

Central Corporate Services Performance Indicator Report

Appendix 3

	Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality	
AG	1	Business Plan / LSP - Government Agreed	NI 185	CO2 reduction from local authority operations	Sustainable Development	Quarterly %	Fall	141,699 tonnes CO2	0%	2.1% reduction	30,623 Tonnes CO2	24,018 Tonnes CO2	137,161 Tonnes CO2 (3.2%)	No Concerns with data
<p>Good progress has been made for the first half year, with emissions declining in most categories (buildings achieved -6.8%; streetlights +0.9%; staff travel +4.6%; fleet -1.3% and outsourced fleet -20.1%).</p> <p>The overall Q2 data shows a 4.8% reduction in emissions compared to the same period last year. 2008/9 was the first year that the data was collected and it is made up of hundreds of individual buildings all with numerous potential variables. Interpreting the data and ascribing cause and effect for variations is difficult. Whilst there is reasonable confidence in the data, our ability to understand and predict outcomes will improve through experience. Also the introduction of more automated meter reader and better reporting software will help with predictions and trend analysis.</p> <p>A detailed NI185 action plan has been agreed and actions are now being taken forwards, focussed on cost-effective carbon reductions</p>														
AG	2	Business Plan	BP-30	Number of major projects not receiving independent project assurance.	Audit & Risk	Quarterly Number	Fall		22 projects	0	37 projects	27 projects	Unable to predict	No Concerns with data
<p>BP-30 only relates to projects identified by Project Assurance Unit (PAU) through the quarterly survey and excludes PFI projects and projects which receive external assurance. The quarter 2 survey identified 48 major projects and programmes. Of these 27 have not received independent project assurance from PAU, however 12 have requested a Health Check or have agreed to discuss assurance further. The remaining 15 projects not receiving assurance will be contacted again in line with PAU Service Plan timescales to arrange independent project assurance or to complete an initial health check review.</p>														
AG	3	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 Number	Fall		0 projects	0 projects	1 projects	0 projects	Unable to predict	No Concerns with data
<p>At quarter 2, 21 major impact projects and programmes are currently being assured i.e. subject to regular Health Check Reviews. No major impact projects and programmes were assessed a 'red' this quarter.</p>														
AG	4	Business Plan	BP-03	% variation from the overall council budget in year	Finance	Quarterly %	Fall	-0.52%	-0.52%	0.00%	2.00%	0.97%	0.30%	No Concerns with data
<p>Based on the 2nd quarter monitoring the forecast is an overspend of £5.5m ( 0.97%) of the budget. The economic slowdown continues to have a significant impact on a number of external income sources. Within the City Development directorate, rental, markets and surveyors income are projecting a shortfall of £0.3m and planning and building fees £2.0m. This is partially offset by £1m of highways expenditure which is more appropriately charged to capital and £1m savings on operational budgets. Income from Section 278 (Roads and Street Works Act) is projected at £1.7m less than budget. Overall staffing budgets are projected to balance although £1.5m is included for the Early Leavers Initiative. The cost of looked after children is projected as an additional pressure of £3.9m. Corporate savings of £3.5m have been identified, primarily from debt savings of £2m, a freeze on further contingency fund releases of £750k and £1.5m from further capitalisation and the use of earmarked reserves. 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.</p> <p>The extent to which action plans are not effective in containing spending pressures within approved estimates will impact on the Council's reserves.</p>														

