

Joint report of the Chief Executive, the Interim Deputy Chief Executive and the Interim Strategic Director**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN
PROGRESS – SUPPORT SERVICE AREAS**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 NOTE the progress made in achieving the Business Plans for Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation in addition to 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
	Warning
	Satisfactory
	Data Only
	Unknown


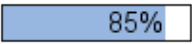

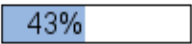





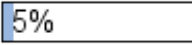

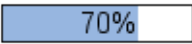
RESOURCES


Critical Success Indicators for Resources

Pentana Code	Indicator Description	Achieved 2016/17	Achieved 2017/18	Q1 2018/19	Q2 2018/19	Current Target	Trend	Comments (incl. benchmarking)
BV8	Creditor invoices paid within 30 days of receipt	99.1%	99.5%	99.5%	99.5%	99.0%	Stable	
BV12	Working Days Lost to Sickness Absence (Rolling Annual Figure)	9.73	13.64	9.80	8.97	7.50	Positive	Latest at 30 September 2018 was 8.97 days.
LALocal_07	Complaints determined by the Local Government/ Housing Ombudsman against the Council	6	2	0	1	0	Negative	No complaints determined against the Council in Q1.
LALocal_12	Freedom of Information requests dealt with within 20 working days	100%	95%	93%	93%	100%	Stable	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	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	<div style="width: 15%;"><div style="width: 15%;"></div></div> 15%	31-Mar-2019	Due to the delays in the joint procurement exercise it is intended to conduct a tender exercise for Merchant Services ourselves in 2019/20 using information on our costs that have been collated.
	FP1821_02	Complete migration to the new Bank Account Sort Codes	Communicate the requirement of the change to relevant stakeholders	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	31-Mar-2020	Accounts in the large volume areas have been migrated during September 2018. Work continues to migrate remaining accounts.
Council Property						
	CP1620_01	Pursue tram compensation claim	Pursue tram compensation claim	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	31-Dec-2018	Final claim has been submitted and further payments are anticipated imminently.
	CP1620_03	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	<div style="width: 23%;"><div style="width: 23%;"></div></div> 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	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	31-Mar-2018	E-Forms for Car Mileage Claims went live in April 2018.
	HR1620_02	Review of People Strategy	Review of People Strategy	<div style="width: 56%;"><div style="width: 56%;"></div></div> 56%	03-Oct-2018	Heads of Service consulted. Revised draft to be presented to GMT.







Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
Human Resources (Continued)						
	HR1620_03	Development of a new Apprenticeship Strategy	Identify future skills requirements and improve career progression opportunities		31-Dec-2018	Work is ongoing to develop a robust 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 range of opportunities to develop employee skills by adding further 20 modules to Broxtowe Learning Zone		31-Mar-2020	Since April 2018 five new courses were launched. One new course was introduced in quarter 2. Work on updating four courses has been completed.
	HR1720_02	Review the Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level		31-Jul-2018	Review of corporate induction programme was started in quarter 2.
Legal and Administrative Services						
	DEM1518_01	Implementation of committee management system	More efficient and effective production and distribution of agendas/improved web info.		31-De-2018	Training sessions completed. Implementation of the new system is to be completed by December 2018.
	DEM1518_02	Transfer of Land Charges function to Land Registry	Transfer of Land Charges function to Land Registry		Jun 2020	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.		30-Apr-2019	Legal are working closely with other departments in an effort to reduce the accrual of bad debts in the Council.

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
Legal and Administrative Services (Continued)						
	LA1821_01	Purchase and Implement Case Management System	Improve the management of cases and records	<div style="width: 75%; background-color: #4F81BD; border: 1px solid black;"></div> 75%	31-Dec-2018	Case Management System purchased. Implementation scheduled for December 2018.



Resources Key Performance Indicators 2018/19

Status	PI Code & Name	2016/17	2017/18	Q1 2018/19	Q2 2018/19	Current Target	Trend	Notes
		Value	Value	Value	Value			
	FPLocal_01 Sundry creditors paid by BACS	87.6%	89.9%	91.5%	91.3%	90%	Positive	Target achieved.
	FPLocal_02 Sundry debtors raised in any one financial year paid in that year	80.5%	83.2%	78.8%	74.0%	90%	Negative	Comparable with previous years at this period.
	FPLocal_09 Invoices paid within 20 days	97.4%	98.5%	98.7%	98.3%	98%	Positive	Target achieved
	CPLocal_01 Industrial units vacant for more than 3 months %	0.5%	1.6%	1.7%	1.7%	5%	Stable	Target achieved
	CPLocal_02 Tenants of industrial units with rent arrears %	0.1%	6.6%	6.6%	6.6%	3%	Stable	Legal Services involved in pursuing rent arrears.
	CPLocal_05 % Beeston Square units vacant for more than 3 months	15.0%	15.0%	7.5%	7.5%	5%	Stable	Target not met. Level of arrears has reduced since 2017/18.

Resources Key Performance Indicators 2018/19 (Continued)

Status	PI Code & Name	2016/17	2017/18	Q1 2018/19	Q2 2018/19	Current Target	Trend	Notes
	BV16a Employees with a Disability %	7.46%	7.09%	7.43%	7.18%	10%	Positive	
	BV17a Ethnic Minority representation in the workforce – employees %	7.04%	6.87%	6.76%	6.50%	8%	Negative	This is the lowest value since 2014/15, however this in line with the borough profile. Prior to 2017/18 the percentage was in the range of 5.96% - 8.06%.
	HRLocal_06 Annual employee turnover %	16.3%	13.1%	5.3%	8.28%	10%	Negative	The data is a cumulative figure through the year. The score of 8.28% was at end of September 2018.
	HRLocal_07 Employees qualified to NVQ Level 2 and above %	85%	85%	85%	85%	88%	Stable	Overall Skill Levels remain constant as most leavers are at skill level 2 or above are replaced with new starters at skill level 2 and above.
	LALocal_04 Complaints acknowledged within 3 working days	82.3%	91%	97%	95%	100%	Positive	Achieved 82% in quarter 2 2017/18
	LALocal_06 Formal Complaints dealt with internally	10	22	4	4	15	Stable	The number of complaints dealt with internally at Q1 is slightly higher than for the same period in the previous two years.

Resources Key Performance Indicators 2018/19 (Continued)

Status	PI Code & Name	2016/17	2017/18	Q1 2018/19	Q2 2018/19	Current Target	Trend	Notes
	LALocal_13 Completed prosecutions in the Magistrates Court %	87%	100%	-	-	90%	Stable	In Q1 2018/19 no prosecutions were presented to the Magistrates Court.
	LALocal_14 Statutory Notices issued as a result of requests from Council Services %	-	-	1	4	-	Positive	New Performance Indicator with 2018/19 being the baseline year.

REVENUES, BENEFITS AND CUSTOMER SERVICES


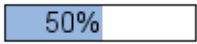

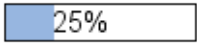



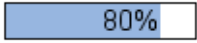

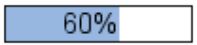
Critical Success Indicators for Revenues and Benefits

Pentana Code	Indicator Description	Achieved 2016/17	Achieved 2017/18	Q1 2018/19	Q2 2018/19	Current Target	Trend	Comments (incl. benchmarking)
BV9	Council Tax collected %	98.5%	98.5%	29.8%	57.6%	49.2%	Positive	Council Tax collection is in line with the profile and is expected to achieve the annual target.
BV10	Non-domestic Rates collected %	98.7%	98.8%	30.7%	57.3%	49.4%	Positive	Business Rates collected is in line with the profile and slightly higher than last year.

