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 for these areas.

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 reviewed and refreshed annually.

Updated Business Plans for the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by this Committee on 6 February 2017.

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 members 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 2017/18 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 respective Business Plans for Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation in addition to the current Key Performance Indicators for 2017/18.

Background papers
Nil

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 this committee in February 2017. 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 2017/18 (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
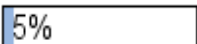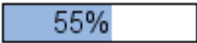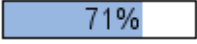
Critical Success Indicators for Resources

Pentana Code	Indicator Description	Achieved 2016/17	Current Target	Q3 2017/18	Comments (incl. benchmarking)
BV8	Creditor invoices paid within 30 days of receipt (%)	99.1%	99.0%	99.6%	Target achieved.
BV12	Working Days Lost to Sickness Absence (Rolling Annual Figure)	9.73	7.50	13.18	
LALocal_07	Complaints determined by the Local Government/Housing Ombudsman against the Council	6	0	0	No complaints were determined against the Council in quarter 3.
LALocal_12	Freedom of Information requests dealt with within 20 working days	95.25%	100%	95%	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 2017/18

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
Finance Services						
⚠	FP1720_02	Participate in a countywide procurement exercise for card processing merchant services (card processing)	Research and source a low cost service for merchant services in accordance with the Council's requirements	0%	31-Mar-2018	No progress anticipated until a Procurement and Contracts Officer is appointed.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
Council Property						
▶	CP1620_01	Pursue tram compensation claim	Pursue tram compensation claim	50%	31-Mar-2018	The Council's advisors state that any claim is unlikely to be settled until late 2017/18. Recent significant progress has been made.
⬡	CP1620_02	Restructure Council Offices reception arrangements at Foster Avenue	Restructure Council Offices reception arrangements at Foster Avenue	5%	No timescale at present	This scheme was to have been undertaken in conjunction with the now abandoned co-location with the DWP. It may be undertaken as part of the New Ways of Working project but there is no budget or timescale as yet.
⚠	CP1620_03	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	23%	31-Mar-2020	A revised Asset Management Strategy is currently being considered.
Health & Safety						
▶	H&S1620_02	Completion of 2017/18 Health and Safety Action Plan	Completion of Health and Safety Action Plan	97%	31-Mar-2018	A Business Continuity Exercise is being prepared and is expected to be held in early 2018/19.
Human Resources						
▶	HR0912_01	Commence implementation of the competency framework	All managers required to undertake relevant and appropriate training in accordance with new programme	84%	31-Dec-2017	Implementation of the competency framework completed by 31 December 2017. The Performance Appraisal process is being continually reviewed and future developments are in progress.
Human Resources (Continued)						
⬡	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 planned to go live in April 2018.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
▶	HR1518_01	Member learning and development programme in Broxtowe Learning Zone	Provide comprehensive Member Learning and Development using the Broxtowe Learning Zone	100%	30-Mar-2018	Members are advised of new e-learning modules as they are created in Broxtowe Learning Zone.
▶	HR1620_01	Review opportunities for shared HR working with other local authorities	Review opportunities for shared HR working with other local authorities	5%	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	55%	30-Jun-2018	A draft 'People Strategy' has been prepared and is being reviewed. Due date revised from 30 December 2017.
▶	HR1620_03	Review of Council's apprenticeship programme	Review of Council's apprenticeship programme and the development of a new Apprentice Strategy in preparation of the introduction of Apprenticeship Levy in April 2017	71%	30-Jun-2018	Review is ongoing. Meeting with external providers. Due date revised from 31 December 2017.
▶	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	40%	31-Mar-2020	In quarter 3 2017/18 eight new e-learning modules were introduced and three courses were reviewed and updated.
▶	HR1720_02	Review the Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level	100%	31-Mar-2018	New induction process in place from April 2018.
Legal and Administrative Services						
⬟	DEM1518 _01	Implementation of committee management system	Implementation of committee management system	40%	30-June-2018	Committee Management System ordered. Initial meeting held with supplier to discuss

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
						timescale for implementation. Due date revised from 31 May 2018.
▶	DEM1518_02	Transfer of Land Charges function to Land Registry	Transfer of Land Charges function to Land Registry	5%	04-Jun-2019	It has been confirmed that the Council will not be included in Phase 1.Work is continuing to prepare for data migration.
▶	LA1620_02	Reduce sundry debtors backlog	Reduce sundry debtors backlog	60%	31-Mar-2018	The new post holder has further reduced the backlog. Legal Services are working with other teams to reduce the number of new sundry debt cases. Due date revised from 31 December 2017.

