

Central and Corporate Quarter 3 2008-09 Update

		Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Qtr3	Predicted Full Year Result	Data Quality
1	AG	Business Plan / LSP - Government Agreed	NI 185	CO2 reduction from local authority operations. (NB Current figures are actual CO2 emissions - in 2009/10 this will be reported as a % reduction)	Sustainable Development	Quarterly Tonnes	Fall	N.A.	N.A.	N.A.	N.A.	24,588	42,882	143,500	See commentary below
<p>An NI 185 working group has been meeting quarterly during this baseline year to develop robust reporting mechanisms for all council buildings (including schools), fleet (including outsourced vehicles), business travel and streetlighting. In Q3, the group continued to review the reported data, identify missing data, process map and refine the data collection and develop targets. These improvements have further increased the confidence in the quality and robustness of the data being recorded.</p> <p>Omissions identified include vehicles covered by fuel cards and some business travel claims (mode of travel) and it is anticipated that these will be resolved in the reporting year 09/10. The group are confident that the developing data collection process is robust and will satisfy the Defra requirements and these have already been subject to external EMAS audit, which concluded that the work to date 'should enhance the level of confidence in the data being fed into the Defra spreadsheet and output performance data'.</p> <p>Definitive targets will be negotiated with Government Office in March 2009 and a table of proposed targets has been produced which identifies predicted savings and risks based on various scenarios. Overall change is a 74% increase between Q2 and Q3. This is entirely consistent with forecasts for this quarter and reflects the increased heating and lighting required in all buildings and streetlights at this time of year.</p>															
2	AG	Business Plan	BP-01	Maintain our externally verified Eco Management Audit System Accreditation	Sustainable Development	6 Monthly Yes/No	Yes/No	Yes	Yes	Yes	Yes		No result due	Yes	No concerns with data
<p>External Audit Summary: Leeds CC continues to implement activities to improve its impact on the environment, evidence was tabled to demonstrate that improvements are being achieved. All staff seen demonstrated a strong commitment to EMAS. The EMAS Section and Energy Guardians are ensuring that the environmental message is being communicated with positive results for Leeds CC.</p>															
3	AG	Business Plan	BP-03	% variation from the overall council budget in year	Finance	Quarterly %	Fall	N.A.	N.A.	N.A.	0.60%	0.50%	0.14%	0.00%	No concerns with data
<p>Based on the third quarter monitoring the forecast is an overspend of £739k (0.14%). The Economic slowdown continues to have a significant impact on a number of external income sources. The City Development directorate is facing a projected shortfall of £2.0m from a number of external income sources, including planning and building fees, rental income, markets income, surveyors and legal fees income and Sport Income. The number of Land Searches are continuing to decline and the net effect is an overspend of £0.5m. Although the Council is facing significant increases in its energy contracts and additional staffing costs resulting from the pay award over the 2% provided for in the budget, funding sources have been identified to offset these. Directorates are continuing to develop and implement action plans to manage the pressures which will include the identification of specific proposals where savings can be made or additional income generated. The expectation is that by outturn a balanced position will be achieved.</p>															
4	AG	Business Plan	BP-30	Number of major projects not receiving independent project assurance	Audit & Risk	Quarterly Numerical	Fall	N.A.	N.A.	0	N.A.	36	44 out of 52	Unable to predict year end result	See commentary below
<p>During quarter 3 there have been issues identified in relation to data reporting and data quality due to some incomplete information being received from directorates. A short presentation highlighting the benefits to be gained by the project board and other stakeholders through regular Health Check Reviews has been developed for Project Owners. Further work has taken place to improve the data and as at February, 29 projects are rated as being 'major' and have not received independent project assurance. All of the 29 project owners have been contacted to arrange Health Checks. As this is the first year of collecting data for this PI a baseline is being established therefore no traffic light or prediction would be appropriate at this stage.</p>															

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5	AG	Business Plan	BP-31	Number of major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements	Audit & Risk	Quarterly Numerical	Fall	N.A.	N.A.	0	N.A.	1	1	0	No concerns with data
<p>1 out of 20 major projects have been identified with an overall health check rating of 'red', 14 projects have received a health check rating of 'amber' and 5 are currently 'green'.</p> <p>The major project identified as 'red' is the Waste Solutions Programme due to resources issues identified during quarter 2. Resources have now been put in place and a further health check will be undertaken in March 2009 to assess progress.</p>															
6	AG	Business Plan	BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Fall	8.9%	8.9%	9.0%	2.0%	4.7%	6.7%	9.0%	No concerns with data
<p>The projected year end forecast is likely to be around 9%. The reduced rate of change during this quarter may be an early sign of tightening labour markets, with fewer people moving to new jobs. This situation will be closely monitored into quarter 4.</p>															
7	AG	Business Plan	BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	7.70%	8.00%	7.62%	7.70%	8.03%	8.00%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. This has contributed to an increase of 165 BME staff declaring their ethnicity which is reflected in the quarter 3 result. The results will be considered at the Employment Equality Board during quarter 4 to ensure further improvements next year.</p>															
