

**Report of Deputy Chief Executive**

**Report to Executive Board**

**Date: 19<sup>th</sup> June 2013**

**Subject: 2012/13 Quarter 4 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

**1. Summary of main issues**

This report presents to Executive Board a summary of the year end performance data for 2012-13 in order for the Board to collectively understand performance against the city and council's key priorities. 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 number of performance issues and/or indicators are highlighted within this report where progress is not on track.

**2. Recommendations**

Executive Board are recommended to:

- Note the progress made in delivering our priorities as well as the on-going performance issues identified.

## **1 Purpose of this report**

- 1.1 This report presents to Executive Board a summary of the year end performance data for 2012/13 which provides an update on progress in delivering the Council Business Plan 2011-15 and City Priority Plan 2011-15. This report highlights any key performance issues.

## **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 17<sup>1</sup> 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 as well as its own business change priorities. This report provides an overview of the performance relating to both plans enabling Members of Executive Board to directly challenge the council's performance as well as seeking to influence and challenge partners contributions through established 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 (RAG) rating. Performance indicators are similarly RAG rated based on the performance 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 - Summary of the all the red rated priorities and indicators at 31<sup>st</sup> March 2013 across both plans.
  - Appendix 2 – City Priority Plan summary of Red/Amber/Green status for each priority
  - Appendix 3 – Cross Council Priorities in the Council Business Plan that align to the values the Red/Amber/Green status and summary of progress
- 3.2 This report sets out the high level performance position for both plans by exception only and the full range of information is available on the Leeds Observatory site with links from our website. The Board continues to receive from time-to-time more detailed information related to specific priorities eg Annual Education Standards report or Burglary updates as well as information setting out

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<sup>1</sup> The Sustainable Economy and Culture Board have undertaken further development work on their priorities and have combined a number of these for 2012/13. The seven priorities have been combined into three. This has removed the repetition between the performance reports particularly for major projects that contribute to a number of the old priorities especially for economic growth, skills and jobs.

the broader intelligence picture eg through the State of the City. This report complements these more in depth reports by providing a regular snapshot of performance.

- 3.3 The policy and financial context has remained challenging during 2012-13 and this report should be considered with this in mind. Also on the same agenda is the draft Best Council Plan for 2013-17 which will replace the current Council Business Plan 2011-15. This sets out the policy and financial context in more detail along with the Council's response to meeting these challenges over the next four years.

### **Areas of Good Performance/Assurance**

- 3.4 *Budget:* the 12/13 accounts are close to being finalised with a surplus of around £5m and reserves remaining above minimum threshold; though lower than at last year end. This provides some resilience for the future financial uncertainties.
- 3.5 *Safeguarding:* good progress in developing cross-council focus and a supporting network of people.
- 3.6 *Economy, culture & infrastructure:* Trinity opened in March with 130,000 shoppers and the Easter footfall at Briggate was the highest ever recorded. The Arena was handed over on time, on budget; it was ranked number 1 in Billboard magazine's new and refurbished world concert venues list and has attracted the Sports Personality of the Year event. NGT (Trolleybus) secured funding but some opposition continues to be reported in the press.
- 3.7 *Inspections:* positive results from Employment and Skills Ofsted inspection and also LILAC (Leading Improvements for Looked After Children - based on feedback from young people with experience of care) and for Ofsted visits to review aspects of children and young people's social care practice.
- 3.8 *Children's 'Obsessions':* the projected year end position for the percentage of young people not in education, employment or training (so called NEETs) for Leeds for 2012 is 6.6%, down from 8.1% in 2011. Not-known levels fell by around 1000 between December 2012 and March 2013; at the time of writing, it is now 6.7%, well below the national rate of 7.9%. Whilst acknowledging this progress there is more work to do in order to improve our performance relative to others. Children Looked After: numbers continue to fall, and at year end is 98 lower (6.6%) than a year ago.
- 3.9 *Energy efficiency:* over 20,000 energy saving installations in 12/13, above target by 25%.
- 3.10 *Empty properties:* targets to bring long term properties back into use were exceeded.
- 3.11 *Burglary:* 12/13 burglary figures were the lowest seen in Leeds, down 31% from 11/12 and beyond the stretch target. Overall crime also continues to fall.
- 3.12 *Self-Directed Support & Bedweeks:* targets for Self-Directed Support ie personal budgets and the numbers of bedweeks in nursing and residential care have been met and bettered.

