

Resources Directorate Scorecard
Reporting Period :
Quarter 2 20011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated at £19m using the risk based reserves strategy. General Fund reserves at 1st April 2011 have risen to £29.6m following a successful VAT claim of £8.4m. Taking into account the in -year use of reserves, it is anticipated that reserves will be £23m at the year end.	Green	Value of Revenue Reserves		£23m		
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	<p>ELI scheme launched 1st July. 1,000+ expressions of interest received to date.</p> <p>Flexible deployment was launched in August across the Council as a resourcing solution to support organisational change. Monthly directorate workforce plans are produced to identify supply and demand to support flexible deployment recommendations. From this information 2011/12 retaining and re-skilling costs are being projected.</p>	Green	Reduction in staff headcount (including percentage of leavers who are BME , Disabled or Women monitored against current staff profile) Baseline: Total Staff = 17,260 (Apr 2010), Target to reduce headcount by 1500 by March 2012		15,488		
			Percentage of senior officers who are women	2011/12 to be a scene setting and monitoring year. Actual reporting to commence once further work undertaken on collating workforce profile data. The focus on which will be to target areas, such as front line services, where initial response rates were low.			
			Percentage of senior officers who are from BME communities				
			Percentage of senior officers who are disabled				
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,				
	Rate of increase less than Q1 (2.14 x 2 = 4.28). Q2 outturn figure of 3.99 compares favourably to projected Q2 figure of 4.09. Based on this, year end figure would be 8.79 against a target of 9.00 days. In support of achieving the target a suite of reports are being developed with the BSC to assist services in managing attendance issues. In addition workflow processes are being developed with the BSC and Occupational Health, supported by the wellbeing forum meetings with Occupational Health and the unions to address any areas of concern.		Reduce number of days staff sickness (per full time equivalent) - Council Figure	2.14	3.99		
Manage the change to the new welfare system	<p>While the Welfare Reform Bill is completing its passage through parliament, the focus has been on a) raising awareness about the changes, b) delivering the Housing Benefit changes and c) working with DWP to influence the planning and implementation of the Universal Credit. Considerable work has been done to raise awareness with members and officer seminars delivered and presentations made to ALMO Chief Execs, Advice Leeds Network and Children's Trust Board and arrangements in hand to discuss the changes with RSLs. The April 11 Housing Benefit changes have been implemented and communication has been issued to help tenants manage the transition to the new arrangements.</p> <p>Preparations have also been made for further changes in January 2012 which see the removal of transitional protection for a number of private sector Housing Benefit cases and the extension, again in the private-rented sector, of the Shared Accommodation Room rate to cover single tenants up to the age of 35. The Service continues to be involved with DWP at both a strategic and operational level and contributes to the development of implementation and migration plans for Universal Credit. Work is underway to develop a Welfare Reform Strategy for consideration at January's Executive Board.</p>	Green	-				

Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	ICT systems continue to meet current SLA targets.	Green	Maintain percentage time ICT Systems are available	99.42%	99.47%		
	Work progresses with the Essential Services Programme (ESP) which will deliver new technologies based around the Microsoft products. Detailed design work and planning for build of the new technology environment is nearing completion.		Increase satisfaction of users with ICT Services	Reported Annually			
	Work on provision of a diesel generator and improvement of the electrical power supply at Apex data centre progresses well. The procurement exercise to appoint a supplier for the new electrical systems has been completed with the contract due to be awarded by end Oct 2011. A new power feed has been ordered from YEDL. Current estimated timescale for completion of this work is Easter 2012 at which point the Apex data centre will be protected from power supply issues.		Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	Reported Annually			
Maintain effective audit and risk management arrangements	Customer satisfaction (relating to resolution of a customers ICT issue) remains very positive.	Green					
	At their meeting on 30/09/11, the Corporate Governance and Audit Committee:		Annual Report on Risk Management to CGAC		18 July 2011		
	<ul style="list-style-type: none"> resolved to endorse the revised Risk Management Policy - The proposed amendments to which, after consultation with members, reflect a number of changes across the Council since the approval of the previous policy in 2008; and approved the final KPMG audited 2010/11 Statement of Accounts (included within is KPMG's VFM opinion that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resource.). 		Annual Internal Audit Report to CGAC	15 June 2011			
	Also, as part of their bi-monthly report Internal Audit brought a number of issues to the committee's attention, however, none of these required their specific intervention.		KPMG Interim Audit Report		18 July 2011		
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	In July 2011, CLT approved joint performance and risk reporting arrangements, this is to commence from November 2011.	Green	Annual Report on the Corporate Risk Register to the Executive Board		27 July 2011		
	KPMG gave Annual Governance Statement (AGS) an unqualified opinion re compliance with proper practices. AGS agreed by Corporate Governance and Audit Committee on 30th September 2011.		No challenge to the outcome of any election	No challenge	N/A		
	In response to government proposals contained in the Localism Bill agreement in principle has been reached with Whips, CG&A Committee and Standards Committee that a locally adopted Code of Conduct for Councillors should be adopted. In addition it was agreed that a process for the receipt and consideration of complaints in respect of breaches of the Code should be introduced. In the last week the House of Lords considered amendments to the Bill concerning Standards. The Bill now requires Local Authorities to adopt a code of conduct consistent with the 7 Nolan Principles of Conduct in Public Life and which includes provisions for the registration and declaration of interests.		Maintain percentage of important decisions that are implemented in 3 months (Measure covers Executive Board & Key/Major decisions)	80%	85%		
	Local Authorities must have in place arrangements for the receipt, investigation and decision in respect of complaints that a member has not complied with the adopted code of conduct. Also, as part of those arrangements Local Authorities must appoint an Independent Person whose opinion must sought and taken into account at the conclusion of any complaints which have been investigated.		Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions) - Target = 89%	76.00%	90.38%		

