

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

1 Main issues

This appendix provides a summary of performance information relating to the “Culture” Best City Priority and the “An Efficient, Enterprising and Healthy Organisation” Best Council Ambition, both of which fall within the portfolio of the Strategy and Resources Scrutiny Board.

2 Culture

There are two BCP KPIs within this portfolio area:

3 Visitors to venues

Indicator	Target	2019	2020	Change
Number of visitors to a range of venues and events	Increase	2,712,122 tickets/visitors	External data not available due to the pandemic	N/A

This indicator measures the number of people visiting a range of attractions or events within Leeds including: Northern Ballet; Leeds Grand Theatre; City Varieties; Hyde Park Cinema; Leeds Playhouse; First Direct Arena; Opera North; Leeds Town Hall and Museums & Galleries. Results are cumulative for the calendar year and are compared to the same period during the previous year.

The cultural and creative sector has been particularly badly affected by the Covid-19 pandemic. Most of the successful events delivered in the city during 2019/20 have not been held since due to Covid-related restrictions. Almost all public and private cultural venues and events were closed for considerable periods of time and were only permitted to operate at a reduced capacity once they re-opened.

The collection of data relating to visitor numbers has now resumed in some areas, although we are not yet able to resume reporting against this KPI.

The latest data on city centre footfall suggests that, on average, levels are still approximately 20% lower than those seen in 2019, reflecting the fact that the many workers have still not returned to their offices on a regular basis. The reduction in the numbers of people travelling to the city centre, continues to have an impact on attendance at cultural venues.

Held on 14th and 15th October at locations across Leeds city centre, Light Night returned as a live event in 2021, after taking place remotely in 2020. Approximately 120,000 people attended across the two nights. This was lower than the estimated 150,000 in 2019 but on a par with 2018.

The council’s official press release following the event can be viewed: [Light Night Leeds returns](#)

The event was reviewed: [Leeds Light Night 2021 - The State Of The Arts](#)

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)

4 Employees in creative industries

Indicator	Target	2018	2019	Change
Number of employees in the creative industries in Leeds	Increase	12,000	10,000	-2,000

‘Creative Industries’ is a specific category within the Business Register of Employment Survey (BRES) published by the Office for National Statistics.

Members are advised that updated results for this indicator had not been published at the time of writing.

5 Human Resources

There are eight BCP KPIs within this portfolio area:

6 Representative workforce

Indicator	Target	End of Sep 2020	End of Sep 2021	Change
Council workforce representation compared to the city (Census 2011) and over time	To reflect our communities	Female 61%. 40+ 65%. BAME 14%. Disabled 6%. Carers 9%. LGB 3%. T+<1%*	Female 61%. 40+65%. BAME 14%. Disabled 6%. Carers 9%. LGB 3%. T+ <1%*	--

* T+ refers to all those who do not identify as the gender they were assigned at birth

The demographics of the council’s workforce, along with other equality criteria, are assessed regularly and compared to a baseline of 2011 census data and the results recorded 12 months previously.

Appendix 2 summarises the council’s workforce profile data for the end of September 2021 and compares this to the city-wide data taken from the 2011 census¹.

The profile of the council’s workforce is very stable, reflecting the low turn-over in staff, and the KPI results themselves do not reveal the range of work that is taking place in this area.

Work has begun to gain a better understanding of the comparison between our workforce and the wider population, as recorded by the census, by looking more closely at the proportion of people belonging to any given demographic who are economically active.

For example, there is a far higher proportion of young people in the city than within our workforce but the majority of these are in full-time education and, therefore, less likely to be available to work for the council.

Work is also underway to obtain a more accurate understanding of disability and long-term health conditions within the council’s workforce. Whilst only 6% of staff have formally declared themselves to be disabled, findings from the Pulse Survey² and data relating to workplace adjustments both suggest that between 15 and 20% of staff have a disability or long-term health condition that limits their day-to-day activity in some way.

¹ This comparison will be reviewed when the results of the 2021 census are available. Expected in May or June 2022.

² Short surveys conducted by HR to gain an understanding of the current mood amongst the workforce. See point 9 below.

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)

Members are asked to note that a separate report on this work looking at disability and long-term health conditions within the council's workforce is also included on today's agenda.

Work continues to help us build a more inclusive and representative workplace, with contributions from the BAME network and DAWN.

Work also continues to improve the accuracy of our workforce profile. This is focused on encouraging staff to disclose their equality information; removing the barriers that might deter staff from disclosing their information; and looking at other ways to form a more accurate picture of our workforce.

