

**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 important 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.

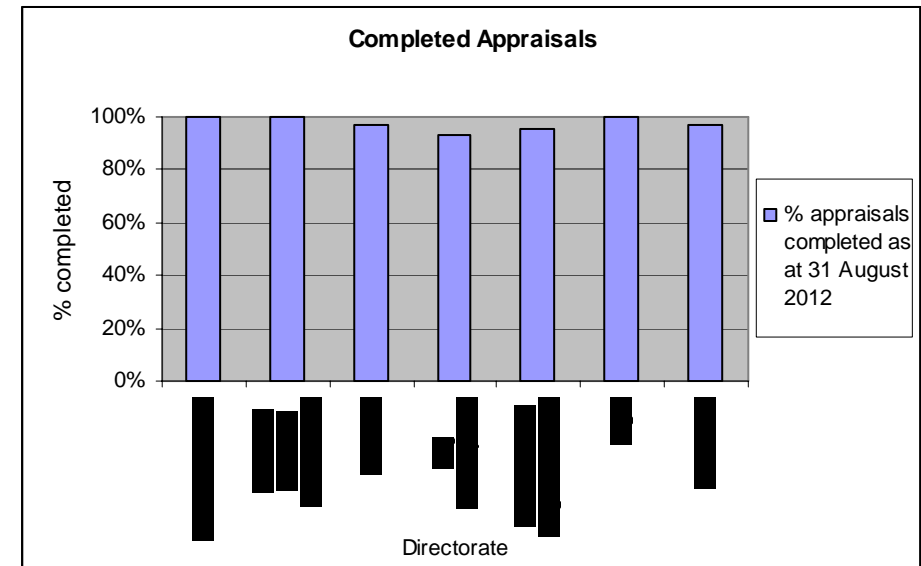
**Overall Progress**  
**GREEN**

### Story behind the baseline

#### Progress we have made

The reporting period was extended to the end of August to ensure that all completed appraisals were recorded accurately in the PAL system.

- 97.2% of appraisals were completed. This is the Council's highest ever recorded total.
- Three areas (Adult Social Care, Customer Access and Performance, Legal) achieved 100% completions.
- 410 reviews across the council were outstanding, these are being addressed by CLT and services.
- In addition to the 410 outstanding appraisals, there were just under 1500 on-line appraisals that were awaiting final sign off in the system. The majority of these were in Children's Services (629) and City Development (476). Again, CLT was asked to chase.
- 54% (over 8,000 employees) of all appraisals are completed online.
- Appraisals continue to play a pivotal role in embedding the council's values and behaviours.



**What do staff think** - Via our Engagement Survey work, we know that quality appraisals are really important to staff. We also know that staff rate the quality of existing appraisals highly, and that, via focus groups, feedback on the new approach is mainly favourable. A number of improvements for using the Performance and Learning system (PAL) have also been identified, and will be put in place for mid year reviews.

#### **What we did**

As an organisation, we are committed to Quality appraisals for all staff, and a number of important principles have been adopted, as part of our refreshed appraisal approach for 2012/13.

The focus on appraisal centres around a quality discussion between employee and line manager, with preparation and input from both.

We have also introduced our new Performance and Learning system in 2012 and now look to further embed this into everyday practice.

Through our discussions the Trade Unions have confirmed that they are in overall support of the new approach to appraisal.

#### **New Actions**

- Mid year reviews are timetabled in to take place across the organisation between mid-October and December. Again, the emphasis is on a quality discussion between line manager and employee – to check progress at the mid year point
- In terms of the PAL system, key pieces of work (relating to structures and data) are currently being completed, prior to the mid year appraisal task being pushed out.
- Appraisal champion training, and training for HR staff was in place for early October
- Communication slots on directorate leadership teams are planned for mid October
- E-learning and programme of training launched
- The Council and Best Council leadership teams are engaging in 360 feedback exercises.
- Effective communications and training with all stakeholders on Performance Ratings will be critical leading up to their introduction in April 2013.

#### **What Worked Locally /Case study of impact**

- Focus groups with staff have identified areas for improvement, particularly in relation to use of the PAL system
- Key message: Quality of appraisals is as important as the quantity.
- A 'lessons learned' exercise was carried out by HR in September 2012. Whilst feedback about the new appraisal approach from staff focus groups was mainly positive there were some issues relating to technical aspects of the new PAL system, training and communication which are currently being addressed.

