

**Report of Assistant Chief Executive (Customer Access and Performance) / Director of Resources**

**Report to Resources and Council Services Scrutiny Board**

**Date: 17<sup>th</sup> Dec 2012**

**Subject: 2012/13 Q2 Performance Report**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

**Recommendations**

2. Members are recommended to:
  - Note the Q2 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

## 1 Purpose of this report

- 1.1 This report presents to scrutiny a summary of the quarter two performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15.

## 2 Background information

- 2.1 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets. The Business Plan includes some of the key priorities and indicators from the People Plan but arrangements are in place for more detailed updated to be provided to the Board on the full range of People Plan priorities.

- 2.2 This report includes 4 appendices:

- Appendix 1a – Performance Reports for the 5 Cross Council Priorities which are based on the Council values
- Appendix 2a – Resources Directorate Priorities and Indicators
- Appendix 2b – Customer Access and Performance Directorate Priorities and Indicators
- Appendix 2c – Other Directorate Priorities and Indicators relevant to the Board. NB these are provided for information and completeness as they relate to areas within the remit of the Board.

## 3 Main issues

### Quarter 1 Performance Summary

#### ***Council Business Plan - Cross Council Priorities***

- 3.1 There are 5 cross council priorities in the Council Business Plan which are supporting the delivery of the council values. Of these 1 is assessed as red, 2 are green and 2 are amber. This is an improvement on the position at Q1. The red priority is:

- **Consultation/Engagement:** This remains rated red overall although there has been an increase from 62% in Q1 to 73% in Q2, but there is more work to do to secure a 100% score by Q4. Many decision reports are still not clear enough in terms of whether consultation is required or not, do not provide evidence on what consultation was done and how it influenced the decision or relied on the views of a limited group of stakeholders (e.g. members) rather than residents / service users. However, there were also some very strong examples of good practice (particularly in Adult Social Care) and some directorates have implemented robust approval processes (eg City Development). Support continues to be provided in terms of training for report writers and a more proactive approach with input offered for reports in their draft stages. The Best Council Board continues to monitor progress in terms of the indicator

and will also shortly be discussing means of further developing and embedding best practice.

- 3.2 In terms of good performance **appraisals** have improved from amber to green at Q2 with 97.2% of full-year appraisals completed at the end of August, which is the council's highest ever recorded total. Three directorates (Adults Social Care, Customer Access and Performance, Legal) achieved 100% completions. Mid-year reviews are currently underway with a new objective for all staff around service improvement and delivering budget savings. Continued focus is needed to ensure improvement is sustained.

### ***Council Business Plan - Directorate Priorities and Indicators***

- 3.3 There are 19 Directorate Priorities which support the delivery of the Resources and Council Services priorities most of these are drawn from Resources and Customer Access and Performance directorates – although there are a few from other directorates that directly link and these have also been included for completeness (see appendix 1d). Of these none are red, 5 are amber and 14 are green. These are supported by 35 performance indicators and of these 4 are rated as red, 3 are amber, 13 are green, 7 are not given a RAG rating and for 8 there is no result as these are annual indicator which will be provided later in the year. The red indicators are:
- 3.4 **Sickness:** Whilst the figure is 0.95 days per fte above the corporate target, a continuing downward trend of nearly 0.5 days per fte has been seen over quarter 2 compared to the Q1 figure. The Health and Wellbeing Framework for Council employees is now in place and will support improved health within the workplace and reduced absence.
- 3.5 **Processing time for Council Tax Benefit /Housing Benefit new claims and updates:** The quarter 2 position (15.99 days) is improved compared to the position at quarter 1 with action taken to reduce the outstanding work ensuring that the average speed of processing New Claims is on target and is a much improved position. New Claims performance is 21 days against a target of 20 days. At Q2 last year new claims performance was 33 days which is a 12 day improvement in comparison. For Changes, performance in September was 13.46 days against a target of 10 days and the overall Q2 position improved by 1.5 days compared to the Q1 position. Looking forward we have put in place additional resources to improve our performance on speed of processing changes.
- 3.6 **Increase average score (out of 10) given by staff that a) the values influence how they do their job and b) they recognise the values in how their colleagues work:** The results for these indicators are: a) 6.4 and b) 6.3 and have fallen since the baseline survey. Budget Plus is providing a major opportunity to tackle workplace culture; how we deliver our agreed organisational blueprint and demonstrate our values through engaging leadership are integral to the process - this was discussed, debated and agreed with Best Council Leadership Team, the Leader and Chief Executive at their last meeting on 4 September, is informing the leadership event on 12 October 2012 and the follow up activity. A discussion on behaviours and values has been formally included

into mid-year review process of appraisals in the lead up to an assessment at the end of the year.

- 3.7 **Energy and water bills:** Despite consumption of gas and electricity continuing to fall at quarter 2, the Council are projected to overspend on energy costs by over £800k. This is in part as a result of the unseasonably cold weather but mainly due to the increase in energy costs generally, and the uncertainty over estimated billing which should be resolved once all sites are on board with providing actual readings. Work continues on the TEAM software which will provide a 'live' and more accurate picture of performance.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This is an information report and not a decision, so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.

### **4.3 Council policies and City Priorities**

- 4.3.1 This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

### **4.4 Resources and value for money**

- 4.4.1 There are no specific resource implications from this report; however, it includes a high level update on the Council's financial position as part of the cross council priority of "spending money wisely".

### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

### **4.6 Risk Management**

- 4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the cross council priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

## **5 Conclusions**

- 5.1 This report provides a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

## **6 Recommendations**

- 6.1 Members are recommended to:

- Note the Q2 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

## **7 Background documents<sup>1</sup>**

- 7.1 Council Business Plan 2011 to 2015

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.