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

---

PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN – 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 Council on 6 March 2019.

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 2019/20 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 2019/20.

Background papers
Nil

<div align="right">**APPENDIX**</div>

PERFORMANCE MANAGEMENT

1.   <u>Background - Corporate Plan</u>

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.   <u>Business Plans</u>

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 2019. 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.   <u>Performance Management</u>

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 2019/20 (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 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

Icon	Status	Description
✅	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

Performance Indicator Key

Icon	Performance Indicator Status
⬤	Alert
⚠	Warning
✅	Satisfactory
❓	Unknown
📈	Data Only

RESOURCES

Critical Success Indicators for Resources 2019/20

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green ✅	BV8 Percentage of invoices paid within 30 days of receipt	99.5%	99.3%	98.55%	99%	October 2019 = 98.18%
Green ✅	LALocal_07 No. of complaints determined by the Local Government/ Housing Ombudsman against the Council	2	1	1	0	One complaint was determined against the Council in Q2.
Amber ⚠️	LALocal_12 Freedom of Information requests dealt with within 20 working days	95%	97%	97%	100%	
Red 🔴	BV12 Working Days Lost Due to Sickness Absence (Rolling Annual Figure)	13.6	8.7	9.9	7.5	October 2019 = 10.6

Resources Key Tasks and Priorities for Improvement 2019/20

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Finance Services						
In Progress ▶	FP1922_02	Implement web based Financial Management Software	Introduction of web based accounts management to support New Ways of Working	**95%**	31-Dec-2019	Systems have been updated and testing is completed. Rollout took place in summer 2019. Finance Officers are providing ongoing support.
In Progress ▶	FP1922_03	Introduce Intelligent Scanning to all Departments	Reduction in time taken to process invoices received	**55%**	31-Dec-2019	Intelligent Scanning has been installed and being tested. Roll out to departments is expected to begin in the early 2020.
In Progress ▶	FP1922_05	Determine the approach to procurement to ensure that it meets needs and objectives	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	**50%**	31-Mar-2020	The Council is presently employing an Interim Procurement and Contracts Officer. A further attempt to fill the post on a permanent basis is underway.

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Legal Services						
In Progress ▶	LA1821_01.1	Implement and Manage the Case Management System	Improvement the management of cases and records. Production of case load reports.	**33%**	31-Dec-2019	Case Management System now used and all files have been imported. The Time Recording and Version Control elements are being developed. Internal task group created to review system use. Report function is being explored.
In Progress ▶	LA1922_01	Embed an effective joint Debt Recovery Service to continue to reduce levels of debt.	Maintain low levels of outstanding debt and focus on those with a realistic prospect of recovery	**40%**	31-Mar-2020	Ongoing cross departmental discussions to facilitate effective debt recovery operations.
In Progress ▶	LA1922_02	Rewrite the Council's Constitution	Update the Council's constitution to reflect the Council's day to day business	**42%**	31-Dec-2019	Standing Orders Section has been updated.
Administrative Services						
In Progress ▶	DEM1518_02	Transfer of Land Charges function to Land Registry	Transfer of Land Charges function to Land Registry	**5%**	Dec-2020	Due date revised from June 2019.
In Progress ▶	DEM1922_01	Roll Out Phase 2 of the Committee Management System	More efficient and effective production and distribution of Agendas, Minutes and improved website information	**70%**	Feb-2020	Phase 1 completed January 2018 resulting in improved efficiencies. Further development work on accessible documents ongoing. Programme in development to produce reports internally through the management system.

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Council Property						
Warning ⚠	CP1620_03	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	**60%**	31-Mar-2021	Work is ongoing.

Resources Key Performance Indicators 2019/20

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Finance Services						
Green ✔	FPLocal_01 Percentage of sundry creditors paid by BACS	89.9%	90.8%	91.9%	90%	
Red 🔴	FPLocal_02 Percentage of sundry debtors raised in any one financial year paid in that year	83.2%	83.5%	68.1%	90%	
Green ✔	FPLocal_03 Internal Audit: Percentage of planned audits completed in the year	89%	97%	33%	90%	November 2019 = 53%
Green ✔	FPLocal_09 Percentage of invoices paid within 20 days	98.5%	97.6%	93.9%	98%	

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green ✅	LALocal_13 The percentage of prosecutions where a sentence is imposed in the Magistrates Court	100%	-	-	-	Data is being recorded in the Case Management System. Development of reports is pending completion of officer training.
Legal Services						
Unknown ❓	LALocal_14 Statutory Notices issued as a result of requests from Council Services %	-	62.5%	-	-	5 Statutory Notices issued from 8 Council requests during 2018/19. Case Management System implemented and used daily. Development of reports is pending completion of officer training.
Administrative Services						
Amber ⚠️	LALocal_04 The percentage of complaints acknowledged within 3 working days	91%	94%	95%	100%	
Council Property						
Green ✅	CPLocal_01 % Industrial units vacant for more than 3 months	1.6%	1.6%	1.6%	5%	The industrial units remain close to 100% let with some tenant changes. Replacement tenants can usually be found within the 3 month period.
Red 🔴	CPLocal_02 Percentage of tenants of industrial units with rent arrears	6.6%	1.6%	3%	2%	There has been an slight increase in bad debtors.

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green ✅	CPLocal_05 % Beeston Square Shops vacant for more than 3 months	15%	7.69%	0%	0%	No shops vacant during quarter 2.

