

Resources Directorate Scorecard

Reporting Period :

Quarter 4 2011/12

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Resources Lead							
Staff Appraisals	<p>As of 31st March 2012 full appraisals for Resources for the year were recorded at 94% and 6 month appraisal reviews recorded at 94%. Commercial Services were, on a one-off basis, exempted from 6 month reviews in 2011/12 due to service constraints.</p> <p>Currently reporting appraisal completions (full and 6 monthly) on a weekly basis to the Director of Resources. Also reviewing reasons staff have not had appraisal – sickness absence, maternity etc.</p> <p>Preparations are underway to develop a new corporate appraisal process, underpinned by 'Cornerstone', and communications events have taken place with Chief Officers/Leadership teams. Work on appraisal documentation has been initiated with catering, cleaning, passenger transport and fleet services.</p>	Amber	100% staff have had an appraisal	45%	97%	96%	94%
Staff Engagement	<p>Meetings have now taken place with all Chief Officers and Heads of Services, who are in the process of communicating the results, and working with staff to identify and develop improvement strategies / actions. Following this an overall Resources Engagement Plan will be drawn up, incorporating the three corporate priorities and IIP themes with common objectives set, along with developing approaches to "the how", recognising the different services in the directorate.</p>	Amber	<p>% staff who feel engaged</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>	N/A	N/A	71% Baseline	N/A
Approved directorate level revenue budget in year	The net managed budget for the directorate is £48.6m and the underspend of £270k reflects the successful reduction in staffing numbers together with additional income generated	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£597,000 overspend	£188,000 Under spend	£323,000 Underspend	£270,000 underspend
Customer Access and Performance Lead							
Consultation on key and major decisions	A QA exercise showed that where reports state that consultation is not yet required, they do need to say why, and what plans there are for future consultation, if relevant. Not all reports make it clear how the results of consultation impacted on the final decision. Officers should remember to reference Talking Point records of relevant consultation activity.	Green	By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people	To be reported in Quarter 4			100%
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	All the reports that did not provide sufficient evidence to meet this criteria, did not explicitly reference how relevance of due regard to equality had been determined. A QA undertaken of how due regard to equality was demonstrated overall within reports, has shown that across the board minor improvement are needed. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.	Amber	By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	To be reported in Quarter 4			55%

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4	
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated at £19m using the risk based reserves strategy. General Fund reserves at 1st April 2011 have risen to £29.6m following a successful VAT claim of £8.4m. Taking into account the in-year use of reserves and the provisional outturn position, it is anticipated that reserves will be £24.8m at the year end.	Green	Value of Revenue Reserves		£23m	£24m	£24.8m	
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	Three employment objectives were agreed to support the Council's Improving Equality and Diversity Scheme (2011-2015). These are around increasing the % of women, BME and disabled staff at senior levels in the organisation, ensuring 100% of the 250 opportunities programme have been filled from diverse backgrounds and increasing engagement levels in the organisation.	Green	Percentage of senior officers who are women				42.29%	
	Work is in place to increase the level of BME, Disabled and Women employees at senior levels and has been integrated into the development pathway and work is on going to integrate positive action into the mentoring scheme. An Emerging Leaders Event will take place in Quarter 1 with the aim to develop a diverse group of future leaders. In Quarter 4 a women's mentoring partnership with Price Waterhouse Cooper was introduced as part of the overall mentoring programme.		Percentage of senior officers who are from BME communities				9.14%	
	The 250 Opportunities Scheme was launched in November 2011 and work is on going to monitor the diversity of those applying for and undertaking placements during Quarter 4. By the end of Quarter 4 60 opportunities have been delivered with a further 50 pending.		Percentage of senior officers who are disabled				4.57%	
	The long term goal is to compare the council's workforce profile with the new census information during 2012/13. Work has been undertaken to reduce the unknown equality data and so produce a more accurate workforce profile. The work undertaken so far has resulted in some positive change to the workforce profile in relation to Sexual Orientation, Disability. CLT agreed to a proposed approach to support reducing the unknown information held on the workforce by the end of June 2012. Action plans have been developed and implemented during Quarter 4		Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,	A detailed breakdown of the workforce profile data for the following characteristics is available: age; disability, sex; ethnicity; sexual orientation; religion, faith, beliefs. This information will also be incorporated into an Equality Scorecard which is currently in development. It is intended that the Equality Scorecard will be in place to report on Quarter 1 data and will run on a quarterly basis.				
	Although the ELI 2 target of 500 leavers by 31 December was not met, through a combination of other factors, like natural wastage, normal retirements, posts not being filled the headcount figure has continued to drop with the total FTE reduction over the period April 2010 to March 2012 being 2095.		Reduction in staff headcount Baseline: Total Staff = 17,260 (Apr 2010), Target to reduce headcount by 1500 by March 2012	15,648	15,495	15,377	15,165	
	The Staffing Release process and form have been reviewed to include requests for medium and longer term agency workers to ensure we maximise the existing workforce and reduce agency costs.		Percentage of leavers who are BME - monitored against current staff profile	82% (77/94) Staff Profile = 64%	59% (50/85) Staff Profile = 64%	69% (140/204) Staff Profile = 63%	89% (42/47) Staff Profile = 63%	
			Percentage of leavers who are Disabled - monitored against current staff profile	4% (4/94) Staff Profile = 6%	12% (10/85) Staff Profile = 6%	8% (16/204) Staff Profile = 6%	6% (3/47) Staff Profile = 6%	
			Percentage of leavers who are Women - monitored against current staff profile	9% (8/94) Staff Profile = 13%	7% (6/85) Staff Profile = 13%	14% (28/204) Staff Profile = 13%	11% (5/47) Staff Profile = 13%	
The outturn figure for numbers of days lost per FTE due to sickness absence was 9.29. Although this was 0.29 above the target of 9 days it is still an improvement on the 2010/11 figure (10.10) by 0.81 days per FTE and represents the best ever return for the council.	Reduce number of days staff sickness (per full time equivalent) - Council Figure	2.14	3.99	6.55	9.29			

