

**Joint Report of the Chief Executive, the Deputy Chief Executive and the Strategic Director****BUSINESS PLANS AND FINANCIAL ESTIMATES 2021/22 - 2023/24**1. Purpose of report

To consider the proposals for business plans, detailed revenue budget estimates for 2021/22, capital programme for 2021/22 to 2023/24 and proposed fees and charges for 2021/22 in respect of the Council's priority areas.

2. Detail

As part of the Council's performance management framework, the delivery and financial plans for the five corporate priority areas identified within the Corporate Plan are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

Financial and business planning is ordinarily reported to the Committee which has primary responsibility for oversight of the relevant priority area and related services. Although there is no single corporate priority for this Committee, business plans and financial estimates in respect of the support service areas are within the remit of this Committee.

Extracts of the proposed business plans are provided in appendix 1b, 1c and 1d respectively. The extracts include relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members.

The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in in appendices 2a to 2c.

Following consideration by each respective Committee, a summary of the estimates, including any changes recommended, is presented to this Committee for consideration and recommendation to Full Council on 3 March 2021. This summary report is elsewhere on this agenda.

**Recommendations**

1. **The Committee is asked to RESOLVE that the Business Plans relating to the support service areas be approved.**
2. **The Committee is asked to RECOMMEND to Council that the following be approved:**
  - a) **Detailed revenue budget estimates for 2021/22 (base) including any revenue development submissions.**
  - b) **Capital programme for 2021/22 to 2023/24**
  - c) **Fees and charges for 2021/22.**

Background papers – Nil

**APPENDIX 1****Introduction**

The Council's business and financial planning framework is one of identifying key service and spending pressures and prioritising resources accordingly, taking into account national and local priorities.

The targeted outcomes from these key issues and the anticipated impact on service performance are set out in business plans. These plans are combined with financial information, including proposals for reducing business costs and increasing income, to form the business plans for each priority area.

This report considers the detail in respect of the business plans covering Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation. The financial consequences of the business plans, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plans.

Within the business plans attached to this report, there are some key tasks which can be met from existing resources or which relate to policy preparation and are not therefore included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified, along with the financial impact in section 5 of the business plans.

There are also several key tasks where it is not appropriate to make financial provision at this stage. These include areas that are subject to external funding bids, partnership arrangements or where insufficient information exists at the present time. In addition, there are a number of capital schemes within the programme which are deemed to be 'awaiting funding' pending receipt of the necessary resources to complete them

All of these items will be the subject of further reports throughout 2021/22 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

**Business plans**

As part of the Council's performance management framework, it is the responsibility of each relevant Committee to consider business plans prior to recommendations being made to Council. The purpose of the plans is two-fold. Firstly, they establish the linkage between the Council's high-level objectives and the strategies and aims of the respective services, and secondly, they outline the services' proposals for meeting those aims and objectives.

This report deals with the Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation Business Plans and the associated budgets covering this priority area.

The Council's corporate objectives and aims, as included in the Corporate Plan, are shown at appendix 1a to provide the framework for consideration of the business plans. The group of functions included within this report support all of the Council's corporate priorities.

### **Financial background**

The revenue and capital budget proposals for the corporate priority, together with proposed fees and charges, are shown in appendices 2a to 2c.

The revenue budgets show the 2020/21 revised estimate as of December 2020 and the 2021/22 base estimate for the areas encompassed by the relevant business plans. The base estimate figures generally reflect the same level of service as in the current year with a few exceptions.

