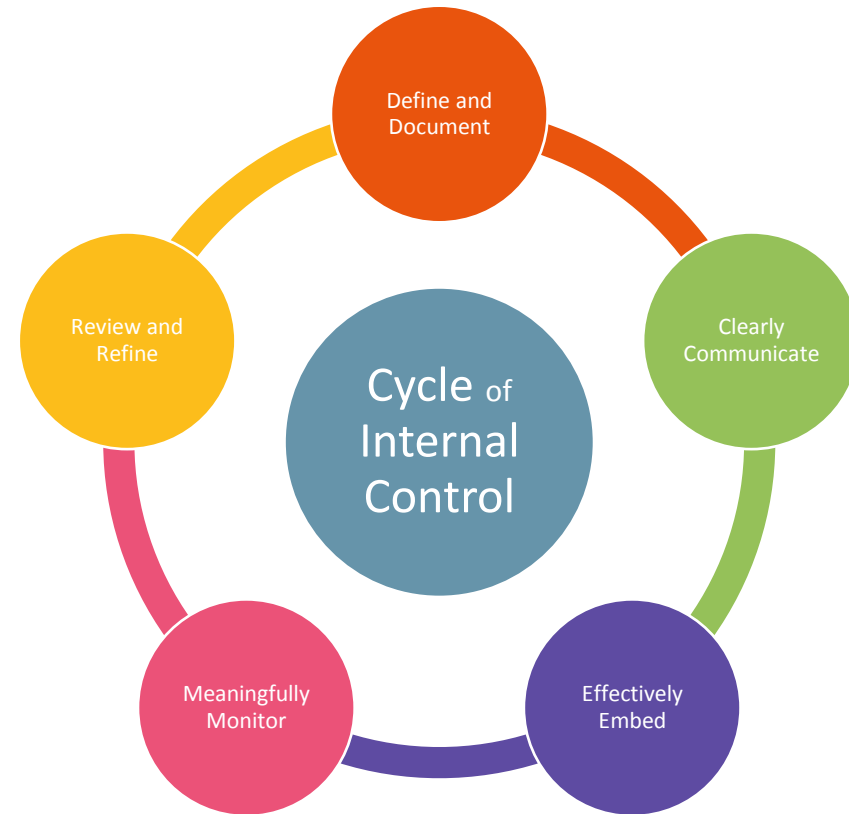


# Introduction

1. This report provides the Corporate Governance & Audit Committee with assurances relating to the adequacy and effectiveness of the council's corporate performance management arrangements; that they are up to date, fit for purpose, embedded and routinely applied.
2. The information in this appendix is based around a 'cycle of internal control' framework which consists of five aspects, seen in the diagram opposite.
3. Up to and including 2021/22, the strategic ambitions, of the council were set out in the Best Council Plan which provided the framework for the council's performance management arrangements. The BCP was superseded by the Best City Ambition, adopted by Full Council in February 2022, which set out the outcomes we want to see for the city. As well as including an updated performance framework, the Ambition incorporates a set of Key Performance Indicators (KPIs) that help measure progress over time against the outcomes and priorities.
4. In this context, 2022/23 is a transitional year for our performance framework and KPIs as we switch over from the arrangements and indicators that supported the Best Council Plan to those in relation to the Best City Ambition.
5. The report provides a key source of assurance for the Committee to consider when approving the council's Annual Governance Statement.
6. This statement includes opportunities identified to improve these arrangements as seen in the Review and Refine section.



