

# 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 council's performance framework covers how effectively we run business and services as an organisation.
3. This performance framework has a role in the wider monitoring framework which includes city analysis and contributions from partners and will demonstrate how we are progressing towards the [Best City Ambition](#).
4. 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 The Best Council Plan was superseded by the Best City Ambition ("the Ambition"), adopted by Full Council in February 2022, which set out the outcomes we want to see for the city. 2022/23 was then a transitional year for our performance framework as we reviewed how this would operate under the Ambition and looked at refreshing our routinely reported KPIs.
5. The information in this appendix is based around a 'cycle of internal control' framework which consists of five aspects, seen in the diagram on this page.
6. This report provides a key source of assurance for the Committee to consider when approving the council's Annual Governance Statement.
7. This statement includes opportunities identified to improve these arrangements as seen in the Review and Refine section.



## Define and Document

8. Policy and Strategy
9. 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. It explicitly recognises that the council cannot act alone, and many of the outcomes the council strives to realise can only be delivered alongside other partners in the city.
10. The 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 Leeds Inclusive Growth Strategy, Leeds Health & Wellbeing Strategy, Connecting Leeds Transport Strategy, Leeds Children & Young People’s Plan, Age-Friendly Leeds Strategy, Leeds Culture Strategy, Leeds Housing Strategy, Safer Stronger Communities: Leeds Plan and the council’s Medium-Term Financial Strategy, Budget and Capital Programme.
11. Supporting the Ambition is our Organisational Plan<sup>1</sup> which sets out our vision to be the best council in the best city, with our staff supported to understand what we do, why we do it, and how we can all work together to achieve our ambitions and values. In essence, the Organisational Plan describes how the council aims to ensure it can make its full contribution towards achieving the Best City Ambition. This plan is for all managers, more than 2,000 across the council to help them support their staff to be their best. This plan for the organisation shows how we’ll work to be an efficient, enterprising, healthy and inclusive organisation. It was created with leaders and managers and includes recommendations from the independent [Local Government Peer Challenge](#) undertaken in November 2022. The Peer Challenge provided us with recommendations covering our values, culture and workforce; locality and community working; transformation approach across the organisation; financial planning and our role and influence within and beyond Leeds. The Organisational Plan is intended to be a somewhat live document, with staff across the council being invited to provide feedback to inform future updates, the first of which is likely to be done in the first half of 2024. The council’s service planning framework is continually reviewed to make better links between our strategic priorities and local service priorities, with particular focus being given to this in the context of the council’s Financial Challenge.

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<sup>1</sup> [Being Our Best](#) – Our organisational plan for 2023 onwards.

12. Effective evidence and progress monitoring are key to achieving our ambitions and plans. This report makes the distinction between the council's own corporate performance framework and the wider monitoring framework which will demonstrate progress against the Best City Ambition. There are connections between the two but it is important to understand the distinction and more detail is provided below.
13. LCC Performance Framework
14. A single list of Key Performance Indicators (KPIs) is currently being refined to form the basis of our corporate performance reporting. These KPIs are those which:
  - Directly demonstrate performance of or services, workforce and assets; or
  - Relate to a wider city performance which the council contributes to affecting by way of specific services and programmes.
15. The existing KPIs have previously been agreed with Scrutiny Board Chairs but work is taking place to review the list with Directorates to ascertain if these are still the appropriate indicators and to highlight where we are aware of gaps in coverage across services. In these instances we will review what measures are available to be reported by the relevant services and include additional KPIs on our list as appropriate. Conversations will also be held with Scrutiny Chairs (a number of which have changed since previous discussions were held) to review and agree any amendments. More details on the KPIs and their purpose can be seen in the Meaningfully Monitor section of this report.
16. We will further refine the list by removing those KPIs which do not fall into the categories identified at point 14 above; indicators and analysis that are not directly affected by council performance will fall into the remit of the wider monitoring framework discussed in more detail below.
17. Details about the process of monitoring and reporting the indicators to CLT, Executive Board and Scrutiny will be given in the Meaningfully Monitor section below.
18. Each KPI has previously been 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. The checklists will require reviewing and updating in conjunction with the ongoing review of the KPI list. These were last refreshed in 2022 but as the list was still in development, we are aware there are gaps and we will be working to complete these through 2023/24.
19. On 4 July 2023, the Department for Levelling Up, Housing and Communities Secretary of State Michael Gove formally announced the launch of the Office for Local Government (Oflog). The launch outlined the Government's vision for Oflog: to provide authoritative and accessible data and analysis about the performance of local government and to support its improvement. As part of this vision, Oflog identified four key areas of performance on which initial focus will be placed: adult social care, adult skills, waste and finance. A number

