



Report of the Head of Policy and Performance

Meeting: Environment and Neighbourhoods Scrutiny Board

Date: 13th July 2010

Subject: Performance Report Year End 2009/10

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents the Quarter 4 action trackers summarising our progress against the Leeds Strategic Plan improvement priorities relevant to the Environment and Neighbourhoods Scrutiny Board for 2009/10 at the end of the 2nd year of delivery of this plan. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow are provided along with amber trackers with a static or deteriorating direction of travel. A complete set of action trackers are published on the intranet for information. In addition a full performance indicator report is also provided. Overall, Members should note that for the improvement priorities relevant to the Environment and Neighbourhoods Scrutiny Board 75% (12 out of 16) of **improvement priorities** are currently assessed as green and on track.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the Environment and Neighbourhoods Scrutiny Board including an analysis of performance indicator results at the end of 2009/10 so that the Board may understand and challenge current performance.

3 Background Information

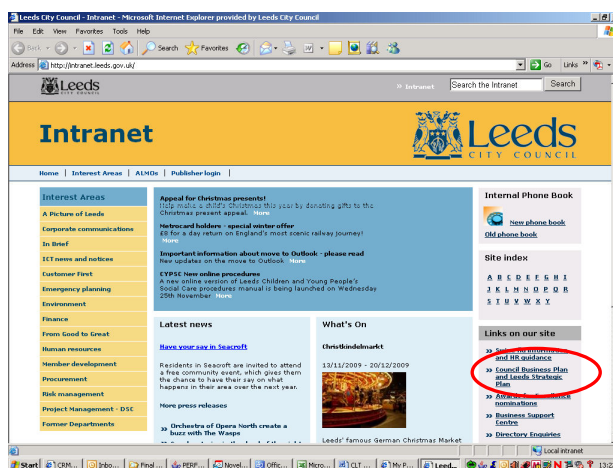
- 3.1 Accountable Officers were asked to provide a high level summary of performance both qualitative and quantitative within their trackers and were requested to limit their action trackers to one A4 page (ie 2 sides). However, many accountable officers were unable to do this without missing essential information and therefore the limit was not rigidly applied so that the trackers provided a complete picture of performance.
- 3.2 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against the *improvement priorities* relevant to the Environment and Neighbourhoods Scrutiny Board.
- **Appendix 2** – selected amber and red rated action trackers from the Leeds Strategic Plan priorities relevant to the Environment and Neighbourhoods Scrutiny Board. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 3** – Performance Indicator report containing year end results for all performance indicators from the National Indicator set and any key local indicator which are relevant.

This information is supported by a guidance document to aid the reader in interpreting the action trackers.

4 Main Issues

- 4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track. At Q4 a slightly more nuanced approach has been taken ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
 - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided.
- 4.3 This exception reporting is to enable senior officer, partners and members to focus their attention on those areas where progress is not on track. However, all action trackers for the year end are published on the intranet so that all the green action trackers are also available for information. These can be found on the intranet by following the link to the Council Business Plan / Leeds Strategic Plan from the front page.



- 4.4 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results.

However, a full performance indicator report is provided in appendix 3 and a high level analysis of the Environment and Neighbourhoods key performance indicators is provided below.

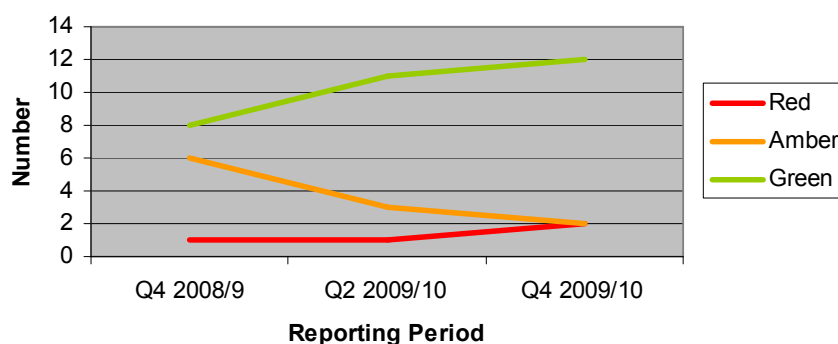
Analysis of Overall Performance in 2009/10