## Define and Document

### 7. Policy and Strategy

8. During the initial period covered by this statement, the strategic ambitions, outcomes and priorities of the council were set out in the Best Council Plan which provided the framework for the council's performance management arrangements. In February 2022, the Best City Ambition (the Ambition) was adopted by Full Council and replaced the Best Council Plan in Article 4 of the council's constitution – the budget and policy framework. The Ambition sets out the outcomes we want to see for the city and is centred on our mission to tackle poverty and inequality and improve quality of life for everyone, driven by a focus on our three pillars of health and wellbeing, inclusive growth and zero carbon. The Ambition seeks to better reflect the importance of partnership working and a renewed relationship with the citizen – our Team Leeds approach – in achieving the city's shared goals.
9. The Best City Ambition draws on local and national priorities and policy developments, the latest socio-economic analysis, local and regional partnership plans, and the history of strong partnership working in the city. The Ambition also links with a range of supporting council and partnership plans including the Leeds Inclusive Growth Strategy, the Leeds Health & Wellbeing Strategy, the Safer Leeds Plan, the Children & Young People's Plan, the Digital Strategy and the Leeds Housing Strategy.
10. Supporting the Ambition is an Organisational Plan<sup>1</sup> which sets out how we will mobilise our internal resources – our people, money, digital capabilities, land and buildings, communications and engagement, and evidence, insights and intelligence, and relationships with our communities – driven by the council values and behaviours, to make the strongest contribution to the Best City Ambition, continuing the journey to be a more Efficient, Enterprising, Healthy and Inclusive Organisation. This means thinking not just about how we work and what we do now, but what our council will look like and need to be in the future, as we further improve equality, diversity and inclusion.
11. Effective evidence and progress monitoring are key to achieving our ambitions and plans. A refreshed performance framework aligned to the Best City Ambition and the Organisational Plan was developed and is the subject of this report.

### 12. Key performance indicators

13. A set of Key Performance Indicators (KPIs) were developed to help measure progress over time against the outcomes and priorities set out in the Best City Ambition. Some of the KPIs are completely new, whilst others were previously reported as part of the Best Council Plan performance monitoring arrangements. More details on the KPIs and their purpose can be seen in the Meaningfully Monitor section of this report.

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<sup>1</sup> The Organisational Plan is considered as being "interim" pending the outcome of the Peer Review

14. The KPIs are categorised as follows:

<p><b>Best City Ambition performance indicators</b></p>	<p>Performance indicators that directly underpin each of the Best City Ambition’s three pillars: Health and Wellbeing, Inclusive Growth and Zero Carbon. Each of the three pillars has a ‘lead indicator’ (the highest profile KPI within that pillar) and a ‘basket’ of five additional KPIs. The majority of these indicators look towards the long term, in line with the goals set out in the Ambition, with results generally available annually. The Leeds Social Progress Index, while not a formal part of the performance framework this report describes, will also be used in the future as another way of monitoring progress in the city in line with the Best City Ambition.</p>
<p><b>Organisational Plan performance indicators</b></p>	<p>The internal facing organisational KPIs are largely operationally focused in support of our ambition to be an efficient, enterprising, healthy and inclusive organisation. These KPIs mainly relate to performance within service areas such as HR, Finance, Procurement and Integrated Digital Service (IDS). Many of these KPIs cross-over from previous Best Council Plan indicators but updated and refined with some new additions.</p> <p>The Organisational KPIs are categorised into the following sub areas:</p> <ul style="list-style-type: none"> <li>• Maximising the potential of our people – HR and workforce aspects</li> <li>• Delivering our Financial Challenge – financial and budget aspects</li> <li>• High Quality Public Services – the efficiency and effectiveness of our services</li> <li>• Serving the Citizen – especially the vulnerable – citizen focused indicators</li> </ul>
<p><b>Directorate and Scrutiny Board performance indicators</b></p>	<p>Further sets of more specialist KPIs reported to Directorates Management Teams and Scrutiny Boards quarterly and twice-yearly respectively. These KPIs sit at a directorate rather than corporate level, and enable Directors, Chief Officers and Elected Members to monitor matters of interest within their remit more closely.</p>

15. Each KPI is supported by a checklist containing background and explanatory information about the indicator. Details of the checklists can be seen in the Clearly Communicate section of this report.

