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

BUSINESS AND FINANCIAL PLANS – OUTTURN 2019/20

1. Purpose of report

   To consider progress against the Business Plans in respect of the Council's priority areas and key support functions and to consider significant variances in the financial outturn against revised budgets for 2019/20.

2. Background

   Detailed business and financial plans linked to the five Corporate Plan priority areas of Housing; Business Growth; Environment; Health; and Community Safety and the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by the respective Committees in early 2019 as part of the budget setting process.

3. Performance Management

   As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, capital programme and other financial information. The relevant Committees receive regular reports during the year which review progress against their respective Business Plans. This outturn report provides an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators, identified as a means by which outcomes relating to priorities and objectives can be measured. This summary is at appendix 1.

4. Financial Outturn

   A summary of the year-end financial position, together with variations against the budget, is provided in appendices 2A to 2H (one for each corporate priority area and support services). In overall terms there is a net underspending/additional income of £362,388 on the General Fund and £898,757 on the Housing Revenue Account compared to the revised estimate. The Finance and Resources Committee on 9 July 2020 will consider the overall outturn position.

   A review of overspending/reduced income and underspending/additional income across all areas has been undertaken and the reasons for these are also presented for consideration.

Recommendation
The Committee is asked to NOTE the financial and performance outturn for 2019/20, including the reasons for the financial variations as listed at appendices 2A to 2H.

Background papers
Nil

PERFORMANCE MANAGEMENT

1. Corporate Plan

    The Corporate Plan 2016-20, approved by Cabinet on 9 February 2016, set 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 focused on its 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

    The current Business Plans (2019-22) linked to the five corporate priority areas were approved by the respective Committees in January/February 2019.

    The Business Plans detail the projects and activities undertaken in support of the Corporate Plan 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 by the relevant Committee. This includes 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 framework

    As part of the performance management framework, this Committee receives a high level report of progress against Corporate Plan priorities on a quarterly basis. The report provides a summary of the progress made to date towards achieving the corporate priorities and objectives. It also provides the latest data relating to Critical Success Indicators, which have been identified as a means by which outcomes relating to corporate priorities and objectives can be measured.

    Further operational performance data, such as Key Performance Indicators and Management Performance Indicators are monitored by respective Committees and/or General Management Team/Senior Management Team as appropriate.

    The progress made towards achieving the Councils objectives by each of the five priorities, and support services are considered separately below. This report focuses on progress towards completing key tasks and actions during 2019/20 and the year-end position of Critical Success Indicators (CSI). The tables below provide a summary for each of the priority services and support services.

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. A red, amber and green traffic light symbols 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

Housing Key Tasks and Areas for Improvement - 2019/20

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed	HS1922 _01	IT system improvements through implementation of phase 2 of upgrade to v15 Capita Open Housing	Quality management information for more efficient housing management	100%	Jun-2019	System improvements have been implemented and the data is to be used in management of the Housing Service to drive service improvements.
In Progress	HS1922 _02	Implement housing new build delivery plan	Add to the social housing stock Produce affordable homes to rent	83%	Dec-2019	The Housing Delivery Plan was approved in June/July 2019 by the Housing Committee and Finance and Resources Committee respectively. The procurement process is on track to enable delivery of new build houses to support the Housing Delivery Plan. Other avenues are being explored including buying back former Council properties to meet housing needs.
In Progress	HS1922 _03	Implement findings of social and affordable housing need report, including consideration of designation of Independent Living schemes	Most effective use of property owned by the Council to meet the needs of the borough	80%	Mar-2020	Report on stock options for Independent Living will be presented to the Housing Committee in June 2020.
Completed	HS1922 _04	Produce an Asset Management Strategy	Ensure effective management of assets	100%	Dec-2019	An Asset Management Strategy will be presented to the Housing Committee in June 2020 utilising the information that has been provided in the Stock Condition Survey.
Completed	HS1922 _05	Complete a stock condition survey	Provide up to date and accurate information about the condition of our housing stock	100%	Mar-2020	The Stock Condition Survey is complete and the findings are being presented to Housing Committee in June 2020.
Completed	HS1922 _06	Undertake a review of the Housing Repairs Service	Maximise efficiency of the repairs service	100%	Mar-2020	The review of Housing Repairs service was completed, with recommendations being

