

Resources Directorate Scorecard

Reporting Period :

Quarter 2 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Resources Lead									
Staff Appraisals	97% of appraisals completed by the deadline. In line with LCC figure. Mid year reviews to take place prior to 31 December 2012. Appraisal training is being promoted across the directorate to ensure the focus is on quality appraisals.	Green	100% staff have had an appraisal	100%	-	97%			Neighbourhoods, Planning and Support Services
Staff Engagement	Q2 survey results show an increase in the level of employee engagement to 74% (from 69% in Q1). This is in comparison to a decrease in council -wide engagement from 69% in Q1 to 66% in Q2. The response rate within Resources has fallen slightly to 32% but this is not unexpected given that the survey was issued in August. However, please note that 16% of respondents council-wide did not state which Directorate they worked in, for which the 'Extent to which the council is delivering what staff need to feel engaged' level was only 38%. Given the high numbers, it is possible some of these respondents are Resources employees.	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%	74%			Neighbourhoods, Planning and Support Services
Approved directorate level revenue budget in year	The net managed budget for Resources is £43.6m. An underspend of £173k is projected at the year end.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£0	(£3k)	(£173k)			Leader
PPI Lead									
Consultation on key and major decisions	66% (6/9) of reports met the criteria. Three reports failed to meet them as they Failed to say if residents/service users should have been consulted or not, or give detail of any such activity. Quality assurance of other reports showed evidence of user / resident consultation. However, more detail could be given to help provide assurance that the consultation was meaningful, and if it has shaped services (e.g. in the Phase 1 Changing the Workplace Exec Board report), specifically how?	Amber	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%	66%			Leader
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	Overall 67% (6/9) reports met the criteria. Improvements have been made this quarter. The reports that did not provide sufficient evidence to meet the criteria, did not explicitly reference how relevance of due regard to equality had been determined. The QA which was carried out showed that reports failed to articulate the work that is taking place or provide explanation and evidence why equality does not need to be considered. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	55%	67%			Leader

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
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	£18.6m			Leader
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	Plans for a new Early Leavers Initiative are underway and at the end of October staff will be asked if they might be interested in voluntary severance or early retirement in the next three years. This information will feed into the workforce plan, budget plus reviews and the organisational development plan to ensure a structured approach to succession planning. The plans will be reviewed quarterly.	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)	2500 (cumulative total by March 2013 i.e. 14,760)	2219	2,222			Neighbourhoods, Planning and Support Services
			Percentage of senior officers who are women	Not Set	50.33%	50.65%			
			Percentage of senior officers who are from BME communities	Not Set	9.80%	9.33%			
			Percentage of senior officers who are disabled	Not Set	4.36%	4.57%			
			Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs,	Not Set	Please see Equality Scorecard				
Reduce number of days staff sickness (per full time equivalent) - Council Figure	8.5 Days	2.20 (Current year-end forecast is 9.86)	4.21 (Current year-end forecast is 9.45)						
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	Essential Services Programme (ESP) - The process for deploying the new desktop has been refined and is now working successfully. A rollout schedule covering Oct - Dec '12 has been developed and approved by the programme board. Feedback from the pilot users (including additional pilots undertaken this quarter) is positive. Further work has been completed to improve data centre air-conditioning/cooling at Apex, work at Civic data centre has been delayed due to asbestos removal programme but will recommence in Oct '12. Work to relocate the Contact Centre Avaya servers to Apex Data Centre (where they will benefit from more resilient electrics) is underway with next stage of moved planned for early Dec. Implementation of a new data backup solution improving the speed of backup and recovery capabilities is complete. Customer satisfaction (relating to resolution of a customers ICT issue) remains broadly positive.	Green	Maintain percentage time ICT Systems are available	99%	99.80%	99.86%			Neighbourhoods, Planning and Support Services
			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%	89.46%			
			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.					