16. Roles and responsibilities

17. The main roles and responsibilities for performance management within the council are:

<b>Entity</b>	<b>Roles and responsibilities</b>
Corporate Leadership Team (CLT)	The Chief Executive and Directors have high level responsibility for corporate performance management and receive updates on performance against the Best City Ambition and Organisational KPIs. Directors also routinely discuss relevant performance issues with Executive Board members.
Directorate Management Teams	Directors and their management teams have responsibility for overseeing performance against the Best Council Ambition priorities relevant to their service areas. Directorate Management Teams review performance results for the KPIs they have responsibility for prior to being reported within the council e.g. to CLT, Scrutiny Boards and the Executive Board. Directorate Management Teams have the ability to escalate concerns about aspects of performance to CLT for further discussion.
Service Managers	Have day-to-day responsibility for monitoring operational performance. They provide routine updates and escalate concerns about performance to Directorate Management Teams and to the Intelligence and Policy Service.
Corporate Intelligence and Policy Service <sup>2</sup>	Staff within this central team have responsibility for maintaining the systems and procedures that support the performance management framework and for co-ordinating performance reporting to relevant stakeholders. The Intelligence and Policy Service has the ability to escalate concerns about aspects of performance to the relevant Directorate Management Team and to CLT.
Directorate Intelligence and Policy Teams <sup>3</sup>	Maintain performance frameworks tailored to the operational requirements of their service areas and coordinate the submission of performance information relating to their directorates required by the central Intelligence and Policy Service.
All council Staff	All staff have a role in using the Best City Ambition priorities to inform their own appraisal objectives.

<sup>2</sup> The Corporate Intelligence and Policy Service takes the lead on the council's corporate performance management arrangements

<sup>3</sup> The Directorates of Adults and Health, Children and Families and Communities, Housing and Environment also contain a dedicated Intelligence function

## 18. Democratic Oversight

19. Elected Members, including those from Scrutiny Boards, were involved in the transition from the Best Council Plan earlier in 2022 and participated in the development of the Best City Ambition, which is at the heart of our performance management arrangements. Scrutiny Board Chairs were also involved in the agreement of the KPIs and depth of supporting performance information such as historic results and benchmarking, to be reported to their respective Boards.
20. On a routine basis, democratic oversight of performance is facilitated through a range of reports submitted to Members, as detailed below:

Entity	Roles and responsibilities
Executive Board	Executive Board Members oversee performance relevant to their portfolio areas. Members receive a range of reports throughout the year including the council's Annual Corporate Performance Report, next due Summer 2023, which will be the first time that we reflect on our progress against the Best City Ambition.
Corporate Governance and Audit Committee	Members have responsibility for reviewing performance management arrangements and gaining assurance that they are fit for purpose, up to date and routinely complied with. The Committee receives an annual report on the adequacy of the council's performance management arrangements.
Scrutiny Boards	Members oversee performance for the areas within their remit and receive reports twice yearly containing performance data and an update on progress towards delivering the relevant priorities within the Best City Ambition. Scrutiny Boards have the ability to request additional, service specific performance information if considered necessary.

## Clearly Communicate

### 21. General

22. The Best City Ambition was published on the webpages on the authority's Internet ([leeds.gov.uk](https://leeds.gov.uk)) and internal Intranet ('Insite') sites and widely promoted to staff through a banner on the front page of Insite and to the public via social media platforms. This is supplemented throughout the year by 'Best City' key messages from the council Leader and Chief Executive to staff and partners. The detailed KPIs are not included in the current published version of the Best City Ambition given they had not been developed at the time of publication. However, a schedule of updates to the Ambition has been agreed and the KPIs will be added in the update next year. Communication on performance is also demonstrated in the Effectively Embed and Review and Refine sections below.

### 23. Guidance

24. Each financial year, the Corporate Intelligence and Policy Service produces a timetable for the routine reporting of performance information to officers and elected members i.e. Directorate Management Teams, CLT and Scrutiny Boards. The timetable is shared with key contacts to ensure that they can provide the required information at the correct time. Intelligence and Policy staff remind key contacts that the data is needed ahead of the submission deadline and are on hand to support them should they have any difficulties or queries relating to their results.

25. Each KPI is supported by a checklist containing explanatory information and guidance, including the source of the data, any known weaknesses or limitations to the data, the frequency and timetable of when results would be available, plus any baselines or targets. These checklists are maintained by the central Intelligence and Policy Service and updated in collaboration with relevant service leads.

### 26. Leadership

27. CLT and Elected Members were involved in the development of the new Best City Ambition and are briefed on performance during the year via a range of reports submitted to, amongst others, CLT, Executive Board and all Scrutiny Boards. Directors also meet with the respective Executive Board portfolio holders to discuss performance.

