Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE AND PERFORMANCE SCRUTINY: 17 DECEMBER 2018

WARDS AFFECTED: ALL WARDS

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Performance and Risk Management Framework 2nd qtr summary for 2018/19
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Report of Director (Corporate Services)

1.   <u>PURPOSE OF REPORT</u>

1.1   To provide members with the 2nd qtr 2018/19 outturn position for:
         o   Performance Indicators including benchmarking where available
         o   Service Improvement Plans
         o   Corporate risks
         o   Service area risks

2.   <u>RECOMMENDATION</u>

2.1   That Finance and Performance Scrutiny:
         o   Note the 2018/19 2nd qtr position for items listed at 1.1 above
         o   Recommend any actions that should be taken to improve performance on
             Indicators that are not on target
         o   Recommend any actions that should be taken to address Service
             Improvement Plans that are showing signs of slippage against target date(s)
         o   Review risks that pose the most significant threat to the Council's objectives
             and priorities (red risks)

3.   <u>BACKGROUND TO THE REPORT</u>

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:
         o   On a daily basis within each section
         o   On a monthly basis within each service area
         o   On a quarterly basis through the council's decision-making process
         o   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

<u>Overall summary for the period April to September 2018/19</u>

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
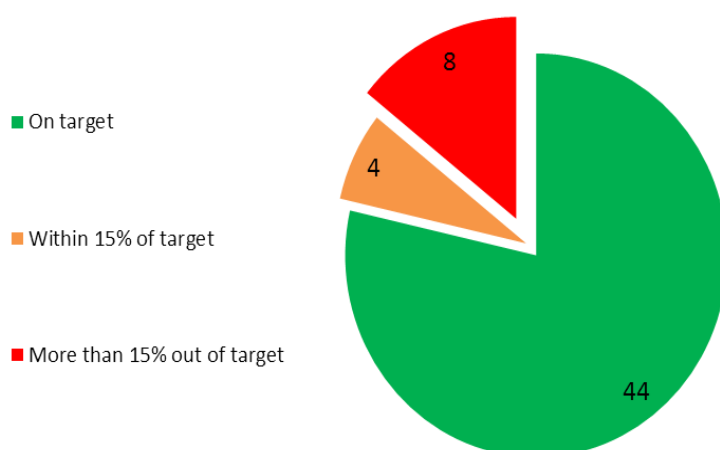
3.5.2 Indicators not on target

- Twelve indicators are not on target

Indicator	Target	Actual		Comments
% Ethnic minority employees in the workforce	6%	4.9%		21/427. Employee count has increased overall while ethnic minority group count remains the same
Close enforcement file within 14 days where there is no breach of planning control (Planning)	90%	84.85%		April - September 56/66 Performance is down due to a number of vacancies in the Enforcement Team and the need for new staff to be trained. New employees have now been appointed and therefore it is considered that performance will improve next quarter.

Indicators not on target continued-

Indicator	Target	Actual		Comments
No of justified missed bins	1,000	2,069		Performance is currently over target due to service changes implemented in June following implementation of new routes and some staffing/consistency on crew issues. The overall miss rate is representative of 1% of all collections which is respectively low and comparable to performance during 2010/11 when the last major service change was introduced. September shows a disproportionate increase in missed collections which have been addressed with individual crews
Household waste sent for reuse, recycling & composting	49%	44%		The new comingled service has shown an increase in the amount of recycling collected of circa 600T's for the first 6 months. Compostable waste performance however has declined due to the dry weather by circa 700T's. The end of year estimate for 2018/19 at the 6 month position remains comparable to the indicative 2017/18 position therefore of circa 44%
Average re-let time Std Relets (minor voids) General Needs Hsg	54(days)	74.2		Awaiting a new repairs contractor to carry out some of void works and obviously this is having a significant impact on void turnaround time. With additional resource in place performance should improve.
Average re-let time (major voids) General Needs Housing	75.5(days)	98.7		Awaiting a new repairs contractor to carry out some of void works and obviously this is having a significant impact on void turnaround time. With additional resource in place performance should improve
Average re-let time (all voids) General Needs Housing	62.9(days)	79.9		Awaiting a new repairs contractor to carry out some of void works and obviously this is having a significant impact on void turnaround time. With additional resource in place performance should improve.
Repairs completed at first visit (Housing)	92%	89.12%		Figures incorporate all responsive repairs, priorities 1, 2 and 3. This year one contractor has been lost due to capacity, in carrying out their final jobs we noticed a decline in performance which severely impacted our figures
No of empty business units & (occupancy rate) H Town Centre	6%	7.0%		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	500	274		Figures are down because we are currently changing from a paper based system to a on-line system
Housing Advice: preventing homelessness	80%	78%		257 total presentations 200 with a positive outcome 57 cases closed with a negative outcome or through no contact. There has been an increase of an additional 88 cases for the same period last year, which is a significant rise.