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Ensure there are good rules and procedures to govern the council's business, including elections and referenda as may arise	<ul style="list-style-type: none"> • May 2012 Elections and Mayoral Referendum successfully completed. Planning meetings continue for Police and Crime Commissioner elections in November 2012. All tasks on project plan progressing well and on schedule. Currently awaiting information on how the count is to be conducted from Wakefield who are the lead authority for the PCC election and in charge of the count process. • Roll out of briefings on the changes to the decision making arrangements undertaken on time. Further training planned for Autumn - this will incorporate further communications around the new Access to Information (Executive arrangements) Regulations that commenced 10th September 2012. • Support the continued Modernisation of Full Council Further amendments 'agreed' by whips. Council Procedure Rules (CPR's) redrafted to insert new provisions and await recommendation by General Purposes Committee (GPC) to Council in November. • Support to the new Standards and Conduct arrangements for the Council Substantial amendments completed - further minor amendments have been necessary following the publication of new Regulations that further clarify that members with a DPI may not participate in a meeting any way (including making representations to a decision making body) - these amendments were considered by GPC in August and Council in September. • Support to the review of Plans Panel terms of reference Revised arrangements approved by full council in September 2012. • Transfer of Public Health functions to the Council from the NHS Initial review work undertaken and advice provided to the Director of Public Health/Transition Board. There remains substantial work and resources to be allocated to this area of work. Establishment of Health and Wellbeing Board currently scheduled for approval by full council 27 February 2013, with effect from 01 April 2013. 	Green	No challenge to the outcome of any election or referendum	No Challenge	No challenge	n/a			Neighbourhoods, Planning and Support Services
			Maintain percentage of important decisions that are implemented within 3 months of the target completion date (Measure covers Executive Board & Key decisions) - Cumulative	This PI is no longer reported as it is no longer used for monitoring purposes and any related information will be covered as part of respective priority updates. All important decisions are monitored by Democratic Services on a continual basis, particularly to inform PI's relating to Key Decisions, specifically the statutory pre notification process and availability of Key Decisions for Call In; a full breakdown of which can be provided on request. Information on a sample of decisions taken in each Directorate will be provided to the Chief Executive on an annual basis. This information will also form part of the Annual Assurance report on the decision making framework to the Corporate Governance and Audit Committee.					
			Improve percentage of important decisions that are pre notified to the public (Measure covers Key decisions)	89%	96%	93%			
			Maintain percentage of important decisions available for challenge (Measure covers Key decisions)	95%	96%	93%			
Maintain effective arrangements to buy goods and provide services that give value for money	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 strategy, category and business workstreams, and the pilots continue to undertake specific delivery activities.	Green	<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>	No formal target set	£108,795	£247,307			Neighbourhoods, Planning and Support Services

Directorate Priorities	Progress Summary	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Key Business Plan Supporting Indicators	On track and ahead of last year.	Maintain total percentage of Council Tax collected	99.2%	99.15%	99.17%			Leader
	Although the 12/13 collection rate is down in comparison to the same time last year, we remain on target to collect more Council Tax than we collected last year. The main reasons for the difference in collection rates are: • Council Tax to be collected has increased by £300k since April 2012; whereas • Council Tax to be collected reduced by £600k in the period from April 2011 to September 2011.	Maintain percentage of Council Tax collected in year	96.7%	28.52%	55.65%			
	Significant reduction of 1.12% when compared to last year after several months where difference was minimal. However, primarily due to large volume of payments received at beginning of October rather than end of September. Analysis of collection rate as at 11th October confirms now back in line with the same time last year.	Maintain percentage of business rates collected in year	97.7%	33.03%	59.14%			
	We continue to be frustrated in determining the current year collection rate for invoices > 30 days old following the migration to Civica Financials. However, at the end of Sept we have collected 73.9% of the arrears b/f at 1/4/12 and invoices raised during 2012/13, and this compares favourably to the comparable figure of 61.5% at end of Sept 2011, and 73.4% Sept 2010.	Maintain percentage of other income collected within 30 days	See comment		73.90%			
	The action taken to reduce the outstanding work has ensured that the average speed of processing New Claims is on target and is a much improved position. New Claims performance is 21 days against a target of 20 days. At Q2 last year new claims performance was 33 days which is a 12 day improvement in comparison. For Changes, performance in September was 13.46 days against a target of 10 days and the overall Q2 position improved by 1.5 days compared to the Q1 position. Looking forward we have put in place additional resources to improve our performance on speed of processing Changes.	Maintain number of days taken to process Housing Benefit or Council Tax Benefit new claims and updates	12.00 Days	17.38 Days	15.99 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 have been 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%	89.90%			

