

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Organisational Plan

The 21 Organisational Plan KPIs, which relate to the portfolio of the Strategy & Resources Scrutiny Board, are drawn from six service areas:

- Human Resources
- Financial Services
- Customer Relations
- Shared Services
- Information Management & Governance
- Procurement & Commercial Services

A further eight indicators taken from the OFLOG submission are included within the Financial Services section.

Human Resources:

There are eight KPIs within this portfolio area:

1 Representative workforce

Demographic comparison of the council workforce against the Leeds working age population from Census 2021	Census Data March 2021	LCC Workforce Data June 2023	LCC Workforce Data September 2023
Female	50.1%	60.5%	60.4%
Aged 41 and over	45.2%	65.1%	64.7%
Ethnically diverse	26.6%	15.3%	15.5%
Disabled	16.7%	6.0%	6.1%
Carer	8.0%	8.9%	8.8%
Lesbian, gay, bisexual or other sexuality	4.6%	3.8%	3.9%
Not living in the gender assigned at birth	0.2%	0.3%	0.3%

Council wide workforce representation levels are very static, as you would expect, and our degree of representation varies amongst the protected characteristics. In the case of female staff and staff aged 41 or over, our workforce contains considerably greater proportions than the population as a whole, whereas we have far smaller numbers of ethnically diverse or disabled staff, than are present in the general population. Finally, there are three characteristics – carers, LGB+, and people not living in the gender assigned at birth – where our workforce is reasonably representative.

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There are outside factors which could lead to some of these differences. For example, the large number of full-time students in the city, who are of working age but not fully economically active, would lead to a younger demographic in the population compared to our workforce. Likewise, some working-aged, disabled people are unable to work due to their disabilities, whereas the council can clearly only employ disabled people who are able to work.

Although the demographics of our workforce change very slowly, we are actively working to promote a better understanding of Equality, Diversity and Inclusion within the workplace. This includes initiatives focusing on five EDI themes:

- Recruitment
- Progression
- Training
- Speaking up and zero tolerance
- Data monitoring.

Within the last quarter we launched an Aspiring Leaders programme. This development scheme is a positive action to support staff from under-represented groups to gain leadership experience. We are also sharing a Managers EDI dashboard giving a better insight on workforce diversity profiles.

It is also noted that LCC will be reducing its work-force head count to meet current financial challenges. Specifically, a flexible retirement scheme has been launched to allow experienced staff to transition to part-time work whilst retaining skills and experience within the organisation. In some services staff are also being asked to consider leaving under a voluntary leavers scheme. We are expecting an FTE reduction of up to 750. Decisions on exiting staff will be closely monitored to see how this affects our profile.

2 Happy and Engaged Workforce

Indicator	Target	2019 staff survey	2023 staff survey	Change
Average score out of ten – “how likely would you be to recommend working for Leeds City Council?” *	Increase	7.5 out of 10	7.4 out of 10	=

* When the score out of ten is not available, an alternative measure may be provided

Despite the disruption caused by the pandemic and other economic pressures, the most recent staff survey, carried out during June and July 2023, revealed continuing positive feedback. There was almost no change in the likelihood that staff would recommend working for the council to others since the previous survey carried out four years earlier in 2019.

Most of the period covering the two surveys was taken dominated by the Covid-19 pandemic, during which staff satisfaction was measured through a series of Pulse surveys that consistently indicated approximately 60% of staff were feeling fairly or very happy at work.