REVENUES, BENEFITS AND CUSTOMER SERVICES

Critical Success Indicators for Revenues, Benefits and Customer Services 2019/20

| Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green ✅	BV9 Council Tax collected %	98.5%	98.5%	57.5%	49.2%	Council Tax collection rate exceeds target. November 2019 = 76.1%
Green ✅	BV10 Non-Domestic Rates collected %	98.8%	99.1%	56.9%	49.4%	NNDR collection rate exceeds target. November 2019 = 73.2%

Revenues and Benefits and Customer Services Key Tasks and Priorities for Improvement 2019/20

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress ▶	RBCS1620_01	Manage the introduction of Universal Credit (UC)	Transfer of working age HB claims will be administered by the DWP	70%	Mar-2020	The managed migration has commenced in the pilot area - anticipated to take several months to complete. Full evaluation will be conducted before a national rollout is commissioned. This remains in DWP control but the Council will continue to work proactively with DWP.
In Progress ▶	RBCS1620_03	Replace the current CRM system (Meritec)	More effective system to record and refer customer contact.	98%	Nov-2019	This system is expected to go live on 1 November 2019.

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Warning ⚠	RBCS1620_05	Widen the use of e-forms	Widen the use of e-forms	98%	Nov-2019	Implementation date delayed to November 2019 allowing further testing. E-forms are continuing to be developed.
In Progress ▶	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.	15%	Mar-2020	Implementation is partly dependent on progress of the New Ways of Working Project and funding to make physical changes to reception.
In Progress ▶	RBCS1922_01	Implement Analyse Local	Allow the Council to estimate their NNDR appeals provision timely and consistently with Nottinghamshire Councils.	80%	Dec-2019	Installation of the Analyse Local System is being discussed with ICT.
In Progress ▶	RBCS1922_02	Property Inspector	Review the rateable value of Business premises within the area to ensure fair and accurate billing	95%	Mar-2020	The Council is currently in the process of contracting with Newark and Sherwood, Rushcliffe and Gedling to provide a shared property inspector. The position has been recruited with a commencement date of November 2019
In Progress ▶	RBCS1922_03	Single Person Discount Review	To review cases of SPD where it is considered the discount is no longer applicable	50%	Mar-2020	Further discussions taking place with other Nottinghamshire local authorities to establish a common approach.

Revenues and Benefits and Customer Services Key Performance Indicators 2019/20

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green	BV78a Average speed of processing new HB/CTB claims (calendar days)	12.6	11.4	9.2	14.0	Performance on track to achieve target August 2019 = 8.3
Green	BV78b Average speed of processing changes of circumstances for HB/CTB claims (calendar days)	5.0	3.9	4.2	5.0	Performance on track to achieve target August 2019 = 6.8
Red	BV79b(ii) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	29.3%	29.0%	8.9%	10.6%	Recovery of Housing Benefit overpayments remains difficult and work continues to improve this area.
Data Only	CSData_02 Calls Handled	90,192	79,800	16,402	80,000	The number of calls handled continues to decrease. 2019/20 = 34,259 (Apr-Sept) 2018/19 = 79,800
Data Only	CSData_03 Calls Abandoned	6,124	14,583	8,827	-	During the summer of 2018 the Customer Services team improved the way that the calls are handled. This meant that more calls would be handled within the Contact Centre. This change means that the rate of abandonment will increase in the Contact centre but reduce in the back office. As this indicator records those abandoned in the contact centre only, it will look like an increase compared to previous years.

ICT AND BUSINESS TRANSFORMATION

Critical Success Indicators for ICT and Business Transformation 2019/20

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green ✅	ITLocal_01 System Availability	99.6%	99.8%	99.9%	99.5%	
Green ✅	ITLocal_05 Virus Protection	100%	100%	100%	99%	

ICT and Business Transformation Key Tasks and Priorities for Improvement 2019/20

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Overdue 🔴	IT1920_01	Digital Strategy Implementation	Digital Strategy Implementation	95%	31-Mar-2020	Legal Case Management system, Customer Relationship Management system and Committee Management system are all LIVE.
Overdue 🔴	IT1920_02	New Ways Of Working	New Ways Of Working	75%	31-Mar-2020	Data Centre migration nearly complete, Council Chamber, Audio Visual Legal, Administration, Finance, Public Protection, ICT areas all complete. Housing under way.
In Progress ▶	IT1920_14	ICT Security Compliance	ICT Security Compliance	31%	31-Mar-2020	

Status Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress ▶	IT1920_17	E-Facilities - Projects include Leisure Members access control; Housing Mobile Device Pilot; and PDA Replacement Plan	E-Facilities - Projects include Leisure Members access control; Housing Mobile Device Pilot; and PDA Replacement Plan	50%	31-Mar-2020	

ICT and Business Transformation Key Performance Indicators 2019/20

Status / Icon	Code & Short Name	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green ✅	ITLocal_02 Service Desk Satisfaction	100%	100%	-	99.5%	The satisfaction survey service has only been available to users since 1st September 2019. No figures were collected between April and August 2019.
Amber ⚠️	ITLocal_04 BBSi Programme Completion	100%	96.8%	46.4%	100%	The BBSi programme is slightly behind delivery schedule. This is mainly due to staff annual leave during Q2. It is expected this shortfall will be addressed during Q3 and progress will be kept under regular monthly review.