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**Report of Assistant Chief Executive (Citizens and Communities)****Report to Citizens and Communities Scrutiny Board****Date: 27 July 2015****Subject: 2015/16 Quarter 1 Performance Report**

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

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**Summary of main issues**

Following the recent changes to Scrutiny Board portfolios this is the first quarterly performance report to the new Citizens and Communities Scrutiny Board. The report of the Assistant Chief Executive (Citizens and Communities) – “Supporting Communities and Tackling Poverty”, attached as a separate agenda item was presented at Executive Board on 24<sup>th</sup> June 2015. That report details the progress made to date on the Citizens@Leeds initiative aimed at supporting communities and tackling poverty. That report also provided details of the actions to be taken within the next 12 months to deliver the expected outcomes to be achieved over the next 5 years. The report to Executive Board is, therefore, considered a good starting point in considering performance issues across the directorate. As regards more specific performance management and monitoring arrangements, previously two separate Scrutiny Boards, as well as licensing committee, have received bespoke performance reports. Now that performance is being reported to a single Scrutiny Board, as well as ongoing reports to licensing committee, and considering the extensive performance information that is available across services within the Citizens and Communities Directorate, this reports seeks to provide Members with an overview of key performance information available so that members can indicate the nature and detail of performance information they would wish to receive in future reports.

**Recommendations**

Members are invited to consider the Quarter 1 report of the Assistant Chief Executive (Citizens and Communities) and to consider what performance information they would welcome to future Citizens and Communities Scrutiny Board meetings.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to provide the Board with an update on performance issues from the Assistant Chief Executive (Citizens and Communities). The report attached separately on this agenda "Supporting Communities and Tackling Poverty" highlights the work which has taken place under the Citizens@Leeds initiative and includes an analysis of currently poverty levels in Leeds; details of key achievements over the last two years along with a number of case studies; and, the actions which will be taken to achieve our aims over the next five years. The Citizens@Leeds initiative relates to elements of the Best Council Plan 2015-2020 which come within the Board's remit.
- 1.2 The main body of this report is intended to inform Members of the range of performance information that is currently available across the Citizens and Communities Directorate and seek members' views on the nature and detail of performance information they would like to receive in future performance reports.
- 1.3 The report is supported with appendices providing examples of existing performance information to assist Members in considering current performance and determining what they would like to receive in future reports.

## **2 Background information**

- 2.1 The work of the Citizens and Communities directorate is delivered through four service areas:
- 2.2 **Customer Services** - The council's contact centre deals with 1.4 million calls and 125,000 emails each year. Face-to-face contact - There are a number of one stop centres/community hubs across the city, which handle 0.53 million face-to-face customer contacts each year. Digital access - The Digital access team manages the council's website which receives 6 million external visits (i.e. figure excludes visits from council computers) each year, and is developing new ways for customers to find what they are after on-line including web-chat which has seen over 70,000 chats take place since it went live in September 2013. The team also manage customer enquiries that come via the Council's social-media presence on Facebook and Twitter. The team are also responsible for the council's interpretation and translation services.
- 2.3 **Communities Team** - The communities' team work includes delivery of the council's locality working arrangements (community committees and area working), equalities, migration, volunteering, third sector relationships and infrastructure, provision of community centres and support for the Communities Board and the Poverty Truth Challenge. Our work on locality working provides targeted solutions to tackle a wide range of local issues (e.g. environmental issues and community safety, health well-being, adult social care, children's services and skills and welfare reform). Area Committees and Community Champions provide local leadership and a local voice on these issues from a grass-roots perspective.

- 2.4 **Welfare and Benefits** - The provision of welfare and benefits services including the welfare rights team, fairer charging team, financial hardship service, benefits and council tax processing. Council Tax Collection - This service is responsible for the billing and the collection of Council Tax which totals more than £330 million from 341,000 properties. Local Welfare Scheme – The service operates an emergency payment scheme for individuals and families facing crisis. Housing benefit – The service is responsible for the assessment and payment of housing benefit to over 70,000 tenants totalling more than £280m each year. Education benefits - The service provides a free school meals assessment service on behalf of schools, both LEA run and Academies. Over 20,000 children in Leeds are assessed each year as being entitled to free school meals. The introduction of universal entitlement to free school meals for reception and 1st year pupils has had little impact on the need to continue to assess entitlement.
- 2.5 **Elections, Licensing & Registration** - Electoral services: The team compiles the register of electors for Leeds comprising an electorate of 556,000 people in 335,000 properties and is responsible for the arrangement and conduct of elections and referendums for 8 parliamentary constituencies, 33 city council wards and 31 town and parish councils. Registrars of births, deaths and marriages – provision of a front line public service that deal with the registration of 9,800 births and 6,500 deaths, issuing 17,000 certificates, attesting 6,900 notices and performing 1,800 marriage and civil partnership ceremonies, and issuing 2,600 British Citizenship certificates. Licensing - administer and enforce licenses for the sale of alcohol (approximately 2,700 premises and 7,100 personal licences), provision of entertainment, gambling (136 premises licenced for gambling and 736 gambling permits, notices and registrations) and other various miscellaneous licences. Taxi and private hire licensing administer and enforce licences for taxis (hackney carriages) and private hire vehicles. There are 537 hackney carriage vehicles; approximately 1,000 hackney carriage drivers; approximately 3,700 private hire vehicles; around 4,800 private hire drivers; and, 90 private hire operators. Local land charges are responsible for the compilation and maintenance of the up-to-date local land charges register and provide the information for approximately 9400 local land search requests each year.

