


Lead Officer: Chief Officers Resources & Strategy		Overall Progress Rating		Direction of Travel (delete as appropriate)	
Code	Improvement Priority	Contributory Officer(s) (CO)			
VfM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	Chief Asset Management Officer Chief Officer ICT			
VfM-2b	Embed value for money at all levels	Chief Officer Procurement Chief Officer Resources Transformation Chief Officer Financial Management Chief Officer Human Resources			
Overall Assessment of Progress on the Improvement Priority					
<p>Good progress had been made in establishing a value for money programme (VFM) which has clearly defined projects and VFM activities aimed at delivering efficiencies. The corporate approach introduced this year, provides a consistent way of determining our priorities and clear links to service plans and budgets.</p> <p>During 2007/8 we have identified and achieved efficiencies through the delivery of a range of initiatives including;</p> <ul style="list-style-type: none"> • The Support Services Review - £4m efficiencies have been achieved to date and we expect to achieve £7m by the end of 2009/10; • Adult Social Care - £2.6m efficiencies were made within the Support and Enablement Service; • Children Services - £2m efficiencies delivered through the review of commissioning arrangements for externally provided placements and Independent Sector Fostering Agencies; • Environments and Neighbourhoods - £200k efficiencies relating to refuse collection; and • City Development - £100k (per annum) efficiencies resulting from under utilised bar and café facilities in some leisure facilities. <p>The approach to VfM which was developed during 2007/8 will continue to support us with the identification and realisation of further efficiencies for 2009/10 and beyond.</p>					

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 179	Value for money – total net value of ongoing cash releasing value for money gains since the start of 2008/09	N/A	3.0% (£28,759)	6.1% (£58,476)	9.3% (£89,152)	£24.3m (predicted year end savings)	No concerns with data
BP-04aii	Use of Resources score for understanding costs and achieving efficiencies	3	3	3 (new framework)	4 (new framework)	Overall Score 4 (Value for Money = 3)	No concerns with data
BP-04cii	Use of Resources score for Strategic Asset Management NB this is a new KLOE but asset management was previously assessed under the Financial Management KLOE	3	3	3 (new framework)	4 (new framework)	Overall Score 4 (Management of council assets = 4)	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1&2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Other Information
<p>Delivering improved service performance and VFM is a key priority across all areas of the Council. The pressure on diminishing resources and rising customer and citizen expectation demand that the Council demonstrate clearly that it has allocated resources to meet priorities. Our 5 year budget plan also means that we need to ensure that we can evidence a strategic approach to aligning the service and resource prioritisation and ensuring that we deliver effective outcomes. In summary, VFM is about: service improvement to citizens, balancing the books and positioning our organisation for the future.</p>					
<p>During 2008 we have carried out the activities below: Developed a corporate wide approach to VFM which:</p> <ul style="list-style-type: none"> • Provides a robust, standard, corporate governance arrangement. • Links initiatives to financial management and service requirements. 					

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<ul style="list-style-type: none"> Ensures a consistent approach to evaluation and prioritisation is achieved, embeds a culture of VFM across all directorates, linked with Service Plan and Budgets. Provides Resources and Performance Board with quarterly monitoring and reporting and options for intervention. Assist in the identification and allocation and prioritisation of resources. Provides evidence to all CAA and other assessment processes. Provides a 3 year view of VFM and service initiatives to help identify where preliminary work is needed and to incorporate the requirements for efficiency reporting (NI179). 	<ul style="list-style-type: none"> Benefit realisation plans need to be closely aligned to budget action plans and budget holders. Continue to develop initiatives across the Council, to inform a three year medium term VFM programme Align the efficiency agenda to major service change programmes and the Business Transformation Programme, to ensure efficiency is maximised and appropriate resources are deployed to deliver the programmes of work. 	<p>Financial – to ensure that we realise all of the benefits that have been identified</p> <p>Financial – ensuring we have sufficient capacity to support our business priorities</p> <p>Financial - The government have set more stretching targets for the next two years (£89m by 2010/11) which puts increased pressure on identifying VFM activity to achieve the target.</p>	<p>2009</p>	<p>Chief Officer Financial Management</p>	
<p>Carried out a trial of the prioritisation process at the Business Transformation workshop on 11th February 2009 to assess a couple of business transformation activities using the matrix. The objective of this was to determine if the process is fit for purpose.</p> <p>The process has now been adopted</p>	<p>As above</p>	<p>As above</p>	<p>2009</p>		
<p>Identified the top priorities across the board. These are areas that require senior attention to ensure that key resources are assigned and that the proposed benefits are delivered. The top priorities identified include;</p> <ul style="list-style-type: none"> Support Services Review. The determination to reduce the cost of support service and release budgets to frontline services as well as improving the services was an essential outcome and the initial targets set were to reduce the costs by £4m over five years. We have already exceeded this target (in less than three years). To date the Support Services Review has saved the council over £4m. By the end of 2009/10 we expect to have saved nearly £7m. Undertaken an independent review through our External Auditors (KPMG) – The external auditors recently undertook an independent review of our support services project to audit its methods, its achievements and to suggest what their next stages might be. The report confirmed that we are taking the right steps; that the cost of support services in Leeds, in comparison with similar authorities, are very good and that the Leeds' strategy for shared services and our vision is 	<p>During Q1 &2 will we undertake a review the priorities and resources assigned to support these.</p> <p>Continue to embed the VfM framework across all services.</p>	<p>Support Services Review – Risk: the governance of Support Services Review due to the departure of the Chair of the Board</p> <p>Support Services Review – Challenge: SSR crosses existing line management boundaries; needs authority to enforce change, team resources to project manage and service change.</p> <p>Support Service Review – Challenge: Programme Governance and the relationship between the VFM agenda and the Business Transformation agenda</p>	<p>2009</p> <p>2009</p>	<p>Chief Officer Resources Transformation</p>	

