Joint report of the Chief Executive, Interim Deputy Chief Executive and Interim Strategic 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 identified in the Business Plans for support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

   The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. 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.

   The updated Business Plans for the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by Full Council on 7 March 2018.

3. Performance management

   As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against their respective Business Plans. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end.

   This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Business Plans for the support service areas. It provides a summary of the progress made to date on Critical Success Indicators (CSI), key tasks and priorities for improvement in 2018/19 and the latest data relating to Key Performance Indicators (KPI). A summary for each business plan is detailed in the appendix.

Recommendation

The Committee is asked to CONSIDER the progress made in achieving the Business Plans for Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation and to NOTE the current Key Performance Indicators for 2018/19.

Background papers
Nil

APPENDIX

PERFORMANCE MANAGEMENT

1.   Background - Corporate Plan

The Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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 five corporate priority areas and the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by respective Committees at meetings held in January/February 2018. The support services provide support to the key services to assist them in achieving the priorities and objectives.

The respective Business Plans detail the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management 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 of progress against the Business Plans for the support service areas. This report provides the quarterly data relating to Critical Success Indicators (CSI) for each area and a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 (as extracted from the Pentana Performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).

The Council monitors its performance using the Pentana Performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana performance reports is as follows:

Action Status Key		
✅	Completed	The action/task has been completed
▶	In Progress	The action/task is in progress and is currently expected to meet the due date
⚠	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
🛑	Overdue	The action/task has passed its due date
❌	Cancelled	This action/task has been cancelled or postponed

Key Performance Indicator and Trends Key				
🛑	Alert		⬆	Improving
⚠	Warning		▬	No Change
✅	Satisfactory		⬇	Getting Worse
❓	Unknown		📈	Data Only
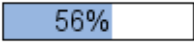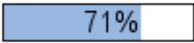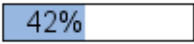
RESOURCES

Critical Success Indicators for Resources

Pentana Code	Indicator Description	Achieved 2016/17	Achieved 2017/18	Q1 2018/19	Current Target	Trend	Comments (incl. benchmarking)
BV8	Creditor invoices paid within 30 days of receipt	99.1%	99.5%	99.5%	99.0%	▬	
BV12	Working Days Lost to Sickness Absence (Rolling Annual Figure)	9.73	13.64	9.80	7.50	⬆	
LALocal_07	Complaints determined by the Local Government/ Housing Ombudsman against the Council	6	2	0	0	▬	No complaints determined against the Council in Q1.
LALocal_12	Freedom of Information requests dealt with within 20 working days	100%	95%	93%	100%	⬇	In line with ICO guidance a target of 85% of requests sent a response within the appropriate timescales would be acceptable. Currently exceeding the ICO target.

Resources Key Tasks and Priorities for Improvement 2018/19

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
Finance Services						
⚠️	FP1720_02	Participate in a countywide procurement exercise for merchant services (card processing)	Research and source a low cost service for merchant services in accordance with the Council's requirements	0%	31-Mar-2019	Due date revised from 31 March 2018
✅	FP1821_01	Produce the Final Accounts by end of May 2018	Produce the Final Accounts by the end of May	100%	31-May-2018	Completed.
▶️	FP1821_02	Complete migration to the new Bank Account Sort Codes	Communicate the requirement of the change to relevant stakeholders	0%	31-Mar-2020	Action due for completion by 30 September 2020.
Council Property						
⚠️	CP1620_01	Pursue tram compensation claim	Pursue tram compensation claim	50%	31-Oct-2018	Compensation still to be agreed but recent significant progress has been made. Due date extended from 31 December 2017.
⚠️	CP1620_03	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	23%	31-Mar-2020	Work is ongoing.
Human Resources						
🛑	HR1417_03	Review of payroll processes to introduce electronic forms	Review of payroll processes to introduce electronic forms	90%	31-Mar-2018	E-Forms for Car Mileage Claims went live from April 2018.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
✅	HR1620_01	Review opportunities for shared HR working with other local authorities	Review opportunities for shared HR working with other local authorities	100%	31-Mar-2018	Opportunity identified and being pursued to partner with neighbouring authority to provide training in respect of Apprenticeship Levy.
▶	HR1620_02	Review of People Strategy	Review of People Strategy	56%	03-Oct-2018	Heads of Service consulted. Revised draft to be presented to GMT.
🔴	HR1620_03	Development of a new Apprenticeship Strategy	Identify future skills requirements and improve career progression opportunities	71%	30-Jun-2018	Strategy to be presented to Policy and Performance Committee on 14 November 2018.
▶	HR1720_01	Introduce 20 new online Broxtowe Learning opportunities by 2020	Expand the range of opportunities to develop employee skills by adding a further 20 modules to Broxtowe Learning Zone by 2020	42%	31-Mar-2020	Further courses to be launched in quarter 2. On track to complete this action by the due date.
✅	HR1720_02	Review the Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level	100%	31-Jul-2018	New Employee Induction Programme launched April 2018. Review of corporate induction programme to begin in Q2.
Health & Safety						
▶	H&S1620_02	Completion of Health and Safety Action Plan	Completion of Health and Safety Action Plan	100%	31-Mar-2019	
Legal and Administrative Services						
▶	DEM1518_01	Implementation of committee management system	More efficient and effective production and distribution of agendas/improved web info.	80%	17-Sep-2018	3 of 5 training sessions complete. Data migration in progress. Due date revised from 30 June 2018.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
▶	DEM1518_02	Transfer of Land Charges function to Land Registry	Transfer of Land Charges function to Land Registry	5%	04-Jun-2019	Discussions on migration of Land Charges are ongoing. Due date revised from 4 June 2018.
▶	LA1620_02	Reduce backlog of Legal Services Sundry Debtors caseload	Reducing irrecoverable debts outstanding to enable focus on those with a realistic prospect of recovery.	70%	30-Apr-2019	Legal are working closely with other departments in an effort to reduce the accrual of bad debts in the Council.
▶	LA1821_01	Purchase and Implement Case Management System	Improve the management of cases and records	75%	30-Sep-2018	Due Date Revised from 30 June 2018