### 3 **Main issues**

- 3.1 A detailed account of the current position relating to the Citizens@Leeds initiative which is under the Board's remit can be found in a separate report on this agenda. In addition, the Citizens and Communities directorate leads on the cross council equality work. The team are currently in the process of producing the Annual Equality and Diversity Report and finalising the Equality Improvement Priorities which are aligned to the Best Council Plan.
- 3.2 As this is first Citizens and Communities scrutiny board performance report there is currently no established approach to reporting performance. However, extensive performance information does exist across the directorate and Members views are sought on the level of performance information they would like to receive in future reports.

3.3 The following performance information is available for members consideration:

3.4 **Cross-Directorate Performance Information:**

- Appendix 1 details the Best Council Plan performance indicators that are within the scope of the citizens and communities directorate.
- Performance information also exists in regard to budget monitoring and financial performance (as report to Executive Board on a monthly basis) and a range of HR performance measures including sickness, overtime, appraisals, employment satisfaction scores and agency spend.

3.5 **Customer Services:**

- Appendix 2 details the range of information available in regard to our customer services operations including call answer rates, customer satisfaction, web visits, number of face-to-face visits, emails etc.

3.6 **Welfare and Benefits:**

- An extensive range of statistics are available for the welfare and benefits service including the level of welfare and debt advice provided; claims affected by under-occupancy; impact of the benefit cap; discretionary housing payments; local welfare scheme statistics; local council tax support scheme statistics. An example of the type of information available is attached at appendix 3.

3.7 **Elections, Licensing & Registration:**

- An extensive range of statistics are also available for the elections, licensing and registration service including voting registrations; turnout of elections; licensing applications; scrap metal dealers; gambling license issues; licensing enforcement activity; Registration waiting times and customer satisfaction; taxi and private hire licensing; and local land charges. Detailed performance reports on all of these issues are separately submitted to Members of Licensing Committee on a regular basis. An example of the annual performance report for Registration services is attached at appendix 4.

3.8 Appendix 5 provides a summary list of key performance information that is available for services with the Citizens and Communities Directorate.

**4 Corporate Considerations**

4.1 **Consultation and Engagement:** This is a performance report for the Board's information and as such there is no need for wider consultation. If the Board determines that any performance area requires further investigation, then it may be decided that the views of interested parties should be sought or that existing information reflecting the views of customers and others stakeholders should be provided to the Board.

- 4.2 **Equality and Diversity / Cohesion and Integration:** This is not a decision-making report and as such there is no need for an EIA screening document to be completed.
- 4.3 **Council policies and City Priorities:** The performance information received by the Board allows it to assess and challenge performance in relation to the delivery of the Citizens and Communities priorities, and how these support the Best Council Plan 2015-20. The business of the Citizens and Communities Scrutiny Board is to consider the extent to which the corresponding directorate is delivering council priorities and also to review and challenge performance in particular as outlined in the Best Council Plan 2015-20.
- 4.4 **Resources and value for money:** The Board has specifically asked that the performance information provided is based on information that is already available, and has determined that it will only require more detailed reports where it wants to examine performance areas in more depth, thereby ensuring that reporting arrangements remain efficient and effective.
- 4.5 **Legal Implications, Access to Information and Call In:** The report is provided 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:** The provision of performance information to the 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 Recommendations**
- 5.1 Members are invited to consider the Quarter 1 report of the Assistant Chief Executive (Citizens and Communities) and to consider what performance information they would welcome to future Citizens and Communities Scrutiny Board meetings.
- 6 Background documents<sup>1</sup>**
- 6.1 None

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

**APPENDIX 1**

Existing performance information currently reported as part of the performance management arrangements for the Best Council Plan

<b>Performance Indicator</b>	<b>Target</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Quarter 1 result</b>
Increase number of people supported into jobs (BCP 2015-20 detailed objectives 1)	4,500 – annual 375 - monthly	203	246	815	1,264.
Increased provision of free welfare and debt advice through the Advice Leeds Consortium (BCP 2015-20 detailed objectives 1)	30,575 (unique clients)				Available end of July
Reduce number of complaints received about council services (BCP 2015-20 detailed objectives 6)	n/a	298	391	Available end of July	Available end of July
Visit wait time (% customers waiting less than 15 mins)	90.0%				97.8%