28. In line with council Values, the review of performance at CLT and Directorate Management Team levels encourages a culture of openness and honesty, and continuous improvement rather than one of blame. KPI results that are seen to be heading in the wrong direction are indicated in the performance reports and raised for discussion at the relevant meeting. Services and directorates are able to raise matters about areas where improvement is required and report the actions being taken so that a collective discussion can take place to identify any further solutions.

## 29. Training

30. The council's performance management network is well established and made up of experienced staff. Performance management training delivered by the Intelligence and Policy Service is usually on a one to one basis for staff taking on new performance management responsibilities as part of their role. Training includes advice on how to complete Key Performance Indicator checklists (see point 15 above) and how to submit results for inclusion in the reports to Directorate Management Teams and CLT. Training on performance management can be tailored to the needs of individual services and can also be included within wider training sessions covering the relationship between the Best City Ambition, performance and risk management. The Performance Management Insite page includes details of who to contact to arrange training.

## Effectively Embed

### 31. Stakeholder engagement

32. The performance stakeholder network is summarised in the Roles and Responsibilities section of this report. The central Intelligence and Policy Service maintain a list of key contacts across the council involved in the production and reporting of business intelligence, including performance information. The KPI checklists (see point 15 above) include details of the staff with high level responsibility for the indicator e.g. Chief Officer or Head of Service and also those involved in the day to day production and analysis of the results. The performance stakeholder network and key contact list is regularly reviewed by the Intelligence and Policy Service to ensure they are up to date and reflect staffing changes.

33. A wide range of stakeholder engagement took place on the new Best City Ambition, the Organisational Plan and the supporting performance arrangements, as detailed in the Define and Document section of this report. The Corporate Governance and Audit committee received a report - Governance arrangements for implementation of the Best City Ambition, at their meeting on 24 June 2022.

34. The Best City Ambition, the Organisational Plan, and the KPIs that support them were developed through engagement with partners, officers, and elected members, including members of Scrutiny Boards. The updated set of KPIs and the details of how they will be reported during 2022/23 and beyond were discussed with Directorate Management Teams and CLT.

35. The council's Insite includes a page on Performance Reporting, containing details of how performance is reported within the council and links to the most recent KPI results and the Annual Performance Report to Executive Board.

36. The arrangements for reporting performance and KPI details to the key stakeholders is summarised in the table below:

<b>Best City Ambition KPIs</b>	<b>Organisational KPIs</b>	<b>Directorate / Scrutiny KPIs</b>
Annual Performance Report to Executive Board, Full Council and CLT	Quarterly reporting to CLT and Resources Directorate Management Team	Twice-yearly reporting to the relevant Directorate Management Team
Annual Performance discussion at Scrutiny if members wish to receive that as an item	Twice-yearly to Strategy and Resources Scrutiny Board	Additional discussion about Ambition and / or Organisational KPIs if requested
Twice yearly to each Scrutiny Board (relevant KPIs only)	Annually to Executive Board and Full Council as part of the Annual Performance Report	

37. Clear systems and processes in place

38. Systems for managing performance are well established across the council, supported by reporting timetables, and are very much “business as usual” within services.

39. KPI updates are administered via a Share Point site containing the checklists for each indicator. Key contacts can update the checklists with the most recent performance results for reporting, along with supporting commentary, in particular the reasons for any adverse performance results and the actions being taken to address this. Access to the checklists allows Intelligence and Policy staff and key contacts the ability to view past results and supplementary information for each KPI. Following the adoption of an updated set of Best City Ambition and Organisational Plan KPIs earlier in 2022, the checklists were reviewed updated with additional ones developed for all new KPIs to be reported.

40. Gathering and reporting performance information is a key function of the Intelligence and Policy Service, and this is reflected in the service workplan and those of individual members of staff. Although the Intelligence and Policy Service considers these systems and procedures to be fit for purpose, they are not static and can be adapted as needed according to changing circumstances.

41. The guidance and template for Committee and Executive Board reports for decision making was reviewed and updated earlier in 2022. The new template maintained the requirement for report authors to comment on how the report contributes to corporate strategy (the Best City Ambition) and also how the proposal supports the council’s three Key Pillars (Inclusive Growth, Health and Wellbeing and Zero Carbon). A mandatory requirement of the report is for the author to include details of ‘How success will be measured’.