#### **Data Development**

- Improve and maintain the accuracy of structures in SAP
- Improve appraisal reporting and the way we manage absent employees

#### **Risks and Challenges**

- There are some important differences for on-line mid year reviews compared to what we have done so far with on-line work. For mid year reviews, the on-line appraisal task will be sent to employees first – to complete a self review – as opposed to the manager. We need to ensure that all 8000+ employees are prepared and ready for conducting their on-line self reviews.
- New style performance ratings are also being introduced from April 2013 onwards – to be discussed with all staff as part of mid year reviews. Everybody needs to feel comfortable and confident with performance ratings, conducted for the first time at year end.
- A wider programme of communications and support around creating our Performance Culture has been developed, and will be shared with directorate leadership teams in October.

**Value:** Being open, honest and trusted

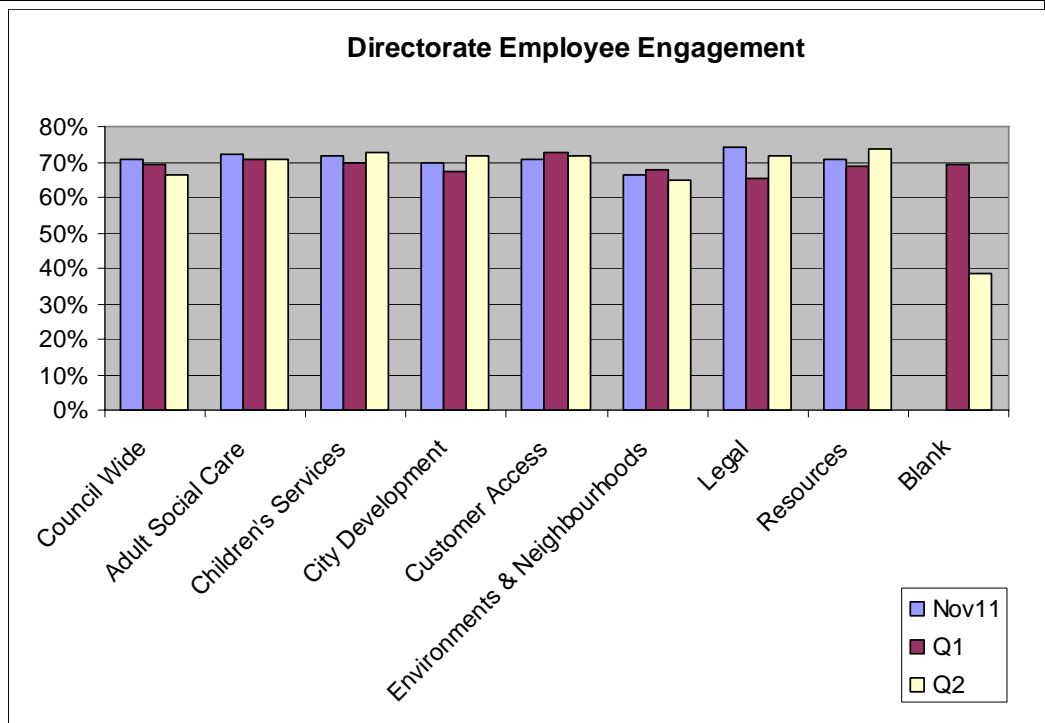
**Priority:** Staff are fully involved in delivering change and feel able to make an impact on how services are delivered

**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, 'pulse' surveys are now carried out each quarter, with Q1 being held in May 2012, and Q2 during August 2012. The Q2 sample comprised 3772 employees (2387 online; 1385 postal). CLT have agreed three main areas for improvement council-wide: 1. Fully embed the values and behaviours expected from our leaders and managers; 2. Quality two-way communications; 3. Managing change.