## APPENDIX 2

### Customer Services - 2015-16 year to date performance

Theme	Title	Target	Result	Comments and action
Customer	Customer satisfaction score - overall	95.0%	98.9%	Face to Face surveys. Also 95.9% very satisfied or excellent rating on webchat.
Value for money	email	N/A	30,000	Around 10,000 emails per month. 2014-15 avg - 10,500 (Apr-Jun 2014-15 avg - 10,900)
	face to face visits (enquiries) to one stops and hubs	N/A	132,000	Around 44,000 visits per month for Apr & May. 2014-15 avg - 44,000
	phone calls	N/A	316,000	Around 72, 000 calls answered by CSO per month with a further 33,000 calls answered each month by IVR. 2014-15 avg - 74,000 calls & 28,000 IVR
	touch screen and public access PCs	N/A	2,700	Currently base lining as insufficient data from previous year to show trend
	web visits	N/A	4,459,369	The number of web visits continues to rise, the monthly average for Q1 was 1.45m whilst for 2014-15 it was 1.26m
Process	Call answer rate	90.0%	82.4%	The challenges in quarter 3 & 4 have continued into quarter 1 particularly on Council Tax & Benefits, where it takes several weeks to train new staff.
	Call wait (average time to answer)	03m 00s	05m 46s	We are developing joint contingency plans with Council Tax & Benefits and other services.
	Complaint response time (% complaints responded in 10 days)	95.0%		We will know this information at the end of July.
	Email response time (% emails responded in 2 days)	70.0%		We will know this information at the end of July.
	Visit wait time (% customers waiting less than 15 mins)	90.0%	97.8%	This is April and May data only.
People	Employee satisfaction score		79%	New methodology, this is a baseline for future years. Customer Access employee satisfaction scores well against other council services.

Between April and June the contact centre handled over 218,000 phone calls, with a further 98,000 answered by interactive voice recognition (a 24 hour facility to leave messages and updates). Overall, the contact centre answered just over 82% of all telephone calls during quarter 1, falling short of our target of answering 90% of calls. The contact centre also dealt with almost 30,000 emails this quarter, with two thirds being about council tax and benefits. We have a webchat facility which enables our staff to give assistance to customers when they are visiting the council website, and we hope, keep those customers online. We held around 3,600 webchats per month this quarter (in 2014-15 the monthly average was 5,200 and the volume in June 15 is now back to this level. Lower volumes in Apr and May were due to reduced availability of CSOs to respond to webchat requests), evidence that the council website is a channel of choice for many customers. Supporting new access channels, while still resourcing telephone and face to face, is a challenge for us. We are developing new online forms for citizen self-service and

during the next period will develop additional webchat capability. We have sought to cope with higher than previous levels of staff turnover by implementing “rolling” recruitment approach and more flexible training programmes. In addition, we are developing more sustainable long term contingency plans with those services most affected by high levels of staff turnover, particularly housing and council tax & benefits.

Face to face services operate across the city, covering a range of one stop centres, libraries, employment and skills sites. The most common enquiries are about council tax and benefit and housing issues, often from people who are in financial hardship or are trying get into employment. The sites also have public access PCs and wifi to help people access council services digitally and on mobile devices. We had over 130,000 visits this quarter at the sites where we count customer visits. We saw over 97% of customers within 10 minutes, above our target of 90%.

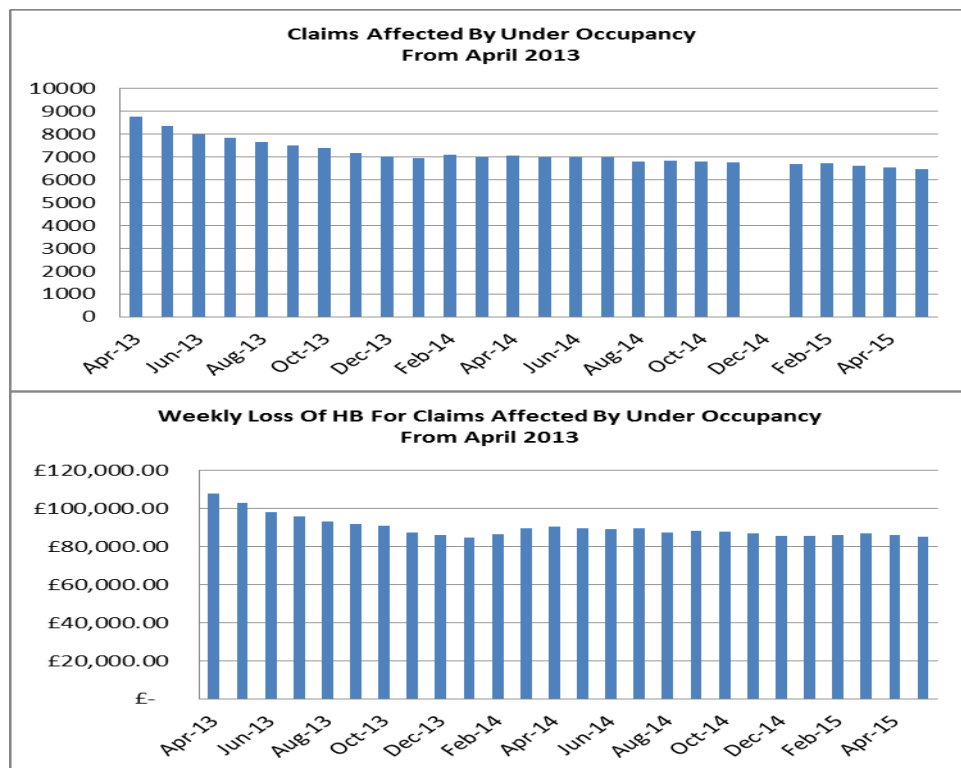


## Welfare Reform Statistics - May 2015 update

## UNDER OCCUPANCY DETAILS

### Details Of Claims Affected By Under Occupancy

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## Comparison Of The Number & Weekly HB Loss Of Claims Affected By Under Occupancy

