

**Report of the Director of Resources and Housing, Director of City Development and
Director of Communities and Environment**

Report to Scrutiny Board (Strategy and Resources)

Date: 11th January 2021

**Subject: Performance Reporting: Culture and An Efficient, Enterprising and Healthy
Organisation**

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

Summary

1 Main issues

This report provides a summary of performance information relating to the Best City Priority: Culture and the Best Council Ambition: An Efficient, Enterprising and Healthy Organisation, both of which fall within the scope of the Strategy and Resources Scrutiny Board.

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

This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

3 Resource Implications

There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

Recommendations

Members are recommended to:

- Note the latest performance information contained in this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1. Purpose of this report

- 1.1. This report is a periodic performance update to Strategy & Resources Scrutiny Board providing a summary of the Best Council Plan Key Performance Indicators (KPIs) that relate to both the Culture priority and the Best Council ambition of being an Efficient, Enterprising and Healthy Organisation. The report is based on the most recent performance results submitted to the council's Corporate Leadership Team (CLT) in November 2020.

2. Background information

- 2.1. Members will note that the Best Council Plan (BCP) sets out the council's key outcomes and priorities. This report provides an overview of the relevant key performance indicators relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance in these areas.
- 2.2. This report includes two appendices, the first is a summary of the most recent KPI results relevant to the Strategy & Resources Scrutiny Board portfolio areas, the second shows a breakdown of the council's workforce profile.

3. Main issues

- 3.1. The portfolio of the Strategy & Resources Scrutiny Board includes 21 KPIs, two of which relate to the Culture priority and nineteen to the Efficient, Enterprising and Healthy Organisation ambition. Results for the KPIs are updated and reported to CLT four times each year.
- 3.2. In Appendix 1, Members will find a summary of the KPIs relevant to the Strategy and Resources Scrutiny Board portfolio, showing the most recent results reported to CLT in November 2020. Members are asked to note that although some KPIs are reported to CLT four times a year, others are available less frequently, such as annually. Members will also find that some indicators are reported in arrears and Members are advised that the period to which each result relates is shown in both the body of the report and the appendix.
- 3.3. Although the report summarises the performance made against Strategy and Resources' portfolio areas, it would be impossible to consider the results without taking into account the wide ranging impact of the coronavirus (COVID-19) pandemic which took effect from the final month of the municipal year 2019/20. The assessment of performance included in this report should be interpreted in the context of the pandemic; we are aware that results for 2020/21 and beyond will show a very different picture as the council, the city, our communities and partners recover from the impact of challenges unprecedented in modern times. This results in this report present a realistic, focussed picture, both looking back on how we have performed recently, but also signposting to future performance challenges; it considers how performance is being affected by the pandemic.
- 3.4. Portfolio area: Culture
 - 3.4.1. The cultural and creative sector has been particularly affected by COVID-19 this year. Many of the successful events delivered in the city during 2019/20 were not able to be held this year due to the ongoing social distancing restrictions implemented to help ensure public safety. Almost all public and private cultural venues and events have been affected. The impact of the pandemic has meant that at present, results are not available for Culture Priority KPI 'Visitors to a range of venues and events'.

- 3.4.2. In response to the pandemic, a range of initiatives and events are being developed which will be valuable assets in helping to encourage people to visit the city in the future. Work will continue in providing business support to all of our stakeholders, including signposting to financial support, business advice and assistance and supporting partners as they develop and adapt their businesses and products for a 'new look' tourism sector that is anticipated when restrictions ease further.
- 3.4.3. Leeds's culture sector has benefited from both the Arts Council's Emergency Response Fund and the subsequent Government £1.57bn Culture Recovery Fund (CRF). To date this has delivered over £15m in financial support for nearly 30 Leeds based organisations including The Leeds Library, Opera North and the Leeds Grand Theatre. The council was also successful in an application to the Arts Council's Cultural Capital Kickstart Scheme (part of the CRF), with an award of nearly £1.8m making a substantial contribution to Leeds Playhouse's fundraising shortfall, relieving their long-term financial pressures and supporting their future resilience.
- 3.4.4. Notable performance for the Culture priority included several council maintained parks once again being awarded Green Flag status, being recognised as amongst the best green spaces in the UK. The Leeds Museums and Galleries service also maintained its accreditation with the Arts Council UK Accreditation scheme.
- 3.4.5. In 2019 over 12,000 people were employed in creative industries in Leeds. The next set of results for this KPI are due to be analysed and reported early in 2021 and will be included in the next performance report to this Board.