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	Essential Services Programme (ESP) - Work is progressing well with building and testing of the new designs. The ICT technical pilot of ESP and a business pilot will both commence in Qtr 1 2012/13.	Green	Maintain percentage time ICT Systems are available	99.42%	99.47%	99.39%	99.34%
	Apex electrics - Work has been completed to upgrade the electrical power supply, internal electrical systems and to install a generator at the Apex data centre thereby improving the resilience of the services run from the Apex Data Centre.		Increase satisfaction of users with ICT Services	The average customer satisfaction with overall service received for incidents has risen from 85% in the last quarter of last year to 89% in the last quarter of this year.			
	Customer satisfaction (relating to resolution of a customers ICT issue) remains very positive.		Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	4.7 (67%)			
Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> <li>KPMG placed full reliance on Internal Audit's work on the key financial systems and were satisfied that they are compliant with the Code of Practice for Internal Audit in Local Government.</li> <li>The first joint Risk and Performance Management report was made to CLT in February. This approach ensures consistency in reporting covering both a retrospective and future perspective.</li> <li>Assurance on all 'core' corporate risks (Safeguarding Children/Adults, City/Council Resilience, Financial Management and Health &amp; Safety) will be provided to the CGAC, CLT and the Executive Board. A template has been created to capture these updates.</li> <li>The Annual Audit letter confirmed that KPMG had given an unqualified opinion on the accounts and the council's arrangements for securing financial resilience and the 3 Es (Economy, Efficiency and Effectiveness).</li> <li>A report on the DCLG's conclusions regarding the abolition of the Audit Commission was considered by the CGAC on 23/01/12.</li> <li>The Audit Commission are consulting on making the appointment of KPMG permanent until 2016/17.</li> </ul>	Green	Annual Report on Risk Management to CGAC		18/07/11		
			Annual Internal Audit Report to CGAC	15/06/11			
			KPMG Interim Audit Report and Annual Audit Letter		18/07/11		23/01/12
			Annual Report on the Corporate Risk Register to the Executive Board		27/07/11		
			Internal Audit Report to CGAC	23/04/11	30/09/11		23/0/12
Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	Regular monthly project board meetings chaired by Deputy Returning Officer in place to ensure all arrangements planned for any forthcoming election or referendum. These meetings include a review of the risk register and contingency planner for each election / referendum. Proposals to change the staffing structure in elections have been agreed and are currently being implemented following the managing workforce change procedure. New Elections Manager and Deputy appointed. Additional resources in process of being recruited. Additional resources will help ensure that the service has sufficient resources for future elections and referendums.	Green	No challenge to the outcome of any election or referendum	No challenge	N/A	N/A	N/A
	Reports are being prepared for approval at the Annual Council meeting covering:		Maintain percentage of important decisions that are implemented within 3 months of the completion target date (Measure covers Executive Board & Key/Major decisions)				98.04%
	<ul style="list-style-type: none"> <li>New Members code of conduct and associated arrangements</li> <li>Revised decision making framework including new procedures</li> <li>Potential changes to the format of full council itself</li> <li>Minor amendments to Scrutiny arrangements</li> <li>Establishment of a new Police and Crime panel and a Joint Committee with the other 4 West Yorkshire Authorities</li> <li>Other miscellaneous amendments to the constitution arising from the Annual Review</li> </ul>		Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions) - Target = 89%	76.00%	90.38%	94.92%	94.92% (2011/12 = 89.55%)
			Maintain percentage of important decisions available for challenge (Measure covers Key/Major decisions) - Target = 95%	95.97%	98.21%	96.45%	95.38% (2011/12 = 96.53%)
Maintain effective arrangements to buy goods and provide services that give value for money	Our latest SCMS information management report shows that the authority has achieved potential procurement and commissioning cost savings of over £21m for the financial year 2011-12, although around £7m of which relates to the ALMOs. This report is available from the ProcurementU if further detail is required.	Green	Delivery of budget savings through procurement	SCMS information management report of 27/03/12 currently shows cost savings achieved for 2011-12 to value of £21,162,910.95.  The cost savings reflect the difference between the contact rates before and after procurement of the goods and services. Directorates will need to identify the incidence of the contract spend within their budget and capture cashable savings.			

