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

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PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – SUPPORT SERVICE AREAS

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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

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	2	-	-	-
Legal Services	1	2	-	-	-
Governance and Democratic Services	2	3	-	-	-
Property Services	-	1	-	-	-
Health and Safety	-	4	-	-	-
ICT and Business Transformation	-	4	-	-	-
Revenues, Benefits and Customer Services	-	5	-	-	-
TOTAL	**5**	**25**	**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

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%**	Dec-2021	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. **It is proposed to extend the due date 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 through effective procurement.	**90%**	Dec-2021	A Corporate Contract Management framework has been designed and agreed by GMT. This is now being rolled out across the Council.
In Progress	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	Full Council on 13 October 2021, agreed in principle to change the Council's governance system from a Committee system to a Leader and Cabinet system. The current review of the Council's existing constitution was abandoned. Work is now being undertaken to rewrite the Constitution to adopt the new Leader and Cabinet system by May 2022.
In Progress	Community Governance Review **(DEM1518_01)** (Admin)	Community Governance Review - Revision of all Parish boundaries so that existing anomalies are removed wherever possible.	**56%**	Jul-2022	The Stage 1 consultation has finished and a report will be considered buy the Task 7 Finish Group on 11 October 2021 to begin to draft recommendations for GAS Committee to consider on 29 November 2021.

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
In Progress	Roll Out Phase 2 of the Committee Management System **(DEM1922_01)** (Governance)	More efficient and effective production and distribution of Agendas, Minutes and improved website information	**44%**	Sep-2021	Rollout remains deferred. The costs to administer and maintain an app for members to enable viewing of Section 12A information on mobile devices are not considered to be value for money. Officers will continue to support Members as currently. The proposed change to a Cabinet model of Governance is expected to provide efficiencies in the reporting processes. **Due date revised to April 2022 whilst a discussions continue on the proposed change.**
Completed	Hybrid meetings (combined physical/virtual meetings) **(DEM2124_02)** (Governance)	Investigate the requirements for facilitating hybrid meetings	**100%**	May-2022	Legislation not extended to require hybrid meetings to be held. However, procedures were reviewed and changes have been made to administration processes that were identified as critical to enabling possible future meetings to be held if required.
In Progress	Member Development Programme **(DEM2124_03)** (Governance)	Develop a bespoke member training programme to update skills to promote sound decision making.	**75%**	Sep-2021	Report presented to Personnel Committee on 28 September 2021 on the Member development programme. Members' Personal Development plans will be distributed by December 2021. **Due date revised to December 2021 to reflect the distribution date.**

Status	Action Title and Code	Action Description	Progress	Due Date	Comments
In Progress	Progressing the completion of First Registration of Council owned land **(LA1821_02)** (Legal)	Achieve 100% registration of unregistered Council land	24%	Oct-2022	Due date of October 2022 was aligned to the contracted resource available however having assessed the task based on the now known number of deed packets with unregistered parcels is 676. The resource required to register the deed packets is anticipated to be greater than currently available, which will require the due date to further extended. This may also be affected by the time taken by the Land Registry Service to register the deed packets.
In Progress	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	25%	Jan-2022	Tender process completed. A consultant has been appointed. A report is being prepared on the new Asset Management Plan to be presented in January 2022.
In Progress	Develop further training and mentoring for managers **(H&S2124_04)** (Health & Safety) (New)	Ensure managers are competent to manage health and safety within their own sections / departments.	20%	Mar-2022	Risk Assessment Training was provided internally to 51 Managers. Ten managers have received Legionella training from an external provider.

