



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE AND PERFORMANCE SCRUTINY: 25 March 2019

WARDS AFFECTED: ALL WARDS

Performance and Risk Management Framework 3rd qtr summary for 2018/19

Report of Director (Corporate Services)

1. PURPOSE OF REPORT

- 1.1 To provide Finance and Performance Scrutiny with the 3rd qtr 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 3rd qtr 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 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

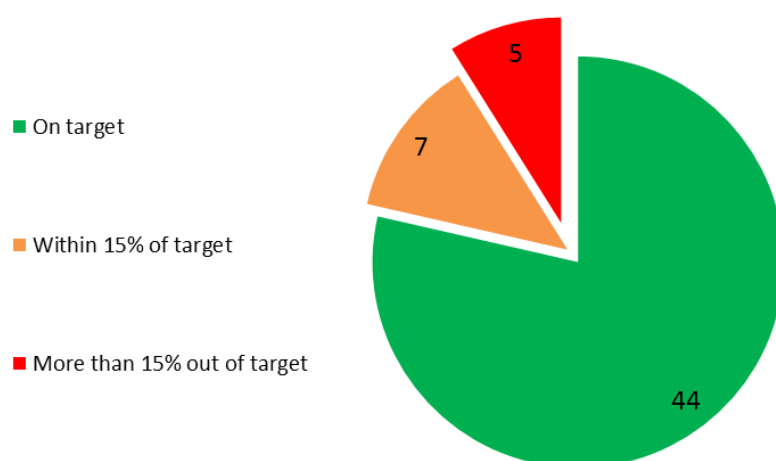
- 3.1 Hinckley and Bosworth Borough Council provide a wide range of services that are delivered to the community and set strategic aims that help focus on priorities in order to deliver the council's vision for Hinckley & Bosworth to be: "A Place of Opportunity"
- This is achieved by managing performance 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 December 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 on target (12)

Indicator	Target	Actual		Comments
Working days lost to sickness	8	6.82		We have improved performance in regard to short term absence as all managers are setting targets on a consistent basis where employees have hit trigger points. This has had a positive impact as we are reporting lower levels of short term absence compared to this time last year. However long term absence remains a challenge given that we are currently managing 8 long term absence cases (4 which are likely to lead to capability dismissal). These are being closely managed with SLT

Indicator	Target	Actual		Comments
Close Enforcement file within 14 days where there is no breach of Planning Control	90%	82.22%		April - December: 74/90 There has been some disruption within the team due to the departure of the Senior Enforcement Officer. A consultant was brought in to fill this role but had to leave abruptly due to a family emergency, another consultant was then employed for a temporary period before we secured a Senior Enforcement consultant on a long term fixed one year contract. The impact of this has been increased case-loads for the more junior members of the team and the need to repeat work already carried out e.g. further site visits and research where cases were passed from one member of staff/consultant to another, as a result the time taken to close some cases has exceeded the target. I am confident that performance will improve going forward
Full Building Control plans determined & returned within 5 weeks or 2 months (extension of time)	99%	95.15%		April - December: 98/103 In the absence of a full time Building Control Manager we have been working with NWLDC on a shared service basis. We became aware of 5 historic cases that were not determined and have now dealt with those
Missed bins (justified)	1,500	2,683		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 target set was a stretch target equating to just 0.06% of all collections. Current performance equates to 0.1% of all collections (or 2683 misses out of 2.5M collections between April and December)
Household waste sent for re-use	49%	44%		Q3 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 for 2017/18 shows performance to be 43.9%. The new comingled service has shown an increase in the amount of recycling collected of circa 400T's for the first 6 months. Compostable waste performance however has declined (as for all Leicestershire districts) due to the dry weather by 3%.End of year estimate for 2018/19 at the 9 month position remains comparable to the indicative 2017/18 position of circa 44%.
Housing re-let times (days) (minor voids)	54	75.9		Times have improved on last month's figures but year to date figure is behind target due to performance being affected by longer than normal repair turnaround times as we are awaiting a start date for a new contractor.
Housing re-let times (days) (major voids)	75.5	103		
Housing re-let times (days) (all voids)	62.9	81.6		