3.5. Portfolio area: Human Resources

3.5.1. Key points relating to the Human Resources KPIs:

- Representative workforce

The demographics of the council's workforce, along with other equality criteria, are assessed regularly and compared to the baseline of 2011 census data and also those from 12 months previous. There is no simple numerical way to express an overall result for this indicator, so instead the details seen in Appendix 2 summarise the council's workforce profile data (at the end of November 2020), along with a comparison to the city wide data taken from the 2011 census.

The council continues to work hard to encourage staff who have not specified/prefer not to say to update their equality information so we have a more accurate picture of our workforce; though long-term in nature, this work is deemed high priority. HR continues to work on a range of fronts that will help build a more inclusive and representative workplace which are to be reviewed alongside the People Strategy refresh.

In 2020, the disproportionate impact of Covid-19 and the Black Lives Matter movement has raised a broad range of issues for BAME colleagues in the council. Some of the issues are new, but many are longstanding. CLT has been working alongside our BAME Staff Network to listen to the lived experiences of our BAME employees, to help understand the current concerns and challenges. [A joint commitment from CLT and the Network](#) has been set out, and an initial plan of activity created through a newly formed Task and Finish Group. Good progress has been made on the agreed priority work, and this will continue at pace in throughout 2021.

- Apprentices

Under the terms of the Apprenticeship Levy, the public sector target is for apprentices to constitute 2.3% of the headcount of the total workforce, averaged over a four-year period. Apprentice numbers in the council were slow to grow in the first 2 years due to the immaturity of the system and unavailability of the standards and provision that we required. However, these have since grown and improved.

At the end of September 2020, 704 council staff were engaged in apprenticeships representing 2.7% of our workforce, based on a four-year average, 100 more than at the end of September 2019 (604). Similar to last year, 21% of apprentices are new staff recruited onto apprenticeships in the council, 70% are existing staff undertaking their first apprenticeship, and 9% are existing staff who have completed one apprenticeship level and have now moved onto another.

Numbers fell slightly at the beginning of the coronavirus pandemic, as the take up of new apprenticeships by both current staff and new recruits was lower than the number of completions. However, by the end of September over 100 staff had started, or were just about to start, new apprenticeships, which was very similar to the same point in 2019.

In addition, Leeds Levy Match has now launched which will make it easier for small & medium-sized enterprises and other city partners to access Levy funds to meet their apprenticeship needs. This matching service will facilitate Levy funding transfers to create more apprenticeship opportunities across the city by matching requests for funds with Levy pots from anchor institutions. Companies that register on this website to receive funds will have the training costs of a specified apprentice covered by a larger, levy-paying organisation.

A notable recent success was the council being ranked 47th in the top 100 apprenticeship employers nationally¹. We were one of 11 councils who made the top 100 and only two other councils ranked higher in the list.

- Staff absence

Absence levels have fallen slightly over the past 12 months, from 10.97 days per FTE for the rolling 12 month period ending October 2019 to 10.70 days per FTE for the rolling 12 month period ending October 2020. When absences due to coronavirus are excluded then the 12 months to October 2020 figure is reduced further to 9.97 days per FTE (note: these figures exclude absences from school employees).

The proportions of total sickness across the organisation (excluding schools), in the 12 months to the end of October 2020, attributable to various monitored conditions was:

○ Mental Health	37.4%	4.00 days per FTE
○ Musculo-Skeletal / Back & Neck	16.9%	1.81 days per FTE
○ Heart & Blood Pressure	3.9%	0.42 days per FTE

Further details on staff health and wellbeing can be seen in the following section.

¹ Source: [Gov.uk / Education and Skills Funding Agency \(21 October 2020\)](https://www.gov.uk/government/statistics/education-and-skills-funding-agency-21-october-2020)

- Health and wellbeing of employees

The KPI results for this indicator are drawn from the council’s employee engagement survey, which was last conducted in spring 2019. At that time, of the 48% of staff who responded, 77% believed that their immediate manager/supervisor looks out for their general health and wellbeing. The next survey is currently planned for early 2021 (dates TBC).

