



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

## FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY

10 SEPTEMBER 2018

WARDS AFFECTED:

ALL WARDS

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### Performance and Risk Management Framework 1<sup>st</sup> quarter summary for 2018/19

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#### Report of Director (Corporate Services)

##### 1. PURPOSE OF REPORT

- 1.1 To provide the 1<sup>st</sup> quarter 2018/19 outturn position for:
- Performance Indicators including benchmarking where available
  - Service Improvement Plans
  - Corporate risks
  - Service area risks

##### 2. RECOMMENDATION

- 2.1 That members:
- Note the 2018/19 1<sup>st</sup> quarter position for items listed at 1.1 above
  - Recommend any actions that should be taken to improve performance on Indicators that are not on target
  - Recommend any actions that should be taken to address Service Improvement Plans that are showing signs of slippage against target date(s)
  - Review risks that pose the most significant threat to the Council's objectives and priorities (red risks)

##### 3. BACKGROUND TO THE REPORT

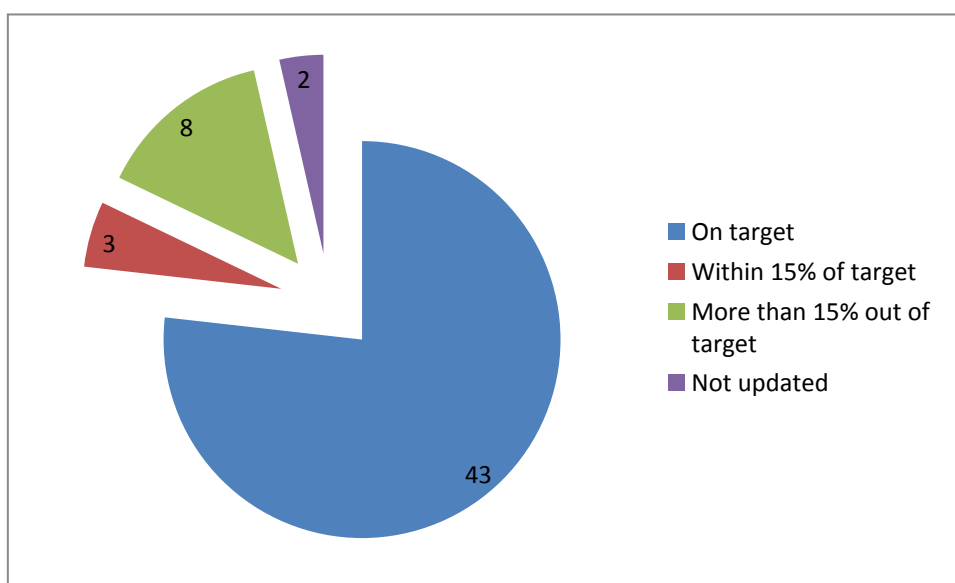
- 3.1 Hinckley and Bosworth Borough Council provide a wide range of services that are delivered to the community and set strategic aims that help focus on priorities in order to deliver the council's vision for Hinckley & Bosworth to be: "A Place of Opportunity"
- This is achieved by managing performance in the following ways:
- On a daily basis within each section
  - On a monthly basis within each service area
  - On a quarterly basis through the council's decision-making process
  - On an annual basis through the production of the council's "Corporate Plan"

- 3.2 The Council's performance is monitored through Service Improvement Plans and includes performance indicators which are measurable. These are set by the Council to show how well local priorities and objectives are being met.
- 3.3 Inherent in the corporate aims and outcomes are "risks" that create uncertainty. The Council recognises it has a duty to manage these risks in a structured way to help ensure delivery of priorities and to provide value for money services. The Council has a Risk Management Strategy which sets out the framework for the monitoring and management of risks.
- 3.4 Performance and risk management is embedded into all the Council's business activities in a structured and consistent manner. All Service Improvement Plans which include Performance Indicators and Risks are held and managed on the Council's performance management system: TEN

Overall summary for the period April to June 2018/19

- 3.5 Performance Indicators: A total of 56 indicators covering all service areas have been monitored for performance

