

**Report of Assistant Chief Executive (Customer Access and Performance)**

**Report to Executive Board**

**Date: 20<sup>th</sup> June 2012**

**Subject: 2011/12 Year End 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 checked="" type="checkbox"/> Yes	<input 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**

This report presents to Executive Board a summary of the year end performance data for 2011-12. Overall good progress is being made in delivering the City Priority Plan and Council Business Plan - with the majority of strategic priorities assessed as green and on-track or amber with only minor delivery issues. However, a small number of performance issues are highlighted within this report where progress is not on track – refer to paragraphs 3.3 to 3.15.

This report enables Executive Board to collectively understand performance against the city and council’s key priorities, identifying, in particular, a small number of performance challenges and providing reassurance that all necessary action is being taken to respond to these issues.

**Recommendations**

Executive Board are recommended to:

- Note the report and the performance issues identified.

## 1 Purpose of this report

1.4 This report presents to Executive Board a summary of the year-end (quarter four) performance data for 2011-12 which provides an update on progress in delivering the Council Business Plan 2011-15 and City Priority Plan 2011-15. The Board will note that this is the end of the first year of delivery against these four year plans.

## 2 Background information

2.1 The City Priority Plan 2011 to 2015 is the city-wide partnership plan which sets out the key outcomes and priorities to be delivered by the council and its partners. There are 21 priorities which are split across the 5 strategic partnerships who are responsible for ensuring the delivery of these agreed priorities.

2.2 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.

2.3 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 provides an overview of the performance relating to both plans enabling Executive Board to directly challenge the council's performance as well as seeking to influence and challenge partners contributions through existing partnership arrangements.

## 3 Main issues

3.1 As part of the performance management process, responsible officers and Boards are required to assess whether each priority is on track by assigning a red/amber/green or RAG rating. Performance indicators are similarly RAG rated based on the year-end position relative to the target set. The overall ratings and summary position are provided in the appendices with any key issues highlighted in the narrative below. Appendices provided include:

- Appendix 1 – City Priority Plan summary of RAG status for each priority
- Appendix 2 – Council Business Plan 5 Cross Council Priorities – RAG status and summary of progress

3.2 A summary of the red rated priorities and indicators at 31 March 2012 are shown in the table below. The Board will note that no priorities in the Council Business Plan are currently assessed as being red:

Red Rated City Priorities (1 out of 21 in total)	
Make sure that people who are the poorest improve their health the fastest	
Red Rated directorate indicators (5 out of 70 in total)	
Number of enquiries received from businesses seeking to locate to Leeds	Number of houses with enhanced energy efficiency measures
Energy and water bills	Number of missed bins
Time to process major planning applications	

## Key Performance Challenges:

- 3.3 Based on a thorough review of the Q4 performance information alongside corporate/directorate risks and update of our major projects and programmes the following key performance issues are highlighted for the Board to discuss:
- 3.4 **Health Inequalities:** The only city priority that is red is health inequalities which has been red all year. A direction of travel arrow has been provided for the first time this quarter which is downward - i.e. this priority is assessed as getting worse. It is important to note that this is a complex issue with a wide range of actions that sit across a number of directorates/services and partner organisations. The overall progress assessment reflects the significant gap for the major causes of early death namely Cardiovascular disease, cancer and respiratory disease. Coupled with the fact that the relative gaps are widening in some cases. The linked priority to reduce the rates of smoking across the city has also been static all year with 1 in 3 people still smoking in the most deprived areas. However, we must also recognise that there has been good progress in some contributing workstreams e.g. infant mortality in the most deprived areas has declined rapidly and teenage pregnancy rates in the majority of priority wards have stabilised or reduced. Over the next year public health will be transferring into the Council and it is important that we maximise this opportunity to bring further focus to this important issue.
- 3.5 **Looked After Children:** After being largely stable in the first three quarters, the numbers of looked after children increased in Q4 with 26 more compared to the same period last year (up 1.8%). Though the rate of increase over the past year is better than that seen nationally (10% rise) and our figures are similar to the Core Cities', our numbers remain high with 1474 children in care (provisional March 31 year end) when compared nationally or with statistical neighbour authorities. There has been a greater increase in the proportion of very young children coming into care (0-4 yrs) and mixed heritage children are over represented. From a budget perspective, the most costly external placements have continued to rise, particularly the use of independent fostering agencies (IFAs) which are up by 31% (q1-3 11/12). This increase is in the context of the significant service redesign that has taken place: social care teams moved to a new locality model in quarter 4 with substantial case and staff management changes. Any short term implications should be outweighed by the longer term potential improvement, especially of a service better structured and better aligned to the wider children's partnership. Clear and determined action is ongoing around early intervention work, family support, the social care referral process and the placement of LAC. Early indications are that numbers of looked after children in Q1 have reduced to levels consistent with those seen earlier in 2011/12 and are stabilising again. In addition, although improved compared to the last quarter, 4 of our own children's homes are rated satisfactory and 1 is inadequate.
- 3.6 **Secondary school attendance:** Secondary school attendance has improved over the academic year 2010/11 and we have narrowed the gap against national performance comparisons. 2010/11 saw the highest ever recorded attendance rate in the city. However, gaps to national performance remain and the Children's Trust Board still consider this one of their most significant issues. Our own analysis of the more recent figures from the autumn term (2011/12 academic year) is indicating further strong improvement and national figures are expected in