7 Council apprentices

Indicator	Target	As at 31 Jun 2021	As at 30 Sep 2021	Change
Number / percentage of apprentices employed by the council	2.30% (start) 4-year average	275 new starts 1.10%	296 new starts 1.18%	+0.08%

Under the terms of the Apprenticeship Levy, the public sector target is for 2.3% of the total headcount of the workforce to start apprenticeships each year, averaged over a four-year period.

Whilst the average number of apprenticeships started, as a percentage of our total workforce, is significantly lower than the target, this is broadly in line with other councils that have responsibility for schools³.

It is clear the council must do more to increase the number of apprentices in the organisation by boosting its apprenticeship offer to both existing members of staff and new employees.

Following a further mapping exercise by HR, work continues to identify possible opportunities for apprenticeships, with services being asked to consider this as part of their service review and planning activity.

Members are asked to note that 799 members of staff have completed their apprenticeships since we started recording in April 2019 and 58% of these have progressed to a higher graded role than they were in at the start of their apprenticeship.

8 Staff sickness

Indicator	Target	12 months to end Jun 2021	12 months to end Sep 2021	Change
Average staff sickness levels	8.5 days	Overall: 9.80 days Exc. schools: 11.37	Overall: 10.79 days Exc. schools: 12.64	+0.99 +1.27

The proportions of total sickness across the organisation (excluding schools), in the 12 months to the end of September 2021, attributable to various monitored conditions were:

³ The inclusion of schools within the calculations has a significant impact on performance as it almost doubles our headcount but provides very few additional apprenticeship opportunities. There are approximately 14K staff working for LCC and 12K in schools – many of whom are part-time and neither qualify nor have the capacity for an apprenticeship.

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)**

Condition	Total days	Days per FTE	Proportion of total
Mental Health	56,986.91	4.60	36.4%
Musculo-Skeletal / Back & Neck	28,816.00	2.33	18.4%
Coronavirus	19,343.65	1.57	12.4%
Heart & Blood Pressure	6,342.91	0.52	4.1%

Levels of absence have inevitably been impacted by Covid-related ill-health and, during the pandemic, the processes for monitoring and managing sickness triggers and Improving Attendance stages have been temporarily adjusted to encourage a greater focus on wellbeing.

HR review this position monthly, and interim guidance has been issued to managers to ensure they prioritise those sickness review meetings which do still need to be held. HR attendance contacts continue to offer advice and assistance to managers with long term cases and those requiring more intensive or additional support, e.g. mental health.

To ensure the wealth of Mental Health support we offer is available for all colleagues, we continue to promote the Healthy Minds Group and the role of Mental Health First Aiders across the organisation, and our regular “How are you feeling” and “listening ear” sessions continue to be well-attended. The theme of the October leadership conference was mental health and wellbeing and the six post-conference workshops for leaders and managers were centred around the mental wellbeing of managers and teams. Mental health-themed messaging is included in all our communication channels.

9 Health and wellbeing

Indicator	Target	2019 survey	2022 survey	Change
Score out of ten given by staff working for Leeds City Council	Increase	7.5 / 10 48% response rate	Date TBC	N/A
Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing	Increase	77%	Date TBC	N/A

The results for both indicators are drawn from the council’s employee engagement survey, which was last conducted in spring 2019. The dates of the next staff engagement survey have yet to be confirmed, although a fifth wellbeing pulse survey is planned for Spring 2022.

Following the success of the first three wellbeing pulse surveys (May, June and October 2020), a fourth wellbeing pulse survey was carried out in August 2021. Once again, the survey attracted a good response rate (3,709 colleagues or 26% of the total workforce) and included those working in front line roles as well as those still working from home. The survey picked up on themes from the first three surveys and included some additional, targeted questions for two particular groups: carers and disabled colleagues.

The headline results from the fourth survey showed that three in five staff (61%) were feeling fairly or very happy (an increase of 10%), and fewer staff (17% from previous 20%) reported feeling fairly or very unhappy.

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)

Respondents were asked if a range of concerns highlighted as being an issue in previous wellbeing surveys had improved, worsened, or stayed the same. Encouragingly, manager support was the concern that performed the best (9% said it had worsened and 25% improved). However, workload pressure was a growing concern.