8	AG	Business Plan	BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.19%	3.60%	3.09%	3.08%	3.89%	3.90%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. As a consequence, staff disability figures have increased by 271 - arguably as people are confident to let their employer know about this. New schemes working with Reploy and LAA programmes are being used to support this and will expand in the next reporting period.</p>															
9	AG	Business Plan	BP-25A	% of top earners who are women	HR	Quarterly %	Rise	36.83%	36.83%	39.00%	38.83%	39.20%	39.11%	39.00%	No concerns with data
<p>A marginal decrease is noted. As previously reported this results from variations in the size of the top 5% earners group and very limited turnover i.e. fewer than 1 appointment. In quarter 4 the Employment Equality Board will consider a range of initiatives around succession planning and talent management adopted in other organisations to improve diversity in senior positions.</p>															
10	AG	Business Plan	BP-25B	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.96%	6.25%	6.13%	6.21%	5.81%	6.25%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. As a result, the total number of staff declaring their ethnicity has increased. This has meant that the number of staff included in the top 5% calculation for this indicator has also increased - from 659.55 fte in Sep08 to 773.5 fte in Dec08. The net result of this is that the top 5% earners from BME communities has actually decreased as reflected in the quarter 3 result.</p> <p>In quarter 4 the Employment Equality Board will consider a range of initiatives around succession planning and talent management adopted in other organisations to improve diversity in senior positions. These will be aimed to deliver long term sustained changes.</p>															
11	AG	Business Plan	BP-25C	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.05%	4.20%	3.36%	3.31%	4.14%	4.20%	No concerns with data
<p>All employee records have now been updated following the employee personal data capture exercise. As a consequence, staff disability figures have increased in this group by 5.31 (fte) - arguably as people are confident to let their employer know about this. A smaller number of appointments in the next quarter or a change the size of the 5% group could mean the target is met this year. However, through the Employment Equality Board a range of talent management and initiatives will be considered. A reasonable adjustment toolkit is being rolled out and a staff conference to be held about improving representation in the next reporting period.</p>															

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12	AG	Business Plan	BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18	12.18	11.5	2.85	5.43	8.62	11.5	No concerns with data
<p>At the end of quarter 3, 0.45 fewer days per FTE were lost due to sickness absence than at the same stage in 2007/08. This represents a saving of over 11,730 days and over £900,000. At the end of quarter 3 there were 246 fewer cases of long term sickness absence than at the same period last year. A number of interventions are ongoing to continue to improve sickness absence including:</p> <p>Challenge Events hosted by the Chief Officer HR where main issues have been identified, these will be address through project groups within local HR Teams.</p> <p>Governance – the Attendance Programme Board continues to meet regularly to monitor progress on improving attendance.</p> <p>Consultation – The ‘joint managing attendance’ forum with Trade Union colleagues continues to meet regularly to help identify and remove barriers to manage attendance.</p> <p>Occupational Health – good progress has been made on implementing the new model for delivery of occupational health services. The new service will go live from 2nd February 2009.</p> <p>Well-being – a pilot well-being programme is currently being rolled out in Streetscene and Revenues and Benefits. The new joint funded, Health Improvement Specialist has been appointed who will focus on co-ordinating activity to improve the health and well-being of council workforce. A new rehabilitation pilot will be rolled out in February 2009 to compliment the work of the new Occupational health service.</p> <p>The Managing Attendance Scrutiny Enquiry is due to be reported in March/ April 2009. This has heard from a number of witnesses and is focused on evaluating examples of best practice. Dame Carol Black, author of the government commissioned review ‘Working for a Healthier Tomorrow’, attended one meeting and opportunities to participate in government-sponsored pilots are being explored.</p> <p>Finally we are awaiting the impact of widespread viral illnesses during late December/January which may have an impact on the final outturn but trend data will remain the critical factor.</p>															
13	AG	Business Plan	BP-05A	% income collected by authority through % Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.41%	96.41%	96.65%	28.29%	55.78%	83.54%	96.50%	No concerns with data
<p>Position at end of December is 0.14% behind 07/08. End of year indicator flagged Amber to reflect the uncertainty of the impact of current economic situation. We also have a significantly increased value of debt which is now being paid over 12 months rather than 10 months and optimistic that once Feb and March instalments are collected we will pull back some of deficit and currently forecast final position somewhere between last years outturn (96.41%) and 08/09 target (96.65%).</p>															
14	AG	Business Plan	BP-05B	% income collected by authority through % non-domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	98.72%	98.72%	98.60%	33.82%	61.48%	87.53%	98.00%	No concerns with data