The following are included in the 2021/22 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of utilities. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income within the General Fund and the Housing Revenue Account (HRA) arising from the review of fees and charges.
- c) The revenue effects of the 2021-2024 capital programme including the cost of any new borrowing to support the capital programme.
- d) Any revenue developments.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification. The following shows the type of expenditure charged to each heading:

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- Premises Related Expenses – repairs, alterations and maintenance of buildings, fixed plant and grounds; energy costs; rents; national non-domestic rates; water charges; fixtures and fittings; cleaning and domestic supplies.
- Transport Related Expenses – direct transport costs; recharge of pooled transport costs; travelling allowances
- Supplies and Services – equipment, furniture and materials; clothing, uniforms and laundry; printing, stationery and general; office expenses; postages; telephones; insurances; grants and subscriptions; miscellaneous expenses
- Third Party Payments – other local authorities; private contractors; charges from trading services
- Transfer Payments – Housing and Council Tax Benefits

- Central, Departmental and Technical Support Services - administrative buildings expenses; central departmental support; departmental administration
- Capital Financing Costs – operating lease charges; asset register charges

## APPENDIX 1a

**FRAMEWORK FOR BUSINESS PLANNING**

The Council's Corporate Plan is subject to annual review to ensure that it continues to reflect the aims and objectives of the Council.

**Vision**

The Council's Vision for Broxtowe is “**greener, safer, healthier Broxtowe, where everyone prospers**”.

**Priorities**

The Council's updated priorities have been updated have been developed within the context of national, regional and countywide plans and priorities with the aim being to align these with our own aspirations wherever possible.

The Council's priorities are **Housing, Business Growth, Environment, Health and, Community Safety**.

Underpinning the above and all of the Council's work is a series of values which the Council has adopted, namely:

**G**oing the extra mile: *a strong, caring focus on the needs of communities*

**R**eady for change: *innovation and readiness for change*

**E**mployees: *valuing our employees and enabling the active involvement of everyone*

**A**lways improving: *continuous improvement and delivering value for money*

**T**ransparent: *integrity and professional competence.*

**Objectives**

Each priority area is underpinned by its strategic objectives. Each strategic objective has targeted outcomes against which progress can be monitored.

The Council's priorities and objectives are:

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

## Appendix 1b

**RESOURCES BUSINESS PLAN 2021–2024**Introduction

An extract of the proposed Resources Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

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.

The Business Plan covers a three-year period but is revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE AND SERVICE DATA

## CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	99.5%	99.3%	97.2%	99%	99%	99%	Head of Finance Services
Working days lost due to sickness absence (BVPI12a)	13.64	8.69	10.88	7.5	7.5	7.5	Payroll and Job Evaluation Manager  In 2018/19 the average working days lost due to sickness was 9.8 days. The lowest recorded from one local authority was 7.1 with the highest reported as 13.9.
Working days lost due to short term sickness absence (HRLocal_17)	4.23	3.22	3.34	2.5	2.5	2.5	
Working days lost due to longer term sickness absence (HRLocal_18)	9.41	5.47	7.54	5.0	5.0	5.0	

## KEY PERFORMANCE INDICATORS (KPI)

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	98.5%	97.0%	92.6%	98%	98%	98%	Head of Finance Services

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	83.2%	83.5%	83.4%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	89%	97%	86%	90%	90%	90%	Chief Audit and Control Officer
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	95%	75%	95%	95%	95%	Chief Audit and Control Officer; Procurement and Contracts Officer  Due to the Covid-19 pandemic, strategic decisions were taken to roll-on a number of existing (low value) contracts, instead of retendering. Focus has been on carrying out robust procurement exercises on the high value strategically critical contracts.
Prosecutions where a sentence is imposed in the Magistrates Court (LALocal_13)	100%	90%	100%	90%	90%	90%	Head of Legal Services and Deputy Monitoring Officer
Individually registered electors in the borough (LALocal_08)	84,167	84,788	87,126	85,744	87,500	87,500	Head of Administrative Services Registered electors on 1 December 2020
Complaints acknowledged within the specified time (LALocal_04)	91%	94%	97%	100%	*100%	*100%	Head of Governance and Deputy Monitoring Officer  <i>*Acknowledgements to be made in five working days from May 2021 in accordance with legislation.</i>



Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Freedom of Information requests replied to within 20 working days % (LALocal_12)	95%	97%	96%	100%	100%	100%	Head of Governance and Deputy Monitoring Officer
Subject Access Requests responded to within one month (New)	n/a	n/a	n/a	100%	100%	100%	Head of Governance and Deputy Monitoring Officer
Councillors with an Annual Training Plan (New)	n/a	n/a	n/a	n/a	25%	100%	Head of Governance and Deputy Monitoring Officer
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	-	Ach.	Ach.	Ach	Ach	Exc	Human Resources Manager Ach = Achieving; Exc = Excellent
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	7.09%	6.90%	6.25%	7%	8%	8%	Human Resources Manager Slight decrease. Not all employees declare a disability
Ethnic minority representation in the workplace (BVPI 17a)	6.87%	6.44%	7.24%	8%	8%	8%	Human Resources Manager 2011 census data shows 7.8% of individuals within the borough are from a BAME background.
Annual employee turnover (HRLocal_06)	13.1%	14.0%	10.3%	12%	12%	12%	Human Resources Manager 13% for local authorities in England 2018/19

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees qualified to NVQ Level 2 and above (HRLocal_07)	85%	85%	86%	87%	88%	88%	Human Resources Manager  Positive increase on previous year. Overall skills levels remain stable, as nearly all new starters have level 2 qualifications or above. If the number of leavers with higher qualifications is higher than the number of new starters this results in a slight overall skill level drop.
Industrial Units vacant for more than 3 months (CPLocal_01)	1.6%	1.6%	1.6%	5%	5%	5%	Estates Manager  The industrial units have had some tenant changes but remain fully let.
Industrial Unit tenants with rent arrears (CPLocal_02)	6.6%	1.6%	1.6%	5%	5%	5%	Estates Manager  There has been some rent deferrals due to the pandemic. With government guidance, preventing active debt recovery until at least March 2021, the ability of tenants to repay arrears (currently around 10% of the units) will only become clear once recovery action recommences.
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	15%	8%	0%	5%	20%	5%	Estates Manager  This reflects the impact of the Covid-19 pandemic lockdowns on the retail sector.
Net rental income yield from The Square, Beeston shops (CPLocal_06)	£252k	£269k	£321k	£250k	£150k	£250k	Head of Asset Management Head of Finance Services  This reflects the impact of the Covid-19 pandemic lockdowns on the retail sector.

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
FP2023_01	Review and update the Financial Regulations for approval by Members	The Council's updated Financial Regulations to be adopted by the Council.		Deputy Chief Executive June 2021	Approval required at Full Council
FP2023_07	Produce final accounts by end of May	Final Accounts to be produced for external auditors to scrutinise by end of May		Head of Finance Services May 2021	Additional interim support agreed by Finance and Resources Committee on 10 October 2019.
FP1922_03	Implementation of Intelligent Scanning ensuring automated matching of valid purchase orders to invoices	Ensure compliance with Financial Regulations in respect of raising orders.  Reduction in time taken to process invoices received.  Effective internal control and reduction of paper invoices	Civica	Chief Accountant September 2021	Efficiency expected with improved speed and accuracy of processing
FP2023_02	Review the ICON Finance System	ICON ownership needs to be established.  Technical Issues require resolving.	Civica	Deputy Chief Executive June 2021	Resourcing of service
FP1922_05	Determine the Council's procurement approach to ensure that it meets needs and objectives	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	To be determined	Head of Finance Services Chief Audit and Control Officer June 2021	May require additional resources – Impact to be determined.

