

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 are an important process for ensuring staff perform at their best, enabling us to improve the services we deliver and help the council face its challenges. Appraisals also encourage staff to build skills and expertise and fulfil their career ambitions.

Overall Progress
Amber

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

Story behind the baseline

Reminder of last year's figures

92% of all employees were recorded as having a full appraisal

80% of all employees were recorded as having a mid year review

New appraisal approach for 2012/13

For 2012/13 a new appraisal approach has been introduced for all council employees. The main principles of the new approach are:

- The appraisal approach and forms are simplified and shorter
- There is consistency in approach across the organisation
- The focus of a quality appraisal centres on a quality discussion, with preparation from manager and employee
- Objective setting, performance assessment and development planning are included, and conducted well in all appraisals
- Our new behaviours (Living our Values) are an integral part of appraisals

Performance and Learning System

A new on-line Performance and Learning System (PAL) has been successfully introduced in May 2012.

Appraisal timetable for 2012/13

All full year reviews to be complete and recorded by July 2012

Mid Year reviews between October and December 2012

No exemptions for services

Reasons for non completion – long term sick, maternity, adoption, career break/move

On line and paper based appraisals

15700 appraisals expected to be completed by July 2012

9000 to be recorded in the new PAL system

Just under 7000 are paper based, with an improved appraisal coordinator reporting process

Reporting timetable

New appraisal recording process became operational in mid June (for both on-line and paper based)

Fortnightly directorate level reports to be produced throughout July and August, and shared with Directors.

No appraisal data will be provided for Chief Officer/HOS in People Plan scorecards at this stage – we are looking at ways to provide useful service by service data

Final position against our July 31 target to be shared with Scrutiny in their September reporting cycle.

Real-time reports in the PAL system –available now

What do staff think

Q1 Employee Survey Data shows:

- Of the 25 employee survey statements, the following appraisal related issues rank 1, 2 and 3 in term of importance to employees
 - I am clear about what I am expected to do in my job
 - At my appraisal, I am given the opportunity to have an open discussion with my manager about my performance
 - At my appraisal, I am given the opportunity to have an open discussion about any learning and development needs I may have
- Good news on our performance too – in these areas, employees rank our performance as 1, 2 and 3 of the 25 statements

What we did

- New appraisal approach for all for 2012/13
- New online Performance and Learning (PAL) system introduced
- Significant update of organisation structures and reporting lines
- Transfer of appraisal reporting from BSC to HR team
- Support for over 200 Appraisal Champions to help the PAL roll-out

What Worked Locally /Case study of impact

- In Commercial Services, managers of large front line services successfully amended their existing appraisal booklets to embrace the new 2012/13 appraisal approach

New Actions

- Continue the push across the organisation to complete all appraisals before 31 July deadline – ensuring that all are logged once done.
- Develop and roll out further appraisal training and support for employees and managers – in advance of mid year and end of year reviews for 2012/13.
- Training and learning element of PAL going live on 23rd July 2012
- Digital divide project – getting more people ICT enabled.

Data Development

- Encourage managers to use of real time appraisal reporting that is now available (currently restricted to the position for the 9000 PAL users).
- Increasing the number of PAL users – bringing more of the 7000 on-line, where there is a strong business case to do so.

Risks and Challenges

Key messages to reinforce:

- All appraisal meetings to be completed by 31 July 2012
- All completed appraisal meetings to be logged and recorded – so that we have an accurate picture of completion rates.

ICT access issues – using PAL system

- Approximately 1000 people classed as IT users (they have logins and emails) – but they don't/can't use them.
- External colleagues (e.g. Police, Health) who are not on our SAP structures and, therefore, do not appear in PAL

