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## Report of the Head of Policy, Performance and Improvement

### Meeting: Overview and Scrutiny Committee

Date: 11<sup>th</sup> September 2007

Subject: Performance Report Quarter 1 2007/08

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1 Executive Summary

- 1.1 This report discusses the key performance issues considered to be of corporate significance identified for each of the Directorates as at 30<sup>th</sup> June 2007. In addition, the report also includes a predicted CPA score for 2007/08.

## 2 Purpose of the Report

- 2.1 The purpose of this report is to present the key areas of under performance at the end of Quarter 1 (1<sup>st</sup> April and 30<sup>th</sup> June 2007).

## 3 Background Information

- 3.1 This 'highlight report' has been prepared in readiness for the Accountability process, which includes the CMT meeting on 14<sup>th</sup> August, Leader Management Team on 23<sup>rd</sup> August and Overview and Scrutiny Committee on 11<sup>th</sup> September; separate reports will be prepared for each of the scrutiny boards in readiness for the September cycle of meetings.
- 3.2 The issues discussed in this report have been identified because performance in these areas impacts upon one or more of the following; the delivery of effective services, the delivery of our corporate priorities; our CPA score; or our ability to deliver efficiency savings. This report is supported by detailed PI information.
- 3.3 Any improvement in assessment scores should potentially have a positive impact on the council's Direction of Travel assessment and overall CPA Star Rating.

## 4 CPA Performance issues

4.1 The table below summarises our predicted CPA scores for February 2008.

	Direction of Travel	Star Category	Corporate Assessment	Level 1 Services			Level 2 Services			
				Use of Resources	Children & Young People	Social Care (Adults)	Benefits	Culture Service Assessment	Environment Service Assessment	Housing Service Assessment
CPA 2006	Improving Adequately	3 star	3	3	3	3	3	2	3	3
CPA 2007 (provisional)		4 star	3	3	3	3	3	3	3	3

4.2 The CPA 2007 provisional score is mainly based on the category scores allocated in 2006. Where this applies the cells are highlighted in grey. This information will be updated as and when assessment scores are confirmed during 2007/08.

4.3 The provisional CPA 2007 Service Assessment scores for Culture, Environment and Housing are included in each Accountability report. These are mainly based on 2006/07 year-end returns, however there are a number of instances where other methods are used.

4.4 The Audit Commission have confirmed the PIs which are to be included in the 2007 CPA Service Assessments and the thresholds to be used to calculate the scores. The above scores have been updated to reflect this, however it must be noted that there are still several outstanding issues which could result in the Culture service assessment score becoming a 2.

The Housing score also takes into account service inspections undertaken between 1 January 2005 and 31 December 2007.

4.5 At this stage we are unable to make an informed judgement as to our predicted Direction of Travel score.

4.6 For a more detailed breakdown of the CPA service assessment scores please see Appendix 1.

## 5 Scrutiny Board Performance Issues

### 5.1 City Development

#### 5.1.1 **BV204 – The percentage of appeals allowed against the authority’s decision to refuse on planning applications.**

The performance against this indicator continues to be of concern in that the number of appeals allowed continues to rise. Training for both Elected Members and officers has taken place over previous months and continues; however the true impact of this training will be slow in coming through in the actual performance results. This is due to the length of time it takes for a final decision at appeal to be made against a planning application which is refused in the first instance on officer recommendation.

The performance against this PI impacts on the CPA score, and as such, any further drop in performance could result in this PI falling into the CPA lower threshold within the Environment block.

Performance against this PI will be closely monitored over the coming months. The expectation is that performance should start to improve in the autumn. If this does not happen then further action may be required.

5.1.2 **BV215a – The average number of days taken to repair a street lighting fault which is under the control of the local authority.**

**BV215b – The average number of days taken to repair a street lighting fault, where response time is under the control of a DNO**

The Street Lighting Contract started on 1<sup>st</sup> July 2006 and SEC is the contractor who has been appointed to deliver the street lighting PFI on behalf of the council.