The focus during 2020 has been on moving swiftly in order to provide enhanced wellbeing support to all our employees as they worked to support the city’s response to the pandemic. Externally our contracted employee assistance provider, HELP which is available 24/7 provides support around issues such as bereavement, mental health support, debt, legal issues and also provides counselling to those that need it. Internally the occupational health team is running weekly wellbeing drop in sessions, a series of “How are you?” sessions on different topics are being facilitated via the Healthy Minds Network, there are monthly men’s wellbeing sessions, a #TeamLeedsBeWell Wellbeing Offer booklet and a monthly Be Well wellbeing bulletin have been introduced and a helpline staffed by mental health first aiders has been set up.

Feedback has been sought from the workforce through three pulse wellbeing surveys and the mid-year appraisal process has been adapted to give employees a chance to reflect on their successes and consider their personal wellbeing.

The results of the Pulse wellbeing surveys is seen in the table below. The top three areas of concern cited by respondents in the most recent survey (Pulse 3) were “further lockdown restrictions”, “missing human contact” and “mental health”. Respondent comments about what else the council can do as an organisation to support wellbeing indicated: communication and financial situation / work pressures.

Table 1: Summary of Pulse survey results

	Pulse 1	Pulse 2	Pulse 3
No. respondents	4235	4664	3820
Date held	May	June	October
Feel happy	56%	64%	51%
Feel unhappy	14%	11%	20%
Positive about support	81%	82%	74%
Negative about support	6%	4%	9%
Support calls made	99	33	76

- Staff appraisals

Ordinarily, mid-year appraisal reviews would be due to be completed by 31st January. However, disruption caused by the COVID-19 pandemic has led to the suspension of the appraisals process – no year-end appraisals took place in 2019/20 and there will be no mid-year reviews in 2020/21.

Nevertheless, 2020 has been a year difficult year during which many staff have seen the work they do and how they do it change dramatically, and it is vital that they continue to feel supported. We know from our Wellbeing survey responses that the majority of managers are in regular touch with their team members, and we have asked managers to set aside time to carry out a Wellbeing Check-in with all staff before the end of 2020. This streamlined process centres around just three questions designed to prompt a meaningful conversation to check on work priorities, personal development and any other issues that might be bothering the member of staff. The value of individual wellbeing conversations with managers has once again been strongly fed back through the Pulse 3 so we hope that the mid-year wellbeing check-in will provide everybody with that all-important opportunity to discuss wellbeing and ask questions directly about anything concerning them.

Further information on how we will resume appraisals will be available later in 2021.

- Staff satisfaction

The result for this indicator is taken from the council's Staff Engagement Survey and is based on answers to the question "If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what it would be?" When the survey was last conducted in spring 2019, the average score was 7.5 out of 10. As seen in the Health and Wellbeing Section above, the Pulse surveys have been used as a way of gauging staff satisfaction during 2020. The next Staff Engagement Survey is currently planned for early 2021 (dates TBC).

- Workplace accidents and incidents

In order to monitor progress in reducing workplace accidents and incidents, this indicator records the number of both 'Specified' injuries and other injuries that lead to absences of 7 days or more, as well as cases of Reportable Diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

During the three months to the end of September 2020, 2 specified injuries and 5 over 7-day injuries were reported, an increase compared to the 1 specified and 4 other injuries recorded in the same period in 2019. During the first six months of 2020/21, the number of specified injuries reported rose to 6 from 2 at the same point in 2019/20, whilst the number of over 7-day injuries fell to 7 from 15. There were also 14 Reportable cases of COVID-19 where we believe the member of staff contracted the disease through their work. Members are asked to note that there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year.

- Gender pay gap

The Gender pay gap results are published one year in arrears, and the results reported here reveal the picture on the 'snapshot date' of 31st March 2019. These results are broken down into:

- i. Percentage difference between the mean and median pay of men and women on basic pay, and bonus pay on 31st March 2019 (the gap on 31st March 2018 is given in brackets for comparison):

- Mean hourly rate: 5.9% lower for women (was 6.3% lower)
- Median hourly rate: 7.8% lower for women (was 10.8% lower)
- Mean bonus pay: 11.5% lower for women (was 9.2% higher)
- Median hourly bonus rate: 21.1% lower for women (was 0.2% higher)

The results show a reduction in the gender pay gap for both the mean and median hourly rates between the 2018 and 2019 reporting. The implementation of a bottom loaded pay award and the continuation of the Leeds minimum pay rate has contributed to this.