of KPIs were outlined for which we will be required to submit data. The areas of focus are expected to grow as Oflog becomes more established. As more detail becomes available (and potentially, more KPIs are included in scope), we will work to build these KPIs into our routine reporting and effectively manage the submissions required to Oflog. The data and reports provided on their website will also become a useful benchmarking tool for us to compare performance against other local authorities. Strategy and Resources Scrutiny Board received an initial report on Oflog in September 2023 and agreed the integration into current reporting arrangements as outlined above was the right approach.

20. At the request of scrutiny, Intelligence and Policy will develop a training session for elected members on Oflog and its current approach, incorporating some wider support to help members become more comfortable working with this performance data. This will likely be revisited on an annual basis so that useful updates can be provided as Oflog develops further.
21. Leeds Monitoring Framework
22. The council's corporate performance framework contributes to the wider monitoring framework underpinning the Best City Ambition, which includes city analysis and partnership working. These elements have always existed as part of the council's approach, but since the Ambition is more deliberately focused on the city at large – rather than the council alone – it is crucial to recognise where our monitoring concerns the council's activity directly, and where it is exploring wider issues we are seeking to affect in line with our tackling poverty and inequality mission. Often these latter issues are not ones we can directly control, but understanding them is important as it sets the context in which the council is working and plays into the agenda around prevention and early intervention.
23. As the current version of the Ambition does not provide detailed KPIs, we have developed a framework of success metrics that capture the size and diversity of the visions outlined within the Best City Ambition. Current proposals are for the progress framework to consist of 3 parts:
  - Leeds Joint Strategic Assessment (JSA)
  - Leeds Social Progress Index (SPI)
  - Key Performance Indicators (KPIs) in supporting Strategies and Plans
24. This framework will enable a deeper analysis of the city's progress, empowering partners to align their success metrics with the Ambition and improve the allocation of resources to maximise impact. Further consideration is also being given to incorporating wider city research priorities into the Best City Ambition, potentially through development of a light-touch city research strategy shared with partners, as well as building on bilateral work the council has been pursuing with the city's universities.
25. This work is taking place in conjunction with an update of the Ambition itself, and these proposed monitoring arrangements will be set out to Executive Board in December 2023.

26. Roles and responsibilities

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

Entity	Roles and responsibilities
Corporate Leadership Team (CLT)	The Chief Executive and Directors have high level responsibility for corporate performance management and receive updates on the council's performance as well as progress in line with the Best City Ambition under the wider monitoring framework. Directors also routinely discuss relevant performance issues with Executive Board members.
Directorate Management Teams	Directors and their management teams have responsibility for overseeing performance 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.
Intelligence and Policy ("I&P") <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. I&P 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 I&P.
All council Staff	All staff have a role in using the Best City Ambition priorities to inform their own appraisal objectives.

<sup>2</sup> Intelligence and Policy 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

28. Democratic Oversight

29. Elected Members, including those from Scrutiny Boards, were involved in the transition from the Best Council Plan in 2022 and participated in the development of the Best City Ambition. Scrutiny Board Chairs have also been involved in the agreement of the KPIs their respective boards will receive and the depth of supporting performance information such as historic results and benchmarking that will be provided. These discussions will continue to be had with new Scrutiny Board Chairs to ensure the performance information provided to the Boards continues to demonstrate a thorough picture of performance within their respective remits.
30. 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, which has recently been taken to Executive Board in September 2023.
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.  The Committee approves the Annual Governance Statement which incorporates arrangements in relation to performance management.
Scrutiny Boards	Members oversee performance for the areas within their remit and receive reports twice yearly containing performance data and accompanying narrative. Scrutiny Boards have the ability to request additional, service specific performance information if considered necessary.