- Key Findings** – There are 3 key measures from the Q2 engagement survey:
- Response rate** (compared to Q1 2012 data): decreased from 42% to 34% council-wide. Online responses decreased from 60% to 41%, and postal responses increased from 14% to 21%. These figures are slightly lower than Core Cities data (range is 36% to 51% overall).
  - Engagement level** - the graph shows the overall engagement scores by directorate. The target for 2012/13 was set at 73% council-wide (or +2% from November 2011 for each directorate). The council-wide engagement measure has fallen from 71% in November 2011 to 69% in Q1 and 66% in Q2. However, this includes 198 staff (16% of all respondents) who did not state their service area/directorate and for whom the engagement levels were only 38%. At directorate level, only Resources and City Development met the target of +2% compared to November 2011, although Children's Services and Legal also increased their engagement scores since the Q1 survey.
  - Performance gap** – The average Performance Gap has decreased very slightly (from -1.5 in Q1 to -1.4 in Q2, and down from -1.8 in November 2011), indicating that we are closing the gap overall between Importance and Performance. The Importance and Performance scores have decreased for virtually all 21 questions since Q1; and the overall average Importance and Performance scores have shown a steady decrease since November 2011. In summary, survey items seem to be less important, and we're performing less well on them.



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).

The top 3 Performance scores were all within the 'Your manager' section; the lowest were related to leadership, managing change, and staff feeling their opinions matter at work. These patterns are similar to the Q1 results. However, these are also areas where the Performance Gaps have improved since November 2011, which is encouraging as leadership teams have been focussing their efforts on these areas (but there is still some way to go). There has been very little change in the 'Extra Mile' results since the Q1 survey, with responses indicating high levels of willingness to go the extra mile (relating to employees being willing to learn new skills, go beyond their normal duties, speaking positively about their job/the council etc).

## What we did

- In Q1 2012, there was some 'drop out' where respondents completed their service area/directorate, but exited the survey before completing all of the questions. For Q2, the questions about service/directorate were moved to the end of the survey, so that responses could be collected for all questions, even if people did not want to indicate their service area (all other questions were unchanged in content and format). This resulted in 198 respondents providing data but no service area. Whilst a significant number, it is important to recognise that if we are interested in evaluating engagement levels, the service area, whilst important, is less critical than engaging with staff to gain their views via the survey.
- Carrying out a Q2 survey inevitably was likely to hit the summer period, and thereby result in lower response rates. To mitigate against this, all staff who were known to work term-time only were removed from the Q2 sample, and the 'window' for replies was extended from 3 to 4 weeks.
- Results of the previous 2 surveys (Nov2011 and Q1 2012) have continued to be shared 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 reported in Q1 have continued within directorates. HR have worked with managers to really increase understanding of the data; managers are now more aware of the survey, the rich information it can provide and how to interpret the information to understand where action is needed.

- Examples of good practice of engagement activities happening across the Council have been collated and will be shared on the engagement intranet page.

**Risks and Challenges** – There is a risk that insufficient time between surveys to really embed and evaluate actions could result in lower engagement and lower response rates in future. Small sample sizes in some service areas (as a result of sampling only 25% of the workforce) means that there may be significant variances in the data which are due more to sampling than real changes in engagement levels. This in turn could lead to managers losing confidence in the data/survey process. There is also a risk that managers may not fully use the opportunities offered by through appraisals to really embed the things that will drive up engagement levels (e.g. our behaviours and values through effective self-evaluation and feedback on performance against the behaviours/values).

## New Actions

- Continue to feedback results to staff through service management teams.
- Continue to try and increase understanding of what the engagement measure is telling us
- Carry on with the implementation of directorate action plans, and communicate progress, outcomes etc to staff at all levels
- Carry out the next quarterly survey (Q3 2012, to be launched Nov2012) 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 values and behaviours that will make a difference
- Review the current format (style, frequency etc) of the current survey format and prepare proposals for any changes (to be implemented after Q4). Also review the resource implications of setting up, administering and analysing quarterly surveys compared to the resources required for less regular surveys (quarterly costs: £1,600; also staff time required is 4 x greater for quarterly surveys than annually etc)

