

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

Date: 10th June 2019

Subject: Performance Reporting: Culture and An Efficient, Enterprising and Healthy 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, Enterprising and Healthy 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 and Healthy Organisation. The report contains results submitted to the council's Corporate Leadership Team (CLT) during 2019.

2. Background information

- 2.1. Members will note that the Best Council Plan (BCP) sets out the council's key outcomes 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 the most recent performance information relevant to the Strategy & Resources Scrutiny Board.

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 and Healthy 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 most recent results reported to CLT, which includes at least one set of results for each KPI. Members are asked to note that although many KPIs are reported four times a year to CLT, 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. Results are cumulative for the calendar year and are compared to the same period during the previous year.

During 2018, 2,400,794 visits/tickets sold were recorded, which was 242,526, or 9.2%, fewer than in 2017 when the total was 2,643,320. Despite this downturn in overall numbers, Leeds Museums and Galleries reported a record-breaking 1.7 million visit during 2018¹.

¹ The 1.7 million visits to Museums and Galleries includes visits to Leeds Art Gallery. However, these are not included in the main result of 2.4 million reported for this KPI as two full years of data are not yet available following the major refurbishment of the Gallery.

- Employees in the creative industries² in Leeds

The latest Business Register of Employment Survey (BRES) survey results show a year-on-year fall of 1,000 people employed in the Creative Industries in Leeds between 2016 (9,000) and 2017 (8,000). From 1st January 2016 this result only includes those people who are employed in PAYE based businesses, which may account for the fall in numbers as many workers in this sector belong to the 'gig' economy and may have moved from employed to self-employed during the period, working as-and-when required.

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 and based only on those staff who have disclosed equality information, LCC has:

- A higher percentage of females (61% v 51%)
- A lower percentage of those under 25 (7% v 15%)
- A lower percentage of BAME (16% v 19%)
- A lower percentage of disabled (6% v 16.7%)
- A higher percentage of carers (13% v 10%)

During 2018/19 the key target for activity relating to this indicator was 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.

This target was not met, but disclosure rates increased by approximately 12% and Business Partners and others in HR are continuing to work to improve disclosure rates in underrepresented areas with an aim to see a further 10% increase during 2019/20. 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 council services and at all levels, the number of staff engaged in apprenticeships has increased and now stands at 626, which represents 4.22% of our workforce, exceeding the target by almost 2%. Approximately 70% of this number are existing staff undertaking

² 'Creative Industries' is a specific category within the Business Register of Employment Survey (BRES) published by the Office for National Statistics.

leadership and management apprenticeships, and 30% are new staff recruited onto apprenticeships with the council.

- Staff satisfaction

The result for this indicator is taken from the council's Staff Engagement Survey which was last completed 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.

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.

At the time of writing, the 2019 Staff Engagement Survey was underway, with a closing date of the 3rd June. Initial findings from the survey will be sent to relevant lead staff in directorates by the end of June, with the general findings being reported through a dashboard at the end of July.

- Staff sickness

Staff sickness levels fell slightly in the final three months of the municipal year (2018/19) from an average across the entire organisation of 9.82 days per FTE at the end of December 2018 to 9.61 days at the end of March 2019, although they remained 13% above the target of 8.5 days. When staff working in schools are excluded from the calculations, the average level of sickness across other council operations over the same period was 10.78 days, 27% above the target.

To address sickness levels, the council's 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 over 300 managers attended training on improving attendance; and a new supporting staff at work framework is due to be introduced in 2019. These measures have led to slight reductions in some high absence service areas.

Of the total number of days' sickness across the organisation in the 12 months to the end of March 2019, those attributable to various monitored conditions were:

- Mental Health: 42,933 days
- Musculo-Skeletal Disorder / Back & Neck: 25,750 days
- Heart & Blood Pressure: 5,295 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 final three months of 2018/19, 5 specified injuries and 9 over 7-day injuries were reported, which is a marked increase compared to the 2 specified and 5 other injuries recorded in the 4th quarter of 2017/18. Over 2018/19 as a whole, the number of specified injuries reported fell to 9 from 12 in 2017/18, whilst the number of over 7-day injuries rose to 41 from 34 in 2017/18.

