

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

1. Main issues

This appendix provides a summary of performance information relating to the “Culture” Best City Priority and the “An Efficient, Enterprising and Healthy Organisation” Best Council Ambition, both of which fall within the portfolio of the Strategy and Resources Scrutiny Board.

2. Culture

There are two BCP KPIs within this portfolio area:

KPI	Target	2019	2020	Change
Number of visitors to a range of venues and events	Increase	2,712,122 tickets/visitors	External data not available due to the pandemic	N/A

- 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.
- The cultural and creative sector has been particularly affected by the COVID-19 pandemic. Most of the successful events delivered in the city during 2019/20 were not held in 2020/21 due to the ongoing restrictions implemented to help ensure public safety. Almost all public and private cultural venues and events have been affected. The impact of the pandemic has meant that at present, results are not available for this indicator.

KPI	Target	2018	2019	Change
Number of employees in the creative industries in Leeds	Increase	12,000	10,000	-2,000

- ‘Creative Industries’ is a specific category within the Business Register of Employment Survey (BRES) published by the Office for National Statistics.
- Members should note that the results for this indicator are published in November for the preceding year and, therefore, the results shown here relate to changes that took place before the pandemic.
- While the survey showed an increase of 4,000 people employed in the Creative Industries between 2017 and 2018, indications are that only 50% of the previous year’s growth was sustained during 2019. Growth, albeit at a reduced rate, continued in Film and Television related industries, up by 525. Advertising Agencies saw the biggest reduction by 2,500.
- With Leeds’ year-long celebration of culture planned for 2023, this presents an opportunity for the performance indicators to be updated to help tell the story of how the sector recovers from the effects of the pandemic.

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

3. Human Resources

There are eight BCP KPIs within this portfolio area:

KPI	Target	End of Mar 2020	End of Mar 2021	Change
Council workforce representation compared to the city (Census 2011) and over time	To better reflect our communities	Female 61%. 40+64%. BAME 15%. Disabled 6%. Carers 10%. LGB 3%. T+ <1%	Female 61%. 40+65%. BAME 14%. Disabled 6%. Carers 9%. LGB 3%. T+ <1%	--

- The demographics of the council's workforce, along with other equality criteria, are assessed regularly and compared to the baseline of 2011 census data and also those from 12 months previously.
- The range of data available for this KPI can be seen in the table at Appendix 2 which summarises the council's workforce profile data at the end of March 2021, along with a comparison to the city wide data taken from the 2011 census.
- More needs to be done to ensure that the council's workforce is representative of the city and work continues on a range of fronts that will help us build a more inclusive and representative workplace, including working with the BAME network on specific issues raised.
- Work also continues to encourage staff to disclose their equality information to the council.

KPI	Target	As at 31 Mar 2020	As at 31 Mar 2021	Change
Number / percentage of apprentices employed by the council	2.30% (start) 4 year average	291.75 new starts 1.14%	348 new starts 1.3%	+0.16%

- Members are advised that the results for this indicator have been amended to reflect a new understanding of the government's target for apprenticeships.
- Under the terms of the Apprenticeship Levy, the public sector target is for apprentices to constitute 2.3% of the headcount of the total workforce, averaged over a four-year period.
- In the previous report on performance submitted to this Board on 11th January 2021, Members were informed that 5% of council staff were engaged in apprenticeships, considerably exceeding the public sector target of 2.3%. This figure was based on the total number of staff engaged in live apprenticeships. However, the target set by government should only include the number of newly started apprenticeships in any given year, and this re-calculation has led to the substantial change in our performance against the target that can be seen in the latest results.

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

- Whilst the average number of apprenticeships started, as a percentage of our total workforce, is significantly lower than the target, the results in Leeds are broadly in line with other councils that have responsibility for schools¹.
- Within our region, no council met the target over the full four years, although Wakefield and Rotherham did reach the target in 2019/20.
- However, by working together across a number of councils, the target was achieved over the full four years in both Greater London and Greater Manchester.
- It is clear the council must do more to increase the number of apprentices in the organisation by boosting its apprenticeship offer to both existing members of staff and new employees.
- Work is currently underway to identify possible opportunities for apprenticeships, with services being asked to consider this as part of their service review and planning activity.
- Members are asked to note that 327 apprentices have already achieved their qualification and of these 51% have since progressed to higher graded roles within the organisation.