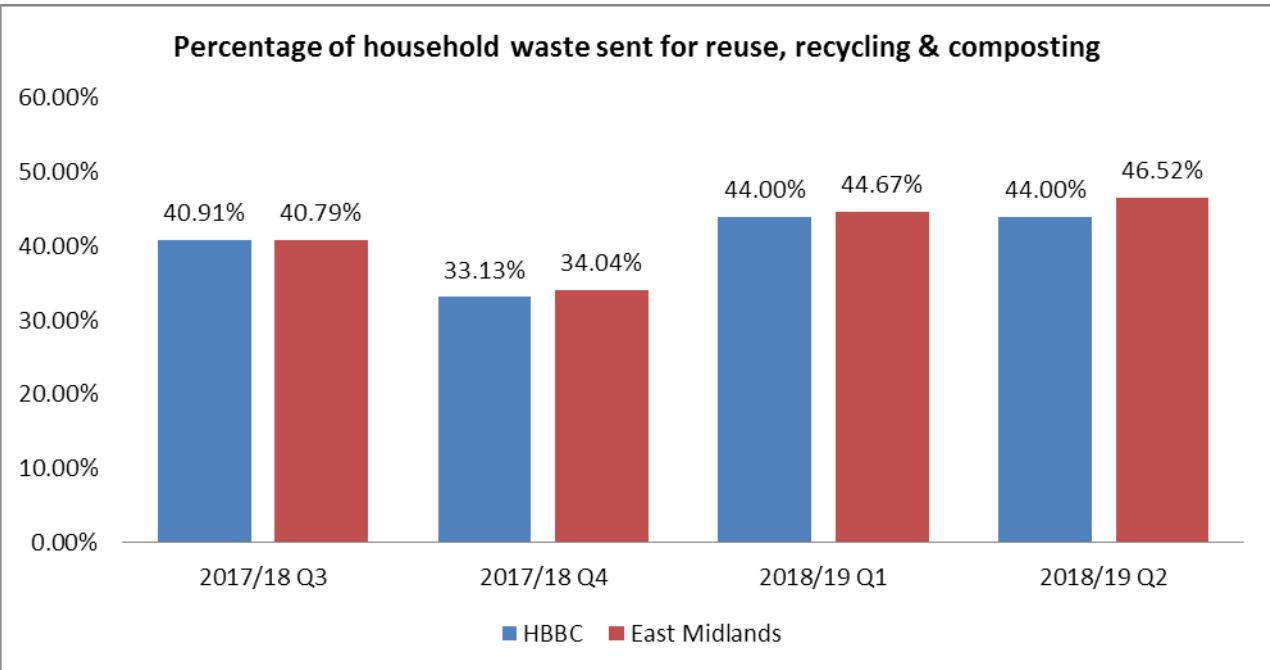
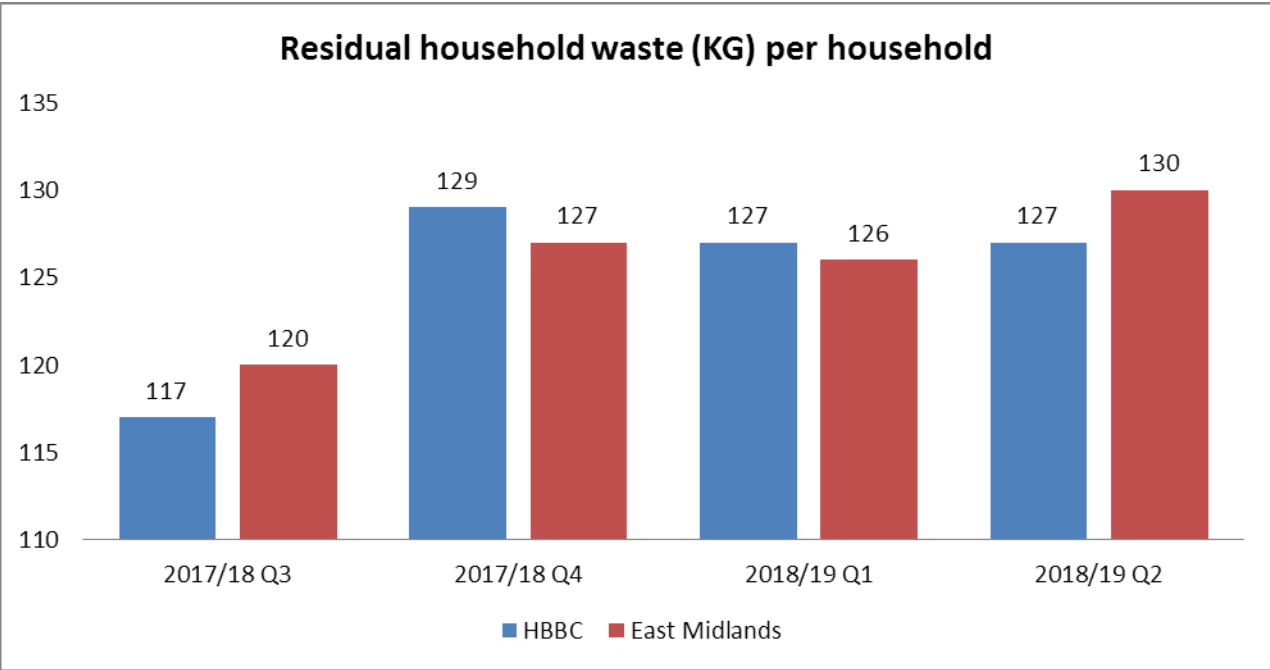
Indicator	Target	Actual		Comments
Housing advice: preventing homelessness	80%	72%		Target was kept in line with previous year to act as a benchmark. We do have a number of customers who disengage and cut contact with their officer so it is not possible to resolve their issues. We can also take DHPs (discretionary housing payments) into account and get this information through at the end of the year so we anticipate that this will allow us to meet target at year end
Housing repairs completed at first visit	92%	87.92%		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.
Empty business units	6%	6.8%		National retailers have faced severe difficulties recently and there have been several store closures due to companies going into administration. While our current performance is behind target, it compares favourably with the national average which of around 10%
No of participants in the GP referral scheme for exercise	750	549		Figures are below the expected number as HBBC are piloting, with Harborough, a new online referral system which has highlighted many issues which need resolving which has led to the drop in referrals. This is as expected and Public Health are aware