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
✅			Consider commercial opportunities if available			implemented to improve efficiency.
Completed ✅	HS1922_07	Increase the commerciality of the Lifeline Service	Increase sales of the Lifeline service Support for vulnerable people in the borough	**100%**	Sep-2019	The new Lifeline Service was introduced in June 2019 supported by a new Policy and includes a tiered system of charges.
Completed ✅	HS1922_08	Implement a new Neighbourhood Strategy which sets out how neighbourhoods will be maintained and improved	Improve the environment for tenants, including communal areas, caretaking and inspections	**100%**	Dec-2019	The Total Mobile service was expanded to include the Tenancy and Estates teams and is enabling improved management of Housing Operations and provides real time information for Officers whilst on site.
Completed ✅	HS1922_09	Integration of the Income Team into the Housing department	Reduction in rent arrears Closer working between teams to deliver an excellent housing service	**100%**	Jul-2019	The Income Team has integrated successfully into the Housing Service and works effectively with other teams to reduce rent arrears.
Completed ✅	HS1922_10	Implement a Welfare Reform action plan	Reduction in rent arrears Mitigate impact of welfare reforms Support for vulnerable people in the borough Income and Housing Manager - Working with CAB and DWP	**100%**	Dec-2019	The Income Team meet regularly with Housing Officers to discuss cases and create plans to support residents with their tenancies. This has reduced the impact of the introduction of Universal Credit.
Completed ✅	HS1922_11	Implementation of Introductory Tenancies	More efficient housing management - Reduced ASB and arrears	**100%**	Mar-2020	Introductory tenancies have been fully implemented.
Completed ✅	HS1922_12	Implement a Housing Green Paper and Grenfell response action plan	Increase in involvement of tenants and leaseholders in improving the Housing	**100%**	Mar-2020	Action plan for Grenfell has been implemented and new Engagement Strategy has been written with consideration to the

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
			Service			Green Paper objectives.
Overdue 🔴	HS1922 _13	New Housing Strategy	Increase in involvement of tenants/leaseholders in improving the Housing Service	**60%**	Mar-2020	Consultation is being completed. A new strategy will be presented to the Housing Committee in September 2020.
Overdue 🔴	HS1922 _14	Provide two dementia friendly bungalows with DFG funding	Increase in specialist supported accommodation Funding from Better Care Fund. Working with Head of Property Services	**92%**	Mar-2020	Work has been delayed due to the pandemic lockdown.
Completed ✅	HS1922 _15	Organise a programme of events for families and young people	Contributing to the priorities of the Mental Health Working Group	**100%**	Sep-2019	The Housing Engagement Team promoted services at events during the summer and invited families to participate.
Completed ✅	HS1922 _16	All contracts in Housing will be reviewed and retendered as required	Value for money assurance Efficiencies to be obtained through Council wide procurement and framework agreements	**100%**	Mar-2020	A revised timetable for contracts to be reviewed has been completed and is now in use.

Housing Business Plan - Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Notes
Green	BV66a Rent Collection: Rent collected as a proportion of the rent owed	99.9%	99.0%	99.8%	2019/20 Q3 97.8%. Introduction of Universal Credit claimants contributed to an increase in rent arrears.
Green	HSLocal_11: Private sector vacant dwellings that are returned into occupation or demolished	34	25	33	Achieved target for 2019/20.
Green	HSTOP_01: Overall satisfaction (Housing)	95.3%	87.0%	89.0%	Overall satisfaction calculated using the question 'taking everything into account, how satisfied are you with the service provided by the Council's Housing department.' This result is based on 1,860 surveys completed in year.
Red	HSTOP10_02: Gas Safety	99.9%	100%	99.9%	During 2019/20, 4,503 out of 4,507 gas services were completed on time. For the four that were not completed on time, two were due to a manual input error giving the incorrect anniversary date; and two were carried out late due to access issues.
Red	NI154: Net additional homes provided	297	360	235	Figures provided are consistent with changes to the way of monitoring housing completion as a result of the housing delivery test requirements. Following adoption of the Part 2 Local Plan on 16 October 2019. a number of allocated sites will be available for housing to improve delivery. The data for 2019/20 not finalised as site visits were not able to be undertaken to check all completions.
Green	NI159: Supply of ready to develop housing sites	72%	100%	100%	Adopting Part 2 Local Plan will fully address the five-year housing land supply shortage. Sites allocated are expected to come forward for development within two years. There is dialogue with developers, house builders and funding providers to unlock the more difficult to develop sites and these efforts are showing signs of success with the highest house building figures for 10 years achieved in 2017/18.

