

Joint report of the Chief Executive, Deputy Chief Executive and Executive 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 11 February 2021.

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.

Recommendation

The Committee is asked to NOTE the performance and progress made in achieving the actions in the Business Plans 2021-24 for the support service areas.

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 the corporate priority areas were approved by Council on 3 March 2021, 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> 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 2021/22






	Completed 	In Progress 	Warning 	Overdue 	Cancelled 
Finance Services	1	4	2	-	-
Administrative Services	1	1	1	-	
Legal Services	1	1	1	-	-
Governance and Democratic Services	1	1	2	1	-
Property Services	-	-	-	1	-
Health and Safety	-	3	1	-	-
ICT and Business Transformation	-	4	-	-	-
Revenues, Benefits and Customer Services	-	5	-	-	-
TOTAL	4	19	7	2	-





EXCEPTION REPORTING – KEY TASKS AND ACTIONS

The following table provides further details by exception. This includes actions that are in progress but nearing a target date and/or key task milestones and also actions that have been completed since the previous Committee meeting.





Full details on all actions are available from the respective Heads of Service/Priority Leads and via the system using the Members login at <https://broxtowe.pentanarpm.uk>.

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
Warning 	Determine the Council's approach to procurement to ensure that it meets needs and objectives (FP1922_05) (Finance)	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	80%	Sep-2021	The refreshed Procurement Strategy has been implemented and officer briefings provided. The Interim Procurement and Contracts Officer continues in post whilst the Council considers its options for delivering the procurement function with a report being prepared for consideration at GMT. Target date proposed to be extended to December 2021.
In Progress 	Review and update the Financial Regulations for approval by Members (FP2023_01) (Finance)	Updated Financial Regulations to be adopted by the Council, with approval required at Full Council	20%	Dec-2021	Financial Regulations for Contracts (Standing Orders) was updated in March 2020. A full review of Financial Regulations will be conducted when resourcing in the Accounts team has been stabilised. Target date proposed to be extended to March 2022.
Warning 	Continue to develop a contract management framework for adoption across the Council. (FP2023_05) (Finance)	Establishing a corporate contract management framework to include performance management arrangements/reporting. Opportunities for savings and efficiencies may be achieved with effective procurement.	90%	Sep-2021	A Corporate Contract Management framework has been designed and agreed by GMT. This is now being rolled out across the Council. Target date proposed to be extended to December 2021.
Completed 	Produce the Final Accounts by end of May - Annually (FP2023_07) (Finance)	Produce the Final Accounts by the end of May	100%	May-2021	Accounts were completed by 30 June 2021. The requirement was to have these completed by 31 July 2021 due to the pandemic.

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
Warning 	Rewrite the Council's Constitution (LA1922_02) (Legal)	Update the Council's constitution to reflect the Council's day to day business	71%	Oct-2021	Senior Officers are being consulted and a Task and Finish Group for Members is being set up. A report is to be presented to Policy and Performance Committee on 2 December 2021 and then taken to Full Council on 15 December 2021. Target date proposed to be extended to December 2021 to allow more time for the task and finish group to consult.
Completed 	Create instruction pro-forma/ templates/guidance notes in the Case Management System (LA2021_02) (Legal)	Create templates for internal and external communication to improve efficiency, standardise, procedures, support team development and resilience.	100%	Dec-2021	The case management system is being used. All standard templates have been uploaded to the system and specific templates and precedents are being uploaded. The Legal Services pro-forma are with the Communications team to upload on the Intranet. Once confirmed all Heads of Services will be notified.
Warning 	Community Governance Review (DEM1518_01) (Admin)	Community Governance Review - Revision of all Parish boundaries so that existing anomalies are removed wherever possible.	30%	July-2022	Briefings held with all Parish Councils during June. The Stage 1 consultation started on 1 July to conclude on 30 September 2021.
Warning 	Rollout of the Committee Management System – Phase 2 (DEM1922_01) (Governance)	More efficient and effective production and distribution of Agendas, Minutes and improved website information	25%	Sep-2021	Rollout to officers has been deferred. An App for Members is being developed which will allow for the viewing of Section 12A information on mobile devices. Target date proposed to be extended to December 2021.
Completed 	Replace complaints System (DEM2124_01) (Governance)	Implement new complaints system and train key users	100%	May-2021	Completed.

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
Overdue 	Hybrid meetings (combined physical/virtual meetings) (DEM2124_02) (Governance)	Investigate the requirements for facilitating hybrid meetings	75%	Jul-2021	Legislation not extended to require hybrid meetings to be held. Procedures continue to be developed in anticipation of legislation for hybrid meetings possibly being introduced. A revised due date of May 2022 is suggested in line with the Committee cycle.
Warning 	Member Development Programme (DEM2124_03) (Governance)	Develop a bespoke member training programme to update skills to promote sound decision making.	50%	Sep-2021	Due date be revised in line with dates of Committee meeting when reports will be presented on this action.
Overdue 	Introduce a replacement Asset Management Plan for 2021 to 2026 (CP2023_01) (Property)	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	10%	Apr-2021	Tenders have recently been received and are being analysed. The intention is to appoint and receive a final report by January 2022. The due date should be revised to coincide with the report in January 2022.
Warning 	Complete the health and safety strategy / document review (H&S2124_02) (Health&Safety)	Map out what exists, identify gaps, review / introduce all necessary policies in accordance with the required timescales.	50%	Sep-2021	Policies in the process of being updated. Target date proposed to be extended to December 2021.