The aim of the council is have no bonus payment schemes. During the period in question, no women received a bonus, although bonuses were paid to 3.8% of males. As bonuses are so uncommon, the gender pay gap for mean and median bonus pay is not representative of the whole workforce. Moreover, the variations seen in comparison to the previous year were due to absences.

The current target for this indicator is to reduce the gender pay gap to 5% by the 31st March 2020 'snapshot date' which will be reported in the summer of 2021.

- ii. Percentages of men and women in each of the four quartiles of salary ranges within the organisation on 31st March 2019 (the percentage at 31st March 2018 is given in brackets for comparison):
 - 58.8% of the Top Quartile were women (58.7%)
 - 53.7% of the Upper Middle Quartile were women (54.1%)
 - 55.1% of the Lower Middle Quartile were women (55.2%)
 - 75.2% of the Lower Quartile were women (75.1%)

In order to achieve an overall reduction in the gender pay gap, the council aims to increase the percentage of women in the Top and Upper Middle Quartiles and decrease the percentage of women in the Lower Middle and Lower Quartiles. The latest figures reveal minor changes in these figures and work to increase the number of females in the higher quartiles needs to continue. The work outlined in the people strategy should contribute to reducing the gender pay gap, linked to our strategic objective to promote and support development and progression, and aims to create a culture that focuses on harnessing opportunities.

3.6. Portfolio area: Financial Services

3.6.1. Key points relating to the Financial Services KPIs:

- Level of over/underspend for this financial year

Detailed information on the council budget position is included in the Financial Health Monitoring report which is on the same meeting agenda.

- Council Tax collection rate

This indicator shows the proportion of the total council tax collectable during 2020/21 that has been received so far. At the end of September 2020, 54.06% of

collectable council tax had been received, which was 0.35% lower than the 54.41% that had been received by the same point in 2019. Small fluctuations between years are inevitable but this has been exacerbated by the coronavirus situation and we estimate the actual in-year collection rate will be around 94% by the year-end, 2% lower than the target. This will continue to be monitored throughout the year.

- Business Rates collection rate

This indicator shows the percentage of net rates billed for the current financial year that have been collected so far. At the end of September 2020, 50.35% of net billed rates had been collected which was 5.87% lower than by the same point in 2019 (56.22%). This is a significant fall in the collection rate brought about by the COVID -19 pandemic which has had a negative impact on most business sectors resulting in their inability to pay. All forms of recovery action were suspended during the initial lockdown, although these have now resumed on a targeted basis. Other Core Cities have reported a similar fall in their collection rates for business rates.

3.7. Portfolio area: Digital & Information Service (DIS)

3.7.1. Key points relating to the DIS KPI:

- ICT service desk calls

This KPI measures the percentage of calls to the ICT service desk that were fixed at the first point of contact. Our target is that 70% of calls will be resolved in this way.

During the period July to September 2020, 83.67% of calls were resolved at the first point of contact, a rise of 2.12% compared to the period from April to June 2020 (81.55%). However, this increase was effectively a reversal of the small drop that occurred when the initial coronavirus lockdown was introduced. Performance has remained well above target throughout.

3.8. Portfolio area: Customer Access

3.8.1. Key points relating to the Customer Access KPIs:

- Customer complaints

Complaint volumes have been noticeably affected by the lockdown imposed in March to tackle the COVID-19 pandemic. Between April and June 2020, when many services were closed or operating at reduced capacity, the number of complaints received was 1,025, 22% fewer than in the same period of 2019. However, as services returned to something closer to normal, the volume of complaints increased significantly and 1,572 were received between July and September 2020. Although this figure was 53% higher than the number received in the previous period, it was still 23% lower than the same period in 2019 when 1,929 complaints were received.

The volumes of complaints received for Housing, Adults & Health and Children & Families remained reduced throughout the period from April to September 2020. Complaints relating to Waste Management reduced initially, but started to rise again with the resumption of a full service in June.

