



Report of Leeds City Council and NHS Leeds

Meeting: Health Scrutiny Board

Date: 27th July 2010

Subject: Joint 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 joint Leeds Strategic Plan (LSP) improvement priorities relevant to the Health Scrutiny Board for 2009/10 as well as key NHS Leeds priorities. The joint health priorities within the LSP are reported via action trackers and these 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 set of performance indicators are provided including relevant national and local indicators for the city. In addition key performance issues from NHS Leeds are also identified within the body of the report. Overall, Members should note that for the LSP action trackers relevant to the Health Scrutiny Board 56% (5 out of 9) are currently assessed as green and on track.

2 Purpose of the Report

- 2.1 This is the quarterly Leeds City Council/NHS Leeds joint performance report. The principle of a joint report has been established to align performance reporting, with the aims of
- Reducing duplication
 - Eliminating potential confusion
 - Streamlining documentation
 - Bringing closer together the performance teams/functions from both organisations
- 2.2 This report presents an overview of performance against the key local health priorities as relevant to the Health 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 The issues discussed in this report have been identified because performance in these areas impacts upon one or more of the following:

- the delivery of our joint and individual health priorities,
- performance against the National Indicator set, or
- a lack of assurance relating to data quality.

The content of the report is tailored to meet the requirements of the national reporting systems, particularly in light of recent changes, but also ensuring that the Health Scrutiny Board is fully involved in the process.

- 3.2 For the joint priorities within the Leeds Strategic Plan Accountable Officers were asked to provide a high level summary of performance both qualitative and quantitative using the action trackers template and were requested to limit their submissions 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.
- 3.3 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 LSP improvement priorities relevant to the Health Scrutiny Board.
 - **Appendix 2** – selected amber and red rated action trackers from the Leeds Strategic Plan priorities relevant to the Health 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.

- 3.4 A number of the indicators that are reported are under a process of development at a national level and some do not have clear targets. This does not therefore allow for absolute clarity in terms of achievement.

4 Main Issues

- 4.1 As part of the performance management process each strategic improvement priority from the Leeds Strategic Plan 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.



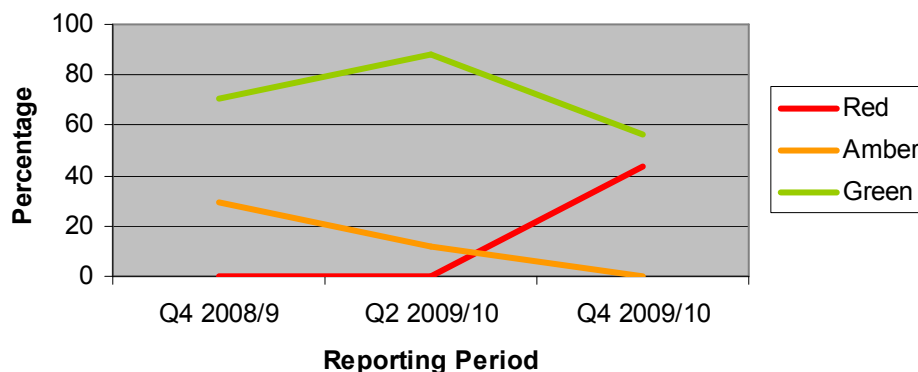
- 4.4 The action trackers provide a high level summary of performance against our joint strategic health improvement priority areas and as such include relevant aligned performance indicator results. However, in addition a full performance indicator report is provided in appendix 3 and a high level analysis of the Health key performance indicators is provided below.

Analysis of Overall Performance in 2009/10 Improvement Priorities

- 4.5 There are 6 improvement priorities from the Leeds Strategic Plan which are relevant to the Health Board which are reported over 9 action trackers. 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 trackers 4 are assessed as red and 5 as green. This represents an overall deterioration of performance compared to both quarter 2 2009/10 and the position at the end of 2008/9 – as illustrated in the table and graph below.

Improvement Priorities	Q4 2008/9 (%)	Q2 2009/10 (%)	Q4 2009/10 (%)
Red	0	0	44
Amber	29	12	0
Green	71	88	56

LSP Health Improvement Priority RAG Rating

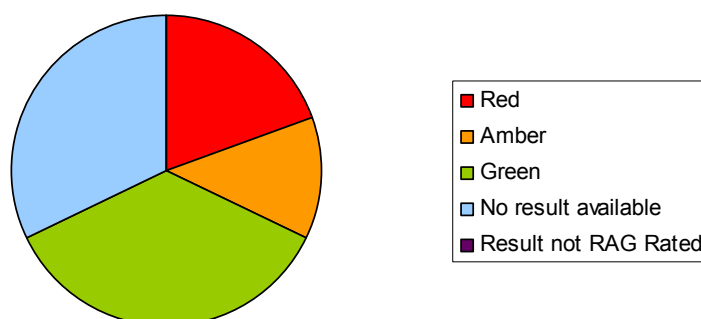


Performance Indicators

- 4.6 The overall breakdown of all the indicators relevant to Health Scrutiny Board is shown in the chart below with 35% meeting their year end target – this includes all Leeds Strategic Plan indicators, National Indicators and NHS Leeds priority indicators. At the year end we have a complete set of performance indicators including those that are only available annually.

	Number	%
Red	6	19
Amber	4	13
Green	11	35
No result available	10	32
Result not RAG Rated	0	0

Overall Performance of Health Scrutiny Board PIs



- 4.7 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.

Other Key Performance Issues

- 4.8 Overall, within the NHS, the PCT has maintained or improved delivery in a range of performance indicators. The Care Quality Commission's Periodic Review for 2009/10 will not be published until Oct this year. Data to support this is presently undergoing ratification and validation. Some data remains to be published, as can be seen from the tables of indicators. Challenges remain in a number of areas, with the introduction of commissioner level MRSA targets, for example. A number of targets have either been removed from the national set or are planned to be replaced by outcome-based objectives over the next year or so. The full implications of the changes are yet to be determined.

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 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. In addition it also provide a performance update against the key local priorities for NHS Leeds. 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.

Background Papers

- Leeds Strategic Plan 2008-11
- Children and Young People's Plan 2009-14