- 3.13 *Healthy living:* shared funding between Sport England and Public Health for the pilot Leeds Let's Get Active initiative has now been agreed, enabling free activity for all at off-peak times and in all Leisure Centres with most free time at four key sites.
- 3.14 *Public Health:* Public Health colleagues have been successfully transferred into the Council.

### Areas to keep an eye on

- 3.15 The section below sets out some of the on-going challenges in delivering our strategic priorities, however, the Board should note that many of these areas remain work in progress as the underlying issues are complex. Therefore, in most areas a range of positive progress is reported alongside areas where more work is required.
- 3.16 *Welfare changes:* we currently have a number of priorities and indicators that capture different facets of the on-going welfare changes (e.g. child poverty; rent arrears and homelessness). It is of note that Council services are working hard to contain many of the impacts thus far. However, there has been a drop in the percentage of people who think their local area is a place where people from different backgrounds live together harmoniously with these at the lowest level since the end of 2008/9. In addition there has been a slight increase in level of tensions in some poorer areas including small number of incidents of racial hate.
- 3.17 *School attendance:* both primary and secondary attendance numbers dipped in autumn compared to the year before. This is due to increased illness, the impact of cold weather and the inclusion for the first time of reception-aged children. The snow also had an effect especially for those schools that did remain open whose figures are included compared to those which closed which were exempt. We are awaiting national comparative data from which to make a performance judgement.
- 3.18 *Apprenticeships:* To date 908 apprentices have participated in the Council's apprentice programme, which puts the Council at the forefront of local authority apprenticeship programmes nationally. Although the total number of apprenticeship starts in the city continues to increase, the number of young people (16-18 years) taking up an apprenticeship has declined this year by 22% compared to the same period last year in line with but greater than the reduction regionally and nationally. Work is on-going with the National Apprenticeship Service and local partners to address possible supply side factors that have contributed to this reduction in starts for 16-18 years group i.e. changes to the number of providers in the city and the sectors supported, revised responsibility for the delivery of Information, Advice and Guidance by individual learning institutions and the parent perception that apprenticeships are of a lesser status than a university education as a route to employment.
- 3.19 *Equality / Consultation in Decision-Making & Equality Annual Report:* the end-of-year figures for the percentage of important decisions that provide clear evidence of consultation is 85% and due regard for equality is 87%. Issues remain with the quality and consistency of the evidence provided to decision makers at the time of making the decision. In addition the Annual Equality Report has also been produced and reviewed as part of the Q4 process and whilst we can show activity

is happening across all our equality improvement priorities there is a lack of supporting data and analysis making it difficult to demonstrate impact and improvement in many areas. This is an area that continues to be challenged in the courts.

- 3.20 *Health inequalities*: Progress against a number of the indicators (e.g. smoking, life expectancy, alcohol-related hospital admissions) remains 'red' or static. In several cases this may be due to the way these are measured requiring either large numbers to change behaviour before seeing a noticeable impact on the indicator. The new Health & Wellbeing Board and Joint Health and Wellbeing Strategy should help to provide more focus but may also need to consider the ways in which they monitor progress.
- 3.21 *Staffing*: sickness ended the year over target and worse than last year. Although progress has been made on reducing the overall staffing budget, headcount reductions have slowed down.
- 3.22 *Re-ablement and delayed discharges*: The number of people completing a programme to help them relearn the skills for daily living following an illness or accident has increased by 33% during 2012/13 over the previous year. However, the target set for the year has not been met. The target for financial savings expected from reablement has, however been fully met. The average number of adults from Leeds whose discharge from hospital has been delayed due to Adult Social Care has risen from 11.4 people per week in Q1 to 16.1 in Q4. The local position reflects a growing national trend and should be set in the context of the complexities of the wider Health and Social Care integration.