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<p>recognised as “best practice” across the public and private sector organisations. KPMG also reported on clear evidence of improved and re-engineered processes, reductions in bureaucracy, better governance through establishing professional lines of accountability and that significant cashable efficiencies have been achieved</p> <ul style="list-style-type: none"> • HR have renegotiated the framework contracts for temporary agency staff and are advising all directorates how they can make considerable savings by following best practice guidelines and utilising these contracts effectively. • £2.6m savings within the Support & Enablement service, mainly staffing-related and with a significant proportion coming from the Community Support Service. And, £1.1m savings within the learning disability pooled budget, including proactively managing the inflationary uplift for independent sector providers and improved case management • £200k savings achieved through reviewing commissioning arrangements for externally provided placements and Independent Sector Fostering Agencies • Refuse collection - Efficiency savings during 2008/09 of £200k • Sport Service - Under utilised bar and café facilities in some leisure facilities have been closed, resulting in annual savings of £100,000 			2009	Chief Officer Resources Transformation	<p>Refer to KPMG report SSR Board review – 22/02/09</p> <p>CLT decision to priorities and scope</p> <p>Support Services Review, Annual Report 2008/9</p>
<p>Asset Management</p> <p>The draft objectives and evaluation criteria for developing Leeds as a sustainable community was supported at the Asset Management Group on 5th December.</p>	<p>The Corporate Asset Strategy is being further developed to incorporate the carbon reduction strategy to address sustainability issues, which will be considered by Strategic Investment Board on 22 May.</p> <p>The service asset management aspirations / pressures will be introduced into the Asset Management Plan along with the revised Capital Investment Strategy, which will set out the capital prioritisation process.</p> <p>The Asset Management Strategy will include the City Centre office rationalisation proposal. This will support the business transformation agenda and Business Plan efficiency improvements through increased utilisation levels and reduction in office floor space requirements.</p>	<p>City Centre Accommodation project:</p> <p>Acquisition of properties dependent on agreement with third parties.</p> <p>Uncertain market demand for disposal of freehold properties.</p> <p>Co-ordination and implementation of the necessary space utilisation and cultural changes may not be advanced quickly enough for the effective introduction of Changing the Workplace accommodation standards.</p> <p>ICT and IKM equipment and systems may not be ready in time.</p> <p>Financial risks dependent on unsupported borrowing.</p>	<p>Sept 09</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	Chief Officer Asset Management	

