

**Resources Directorate Scorecard**

**Reporting Period :**

**April 2012 - June 2012**

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4
<b>Resources Lead</b>								
Staff Appraisals	<p>Work has been undertaken in the Directorate to support the new appraisal approach as follows:-</p> <ul style="list-style-type: none"> <li>• 48 staff in Resources attended appraisal champion training to support PAL roll out in services.</li> <li>• Telephone and email advice and support has been provided to managers using the system and some demonstrations of the system.</li> </ul> <p>In Resources 4709 appraisals are to be completed by July 2012. Of these 1876 (40%) appraisals are to be recorded in the new PAL system and 2833 (60%) paper based appraisals are to be completed. Directors, Chief Officers and Heads of Service now have direct access via the PAL system to view the status of completed on-line appraisals for staff in their service.</p>	Amber	100% staff have had an appraisal	100%	-			
Staff Engagement	<p>Q1 Engagement results communicated to Resources Leadership Team. The response rate in Resources has decreased from 39% to 34%. There has been some confusion with respondents identifying the correct team they work in (Resources and Strategy had a 700% response rate). The engagement measure has mirrored the Council wide reduction from 71% (Nov 11) to 69% (Q1). Following Nov 2011 survey results, engagement plans/actions by Chief Officer have been collated and incorporated into a Resources Engagement Action Plan. Directorate engagement 'pledges' have been developed, currently under consultation with staff.</p>	Amber	Extent to which the council is delivering what staff need to feel engaged – Achieve an Engagement score of +2% from the 2011 baseline for the Directorate (70.70%)	73%	69%			
Approved directorate level revenue budget in year	The net managed budget for Resources is £43.6m. A balanced budget is projected at the year end.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£0	(£3k)			
<b>PPI Lead</b>								
Consultation on key and major decisions	<p>25% of reports met the criteria. Six reports failed to meet them, largely due to report writers failing to state if and why public consultation was not necessary. A QA exercise identified a number of issues including:- Some confusion where, for example, stating in section 4.1 that there was no need to consult, while other sections of the same report showed evidence of consultation.</p> <p>One report describes feedback being given to service users post-consultation, but not what the consultation itself was or what evidence it generated.</p> <p>At least one report did not use the standard report template numbering for sections.</p>	Red	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	100%	25%			
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	<p>All the reports that did not provide sufficient evidence to meet this criteria, did not explicitly reference how relevance of due regard to equality had been determined. QA has been undertaken to determine how due regard to equality is demonstrated overall within reports., has shown that across the board minor improvement are needed. This has shown that whilst some reports are in line with the report writing guidance, some significant improvements are still needed for example explicit referencing of how relevance to equality was determined, and if there are any potential impacts and findings from the screening and EIAs. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.</p>	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	55%			

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Deliver financial planning and management which makes sure we keep adequate reserves	The minimum level of reserves has been calculated as £17m using the risk based reserves strategy. General Fund reserves at 1st April 2012 stood at £25.5m. Taking into account the budgeted in year use of reserves, and the expectation that the Council will deliver an overall balanced budget, it is anticipated that reserves will be £18.6m at the year end.	Green	Value of Revenue Reserves	£17.1m	£18.6m			
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	There has been a reduction in headcount of 1,351 staff during 2011/12. 471 staff left under the Early Leavers Initiative and others left for various reasons e.g. dismissal, TUPE transfer etc. During this period approaches to redeploying staff whose positions have become surplus have been improved by joint working with the trade unions. Redundancies have consequently been minimised. However, as a new budget plan is created, there will be more long-term planning of our early leavers initiatives to better link with predicted skills gaps over longer timeframes; allowing people more time to prepare to fill future jobs and succession requirements. Efforts will also continue to work with under-represented groups through the 250 opportunities scheme.	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	2500 (cumulative total by March 2013 ie 14,760)	2219			
			Percentage of senior officers who are women	Not Set	50.33%			
			Percentage of senior officers who are from BME communities	Not Set	9.80%			
			Percentage of senior officers who are disabled	Not Set	4.36%			
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,	Not Set	Link to be provided to the Equality Scorecard. Comparison and analysis against Census 2011 data later in the year.			
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	Essential Services Programme (ESP) -The ICT technical pilot of ESP and a business pilot in Gt Gerorge house have both taken place. Some of the process of upgrade is being reviewed however the new dekstop build has been well received by customers. Rollout planning is underway and due to commence late Q2/early Q3 2012/13.  Further work to improve airconditioning/cooling in data centres at Apex and Civic Basement are underway. Work to relocate the Contact Centre Avaya servers to Apex Data Centre (where they will benefit from more resilient electrics) is underway.  Implementation of a new data backup solution improving the speed of backup and recovery capabilities is currently being rolled out.  Customer satisfaction (relating to resolution of a customers ICT issue) remains broadly positive.	Green	Maintain percentage time ICT Systems are available	99%	99.80%			
			Increase satisfaction of users with ICT Services (measured via SOCITM survey)	70%	The SOCITM User Satisfaction survey was not undertaken during 2011/12. Subject to budget availability, this will next take place when the Essential Services Programme is completed.			
			Increase satisfaction of users with ICT Services (measured via ICT Helpdesk survey)	-	84.30%			
			Increase user satisfaction with the quality of ICT training	Previously measured via SOCTIM survey but this will now be drawn from the new performance and learning system with a new baseline established during 2012/13.				