5.3 High performing indicators (3)

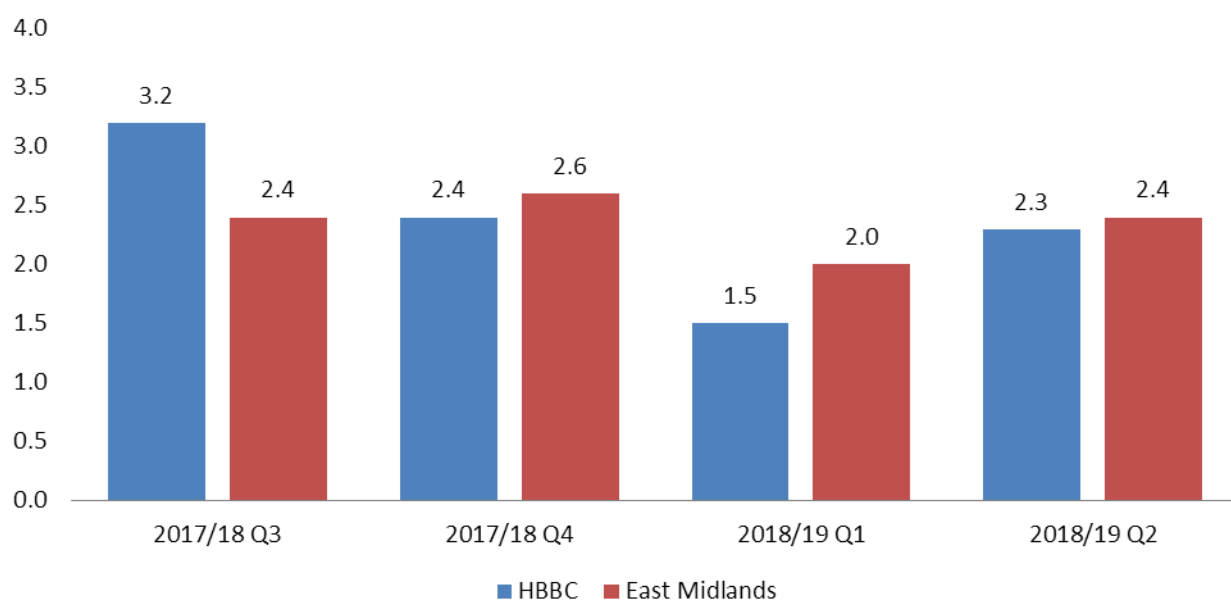
Indicator	Target	Actual		Comments
People visiting town (% difference due to events run by HBBC)	21%	31.37%		Already exceeded annual target of 28%
Footfall at Hinckley Leisure centre	532,000	593,781		Up by almost 30% on same period last year
Rent collection and arrears recovery	98%	100.98%		Already exceeded target

3.5.4 Indicators not updated (0)

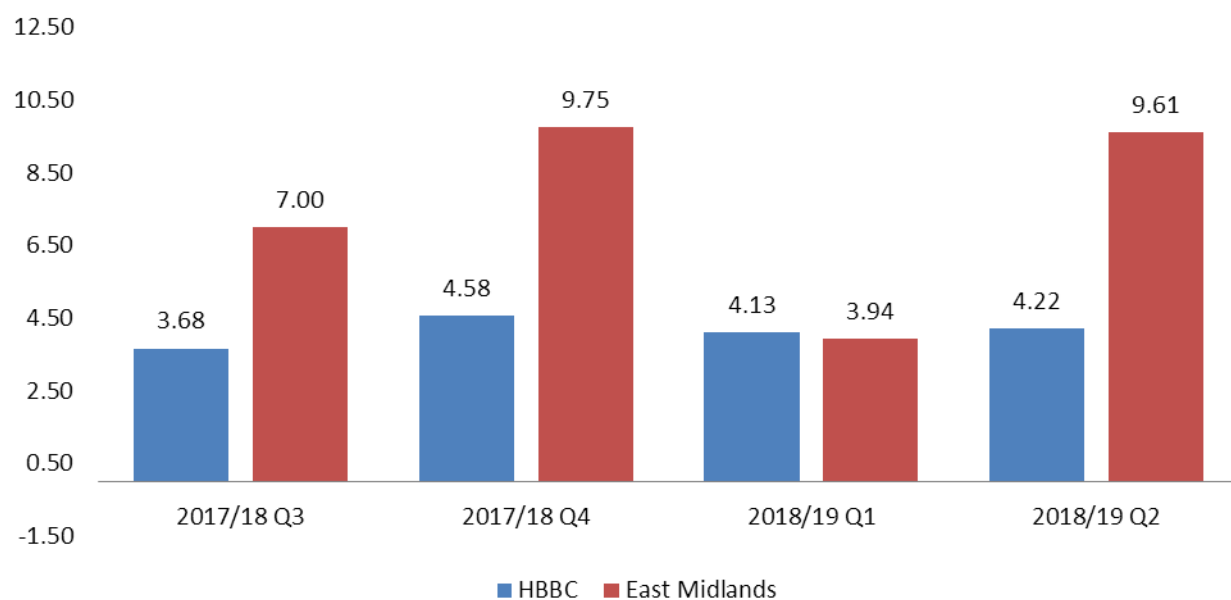
3.6 Benchmarking - As part of an East Midlands Performance Benchmark group initiative there are currently six indicators which can be compared against other district councils in the East Midlands. Please note that the returns are provisional figures entered by councils onto the LG (Local government)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