KPI	Target	12 months to end Jan 2021	12 months to end Mar 2021	Change
Average staff sickness levels	8.5 days	Overall: 9.17 days Exc. schools: 10.76	Overall: 9.03 days Exc. schools: 10.72	-0.14 -0.04

- There was a small decrease in average sickness levels compared to the previous period, however, they remain above our target, particularly when schools' staff are excluded.
- The proportions of total sickness across the organisation (excluding schools), in the 12 months to the end of March 2021, attributable to various monitored conditions were:
 - Mental Health 40.2% 4.31 days per FTE
 - Musculo-Skeletal / Back & Neck 17.2% 1.84 days per FTE
 - Heart & Blood Pressure 4.1% 0.44 days per FTE
- These have all increased compared to the previous period, most notably with sickness related to mental health that has increased by 2.8 percentage points or 0.31 days per FTE.
- Levels of absence have inevitably been impacted by COVID-related ill-health. During the course of the pandemic, the processes for monitoring and managing sickness triggers and Improving Attendance stages have been temporarily adjusted to encourage a greater focus on wellbeing.

¹ The inclusion of schools within the calculations has a significant impact on performance as it almost doubles our headcount but provides very few additional apprenticeship opportunities. There are approximately 14K staff working for LCC and 12K in schools – many of whom are part-time and neither qualify nor have the capacity for an apprenticeship.

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- We review this position monthly, and interim guidance has been issued to managers to ensure they prioritise those sickness review meetings which do still need to be held. HR attendance contacts continue to offer advice and assistance to managers with long term cases and those requiring more intensive or additional support, e.g. mental health.

KPI	Target	2019 survey	2021 survey	Change
Score out of ten given by staff working for Leeds City Council	Increase	7.5 / 10 48% response rate	Date TBC	N/A
Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing	Increase	77%	Date TBC	N/A

- The results for both of these indicators are drawn from the council's employee engagement survey, which was last conducted in spring 2019. The next staff engagement survey is planned for 2021, although the dates have yet to be confirmed.
- During 2020, we carried out three wellbeing pulse surveys and a future working survey to check in with our workforce, make sure that the right level of support was being offered, and to look ahead to a time after the pandemic. Both types of survey enabled us to understand more about the experiences of particular groups and identify what could be improved.
- There was a good response rate across the surveys (25-30%) and the data was encouraging. Headline results from the three pulse surveys are provided below:

	Pulse 1	Pulse 2	Pulse 3
Number of respondents	4235	4664	3820
Month held	May	June	October
Feel happy	56%	64%	51%
Feel unhappy	14%	11%	20%
Feel positive about support	81%	82%	74%
Feel negative about support	6%	4%	9%
Number of support calls made	99	33	76

- Around three quarters of respondents felt well supported and, in the survey comments, some respondents made specific mention of how much their manager had supported them and the difference that had made to their overall sense of wellbeing during the pandemic.

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- Despite the unprecedented challenges presented by the pandemic, the surveys evidenced that the majority of staff felt well supported and more than half of respondents felt “happy”.
- Similarly, the future working surveys pointed to general satisfaction with the support offered and provided an opportunity to direct support to areas where more support (be it managerial or technological) was needed.
- The focus following the three organisation-wide wellbeing pulse surveys, has been on promoting our staff wellbeing offer widely and getting support out to the areas that need it most. Our core wellbeing offer booklet has been well promoted and three #TeamLeedsBeWell bulletins have gone out to all online staff. Our peer support sessions have received very positive feedback and include “How are you feeling” sessions on a whole range of topics such as change, isolation and bereavement. The occupational health team has run regular wellbeing drop in sessions, and there are now regular men and women’s wellbeing groups. Our externally contracted employee assistance provider, HELP, which is available 24/7 provides support around issues such as bereavement, mental health support, debt, legal issues and also provides counselling to those that need it.
- The importance of holding quality wellbeing conversations has been emphasised in the regular manager updates and managers have been signposted to resources that can help them support their teams through times of change. Our end of year appraisal process has been adapted to take an even more person-centred approach and give employees the chance to reflect on their wellbeing and discuss whether extra support is needed.

KPI	Target	Jan-Mar 2020	Jan-Mar 2021	Change
Reduction in workplace accident and incident reports	Decrease	Specified Injuries: 1 7+ days Injuries: 7	Specified Injuries: 1 7+ days Injuries: 1 Rpt. Covid-19: 46	-- -6 N/A

- In order to monitor progress in reducing workplace accidents and incidents, this indicator records the number of both 'Specified' injuries (i.e. major injuries) and other injuries that lead to absences of 7 days or more, as well as cases of Reportable Diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.
- Cases of COVID-19 need to be reported where we believe the member of staff contracted the disease through their work.
- The large number of reportable cases of COVID-19 in the latest period are mostly linked to outbreaks in children’s settings.
- 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.

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

KPI	Target	2019/20	2020/21	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 97.51% Year-end: No result	No appraisals conducted	N/A

- Due to the disruption caused by the COVID-19 pandemic, no appraisals were conducted at year-end 2019/20 or at mid-year during 2020/21.
- However, during this period managers keep in touch with their staff through routine 1-2-1 meetings and specific wellbeing conversations.
- Appraisals have now resumed and the window for undertaking year-end 2020/21 appraisals is currently open. Results will be available later in the year.

