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Report of the Head of Policy and Performance

Meeting: Central and Corporate Functions Scrutiny Board

Date: 5th July 2010

Subject: Performance Report Year End 2009/10

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents the Quarter 4 action trackers summarising our progress against the Council Business Plan improvement priorities for 2009/10 at the end of the 2nd year of delivery of this plan. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow are provided along with amber trackers with a static or deteriorating direction of travel. Accountable Directors were also given the option to nominate any amber but improving trackers to be included with this report where they felt that these were issues that should be monitored closely. A complete set of action trackers are published on the intranet for information. In addition a full performance indicator report is also provided. Overall, Members should note that for the Business Plan **improvement priorities** 42% are currently assessed as green and on track.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the Central and Corporate Scrutiny Board including an analysis of performance indicator results at the end of 2009/10 so that the Board may understand and challenge current performance.

3 Background Information

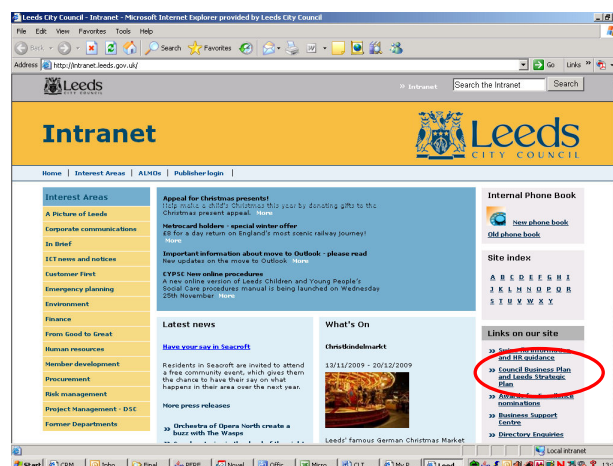
- 3.1 Accountable Officers were asked to provide a high level summary of performance both qualitative and quantitative within their trackers and were requested to limit their action trackers to one A4 page (ie 2 sides). However, many accountable officers were unable to do this without missing essential information and therefore the limit was not rigidly applied so that the trackers provided a complete picture of performance.
- 3.2 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against the Council Business Plan *improvement priorities* relevant to the Central and Corporate Scrutiny Board.
- **Appendix 2** – selected amber and red rated action trackers from the Council Business Plan improvement priorities. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 3** – Performance Indicator report containing year end results for all performance indicators including those from the National Indicator set and any key local indicator which are relevant.

This information is supported by a guidance document to aid the reader in interpreting the action trackers.

4 Main Issues

- 4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track. At Q4 a slightly more nuanced approach has been taken ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
 - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided. However, Accountable Directors were given the option to nominate any of their amber and improving trackers to be included where they felt the area needed to be more closely monitored.
- 4.3 This exception reporting is to enable senior officer, partners and members to focus their attention on those areas where progress is not on track. However, all action trackers for the year end are published on the intranet so that all the green action trackers are also available for information. These can be found on the intranet by following the link to the Council Business Plan / Leeds Strategic Plan from the front page.



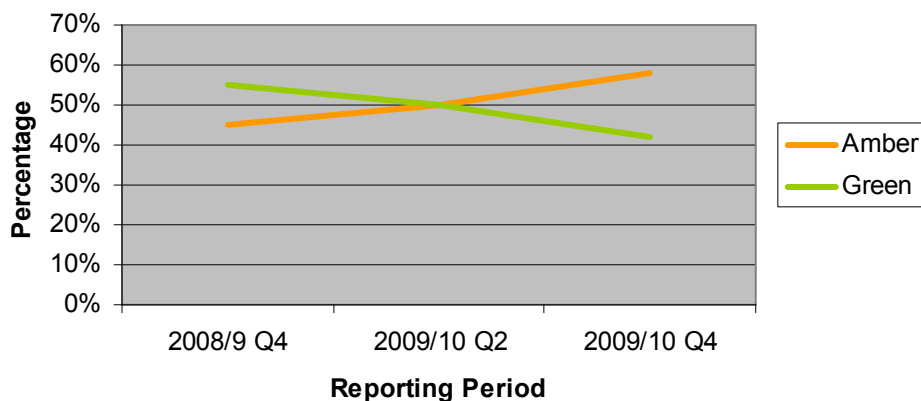
4.4 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. However, a full performance indicator report is provided in appendix 3 and a high level analysis of the Central and Corporate key performance indicators is provided below.

Analysis of Overall Performance in 2009/10
Improvement Priorities

4.5 There are 36 improvement priorities within the Council Business Plan which are relevant to the Central and Corporate Functions Scrutiny Board and of these 15 are assessed as green, 21 as amber and none are red. This can be compared to the position at Q2 where 18 were green and 18 were amber. The change in this overall position is illustrated in the table and graph below.

