

**Report of Directors of Environment and Housing and City Development**

**Report to Housing and Regeneration Scrutiny Board**

**Date: 4<sup>th</sup> February 2014**

**Subject: Review of Performance Information Requirements**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<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
Is the decision eligible 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 of main issues**

1. Housing and Regeneration Scrutiny Board have previously received performance information on a quarterly basis as part of a corporately-delivered suite of information related to relevant areas in the City Priority Plan, Best Council Plan and identified directorate priorities. This information was taken from returns made by directorates in conjunction with delivery partners, and was supplied as appendices to a summary report prepared by corporate officers, which highlighted emerging performance issues as well as areas that were performing particularly well.
2. The corporate performance reporting arrangements have been reviewed and have changed with the key aim of reducing and focusing the information collected. Also a light-touch review of the Best Council Plan is imminent and may require some minor amendments to be made to performance measures. These new arrangements require Directors to supply Scrutiny Boards with performance information that is relevant to the Boards' remits and meets their requirements.
3. The Housing and Regeneration Partnership has reviewed its meeting format and operational arrangements and is moving towards a more workshop-style approach. In the light of this, the way in which performance information is reported into the Partnership Board is currently under review. Members will be aware that there is an annual review of the Council's Strategic Partnerships, identified in this Board's forward plan, where the proposals can be further reviewed.

4. In addition, the recent integration into the Council of Housing Management functions previously undertaken by the former ALMOs has meant that alternative governance and performance management arrangements need to be made for Housing services in Leeds.
5. Scrutiny Boards have been considering the performance information they need to fulfil their scrutiny function. This report sets out a range of performance information relating to the delivery of City, Council and directorate priorities for Housing and Regeneration Scrutiny Board members to consider, and asks the Board to determine their future performance reporting requirements.

### **Recommendations**

6. Scrutiny Board members are invited to consider the information provided in this report and determine which of this performance information they would find useful to receive in order to fulfil their scrutiny role

## **1 Purpose of this report**

- 1.1 The purpose of the report is to set out a range of performance information relating to City, Council and directorate priorities that is routinely gathered and reported, and ask Scrutiny Board members to identify which of this performance information it would wish to receive in order for it to fulfil its scrutiny role.
- 1.2 This report also makes reference to the corporate review of performance reporting and other changes which have a bearing on future performance reporting arrangements.

## **2 Background information**

- 2.1 Prior to the corporate review, the Board received the following information (as appendices to the quarterly summary report prepared by corporate colleagues):

### **2.1.1 City Priorities**

Three report cards outlining progress on the priorities, including headline indicator performance with associated commentary, relating to the following city priorities:

- Maximise regeneration investment to increase housing choice and affordability
- Enable growth of the city whilst protecting the distinctive green character of the city
- Improving housing conditions and energy efficiency

These report cards also included other useful information that helps to provide context or demonstrate impact e.g. locality-level data, survey outcomes etc.

### **2.1.2 Directorate Priorities**

A table that included performance information and commentary against relevant Environment and Housing and City Development directorate priorities:

- Improve Energy Efficiency in public and private sector homes (links to the third city priority mentioned in 2.1.1.above)
- Deliver a new Asset Management Strategy and reduce carbon emissions and water usage
- Produce a new Local Development Framework that identifies targets for new housing and supports their delivery.

- 2.2 On 1 October 2013, the Housing Management functions previously delivered through Arms-Length Management Organisations (ALMOs), and associated resources, were integrated into the Council. This has required a revision to the Environment and Housing Directorate's performance management framework and governance arrangements. Housing Management priorities and associated performance indicators are therefore also covered in this paper.

## **3 Main issues**

- 3.1 The quarterly information provided to City Priority Plan Partnership Boards and Scrutiny Boards is set at a strategic level and the headline indicators are designed

to give an overall indication of the direction of travel on each of the priorities. However, it has sometimes been necessary to provide other associated intelligence that helps the Boards to better understand the operating context and outcomes being achieved, including trend data and locality data where it exists or can be easily generated.