3.5.1 Overall status of performance indicators



3.5.2 Indicators not updated - two indicators have not been updated:

Indicator	Target	Actual	Comments
NI191 - Household waste	119	N/A	April to June data not available until the second quarter.
LHS99 - Repairs completed at first visit	92%	N/A	Not updated due to resource availability

### 3.5.3 Indicators not on target - 11 indicators are not on target:

Indicator	Target	Actual	Comments
% Ethnic minority employees in the workforce	6%	5.2%	22/421. Out of target due to two employees leaving HBBC
Processing of planning applications as measured against targets for major application types	70%	50%	April - June 4/8  Target missed due to two very large applications (Hinckley West & 4 The Horsefair) with protracted time frames. It is not considered that this will impact the annual target of 70%
No of justified missed bins	500	820	Missed bins higher than for the same period in 2017/18 following service change/revised routes. These are being managed with individual crews to improve 2nd quarter position.
Household waste sent for reuse, recycling & composting	49%	44%	Performance for 2017/18 indicates a reduction in the amount of waste recycled. This is due to a lower compostable waste yield, the closure of the Mechanical and Biological Treatment plant and a reduction in kerbside recycling presented for collection. This position is reflected for other Leicestershire districts with an average reduction of 5%. Current estimates shows performance to be around 44%.  The new co-mingled service has shown an increase in the amount of recycling collected of circa 100T's per month. Compostable waste performance however will be affected by the dry weather and the year-end forecast is currently predicted to be comparable to the indicative 2017/18 position therefore of circa 44%
Rent Collection and Arrears Recovery	98%	95.86%	Universal Credit impacting on rent arrears recovery
No of households living in Temp Accommodation	15	17	Performance is above target due to our legislation changing from April 3rd 2018. Our duties to homeless people has increased which has increased the use of temporary accommodation whilst we make enquires into peoples' cases. We also now have to case manage for a longer period of time. The time that people are in temporary accommodation has also increased due to the lack of accommodation to move people into once they have been accepted as homeless
No of empty business units & (occupancy rate) H Town Centre	6%	7.1%	Although we are behind target we are lower than the national average of around 9% to 11%.  National retailers have faced severe difficulties recently and there have been several store closures due to companies going into administration.
No of participants in the GP exercise referral scheme	250	188	HBBC will be piloting a new referral process, being driven by LCC Public Health. This will see a more targeted referral process and lead to a potential drop in referral during Q3 and 4. This quarter has seen excellent numbers coming thorough the Health Referral scheme and a slight drop in Heart smart referrals.  Heart smart 16 referrals , Exercise Referral 172 referrals