Value: Being open, honest and trusted

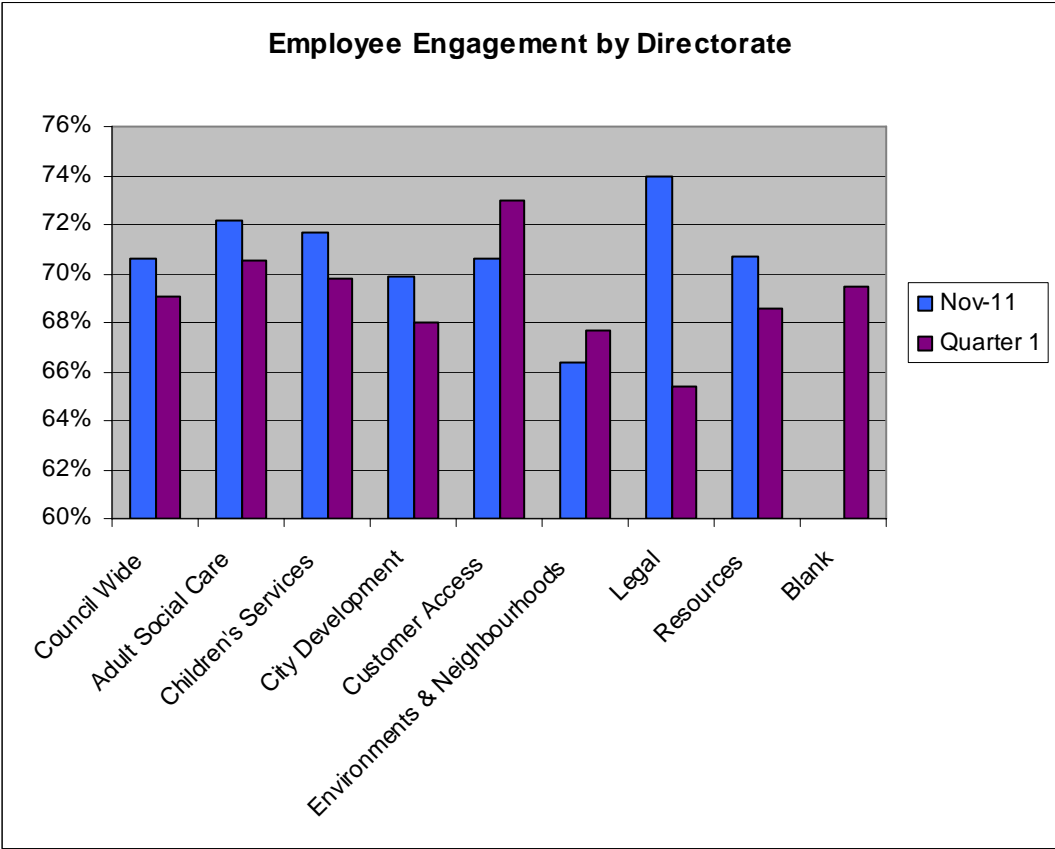
Priority: Staff are fully involved in delivering change and feel able to make an impact on how services are delivered

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 - Following on from the council-wide benchmarking survey in November 2011, the first quarterly survey was carried out in May 2012, with one quarter of the workforce (excluding schools) to monitor changes/improvements in levels of staff engagement. The sample comprised 3777 employees (2246 online; 1531 postal). In December 2011, CLT agreed three main areas for improvement council-wide: 1. Fully embed the 'Connected Leaders and Managers' expectations; 2. Quality two-way communications; 3. Managing change. A number of changes were also introduced to try and increase response rates to the survey, including making it completely anonymous (please see the 'Blank' column in the graph); improving online-access for as many staff as possible; removing complex log-ins; letting staff know what has been done as a result of the November 2011 survey.

- Key Findings** – There are 3 key measures from the engagement survey:
- Response rate** (compared to November 2011 data): increased from 39% to 42% council-wide. Online responses increased by 6% with a decrease of 6% for postal responses. Comparable to Core Cities data (range is 36% to 51% overall, although the LCC online response rate of 60% appears to be the highest identified to date)
 - Engagement level** - the graph shows the overall engagement score by directorate. The target for 2012/13 was set at 73% council-wide (or +2% from November 2011 for each directorate). Progress has been rated as 'Amber' council-wide, as the overall engagement measure has fallen from 71% in November 2011 to 69% in Q1. Environment & Neighbourhoods has met its directorate target, increasing from 66% to 68% (see graph).
 - Performance gap** – the average size of the gap between 'Importance' and 'Performance' has decreased from -1.73 to -1.45. As the engagement measure is based on weighted performance scores (with more weight attached to items that employees say are important to them), the performance has not increased sufficiently on those items to increase the overall engagement measure.



Over the last Quarter, directorate leadership teams have been working developing and refining action plans to increase staff engagement, and best practice has been shared between directorates through the HR Engagement Champions group that (set up in January 2012).

Detailed analysis of the survey questions indicated that the best performing areas are those linked with management actions/performance (e.g. linked with appraisals, staff feeling clear about what's expected of them in their job and getting a say in how they organise their own work). As in November 2011, the worst performing areas were those around staff feeling they 'have a voice', and also leadership/managing change. There has been a positive shift in responses to the 'Going the extra mile' questions (relating to employees being willing to learn new skills, go beyond their normal duties, speaking positively about their job/the council etc), with the proportion of staff 'slightly agreeing' with the questions decreasing and the proportion strongly agreeing with them increasing by a corresponding amount.