	<p>Amended internal control arrangements for the authorisation of financial commitments over £100k to ensure a delegated officer or committee decision supports the expenditure.</p> <p>As part of a review of processes to remove unnecessary corporate bureaucracy a guide on 'How to take a delegated decision' has been completed for publication on the 'Ask Resources' site.</p> <p>Reported to RLT options for amendment of aspects of the decision making framework - this is due for further consideration by RLT prior to Christmas</p>		Maintain percentage of important decisions available for challenge (Measure covers Key/Major decisions) - Target = 95%	95.97%	98.21%		
Maintain effective arrangements to buy goods and provide services that give value for money	<p>The re-developed FMS Leeds went live on 1st September and Procurement Unit is monitoring non-compliant and non-standard orders going through. To date, PU has received 2487 orders to investigate. Early patterns and trends in spending are being identified and raised with Category Managers to allow them to develop their category management approach. The Strategic Procurement Team is already working on some identified spend areas with the intention of setting up more formal contract arrangements.</p> <p>Target to achieve £20m savings by the financial year end may be impacted by projected commissioning savings for residential and nursing placements, external fostering and externally provided residential childcare placements not being met.</p>	Green	<p>Delivery of budget savings through procurement -</p> <p>Note: This includes some presumptions that other services responsible for delivering savings that form part of the £20m target have been/will be achieved, including: £750k Adult Independent Sector, £110k Purchase to Pay (Chris Penn), £250k reduction in Arts grants (Mark Forbes), £251k review of E&N voluntary/Third Sector (Mark Forbes) and £1m capitalisation of library books (Catherine Blanshard)</p>	Reported Annually			
Key Business Plan Supporting Indicators	Collection rate same as last year and on track to hit yearly target	Green	Maintain total percentage of Council Tax collected (Target 99.19%)	99.12%	99.15%		
	Collection is marginally behind for the same period last year, but, is still on track to hit annual target.	Green	Maintain percentage of Council Tax collected in year (Target 96.7%)	28.62%	55.88%		
	0.6% of reduced collection rate is directly attributable to Leeds Teaching Hospitals moving from lump sum payment in August to 12 monthly instalments. However, unlikely that current economic situation will not have some adverse impact on collection, but difficult to quantify at present. Year-End forecast = 98%	Green	Maintain percentage of business rates collected in year (Target 98%)	33.03%	60.26%		
	Still behind on last year, but now only 0.44% behind. At end of August we were 1.81% adrift. Year-End forecast = 98%	Green	Maintain percentage of other income collected within 30 days (Target 98%)	90.79%	93.49%		
	<p>The additional resource we secured (both agency and the Risk Based Verification (RBV) trial) are helping to clear the backlog. Average processing times improved Q2. Year-End forecast = 11.41</p> <p>RBV is a system software product that risk scores all new claims. When a claim is returned with a low risk score the claim can be assessed without gathering any missing information. Claims that are medium and high risk score must still have any missing information gathered. The RBV trial has been authorised by the DWP.</p>	Amber	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates (Target 11 days)	14.36	15.08		
	Throughout quarter 2, 4% of all invoices needed some kind of intervention before they could be paid. During this period central payments streamlined the way invoice queries are handled to increase the number that are paid promptly. The increase in the use of purchasing cards and decrease in number of invoices received has also helped reduce the number of queries. Throughout quarter 2 99% of clean invoices were processed on time. Work is ongoing with services to promote the use of purchasing cards which will further help to streamline the ordering / payments processes.	Amber	Increase percentage of invoices that are paid within 30 days	90.07%	89.79%		