Directorate Priorities	Progress Summary	Overall Progress	Executive Portfolios
Manage the change to the new welfare system	<p>Welfare Reform Strategy ALMO's and Registered Social Landlords continue to undertake follow-up visits to tenants affected by under-occupancy changes. Letters were issued in September to families affected by the Benefit Cap. Consultation on options for discretionary housing payment policy has been carried out with ALMO's, Housing Associations, 3rd Sector and Advice Agencies. A proposed policy is scheduled to be presented to Executive Board in November 2012.</p> <p>Council Tax Support</p> <ul style="list-style-type: none"> We remain on track to deliver a local Council Tax Support scheme from April 2013. The key milestone to date has been the launch of the public consultation exercise on scheme options – this was launched on 17th September 2012 with a closing date of 8th November 2012; We intend to report back to Executive Board in December 2012 with a recommended scheme for adoption at full Council by 31st January 2013; A Project Manager has been appointed to oversee the implementation of the necessary operational aspects and a Project Board has been set up to manage progress; Officers continue to work closely with CLG on legislative, technical and financial aspects of the scheme. <p>Implementing Housing Benefit (HB) Changes Whilst the 2011 & 2012 HB changes are now implemented for new LHA claims we continue to monitor the LHA caseload to identify and support those customers most affected by the LHA changes through DHP funding.</p> <p>Universal Credit (UC) Leeds was not selected to participate in the DWP pilot, however, the council is keen to continue developing its proposals. Main activities continue to focus on:</p> <ul style="list-style-type: none"> understanding the impact on Leeds of DWP's HB migration strategy; agreeing the role for local government under a Universal Credit system; and influencing DWP's approach to deciding exceptions to the direct payment requirement under UC. <p>Crisis Loans and Community Care Grants</p> <ul style="list-style-type: none"> Settlement letter received from DWP with details of indicative scheme funding and administration grant. Consultation on scheme options to run over Aug and September with the intention of developing scheme options for consideration by Executive Board in November 2012. 	Green	Leader
Maintain effective audit and risk management arrangements	<ul style="list-style-type: none"> KPMG received Internal Audits work and confirmed in their report to those charged with governance (Corporate Governance and Audit Committee 28/09/12) that Internal Audit fully met their requirements in terms of timeliness, quality and supporting evidence. KPMG reported that "Internal Audit has covered all areas of work that we wished to rely upon to a good standard and we are again able to place full reliance on their work". CIPFA are currently consulting on a revised set of Internal Audit standards. Annual Risk & Performance Management report (first joint report of this kind) successfully presented to the CGAC on 4 July. No actions resulted & committee approved report. Quarterly risk and performance information continues to be sent to relevant portfolio holders. At their meeting on 18 July, the Executive Board noted the corporate risk register and 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. The government published the Local Audit Bill. KPMG have been appointed by the Audit Commission to undertake the Council's external audits until 20016/17. 	Green	Leader
Create the environment for effective partnership working	<ul style="list-style-type: none"> West Yorkshire Councils continue to work together on local Council Tax Support schemes with both a Chief Officer Group established and a Project Managers Group established; 		

Council Business Plan (Resources Lead)	Progress Summary	Overall Progress	Headline Indicator (All Council)	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	<p>97.2% of appraisals completed is the council's highest ever recorded total. As at the end of August 2012, 3 directorates (Adults Social Care, Customer Access and Performance, Legal) achieved 100% completions.</p> <p>CLT are currently addressing the outstanding appraisals.</p>	Green	100% staff received an annual appraisal	100%	-	97%			Neighbourhoods, Planning and Support Services
Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	<p>Directorate leadership teams have been working on 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).</p> <p>The top 3 Performance scores were all within the 'Your manager' section; the lowest were related to leadership, managing change, and staff feeling their opinions matter at work. These patterns are similar to the Q1 results. However, these are also areas where the Performance Gaps have improved since November 2011, which is encouraging as leadership teams have been focussing their efforts on these areas (but there is still some way to go).</p>	Amber	Increase the level of staff engagement	73%	69%	66%			Neighbourhoods, Planning and Support Services
All directorates deliver their budget action plan and stay within their approved budget	<p>The position at the end of the half year is a projected overspend of £1.7m, which represents 0.3% 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.</p>	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend (000s)	£0	£1,071	£1,668			Leader