## Meaningfully Monitor

### 42. Benchmarking

43. Benchmarking is used to compare Leeds' performance against those of other local authorities (including Core Cities<sup>4</sup>), the region and England nationally. National datasets such as those published by the Office for National Statistics, Adults Social Care Outcomes Framework (ASCOF), Public Health England (Public Health Outcomes Framework) and the Department for Education are used for benchmarking. Directorates are encouraged to provide benchmarking results for their KPIs where possible, with notable results and analysis included in the KPI results reported to CLT and Scrutiny Boards.
44. Other examples of organisations engaged with on benchmarking, sector-led improvement and shared best practice include Directors of Adult Social Services (ADASS) and Association of Directors of Children's Services (ADCS). Additionally, the Children and Families directorate is represented at Regional and National Performance and data groups.
45. Covid-19 has continued to affect benchmarking activities during 2022, most notably where no new results have been published since the start of the pandemic. Attainment information for the 2021/22 academic year will be published over the coming months and will include city and school level information as well as pupil characteristics data. A full and detailed analysis of performance will be published in the Annual Standards Report for 2021/22, which will be released in 2023.
46. The Leeds Joint Strategic Assessment (Leeds JSA), produced every three years, provides wide-ranging analysis to promote a shared understanding of health and wellbeing needs and inequalities in Leeds, informing commissioners and policy makers about future needs to enable effective strategic planning, priority setting and commissioning decisions. In Leeds we put the wider determinants of health and wellbeing at the core of our JSA, recognising the way factors including the economy, education, environment and housing impact on health outcomes and wider wellbeing. This approach also means the JSA provides insights into how the city is progressing against shared ambitions and goals in the broadest sense. The most recent Leeds JSA report (2021) provides an outline of key issues identified in the latest data and analysis available and provides a regular opportunity to take stock and review. The Leeds JSA is supported by specialised needs assessments and by the themed reports and geographic profiles on the Leeds Observatory.
47. The Leeds Social Progress Index will provide a broader context and will be vital to assess longer-term progress as an important part of our overall understanding of progress towards the Best City Ambition.

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<sup>4</sup> Core Cities UK is a partnership of eleven city councils (Belfast, Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield) with a wide range of shared interests encompassing transport and connectivity, innovation and business support, skills and employment, sustainable communities, culture and creative industries, climate change, finance and industry, and governance.

#### 48. Performance Indicators robust and challenging

49. As explained in the Introduction section of this report, 2022 saw the replacement of the Best Council Plan with the Best City Ambition, and the production of an updated performance framework and set of KPIs.
50. There are 18 KPIs that support the Best City Ambition's three pillars (with a lead indicator and a 'basket' of five supporting indicators for each pillar). The Organisational Plan is supported by 24 KPIs which are largely operationally focused in support of our ambition to be an efficient, enterprising, healthy and inclusive organisation. Finally, each Scrutiny Board has an additional set of performance indicators specific to their areas of responsibility. Some of the current KPIs are ones previously reported against the Best Council Plan and carried forward (e.g. Gender Pay Gap), whilst others are completely new (e.g. Percentage of Planning Applications determined on time).
51. The performance results reported and published take many forms to reflect the specific requirements of each indicator. Some are a single number or percentage, whereas others require supplementary information to be included. For example, due to our concerns about health inequalities, with indicators relating to Public Health, we contrast the average position for Leeds with the situation in deprived areas of Leeds.
52. For each indicator included in the framework, where appropriate we will aim to:
- produce sub-city analysis where data is available
  - provide comparison against core cities and/or neighbouring authorities and/or national figures
  - set data in the context of a time series analysis – covering pre and post Covid and for some, a longer time period where required
53. Some of the key datasets that contributed to the Organisational KPIs, primarily relating to financial data, are subject to independent rigorous checks, carried out by external audit, to ensure they are complete, timely, secure and accurate. Others are the result of external inspections carried out by Ofsted and the Care Quality Commission. A further group of indicators are gathered nationally and published by the government through agencies including the Office for National Statistics and the Department for Education.
54. Performance against the Best City Ambition is reported to CLT to ensure cross-council ownership of the process, to facilitate discussion on specific areas, and prompt follow up action as needed. Directors also discuss relevant issues with Executive members.
55. The latest updated results for the KPIs are documented in an appendix to the quarterly update on performance to CLT, known as 'the Scorecard', that helps them to measure progress on the Best City Ambition in delivering better outcomes for both the city and the organisation in-year and in the longer term. This appendix included a colour-coded indication of whether performance had improved or declined against an appropriate comparator, allowing directors to see at a glance those areas where overall performance was going well or badly. A version of this appendix, containing the latest available results for every KPI, is published on the council's website in line with our commitment towards open data and greater transparency. We are currently exploring options to further improve the format of this reporting, considering the inclusion of or move towards a dashboard-based model.