mid June. This is considered attributable to improved school practice and to partnership efforts to prioritise good school attendance, particularly at the local level, though other factors such as milder weather will have helped. However, over 5000 (11%) of our secondary school pupils are persistently absent - missing three quarters of a day or more of their schooling per week - compared to 8.4% nationally. Within this group there is significant over-representation of more vulnerable children – i.e. those entitled to free school meals and those with special educational needs.

- 3.7 **Economic Growth:** The economic climate in Leeds and nationally remains difficult, with inflation above target and the country back in recession. This continues to have an impact across a range of priorities in the city. This is reflected in the most recent figures which show unemployment rising from 8.6% to 8.8%. After a period of stability, the overall claimant count has also risen with over 25,000 people (or 4.6%) claiming benefits in Mar 2012. The year-end **NEET** figure (the 3 month adjusted average (Nov to Jan) used by the DfE for national comparison) is 8.1% which equates to 1919 young people. This is an improvement compared to last year (9.1%) and our performance is in line with statistical neighbours but there is a 2 percentage point gap against national performance comparisons. More recent figures for February-April have continued to show steady improvement. The new system of funding local government and the local retention of business rates from 2013/14 will mean that our future funding will be largely based upon our ability to grow our local economies. Allied to this, the number of enquires from businesses seeking to locate in Leeds also ended the year below target with the most significant factor being the reduction in enquiries from start-up businesses. The delivery of the Leeds Growth Strategy is an area the Council and partners will need to continue to prioritise and monitor closely.
- 3.8 **Processing Major Planning Applications:** this ended the year at 56% against a target of 70% with the on-going problem being due to difficulties in signing off the section 106 agreements with developers. In the current economic climate, the negotiation of section 106 agreements is becoming more challenging. This issue is also being seen nationally. The Planning Service is continuing to work closely with developers including establishing early dialogue and confirming s106 expectations and timescales. In addition, an 'Outcome Based Accountability' workshop will be held to review and refine processing of applications to determine how these might be improved.
- 3.9 **Delayed discharges from hospital:** The number of delayed discharges has increased over the year with the quarter 4 result of 2.42 (delayed discharges per 100,000 adult population) both worse than the result for 2010/11 (2.38) and missing the target set (2.00). This is also an issue being seen nationally. To help address this, a new multi-agency group has been set up to improve the routes for admission, diversion and discharge from hospital. Also, a key objective of the programme to integrate health and adult social care services is to improve the quality of care and treatment that can be provided at home and to reduce hospital admissions and support for hospital discharges. This strategy will reduce delayed discharges in the medium term when the new arrangements are in place. This issue is being raised with the Health and Wellbeing Board and in discussions with health colleagues.

