

Value: Working as a team for Leeds

Priority: Staff have a clear understanding of their role as well as clear objectives and performance targets which are monitored through high quality appraisals.

Why is this a priority - Appraisals for all staff are essential in driving effective performance management to achieve the Council's business and service plan objectives, embed the revised values and help us meet future challenges. The Chief Executive and directors are championing regular appraisals as a priority so that all employees are managed, motivated and developed to perform their role effectively and deliver improving services for Leeds.

Overall Progress
AMBER

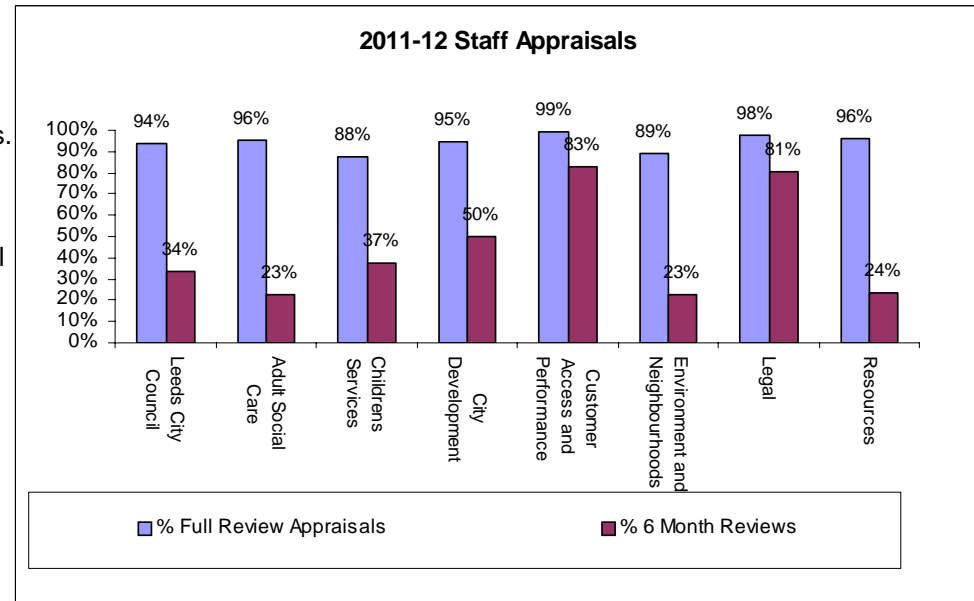
Story behind the baseline

Appraisal targets - For 2011-12, a corporate annual appraisal timetable was agreed with full appraisals taking place between April and July and interim meetings between October and December. One of the Chief Executive's three 'Calls to Action' in 2011/12 to all leaders is to ensure that all employees have a quality appraisal with a Personal Development Plan and at least one development action linked to service plans.

A total of 34% staff as at 31 December 2011 had received a 6 month appraisal review. Whilst there are reasons in some directorates for the low figures reported e.g. restructures and group appraisal arrangements, our initial conclusions are that it is likely that this figure is being under recorded. Data development work will therefore take place during quarter 4 to rectify this in order for a more accurate position to be reported at year end.

The Council is currently reporting that 94% of full appraisals have taken place. Children's Services and Environments & Neighbourhoods both reporting the lowest figures of 88% and 89%. All other Directorates are reporting 94% or above.

Headline Indicator: Every year 100 per cent of staff have an appraisal



What do staff think

The 2011 Employee Engagement Survey has provided quantitative data about how people feel about the support, guidance and feedback provided by their managers. The survey has provided a baseline and quarterly sample surveys will provide ongoing intelligence. A key message from the survey was that 'being clear about what they needed to achieve in their job' was important in staff feeling that the work that they do makes a difference. Related feedback shows that managers communicate this to them well, however, some staff felt that Managers could do better at providing regular helpful feedback on how they are doing their job. The final Investors in People report also states that leaders and managers need to perform their people management role in line with Connected Leaders and Managers which requires them to provide staff with regular feedback, development and support through regular appraisals and interim reviews. The Improving Performance Project will sample appraisals carried out and provide feedback on staff perception of the quality of appraisals.