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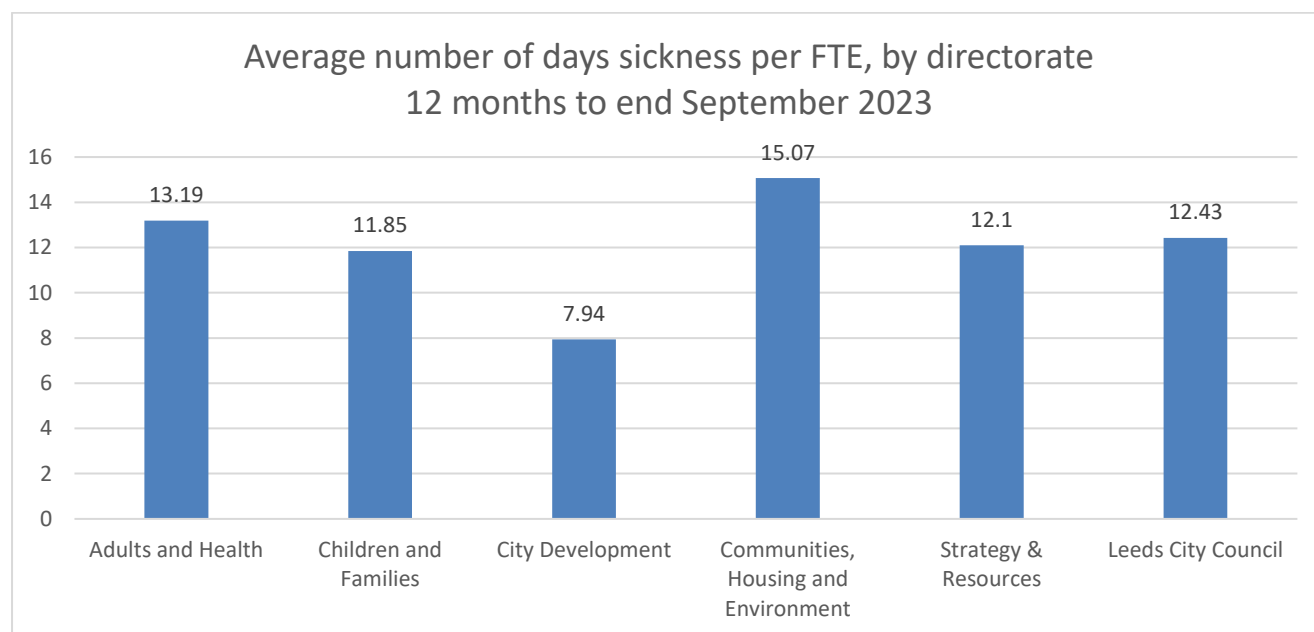
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3 Healthy Workforce

Average number of days sick per FTE	Target	12 months to end June 2023	12 months to end September 2023	Change
Leeds City Council staff	10 days	12.44 days	12.43 days	-0.01 days
Schools staff	10 days	9.31 days	9.06 days	-0.25 days
Combined	10 days	11.12 days	10.97 days	-0.15 days

Average levels of staff sickness increased considerably during the pandemic, peaking at 13.65 days per FTE in July 2022. This has now been reduced to an average of 10.97 days by the end of September 2023. This is a major turnaround of over 2 days. Nevertheless, this improvement conceals variations across the organisation. First, whilst average sickness for staff working in schools is now well within the current target of 10 days per FTE, sickness for staff working within council directorates remains higher. Moreover, as can be seen in the table below, there is variance amongst council directorates



Human Resources provide enhanced levels of advice and support to those services with the highest levels of absence, which have also made some of the highest reductions in the last 12 months. Sickness rates are monitored closely and reported monthly to CLT. HR also continue to implement various initiatives including reviewing long term absence casework and promoting wellbeing programmes.

