

**Appendix 2 – Performance summary for the  
Strategy & Resources Scrutiny Board  
(Latest available data)**

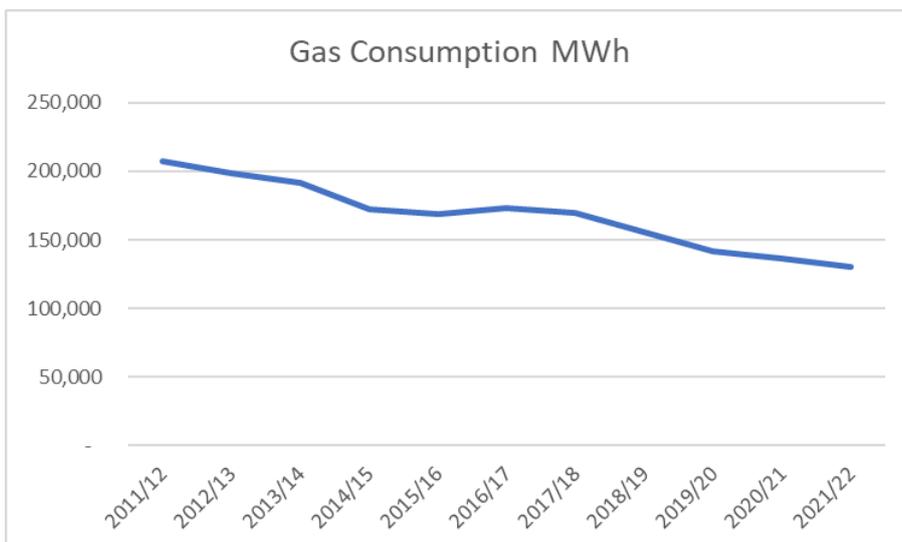
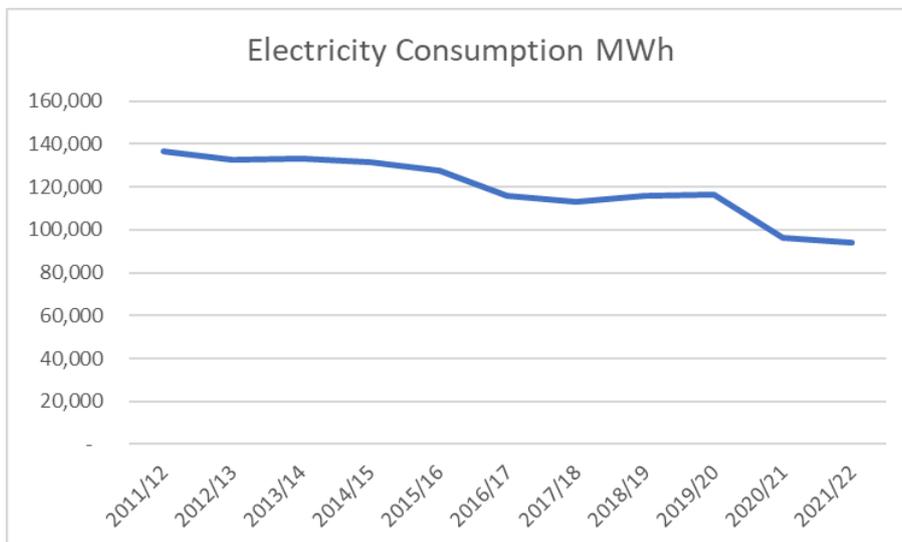
**BEST CITY AMBITION KPIS**

Please see attached at Appendix 3, a draft dashboard displaying the relevant data and historical trends for all the performance indicators reported under the Best City Ambition (BCA). The dashboard is in its first iteration and will be subject to some further amends. We would welcome and take into account any comments Members may have on the format of the dashboard. Where possible, trends data has been included up to 10 years prior. Collating this information is still progressing for some indicators and there will be those for which this data is not available or is only available for a shorter period of time. This will be clarified in due course.

Please note that currently all indicators are shown so it is noted that Members will not need to comment on the indicators not within this Board’s remit. For future reports, a focussed dashboard relating only to those BCA indicators which are relevant to this Board will be reported. Under the BCA, the indicator falling within this board’s remit is as follows:

- 1 Low Carbon - Reduction in carbon emissions against 2005 baseline.

Please also see below details of the Council’s electricity and gas consumption from 2011/12:



(Figures excludes PFI sites, which were not part of the original NI185 indicator. Overall emissions reported would reflect the above consumption as well as emissions from other areas such as emissions from engine fuel, staff travel etc.)

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### ORGANISATIONAL KPIS

Please see attached at Appendix 4, a draft dashboard displaying the relevant data and historical trends for the performance indicators reported under the council’s Organisational Plan. These indicators are mostly within this Board’s remit with the exception of Planning. Similar comments apply as above – we anticipate providing a more tailored dashboard to this Board in due course and welcome any comments from Members.

