

**Joint report of the Chief Executive, the Deputy Chief Executive and the Interim Strategic Director****PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN –  
SUPPORT SERVICE AREAS – OUTTURN REPORT**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, in addition to the support service areas of Resources, Revenues, Benefits and Customer Services and ICT and Business Transformation are approved by the respective Committees each year between January and February.

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 detailed annual reports where performance management is considered following the year-end.

This outturn 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 sets 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 period, 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

A series of Business Plans linked to the five corporate priority areas were approved by the respective Committees at meetings held in January and February 2018. In addition the Business Plans for the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were also approved.

These 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 are 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 outturn 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 Risk performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).

The Council monitors its performance using the Pentana Risk 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 Risk 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
	Unknown
	Data Only







## **RESOURCES**







### **Critical Success Indicators for Resources 2018/19**






Status	Code & Short Name	2018/19 Outturn	2018/19 Target	Short Term Trend	Long Term Trend	Notes
	BV8 Creditor invoices paid within 30 days of receipt	99.25%	99.0%	Positive	Positive	Target continues to be achieved.
	BV12 Working Days Lost Due to Sickness Absence (rolling annual figure)	8.7	7.5	Improving	Improving	8.7 days at March 2019 (13.6 days at March 2018)
	LALocal_07 Number of complaints determined by the Local Government/Housing Ombudsman against the Council	5	0	Negative	Negative	The number of complaints determined by the Ombudsman is less than 5 years ago (2 - 2017/18; 6 - 2016/17)
	LALocal_12 Freedom of Information requests dealt with within 20 working days	97%	100%	Improving	Improving	ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Exceeding the ICO target.

### **Resources Key Tasks and Priorities for Improvement 2018/19**








Status	Pentana Code	Action Title	Action Description	Progress	Due Date	Comments
	FP1720_02 (Finance)	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	15%	31-Mar-2019	Due to delays in the joint procurement project it is intended that the Council will conduct its own tender exercise for Merchant Services in 2019/20 using cost data already collated.

Status	Pentana Code	Action Title	Action Description	Progress	Due Date	Comments
	FP1821_01	Produce Final Accounts by end of May	Accounts produced quicker than previous in preparation for legislative requirement from 2017/18	100%	31-May-2018	Final Accounts completed in advance of statutory deadlines.
	FP1821_02	Complete migration to the new Bank Account Sort Codes	Communicate the requirement of the change to relevant stakeholders	100%	31-Mar-2020	Completed.
	CP1620_01 (Property)	Pursue tram compensation claim	Pursue tram compensation claim	50%	31-Oct-2019	Compensation payments received have reached over £1.7m with further negotiations ongoing.
	CP1620_03	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	23%	31-Mar-2020	Work is ongoing.
	HR0912_01 (Human Resources)	Implementation of Core Abilities Framework and Performance Appraisal (PA) system across workforce with Broxtowe Learning Zone (BLZ)	Ensure the Council has highly developed employees who are competent to undertake their role and managers who can lead teams effectively in accordance with service/corporate objectives	100%	31-Dec-2017	Performance Appraisals 2019/20 launched in April 2019.
	HR1417_03 (Human Resources)	Review of payroll processes to introduce electronic forms	Review of payroll processes to introduce electronic forms	100%	31-Mar-2018	E-Forms for Car Mileage Claims went live from 1 April 2018.








Status	Pentana Code	Action Title	Action Description	Progress	Due Date	Comments
	HR1620_01 (Human Resources)	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 explored to partner with neighbouring authority to provide training in respect of Apprenticeship Levy. Other partners now approved and engaged.
	HR1620_02 (Human Resources)	Review of People Strategy	Review of People Strategy	100%	03-Oct-2018	People Strategy approved by Policy and Performance Committee on 12 December 2018.
	HR1620_03 (Human Resources)	Development of a new Apprenticeship Strategy	Identify future skills requirements and improve career progression opportunities	100%	30-Jun-2018	Apprenticeship Strategy approved by Policy and Performance Committee on 12 December 2018.
	HR1720_01 (Human Resources)	Introduce 20 new online Broxtowe Learning opportunities by 2020	Expand range of opportunities to develop employee skills. Add 20 modules to Broxtowe Learning Zone by 2020	70%	31-Mar-2020	Target is 20 courses over 4 years. 14 completed to date. On course for completion.
	HR1720_02 (Human Resources)	Review of Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level.	100%	31-Jul-2018	New video produced by Corporate Communications now used for new employees.
	H&S1620_02 (Health & Safety)	Completion of Health and Safety Action Plan 2017/18	Completion of Health and Safety Action Plan	100%	31-Mar-2018	Business Continuity exercise was undertaken in April 2018.