Business Growth Business Plan – Key Tasks and Areas for Improvement 2019/20

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed	BG P2LP	Part 2 Local Plan	Prepare the Part 2 Local Plan for Broxtowe Borough.	100%	Sep-2019	The Planning Inspector's report was received on 7 October 2019. The plan was adopted by full Council on 16 October 2019.
In Progress	BG1620_05	Support tram extension to the HS2 station and transport infrastructure work in the wider region.	Support tram extension to the HS2 station and transport infrastructure work in the wider region.	83%	Mar-2021	Adoption of the Part 2 Local Plan provides additional clarity to secure the necessary funding to assist with delivery of the tram extension. A supplementary planning document is underway and anticipated to be completed by the end of 2020.
In Progress	BG1620_08	Report to Committee to enable consideration of undertaking a CIL charging Schedule	Report to Committee to enable consideration of undertaking a CIL charging Schedule	14%	Dec-2020	The Part 2 Local Plan is complete. A Contributions Officer was appointed in April 2020 who is now progressing this work.
In Progress	BG1620_09	Redevelopment of Beeston Square Phase 2	Create a redeveloped site to provide housing, employment and community facilities.	61%	Dec-2020	A lease has been agreed with Arc Cinema. A contractor for the redevelopment work has been appointed. Work started in October 2019 and is scheduled to be completed by December 2020.
Completed	CP1417_02	Stapleford Gateway site	Redevelopment of the Stapleford Gateway site	100%	Mar-2020	Work on converting the old Stapleford Police Station to an office hub is underway.
Completed	JBG1417_04	Promote benefits of Apprenticeships	Hold at least two events each with employers promoting the benefits of apprenticeships.	100%	Mar-2019	Bi-annual events being held. Eastwood Jobs Club held monthly giving opportunities for apprentices.
Completed	JBG 1417_05	Provide a financial support scheme for small and medium businesses	Target is to engage five business a year	100%	Mar-2020	Support has been well received by local businesses.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress ▶	JBG 1518_06	Neighbourhood Plans	Assist in the preparation of Neighbourhood Plans	**34%**	May-2019	As the Part 2 Local Plan has been adopted, work on developing neighbourhood plans will now progress more speedily.

Business Growth – Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Notes
Data	ERLocal_02: Employment Land Take Up	4,257m^2	TBC	TBC	Monitoring has yet to be undertaken for 2019/20.
Data	ERLocal_03: No. of planning applications approved for employment development (Class B1, B2 or B8)	8	-	7	The number represents approvals and not units which have been completed
Green ✔	TCLocal_01a: Town centre units occupied: Beeston	95%	93%	93%	Slight decrease from 94% in Q3 2019/20
Red 🔴	TCLocal_01b: Town centre units occupied: Kimberley	92%	93%	87%	Decrease from 89% in Q3 2019/20
Amber ⚠	TCLocal_01c: Town centre units occupied: Eastwood	89%	93%	91%	Stable from 91% in Q3 2019/20
Red 🔴	TCLocal_01d: Town centre units occupied: Stapleford	86%	93%	87%	Slight decrease from 88% in Q3 2019/20 National Score October to December 2019 = 90.2%. Data last collected in March 2020 due to COVID19
Red 🔴	TCLocal_05: New retail/commercial floor space provided within in Town Centres	-	40	4	No new units built in town centres and no units expanded. This is in line with emerging planning policy which proposes to amend and shrink some town centre boundaries to increase long term viability.