#### Human Resources:

There are eight BCA KPIS within this portfolio area:

#### 2 Representative workforce

Indicator	Target	End of June 2022	End of September 2022	Change
Demographic comparison of the council workforce against the Leeds working age population from Census 2021	For our workforce to be representative of our communities	Female: 61%, 40+: 65%, BAME: 14 %, Disabled: 6%, Carers: 9%, LGB: 3%, T+: <1	Female: 61%, 40+: 65%, BAME: 15%, Disabled: 6%, Carers: 9%, LGB: 3%, T+: <1%	--

\* T+ refers to all those who do not identify as the gender they were assigned at birth

The council wide workforce representation levels have remained very similar to previous reporting periods and show that we are not yet representative of the city. We have agreed workforce EDI (equality, diversity and inclusion) priorities and delivery plans for the remainder of 2022/23. The appointment of a Head of HR Projects (Diversity) has increased the pace of change. We have also established an EDI Data Working Group to improve data reporting by providing a wider range of data sources in this area. The 5 priority areas are: Recruitment; Progression; Training; Speaking Up and Zero Tolerance (including the appointment of a Freedom to Speak Up Guardian); and Data and Monitoring.

In terms of current workforce representation, there are variations across directorates that give us further insight. More granular level reporting, using team by team data, presents a fuller and truer picture of representation across the different services, and is key to identifying where most change and attention is needed.

We also still have a high level of undeclared employee records – for example, 34% of all employees have not declared their sexual orientation. Even in our stronger areas, we still have 10% of staff who have not declared around both disability and ethnicity. More work is needed to increase levels of declaration.

A focused EDI recruitment task and finish group has been established with representatives from across the organisation. The group will first focus on developing our approach to diverse panels. Ensuring we increase diversity of thought considering all protected characteristics. Following this we will look at our stance in terms of positive action in the first instance.

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### 3 Happy and Engaged Workforce

Indicator	Target	August 2021 survey	February 2022 survey	Change
Average 'recommender' score out of ten – "how likely would you be to recommend working for Leeds City Council?"	Increase	61% of staff were feeling fairly or very happy. 77% reported they were happy with the level of support they receive at work.	Three in five staff (60%) were feeling fairly or very happy. Three quarters of staff (76%) reported they were happy with the level of support they receive at work.	-

Supporting staff at work is a priority and carrying out regular wellbeing pulse surveys has proved to be an excellent method to promote our wellbeing offer, understand how staff are feeling and act on concerns. We have conducted five surveys since 2020, with the most recent concluding in April 2022. Along with the small number of consistent questions, used to track how staff are doing, additional questions have focused on specific areas as needed. The pulse survey tool is delivering consistent results, demonstrated by the fact that the Pulse 4 and Pulse 5 results were very similar. Despite the challenges presented by the pandemic, the survey has evidenced that the majority of employees still remains positive and feels well supported. The pulse surveys have enabled us to promote our wellbeing offer, target our wellbeing sessions, carry out immediate wellbeing call-backs to those in the greatest need, take organisation-wide action and more targeted local action. Results have been shared with managers across the council enabling them to understand and respond to concerns for different groups of staff, whilst maintaining staff anonymity. The pulse survey has been an important gauge of where we direct our efforts and how well we are supporting our workforce. The next survey is planned for Spring 2023.

### 4 Healthy Workforce

Indicator	Target	12 months to end September 2021	12 months to end September 2022	Change
% of time worked without sickness absence (Proxy: average number of days sick per employee)	Decrease	LCC: 12.64 days per FTE. LCC & Schools: 10.79 days per FTE	LCC: 14.68 days per FTE. LCC & Schools: needed 13.32 days per FTE	+2.04 +2.53

Sickness absence for the 12 months to September 2022 has increased compared with the same period last year, with approximately 68% of absence long term (more than 4 weeks). Mental Health, musculoskeletal illnesses and coronavirus are the top reasons for absence. The council's wellbeing offer, including access to counselling and mental health support is actively promoted to all colleagues. Long term absences are regularly monitored to ensure employees are contacted and supported appropriately. Training and HR guidance is available to line managers supporting their staff, along with occupational health advice and

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interventions. A renewed focus on tackling sickness linked to mental health is taking place as part of our current performance and attendance review.

Note: The service is currently working up an appropriate method for calculating the % of time worked without sickness absence required for this KPI and figures will be reported when available.

