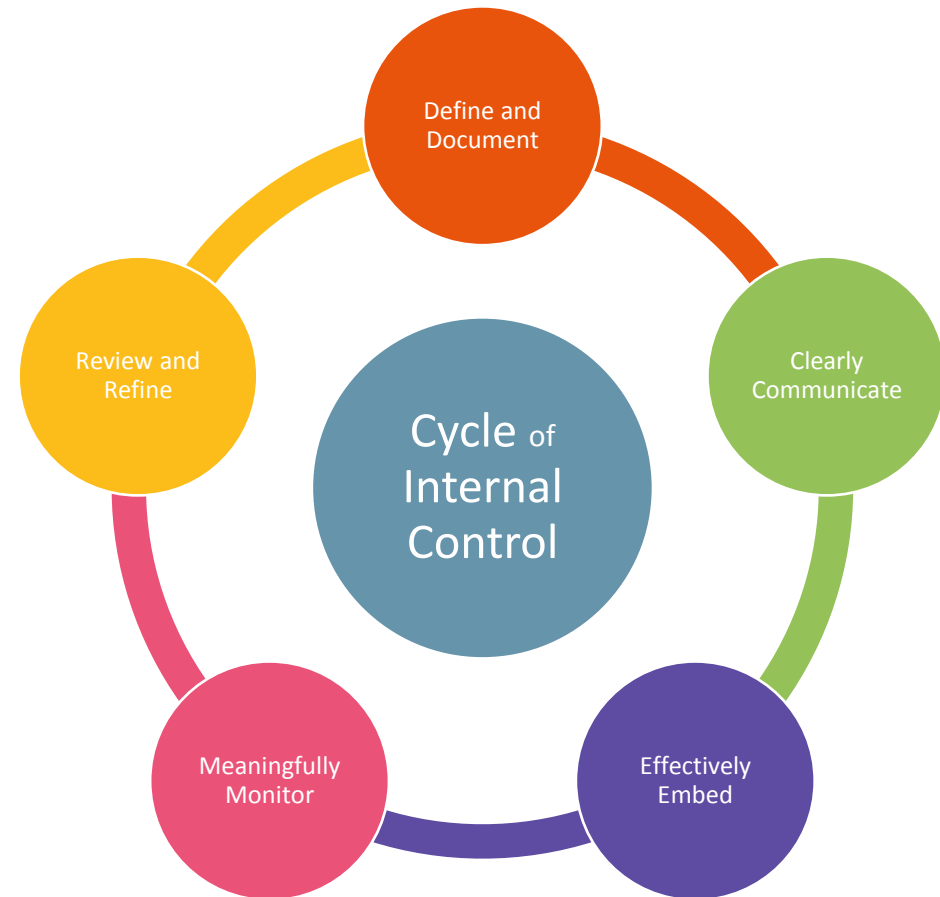


Introduction

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. 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.
5. This 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. 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.
9. The Best City Ambition was updated in February 2024. The updated ambition draws on renewed key strategies and plans within the context of the challenging financial climate. The update also addresses the need to strengthen the progress monitoring framework used for the Ambition, incorporating the Leeds Social Progress Index¹ and a clearer approach to Community Voice. One of the key areas considered as part of the update is: Measuring progress - clearer articulation of how we measure success, including through a new Best City Ambition Scorecard (“BCA Scorecard”) (discussed in more detail at point 22) which will draw on the Leeds Social Progress Index, Marmot City² work and prioritising citizen voice and community engagement – understanding real life perspectives, which add richness and context to what the data alone can tell us. The Leeds Joint Strategic Assessment (discussed in more detail at point 58) will continue to provide an opportunity to draw this breadth of analysis together and understand potential future implications on a three-yearly cycle.
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,

¹ The Social Progress Index is a tool that helps measure how well Leeds is doing in terms of Inclusive Growth. It helps us understand what’s happening in different areas of the city (ward based) by looking at multiple parts and offering us a clear and unbiased measure of overall wellbeing in the city.

² The Marmot Review into health inequalities in England was published on 11 February 2010. A Marmot Place recognises that health and health inequalities are mostly shaped by the social determinants of health (SDH): the conditions in which people are born, grow, live, work and age, and takes action to improve health and reduce health inequalities. Leeds made a commitment to become a Marmot place in 2023 and embarked on a two-year partnership with the Institute of Health Equity to deliver a *Fairer Leeds*. During the first year, Leeds has carried out a ‘whole-system review’ and a set of recommendations have been produced that will be taken forward to build and strengthen the ways Leeds tackles health inequality. The recommendations will be supported by high level system indicators designed to monitor progress over the next 5 – 10 years.