What we did:

- A report taken to CLT regarding quality appraisals. The proposals focused on improving accountability, challenge and assessment, support for which will be provided by an on-line performance and learning management system.
- Workshops undertaken to consult with Organisational Development staff and large services with limited staff access to IT to establish readiness for adopting the new Learning Management System.
- Communications about expectations of leaders and managers through was issued to all staff via appraisals and a learning supplement. Feedback from 'Investors in People' indicates that this needs to be embedded and monitored further. Project established to move appraisals and reviews recording on-line.
- Conducted focus group sessions across the organisation to engage our employees in defining values-based behaviours. As a result a draft set has now been developed.

What Worked Locally /Case study of impact:

- Directorate HR Leads report that the monthly list of outstanding appraisal/ review meetings are useful for challenging co-ordinators and appraising managers.
- City Development – To support accurate and regular SAP updating co-ordinators maintain local records to update their service managers via reports, attendance at Learning & Development Boards etc. Appraisal co-ordinators maintain regular contact with the appraising managers to ensure outstanding appraisals are being undertaken and obtain reasons for non-completion via e-mails to Chief Officers and Heads of Service.

Risks and Challenges

- Agreement over a series of common core appraisal forms.
- Resourcing issues for one-to-one appraisals for some crew-based, short-hour staff and those working remotely from supervisors in front line services.
- Tight timescale and resource support to implement the performance management system by April 2012.

New Actions:

Implement recommendations from CLT report

- Introduce quarterly appraisal update meetings for all Chief Officers and Heads of Service commencing in April 2012.
- Agree the consistent use of performance assessment in appraisals for all staff commencing in April 2012.
- Agree annual revenue contributions from corporate and directorate-based workforce development budgets to implement the on-line performance management and learning system until efficiencies are realised and savings re-directed back.
- Approach of 50% of staff to be recorded on the learning management system from April 2012.

Other actions include:

- Reinforce communications regarding expectations of leaders and managers linked to 'Investors in People' and Employee Engagement survey results.
- Agree a simple appraisal form with CLT with an implementation date of April 2012 to 2013.
- The Improving Performance Project will ask a sample of staff for feedback on the quality of their appraisals including whether this included a Personal Development Plan and was linked to service plans.
- Once the draft set of values-based behaviours have been approved arrange for these to be included in the 2012/13 appraisal process.

Data Development:

- The Quarter 3 review figure may be due to under reporting and data development work will take place during quarter 4 to rectify this to provide an accurate year end position.
- Conduct development work to ensure that nightly data feeds between support systems are in place.
- Analysis of data to establish core population of Appraising Managers by directorate, service, grade, span of control etc.

Value: Being open, honest and trusted

Priority: Staff are fully involved in delivering change and feel able to make an impact on how services are delivered

Why is this a priority - Effective staff engagement is essential to help the council meet the many challenges it faces, including improving productivity and service delivery. We recognise that there are many factors that influence staff engagement. These include the quality of leadership as well as whether staff feel listened to and valued and whether we are seen to be living the council values.