56. From early 2023, the council's Scrutiny Board will receive the first set of Best City Ambition KPI results within their remit, alongside the relevant Organisational and Directorate indicators.
57. The Executive Board and Scrutiny Boards, Community Committees and partnership boards (such as the Health and Wellbeing Board) receive a range of reports outlining relevant performance information pertaining to their function, including annual safeguarding reports, updates on the Equality Improvement Priorities and the Local Account on Adult Social Care performance.
58. Until March 2022, we continued with Covid-related performance reporting, which included a 'gold dashboard', a multi-page report that showed the latest data for Leeds in relation to the Coronavirus pandemic. The report provided an overview of Covid-19 Cases, vaccinations, deaths and other health indicators, with accompanying data on transport, footfall, crime, education, waste and many others. When the UK Government lifted most of the Coronavirus restrictions in March 2022, the production of the regular Covid-19 dashboard was paused until such a time when it may be needed again. With changes to how Covid-19 is now affecting the population and less cases and hospital admissions being recorded over the last 6 months, a final edition of the dashboard was produced in September 2022 containing a more retrospective analysis of the pandemic and how it affected Leeds and its population.
59. A year-end performance report highlighting the progress made throughout the year in delivering the strategic objectives set out in the Best Council Plan is considered annually by Executive Board, with the most recent report ([link here](#)) being considered in July 2022. The report highlighted KPI results, and the key achievements made during the year, but at the same time, not shying away from highlighting things that have not gone so well, and where we need to redouble our efforts in the future. A similar report on performance against the Best City Ambition and Organisational Plan will be produced for Executive Board in 2023.
60. As detailed in the Effectively Embed section of this report (point 41), reports to Committee and Executive Board for decision making include a mandatory requirement for the author to include details of 'How success will be measured'. A member of the Intelligence and Policy Service reviews this section of the reports whilst they are at draft stage and has the ability to comment whether the information provided appears adequate, or whether any changes are required. Retrospective quality checks are undertaken on the 'how is success measured' section for a sample of key and officer decision reports.
61. Risks identified and mitigated
62. The council's risk management framework recognises the links between performance and risk, with many of the KPIs also acting as 'key risk indicators', i.e., sources of information that indicate whether a risk is increasing in significance or not. The scope of risk management training provided by the Intelligence and Policy Service includes the relationship between the council's strategic plans, performance indicators and risks.
63. For several years, risk and performance information have been included in a single quarterly report to CLT, together with any other issues relating to the strategic priorities that require further discussion. The risk and performance management information contained in these, and other reports to Boards and Committees, is seen as a driver for change and a prompt for discussion, not simply a reaction to events.

64. At directorate level, reporting varies, with some management teams receiving a joint risk and performance report, whilst others keep the two functions separate. During 2022/23 consideration is being given to performance being a standalone report for all Directorate Management Teams, whilst remaining on the same meeting agenda as risk where possible. The driver for this change is partly due to the scope of the risk element of the reports expanding to include Emergency Planning and Business Continuity Management, but also to facilitate a change in the format of the performance reports towards a more dashboard approach, which would lend itself to a separate report. De-coupling the two reports should allow appropriate focus to be placed on the performance results whilst still maintaining appropriate links with the risks.
65. Arrangements are in place for the Contact Centre to act as a barometer for the problems the public is experiencing with council services, and feedback and escalation mechanisms have been established to ensure that relevant remedial action is taken to address the root cause of the issues. Where appropriate, issues identified through the Contact Centre will be captured in the performance reports to Directorate Management Teams and CLT.
66. Escalation process in place and used appropriately
67. The performance reports to Directorate Management Teams and CLT act as both a prompt and a vehicle for escalating concerns. During the preparation of these reports, contributing staff are encouraged to raise any concerns with performance results so they can be discussed at their Directorate Management Team, and potentially at CLT, to allow action to be taken as necessary.

