

## Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

### Organisational Plan

The 17 Organisational Plan KPIs, which relate to the portfolio of the Strategy & Resources Scrutiny Board, are drawn from five service areas:

- Human Resources
- Financial Services
- Customer Access
- Information Management & Governance
- Procurement & Commercial Services

### Human Resources:

There are seven KPIs within this portfolio area:

#### 1 Representative workforce

Demographic comparison of the council workforce against the Leeds working age population from Census 2021	March 2021 (Census Data)		March 2023
	Population	Economically Active**	LCC Workforce
Female	50.1%	48.5%	60.9%
Aged 41 and over	45.2%	Not available	65.0%
Ethnically diverse	26.6%	18.4%	15.2%
Disabled	16.7%	10.1%	6.1%
Carer	8.0%	8.3%	8.8%
LGB & other sexuality	4.6%	4.8%	3.7%
Transgender+ *	0.2%	0.7%	0.4%

\*Includes all those who do not identify as the gender they were assigned at birth

\*\*To be employed by LCC someone must be economically active, therefore, this provides a good point of comparison

Council wide workforce representation levels remain very similar to previous reports and indicate that we are not yet representative of the city. For 2023/24, we have agreed workforce EDI priorities and delivery plans, outlining five priority areas:

- Recruitment and Selection
- Progression
- Training

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- Speaking Up and Zero Tolerance
- Data and Monitoring

In the last quarter we:

- Completed an end-to-end review of our recruitment and selection approaches
- Developed and issued guidance on inclusive recruitment and diverse selection panels
- Delivered mandatory EDI training to all managers
- Developed a new dataset that helps all teams to check how representative they are
- Begun developing plans on positive action in LCC

### 2 Happy and Engaged Workforce

Indicator	Target	August 2021 survey	February 2022 survey	Change
Average score out of ten – “how likely would you be to recommend working for Leeds City Council?” *	Increase	61% of staff were feeling fairly or very happy	60% of staff were feeling fairly or very happy	=

\* When the score out of ten is not available, an alternative measure may be provided

Our last full engagement survey took place in 2019, and the score for the question posed in this indicator was 7.5 / 10. During the pandemic we did not conduct annual surveys and instead delivered five wellbeing surveys between 2020 and March 2022. These wellbeing surveys helped us to gauge how staff were feeling and were the source of the ‘proxy’ measure shown in the table above.

In 2023, we have recommenced our engagement survey, and the results will be available in June 2023.

### 3 Healthy Workforce

Average number of days sick per FTE	Target	12 months to end December 2022	12 months to end March 2023	Change
Leeds City Council staff	Decrease	13.83 days	12.84 days	-0.99 days
Schools staff	Decrease	11.04 days	9.49 days	-1.55 days
Combined	Decrease	12.06 days	11.42 days	-0.64 days

Average levels of staff sickness have increased considerably since the start of the pandemic, peaking at 13.65 days per FTE in July 2022. This has subsequently been reduced to 11.42 days at the end of March 2023, through various initiatives including reviewing long term absence casework and promoting wellbeing programmes. We have provided enhanced levels

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of HR advice and support to those services with the highest levels of absence. Sickness rates continue to be monitored closely and are reported monthly to CLT.

To ensure accountability, a new target has been proposed, of an average of 10 days sickness per FTE, which aims to build on recent achievements and return average sickness to pre-pandemic levels. Our aim is to achieve this reduction, which would equate to a 12% improvement compared to the latest result, over a 24-month period. Further work will also be undertaken to revise reporting to allow us to measure the percentage of time worked without sickness.

In the year to the end of March 2023, sickness attributed to key conditions is shown below:

Condition	Total days	Days per FTE	Proportion of total
Mental Health	56,225.97	4.62	36.0%
Musculo-Skeletal / Back & Neck	24,890.64	2.05	15.9%
Coronavirus	13,815.36	1.14	8.85%
Heart & Blood Pressure	5,422.38	0.45	3.47%

### 4 Good Management

Indicator	Target	August 2021 survey	February 2022 survey	Change
Percentage of council staff who feel their manager looks out for their general health and wellbeing *	Increase	77% of respondents were happy with the level of support they received	76% of respondents were happy with the level of support they received	-1% point

\* When the specific measure is not available, an alternative may be provided

Our last full engagement survey took place in 2019. During the pandemic we did not conduct annual surveys and instead delivered five wellbeing surveys between 2020 and March 2022. These wellbeing surveys helped us to gauge how staff were feeling and were the source of the 'proxy' measure shown in the table above.

In 2023, we have recommenced our engagement survey, and the results will be available in June 2023.