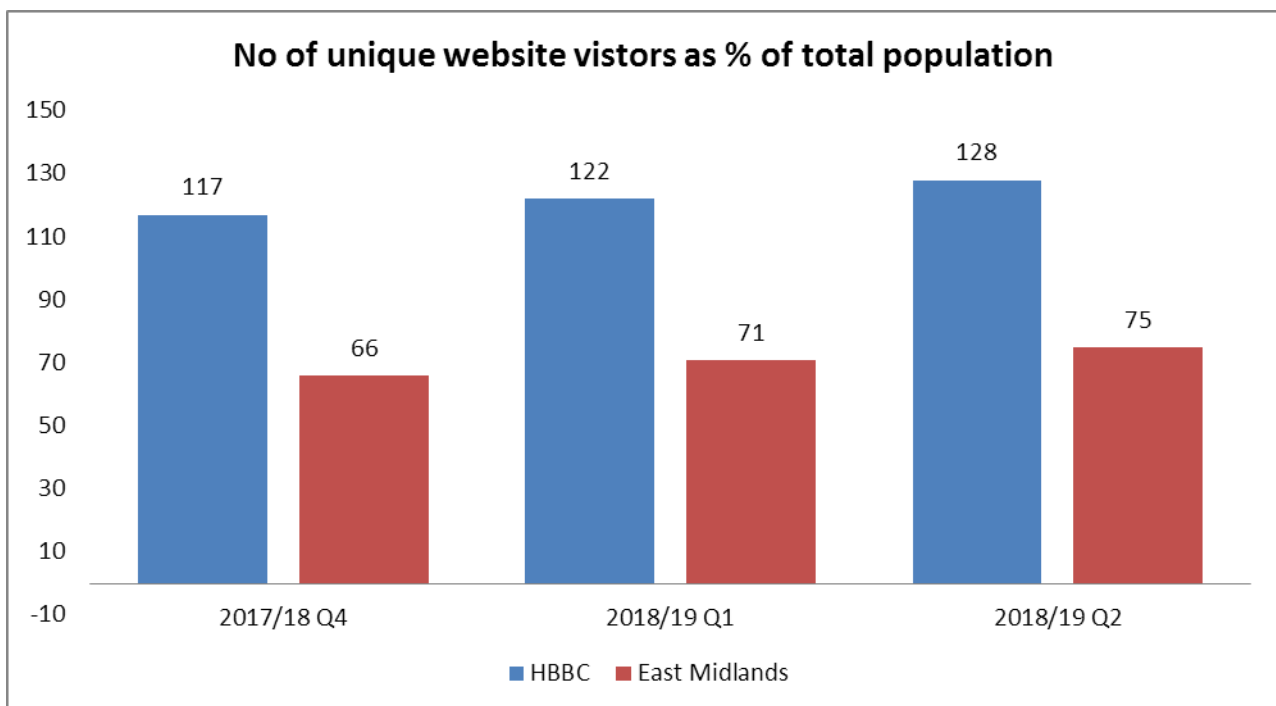
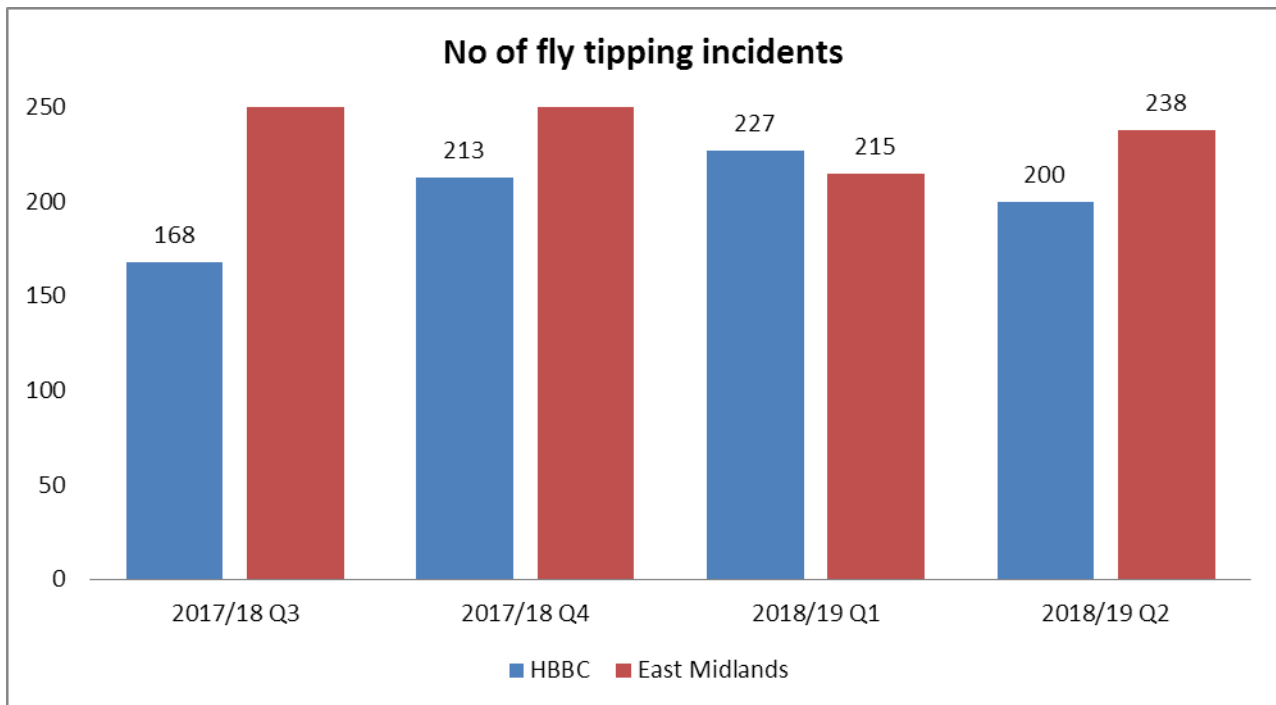