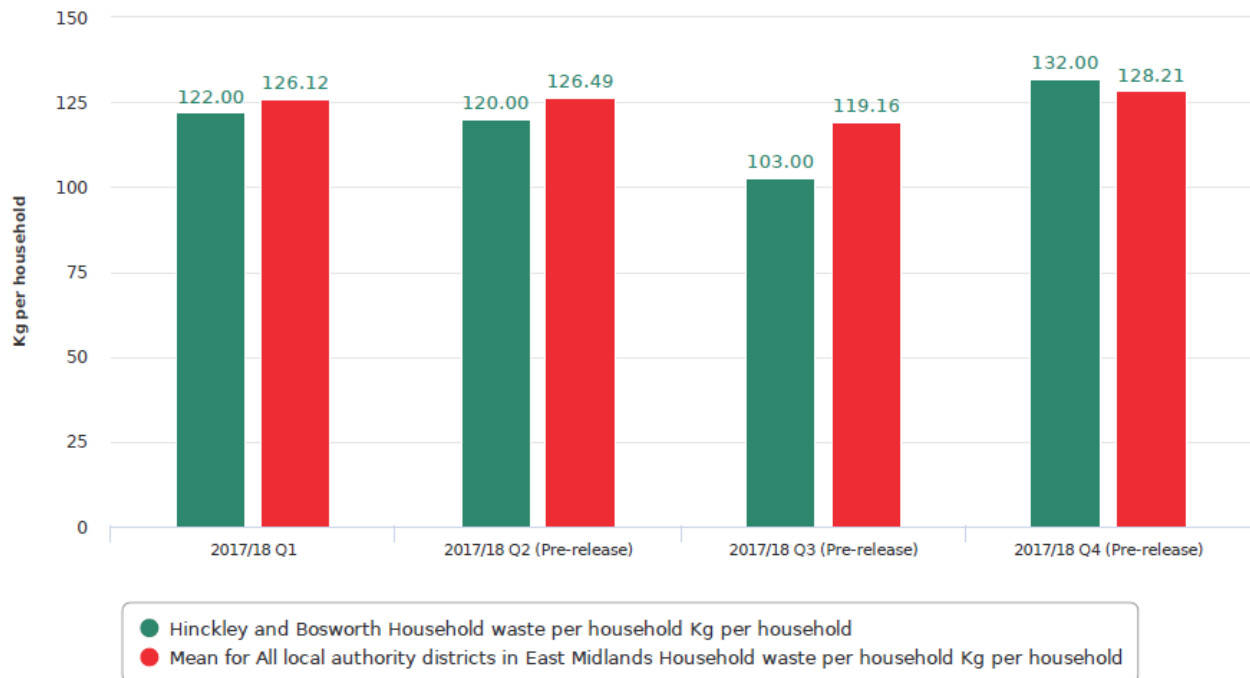
LHS212c - Relets (minor voids)	54 (days)	67.5 (days)		Our performance is being affected by longer than normal repair turnaround times as we are awaiting a start date for a new contractor.
LHS212d – Re-let time (major voids)	75.5 (days)	94.7 (days)		Our performance is being affected by longer than normal repair turnaround times as we are awaiting a start date for a new contractor.
LHS212e – Re-let time (all voids)	62.9 (days)	77 (days)		Our performance is being affected by longer than normal repair turnaround times as we are awaiting a start date for a new contractor.

#### 3.5.4 High performing indicators - four indicators performed significantly better than target:

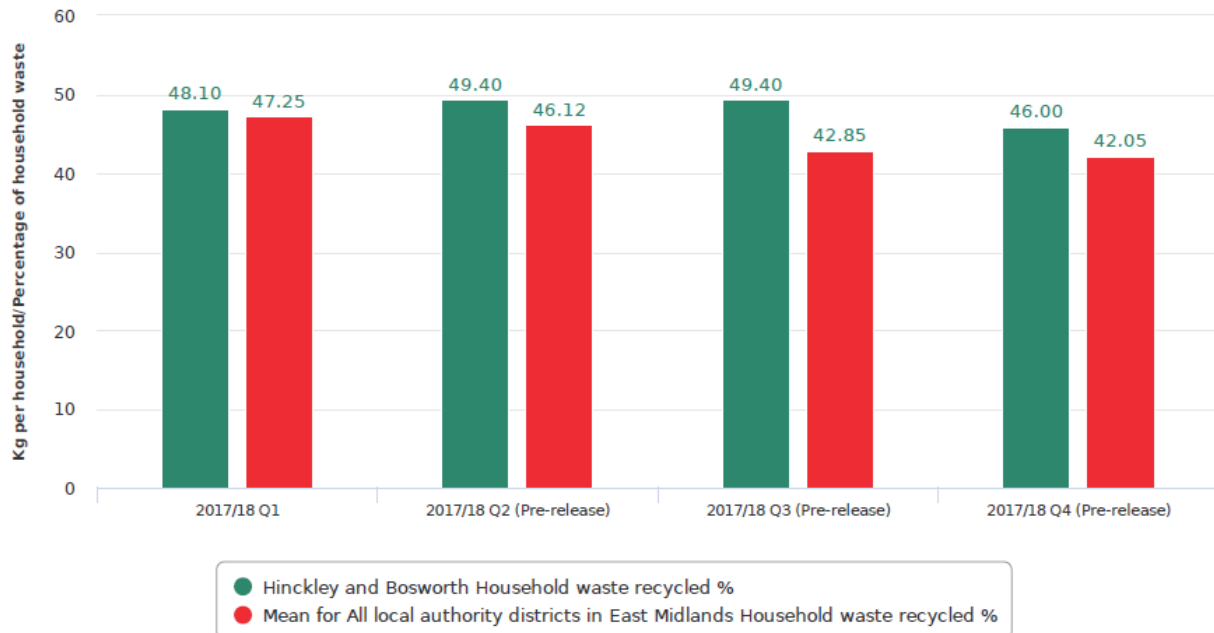
Indicator	Target	Actual		Comments
Finance: Debt over 90 days old as a % of aged debt - Average and excluding homelessness bonds	25%	18.1%		Significant improvement compared to same period previous year of 30.62%
Revs & Bens: processing of new claims	19 days	15.9 days		Significant improvement compared to same period previous year of 21.71 days
Planning: Planning Appeals dismissed	70%	78.3%		11 out of 14 dismissed. Significantly better than the same period the previous year of 4 out of 7 dismissed
Housing: Advice – preventing homelessness	80%	85%		Significant improvement on 70% figure the previous year for the same period

