

Joint report of the Chief Executive, Deputy Chief Executive and 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 in January/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 2019/20 and 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 and the Key Performance Indicators 2019/20.

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 2019/20 (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 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	Code & Short Name	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Amber 	BV8 Creditor invoices paid within 30 days of receipt	Monthly	99.5%	99.3%	97.2%	99.0%	The roll-out of Intelligent Scanning should enhance the efficiency of the creditor payment process and increase the speed with which creditors are paid
Green 	LALocal_07 No. of complaints determined by the Local Government and Housing Ombudsman against the Council	Quarterly	2	5	2	0	The number of complaints determined by the Ombudsman is less than 5 years ago (2 - 2017/18; 6 - 2016/17)
Amber 	LALocal_12 Freedom of Information requests dealt with within 20 working days	Quarterly	95.0%	96.5%	96%	100%	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 2019/20







Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In progress 	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	30%	Mar-2021	Due to delays in the joint procurement process, the Council is considering options for procuring this service with a view to having a new contract in place in 2020/21.
Completed 	FP1821_01 (Finance)	Produce Final Accounts by end of May	Accounts produced as required by legislation requirements from 2017/18	100%	May-2019	Final Accounts completed in advance of statutory deadlines.
Completed 	FP1821_02 (Finance)	Complete migration to the new bank account sort codes	Communicate the requirement of the change to	100%	Mar-2020	Completed.







Status	Code	Action Title	Action Description	Progress	Due Date	Comments
			relevant stakeholders			
In progress 	CP1620_01 (Property)	Pursue tram compensation claim	Pursue tram compensation claim	50%	Oct-2019	Compensation payments have reached over £1.7m with further negotiations ongoing.
Completed 	CP1620_03 (Property)	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	23%	Mar-2020	Work is ongoing. A new Asset Management Plan 2021-26 is being prepared.
Completed 	HR0912_01 (HR)	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%	Dec-2017	Due to Covid-19 the deadlines were extended to 22 May 2020 to allow managers to complete the appraisals which may have been missed due to the Pandemic
Completed 	HR1417_03 (HR)	Review of payroll processes to introduce electronic forms	Review of payroll processes to introduce electronic forms	100%	Mar-2018	E-Forms for Car Mileage Claims went live from April 2018. Further forms are being considered for development.
Completed 	HR1620_01 (HR)	Review opportunities for shared HR working with other local authorities	Review opportunities for shared HR working with other local authorities	100%	Mar-2018	Opportunity explored to partner with neighbouring authority to provide training in respect of Apprenticeship Levy. Other partners now approved and engaged.
Completed 	HR1620_02 (HR)	Review of People Strategy	Review of People Strategy	100%	Oct-2018	People Strategy approved by Policy and Performance Committee in December 2018.
Completed 	HR1620_03 (HR)	Development of a new Apprenticeship Strategy	Identify future skills requirements/improve career progression opportunities	100%	Jun-2018	Apprenticeship Strategy approved by Policy and Performance Committee on 12 December 2018.
Completed	HR1720_01 (HR)	Introduce 20 new online Broxtowe Learning	Expand range of opportunities to develop	100%	Mar-2020	Since April 2017 20 new courses have been launched and 25 other courses have been




Status	Code	Action Title	Action Description	Progress	Due Date	Comments
		opportunities by 2020	employee skills. Add 20 modules to Broxtowe Learning Zone by 2020			refreshed or updated. The system has been updated to increase accessibility for users.
Completed 	HR1720_02 (HR)	Review of Employee Induction Programme	Ensure staff are equipped with the knowledge needed to perform at a high level.	100%	Jul-2018	New video produced by Corporate Communications now used for new employees.
Completed 	H&S1620_02 (H&S)	Completion of Health and Safety Action Plan 2018/19	Completion of Health and Safety Action Plan	100%	Mar-2019	Business Continuity exercise was undertaken in April 2018.
Completed 	LA1620_02 (Legal)	Reduce sundry debtors backlog	Reduce sundry debtors backlog	100%	Apr-2019	Sundry debt has reduced. Responsibility for managing this has now transferred to Debt Recovery and Quality Control section and Housing. A revised policy and procedures are also to be produced.
Completed 	LA1821_01 (Legal)	Purchase and Implement Case Management System	Improve the management of cases and records	100%	Dec-2018	Installation completed January 2019. Work ongoing to develop reports and templates to assist in management of cases. This is now being used routinely in the section.
In Progress 	DEM1518_01 (Admin)	Community Governance Review	Community Governance Review	10%	Oct-2022	Review start put back to October 2020 in light of coronavirus pandemic. Initial suggested changes related to ward boundaries would need to be sent to LGBCE for comment. Report to Governance, Audit and Standards Committee on 20 July 2020 to outline process.
In Progress 	DEM1518_01 (Admin)	Implementation of committee management system	Implementation of committee management system	85%	Jun-2018	Committee Management System purchased and installed. System Training for officers is to be delivered in 2020/21.
In Progress	DEM1518_02	Transfer of Land Charges	Transfer of Land Charges	5%	Mar-2022	Transfer date still not set by Land Registry. Work continuing on data cleansing and input