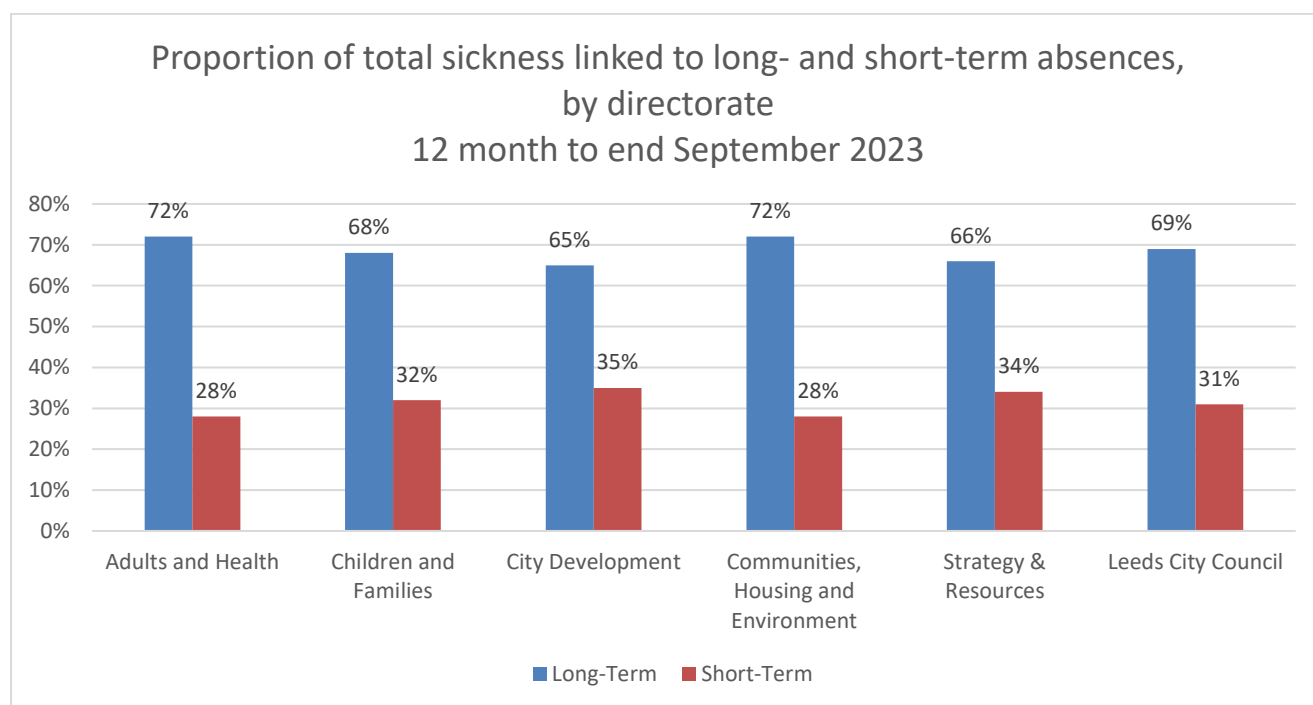
The table below illustrates that, across the council, between 65% and 72% of all sickness is linked to long-term cases.

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In the year to the end of September 2023, sickness attributed to key conditions is shown below:

Condition	Total days	Days per FTE	Proportion of total
Mental Health	55,042.58	4.49	36.12%
Musculo-Skeletal / Back & Neck	26,032.82	2.12	17.08%
Coronavirus	8,109.63	0.66	5.32%
Heart & Blood Pressure	6,672.39	0.54	4.38%

The total number of days lost due to each condition remains steady, except for coronavirus which has shown a noticeable decrease.

4 Good Management

Indicator	Target	2019 staff survey	2023 staff survey	Change
Percentage of council staff who feel their manager looks out for their general health and wellbeing *	Increase	77%	76%	=

* When the specific measure is not available, an alternative may be provided

The most recent full staff survey, conducted during June and July 2023, indicates that the percentage of staff who feel their line manager looks out for their general health and wellbeing is virtually unchanged, at 76%, compared to before the pandemic. A full staff survey was not conducted in the intervening four years, but a series of five wellbeing surveys carried out during that time also revealed that just over three quarters of staff were happy with the amount of support they received.

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5 Gender Pay Gap

Gender pay gap across council staff	Target	31 March 2021	31 March 2022	Change
Mean hourly rate *	5%	4.9%	3.8%	-0.9%
Median hourly rate *	N/A	9.5%	9.4%	-0.1%

* Only the mean hourly rate is used for monitoring purposes and reported as the KPI result

There are no new results in this report as this measure is reported annually. A new result will be provided in the next report.

6 Opportunities to Develop

Indicator	Target	2021/22	2022/23	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 93.55% Year-end: 89.72%	Mid-year: 92% Year-end: TBC	N/A
Percentage of staff who agree there are opportunities to progress their career	TBC	New indicator	54% 2023 staff survey	N/A

The full staff survey, conducted in June and July 2023, for the first time included a question relating to opportunities to progress within the council. This revealed that 54% of staff agreed that there are opportunities for them to progress their careers.

At the time of writing, we await a figure for the percentage of year-end appraisals for 2022/23 that were completed before the deadline.

7 Workplace Safety

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
LCC: Specified (major) injuries	Decrease	1	1	=
LCC: Over 7 days injuries	Decrease	4	2	-2
LCC: Reportable diseases	Decrease	0	0	=
Schools: Specified (major) injuries	Decrease	3	0	-3
Schools: Over 7 days injuries	Decrease	0	0	=
Schools: Reportable diseases	Decrease	0	0	=

This indicator records the number of both 'Specified' injuries (major injuries) and other injuries that lead to absences of 7 days or more, as well as cases of Reportable Diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) incidents are thoroughly investigated, and any lessons learned are shared and remedial actions taken, such

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as a review of the risk assessment, further training where necessary, or a review and changes to safe working procedures.

