

2011/12 CAP Directorate Scorecard
Reporting Period :
Quarter 2 20011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Lead the delivery of our customer access strategy to improve customer experience	A draft customer access strategy has been prepared the contents of which have been discussed with Directorate leadership teams. Directorates have agreed to supply their priorities which will be incorporated in the strategy. Next step CLT. In relation to specific customer access transformation activity, a specification for the required CRM review work has been issued to interested parties. A business case for customer access phase 1 (process redesign and improvement within existing technology) has been prepared.	Amber	Increase the range of self service options available to the public, by ensuring all high demand transactions can be undertaken online	Indicator being developed			
	In relation to current project activity for refuse, recommendations for improvement have been agreed and the project is now moving to the implementation stage. For EAS work is concentrating on finalising the agreed scope of the project with the managers concerned. The website replacement work continues which includes: designing the layout of the new website, gathering better information on the most popular on-line transactions and establishing an improved mechanism for assessing satisfaction with the website. Thought is also being given to the business as usual requirements once the project is completed.		Improve overall customer satisfaction of the council's website	Indicator being developed			
Establish a research and intelligence capability for the city and produce an annual State of the City report.	Positive progress made against this priority. The first State of the City report has been agreed by the Leeds Initiative Board and the first Council / Partner event on State of the City is planned for 7th December 2011. Executive Board agreed transfer of Yorkshire Forward's Chief Economists Unit to Leeds City Council effective from 1st November 2011. Meetings have been held with the Health sector to develop links on intelligence agenda given proposed changes in the health sector. A conversation has also started with Leeds University on linking research and intelligence capacity.	Green	N/A				
Deliver an approach to locality working with improved community engagement and more local decision making	During Q's 1 & 2 the emphasis has been on developing appropriate delivery structures for Locality Working. Leadership Teams are now in place and have been inducted in the three areas. Staff teams have been realigned to deliver against new priorities, and will be operating against the new structure by the end of October 2011. Arrangements are in place to migrate the former Locality Working Programme Board into the Leeds Initiative Partnership structure where it will play a key strategic role in linking Locality Working across the wider city priorities. New environmental delegations have been developed with Area Committees and are now in place, enabling Area Committees to directly manage local priorities for environmental action through SLA's.	Amber	Increase percentage of people who feel they are involved in their local community	Indicator being developed - To be collected through Citizens Panel			
Deliver effective leadership and governance arrangements for the city-region partnership.	The leadership and governance arrangements have now been agreed by the Leeds City Region Partnership. They comprise a formally constituted Joint Committee of the Leaders of the eleven constituent local authority leaders and a Local Enterprise Partnership (LEP) Board which is a business-led advisory body. The LEP is now developing a city region Strategic Economic Plan for agreement by the Joint Committee later in the Autumn	Green	N/A				
Improve communications and marketing services	The new corporate led communications and marketing structure was fully recruited to by the 1st Aug 2011 and staff have all now transferred. A first team building event was held on 27 Sept and further events are planned particularly as the team enters the CtW programme. The teams service plan will be published in the next two weeks. Priorities are currently being agreed with all stakeholders and		Increase percentage of residents who trust the council's communications	Indicator being developed - To be collected through Citizens Panel			

improve communications and marketing services across the council.	weeks. Priorities are currently being agreed with all stakeholders and a detailed work programme will be created by the new year. Despite the structural hiatus the team continues to generally provide an effective communications service. It remains very early days for the new team but the foundations are in place to take full advantage of our new ways of working. Overall progress is amber to reflect the ambition of our improvement plans.	Green	Increase percentage of services who feel their communications and marketing needs are being met effectively	Indicator being developed		
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Create the environment for effective partnership working and for delivering the city's planning and performance management framework	The new Leeds Initiative Partnership Structure was agreed by the council's Executive Board and the Leeds Initiative Board in June 2011. It comprises the main Board and five thematic Boards: Sustainable Economy and Culture; Safer and Stronger; Neighbourhoods and Housing; Health and Wellbeing; and Children's Trust. The main Board has met three times starting in June 2011. Each of the five thematic Boards have met for a first time. Terms of Reference and work programmes have been agreed for each of the Boards to include monitoring performance against each of the five City Priority Plans agreed	Green	Increase percentage of City Priority Plan priorities with positive progress	N/A	95%		
			Increase percentage of partners who feel they can influence change	Indicator being developed			
Lead the transformation of our workplace culture and working environment	Positive progress made against aspects of this priority. Changing the Workplace programme continues to progress well with 350 ICT staff having undertaken Changing the Workplace which allows the release of Canon House. Progress is also being made with the move of Community Safety to 2 Gt George Street. This project will be completed by November and will allow the release of Leeming House. Progress on agreeing Phase 2 Business Case has been delayed due to the need for tests and analysis to take place on Merrion House. This is due to be reported to Executive Board in April 2012. Executive Board report on the integrated One Stop Centre at 2 Great George Street will be considered in November. With regard too embedding of new Council Values, the staff engagement survey has recently been sent to all staff and results from this will be known in November / December.	Amber	Increase the number of employees using flexible ways of working	Indicator being developed			
			Increase percentage of staff who believe the values are positively affecting their own and others' behaviour	Indicator being developed			

Self Assessment
<p>Managing Directorate Priorities Work is ongoing to ensure that arrangements are in place for the directorate priorities to be managed using the relevant service plan or a specific action plan or programme plan in order to successfully manage progress. Where a directorate priority requires contributions from across the council and partners further work is required to ensure that the commentary accurately reflects the whole picture, rather than just the directorate actions. In addition the definitions of the supporting measures are being finalised and will be reported on in future scorecards.</p> <p>Customer Access There have been reduced levels of performance in customer contact in particular in relation to housing repairs issues particularly from customers of WNW and AVH following new contractual arrangements with Morrison FS. There has been a high level of repeat contact. Most contact of this nature has had to be channelled through the Morrison FS planning team who in turn have found it difficult to respond in an acceptable time frame. Call answering performance has been severely affected in relation to both answer rates and speed of answer. On a more positive note the call answer performance in relation to environmental services and registrars has seen a marked improvement in the year through a combination of changed processes and the use of automated technology. There was a general improvement across all lines in October. Morrison FS are due to take responsibility for repeat call handling as from 1 December 2011.</p> <p>Deliver a report for the Commission for the Future of Local Government, and a productive and engaging process both nationally and locally, membership secured and first meeting in November with brief papers issued, proactive approach to communications and stakeholder engagement, CLT/LMT updates provided.</p> <p>Information Governance Activity around information governance continues. The Council is progressing in line with the plan agreed by CLT in October with Level 1 training being rolled out to all staff from week commencing 21st November. The target date for 100% compliance on Level 1 training will be mid January 2012.</p>