3.2 In addition, there may also be other related work areas not covered by the high level priorities but which could be regarded as contributing to the Housing and Regeneration agendas, and which could therefore be of interest to Scrutiny Board. This includes Housing Management functions that have previously been delivered by ALMOs.

3.3 The table in the Appendix to this report lists performance measures that are currently being used to measure progress against city and directorate priorities and gives further information about the measure, the data sources and reporting arrangements, and proposed frequency of reporting.

3.4 It should be noted that the performance information set out in the appendix is provided against the backdrop of a review of corporate performance reporting arrangements as a result of the approval of the Best Council Plan and changes to directorate portfolios. This corporate review was done based on the following principles (taken from the Annual Assurance Report on Risk and Performance Management that was approved by the Corporate Governance and Audit Committee on 20 September 2013):

- *A more outcome-focused approach aimed at telling the story by drawing together and analysing a range of data rather than necessarily focusing on individual 'red' performance indicators. This could include better use of the State of the City analysis in assessing wider progress against City Priorities.*
- *Streamlined, 'by exception' and, if possible, 'real-time' reporting with directorates taking the lead but with the corporate team continuing to provide support and oversight*
- *Ensuring that, whilst bureaucracy is kept to the minimum necessary to support monitoring and reporting, appropriate directorate and corporate governance arrangements are maintained so that we can continue to provide assurance on both risk and performance across the authority.*

3.5 Scrutiny Board Chairs were consulted on the revised corporate reporting arrangements, and the proposals in this report takes account of the above design principles, which aim to make best use of existing data and reporting arrangements in order to keep the burden of reporting to a minimum, whilst still meeting Scrutiny Boards' needs.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 This is an internal matter for the Housing and Regeneration Scrutiny Board and as such there is no need for wider consultation. The review of the Council's performance management framework involves consideration of revised performance reporting and assurance arrangements and Scrutiny Board Chairs have been consulted about this.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 This is not a decision-making report and as such there is no need for an EIA screening document to be completed.

4.2.2 The business of the Housing and Regeneration Scrutiny Board is to consider the extent to which the corresponding Partnership Board is delivering City Priorities and also to review and challenge the Council's own performance in relation to the Housing and Regeneration agendas. As part of this role, the Scrutiny Board will consider the extent to which the Partnership Board and the Environment and Housing and City Development directorates are addressing cross-cutting issues, including equality and diversity and cohesion and integration. This will be taken into account when determining the performance information the Scrutiny Board may require.

### **4.3 Council policies and City Priorities**

4.3.1 By determining the specific information the Scrutiny Board requires to fulfil its role, it will be better placed to assess and challenge performance in relation to the delivery of specific City Priority Plan outcomes and priorities within the Best Council Plan.

### **4.4 Resources and value for money**

4.4.1 The Scrutiny Board is being invited to consider information that is already available and will be taking account of proposed changes to corporate reporting arrangements in order to ensure that any resources implications are minimised and reporting arrangements remain efficient and effective.

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 Consideration of Scrutiny Board's performance information requirements is taking place within the context of the formal role of Scrutiny Boards within the Council's constitution. There is no decision being made and there is therefore no call-in requirement.

### **4.6 Risk Management**

4.6.1 Enhancing the range of performance information to be considered by Scrutiny Board is designed to enable the Board to fulfil its role effectively and as such will minimise the risks of non-delivery of City Priorities and Best Council Plan

Priorities. Care is being taken to make use of existing data rather than create an additional reporting burden.

## **5 Conclusions**

- 5.1 The Housing and Regeneration Scrutiny Board needs access to a range of performance information in order to fulfil its remit. The Directors of Environment and Housing and City Development have identified performance information that is available and could be provided to the Board assist it to fulfil its scrutiny role. The Board is therefore being asked to consider the information in the Appendix of the report and indicate the performance data they feel it would be useful for the Board to receive.

## **6 Recommendations**

- 6.1 Scrutiny Board members are invited to consider the information provided in this report and determine which of this performance information they would find useful to receive in order to fulfil their scrutiny role.

## **7 Background documents<sup>1</sup>**

- 7.1 Appendix: table listing performance measures, giving further information about the measure, the data sources and reporting arrangements, and proposed frequency of reporting.

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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.