Indicators not on target continued -

Indicator	Target	Actual		Comments
No of households living in Temp Accommodation	15	29		This is significantly above the target. The applicants in B&B are placed through the relief duty and have to be accommodated for 56 days. Some require specialist properties due to their individual vulnerabilities and sourcing these can require additional time. Families in the hostel are also accommodated under the relief duty for a 56 day period. There has been a significant rise in numbers presenting for the same period last year - an increase of 88 cases.

3.5.3 High performing indicators

- There are four indicators performing significantly better than target
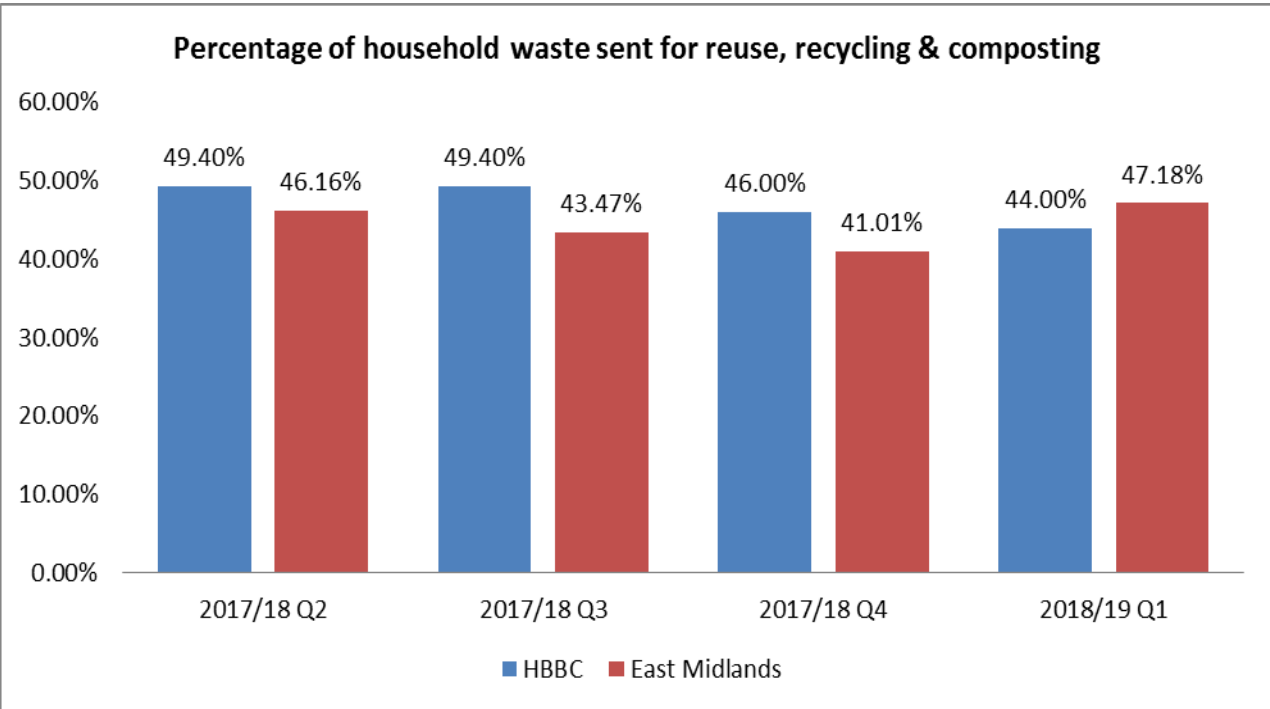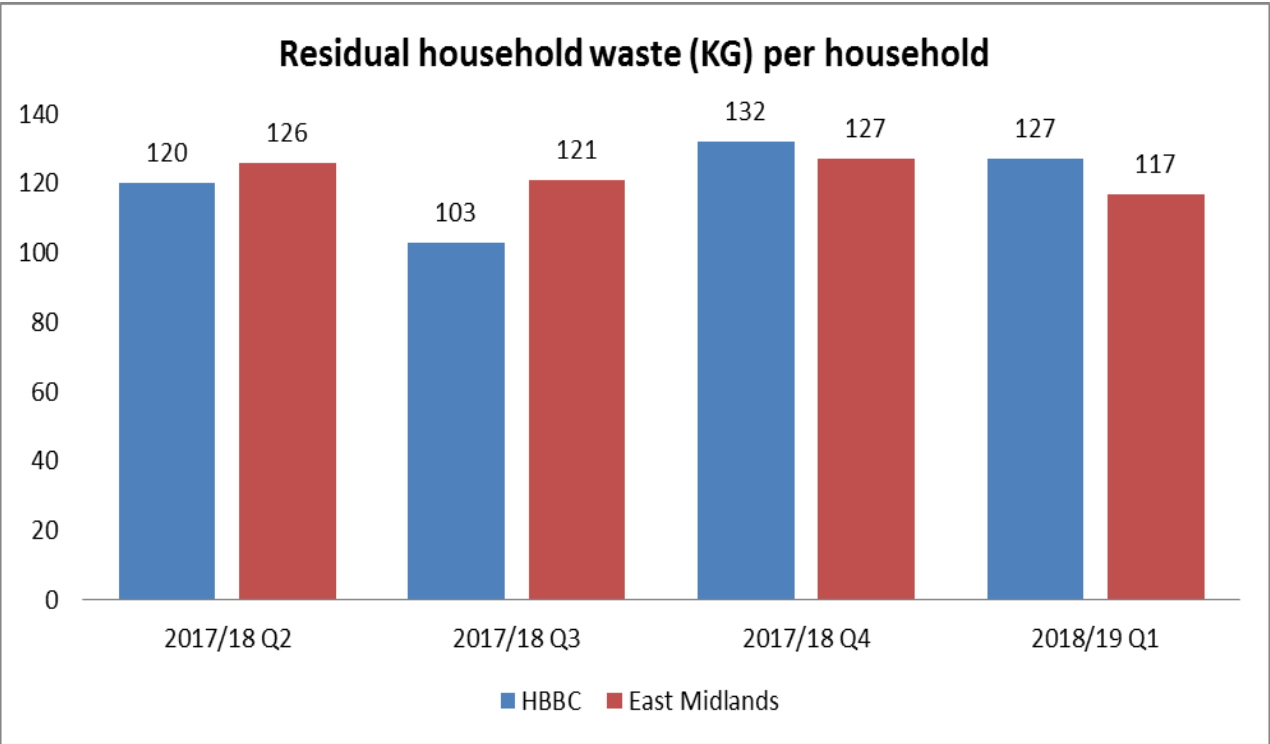
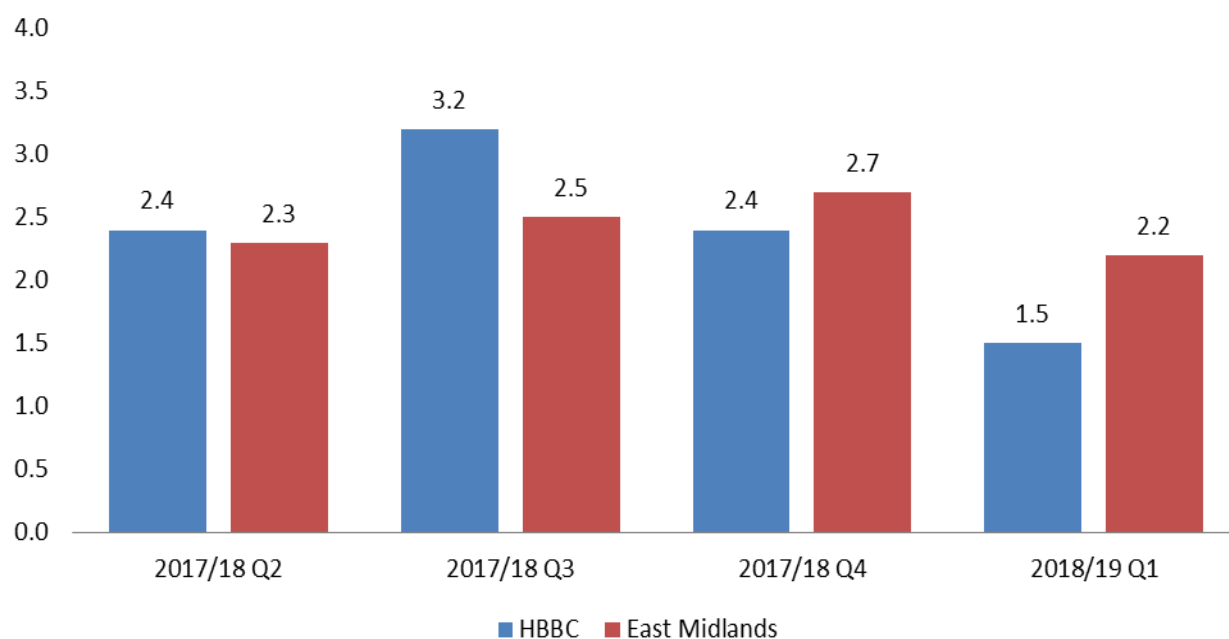| Indicator	Target	Actual		Comments
LCUS6a - Customer service: satisfaction on the telephone	95%	98.1%		Consistently above target
LCUS6b – Customer services: satisfaction face to face contact	95%	98.7%		Consistently above target
LI009 Debt over 90 days old as % of aged debt	12.5%	16.94%		Well on the way to achieve the yearly target of 25%
CS1 People visiting town (% difference due to events run by HBBC)	14%	24.77%		Significant improvement on same period last year and well on the way to super-ceding this year's target of 28%