<p>Position at end of December is 0.59% behind 07/08. End of year indicator flagged amber to reflect the uncertainty of the current financial situation and the introduction of 100% liability for empty properties from April 2008. Also, the number of insolvency cases has doubled compared to last year and this results in less Business Rates being collected - this trend is expected to continue. However the introduction of the option of 12 instalments to March 2009 has increased the amounts due in February and March which may offset some of the reduction in collection later in the financial year</p>															
15	AG	Business Plan	BP-05D	% income collected by authority through % sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	97.00%	N.A.	97.00%	81.30%	92.70%	93.70%	97.00%	No concerns with data
<p>Performance at end of December remains ahead of this time last year and on target to meet year end target.</p>															
16	AG	National Indicator	NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Numerical	Rise	N.A.	N.A.	724	309	218	462	763	No concerns with data
<p>The original target of 875 was based on the understanding that performance would be measured over the full 12 months. The DWP has advised LAs that performance will be measured based on activity from June 2008 only. Therefore the target has had to be amended to reflect this change. The new target is 724 for the period 01/06/08 to 31/03/09 and is equivalent to 875 over the full 12 months. The service is on course to meet the target which data up to 30/11/08 shows that 33,342 changes have been identified which equates to 763 changes per 1,000 cases. A further 18,958 changes need to be identified to achieve the annual target. The current number of changes achieved per week is 1,282 which is in excess of the number needed to achieve the annual target.</p>															

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17	AG	Local Indicator	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	N.A.	N.A.	14	22.42	23.2	18.41	16.5	No concerns with data
<p>The target is based on 2 elements: average time taken to assess New Claims and average time taken to fully deal with Change Events (including bulk changes at year end such as increases in benefits rates). Performance is reported by DWP and is derived from analysis of full system data scans - however, DWP have had difficulties in reporting performance and the first performance data for 09/10 is not expected before the end of January. Internal arrangements to accurately measure performance have been developed but are only able to report performance up to the end of November at this time. Quarter 3 performance report is, therefore, based on performance up to the end of November. Performance in quarter 3 continued to be adversely affected by system issues that have now been resolved and there has been a 2% increase in caseload during the 3rd quarter meaning an additional 2000 cases with associated changes and workload implications. Arrangements have been made for additional resource to deal with what is expected to be a growing caseload for the foreseeable future. In light of current performance levels and caseload trends the expected out-turn for 08/09 is now 16.5 days.</p>															
18	AG	National Indicator	BSC-8	The percentage of undisputed invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	Corporate Financial Services	Monthly %	Rise	86.3% (new baseline as at Dec 08 from web-FAB)	91.5%	92.0%	88.2%	78.0%	86.3%	86.4%	See commentary below
<p>There continue to be problems with invoices having to be returned to departments because orders have not been received. In addition, software problems with the calculation continue. Manual investigation of payments made by the authority within 30 days have identified that many payments recorded on the system as being made outside timescales were in fact paid within the 30 days. The process for recording payments within the Council's online financial system (Web-FAB) is currently under investigation and changes should be made in time for quarter 4 reporting.</p>															
19	AG / JR	Business Plan	BP-04	Use of Resources Score	Policy, Performance & Improvement / Financial Management	Annually Number	Rise	N.A.	3	3	NA	NA	4	4	No concerns with data
<p>KPMG External Audit Report Summary: In this year's Use of Resources assessment, the Council's overall score has been assessed as 4, which means that overall you are performing strongly subject to final quality control by the Audit Commission. This score represents an improvement of performance from 2007, when the Council scored at a level 3. A comparison of the scores between years shows that specific improvements have been made in relation to the production of the annual accounts and in particular the working papers and this has resulted in the maximum score for the Financial Reporting theme. In addition the Council has worked to embed target setting across the organisation and this has improved the score for the Financial Standing theme. Other KLOE scores remain unchanged from 2007, and therefore the Council has sustained its performance with regard to the other themes and KLOEs.</p>															
20	NJ	Business Plan	BP-37	Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33%	N.A.	15%	11%	12%	14%	15%	No concerns with data
<p>There were 65 key decisions in Q3 and 9 were not in the Plan.</p>															
21	JR	Business Plan	BP-08	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	Rise	467,054	N.A.	513,500	131,360	156,965	419,165	1,115,029	No concerns with data
<p>In quarter 3, a significant proportion (257,960 out of 419,165) of the overall total is made up of self service transactions carried out via Radio Frequency Identification terminals. This quarter is the first time that these transactions have been included in the total for this indicator. RFID terminals are currently available in 12 libraries and can be used by library card holders to issue, renew and return books by recognising and reading the RFID tag located within each book. This volume is expected to increase substantially as the system is rolled out to other sites. Apart from this major new contributor, there has also been a slight rise in other self service transactions between quarters 2 and 3 (156,965 to 161,296).</p>															