Environment Business Plan – Key Tasks and Areas for Improvement 2019/20

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed	ENV 1620_03	Implement the actions identified within the Waste Strategy	Implement the actions identified within the Waste Strategy	100%	Mar-2020	24 of the 27 actions identified in the Waste Strategy Action Plan have been addressed. Some activities are ongoing activities. The new national Waste and Resources Strategy was release at the end of 2018: Central Government is currently consulting on this strategy. It is anticipated that the consultation will conclude in 2020/21. The consultation has included a national common approach to recycling including the items to be recycled and arrangements for recycling of food waste.
Completed	ENV 1620_04	Franchises and licensing within Parks and Open Spaces	Franchises and licensing within Parks and Open Spaces	100%	Mar-2020	Sponsorship of floral bedding was reviewed. Opportunities for sponsoring facilities within Parks and Green Spaces being explored.
Completed	ENV 1720_01	Strategic Tree Planting	Continue to apply a strategic approach to tree management and planting. Work with partners, land owners and other agencies.	100%	Dec-2019	A new tree planting scheme launched as part of the Clean and Green Campaign. The autumn/ winter of 2019/20 saw 2,102 new trees planted. Schemes included: • Free fruit trees – 500 apple and pear trees were given away to residents of the Borough at two events in January 2020. • Community Tree Events with 700 trees planted at Hetley Pearson Rec. Ground • 21 memorial trees planted at Brinsley Recreation Ground. • Two new Community Orchards created.
In Progress	ENV 1821_03	Improve Play Areas and Parks & Open Spaces	Ensure sites are Health & Safety and DDA Compliant	95%	Mar-2020	All year-1 schemes completed as part of the £500k initiative. Most year-2 schemes completed with the Hall-om-Wong scheme

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
						carried forward due to a late award of funding to enhance the scheme.
Completed ✅	ENV 1922_01	Implementation of the Clean and Green Initiative	Implement a range of initiatives aimed at making Broxtowe a Cleaner and Greener place for residents and visitors to the Borough.	**100%**	Mar-2020	A number of activities were undertaken as part of the 2019/20 Clean and Green initiative. Unfortunately, some events planned for March 2020 were cancelled due to the coronavirus.
Completed ✅	ENV 1922_02	Management of Water Safety measures for Council owned water courses	Assess all the Council owned water courses and install/maintain appropriate safety measures/signage.	**100%**	Mar-2020	All sites have been assessed appropriate signage installed and water safety devices fitted at strategic locations.
Completed ✅	ENV 192_03	Evaluate/implement an integrated system for managing and monitoring work schedules for Environmental Services	To operate a system that will manage the work schedules of the frontline services.	**100%**	Mar-2020	The Bartec system has been upgraded and is used to managed the work schedules of refuse and some back office staff.

Environment – Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Green	NI195a Cleanliness of the streets and open spaces within the Borough	96%	97%	96%	The level of cleanliness has been maintained.
Green	SSData_01 Number of fly tipping incidents removed	359	342	267	A reduction of around 15% in the amount of fly tipping was recorded compared. This is a positive outcome (contrary to national trends) and can be attributed to a measures including the installation of anti-fly tipping signage, rapid clearance of waste and the provision of waste day events and free bulky waste collection events.
Amber	NI192 Household waste recycled and composted	38.5%	40.2%	38.8%	Whilst the figure is below the target for 2019/20 there has been an increase from the previous year.
Green	PSData_09 Parks achieving Broxtowe Parks Standard %	92%	98%	96%	Plans and changes to maintenance regimes are being developed to improve parks not achieving the Broxtowe Parks Standard.
Green	CPLocal_03 Energy consumption across all operational sites Total kWh	8,114k	8,280k	7,039k	Data calculated annually.