3.5.4 Indicators not updated
- None

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.
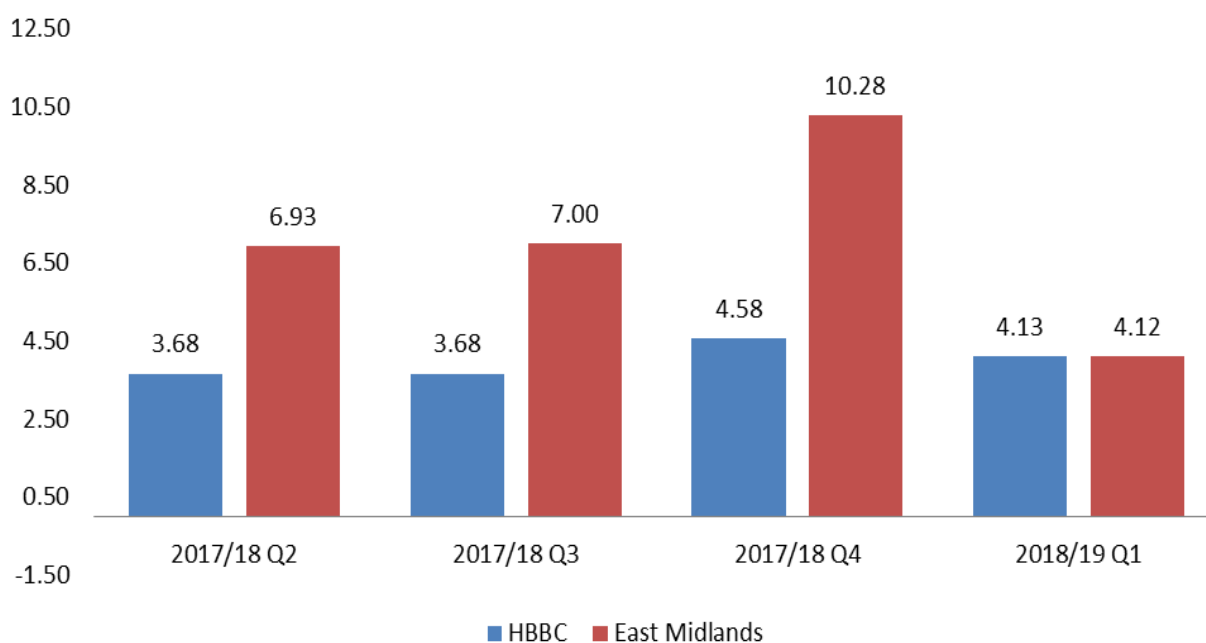
Note: The Indicator base (no of properties) which reflects property growth for HBBC will be updated later in the year; this will improve the HBBC return for residual household waste (KG) per household.