Over recent months data quality issues have come to light which have led to questions being raised regarding the accuracy of information presented to LCC. Key concerns were the inaccurate recording of completion dates and the management of some processes within SEC.

In terms of general maintenance work, the inaccuracies have since been rectified and processes have been put in place to ensure that this does not happen again. This corrected data has been used to re-calculate the performance indicators and to impose performance penalties. There is still some further work required and Project Liaison Group meetings are being held to discuss progress. In addition, the City Services Performance Management Team and LCC Internal Audit are working with SEC to ensure the robustness of the SEC performance data in the future.

With regard to the installation programme, LCC officers will be seeking to gain agreement at the Project Liaison Group Meeting to the principle that an Independent Certifier will certify 100% of all installation work until LCC officers are satisfied that reporting failures have been eliminated.

The Director of City Services will continue to closely monitor and manage the contract and keep the Executive Member for Development and Regeneration and the City Services PFI Board apprised of progress.

5.2 **Culture and Leisure**

5.2.1 **BV170c – The number of pupils visiting museums and galleries in organised school groups.**

The closure of the Art Gallery has impacted adversely on the performance in the first quarter of this year. However, the gallery has now re-opened and the annual predicted result is expected to increase once the impact of the re-opened Art Gallery is better understood. Figures here have also been severely affected by the closure of Thwaite Mills due to flooding in June, in addition there has also been a number of vacant posts and sickness at other sites. The opening of the Art Gallery and the programme for the Leeds Museum Discovery Centre may help to improve visitor numbers during the course of the year.

5.3 **Environment and Neighbourhoods**

5.3.1 **Waste and Recycling**

The first three months performance for waste and recycling is very positive with our highest recycling and composting rate ever recorded. For the period from 1<sup>st</sup> April to 30<sup>th</sup> June 2007, 26.1% of Leeds' household waste was recycled or composted, an increase of 19% on the figure of 21.9% in the same period last year. The level of waste generate per household continues to fall with nearly 3kg per household less waste being generated compare to the same period last year.

The pilot of garden waste collection continues to yield higher than predicted volumes of garden waste, with over 1,300 tonnes being collection in the first quarter of the year. The tonnage of waste composted has risen by 9% compared to the same period last year.

Although our performance is better than ever, our aim is now to recycle over 50% of Leeds' waste by 2020. The environmental and financial pressures on the authority to reduce our reliance on land filling waste, coupled with the recent announcement of a 50% national target on recycling for 2020, mean that we need a step change in the way we deal with waste in the city. Over the last year we have been working to assess which kerbside waste schemes would help us to recycle as much as we can. Following widespread public consultation, we have put together a package of recycling services which, if implemented, should yield a recycling rate of over 50% by 2020. This Recycling Strategy for Leeds will be tabled for discussion at Executive Board in September.

We are also looking at the ways in which we deal with the waste that isn't recycled. We are looking at alternatives to landfill using cleaner, more environmentally friendly technologies to treat the waste that is not recycled and gain value from it. Several sites which may be used for these facilities, and for any facilities associated with the enhanced recycling services described above, will need to be located somewhere within the Leeds boundary. Several sites that could be used for this are identified in the Aire Valley Area Action Plan which will be tabled for consultation at Executive Board in September.

**5.3.2 BV-203 (CPA): % change in families placed in temporary accommodation (reduction) - This indicator has been deleted by the CLG for 07/08.**

The Directorate has continued to monitor this area through the more practical measure, of the numbers of households placed in temporary accommodation (LKI-HAS10). This indicator shows the progress the Directorate has made in tackling the numbers utilising temporary accommodation, despite the continuing scarcity of social rented housing options.

The numbers placed in temporary accommodation peaked at the end of the third quarter 06/07 (615 households) but, following development of a focused action plan, the homeless services has reduced this to the current figure of 469 households (end of 1st qtr 07/08 ). This represents a 24% reduction over this period. The reduction brings the volumes in temporary accommodation back on target with the overall goal of reducing temporary accommodation usage by 50% by 2010, and year end performance predicted as being better than the 07/08 target of 410 units. Alongside this the Homeless service has continued to provide a reduction in the overall number of households accepted as homeless.