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<p>Maximise savings delivered through the use of ICT/new technology</p> <p>Examples (not exclusive)</p> <p>Managed Print Service - ICT Services initiated a detailed review and rationalisation of the use of printers across the Council and have now completed a thorough pilot exercise in one of the Council's largest, multi occupancy, administrative centres. This has saved £96,000 in 2007/08 and is now moving to Council wide implementation based on the proven success of the pilot with estimated efficiencies in the region of £595,000 p.a. The pilot also tackled issues on security, privacy and green issues (best practice to reduce printing, waste and costs).</p> <p>Procurement to Payment lifecycle (P2P) - In conjunction with the Support Services Review analyse the costs and risks within the complete Procurement to Payment lifecycle (P2P) which identified a number of areas which, with the assistance of better ICT systems and management information have demonstrated considerable efficiencies.</p> <ul style="list-style-type: none"> Streamlined the payments process by ensuring that invoices were paid on the optimum date (because too many invoices were being paid in advance of the due date). This alone saved £500,000 p.a. Implemented a Procurement Card (P-Card) system to replace paper based orders, low value purchases and petty cash. Process savings of over £435,000 Council wide has allowed staff reductions in central processing units (£195,000 cashable) as well as releasing capacity in departments. Electronic interfaces with suppliers to place orders and receive invoices has saved a further £26,000 p.a. 	<p>Mobile and Fixed Line tender The replacement contract has been tendered by EU procurement route and will be a framework contact that enables the council to access more services and negotiate charges of each. There are four primary target outcomes we want to deliver. These are:</p> <p>Expand on mobile and reduce on fixed line. Additional benefits are the potential for schools to leverage from the contract and for small offices to use mobile phones that are integrated into the council's core telephony service. This will reduce the fixed line telephony spend and provide staff with more flexible services.</p> <p>Through this there will be significant cost avoidance in future as now sites are commissioned.</p>	<ul style="list-style-type: none"> The financial pressures of the Council are such that supporting the ICT budget to maintain services at the current levels may not be possible. The impact of this will mean a need to prioritise resources to minimise the operational impact on services that could be significant. This could impact on current work programmes and potential savings. Lack of awareness, within the business and ability to best exploit existing ICT investment to deliver business benefits. Significant risk is suppliers and external partners increasing costs of supplies and services. Risk of partners not having the required capabilities to meet our expectations and delivery of our outcomes to timescales. 	<p>Ongoing</p>	<p>Chief Officer ICT</p>	
<p>ICT Managed Service for PC's - The re-negotiation of our current contract with external suppliers for the desktop PC hardware estate yielded a cashable saving (cost avoidance in that this would have been spent by services) of over £483,000 per annum. Included in the contract are a number of 'green' efficiencies (incl. asset lifecycle management) which will also contribute to the Council's overall energy consumption and waste management targets.</p> <p>Implementing the Collaboration Environment (ICE) ICE will deliver new service offerings (tools & training) that will enable people to seamlessly connect with each other and with those in other organisations to</p>	<p>Implementation of e-collaboration project will provide the Microsoft platform to enable better cross organisational team working, the delivery of document management and integrate electronic communications and identity with voice services.</p> <ul style="list-style-type: none"> Assuming approval of the Business Transformation Programme ' paper the following will be initiated which will lead to greater return on Investment across the Council. <p>Efficiency savings for the collaboration exercise are expected for 2009/10 to be in the region of</p>	<p>If the necessary revenue budget support, as detailed in the Business Transformation business case, is not allocated to ICT, due to the constraints within the Council, then we will be unable to progress with this programme of work.</p>	<p>Ongoing</p>	<p>Chief Officer ICT</p>	

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<p>enable better delivery of the strategic and business plan outcomes for the City. ICE will also deliver the primary access point for new applications and services delivered in Leeds. e.g. Business Transformation Projects, Managers Self Service (MSS) / Employee Self Service (ESS), Enterprise Search. ICE will be the first point in consolidating technologies around the Microsoft product set.</p>	<p>£225k.</p>				
<p>Delivery of efficiencies through procurement - The Procurement Unit is developing work to maximise procurement efficiency within the council.</p> <p>The tools used to undertake this work include: spend analysis; collaboration and shared suppliers; contract conditions; demand management; standardisations; energy contracts; purchasing cards; eAuctions; producing income; the savings register; framework contracts; the approved list; selections; market analysis' high value spend; off contracts spend; non contract spend; grants to contracts and training.</p> <p>Examples of improved processes already implemented are:</p> <ul style="list-style-type: none"> • Temporary staff contract extended on the proviso that Agencies took Purchasing Cards on board (April 08) (process saving) • Trade Waste contract divided into five lots introducing recycling of paper/card and Plastic/cans and skips waste streams. Resulting in an efficiency saving. Contract offers 20% cost saving representing a saving of approx £29k pa. April 2008 • Development of off-contract reports to identify who is not using the appropriate contract. • Development of corporate contracts for high value areas of spend. • Commercial Laundry equipment contract let on a whole life costing basis. June 08 • Stationery contract let July 08 represents cashable saving of £76k. <p>Reports have been presented to the Resources & Performance Board in:</p> <ul style="list-style-type: none"> • Off contract spend • Non Contract Spend • Use of Purchasing cards • Collaboration and Framework contracts <p>A report on procurement efficiency was presented to CLT on 16th December 2008.</p>	<p>Whilst the review has identified these key initiatives much work is still to be done to implement and drive through change.</p> <p>Resources and Performance Board has agreed to take responsibility for regularly reviewing and challenging progress. As such a series papers will be reviewed by the board looking at these issues in more depth.</p> <p>Reports on various other efficiency headings will be presented to the Board as well as updates and progress on previous reports. Particularly:</p> <ul style="list-style-type: none"> • Purchasing Cards • Off contract spend • Category spend • Grants to contracts • Savings • Training 	<p>Many of the efficiencies identified are only achievable if others across the council engage with this work</p> <p>Many of the efficiencies identified are at this stage potential figures and Resources and Performance Board need to work with Procurement on how these savings are realised in the Councils budgets.</p> <p>Targets have been set as part of the Council's budgeting process for 2009/10 and these will need to be carefully monitored. Opportunities for generating savings will vary with the expectation that some projects will exceed target and others under achieve.</p>	<p>Ongoing</p>	<p>Chief Procurement Officer</p>	<p>Actions relating to these activities are embedded into the Procurement Unit's service plan</p>

