

Resources Directorate Scorecard

Reporting Period :

Quarter 3 2011/12

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Resources Lead							
Staff Appraisals	<p>Most services within Resources have completed annual appraisals. Monthly communications are sent to all co-ordinators reminding of BSC deadlines and Business Partners discuss appraisal performance with services.</p> <p>Data development work will take place during quarter 4 so that an accurate update on the 6 month reviews position can be reported at year end.</p>	Amber	100% staff have had an appraisal	45%	97%	96%	
Staff Engagement	<p>The Directorate performance was in line with the Council with a 71% overall measure of engagement. Generally, the performance within Resources reflected the Council trends with employees clear about what they are expected to achieve in their jobs, they feel the work they do makes a difference and their job makes them want to do the best work they can every day. Employee Engagement Survey findings have been drafted into a report and have already been discussed at a Resources leadership team meeting in January. IIP outcomes and actions will also be considered and a joint action plan developed based on the 3 Council Wide Actions - Connected Leaders and Managers expectations, Quality Communication, and Manage Change Effectively.</p>	Amber	<p>% staff who feel engaged</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>			71%	
Approved directorate level revenue budget in year	The net managed budget for the directorate is £48.6m and at this stage an underspend of £323k is projected, which is primarily staffing.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£597,000 overspend	£188,000 Under spend	£323,000 Underspend	
Customer Access and Performance Lead							
Consultation on key and major decisions	<p>Quality assurance highlighted that where consultation had been referenced there was a lack of links or references to Talking Point, which is requested in report writing guidance. Some reports needed more explicit detail of which stakeholder groups were consulted, how, when and what the response and results were. One report was nearly excellent, only failing to comment on a very low response rate which might be a risk.</p>	Amber	By March 2012 100% of key and major decisions have evidence that consultation has taken place with local people	Indicator being developed - to be reported in Quarter 4			
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	<p>Qualitative analysis undertaken suggests that there are some examples where due regard to equality through a screening form or EIA has been given but has not been explicitly referenced within reports and this is a particular issue for Design and Cost reports. The Equality Team are working with directorate colleagues to ensure ongoing improvements are made in Quarter 4. The agreed definition that is being used for this indicator is very specific in terms of requiring report authors to make reference to screening forms or equality impact assessments (EIA).</p>	Green	By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	Indicator being developed - to be reported in Quarter 4			

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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 and the expectation that the council will achieve an overall balanced budget position for the current year, it is anticipated that reserves will be £24m at the year end.	Green	Value of Revenue Reserves		£23m	£24m	Year-End Prediction = £24m	
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	<p>By the end of Q3 the ELI figures were as follows: there were 93 leavers between the end of the first ELI scheme and start of the second. There were 188 leavers under ELI 2 up to the end of Q3. In addition there were 37 leavers under a separate exercise within the Community Support Service of Adults Social Care. Although the ELI 2 target of 500 leavers by 31 December has not been met, through a combination of other factors, like natural wastage, normal retirements, posts not being filled the headcount figure has continued to drop. In addition further on-going ELI initiatives are in place to try and secure a further increase in leavers to 31 March 2012</p> <p>Flexible deploymentSwitching continues to be rolled out and success stories are regularly reported in Staff News. We are on course to achieve targets of 75% of flexible deployment trial periods being successful and 80% of those people who are subject to organisational change will be registered for the talent pool. To date 52 employees have taken part in the volunteering scheme.</p> <p>At the end of Quarter 3 2011/12 the cumulative average number of days absence per employee was 6.55, against a cumulative target of 6.61. Compared to Q3 of 2010/11, the average figure at that was time was 7.53, or equivalent to nearly a day per person improvement. Projected targets indicate on track to achieve target of 9 days per employee. Scoping documents have been agreed between HR and the BSC to enable the production and sharing of regular reporting attendance management information. HR Business Partners provide regular reports to Leadership teams on progress of cases in a timely manner.</p> <p>The Attendance Management teams in HR and the BSC are continuing to work with managers during Q4 to try and keep absence down and provide the best support for employees.</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	15,385		
			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,					
			Reduce number of days staff sickness (per full time equivalent) - Council Figure		2.14	3.99	6.55	Year-End Prediction = 8.73
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	<p>Essential Services Programme (ESP) - The detailed designs have now been completed and reviewed. Designs are now being locked down to the final version prior to build and testing. Designs will be updated after this phase with any changes identified following testing and will include the configuration guides ready for live build. The rollout of IE8, Siebel upgrade and XP SP3 is now complete. The ICT technical pilot of ESP will commence in Qtr 1 2012/13.</p> <p>Apex electrics - Work continues to upgrade the electrical power supply, internal electrical systems and to install a generator at the Apex data centre. Work has commenced for the internal electrical systems and planning permission for the site of the new generator is due by 3/2/12. The new electrical substation has been built and provision of the upgraded power supply is due in February 2012. The provision of a full asbestos survey (requested as part of the contract) had been overlooked but was quickly resolved through working with Property Services.</p> <p>Customer satisfaction (relating to resolution of a customers ICT issue) remains very positive.</p>	Green	Maintain percentage time ICT Systems are available	99.42%	99.47%	99.39%		
			Increase satisfaction of users with ICT Services	Reported Annually				
			Increase user satisfaction with the quality of ICT training (scored on scale 1-7)	Reported Annually				

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Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> 2011/12 annual risk and performance report confirmed for review at the July 12 Exec Board meeting. Following first joint review of risk and performance data by Cabinet on 23/11/11. Cabinet members have requested quarterly meetings on risk and performance (collectively and individually within their portfolios; individually may well involve directors too). Positive feedback received from the corporate risk register/risk management briefing to the CGAC meeting on 09/11/11. DCLG have undertaken a consultation on the abolition of the Audit Commission. The CGAC and CLT have influenced the council's response, to which DCLG have responded. A report on their conclusions is being prepared for CLT. The Audit Commission have reappointed KPMG on an interim basis until 31/08/12. 	Green	Annual Report on Risk Management to CGAC		18/07/11		
			Annual Internal Audit Report to CGAC	15/06/11			
			KPMG Interim Audit Report		18/07/11		23/01/12
			Annual Report on the Corporate Risk Register to the Executive Board		27/07/11		
			Internal Audit Report to CGAC	23/04/11	30/09/11		
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	<p>The Localism Act 2011 received royal ascent in November 2011. Referendum for Elected Mayor scheduled for May 2012. Should the referendum be in favour of elected mayor, elections likely in November 2012. In such a situation during June - September 2012 a review will be undertaken of Constitutional Arrangements to ensure Elected Mayor can be accommodated post the election.</p> <p>Regular monthly project board meetings chaired by Deputy Returning Officer in place to ensure all arrangements planned for any forthcoming election or referendum. These meetings include a review of the risk register and contingency planner for each election / referendum. Proposals have been made to change the staffing structure in elections to ensure that the service has sufficient resources for future requirements including all new elections and referendums.</p> <p>However, there could be a delay in implementing the conduct arrangements for councillors element of the Act. Potential change in the position regarding the Independent Person i.e. as currently agreed the Localism Act prevents existing Independent Members becoming the Authorities Independent Person, but their was a willingness from DCLG to look at this again as they have received representations from a number of quarters. The CLG's current thinking regarding implementation is evolving with June/July 2012 being a possibility. The Head of Governance Services has therefore drafted various documents, which will be discussed by a working group of whips prior to being circulated to Groups for further consideration. This latter process being led by Whips in their respective groups. Following this the responses will reconvene with a view to reaching consensus re the proposals to be put to General Purposes Committee.</p> <p>Supported Scrutiny Working Group in reviewing and recommending changes to the process for Capital programme Decision Making - to be effective from Feb 2012 - this clarifies/simplifies the point at which a 'constitutional decision' is required to be published (that being the point at which Authority to Spend is required).</p> <p>RLT report presented regarding potential amendments to the Corporate Decision Making framework; further consideration planned by CLT. Supporting new City Solicitor in progressing review of the Constitution.</p>	Green	No challenge to the outcome of any election or referendum	No challenge	N/A	N/A	
			Maintain percentage of important decisions that are implemented in 3 months (Measure covers Executive Board & Key/Major decisions)	59.87%	64.57%	64.57%	From Q4 onwards, this performance indicator will be based on decisions being implemented by their projected date.
			Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions) - Target = 89%	76.00%	90.38%	94.92%	
			Maintain percentage of important decisions available for challenge (Measure covers Key/Major decisions) - Target = 95%	95.97%	98.21%	96.45%	