Improvement Priorities

- 4.5 There are 16 improvement priorities from the Leeds Strategic Plan which are relevant to the Environment and Neighbourhoods Board. Members will note that this quarter the improvement priority TP-2c Improving lives by reducing the harm caused by substance misuse has been split into two - with separate action trackers provided for "Drugs" and "Alcohol". Of these improvement priorities 2 are assessed as red, 2 as amber and 12 as green. This represents an improved overall position compared to quarter 2 2009/10 and a further improvement on the position at the end of 2008/9 – as illustrated in the table and graph below.

	Q4 2008/9		Q2 2009/10		Q4 2009/10	
	Number	%	Number	%	Number	%
Red	1	7	1	7	2	12.5
Amber	6	40	3	20	2	12.5
Green	8	53	11	73	12	75

Change in Improvement Priority RAG Ratings



- 4.6 Further analysis shows that the change between quarters 2 and 4 is because a number of improvement priorities have been assigned a different RAG rating over the last 6 months, some improving and some deteriorating, which has resulted in a net improvement. The key changes are highlighted in the table below:

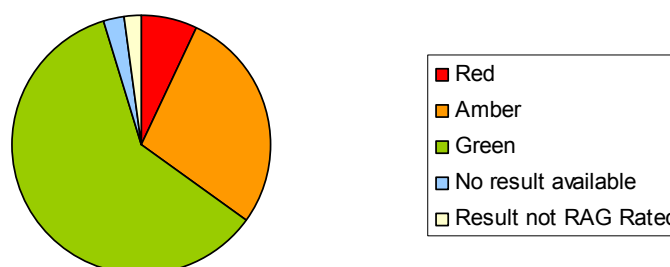
Improvement Priority	Q2 2009/10	Q4 2009/10
ENV-2a Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces	↔	↔
ENV-2b Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill	↑	↑
TP-2c Improving lives by reducing the harm caused by substance misuse – Alcohol		↓
TP-1a Increase the number of decent homes	↑	↑

Performance Indicators

- 4.7 The overall breakdown of all the indicators relevant to Environment and Neighbourhoods Scrutiny Board is shown in the chart below with 60% meeting their year end target – this includes all Leeds Strategic Plan indicators, National Indicators and local key indicators. At the year end we have a complete set of performance indicators including those that are only available annually.

	Number	%
Red	3	7
Amber	12	28
Green	26	60
No result available	1	2
Result not RAG Rated	1	2

Overall Performance of Environment and Neighbourhoods PIs



- 4.8 It is not possible to accurately compare this position with that from Q4 last year as a significant proportion of PIs were new and 2008/09 was the baseline year so traffic lights could not be allocated.

Data Quality

- 4.9 In previous quarters Members have received an update on the on-going work to develop a more robust, consistent and over-arching approach to data quality for our key performance indicators – which will give a wider based data quality judgement. The implementation of the new data quality checklists across all national and local indicators has resulted in a number of anomalies - despite a successful pilot exercise - and more work is required to ensure that this revised approach is fit for purpose and that the scoring criteria are effective across a broad range of measures. Therefore, the new scoring mechanism will not now be adopted until Q1 2010/11 and Members should note that in these Q4 reports the previous system has continued to be used to provide the data quality traffic light.

4 Implications for Council Policy and Governance

- 4.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

5 Legal and Resource Implications

- 5.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area and these government agreed targets are subject to performance reward grant.

6 Conclusions

- 6.1 This report provides the Board with a high level overview of the city's performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at the end of 2009/10 ie the end of the 2nd year of delivery. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

7 Recommendation

- 7.1 Members are asked to consider the overall performance against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised.