

## Joint report of the Chief Executive, Deputy Chief Executive and Strategic Director

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – SUPPORT SERVICE AREAS**1. Purpose of Report

To report progress against outcome targets and the performance indicators identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives.

2. Background

The Corporate Plan was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year. Business Plans for the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT & Business Transformation were approved by this Committee on 13 February 2020.

3. Performance Management

The Council's performance management framework sees Committees receive regular reports which review progress against their respective Business Plans; including a detailed annual report where both performance and financial management is considered following the year-end.

This report provides an overview of progress from the perspective of the support service areas. It provides a summary analysis of progress made to date on key tasks and priorities for improvement and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI). Further details including summary tables and exception reporting is provided in the appendix.

*The content of this report is based upon data required to demonstrate progress with the Business Plan. The Council is continuing to review its corporate performance reporting arrangements, including the content of regular reports to Committees. Members are invited to comment upon the format, level and content of data provided for future reports.*

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the key tasks and actions in the Business Plans for the support service areas and performance in relation to the current performance indicators.**

Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. This sets out the Council's priorities to achieve its vision to make "**A Greener, Safer and Healthier Broxtowe where everyone prospers.**" Over the period, the Council will focus on the following priorities:

- Housing – A good quality home for everyone
- Business Growth – Invest in our towns and our people
- Community Safety – A safe place for everyone
- Health – Support people to live well
- Environment – Protect the environment for the future

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans






Business Plans linked to corporate priority areas were approved by Council on 4 March 2020, following recommendations from the respective Committees. These Business Plans detail the projects and activities to be undertaken in support of the Corporate Plan for each priority area. These cover a three-year period and are revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly, including an annual report where performance and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports on progress with the Business Plan relating to support service areas. This report provides a summary of progress made to date on key tasks and priorities for improvement (as extracted from the *Pentana* performance management system) and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI).


The Council monitors its performance using *Pentana*. Members can access the system at <https://broxtowe.pentanarpm.uk/login> with a generic user name and password, enabling them to interrogate the system on a 'view-only' basis. A traffic light system of red, amber and green symbols is used to provide an indication of performance at a particular point in time.





## SUMMARY OF PROGRESS – KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21






	Completed 	In Progress 	Warning 	Overdue 	Cancelled 
<b>Finance Services</b>	2	5	-	3	-
<b>Legal Services</b>	2	2	1	-	-
<b>Governance and Democratic Services</b>	-	1	-	-	-
<b>Property Services</b>	-	1	-	-	-
<b>ICT and Business Transformation</b>	-	3	-	-	-
<b>Revenues, Benefits and Customer Services</b>	1	5	-	-	-
<b>TOTAL</b>	5	17	1	3	-

The following table provides further details by exception. Full details on all actions are available from the respective Head of Service/Priority Lead and via the system using the Members login at <https://broxtowe.pentanarpm.uk/login>.

## EXCEPTION REPORTING – KEY TASKS AND ACTIONS





Status	Action Title and Code	Action Description	Progress	Due Date	Comments
In Progress 	Rollout web based Financial Management software and refreshed Purchase Ordering processes to all Departments (FP1922_02)	Introduction of web based accounts management to support New Ways of Working Effective budget monitoring by managers through use of web-based system. Sound commitment accounting to improve quality of financial reporting. Compliance with Financial Regulation	<b>80%</b>	Sep-2020	The Financial Management System was updated to the supplier's latest version in November 2020. This will ensure the continued software support for the foreseeable future. More users are adopting the web-based version and this will be promoted further now that the upgrade has been completed. <b>Revised target date – March 2021.</b>

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
In Progress 	Implementation of Intelligent Scanning ensuring automated matching of valid purchase orders to invoices (FP1922_03)	Reduction in time taken to process invoices received Ensure compliance with Financial Regulations for purchase orders. Reduction in time taken to process invoices received. Effective internal control and reduction of paper invoices	<b>60%</b>	Sep-2020	The Intelligent Scanning software has been installed and is being used in a number of sections. The roll-out to users was placed on hold whilst the Financial Management System was upgraded. Plans are being drawn up for the further roll-out to users. <b>Revised target date – March 2021.</b>
Overdue 	Determine the Council's approach to procurement to ensure that it meets needs and objectives (FP1922_05)	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	<b>75%</b>	Sep-2020	The Procurement Strategy has been refreshed and implemented and officer briefings have been held. The Council is employing an Interim Procurement and Contracts Officer. A further attempt to fill the established post on a permanent basis is being made in December 2020.
Overdue 	Review and update the Financial Regulations for approval by Members (FP2023_01)	Updated Financial Regulations to be adopted by the Council. Approval required at Full Council	<b>20%</b>	Jun-2020	Financial Regulations for Contracts (Standing Orders) was updated in March 2020. The update of the general Financial Regulations is outstanding.
In Progress 	Review the ICON Income Distribution System (FP2023_02)	ICON ownership needs to be established. Technical Issues require resolving.	<b>10%</b>	Mar-2023	Regular Account Management meetings with the supplier are being held and the system was upgraded in the summer. The issue of system ownership is still unresolved and has been referred to the Deputy Chief Executive/S151 Officer. A number of technical issues (primarily concerning user access and system reliability) have been resolved. The number and value of items in suspense accounts is falling and is continuing to be monitored closely.

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
Overdue 	Continue to develop a contract management framework for adoption across the Council. (FP2023_05)	Establishing a corporate contract management framework to include performance management arrangements/reporting. Opportunities for savings and efficiencies may be achieved through effective procurement.	<b>90%</b>	Jul-2020	A Corporate Contract Management framework has been designed and agreed by GMT. This will shortly be rolled out across the Council.
In Progress 	Progressing the completion of First Registration of Council owned land (LA1821_02)	Achieve 100% registration of unregistered Council land	<b>0%</b>	Dec-2021	The commencement of this has been delayed due to earlier difficulties in recruiting to the Legal Officer position. The task is still expected to be completed by the target date.
Warning 	Rewrite the Council's Constitution (LA1922_02)	Update the Council's constitution to reflect the Council's day to day business	<b>71%</b>	Apr-2021	An update of Contract Standing Orders has been completed as has the Scheme of Delegation. The Code of Conduct will be considered after the national model code is approved.
In Progress 	Roll Out Phase 2 of the Committee Management System (DEM1922_01)	More efficient and effective production and distribution of Agendas, Minutes and improved website information	<b>70%</b>	Feb-2020	The roll out is due to be completed in the spring. <b>Revised target date – May 2021.</b>
In Progress 	Introduce a replacement Asset Management Plan for 2021-2026 CP2023_01	Aim to increase income from commercial assets and maximise efficiency from non-commercial assets	<b>75%</b>	Dec-2020	An initial draft of Asset Management Plan has been prepared. Work on the Kimberley Depot section of the plan is ongoing.


## **SUMMARY OF PROGRESS - PERFORMANCE INDICATORS 2020/21**








*(Critical Success Indicators CSI included in figures and identified separately in brackets)*



	Satisfactory 	Warning 	Alert 	Unknown 
<b>Finance Services</b>	2	2 (1)	1	-
<b>Legal Services</b>	-	-	-	-
<b>Governance and Democratic Services</b>	1 (1)	2 (1)	-	-
<b>Property Services</b>	3	-	1	-
<b>ICT and Business Transformation</b>	4 (2)	-	-	-
<b>Revenues, Benefits and Customer Services</b>	5 (3)	-	2 (1)	-
<b>TOTAL</b>	15 (6)	4 (3)	4 (1)	-

The following table provides further details by exception. Full details on all performance indicators are available from the respective Head of Service/Priority Lead and via the system using the Members login at <https://broxtowe.pentanarpm.uk/login>.

## **EXCEPTION REPORTING – PERFORMANCE INDICATORS**

Status	CSI and Code	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Amber 	<b>CSI</b> Invoices paid within 30 days of receipt % (BV8)	Quarterly	99.3%	97.2%	97.9% (Oct-20)	99.0%	The Chief Executive's briefing to Senior Management Team on 16 September 2020 encouraged all staff to ensure that invoices as processed promptly, particularly those from small and medium sized local businesses

Status	CSI and Code	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Red 	Percentage of sundry debtors raised in any one financial year paid in that year (FPLocal_02)	Quarterly	83.5%	83.4%	47.7%	90.0%	Recovery rates have been hampered by the Covid-19 pandemic.
Amber 	Internal Audit: Percentage of planned audits completed in the year (FPLocal_03)	Annually	97%	86%	-	90%	Data collected annually. Internal Audit Plan being revised following impact of Covid-19 on available resources for assurance work.
Amber 	Percentage of Freedom of Information requests dealt with within 20 working days (LALocal_12)	Quarterly	97%	96%	96%	100%	ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Currently exceeding this ICO target.
Amber 	Percentage of complaints acknowledged within 3 working days (LALocal_04)	Quarterly	94%	97%	98%	100%	
Red 	Percentage of tenants of industrial units with rent arrears (CPLocal_02)	Quarterly	1.6%	5.0%	3.3%	2%	Industrial units have been subject to some rent deferrals due to the original lockdown period, although most are now catching up with their payments. However, government guidance prevents taking any recovery action for the remainder of this year. The percentage of arrears is based on the current historic arrears and does not include Beeston Square.
Green 	Percentage of Beeston Square Shops vacant for more than 3 months (CPLocal_05)	Quarterly	7.7%	0%	0%	0%	This position is expected to get worse in the coming months due to the effects of Covid-19 and the resulting expected departure of at least three shop tenants.
Green 	Net Rental Income (Yield) from Beeston Square Shops (CPLocal_06)	Annually	-	£320k	-	£250k	This is expected to decrease from the previously achieved net income due to the expected loss of three shop tenants.

Status	CSI and Code	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Red 	Online payments transactions to the Council (CSLocal_14)	Quarterly	67,541	62,111	11,527	70,000	The current figure for 2020/21 to date is 25,689
Red 	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding (BV79b(ii))	Annually	29.0%	26.5%	5.8%	10.6%	The recovery of HBOP debts were on hold for the period April to September 2020 due to Covid-19 and this has impacted on performance.