Resources Key Performance Indicators 2017/18

Status Icon	PI Code & Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
Finance Services								
✔	FPLocal_01 Percentage of sundry creditors paid by BACS	87.6%	89.7%	90.4%	90%	⬆	⬆	
⬤	FPLocal_02 Percentage of sundry debtors raised in any one financial year paid in that year	80.5%	80.5%	82.7%	90%	⬆	⬇	Comparable with previous years at this period.
Finance Services (Continued)								

Status Icon	PI Code & Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
✅	FPLocal_03 Percentage of planned internal audits completed in the year	91.0%	-	-	90%	⬇	⬇	Data collected annually.
✅	FPLocal_09 Percentage of invoices paid within 20 days	97.4%	98.2%	98.6%	95%	⬇	⬆	
Council Property								
✅	CPLocal_01 % Industrial units vacant for more than 3 months	0.5%	0	0	5%			
✅	CPLocal_02 Percentage of tenants of industrial units with rent arrears	0.12%	6.6%	5.0%	3%			
Human Resources Services								
🔴	BV16a Percentage of Employees with a Disability	7.46%	7.62%	7.27%	10.0%	⬇	⬇	
🔴	BV17a Ethnic Minority representation in the workforce - employees	7.04%	7.16%	6.81%	7.50%	⬇	⬇	
✅	HRLocal_06 Percentage of annual employee turnover	16.31%	6.68%	9.77%	10%	⬇	⬆	Figure based on leavers divided by total staff. Has been a reduction in recruitment resulting in more leavers than starters.
🔺	HRLocal_07 Percentage of employees qualified to NVQ Level 2 and above	85%	86%	85%	87%	⬇	⬇	Slight decrease due to recent leavers having higher skill levels than starters.

Status Icon	PI Code & Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
Legal and Administrative Services								
🔴	LALocal_04 The percentage of complaints acknowledged within 3 working days	82.3%	82%	88%	100%	⬆	⬇	All complaints received electronically are now acknowledged automatically. An improvement has been seen in 2017/18 over 2016/17
✅	LALocal_06 Formal Complaints dealt with internally	10	5	2	15	⬆	⬆	2 Complaints were dealt with internally under the stage two procedure.
🔺	LALocal_08 The number of individually registered electors in the borough	84,621	-	84,617	85,500	⬆	⬆	2018 register published on 1 December 2017.
🔺	LALocal_13 The percentage of successful prosecutions in the Magistrates Court	87%	-	-	90%	⬇	⬇	Data collected annually.

REVENUES, BENEFITS AND CUSTOMER SERVICES

Critical Success Indicators for Revenues and Benefits

Pentana Code	Indicator Description	Achieved 2016/17	Current Target	Q3 2017/18	Comments (incl. benchmarking)
BV9	Council Tax collected	98.5%	73.73%	86.1%	Performance in this area continues to be in line with the profile. The use of Direct Debit payment method continues to be encouraged.
BV10	Non-domestic Rates collected	98.7%	73.95%	81.8%	Above quarter 3 target. Overall performance is equivalent to previous years.
BV66a	Housing Rent collected as a proportion of the rent owed	98.3%	99.0%	97.4%	The Council has an Interim Head of Housing who will be working closely with the Head of Revenues and Benefits to target this area and improve rent collection performance.

Revenues and Benefits and Customer Services Key Tasks and Priorities for Improvement 2017/18

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
▶	RBCS1620_01	Manage the introduction of Universal Credit (UC)	Manage the introduction of Universal Credit (UC)	50%	31-Mar-2020	Universal Credit is scheduled for roll out to Broxtowe residents in November 2018. The Revenues and Benefits and Housing teams will develop a joint welfare reform group that will engage with voluntary agencies that will be directly impacted by UC customers.
▶	RBCS1620_03	Replace the current CRM system (Meritec)	Replace the current CRM system (Meritec)	40%	31-Oct-2018	Solution procured. Implementation plan being developed.
✓	RBCS1620_04	Introduce a new report scheduling system	Introduce a new report scheduling system	100%	30-Jun-2016	Revenues and Benefits team have evaluated the potential purchase of PTC scheduler from Civica. However, it has decided to postpone the purchase of this until further information is known of the potential savings that can be made through a joint purchase between Broxtowe and Erewash.
⚠	RBCS1620_05	Widen the use of e-forms	Widen the use of e-forms	66%	31-May-2018	The roll out of further e-forms will fall in line with the closer working relationship with Erewash BC in respect of the Shared Services. Due date revised from 30 September 2017.
▶	RBCS1620_06	Update the Council's face to face customer contact	Update the Council's face to face customer contact	5%	30-Jun-2018	Plans for the reception area are being reviewed following withdrawal of DWP.
Revenues and Benefits and Customer Services (Continued)						