- Health and wellbeing of employees

The results for this indicator are drawn from the staff survey already referred to above, 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. As previously mentioned, the results of the latest staff survey will start to be available from July 2019.

- Staff appraisals

The council's aim is for all its staff to have an appraisal each year. Year-end appraisals for 2018/19 are ongoing and are due to be completed by 30th June 2019.

In 2017/18, 96% of staff had completed their year-end appraisal by the deadline, which was broadly in line with expectations. Mid-year appraisals for 2018/19 were completed on time for 93.42% of staff.

- 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 was 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 and should be available internally within the next three months. Our first target for this indicator is to see a drop in the mean hourly pay gap to 8%.

3.5. Portfolio area: Financial Services

3.5.1. Key points relating to the Financial Services KPIs:

- Level of over/underspend this financial year

The 2018/19 council budget did not result in an overspend position.

Detailed information on the council budget position is due to be reported regularly to the Board during 2019/20 via separate Financial Healthcheck reports.

- 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 March 2019, 96.10% of collectable council tax had been received, which was 0.01% higher than the 96.09% that had been received by the same point in 2018. These figures reflect the strong and consistent collection of council tax.

- 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 March 2019, 97.76% of net billed rates had been collected which is 0.23% lower than by the same point in 2018/19 (97.99%). 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. Overall, performance remains strong and consistent.

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 rose by 1.08% to 85.24% during January to March 2019, compared to 84.16% during the previous quarter, considerably exceeding the target. This improving trend is a result of recruitment and training that has been undertaken during the year.

3.7. Portfolio area: Customer Access

3.7.1. Key points relating to the Customer Access KPIs:

- Customer complaints

1,450 complaints were received between January and March 2019, which was just 36 higher than the same period last year when 1,414 complaints were received. However, the total received during the whole of 2018/19 was 5,812, an increase of over 32% compared to 2017/18 when 4,394 complaints were received. The greatest number of complaints continue to be received for Housing and Waste Management.

Customer Relations are continuing to support services to achieve quicker resolution to complaints, and to review those processes which are generating the highest volume of complaints.

- 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 2018 and March 2019, the proportion of customers using self-serve when contacting the council was 73%, which is 5% higher than the same period in 2017/18. As more services have become available online and we get better at signposting customers to these services, the number of contacts (e.g. calls answered, emails, messages and payments made on customers' behalf) have reduced significantly.

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, and it is our target that 88% of requests should be responded to within this timescale.

Between April 2018 and March 2019, 91.8% of Subject Access Requests were responded to within statutory timescales, which was 5.4% lower than during the same period in 2017/18 (97.2%). However, following the introduction of GDPR, the number of SARs received over the same period increased by 43% from 590 to 845.

- 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. It is our target that 96% of requests should be responded to within this timescale.

Between April 2018 and March 2019, 93.5% of FOI and EIR requests were responded to within statutory timescales, which was 3.7% lower than during the same period in 2017/18 (97.2%) and fell 2.5% short of the target. However, following the introduction of GDPR, the number of FOI and EIR requests received over the same period increased by 20% from 2,009 to 2,402.

3.9. Portfolio area: Procurement & Commercial Services

3.9.1. Appendix 1 shows the results for the three KPIs relating Procurement & Commercial Services. Key points relating to Procurement & Commercial Services KPIs:

- Orders placed with local suppliers

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

Between January and March 2019, 53% of expenditure (£98.59m) or 45% of payments (30,481) was with local suppliers, which was lower than during the same period in 2018 when 56% of expenditure (£110.43m) or 44% of payments (27,753) 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 January and March 2018, 56% of expenditure (£96.73m) or 58% of payments (33,926) was with SME suppliers. This year during the same period, the percentage of expenditure with SMEs was 2% higher at 58% but the total value had fallen slightly to £96.69m, and the proportion of orders had increased by 4% to 62% (40,025). 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 2018 to March 2019, 92.98% of invoices were paid promptly, exceeding the target of 92%. This was also an improvement of 5.02% compared to the same period in 2017/18 when 87.96% 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:
- In-year budget
 - Medium-term budget
 - Health & Safety
 - 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.
- 6.2. Background documents³

³ 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.