Directorate Priorities	Progress Summary					Overall Progress
Manage the change to the new welfare system	<p><b>• Implementing 2011/12 &amp; 2012/13 Housing Benefit (HB) Changes</b> Whilst the 2011 and 2012 HB changes are now implemented for new Local Housing Allowance (LHA) claims, work continues to identify and support those customers most affected by the LHA changes. This includes working with Leeds Housing Options to help ensure customers most in need are supported through discretionary housing payments.</p> <p><b>• A Welfare Reform Strategy</b> Executive Board approved a strategy for preparing for the welfare reforms and the strategy is being delivered through a Strategy Board involving internal and external partners. Welfare Reform workshops have been delivered for frontline staff and an Intranet site has been set up and launched to provide up to date information on the range of welfare reforms. Detailed work has also been completed on identifying those likely to be affected by the changes to Housing Benefit around under-occupancy that come into effect from April 2013. Work is underway to develop proposals for a Local Welfare Service (previously known as the Social Fund) as well as further work to develop a policy for discretionary housing payments relating to customers affected by under-occupancy in the social rented and those affected by the Benefit Cap.</p> <p><b>• Universal Credit</b> Leeds continues to work with DWP on the transitional arrangements in moving from Housing Benefit to Universal Credit. Locally, Leeds City Credit Union is developing a budget account to help tenants manage their household costs. The Welfare Reform Strategy Board is considering ways in which this scheme can be promoted to social sector tenants. Proposals for a pilot to inform the face to face delivery of Universal Credit are expected to be submitted in May 2012. The proposals will look at helping people to access Universal Credit online.</p> <p><b>• Council Tax Support</b> A small number of year 1 transitional schemes are to be developed for consideration by Cabinet on 17th May with a view to getting Executive Board approval in June 2012 to consult about preferred schemes. A West Yorkshire group has been set up to share knowledge, discuss scheme options and share best practice. A Project Board will be set up shortly to oversee the implementation of an approved scheme and ensure that the adopted scheme is implemented in a timely and effective manner. Leeds continues to work closely with DCLG on design and support issues.</p> <p><b>• Implementing 2013/14 Housing Benefit Changes</b> Detailed analyses is now available at ward and ALMO level showing impact of under-occupancy proposals. This data has also been mapped against potential local Council Tax Support schemes to identify those affected by both of these changes - the information will be used by Revenues and Benefits and ALMOs to target support to those most severely affected by these changes. Letters will be issued in May to those affected by the under-occupancy rules and it is intended to visit as many of those affected as possible in the run-up to April 2013 in order to discuss options and ensure that tenants are aware of the implications of the changes. Work is also underway to identify the extent of the under-occupancy issues within Registered Social Landlords (RSLs).</p>					Green
Create the environment for effective partnership working	Partnership working continues to be planned and undertaken throughout the directorate nationally, regionally and city-wide, this work is further complemented through our active participation on the West Yorkshire Directors of Finance, West Yorkshire Resilience forum and core city groups etc.					Green
Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Maintain total percentage of Council Tax collected (Target 99.19%)	Target achieved.	99.12%	99.15%	99.17%	99.19%
	Maintain percentage of Council Tax collected in year (Target 96.7%)	Whilst the year end collection rate is marginally behind last years performance (96.7%) The actual value of current year Council Tax collected exceeded the value collected during 10/11 by £900K. The debt profile at 31st March 2012 also shows an increase in balances which had only been summonsed during Q4 and therefore limited opportunity to secure collection and therefore it is not expected that collection in the fullness of time will be adversely affected.	28.62%	55.88%	83.40%	96.60%
	Maintain percentage of business rates collected in year (Target 98%)	The in-year Collection rate was 0.47% down on that for 2010/11. The difference is approximately £1.6 million in cash terms. Of this £600,000 is due to uncollected empty rates from properties with a rateable value under £18,000, which were exempt in 2010-11, £400,00 due to increased write-off to insolvency, and £400,000 due to a single account on which we are currently taking High Court action.	33.03%	60.26%	86.40%	97.46%
	Maintain percentage of other income collected within 30 days (Target 98%)	Marginally below in year collection target, but reflects excellent position taking into account level of resources also being directed at preparations for Authority Financials implementation throughout current year.	90.79%	93.49%	92.85%	97.82%
	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates (Target 11 days)	This indicator measures both the average time taken to process in days a new Housing Benefit and Council Tax Benefit claim and the average time taken to amend an existing Housing Benefit and Council Tax Benefit claim as a result of a change in circumstances. Processing times for new claims has improved over Quarter 3 and Quarter 4 which can be seen by an improving month on month position as follows: 20 days in November, 18 days in December, 20 days in January, 18 days in February and 22 days in March. Processing times for changes in circumstances has remained steady over the last 3 quarters.	14.36	15.08	14.82	14.80

Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Increase percentage of invoices that are paid within 30 days (Cumulative)	<p>Performance compared to 2010/11 has increased by 0.6% moving from 90% to 90.06% of undisputed invoices paid within 30 days of receipt, excluding ALMO performance. 96.19% of invoices were paid within 40 days and 99.73% of invoices received by central payments were paid within 30 days.</p> <p>Prompt payment performance increased throughout the year for the following reasons</p> <ul style="list-style-type: none"> <li>The increased use of purchasing cards. Purchasing cards made up 15.2% of all payments made throughout 2011/12 removing problem invoices from our agency suppliers that normally require some kind of intervention before they could be paid. The use of purchasing cards has increased significantly from 2009/10 when only 4.6% of payments were made by purchasing cards.</li> <li>The average invoice inputter processed 35 invoices an hour, an increase of 10 invoices per hour from three years ago</li> </ul> <p>As we move into 2012/13 a review will be undertaken to ensure fewer invoices with queries, which can delay payment being made. The review will aim to streamline the process for resolving queries and where possible, put preventative measures in place.</p>	90.07%	90.16%	90.16%	90.16%

Council Business Plan (Resources Lead)	Progress Summary	Overall Progress	Headline Indicator (All Council)	Q1	Q2	Q3	Q4
Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	<p>As at 31 March 2012, 92% of staff were recorded as having had a full appraisal. With Children's Services (86%) and Environment and Neighbourhoods (85%) both reporting the lowest figures. All other directorates completed between 94% and 100%.</p> <p>As at 31 March 2012, 80% of staff were recorded as having received a 6 month review. This takes into account one-off exemptions agreed for the majority of Commercial Services and Sports due to service constraints and restructuring.</p>	Amber	100% staff received an annual appraisal	33%	93%	94%	92% - Full Appraisals 80% - 6 Month Review
Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	Findings from the November 2011 survey were presented to directorate leadership teams during January 2011, and work has continued within directorates to develop tailored actions plans, the effectiveness of which will be monitored through the regular quarterly surveys during 2012. The survey results have been communicated to staff through a variety of media (colour posters displayed in work locations, a dedicated intranet page, discussions at team meetings etc). Feedback indicates that these different methods have generally been well received, although work is still required within directorates to continue the communication of outcomes/actions to be taken. One potential factor affecting response rates was a concern expressed from some services around anonymity/confidentiality.	Amber	% staff who feel engaged  Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.	N/A	N/A	71%	N/A
All directorates deliver their budget action plan and stay within their approved budget	<p>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.</p> <p>Overall, the Council has demonstrated its agility in responding to the challenge, and the chart shows how the projected overspend reported to Executive Board has reduced during the year.</p>	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend		£7.2m projected overspend	£0.5m projected overspend	£1.5m underspend