Members are asked to note that often there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year. However, the number of cases of reportable injuries and illnesses remains low.

Financial Services:

There are four KPIs within this portfolio area and a further eight measures that the Office for Local Government (OFLOG) requires all local authorities within England to report:

8 Budget Management

Indicator	Target	Quarter 1 2023	Quarter 2 2023	Change
Percentage of budget overspend	Balanced budget	4.97%	5.17%	Worsening
Percentage of directorate budget action plans delivered	100% delivery of budget action plans*	78.05%	79.40%	Improving

*Or alternative mitigating savings

Full details are contained in “Financial Reporting 2023/24 Quarter 2”, presented to Executive Board on 22nd November 2023, which can be found [here](#).

As at the end of September 2023, we are forecasting an overspend of £30.5m for the General Fund (5.3% of the 2023/24 approved net revenue budget), an adverse movement from the previous month’s £29.6m overspend. Where known, pressures have been incorporated into the reported financial position, including those due to increased inflation and the resulting cost of living crisis, demand and demography in social care, and the employer’s final pay award for 2023/24 (the NJC offer having been accepted on 1st November 2023).

9 Income Collection Rates

Indicator	Target	Quarter 2 2022	Quarter 2 2023	Change
Council tax collected	96.11% by year-end	53.11%	52.58%	-0.53% points
Business rates collected	98% by year-end	53.11%	55.82%	+2.71% points

The council tax collection rate is half a percentage points lower than last year and almost two percentage points lower than before the pandemic which is a significant difference. However, the comparative collection rate for 2022/23 was distorted by the award of £7.8m in respect of the Council Tax Energy Rebate scheme which was effectively an upfront payment. The impact of this on comparative collection rates will not unwind until the end of the financial year.

There is also a lag in the comparative collection rates due to the increasing number of households opting for 12 rather than 10 monthly instalments, which will again not unwind until the end of the financial year. The cost of living crisis is also impacting on the current collection

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rate as payment arrangements have to be extended beyond those previously accepted to reflect people’s ability to make the payments.

Finally, we are still feeling the effects of the freeze on recovery action during 2020/21, as we are focused on catching up and collecting more previous years’ debt, at the expense of the current year. Both the number of liability order hearings available and the number of cases that can be presented at each hearing are limited and this prevents us from collecting debts more quickly.

The collection rate for business rates has risen by almost three percentage points compared to last year and is now consistent with that immediately pre-pandemic. However, the level of relief currently available for small businesses in the retail and hospitality sectors is 75% compared to 33% in 2019/20 and this may be to a degree alleviating the impact of the current economic situation.

Measures required by OFLOG:

The Office for Local Government (OFLOG) was launched during the LGA Conference in Bournemouth in July 2023. Its aim is to provide authoritative and accessible data and analysis about the performance of local government, and support improvement.

OFLOG brings together a selection of existing metrics across an initial four service areas: Finance; Adults Social Care; Adult Skills; and Waste. Further service areas are being added, and existing areas expanded, as the metrics are developed.

Amongst the initial list of indicators were eight relating to Financial Services which, therefore, fall within the remit of this Board:

10 Non-ringfenced Reserves

The size of our non-ringfenced reserves, that is money that is not being saved for a specific purpose, compared to our annual net revenue expenditure and service spending, provides an indication of how resilient the council would be in the face of unexpected additional expenditure. The table below shows that our traditionally low levels of non-ringfenced reserves have been increased considerably in recent years.

Non-ringfenced reserves as percentage of:	2017/18	2018/19	2019/20	2020/21	2021/22
Net revenue expenditure	12.2%	14.4%	14.0%	34.2%	27.8%
Service spending	10.5%	12.2%	11.7%	25.8%	21.1%

However, in 2021/22 our non-ringfenced reserves stood at a lower level than all comparable local authorities in England, in some cases at a considerably lower level. In terms of non-ringfenced reserves as a percentage of net revenue expenditure, Leeds has the twelfth lowest level of all local authorities in England, and as a percentage of service spend, this falls to the seventh lowest level.

It is important for councils to strike a balance between not locking away money that ought to be used for providing current services and ensuring that they are able to withstand a financial shock if necessary. Nevertheless, Grant Thornton’s Annual Audit Report for the year ended

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31st March 2021 recommended that “the Council should consider the adequacy of its current level of General Fund Reserves and Balances to ensure these remain adequate for its needs and potential unforeseen events.”

Whilst the council maintains a robust approach towards its management of risk, and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other local authorities of a similar size. Consequently, since the start of the Medium-Term Financial Strategy, our General Reserves have been steadily increasing from £28m and from 2024/25 onwards we plan to improve this position further with a £3m annual contribution to the General Reserve. As a result, the balance on the General Reserve is projected to be £45.2m by 2026/27 and £48.2m by 31st March 2028.

11 Core Spending Power

The largest single element in CSP is the council tax requirement estimated by government at the time of the last Settlement Funding Assessment carried out in 2013/14. The referendum-based limitations on council tax increases introduced in 2012/13, mean that our council tax income is largely determined by the level of increase permitted by the government. As a consequence, those councils, such as Leeds, that historically had relatively low levels of council tax have been unable to increase council tax to correct the imbalance.

The second largest element of the CSP measure is Settlement Funding Assessment. This is fundamentally a measure of relative resources and needs and that exercise was last carried out in 2013/14. Leeds (and indeed the rest of West Yorkshire, excluding Bradford) has historically done very badly out of the formula used in that assessment but, because it has not been updated since, Leeds again find itself ‘locked into’ a very low starting point.

As percentage of core spending power:	2017/18	2018/19	2019/20	2020/21	2021/22
Social care spending	73.9%	71.1%	73.9%	75.1%	70.2%
Debt servicing costs	8.8%	9.6%	11.1%	15.1%	12.9%
Total debt	Not listed	528.9%	526.3%	516.6%	486.8%

The proportion of Core Spending Power allocated to social care spending is a measure of how much a council has allocated to these services and is also an indication of how much funding it has available for other services. In 2021/22, social care spending in Leeds was the 56th highest amongst councils in England, as a proportion of CSP, the 3rd highest amongst the Core Cities and 2nd highest in West Yorkshire.

Where the council has financed capital spending by borrowing or credit, this incurs debt servicing costs over the period of the loan or credit arrangement. In 2021/22, Leeds had the 34th highest debt servicing costs, amongst English councils, the 5th highest amongst the Core Cities and 2nd highest in West Yorkshire.

The third measure shows the relationship between the capital indebtedness that the council has built up over many years of capital financing decisions and our annual CSP. In 2021/22, Leeds had the 6th highest percentage of debt amongst English councils, and the highest amongst the Core Cities and in West Yorkshire.

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12 Total Core Spending Power Per Dwelling

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£1,554.55	£1,497.48	£1,517.57	£1,534.13	£1,555.43	£1,637.37	£1,667.58	£1,803.16	£1,971.82

In 2021/22 (the most recent year for which comparison is available), Leeds had the 121st highest core spending power amongst English councils. This meant Leeds had the lowest CSP amongst the Core Cities by some considerable distance. Our CSP was closer to other West Yorkshire councils, with the exception of Bradford which was in 38th place.

13 Level of Band D Council Tax Rates

This indicator demonstrates whether a council is able to generate resources through council tax, or whether it is reliant on short-term funding such as grants. Nationally, a reliance on annual grant funding, such as with social care, creates uncertainty for future years.

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£1,169	£1,216	£1,276	£1,340	£1,393	£1,449	£1,521	£1,567	£1,645

Overall, in 2021/22, Band D council tax in Leeds was the 80th highest in England. It was the lowest of all the Core Cities (considerably lower than Bristol, Liverpool and Newcastle whose Band D council tax was ranked 4th, 7th and 8th respectively) and the lowest in West Yorkshire.

Ensuring the affordability of council tax is a policy that the council traditional pursued, but the referendum limit which caps council tax increases has prevented this being changed to reflect current circumstances.

14 Council Tax Revenue Per Dwelling

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£894.64	£941.13	£995.43	£1,056.27	£1,118.79	£1,174.03	£1,215.60	£1,278.40	£1,356.74

Nationally, in 2021/22, Leeds had the 81st highest council tax, but had the 2nd highest amongst the Core Cities. The city has a relatively high proportion of dwellings in lower bands for council tax when compared to the national profile which explains its relatively low position nationally. However, amongst the Core Cities, Leeds and Bristol have a relatively high tax base and consequently raise more council tax per dwelling.

This relatively strong tax base compared to the Core Cities has led to Leeds being assessed as having relatively high resources within the formula that has determined Settlement Funding Assessment since 2013/14. Therefore, Leeds City Council receives comparatively less Settlement Funding Assessment to support the Council Tax Revenue raised in the city.

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Customer Relations:

There are two KPIs within this portfolio area:

15 Complaints

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Complaints responded to within target timescale	85%	70%	80%	+10% points
Number of complaints with the Ombudsman*	N/A	66	68	+2

* Includes all contacts with the Local Government & Social Care Ombudsman and Housing Ombudsman Service, although these do not all result in the Ombudsman opening a formal case.

Performance for both stages of complaint has improved compared to both the previous period and the same period last year (shown here).

Members are advised that the Local Government & Social Care Ombudsman and the Housing Ombudsman Service are currently consulting on a new joint complaint handling code. If this draft is adopted, the timescale for responding to Stage 1 complaints would be 10 working days for all non-statutory complaints. Only Housing Leeds is already working to this timescale, all other services currently have a target of 15 working days. Feedback was provided and the revised code is expected in January 2024.

More detailed performance, covering both Stage 1 and Stage 2 complaints, is given in the table below:

Complaints performance by directorate July to September 2023	Total complaints	Stage 1 received	Within target	Stage 2 received	Within target
Adults & Health	115	98	99%	17	94%
Children & Families	174	141	67%	33	58%
City Development	48	42	57%	6	50%
Communities, Housing & Environment	935	765	82%	170	75%
Strategy & Resources	61	56	88%	5	83%
LCC	1333	1102	81%	231	74%

Performance remained strong in Adults and Health with 97% of complaints responded to within timescale.

Children and families continued to experience high numbers of complaints relating to Special Educational Needs and Disabilities (SEND) – Education, Health and Care Plans (EHCPs). The council has seen a 60% increase in applications for EHCPs since the pandemic, mirroring the national situation. As reported to October Executive Board, a review by external consultants is underway to provide independent challenge and insight and to improve performance.

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Additional resources have been assigned to SEND complaint handling and an improvement in performance is already being seen and should be apparent in the next results.

Response rates and complaint volumes within City Development remained low and work is ongoing to identify further support opportunities to improve performance.

Performance in Communities, Housing and Environment improved compared to the previous quarter. Housing Leeds continued to receive most complaints and, across both stages, 85% of cases received a response within the Housing Ombudsman Code timescales (which is 10 working days for Stage 1 complaints unlike other services where the timescale is currently 15 working days). In quarter 2, Waste Management received two-thirds fewer complaints than in the same period in 2021/22. 68% were responded to within timescale and work is ongoing to support an improvement in response rates. Nevertheless, the level of complaints regarding Waste Management remains very low. On average, they receive 57 complaints per month which is a very small number in the context of approximately 80,000 collections being made each day.

Performance improved in Strategy & Resources and is meeting the target.

Shared Services:

There are three KPIs within this portfolio area:

16 Contact Centre

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Customers who say they are 'satisfied' or 'very satisfied' with the service received through the contact centre	N/A	81%	84%	+3% points
Number of calls received by category	N/A	214,970	188,210	-26,760
Average waiting time by category	N/A	608 seconds	292 seconds	-316 seconds

Average waiting times in the contact centre were just under five minutes in quarter two, less than half the waiting time during the same period last year. Average speeds to answer on high priority lines (children's and adult social care, welfare and registrar's priority) were under four minutes with the exception of adult social care. During this period, opening hours for pest control and large collections were reduced so that resources could be diverted to higher priority areas.

Housing repairs, one of the busiest lines, tends to receive more calls during colder weather, particularly in relation to no heating / hot water, frozen pipes, and damp and mould. Heavy rain can also lead to higher call volumes due to leaks and floods. Therefore, the reduction in calls of this type during mild weather can result in improved performance.

Customer satisfaction remained consistent at 84%.