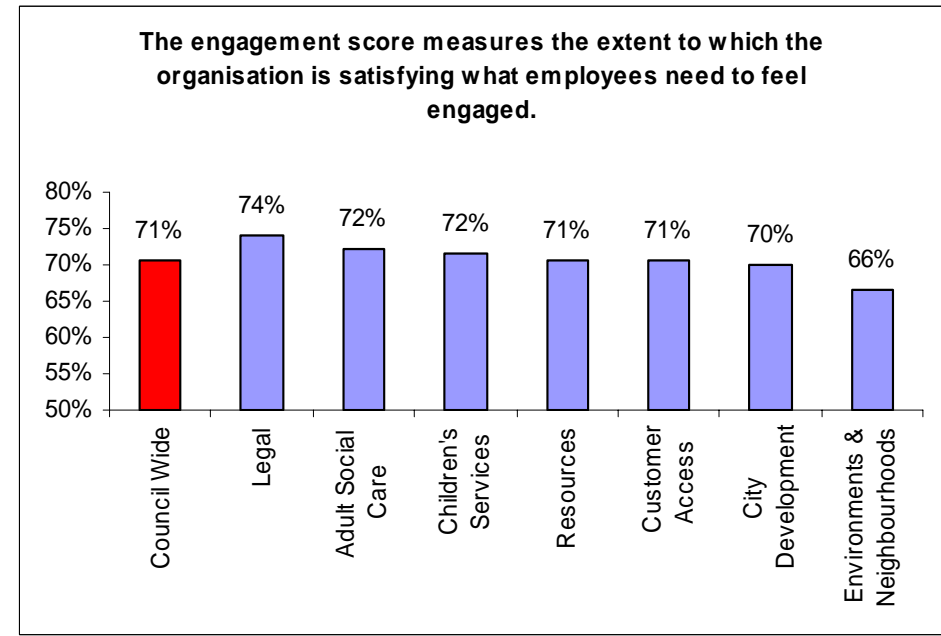
Overall Progress
AMBER

Story behind the baseline - The Council has adopted a new approach to measuring staff engagement based on the MacLeod Review carried out for the Government in 2009 and assesses staff perception in relation to four drivers of Leadership, Management Effectiveness, Staff Voice and Integrity. A benchmarking survey based on this new approach was undertaken in October 2011. This gave the whole Council workforce (excluding schools) the opportunity to participate.

This together with follow-up quarterly sample surveys measures levels of employee engagement in the organisation through using staff perception and tracks changes in engagement levels over time and the effectiveness of the work done across the key drivers to improve engagement.

Key Findings - The survey has allowed us to set a new baseline regarding the extent to which we are delivering what employees need to feel engaged at work. The overall response rate was 39% (54% via e-mail / 20% postal). This makes the survey results statistically valid. The range of response varied across services, details of which can be provided on request.

An analysis by grade and length of service showed that JNC Officers had higher engagement levels than other groups whilst those employed for less than a year had the highest engagement levels. Further monitoring of these and other characteristics will take place over future surveys.



The survey told us what staff feel is most important to them ie; 'I am treated fairly', 'I am clear about what I am expected to achieve in my job' and 'I feel the work I do makes a difference'. The issues that, on average, staff thought the council was performing best in were; 'My job makes me want to do the best work I can everyday', 'I feel the work I do makes a difference' and 'I am clear about what I am expected to achieve in my job'.

Analysis of the average importance and performance scores together identified where the Council needs to improve ie; 'I feel safe to challenge the way things are done at work', 'My opinions matter at work', 'I am asked about issues that are important to me at work', 'I am treated fairly at work' and 'I get regular helpful feedback from my manager about how I am doing my job'.

Whilst 'In my experience change is managed well at work' is ranked as the lowest average performance score, it is surprising that its average importance score was also low. More work is needed to understand this.

Analysis by equality strands - In a number of areas, employees from certain backgrounds are less positive than others, and further work may be needed to understand if this is caused by higher expectations, genuine problems they face at work or a combination of the two. A small percentage of employees who describe themselves as having a disability or being lesbian, gay or bisexual (LGB) reported slightly lower engagement levels. Due to the low numbers involved these areas will be monitored through future surveys.

<p>What we did</p> <ul style="list-style-type: none"> • Weekly reminders issued via the staff portal on completing the survey. • Chief Executive issued reminders to staff via e-mail and his 'blog'. • An extension period issued to closing date. • To encourage participation a weekly response rate was circulated to Chief Officers. • The delivery of the survey involved a wide range of skilled officers from across the council, and has benefited from flexible and innovative use of existing resources. The projected savings of this survey are approximately £50,000 compared to the 2009/10 survey which was commissioned through an external provider. • Analysed survey results and produced Employee Engagement Survey Findings 2011 report for discussion at CLT on 20 December 2012. Follow up actions are shown in the New Actions section. • Analysis of results by equality strands. 	<p>New Actions</p> <ul style="list-style-type: none"> • Analysis of results by Directorate level. • Implementation of 3 council wide actions: <ul style="list-style-type: none"> Fully embed the Connected Leaders and Managers expectations at all levels across the council. Quality Communications - Support leaders and managers at all levels to embed quality 2 way communications Managing Change – by effectively supporting staff. • Share results with directorate leadership teams and agree how the above will be delivered. If appropriate, agree a further 2 actions at directorate level and link to liP findings and incorporate into action plans. • Communication of the employee engagement survey to all line managers, employees, and trade union representatives through tailored communications such as 'You said, we are going to do.....' etc. • Further key actions on drivers of employee engagement: <ul style="list-style-type: none"> ○ Leadership: Behaviours will be defined as part of the wider programme to develop our Council wide competencies framework ○ Manager Effectiveness: New development programme to be agreed and implemented ○ Voice: Additional front line opportunities for 'Meet Tom' meetings and Directors direct engagement with staff • Further action to embed values to follow analysis of question regarding values in employee engagement survey. • Lessons learned report to Best Council Board in February 2012. Action Plan to be implemented for inclusion in May 2012 quarterly survey.
<p>What Worked Locally /Case study of impact - The survey findings support the on going Organisational Development work across the Council that underpins the Engaged and Enabled themes of the People Plan. Development work has been focused on communications, leadership and development, change and performance based on the combined findings from IIP, the Employee Engagement Survey, feedback from staff engagement events, council value workshops and the Equality Framework to target actions in these areas.</p>	<p>Data Development - The survey will be completed quarterly following the baseline exercise, which will provided a more frequent measure of continual improvement, by sampling a representative quartile of the workforce. The next quarterly survey will be carried out in May 2012.</p>
<p>Risks and Challenges - Failure to agree, embed and monitor appropriate actions in response to the findings of the survey could result in lower engagement and response from the next survey in May 2012 due to staff not seeing significant improvements/changes/actions.</p> <p>The survey also suggests that the behaviours behind the values accurately reflect what employees do or wish to do at work. However, they do not perceive a formal set of values as being particularly important.</p>	