Maintain effective arrangements to buy goods and provide services that give value for money	<p>Our latest SCMS information management report shows that the authority is on track to achieve procurement and commissioning cost reductions of over £20m by financial year end</p> <p>The re-developed FMS Leeds went live on 1st September and Procurement Unit is identifying patterns and trends in spending which are being fed through to the Category Managers to inform 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>	Green	Delivery of budget savings through procurement	<p>SCMS information management report of 03/01/12 currently shows cost reductions achieved for 2011-12 to value of £19,829,559.</p> <p>The saving reflects the difference between the contact rates before and after procurement of the goods and services. Directorates will need to identify the incidence of the contract spend within their budget and capture cashable savings</p>		
Directorate Priorities	Progress Summary				Overall Progress	
Manage the change to the new welfare system	<ul style="list-style-type: none"> • Implementing 2011/12 & 2012/13 Housing Benefit (HB) Changes – A number of tenants have now moved onto the new local housing allowance rates and the proportion of tenants getting sufficient housing benefit to cover their full rent remains broadly the same as the position before the changes. Discretionary Housing Payments (DHP) take up letters have been issued where TP has stopped. The shared accommodation rate (SAR) change came into force 1 January 2012. Single claimants under age 35 making new claims to housing benefit on or after this date are now entitled to the SAR rather than the one-bedroomed self contained rate. • A Welfare Reform Strategy has been developed for approval at the February 2012 Exec Board meeting and the Welfare Reform Strategy Board continues to take forward key actions relating to the Welfare Reform Strategy. Regular monthly Bulletins are being prepared for Members and stakeholders starting in February and workshops will be run in February and March to provide all front line staff across both the council and key partners with information needed to deal with customer enquiries about the reforms. Presentations and briefing sessions continue to be held with Voluntary organisations, Area Committees and relevant boards on the programme of reform and the activities underway to prepare for the reforms. • Universal Credit - Leeds is working with the DWP on issues such as the role of local councils in delivering Universal Credit, migration implications and the support to be provided to help social sector tenants manage their household commitments under Universal Credit proposals to pay the rent element directly to tenants. • Council Tax Support - Leeds is also working closely with CLG to develop a detailed timetable for implementing local schemes and this is expected by the end of March 2012. • Implementing 2013/14 Housing Benefit Changes - Detailed analysis will shortly be available at ward and middle Super Output Area showing impact of under-occupation proposals. This data is also being mapped against potential local Council Tax Support schemes to identify those affected by both of these changes - the information will be used to target support to those identified. 				Green	
Create the environment for effective partnership working	<p>Partnership working continues to be planned and undertaken throughout the directorate nationally, regionally and city-wide, this work is further complemented through our active participation on the West Yorkshire Directors of Finance, West Yorkshire Resilience forum and core city groups etc.</p> <p>Work continues to progress on the areas highlighted in Q2, with progress being made in establishing a joint transition group and action plan to manage the transfer of public health functions to the council whilst the government is planning further consultation regarding the proposals made in the SIGOMA, Core Cities and LGYH responses to the Local Government Resources Review.</p>				Green	
Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Maintain total percentage of Council Tax collected (Target 99.19%)	Collection rate ahead of last year and on track to hit yearly target.	99.12%	99.15%	99.17%	Year-End Prediction = 99.19% 92.2% (Apr-Jan)
	Maintain percentage of Council Tax collected in year (Target 96.7%)	Collection remains marginally behind last year but still on target due to increased value of CT due on Feb and March instalments.	28.62%	55.88%	83.40%	Year-End Prediction = 96.7% 93.86% (Apr-Jan)
	Maintain percentage of business rates collected in year (Target 98%)	Collection rate broadly in line with that in previous years after delayed hospital payments and increase in 12 monthly instalment payers are factored in.	33.03%	60.26%	86.40%	Year-End Prediction = 98% 95.66% (Apr-Jan)
	Maintain percentage of other income collected within 30 days (Target 98%)	Whilst the January month end position shows ahead of last year (90.55%), the 10/11 figure was distorted adversely by PCT invoices, and a more appropriate comparison would be 95.86%. This reflects the view that we remain behind on last years performance, and is attributable to the resources directed at the implementation of Authority Financials.	90.79%	93.49%	92.85%	Year-End Prediction = 97.5%
	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates (Target 11 days)	<p>The additional resource we secured (both agency workers and the Risk Based Verification (RBV) trial) are helping to clear the backlog. The service recently experienced system issues which had an impact on performance. Despite this setback processing times have improved with the average speed of new claims processing as the end of quarter 3 being 29.4 days compared to the quarter 2 position of 33.4 days.</p> <p>Note: RBV assigns a risk rating to each housing and council tax benefit claim. This determines the level of verification evidence required. Greater activity is targeted towards those cases deemed to be at highest risk of involving fraud and/or error. The RBV trial is authorised by the DWP.</p>	14.36	15.08	14.82	Year-End Prediction = 14.35

Directorate Priorities	Supporting Measures	Progress Summary	Q1	Q2	Q3	Q4
Key Business Plan Supporting Indicators	Increase percentage of invoices that are paid within 30 days	Prompt payment performance reduced significantly in December as a result of a BACS file not being sent to the bank on 30 November 2011, the day of the strike. Regrettably, this resulted in a delay of up to three days for some payments reaching suppliers, allowing for the weekend. If this day were excluded from the results, the prompt payment performance for December (excluding ALMO performance) would have been 92.83%. However, our performance results this quarter and the year-end projection of 90% will reflect a reduction in performance as we will not achieve the target of 92%. This position cannot be recovered within 4th quarter of the reporting period.	90.07%	89.84%	89.84%	Year-End Prediction = 90%

Other Projects	RAG Rating	Progress Summary
Business Support and Administration Review	Green	<p>Achievements to date:</p> <ul style="list-style-type: none"> • Changing The Workplace Programme Board approved the project scope, four sub projects and a set of key design principles. • Business Travel Guidance was published for staff, to promote good practice, provide consistency and drive down costs. • Taxi framework contract put in place, to ensure best value providers, where there is no alternative method of travel for that business need.