	2008/9 Q4	2009/10 Q2	2009/10 Q4
Red	0%	0%	0%
Amber	45%	50%	58%
Green	55%	50%	42%

Change in CBP Improvement Priorities RAG rating



4.6 Further analysis shows that the change between quarters 2 and 4 is because a number of improvement priorities have been assigned a different RAG rating over the last 6 months, some improving and some deteriorating. More specifically 5 improvement priorities (over 2 action trackers) have deteriorated and 2 improvement priorities (over 2 action tracker) have improved. These changes are highlighted in the table below:

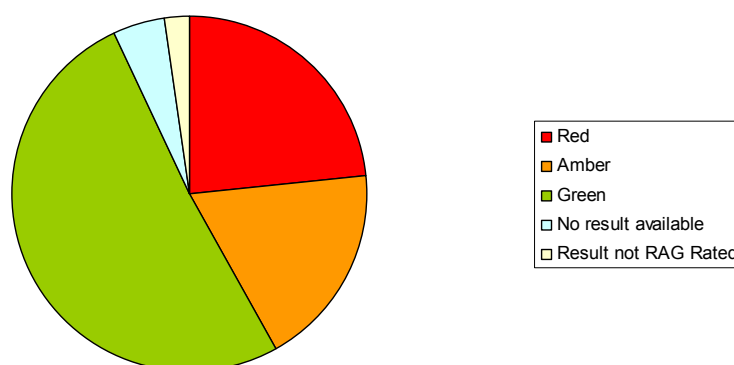
Improvement Priority	Q2 2009/10	Q4 2009/10
Vfm-3 Implement a commissioning approach which delivers value for money and ensures the best provider	↑	↑
Vfm-4d Explore opportunities for collaboration with private and public sector bodies	↑	↑
IO-1a Improve our systems and processes to enable us to use our information effectively and efficiently	↑	↔
IO-1d Develop arrangements to protect and share information in line with legislative and regulatory requirements	↑	↔
VfM-1a Deliver our 5 year financial strategy to align resources to our strategic priorities	↑	↔
VfM-1b Embed sustainability in our resource management processes	↑	↔
VfM-1c Consider all additional sources of funding available to support our priorities	↑	↔

Performance Indicators

4.7 At the year end we have a complete set of performance indicators including those that are only available annually. The overall breakdown of all the performance indicators relevant to the Corporate and Central Scrutiny Board is shown in the chart below (this includes all Council Business Plan indicators as well as any nominated local and national indicators) with 52% meeting their year end targets.

	Number PIs	%
Red	10	24
Amber	8	19
Green	22	52
No result available	2	5
Result not RAG Rated	1	2

Overall Performance of Central and Corporate PIs at Q4 2009/10



4.8 It is not possible to accurately compare this position with that from Q4 last year for a number of reasons including the fact that a some of the of PIs were new and 2008/09 was the baseline year so traffic lights could not be allocated. Also the set of indicators is not the same as there was no staff survey in 2008/9 which accounts for 4 indicators, similarly, place survey indicators were available in 2008/09 only and residents survey indicators were available in 2009/10 only.

Good Performance Highlights

- 4.9 Performance across a number of our performance indicators have improved significantly during 2009/10, in particular:
- NI185 (CO₂ emission reduction from local authority operations)
 - NI180 (number of changes of circumstances which affect customers Housing Benefit/Council Tax Benefit entitlement)
 - NI181 (time taken to process housing benefit/council tax benefit new claims and changes of events)
 - BSC8 (the percentage of undisputed invoices for commercial goods and services that were paid by the authority)
 - BP-08 (Volume of total transactions delivered through customer self service)
 - BP-07 (Overall resident's satisfaction)
- 4.10 Whilst the Council narrowly missed it's 2009/10 sickness absence target of 11 days per FTE on this indicator the result of 11.07 represents a significant improvement on the previous year with sickness absence reducing more than half a day per employee over the year. This reduction was achieved in

spite of the impact of Swine flu during the year. For an organisation the size of Leeds City Council this is a significant achievement and represents a total saving in excess of £1m

Data Quality

- 4.11 In previous quarters Members have received an update on the on-going work to develop a more robust, consistent and over-arching approach to data quality for our key performance indicators – which will give a wider based data quality judgement. The implementation of the new data quality checklists across all national and local indicators has resulted in a number of anomalies - despite a successful pilot exercise - and more work is required to ensure that this revised approach is fit for purpose and that the scoring criteria are effective across a broad range of measures. Therefore, the new scoring mechanism will not now be adopted until Q1 2010/11 and Members should note that in these Q4 reports the previous system has continued to be used to provide the data quality traffic light.

4 Implications for Council Policy and Governance

- 4.1 The Council Business Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

5 Legal and Resource Implications

- 5.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area and these government agreed targets are subject to performance reward grant.

6 Conclusions

- 6.1 This report provides the Board with a high level overview of the city's performance against the key priorities from the Council Business Plan as at the end of 2009/10 ie the end of the 2nd year of delivery. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

7 Recommendation

- 7.1 Members are asked to consider the overall performance against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised.