

Resources Directorate Scorecard
Reporting Period :
Quarter 3 2012/13

| Contribution to Cross Council Priorities | Progress Summary | Overall Progress | Supporting Measures | Target | Q1 | Q2 | Q3 | Q4 | Executive Portfolios |
|---|--|------------------|--|--------|-------|--------------------------|-----------------------|----|---|
| Resources Lead | | | | | | | | | |
| Staff Appraisals | 88% of mid year appraisal reviews were completed by the deadline. This was 92% of on-line appraisals and 88% of paper based appraisals. All these figures are above the council average. The list of out-standing mid-year reviews in each service has been cascaded to RMT. Managers are encouraged to run reports in their own areas to get the most up-to-date information. Performance ratings workshops will be delivered in February and March to prepare managers for the end of year review. | Green | 100% staff have had an appraisal | 100% | - | 97.3% (Annual appraisal) | 88% (Mid year review) | | Neighbourhoods, Planning and Support Services |
| Staff Engagement | The level of engagement in Q3 remained the same as Q2 (74%). With the exception of Revs & Bens all services were above the council average of 68%. However, the response rate fell to 21% in Q3 compared to 32% in Q2. Postal responses remained very low at only 2%. 83% of staff who completed the survey in the directorate acknowledged that previous survey results had been shared with them - this was well above the council-wide response of 66%. | Amber | Extent to which the council is delivering what staff need to feel engaged – Achieve an Engagement score of +2% from the 2011 baseline for the Directorate (70.70%) | 73% | 69% | 74% | 74% | | Neighbourhoods, Planning and Support Services |
| Approved directorate level revenue budget in year | The net managed budget for Resources is £43.6m. An underspend of £501k is projected at the year end. | Green | No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s | £0 | (£3k) | (£173k) | (£501k) | | Leader |
| PPI Lead | | | | | | | | | |
| Consultation on key and major decisions | 43% of reports met the criteria. Eight out of fourteen reports failed to meet the criteria. All eight reports did not make it clear if public consultation was required. If it was not necessary to consult the public to inform a decision, report writers need to clearly say so, and explain why. Short explanations e.g. that the issues are purely internal arrangements to the council, or implementing central government policies will be enough. | Red | 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 | 100% | 25% | 66% | 43% | | Leader |
| By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered | 73% of reports met the criteria. Three out of fourteen reports failed to meet the criteria. There are further improvements against the criteria of the indicator this quarter. There is still an issue that 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 as with previous quarter's performance. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process. | Amber | Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions | 100% | 55% | 67% | 73% | | Leader |

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|---|---|------------------|---|---|--|--|---|----|---|
| Deliver financial planning and management which makes sure we keep adequate reserves | The minimum level of reserves has been calculated as £17m using the risk based reserves strategy. General Fund reserves at 1st April 2012 stood at £25.5m. Taking into account the budgeted in year use of reserves, and the expectation that the Council will deliver an overall underspend of £0.5m, it is anticipated that reserves will be £20.5m at the year end. | Green | Value of Revenue Reserves | £17.1m | £18.6m | £18.6m | £20.5m | | Leader |
| Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff | To date approximately 1661 employees have expressed an interest in either voluntary early retirement or severance. We are expecting that almost 200 staff will have left through ELI by the end of March 2013. Through that and normal turnover we expect to be on track to deliver the reduction in staff headcount figure. Phase 2 of the project will address the expressions of interest received from staff who wish to leave up to 2015/16. This information will be used to develop workforce plans, inform budget plus reviews and the organisational development plan. This will ensure a structured approach to succession planning. A review of the talent pool and talent management is also underway. The plans will be reviewed quarterly. Based on the projected absence figure the target will not be met The projected absence figure in Q3 is 9.55 days an increase of 0.1 day since Q2 and 1.05 days above the corporate target, however compared with the 11/12 outturn of 9.29 days, the 12/13 outturn is 0.25 higher. The Attendance team is working with hotspot areas to improve attendance, this includes ensuring the policy is applied rigorously as well as providing support on improved health & wellbeing to resolve the causes of absence and health issues. 'Health is everyone's business' is now being rolled out. This is supporting the tackling of health issues in the areas with the highest absences. | Green | Reduction in staff headcount (including percentage of leavers who are BME , Disabled or Women monitored against current staff profile) Baseline: Total Staff = 17,260 (Apr 2010) | 2500 (cumulative total by March 2013 i.e. 14,760 | 2219 | 2222 | 2164 | | Neighbourhoods, Planning and Support Services |
| | | | Percentage of senior officers who are women | Not Set | 50.33% | 50.65% | 51.26% | | |
| | | | Percentage of senior officers who are from BME communities | Not Set | 9.80% | 9.33% | 9.07% | | |
| | | | Percentage of senior officers who are disabled | Not Set | 4.36% | 4.57% | 4.85% | | |
| | | | Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs, | Not Set | Please see Equality Scorecard | | | | |
| | | | Reduce number of days staff sickness (per full time equivalent) - Council Figure | 8.5 Days | 2.20 (Current year-end forecast is 9.66) | 4.21 (Current year-end forecast 9.45) | 6.91 (Current year-end forecast is 9.55) | | |
| Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities | Essential Services Programme (ESP) - Rollout of around 3000 devices was achieved during Oct - Dec '12. Scheduling of further rollouts continues and feedback from the customers continues to be positive. Work at Civic data centre to further improve air conditioning and install hot/cold aisles has been successfully completed following completion of asbestos removal programme. Issues with the LLN service continued during 3rd quarter, 3rd party (Capita) are still failing to meet agreed service levels. Following crisis meetings some improvements were seen but performance continues below agreed Service Levels. Customer satisfaction (relating to resolution of a customers ICT issue) remains broadly positive. | Green | Maintain percentage time ICT Systems are available | 99% | 99.80% | 99.86% | 99.75% | | Neighbourhoods, Planning and Support Services |
| | | | Increase satisfaction of users with ICT Services (measured via SOCITM survey) | 70% | The SOCITM User Satisfaction survey was not undertaken during 2011/12. Subject to budget availability, this will next take place when the Essential Services Programme is completed. | | | | |
| | | | Increase satisfaction of users with ICT Services (measured via ICT Helpdesk survey) | - | 84.30% | 89.46% | 88.71% | | |
| | | | Increase user satisfaction with the quality of ICT training | Previously measured via SOCTIM survey but this will now be drawn from the new performance and learning system with a new baseline established during 2012/13. | | | | | |

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|---|---|------------------|---|--|--------------|----------|----------|----|---|--|
| Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise | All elections and referendums for 2012 successfully completed with no challenge and good feedback. No elections scheduled for 2013. Planning for 2014 elections will commence in November 2013. | Green | No challenge to the outcome of any election or referendum | No Challenge | No Challenge | n/a | | | Neighbourhoods, Planning and Support Services | |
| | • Roll out of briefings on the changes to the decision making arrangements undertaken on time. Decision training completed in the Autumn. | | This PI is no longer reported as it is no longer used for monitoring purposes and any related information will be covered as part of respective priority updates. | | | | | | | |
| | • Support the continued Modernisation of Full Council Amendments to Council Procedure Rules (CPR's) agreed by Council in November. | | Maintain percentage of important decisions that are implemented within 3 months of the target completion date (Measure covers Executive Board & Key decisions) - Cumulative | All important decisions are monitored by Democratic Services on a continual basis, particularly to inform PI's relating to Key Decisions, specifically the statutory pre notification process and availability of Key Decisions for Call In; a full breakdown of which can be provided on request. | | | | | | |
| | • Support to the new Standards and Conduct arrangements for the Council Substantial amendments completed - arrangements reviewed by the Standards and Conduct Committee in January 2013 with minor amendments to be considered by GPC and Council in February. | | Information on a sample of decisions taken in each Directorate will be provided to the Chief Executive on an annual basis. This information will also form part of the Annual Assurance report on the decision making framework to the Corporate Governance and Audit Committee. | | | | | | | |
| | • Support to the review of Plans Panel terms of reference Revised arrangements approved by full council. | | | | | | | | | |
| | • Transfer of Public Health functions to the Council from the NHS Draft Terms of Reference, and Delegations produced and currently being consulted upon. Delegations to Director of Public Health need to be approved by the Leader at by the end of March 2013 Establishment of Health and Wellbeing Board currently scheduled for approval by full council at the Annual Meeting. | | Improve percentage of important decisions that are pre notified to the public (Measure covers Key decisions) | 89% | 96% | 93% | 98% | | | |
| | | | Maintain percentage of important decisions available for challenge (Measure covers Key decisions) | 95% | 96% | 93% | 96% | | | |
| Maintain effective arrangements to buy goods and provide services that give value for money | A Transforming Procurement Programme has been formed to drive strategic and systematic change with the aim of establishing sustainable economy, efficiency and effectiveness in the council's buying activities, taking account also of the council's wider policy objectives. Consultation and development work has continued to progress across the strategy, category and business workstreams, and the pilots continue to undertake specific delivery activities. | Green | Delivery of budget savings through procurement [1] SCMS information management report of 06/07/12 currently shows cost savings achieved for 2012-13 [2] 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 | No formal target set | £108,795 | £247,307 | £542,645 | | Neighbourhoods, Planning and Support Services | |