Housing Services has achieved this very significant reduction through a combination of: more focused prevention work in partnership with other public and private partners improvements in prevention outcomes, maximising accommodation options in the public and private sector and ensuring that housing support services deliver their expected outcomes.

There will be a continued focus in 07/08 on the ability of the service and its partners to prevent homelessness, within a context of dwindling housing supply. However the focus on prevention and the reduction in supply does create tensions between customers' expectations and the waiting time for a social housing outcome which has risen from 27 weeks at the end of 05/06 to 37 weeks currently. Alongside the development of prevention services and alternative housing options, the development of the Affordable Housing Plan and the welcome support from Government for increasing the supply in this sector are key to sustaining the overall service improvements.

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-HAS10	Number of households placed in temporary accommodation.	410	469	400

## 5.4 Children's Services

### 5.4.1 **Data quality**

The main issue raised by the Q1 performance report is the important task of improving the accuracy and reliability of some aspects of data relating to children and young people. The main concerns focus on youth service indicators.

These concerns are being addressed in two ways. Firstly the new Integrated Youth Service is now in the process of completing implementation of a new management information system that will enable better collection, collation and analysis of data. Secondly the Integrated Youth Service is working with the former Learning and Leisure Policy and Performance Team and the Corporate Performance Team on a range of projects to look in more detail at data quality and associated business processes.

### 5.4.2 **Updating and improving performance measures**

The second issue that the Q1 performance report highlights is the need to update the set of performance measures reported through this process. This is needed in response to ongoing changes in sets of performance measures - both locally through the review of the Children and Young People's Plan, and nationally through changes to inspection and central government. Children's Services, Learning and Leisure Policy and Performance Team and the Corporate Performance Team will be working together over the next month to produce an updated suite of indicators that provides better information, reflecting the priorities from amongst the statutory indicators reported to the Audit Commission, measures that OfSTED use for inspection and those in the Leeds Children and Young People's Plan and Local Area Agreement (LAA).

It is the aim of the project to identify where these overlap to ensure the information being reported within different forums is accurate and consistent. The project will also help to strengthen the Accountability process by providing a suite of indicators that are of corporate importance and need to be monitored on a regular basis. The remaining indicators will be monitored throughout the year and reported via the Accountability process on an annual basis. Should performance start to decline a provision will be made for these indicators to be included on an exceptions basis.

The work on aligning the indicators will aim to be completed in time for the quarter two reporting deadlines.

## 5.5 Health and Adult Social Care

### 5.5.1 **BV 201/CP-SSA51/C51 The number of adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised by age groups)**

This indicator has been rebanded by national government in order to reflect their higher expectations about the implementation of this national policy to increase the level of choice available to people requiring social care services. Consequently, current performance would fall in the lowest banding and would fail to meet the key threshold set of 60 per 100,000 population.

The service has reflected the higher national expectations and the need to meet service users' expectations for greater levels of choice, by setting a very challenging and demanding target for performance. Current performance for quarter 1 and into quarter 2 suggests that the service is on an appropriate trajectory to meet this target and should surpass the key threshold before quarter 2 ends.

The Service has extended availability to service users requiring small items of equipment and is currently exploring the possibility of applying the approach to the meals service. It has revised its business processes to better support this approach.

**5.5.2 BV-56/CP-SSA50/D54 Percentage of items of equipment delivered within 7 working days.**

Performance in relation to this indicator has been previously obscured by difficulties in appropriately recording performance within the precise terms of the guidance accompanying this indicator. These recording issues have now been resolved following issuing of new guidance. As a consequence it is likely that the top rated CSCI banding (85 or higher) will be achieved this year.

**5.5.3 LKI-SS23/ D39 Percentage of people receiving a statement of their needs and how they will be met**

Significant achievements were made in previous years against this indicator, in consequence performance is already banded as 'good' and current evidence indicates that the reported performance target will be met.