Directorate Priorities	Progress Summary	Overall Progress
Create the environment for effective partnership working	Leeds City Council are acting as lead authority in the project to procure ICT infrastructure and services on behalf of the Yorkshire and Humber region. Currently 8 Local Authorities and 4 Police Authorities are working closely together to deliver a solution that will drive significant savings for the public sector and make future collaboration between public sector organisations easier through increased compatibility of IT links and systems. The project is due to procure the first tranche of services in summer 2012 and aims to deliver direct saving in excess of 10% on public sector ICT bills.	Green
	<p>PPPU has worked in partnership with colleagues from outside of the Council including Environment for Learning Leeds, West Yorkshire Police, ALMO's and AWYA, to deliver the following:</p> <ul style="list-style-type: none"> • Conclusion of a programme of investment to deliver 14 signed contracts for new and/or refurbished secondary schools in partnership with the Local Education Partnership (Environment for Learning Leeds), Interserve and colleagues in Children's Services. The programme was delivered within budget realising a 3% saving on anticipated capital costs (approximately £5m). • Procurement is progressing on the West Yorkshire Police project which has reached preferred bidder stage. • Contract Management support is being provided on the ALMO's Procure 2011 project. • Project management support is being provided on the AWYA shared services programme, the Public Sector Network IT project, and Low Carbon Schools. 	
	The YORbuild construction framework was a collaboration of local authorities throughout the Yorkshire and Humber region. The sub-regional leads were Scarborough, Rotherham, East Riding of Yorkshire and Leeds City Council, of which Procurement Unit played a key role. During 2010, 97 projects were procured through the framework with a value of £145m, achieving savings of £15m.	
	CLT approved the Leeds City Council Volunteering Framework as a basis for future Council policy, both for citizens volunteering for roles supporting the delivery of City Council services, and for employees of the Council volunteering to help deliver the Leeds City Priority Plan through an Employer Supported Volunteering scheme.	
	Made contributions to the SIGOMA, Core Cities and LGYH responses to the Local Government Resources Review. These are currently being considered by the government.	
	Improved accountability is one of the outcomes from the LCC chaired strategic review of the WY Resilience Forum. As a result of the review, the forum now produces an annual report which provides all stakeholders with an overview of activities undertaken.	
	On track to successfully transition public health service into the council by 1 April 2013. Meetings have taken place between the council and NHS to discuss arrangements. Agreed to develop and jointly resource a project team to commence in February 2012 to identify requirements and ensure successful support service integration.	

Self Assessment	RAG Rating	Self Assessment	Self Assessment
Progress on Major Projects - Q2 update taken from Risk Management report		PFI/PPP major projects that the PPPU helps manage with directorates - also see individual directorate returns.	
Essential Services Programme	Amber	Children's Services: BSF (Phases 1, 2, 3, 4 & 5)	Green
Essential Data centre upgrades	Green	ASC: Independent Living	Green
Managers' & Employees' Self-Service	Red	ASC/City Devpt: Holt Park Wellbeing	Amber
Adult Social Care Charging Review	Amber	City Devpt: New Leaf Leisure	Amber
FMS Leeds - Increased Order Controls	Green	City Devpt: Street Lighting	Completed
Pay & Grading project (Phase 2)	Amber	PPI: Joint Service Centres Tranche 3 [not included in PPI return - RMU awaiting confirmation]	Green
Learning & Development Review (tbc Q3 if a 'major' project)	Green	E&N: Little London & Beeston Hill and Holbeck Housing PFI [rated as amber by E&N; green by PPPU - RMU awaiting clarification]	Green
Corp. Services: PSN Data(ICT Services)	Green	E&N: Residual Waste [rated as amber by E&N; green by PPPU - RMU awaiting clarification]	Green
		E&N: Mobilisation 2011	Green

Other Projects	RAG Rating	Progress Summary
Business Support and Administration Review	Green	<p>Achievements to date:</p> <ul style="list-style-type: none"> • Created the five directorate ordering hubs around Office Supplies & Stationery and Business Travel. • Created a standard stationery list which reduces choice and ensures purchases are on contract. • Reduced stationery stock levels