Average no of working days lost to sickness absence



No of formal complaints received per 10,000 population





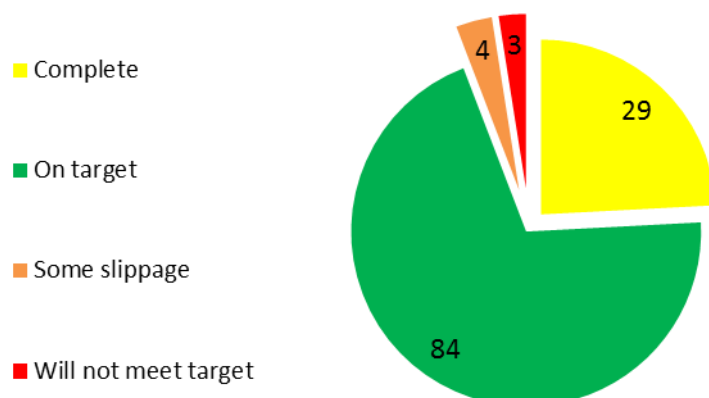
3.7 Service Improvements Plans - for 2018/19:

- 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.

- 120 have been flagged as having a “Corporate impact”.

3.7.1 Service Improvement Plans (Corporate Impact) status:



3.7.2 Corporate Service Improvement Plans (7) showing some slippage or will not meet their target date/s (as highlighted by service managers/lead officers)

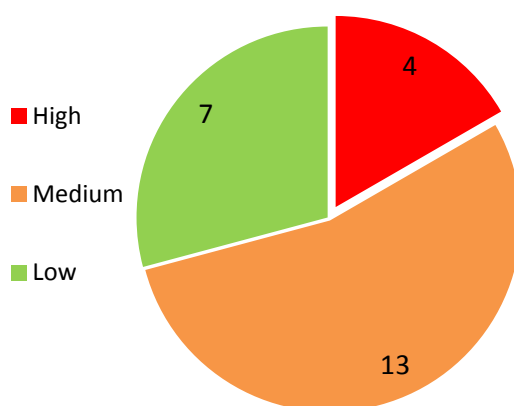
Service area	Description	Progress	Target date/s	Last reviewed
Corporate Governance	Develop a dignity at Work Policy	Research commenced - not in draft stage as yet due to other priorities	March 2019	January 2019
Housing	Review and implement call handling procedures for Control Centre staff	Review taken place and options being discussed. Work has started on the development of call handling procedures. This will continue over the next QTR and will consider any new functionality available via the upgraded call handling system. Whilst some changes have been instigated further review of processes required and new procedures developed and introduced. This will be included in the wider work to being carried out to look at resilience at the Control Centre.	October 2018	January 2019

Service area	Description	Progress	Target date/s	Last reviewed
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%	Q3 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 for 2017/18 shows performance to be 43.9%. The new comingled service has shown an increase in the amount of recycling collected of circa 400T's for the first 6 months. Compostable waste performance however has declined (as for all Leicestershire districts) due to the dry weather by 3%. The end of year estimate for 2018/19 at the 9 month position remains comparable to the indicative 2017/18 position of circa 44%.	March 2019	January 2019
Street - Scene	Green Space Delivery Plan 2014-2018 - Delivery of projects at Clarendon Park, and Argents Mead	Q3 - Quotes received for Moat works, further discussions required before project can progress. Works completed at Langdale Park, works planned for Clarendon park and Hollycroft Park for Q4. Clarendon park project will need to be carried forward into 19/20 due to complexities of the project and need for external funding.	March 2019	January 2019
Street - Scene	Write a new green space delivery plan for period 2019 - 2024	Q1 - Limited progress to date. Q2 - Limited staff resources within the team to progress this plan, at this current time. Q3 - No staff resources to progress plan at this stage.	March 2019	January 2019
Planning	Work with other parts of the planning team to adopt a Design Guide SPD. Procure consultants to provide training to Officers in Urban Design and also provide ad hoc urban design advice on major and sensitive schemes.	Q3 Significant changes needed to be made to document prior to consultation with Members and wider stakeholders. Additional training delayed until work on SPD is complete.	December 2018	January 2019

Service area	Description	Progress	Target date/s	Last reviewed
Planning	Prepare a 'Directions for Growth' draft of the Local Plan and undertake public consultation in late 2018 to early 2019.	Q3. Consultation on New Directions for Growth document commenced 7 January 2019 and will be conclude on 3 March 2019.	November 2018	January 2019

3.7.3 Service Improvement Plans (Corporate Impact) not reviewed: (0)

3.8. Corporate/Strategic risks (24) status:



3.8.1 Corporate/Strategic risks that pose the most significant (high) threat (4)

Risk	Review commentary	Last reviewed
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	The position for 2018/19 is now secure, and balance position budgeted for in 2019/20. There is some significant uncertainty in later years particularly 2020/21 - 2023/24 due to the impact of central government proposed changes to business rates 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.	January 2019

Risk	Review commentary	Last reviewed
S.16 - Failure to adhere to Health and Safety Legislation/ Regulations	Inspection of Jubilee premises by HSE Inspector identified possible contraventions of H&S resulting in action plan to address non compliances. SLT to monitor progress of action plan at each meeting and review Corporate H&S system to improve monitoring, engagement and reassurance. Develop KPIs relating to H&S.	January 2019
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.	January 2019
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	January 2019

