

**Report of the Director of Resources and Housing, Director of City Development and
Director of Communities and Environment**

Report to Scrutiny Board (Strategy and Resources)

Date: 20th January 2020

**Subject: Performance Reporting: Culture and An Efficient, Enterprising and Healthy
Organisation**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<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
Will the decision be open 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

Summary

1 Main issues

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 Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

3 Resource Implications

There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

Recommendations

Members are recommended to:

- Note the latest performance information contained in this report and in one appendix 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.

1. Purpose of this report

- 1.1. This report is a periodic performance update to Strategy & Resources Scrutiny Board providing a summary of the Best Council Plan Key Performance Indicators (KPIs) that relate to both the Culture priority and the Best Council ambition of being an Efficient, Enterprising and Healthy Organisation. The report is based on the most recent performance results submitted to the council's Corporate Leadership Team (CLT) in November 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 one appendix showing a summary of the most recent performance information relevant to the Strategy & Resources Scrutiny Board portfolio areas.

3. Main issues

- 3.1. The portfolio of the Strategy & 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 the appendix, Members will find a summary of the KPIs relevant to this Board showing the most recent results reported to CLT for each KPI. Members are asked to note that although some KPIs are reported to CLT four times a year, in other cases results are available less frequently, e.g. those for which results are only available annually. Members will also find that, due to their nature, results for a number of indicators are reported some time in arrears. To avoid confusion, Members are advised that the period to which each result relates is shown in both the body of the report and the appendix.

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.

Between January and March 2019 (the most recent results available), there were 644,621 visitors to the venues, 35K fewer than in the same period in 2018 (679,601) which represents a fall of 5.1%. This was in part due to the closure of Leeds Playhouse for refurbishment, although there were also significant increases in visitors to Leeds Museums & Galleries, the Grand Theatre and City Varieties.

- Employees in the creative industries¹ in Leeds

The latest Business Register of Employment Survey (BRES) shows that 12,000 people were employed in the creative industries in Leeds in 2018, an increase of 4,000 compared to the 2017 survey. The figure of 12,000 people represents 2.3% of the Leeds working age population, estimated at 514,400 in 2018.

3.4. Portfolio area: Human Resources

3.4.1. The HR service is currently reviewing KPI measures as part of a People Strategy refresh for 2020-25. The likelihood is that there will be fewer measures, with an intention to frame them around our best council plan outcomes - being an Efficient, Enterprising and Healthy organisation, alongside providing a great all round everyday experience for all staff.

3.4.2. Key points relating to the Human Resources KPIs:

- Representative workforce

The demographics of the council's workforce, along with other equality criteria, are assessed regularly and compared to the baseline of 2011 census data.

There is no simple numerical way to express an overall result for this indicator, so instead a summary of the council's workforce profile data is shown in the table below (at the end of November 2019), along with a comparison to the city wide data taken from the 2011 census:

Table 1: Summary of council's workforce profile (end of November 2019)

		Headcount	% of overall headcount	2011 census showed
	Council Staff	15049	100%	
Gender	Male (including Trans)	5914	39%	51% of Leeds residents are female, 49% male
	Female (including Trans)	9135	61%	
Age	16-25	1076	7%	15% of Leeds Citizens are aged 16-24
	26-40	4350	29%	
	41-54	5652	37%	
	55-64	3588	24%	
	65+	383	3%	
Ethnicity	BAME	2242	15%	19% of Leeds citizens are BAME
	Non BAME	11282	75%	
	Prefer not to say	25	<1%	

¹ 'Creative Industries' is a specific category within the Business Register of Employment Survey (BRES) published by the Office for National Statistics.

