

Use of the LGBF

Using the LGBF to drive action

Angus Council

Background

Angus Council has developed a structured approach to using the Local Government Benchmarking Framework (LGBF) as part of its wider performance management arrangements.

Rather than treating the LGBF as a standalone reporting requirement, the council has embedded it within its council plan, performance framework, and wider analytical work. Relevant indicators are aligned to strategic priorities, while the full dataset continues to inform broader performance discussions and benchmarking activity.

The LGBF now forms part of a wider system that brings together national indicators, locally defined measures, and service-level data to provide a rounded understanding of performance across the organisation.

Key activities

Angus Council has taken a practical and integrated approach to using the LGBF across planning, reporting, and improvement.

Alignment with the council plan

Relevant LGBF indicators are included within the council plan and used to support reporting against key priorities.

Integration within a wider performance framework

The council has introduced a structured performance management framework, supported by Pentana, requiring services to review and report on performance regularly. LGBF indicators form part of this alongside local KPIs and other national measures.

Quarterly performance reporting and reflection

Services provide updates every three months, focusing on what is working well, where there are challenges, and what support may be needed. These updates are reviewed collectively at corporate level.

Use of dashboards to support analysis and transparency

The council uses the LGBF dashboard alongside [locally developed dashboards](#) to support performance analysis. These provide an accessible overview of performance and allow users to explore data in more detail, with some information also available publicly through the council website.

Regular reporting to corporate leadership and elected members

Corporate leadership teams receive detailed analysis, while elected members receive high-level reports focused on key messages and trends, with opportunities to explore the data further.

Use of LGBF data within wider analytical work

LGBF indicators are used alongside other data sources within strategic needs assessments and wider analytical work to build a comprehensive picture of local challenges and priorities.

Linking performance to improvement and transformation activity

Performance insights are used to identify issues requiring further attention, which can then be taken forward through transformation and improvement work.

Benefits and impact

The approach has delivered a wide range of benefits, strengthening both the use and the impact of performance data across the council.

A clearer, more complete picture of performance

One of the most significant benefits is the ability to build a genuinely rounded understanding of how the council is performing. LGBF indicators are no longer viewed in isolation. Instead, they are combined with local data, service-level information and wider contextual analysis.

This allows the council to:

- understand how Angus compares with Scotland and similar councils
- identify patterns and trends across services
- build a clear picture of local challenges, such as workforce pressures or transport barriers

This creates a much stronger evidence base for decision making

Clearer link between performance data and council priorities

By aligning LGBF indicators with the council plan, performance data is now considered alongside strategic objectives. This allows elected members to assess progress in a more joined-up way. Rather than treating LGBF as a separate and discrete reporting exercise, it becomes part of the wider performance picture, supporting a more coherent understanding of how the council is performing.

Better understanding through context and narrative

The alignment of LGBF indicators with the council plan has helped ensure that performance data supports strategic decision making. Elected members and senior leaders can now see performance information in the context of agreed priorities. This helps:

- focus attention on the most relevant issues
- support more informed discussions at committee and leadership level
- ensure that performance reporting connects directly to outcomes

The result is a more coherent approach where data actively supports planning rather than sitting alongside it.

More meaningful and structured performance conversations

The introduction of regular quarterly reporting has improved the quality of conversations about performance. Services are asked to reflect on:

- what is working well
- where there are challenges
- what support or action is needed

This creates a consistent and constructive dialogue across the organisation. It moves the focus away from simply reporting figures and towards understanding performance and identifying improvement actions.

Improved engagement across the organisation

The performance framework has helped create a more disciplined approach to managing performance information. There is now:

- a clear expectation that data is kept up to date
- a regular cycle of reporting and scrutiny
- a shared understanding of how performance is reviewed

This has helped ensure that performance data is current, relevant and actively used.

Improved visibility and accessibility of data

The use of dashboards has made performance information much easier to access and use.

Users can:

- quickly see how Angus is performing across all indicators
- compare performance with other councils and family groups
- explore trends and drill down into detail

This has reduced reliance on static reports and made data more usable for a wider audience, including elected members and the public.

Better informed elected members

Providing high-level reports alongside access to dashboards has improved how elected members engage with performance data.

- Members receive clear summaries focused on key messages
- They have the option to explore the data themselves
- They are able to ask more informed and targeted questions

This has increased confidence and capability in using data to support decision making.

Strong foundation for planning and prioritisation

The use of LGBF data within strategic needs assessments has strengthened the evidence base for future planning.

By combining LGBF indicators with wider data sources, the council is able to:

- identify key pressure points, such as poverty, workforce challenges and demographic change
- understand local context in more depth
- support the development of the next council plan

This helps ensure that future priorities are grounded in robust evidence.

Supports identification of improvement and transformation needs

The approach enables issues to be identified early and escalated where needed.

Where performance challenges are identified:

- they can be highlighted through the reporting process
- considered at corporate level
- taken forward as part of wider transformation or improvement work

This creates a clear link between performance monitoring and practical action.

Greater transparency and accountability

Publishing dashboards and making data accessible supports greater openness.

- The public can access performance information directly
- Elected members have greater visibility of data
- The council can demonstrate how it is performing and where challenges exist

This strengthens accountability and trust.

Enables a more mature use of data

Overall, the approach reflects a more sophisticated and mature use of performance information. The council is moving beyond static reporting and isolated indicators towards a more integrated approach, with joined-up analysis, evidence-led planning, and data-driven decision making.

This provides a strong platform for future development, including improved data sharing, enhanced analytics, and more advanced use of data to support services.

Learning and reflections

Several key lessons have emerged from the council's experience:

Integrating data is more valuable than analysing it in isolation

Combining LGBF with local and national data provides a much richer understanding of performance.

Regular reporting improves engagement and data quality

A structured reporting cycle encourages timely updates and more meaningful discussion.

Accessible formats increase use

Dashboards make it easier for a wider audience to engage with performance data.

Context is critical

Data needs to be supported by narrative and wider analysis to be meaningful.

Performance and improvement should be linked

Clear routes from insight to action help ensure that data drives change.

Angus Council continues to develop its approach to performance and data. Current areas of focus include:

- strengthening the link between data and digital strategy
- improving data governance, including roles and responsibilities
- developing more advanced analytical capability
- exploring new technologies and tools to support data use

There is also a strong focus on using data more effectively to understand and respond to key issues such as poverty, demographic change, and workforce pressures.

Overall, the council sees the LGBF as a core part of its performance framework and a valuable tool in supporting both current management and future planning.

Contact for enquiries

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