### ***Performance reporting going forwards***

- 3.23 We are currently reviewing our performance arrangements to ensure they continue to remain fit-for-purpose. This brings opportunities to streamline a range of intelligence arrangements in the wider area of strategy and improvement and reduce bureaucracy but we are mindful that this needs to be balanced with ensuring proper accountability, decision-making and assurance. To allow time to develop, consult on and implement any new arrangements, we are proposing that we suspend Q1 performance reporting to CLT and members.

## **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 website 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 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 3. Furthermore, within the wider suite of information which is published many of the priorities and performance updates are also informed by customer/service user feedback.

## **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. Within the Council Business Plan there is a cross council priority on 'due regard for equality' which is assessed through examining key 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 3.

## **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 assessment 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**

- 4.5.1 All performance information is publicly available and is published on the council's website. 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**

- 4.6.1 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 provided to the Board in the 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 as appropriate 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**

- 6.2 Executive Board are recommended to:

- Note the progress made in delivering our priorities as well as the on-going performance issues identified.

## **7 Background documents<sup>2</sup>**

- None

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<sup>2</sup> 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.






































## Appendix 1: Q4 Performance Summary – Red rated priorities and/or performance indicators

































Priority/Indicator/Performance Issue	RAG	Year on year trend / performance context
Health Inequalities – remains red and static with no update of the Story Behind the Baseline and the supporting data/analysis since the JSNA in 2012. More information of the quality and impact of the programmes of work and/or analysis of the “leading” indicators could give a better picture of progress in this area where the outcome changes only slowly. There are also potential impacts on this agenda arising from on-going welfare changes.	R ↔	JSNA analysis in 2012 identified that both deprived and non-deprived life expectancy are both rising which is good news. However the absolute gap is widening as non-deprived life expectancy is rising more slowly
Number of days staff sickness per FTE	R	Improved compared to the 10/11 baseline but is 0.4 days higher than the 11/12 outturn
Apprenticeships – Number of additional apprenticeship starts (Sept – Nov 12) and businesses supported to take on apprentices both missed target. This was due to the failure of 2 large apprenticeship providers. However as a positive NEET (Nov – Jan average) is improved and the Apprenticeship Training Agency which came into being in Feb 13 is expected to impact positively on this.	R	22% decrease in starts compared to the same period last year (reductions are mirrored both regionally (3%) and nationally (7.5%))
Missed Bins – increased at Q4 mainly due to poor weather and did not meet the aspirational quality standard set. NB the methodology and target for this indicator is being reviewed so that it better monitors service improvement. Alternate Weekly Collections are anticipated to have a positive impact on this but external influences outside our control like the weather will continue to have an impact.	R	Q4 results are worse than 11/12 but were showing improvements in year particularly for residual waste which was close to the quality standard.
City Marketing – Enquires received from businesses wanting to relocate to Leeds. This continues to be influenced by on-going economic climate. NB this measure has been superseded Leeds and Partners business plan/SLA.	R	Enquiries have dropped over the past 2 years - in line with the general economic climate.
Killed and Seriously Injured on Leeds roads. NB Figure for deaths is the lowest recorded; but Serious Injuries are up slightly.	R	Only slightly higher than the 2011 baseline and only missed target by 3.
Timeliness of processing planning applications for major and minor developments – both indicators missed target. On a positive note progress has been made during Q4 to clear historic backlogs which will have an impact going forward. The target set was aspirational and current performance is in line with key comparators and for majors is above the former national target .	R	Majors in 12/13 performed better than 11/12 but was lower than the baseline year. Minors has improved over last 2 years
Delayed discharges from hospital due to Adult Social Care.	R	Fluctuating in year performance
Reablement (both priority and indicator rated red) – but there were significant improvement in the numbers going through at Q4.	R	Improved over last 2 years
Reduce energy and water bills – mainly due to rising costs even though consumption is falling.	R	Slightly reduced compared 2011/12 but exceeded target by 7.4%











