
**Report of the Director of Resources and Housing and Director of City Development
Report to Scrutiny Board (Strategy and Resources)**

Date: 21st January 2019

Subject: Performance Reporting: Culture and An Efficient and Enterprising Organisation

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 type="checkbox"/> Yes	<input checked="" 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

1 Summary of main issues

- 1.1. This report provides a summary of performance information relating to the Best City Priority: Culture and the Best Council Ambition: An Efficient and Enterprising Organisation, both of which fall within the scope of the Strategy and Resources Scrutiny Board.

2 Recommendations

- 2.1. Members are recommended to:

- Consider and comment on the most recent performance information.
- Use the information in deciding on the areas for further scrutiny work to support improvement over the coming year.

1. Purpose of this report

- 1.1. This report is a periodic performance update to Scrutiny Board (Strategy and Resources). It provides a summary of the Best Council Plan Key Performance Indicators (KPIs) relating to Culture and Efficient & Enterprising Organisation. The report contains results submitted to the council's Corporate Leadership Team (CLT) during 2018.

2. Background information

- 2.1. Members will note that the Best Council Plan (BCP) sets out the council's key objectives and priorities. This report provides an overview of the relevant key performance indicators relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance in these areas.
- 2.2. This report includes an Appendix showing a summary of performance information relevant to the Strategy & Resources Scrutiny Board reported during 2018.

3. Main issues

- 3.1. The portfolio of the Strategy and Resources Scrutiny Board includes 21 KPIs, two of which relate to the Culture priority and nineteen to the Efficient & Enterprising Organisation ambition. Results for the KPIs are updated and reported to CLT four times each year.
- 3.2. In Appendix 1, Members will find a summary of the 21 KPIs relevant to this Board showing the results reported to CLT during 2018, which includes at least one set of results for each KPI. Members are asked to note that although many KPIs are reported each time, results for others are available less frequently i.e. where the result is an annual one. In some cases, results are reported in arrears, and Members will find that the period to which each result relates is shown alongside individual results.
- 3.3. Portfolio area: Culture
- 3.3.1. Key points relating to the Culture KPIs:

- Visitors to a range of venues and events

This indicator measures the number of people visiting a range of attractions or events within Leeds including: Northern Ballet; Leeds Grand Theatre; City Varieties; Hyde Park Cinema; Leeds Playhouse; First Direct Arena; Opera North; Leeds Town Hall and Museums & Galleries.

In 2017/18 results for this indicator were reported at the end of the Financial Year and it was reported that there had been 2,599,387 visits/tickets sold during 2017/18, an increase of 9.2% compared to 2016/17.

However, this result is now being collated according to the Calendar Year and is not directly comparable to the previous result. During the period from January to June 2018, there were 1,116,356 visits/tickets sold which was a 6.2% reduction compared to the same period in the 2017.

- Employees in the creative industries in Leeds

“Creative Industries” is a specific category within the Business Register of Employment Survey (BRES) published by the Office for National Statistics.

This indicator was first introduced in 2018/19 and to date we have only been able to report that there were 9,000 employees in the creative industries in Leeds in 2016.

3.4. Portfolio area: Human Resources

3.4.1. Key points relating to the Human Resources KPIs:

- Representative workforce

The demographics of our workforce, along with other equality criteria, are assessed regularly and compared to the baseline of 2011 census data. This demonstrates that our current workforce profile is not yet representative of the city.

There is no simple numerical way to express an overall result for this indicator, but in summary, when compared to the 2011 census, LCC has:

- A higher percentage of females (61% v 51%)
- A lower percentage of those under 25 (6% v 15%)
- A lower percentage of BAME (13% v 19%, with an 87% disclosure rate)
- A lower percentage of disabled (5% v 16.7%, with a 90% disclosure rate)
- A lower percentage of carers (7% v 10%, with a 50% disclosure rate)

The current target for activity relating to this indicator is to increase diversity disclosure rates by 30% by 31st March 2019, which would give us more information relating to criteria such as disability, sexuality, or carers. Business Partners and others in HR are working to improve disclosure rates in underrepresented areas. It remains optional for staff to disclose this data to the organisation, though we encourage this to make sure we are able to support our staff in the most appropriate ways.