A detailed breakdown of performance across all services is provided below:

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Service	Gross calls	Abandoned calls	Answered calls	Answer rate	Average answering time (seconds)	Average handling time (seconds)
Council tax Reminders	8,301	1,930	6,369	77%	582	719
Council tax General	37,816	5,479	21,878	85%	525	770
Benefits	8,322	1,219	5,363	85%	515	852
Blue Badge	4,222	383	3,473	90%	450	463
Adult Social Care	13,218	2,363	10,854	82%	390	991
Schools Admissions	10,301	742	4,342	92%	318	545
Registrars	11,184	1,108	6,025	90%	316	518
Housing Leeds Repair	29,731	2,330	25,400	92%	316	526
Large Collections	1,256	126	706	90%	307	309
CBL	9,990	1,239	8,538	88%	297	460
Housing Leeds	82,207	1,398	8,194	98%	289	406
Pest Control	2,846	137	1,204	93%	274	337
Refuse	8,051	801	5,329	89%	251	389
Highways	5,627	513	3,169	91%	200	455
LWSS Finance	5,929	177	5,732	97%	199	944
Planning	3,886	265	2,366	93%	186	587
Child Social Care	4,364	630	3,734	86%	165	934
OOH Housing Leeds	8,046	511	7,535	94%	120	292
LWSS Triage Team	9,345	554	8,776	94%	118	336
Registrars Priority	1,198	65	1,133	95%	116	609
OOH Public	914	49	863	95%	106	296
Elections	10,113	173	3,099	98%	92	307
OOH Emergency CC	630	25	605	96%	78	226
OOH Priority CC	1,079	73	1,006	93%	66	199
Gold Number	17,415	1,014	16,259	93%	54	121
ASBU	2,519	75	2,418	96%	50	679

It is encouraging that most lines were answered in an average of less than five and a half minutes (330 seconds) during this period, which was a significant improvement on the same period last year. Following recruitment, staff are now in place to address the longer wait times on the Adult Social Care service line and the average waiting time is currently under the target for this line of 120 seconds.

Council tax and benefits continue to present demand in the contact centre, due to the volume of reminders and recovery letters that are issued requiring customers to take action. The council tax ‘reminders’ and ‘general’ lines have now been consolidated into one line to help resource the line more effectively.

Information Management & Governance:

There are two KPIs within this portfolio area:

17 Access to Information

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Percentage of subject access requests received responded to within statutory timescales	88%	76.7% of 242 requests	91.8% of 285 requests (provisional)	+15.1% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	90% of 476 requests	94.1% of 559 requests (provisional)	+4.1% points

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The UK General Data Protection Regulation (UK-GDPR) stipulates that Subject Access Requests (SARs) must be responded to within one calendar month from receipt of the request (or two additional months if the request is complex or voluminous), and the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) set the statutory timeframe for responding to requests at 20 working days from receipt of the request.

The Information Management & Governance (IM&G) requests team deals with all statutory requests to the council in respect of SARs and FOIs / EIRs, therefore performance for these two indicators is closely linked.

Performance in both areas is strong and considerably improved from the same period last year. Moreover, both are now above council target again as a result of changes implemented over the last 18 months. The FOI/EIR KPI falls within the target of 90-95% which the Information Commissioners Office (ICO) considers adequate but below the 95% threshold at which performance would be classed as “good”. The IM&G service are on a journey to reach that for the 2024/25 financial year.

Development work is progressing with colleagues in IDS to create the council's new information request Power App. The Power App will bring automation and efficiencies to the administration of requests within the IM&G service and the wider council.

Procurement & Commercial Services:

There are two KPIs within this portfolio area:

18 Supporting Local Businesses

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Percentage of orders placed with suppliers based in Leeds	>51.97%	47% of expenditure (£130.18m)	47% of expenditure (£131.32m)	=

This indicator measures expenditure with local suppliers as a percentage of the council's overall spending. The percentage of expenditure and the total value reflects the council's continued engagement with local suppliers.

The top 25 contracts by spend were all awarded prior to 2023 so we are essentially using the same suppliers as last year for the highest value spend. Therefore, the results are virtually unchanged since the same period last year.

19 Doing Business Fairly

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Invoices paid within 30 days of receipt or according to supplier payment terms	92%	94.87%	98.34%	+3.47% points

The prompt payment of invoices within the standard 30-day payment terms has seen a marked improvement since the introduction of technology to automate and better manage the process in April 2022. In 2019/2020 invoices were still input manually, with performance during that year reported at 93.87%. In April 2022 the Invoice Automation project went live across the

Key

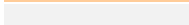
	Target has been met
	Target has not been met
	No comparison to target


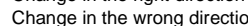
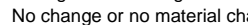
	Change in the right direction
	Change in the wrong direction
	No change or no material change

**Appendix 1 – Performance summary for the
Strategy & Resources Scrutiny Board
(Latest available data)**

council. This centralised and improved the way in which the majority of invoices are received by the council and automated much of the manual process.

Key

	Target has been met
	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
	No change or no material change