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-SS23	Percentage of people receiving a statement of their needs and how they will be met.	99%	98.4%	99%

**5.5.4 BV-195/D55 Acceptable (DH) waiting times for assessment**

Although performance appears to have remained constant during this quarter, revised business processes especially relating to Disability Service Teams and the recording of their data, will result in improved performance during the rest of the year.

**5.5.5 BV-196/ D56 Acceptable (DH) waiting times for care packages**

Poor performance is traceable to individual Disability Service Teams. The service is currently establishing revised assessment and care service arrangement processes which, when fully completed, will improve the timeliness of service delivery and the accuracy of recording.

There are uncertainties about recording which are likely to lead to reports which under present social care activity. New guidance has recently been produced which will improve this through the course of this year.

Adult Social Care has recently undergone its annual performance assessment conducted by the Commission for Social Care Inspection; the outcome of this assessment will not be made known until November this year. However, the process of self – assessment has led to Adult Social Care comparing its performance to the best performing Authorities and through that process, identifying additional areas of activity where improvements need to be made to deliver excellent performance. These are:

- **Prevention** - describing and quantifying shifts to non (or self) assessed primary preventative services against an apparently declining 'helped to live at home' indicator relating only to assessed services.
- **Personalisation** – as previously indicated this requires significantly increasing the numbers of people using Direct Payments to purchase their own care, but will also require this will require other changes in service configuration to accommodate much greater self-direction within care services. Considerable service re-engineering and leadership will need to be demonstrated to achieve the necessary cultural shifts.

- **Protection** – the Authority must satisfy itself and the Inspectorate that its approach to adult safeguarding is sound and that current recording of low numbers of safeguarding referrals is not reflective of poor levels of understanding and practice within care services.
- **Partnership** – finally, care services planned and delivered in partnership with other statutory agencies, notably the NHS must deliver evidence of their impact in relation to improving outcomes for vulnerable adults. Again, this will require focussed and determined leadership.

## 5.6 Resources

### 5.6.1

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-EO1	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce (excluding school based staff).	5.15	5.03	5.03

Current variation – 0.12% below target (likely to achieve target by year end)

Proposed action:

New employment strategy for disabled people to be introduced from September to address under representation of disabled people within the Council's workforce. Work being undertaken surrounding Workstep and LEODIS to more closely align activity to needs of disabled people, both currently working for the Council and prospective employees and more closely allied to other initiatives around addressing all areas of under representation. Currently there are a range of initiatives to help many disadvantaged/under represented groups often competing for same 'entry level posts'. Better coordination of this activity could assist with overall aims to address areas of concern. Discussions taking place with Legal Services concerning the possibility of 'reserving' posts for disabled applicants only. DDA allows for positive discrimination for disabled people but this conflicts with Local Government and Housing Act provisions whereby local authorities are required to appoint on merit. Currently discussion also taking place with specific agencies that only have disabled people on their books. Slivers of Time initiative may prove to be a further method to help disabled people into work and lead to permanent appointments with the Council. Specific disabled Talent Pools may also be a further way to address this issue and all of these initiatives will be pursued. Not declaring a disability because of perceived stigma or potential for discrimination may well have led to under reporting and actually representation may well be higher. Revised monitoring data to be sought to increase recording rates

### 5.6.2

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
LKI-EO2	Minority ethnic community staff as a percentage of the total workforce (excluding school based staff)	9.40%	9.33%	9.33%

Current variation – 0.07% below target (likely to achieve target by year end)

Proposed action:

HR Strategy Group and Corporate Chairs of departmental BME Groups have had an away day and an action plan has been drawn up to address jointly agreed areas of concern. Employee SAP records to be updated by asking staff to provide monitoring information. The Council has a percentage of staff who have not declared an ethnic origin and it is quite possible that if 100% recording can be achieved it is more than likely that the target will be reached and possibly exceeded. Under reporting of ethnic origin extremely unlikely to be as low as 0.07% and more likely to occur among BME staff because of concern declaring could be held against them. If assume a Council workforce of 17,000 (excluding Schools based staff) 0.07 equates to 12 members of staff. It is very unlikely that there are only 12 staff amongst the Council's

workforce who have not declared their ethnic origin. Recently the Council has established a Diversity Staff Forum with representatives from the Chairs of all the Staff Groups, i.e., Women's Group, BME Group, Disabled Group and Lesbian Gay and Bi-sexual Group which meets regularly and has a standing Corporate HR presence at these meetings. It is intended to use this Group as a consultation forum for revised and proposed HR Policies and Procedures to allow for consideration of areas of concern the Group may have and to allow for these to be taken on board as part of the policy review process. Particularly in relation to the concern of under representation HR are currently reviewing the Council's Recruitment and Selection Policy and Procedure and it is intended to seek the views of the Diversity Staff Forum to ensure areas of concern are raised and addressed where appropriate.

Also Neighbourhoods and Housing and Development (as were) have been piloting development centres for BME staff.

### 5.6.3

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-11a	The percentage of top 5% of earners that are women	38.00%	36.18%	36.18%

Current variation: - 1.82% under target (likely to achieve target by year end)

Proposed action:

Council change programme may give opportunities as new posts are advertised and filled in the Chief Officer cohort.

Issue of Diversity Staff Forum as mentioned above also likely to further assist in addressing current under achievement of the target set and provides a means to consider issues of gender inequality and what action needs to be taken. Equal Pay and Job Evaluation exercises may well go some way to addressing this issue. More considered workforce and succession planning will also assist with ensuring women are better able to progress through the organisation and attract and promote the Council as an employer of choice to Women in senior positions from outside of local government. Just short of half of the Council's Officer Senior Management Team are Women and this needs to be promoted and celebrated.

ICT have been running a Women's development programme in line with the national programme for senior Women in ICT, Environment also had Women's groups and looking at introducing mentoring. Corporately we are now looking to pull together a talent management approach/strategy.

### 5.6.4

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-11b	The percentage of top 5% of earners from black and minority ethnic communities	6.0%	6.2%	6.2%

Current variation: 0.2% above target

Proposed action:

Council change programme may give opportunities as new posts are advertised and filled in the Chief Officer cohort to maintain achievement over target.

To continue to monitor progress against target to ensure it remains above or take remedial action if future figures start to show a downturn. Focus to be given to consideration of more stretching target for future years. Analysis of initiatives that have been successful in ensuring target has been achieved and learning lessons to deal with under representation among BME staff elsewhere within the organisation and applying these to other under represented groups where appropriate. It has to be borne in mind that with such small numbers it only takes one or



two BME staff to leave to have a significant impact on the overall percentage and, therefore, consideration also needs to be given to actual numbers of people as well.

### 5.6.5

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-11c	Percentage of top 5% of earners that are disabled (excluding schools)	4.00%	3.60%	3.60%

Current variation – 0.4% below target (likely to achieve target by year end)

Proposed action:

Council change programme may give opportunities as new posts are advertised and filled in the Chief Officer cohort.

Issues to be addressed similar to actions to be taken for under representation of Women as percentage of top 5% of earners. Also consideration needs to be given to revisiting monitoring data to pick up under reporting where this may be a cause of the apparent failure to meet the target.

### 5.6.6

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-16a	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce	4%	3%	3%

Current variation – 1% below target (likely to achieve target by year end)

Proposed action:

As per comments under LKI-EO1. Processes need to be put in place to ensure employee records are up dated to cover instances where existing staff become disabled, and then meet the DDA definition, arising from changes in health during their time in employment with the Council. Also potential issue of under reporting needs to be addressed to ensure more accurate data is available. Closer working with Education Leeds needed to see what lessons can be learnt from the Council as LKI-EO1 higher than BV16a

### 5.6.7

Performance Indicator	Title	2007/08 Target	Position at 30/6/07	Predicted Full Year Result
BV-17a	Minority ethnic community staff as a percentage of the total workforce	8%	7%	7%

Current variation – 1% below target (likely to achieve target by year end)

Proposed action:

As per action to be taken under LKI-EO1. Closer working with Education Leeds to establish what initiatives need to be implemented to improve overall figures as the Council's figure under LKI-EO1 is higher than BV-17a.