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Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4
<p>Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise</p>	<p>May 2012 Elections and Referendum successfully completed. Planning meetings commencing for Police and Crime Commissioner elections in July 2012 for which polling stations and staff arrangements have been completed.</p> <p>At the Annual Meeting on 21st May 2012, the Council made the following changes to the decision making framework:</p> <ul style="list-style-type: none"> <li>■ To amend the definition of a Key Decision, to delete the category of Major Decisions, and to simplify the definition of a Significant Operational Decision. A decision will now be a Key Decision if it results in the authority incurring expenditure, generating income or saving more than £250,000 per year, or has a significant effect on communities living or working in one or more wards. The amended categories of executive decisions are set out in Article 13 of the Constitution.</li> <li>■ New Executive and Decision Making Procedure Rules were approved which consolidate the decision making procedures into one set of rules. These can be found in Part 4 of the Constitution.</li> <li>■ Amendments to the Officer Delegation Scheme (within Part 3 of the Constitution) to withdraw concurrent delegations, meaning that only Directors and the Chief Planning Officer have functions delegated directly to them by the Council or the Leader.</li> <li>■ To remove Area Committee decisions from those decisions available for Call In. This will mean that decisions made by Area Committees can be implemented much more quickly.</li> </ul> <p><b>July 2012 Full Council</b> Was operated under altered procedures to engage more backbench councillors in the meeting.</p> <p>Approved re-formation of the West Yorkshire Police and Crime panel on a joint committee with other West Yorkshire authorities and appointed Members to the body.</p>	<p>Green</p>	<p>No challenge to the outcome of any election or referendum</p>	<p>No Challenge</p>	<p>No challenge</p>			
			<p>Maintain percentage of important decisions that are implemented within 3 months of the target completion date (Measure covers Executive Board &amp; Key decisions) - Cumulative</p>	<p>95%</p>				
			<p>Improve percentage of important decisions that are published on the forward plan (Measure covers Key decisions)</p>	<p>89%</p>	<p>96%</p>			
			<p>Maintain percentage of important decisions available for challenge (Measure covers Key decisions)</p>	<p>95%</p>	<p>96%</p>			
<p>Maintain effective arrangements to buy goods and provide services that give value for money</p>	<p><a href="#">A Transforming Procurement Programme has been formed to drive strategic and systematic change with the aim of establishing sustainable economy, efficiency and effectiveness in the council's buying activities, taking account also of the council's wider policy objectives. Consultation and development work continues to progress across the workstreams, and the pilots continue to undertake specific delivery activities.</a></p>	<p>Green</p>	<p>Delivery of budget savings through procurement</p> <p>[1] SCMS information management report of 06/07/12 currently shows cost savings achieved for 2012-13</p> <p>[2] The cost savings reflect 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>	<p>No formal target set</p>	<p>£108,795</p>			

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Key Business Plan Supporting Indicators	On track and ahead of last year.	Maintain total percentage of Council Tax collected	99.2%	99.15%			
	Behind on last year's position by the equivalent of £260k, which is within normal variations at this time of year.	Maintain percentage of Council Tax collected in year	96.7%	28.52%			
	The in-year Collection rate is 0.26% up on that for 2011/12. It is far too early to determine whether this trend will continue and is probably due to the timing of the end of the month.	Maintain percentage of business rates collected in year	97.7%	33.03%			
	Significantly better performance due to large volume of accounts which were raised in March 2012, which are now >30 days and have been paid (in comparison to equivalent period last year).	Maintain percentage of other income collected within 30 days	97.98%	96.06%			
	This indicator measures both the average time taken to process in days a new Housing Benefit and Council Tax Benefit claim and the average time taken to amend an existing Housing Benefit and Council Tax Benefit claim as a result of a change in circumstances.  The Quarter 1 period is usually the most challenging because of Year End and Annual Billing activity. However, we have taken action to reduce the outstanding volume of work and improve on the earliest dates by putting in place additional resources which has significantly improved performance compared to the Quarter 1 period last year. We are on track to improve on last year's performance.	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates	12.00 Days	17.38 Days			
	The results for this indicator continues to be adversely affected by invoices not being sent for payment in a timely manner and invoices going into query. Central Payments are working with services to reduce the number of invoice queries and work has now started on a review of the council's purchase to pay arrangements, which will recommend solutions to issues, in the payments process.	Increase percentage of invoices that are paid within 30 days	92.0%	89.34%			