What we did

- Reviewed the survey content and added 3 questions (2 designed to assess the quality of appraisal discussions; 1 designed to assess quality of communications). All other questions were unchanged in content and format
- Made the survey easier to complete online (removed the need for complex passwords; enabled postal surveys to be completed online via home PCs)
- Shared the results of the November 2011 survey at all levels of the organisation to ensure participants believe 'something happens' as a result of completing surveys (through tailored communications to directorate leadership teams; posters, targeted at all work place locations; email and internet communications [including dedicated intranet page]; Trade union meetings)
- Activities within directorates include:
 - Engagement regularly discussed and reviewed at leadership team meetings
 - Improved frequency and quality of communications, particularly face to face.
 - Focus groups to discuss results/identify how to improve
 - Joint event with trade unions and managers to obtain constructive feedback
 - 'Calendar of Opportunities' set out between Jul12 and Mar13 for staff to attend/participate led by senior managers, including Learning at Lunchtime Seminars; Skills Workshops and Outcome Based Accountability workshops
 - 'Ballot boxes' for staff to put their engagement survey in to increase response rates
 - At team meetings, taking a theme from the engagement survey to discuss with staff
 - Regular briefings/ Q&A sessions led by Director / Chief officers at different locations
 - Increased focus on informal 'drop in' by senior managers at different locations, taking time to talk with staff
 - Developing a local 'suggestion scheme'
 - Introduction of question boxes, answer phone and email inbox to encourage questions from all staff irrespective of whether they have PC access
 - Introduction of key messages to be cascaded to all staff (e.g. from directorate leadership meetings)
 - Developing an 'Engagement Pledge' for all senior managers in the directorate, with input from staff so it reflects a joint way of working

Risks and Challenges – Insufficient time elapsed between surveys to really embed and evaluate actions could result in lower engagement and responses in future.

There is a risk that managers may not fully use the opportunity offered by the forthcoming appraisals to really embed the things that will drive up engagement levels (e.g. embedding the Living Our Values' behaviours through effective self-evaluation and feedback on performance against the Values). To meet Q2 reporting timescales, the Q2 survey will be carried out during August 2012 and there may be an inevitable drop in response rates due to this falling in the holiday period.

New Actions

- Feedback results to directorate leadership teams, and cascade results through service management teams.
- Continue to try and increase understanding of what the engagement measure is telling us
- Carry out with the implementation of directorate action plans, and communicate progress, outcomes etc to staff at all levels
- Carry out the next quarterly survey (Q2 2012, to be launched Aug 2012) to evaluate the impact of engagement activities
- Work with services with lower response rates to try and identify practical solutions to increase uptake
- Present proposals for topics for the Employee panel to Best Council Board, to implement a programme of work for the next 12-24 months
- Continue to work with the 'Digital Divide' exercise to maximise the numbers of staff who can access the staff survey electronically
- Use the forthcoming appraisals to really embed the 'Living our Values' behaviours
- Review the anticipated benefits of the 2012 Q1 and Q2 survey approach compared to that used previously in the all-staff November 2011 engagement survey (i.e. the benefits of 'anonymising' the responses, and carrying out regular quarterly surveys with only one quarter of the workforce each time alongside the desire to review engagement levels across the different equality groups, which would require greater sample sizes and linking survey responses with equalities data).
- Review the resource implications of setting up, administering and analysing quarterly surveys compared to the resources required for less regular surveys (Q1 costs: £1,600 approx for postage; staff time required is 4 x greater for quarterly surveys than annually etc)
- Finding ways to disseminate the results of quarterly surveys more quickly to all levels of the organisation

Data Development - Work is being undertaken to increase the number of staff who can participate electronically in the survey to try and overcome the 'digital divide' problem.