Value: Working with communities

Priority: Local communities are consulted about major changes that may affect their lives.

Why is this a priority: At a time when resources are limited we need to make sure we are providing the services that the public need in the most appropriate way. By providing clear evidence of public consultation we can ensure communities are effectively able to influence what we do at corporate, service and locality levels. This helps us move from doing things *to* and *for* people, towards doing things *with* people.

Overall Progress:

Amber

Story behind the baseline:

- In the current climate it is inevitable that decisions will be closely scrutinised, and any perceived weakness in the process will be targeted. We need to be confident that evidence from consultation is timely and relevant to the current situation.
- The 2011 Annual Statement on community engagement for the Corporate Governance and Audit Committee identified the following key challenges for engagement in Leeds:
 - Public challenges to decisions
 - Coordination
 - Area working
 - Spending reductions
 - Localism
- Following the work to develop the methodology for the indicator at quarter 2 work continued in quarter 3 to test the process and validate the results. There are still some data quality issues to iron out and as a result this indicator will not be formally published until Q4. However, during this development process interim results have been collated and feedback given to directorates. During this development phase there has been a positive direction of travel from Q1/2 scores where a sample of decisions only were looked at to Q3 where all decisions were assessed. All directorates have shown an increase in compliant reporting. This is as expected as all reports for quarter 3 used the new reporting template which includes a specific section on consultation. At Q3 the estimated result is 89%, with four directorates (CS, ASC, CAP, E&N) on 100% but these are still subject to further quality assurance checks.
- However, the existence of this new indicator has been a catalyst for increased focus on getting consultation 'right' across the council, as well as meeting a target. Discussions between directorate officers and the corporate consultation manager have been very useful in clarifying what makes good practice and what guidance would help services achieve this.
- A sample of reports are being quality assured, with initial findings including a lack of reference to the Talking Point records of the consultation activity, the need for more detail on who was engaged, how, when and what the headline results were, and in particular, a need to be clearer to what extent these results impacted the decision. Feedback on these will be provided to directorates to further improve compliance and quality. The quarter 4 set of results will be used as the indicator for the year, where it is likely that the 100% target should be achieved if current learning and improvement activity continues. However, there is a need to further clarify what might exclude a report from the count, e.g. it is a decision that does not affect communities. Best Council Board have agreed to provide challenge and support in clarifying the methodology for this indicator. Report writing guidance has also been developed and improved to provide better clarity for report writers on what is required.

Headline Indicator: Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities.

Data for this indicator will be taken from the Year End Qtr 4 results.

What do people think: In the 2010 research project into Effective Communications and Consultations, residents told us how they feel about getting involved and influencing decisions:

- 89% of respondents feel it is important to feel they can influence decisions about council services
- 28% are satisfied with being able to influence decisions about public service delivery in their area (24% are dissatisfied)
- 45% feel that there is no point taking part in council-run consultations, as decisions have already been made before people are asked
- 39% want to be more involved in decisions about council services that affect their local area

What we did:

- Made solid progress recruiting the new Citizens' Panel, with c2200 of the target 6000 residents joining at very low cost to the council
- November/December 2011 de-brief discussions with E&N and CD officers to clarify best way to improve VAL3 scores, and by extension, the quality and compliance of the consultation process.
- Identification of consultation 'grey areas' such as contract extension reports, to be discussed at Best Council Board.
- A review of the council's community engagement operating framework is in the internal consultation phase, and has been discussed with all DMTs and at Area Chairs.
- The first Citizens' Panel consultation, with those members currently recruited (c2000) took place in January 2012 to support development of the city's cultural offer. The process of delivery involved a number of services across the council, was delivered ahead of schedule and resulted in a 70%+ survey response rate at low cost to the service.