Just over three quarters of staff (77% and a 3% increase from the previous survey) reported they were happy with the level of support they were receiving. 9% reported feeling fairly or very unhappy with the level of supported provided (mirroring the previous survey). All managers have been reminded regularly about the importance of maintaining communication and contact with all team members. In addition to this, ninety individual members of staff were contacted and supported directly via a dedicated HR team after making a call-back request through the fourth pulse survey.

The council's Wellbeing Offer booklet and #TeamLeedsBeWell bulletins continue to be promoted as widely as possible. There is also ongoing targeted work with groups that need it most, including frontline staff, vulnerable staff, carers, and disabled colleagues. Peer support sessions continue and receive very positive feedback. The occupational health team run regular wellbeing drop-in sessions and regular men and women's wellbeing groups. Our externally contracted employee assistance provider, HELP, which is available 24/7, provides support around issues such as bereavement, mental health, debt, and legal issues, and also provides counselling to those that need it.

The importance of holding quality wellbeing conversations continues to be emphasised in the regular manager updates and managers have been signposted to resources that can help them to support their teams, including the Supporting Staff at Work Charter, personal wellbeing booklet, carers' passport and reasonable adjustments passport, and the digital wellbeing pledge.

The mid-year appraisal check-in has been adapted to take an even more person-centred approach and give employees the chance to reflect on their wellbeing and discuss whether extra support is needed. Encouragingly, over three-quarters of staff responding to a question about the quality of appraisal in the fourth wellbeing survey, felt that the appraisal discussion had been useful.

10 Reportable accidents and sickness

Indicator	Target	Jul-Sep 2020	Jul-Sep 2021	Change
Reduction in workplace accident and incident reports	Decrease	Specified Injuries: 2 7+ days Injuries: 5 Rpt. Covid-19: 14	Specified Injuries: 1 7+ days Injuries: 6 Rpt. Covid-19: 21	-1 +1 +7

In order to monitor progress in reducing workplace accidents and incidents, this indicator records the number of both 'Specified' injuries (i.e. 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.

Cases of Covid-19 need to be reported where we believe the member of staff contracted the disease through their work.

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)

Members are asked to note that there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year.

11 Appraisals

Indicator	Target	2019/20	2020/21	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 97.51% Year-end: No result	Mid-year: No result Year-end: 89.72%	N/A

Due to the disruption caused by the Covid-19 pandemic and our focus on delivering essential services, no appraisals were conducted at year-end 2019/20 or at mid-year during 2020/21. Resources were directed to the places that needed them most which involved some redeployment of staff.

Instead of a formal appraisal, managers were encouraged to hold regular wellbeing conversations and conduct risk assessments or review those already in existence. Some teams held weekly, or even daily, check-ins.

When Covid-related restrictions eased, our focus remained on service delivery and the percentage of appraisals conducted was slightly lower than pre-pandemic levels.

Mid-year check-ins for 2021/22 are currently taking place and have been adapted to take an even more person-centred approach and give employees the chance to reflect on their wellbeing and discuss whether extra support is needed. The format also allows for a conversation around the refreshed values and behaviours.

12 Gender pay gap

Gender pay gap across council staff	Target	31 March 2019	31 March 2020	Change
Mean hourly rate	5%	5.9%	6.0%	+0.1%*
Median hourly rate	N/A	7.8%	10.4%	+2.6*
Mean bonus pay	N/A	11.5%	39.6%	+28.1**
Median hourly bonus rate	N/A	21.1%	44.0%	+22.9**

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

** Nothing can be inferred from changes in the GPG for bonus pay as the number of staff involved is extremely low

The Gender pay gap results are published one year in arrears, and the results reported here reveal the picture on the 'snapshot date' of 31st March 2020. Members are advised that these results are the same as those reported in July 2021.

The change to the median figure can be explained by an increase of women represented in our top quartile and lower middle quartile of our workforce. The latter has risen from 55.1% to 59.2%. However, the impact on the median is as a result of a slight simultaneous increase in males represented in the upper middle and lower quartiles.

The aim of the council is to have no bonus payment schemes. During the period in question one woman received a bonus (0.01% of women in the total workforce) and 210 males (3.5% of males in the total workforce) were paid a bonus. As bonuses are so uncommon, the gender pay

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)

gap for mean and median bonus pay is not representative of the whole workforce. Moreover, the variations seen in comparison to the previous year were due to absences.

