

Report of Assistant Chief Executive (Customer Access and Performance) / Director of Resources

Report to Resources and Council Services Scrutiny Board

Date: 18th March 2012

Subject: 2012/13 Q3 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:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

Recommendations

2. Members are recommended to:
 - Note the Q3 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1 Purpose of this report

- 1.1 This report presents to scrutiny a summary of the quarter three performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15.

2 Background information

- 2.1 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. The Business Plan includes some of the key priorities and indicators from the People Plan but arrangements are in place for more detailed updated to be provided to the Board on the full range of People Plan priorities.

- 2.2 This report includes 4 appendices:

- Appendix 1a – Performance Reports for the 5 Cross Council Priorities which are based on the Council values
- Appendix 2a – Resources Directorate Priorities and Indicators
- Appendix 2b – Customer Access and Performance Directorate Priorities and Indicators
- Appendix 2c – Other Directorate Priorities and Indicators relevant to the Board. NB these are provided for information and completeness as they relate to areas within the remit of the Board.

3 Main issues

Quarter 1 Performance Summary

Council Business Plan - Cross Council Priorities

- 3.1 There are 5 cross council priorities in the Council Business Plan which are supporting the delivery of the council values. Of these none are assessed as red, 2 are green and 3 are amber. This is an overall improvement on the position at Q2 but one area has moved from green to amber:

- **Appraisals:** There was a drop from 97% annual appraisals being completed to 83% mid-year reviews (the figures are comparable between those using the Performance & Learning system and those using paper-based routes). HR are looking into the reasons behind this drop (for example, if new starters and others who did not require a mid-year review were included in the figures) and working with directorates to help achieve the 100% year-end target.
- **Consultation & Equality:** Good progress continues to be made with the % decisions which are able to evidence both consultation (from 73% at Q2 to 82% at Q3) and due regard for equality (from 91% at Q2 to 94% at Q3) improving. The quality assurance process highlighted that some reports lack detail and could be even stronger in this regard if they included more detail of how people were consulted, and how their views affected the

decision. However, there were good examples of evidencing user involvement in decisions, including, and increasingly, involvement in procurement processes. A few reports included very clear feedback on the results and outcomes of the consultation alongside adequate detail on the processes used. Further sustained effort needs to be made in order to hit the 100% target at Q4. As a 'good news' update, the authority has maintained a top 100 place ranking in the Stonewall Workplace Equality Index 2013.

Council Business Plan - Directorate Priorities and Indicators

- 3.2 There are 18 Directorate Priorities which support the delivery of the Resources and Council Services priorities most of these are drawn from Resources and Customer Access and Performance directorates – although there are a few from other directorates that directly link and these have also been included for completeness (see appendix 1d). Of these none are red, 4 are amber and 14 are green. These are supported by 35 performance indicators and of these 4 are rated as red, 3 are amber, 12 are green, 6 are not given a RAG rating and for 10 there is no result as these are annual indicator which will be provided at Q4. The red indicators are:
- **Attendance:** at Q3, the projected year-end absence figure per FTE was 9.55 days, up by 0.1 day since Q2, 1.05 days above the corporate target and 0.25 days higher than the actual 11/12 outturn of 9.29 days. The Attendance team continues to work with hotspot areas but it is looking increasingly unlikely that the target will be met.
 - **Processing time for Council Tax Benefit /Housing Benefit new claims and updates:** The action to reduce the outstanding work has ensured that speed of processing new claims is on target and continues to be a much improved position compared to last year. At 31 December new claims performance was an average of 21 days against the target of 20 days and has improved by 8 days when compared to last year. Work continues to bring the position more up to date but the volume of changes is at a high level much of which is caused by an increase in changes reported by the DWP.
 - **Increase average score (out of 10) given by staff that a) the values influence how they do their job and b) they recognise the values in how their colleagues work:** The specific questions with the staff engagement survey about the values continue to show that the 'formal' written values are among the least important things cited by staff in the engagement survey as helping them do a good job. However, the statements about the sentiments behind the values – fairness, teamwork, outcomes for the city, trust – rank much more highly. It may be that principles behind the core values are widely embedded, but that the values 'list' itself is seen as a blunt instrument and not widely recognised by all staff.
 - **Energy and water bills:** In terms of energy consumption, issues relating to estimated billing with N Power have been resolved and the programme of

installing automated meter readings is on track. This indicator continues to be affected by the increase in energy costs in general.

3.3 In terms of good performance the following issues are highlighted for the Board:

3.4 **Welfare Reform Preparations:** The Leeds Local Council Tax Support Scheme was approved by Council on 16 January with software and procedures now in place and testing complete. The Housing Benefit changes to introduce the social sector size criteria for ALMO and housing associations tenancies are on track; all tenants affected have been notified and ALMOs and housing associations are discussing options with tenants. Work to develop a replacement scheme for Crisis Loans and Community Care Grants is also on track to be in place in April. Other changes including the rollout of Universal Credit and the benefit cap have been delayed by government.

3.5 **Changing the Workplace:** This programme has just completed delivery of 5 early-win projects, including the integrated Phase 1 city centre one-stop shop. A total of 807 staff have been taken through New Ways of Working at the end of Q3, and a further 1200-1500 staff will do the same during 2013 and 2014 as Merrion House becomes vacant.

3.6 **Contact Centre Performance** - Performance in terms of answer rates is operating consistently above 90%, Qtr 3 performance was the best of the year so far at 94.5% (year to date 92.16%). This performance has continued into January. Despite the challenges presented by bad weather and refuse route changes, performance was over 92% for the month.

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.

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

4.2.1 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.

4.3 **Council policies and City Priorities**

4.3.1 This report provides an update on progress in delivering the council 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 on the Council's financial position as part of the cross council priority of "spending money wisely".

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the cross council priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

5 Conclusions

- 5.1 This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

6 Recommendations

- 6.1 Members are recommended to:
- Note the Q3 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7 Background documents¹

- 7.1 None

¹ 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.