Status	Pentana Code	Action Title	Action Description	Progress	Due Date	Comments
	DEM1518_01 (Admin Services)	Community Governance Review	Community Governance Review	0%	31-Dec-2021	The start of this has been deferred until 2020.
	DEM1518_01 (Admin Services)	Implementation of committee management system	Implementation of committee management system	100%	30-Jun-2018	Committee Management System purchased and installed. System Training in Q1 2018/19.
	DEM1518_02 (Admin Services)	Transfer of Land Charges function to Land Registry	Transfer of Land Charges function to Land Registry	5%	01-April-2020	Work is continuing to prepare for data migration. Transfer date has not yet been confirmed.
	LA1620_02 (Legal Services)	Reduce sundry debtors backlog	Reduce sundry debtors backlog	100%	30-Apr-2019	Target to reduce backlog achieved. Reduced £168,177 (April 2018) to at £ 63,891 March 2019. A process to manage debts more effectively has been agreed across services to enable the Council to maintain lower levels of debt. This will be embedded during 2019/20 with regular review meetings.
	LA1821_01 (Legal Services)	Purchase and Implement Case Management System	Improve the management of cases and records	100%	31-Dec-2018	Purchase and installation completed January 2019. Work ongoing to develop reports and templates to assist in management of cases.

## Resources Key Performance Indicators 2018/19

Status	PI Code & Short Name	2017/18 Outturn	Current Target	2018/19 Achieved	Short Term Trend	Long Term Trend	Notes
	FPLocal_01 Sundry creditors paid by BACS	89.9%	90%	90.8%	Improving	Improving	
	FPLocal_02 Sundry debtors raised in any one financial year paid in that year	83.2%	90%	83.5%	Improving	Improving	
	FPLocal_03 Planned audits completed in the year	89%	90%	97%	Improving	Improving	Target achieved following revision to the plan that was approved by Governance, Audit and Standards Committee on 11 March 2019.
	FPLocal_09 Invoices paid within 20 days	98.5%	98.0%	97.64%	Negative	Negative	Departments to be reminded of the requirement to enter and authorise invoices promptly.
	CPLocal_01 % Industrial units vacant for more than 3 months	1.6%	5%	1.6%	Stable	Negative	Industrial units remain close to 100% let with some tenant changes. Replacement tenants can usually be found within the three month period.
	CPLocal_02 Tenants of industrial units with rent arrears	6.6%	3%	6.6%	Stable	Improving	Increase attributed to historic debts being chased by Legal Services to recover monies. Property Services actively chase all rents to ensure the minimal number of tenants get into debt.
	BV16a Employees with a Disability	7.1% Head-count 481	10%	6.9% Head-count 472	Negative	Negative	From information declared: 2017/18 – 437 declared 31 with disability 2018/19 – 435 declared 30 with disability





Status	PI Code & Short Name	2017/18 Outturn	Current Target	2018/19 Achieved	Short Term Trend	Long Term Trend	Notes
	BV17a Ethnic Minority representation in the workforce	6.9% Head-count 481	8%	6.4% Head-count 472	Negative	Negative	From information declared: 2017/18 – 437 declared 31 BME 2018/19 – 435 declared 29 BME (with 4 BME colleagues joining the Council and 6 leaving)
	HRLocal_06 Annual employee turnover	13.1%	10%	14.0%	Negative	Improving	2018/19 = 66 Leavers 2017/18 = 63 Leavers Local Government Average in 2016/17 = 13.4%
	HRLocal_07 Employees qualified to NVQ Level 2 and above	85%	88%	85%	Stable	Stable	Narrowly missed target.
	LALocal_04 Complaints acknowledged within 3 working days	91%	100%	94%	Improving	Improving	2016/17 = 82%
	LALocal_06 Complaints concluded under Stage 2 of the Council's Complaints Procedure.	17	15	29	Negative	Negative	The number of stage 2 complaints has increased since 2016/17 (10). The target was last revised following a decrease in complaints in 2015 (20).
	LALocal_13 Successful prosecutions in the Magistrates Court	100%	90%	100%	Positive	Stable	Case Management System introduced December 2018. Data in the system is limited. Reports are currently being developed.
	LALocal_08 Individually registered electors in the Borough	84,617	86,500	84,617	Stable	Stable	Electoral register 2018 published December 2017 with a slight decrease in registered electors as a result of a thorough cleanse of the register and the removal of electors who were no longer eligible.