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)	1	1	-
Administrative Services	-	-	-	-
Legal Services	1	-	-	-
Governance and Democratic Services	3	-	-	-
Property Services	1	-	2	1
Health & Safety	-	-	-	-
ICT and Business Transformation	3 (2)	-	1	1 (1)
Revenues, Benefits and Customer Services	2 (1)	-	3 (1)	-
TOTAL	12 (4)	1	6 (1)	2 (1)

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 were 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 Q2	2021/22 Target	Notes
Green	**CSI** Invoices paid within 30 days of receipt % (BV8) (Finance)	Quarterly	97.2%	98.6%	98.9%	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%	85.7%	90%	Recovery action has now recommenced. Whilst the majority of debtor invoices are typically paid within 90 days.
Green	Invoices paid within 20 days % (FPLocal_09) (Finance)	Quarterly	92.6%	96.5%	97.9%	98%	Officers are entering and authorising payment of invoices promptly.
Red	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. Most of the non-compliance is in low value areas of spend.
Green	Prosecutions where a sentence is imposed in the Magistrates Court % (LALocal_13) (Legal)	Quarters	100%	100%	100%	90%	All successful prosecutions the Council have conducted in the Magistrates have sentences imposed.
Green	Complaints acknowledged within the specified time % (LALocal_04) (Governance)	Quarterly	97%	98%	100%	100%	The new complaints system has assisted with improving performance.
Green	Freedom of Information requests dealt with within 20 working days % (LALocal_12) (Governance)	Quarterly	96%	96%	96%	85%	ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Currently exceeding the ICO target. Target to be revised during the Business Plan 2022/25 planning cycle.
Red	Tenants of industrial units with rent arrears % (CPLocal_02) (Property)	Quarterly	5%	2%	10%	2%	There are a small number of industrial tenants in arrears and individual discussions are being held with these.

Status	CSI and Code	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q2	2021/22 Target	Notes
Red 🔴	Beeston Square Shops vacant for more than 3 months % (CPLocal_05) (Property)	Quarterly	0%	5%	17%	0%	There are active plans to refurbish the "Argos" block and entice new tenants into the former Argos and Explore Learning units.
Green ✅	**CSI** Council Tax collected % (BV9) (Revenues)	Monthly	98.3%	97.0%	55.6%	98%	The collection rate has slightly improved from 2020/21 but remains below the pandemic levels. The Council has commenced recovery proceedings but this will take time to filter through to the collection rates.
Red 🔴	**CSI** Non-domestic Rates Collected % (BV10) (Revenues)	Monthly	98.6%	96.6%	44.3%	98%	The collection rate is below 2020/21 and pre pandemic levels. This is due to the reduction in Retail Discount that altered in July 2021. This increased the charge to businesses from this point and they have the remaining instalments in the year to pay this balance. It is anticipated that the collection rate will be at a similar level to 2020/21 by March 2022. In addition to this, the Council has seen the Rateable Value of business properties increase from £67.1m to £70.5m since April 2021. As this increase has happened in a staggered manner over the year, the Council has to provide statutory instalments to businesses to make these payments, even though the net Business Rates charge increases immediately.
Red 🔴	Average time (days) to process new HB/CTB claims (calendar days) (BV78a) (Benefits)	Quarters	8.6	8.7	9.8	9.0	Performance is slightly under the target by less than one day. The Benefits service is also administering the governments Test and Trace payment scheme which will have an impact on performance.

Status	CSI and Code	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q2	2021/22 Target	Notes
Red 🛑	Average time (days) to process changes of circumstances for HB/CTB claims (calendar days) (BV78b) (Benefits)	Quarters	4.4	3.5	4.7	4.0	Performance remains on track to achieve target. This level of performance is in line with the highest performing Authorities in the Country.
Green ✅	HB overpayments written off (BV79b(iii)) (Benefits)	Quarters	6.85%	5.00%	3.26%	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%	99.8%	100%	On target.
Green ✅	**CSI** Virus Protection (ITLocal_05) (ICT)	Monthly	100%	100%	100%	100%	On target.
Unknown ❓	**CSI** ITLocal_07 Telephony Abandonment – Business Transformation (ITLocal_07) (ICT)	Monthly	20%	Not collected	Not collected	6%	
Green ✅	Service Desk Satisfaction (ITLocal_02) (ICT)	Monthly	96%	98%	99%	100%	
Red 🛑	BBSi Programme Completion (ITLocal_04) (ICT)	Monthly	100%	100%	50.4%	100%	Performance remains on track to achieve target.