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AG	5	Business Plan	BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	Human Resources	Monthly Days	Fall	12.18 Days	11.63 Days	11.00 Days	2.36 Days	4.85 Days	11.00 Days	No Concerns with data
<p>Sickness absence levels continue to show a sustained downward trend with the rolling average for sickness falling from 11.95 days per full time equivalent (fte) in October 2008 to 10.91 days per fte in September 2009. At the end of September the Council had recorded a total of 375 swine-flu related absences. Despite these sustained improvements, the developing flu pandemic may affect results in the coming months and we will continue to monitor the situation. The Council's occupational health service will be administering swine flu vaccines to 3000 front line staff (predominately within Social Care).</p> <p>The impact of the VieLife pilot (a personalised health and wellbeing programme which recommends options and interventions to address individual health and well being issues) is currently being evaluated. Ongoing evaluation indicates solid evidence of potential to work proactively with the workforce to encourage healthy lifestyles and a positive impact on health, well-being and attendance levels.</p> <p>The Council's "in-house" Occupational Health Service is progressing well. We are seeing improvements which are currently being evaluated.</p>														
AG	6	Business Plan	BP-18	Voluntary leavers as a percentage of staff in post	Human Resources	Quarterly %	Fall	8.90%	9.13%	9.00%	1.53%	3.40%	6.80%	No Concerns with data
<p>Second quarter performance is traditionally associated with peak turnover linked to school holidays. The percentage of leavers at quarter 2 (1.69%) is lower than predicted and is lower than the same period last year (2.89%). For 2009/10 turnover is likely to come in under target due to the economic downturn. The implications of this for work-force planning are being considered, together with implications for all diversity targets.</p>														
AG	7	Business Plan	BP-23	% local authority staff from BME communities	Human Resources	Quarterly %	Rise	7.70%	8.10%	8.50%	8.07%	8.03%	8.11%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a further reduction in both BME staff (32) and the overall headcount for this indicator (246). To achieve the 09/10 target we would need to recruit additional BME staff. Each 0.01% improvement equates to approximately 3 employees, and therefore we are cautiously predicting a year end result of 8.11%.</p> <p>The Equalities in Employment project will deliver specific activities which will help to achieve our equality and diversity targets. These activities include : Developing HR capability and capacity ensuring all our HR staff have the necessary skills to support directorates with Equality and Diversity; Development of a recruitment tool kit (enabling recruiters to more effectively consider the needs of under represented groups before, during and after the recruitment process); Implementing equality challenge meetings to consider levels of representation and to act as a forum to take forward positive action initiatives; and engagement with staff groups to ensure that actions address shared issues and common goals.</p>														
AG	8	Business Plan	BP-24	% local authority staff with disability	Human Resources	Quarterly %	Rise	3.20%	3.89%	4.00%	3.86%	3.85%	3.90%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a further reduction in both disabled staff (15) and the overall headcount for this indicator (342). During the quarter 40 disabled employees left the council (of these 12 retired) and 25 disabled employees either joined or were identified. To achieve the 09/10 target we would need to recruit additional disabled staff. Each 0.01% improvement equates to approximately 3 employees, and therefore we are cautiously predicting a year end result of 3.90%.</p> <p>The Equalities in Employment project, will deliver specific activities which will help to achieve our equality and diversity targets - as per BP-23. Other initiatives which are also now in place include the review of the take up of grants (such as Access to Work) and the review of use of the Reasonable Adjustment Toolkit launched earlier this year.</p>														