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
	(Admin)	function to Land Registry	function to Land Registry			into the Land Charges system. A data analysis exercise will be carried out in the summer to test the accuracy of the data held in the electronic register compared to HMLR expected standards.

Resources Key Performance Indicators 2019/20


Status	Action Code and Title	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Green 	FPLocal_01 Sundry creditors paid by BACS	Monthly	89.9%	90.8%	93.8%	91%	
Red 	FPLocal_02 Sundry debtors raised in any one financial year paid in that year	Monthly	83.2%	83.5%	83.4%	90%	
Green 	FPLocal_03 Planned audits completed in the year	Annually	89%	97%	86%	90%	Outturn impacted by pandemic lockdown.
Red 	FPLocal_09 Invoices paid within 20 days	Monthly	98.5%	97.6%	92.6%	98%	Officers to be reminded of requirement to enter and authorise invoices promptly.
Green 	CPLocal_01 Industrial units vacant for more than 3 months	Quarterly	1.6%	1.6%	1.7%	2%	Industrial units remain close to 100% let with some tenant changes. Replacement tenants can usually be found within the three month period.
Red 	CPLocal_02 Tenants of industrial units with rent arrears	Quarterly	6.6%	1.6%	5.0%	3%	End of year estimated at 5%. Several requests from tenants asking for rent deferrals were made during lockdown prior to financial year-end. The effect has yet to be determined as there will be rent arrears when businesses reopen.

Status	Action Code and Title	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Red 	BV16a Employees with a Disability	Quarterly	7.09%	6.90%	6.25%	10%	From information declared: <ul style="list-style-type: none"> • 2017/18 – 437 declared 31 with disability • 2018/19 – 435 declared 30 with disability • 2019/20 – 444 declared 29 with disability
Red 	BV17a Ethnic Minority representation in the workforce	Quarterly	6.87%	6.44%	7.24%	8%	Slight decrease in ethnic minority representation in the workforce during 2019/20: <ul style="list-style-type: none"> • 2017/18 – 437 declared 31 BAME • 2018/19 – 435 declared 29 BAME • 2019/20 – 456 declared 33 BAME
Amber 	HRLocal_06 Annual employee turnover	Quarterly	13.1%	14.0%	10.3%	10%	Employee turnover has decreased considerably and is close to target. <ul style="list-style-type: none"> • 2019/20 = 54 Leavers • 2018/19 = 66 Leavers • 2017/18 = 63 Leavers Local Government average in 2016/17 = 13.4%
Amber 	HRLocal_07 Employees qualified to NVQ Level 2 and above	Quarterly	85%	85%	87%	89%	Overall skills level has remained stable. The numbers of leavers and starters in 2019/20 have closely mirrored. Nearly all new starters have achieved a minimum of NVQ Level.2 (or equivalent).
Amber 	LALocal_04 Complaints acknowledged within 3 working days	Quarterly	91%	94%	97%	100%	Response rate to complaints continues to improve.
Red 	LALocal_06 Complaints concluded under Stage 2 of the Council's Complaints Procedure	Quarterly	17	29	41	15	Although 41 Stage 2 complaints were concluded only two were upheld by the Local Government Ombudsman.


Status	Action Code and Title	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Green 	LALocal_08 Individually registered electors in the Borough	Annually	84,617	84,788	87,126	87,500	Electoral register for 2020 was published in December 2019. There has since been an increase in the number of registered electors compared to the 2019 register.
Green 	LALocal_13 Successful prosecutions in the Magistrates Court	Annually	100%	100%	100%	90%	All cases presented in the Magistrates Court achieved the desired outcome.
Data Only 	LALocal_14 Statutory Notices issued as a result of requests from Council Services	Annually	-	63%	70%	-	The information is obtained from a combination of several data reports that were developed in 2019/20 and is an estimate at March 2020. Reports are continuing to be developed.