Resources Key Performance Indicators 2018/19

Status Icon	PI Code & Name	2016/17 Value	2017/18 Value	Q1 2018/19 Value	Current Target	Short Term Trend	Long Term Trend	Notes
Finance Services								
✅	FPLocal_01 Percentage of sundry creditors paid by BACS	87.6%	89.9%	91.5%	90%	⬆	⬆	
🛑	FPLocal_02 Percentage of sundry debtors raised in any one financial year paid in that year	80.5%	83.2%	78.8%	90%	⬇	⬆	Comparable with previous years at this period.
✅	FPLocal_03 Percentage of planned audits completed in the year	91%	89%	n/a	90%	⬇	⬇	Data collected annually.
✅	FPLocal_09 Percentage of invoices paid within 20 days	97.4%	98.5%	98.7%	23.8%	⬆	⬆	

Status Icon	PI Code & Name	2016/17 Value	2017/18 Value	Q1 2018/19 Value	Current Target	Short Term Trend	Long Term Trend	Notes
Council Property								
✅	CPLocal_01 % Industrial units vacant for more than 3 months	0.5%	1.6%	1.7%	5%	⬇	⬇	Data excludes the shops in Beeston Square.
✅	CPLocal_02 Percentage of tenants of industrial units with rent arrears	0.1%	6.6%	-	3%	⬇	⬇	
🛑	CPLocal_05 % Beeston Square Shops vacant for more than 3 months	15%	15%	7.5%	5%	▬	▬	
Human Resources Services								
🛑	BV16a Percentage of Employees with a Disability	7.46%	7.09%	7.43%	10.00%	⬆	⬆	
🛑	BV17a Ethnic Minority representation in the workforce - employees	7.04%	6.87%	6.76%	8.00%	⬇	⬇	
✅	HRLocal_06 Percentage of annual employee turnover	16.31%	13.1%	5.3%	10%	⬆	⬆	The data is a cumulative figure through the year. The score of 5.3% was at end of June 2018.
⚠	HRLocal_07 Percentage of employees qualified to NVQ Level 2 and above	85%	85%	85%	88%	▬	⬇	Overall Skill Levels have not increased due to the high number of leavers April - June 2018, who were at skill level 2 and above.
Legal and Administrative Services								
🛑	LALocal_04 The percentage of complaints acknowledged within 3 working days	82.25%	91%	97%	100%	⬆	⬆	

Status Icon	PI Code & Name	2016/17 Value	2017/18 Value	Q1 2018/19 Value	Current Target	Short Term Trend	Long Term Trend	Notes
✅	LALocal_06 Formal Complaints dealt with internally	10	22	4	15	⬆	⬆	The number of complaints dealt with internally at Q1 is slightly higher than for the same period in the previous two years.
⚠	LALocal_08 The number of individually registered electors in the borough	84,621	84,617	-	86,000	⬇	⬆	Data from electoral register published December 2016.
⚠	LALocal_13 The percentage of completed prosecutions in the Magistrates Court	87%	100%	-	90%	⬆	⬆	In quarter 1 2018/19 no prosecutions were presented to the Magistrates Court.
⚠	LALocal_14 Statutory Notices issued as a result of requests from Council Services %	-	-	-	-	▬	▬	NEW Performance Indicator 2018/19 will be baseline year