Whilst we aim to see a reduction in complaints, this recent reduction has been as a result of the pandemic and does not necessarily reflect an improvement in performance. With fewer services provided, the potential for complaints regarding these services reduces, whilst elsewhere significant pressures in maintaining normal service levels have led to increased complaints. Work will continue to report longer-term trends and analyse the causes of complaints, so that services can learn from these and improve their practices.

- Customers using self-serve

This KPI summarises data from a range of self-serve means of accessing council services, including telephone-based, on-line and mobile app-based methods. Usage of our digital content continues to grow and it has been invaluable in helping us to reach and support our customers and communities during the COVID-19 pandemic. Our aim is for it to play an ever increasing role as we strive to meet the challenges ahead in transforming the way we work and engage with our citizens.

During the period from April to September 2020, usage of self-serve options stood at 79.98%, 6.6% higher than the same period in 2019. Several factors have contributed to this increase, including: a new online booking system for recycling sites introduced in May; more customers checking their bin collection day or raising requests for waste and environmental services online; and more people making payments via our website. These increases in self-service uptake have exceeded the rise in the number of phone calls answered and emails received by the Contact Centre. Work is ongoing to make our content clear and up to date, and the design our websites simple and easy to use/adapt.

3.9. Portfolio area: Information Management & Governance

3.9.1. Key points relating to the Information Management & Governance KPIs:

- Subject Access Requests (SARs)

The General Data Protection Regulation (GDPR) stipulates that SARs must be responded to within one calendar month from receipt of the request, and it is our target that 88% of requests should be responded to within this timescale.

Between July and September 2020, 212 Subject Access Requests were received and of those 95.3% were responded to within statutory timescales, which was 7.3% above the target of 88%. This was 10.4% higher than the 84.9% that were responded to within statutory timescales during the same period in 2019, however the number of requests had also fallen by 10% compared to the previous year (229).

- Freedom of Information / Environmental Information Regulations Requests (FOIs / EIRs)

In accordance with the Freedom of Information Act (2000) and Environmental Information Regulations (2004), the statutory timeframe for responding to these requests is 20 working days from receipt of the request. For some time, our target has been that 96% of requests should be responded to within this timescale, however, due to recent pressures, Information Management Board have agreed that this cut should be cut to 90% effective from 1st September 2020.

Between July and September 2020, 525 FOI and EIR requests were received, approximately 30% fewer compared to same period in 2019 (745 requests). 91.2% of the requests received were responded to within statutory timescales, 4% lower than during the same period in 2019 (95.2%), 4.8% below the original target but meeting the revised target in place since 1st September 2020.

The Information Management & Governance requests team deals with all statutory requests to the Council in respect of SARs and FOIs / EIRs, therefore, performance for the preceding two indicators is closely linked.

The first two quarters of 2020/21 were a challenge with staff in IM&G and services across the council adapting to working from home and needing to respond to requests without physical access to information. In addition, many staff have been diverted towards work relating to the COVID-19 pandemic making it difficult for them to respond to information requests as promptly as before. Nevertheless, the actual performance against these indicators has remained strong, as the number of requests received also reduced.

Members will note that in the previous performance report presented in January 2020, they were advised that three additional temporary staff members had been recruited to assist with information requests. However due to the recent budget constraints these temporary posts have now ended and a number of other additional posts that had previously been approved will no longer be filled. This will clearly have an impact on our ability to respond to requests within statutory timescales. As mentioned above, IMB approved the target for FOI/EIR requests to be lowered to 90% with effect from 1st September 2020.

In early 2020, a process review was undertaken to understand if there were more effective and efficient ways of dealing with requests. This review resulted in the commissioning of a new case management system, Kolumbo, is currently being rolled out and should enable time savings to be achieved in due course.

Since September requests have increased not only in volume but also in complexity and our compliance rate is likely to suffer due to resource issues previously mentioned. The IMG service as a whole is currently under review and a restructure of the service is imminent with the likely result that some further posts may be lost. A review of the requests team is also being undertaken with the aim of improving performance through efficiency savings.

3.10. Portfolio area: Procurement & Commercial Services

3.10.1. Key points relating to Procurement & Commercial Services KPIs:

- Orders placed with local suppliers

This indicator measures expenditure with local suppliers as a percentage of the council's overall spend. This measure excludes those suppliers that fall into the "unclassified" category or whose classification is currently "unknown". Due to ongoing work to increase the proportion of suppliers that have been correctly classified, slight variations are likely to be the result of greater accuracy rather than a change in spending habits.