- 3.6 Benchmarking - As part of an East Midlands Performance Benchmark group initiative there are currently six indicators which can be compared against other district councils in the East Midlands. Please note that the returns are provisional figures entered by councils onto the LG (Local government) Inform site for benchmarking purposes only.

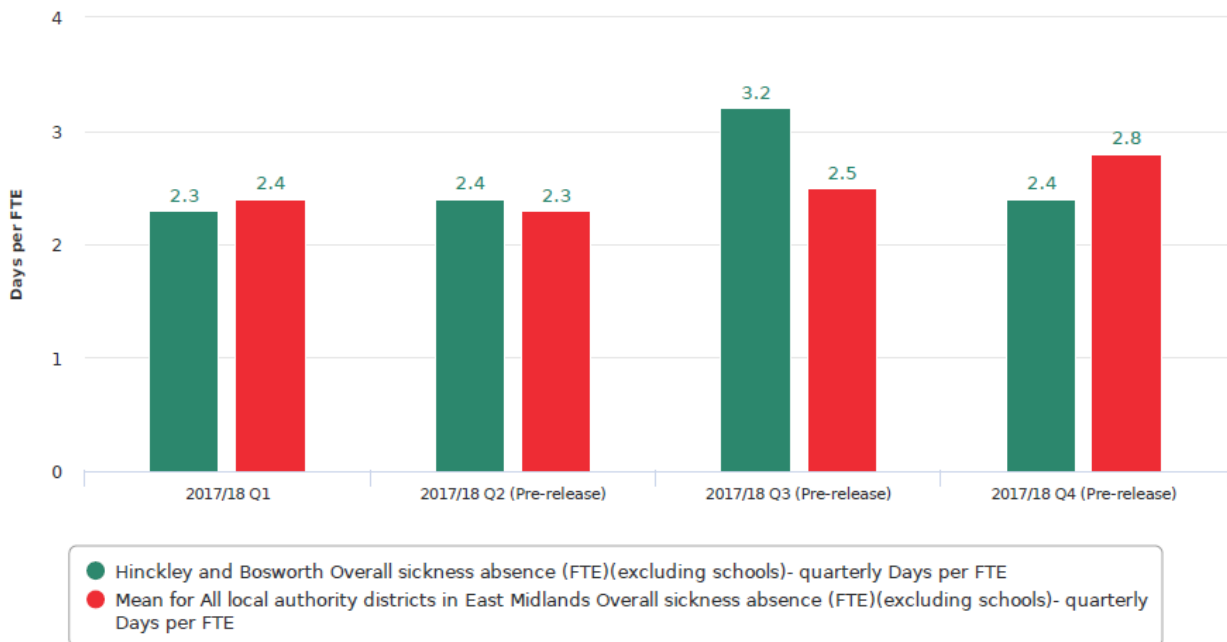
**Residual household waste per household - quarterly (kg per household) (2017/18 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands**