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AG	9	Business Plan	BP-25A	% of top earners who are women	Human Resources	Quarterly %	Rise	36.83%	38.96%	40.00%	40.56%	39.54%	40.00%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a reduction in both women in this group (8) and the overall headcount for this indicator (3). To achieve the 09/10 target we would need to recruit an additional 3.1 full time equivalent staff (fte's). Further work is being undertaken to introduce talent management processes to help more women move into senior roles. Directorate-level challenge meetings will also be introduced to increase accountability for performance. It may be still possible to meet this target as internal restructures and recruitment could potentially increase the number of women employed in the top 5%.</p>														
AG	10	Business Plan	BP-25B	% of top earners who are from BME communities	Human Resources	Quarterly %	Rise	5.96%	5.78%	6.50%	5.89%	5.67%	6.50%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a small reduction in BME staff (1) and an increase in the overall headcount for this indicator (7.5). To achieve the 09/10 target we would need to recruit an additional 5.5 fte's. The Equalities in Employment project will deliver specific activities which will help to achieve our equality and diversity targets - as per BP-23. In addition work is also being undertaken to link talent management processes to increasing diversity and assessing data to identify where there are cohorts with promotional potential. It may be possible to meet the target as internal restructures and recruitment would potentially increase the number of BME staff employed in the top 5%.</p>														
AG	11	Business Plan	BP-25C	% of top earners who are disabled (excluding maintained schools)	Human Resources	Quarterly %	Rise	4.05%	4.20%	4.40%	4.20%	3.80%	4.40%	No Concerns with data
<p>The council continues to see a reduction in turnover and recruitment as a result of the current economic climate. This has affected our performance against our equality and diversity targets. The quarter 2 position represents a reduction in both disabled staff in this group (3.6) and the overall headcount for this indicator (29). To achieve the 09/10 target we would need to recruit an additional 3.7 fte's. The Equalities in Employment project will deliver specific activities which will help to achieve our equality and diversity targets - as per BP-23. Other initiatives which are also now in place include the review of the take up of grants (such as Access to Work) and the review of use of the Reasonable Adjustment Toolkit launched earlier this year. It may be possible to meet the target as internal restructures and recruitment would potentially increase the number of Disabled staff employed in the top 5%.</p>														
AG	12	Business Plan	BP-05A	% income collected by authority through % Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.30%	96.30%	96.40%	28.33%	55.73%	96.30%	No Concerns with data
<p>Collection performance behind 08/09 by only £130K. It should also be noted that the proportion of Council Tax accounts taking up the option of payment over 12 months continues to increase. We already have £2.1m due in March 2010 the comparable figure for last year being £1.4m.</p>														
AG	13	Business Plan	BP-05B	% income collected by authority through % non-domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	97.68%	97.68%	97.50%	33.12%	60.79%	97.50%	No Concerns with data
<p>Position slightly behind last year's however well within usual range of deviation which occurs every financial year due to timing of payments etc – deferral scheme uptake will have impact of approximately 0.4%</p>														
NE	14	Business Plan	BP-05C	Rent collected by the local authority as a proportion of rents	Housing Management	Monthly %	Rise	96.53%	96.62%	97.50%	96.42	96.57	96.75	Checklist completed, no
<p>Performance continues to mirror performance in 2008/09. Discussions are taking place with ALMOs to find out what measures are being implemented to improve performance, and what impact the recession is having on performance.</p>														
AG	15	Business Plan	BP-05D	% income collected by authority through % sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	96.80%	96.80%	96.80%	84.70%	92.90%	97.00%	No Concerns with data
<p>Collection continues to move closer to comparative period last year, however final position will be dependant upon impact of the move to Authority Financials.</p>														