REVENUES, BENEFITS AND CUSTOMER SERVICES

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



Status	Code and Short Name	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Green 	BV9 Council Tax collected	Monthly	98.54%	98.47%	98.30%	98.4%	Although the Council Tax in year collection is slightly down on the previous year, it is expected that continued recovery will ensure overall collection remains on target.
Green 	BV10 Non-domestic Rates Collected	Monthly	98.76%	99.06%	98.60%	98.70%	Although the Business Rates in year collection is slightly down on the previous year, it is expected that continued recovery will ensure overall collection remains on target
Green 	BV66a Rent Collection: Rent collected as a proportion of the rent owed	Monthly	98.30%	99.89%	99.81%	99.00%	The Income Collection Team formally moved into the Housing Department in early 2019. The BV66a figure is monitored and reported to the Housing Committee.


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

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	RBCS 1620_01	Manage the introduction of Universal Credit (UC)	Manage the introduction of Universal Credit (UC)	50%	Mar-2024	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.
Completed	RBCS	Replace the current CRM	Replace the current CRM	100%	Mar-2019	New CRM has been live since November

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
	1620_03	system (Meritec)	system (Meritec)			2019.
Completed 	RBCS 1620_05	Widen the use of e-forms	Widen the use of e-forms	100%	May-2019	Completed in line with CRM system.
Completed 	RBCS 1620_08	Implement the pre-eviction protocol for rent areas and actions arising from the KPMG report	Implement the pre-eviction protocol for rent areas and the actions arising from the KPMG report	100%	Apr-2017	Action is deemed complete.
Completed 	RBCS 1720_01	Develop a greater integrated Revenues and Benefits department with Erewash	Integrated service where the Revenues and Benefits service, between the two Councils, is working together	100%	Mar-2019	The Council has decided not to develop the integrated service with Erewash in respect of Revenues and Benefits.
Completed 	HS 1520_43	Reduce rent arrears whilst planning for the introduction of UC	Reducing levels of rent arrears	100%	Mar-2019	The Income Team continues to monitor arrears in relation to Universal Credit claims, and to support tenants who are claiming Universal Credit. The on-going work is now monitored through the Housing Business Plan and reported to the Housing Committee.



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

Status	PI Code & Short Name	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Green 	BV78a Average speed of processing new HB/CTB claims (calendar days)	Monthly	12.6	11.4	8.6	12.0	Processing of new claims continues to improve with more being completed online.
Green 	BV78b Average speed of processing changes of circumstances for HB/CTB	Monthly	5.0	3.9	4.4	5.0	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




Status	PI Code & Short Name	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
	claims (calendar days)						maintained the improvement in performance.
Red 	BV79b(ii) HB overpayments recovered as percentage of the total amount of HB overpayment debt outstanding	Quarters	29.3%	29.0%	26.5%	29.0%	A challenging target significantly influenced on the recovery options available. With the introduction of UC and wider rollout, it has reduced the possibility of recovering debts directly and increased the reliance of customers making payments.


ICT AND BUSINESS TRANSFORMATION

Critical Success Indicators for ICT and Business Transformation 2019/20



Status	Code & Short Name	Frequency	2017/18 Achieved	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Green 	ITLocal_01 System Availability	Monthly	99.6%	99.8%	99.9%	99.5%	The level of availability of systems has been maintained.
Green 	ITLoal_05 Virus Protection	Monthly	100%	100%	100%	100%	2019/20 has seen a positive improvement on the previous year. Work will continue in 2020/21 to improve further and works to change telephone systems to Teams will help with this.

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

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	IT1920_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%	Mar-2019	
Completed 	IT1920_14	ICT Security Compliance	PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.	100%	Mar-2019	
Completed 	IT1920_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	100%	Mar-2019	

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
			continue development of the Council's e-facilities.			
Completed 	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%	Mar-2019	

ICT and Business Transformation Key Performance Indicators 2019/20

Status	PI Code & Short Name	Frequency	2017/18 Outturn	2018/19 Achieved	2019/20 Achieved	2019/20 Target	Notes
Amber 	ITLocal_02 Service Desk Satisfaction	Monthly	100%	100%	96%	99%	Survey capability introduced September 2019: part year results 96%. ICT will be using the customer feedback to improve further in 2020/21.
Green 	ITLocal_04 BBSi Programme Completion	Quarterly	100%	96.8%	100%	100%	The 2019/20 BBSi programme was fully completed.