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 Plan³ 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 as a part of Team Leeds towards achieving the shared 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 a live document, with staff across the council being invited to provide feedback to inform future updates. A 2024/25 update was taken to Executive Board in July 2024. It maintains the focus on our values, manager expectations and main areas for organisational change. It has also been enhanced to meet the UK Government's Productivity Plan requirements, which ask councils to outline the transformation of the design and delivery of services to make better use of resources and how councils are taking advantage of technology and data to improve plans to balance council budgets. The plan is focussed on three interlinked themes to enable everyone to understand the role and priorities of the council:

- A growing, inclusive city – describing Local Government's unique and engaging public service leadership role so that the council can make the greatest contribution to our Best City Ambition;
- High-quality public services – describing the continuous improvement we strive to make in the services we deliver or commission, to improve outcomes, customer satisfaction and value-for-money; and
- Well-run organisation – describing the importance of good governance in line with our values and behaviours to help us make the most of all the resources and assets we have at our disposal, especially our staff.

Monitoring of this plan will be in line with the council's performance framework, including the Annual Corporate Performance report and financial monitoring reports that will cover aspects of the Productivity Plan requirements.

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.

³ [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") forms the basis of our corporate performance reporting. These KPIs are those which:
 - Directly demonstrate performance of our 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 and work took place over the past year 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. Where there are any further changes to the measures that are available or required to be reported by services, we will include additional KPIs (or remove KPIs from the list) as appropriate. We particularly anticipate further changes to Adults and Health KPIs over the coming year due to the following reasons: Adult Social Care is undergoing a period of change with regards to the collection and use of data both nationally and locally. The national Adult Social Care Outcomes Framework (ASCOF) measures have been revised from 2023/24 onwards, the main national return used to provide the data that informs these measures is also changing in 2024/25. In addition the new CQC (Care Quality Commission) Assurance Framework includes a number of data based 'information requirements' that are now being routinely captured and reported locally.
16. More details on the list of KPIs and their purpose can be seen in the Meaningfully Monitor section of this report.
17. Details about the process of monitoring and reporting the indicators to Corporate Leadership Team ("CLT"), Executive Board and Scrutiny will be given in the Meaningfully Monitor section below.
18. Each KPI is supported by background and explanatory information about the indicator. We have reviewed this detail with Directorate colleagues and whilst we hold most of this information now, we are re-organising how the information is stored alongside the KPI data results. We are aiming to make the storage and access of this information as user-friendly as possible for the officers who have responsibility for the performance management framework as well as making it easily accessible should other colleagues need to find relevant information. We are currently in the process of re-organising the data and information held, into a "KPI Register" which is made up of the following items:
 - A spreadsheet which contains the data (the "KPI Data Record") supplied by services each quarter for reporting to CLT (also twice a year to Scrutiny Boards and once a year to Executive Board in our Annual Performance Report). This data is all available to us at

present but is being re-organised into a simpler format that will also allow us to easily review and produce trends information for performance reports;

- A separate spreadsheet containing the background data for each KPI (the “KPI Supporting Information”), including key contacts, availability of data and any data quality issues or limitations. Details of the KPI Supporting Information can be seen in the Clearly Communicate section of this report. Most of this KPI Supporting Information was checked or collated as needed through discussions with services throughout 2023/24 and it will be kept up to date through regular review; and
- A comprehensive checklist for our reporting processes so that all necessary information is held in one place should existing members of the Performance Team be unavailable at any point to advise colleagues what steps are needed.

19. On 4 July 2023, the then 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 previous 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 have to date identified six service areas covered by a range of metrics. These service areas are: Adult Social Care, Adult skills, Waste, Finance, Roads and Planning. Oflog have previously proposed more performance indicators across additional service areas, with the intention to ultimately cover all local government services. A recent letter (published 10th September) from the new Minister of State for Local Government and English Devolution to Oflog’s Chief Executive advised that a review of Oflog’s remit is taking place this year but in the meantime, “Oflog should:

- continue to update data for existing metrics on the Data Explorer (a digital tool, bringing existing data together with functions to make it contextualised and comparable between councils and showing national trends);
- continue to add new metrics to the Data Explorer, with a focus on areas most relevant to the government’s missions;
- continue to improve the Data Explorer, including ensuring it better explains the data’s limitations and how it should be used responsibly by third parties; and
- develop options for new, additional, or alternative data tools to help citizens understand local authorities’ performance, being clear about how these would add value to existing tools and reporting provided by central government and the sector.”