## Clearly Communicate

### 31. General

32. The Annual Performance Report taken to Executive Board is published on the Council's website.
33. The list of KPIs will also be published within the relevant Scrutiny Board performance reports twice a year, available to the public.
34. 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.
35. Communication on performance is also demonstrated in the Effectively Embed and Review and Refine sections below.

### 36. Guidance

37. Each financial year, I&P 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. I&P 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.
38. 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 I&P and updated in collaboration with relevant service leads. The checklists will be reviewed and updated in line with the current KPI review (they were last refreshed in 2022).

### 39. Leadership

40. CLT and Elected Members 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. Further details and briefings on any points of challenge or interest are provided as needed on an ad hoc basis by performance colleagues across the local authority.
41. 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.

#### 42. Training

43. The council's performance management network is well established and made up of experienced staff. Performance management training delivered by I&P 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 points 18 and 38 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

#### 44. Stakeholder engagement

45. The performance stakeholder network is summarised in the Roles and Responsibilities section of this report. The KPI checklists (see points 18 and 38 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 (key contacts). The checklists are updated by I&P when needed to ensure they are up to date and reflect staffing changes. However, we are aware that the checklists need a full review as part of the current review of our KPI list and this will take place in late 2023 / early 2024.
46. 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. A report on proposed updates to the Best City Ambition was taken to Executive Board in September 2023, outlining recent work to refresh three pillar strategies, continued progress in embedding the Ambition and feedback from the LGA Peer Challenge.
47. The Best City Ambition, the Organisational Plan, and the performance framework KPIs reported to CLT, Executive Board and Scrutiny Boards were developed through engagement with partners, officers, and elected members, including members of Scrutiny Boards. The updated single list of KPIs that is currently in development and the details of how they will be reported during 2023/24 is in the process of being further reviewed and discussed with Directorate Management Teams, Scrutiny Chairs and CLT.



48. 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.
49. The arrangements for reporting the refreshed list of KPIs, under the Council’s performance framework, to the key stakeholders is summarised in the table below:

Directorate Management Teams	CLT	Executive Board / Full Council	Scrutiny Boards
Quarterly reporting of KPIs they are responsible for. Annual Performance review.	Quarterly reporting of all KPIs with a focus on “highlight items” – particular KPIs with results identified as being significant that quarter. Annual Performance Report	Annual Performance Report	Twice-yearly reporting of KPIs within each Board’s remit. Additional discussion about specific KPIs and / or progress against the BCA if requested.

50. Clear systems and processes in place
51. Systems for managing performance are well established across the council, supported by reporting timetables, and are very much “business as usual” within services.
52. KPI updates used to be administered via a Share Point site which also houses the KPI checklists. This system was used by some key contacts but not used by all and we are looking at options for a new system to collate this data, investigating automation options to reduce some of the administrative work involved in collating the updates. Currently, updates are provided by email from key contacts and these are input onto our “Scorecard” which is included as an appendix to the quarterly performance report to CLT. Where I&P identify a KPI as a particular highlight item, supporting commentary is requested from key contacts; in particular the reasons for any adverse performance results and the actions being taken to address this. This detail is included in the performance report. The Scorecard includes previous comparator data (depending on the KPI nature and frequency, this may be the previous month, quarter or year). Recent reports have included a pre-pandemic position as well as the latest comparator to show how performance is recovering / has recovered; we will continue to provide this detail where appropriate.
53. Following the adoption of the Best City Ambition, the checklists were reviewed in 2022 and updated as required. These checklists will require a further review as part of the review currently taking place on the single KPI list.

54. Gathering and reporting performance information is a key function of I&P, and this is reflected in the service workplan and those of individual members of staff. Although I&P considers these systems and procedures to be fit for purpose (subject to the current review), they are not static and can be adapted as needed according to changing circumstances and as we strive to achieve continuous improvement.
55. 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

56. Benchmarking
57. 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.
58. 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.
59. 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

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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.