Priority/Indicator/Performance Issue	RAG	Year on year trend / performance context
Visits to Leisure centre – the pilot to provide free hours should have a positive impact on this in 2013/14 and on the proportion of adults meeting required levels of activity across the city.	R	Fallen compared to last year. But work is underway to reviewing the baseline data and targets following changes to the number of leisure centres.
ASC delivery of efficiency savings – did not meet target. However this is in the context of the overall budget being balanced.	R	
% Children's Homes which are good or better	R	Has fallen over the last 2 years but in the context of an assessment framework that has become more stringent.
Days to process Housing Benefit /Council Tax Benefit new claims and updates – NB this indicator goes due to welfare changes	R	Increased over last 2 years
Appraisals – initial appraisal figures were good but mid-year reviews dropped. No new data since Q3 with work focused on initial appraisals for 2013/14.	R	Improved compared to previous years
Total staff headcount reductions	R	2012/3 target not met













## Appendix 2 – Summary of Progress of all City Priorities over 2012/13

4 Year Priorities	Headline Indicator	Overall Progress			
		Q1	Q2	Q3	Q4
<b>CITY PRIORITIES - latest quarter's assessment provided by Partnership Boards</b>					
<b>Best City... for Children – Children's Trust Board</b>					
Help children to live in safe and supportive families	Reduce the number of children in care (LAC)	 Amber	 Amber	 Amber	 Amber
Improve behaviour, attendance and achievement	Raise the level of attendance: primary schools	 Green	 Green	 Green	 Amber
	Raise the level of attendance: secondary schools	 Amber	 Amber	 Amber	
Increase the levels of young people in employment, education or training	Reduce the number of 16- to 19-year-olds who are not in education, employment or training	 Amber	 Amber	 Amber	 Amber
<b>Best City... for Health and Wellbeing – Health &amp; Wellbeing Board</b>					
Help protect people from the harmful effects of tobacco	Reduce the number of adults over 18 that smoke	 Amber	 Amber	 Amber	 Amber
Support more people to live safely in their own homes	Reduce the rate of emergency admissions to hospital	 Amber	 Amber	 Green	 Green
	Reduce the rate of admission to residential care homes			 Green	 Green
Give people choice and control over their health and social care services	Increase the proportion of people with long-term conditions feeling supported to be independent and manage their condition	 Amber	 Green	 Green	 Green
Make sure that people who are the poorest improve their health the fastest	Reduce the differences in life expectancy between communities	 Red	 Red	 Red	 Red
<b>Best City... for Business – Sustainable Economy and Culture Board</b>					
Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills	Data in development	 Amber	 Amber	 Amber	 Amber

4 Year Priorities	Headline Indicator	Overall Progress			
		Q1	Q2	Q3	Q4
Promote low carbon businesses, buildings, energy generation and connectivity across the city	Data in development	 Amber	 Green	 Green	 Green
Raise the profile of Leeds and it's cultural opportunities	Data in development	 Amber	 Green	 Green	 Green
<b>Best City... for Communities – Safer and Stronger Communities Board</b>					
Reducing crime levels and its impact across Leeds	Reduce the overall crime rate	 Green	 Green	 Green	 Green
Effectively tackle and reduce anti-social behaviour in our communities	Improve public perception rates that anti-social behaviour is being managed effectively	 Green	 Green	 Green	 Green
Ensure that local neighbourhoods are clean	Reduce the percentage of streets in Leeds with unacceptable levels of litter	 Green	 Green	 Green	 Green
Increase a sense of belonging that builds cohesive and harmonious communities	Increase the number of people who believe people from different backgrounds get on well together in the local area	 Amber	 Amber	 Amber	 Amber
<b>Best City... to Live - Housing and Regeneration Board</b>					
Maximise regeneration investment to increase housing choice and affordability	Increase the number of new homes built per year	 Green	 Green	 Amber	 Amber
	Increase the number of new affordable homes built each year				
	Increase the number of long-term empty properties brought back into use (across all tenures)				
Enabling growth of the city whilst protecting the distinctive green character of the city	Ratio of greenfield to brownfield development	N/A	 Green	 Green	 Green
Improve housing conditions and energy efficiency	Increase the number of properties improved with energy efficiency measures	 Green	 Green	 Green	 Green