Intelligence and Policy will continue to liaise with colleagues in the relevant service areas to review any new Oflog indicators, and these will be incorporated into routine performance reporting as they are introduced. The data and reports provided in Oflog’s online Data Explorer will also become a useful benchmarking tool for us to compare performance against other local authorities.

20. Leeds Monitoring Framework

21. 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.
22. Whilst there has been a large amount of activity undertaken to date around progress measuring, this has not previously been suitably reflected in the Best City Ambition itself, and it can be difficult to navigate the vast amount of information and options available. The final proposals made in the February 2024 Update to the Ambition therefore more clearly articulate how progress on the Best City Ambition will be monitored and these proposals have been further progressed this year. A balanced scorecard of leading performance indicators has been developed, which will enable us to effectively report headline progress on the Best City Ambition in a clear and understandable way. The Ambition is broad, so this scorecard initially focuses on issues most related to tackling poverty and inequality in Leeds. The BCA Scorecard draws from other existing frameworks (including the Leeds Social Progress Index) and shares indicators with the ongoing Marmot City work. It will be reported at least once per year through the council's Annual Performance Report (from 2024/25 onwards).

23. Roles and responsibilities

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

Entity	Roles and responsibilities
Corporate Leadership Team (CLT)	The Interim 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

Entity	Roles and responsibilities
	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”) ⁴	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 ⁵	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.

25. Democratic Oversight

26. 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 previously 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 as required, to ensure the performance information provided to the Boards continues to demonstrate a thorough picture of performance within their respective remits.
27. On a routine basis, democratic oversight of performance is facilitated through a range of reports submitted to Members, as detailed below:

⁴ Intelligence and Policy takes the lead on the council’s corporate performance management arrangements

⁵ The Directorates of Adults and Health, Children and Families and Communities, Housing and Environment also contain a dedicated Intelligence function

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 was most recently taken to Executive Board in July 2024 (link given at point 29 below). I&P is also currently reviewing proposals to provide Executive Board Members with more frequent in-year performance information.
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

28. General

29. The Annual Performance Report taken to Executive Board is published on the Council's website, the most recent report (taken in July 2024) can be found [here](#).
30. Following a recommendation by our external auditors, proposals are being considered for sharing performance information more regularly with Executive Board members. A similar recommendation was made for the more regular sharing of risk updates and consequently the risk register is now shared with Executive Board Members following its submission to CLT every quarter. Options for

similarly providing Members with in-year performance updates in a timely way, either formally or informally, are being reviewed and a proposal will be introduced in due course.

31. The list of KPIs will also be published within the relevant Scrutiny Board performance reports twice a year, available to the public.
32. The Best City Ambition was published on the webpages on the authority's Internet (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 Interim Chief Executive to staff and partners.
33. Communication on performance is also demonstrated in the Effectively Embed and Review and Refine sections below.
34. Guidance
35. 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.
36. Each KPI has a set of KPI Supporting Information – a spreadsheet containing explanatory information, 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 as well as tolerances. This spreadsheet is to be maintained by I&P and updated in collaboration with relevant service leads.
37. Leadership
38. 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.
39. 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.

40. Training

41. 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 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

42. Stakeholder engagement

43. The performance stakeholder network is summarised in the Roles and Responsibilities section of this report. The KPI Supporting Information (see points 18 and 36 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 KPI Supporting Information is updated by I&P when needed to ensure it is up to date and reflects any staffing changes.
44. 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. An update to the Best City Ambition was taken to Executive Board in February 2024, and an update to the Organisational Plan was taken in July 2024. Amongst other things, further consideration has been given to progress monitoring of both the Ambition and Organisational Plan and how this ties into our routine performance monitoring framework.
45. 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 produced and reported on during 2023/24 will continue to be reviewed and discussed with Directorate Management Teams, Scrutiny Chairs and CLT on a regular basis and any updates made as needed.
46. The council's Insite includes a page on Performance Reporting, containing details of how performance is reported within the council and a link to the Annual Performance Report to Executive Board.

47. 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 Proposals are also currently being reviewed for sharing KPI updates more frequently with Executive Board Members.	Twice-yearly reporting of KPIs within each Board’s remit. Additional discussion about specific KPIs and / or progress against the BCA if requested.