### 5 Good Management

Indicator	Target	August 2021 survey	February 2022 survey	Change
% of council staff who feel their manager looks out for their general health and wellbeing	Increase	77% of respondents were happy with the level of support they received	76% of respondents were happy with the level of support they received	-1% point

The results from the February 2022 survey were reported in the last performance report to Scrutiny in June 2022. The next survey will be in Spring 2023.

### 6 Workplace Safety

Indicator	Target	Jul-Sep 2021	Jul-Sep 2022	Change
Number of a) specified injuries; and b) absences of 7+ days related to injury caused at work (w/ and w/o school incidents)	Decrease	LCC: 1 Specified (Major Injury) & 6 over 7 days Schools: 2 occupational disease (Covid), 1 Specified (major Injury) & 1 over 7 days	LCC: 1 Specified (Major) Injury and & 4 over 7 days Schools: 2 Specified (Major) and 1 over 7 days	Downward Trend

In order to monitor progress in reducing workplace accidents and incidents, this indicator records the number of both 'Specified' injuries (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 are required to be reported where we believe the member of staff contracted the disease through their work.

Members are asked to note that often there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year.

This Quarter has seen a reduction in over 7-day injuries from 6 to 4 in same period from last year. All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) incidents are thoroughly investigated and any lessons learned are shared with remedial actions such as review of the risk assessment, further training where necessary a review and amending safe working procedures.

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### 7 Opportunities to Develop

Indicator	Target	2020/21	2021/22	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 89.72% Year-end: 77.45%	Mid-year: 93.55% Year-end: TBC	N/A
% staff who agree there are opportunities to progress their career at Leeds City Council	-	-	-	-

During the pandemic, when our focus was on delivering essential services and maintaining staff wellbeing, a light touch, wellbeing-focused approach to appraisals was taken. The percentage of appraisals reported as completed at the time was slightly lower than pre-pandemic levels.

Details of the 2021/22 year-end position are to be confirmed but the mid-year position showed an improvement on the previous year.

### 8 Gender pay gap

The latest available figures for the 2020/21 year-end were provided in the last performance report to this Board. 2021/22 figures are anticipated to be reported after Full Council in 2023.

#### Financial Services:

There are five BCA KPIs within this portfolio area:

### 9 Budget Management

Indicator	Target	September 2022	October 2022	Change
% of budget overspent at Q1/Q2/Q3/outturn (at council and directorate levels)	Balanced budget	3.18%	2.95%	Improving

As at Month 7 Exec Board Report. Subsequent to Q1 the position reflects significant additional inflationary pressures including pay assumptions and has begun to reflect the impact of mitigations. Significant overspends remain in Children & Families and Resources directorates. The comparable overspend % at Month 6 was 3.18%.

### 10 Budget Action Plans

Indicator	Target	October 2022	Change
% of directorate budget action plans delivered at Q1/Q2/Q3/outturn (Projected level of savings)	100% delivery of budget action plans or mitigating alternative savings	72% (Projected level of savings)	-

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At Month 7 Financial Health Report – Council-wide projection. Projected savings to be achieved has fallen requiring additional mitigations.

### 11 Collection rates

Indicator	Target	Apr-Nov 2021	Apr-Nov 2022	Change
Collection rates: council tax % of council tax collected	96.11% by year-end	70.92%	69.89%	-1.03% points

Collection rate has fallen behind last year's figure due to the Revenues Team having to action the £150 Council Tax 'rebate'. There have also been limits on recovery action due to limited court time. The 'rebate' process is now complete and measures have been taken to improve access to court. Council Tax collection has started to improve over the last few months with a reducing gap on last year's position – this was 1.65 percentage points behind in September, 1.22 in October, and as at November, only 1.03 percentage points behind the same period in 2021.

Indicator	Target	Apr-Nov 2021	Apr-Nov 2022	Change
Collection rates: business rates % of business rates collected	98% by year-end	66.26%	70.16%	+3.9% points

The collection rate for non-domestic rates was 70.16% at the end of November compared to 66.26% at the same point in 2021/22, an increase of 3.9%. This is not a useful comparison as payments due dates in 2021/22 were skewed towards the end of the year due to the fact that retail relief was 100% of the rates payable for the first three months of the year. A more valid comparison is with the position in 2019/20 which was the last pre-pandemic year, when the collection rate was 72.98%. The current shortfall is due to a combination of the backlog of recovery action which built up during the pandemic. This is being addressed and the gap between the collection rates in 2022/23 compared to 2019/20 is reducing each month.

Indicator	Target	Apr-Nov 2021	Apr-Nov 2022	Change
Collection rates: rental income % of Housing Leeds rental income collected	N/A	94.99%	94.36%	-0.63% points

The % of income collected this quarter is below the same period last year, but the gap between this and last year's performance has been slowly reducing. Housing Leeds are proactively supporting our tenants who are affected by the cost-of-living crisis through our Christmas/Winter campaign, with its "we are here to help" message, as well as undertaking targeted actions such as writing to tenants whose direct debit failed over the Christmas period last year. There was an issue at month end where DWP paid managed payments direct to tenants rather than the Council, so this has needed to be chased to ensure tenants use the payment for their rent. In addition, Friday payments at month end were not posted to accounts and so the amounts were applied to the week after reporting.