The following table shows the percentages of women in each of the four quartiles of salary ranges within the organisation on 31st March 2020:

Quartile	31 March 2019	31 March 2020	Change
Top Quartile	58.8%	59.1%	+0.3%
Upper Middle Quartile	53.7%	51.0%	-2.7%
Lower Middle Quartile	55.1%	59.2%	+4.1%
Lower Quartile	75.2%	74.6%	-0.6%

In order to achieve an overall reduction in the gender pay gap, the council aims to increase the percentage of women in the Top and Upper Middle Quartiles and decrease the percentage of women in the Lower Middle and Lower Quartiles. The work outlined in the people strategy should contribute to reducing the gender pay gap, linked to our strategic objective to promote and support development and progression, and aims to create a culture that focuses on harnessing opportunities.

The results in the Lower Quartile above should be viewed in the context of Leeds City Council not outsourcing jobs in areas such as catering and cleaning which traditionally employ high numbers of female staff. The decision to keep these services in-house has an impact on the gender pay gap results. It is noted that the rates of pay adopted by the council for jobs in these areas is above market rate and that employment terms and conditions include sickness and pension arrangements.

13 Financial Services

There are three BCP KPIs within this portfolio area:

14 Budget

Indicator	Target	End of Jun 2020	End of Sep 2021	Change
Level of projected over/underspend for this financial year	Balanced budget	See Financial Health Monitoring report	See Financial Health Monitoring report	N/A

Detailed information on the council budget position is included in the Financial Health Monitoring report which is on the same meeting agenda.

15 Collection rates

Indicator	Target	End of Sep 2020	End of Sep 2021	Change
Collection rates: council tax	96.11% by year-end	54.06 %	53.64 %	-0.42%

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)

This indicator shows the proportion of the total council tax collectable during 2021/22 that has been received so far.

The target for the year remains at 96.11%.

The collection rate has decreased slightly, and we will continue to monitor the situation.

Indicator	Target	End of Sep 2020	End of Sep 2021	Change
Collection rates: business rates	98% by year-end	50.38 %	48.00 %	-2.38%

This indicator shows the percentage of net rates billed for the current financial year that have been collected so far.

The Covid-19 pandemic has had a negative impact on most business sectors resulting in an inability to pay business rates.

The latest result shows a fall of more than 2 percentage points compared to last year. However, a direct comparison is not possible due to the terms of the revised retail relief scheme⁴.

Although net business rates collectable has increased from £230m in 2020/21 to £330m in 2021/22, due to the revised retail relief scheme £100m of this did not become payable until July, meaning instalments are not evenly spread throughout the year.

Recovery action has recommenced after being suspended for 16 months due to the pandemic.

16 Integrated Digital Service (IDS)

There is one BCP KPI within this portfolio area:

17 ICT service desk

Indicator	Target	Apr-Jun 2020	Jul-Sep 2021	Change
Percentage of ICT service desk calls fixed at the first point of contact	70%	78.66%	70.76%	-7.9%

This KPI measures the percentage of calls to the ICT service desk that were fixed at the first point of contact. Our target is that 70% of calls will be resolved in this way.

During Quarter 2, performance fell by 8 percentage points compared to the previous quarter and was only slightly above target. This was due to the reduction in Service Centre staff, and the ongoing impact of the recent rollouts of MS Office, O365, Teams and One drive, plus other new systems, that have created addition demand for support from the Service Centre

The service centre has employed contractors and has requested more staff. In addition, as customers have been encountering long queue times due to the volume of request tickets, the

⁴ In 2020/21, all businesses in the Retail, Hospitality and Leisure sectors, as well as childcare nurseries received 100% relief. In 2021/22, relief in the same sectors was 100% between 1st April and 30th June and then 66% from 1st July 2021 to 31st March 2022. The latter is subject to a national cap of £2M per business. The monthly instalments for businesses in this sector commenced from 1st July, rather than 1st April as in previous years. Most larger supermarkets have refused the discount altogether.

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)

Service Centre has produced a SharePoint site providing first line fix information to assist customers to “self-serve”.

Since the end of Quarter 2, these measures have had the desired effect and at the time of writing, performance is believed to have returned to around 75-77%.

18 Customer Access

There are two BCP KPIs within this portfolio area:

19 Complaints

Indicator	Target	Jun-Sep 2020	Jun-Sep 2021	Change
Level of customer complaints	Decrease	1572	1897	+325

The increasing trend in complaint volumes has continued as we return to close to pre-pandemic levels of activity. The latest figure is slightly lower than in the same period in 2019/20 before the pandemic started.

The largest numbers of complaints received are for Housing Leeds and Waste Management.