**Details Of Children Affected By Under Occupancy:**

NUMBER OF CLAIMS WITH CHILDREN AFFECTED BY UNDER OCCUPATION												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
HSG LEEDS & BITMO	1073	1042										
HA/RSL	434	425										
<b>CITY TOTAL</b>	<b>1507</b>	<b>1467</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TOTAL NUMBER OF CHILDREN AFFECTED BY UNDER OCCUPATION												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
HSG LEEDS & BITMO	1653	1599										
HA/RSL	770	753										
<b>CITY TOTAL</b>	<b>2423</b>	<b>2352</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Details Of Arrears In Respect Of Housing Leeds / BITMO Claims Affected By Under Occupancy

VALUE OF UNDER OCCUPIED CLAIMS WITH RENT ARREARS - BY ALMO												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
BITMO	£ 19,733.62	£ 21,902.29										
HSG LEEDS	£ 813,293.76	£ 824,453.35										
<b>TOTAL</b>	<b>£ 833,027.38</b>	<b>£ 846,355.64</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>-</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>
NUMBER OF UNDER OCCUPIED CLAIMS WITH RENT ARREARS BY ALMO												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
BITMO	80	84										
HSG LEEDS	2755	2790										
<b>TOTAL</b>	<b>2835</b>	<b>2874</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Details Of The Number Of Claims And Weekly Benefit Lost Due To Under Occupancy By Ward

	HSG LEEDS & BITMO NUMBER	HSG LEEDS & BITMO £	HA / RSL NUMBER	HA / RSL £		HSG LEEDS & BITMO NUMBER	HSG LEEDS & BITMO £	HA / RSL NUMBER	HA / RSL £
Adel and Wharfedale	31	£ 430.37	15	£ 181.31	Horsforth	87	£ 1,177.46	5	£ 76.17
Alwoodley	125	£ 1,456.80	33	£ 542.58	Hyde Park and Woodhouse	238	£ 2,871.28	105	£ 1,788.24
Ardsley and Robin Hood	57	£ 782.90	31	£ 425.36	Killingbeck and Seacroft	480	£ 6,248.87	65	£ 970.04
Armley	319	£ 3,661.03	78	£ 1,301.37	Kippax and Methley	76	£ 1,115.15	11	£ 154.93
Beeston and Holbeck	244	£ 2,814.28	32	£ 468.93	Kirkstall	260	£ 3,339.94	17	£ 269.11
Bramley and Stanningley	264	£ 3,508.53	25	£ 391.62	Middleton Park	363	£ 4,573.78	81	£ 1,211.38
Burmantofts and Richmond Hill	453	£ 5,203.24	102	£ 1,533.87	Moortown	44	£ 536.34	58	£ 930.59
Calverley and Farsley	45	£ 625.91	6	£ 117.16	Morley North	72	£ 886.01	17	£ 272.07
Chapel Allerton	235	£ 3,028.18	124	£ 2,017.59	Morley South	116	£ 1,325.68	15	£ 221.49
City and Hunslet	154	£ 1,932.39	93	£ 1,579.97	Otley and Yeadon	70	£ 845.02	10	£ 153.46
Cross Gates and Whinmoor	130	£ 1,702.71	26	£ 390.86	Pudsey	115	£ 1,527.88	24	£ 364.38
Farnley and Wortley	249	£ 3,098.40	15	£ 238.53	Rothwell	137	£ 1,901.91	39	£ 575.94
Garforth and Swillington	53	£ 697.62	4	£ 54.32	Roundhay	55	£ 677.93	36	£ 585.55
Gipton and Harehills	287	£ 3,579.91	125	£ 1,882.17	Temple Newsam	189	£ 2,505.79	31	£ 488.92
Guiseley and Rawdon	35	£ 449.94	6	£ 83.10	Weetwood	120	£ 1,440.79	18	£ 306.72
Harewood	20	£ 317.89	1	£ 15.34	Wetherby	49	£ 662.09	11	£ 208.76
Headingley	14	£ 189.77	29	£ 447.62					

## Benefit Cap

### Details Of The Number Of Cases and The Financial Affect Of The Benefit Cap

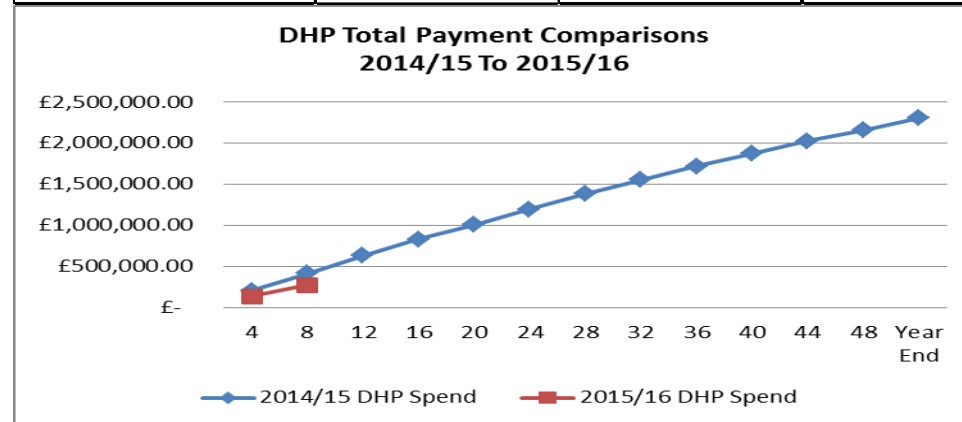
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## Discretionary Housing Payments as at 31/05/2015