Community Safety Business Plan – Key Tasks and Areas for Improvement 2019/20

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed	COMS 1620_16	Develop and deliver Actions Plans for Broxtowe Strategic Partnership	Improvement in issues identified in respect of Children/Young Persons, Health, Dementia, and Child Poverty	100%	Mar-2020	Actions agreed for 2019/20 have been completed.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed ✅	COMS 1720_04	Deliver the Cross-Departmental Anti-Social Behaviour Action Plan	Reduction in anti-social behaviour across the borough	**100%**	Mar-2020	Completed.
Completed ✅	COMS 1821_08	Undertake a feasibility study on introducing wheelchair accessible taxi fleet	Taxis in the borough are wheelchair accessible	**100%**	Mar-2020	Report presented to Licensing and Appeals Committee on 3 December 2019. A working group has been set up to consider ways to incentivise new and existing drivers to upgrade fleet. The further work is due to be completed by August 2020.
Completed ✅	COMS 1821_13	Produce Food Service Plan	Ensure a fit for purpose Food Service Plan which informs activity in this area	**100%**	Jun-2019	Completed.
Completed ✅	COMS 1821_14	Produce DEFRA Annual Air Quality Status Report	Ensure a fit for purpose Air Quality Status Report highlighting current status an potential actions	**100%**	Jun-2019	Completed.
In Progress ▶	COMS 1821_15	Review of the Council's policy on toilet provision in cafes and restaurants	Production of approved policy on toilet provision in cafes and restaurants	**66%**	Sep-2020	Community Safety Committee on 29 January 2020 requested consultation be undertaken with Businesses and Residents. This will be held after the pandemic lockdown ends.
Completed ✅	COMS 1922_01	Develop and deliver a Neighbourhood Action Plan for Stapleford	Reduce all types of crime and improve community confidence	**100%**	Mar-2020	All actions in the Neighbourhood Action Plan completed. An Action Plan for 2020/21 has been developed and submitted to Office of the Police and Crime Commissioner for approval.
Completed ✅	COMS 1922_02	Implement ECINs for ASB Panel meeting management	Combine Anti-Social Behaviour and Complex Case Panels into one meeting to increase efficiency	**100%**	May-2019	Completed.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed ✅	COMS 1922_04	Introduction of online payment facility for licence applications	Payments available on line for licence applications	**100%**	Feb-2020	Online payments for taxi applications and premises annual fees now live. Other payments may be added as required.
Completed ✅	COMS 1922_05	Set up procedures for Channel, Prevent, and Serious Organised Crime	Effective notification and referral mechanisms	**100%**	Mar-2020	Completed.
Completed ✅	COMS 1922_06	Set up effective mechanisms to manage the Local Strategic Partnership Task and Finish Group	Improved functioning of, and outcomes from, Local Strategic Partnership	**100%**	Oct-2019	Changes to the way Local Strategic Partnership groups operate being undertaken.
Overdue 🛑	COMS 1922_07	Achieve Well Being at Work Accreditation	Improve Staff welfare and wellbeing	**33%**	Mar-2020	Work with County Council is waiting for a revised procedure to progress this further.
Completed ✅	COMS 1922_08	Create an effective Key Individuals Network System (KINS) for Broxtowe	System populated with key individuals to enable distribution of information to the specific communities	**100%**	Dec-2019	Completed.

Community Safety – Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Data Only 📈	ComS_011 No. of ASB Incidents	2,011	2,126	-	1,500 @ Q3 2019/20
Data Only 📈	ComS_012 ASB cases received by Environmental Health	480	-	386	There has been a significant reduction in ASB cases received by Environmental Health.

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Data Only	ComS_013 ASB cases received by Housing (General Housing)	40	-	22	There has been a significant reduction in ASB cases received by the Housing Services.
Data Only	ComS_014 ASB cases received by Community Services	191	-	126	There has been a significant reduction in ASB cases received by the Communities Services.
Data Only	ComS_024 Repeat Broxtowe high risk DV cases reported to MARAC South	24%	13%	14%	A reduction in the number of repeat cases was seen in 2019/20.
Red	ComS_025 Domestic crimes in Broxtowe Borough	834	550	749	Target reduced from 1,488 to reflect that only domestic crimes are recorded as opposed to domestic crimes and incidents. The number of crimes has reduced in 2019/20.
Green	ComS_085 Alcohol related referrals to Change-Grow-Live	103	-	100	Referrals - Some of the outcomes in quarter 4 will be from previous quarters referrals.
Data Only	ComS_085a Successful Outcomes from referrals to Change-Grow-Live	94 (91.3%)	- (70%)	72 (96%)	Positive Outcomes - Exceeded target of 70%. The programme is having positive impact. The number of referrals is between 20-25 each quarter. Programme completion may take longer for some referees.
Data Only	Local Strategic Plan 2018-2020	-	100%	82%	The value shows progress on completing the Partnership Action Plans for Health, Dementia, Children and Young People, Older People, and Child Poverty. These plans cover a two-year period starting in 2018. Some tasks have been rolled forward into refreshed plans due to the COVID19 outbreak