What Worked Locally /Case study of impact:

- Environment and Neighbourhoods are developing ways to get early warning that a service or transformation plan needs support developing consultation, to reduce challenge or delay to decisions.

New Actions:

- Complete the recruitment of Citizen's Panel before first wave of consultation (likely to be May 2012)
- All directorates to help establish calendar of consultations to send to the Panel, ongoing task.
- Corporate Consultation Group to develop SharePoint Toolkit for those delivering consultation by June 2012.
- Developing training sessions on presenting consultation and Equality considerations in formal reports, trialling in E&N in January 2012.
- Community Engagement Operating Framework to be taken to CLT for agreement and then implementation

Data Development

- Add a qualitative aspect to the Headline Indicator to ensure that the consultation that is being done, is done *well*.
- Revise report writing guidance to insist that consultation evidence includes a link to the record of activity that should already be on the Talking Point system
- Ensure that only relevant reports are considered for the indicator. Establish what counts as N/A, clarify any grey areas and agreed with Best Council Board.

Risks and Challenges:

- Not having a consistent council-wide culture of timely and effective planning of engagement
- Potential for challenge (scrutiny or legal or protest) on decisions using weak or flawed consultation evidence
- Lack of resources (financial, technological, time) and expert support for staff tasked with engaging
- Inconsistent feedback on engagement to participants
- Lack of evaluation of engagement effectiveness, linked to lack of quality assurance role for Corporate Consultation Group

Value: Treating people fairly

Priority: Equality is given due regard in council policy and decision making.

Why is this a priority - We are committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations. In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. By providing evidence that we have done this for our most important decisions we can be sure that we are meeting our legal and moral obligations

Overall Progress
Amber

Story behind the baseline

New guidance on addressing equality in report writing was introduced from 1 September 2011. This now indicates the need to explicitly reference screening and/or equality impact assessments and their outcomes in decision making reports.

For Q3 a full quantitative analysis has been undertaken and of the 100 key, major and Executive Board decisions (with a measurable outcome), and based on the agreed definition for this indicator 63% evidenced that equality issues had been considered (63 reports evidenced, 37 reports did not evidence). There are still some data quality issues to iron out and as a result this indicator will not be formally published until Q4. However, during this development process interim results have been collated and feedback given to directorates.

Qualitative analysis undertaken at the end of November 2011 and at the end of Q3, suggests that this result may not reflect the true position. The agreed definition that is being used for this indicator is very specific in terms of requiring report authors to make reference to screening forms or equality impact assessments (EIA). This ensures that decision makers have sufficient information to be assured that due regard to equality has been given. There are some examples where due regard to equality through a screening form or EIA has been given but has not been explicitly referenced within reports and this is a particular issue for Design and Cost reports. For example, in Children Services, the Directorate has undertaken further analysis of this figure. Where a negative result was recorded, all the reports related to school developments. Screenings had been undertaken and reported on at an earlier stage in the process however this was not included in the narrative within the reports. Work has taken place to ensure future reports will report this. Work took place in early December to strengthen the definition and this was been communicated to Directorates. In addition, work has started to amend the Design and Cost report template and guidance to ensure evidence of due regard to equality is sufficiently captured.

A qualitative analysis has also highlighted some inconsistencies in terms of how the narrative within decision making reports meets the Equality Act public sector duty. Work will continue to take place with directorates to address this. It has been agreed that the final result for the year will be based on the Q4 result, by which time it is anticipated that the target to evidence that equality issues have been considered in 100 per cent of key and major decisions and all Executive Board reports could be achieved.

Headline Indicator: Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions

Data for this indicator will be taken from the Year End Qtr 4 results.