Priority Group	Total requests	Awards	% of awards	No award	% where no award	Ave Weekly award	Total cost of awards made
Sig adapted	42	30	71%	12	29%	£ 16.80	£ 21,452.00
Child access	126	112	89%	14	11%	£ 15.10	£ 72,004.00
Approach PC age	2	2	100%	0	0%	£ 10.24	£ 20.00
Housing & birth	34	32	94%	2	6%	£ 38.12	£ 13,720.00
Exceptional circs	597	327	55%	270	45%	£ 14.10	£ 91,042.00
Foster Carers	4	4	100%	0	0%	£ 16.50	£ 2,995.00
Number of UO cases	805	507	63%	298	37%		£ 201,233.00
LHA cases affected by welfare changes	48	33	69%	15	31%	£ 31.29	£ 17,529.00
Bond Payments	75	10	13%	65	87%		£ 4,033.00
Benefit Cap cases	32	26	81%	6	19%	£ 54.55	£ 35,989.00
Cases not in above categories	263	167	63%	96	37%	£ 24.50	£ 64,510.00
<b>Total of DHP claims</b>	<b>1,223</b>	<b>743</b>	<b>61%</b>	<b>480</b>	<b>39%</b>		<b>£ 323,294.00</b>
2014/15 Renewals		1137					£ 759,821.00
Total committed spend to date							£ 1,083,115.00
<b>Payments To Date (Week 10)</b>							£ 372,009.52
DHP Government contribution							£ 1,531,192.00





## Local Welfare Scheme statistics as at 31/05/2015

Call Stats					
Date	Offered	Abandoned	To CSO's	Eligible Applications	Awards
Apr-15	1612	328	1284	368	304
May-15	1539	303	1236	316	251
Jun-15					
Jul-15					
Aug-15					
Sep-15					
Oct-15					
Nov-15					
Dec-15					
Jan-16					
Feb-16					
Mar-16					
Total	3,151	631	2,520	684	555

Volumes per total no. of claims		
Award	Value	Number
Store Cards	£5,035.00	148
ASDA baskets	£265.12	7
Fuel (cash)	£4,550.00	228
White goods	£30,774.95	145
Brown goods	£6,748.50	42
Re-use goods	£13,875.00	130
Flooring	£20,227.50	55
Travel	£9.00	2
Removal	£2,350.00	6
Fareshare Referrals	N/A	210
Total	£83,835.07	973

Breakdown of decisions		
Outcome	Totals	%
awarded	555	81%
not awarded	129	19%
Total	684	

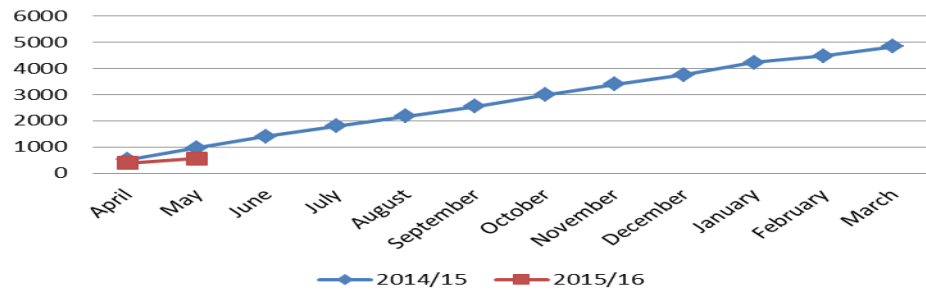
Reasons for no award	
Reason	Totals
Single – not met emergency criteria	34
Family – not met emergency criteria	25
No response to our phone call	38
Cancelled/ Withdrawn	3
previous claims	22
HRT/ GPOW *	7
Total	129

\*HRT = Habitual Residence Test; GPOW  
= Genuine Prospect Of Work

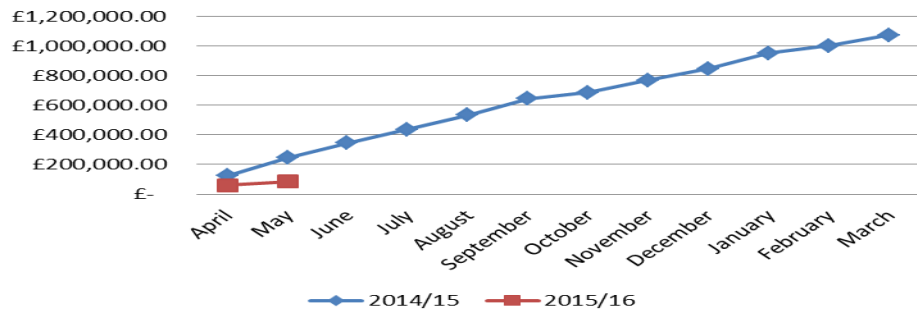
NEW GOODS	TOTAL
G/COOKER	36
E/COOKER	62
F/FREEZER	23
U/FRIDGE	9
WASHER	13
DRYER	1
M/WAVE	1
BED	34
COT	2
SOFA	3
ARMCHAIR	1
CURTAINS	2