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
FP2023_05	Develop the new contract management framework for adoption across the Council.	Establishing a corporate contract management framework to include performance management arrangements/reporting.		Chief Audit and Control Officer Procurement and Contracts Officer June 2021	Opportunities for savings and efficiencies may be achieved through effective contract management.
FP2023_06	Further develop the existing Internal Audit collaboration with Erewash Borough Council	Establishing a more formal arrangement and structure for delivery of resilient internal audit services at the two authorities.	Erewash Borough Council	Chief Audit and Control Officer September 2021	Further resilience, efficiency and opportunity for nominal income generation achieved through collaboration.  Aim to be at least budget neutral but may require additional resources – impact to be determined.
LA1821_02	Identify and then progress the completion of First Registration of Council owned Land	Achieve 100% registration of unregistered Council land	Land Registry Planning and Regeneration Team	Head of Legal Services and Deputy Monitoring Officer October 2022	Additional resource recruited in September 2020 on a 2 year fixed contract. Work has commenced to identify how much Council land remains unregistered. Once completed a timeline to achieve 100% registration will be set. Land registration can take up to 9months to process and may result in delays.
LA1922_02	Rewrite and update the Council's Constitution	Update the Council's Constitution to reflect the Council's day to day business	Senior Officers Democratic Services Members	Monitoring Officer Head of Legal Services October 2021	Target date revised to allow time for Senior officers and Members to be consulted before proposed changes are reported to Full Council for approval.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LA2023_02	Create instruction Proforma's/Templates/ /guidance notes in the Case Management System	To create templates for internal and external communication to improve efficiency, standardise procedures, support team development and resilience.		Head of Legal Services December 2021	Draft proforma templates currently being circulated to services for comment. Expected to be agreed and in use by March 2021.  Work on templates and guidance notes underway. Due to volume of documents needed to be created the deadline has been revised to December 2021.
DEM1518_02	Transfer of land charges function to Land Registry	Fully electronic register and successful transfer to Land Registry		Head of Administrative Services September 2022	Some of the land searches function will remain with the Council but no income will be received. The level of funding from the government to compensate is unknown at this stage
DEM1518_01	Community Governance Review	Revision of all parish boundaries so that existing anomalies are removed wherever possible		Head of Administrative Services June 2022	Work will commence in June 2021 and will be concluded to enable any changes to boundaries, including potential changes to Borough Ward boundaries, to be effective for the elections in May 2023.
DEM1923_01	Implementation of the canvass reform	Successful implementation of the new canvass process in 2020.		Head of Administrative Services December 2020	Canvass completed within existing budgets

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
DEM1922_01	Roll out phase 2 of the committee management system	More efficient and effective production and distribution of agendas and improved website information		Democratic Services Manager May 2021	Phase 1 completed January 2018 resulting in improved efficiencies. Development work on accessible documents complete. Programme in development to produce reports internally through the management system
DEM2124_01 (New)	Replace complaints system	To implement new complaints system and train key users	Support from Newark and Sherwood District Council.	Democratic Services Manager May 2021	Within existing budgets but requires officer training
DEM2124_02 (New)	Hybrid meetings (combined physical/virtual meetings)	To investigate the requirements for facilitating hybrid meetings		Democratic Services Manager July 2021	Within existing resource. Current legislation due to expire May 2021.
DEM2124_03 (New)	Member Development Programme	Develop a bespoke member training programme to update skills to promote sound decision-making.		Head of Governance May 2021	Head of Governance
DEM2124_04 (New)	Undertake service review	To establish and define the functions, procedures and performance standards within Governance Services to ensure legislative and corporate requirements are met, updating policies as required		Head of Governance May 2022	Head of Governance

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
HR2024_01	Introduce six new online Broxtowe Learning opportunities	Expand the range of opportunities to develop employee skills	Learning Pool	Learning and Development Coordinator June 2021	Within existing budgets Currently 50% complete
HR1922_01	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme	Become a champion within local/business communities in terms of appointing, keeping, and developing disabled employees	Department for Work and Pensions	HR Manager June 2021	Within existing budgets Currently 78% complete
HR2124_01 (New)	Produce a Neuro-Diversity Policy supported by training	Working policy on neuro-diversity issues within the organisation	Internal	HR Manager March 2022	Within existing budgets
HR2124_02 (New)	Implement a Lease Car scheme for employees	Provision of lease cars in line with the Climate Change and Green Futures scheme	Internal/Sodexo	HR Manager June 2021	Within existing budgets
CP2023_01	Introduce a replacement asset management plan for 2021 to 2026.	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager June 2021	
H&S2124_01 (New)	Introduce a health and safety management system.	Ensure the Council meets its statutory requirements for managing health and safety.	ICT / Procurement Officer	Health and Safety Manager March 2022	Capital and Revenue costs to be determined (e.g. may or may not involve new software)