Complaints relating to Housing have fluctuated due to pressures face by the repairs service as it attempts to reduce the backlog of work that built up during the pandemic. In particular, they face challenges relating to the availability of both operatives and materials.

Waste Management also faced challenges around staffing, but overall complaints are stable.

Complaints received by Children & Families have increased compared to the last period and last year. This is partly due to the resumption of services that were suspended last year, as well as an increase in special educational needs complaints brought about by the rise in the number of children within this cohort.

Many complaints to Adults & Health relate to the impact of Covid-19 on care providers and have reduced as the pandemic has eased.

Work continues around recovering from the impact of the pandemic, with a focus on ensuring that customers are advised at the earliest opportunity where there may be delays.

Expanded reporting on complaints trends and performance and quality assurance of complaint responses is currently being trialled within Housing, with a view to being introduced more widely in due course.

Training for investigating officers has been developed and shared and early indications for Quarter 3 suggest that the volume of complaints is now falling.

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)

21 Customer self-serve

Indicator	Target	Apr-Sep 2020	Apr-Sep 2021	Change
Proportion of customers using self-serve when getting in touch with the council	Increase	79.80%	79.72%	-0.08%
Proportion of customers using self-serve (excluding digital only services)	Increase	69.92%	63.32%	-6.60%

This KPI (shown first in the table above) summarises data from a range of self-serve means of accessing council services, including telephone-based, online, and mobile app-based methods.

The large number of transactions that can only be carried out through self-serve, such as the ‘check you bin day’ app or recycling site bookings, have the effect of distorting the true proportion of customers who are choosing to use self-serve when other options are available.

Members’ attention is drawn to the second measure in the table above, which excludes digital only services and gives a more accurate indication of the proportion of customers choosing to use self-serve to access services.

Comparisons with last year should be treated with caution due to the impact of lockdown. However, whilst there was very little change in the overall level of self-service, when digital only services are removed, we see a significant fall in the percentage of people electing to use self-service, most notably in relation to Highways (-24%), Waste (-9%) and Environmental Services (-4%).

22 Information Management & Governance

There are two BCP KPIs within this portfolio area:

23 Statutory information requests

Indicator	Target	Jul-Sep 2020	Jul-Sep 2021	Change
Percentage of subject access requests received responded to within statutory timescales	88%	95.30% 212 requests	72.73% 210 requests	-22.57% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	91.20% 525 requests	79.17% 493 requests	-12.03% points

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.

Key

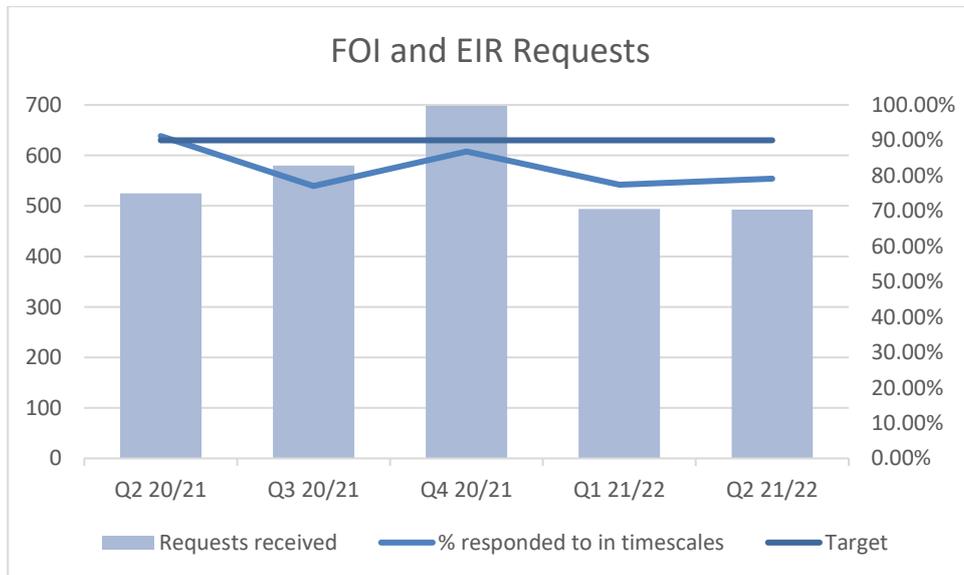
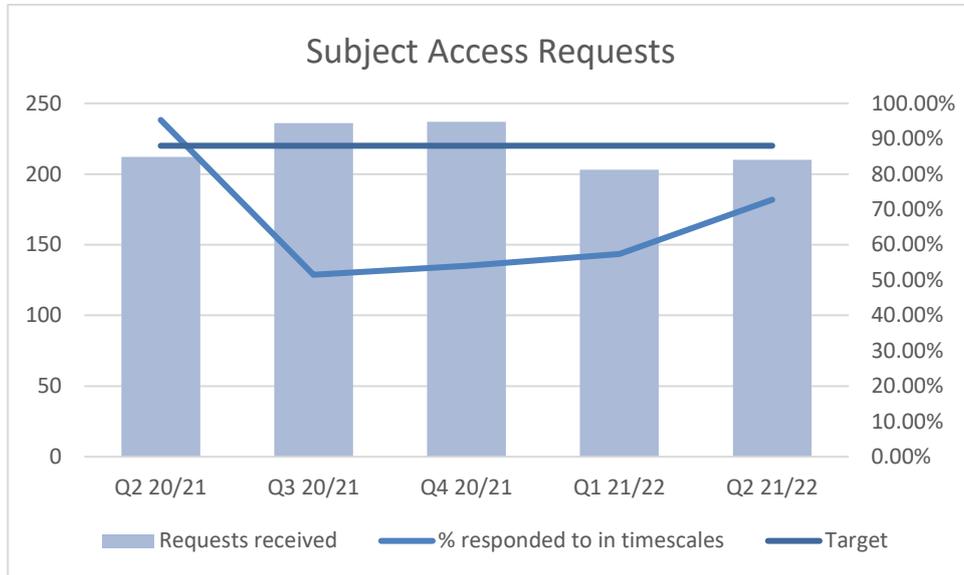
	Target has been met
	Target has not been met
	No comparison to target