REFURBISHED GOODS	TOTAL
E/COOKER	25
F/FREEZER	43
U/FRIDGE	20
WASHER	23
DRYER	0
SINGLE BED	6
DOUBLE BED	1
SOFA	4
ARM CHAIR	0
3/SUITE	0

**Total Number Of Awards Made For Local Welfare Support**



**Total Value Of Awards Made For Local Welfare Support**



## Local Council Tax Support

NUMBER OF CLAIMS AFFECTED BY LOCALISED COUNCIL TAX SUPPORT												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
ALL CLAIMS	27051	26779										
Weekly Value Of Loss Of Benefit For Claims Affected By LCTS												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
ALL CLAIMS	£ 90,453.17	£ 89,551.55										

## Local Council Tax Support: Breakdown by ward of numbers with additional 25% to pay

Ward	May-2015		
	Number Of Claims	Ward	Number Of Claims
Adel and Wharfedale	308	Horsforth	236
Alwoodley	589	Hyde Park and Woodhouse	1269
Ardley and Robin Hood	410	Killingbeck and Seacroft	1458
Armley	1652	Kippax and Methley	336
Beeston and Holbeck	1487	Kirkstall	975
Bramley and Stanningley	985	Middleton Park	1469
Burmantofts and Richmond Hill	2366	Moortown	443
Calverley and Farsley	338	Morley North	447
Chapel Allerton	1325	Morley South	585
City and Hunslet	1644	Otley and Yeadon	408
Cross Gates and Whinmoor	620	Pudsey	585
Farnley and Wortley	940	Rothwell	394
Garforth and Swillington	230	Roundhay	523
Gipton and Harehills	2569	Temple Newsam	724
Guiseley and Rawdon	250	Weetwood	572
Harewood	103	Wetherby	188
Headingley	351		

## Local Council Tax Support: Breakdown By Group Type

May-2015		
COUNCIL TAX GROUP	NUMBER OF CLAIMS	COMMENTS
Elderly	27545	National Prescribed Scheme ; No Change to Entitlement
War Pensioners	34	Protected: no change to entitlement
Severe Disability	3567	Protected: no change to entitlement
Enhanced Disability	8265	Protected: no change to entitlement
Carer	1877	Protected: no change to entitlement
Lone Parent Child Under 5	6297	Protected: no change to entitlement
Other	26779	No Protection : Entitlement Reduced By 25%
Total	74364	

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VARIANCE 2014/15 to 2015/16	April	May	June	July	August	September	October	November	December	January	February	March
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## Elections, Licensing & Registration

### Local Authority: Leeds

#### Part A. Key Performance Targets

Level of performance measured against the following key performance targets for registration

(i)	<b>Waiting times</b> Where an appointment system is operated ensure availability of an appointment within the agreed timescales:	<b>Attainment Level %</b> (Target: 95% appointment availability)	<b>Comments</b>
	(i) birth registration/declaration within 5 working days	98%	
	(ii) still-birth registration/declaration within 2 working days	100%	
	(iii) death registration/declaration within 2 working days	97%	
	(iv) notices for marriage and civil partnership within 10 working days and therefore to allow the marriage/CP to proceed at a time and venue of the customer's choice where reasonable and practical	81%  28%	Single person  Two persons
<b>Monitoring methodology used</b> (e.g. Data from electronic diary; exception reporting; spot checks of diary).  Daily monitoring of electronic diary to check appointment availability.  96% of notice appointments were happy with the appointment date provided (2014/15 Customer survey).			
(ii)	<b>Customer satisfaction</b> Customers should be dealt with courteously, with sensitivity and in a personalised manner. To evaluate this and other aspects of service delivery, the customer should be asked a set of questions covering: <ul style="list-style-type: none"> <li>• Courteousness;</li> <li>• Accessibility (e.g. initial contact and location);</li> <li>• Appointment availability;</li> <li>• Office accommodation;</li> <li>• Future service provision/planning needs (optional).</li> </ul>	<b>Attainment Level %</b> (Target: 95% satisfied customers)  95%	<b>Comments</b> <u>Customer satisfaction – KPT 2</u>  236 customer questionnaires returned. 224 customers satisfied with the service received (12 no replies to question).  26 formal complaints received. Customer information (web-site and Contact centre advice) has been updated in response to complaints received. Certificates now despatched by Recorded Delivery. Where appropriate, feedback provided to staff and processes reviewed.  7 formally recorded customer compliments

received.

**Monitoring methodology used** (e.g. Periodic customer surveys; Customer comment cards).

Periodic customer survey. 236 survey forms returned.

**Part B. Statutory and Other Operational Delivery Standards**

**B1. Statutory Standards**

Please report on performance against these standards in the Good Practice Guide. As appropriate include details of any work planned, in progress or undertaken to address any areas where standards have not been met.