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
H&S2124_02 (New)	Complete the health and safety strategy/document review.	Map out what exists, identify gaps, review / introduce all necessary policies in accordance with the required timescales.	Share best practice with other districts	Health and Safety Manager September 2021	
H&S2124_03 (New)	Monitor compliance with H&S strategies and documents.	Introduce and carry out targeted audits on specific topics.	Share best practice with other districts	Health and Safety Manager December 2021	
H&S2124_04 (New)	Develop further training and mentoring for managers.	Ensure managers are competent to manage health and safety within their own sections / departments.	Cross-Council and share best practice with other districts	Health and Safety Manager March 2022	



## Appendix 1c

**REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS  
PLAN 2021–2024**Introduction

An extract of the proposed Revenues, Benefits and Customer Services Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

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.

The Business Plan covers a three-year period but is revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE AND SERVICE DATA

## CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year % (BV9)	98.5%	98.5%	98.3%	97.5%	98.0%	98.0%	Head of Revenues, Benefits and Customer Services
Non-domestic rates collected in the year % (BV10)	98.8%	99.1%	98.6%	97.5%	98.0%	98.2%	Head of Revenues, Benefits and Customer Services  This performance has been significantly affected by Covid-19 and a lack of recovery options available due to court closures. It is likely that it will take several years to recover to pre-pandemic levels.
Percentage of DHP contribution compared to DWP grant (FRLocal_15)	95.4%	95.3%	99.7%	100%	100%	100%	Head of Revenues, Benefits and Customer Services  Council attempts to ensure that it spends 100% of the government allocation.
Online payment transactions to the Council (CSLocal_14)	64,387	67,541	62,111	70,000	71,000	71,000	Head of Revenues, Benefits and Customer Services  Online transactions will continue to be promoted as the best method of communicating with the Council.

**KEY PERFORMANCE INDICATORS (KPI)**

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	12.6	11.4	8.6	9	9	9	Head of Revenues, Benefits and Customer Services Performance has been affected by Covid-19 and the subsequent increase in the number of people requiring support.
Average time (days) to process Benefit change of circumstances (BV78b)	5.0	3.9	4.4	4	4	4	Head of Revenues, Benefits and Customer Services Performance has been affected by Covid-19 and the subsequent increase in the number of people requiring support.
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	29.3%	29.0%	26.5%	15%	20%	25%	Head of Revenues, Benefits and Customer Services Area significantly affected as a result of Covid-19. On DWP guidance, most recovery action was placed on hold. It is anticipated that it will take several years to reach pre-pandemic levels.
Calls handled ( <i>Answered in Contact Centre</i> ) (CSData02)	84,068	79,800	73,880	82,000	75,000	73,000	Head of Revenues, Benefits and Customer Services A significant increase in the number of calls received as a result of Covid-19. This is anticipated to reduce over future years with a greater move to online transactions.

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
RBCS 1620_01	Manage the introduction of Universal Credit (UC)	Transfer of working age HB claims to UC will be administered by the DWP	Other council departments, system suppliers and DWP	Head of Revenues, Benefits and Customer Services March 2022	The roll out of UC continues and will reduce the amount paid out by the Council. This will impact on the Subsidy amounts that can be claimed.
RBCS 1620_06	Update the Council's face to face customer contact experience	Devise appropriate ways to handle visitors to the new reception in the council offices	Work with partners and other council departments.	Head of Revenues, Benefits and Customer Services July 2021	Implementation is partly dependent on progress of the New Ways of Working Project and the availability of finance to make physical changes to reception
RBCS 2023_01	Business Rates Review	To review the relevant Rateable Value (RV) of Businesses.	Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values	Head of Revenues, Benefits and Customer Services November 2021	Contract with NSDC will cost £20k per annum. Analyse Local will charge a 10% of any RV that they identify as an increase. Any amounts payable will be linked to an increase in the Business rates collectable. Analyse Local will also provide software that will allow greater analysis of the Business Rates data at a cost of £2k per annum
RBCS 2023_03	Reduce telephone abandonment	Reduce the number of calls that are abandoned in the Contact Centre and in the back Office.	Working with all relevant departments to ensure telephones are answered in a timely manner	Head of Revenues, Benefits and Customer Services March 2022	Identify aspects of unavoidable contact and develop strategies to reduce the number of calls received.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
RBCS 2124_01	Evaluate and implement Civica OpenChannel	To implement the OpenChannel module provided by Civica giving end to end online functionality for Customers in Council Tax and Benefits	Civica, using the relevant procurement framework	Head of Revenues, Benefits and Customer Services  August 2021	<p>Promoting online facilities allowing integration with the back office system. Initial quotation is capital cost of £69k with ongoing maintenance of £19k per annum.</p> <p>Efficiencies to be made through reduction in hours as a result of reduced need for re-keying information and reduced calls made to the Contact Centre. It is anticipated that this could be the equivalent of two FTE's across Revenues, Benefits and Customer Services totalling around £50k per annum efficiency.</p>