SUMMARY OF PROGRESS - PERFORMANCE INDICATORS 2021/22*(Critical Success Indicators CSI included in figures and identified separately in brackets)*








	Satisfactory 	Warning 	Alert 	Unknown 
Finance Services	2 (1)	2	-	
Administrative Services	-	-	-	-
Legal Services	-	-	-	-
Governance and Democratic Services	1	-	1	-
Property Services	-	1	1	-
Health & Safety	-	-	-	-
ICT and Business Transformation	3 (2)	1	-	-
Revenues, Benefits and Customer Services	1	2 (2)	1	-
TOTAL	7 (3)	6 (2)	3	-



EXCEPTION REPORTING – PERFORMANCE INDICATORS

The following table provides further details by exception. This includes all Critical Success Indicators (CSI) and all monthly/quarterly Key Performance Indicators (KPI). Those indicators where data is updated annually are not included on this quarterly report.

Full details on all performance indicators are available from the respective Heads of Service/Priority Leads and via the system using the Members login at <https://broxtowe.pentanarpm.uk>.

Status	CSI and Code	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q1	2021/22 Target	Notes
Green 	CSI Invoices paid within 30 days of receipt (BV8) (Finance)	Quarterly	97.2%	98.6%	99.5%	99%	Further roll-out of Intelligent Scanning is expected to enhance the efficiency of the creditor payment process and increase the speed with which creditors are paid.
Amber 	Sundry debtors raised in any one financial year paid in that year (FPLocal_02) (Finance)	Quarterly	83.4%	75.2%	85.6%	90%	Recovery action has recommenced after being halted due to COVID-19. The majority of debtor invoices are paid within 90 days, although the number of debtors has decreased significantly.
Green 	Invoices paid within 20 days (FPLocal_09) (Finance)	Quarterly	92.6%	96.5%	98.4%	98%	Officers are entering and authorising payment of invoices promptly.
Amber 	Procurement compliant contracts as identified in the Contracts register (FPLocal_11) (Finance)	Quarterly	96%	90%	90%	98%	The Contracts Register is reviewed regularly and managers informed of action required to ensure contract compliance.
Green 	Complaints acknowledged within the specified time (LALocal_04) (Governance)	Quarterly	97%	98%	100%	100%	The new complaints system has assisted with improving performance.
Red 	Freedom of Information requests dealt with within 20 working days (LALocal_12) (Governance)	Quarterly	96%	96%	94%	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 	Tenants of industrial units with rent arrears (CPLocal_02) (Property)	Quarterly	5%	5%	4%	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. The percentage of arrears is based on the current historic arrears excluding Beeston Square.

Status	CSI and Code	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q1	2021/22 Target	Notes
Red 	Beeston Square Shops vacant for more than 3 months (CPLocal_05) (Property)	Quarterly	0%	0%	15%	0%	The anticipated tenant departures from two shop units in 2021 has had a significant impact upon this indicator.
Amber 	CSI Council Tax collected (BV9) (Revenues)	Monthly	98.3%	97.0%	28.4%	29%	The Collection rate remains affected by the COVID-19 Pandemic. Most notably the longer time frame for court recovery. It is anticipated that this will come back within target through the year.
Amber 	CSI Non-domestic Rates Collected (BV10) (Revenues)	Monthly	98.6%	96.6%	23.9%	29%	The Collection rate remains affected by the COVID-19 Pandemic. Most notably the longer time frame for court recovery. It is anticipated that this will come back within target through the year.
Red 	Average speed of processing changes of circumstances for HB/CTB claims (calendar days) (BV78b) (Benefits)	Quarterly	4.4	3.5	5.2	4.0	Performance is slightly behind target but is expected to be in line with the target before the end of the year. The delay is currently attributed to the involvement of the team in the Government's Self-Isolation Payments program.
Green 	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding (BV79b(iii)) (Benefits)	Quarterly	6.95%	5.00%	1.45%	9%	It is expected that there will be an increase in write-offs as a result of COVID-19 but this will not be reflected until future years
Green 	CSI System Availability (ITLocal_01) (ICT)	Monthly	99.9%	99.7%	100%	100%	On target.
Green 	CSI Virus Protection (ITLocal_05) (ICT)	Monthly	100%	100%	100%	100%	On target.

Status	CSI and Code	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q1	2021/22 Target	Notes
Green 	Service Desk Satisfaction (ITLocal_02) (ICT)	Monthly	96%	98%	98%	100%	
Amber 	BBSi Programme Completion (ITLocal_04) (ICT)	Monthly	100%	100%	19%	100%	Performance remains on track to achieve target.