All Standards met	Yes	No	If No, list Standards not met and planned remedial action
		✓	
			<p><b>Exceptions:</b></p> <p><b>2. Events registered within statutory timescales:</b></p> <ul style="list-style-type: none"><li>- 84% of deaths registered within 5 days. Up from 82% in 2013/14. Improved performance due to extra appointments at out-stations and introduction of death registrations at St James's hospital (alongside the bereavement service).</li><li>- 20% of deaths after PM registered within 7 days.</li><li>- 94% of deaths after inquest registered within 24 hours.</li></ul> <p><b>15. Registers to be kept to the satisfaction of the Registrar General in suitable fireproof repository</b></p> <p>Registers not currently held in accommodation meeting national standards for archived materials. Plans being developed to provide suitable archive conditions in new accommodation from 2017.</p> <p><b>17. Issue certificates in deposited registers</b></p> <p>86% applications issued within 7 days. Plans in place to introduce an on-line certificate ordering system and to scan all records with potential to improve processing times and management information.</p>

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## B2. Operational and Service Delivery Standards

Please report on performance against these standards in the Good Practice Guide. As appropriate include details of any work planned, in progress or undertaken to address any areas where standards have not been met.

All Standards met	Yes	No	If No, list Standards not met and planned remedial action
		✓	<p><b><u>Exceptions:</u></b></p> <p><b>Customer Service</b></p> <p><u>Waiting times for appointments – KPT 1</u></p> <p><b>Target - 95% Marriage/Civil Partnership notice within 10 working days</b></p> <p>% achieved:</p> <ul style="list-style-type: none"> <li>- 81% single person notices</li> <li>- 28% two person notices</li> </ul> <p>A limitation on available rooms and staff shortages still impacts on notice appointment availability. Plans to be carried forward to 2015/16 to remove notice-taking staff from customer facing enquiry positions to increase availability of notice appointments. This will also release additional appointments at lunchtimes. The service has seen a reduction in demand for notices since 2 March – this may help to improve performance.</p> <p>96% of customers giving notice were happy with length of waiting time for appointment.</p> <p><b>Leadership</b></p> <p><u>Engagement with customers and key partners</u></p> <p>Limited engagement with councillors. 2015/16 plans include more regular liaison to increase councillor awareness of service.</p>

## Learning and Development

### Induction and Initial Training

Completion of e-learning packages to be included as an essential element of staff progression (not achieved in 2014/15).

### Improve and Achieve

Team training requirements to be collated into a single Service Training Plan (not achieved in 2014/15).

Technical assessments to be updated.

Job descriptions to include required competencies for role.

### Evaluation

Implement process to evaluate training.

## Part C. Performance against Service Delivery Plans; Local Service Developments

**C1. Please provide a summary of attainment against your service delivery plan for 2014/15 and consider completing a Good Practice Summary in respect of any new local initiatives or practice.**

### Carried forward from 2013/14:

**On-line certificate application system** – delayed. Now being developed as part of new council customer contact platform.

**Register deaths at St James's hospital** – completed

### 2014/15 performance:

**On-line appointment booking** - being developed as part of new council customer contact platform.

**Registration staff to complete TUO enrichment** – Leeds City Council no longer provides a face to face enrichment service

**Review attendance at out stations** – review due for completion 30/4/15

**Customer services staff deal with front of house customer enquiries** – training now underway with implementation planned for mid-2015

**Customer services staff to provide birth registrations at outlying offices** – initial trial to begin September 2015



**Progress planning for register storage as part of service relocation 2017** – underway as part of project to scan all registers/indexes.

**Implement improvements to stock control** – completed in accordance with GRO stock audit

**Prepare for legislative change** – revised arrangements for Sham marriages successfully implemented

Good Practice Summary Template provided in accompanying 'Local Authority Annual Performance Reports – Supplementary Guidance on Completion'.

*We would be grateful if you were able to complete a good practice summary template for each item, list them below and return with your Annual Performance Report. However, if this is likely to delay return of the APR, please email summaries separately to your DPU Account Manager.*

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- 
- 

Good Practice Summary(ies)

Tick As Appropriate

Enclosed

To Follow

## Part D. Counter-fraud and Public Protection: Annual assurance to the Registrar General on the application of national standards to guard against and report fraud and to protect data.

### D1. GRO Guidance *Please confirm that you have referred to the GRO guidance on annual assurance*

GRO Guide Annual Assurance Statement provided in accompanying 'Local Authority Annual Performance Reports – Supplementary Guidance on Completion'.

Yes

No

Comments

✓

### D2. Please confirm that the requirements of the GRO Guidance have been met in respect of the following: *(where not, provide full details of issues and planned remedial action).*

Suspicious Certificate Applications

Yes

No

Comments

✓

Suspected Sham Marriage

✓

Data Protection

✓

Registration Online System (RON)

✓

## Part E. Scheme related issues and Service Delivery Plan

*You are only **required** to submit a service delivery plan (SDP) for 2015/16 if you there have been changes*

to the prescribed content or significant changes to service provision during 2014/15.

**E1 Service delivery plan – prescribed content**

Please confirm that the following information, **which is required for scheme purposes**, has or will be included in your 2015/16 service delivery plan or has not been subject to change since submission of your previous plan to GRO.