## Review and Refine

68. Up to date and fit for purpose
69. The performance management arrangements are not static and are updated by the Intelligence and Policy Service whenever necessary to ensure they are kept up to date and remain fit for purpose. As 2022/23 progresses, the performance arrangements will be subject to review to ensure they remain deliverable and stakeholder expectations are managed. This will be done through regular reporting updates and communications with stakeholders.
70. By replacing the Best Council Plan as the council's main statement of intent, the Best City Ambition necessitated a review of our corporate performance management arrangements and KPIs. As detailed in earlier sections of this document, the review involved analysis and consultation to determine a suitable set of KPIs aligned to the Best City Ambition and for reporting to stakeholders in the future.
71. During the development phase of the Best City Ambition KPIs, a pre-requisite was that they should be meaningful, easy to understand and be used to drive performance. The data points chosen are also comparable, consistently available and scalable. The proposed KPIs were subject to review and challenge by key stakeholders including Directorate Management Teams, CLT and Scrutiny Board Chairs.

72. KPI results will continue to be reported to Directorate Management Teams, the Corporate Leadership Team and Scrutiny Boards. The scope of these stakeholder reviews will include whether the KPIs remain up to date and fit for purpose. The performance framework has the flexibility to accommodate new or amended KPIs and to remove any that are no longer suitable.
73. The scope of any given KPI can be revised in-year to ensure it remains up to date, with any changes reported to the relevant directorate management team, CLT and Scrutiny Board. There were no such changes during 2021/22 as there was an awareness that a full review was pending as part of the introduction of the Best City Ambition.
74. The Intelligence and Policy Service intends to produce an Annual Performance Report for Executive Board in summer 2023 (date TBC) which will look back at performance over the 2022/23 municipal year. The report will include KPI results and performance information as well as the main highlights and achievements over the year. To provide a balanced picture, the report will also cover the challenges the city and the council continue to face as we strive to achieve the Ambition.
75. The Best City Ambition was designed as a rolling multi-year plan and, as such, will be reviewed and updated in some way almost every year, in particular when key strategies such as those for Health and Wellbeing and Inclusive Growth are updated in 2023. These reviews will take account of performance related developments including changes in national standards and statistical information requirements. The 2023 refresh will also consider any updates required to the performance framework since the inception of the Best City Ambition, and the Organisational Plan, taking into account more recent challenges arising from the increasing cost of living situation, additional financial pressures facing the council and any feedback from the Peer Review that took place in early November.
76. The dashboard format used successfully in the past for pandemic related performance reporting is to be adapted to suit Best City Ambition KPIs.
77. The Intelligence and Policy Service is aiming to explore more accessible and efficient means of producing and presenting the performance information – e.g., through dashboards, drawing on our learning through Covid. Work on this commenced in autumn 2022 and is in progress.
78. Survey of Internal Control
79. In May 2022, the council undertook its annual Survey of Internal Control<sup>5</sup> to provide first line assurance in relation to all key systems of internal control by seeking an assessment from operational managers as to whether the arrangements underpinning the Corporate Governance Code and Framework are working as intended.
80. The Survey included questions relating to arrangements for the Strategic Framework (the Best Council Plan) and Performance Management. Respondents were asked to rate the extent to which they thought the arrangement were embedded.

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<sup>5</sup> A smart survey conducted amongst senior officers to support the review of internal control underpinning the Council's Annual Governance Statement

81. The results, which are set out in the charts below, were generally positive:

- 96% of respondents thought the Strategic Framework was ‘Well embedded’ (68%) or ‘Fairly embedded’ (28%)
- 95% of respondents thought that Performance Management was ‘Well embedded’ (65%) or ‘Fairly embedded’ (30%)

82. The adoption of the new Best City Ambition and the updated performance framework that supports it provide the opportunity to build on these results, addressing the areas where the ‘not embedded’ or ‘don’t know’ results occurred and moving the ‘fairly embedded’ ones into ‘well embedded category’. This is being done through work with directorate leadership teams, CLT and Scrutiny Boards to improve performance reporting, using the resources we have to best effect by focusing more selectively on the indicators and performance information which can drive improvement and evidence based policy-making.