Residual household waste (KG) per household

Period	HBBC	East Midlands
2017/18 Q2	120	126
2017/18 Q3	103	121
2017/18 Q4	132	127
2018/19 Q1	127	117

■ HBBC ■ East Midlands

Percentage of household waste sent for reuse, recycling & composting

Period	HBBC	East Midlands
2017/18 Q2	49.40%	46.16%
2017/18 Q3	49.40%	43.47%
2017/18 Q4	46.00%	41.01%
2018/19 Q1	44.00%	47.18%

■ HBBC ■ East Midlands

Average no of working days lost to sickness absence

	2017/18 Q2	2017/18 Q3	2017/18 Q4	2018/19 Q1
HBBC	2.4	3.2	2.4	1.5
East Midlands	2.3	2.5	2.7	2.2

No of formal complaints received per 10,000 population

	2017/18 Q2	2017/18 Q3	2017/18 Q4	2018/19 Q1
HBBC	3.68	3.68	4.58	4.13
East Midlands	6.93	7.00	10.28	4.12

No of fly tipping incidents

Bar chart comparing HBBC and East Midlands fly tipping incidents by quarter:

Quarter	HBBC	East Midlands
2017/18 Q2	186	238
2017/18 Q3	168	211
2017/18 Q4	223	226
2018/19 Q1	227	229

No of unique website vistors

Bar chart comparing HBBC and East Midlands unique website visitors by quarter:

| Quarter	HBBC	East Midlands
2017/18 Q4	117	66
2018/19 Q1	122	95

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:

Legend:
- ■ Complete
- ■ On target
- ■ Some slippage

Values shown on pie chart: 2, 19, 98
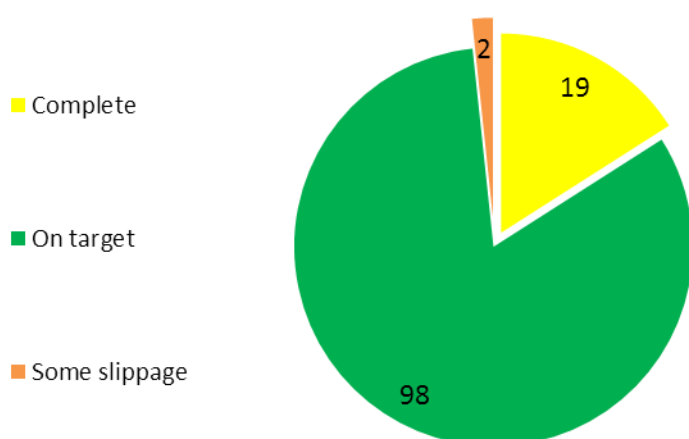
3.7.2   Corporate Service Improvement Plans showing some slippage or will not meet their target date/s (as highlighted by service managers/lead officers)

- There are two Service Improvement Plans showing some slippage to target dates:

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 600T's for the first 6 months. Compostable waste performance however has declined due to the dry weather by circa 700T's. The end of year estimate for 2018/19 at the 6 month position remains comparable to the indicative 2017/18 position therefore of circa 44%.	March 2019
Street-scene	Write a new green space delivery plan for period 2019 - 2024	Write a new green space delivery plan for period 2019 - 2024	March 2019

3.7.3   Service Improvement Plans (Corporate Impact) not reviewed:
- None

3.8.   Corporate/Strategic risks - There are a total of twenty four risks (as at 31 Oct 2018) on the Corporate Risk Register.
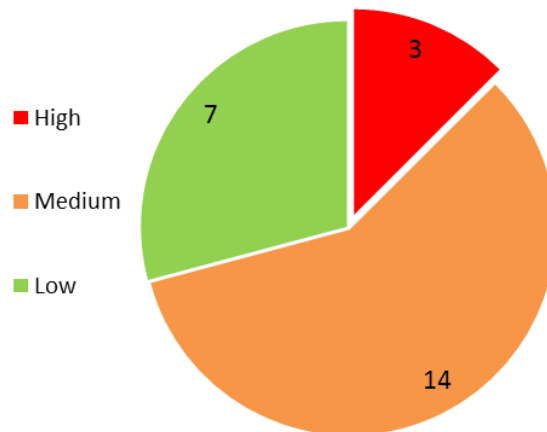
3.8.1   Corporate/Strategic risks that pose the most significant (high) threat