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
✅	RBCS1620_08	Implement the pre-eviction protocol for rent areas and the actions arising from the KPMG report	Implement the pre-eviction protocol for rent areas and the actions arising from the KPMG report	100%	30-Nov-2018	This action is deemed complete. This has now been replaced with the Rent Recovery Policy. Due date revised from 30 April 2017.
▶	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 investigation continues to identify further integrated working opportunities with Erewash Borough Council. Due date revised from 31 October 2017.

Revenues and Benefits and Customer Services Key Performance Indicators 2017/18

Status Icon	PI Code & Short Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
Revenues and Benefits and Customer Services								
✅	BV78a Average speed of processing new HB/CTB claims (calendar days)	14.1	14.2	12.0	17.0	⬆	⬆	Performance in this area remains above target.
🔴	BV78b Average speed of processing changes of circumstances for HB/CTB claims (calendar days)	5.9	7.3	4.8	6.0	⬆	⬆	Although slightly behind target, this is expected to achieve target by the end of the financial year.
🔴	BV79b(ii) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	27.82%	8.67%	13.02%	30.0%	⬆	⬆	Q3 target is 10.60% with an actual of 13.60% showing an overall improvement in performance.
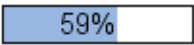
Status Icon	PI Code & Short Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
Revenues and Benefits and Customer Services (Continued)								
	CSData_02 Calls Handled	81,809	20,513	20,230	85,000	⬇	⬇	Data now recorded being quarterly from April 2017.
	CSData_03a % of calls abandoned of those offered to the Council	21.8	19.1	15.1	15	⬆	⬆	Data recorded quarterly from April 2017.

ICT AND BUSINESS TRANSFORMATION

Critical Success Indicators for ICT and Business Transformation

Pentana Code	Indicator Description	Achieved 2016/17	Current Target	Q3 2017/18	Comments (incl. benchmarking)
ITLocal_01	System Availability	98.9%	99.5%	94.9%	
ITLocal_05	Virus Protection	100%	100%	96.7%	Virus protection was below target but all viruses were blocked with no business impact.

ICT and Business Transformation Key Tasks and Priorities for Improvement 2017/18

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
▶	IT1718_01	Digital Strategy Implementation	Implementation of the technology and processes required to enable effective integration between front and back office systems on a principle of Digital by Default.	100%	31-Mar-2018	This task has now completed been for 2017/18. The Digital Strategy will continue be implemented in future years.
⬣	IT1718_14	ICT Security Compliance	PCI-DSS & Government Connect - maintain compliance with latest security standards and support annual assessments.	100%	31-Mar-2018	Broxtowe Borough Council is compliant with the PSN and PCI-DSS requirements, and maintains a strong security posture.
▶	IT1718_20	Open Housing System Upgrade	This project will provide the necessary resource to assist the upgrade of the Capita Open Housing system and implement the Total Mobile working solution	59%	31-Dec-2018	Project management resources in place. Project delay due to supplier resourcing issues. These now appear to be resolved.
▶	IT1718_17	E-Facilities	Purchase and implement the necessary hardware and software to enable the development of the Council's mobile working approach and facilities. Will include the initiation of pilot projects to trial available mobile working facilities across a number of functions. In subsequent years to enable the continued development of the Council's e-facilities. This includes: 01) Civica Icon Upgrade 02) Civica EStore Mobile 03) Oracle Upgrade	100%	31-Oct-2017	A new contract was tendered on a Central Government framework and signed end of September 2017.

ICT and Business Transformation Key Performance Indicators 2017/18

Status Icon	PI Code & Short Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
🟢	ITLocal_02 Service Desk Satisfaction	98%	100%	100%	99%	➖	⬆️	
🔴	ITLocal_04 BBSi Programme Completion	86%	36%	49%	100%	⬇️	⬇️	BBSi Portfolio Project Achievement for Transformation Programmes is below target at quarter 3 due to vacant posts being unfilled.