

**Report of the Director of Resources and Housing**

**Report to Corporate Governance and Audit Committee**

**Date: 14<sup>th</sup> December 2020**

**Subject: Annual assurance report on corporate performance management arrangements**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes   X No
Has consultation been carried out?	<input type="checkbox"/> Yes   X No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes   X No
Will the decision be open for call-in?	<input type="checkbox"/> Yes   X No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes   X No

**Summary of main issues**

This annual report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements; that they are up to date; fit for purpose; effectively communicated and routinely complied with. The report provides a key source of assurance for the Committee to take into account when approving the council's Annual Governance Statement.

**Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)

To help the council achieve its vision to be the UK's best council and best city, there is a need to track progress and understand how well the council and its partners are performing against the outcomes and priorities as set out in the Best Council Plan (BCP).

**Resource Implications**

The Best Council Plan provides the strategic context for the council's budget and financial strategies with resources allocated in support of the Plan's ambitions, outcomes and priorities. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately deployed.

## **Recommendations**

Corporate Governance and Audit Committee is requested to receive this report and the attached Appendix 1 as together providing key forms of assurance on the robustness of the authority's corporate performance management arrangements.

### **1. Purpose of this report**

- 1.1. This report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements. The report forms part of the body of evidence the Committee is able to take into account in order to approve the next Annual Governance Statement.

### **2. Background information**

- 2.1. This annual report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements; that they are up to date; fit for purpose; effectively communicated and routinely complied with. The report provides a key source of assurance for the Committee to take into account when approving the council's Annual Governance Statement.
- 2.2. The previous annual assurance report on corporate performance management arrangements was considered by Corporate Governance and Audit Committee on 22<sup>nd</sup> November 2019.

### **3. Main issues**

- 3.1. This report is based around a 'cycle of internal control framework' which consists of five aspects; define and document; clearly communicate; effectively embed; meaningfully monitor and review and refine. Full details of the performance management arrangements can be seen in Appendix 1.
- 3.2. Earlier in 2020 a desktop exercise was undertaken, reviewing the strategic plans of the other UK Core Cities and looking at how performance is monitored against them. The review identified that Leeds' BCP compares favourably in terms of style, presentation, objectives and content. It was noted that a small number of authorities also considered results from 'city surveys' undertaken with the public and partners to help inform strategic priorities and gauge (at a high level) how these councils were performing. Further work is in progress with performance contacts in the UK Core Cities to discuss the findings in person and to consider best practice.
- 3.3. The current BCP incorporates a set of 'Best City' KPIs to help measure progress over time against the outcomes and priorities set out in the BCP. The majority of these replicate the KPIs in supporting council and partnership plans, facilitating a consistent view of performance. The Best City KPIs are supplemented by additional 'Best Council' KPIs that help measure progress against our Best Council ambition of being a more efficient, enterprising and healthy organisation. The KPIs are reviewed and reported regularly and can be revised in-year as needed to ensure they remain up to date.
- 3.4. It is acknowledged that more can be done to automate performance reporting, which will help reduce reliance on time consuming manual intervention. Given the implications of the reduction in staff numbers across the council during 2020/21, the importance of making systems and procedures more efficient and effective is a

priority. With this in mind, work is underway to consider greater use of automated performance reporting tools.

## **4. Corporate considerations**

### **4.1. Consultation and engagement**

- 4.1.1. A range of stakeholders are engaged with to help maintain and improve the council's corporate performance arrangements. These include the Executive Board, Scrutiny Boards, the Corporate Leadership Team and colleagues from across the council involved with the production and reporting of performance information.
- 4.1.2. Regular engagement with Elected Members takes place through performance reporting to Executive Board and Scrutiny Boards.

### **4.2. Equality and diversity / cohesion and integration**

- 4.2.1. This is an assurance report with no decision required. Due regard is therefore not directly relevant.
- 4.2.2. Specific equality impact assessments will continue to be carried out for individual initiatives and decisions relating to the delivery of the Best Council Plan, the key strategic document informing our corporate key performance indicators. The Equality Improvement Priorities (most recently updated for 2021-25, as approved by the Executive Board at its meeting on 18<sup>th</sup> November 2020) were developed to complement the Best Council Plan outcomes and priorities. They continue to underpin our ambition to be a compassionate city with a strong economy, tackling the range of inequalities that still exist.

### **4.3. Council policies and the Best Council Plan**

- 4.3.1. The performance management arrangements focus around the Best Council Plan: its refresh and ongoing review and monitoring of delivery of the Best Council outcomes and priorities form part of the council's budget and policy framework.

#### Climate Emergency

- 4.3.2. Performance indicators in relation to the climate emergency are included within the BCP, in particular under the Sustainable Infrastructure priority. Progress made against the targets for these indicators is reported via routine reports to Corporate Leadership Team as well within the Annual Performance Report to Executive Board.

### **4.4. Resources, procurement and value for money**

- 4.4.1. The Best Council Plan provides the strategic context for the council's budget and financial strategies with resources allocated in support of the Plan's ambitions, outcomes and priorities. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately targeted, prioritised and deployed to help achieve value for money.

### **4.5. Legal implications, access to information, and call-in**

- 4.5.1. Performance information on the Best Council Plan key performance indicators is published on the council's website as are performance management reports on specific service areas and initiatives as requested by Scrutiny Boards.
- 4.5.2. No decision is required; therefore this assurance report is not subject to call in.

## **4.6. Risk management**

- 4.6.1. There are no significant risks identified in the council's performance management arrangements.
- 4.6.2. The council's risk management framework recognises the links between performance and risk, with many of the KPIs also acting as 'key risk indicators', sources of information that indicate whether a risk is increasing in significance or not.

## **5. Conclusions**

- 5.1. This report provides assurance on the council's corporate performance management arrangements as one of the sources of evidence for Corporate Governance & Audit Committee to draw upon when considering approval of the next Annual Governance Statement.

## **6. Recommendations**

- 6.1. Corporate Governance and Audit Committee is requested to receive this report and the attached Appendix 1 as together providing key forms of assurance on the robustness of the authority's corporate performance management arrangements.

## **7. Background documents<sup>1</sup> - none**

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<sup>1</sup> The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.