Value: Working with communities

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

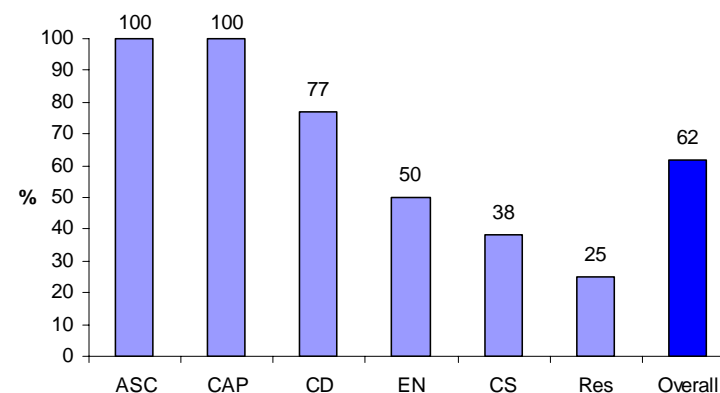
Why is this a priority - At a time when resources are limited we need to make sure we are providing the services that the public need in the most appropriate way. By providing clear evidence of public consultation we can ensure communities are effectively able to influence what we do.

Overall Progress
Red

Story behind the baseline

- Decisions continue to be closely scrutinised and challenged through the courts with any perceived weakness in the process - particularly around the quality and timeliness of public consultation targeted. We need to be confident that decision makers are able to make relevant decisions which are supported by clear evidence of public consultation that is timely and appropriate.
- At the close of Q4 2011/12 the indicator was at 97%. It was however stated in the Q4 Report that writers need to be clear in stating if and why a decision has not required consultation evidence. It was made clear that the benefit of the doubt would not be given after Q4.
- This increased rigour in scoring is the main reason for the significant fall in the overall score for VAL3 – many reports simply do not make it clear if a lack of consultation evidence is acceptable, and if so why.
- Reports from the Director of Public Health have not been included in scoring but it is important that these report-writers are supported to use the correct reporting conventions.
- All Executive Board decision reports have been quality assured, as well as a random 25% sample of the delegated decision reports.
- Other than the failure to explicitly state if consultation was not required and why, the QA process highlighted a lack of basic detail in many reports on who was consulted, when, how, what their views were and crucially, what the impact of the consultation had on the decisions.
- There were notable examples of good practice that gave succinct evidence of processes, results and impact. These might be used as case studies of good practice to support improvement in report-writing.
- Briefing sessions on VAL3 and the associated VAL4 indicators have been delivered to some colleagues in City Development and Environment and Neighbourhoods, with excellent feedback from participants. It has been suggested to Best Council Board that these be rolled out across the council so as to support improvement for all report writers.

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



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

- Four Citizens' Panel surveys, and one set of focus groups delivered with c60% average response rate. Recruitment of younger people ongoing. First feedback newsletter delivered to members.
- Continued to provide feedback and briefing sessions to report writers on using consultation to inform decision reports. c150 officers with report-writing responsibilities have attended this training.
- New Community Engagement Operating Framework went to CLT on July 3rd 2012. Progress made on new community engagement toolkits and training.
- Secured three-year funded study by University of Leeds into public engagement in Leeds, focussing on council practices as well as citizens' views and experiences.
- Redesign of Budget consultation to start significantly earlier in decision-making process.

New Actions

- Ongoing delivery of Community Engagement Operating Framework including full set of Toolkits by October 2012, new introductory training sessions and further specialist modules on aspects of engagement work, review of coordination of consultation and the role of the Talking Point system
- Area Review to consider role of Area Committees in community engagement
- Use of intranet MySite functionality to establish searchable network of officers with consultation and engagement skills.
- Transfer of engagement-related pages to new Website.
- Recommend that a programmed roll-out of the Equality and Consultation report writing briefing sessions take place to cover as many report-writers as possible.

What Worked Locally /Case study of impact

- Current consultation for future of Kirkgate Markets has been well-planned to take into account a wide range of stakeholders needs and views, has a long consultation period and uses a range of methods for people to have their say. It is clearly able to show how the initial consultation will shape design options, which will in turn be presented back to the public for comment before finalisation.

Data Development

- 100% Quality assurance of Executive Board reports will continue, and if resources permit, the % of delegated decisions receiving quality assurance should be increased.
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- **Risks and Challenges** There are still challenges associated with community engagement in Leeds, including reducing financial resources which is impacting the way we deliver engagement, the need to improve the coordination and efficiency of activity, and to robustly give evidence of the impact community engagement has on the decisions we take.

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



Story behind the baseline

A full quantitative analysis has been undertaken of the 82 major decision reports which fall within scope for this indicator. 90% (74) reports provided sufficient evidence, however 10% (8) did not include sufficient evidence to meet the specific criteria for this indicator. The Directorate breakdown of reports that met the criteria is; Adult Social Care 100%, Children’s Services 92%, City Development 100%, Customer Access and Performance 100%, Environment and Neighbourhoods 91%, Resources 55%.