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AG	16	National Indicator	NI 179	% of cash releasing efficiency savings made (cumulative total over three years)	Finance	6 Monthly £m	Rise	£28.759m	£24.545m	£58.476m	N.A.	N.A.	£53.425m	No Concerns with data
<p>At the half year, the cumulative projection to 31/03/10 is £53.425m, below the target of £58.476m by 8.64%. Of this shortfall, £4m reflects the underachievement in 08/9. While revenue value for money gains are continuing to be identified and captured, there continues to be significant pressures with regards to capital gains. Against a cumulative target of £22.518m (a component of the overall target) for capital, gains are projected to total £2.584m. Work is ongoing across the Authority and with Core Cities to try to identify possible capital gains that meet the definition of this indicator.</p>														
AG	17	National Indicator	NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Number	Rise	1,426.0	1,426.2	1,470.0	849.3	1,520.3	2,786.0	No Concerns with data
<p>On track to exceed target. Initial target was set using Government predictions that each case has on average 1.47 changes per year. Result affected by number of bulk changes that happen in the year. Quarter 1 saw a council rent decrease which generated an additional 35,000 changes, also the most recent month was based on data taken on a rent free week which included another 35,000 council tenant claims which would have indicated a reduction in their benefit. November will see another bulk change in benefit cases due to changes in the way that capital and child benefit are treated in the scheme which means that we are now on track to exceed initial target.</p>														
AG	18	National Indicator	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	14.98 Days	14.98 Days	14.00 Days	10.46 Days	13.68 Days	14.00 Days	No Concerns with data
<p>On track to achieve target. Performance is affected by the number of bulk changes and the council rent decrease in Quarter 1, which applied to all ALMO tenancies and counts as a 1-day change, has boosted performance in Quarter 1. Speed of processing new claims, which is included within the overall NI-181 figure, is deteriorating (currently 32.5 compared to 31.02 at quarter 1) because of the increased number of claims as a result of the growing unemployment rate. Additional resources have been secured to address this issue.</p>														
AG	19	Local Indicators	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	83.50%	83.50%	92.00%	91.11%	89.55%	90.00%	No Concerns with data
<p>The closure of schools over the summer holiday period led to delays in invoices being sent to the Central Payments Team for processing. As a result of this, a large majority of invoices are already outside of the 30 day timescales before they reach Central Payments. The average processing time for late invoices is 40 days.</p> <p>“Purchase to Pay” training (the end to end process from the procurement of goods/ services to payment of invoices) has commenced within City Development and will be rolled out across the Council. This will help to ensure that Services raise, authorise and goods receive orders in a consistent way.</p> <p>Central Payments will be working with the lowest performing Services to improve processes so that more invoices are sent to Central Payments timely and clean. A newsletter is issued to all FMS Leeds users on a quarterly basis, this details important information which should educate service areas on the things they can do to ensure that the prompt payment of invoices. Prompt payment performance is reported to Finance Performance Group and Heads of Finance on a monthly basis.</p> <p>The number of firms on the small suppliers scheme remains static and we are continuing to pay 100% of their invoices within 30 days.</p> <p>We are seeing an increase in the use of the Procurement Card (Council Debit Card), which is the council’s preferred method of payment which will account for approximately 24,000 transactions, and are on track to meet our target of £5million spend through procurement cards for 2009/10. we will continue to encourage the use of procurement cards during 2009/10</p>														

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JR	20	Business Plan	BP-08	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	Rise	467,054	1,058,555	1,250,000	472,935	496,025	1,900,000	No Concerns with data
<p>This measure is drawn from quarterly responses from key council services detailing the volume of self-service transactions. The Quarter 2 result of 496,025 is a slight (5%) increase on Quarter 1, as the volume of self-service and range of services offering self-service options continues to rise. Key services contributing more than ten thousand transactions to this measure in Quarter 2 are library item bookings/renewals (332 thousand), choice based letting bids (76 thousand), payments (64 thousand), and recruitment (19 thousand).</p>														
JR	21	Business Plan	BP-09	% of complaints to the council that receive a substantive response within the relevant timescale.	Customer Services	Quarterly %	Rise	69%	72%	86%	85%	87%	86%	No Concerns with data
<p>This measure is drawn from monthly and quarterly analysis of complaints response times. The Quarter 2 result of 87% is a slight rise on Quarter 1, suggesting the council is broadly on track to meet its year-end target of 86%. The figure does not include Social Care complaints for this quarter owing to their problems with working to the extended timescales using manual systems.</p>														
JR	22	Business Plan	BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	85%	85%	90%	88%	89%	89%	No Concerns with data
<p>This measure is drawn from quarterly returns by services on their response times to written correspondence. The Quarter 2 result of 89% is the same as Quarter 1, suggesting the council is slightly below its year-end target of 90%. However performance has improved significantly compared to last year.</p>														
JR	23	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	93%	93%	95%	89%	75%	81%	Checklists currently being revised
<p>This measure is drawn from quarterly returns by services on their response times to email correspondence. The Quarter 2 result of 75% is lower than Quarter 1, suggesting the council is significantly below its year-end target of 95%. The council received an additional ten thousand emails in Quarter 2 over Quarter 1, the majority (six thousand extra) to the main onestop@leeds.gov.uk email address, and almost two thousand more to council tax. Both high volume services have seen their response rate fall in proportion to this increase in contact. However, the majority of council services reporting a result report answer rates in excess of 95%.</p>														
JR	24	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%	87%	85%	86%	85%	85%	Checklists currently being revised
<p>This measure is drawn from quarterly returns by services on their telephone answer rate for identified telephone numbers. The Quarter 2 result of 85% is slightly lower than Quarter 1, but indicates that the council is on track to meet its year-end target of 85%. While the council did not report a significant increase in overall contact by telephone in Quarter 2 from Quarter 1, school admissions reported a ten thousand rise in calls on Quarter 1, and a proportionate fall in answer rates. The lowest performing services in Quarter 2 were Taxi &amp; Private Hire Licensing (18%), Council Tax (71%), and Benefits (76%).</p>														