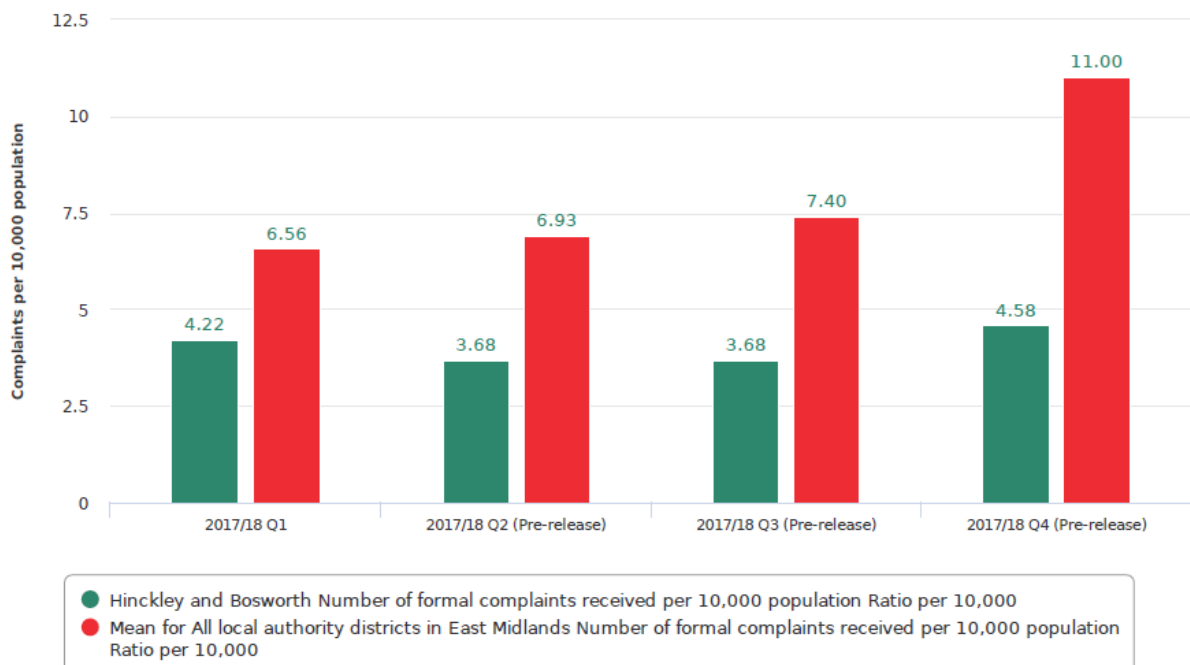
**Percentage of household waste sent for reuse, recycling and composting - quarterly (%) (2017/18 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands**



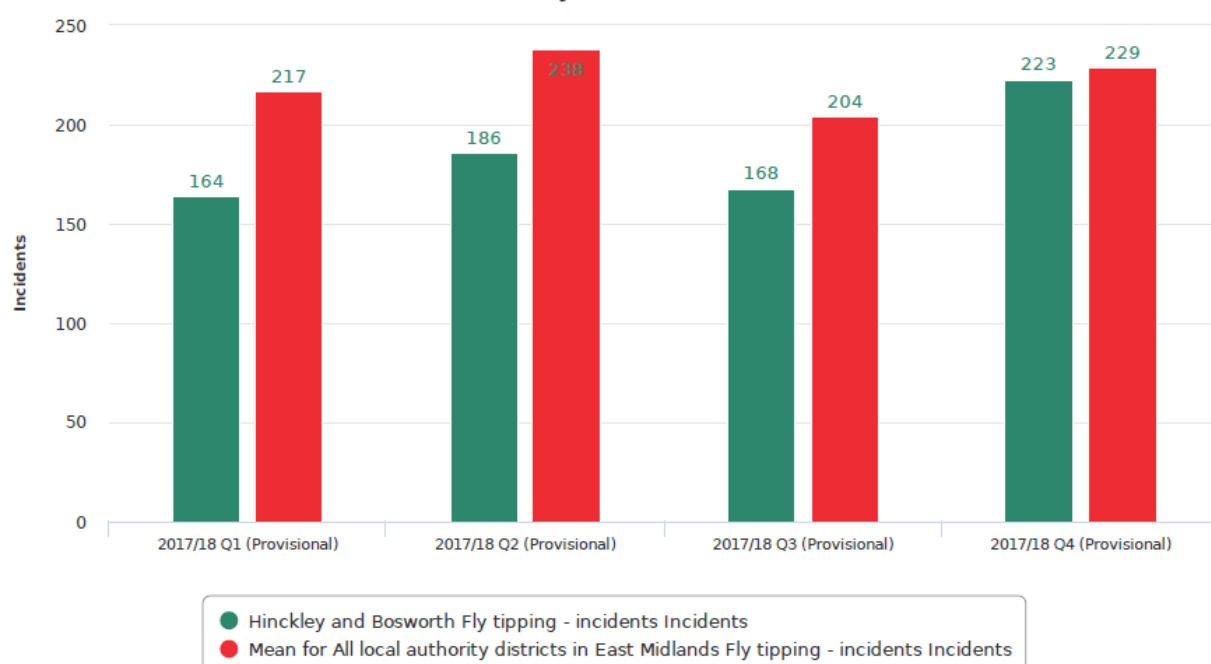
**Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly (days per fte) (2017/18 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands**