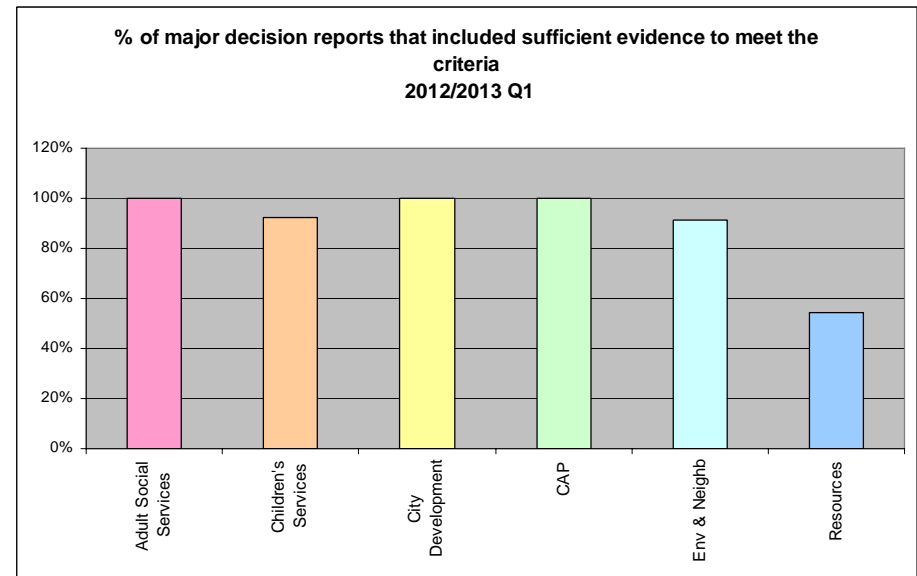
There has been improvement since the last reporting period in the percentage of major decision reports that meet the criteria, however there continues to be some areas for improvement. These include how due regard to equality in decision making is explicitly referenced within reports, how this is evidenced and how this is being picked up and challenged in the signing off process.

A qualitative analysis exercise undertaken to support the quantitative analysis has highlighted that some minor improvements to ensure reports are robustly meeting the council’s legal obligations. These include providing decision makers with sufficient evidence that due regard has been given at the time the decision is made, ensuring that any impacts and mitigating actions are clearly stated within the reports and if there is no relevance to equality that this is clearly and robustly justified.

Communication targeted at report writers across directorates has continued and improved directorate report clearance processes put in place. However, this work needs to continue to ensure that improvements are made not only to reduce the number of reports that are continuing to provide insufficient evidence to meet the indicator but also to ensure that the council meets its legal obligations.

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

Result of Quarter 1: 90%



What do staff think: In the May 2012 staff survey, the question 'I am treated fairly at work' was rated by staff the 6th most important (out of 21 statements) compared to November 2011 where it was ranked as number one. In terms of how well the council is performing against this statement, this dropped from 6th out of 18 in November 2011 to 11th out of 21 in May 2012. Results from the staff survey are being fed back to directorate leadership teams, and cascade results through service management teams.

What we did

- Further areas for improvement following 2011/2012 Quarter 4 QA exercise were considered by Best Council Board in May 2012.
- Increased the number of reports reviewed as part of the QA exercise (all Executive Board reports and 25% of Delegated Decision reports were within scope).
- Due regard to equality sessions continue to be delivered to staff from across directorates.
- A workshop has been held with representatives from the BME Leaders Group.
- Corporate report writing guidance has been strengthened following feedback and review of this indicator during 2011/12.
- Equality Improvement Priorities have been considered by Scrutiny Boards.
- The Member Champions Group have started to consider and provide challenge on the progress of the Equality Improvement Priorities
- A BME Challenge Forum has been established as a task and finish group which will report to the Stronger Communities Partnership. The group which includes members from partner organisations will provide challenge on the progress of two key outcomes and their impact on the cross cutting issue of inequality..
- Immediate feedback and support provided on EIAs, screenings and decision reports when requested by directorates.