| Directorate Priorities | Progress Summary | Supporting Measures | Target | Q1 | Q2 | Q3 | Q4 | Executive Portfolios |
|---|---|--|------------|------------|------------|------------|----|----------------------|
| Key Business Plan Supporting Indicators | The percentage of Council Tax collected is currently on track and ahead of last years position. | Maintain total percentage of Council Tax collected | 99.2% | 99.15% | 99.17% | 99.18% | | Leader |
| | Collection remains on track to meet target at year end. Whilst the current position is below that at December 2011 comparisons with last year's collection rates are not accurate as the amount collectable at the end of December has increased by £1.2m and there has been an increase in the number of accounts paying by 12 months direct debit. | Maintain percentage of Council Tax collected in year | 96.7% | 28.52% | 55.65% | 83.03% | | |
| | It is likely that the continued economic position, particularly in retail, will have an adverse impact on the final collection rate and that the target will not be met. | Maintain percentage of business rates collected in year | 97.7% | 33.03% | 59.14% | 86.02% | | |
| | The indicator is on track to meet target | Maintain percentage of other income collected within 30 days | n/a | n/a | 73.90% | 88.30% | | |
| | The action to reduce the outstanding work has ensured that speed of processing new claims is on target and continues to be a much improved position compared to last year. At 31 December new claims performance was an average of 21 days against the target of 20 days and has improved by 8 days when compared to last year. | Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates | 12.00 Days | 17.38 Days | 15.99 Days | 16.33 Days | | |
| | Work continues to bring the position more up to date but the volume of changes is at a high level much of which is caused by an increase in changes reported by the DWP. | | | | | | | |
| | The prompt payment figures have been recalculated to reflect only the council's performance. To ensure this is reported accurately, this figure now only represents the performance of the council's and LCC schools; performance for third parties like the grand theatre and ALMOs have been removed. Performance for third parties and ALMOs will continue to be reported each month to Financial Performance Group. | Increase percentage of invoices that are paid within 30 days | 92.0% | 90.60% | 90.72% | 92.02% | | |

| Directorate Priorities | Progress Summary | Overall Progress | Executive Portfolios |
|---|---|------------------|----------------------|
| Manage the change to the new welfare system | <p>Council Tax Support Council has now approved the scheme for Leeds and the rules and regulations supporting the scheme are set to be published week commencing 28th January 2013.</p> <p>Capita has provided a release that supports the scheme, delivers the 19% reduction and identifies and awards full benefit to protected groups where possible.</p> <p>A significant amount of work is going into making sure that the communications to customers at annual billing are targeted, informative and clear about customer's responsibilities.</p> <p>Implement Housing Benefit changes The HB changes to introduce the social sector size criteria for ALMO and HAS tenancies are on track. All tenants affected have been notified and ALMOs and HAS are discussing options with tenants.</p> <p>Universal Credit (UC) The indications are that Universal Credit will roll out more slowly than initially stated. An announcement is expected shortly on the roll out of UC; and the role of LAs in providing face-to-face services for vulnerable customers.</p> <p>The focus for the Council will now shift to activities aimed at: a) Ensuring customers can manage the online claim requirement b) Supporting tenants to make arrangements to pay rent on a regular basis; and c) Ensuring a smooth migration to UC for both the Council and individual customers</p> <p>Crisis Loans and Community Care Grants Following Exec Board approval of a draft scheme, a working group has been looking at a more detailed scheme and the administration aspects. A report will go to Exec Board in March with final scheme design and outcomes from member consultation. Report is expected to recommend that the scheme is reviewed after 3 months to assess demand and scheme spend using the data collected during the first 3 months and to help determine available spend in local initiatives.</p> | Green | Leader |
| Maintain effective audit and risk management arrangements | <p>KPMG reviewed Internal Audits work and confirmed in their report to those charged with governance (Corporate Governance and Audit Committee 28/09/12) that Internal Audit fully met their requirements in terms of timeliness, quality and supporting evidence. KPMG reported that "Internal Audit has covered all areas of work that we wished to rely upon to a good standard and we are again able to place full reliance on their work".</p> <p>The same report concluded that the Council has made proper arrangements to secure economy, efficiency and effectiveness in the use of resources.</p> <p>CGAC have received regular updates from Internal Audit on significant matters and progress against the audit plan.</p> <p>CGAC have received the Annual Internal Audit Report (28/9/12). The report provided an opinion that "the internal control environment including financial systems, is well established and continues to operate well in practice".</p> | Green | Leader |
| Create the environment for effective partnership working | No issues to report | N/A | |