Lead Officer: Chief Officer Human Resources		Overall Progress Rating		Direction of Travel (delete as appropriate)	
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Code	Improvement Priority	Contributory Officer(s) (CO)
VP-4a	Ensure colleagues reflect the diversity of our communities	HR Leadership Team / HR Management Team / Head of Equality

Overall Assessment of Progress on the Improvement Priority

Good progress has been made against this improvement priority. We have either met or exceeded three of our five performance indicators and during 2008 have started to deliver against this priority outcome through the Equality Board. We are continuing to develop our work plans to reflect the range of activities which need to take place to improve the representation of BME staff and women (who are in the top 5% of earners) in particular. The employee data capture exercise undertaken during 2008 (with around 20,000 returns) has provided a more accurate picture of the make up of our workforce, which has resulted in more accurate reporting against the Business Plan performance indicators.

The Employment Equality Board was established earlier this year and will be a key driver in addressing areas where our colleagues do not currently reflect our communities and also in terms of ensuring that we have fair employment practices in place across the council. The work that we are doing to better engage our staff groups, once finalised in 2009/10, will help us to ensure that we are taking into account the needs of our diverse workforce throughout all of our activities.

During 2008/09 the council (including Education Leeds and ALMOS) achieved Level 4 of the Equality Standard. The standard recognises the importance of fair equal treatment in local government services and employment. We have started to use the standard to help us fully embed equality (in particular age disability, gender, race, religion or belief and sexual orientation) into all of our council policies and practices.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
BP-23	% local authority staff from BME communities	7.7%	8.0%	8.5%	9.0%	8.1%	No concerns with data
BP-24	% local authority staff with disability	3.2%	3.6%	3.9%	4.0%	3.89%	No concerns with data
BP-25a	% top earners who are women	36.83%	39.00%	40.00%	41.00%	38.96%	No concerns with data
BP-25b	% top earners who are from BME communities	5.96%	6.25%	6.50%	6.75%	5.78%	No concerns with data
BP-25c	% top earners who are disabled	4.05%	4.20%	4.40%	4.60%	4.20%	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further Information/Evidence
<p>Our staff reflect the diversity of our city, perform well, our constantly learning and are able to develop their careers through all levels of the council without discrimination</p> <p>Equality Employment Board An Equality Employment Board has been established with a clear objective to commission and oversee initiatives and activities across the council to improve outcomes for equality in employment.</p> <ul style="list-style-type: none"> • An action plan was developed during 2008, for the Equality Board in line with the new Equality Framework. • Met with PATH to explore opportunities for joint working and started to review PATH positive action training placements at graduate level. • To make links with the staff groups, HR have now started to attend the Diversity Staff Forum. <p>Equality and Diversity Learning and Development To ensure that we have increased learning and development opportunities and to ensure improved staff awareness of roles and responsibilities, during 2008/09 we have:</p> <ul style="list-style-type: none"> • Finalised the Equality & Diversity learning and development plan which has been signed off by HR Leadership Team. • Continued to roll out Equality and diversity training to services as an interim arrangement while the procurement exercise for the equality and diversity plan is progressing. <p>Disability Employment Positive steps continue to be taken towards improving the position of the council as an employer of disabled people through our disability employment strategy. In 2008 we have:</p> <ul style="list-style-type: none"> • Worked with the Corporate Disabled Staff group to develop a reasonable adjustment toolkit and guide for managers. The guide was launched in March 09 at a conference for managers on reasonable adjustments and understanding their role in supporting disabled people in employment. The toolkit will provide a useful source of information and advice to managers about reasonable adjustments and how these can be applied. The toolkit provides case studies illustrating the positive use of adjustments for a range of disabilities. 	<ul style="list-style-type: none"> • Equality Challenge sessions to commence within services starting with HR to challenge employment equality issues. • Continue with the procurement exercise to source new Equality and Diversity Learning and Development providers. • The good practice within the toolkit and guide will continue to be communicated through arrangements for equality and diversity training and a one stop site on the intranet to help managers when considering reasonable adjustments. 		<p>2009</p> <p>2009</p> <p>2009</p>	<p>COHR</p> <p>COHR</p> <p>COHR</p>	