What Worked Locally /Case study of impact

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New Actions

- Continue to provide feedback to Directorates following the QA exercise (Q2 – 2012/13)
- Equality Improvement Priorities considered by Area Committee Chairs (July 2012)
- Publish revised Equality Monitoring Guidance. (July 2012)
- Member Champions Group to discuss proposals for an LGBT Friendly City and Adult Social Care Equality Improvement Priorities. (September 2012)

Data Development

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Risks and Challenges

Failure to evidence that due regard is given in decisions and policy making can result in; legal challenges e.g. in the form of judicial reviews which can be costly and time consuming; negative national publicity impacting on reputation; undermining of relationships with local communities and 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

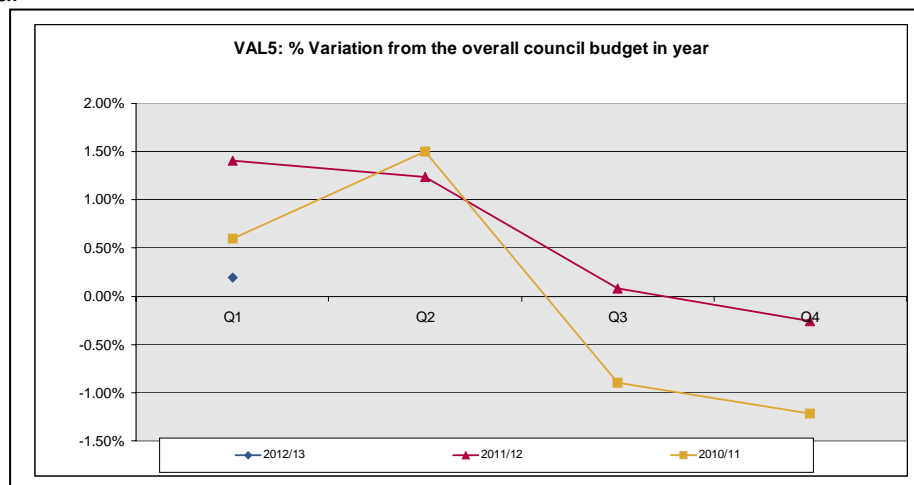
The 2012/13 was based on the second year of a two year funding settlement and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £55m of savings.

By the use of one off funding sources, the scale of reductions required of services is significantly less than in 2011/12. It remains imperative that all actions agreed in the budget are delivered, and should identified savings not be achieved alternative funding options will be needed.

The position at the end of the first quarter is a projected overspend of just £1.1m, which represents 0.2% of the approved budget. Whilst most directorates are projected to be largely in line with their budget, there are continuing cost pressures within City Development and Environment and Neighbourhoods. In respect of these services, work will continue to help ensure that a balanced budget is achieved at the year end.

Given the early stage of the financial year, it should be noted that the delivery in full of all budgeted savings and income targets does still carry a degree of risk.

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



Directorate	Total (under)/overspend
	£000
Adult Social Care	49
Children's Services	(41)
City Development	664
Environment & Neighbourhoods	402
Resources	(3)
Legal Services	(0)
Customer Access and Performance	0
Total	1,071

What do key stakeholders think 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.
- Reducing the number of children and young people being looked after was one of the three obsessions identified within the Children and Young People's Plan in order to 'turn the curve'. The strategy adopted by Children's Services and partners has already had an impact on both numbers and associated costs.

New Actions

- Work has progressed well on the review of residential and nursing placement fees and a report has been prepared for July's Executive Board.
- Within Libraries, Arts and Heritage funding of £1.7m from the Arts Council was received after the budget had been set. The grant will fund a number of projects to improve facilities and exhibitions and increase community participation and visitor numbers.
- The void property budget was overspent in 2011/12 and the service is proactively working to reduce the cost of void properties through demolitions and disposals and 2 properties have recently been approved for demolition.
- Due to the limited response to the 2012/13 budget consultation, a much earlier start has been made for the 2013/14 budget process using a budget simulation tool which is currently being populated. This will be followed up by workshops for residents, businesses and other key stakeholders.
- As part of the Council's Top 25 priorities for the year, CLT have agreed to the development of a new 'Budget plus' process which will establish a 4 year strategy combining our ambitions for the city with the resources available and recognise a different relationship between the Council and the city as a whole.

What Worked Locally /Case study of impact

- 2011/12 was the first year of operation of the Council's new projections module, through which budget holders are required to input year end projections for their cost centres. Completion rates are monitored on a monthly basis, and at month 12, over 80% of cost centres had been completed in the period, compared to 63% at the start of the year.

Data Development

- A standardised staffing cost report is being developed to reduce manual input required in preparing staffing projections and to provide information to budget holders in a consistent 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 no very high risks and 6 high risks.