48. Clear systems and processes in place

49. Systems for managing performance are well established across the council, supported by reporting timetables, and are very much “business as usual” within services.
50. KPI updates are provided by email from key contacts and these are input onto our “CLT 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 CLT Scorecard includes previous comparator data (depending on the KPI nature and frequency, this may be the previous month, quarter or year). Data is taken from the CLT Scorecard and saved in our KPI Register so we have a record of the information provided by services and can use this to show trends data in our reports where appropriate.
51. 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, they are not static and can be adapted as needed according to changing circumstances and as we strive to achieve continuous improvement.
52. The guidance and template for Committee and Executive Board reports for decision making was last reviewed and updated in 2022. The current template maintains 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

53. Targets

54. A number of our KPIs currently do not have specific targets for their performance results. This is something I&P has been reviewing with Directorate contacts and was further highlighted whilst the 2023/24 Annual Performance Report was being reviewed. As an interim measure, those KPIs without targets were given an “increase” or “decrease” target to allow these to be suitably RAG rated⁶. Directorate contacts are in the process of agreeing proposals with their Management Teams to identify specific targets for their KPIs wherever possible, as well as appropriate tolerances so that RAG ratings can be used more effectively in future reports (to CLT, Scrutiny and Executive Board). This work will continue into 2025 with the aim of having most targets in place (where targets are appropriate) for the start of 2025/26. There will, however, continue to be a small number of KPIs which we class as “trackers” and for which target setting (and RAG rating) is not suitable due to their nature, i.e. they are not KPIs the Council can seek to have an effect on, rather we just monitor these – such as number of calls received at the contact centre.

55. Benchmarking

56. Benchmarking is used to compare Leeds’ performance against those of other local authorities (including Core Cities⁷), 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.
57. 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.
58. 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

⁶ The RAG system of colour coding (Red, Amber, Green) is used to quickly and visually indicate the status of the results of a KPI.

⁷ 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.

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 \(2024\)](#) 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.

59. 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.
60. The Data Explorer introduced by Oflog (discussed in more detail at point 19 above) will allow for all Local Authorities to be compared against specific identified metrics and I&P is looking at how this digital tool can be used to provide benchmarking data in our reporting of the Oflog indicators.
61. Beyond the approaches above, we continue to grasp any opportunities to access reliable benchmarking data on an ad hoc basis, accepting that at present the council does not procure any dedicated software or systems to access this information routinely. Examples of this include exploring the potential to gain access as a one-off to the IMPOWER Local Authority Index 2024, which recently ranked Leeds in the top 10 most productive councils in the country.
62. Performance Indicators robust and challenging
63. 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. Regular reviews will continue as needed to incorporate any changes (e.g. due to emerging national policies or availability of new data).
64. 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.
65. 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'.
66. 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.
67. 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.
68. 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.
69. The latest updated results for the KPIs are documented in an appendix (the CLT Scorecard) to the quarterly update on performance to CLT. This appendix includes a colour-coded indication (RAG rating) 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.
70. 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.
71. 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](#) being considered in July 2024.
72. As detailed in the Effectively Embed section of this report, at point 52, 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.
73. Risks identified and mitigated
74. 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.

75. 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.
76. Arrangements are in place for the Contact Centre and Customer Relations 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.

