



---

## Report of the Head of Policy and Performance

Meeting: Central and Corporate Scrutiny Board

Date: 6<sup>th</sup> Sept 2010

Subject: Council Business Plan Performance Report Quarter 1 2010/11

---

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1 Executive Summary

- 1.1 This report presents the performance information summarising our progress against the Council Business Plan (CBP) improvement priorities for first quarter of 2010/11 which is the final year of delivery of this plan. The report includes a small number of action trackers for the key performance areas as identified by CLT in Dec 2009. The purpose of these extra trackers is to ensure that officers and members can more closely performance manage these high risk areas and ensure that as necessary appropriate remedial action is taken. In addition a Performance Indicator (PI) report is provided and it should be noted that the CBP indicators have been revised and reduced in light of the changes to the national performance regime. Of the indicators which can be reported in year 64% are green (ie currently predicted to hit target). 32% are amber and 0% red.

## 2 Background Information

- 2.1 The currently agreed performance reporting cycle provides PI reports only at Quarters 1 and 3 with Action Trackers and PI reports at Quarters 2 and 4. The action trackers report progress against our strategic priorities and bring together qualitative and quantitative information including progress against targets for aligned performance indicators, the delivery of key actions/activities and relevant challenges and risks. An overall 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. In December 2009 CLT identified a small number of high risk performance areas where they wanted to receive a more regular update and for these 10 areas actions trackers are produced on a quarterly basis. Two of these are in the Council Business Plan. Some changes to these processes are proposed below.
- 2.2 Accountable Officers were asked to provide a high level summary only within the action 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.

2.3 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – action trackers for the high risk performance areas from the Council Business Plan. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 2** – performance indicator report showing the Q1 result and predicted year end traffic lights for all key performance indicators aligned to the CBP.

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

### 3 Main Issues

3.1 Over recent months the new coalition government have been making changes to the national performance regime including removing the Comprehensive Area Assessment and deleting a range of national performance indicators. These changes mean that local authorities have more freedom in how they manage their own performance. In light of this a review has been undertaken on the performance indicators which are reported through the corporate accountability in order to streamline the process and enable more focus to be placed the priorities agreed in the LSP and CBP. Overall across both LSP and CBP the number of indicators has been reduced by 40% (from 321 to 193) and of these approximately half can be reported in year. In terms of the Business Plan the reduction is more modest at 30% (from 44 to 31) but in addition there are a further 4 resident survey indicators which are not due to be reported in 2010/11. Therefore, for 2010/11 we will be reporting 27 indicators in total and 22 of these are provided quarterly. The review has also enabled all the remaining PIs to be clearly aligned to one of the improvement priorities in the LSP or CBP and this more focused reporting will enable us to dispense with the separate PI report at Quarters 2 and 4 and just report progress through Action Trackers. This will bring together all the information relevant to a priority in one place and better enable members to challenge the performance of our agreed priorities.

#### Analysis of Performance Improvement Priorities

3.2 In December 2009 CLT identified a small number of high risk performance areas where they wanted to receive a more regular update and for these 10 areas the actions trackers are produced on a quarterly basis. Two of these are in the Council Business Plan and the table below sets out the overall progress rating of these two areas and how these have progressed over the past year or so.

Improvement Priority	2009/10 Q2	2009/10 Q3	2009/10 Q4	2010/11 Q1
VP-2b Enhance our leadership of the city	↔	↑	↑	↑
Vfm-2 & 6 The Council strives to achieve efficiency in all its activities	↔	↔	↔	↔

3.3 An analysis of the changes to the overall traffic light rating and direction of travel arrows on the these trackers shows that:

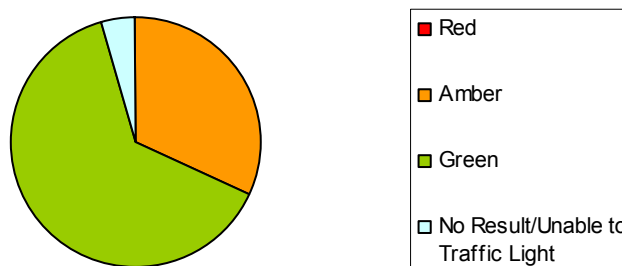
- The City Leadership tracker continues to be rated green and improving with key changes to partnership and performance management being developed for implementation at the beginning of 2011/12.
- The efficiency/value for money tracker has also changed from green to amber which reflects the financial situation we find ourselves in.

#### Performance Indicators

3.4 An analysis of the revised cohort of Performance Indicators is shown below with 64% of our business plan performance indicators currently predicted to hit their 2010/11 targets.

	Council Business Plan	
	Number	%
Red	0	0%
Amber	7	32%
Green	14	64%
No Result/Unable to Traffic Light	1	5%

RAG rating for Council Business Plan PI's



3.5 It is not possible to provide a like-for-like comparison with this time last year as the indicator set has been substantially revised.

3.6 In response to concerns raised by scrutiny, high priority work is currently being undertaken by Human Resources and the Business Support Centre to ensure accurate future reporting via the Human Resources system (SAP) of the percentage of staff appraisals completed.

### Data Quality

3.7 The data quality traffic lights reported this quarter are based on a new data quality audit process which brings a more robust, consistent and wider based data quality judgement for our key performance indicators. The revised approach, developed in conjunction with Internal Audit, produces an overall score for each indicator which is then translated into the traffic light that appears on the report. These judgements were also taken into account during the PI review and as a result a number of PIs where the data was not reliable were dropped.

## 5 Implications for Council Policy and Governance

5.1 The Leeds Strategic Plan and 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.

## 6 Legal and Resource Implications

6.1 The Council Business Plan is not a statutory plan.

## 7 Conclusions

7.1 This report provides the Board with a Q1 update of the performance against the high risk performance issues in the Council Business Plan. This report highlights areas where progress is not on track and the Board need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

## **8 Recommendation**

- 8.1 Members are asked to consider the overall performance information provided against the Council Business Plan priorities and where appropriate, recommend action to address the specific performance concerns raised.