Critical Success Indicators for Revenues and Benefits (Continued)

Pentana Code	Indicator Description	Achieved 2016/17	Achieved 2017/18	Q1 2018/19	Q2 2018/19	Current Target	Trend	Comments (incl. benchmarking)
BV66a	Housing Rent collected as a proportion of the rent owed %	98.1%	98.2%	91.9%	93.3%	99.0%	Positive	<p>Work continues in this area with the Interim Rents Manager and additional Recovery Officers focusing attention on the reduction of arrears.</p> <p>Quarter 2 performance has shown further improvement from quarter 1 and remains similar to 2017/18.</p> <p>A new Rents Team structure will be presented to the Policy and Performance Committee on 13 December 2018. The Council is closely monitoring Universal Credit on rent arrears.</p>



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

Status	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		31-Mar-2020	Universal Credit full roll out takes place on 14 November 2018 at Beeston Job Centre. This will mean that all new claims for benefit after this date will be expected to apply for Universal Credit. Existing benefit claimants will remain on their current benefits.
	RBCS1620_03	Replace the current CRM system (Meritec)	More effective system to record and refer customer contact.		31-Mar-2019	Over recent weeks, the project has developed significantly with a clear definition of roles and responsibilities as well as a project plan. It is expected that the new CRM will be in place May 2019.
	RBCS1620_05	Widen the use of e-forms	Widen the use of e-forms		31-Mar-2019	The expansion of e-forms is linked to the replacement CRM system.
	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		31-Mar-2019	The service is being reviewed and will be completed by 31 March 2019.
	HS1520_43	Reduce rent arrears whilst planning for the introduction of Universal Credit	Reducing levels of rent arrears		31-Mar-2019	Interim Rents Manager appointed. Additional resources are being sought to reduce arrears.

Revenues and Benefits Key Performance Indicators 2018/19

Status	PI Code & Short Name	2016/17 Value	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Current Target	Trend	Notes
✓	BV78a Average speed of processing new HB/CTB claims (calendar days)	14.1	12.6	12.4	9.7	16.0	Positive	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	4.6	5.0	Positive	Performance in this area is currently exceeding target.
✓	BV79b(ii) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	27.8%	29.3%	10.3%	10.7%	29%	Positive	The current target is an annual figure. Quarterly profile is 10.60% for Quarter 2, showing performance is above target. Quarter 2 for 2018/19 was 8.64%.

Customer Services Key Performance Indicators 2018/19


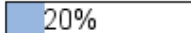

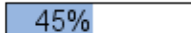

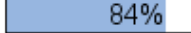


Status	PI Code & Short Name	2016/17 Value	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Current Target	Short Term Trend	Notes
	CSDData_02 Calls Handled	81,809	84,068	20,463	19,295	84,000	Negative	The number of calls received is in line with profile for the year.
	CSDData_03a Calls abandoned of those offered to the Council %	21.8%	7.1%	27.0%	30.4%	14.0%	Negative	The Contact Centre was faced with a number of long term sickness issues and staff leaving within a short period of time. Work has been ongoing within the team. All those on long term sickness have now returned, and replacements for those leaving the Contact Centre have now started. In line with this, the Contact Centre has adapted its processes to maximise the number of calls being handled rather than being transferred to the back office. This new method of working has seen a reduction of 85% in the number of calls that go in to the back office.

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	Q2 2018/19	Current Target	Trend	Comments (incl. benchmarking)
ITLocal_01	System Availability	98.9%	99.6%	99.6%	99.3%	99.5%	Negative	Disruption to internet and inter-council link reduced availability of systems in quarter 2. Steps have been taken to prevent this reoccurring.
ITLocal_05	Virus Protection	100%	100%	100%	100%	100%	Stable	

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

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	IT1819_01	Digital Strategy Implementation	Implementation of action plan for the Digital Strategy.		31-Mar-2019	Resources allocations reviewed resulted in reduced progress on this action.
	IT1819_14	ICT Security Compliance			31-Mar-2019	
	IT1819_17	E-Facilities			31-Mar-2019	
	IT1819_20	Housing System - Enhancements	This project will provide the resource to assist the upgrade of the Capita OpenHousing system and implement the Total Mobile working solution.		31-Mar-2019	

ICT and Business Transformation Key Performance Indicators 2018/19

Status Icon	PI Code & Short Name	2016/17	2017/18	Q1 2018/19	Q2 2018/19	Current Target	Short Term Trend	Notes
		Value	Value	Value	Value			
	ITLocal_02 Service Desk Satisfaction	98%	100%	100%	100%	99%	Stable	
	ITLocal_04 BBSi Programme Completion	86%	100%	20%	59%	50%	Positive	Temporary resource has increased programme delivery.