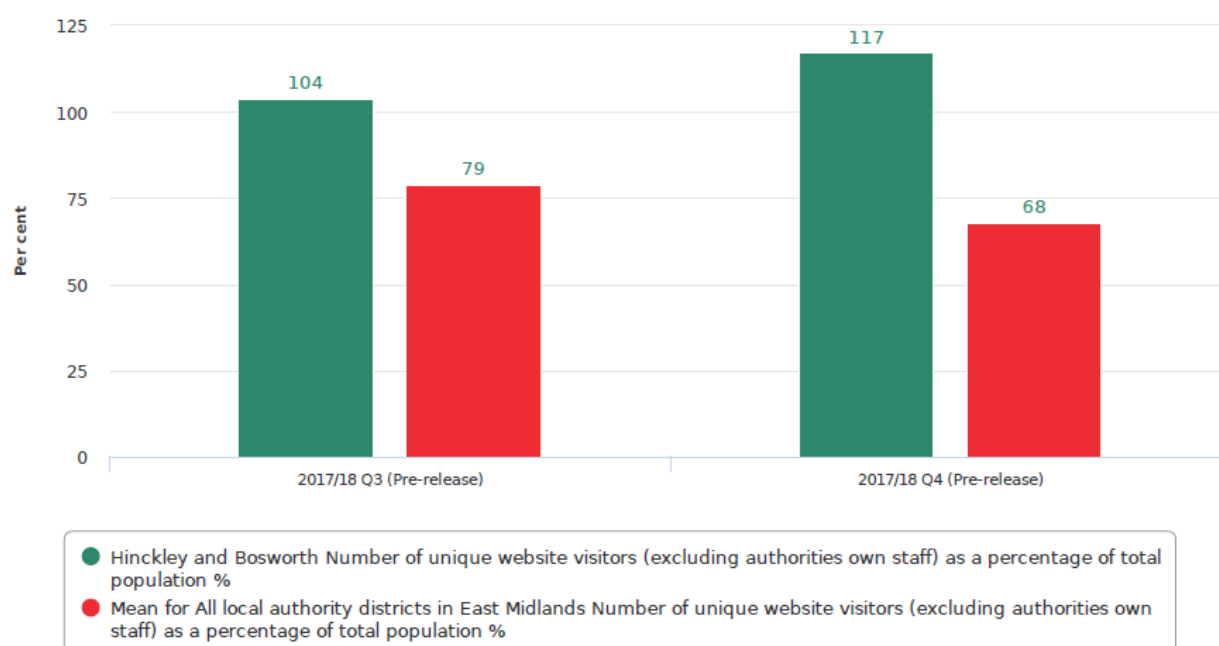
**Number of formal complaints received per 10,000 population (per 10,000) (from 2017/18 Q1 to 2017/18 Q4 (Pre-release)) for Hinckley and Bosworth**