Status	PI Code & Short Name	2017/18 Outturn	Current Target	2018/19 Achieved	Short Term Trend	Long Term Trend	Notes
	LALocal_14 Statutory Notices issued as a result of requests from Council Services %	-	-	15	n/a	n/a	Case Management System introduced December 2018. Data in the system is limited. Reports are currently being developed.

## **REVENUES, BENEFITS AND CUSTOMER SERVICES**

### **Critical Success Indicators for Revenues, Benefits and Customer Services 2018/19**

Status	Code & Short Name	2018/19 Outturn	2018/19 Target	Short Term Trend	Long Term Trend	Notes
	BV9 Council Tax collected	98.5%	98.4%	Stable	Stable	Council Tax collection rates have continued to improve. Over the last two years the rate of collection has been maintained 98.5% (2018/19), 98.5% (2017/18).
	BV10 Non-domestic Rates Collected	99.1%	98.7%	Improving	Improving	Collection of Non-Domestic Rates is currently at its highest rate ever of 99.1%.
	BV66a Rent Collection: Rent collected as a proportion of the rent owed	99.9%	99.0%	Improving	Improving	Collection rates are within target.

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

Status	Pentana Code	Action Title	Action Description	Progress	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 full roll took place in November 2018 at Beeston Job Centre. All new claims for benefit after this date will be expected to apply for UC. Existing benefit claimants will remain on their current benefits.
	RBCS1620_03	Replace the current CRM system (Meritec)	Replace the current CRM system (Meritec)	75%	31-Mar-2019	Project developed significantly in recent weeks with a clear definition of roles/responsibilities as well as a project plan. Go live expected in July 2019.
	RBCS1620_05	Widen the use of e-forms	Widen the use of e-forms	98%	31-May-2019	Implementation delayed to July 2019 allowing further testing. E-forms continue to be developed.

## Revenues and Benefits and Customer Services Key Performance Indicators 2018/19





Status	PI Code & Short Name	2017/18 Outturn	Current Target	2018/19 Achieved	Short Term Trend	Long Term Trend	Notes
✔	BV78a Average speed of processing new HB/CTB claims (calendar days)	12.6	14.0	11.4	Improving	Improving	Processing of new claims continues to improve with more being completed online.
✔	BV78b Average speed of processing changes of circumstances for HB/CTB claims (calendar days)	5.0	5.0	3.9	Improving	Improving	There has been an increase in the number of changes of circumstances since the introduction of Universal Credit but positive work in this area has maintained the improvement in performance.
✔	BV79b(ii) HB overpayments recovered as percentage of the total amount of HB overpayment debt outstanding	29.3%	28.0%	29.0%	Negative	Improving	Although there is a marginal reduction in comparison to 2017/18, the team continue to surpass the target.

## ICT AND BUSINESS TRANSFORMATION



### Critical Success Indicators for ICT and Business Transformation 2018/19

Status	Code & Short Name	2018/19 Outturn	2018/19 Target	Short Term Trend	Long Term Trend	Notes
✔	ITLocal_01 System Availability	99.8%	99.5%	Improving	Improving	The level of availability of systems has been maintained.
✔	ITLoal_05 Virus Protection	100%	100%	Stable	Improving	All viruses were blocked with no business impact.

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

Status	Action Code	Action Title	Action Description	Progress	Due Date	Comments
	IT1819_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-2019	
	IT1819_14	ICT Security Compliance	PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.	100%	31-Mar-2019	
	IT1819_17	E-Facilities	Purchase and implement the necessary hardware and software to develop the Council's Mobile Working facilities. Including pilot projects to trial available mobile working facilities to continue development of the Council's e-facilities.	100%	31-Mar-2019	
	IT1819_20	Housing System - Enhancements	Project to provide necessary resource to assist the upgrade of the Capita Open Housing system and implement the Total Mobile working solution	100%	31-Mar-2019	

## **ICT and Business Transformation Key Performance Indicators 2018/19**

Status	PI Code & Short Name	2017/18 Outturn	Current Target	2018/19 Achieved	Short Term Trend	Long Term Trend	Notes
	ITLocal_02 Service Desk Satisfaction	100%	99%	100%	Stable	Improving	Customer satisfaction for 2018/19 was not recorded for the entire year. The data captured showed 100% satisfaction levels. The new ICT Service Desk arrangement, which has delivered on an ICT Shared Service Partnership strategic outcome, will allow for a complete record to be captured in 2019/20.
	ITLocal_04 BBSi Programme Completion	100%	100%	96.8%	Negative	Improving	The 2018/19 BBSi programme contained projects that will now be delivered in 2019/20. These have not resulted in any business impact.