

Report of Assistant Chief Executive (Customer Access and Performance)

Report to Safer and Stronger Communities Scrutiny Board

Date: 12th December 2011

Subject: 2011/12 Quarter 2 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 checked="" type="checkbox"/> Yes	<input 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: N/A	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report presents to Scrutiny a summary of the quarter 2 performance data relevant to the Safer and Stronger Communities Scrutiny Board. Two key issues have been highlighted for Members attention: Budget and Rate of Domestic Burglary.

Recommendations

2. Members are recommended to:
 - Note the two issues which have been highlighted and consider if they are satisfied with the work underway to address these issues.
 - Note the overall progress in relation to the delivery of the Safer and Stronger Communities City Priorities and consider if they wish to undertake further scrutiny work in any of these areas. In particular, Members may wish to focus their attention on the Council's contribution to the delivery of the city priorities as set out in the Directorate Priorities and Indicators.
 - Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Safer and Stronger Communities.

1 Purpose of this report

- 1.1 This report presents to Scrutiny a summary of the quarter two performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15.

2 Background information

- 2.1 A new set of delivery plans for the Council and the city were adopted by Council in July 2011 and this report is the first performance update setting out the progress in delivery of these plans. The plans and performance management arrangements that form the basis of this report have been developed alongside the revised partnership boards for the city in a whole system approach. Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report whilst providing an overview of the performance relating to the City Priority Plan deliberately focuses more on the council's contribution which will best enable Scrutiny to challenge the organisation.
- 2.2 The new performance management arrangement include a number of new reports including:
 - Performance Reports – these are produced for the each of the City Priority Plan priorities and for the 5 Cross-Council Priorities in the Council Business Plan. They are a one page summary of progress in delivering the priority including a RAG rating of overall progress. Where possible the headline indicator is shown in a graph to clearly indicate progress and the reports include a look forward to the actions due over the next 3-6 months. We have adopted the principles of outcomes based accountability in these reports.
 - Directorate Priorities and Indicators – a directorate scorecard has been produced for each directorate which sets out the high level progress against each of the directorates priorities and indicators in the Council Business Plan. These are all available on the intranet and published on the Council's website. It also includes the directorates contribution to the cross council priorities and indicators. For Scrutiny purposes these scorecards have been divided up so that each Scrutiny Board receives an update on the priorities within the remit of their Board recognising that these do not necessarily align directly to the Council's directorates in all case. Members will note that this does mean that some priorities will go to two or more Scrutiny Boards and Boards are asked to consider working jointly on any follow up inquiries or nominate a lead Board.
 - Self Assessment – each directorate has the opportunity in this section to raise any other performance issues that might not be directly represented within the directorate priorities and indicators.
- 2.3 These reports are designed to provide a high level overview of performance issues related to the City Priority and Council Business Plans only. Members will need to use this information and the discussion in their boards to identify what further reports and more detailed information they might require in order to fulfil their scrutiny role. Therefore, these reports are designed to be a starting point for the work of the board.
- 2.4 This report includes three appendices:
 - Appendix 1a – Performance Reports for the Safer and Stronger Communities City Priorities.
 - Appendix 1b – Environment and Neighbourhoods Directorate Priorities and Indicators which are relevant to the Board

3 Main issues

Performance Overview

City Priority Plan (CPP)

- 3.1 There are 4 priorities in the Safer and Stronger Communities City Priority Plan and none are red, 2 are amber and 2 are green. The amber priorities are:
 - Reduce crime levels and their impact across Leeds.

- Ensure that local neighbourhoods are clean.

Council Business Plan

Directorate Priorities and Indicators

- 3.2 There are 6 Directorate Priorities which support the delivery of the Safer and Stronger Communities priorities from Environment and Neighbourhoods directorate. Of these none are red, 4 are amber and 2 are green. These are supported by 3 performance indicators that can be reported at quarter two of these 1 indicator is rated as red (see below), 1 is amber, and 1 is green. The red rated indicator is:
- Number of missed bins per 100,000 collected
- 3.3 Whilst missed bins levels are still above target recent months have seen a steady reduction in numbers of reported missed bins which has also been reflected in a corresponding reduction in numbers of calls to the Contact Centre. Daily waste collection round completions are also significantly increased. The service will continue to closely monitor missed collection levels and work to deal with any issues that may be the cause of service failure.