**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.

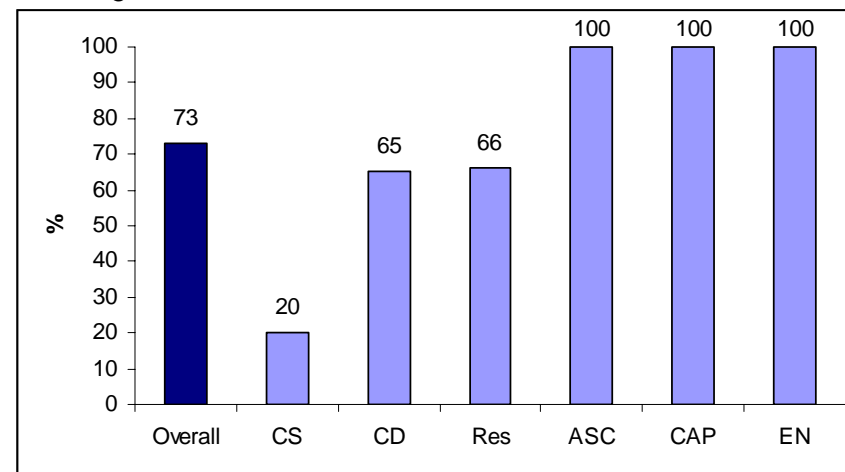
**Why is this a priority** - At a time when resources are limited we need to make sure we are providing the services that the public need in the most appropriate way. By providing clear evidence of public consultation we can ensure communities are effectively able to influence what we do.

## Overall Progress

### 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.
- There has been an increase in the overall score from 62% in Q1 to 73% in Q2, but there is more work to do to secure a 100% score by Q4. Progress has been faster in some directorates than others, for example, E&N have increased their score from 50% to 100% in one quarter.
- As in Q1, many reports simply do not make it clear if a lack of consultation evidence is acceptable, and if so why.
- 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 that some reports lack detail and clarity on what consultation was done, while some focus on the institutional stakeholders consulted rather than residents / service users. There were also some very strong examples of good practice, however.
- Briefing sessions on VAL3 and the associated VAL4 indicators have continued to be delivered to colleagues in City Development, with excellent feedback from participants.
- Not all directorates have yet taken the opportunity, discussed at Best Council Board, to use these sessions to support improvement for all report writers.
- Directorates have worked to put in place processes to check content in reports before they seek approval, however not all reports as yet get included in these processes. Discussion with directorates suggests that a far higher proportion of reports that follow such processes do meet the VAL3 criteria, than among reports that are not 'vetted'.

**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** 2012 data from the Healthy Communities Survey reveals how residents feel about getting involved and influencing decisions:

- 55% of respondents feel aware of ways to get involved in local decision making
- 43% of respondents feel the council involves residents when making decisions
- 19% of respondents feel that they have influence over local decision making
- 43% of respondents trust the council to make fair decisions
- 48% of respondents trust the council's communications most or all of the time.

**What we did**

- Citizens' Panel surveys and focus groups continue to inform service development, and the development of the 2012 Budget consultation has been shaped by feedback on drafts by Panel members.
- Continued to provide feedback and briefing sessions to report writers on using consultation to inform decision reports. c200 officers with report-writing responsibilities have attended this training.
- Draft content for new community engagement toolkits and community engagement training.
- Continued to support 'public engagement in Leeds' research project (University of Leeds).
- Completed design of 2012 Budget Consultation, including resident piloting (see above) and co-design of materials with Voluntary Action Leeds. Launch planned for 11 October 2012.
- Explored role of locality working in community engagement through Area Review.

**New Actions**

- Ongoing delivery of Community Engagement Operating Framework including full set of Toolkits by end November 2012, new introductory training sessions piloting in November 2012, review of coordination and approval of consultation and the role of the Talking Point system starting December 2012.
- 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.
- Customer Strategy Board to regularly discuss the coordination of significant consultations
- Collating next year's calendar of Citizens' Panel consultations
- Defining future role of partnership Strategic Involvement Group

**What Worked Locally /Case study of impact**

- Early involvement of residents and Third sector organisations in the design of the Budget consultation tools helped to shape the consultation, as well as increasing sense of shared ownership across organisations, with many offers of support in promoting the consultation on the council's behalf.

**Data Development**

- All directorates to consider the best process to check the content of reports before seeking approval, and how best to increase compliance with these local processes.