REVENUES, BENEFITS AND CUSTOMER SERVICES

Critical Success Indicators for Revenues and Benefits

Pentana Code	Indicator Description	Achieved 2016/17	Achieved 2017/18	Q1 2018/19	Current Target	Trend	Comments (incl. benchmarking)
BV9	Council Tax collected	98.5%	98.5%	29.8%	24.6%	⬆	
BV10	Non-domestic Rates collected	98.7%	98.8%	30.7%	24.7%	⬇	
BV66a	Housing Rent collected as a proportion of the rent owed	98.1%	98.2%	91.9%	99.0%	⬇	

Revenues and Benefits and Customer Services Key Tasks and Priorities for Improvement 2018/19

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
▶	RBCS1620_01	Manage the introduction of Universal Credit (UC)	Transfer of working age HB claims will be administered by the DWP	50%	31-Mar-2020	
▶	RBCS1620_03	Replace the current CRM system (Meritec)	More effective system to record and refer customer contact.	25%	31-Mar-2019	
⚠	RBCS1620_05	Widen the use of e-forms	Widen the use of e-forms	66%	31-Mar-2019	Action will be linked with implementation of CRM and will form the overall view of the customers' access to the Council's services.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
▶	RBCS1620_06	Update the council's face to face customer contact	Devise appropriate ways to handle visitors to the new reception in the council offices.	5%	31-Dec-2018	Scheme discontinued following DWP withdrawal. Considerably more modest scheme currently underway.
✔	RBCS1620_07	Develop a counter-fraud strategy and function as part of shared service	Develop a counter-fraud strategy and function as part of shared service	100%	30-Sep-2017	Counter Fraud Strategy approved.
⬤	RBCS1720_01	Develop a greater integrated Revenues and Benefits Department with Erewash BC`	Integrated service where the Revenues and Benefits service, between the two Councils, is working together	80%	31-May-2018	Further integration of the Revenues and Benefits Service is being considered.
▶	HS1520_43	Reduce rent arrears whilst planning for the introduction of Universal Credit	Reducing levels of rent arrears	0%	30-Nov-2018	

Revenues and Benefits Key Performance Indicators 2018/19

Status Icon	PI Code & Short Name	2016/17	2017/18	Q1 2018/19	Current Target	Short Term Trend	Long Term Trend	Notes
		Value	Value	Value				
✔	BV78a Average speed of processing new HB/CTB claims (calendar days)	14.1	12.6	12.4	16.0	⬆	⬆	Performance continues to improve in respect of New Claims processing.
⬤	BV78b Average speed of processing changes of circumstances for HB/CTB claims (calendar days)	5.9	5.0	4.4	5.0	⬆	⬆	

Status Icon	PI Code & Short Name	2016/17	2017/18	Q1 2018/19	Current Target	Short Term Trend	Long Term Trend	Notes
		Value	Value	Value				
🔴	BV79b(ii) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	27.8%	29.26%	10.34%	29.00%	⬆	⬆	

Customer Services Key Performance Indicators 2018/19

Status Icon	PI Code & Short Name	2016/17	2017/18	Q1 2018/19	Current Target	Short Term Trend	Long Term Trend	Notes
📈	CSData_02 Calls Handled	81,809	84,068	20,463	84,000	⬇	⬇	30,127 calls offered in quarter 1
🔴	CSData_03a % of calls abandoned of those offered to the Council	21.8%	7.1	-	14.0%	⬆	⬆	Data not available for 2018/19.

ICT AND BUSINESS TRANSFORMATION

Critical Success Indicators for ICT and Business Transformation

Pentana Code	Indicator Description	Achieved 2016/17	Achieved 2017/18	Q1 2018/19	Current Target	Trend	Comments (incl. benchmarking)
ITLocal_01	System Availability	98.9%	99.6%	99.6%	99.5%	⬇	
ITLocal_05	Virus Protection	100%	100%	97.1%	100%	⬇	

ICT and Business Transformation Key Tasks and Priorities for Improvement 2018/19

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
🔺	IT1819_01	Digital Strategy Implementation	Implementation of action plan for the Digital Strategy.	0%	31-Mar-2019	
▶	IT1819_14	ICT Security Compliance		8%	31-Mar-2019	
▶	IT1819_17	E-Facilities		52%	31-Mar-2019	
🔴	IT1819_20	Housing System - Enhancements	This project will provide the necessary resource to assist the upgrade of the Capita OpenHousing system and implement the Total Mobile working solution.	54%	31-Mar-2019	

ICT and Business Transformation Key Performance Indicators 2018/19

Status Icon	PI Code & Short Name	2016/17 Value	2017/18 Value	Q1 2018/19 Value	Current Target	Short Term Trend	Long Term Trend	Notes
✅	ITLocal_02 Service Desk Satisfaction	98%	100%	100%	99%	⬆	⬆	
🛑	ITLocal_04 BBSi Programme Completion	86%	100%	18.1%	100%	⬆	⬆	