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. The Leeds JSA is being refreshed for 2024.

60. The Leeds Social Progress Index will provide a broader context within the wider monitoring framework and will be vital to assess longer-term progress as an important part of our overall understanding of progress towards the Best City Ambition.
61. Performance Indicators robust and challenging
62. The KPI list reported to CLT and Scrutiny Boards has been subject to previous review by both CLT and through discussions with Scrutiny Chairs to ensure we are reporting the appropriate indicators. The current review is looking at this list as a whole and considering the following elements:
  - Are the current KPIs still relevant to report?
  - Are there any key areas missing? – we are looking at particular gaps we have.
  - Are these true performance indicators that should form part of the performance framework (we are looking to distinguish those indicators where we can affect performance compared with those that more appropriately feed into the wider monitoring framework).
63. 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.
64. All KPIs included in our framework are reported to CLT each quarter, but I&P working alongside other performance colleagues across the council and relevant Heads of Service / Chief Officers identify and pull out a small number of KPIs on which further detail and analysis is provided. As the Committee would expect, these are usually those KPIs with a notably positive or negative trajectory. This approach has been implemented over the last year to ensure the most important information is more clearly highlighted to CLT through the reporting, reducing the likelihood that key details can be overlooked due to ‘information overload’.
65. For our KPIs, where reported to CLT in detail (a highlight item) and / or when reported to Scrutiny Boards, where possible 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
66. Some of the key datasets that contribute to our 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.
  67. Performance 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.
  68. The latest updated results for the KPIs are documented in an appendix (the Scorecard) to the quarterly update on performance to CLT. This appendix includes a colour-coded indication of whether performance has improved or declined against an appropriate comparator, allowing directors to see at a glance those areas where overall performance is going well or not.
  69. 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.
  70. A year-end performance report highlighting the progress made throughout the year against our KPI list is considered annually by Executive Board, with the most recent report ([link here](#)) being considered in September 2023.
  71. As detailed in the Effectively Embed section of this report (point 55), 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.
  72. Risks identified and mitigated
  73. 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 I&P includes the relationship between the council's strategic plans, performance indicators and risks.
  74. For several years, risk and performance information has 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.

75. At directorate level, reporting to management teams used to be via a joint risk and performance report, but these functions have now been separated out with performance being a standalone report for all Directorate Management Teams, although remaining on the same meeting agenda as risk where possible. De-coupling the two reports should allow appropriate focus to be placed on the performance results whilst still maintaining appropriate links with the risks.
76. 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 CLT.
77. Escalation process in place and used appropriately
78. 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

79. Up to date and fit for purpose
80. The performance management arrangements are not static and are updated by I&P whenever necessary to ensure they are kept up to date and remain fit for purpose. As 2023/24 progresses, the performance arrangements will continue to 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. Elected members, including Scrutiny Chairs, are regularly consulted to check they remain content that the arrangements in place are suitable and meeting their needs.
81. 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 to form the basis of our corporate performance management arrangements within the context of the Best City Ambition and for reporting to stakeholders in the future. This review is ongoing.
82. 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.

83. 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.
84. 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.
85. I&P is also aiming to explore more accessible and efficient means of collating, producing and presenting the performance information – e.g., through potential automation of some elements. Work on this is in progress.
86. Survey of Internal Control
87. In April 2023, 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.
88. The Survey included questions relating to arrangements Performance Monitoring and Escalation of Concerns. Respondents were asked to rate the extent to which they thought the arrangements were embedded.
89. The results, which are set out in the charts below, were generally positive:
- 93% of respondents thought that Performance Monitoring arrangements were ‘Well embedded’ (62%) or ‘Fairly embedded’ (31%)
  - 95% of respondents thought that arrangements relating to Escalation of Concerns were ‘Well embedded’ (58%) or ‘Fairly embedded’ (37%)
90. 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.

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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

Table 1: Performance Monitoring and Escalation of Concerns survey results 2023