What do key stakeholders think: The What if Leeds campaign and the spending challenge consultation showed that the public saw equality and community cohesion topics such as encouraging inclusion of all social groups, reducing the gap between the rich and poor and tackling inequality as key issues. Treating People Fairly was the most important value for staff in the recent employee engagement survey. Further work is being undertaken to explore this through the Employee Engagement Group and Equalities and Employment project group.

What we did

- Finalised discussions with Corporate Governance to ensure a consistent approach to recognising 'evidence' of due regard and amended narrative within the report writing guidance.
- As part of an on-going programme of due regard to equality workshops provided by the Equality Team, 93 staff from across Directorates were trained. In addition specific briefings have been provided to commissioning staff in Children's Services and Environment and Neighbourhoods, Procurement, and Human Resources regarding organisational change.
- 43 Elected Members who have specific decision making roles received briefings on 'giving due regard to equality' in the decision making process.
- Published the Equality Position Statement 2011 which provides considerable factual information about outcomes for different equality communities, which can be used to inform the screenings and EIAs
- Equality Improvement Priorities 2011 – 2015 agreed by Executive Board and published in December 2011.
- Immediate feedback and support provided on EIAs and screenings when requested by directorates.
- All EIA's and screenings continue to be sense checked by the Equality Team before they are published.

What Worked Locally /Case study of impact

New Actions

- Deliver the due regard to equality briefings to all Members - Q4 and Q1(2012/13).
- Consideration will be given on how to capture the effect of giving due regard to equality on decisions – Q4.
- A qualitative analysis of a 25% sample of Q3 and Q4 reports will continue to take place and feedback provided to Directorates. - Q4 and Q1(2012/13).
- Specific due regard to equality and decision making workshops to be held with Environment and Neighbourhoods strategic managers and Adult Social Care commissioning teams, Governance Services and Area locality staff – Q4.
- Amend the Design and Cost report templates and guidance to capture due regard to equality considerations – Q4.
- Undertake an equality impact assessment on the overall budget proposals for 2012/13 – January 2012.
- Widely publicise the Equality and Diversity Position Statement 2011 – January 2012.
- Further strengthen the report writing guidance – Q4.

Data Development

- Take learning from the internal audit which is taking place on this indicator

Risks and Challenges

Failure to evidence that due regard is given in decisions and policy making can result in:

- legal challenges eg in the form of judicial reviews, which can be costly and time consuming;
- negative national publicity impacting on reputation;
- undermining relationships with local communities;
- wasted officer and member time.

Value: Spending money wisely

Priority: All directorates deliver their budget action plan and stay within their approved budget

Why is this a priority: The financial climate we are in is challenging. Our funding from government is reducing and we have greater demands on our services. Through our budget-setting process we have developed a plan to manage with less, including doing things more efficiently, reducing the size of the council and changing the way services are delivered. It is vital that we stick to this plan and that all council services stay within their agreed budget and deliver on their budget action plans

**Overall Progress
GREEN**

Story behind the baseline:

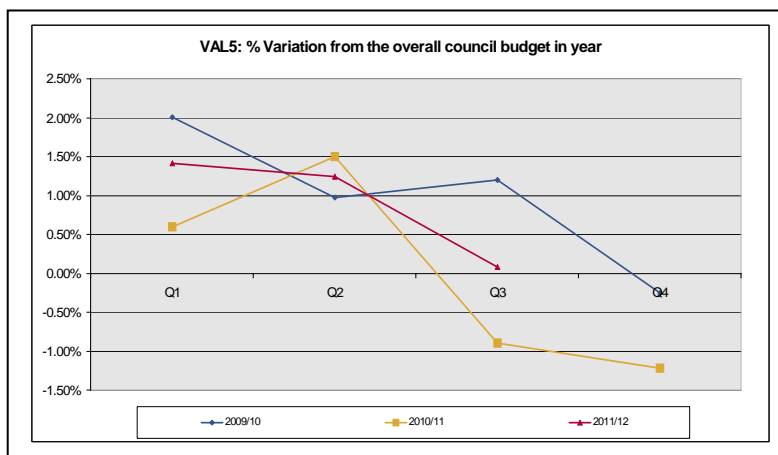
The 2011/12 budget represented a major financial challenge for the Council, and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £90m of savings.

The graph demonstrates that the in year management of the revenue budget has been challenging, with action having to be taken to control overspends identified in the early part of the years.