		Confirm Included	Any Change		If yes, please provide details at E2
			Yes	No	
	The number, names and boundaries of registration districts and sub-districts within the local authority	✓		✓	
	The number of principal officer posts appointed within each district and sub-district	✓	✓		
	The location of register offices, head offices and other service delivery points within each registration district (e.g. including hospitals and other outstations)	✓	✓		
	Access and service availability times including emergency 'out of hours' arrangements; telephone numbers	✓			

**E2 Changes to Registration Service Provision**

Please provide details with dates.

	During 2014/15		Planned for 2015/16		If Yes please provide details
	Yes	No	Yes	No	
(i) Boundaries and districts		✓		✓	
(ii) Principal Officer Posts abolished and/or created	✓			✓	1 AR post – following retirement (Nancy Sandoval).
(iii) Service point locations	✓		✓		Death registrations at St James's hospital introduced. Further review of Out station locations as part of service review planned for 2015/16.
(iv) Service opening times; telephone numbers		✓	✓		Review of Out station locations may impact on opening times. Contact centre access times reducing to 9.00 – 5.00 from 1 April.

**E 3 Service Delivery Plan Summary - 2015/16.**

Please provide details of the key developments and deliverables planned for the local registration service for 2015/16 below **or**, for convenience, you may choose to submit an updated SDP


	Tick as Appropriate (✓)
(i) 2015/16 Service Delivery Plan Attached	
(ii) 2015/16 Service Delivery Plan not Attached (Key Deliverables Summarised Below)	✓

**Key Deliverables for 2015/16:**

- Complete implementation of on-line appointment booking.
- Complete implementation of on-line certificate ordering
- Progress procurement of system to scan registers/indexes
- Complete transfer of front of house enquiries to Customer services staff
- Complete pilot for Customer services staff to provide birth registrations at outlying offices
- Progress planning for register storage as part of service relocation 2017.
- Improve Councillor Engagement

E4	Business Continuity Plan	Yes	No	Comments
	Please confirm that a business continuity plan is in place and has been reviewed and updated as necessary? <i>If no, when will this action be taken?</i>	✓		

**Part F. Acknowledgement**

	Yes	No
The local authority continues to commit to meeting the national standards contained in the Good Practice Guide.	✓	
The local authority continues to commit to the principles of the Code of Practice	✓	
The local authority agrees to sharing statistical data contained in this report with other local authorities.	✓	
Signed  (Proper Officer for Registration Matters)	Date 21 April 2015	

The completed report should be returned to [dpsupport@hmpo.gsi.gov.uk](mailto:dpsupport@hmpo.gsi.gov.uk) by 30<sup>th</sup> April 2015.

## Appendix 5

Summary list of additional performance indicators which may be included in future performance reports:

<b>Human Resources Performance information</b>
Staffing costs
Agency staff
Overtime
Sickness
Appraisal Information
<b>Financial Performance information</b>
Staffing spend
Budget spend
Budget action plans and budget variations

<b>Help people into work</b>
Increase number of people supported into jobs (BCP 2015-20 detailed objectives 1)
<b>Help people out of financial hardship</b>
Increased provision of free welfare and debt advice through the Advice Leeds Consortium (BCP 2015-20 detailed objectives 1)
Details of claims affected by under occupancy
Details of children affected by under occupancy
Details of arrears in respect of Housing Leeds / BITMO claims affected by under occupancy
Details of the number of claims and weekly benefit lost due to under occupancy by Ward
Details of the number of cases and the financial affect of the benefit cap
Discretionary Housing Payments
Local Welfare Scheme statistics
Local Council Tax Support
Local Council Tax Support – breakdown by ward of numbers with additional 25% to pay
Local Council Tax Support – breakdown by group type
Affect of Council Tax Support on Council Tax Collection
<b>Provide accessible and integrated services</b>
Reduce number of complaints received about council services (BCP 2015-20 detailed objectives 6)
Customer satisfaction score – overall
Budget Variance
Email
Face to face visits (enquires) to one stops and hubs
Phone calls
Touch screen and public access PCs
Web visits
Call answer rate
Call wait (average time to answer)
Complaint response time (% complaints responded in 10 days)
Email response time (% emails responded in 2 days)
Visit time (% customers waiting less than 15 mins)
<b>Responsive to the needs of local communities</b>
Well-being budget spend
Youth Activity Fund spend

<b>Elections, Licensing &amp; Registration</b>
<i>Licensing</i>
% turnout at elections
Number of people registered to vote
Licensing Act 2003 – application statistics
Temporary event notices
Licensing Act Reviews
Licensing Act Appeals
Gambling Act 2005 – Application statistics
Scrap Metal Dealers Act – number of collectors and sites licensed
Enforcement – prosecution
<i>Registrars</i>
Waiting times
Customer satisfaction
Performance against statutory and other operational delivery standards
Operational and service delivery standards
<i>Taxi and Private Hire Licensing</i>
Number of licenses
Number of decisions taken (total applications; refusals, suspensions; revocations
Refusal and Revocation decisions taken
Suspensions
Complaints
Appeals
<i>Local land charges</i>
Searches
Correspondence
Registrations
Compliments/complaints