<p>Disability Employment Board</p> <ul style="list-style-type: none"> A Disability Employment Board was established which has four work-streams; Changing culture & perceptions, Improving capacity and delivery, Workforce planning & service commissioning and Improving results and return on investment. To develop the four work-streams HR has been working with a number of specialist agencies and advisors. For example representatives from the corporate disabled staff group have been involved in the development of the reasonable adjustment toolkit. Board members from MIND and Leodis have also helped in developing case studies for the toolkit. Initiated a pilot vacancy sharing scheme with Remploy to boost the employment of disabled people by vacancy sharing a proportion of LCC entry level posts. Currently 20 people using the scheme and 3 people have secured employment. 	<ul style="list-style-type: none"> The work of the Disability Employment Board will now be integrated with the work of the Equality Employment Board. 	<p>Local community - If Impact assessments are not undertaken, potential barriers could be created for particular groups.</p>	<p>Q2</p>	<p>COHR</p>	
<p>Equality Impact Assessments</p> <p>Our Impact assessment process helps us to put equality, diversity and community cohesion at the heart of everything that we do. This is a process which considers all our current and proposed policies and activities to ensure that they do not disadvantage groups.</p> <ul style="list-style-type: none"> During 2008/09 we completed impact assessments for two key policies; Grievance policy & disciplinary policy and recruitment & selection policy. Any actions identified through the Impact Assessment were addressed. 	<ul style="list-style-type: none"> To continue to carry our impact assessments as detailed in our schedule of impact assessments for 2009/10. 		<p>2009/10</p>	<p>COHR</p>	
<p>Employee Data Collection</p> <p>To improve the quantity and quality of all HR statistical reports on employee monitoring the Business Support Centre (BSC) worked with HR to request employees to update their personal details such as ethnicity, disability status, religions and belief, skills.</p> <ul style="list-style-type: none"> During 2008/09 we conducted a data capture exercise. To date, almost 20,000 returns have been received from employees (including Education Leeds, schools and ALMOs) and as a result we have more accurate information about our employees. 	<ul style="list-style-type: none"> To consider needs to further update and refresh standard employee data on a rolling basis. 				

<p>Staff Groups</p> <ul style="list-style-type: none"> • There has been significant engagement with staff groups, particularly through the diversity staff forum where HR representatives have presented draft policies for grievance and recruitment and selection to the group for feedback. Diversity Forum representatives have used their own networks (disability, BME, Gender & LGB) to ensure wider participation in the review of the draft policies. • A review of staff groups commenced during 2008 and is now in its final stages. Questionnaires have been sent to members of staff groups, Chief Officers, members of CLT and HR. Responses are being collated from Core Cities and West Yorkshire Metropolitan Councils on their approach to and support for staff groups. 	<ul style="list-style-type: none"> • Engagement to continue with staff groups on an ongoing basis. • Finalise review of staff groups and implement recommendations. 	<p>Local Community – That our staff don't reflect the diversity of our communities.</p>	<p>2009/10</p>	<p>COHR</p>	
<p>LGB (Lesbian, Gay and Bisexual) Network Conference – purpose/context</p> <p>LGB Group (supported by HR) carried out staff survey to identify any potential homophobic bullying.</p> <ul style="list-style-type: none"> • Results of the survey have been analysed and areas for improvement such as training for staff and managers about bullying and harassment has been explicitly referenced in the Equality and Diversity Learning and Development Plan. 	<ul style="list-style-type: none"> • Outcomes of the LGB survey to be embedded in the Equality and Diversity Learning and Development Plan. 	<p>Local Community – Not tackling incidents of homophobic bullying and harassment.</p>	<p>2009/10</p>	<p>COHR</p>	