KPI	Target	31 March 2019	31 March 2020	Change
Gender pay gap across council staff	5%	5.9% Mean hourly rate	6.0% Mean hourly rate	+0.1%

- The Gender pay gap results are published one year in arrears, and the results reported here reveal the picture on the ‘snapshot date’ of 31st March 2020. These results are broken down into:
 - Percentage difference between the mean and median pay of men and women on basic pay, and bonus pay on 31st March 2020 (the gap on 31st March 2019 is given in brackets for comparison):
 - Mean hourly rate: 6.0% lower for women (was 5.9% lower)
 - Median hourly rate: 10.4% lower for women (was 7.8% lower)
 - Mean bonus pay: 39.6% lower for women (was 11.5% lower)
 - Median hourly bonus rate: 44.0% lower for women (was 21.1% lower)

The change to the median figure can be explained by an increase of women represented in our top quartile and lower middle quartile of our workforce. The latter has risen from 55.1% to 59.2%. However the impact on the median is as a result of a slight simultaneous increase in males represented in the upper middle and lower quartiles.

The aim of the council is have no bonus payment schemes. During the period in question one women received a bonus (0.01% of women in the total workforce) and 210 males (3.5% of males in the total workforce) were paid a bonus. As bonuses are so uncommon, the gender pay gap for mean and median bonus pay is not representative of the whole workforce. Moreover, the variations seen in comparison to the previous year were due to absences.

- Percentages of men and women in each of the four quartiles of salary ranges within the organisation on 31st March 2020 (the percentage at 31st March 2019 is given in brackets for comparison):

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

- 59.1% of the Top Quartile were women (58.8%)
- 51.0% of the Upper Middle Quartile were women (53.7%)
- 59.2% of the Lower Middle Quartile were women (55.1%)
- 74.6% of the Lower Quartile were women (75.2%)

In order to achieve an overall reduction in the gender pay gap, the council aims to increase the percentage of women in the Top and Upper Middle Quartiles and decrease the percentage of women in the Lower Middle and Lower Quartiles. The work outlined in the people strategy should contribute to reducing the gender pay gap, linked to our strategic objective to promote and support development and progression, and aims to create a culture that focuses on harnessing opportunities.

The results in the Lower Quartile above should be viewed in the context of Leeds City Council not outsourcing jobs in areas such as catering and cleaning which traditionally employ high numbers of female staff. The decision to keep these services in-house has an impact on the gender pay gap results. It is noted that the rates of pay adopted by the council for jobs in these areas is above market rate and that employment terms and conditions include sickness and pension arrangements.

4. Financial Services

There are three BCP KPIs within this portfolio area:

KPI	Target	End of Dec 2020	End of Mar 2021	Change
Level of projected over/underspend for this financial year	Balanced budget	See Financial Health Monitoring report	See Financial Health Monitoring report	N/A

- Detailed information on the council budget position is included in the Financial Health Monitoring report which is on the same meeting agenda.

KPI	Target	End of Mar 2020	End of Mar 2021	Change
Collection rates: council tax	96.11% by year-end	95.93%	95.23%	-0.7%

- This indicator shows the proportion of the total council tax collectable during 2020/21 that has been received so far.
- Ahead of 2020/21, the target for the year was 96.11%, as in previous years.
- Due to the ongoing lockdown situation, we had estimated that the actual in-year collection rate would be around 2% lower than the target by the year end.
- The collection rate has not decreased to this extent, and we will continue to monitor the ongoing 2020/21 collection rates.

KPI	Target	End of Mar 2020	End of Mar 2021	Change
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Strategy & Resources Scrutiny Board
(Latest available data)**

Collection rates: business rates	98% by year-end	97.29%	90.21%	-7.08%
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- This indicator shows the percentage of net rates billed for the current financial year that have been collected so far.
- The COVID-19 pandemic has had a negative impact on most business sectors resulting in an inability to pay business rates.
- Recovery action was suspended during the periods of national lockdown and no Court dates were available for liability hearings for Business Rates throughout the whole of 2020/21.

5. Digital & Information Service (DIS)

There is one BCP KPI within this portfolio area:

KPI	Target	Oct-Dec 2020	Jan-Mar 2021	Change
Percentage of ICT service desk calls fixed at the first point of contact	70%	83.43%	82.63%	-0.8%

- 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 is within normal levels of fluctuation and remains well above the target.

6. Customer Access

There are two BCP KPIs within this portfolio area:

KPI	Target	Jan-Mar 2020	Jan-Mar 2021	Change
Level of customer complaints	Decrease	1543	1737	+194

- The number of complaints received in the latest period is approximately 12.5% higher than the same period in 2019/20 and 30% higher than the previous quarter (October to December 2020) in the current financial year.
- This increase in complaints is the result of backlogs being tackled, as well as the impact of seasonal peaks and staffing pressures, since the easing of lockdown measures enabled council services to return to more normal levels of operation.
- The services receiving the largest number of complaints are Housing and Waste Management.
- Housing complaints have increased steadily since the resumption of services, having reduced significantly during the first lockdown.