**Number of fly tipping incidents (incidents) (2017/18 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands**



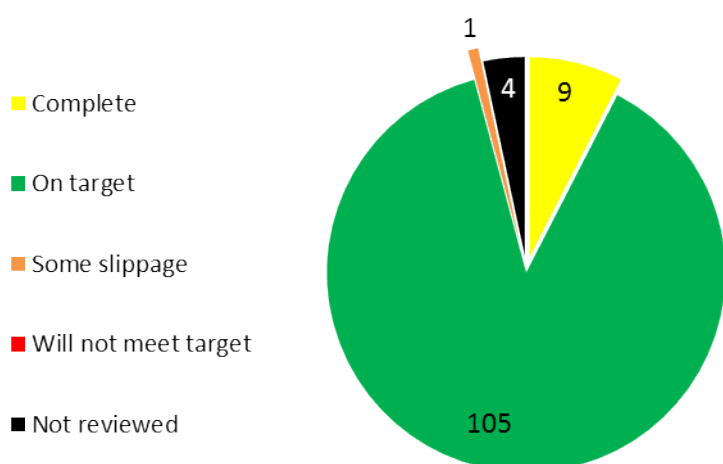
**Number of unique website visitors (excluding authorities own staff) as a percentage of total population (%) (2017/18 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands**



### 3.7 Service Improvements Plans - for 2018/19; 267 Service Improvement Plans (across all council services) have been set

As agreed with the Strategic Leadership Team (SLT), only those Service Improvement Plans with a “Corporate Impact” (i.e. not business as usual) will be monitored by SLT. Of the 267 Service Improvement Plans, 119 have been flagged as having a “Corporate impact”.

### 3.7.1 Service Improvement Plans (Corporate Impact) status:



### 3.7.3 Service Improvement Plans (Corporate Impact) that are showing some slippage or will not meet their target date/s (as highlighted by service managers/lead officers)

One plan is showing slippage:

Service area	Description	Progress	Target date/s
Street-scene	Maintain High Levels of Recycling Performance and encourage participation in the new commingled recycling service and continue to promote the diversion of waste from the residual waste stream. Target 48%	End of year performance for 2017/18 indicates a reduction in the amount of waste recycled. This is due to a lower compostable waste yield, the closure of the Mechanical and Biological Treatment plant and a reduction in kerbside recycling presented for collection. This position is reflected for other Leicestershire districts with an average reduction of 5%. Audited data will be available in December this year but current estimates show performance to be around 44%. The new comingled service has shown an increase in the amount of recycling collected of circa 100T's per month. Compostable waste performance however will be affected by the dry weather and the year end forecast is currently predicted to be comparable to the indicative 2017/18 position therefore of circa 44%	March 2019

### 3.8. Corporate/Strategic risks - There are a total of twenty five risks (as at 03 August 2018) on the Corporate Risk Register.



3.8.1 Corporate risks that pose the most significant threat - three risks have been identified as red (Likelihood of risk materialising and impact of risk: medium to high)

Risk	Review commentary	Last reviewed
S.15 - Failure to successfully adopt and deliver the LDF	The LDS was reported to and agreed by Council in January 2017. Issues and Options document has been out for public consultation early 2018 (including Statement of Community Involvement) Strategic Growth Plan under consultation until May 2018. Issue and Options to be reported to Council June 2018. New NPPF guidelines issued relating to Local Plans - On time table	Apr 2018
Risk	Review commentary	Last reviewed
S.37 - Non delivery of capital projects which are interdependent	The restrictions in funding new capital projects remains. For the HRA the position is that the council continue with current schemes only. Due to the governments rent reductions policy no additional affordable housing works will be committed at this stage.	Jul 2018

3.8.2 as part of the quarterly review of the Corporate Risk Register:

- One new risk has been added
  - *S.50 Capita software (potential vulnerability of software due to financial position of provider)*
- No risks have increased (worsened) in rating
- No risks have decreased (improved) in rating
- No risks have been closed

3.9 Service area risks - There are a total of 78 risks (as at 03 Aug 2018) across all service areas which are kept on individual service area risk registers.