- 3.10 **Number of missed bins:** Despite significant improvements this ended the year at 108 (missed bins per 100,000 collected); compared to the target of 50. Black bin performance was broadly in line, but green bin misses remain an issue. A number of issues contributed at Q4 including route re-organisations and failure of a routing database. Improvements are anticipated going forward as some of these issues are resolved and further service changes are implemented.
- 3.11 The total number of **enhanced energy efficiency measures** delivered to homes in Leeds this year is 3858 across all relevant programmes (estimated, final programme outcomes for 2011/12 being calculated). This was short of the target of 11,000 but this was set before funding streams had been finalised and has also been impacted by the Government's change to feed in-tariffs for solar power. A new programme (Wrap Up Leeds) has been agreed and started to deliver in Qtr 4, and is currently on target to make a major contribution to the city target of 15,000 energy efficiency installations in Leeds homes over the next year.
- 3.12 **Processing time for Council Tax Benefit /Housing Benefit:** Performance ended the year at 14.80 days which is worse than last year (11.66 days) and significantly above target (11 days), reflecting the increase in claimant numbers. In addition welfare reforms will bring further considerable challenges to this service over the coming weeks and months.
- 3.13 **Equality is given due regard in council policies and decisions:** At Q4 85% of Key, Major and Executive Board decision reports were able to clearly evidence that due regard for equality was considered as part of the decision making process. It is important for all reports to clearly evidence how due regard had been given or, where appropriate, why equality was not relevant to the decision. 85% is a good result, however, to limit the risk of legal challenge it is important to reach 100% as soon as possible. Directorates are addressing this issue through their own quality assurance and sign off processes for reports.
- 3.14 **Appraisals (People Plan):** Following the recent data update full appraisals were recorded for 92% of our staff and 6 month reviews for 80%. Children's Services (86% full; 56% review) and Environment and Neighbourhoods (85% full, 70% review) reported the lowest figures for both. All other directorates completed between 94% and 100% for appraisals and 86% and 94% for 6 month reviews.
- 3.15 **Staff sickness figures (People Plan):** Sickness for 2011/12 was 9.29 days per FTE, slightly over the target of 9 days but a reduction of 0.81 days compared to last year's result. Whilst a number of services consistently perform well and/or have made significant improvements which have contributed to the overall reduction - there remain 'hot spots' where sickness levels are much higher than the average. A further report is being prepared for CLT highlighting these hotspot service areas in more depth and providing comparisons to other organisations (e.g. core city local authorities) so that further action can be taken where needed.
- 3.16 **Good Performance** – a number of areas were notable in terms of good performance over the year and particular highlights include:
- Burglary - Leeds has made strong progress this year in working towards reducing burglary with the partnership reduction target for 2011/12 (8,200) exceeded. The 2011/12 result surpasses our previous best outturn and is the lowest count for well over 10 years; results for Q4 show a 33.6%

improvement (817 fewer victims) when compared to the same period last year. Early signs are that this improvement trajectory is continuing into 2012/13.

- Apprenticeships - The total number of Apprenticeship starts from August 2011 to October 2011 (most recent figures) were: 861 for 16-18 year olds; 633 for 19-24 year olds; and 784 for 25+. This gives a total of 2,278 Apprenticeship starts in the current academic year, compared with 1,730 in the same period the previous year, a yearly increase of 32%.
- Self directed support - during 2011/12 significant progress has been made in realigning the everyday practice of the care management service so that self directed support and personalisation are integral features of how we work and provide support. Provisional end of year figures exceeded the target. A particular challenge is to build capacity in communities and in the social care market so that it is equipped to support those with a personal budget and provide personalised services, Leeds is at the forefront of innovation in this area. The Combining Personalisation with Community Engagement (CPCE) project is working with Neighbourhood Networks to develop a model providing a brokerage service and enabling people to purchase their own support,
- Delivery of budget - the 2011/12 budget represented a major financial challenge for the Council with around £90m of savings. Overall, the Council has demonstrated its agility in responding to the challenge, and despite significant overspend being predicted in the early part of the year outturn position was an underspend of £1.5m.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.
- 4.1.2 However, the Board will note that within the Council Business Plan there is a cross council priority on 'consulting with the public' which is assessed through examining key and major decisions for assurance that public consultation where appropriate forms part of the decision making process. An update on progress in this area is provided in appendix 2.

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

- 4.2.3 This is an information report and not a decision so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities. Within the Council Business Plan there is a cross council priority on 'due regard for equality' which is assessed through examining key and major decisions for assurance that due regard has been given and forms part of the decision making process. An update on progress in this area is provided in appendix 2.

### **4.3 Council Policies and City Priorities**

4.3.4 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**

4.4.5 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. Executive Board also continue to receive monthly updates of our key financial information.

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

4.5.6 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Executive Board with a summary of performance for the city. All performance information is also reviewed regularly by Scrutiny Boards.

### **4.6 Risk Management**

4.6.7 The Performance Report Cards include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process to monitor and manage key risks. These processes also link closely with performance management. An annual report on risk management will be brought to Executive Board in July.

## **5 Conclusions**

5.1 This report provides a summary of performance against the strategic priorities for the council and city. Overall progress is on track for the majority of our priorities and indicators, however, where progress is not on track these issues have been highlighted in this report. For all of these issues work is already underway to address them and again this is referenced within this report. This report enables Executive Board to collectively understand the current performance challenges for the council and the city in order for them to ensure that all necessary action is being taken.

## **6 Recommendations**

6.1 Executive Board are recommended to:

- Note the report and the performance issues identified.

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

- City Priority Plan 2011 to 2015

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

- Council Business Plan 2011 to 2015
- People Plan 2012-15
- Complete set of Q3 and Q4 performance report cards and directorate scorecards – available on the intranet and internet