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- The increase in Waste Management complaints in the latest period was a result of both adverse weather and the continued impact of the pandemic on staffing levels.
- Complaints volumes relating to Children & Families are at the same level as in 2019/20 and volumes for Adults & Health have fallen.

KPI	Target	Apr 19-Mar 20	Apr 20-Mar 21	Change
Proportion of customers using self-serve when getting in touch with the council	Increase	74.55%	80.57%	+6.02%

- This KPI summarises data from a range of self-serve means of accessing council services, including telephone-based, on-line and mobile app-based methods.
- Usage of our digital content continues to grow and it has been invaluable in helping us to reach and support our customers and communities during the COVID-19 pandemic. Our aim is for it to play an ever increasing role as we strive to meet the challenges ahead in transforming the way we work and engage with our citizens.
- In 2020/21, there were over 4.1m self-service transactions, a large increase compared to the previous year.
- A significant proportion of self-service transactions (2.85m) related to Waste services (Check you bin day and Recycling site online bookings) both of which are only available via digital channels.
- Increases in calls answered and emails received by our Customer Contact Centre (+72k and +2.5k respectively) can in part be attributed to specific COVID support services.

7. Information Management & Governance

There are two BCP KPIs within this portfolio area:

KPI	Target	Jan-Mar 2020	Jan-Mar 2021	Change
Percentage of subject access requests received responded to within statutory timescales	88%	75.0% 137 requests	54.07% 237 requests	-20.93%
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	83.22% 572 requests	86.84% 698 requests	+3.62%

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

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

- The Information Management & Governance (IM&G) requests team deals with all statutory requests to the Council in respect of SARs and FOIs / EIRs, therefore performance for these two indicators is closely linked.
- The percentage of SARs responded to within statutory timescales was 34% below the target during the latest period and almost 21% lower than in the same period last year. However, 73% more requests were received in the latest period.
- Between January and March 2021, approximately 20% more FOI and EIR requests were received compared to the same period in 2020. Although the percentage of those responded to within statutory timescales increased by 3.62%, this still fell 3.16% short of the target
- 2020/21 has been challenging, with staff in IM&G and services across the council adapting to working from home and needing to respond to requests without physical access to information. In addition, many staff were diverted into roles tackling the COVID-19 pandemic and were, therefore, unable to respond to information requests as promptly as before.
- Members should note that, due to the implementation of a new case management system, the results for January to March 2020 as shown in the table above are different from those previously reported for the same period. The figure reported here excludes requests which were on hold or cancelled and is therefore lower than previously reported.
- After reviewing existing processes, conducting benchmarking with other local authorities including some core cities, undertaking customer satisfaction surveys and analysing performance statistics, it has been concluded that some fundamental changes need to be made in order for the council to return to compliance with these statutory performance measures. As a result 42 recommendations have been made for consideration / implementation.
- The IM&G service is currently in the process of implementing a new structure, informed by the recommendations of the review, and aims for this to be completed by the end of June 2021. The newly developed Kolombo case management system will simplify and replace a number of existing manual and overly-complicated processes.

8. Procurement & Commercial Services

There are three BCP KPIs within this portfolio area:

KPI	Target	Jan-Mar 2020	Jan-Mar 2021	Change
Percentage of orders placed with local suppliers	Increase from 51.97%	49% (or £104.64m)	52% (or £129.39m)	+3%
Percentage of orders placed with small and medium-sized enterprises	Increase from 51.97%	63% (or £123.00m)	59% (or £131.46m)	-4%

- Measure expenditure with local suppliers or small and medium-size enterprises as a percentage of the council's overall spend. These measures exclude suppliers that fall

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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.

- The percentages of expenditure and the total value with both local suppliers and SMEs reflect the council’s continued engagement with local and SME suppliers.
- Although the percentage of orders placed with SMEs fell during this period, the total value of those orders rose by almost £8.5m.

KPI	Target	Apr 19-Mar 20	Apr 20-Mar 21	Change
Prompt payment of invoices against target	92%	93.87%	91.65%	-2.22%

- 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.
- Performance over the whole year was marginally (-0.35%) below target and 2.2% down on the previous year.
- The payment of supplier invoices is still largely a manual inputting process and this has been a challenge with the majority of staff working from home during the pandemic.
- The council is currently undertaking a project to digitise and automate the payment of supplier invoices which will be rolled out during 2021/22. This should modernise processes and remove much of the manual inputting which in turn should improve the prompt payment performance in future.

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