- Apprentices

Under the terms of the Apprenticeship Levy, the target within public sector organisations is for apprentices to constitute 2.3% of the total workforce as stipulated by the Apprenticeship Levy. Across all services and at all levels, the number of staff engaged in apprenticeships has increased each quarter and now stands at 314 or 2.15% of our workforce, which is approaching the target of 2.3%. Of the 314 apprentices recorded, 230 were existing staff undertaking leadership and management apprenticeships. More work is currently being done with schools to develop apprenticeship opportunities for schools-based staff.

Members will note that the Scrutiny Board (Strategy and Resources) working group received an updated on Apprentices in December 2018.

- Staff satisfaction

The result for this indicator is taken from the Staff Engagement Survey which was last undertaken in autumn 2017. The response rate for the survey was 49.4% which was 3.1% lower than the previous time the survey was carried out in 2016 (52.5% response rate). This particular indicator is based on answers to the question “If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what it would be?” Of those who responded, the average score was 7.54 out of 10, a slight increase from the 7.51 out of 10 in the previous survey.

Elsewhere in the survey, there were improved scores for 21 questions and reduced scores for 5, as well as a number of questions that were being asked for the first time.

Over 90% of staff who responded agreed that they have clear expectations, are trusted to do their jobs, and get help and support from colleagues. 89.5% of staff who responded agreed that they are making a difference to the people of Leeds.

The next survey is planned to be launched in spring 2019 and a paper is scheduled for this Scrutiny Board in February 2019 outlining the proposals, including new means to reach staff who do not have access to a computer during their normal working hours.

- Staff sickness

Staff sickness levels have increased gradually throughout the year, and in the 12 months to the end of August 2018 the average across the entire organisation was 9.82 days per FTE, 15% above the target of 8.5 days. When staff working in schools are excluded from the calculations, (8.36 days per FTE) the average level of sickness across other council operations over the same period was 10.95 days, 29% above the target. Sickness levels have increased in all high-volume frontline services despite action plans being in place.

To address the increase in sickness levels, the Health, Safety and Wellbeing Strategy has been extended for a further two years; CLT received reports on wellbeing and absence during autumn 2018; high absence service areas have action plans in place and challenge meetings continue to be held; during 2018/19 so far, over 300 managers have attended training on improving attendance; and a new supporting staff at work framework is due to be introduced in 2019.

Of the total number of days' sickness across the organisation in the 12 months to the end of August 2018, those attributable to various monitored conditions were:

- Mental Health: 42,289 days
- Musculo-Skeletal Disorder / Back & Neck: 25,816 days
- Heart & Blood Pressure: 5,091 days

- Workplace accidents and incidents

In order to monitor progress in reducing the number of workplace accidents and incidents, this indicator records both the number of 'Specified' injuries (i.e. those that must be reported in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013), and the number of other injuries that lead to absences of 7 days or more.

During the 2nd quarter of 2018/19, 2 specified injuries and 8 over 7-day injuries were reported, which is a marked improvement compared to the 6 specified and 9 other injuries recorded in the 2nd quarter of 2017/18. However, it must be noted that the results for quarter 2 could still be increased due to the late recording of injuries.

- Health and wellbeing of employees

The results for this indicator are drawn from the staff survey already referred to above, which was last conducted in autumn 2017. Of the 49.4% of staff who responded, 83% believed that their immediate manager/supervisor looks out for their general health and wellbeing, an increase of 2% since the previous survey in 2016.

Work is planned to try to ensure all staff have the same experience, and to develop a policy/charter around Supporting Colleagues at Work which should have a further positive effect on this indicator.

- Staff appraisals

Our aim is for all staff to have an appraisal each year. 96% of staff had completed their 2017/18 year-end appraisal by the deadline of 30th June 2019, which is broadly in line with expectations. Of the 517 appraisals that were not completed by the deadline, 270 were for staff working in Children & Families which represents 13% of the workforce of that directorate.