#### Customer Access:

There are two BCA KPIs within this portfolio area:

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### 12 Customer Complaints

Indicator	Target	Apr-Jun 2022	Jul-Sep 2022	Change
% of complaints responded to within target timescale	Increase	1,581 received*	67.2% (1,403 received)	

\*This KPI is new and the % figure was not previously reported

The percentage of complaints responded to in timescale is below expectation. Staffing pressures have impacted the ability of services to respond within timescale. Work is needed to support services in awareness and on actions needed to improve the response rate. Response rates are stronger within Adults & Health where 97% of complaints were responded to in timescale. In higher volume areas, 71.1% of Housing and 60.7% of Waste Management complaints were responded to in timescale. In Children's & Families, 43% were responded to in timescale where an increase in demand for SENSAP services has pressured prioritisation of complaint responses. Response rates provided are provisional with data quality checks being undertaken to review performance against the new KPI.

Prior to Q2 2022/23 the KPI for Customer Complaints had focussed on volumes received, whether these increased or decreased being the measure of performance. To align the KPI with our complaints policy, this was updated in Q2, to the % of complaints responded to in timescale. Historical data is not complete in relation to the new KPI, with improving awareness of and performance against the policy being the focus and primary use of resource going forward.

### 13 Customer Satisfaction

Indicator	Target	Apr-Jun 2022	Jul-Sep 2022	Change
General satisfaction – Overall satisfaction with the service customers received through the contact centre	N/A	80% (Based on 5,401 responses)	82% (Based on 5,504 responses)	Improving

General satisfaction is showing an improved position across the first two quarters of this year.

#### Information Management & Governance:

There are two BCA KPIs within this portfolio area:

### 14 Access to Information

Indicator	Target	Jul-Sep 2021	Jul-Sep 2022	Change
Percentage of subject access requests received responded to within statutory timescales	88%	72.73% 210 requests	77.56% 242 requests	+4.83% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	79.17% 493 requests	88.18% 476 requests	+9.01% points

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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

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.

Although we are not yet meeting our corporate KPI targets, we have seen in the region of a 5% increase both on the same period last year and compared to Q1 this year for SARS and in the region of a 10% increase across FOI/EIRs when compared to the same quarter of 2021/22.

The IM&G team have implemented 90% of phase 1 of 3 of the revised information request process, with some minor tasks needing implemented. Phase one focussed on receipt of the request until the response is sent to the IM&G team from the service and the associated admin and support functions. The improvements from phase 1 were implemented on the 4th July and performance in the following quarter rose by an average of 10% for both FOIs/ EIRs and IRRs from the previous quarter and the same quarter last year. The development of phase 2 will begin in December and focus on the point of receipt of the response from the service, to issuing the response to the customer and dealing with any requests for reviews or complaints. Alongside this, tight monitoring and review will be in place for phase one changes, and a change management process will be put in place to ensure we continue to improve. Phase 3, which is to implement a new CRM system will now begin next year, appreciating that progress in this respect relies on a number of variables, including funding and/ or capacity to push this along at pace. These improvements take into consideration the previous BJSS recommendations but builds on them to achieve even further efficiency.

### Procurement & Commercial Services:

There are two BCA KPIs within this portfolio area:

#### 15 Supporting Local Businesses

Indicator	Target	Jul-Sep 2021	Jul-Sep 2022	Change
% of orders placed with suppliers based in Leeds	Increase from 51.97%	41% of expenditure (£2.12m) 33% of payments (5,536) (Jul-Sep 2021)	47% of expenditure (£129.64m) 44% of payments (30,655) (Jul-Sep 2022)	Improved

This indicator measures expenditure with local suppliers as a percentage of the council's overall spend. The percentage of expenditure and the total value reflects the council's continued engagement with local suppliers.

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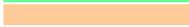
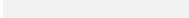
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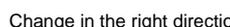
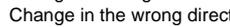
**16 Doing Business Fairly**

Indicator	Target	Apr-Sep 2021	Apr-Sep 2022	Change
% of invoices paid within 30 days of receipt or according to supplier payment terms	92%	93.59%	94.70%	+1.11% points

The changes to the way the majority of invoices are processed came in to effect 1st April 2022. It was anticipated that the performance may dip slightly following the change and until the new process became embedded. The dip has not materialised as anticipated and to date the performance is holding up and showing a marginal improvement on the same period in 2021.

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