**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

**Amber**

**Story behind the baseline**

A full quantitative analysis has been undertaken of the 54 major decision reports which fall within scope for this indicator. 91% (49) reports provided sufficient evidence, however 9% (5) 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 80%, Children’s Services 80%, City Development 95%, Customer Access and Performance 100%, Environment and Neighbourhoods 100%, Resources 67% and Legal, Licensing and Registration 100 %.

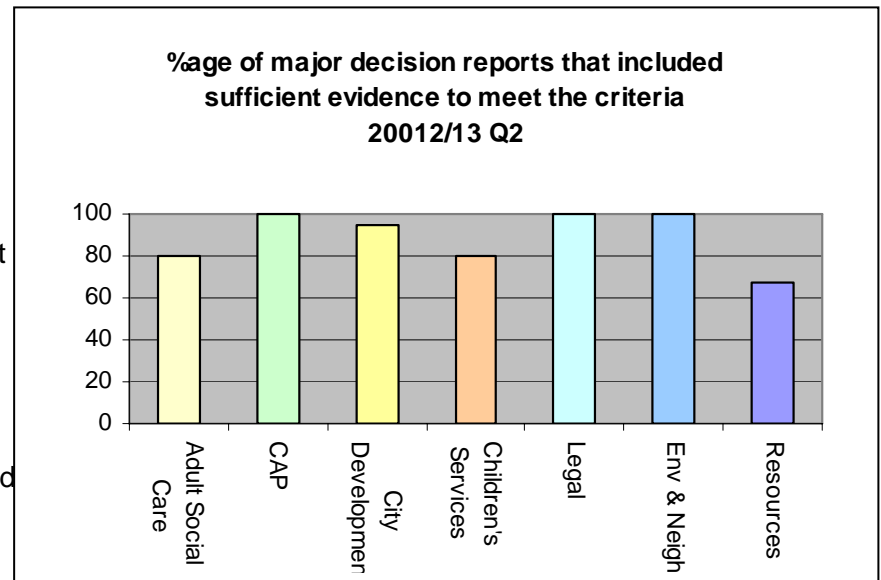
There has been a slight improvement since the last reporting period in the percentage of major decision reports that meet the criteria. Evidence of how due regard to equality in decision making is explicitly referenced within reports, and how it still an issue in some areas.

Once again 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.

In September 2012 the new requirements for dealing with background documents and Equality Impact Assessments for Executive Board reports was introduced. If an EIA has been undertaken in preparation for an Executive Board report, the relevant Assessment document should be appended to the report. If a screening assessment has been undertaken and concluded a full EIA is not necessary then the screening document should also be appended to the report .

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



**What do people think:** 2012 data from the Healthy Communities Survey reveals residents perceptions and views on how people from different backgrounds get on and whether the council treats people fairly:

- 71.7% of respondents agreed that, overall, people from different backgrounds got on well in their local area and their overall perception was that had changed from 65.9% in the previous year
- 55.1% of respondents feel the council treats all people fairly
- 39.3% of respondents feel the council is limiting the impact that reductions in its budget have on people like them

### What we did

- The areas for improvement which were considered by Best Council Board in May 2012 were implemented.
- This included an increased focus on the number of reports reviewed as part of the QA exercise (all Executive Board reports and 25% of Delegated Decision reports were within scope). This continues to ensure that the council has a robust approach to meeting its legal obligations.
- Due regard to equality sessions continue to be delivered to staff from across directorates. These are now offered as part of the council's equality training offer in its Learning and Development Pathway. For quarter 2 an additional 42 staff attended briefing sessions.
- Corporate report writing guidance has been strengthened following feedback and review of this indicator during 2011/12.
- The Area Committee Chairs considered the Equality Improvement Priorities in July 2012 and have asked for a specific piece of work to take place to consider the impact of these for each locality
- The Member Champions Group continue to provide challenge on the progress of the Equality Improvement Priorities
- Immediate feedback, support and challenge is still provided on EIA's, screenings and decision reports when requested by directorates.
- Reviewed the publication of EIA's and these will now be added and published with Executive Board reports
- Revised equality monitoring guidance was produced in July 2012.

### What Worked Locally /Case study of impact

- Transform Leeds is an 18-month programme of work which aims to radically improve support and development services for frontline third sector organisations . Leeds City Council has worked with Transform Leeds on providing advice and guidance on equality impact assessments and will support the work of their Equality Impact Assessment panel.