Resources – Key Tasks and Areas for Improvement 2019/20

Status	Action	Action Title	Action Description	Progress	Due Date	Comments

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
In progress	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	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	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	Complete migration to the new Bank Account Sort Codes	Communicate the requirement of the change to relevant stakeholders	950%	Mar-2020	Completed.
In progress	CP1620_01	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	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	100%	Mar-2020	Work is ongoing. A new Asset Management Plan 2021-26 is being prepared.
Completed	HR091_01	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-2018	Due to Covid-19 the deadline was extended to 22 May to allow Managers to complete appraisals which may have been missed due to the pandemic lockdown.
Completed	HR1417_03	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.

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
Completed ✅	HR1620_01	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	Review of People Strategy	Review of People Strategy	100%	Oct-2018	People Strategy approved by Policy and Performance Committee on 12 December 2018.
Completed ✅	HR1620_03	Development of a new Apprenticeship Strategy	Identify future skills requirements and improve career progression opportunities	100%	Jun-2018	Apprenticeship Strategy approved by Policy and Performance Committee on 12 December 2018.
Completed ✅	HR1720_01	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	100%	Mar-2020	Target is for 20 new courses delivered from April 2017 to March 2020. Since April 2017 20 new courses have been launched and 25 other courses have been refreshed or updated. The system has been updated to increase accessibility for users.
Completed ✅	HR1720_02	Review of Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level.	100%	Jul-2018	New video produced by Corporate Communications now used for new employees.
Completed ✅	H&S1620_02	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.

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
In Progress	DEM1518 _01	Community Governance Review	Community Governance Review	10%	Oct-2022	Start of the review put back to October 2020 in light of coronavirus pandemic. Initial suggested changes where related ward boundary change would be needed sent to LGBCE for comment. Report to Governance, Audit and Standards Committee on 20 July 2020 to outline process.
In Progress	DEM1518 _01	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.
Completed	LA1620 _02	Reduce sundry debtors backlog	Reduce sundry debtors backlog	100%	Apr-2019	The sundry debt has reduced and the responsibility for managing this in the future has transferred to Debt Recovery and Quality Control Section and Housing. A revised policy and procedures are also to be produced.
Completed	LA1821 _01	Purchase and Implement Case Management System	Improve the management of cases and records	100%	Dec-2018	Purchase and 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.

Resources - Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Amber ⚠️	BV8 Creditor invoices paid within 30 days of receipt	99.3%	99.3%	97.2%	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 Complaints determined by the Local Government/Housing Ombudsman against the Council	5	0	2	Number of complaints determined by the Ombudsman is less than five years ago (2 - 2017/18; 6 - 2016/17)
Amber ⚠️	LALocal_12 Freedom of Information requests dealt with within 20 working days	96.5%	100%	96%	ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Exceeding the ICO target.

Revenues, Benefits and Customer Services Key Tasks and Areas 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 1620_03	Replace the current CRM system (Meritec)	Replace the current CRM system (Meritec)	100%	Mar-2019	New CRM has been live since November 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 BC`	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	This task was completed by 31 March 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 Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Green ✅	BV9 Council Tax collected	98.5%	98.4%	98.3%	Although the in-year Council Tax collection is slightly down on previous, it is expected that continued recovery will ensure overall collection remains on target.
Green ✅	BV10 Non-domestic Rates Collected	99.1%	98.7%	98.6%	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	99.9%	99.0%	99.8%	The Income Collection Team formally moved into the Housing Department in early 2019. The BV66a figure is monitored and reported to the Housing Committee.

ICT and Business Transformation – Key Tasks and Areas for Improvement 2019/20

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
Green	IT 1920_01	Digital Strategy Implementation	Implement 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	
Green	IT 1920_14	ICT Security Compliance	PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.	100%	Mar-2019	
Green	IT 1920_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 e-facilities.	100%	Mar-2019	
Green	IT 1819_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 Critical Success Indicators 2019/20

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
	ITLocal_01 System Availability	99.8%	99.9%	99.5%	Level of availability of systems has been maintained.
	ITLoal_05 Virus Protection	100%	100%	100%	All viruses were blocked with no business impact.