| Council Business Plan (Resources Lead) | Progress Summary | Overall Progress | Headline Indicator (All Council) | Target | Q1 | Q2 | Q3 | Q4 | Executive Portfolios |
|---|--|---------------------|--|--------|--------|---------------------------|--------------------------|----|---|
| Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal | <p>97.2% of main appraisals were completed earlier this year (Aug 2012). This is the council's highest ever total. We saw a drop to 83% for mid year reviews (January 2013). 12,266 of the 14,745 expected mid year reviews were completed, leaving 2479 outstanding. Appraisal returns using the Performance and Learning system are comparable with those through paper based routes (Mid year reviews – 82% and 84% respectively). The number of outstanding mid year reviews is still significant. HR are looking into the reasons behind this drop (for example, if new starters and others who did not require a mid-year review were included in the figures) and working with directorates to help achieve the 100% year-end target, even more crucial with the introduction of new performance ratings in April.</p> <p>'Quality appraisals for all' remains a top priority for the council. Full and mid year appraisal reviews for all staff in 2012/13 have been conducted using the same, single council wide scheme. New style performance ratings are to be used in appraisals for all staff from April 2013 onwards.</p> | Amber | 100% staff received an annual appraisal | 100% | - | 97% (Annual appraisal) | 83% (Mid year review) | | Neighbourhoods, Planning and Support Services |
| Staff are fully involved in delivering change and feel able to make an impact on how services are delivered | <p>There are 3 key measures from the Q3 engagement survey:</p> <p>1. Response rate: decreased from 34% in Q2 to 32% council-wide - these figures are slightly lower than Core Cities data (range is 36% to 51% overall).</p> <p>2. Engagement level - The council-wide engagement measure has increased slightly from 66% in Q2 to 68% in Q3. At directorate level, engagement scores have remained static or increased since Q2. and all directorates, apart from Children's Services, have increased their engagement scores by +2% since November 2011 ("Green")</p> <p>3. Performance gap – The average Performance Gap has decreased very slightly (from -1.4 in Q2 to -1.2 in Q3, and down from -1.8 in November 2011), indicating that we are closing the gap overall between Importance and Performance. The things that employees say are most important to them are the things that the council does best (all within the 'your manager' section). The lowest scores are around managing change, feeling safe to challenge, and staff feeling their opinions matter at work.</p> | Amber | <p>Increase the level of staff engagement</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p> | 73% | 69% | 66% | 68% | | Neighbourhoods, Planning and Support Services |
| All directorates deliver their budget action plan and stay within their approved budget | <p>The position at the end of the third quarter is a projected underspend of £0.573m which represents 0.1% of the approved budget. There are continuing cost pressures within City Development and Environment and Neighbourhoods, offset by savings within Children's Services and Resources, which mainly relate to staffing. 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.</p> <p>These directorate pressures have been offset by capital financing savings of £1.8m</p> | Green | No variation from approved directorate level revenue budget in year (Underspend) / Overspend (000s) | £0 | £1,071 | £1,668 | (-£573) | | Leader |