After 9 months of the current financial year, the projected overspend is just £0.5m which has been rated as green as it represents a variation of only 0.08% of the approved budget. A balanced position by the year end can be anticipated. The main issues contributing towards the position at month 9 are:

- Adult Social Care - although there is a projected shortfall in assumed procurement savings for residential accommodation, this is partly offset by management of demand in residential and nursing care and staffing savings have been achieved within the directorate, mainly within assessment and care management.
- Children’s Services – there continues to be significant demand led pressures on the looked after children placement budgets, with referrals continuing to rise. These pressures have been partly offset by other net savings across the directorate.
- Income – as a result of the economic climate, shortfalls in some areas are projected, mainly relating to planning and building regulation fees, car parking, advertising and children’s centres

Headline Indicator: No variation from agreed directorate budget in the year



Directorate	Total (Under)/Over spend £000	Previous Qtr (Under) / Overspend £000
Adult Social Care	1,262	2,675
Children’s Services	3,840	4,911
City Development	1,838	1,544
Environment & Neighbourhoods	1,510	892
Resources	(323)	(188)
Legal Services	75	(64)
Customer Access and Performance	(235)	0
Total	7,968	9,770
Corporate issues		
Debt	(3,300)	(2,600)
Section 278 shortfall	1,800	
Health Service contribution to Adult and Children Social Care	(6,000)	
Total	468	7,170

What do key stakeholders think: Last autumn Leeds residents gave their priorities for the council's budget in the 'Spending Challenge' consultation. This process ensured that the views of the public were reflected in the difficult decisions that faced the Council about how we could save £150m over the next four years. Nearly 2500 responses were received with priority given to protecting frontline services and the most vulnerable people in Leeds. This summer children and young people told us their priorities for the future as part of the Child Friendly City consultation. The Council's Initial Budget Proposals for 2012/13 were the subject of public consultation via the internet site and a very limited number of responses were received. These comments, in addition to responses received from two Scrutiny Boards, the Third Sector and the Youth Council, have been incorporated into the final budget report.

What we did:

- As part of the budget monitoring process, action plans built into budgets have been reviewed and the overall projection assumes the continuing delivery of action plans both corporately and within directorates. In addition, directorates have reviewed budgets on a line by line basis and implemented spending freezes on areas of non essential spend where appropriate.

A number of actions have also been taken corporately to increase reserves:

- the Council has been successful in a VAT claim which has increased the general reserves position by £8.4m as at the end of 2010/11. Although some of this sum has been used for the Early Leavers Initiative, the remainder will be used to mitigate against some of the spending pressures outlined above.
- Capital Financing costs are projected to be £3.3m less than the budget due to the Council taking advantage of the continuing low short term interest rates.

What Worked Locally /Case study of impact

- Purchasing hubs have been created for the centralised purchasing of consumables and changes to the Council's ordering system have been made to minimise off contract spend and ensured that the use of negotiated contracts is maximised.

New Actions:

- Plans are in place to address the rising cost of looked after children placements in the city. These plans involve relevant partners working together in different ways. In recognition of the significant role the health service plays in this partnership and the improved health outcomes which will arise, NHS Leeds have allocated £2m of transitional funding for 2011/12 in order to support the Council in these matters. In a similar way the health service is working closely with Adult social care to ensure that improved outcomes for older people are sustainable and can be achieved through changes in the way in which services work together and transitional funding of £4m has been set aside to assist the process.
- The Department of Health have recently announced national funding for Local Authorities, to be provided by their health authorities, for investment in social care services that also benefit the health system. The sum of £2.159m has been allocated to Leeds and discussions are underway with NHS Leeds on how this can best be utilised.
- Work is ongoing to prepare the 2012/13 budget within a reduced funding envelope. The Initial Budget Proposals were submitted to December's Executive Board and the final budget proposals will be submitted to Budget Council for approval in February 2012.

Data Development:

Improvements are currently being made to the budget holder FMS projections module to ensure that accurate financial data is received in a timely manner.

Risks and Challenges:

The Council prepares and maintains a financial risk register which provides details of risks and consequences, existing controls to mitigate against these, the value in monetary terms, review dates and progress towards managing the risks. The register is prepared before the start of each financial year and is monitored on a regular basis. At the start of the year, the budget risk register showed there were 3 very high risks and 10 high risks. Based on the current projections to year end, there are now no very high risks.