### 5 Gender pay gap

Gender pay gap across council staff	Target	31 March 2021	31 March 2022	Change
Mean hourly rate *	5%	4.9%	4.5%	-0.4%
Median hourly rate *	N/A	9.5%	9.4%	-0.1%

\* Only the mean hourly rate is used for monitoring purposes and reported as the KPI result

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The latest annual position was reported to Full Council in February 2023. In recent years, the gender pay gap has been reduced through the ‘bottom loading’ of national pay awards and our own commitment to paying the real living wage, both of which benefit women who fill the bulk of lower graded roles. Modelling on the likely pay deal for 2023/24 will be undertaken by the autumn and a gender pay gap reduction target set accordingly. Other longer-term actions to diversify the workforce will also be undertaken to support the recruitment, development, and internal promotion of female staff.

The following table shows the percentages of women in each of the four quartiles of salary ranges within the organisation on 31st March 2022:

Quartile	31 March 2021	31 March 2022	Change
Top Quartile	58.1%	60.8%	+2.7%
Upper Middle Quartile	54.6%	52.3%	-2.3%
Lower Middle Quartile	55.0%	57.1%	+2.1%
Lower Quartile	73.8%	72.1%	-1.7%

The table below provides a benchmarking comparison of the gender pay gap in Leeds City Council to a number of other English Core cities and neighbouring authorities:

	Authority	Mean gender pay gap	Median gender pay gap
Core Cities	Birmingham	3.1%	4.4%
	Bristol	4.4%	11.1%
	Liverpool	5.2%	4.4%
	Manchester	4.6%	3.1%
	Newcastle	0.5%	2.5%
	Nottingham	0.6%	+1.5% *
Neighbours	<b>Leeds</b>	<b>4.5%</b>	<b>9.4%</b>
	Bradford	5.3%	9.4%
	Calderdale	1.7%	+2.0% *
	Kirklees	9.9%	19.7%
	York	0.6%	+0.4% *

\* + indicates that the gender pay gap favours women over men

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### 6 Opportunities to Develop

Indicator	Target	2021/22	2022/23	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 93.55% Year-end: 89.72%	Mid-year: 92% Year-end: TBC	N/A
Percentage of staff who agree there are opportunities to progress their career	TBC	New indicator	TBC	N/A

Members are advised that the full staff engagement survey, launched in March 2023, has now ended and the results will be provided in the next performance report to this Scrutiny Board. For the first time, this will provide us with information regarding the proportion of staff who feel there are opportunities to progress their careers.

At the time of writing, year-end appraisals for 2022/23 had not commenced and, once again, an update will be provided in the next report.

### 7 Workplace Safety

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
LCC: Specified (major) injuries	Decrease	2	1	-1
LCC: Over 7 days injuries	Decrease	0	2	+2
LCC: Reportable diseases	Decrease	0	0	=
Schools: Specified (major) injuries	Decrease	2	2	=
Schools: Over 7 days injuries	Decrease	5	6	+1
Schools: Reportable diseases	Decrease	0	0	=

This indicator records the number of both 'Specified' injuries (major injuries) and other injuries that lead to absences of 7 days or more, as well as cases of Reportable Diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Cases of Covid-19 are required to be reported where we believe the member of staff contracted the disease through their work.

Members are asked to note that often there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year.

The number of cases of reportable injuries and illnesses remains low, and this quarter shows a broadly static position when compared to the same period last year. All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) incidents are thoroughly investigated, and any lessons learned are shared and remedial actions taken, such as a review of the risk assessment, further training where necessary, or a review and changes to safe working procedures.

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### Financial Services:

There are four KPIs within this portfolio area:

#### 8 Budget Management

Indicator	Target	Month 9 2022/23	Month 11 2022/23	Change
Percentage of budget overspend	Balanced budget	2.57%	3.12%	Worsening

The latest reported position, the Month 11 Provisional Outturn Financial Health Report, shows the forecasted overspend has increased from £13.4m at Month 9 to £16.3m.

#### 9 Budget Action Plans

Indicator	Target	Month 9 2022/23	Month 11 2022/23	Change
Percentage of directorate budget action plans delivered	100% delivery of budget action plans*	69.92%	66.08%	Worsening

\*Or alternative mitigating savings

The Month 11 Provisional Outturn Financial Health Report shows that the percentage of budgeted savings delivered has fallen. However, mitigating actions have been identified to offset the shortfall where possible.

#### 10 Collection rates

Indicator	Target	2021/22	2022/23	Change
Council tax collected	96.11% by year-end	94.32%	94.98%	+ 0.66% points

Throughout much of 2022/23, the collection rate was lower than in 2021/22, due in part to the Revenues Team being diverted to action the £150 Council Tax 'rebate', as well as the limited availability of court time for recovery action. The 'rebate' process has now been completed and measures have also been taken to improve access to court. Combined with increased automation of processes, this has enabled the collection rate to improve, although it is still slightly short of the target.