Directorate Priorities	Progress Summary	Overall Progress
Manage the change to the new welfare system	<ul style="list-style-type: none"> <li><b>Implementing 2011/12 &amp; 2012/13 Housing Benefit (HB) Changes</b> - Whilst the 2011 and 2012 HB changes are now implemented for new Local Housing Allowance (LHA) claims, work continues to identify and support those customers most affected by the LHA changes. This includes working with Leeds Housing Options to help ensure customers most in need are supported through discretionary housing payments.</li> <li><b>A Welfare Reform Strategy</b> - Preparations for the April 2013 changes are well underway. All tenants affected by under-occupancy changes have been notified and follow-up visits are being undertaken by ALMOS and Registered Social Landlords. Work is underway to identify families affected by the Benefit Cap and it is expected that letters will be issued and visits will be carried out from September 2012.</li> </ul> <p>The Welfare Reform Strategy Board continue to meet monthly and is working with internal and external partners to help provide the necessary support around bank accounts, debt and money management.</p> <ul style="list-style-type: none"> <li><b>Universal Credit</b> - Proposals for a pilot to inform the face to face delivery of Universal Credit were submitted in May 2012 and the council's proposals have been shortlisted for consideration by the DWP.</li> <li><b>Council Tax Support</b> - Executive Board approved draft scheme and public consultation which will start in August 2012. A West Yorkshire group has been set up to share knowledge, discuss scheme options and share best practice. A Project Board will be set up shortly to oversee the implementation of an approved scheme and ensure that the adopted scheme is implemented in a timely and effective manner. Leeds continues to work closely with DCLG on design and support issues.</li> </ul>	Green
Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> <li>CIPFA are currently consulting on a revised set of Internal Audit standards. As KPMG have place full reliance on Internal Audit's current arrangements we do not anticipate any problems in complying with any changes made.</li> <li>Annual Risk &amp; Performance Management report (first joint report of this kind) successfully presented to the CGAC on 4 July. No actions resulted &amp; committee approved report. Quarterly risk and performance information continues to be sent to relevant portfolio holders.</li> <li>At their meeting on 18 July, the Executive Board ratified the move to the concept of 6 standing corporate risks plus a further 4 under close surveillance, assurance on which was provided at the same meeting. The CGAC have been provided with assurance on our risk management arrangements.</li> <li>The government produced a draft local audit bill to which the council is currently in the process of preparing a response.</li> </ul>	Green
Create the environment for effective partnership working	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.	Green

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**Reporting Period :**

**April 2012 - June 2012**

Council Business Plan (Resources Lead)	Progress Summary	Overall Progress	Headline Indicator (All Council)	Target	Q1	Q2	Q3	Q4
Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	For 2012/13 a new appraisal approach has been introduced for all council employees. The main principles of the new approach are: <ul style="list-style-type: none"> <li>• The appraisal approach and forms are simplified and shorter</li> <li>• There is consistency in approach across the organisation</li> <li>• The focus of a quality appraisal centres on a quality discussion, with preparation from manager and employee</li> <li>• Objective setting, performance assessment and development planning are included, and conducted well in all appraisals</li> <li>• Our new behaviours (Living our Values) are an integral part of appraisals</li> </ul> A new on-line Performance and Learning System (PAL) has been successfully introduced in May 2012.	Amber	100% staff received an annual appraisal	100%	-			
Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	Over the last Quarter, directorate leadership teams have been working developing and refining action plans to increase staff engagement, and best practice has been shared between directorates through the HR Engagement Champions group that (set up in January 2012).  Detailed analysis of the survey questions indicated that the best performing areas are those linked with management actions/performance (e.g. linked with appraisals, staff feeling clear about what's expected of them in their job and getting a say in how they organise their own work). As in November 2011, the worst performing areas were those around staff feeling they 'have a voice', and also leadership/managing change.	Amber	Increase the level of staff engagement  Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.	73%	69%			
All directorates deliver their budget action plan and stay within their approved budget	The position at the end of the first quarter is a projected overspend of just £1.1m, which represents 0.2% of the approved budget. Whilst most directorates are projected to be largely in line with their budget, there are continuing cost pressures within City Development and Environment and Neighbourhoods. In respect of these services, work will continue to help ensure that a balanced budget is achieved at the year end.  Given the early stage of the financial year, it should be noted that the delivery in full of all budgeted savings and income targets does still carry a degree of risk.	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend (000s)	£0	£1,071			