	Not declared	1500	10%	
Disability	Disabled	917	6%	17% of residents have a long term health problem or disability
	Not disabled	12508	83%	
	Prefer not to say	83	1%	
	Not declared	1541	10%	
Carer	Carer	1455	10%	10% of Leeds residents give at least 1 hour of unpaid care per week
	Not a carer	7785	52%	
	Prefer not to say	108	1%	
	Not declared	5701	38%	
Sexual Orientation	Heterosexual	8672	58%	No comparative data.
	Lesbian, Gay, Bisexual +	460	3%	
	Prefer not to say	136	1%	
	Not declared	5781	38%	
Religion	Religion stated	9942	66%	27% of Leeds citizens stated that they had no religion
	Prefer not to say	118	1%	
	Not declared	4989	33%	
Additional gender details	Same as assigned at birth	2475	16%	No comparative data.
	Not same as assigned at birth	45	<1%	
	Not declared	12529	83%	

We are working hard to encourage staff that have not specified/prefer not to say to update their equality information so we have a more accurate picture of our workforce; though long-term in nature, this work is deemed high priority.

HR continue to work on a range of fronts that will help build a more inclusive and representative workplace which are to be reviewed alongside the People Strategy refresh.

- 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.

At the end of September 2018, there were 314 apprentices within the council. However, over the last year, the number of staff engaged in apprenticeships has

increased across all council services and at all levels. By the end of September 2019 the total stood at 604, which represents 2.31% of our workforce (including staff working in schools).

Approximately 20% of this number are new staff recruited onto apprenticeships with the council, 72% are existing staff undertaking their first apprenticeship, and 8% are existing staff who have completed one apprenticeship level and have now moved onto another.

- Staff satisfaction

The result for this indicator is taken from the council's Staff Engagement Survey which was last completed in spring 2019. The response rate for the survey was 48% which was 1.4% lower than the previous time the survey was carried out in autumn 2017 (49.4% 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 7.5 out of 10, a slight decrease from the 7.54 out of 10 in the previous survey.

During the latest survey, there was a significant increase in the number of responses from staff without regular IT access during working hours. The response rate for this group increased to almost 1 in 3 (31%) compared to 27% in 2017 and 10% in 2016.

Top areas of performance in the 2019 survey were:

"I know what is expected of me at work" (92% agreed)

"I get help and support from colleagues when I need it" (88% agreed)

"I enjoy my job at LCC" (4 out of 5 respondents agreed)

As ever, we are not complacent and will be working hard to continue to address concerns highlighted by staff. Some of the lower performing areas identified were:

"There are opportunities for me to progress my career at LCC" (52%)

"I feel well supported through changes that happen at work" (62%)

Services and teams have developed action plans in response, and a range of cross council projects are in place to address other cross cutting issues such as managing workloads and burnout, tackling poor areas of management and IT systems and equipment.

- Staff sickness

Staff sickness levels rose slightly in the 12 months to the end of September 2019, compared to the 12 months to the end of June 2019. In the most recent results, the average number of days sickness across the entire organisation was 9.76 days per FTE (9.62 at the end of June 2019), which is 15% 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 10.94 days, 29% above the target.

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

- Mental Health: 47,094 days
- Musculo-Skeletal Disorder / Back & Neck: 25,938 days
- Heart & Blood Pressure: 5,038 days

As part of our efforts to address sickness levels, the council's health, safety and wellbeing strategy has been extended until 2021. This centres on four themes which are choice, responsibility, understanding and confidence. In 2020 the supporting staff at work framework is due to be introduced which includes a twice yearly wellbeing conversation between an employee and their manager and also the introduction of disability and carers' passports. Mental Health first aid training has been rolled out and the organisation now has over 650 qualified mental health first aiders. Service areas with high absence rates have action plans in place and are supported by Human Resources colleagues. An early referral process for physiotherapy or counselling support for employees off with either musculo-skeletal disorders or mental health absences is being trialled in services including Leeds Building Services, Parks & Countryside, the Contact Centre and Waste Management with an interim evaluation of its impact due to take place in January 2020.