- There are three high risks:

Risk	Review commentary	Last reviewed
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	Position for 2018/19 now secure. Some significant uncertainty in later years particularly 2020/21 - 2022/23 due to the impact of central government proposed changes to tier splits on business rates, levels of income retention and the fair funding review, the results of which will not be known until Dec 2019. However, the overall MTFS is budgeted to stay within reasonable tolerances, but the 15% minimum balances average of the life of the MTFS update maybe at risk if the review is harsher than expected. Earmarked reserves are in place to cover key risks and priorities, but may be used at a faster rate than forecast if the fair funding review does not go in our favour.	October 2018
S.37 - Non delivery of capital projects which are interdependent	The restrictions in funding new capital projects remains.	October 2018
S.50 GDPR compliance	Information asset capture commenced 211 HBBC staff have completed the online training course on GDPR essentials Online training course for managers completed	October 2018

3.8.2   Corporate/Strategic risks that have changed net risk levels

- There are five risks that have been closed added or have had their risk level changed

Risk	From	To	Reason for change
S11 - Medium Term Financial Strategy	6	7	Earmarked reserves are in place to cover key risks and priorities, but may be used at a faster rate than forecast if the fair funding review does not go in our favour.
S15 - Failure to adopt the LDS scheme	7	4	Issue and Options consultation was reported to Council in June 2018 which was in accordance with current adopted LDS. Work has commenced on next stage of consultation to build on the Issues and Options rather than a Preferred Options document as further work on developing the spatial strategy needed. New NPPF released by government in July 2018. LDS will be reviewed to reflect any changes to plan making set out in NPPF and amend timetable for production as necessary
S30 - review of Human Rights of disability issues	6	closed	The Council's S23 Agreement has been discharged. The Council is working in collaboration with other partners within Leicestershire to support EHRC national follow-up to 'Hidden in Plain Sight'. This is being led by the County Council, but is a collaborative endeavour. The Equalities Action Plan is monitored and updated via the Council's Monitoring Officer in liaison with the Corporate Equalities Steering Group. Risk can now be removed from register
S33 - MIRA RGF fund	6	closed	The project is now complete and signed off. Risk can be removed from register
S34 - safeguard vulnerable adults, children & young people	7	5	Risk has been lowered as cases are being effectively managed. The volume of cases being referred remains relatively high at around 5 per week.

3.8.3   Corporate risks not updated:
- None

3.9   Service area risks - There are a total of 77 risks (as at 31 Oct 2018) across all service areas which are kept on individual service area risk registers.
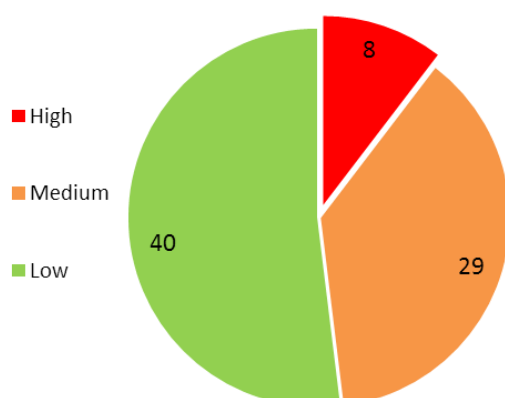
3.9.1   Service risks that pose the most significant (high) threat