3.9.1 Service risks that pose the most significant threat- ten risks have been identified as red (Likelihood of risk materialising and impact of risk: medium to high)

Risk	Review commentary	Last reviewed
DLS.19 - Recruitment & retention of staff (Planning)	Q4 The majority of posts are filled. A further recruitment process for the replacement of the Head of Planning was unsuccessful and whilst options are considered the interim measures with the Director and Team Leaders acting up are continuing. The Building Control Manager post is currently vacant and support to that team is being given through a shared service from a neighbouring authority and an existing manager within the planning service. A review of Building Control provision has started and is being carried out in conjunction with NWLDC and CBC	Apr 2018
DLS.42 - Meet the need of Gypsy and Travellers (Planning)	Q4. Gypsy and Traveller Needs Assessment adopted, demonstrating that the Council has provided sufficient land to meet the needs of the gypsy and traveller community for the remainder of the plan period. Needs assessment for whole of Leicestershire now agreed. Aligns with the methodology used in the Hinckley and Bosworth BC Needs Assessment that was completed in 2016.	Jul 2018
DLS.44 - Five year housing land supply (Planning)	5 year supply recalculated in June 2018 regarding the Barwell Gladman appeal and calculations currently demonstrate a 6.06 years supply.	Jul 2018

Risk	Review commentary	Last reviewed
DLS.47 - Reputation of Building Control Service (Planning)	Q1 The volume of work retained by HBBC shows signs of falling year on year. Being competitive on price and service can mitigate this though usage/income is affected by many reasons with some out of the team's control, e.g. national policy. The team continues to work hard to market the service to customers with the Technician playing a key role in marketing and allowing the Building Control Officers to make best use of skills and resources.	Jul 2018
DLS.48 - Loss of work to Approved Inspectors (Planning)	Q1 At the end of period 3 income was below the targeted position. Officers continue to provide a prompt reactive value for money service and promote the service.	Jul 2018
DLS.49 Recruitment and retention of Building Control Staff (Planning)	Q1 At the end of period 3 income was below the targeted position. Officers continue to provide a prompt reactive value for money service and promote the service..	Jul 2018
HCS.80 - Welfare reform (Housing)	Q4 Improved referrals to CA for debt management Reduced thresholds within debt recovery process	Mar 2018
HCS.91 - Central government housing proposals (Housing)	Waiting for government regulations to be published into the various parts of the Housing and Planning Act in order that impacts can be reported and managed.	Jul 2018
PHR14. Business Plan (Housing Repairs)	Risk added April 2018. Options currently being developed	Jul 2018

### 3.9.2 As part of the quarterly review of the service risk registers:

- Two new risks have been added
  - *HCS.95 Introduction of a Local Authority Lottery*
  - *PHR.14 Housing Repairs business plan (need agreement on investment priorities)*
- Three risks have increased (worsened) in rating
  - *CLS.04 Leisure Centre gym membership*
  - *ACS.01 Loss of key members of staff (finance)*
  - *SS.38 Environmental targets (Street-scene)*
- No risks have decreased (improved) in rating
- One risk has been closed:
  - *EVS.69 Noise enforcement (Env Health)*

## 4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 This report is to be heard in open session.

## 5. FINANCIAL IMPLICATIONS (IB)

5.1 There are no financial implications arising directly from this report.

## 6. LEGAL IMPLICATIONS (AR)

6.1 There are no legal implications arising directly from this report.

## 7. CORPORATE PLAN IMPLICATIONS

7.1 The report provides an update on the achievement of the Council's vision and revised Corporate Plan 2017 - 2021. The issues covered in this report relate to, and support the achievement of all the Council's priority ambitions:

- Helping people to stay healthy, active and protected from harm
- Creating clean and attractive places to live and work
- Encouraging growth, attracting businesses, improving skills and supporting regeneration
- Provide quality services, good value for money and make the best use of our assets

## 8. CONSULTATION

8.1 Each service area has contributed information to the report and the performance outturn information is available on the council's performance and risk management system TEN.

## 9. RISK IMPLICATIONS

9.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 This report summarizes all risks, strategic and operational (SIP) and therefore considers the risk implications with regards to the Corporate Plan.

## 10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 Equality and Rural implications are considered as part of the implementation of the Corporate Plan 2017 - 21.

## 11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

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Background papers:

Contact Officer: Cal Bellavia, ext. 5795

Executive Member: Councillor C Ladkin