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22	JR	Business Plan	BP-09	% of complaints to the council that receive a substantive response within 15 working days (or shorter service standard period)	Customer Services	Quarterly %	Rise	69.00%	N.A.	76.00%	71.05%	61.62%	75.60%	70.24%	No concerns with data
<p>This quarter's performance is close to target, however, performance in the first two quarters means that it is unlikely we will achieve the full year target. Until Siebel is reconfigured in line with the new directorates for 2009/10, reporting for this indicator continues in line with the former departments. For quarter 3, Chief Executives Department, City Services, Development, Education and West North West ALMO were on or above target. The high volume of complaints received by City Services (almost 1/3 of all quarter 3 complaints), together with their over target performance of 89%, has the effect of increasing the overall performance reported for this indicator. Of the six departments which were below target, Neighbourhoods & Housing (31%) and Corporate Services (57%) had the lowest performance. Resources/Corporate Services have repeatedly been among the highest performing council departments, but have had a dip in performance during the period September-November 2008. Resources Performance Team have completed a one-off housekeeping exercise on their Q3 casework, which would have had the effect of producing a significantly improved response rate, likely to be 78%, above the corporate target. This work will be repeated on a monthly basis, which should improve performance in future quarters.</p>															
23	JR	Business Plan	BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N.A.	N.A.	75.00%	86.50%	79.71%	83.73%	83.19%	Some concerns with data
<p>Quarter 3 performance remains strong, however the result is based on 40% of the current expected volumes of letters received across all services being reported on. Several of those services which have not provided a return for this quarter are committed to implementing an approach to provide a return in quarter 4. Following the last report, Customer Strategy Board initiated a piece of work covering all directorates, to ensure that the data used for this indicator was useful and appropriate. An audit of current arrangements and volumes showed that some service areas dealt with very small volumes of correspondence. It was agreed that while they should continue to ensure that corporate standards are met, there was little value in including their returns in a corporate indicator. The data collected for this indicator therefore focuses on the council's principle customer-facing services which receive in excess of 100 items of correspondence a month. The definition of correspondence for this indicator excludes those items which have their own established timescales, e.g. Freedom of Information, complaints and standard appeal letters.</p>															
24	JR	Business Plan	BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N.A.	N.A.	75.00%	99.33%	96.95%	92.64%	93.41%	Some concerns with data
<p>Quarter 3 performance remains strong, however the result is based on 52% of the current expected volumes of emails received across all services being reported on. Several of those services which have not provided a return for this quarter are committed to implementing an approach to provide a return in quarter 4. Following the last report, Customer Strategy Board initiated a piece of work covering all directorates, to ensure that the data used for this indicator was useful and appropriate. An audit of current arrangements and volumes showed that some service areas dealt with very small volumes of emails. It was agreed that while they should continue to ensure that corporate standards are met, there was little value in including their returns in a corporate indicator. The data collected for this indicator therefore focuses on the council's principle customer-facing services which receive in excess of 100 emails per month. The definition of email for this indicator excludes those items which have their own established timescales, e.g. Freedom of Information and complaints. CBL email data, which had been included previously, has been removed as the majority were housing bids from customers which required no response; it is anticipated that this service will migrate to self service in the future.</p>															
25	JR	Business Plan	BP-12	% of telephone calls answered as a proportion of calls offered. All services to reach a common high standard of 90% (92% for contact centres) within three years so that we have a 'One Council' approach.	Customer Services	Quarterly %	Rise	78.00%	N.A.	80.00%	82.07%	84.51%	87.18%	87.18%	No concerns with data
<p>Although the overall figure remained above target at 87% in quarter 3, there are a number of services where performance is significantly below this level. The following services, Taxi Licensing (21%) and Education (74%), which have not achieved their performance target in quarters 1, 2 or 3, are due to migrate to the contact centre in the future. Other services which have migrated their telephone operations to the contact centre recently have seen a significant improvement in call answer rates.</p>															
26	JR	Business Plan	BP-36B	Percentage of strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality.	Policy, Performance & Improvement	Quarterly %	Rise	N.A.	N.A.	N.A.	55%	66%	67%	Unable to predict year end result	No concerns with data
<p>For those indicators where we still do have concerns with the data quality 26% have no checklists and therefore we do not know what their arrangements are for assuring the quality of this data. For 6% specific concerns have been raised and action is being taken to resolve these issues, these concerns are mainly based on supporting systems, processes and controls. The Corporate Performance Team recently met with the PCT who agreed a process for the timely completion of as many of the outstanding checklist as possible. In addition, through the forthcoming year end process all data quality arrangements will be revisited with checklists reviewed, updated and checked.</p>															