## Appendix 1d

**ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2021–2024**Introduction

An extract of the proposed ICT and Business Transformation Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

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.

The Business Plan covers a three-year period but is revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE AND SERVICE DATA

### CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01_)	99.6%	99.8%	99.9%	99.5%	99.5%	99.5%	ICT & Business Transformation Manager
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	ICT & Business Transformation Manager

### KEY PERFORMANCE INDICATORS (KPI)

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	100%	100%	91.5%	96%	98%	98%	ICT & Business Transformation Manager
BBSi Programme Completion (ITLocal_04)	100%	96.8%	100%	100%	100%	100%	ICT & Business Transformation Manager

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT2124_01 (NEW)	<p><b>Digital Strategy Implementation</b></p> <p>Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel.</p>	<p>Enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.</p> <ul style="list-style-type: none"> <li>• Implementation of Planning Portal including consultation functionality.</li> <li>• Implementation of the proprietary Document Management Solution for the Planning System in order to support greater flexible working.</li> <li>• Continue with the delivery of the appropriate technology to support agile working.</li> </ul>	Digital Strategy / Access Strategy with reporting tools implemented	Strategic Director ICT and Business Transformation Manager	<p>Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience. Integrate voice services and contact centre elements to enable employees service customer from any location.</p> <p>Estimated Costs. Business case and report to Committee will be required in order to obtain capital funding in the following years:</p> <p>2021/22 £40,000 2022/23 £40,000 2023/24 £40,000</p>



Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT2124_02 (NEW)	<p><b>ICT Security Compliance:</b> PCI-DSS &amp; Government Connect - Maintain compliance with latest Security standards and support annual assessments.</p>	<p>Compliance with latest Government and Payment Card Industry security standards.</p> <p>Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly.</p> <p>Renew Cyber Essentials Accreditation</p>	<p>ICT security solutions are researched/ implemented.</p> <p>Shared learning re cyber incidents.</p>	ICT & Business Transformation Manager	<p>Training, Information Management Strategy, Membership of Cyber-Security Information Sharing Partnership (CiSP)/Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management.</p> <p>The Council will continue to enhance participation in NCSC Active Cyber Defence (ACD) programme including ICT staff completing NCSC training and carrying out simulated attack exercises to test systems and processes and ensure that they are fit for purpose.</p>

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT2124_03 (NEW) Strategic Action 7	<p><b>Telephony:</b> Leverage and look to enhance the benefits of Microsoft Teams</p>	Enhance the current features of the system to introduce voice and contact centre capability for the Council.	Learning from partner sites will inform approach	ICT & Business Transformation Manager	Budget exists within the capital program and will be carried forward from 2020/21. Costs for licenses to support enhanced services available through Microsoft 365 services platform.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT2124_04 (NEW) Strategic Action 8	<b>Core Network:</b> Implement upgrade/ replacement of the Internal Core Network	Upgrade/replace internal core network in line with the Technical Infrastructure programme in order to maintain security and efficiency of network provision.	Learning from other LA sites will inform approach  Procurement from CCS.	ICT & Business Transformation Manager	Budget exists within the capital program and will be carried forward from 2020/21