Indicator	Target	2021/22	2022/23	Change
Business rates collected	98% by year-end	94.71%	95.94%	+1.23% points

The current shortfall is due to a backlog of recovery action which built up during the pandemic. This is being addressed and recovery action has now returned to pre-pandemic levels.

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### Customer Access:

There are two KPIs within this portfolio area:

### 11 Customer Complaints

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
Complaints responded to within target timescale	Increase	1,569 received*	71.0% of 1,518 received	N/A

\*This KPI is new and the % figure was not previously reported

The percentage of complaints responded to within target timescale is a new indicator and we do not have data for Quarter 4 2021/22, which is the intended comparator (i.e., ‘same period last year’). The latest figure of 71% is a small improvement compared to Quarter 3 2022/23 when the result was 68%. Nevertheless, it remains below expectations. We are working to strengthen reporting to directorates to improve performance during 2023/24. Initial reporting for April 2023, suggests that improvements are already being seen. Further details pertaining to performance in different directorates can be seen below:

#### Adults & Health

96% of complaints were responded to within timescale, almost unchanged from the previous quarter.

#### Children & Families

52% of complaints were responded to within timescale, an improvement from 32% in Quarter 3. Performance continues to be impacted by high volumes of complaints relating to SEN services, however, increased resources in this area are leading to improvements.

#### Communities Housing & Environment

Two-thirds of all Council complaints relate to services within CH&E and 71% of these were responded to within timescale. Housing complaints accounted for 78% of complaints received by CHE, with Waste Management next at 12%. Response within timescale in these service areas was 70% and 77% respectively. A change in the timescale for Housing complaints, to comply with the Housing Ombudsman complaint handling code and formalised in our policy in May 2023, will lead to increased expectations on those responding to complaints and a greater focus on responding within timescale. This will be reflected in future reports. We are currently reviewing how complaints handling can be strengthened within Waste Management, although the overall number of complaints received for this service area remains low with only one complaint received per 25,000 households.

#### City Development and Resources

Smaller volumes of complaints were received with 65% and 72% of complaints, respectively, responded to within timescale. Further work to improve response rates is being undertaken in these lower volume areas.

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### 12 Customer Satisfaction

Indicator	Target	Oct-Dec 2022	Jan-Mar 2023	Change
Overall satisfaction with the service customers received through the contact centre	N/A	83% of 5,712 responses	85% of 7,002 responses	+2% points

There have been gradual incremental improvements in the satisfaction score throughout the year.

#### Information Management & Governance:

There are two KPIs within this portfolio area:

### 13 Access to Information

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
Percentage of subject access requests received responded to within statutory timescales	88%	68.66% 191 requests	73.33% 259 requests	+4.67% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	75.92% 570 requests	88.04% 579 requests	+12.12% points

The UK General Data Protection Regulation (UK-GDPR) stipulates that Subject Access Requests (SARs) must be responded to within one calendar month from receipt of the request (or two additional months if the request is complex or voluminous), and the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) set the statutory timeframe for responding to requests at 20 working days from receipt of the request

The Information Management & Governance (IM&G) requests team deals with all statutory requests to the council in respect of SARs and FOIs / EIRs, therefore performance for these two indicators is closely linked.

The percentage of SARs responded to within statutory timescales during Quarter 4 2022/23 increased by 4.67 percentage points compared to the same period in 2021/22, despite a 35% increase in the number of requests received. However, compared to Quarter 3 2022/23, the increase in requests was just 15% and performance was approximately 6 percentage points lower. Although performance has improved compared to last year, it remains approximately 15 percentage points below target.

The percentage of FOI and EIR requests responded to within statutory timescales has continued to improve and is now fractionally below the target of 90%. The number of requests received in Quarter 4 was not materially changed compared to last year, however the number of requests responded to within statutory timeframes improved by over 12% points. When compared to Quarter 3 this year, performance has also improved by 8% points which is positive in the context of the council receiving 31% more requests than in Quarter 3.

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Phase 2 of the IM&G requests review has begun and will progress alongside phase 3 as the IM&G service have recently had several scoping meetings with the IDS technical developers in advance of any work to develop our new information request Power App.

### Procurement & Commercial Services:

There are two KPIs within this portfolio area:

#### 14 Supporting Local Businesses

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
Percentage of orders placed with suppliers based in Leeds	Increase from 51.97%	49% of expenditure (or £134.38m)	47% of expenditure (or £136.69m)	-2% points

This indicator measures expenditure with local suppliers as a percentage of the council's overall spending. The percentage of expenditure and the total value reflects the council's continued engagement with local suppliers.

#### 15 Doing Business Fairly

Indicator	Target	Apr 2021-Mar 2022	Apr 2022-Mar 2023	Change
Invoices paid within 30 days of receipt or according to supplier payment terms	92%	93.14%	95.02%	+1.88% points

The introduction of new technology and new ways of working in April 2022 led to improved performance during the first year of operation. The process continues to be refined alongside the CBT programme.

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