### 5.6.8 CP-AS51: % of public telephone calls to the council that are answered.

This indicator now has three sub-indicators, agreed at Customer Strategy delivery programme Board:

- CP-AS51 a), covering the performance of the corporate contact centre;
- CP-AS51 b), covering the performance of other identified high volume telephone lines outside of the corporate contact centre; and
- CP-AS51 c), covering the overall performance across the council.

Performance on CP-AS51 a) is currently at 92% (1 April – 31 July 2007) continues to improve, and has remained above the Council Plan target of 90% since April 2006. The comparative result for previous years is 84% in 2005/06, and 91% in 2006/07, using the previous bundle of 25 telephone lines.

Performance on CP-AS51 b) is currently at 49% (1 April – 31 July 2007), and has been lower than that in the corporate contact centre over the past two years, at around 75%, using the previous bundle of 25 telephone lines. The reported figure has fallen to currently around 50% as the higher volume services have moved in to the contact centre, and lower-performing lines have a greater impact on the indicator.

Performance on CP-AS 51 c) is currently reported at 79% (1 April – 31 July 2007), the comparative result for previous years is 81% in 2005/06 and 85% in 2006/07, using the previous bundle of 25 telephone lines.

The comparative result for previous years is 81% in 2005/06 and 85% in 2006/07. This indicator was adjusted in April 2007 to cover the same range of services as other Customer Strategy indicators and be more representative of high volume contact across the council. In previous years, the council based this indicator on a bundle of 25 telephone lines, taking 1.8m recorded calls a year, it now under the new definition covers 43 telephone lines, taking over an estimated 2.2m recorded calls a year.

The results in 2007/08 superficially appear worse even though performance in key areas continues to improve, via ongoing improvements to services already in the corporate contact centre (which has improved overall call answer rates from 60% to 92% in the past three years), and by improving services once they move into the corporate contact centre (such as Choice Based Lettings, approximately 70,000 calls offered a year, call answer rate increased from 30% in 2006 to 95% for 2007-08 year to date)

This change in definition has brought within the scope of this indicator some previously overlooked high volume lower performing telephone lines, such as Registrars (approximately 100,000 calls offered, 16% answered). The definition has also brought within scope some telephone lines for which data relating to volumes and performance information is not yet available, although work is ongoing to improve data quality as a precursor for future performance improvement.

Improvement against this indicator is being managed by migrating currently poorly performing high volume telephone services to the corporate contact centre for improvement. The Chief Customer Services Officer (Acting) will continue to work to improve performance on this indicator with client services, and through Customer First Board and Customer Strategy Delivery Board.

#### **5.6.9 CP-AS52: % of enquiries to the council (in person and by telephone) that are resolved at the first point of contact (FPOC).**

This indicator continues to raise problems in definition and measurement, which makes genuine performance difficult to identify. The indicator's denominator and numerator come from the Contact Leeds CRM (Siebel) system, so only services which use Contact Leeds for handling customer contact are covered by this indicator, all of which are in Customer Services. Customer Services have made some improvements in April 2007 to the enquiry substatus field in Siebel to improve the consistency and reliability of management information on FPOC resolution, however, this has had the effect of making current performance appear worse, because previous years' performance was over inflated.

The council remains on track to achieve the target of 80% FPOC.

The value of this indicator will be reviewed as part of the Customer Strategy review. The review will also take into account that there is the prospect of a national PI on first point of contact resolution for 2008 onwards.

## **Recommendations**

It is recommended that the Overview and Scrutiny Committee considers the Quarter 1 performance information and highlight any areas for further scrutiny or referral to Scrutiny Boards as appropriate.