Table 1: Strategic Framework survey results 2022

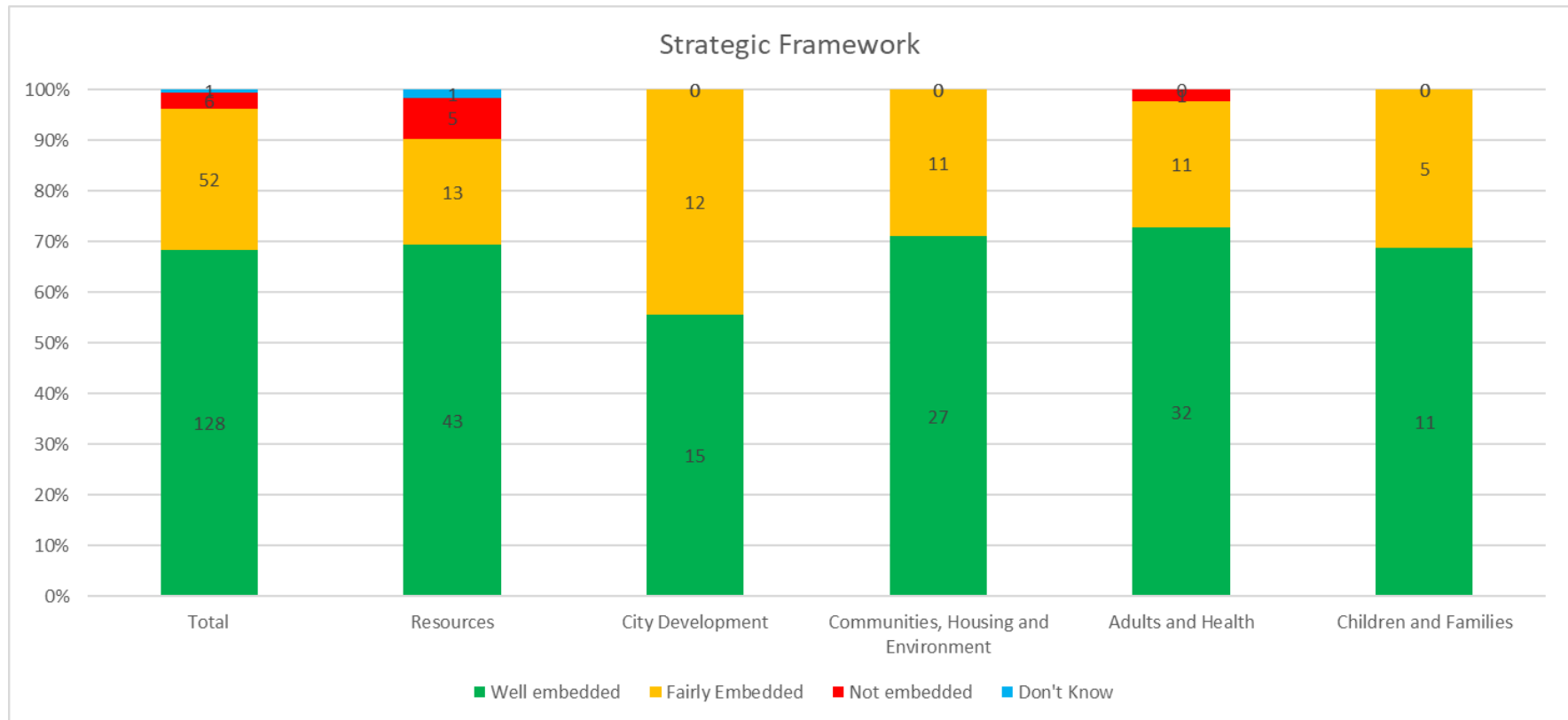


Table 2: Performance Management survey results 2022