- 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 three months to the end of September 2019, 1 specified injury and 4 over 7-day injuries were reported, a decrease compared to the 2 specified and 14 other injuries recorded in the same period in 2018. During the first six months of 2019/20, the number of specified injuries reported fell to 2 from 3 at the same point in 2018/19, and the number of over 7-day injuries fell to 15 from 27. Members are asked to note that there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year.

- Health and wellbeing of employees

The results for this indicator are drawn from the council's staff survey already referred to above, last conducted in spring 2019. Of the 48% of staff who responded, 77% believed that their immediate manager/supervisor looks out for their general health and wellbeing, a decrease of 6% since the previous survey in 2017.

- Staff appraisals

The council's aim is for all its staff to have an appraisal each year. In 2018/19, 98.12% of staff had completed their year-end appraisal by the deadline, an improvement compared to 96% in 2017/18. In addition 93.42% of staff completed their mid-year reviews on time.

- 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 2018. 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 2018 (the gap on 31st March 2017 is given in brackets for comparison):
 - The mean hourly rate was 6.3% lower for women (was 8.6% lower)
 - The median hourly rate was 10.8% lower for women (was 13.1% lower)
 - The mean bonus pay was 9.2% higher for women (was 8.2% higher)
 - The median hourly bonus rate was 0.2% higher for women (was 1.6% higher)

The results show a considerable drop in the gender pay gap for both the mean and median hourly rates between the first and second years of reporting. The implementation of a bottom loaded pay award and the continuation of the Leeds minimum pay rate has contributed to this.

Approximately 1.5% of the workforce are still in receipt of bonus payments and, therefore, the gender pay gap for the mean and median of bonus pay is not representative of the whole workforce. Moreover, the aim of the council is have no bonus payment schemes.

The current target for this indicator is to reduce the gender pay gap to 5% by the 31st March 2020 “snapshot date” which will be reported in the summer of 2021.

- ii. Percentages of men and women in each of the four quartiles of salary ranges within the organisation on 31st March 2018 (the percentage at 31st March 2017 is given in brackets for comparison):
 - 58.7% of the Top Quartile were women (58.0%)
 - 54.1% of the Upper Middle Quartile were women (52.5%)
 - 55.2% of the Lower Middle Quartile were women (53.3%)
 - 75.1% of the Lower Quartile were women (78.8%)

In order to achieve an overall reduction in the gender pay gap, the council aims for an increase in the percentage of women in the Top and Upper Middle Quartiles and a decrease in the percentage of women in the Lower Middle and Lower Quartiles. In three of the four quartiles this was achieved in the year ending 31st March 2018.

3.5. Portfolio area: Financial Services

3.5.1. Key points relating to the Financial Services KPIs:

- Level of over/underspend for this financial year

Detailed information on the council budget position is due to be reported to the Board via separate Financial Healthcheck report.

- Council Tax collection rate

This indicator shows the proportion of the total council tax collectable during 2019/20 that has been received so far. At the end of September 2019, 54.41% of collectable council tax had been received, which was 0.22% lower than the 54.63% that had been received by the same point in 2018. Small fluctuations between years are inevitable and overall 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 September 2019, 56.22% of net billed rates had been collected which was 1.04% lower than by the same point in 2018 (57.26%). 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 to 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.

During the period July to September 2019, 83.6% of calls were resolved at the first point of contact, a fall of 1.8% compared to the period from April to June 2019 (85.4%). Same fluctuations of this type are well within expectations and despite this drop, performance remained 13.6% above the target.

3.7. Portfolio area: Customer Access

3.7.1. Key points relating to the Customer Access KPIs:

- Customer complaints

1,929 complaints were received between July and September 2019, 47%, or 619 complaints, more than the 1310 received between April and June 2019, and 39%, or 543 complaints, more than the same period in 2018. This included increases of 51% in complaints relating to Waste Management and 37% for Housing compared to the same period in 2018.

Customer Relations are continuing to work on the classification of complaints, particularly in relation to Housing, in order to identify areas for improvement. Additionally, work is progressing to expand the reporting information Customer Relations can provide to services so that key issues can be identified and acted upon more promptly.