- Gender pay gap

The results are published one year in arrears, and the results reported here reveal the picture on the “snapshot date” of 31st March 2017. These results are broken down into:

- i. Percentage difference between the mean and median pay of men and women on basic pay, and bonus pay on 31st March 2017:
 - The mean hourly rate was 8.6% lower for women
 - The median hourly rate was 13.1% lower for women
 - The mean bonus pay was 8.2% higher for women
- ii. Percentages of men and women in each of the four quartiles of salary ranges within the organisation on 31st March 2017:
 - 58.0% of the Top Quartile were women
 - 52.5% of the Upper Middle Quartile were women

- 53.3% of the Lower Middle Quartile were women
- 78.8% of the Lower Quartile were women

This is the first time these results have been reported, therefore, they cannot be compared to previous results, and the only baseline available is the 8.6% overall gap revealed by these results.

The next set of results will be for the “snapshot date” of 31st March 2018 which was also before the introduction of this indicator. Therefore, the first results upon which we can hope to have a positive impact will not be available until April 2020 and a reasonable first target for this indicator would be a drop to an 8% overall gap by that point.

3.5. Portfolio area: Financial Services

3.5.1. Key points relating to the Financial Services KPIs:

- Level of over/underspend this financial year

Members will note that the most recent report to CLT showed that the projected overspend as at Period 5 was £2.827m, £1.313m lower than in Period 3. However, members can find more recent information in the council’s Financial Health Check Report presented to this Board today.

- Council Tax collection rate

This indicator shows the proportion of the total council tax collectable during 2018/19 that has been received so far. At the end of September 2018, 54.63% of collectable council tax had been received, which was 0.14% lower than the 54.77% that had been received by the same point in 2017. This small variance is most likely attributable to 29th and 30th September 2018 falling at the weekend meaning end of month payments were not actually received until October.

The Board previously requested they be provided with detailed performance information relating to Council Tax at Ward level. As the reports available from the Council Tax system aren’t set up to generate historic information at Ward level, it is instead proposed to schedule a report for production on the 1st April 2019 for the Board to review when they reconvene in June.

- Business Rates collection rate

This indicator shows the percentage of net rates billed for the current financial year that have been collected so far. At the end of September 2018, 57.26% of net billed rates had been collected which is 0.35% lower than by the same point in 2017/18 (57.61%). Small fluctuations between years are inevitable as most payments are due on the 1st of each month which falls on different days of the week causing some payments to be counted slightly ahead of schedule and others slightly after.

3.6. Portfolio area: Digital & Information Service (DIS)

3.6.1. Key points relating the DIS KPI:

- ICT service desk calls

This KPI measures the percentage of calls to the ICT service desk that were fixed at the first point of contact. Our target is that 70% of calls will be resolved in this way.

Performance fell by 2.25% to 78.64% during July to September, compared to 80.89% during the previous quarter. This is at least in part due to customers placing calls and then taking summer breaks before the call had been resolved. In addition, September is usually the busiest month of the year as people experience issues logging in after returning from holiday, prompting an increase in the overall number of calls to the service desk. Despite this drop, performance remains well above the target.

3.7. Portfolio area: Customer Access

3.7.1. Key points relating to the Customer Access KPIs:

- Customer complaints

The number of complaints received in July-September 2018 was 1,386, which was 442 (47%) higher than the same period last year when 944 complaints were received. Nevertheless, we received 277 fewer complaints than in April-June 2018, which suggests that the recent dramatic rise in the level of complaints has started to be reversed. The greatest number of complaints continue to be received for Housing and Waste Management.

Customer Relations are carrying out detailed analysis of the type of complaints being received, and their outcomes, to help determine the actions needed to secure improvement. Once this work has been completed the findings will be shared with service managers.

- Customers using self-serve

This KPI summarises data from a range of self-serve telephone-based, on-line and mobile app-based means of accessing council services.