### Appendix 3 – Summary of Progress of all Cross Council Priorities over 2012/13

4 Year Priorities	Progress Summary	Headline Indicator	Overall Progress			
			Q1	Q2	Q3	Q4
<b>CROSS COUNCIL PRIORITY</b>						
Appraisals	<p>97.2% of main appraisals were completed earlier this year (Aug 2012). This is the council's highest ever total. 83% of mid year reviews were completed (December 2012), again this is the council's highest ever total. All full and mid year appraisal reviews for all staff in 2012/13 have been conducted using the same, single council wide scheme and the council's new Performance and Learning system was used for appraisals for 8000+ employees for the first time in 2012/13</p> <p>Looking forward to 2013/14, 'Quality appraisals for all' remains a top priority for the council, and again we are aiming for 100% completion of both full and mid year reviews. The new 2013/14 appraisal window opened as planned on 4 April 2013. New style performance ratings are being used in appraisals for all staff. An effective Joint Trade Union/HR working group continues to support and monitor the implementation of appraisals across the council.</p>	Every year 100% of staff have an appraisal	 Amber	 Green	 Amber	 Amber
Staff Engagement	<p>There are 3 key measures from the Q4 engagement survey:</p> <p>1. Response rate: decreased from 32% in Q3 to 25% council-wide for Q4. Online responses decreased from 45% to 37% and postal responses from 13% to 11%.</p> <p>2. Engagement level - The target for 2012/13 was set at 73% council-wide. The council-wide engagement measure has increased from 68% in Q3 to 73% in Q4. This includes 53 staff (5% of all respondents) who did not state their service area/directorate and for whom the engagement levels were 70% (compared to 39% in Q3). Since November 11 the Council and all Directorates have met the target of increasing engagement levels by 2%, apart from Adult Social Care who have increased by 1% (but consistently remain above the Council wide level) and Legal Services (however it is worth noting whose score has fluctuated throughout the quarters, this could be attributed to their size).</p> <p>3. Performance gap – The performance gaps (the difference between importance and performance scores) have continued to close in the 'Your Managers' section whilst the other sections have seen a very slight increase since Q3. Compared to Nov 11 nearly all the performance gaps have continued to close (with the average Performance Gap continuing to close from -1.8 in Nov 11 to -1.3 in Q4) indicating that we are continuing to close the gap overall between Importance and Performance.</p>	Extent to which the council is delivering what staff need to feel engaged	 Amber	 Amber	 Amber	 Green

4 Year Priorities	Progress Summary	Headline Indicator	Overall Progress			
			Q1	Q2	Q3	Q4
Consultation	The target of 100% has not been reached, although the improvement seen throughout the year has continued with a rise to 85% in Q4. Every report that failed to meet VAL3 criteria failed to be clear whether consultation with the public was needed or not, and if not, why i.e. they are purely internal decisions or consultation would take place in the future. The majority of Exec Board papers were seen at draft stage by the Partnerships Team, and comments provided to the writers while there was still time to make changes. Delegated decision reports are three times more likely not to meet VAL 3 criteria than Exec Board reports. Delegated reports do not receive the same level of support at draft stage, although some directorates do pass on drafts for comment on an ad hoc basis.	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	 Red	 Red	 Amber	 Amber
Equality	Of the 75 major decision reports which fall within scope for this indicator. 87% (65 reports) provided sufficient evidence, however 13% (10) did not meet the specific criteria. There has been an increase in the number of reports that have failed to demonstrate how due regard to equality in decision making has been considered and referenced. As a result the council is not able to achieve the 100 per cent target this quarter.  Analysis has identified that the standard and quality of equality impact that have met the criteria are generally good. It has, however, flagged that the signing off process in Directorates may not be working as anticipated. Detailed feedback will take place with Directorates which will include work to address the gap in the quality of the reports that have failed to meet the criteria and to review their report clearance process to ensure compliance	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	 Amber	 Amber	 Green	 Amber
Keep within budget	The 2012/13 budget was based on the second year of a two year funding settlement and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £55m of savings. Overall, the Council has responded well to the challenge. The provisional outturn position is an underspend of £4.8m. This represents a variation of just 0.86% of the approved budget.	No variation from agreed directorate budget in the year	 Green	 Green	 Green	 Green