	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)

The number of requests received between July and September 2021 was very similar to the same period last year, however, the proportion responded to within statutory timescales fell considerably.

This comparison does not provide a true reflection of recent performance. The charts below reveal an improving picture following a marked fall in performance during Quarter 3 2020/21:



The earlier fall in performance can be attributed to a shortage of resources with the IM&G service combined with the reduced capacity of services across the council to respond to information requests within the prescribed timescales during the pandemic.

IM&G are currently implementing recommendations from a review into this function that followed a redesign of the IM&G service carried out at the start of Q2 2021/22. It is anticipated that performance will continue to improve as the new ways of working are embedded.

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)

25 Procurement & Commercial Services

There are three BCP KPIs within this portfolio area:

26 Local supplies and SMEs

Indicator	Target	Jul-Sep 2020	Jul-Sep 2021	Change
Percentage of orders placed with local suppliers	Increase from 51.97%	52% (or £115.92m)	52% (or £129.6m)	-
Percentage of orders placed with small and medium-sized enterprises	Increase from 51.97%	60% (or £120.85m)	59% (or £131.9m)	-1%

These indicators measure expenditure with local suppliers or small and medium-size enterprises as a percentage of the council's overall spend. They exclude suppliers that fall into the "unclassified" category or whose classification is currently "unknown". Due to ongoing work to increase the proportion of suppliers that have been correctly classified, slight variations are likely to be the result of greater accuracy rather than a change in spending habits.

The percentages of expenditure and the total value with both local suppliers and SMEs reflect the council's continued engagement with local and SME suppliers.

Although there was very little change in the percentage of orders placed with local suppliers and SMEs, the total value of those orders rose by approximately 10% in both cases.

27 Prompt payment

Indicator	Target	Apr-Sep 2020	Apr-Sep 2021	Change
Prompt payment of invoices against target	92%	92.38%	93.59%	+1.21%

A payment is deemed 'prompt' if it is made within 30 days of the invoice being received in the council or paid within other contractual terms offered by the supplier.

Performance has improved in comparison to last year and has returned to pre-pandemic levels.

This improvement can be attributed to two factors. Our processes for handling invoices remotely are now more refined and embedded and staff across the organisation are more accustomed to working remotely. In addition, the number of supplier invoices received has fallen compared to last year. In September, traditionally a high-volume month, the number of invoices was approximately 3,000 lower than last year and this trend was repeated in October.

The project to digitise and automate the processing of invoices is due to be rolled out in January 2022. Further information can be found on InSite:

<https://insite.leeds.gov.uk/news/coming-soon-%E2%80%93-a-new-way-to-process-invoices>

Although it is anticipated that performance might initially fall due to the disruption caused by the roll out of the digitisation project, once staff become more familiar with the process, performance should improve considerably.

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