Between April and September 2018, the proportion of customers using self-serve when contacting the council was 73%, which is 13% higher than the same period in 2017. As more services become available online and we get better at signposting customers to these services, the number of calls and emails we receive should reduce.

Whilst positive for this KPI, the large numbers of people using the 'Check my bin' mobile application may also reflect customer doubts about service provision.

3.8. Portfolio area: Information Management & Governance

3.8.1. Key points relating to Information Management & Governance KPIs:

- Subject Access Requests (SARs)

The General Data Protection Regulation (GDPR) stipulates that SARs must be responded to within one calendar month from receipt of the request.

In April-September 2018, 93.2% of Subject Access Requests were responded to within statutory timescales, which was 3.5% lower than during the same period in 2017 (96.7%). However, following the introduction of GDPR, the number of SARs received over the same period increased by 47% from 176 to 247.

- Freedom of Information / Environmental Information Regulations Requests (FOIs / EIRs)

In accordance with the Freedom of Information Act (2000) and Environmental Information Regulations (2004), the statutory timeframe for responding to these requests is 20 working days from receipt of the request.

In April-September 2018, 94.7% of FOI and EIR requests were responded to within statutory timescales, which was 3.6% lower than during the same period in 2017 (98.3%). However, following the introduction of GDPR, the number of FOI and EIR requests received over the same period increased by 35% from 772 to 1010.

3.9. Portfolio area: Procurement & Commercial Services

3.9.1. Appendix 1 shows the results for the three KPIs relating Procurement & Commercial Services. Members will also recall that this Board received a report on Effective Procurement in November 2018.

3.9.2. Key points relating to Procurement & Commercial Services KPIs:

- Orders placed with local suppliers

This indicator measures the proportion of LCC orders which have been placed with local suppliers, as a percentage of both the total value of orders and the total number of payments.

Between July and September 2018, 51% of expenditure (£98.85m) or 42% of payments (26,735) was with local suppliers, which was lower than during the same period in 2017 when 57% of expenditure (£106.96m) or 44% of payments (29,335) was with local suppliers.

- Orders placed with small and medium-sized enterprises (SMEs)

This indicator measures the proportion of LCC orders which have been placed with SMEs, as a percentage of both the total value of orders and the total number of payments.

Between July and September 2017, 52% of expenditure (£87.80m) or 52% of payments (33,494) was with SME suppliers. This year during the same period, the

percentage of expenditure with SMEs was unchanged at 52% but the total value had fallen slightly to £87.19m, and the proportion of orders had increased to 54% (32,229). This is a positive change as we have maintained the proportion of orders placed with SMEs, but we are spending less overall.

- Prompt payment of invoices

A payment is considered to be 'prompt' if it is made within 30 days of the invoice being received in the council or paid within other contractual terms offered by the supplier.

During the period April to August 2018, 93.15% of invoices were paid promptly, exceeding the target of 92%. This was also an improvement of 2.79% compared to the same period in 2017 when 90.36% of invoices were paid promptly, falling short of the target.

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. It is noted that performance information such as the BCP key performance indicator results is available to the public.

4.2. Equality and Diversity / Cohesion and Integration

- 4.2.1. This is an information report, rather than a decision report and so due regard is not relevant.

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, although some performance indicators relate to financial and other value for money aspects.

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 website. This report is an information update providing the Scrutiny Board 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. There is a comprehensive risk management process in the council to monitor and manage key risks. This links closely with performance management.
- 4.6.2. The council's Corporate Risk Register includes four risks directly linked to one or more of the KPIs summarised in this report:
- LCC 9 In-year budget

- LCC 10 Medium-term budget
- LCC 11 Health & Safety
- LCC 26 Information Management and Governance

5. Conclusions

- 5.1. This report provides a summary of performance against the strategic priorities for the council and city related to the Strategy and Resources Scrutiny Board

6. Recommendations

- 6.1. Members are recommended to note the performance information in this report and Appendix 1 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.