

Resources Directorate Scorecard

Reporting Period :

Quarter 4 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Resources Lead									
Staff Appraisals	Preparation for end of year reviews is now underway, with all employees being asked to undertake their self assessments for the previous year. As a general timescale, it is anticipated that all director appraisals will be completed by the end of April, all managers by the end of May and all staff by end of June.	Green	100% staff have had an appraisal	100%	N/A	97.3% (Annual appraisal)	88% (Mid year review)	N/A	Neighbourhoods, Planning and Support Services
Staff Engagement	Resources have met the Directorate target of increasing the engagement level by 2% since Nov 2011 (when it was 71%). Whilst the Q4 level is slightly lower than each of the previous 2 Quarters, it is 2% higher than the Nov figure. The response rate has fallen to 19%. The next survey will be issued to all staff in July 2013.	Green	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%	74%	73%	Neighbourhoods, Planning and Support Services
Approved directorate level revenue budget in year	The net managed budget for Resources is £43.6m. An underspend of £743k is projected at the year end, which comprises an overspend of £670k on commercial services and an underspend of £1,413k on the rest of the directorate. The 2013/14 budget assumes the carry forward of a £500k underspend.	Green	No variation from approved directorate level revenue budget in year (Under spend) / Overspend £000s	£0	(£3k)	(£173k)	(£501k)	(£743k)	Leader
PPI Lead									
Consultation on key and major decisions	The Directorate made significant progress this Quarter as there was 100% compliance with the criteria.	Green	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%	43%	100%	Leader
By March 2012 100% of key and major decisions have evidence that equality issues have been fully considered	There are significant improvements against the criteria of the indicator this quarter which has resulted in 100% compliance. The outcomes from the QA exercise will be discussed within the Directorate to inform future reports and the report clearance process.	Green	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	25%	66%	43%	100%	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 underspend of £0.5m, it is anticipated that reserves will be a minimum of £20.5m at the year end. The level of general reserves could be higher but it is anticipated that approval will be given to the creation of a number of earmarked reserves to provide greater resilience against future risks.	Green	Value of Revenue Reserves	£17.1m	£18.6m	£18.6m	£20.5m	>£20.5m	Leader
Manage the reduction in the size of our workforce whilst retaining the right skills/experience and through developing our staff	<p>To date approximately 1870 employees have expressed an interest in either Voluntary Early Retirement or Voluntary Severance. Of these 1200 employees have confirmed that they would like to progress with their application. Over 200 employees left under ELI in 2012-13.</p> <p>The actual end of year reduction of headcount across the council was 2,179 – this was achieved through a combination of ELI and natural turnover. However, there has been a recent drive to convert agency staff to LCC employees and external recruitment continues. This has impacted on ability to achieve this target.</p> <p>Phase 2 of the project is underway and will address the expressions of interest received from staff who wish to leave up to 2015/16. This information will be used to develop workforce plans, inform budget plus reviews and the organisational development plan. This will ensure a structured approach to succession planning. A review of the talent pool and talent management is also underway. The plans will be reviewed quarterly.</p> <p>The absence figure in March has increased to 9.69 days. This is 1.19 days above the corporate target, and 0.39 higher than the 11/12 outturn. However, it should be noted that 2011/12 was our best year yet, and the year end result of 2012/13 is broadly similar (9.69 compared with 9.3). The trajectory has also improved over the course of the year. For example, in May 12 the year end was projected to be 11.17 and the actual year end was 9.69 days. Concentrated effort will take place in hotspot areas through introducing work specific health initiatives to improve attendance supported by targeted HR activity.</p>	Green	<p>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)</p> <p>2500 (cumulative total by March 2013 i.e. 14,760)</p> <p>Percentage of senior officers who are women</p> <p>Percentage of senior officers who are from BME communities</p> <p>Percentage of senior officers who are disabled</p> <p>Improve percentage of the workforce by following characteristics: Age; Disability; Sex; Ethnicity; Sexual orientation; Religion, faith, beliefs.</p> <p>Reduce number of days staff sickness (per full time equivalent) - Council Figure</p>	<p>Not Set</p> <p>Not Set</p> <p>Not Set</p> <p>Not Set</p> <p>8.5 Days</p>	<p>2219</p> <p>50.33%</p> <p>9.80%</p> <p>4.36%</p>	<p>2222</p> <p>50.65%</p> <p>9.33%</p> <p>4.57%</p>	<p>2164</p> <p>51.26%</p> <p>9.07%</p> <p>4.85%</p>	<p>2179</p> <p>51.5%</p> <p>8.9%</p> <p>4.4%</p> <p>Please see Equality Scorecard</p> <p>2.20 (Current year-end forecast is 9.86)</p> <p>4.21 (Current year-end forecast 9.45)</p> <p>6.91 (Current year-end forecast is 9.55)</p> <p>9.69</p>	Neighbourhoods, Planning and Support Services
Improve the Information Communication Technology (ICT) infrastructure to support the delivery of priorities	<p>Essential Services Programme (ESP) - Rollout continues and feedback from the customers continues to be positive. A small number of old business applications (including Idipse) do not work with Windows 7 and alternate solutions are being investigated.</p> <p>All work on air-conditioning and power in the Civic & Apex Data centre has now been complete. There have been two power cuts in the last quarter, one which affected Civic and another which affected Apex. In both cases, the investment made in new power backup systems meant the Council avoided major IT failures in both cases.</p> <p>Issues with the LLN service continued during 4th quarter, 3rd party (Capita) are still failing to meet agreed service levels and breach of service notice has been served on them. Work has been undertaken on improving the underlying infrastructure that supports the service.</p> <p>Customer satisfaction (relating to resolution of a customers ICT issue) remains broadly positive.</p>	Green	<p>Maintain percentage time ICT Systems are available</p> <p>Increase satisfaction of users with ICT Services (measured via SOCITM survey)</p> <p>Increase satisfaction of users with ICT Services (measured via ICT Helpdesk survey)</p> <p>Increase user satisfaction with the quality of ICT training</p>	<p>99%</p> <p>70%</p> <p>-</p> <p>Previously measured via SOCTIM survey but this will now be drawn from the new performance and learning system with a new baseline to be established.</p>	<p>99.80%</p> <p>84.30%</p>	<p>99.86%</p> <p>89.46%</p>	<p>99.75%</p> <p>88.71%</p>	<p>99.92%</p> <p>system fault- unable to obtain Q4 score</p>	Neighbourhoods, Planning and Support Services

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	<p>All elections and referendums for 2012 successfully completed with no challenge and good feedback. No elections scheduled for 2013. A by-election in the Crossgates and Whinmoor Ward has been scheduled for 2 May 2013 and planning is now underway.</p> <ul style="list-style-type: none"> Roll out of briefings on the changes to the decision making arrangements undertaken on time. Decision training completed in the Autumn and on-going. Report writing briefings commenced and planned for period March - April 2013 Support the continued Modernisation of Full Council Amendments to Council Procedure Rules (CPR's) agreed by Council in November. Support to the new Standards and Conduct arrangements for the Council Substantial amendments completed - arrangements reviewed by the Standards and Conduct Committee in January 2013 with amendments approved by Council in February. Annual report to full Council April 2013 Support to the review of Plans Panel terms of reference Revised arrangements approved by full council and to be reviewed in May by General Purposes Committee. Transfer of Public Health functions to the Council from the NHS Establishment of Health and Wellbeing Board currently scheduled for approval by full council at the Annual Meeting. 	Green	No challenge to the outcome of any election or referendum	No Challenge	No Challenge	n/a	n/a	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%	98%	94%	
			Maintain percentage of important decisions available for challenge (Measure covers Key decisions)	95%	96%	93%	96%	95%	
Maintain effective arrangements to buy goods and provide services that give value for money	<p>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 has continued to progress across the strategy, category and business workstreams, and the pilots continue to undertake specific delivery activities. As part of this review a set of spend analysis tools (including a savings tracker) have been developed to report accurately on the in-year savings, whole year savings and whole life savings. The actual cashable savings (whole year savings) for 2012/13 are £6m. As we move forward through 2013/14 in-year savings will be reported to the new Procurement Board and Executive Board on a regular basis.</p>	Green	Delivery of budget savings through procurement	No formal target set	N/A	N/A	N/A	£6m	Neighbourhoods, Planning and Support Services

Directorate Priorities	Progress Summary	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolios
Key Business Plan Supporting Indicators	Target has been met	Maintain total percentage of Council Tax collected	99.20%	99.15%	99.17%	99.18%	99.20%	Leader
	Whilst the target has not been met the collection rate has exceeded last years despite an additional growth this year in the amount collectable of almost £1M.	Maintain percentage of Council Tax collected in year	96.7%	28.52%	55.65%	83.03%	96.63%	
	The final collection rate is 0.17% ahead of that for the previous year, but marginally below the target. The economic climate continues to have an impact on collection rates nationally.	Maintain percentage of business rates collected in year	97.7%	33.03%	59.14%	86.02%	97.63%	
	The year end target has not been met for this indicator and performance has been rated Amber. This years outcome can not be compared on a like for like basis with last years due to a change in the calculation methodology and so will be used to set a benchmark for future years.	Maintain percentage of other income collected within 30 days	98.0%	n/a	73.90%	88.30%	96.50%	
	This indicator was a combined measure for both housing benefit and council tax benefit new claims and changes of circumstances. Although the end of year performance is 15.57 days against the 12 day target this is still a good achievement as new claims performance was on target and it was the high volume of change of circumstances received that meant changes performance slipped and ended slightly behind the target set. Council tax benefit was abolished from 1 April 2013 and the combined measure is no longer relevant going forward in 2013/14.	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	16.33 Days	15.56 Days	
	Our performance at Q4 continues to show improvement and overall exceeded the target of 92%. This reflects the good work of services in progressing invoices more efficiently, which more than offset the slight dip in processing times during December's Christmas closedown.	Increase percentage of invoices that are paid within 30 days	92.0%	90.60%	90.72%	92.02%	92.22%	

Directorate Priorities	Progress Summary	Overall Progress	Executive Portfolios
Manage the change to the new welfare system	<p>Council Tax Support New system went live 1st April. All residents have been notified of changes in support and encouraged to contact if they feel they should be exempt from reduction. The costs of the scheme will be monitored as the year progresses.</p> <p>Implement Housing Benefit Changes Under occupancy changes implemented 1st April. The change effects 7,000 ALMO and 1,800 Housing Association Tenants. 800 new cases have been identified and notified to ALMOs for priority visits.</p> <p>Universal Credit Most of the indications are that Universal Credit will be rolled out more slowly than initially stated. A pared down pathfinder will operate in Tameside in 2013 extended to 3 more pathfinders in June. N announcement on national rollout is expected in late May/June. An in depth action plan on preparing for the rollout of UC has been agreed by the Welfare Strategy Board. This covers:- - Raising awareness of UC amongst stakeholders - Preparing tenants and customers to manage their UC account - Tackling high cost lenders - Ensuring access to online facilities - Developing appropriate delivery arrangements</p> <p>Crisis Loans and Community Care Grants Scheme launched 2nd April. Scheme will continue to be monitored and reviewed. No issues to date.</p>	Green	Leader
Maintain effective audit and risk management arrangements	<p>Audit: With effect from 1/4/13, there are a new set of Internal Audit standards (known as the Public Sector Internal Audit Standards PSIAS). CGAC will be alerted to the new standards and an assessment made of compliance with the new standards. PSIAS require some amendments to the Internal Audit Charter; which will be done as soon as the CIPFA interpretation of the standards is published. CGAC receive regular reports from Internal Audit. These reports comment on the audit activity and also include information on the Internal Audit's performance. Regular customer satisfaction surveys indicate a high degree of satisfaction with the extent to which Internal Audit adds value with its programme of audit reviews.</p> <p>Risk management: The Q3 risk report to CLT was presented on 19/2/13 with the Q4 risk report to be presented 21/5/13. The Risk Management Unit has successfully completed its pilots of the 4Risk software system and is in the process of rolling this out to the Children's Services' Directorate, followed by Financial Management. The Unit has engaged with all its risk co-ordinators across the different directorates as part of a review of the risk management arrangements across the Council. Positive feedback was reached, particularly on the role and support of the Risk Management Unit. The Unit has also completed its 1-2-1s with all Executive members to review the corporate risk register with no issues to report. Finally, the Unit continues to carry out risk management workshops, latest being for the AT Hub (ASC) on 25/4/13. The Unit is currently engaging with staff across the Council to provide robust risk assurance reports to both the Executive Board (assurance on the corporate risk register) and Corporate Governance & Audit Committee (assurance on the adequacy of the Council's risk management arrangements) on behalf of our Director.</p>	Green	Leader
Create the environment for effective partnership working	No issues to report	N/A	

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 main appraisals were completed earlier this year (Aug 2012). This is the council's highest ever total. 83% of mid year reviews were completed (December 2012), again this is the council's highest ever total. All full and mid year appraisal reviews for all staff in 2012/13 have been conducted using the same, single council wide scheme and the council's new Performance and Learning system was used for appraisals for 8000+ employees for the first time in 2012/13</p> <p>Looking forward to 2013/14, 'Quality appraisals for all' remains a top priority for the council, and again were aiming for 100% completion of both full and mid year reviews. The new 2013/14 appraisal window opened as planned on 4 April 2013. New style performance ratings are being used in appraisals for all staff. An effective Joint Trade Union/HR working group continues to support and monitor the implementation of appraisals across the council</p>	Amber	100% staff received an annual appraisal	100%	N/A	97% (Annual appraisal)	83% (Mid year review)	NA	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>There are 3 key measures from the Q4 engagement survey:</p> <p>1. Response rate: decreased from 32% in Q3 to 25% council-wide for Q4. Online responses decreased from 45% to 37% and postal responses decreased from 13% to 11%.</p> <p>2. Engagement level - The target for 2012/13 was set at 73% council-wide. The council-wide engagement measure has increased from 68% in Q3 to 73% in Q4. This includes 53 staff (5% of all respondents) who did not state their service area/directorate and for whom the engagement levels were 70% (compared to 39% in Q3). Since November 11 the Council and all Directorates have met the target of increasing engagement levels by 2%, apart from Adult Social Care who have increased by 1% (but consistently remain above the Council wide level) and Legal Services (however it is worth noting whose score has fluctuated throughout the quarters, this could be attributed to their size).</p> <p>3. Performance gap – The performance gaps (the difference between importance and performance scores) have continued to close in the 'Your Managers' section whilst the other sections have seen a very slight increase since Q3. Compared to Nov 11 nearly all the performance gaps have continued to close (with the average Performance Gap continuing to close from -1.8 in Nov 11 to -1.3 in Q4) indicating that we are continuing to close the gap overall between Importance and Performance.</p>	Green	<p>Increase the level of staff engagement</p> <p>Note: The engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged.</p>	73%	69%	66%	68%	73%	Neighbourhoods, Planning and Support Services
All directorates deliver their budget action plan and stay within their approved budget	The 2012/13 budget was based on the second year of a two year funding settlement and the loss of government grant plus pressures on spending resulted in the Council needing to identify around £55m of savings. Overall, the Council has responded well to the challenge. The provisional outturn position is an underspend of £4.8m. This represents a variation of just 0.86% of the approved budget.	Green	No variation from approved directorate level revenue budget in year (Underspend) / Overspend (000s)	£0	£1,071	£1,668	(-£573)	(£4,189k)	Leader