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JR	25	Business Plan	BP-07	Overall Resident Satisfaction levels	Customer Services	Survey %	Rise	61%	No Survey	65%	N.A.	N.A.	70% (Provisional)	No Concerns with Data
Provisional result from the 2009 Residents Survey														
JR	26	Business Plan	BP-13	% of those customers making a complaint who are satisfied with the handling of their complaint.	Customer Services	Survey %	Rise	62%	No Survey	65%	N.A.	N.A.	37% (Provisional)	No Concerns with Data
Provisional result from the 2009 Residents Survey														
JR	27	Business Plan	BP-15	% people who are satisfied that they think LCC allows residents a say in what it does	Customer Services	Survey %	Rise	43%	No Survey	50%	N.A.	N.A.	44% (Provisional)	No Concerns with Data
Provisional result from the 2009 Residents Survey														
JR	28	Business Plan	BP-16	% people who think the council keeps them well informed about services and benefits it supplies	Customer Services	Survey %	Rise	51%	No Survey	55%	N.A.	N.A.	58% (Provisional)	No Concerns with Data
Provisional result from the 2009 Residents Survey														
NJ	29	Business Plan	BP-37	Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33%	16%	13%	11%	15%	13%	No Concerns with Data
Quarter 1 and 2 combined show a result of 12.5% which is under target.														
We regularly provide support and reminders to Departments to try and ensure that wherever possible Key decisions are noted on the Forward Plan and this has seen the % figure reduce significantly over the last 18 months. We will continue to do this in an attempt to ensure that the targets are met.														

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All	30	Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Predicted Year End Result	Data Quality
		Business Plan	BP-04	Use of Resources Score	Policy, Performance & Improvement / Financial Management	Annually Number	Rise	N.A.	4	3	N/A	3	3 Confirmed result	No concerns with data
<p>Extract from KPMG Report on Use of Resources 2009:</p> <p><i>"The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources and regularly reviewing their adequacy and effectiveness. We are required to conclude whether the Council has adequate arrangements in place to ensure effective use of its resources. This assessment draws on the findings from the new use of resources assessment framework introduced by the Audit Commission.</i></p> <p><i>This assessment is a harder test than the previous assessment and is focused on outcomes for local people rather than processes. It is not sufficient for bodies to put in place well designed processes. They must be able to demonstrate the impact that those processes have made in relation to value for money and outcomes for local people. As a consequence it is not possible to make direct comparisons with the previous year's assessment. The new framework assesses local authorities against three themes: managing finances, governing the business and managing resources. We have assessed the Council as level 3 overall which means the Council is performing well."</i></p> <p>The full break down of scores against each key line of enquiry is shown in the table below.</p>														

Use of Resources Themes and Key Lines of Enquiry	KLOE Scores	Theme Score
<b>Theme: Managing Finances</b>		3
KLOE 1.1 Planning for Financial Health	3	
KLOE 1.2 Understanding Costs and Achieving Efficiencies	2	
KLOE 1.3 Financial Reporting	3	
<b>Theme: Governing the Business</b>		2
KLOE 2.1 Commissioning & Procurement	2	
KLOE 2.2 Use of Information/Performance Management	2	
KLOE 2.3 Good Governance	2	
KLOE 2.4 Risk Management and Internal Control	3	
<b>Theme: Managing Resources</b>		3
KLOE 3.1 Use of Natural Resources	3	
KLOE 3.2 Strategic Asset Management	3	
KLOE 3.3 Workforce Planning	-	