Key performance issues for Safer and Stronger Communities Board

i) Budget

- 3.4 The overall budget position for the council remains an area for continued focus. At the end of quarter 2 £80m of the budgeted savings required are on target and the projected year-end overspend for the council continues to reduce (£7.2m at Month 6). However, it is an area where we must not be complacent and all Scrutiny Boards need to be aware of the overall financial context when scrutinising the areas of work within the remit of their Board.

ii) Rates of Domestic Burglary

- 3.5 A clear trajectory of improvement has not yet been firmly established and although burglary rates have improved in recent months they deteriorated between April and August 2011. Early indications are that the improvement in September and October is continuing but overall Leeds does have the highest rate of burglary when compared to other comparator cities. The rates vary from ward to ward, with the highest increases from the year to September 2010 and the year to September 2011 being Bramley and Stanningley (up 46%) Chapel Allerton (up 38%), Burmantofts and Richmond Hill (up 30%) and Headingley (up 25%). As brought out in the performance report, the next four months during the darker nights will be critical and this is an area Scrutiny will need to continue to monitor closely.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 All performance information is normally reviewed by Directorate Leadership Teams, Partnership Boards (for City Priorities) and the Best Council Board (Cross-Council Priorities). However timings of some Boards did mean that this was not possible in all cases for quarter two, but in the future meetings will be scheduled to align better with the quarterly reporting cycle. All performance information has been reviewed by CLT and the Council's Performance Board.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Whilst some of the performance reports do include an update on the significant issues for the delivery of the priority from an equality perspective some do not. This is the first time that these reports have been prepared and, therefore, Scrutiny Boards may wish to consider whether this issue is sufficiently covered in the performance reports in their area. This feedback can then be used to strengthen the reporting arrangements going forward.

4.2.2 This is also an issue that will be given further consideration through a piece of work that has been commissioned by the Leeds Initiative Board. This work is looking at what reporting arrangements are needed to track the cross cutting issues that run across several of the Strategic Partnership Boards like poverty and inequality (including child poverty and health inequalities). The aim is to be able to capture and understand the various contributions from across the Boards to these areas without necessarily creating separate and potentially bureaucratic processes. Proposals are scheduled to be brought back to the Leeds Initiative Board in February.

4.3 Council Policies and City Priorities

4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

4.4 Resources and Value for Money

4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position as this is a cross council priority within the Business Plan.

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publically available and will be published on the council and Leeds Initiative websites.

4.6 Risk Management

4.6.1 The Performance Reports include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. From this quarter CLT have also reviewed the corporate risk register alongside the performance information which will further ensure that the Council's most significant risks are effectively identified and managed.

5 Conclusions

5.1 This is the first time that the performance reports and scorecards have been produced and there is still some work to do to ensure that they are high quality information updates, written in plain English with jargon kept to a minimum. In terms of City Priority Plan performance reports these also need to be owned and debated by the five Strategic Partnership Boards and include more information from across the partnership. Timing issues meant that this did not happen in all cases at quarter two although they were signed off by key stakeholders as appropriate. Outcomes Based Accountability support will be offered to all Boards to help them to develop and refine their action plans for the delivery of the priorities for their boards and to help them to use the data to shape their performance discussions. Some of the performance information was also incomplete and will be chased for quarter three.

5.2 However, overall the performance reports and directorate scorecards are a clear and simple summary of performance that Members can use to understand the current performance of the council and the city in relation to the priorities from our strategic plans which are relevant to the Board.

6 Recommendations

6.1 Members are requested to:

- Note the two issues which have been highlighted: Budget and rates of Domestic Burglary and consider if they are satisfied with the work underway to address these issues.
- Note the progress in relation to the delivery of the Safer and Stronger Communities City Priorities Plans and consider if they wish to undertake further scrutiny work in any of these areas. In particular, Members may wish to focus their attention on the

Council's contribution to the delivery of the city priorities as set out in the Directorate Priorities and Indicators.

- Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Safer and Stronger Communities.

7 Background documents

- City Priority Plan 2011-15
- Council Business Plan 2011-15
- Council and City Performance Management Framework (Draft)