- 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.

Self-service for Digital Operations services (including the Check your bin day app, Leeds Homes & Council Tax) increased by 8% in the year to the end of September 2019. The result for the KPI rose by just 2% between Apr-Sep 2018 (73%) and Apr-Sep 2019 (75%) as this measure takes account of IVR calls which fell by 100,000. However, this reduction in the number of calls is seen as a positive thing as it is an indication that customers are using the system more effectively and are no longer needing to call several times.

3.8. Portfolio area: Information Management & Governance

3.8.1. Key points relating to the 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 July and September 2019, 229 Subject Access Requests were received and of those 84.9% were responded to within statutory timescales, which was 3.1% below the target of 88%. This was also 10% lower than the 94.9% that were responded to within statutory timescales during the same period in 2018, when almost the same number of requests (227) were received.

This drop in performance occurred as resources were temporarily diverted from dealing with Subject Access Requests in order to address a surge in Freedom of Information requests received during the same period (see below). Subsequently, three additional temporary staff members have been recruited, however they require training and time to embed before the full benefit can be realised. In early 2020, a process review is to be undertaken to understand if there are more effective / efficient ways of dealing with requests.

- 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 July and September 2019, 745 FOI and EIR requests were received, which was an increase of almost 25% compared to the previous quarter (600 requests) and the same period in 2018 (606 requests). Nevertheless, as resources were switched from dealing with Subject Access Requests (see above), 95.2% of

the requests received were responded to within statutory timescales, 0.5% higher than during the same period in 2018 (94.7%), and just 0.8% less than the target.

3.9. Portfolio area: Procurement & Commercial Services

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

- Orders placed with local suppliers

This indicator measures expenditure with local suppliers as a percentage of the council's overall spend. This measure excludes those suppliers that fall into the "unclassified" category or whose classification is currently "unknown". Due to ongoing work to increase the proportion of suppliers that have been correctly classified, slight variations are likely to be the result of greater accuracy rather than a change in spending habits.

51% of the council's expenditure (£215.76m) was with local suppliers in the period April to September 2019, compared to 53% of expenditure (£214.82m) during the same period in 2018.

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

This indicator measures expenditure with small and medium-sized enterprises (SMEs) as a percentage of the council's overall spend. This measure excludes those suppliers that fall into the "unclassified" category or whose classification is currently "unknown". Due to ongoing work to increase the proportion of suppliers that have been correctly classified, slight variations are likely to be the result of greater accuracy rather than a change in spending habits.

59% of the council's expenditure (£219.99m) was with SMEs in the period April to September 2019, compared to 55% of payments (£196.69m) during the same period in 2018.

The above two indicators share a combined target for 2019/20 for an increase from 51.97% of expenditure across both local and SMEs. The combined average percentage of both SME and local expenditure in this period was 55%. Although there has been a slight reduction in the overall percentage of expenditure with local suppliers there has been an increase in the amount of expenditure made locally. Expenditure with SMEs has increased both as a percentage of overall spend and in the actual expenditure made with SMEs. This demonstrates an improvement in the council's engagement with local and SME suppliers.

- 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 July to September 2019, 92.81% of invoices were paid promptly, exceeding the target of 92%, but 0.53% less than the 93.34% achieved during the same period in 2018. Despite this slight drop, the results remain within acceptable parameters. Performance is constantly monitored and where issues are identified these are raised with the relevant service area.

4. Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However, all performance information is published on the council's website and is available to the public.

4.2. 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.
- 4.3.2. The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions for the city by 2030. All services across the council will be involved with efforts to achieve this ambition, but none of the performance information contained in this report is directly linked to actions taking place to address the climate emergency and, therefore, will not feed into an assessment of how on track the council is in achieving the target.

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 the appendix 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.

7.0 Background documents²

- 7.1 None.

² 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.