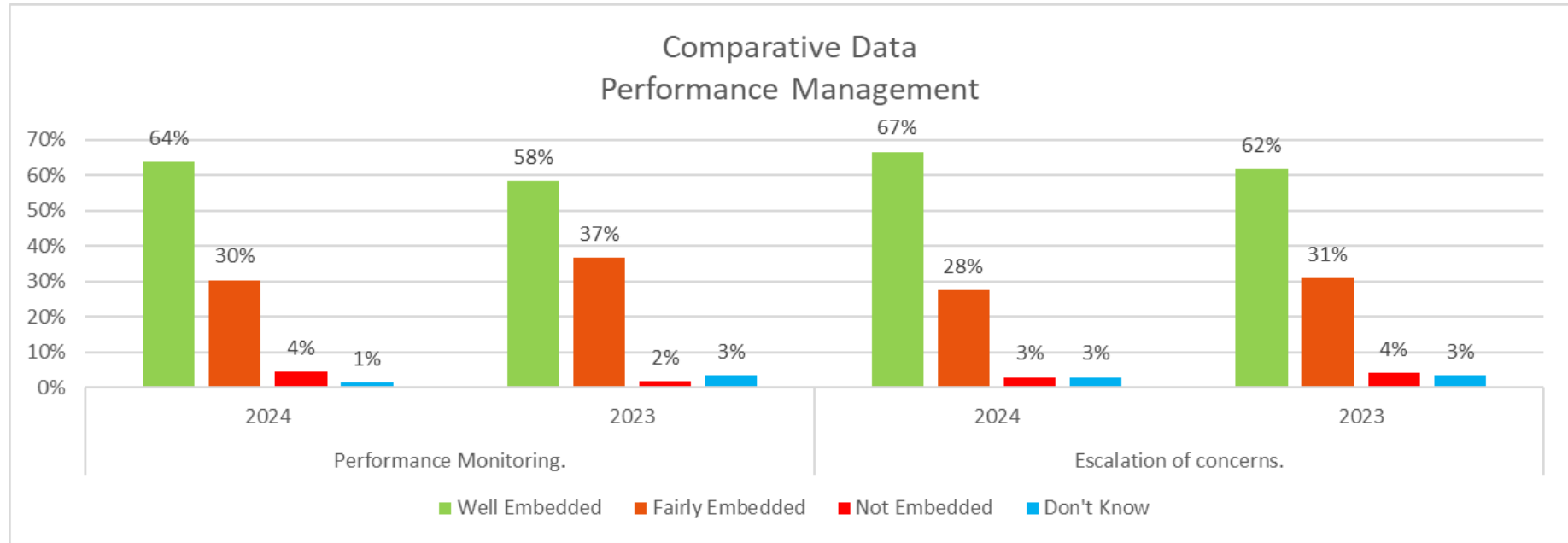
Review and Refine

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 2024/25 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. KPI results will continue to be reported to Directorate Management Teams, the Corporate Leadership Team and Scrutiny Boards. Continuing reviews will ensure 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.
82. 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.

83. 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 are updated (such as when the Health and Wellbeing and Inclusive Growth Strategies were updated in 2023). These reviews will take account of performance related developments including changes in national standards and statistical information requirements, as well as taking into account more recent challenges arising from the increasing cost of living situation and additional financial pressures facing the council. Details of the BCA Update taken to Executive Board in February 2024 are given at point 9 above.
84. Survey of Internal Control
85. In May 2024, the council undertook its annual Survey of Internal Control⁸ 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.
86. The Survey included questions relating to arrangements for Performance Monitoring and Escalation of Concerns. Respondents were asked to rate the extent to which they thought the arrangements were embedded.
87. The results, which are set out in the charts below, were generally positive:
- 64% of respondents thought that Performance Monitoring arrangements were 'Well embedded', compared with 58% in 2023. There was however, a drop in the results for those who thought arrangements were 'Fairly embedded' from 37% to 30%.
 - The pattern is mirrored in the results for respondents who thought that arrangements relating to Escalation of Concerns were 'Well embedded' (67% - an increase from 62% in 2023) or 'Fairly embedded' (28% - a decrease from 31% in 2023).
88. In last year's report to this Committee, it was expressed that our updated performance framework provides an opportunity to build on the 2023 results, addressing the areas where the 'not embedded' or 'don't know' results occurred and moving the 'fairly embedded' ones into 'well embedded category'. The results for 2024 given above show that we have been successful in moving a portion of the results from 'fairly embedded' to 'well embedded'. However, there has been slightly less success tackling all of those results in the 'not embedded' or 'don't know' categories as can be seen in the graphs below, with a couple moving in the right direction, one staying static and the response to Performance Monitoring being 'Not Embedded' having increased slightly. Further work will continue 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.

⁸ 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 2024 (Compared with 2023)



89. Opportunities for Improvement

90. A summary of the areas where further work is to be undertaken during the next year is seen in the table below:

Define and Document	<ul style="list-style-type: none"> • Maintain the KPI Register through updates to KPIs and their supporting information as required. • Continue to incorporate any new Oflog measures into our corporate performance reporting arrangements.
Clearly Communicate	<ul style="list-style-type: none"> • Consider and implement proposals for sharing performance information more regularly with Executive Board members.
Effectively Embed	<ul style="list-style-type: none"> • Give further consideration to how progress monitoring of the Best City Ambition and Organisational Plan ties into our routine performance monitoring framework.

Meaningfully Monitor	<ul style="list-style-type: none">• Put targets in place for those KPIs that do not already have a target in place and for which it is appropriate to do so.• Continue to grasp opportunities to access reliable benchmarking data through ad hoc opportunities that arise as well as through Oflog.
Review and Refine	<ul style="list-style-type: none">• Continue to ensure our performance management arrangements are suitable and effective, through regular reporting updates and communications with stakeholders.