- There are eight high risks

Risk	Review commentary	Last reviewed
HCS.80 - Welfare reform	Improved referrals to CA for debt management Reduced thresholds within debt recovery process Additional post approved to support tenants and minimise rent loss	October 2018
DLS.19 - Recruitment & retention of staff (Planning)	Q2 majority of posts filled. Building Control Manager post currently vacant and support to team is being given through a shared service from neighbouring authority and an existing manager within the planning service. Review of Building Control provision started and is being carried out in conjunction with NWLDC and CBC. We have been unsuccessful in recruiting to a Senior Enforcement Officer and therefore a consultant has been employed in the interim. The posts of Planning Officer and Monitoring Officer are currently out to advert. Career Grade Scheme has been adopted and rolled out across planning service. Further recruitment and retention review with an action plan is currently underway	October 2018
DLS.42 - Meet the need of Gypsy and Travellers	Q2. Gypsy and Traveller Needs Assessment needs to be revised as it is now 2 years old.	October 2018
DLS.44 - Five year housing land supply	5 year supply recalculated in June 2018 regarding the Barwell Gladman appeal and calculations currently demonstrate a 6.06 years supply.	July 2018
DLS.47 - Reputation of Building Control Service	Q2 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.	October 2018
DLS.48 - Loss of work to Approved Inspectors	Q2 At the end of period 6 income was marginally below the targeted position. Officers continue to provide a prompt reactive value for money service and promote the service.	October 2018
DLS.49 Recruitment and retention of Building Control Staff	Q2 Following the departure of the BC Manager interim arrangements continue with the team is being supported on a temporary part time basis by the Building Control manager from NWLDC. The Planning Manager (Major projects) is dealing with day to day management and staffing issues and also supporting the team. A project to investigate a wider shared service for Building Control with NWLDC and Charnwood DC is underway with options being considered. Regular team and Board meetings are held.	October 2018
DLS.51 Housing Delivery test	Quarterly reports to Planning Committee to advise upon progress on the delivery of housing sites	October 2018

3.9.2   Service area risks that have changed net risk levels

- There are ten risks that have been closed added or have had their risk level changed

Risk	From	To	Reason for change
CLS.04 - Hinckley Leisure Centre	5	3	Support package has being finalised with Places Leisure. Performance data is being shared with HBBC. Places Leisure has dropped their gym membership price from £39.99 to £29.99.
HCS.91 - Central government housing proposals	9	3	Government have advised that sale of high value voids will not be required. HRA Investment Strategy has been refreshed and going to Council for approval in November.
HCS.95 Introduction of a Local Authority Lottery	8	3	Lottery now in development, proposed official launch date approx. Feb/March 2019, but dependent on receiving Licence from Gambling Commission. Average processing times indicate we should be in receipt of this by Feb/March 2019 but we do not have control over this factor
PHR.14 - Business Plan (Housing Repairs)	8	5	30 year needs reviewed and Business Plan updated - For approval Nov 2018.
RIT.03 - Support Contracts (ICT)	5	3	Third party accounts and support access being reviewed and tracked within SWG. Single source of home worker information established. New users revised Vigor solution. Workflows assessed by ICT BR Manager and updated Operational meeting tracks any incidents. Escalation comms' issued via portal. Revised to Low likelihood
RIT.17 – Technology (ICT)	5	3	All sites advised MS Enterprise budgets and agreement established / licence procurement commended.
DLS.40 - Publicise decision making process for planning applications	5	closed	All Planning decisions are now published on web. Weekly lists of applications are circulated to members. Quarterly reports on major projects are now taken to Planning Committee. No longer necessary to monitor risk, therefore risk is now closed
DLS.51 Housing Delivery test	N/A	8	New risk added in Oct 2018 (N Smith) Quarterly reports to Planning Committee to advise upon progress on the delivery of housing sites
SS.37 - External funding (Streetscene)	3	closed	Duplicate risk, included in corporate risk S11: Failure to successfully deliver the Medium Term Financial Strategy
SS.38 - Environmental targets (Streetscene)	5	3	Change to dry recycling collection system has increased amount of dry recycling collected. Seeking to establish joint list of materials recycled across Leicestershire

3.9.3   Service area risks not updated:
- None

4.   <u>EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES</u>

4.1   This report is to be heard in open session.

5.   <u>FINANCIAL IMPLICATIONS (IB)</u>

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

6.   <u>LEGAL IMPLICATIONS (AR)</u>

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

7.   <u>CORPORATE PLAN IMPLICATIONS</u>

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.   <u>CONSULTATION</u>

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.   <u>RISK IMPLICATIONS</u>

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.   <u>KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS</u>

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

11.   <u>CORPORATE IMPLICATIONS</u>

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

Background papers: Ten reports

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Executive Member: Councillor C Ladkin