### 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.

### New Actions

- Feedback to Directorates following the QA exercise for Q2 will continue in Q3
- A three monthly quality assurance exercise will be undertaken on the new approach for the publication of EIA's with decision making reports
- The Member Champions Group have now agreed a work programme which provides on going challenge to Directorates on their progress against the Equality Improvement Priorities
- Targeted briefing sessions with Children's Services Leadership Team as part of their Leadership Development Programme will be carried out in Q3
- The annual equality improvement priorities progress report will be produced in Q3
- The BME Challenge Forum which is a task and finish group which reports to the Stronger Communities Partnership have now met twice. They are positive about the approach adopted and have started to provide challenge on the progress of the two key outcomes identified with a view to having a longer term approach to this area of work.

### Data Development

- All directorates have considered or put in place an appropriate process to ensure reports are able to demonstrate due regard to equality has been considered and meets the criteria for this indicator



**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**

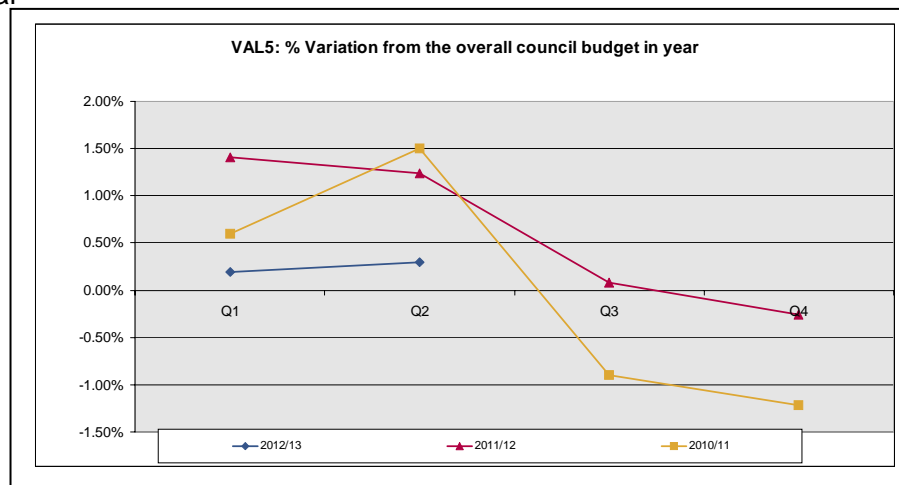
The 2012/13 budget was based on the second year of a two year funding settlement and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £55m of savings.

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 half year is a projected overspend of £1.7m, which represents 0.3% 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. Within City Development the main pressures relate to energy and a projected shortfall in advertising income. Within Environment and Neighbourhoods there are continuing pressures around staff currently in managing workforce change and ongoing route backup pressures in refuse collection.

In respect of these services, work will continue to help ensure that a balanced budget is achieved at the year end.

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



Directorate	Total (under)/overspend
	£000
Adult Social Care	49
Children's Services	(82)
City Development	1,110
Environment & Neighbourhoods	766
Resources	(173)
Legal Services	(0)
Customer Access and Performance	(2)
<b>Total</b>	<b>1,668</b>

**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.
- Work has progressed well on the review of residential and nursing placement fees and a report was approved at June's Executive Board.
- 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 is working and there are now less placements than anticipated in the budget model.
- 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.

#### **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 the half year, almost three quarters of cost centres had been completed in the period, compared to 62% at the start of the year.

#### **New Actions**

- The void property budget was overspent in 2011/12 and this trend has continued in 2012/13. Whilst the service is proactively working to reduce the cost of void properties through demolitions and disposals, a release from the central contingency fund has been agreed pending the agreement of options and actions to address the issue going forward.
- A pilot budget consultation exercise has taken place using a budget simulation tool, and this is now being rolled out to a wider audience including paper based returns and discussion workshops.
- As part of the Council's Top 25 priorities for the year, CLT have developed 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.

#### **Data Development**

- Higher income collection has been achieved in Adults Social Care following the centralisation of the billing team in 2011/12.
- Following amendments to the FMS projections module, it has been possible to shorten the reporting period by a week.

**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. The current risk register shows that there are no very high risks, 2 high risks and no increasing risks.