52% of the council's expenditure (£115.92m) was with local suppliers in the period July to September 2020, compared to 50% of expenditure (£105.17m) during the same period in 2019.

- Orders placed with small and medium-sized enterprises (SMEs)

This indicator measures expenditure with small and medium-sized enterprises (SMEs) as a percentage of the council's overall spend. This measure excludes those suppliers that fall into the "unclassified" category or whose classification is currently "unknown". Due to ongoing work to increase the proportion of suppliers that have been correctly classified, slight variations are likely to be the result of greater accuracy rather than a change in spending habits.

60% of the council's expenditure (£120.85m) was with SMEs in the period July to September 2020, compared to 58% of expenditure (£109.08m) during the same period in 2019.

The two indicators for orders placed with local suppliers and SMEs share a combined target for 2020/21 for an increase from 51.97% of expenditure. The percentage of expenditure and the total value with both local suppliers and SMEs have increased since last year. This demonstrates an improvement in the council's engagement with local and SME suppliers.

- Prompt payment of invoices

A payment is considered to be 'prompt' if it is made within 30 days of the invoice being received in the council or paid within other contractual terms offered by the supplier.

During the period April to September 2020, 92.38% of invoices were paid promptly, exceeding the target of 92%, but 0.43% less than the 92.81% achieved during the same period in 2019. Despite this slight drop, the results remain within acceptable parameters. Performance is constantly monitored and where issues are identified these are raised with the relevant service area.

With the closure of schools between March and August due to the COVID-19 pandemic, and reductions in the levels of other services, the total volume of invoices processed reduced considerably. However, following the re-opening of schools in September, the levels of invoices presented for payment have increased steeply and this is likely to have an impact on performance in the next reporting period.

3.11. Business Continuity Management

- Any council service assessed as being 'critical' is required to have a Business Continuity Plan (BCP) documenting the procedures that facilitate the response, recovery, resumption, restoration and continuity of the services and functions in the event of an emergency or disruptive incident. Each BCP is required to be reviewed and updated annually by the plan owner to ensure that the details in them are up to date.
- Within the Strategy and Resources portfolio areas there are 18 BCPs, of which five are currently due for update: Facilities Management, Business Support Centre, Treasury, Communications & Marketing and Cleaning & Guarding.

4. Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However, all performance information is published on the council's website and is available to the public.

4.2. Equality and Diversity / Cohesion and Integration

- 4.2.1. This is an information report, rather than a decision report and so due regard is not relevant.

4.3. Council Policies and the Best Council Plan

- 4.3.1. This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

Climate Emergency

- 4.3.2. The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions for the city by 2030. All services across the council will be involved with efforts to achieve this ambition, but none of the performance information contained in this report is directly linked to actions taking place to address the climate emergency and, therefore, will not feed into an assessment of how on track the council is in achieving the target.

4.4. Resources, procurement and value for money

- 4.4.1. There are no specific resource or procurement implications from this report, although some performance indicators relate to financial and other value for money aspects.

4.5. Legal Implications, Access to Information and Call In

- 4.5.1. All performance information is publicly available and is published on the council website. This report is an information update providing the Scrutiny Board with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6. Risk Management

- 4.6.1. There is a comprehensive risk management process in the council to monitor and manage key risks. This links closely with performance management.
- 4.6.2. The council's Corporate Risk Register includes four risks directly linked to one or more of the KPIs summarised in this report:
- In-year budget
 - Medium-term budget
 - Health & Safety
 - Information Management and Governance

5. Conclusions

- 5.1. This report provides a summary of performance against the strategic priorities for the council and city related to the Strategy and Resources Scrutiny Board
- 5.2. Whilst this performance report highlights the progress made in delivering the Strategy and Resources portfolio areas, it also acknowledges the initial impact on our performance of COVID-19 which took effect across the nation towards the end of the municipal year. The results included in the report should be interpreted in this context. The report acts as a signpost to the wide ranging impacts of the pandemic on our performance into 2021/22 and beyond.

6. Recommendations

- 6.1. Members are recommended to note the performance information in this report and the appendices and the issues which have been highlighted, and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- 6.2. Background documents²

² 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.