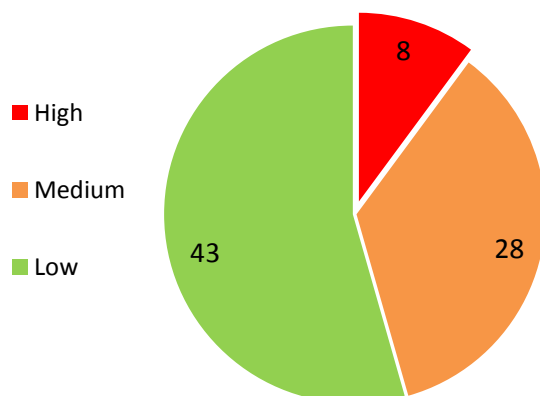
3.8.2 Corporate/Strategic risks that have changed net risk levels (1)

Risk	From	To	Reason for change
S.16 - Failure to adhere to Health and Safety Legislation/ Regulations	6	8	Risk level increased following inspection of Jubilee premises by HSE inspector

3.8.3 Corporate risks not updated: (2)

- S37 Non delivery of capital projects which are interdependent
- S.50 GDPR compliance

3.9 Service area risks (79)



3.9.1 Service risks that pose the most significant (high) threat (8)

Risk	Review commentary	Last reviewed
RIT.21 – GIS layers incorrect (Planning)	<p>Q4 - This problem has been on-going for a year. Numerous tests and re-installations of various elements of the software have been undertaken by ESRY and HBBC ICT none of which have identified or resolved the issue.</p> <p>ESRY have now suggested that if HBBC pays for a further update that this may resolve the issue however they have not responded to requests as to whether they are confident that this further update would resolve the issue.</p> <p>ICT have been requested to provide timelines as to when it will be deemed no longer possible to continue with ESRY as the problem remains unresolved and a new GIS program installed and operational.</p>	January 2019
DLS.19 - Recruitment & retention of staff (Planning)	The job market remains highly competitive with a distinct lack of skilled and available planners which makes recruitment extremely difficult. Measures have been put in place to try to retain staff through the career grade and training opportunities. A review of current recruitment issues to include benchmarking is currently underway	January 2019
DLS.42 - Meet the need of Gypsy and Travellers (Planning)	Q3 G&T Needs Assessment forms part of the new Local Development Scheme published in December 2018. Assessment prioritised as part of LDS for delivery 2019/20.	January 2019
DLS.47 - Reputation of Building Control Service	Q3 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.	January 2019
DLS.48 - Loss of work to Approved Inspectors	Q3 At the end of period 9 income was marginally below the targeted position. Officers continue to provide a prompt reactive value for money service and promote the service.	January 2019
DLS.49 Recruitment and retention of Building Control Staff	Q3: Following the departure of the BC Manager interim arrangements continue with the team 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 continuing with options being considered. Regular team and Board meetings are held	January 2019
DLS.51 Housing Delivery test	Q3 MHCLG were due to publish the HDT results for each LPA November 2018, however this has been delayed and the results will be published 'in due course'. HBBC to continue work on delivering new homes to ensure it does not fail the HDT when published.	January 2019
PHR05 (Housing Repairs) Staffing levels	November 2018 surveyor left the team. Vacant position advertised	December 2018

3.9.2 Service area risks that have changed net risk levels (11)

Risk	From	To	Reason for change
HCS.80 – Welfare reform (Housing)	8	6	Improved referrals to CA for debt management Reduced thresholds within debt recovery process Additional post approved to support tenants and minimise rent loss
PHR.05 – Staffing levels (Housing Repairs)	3	9	Vacant position advertised Nov 2018
PHR.13 – Funding (Housing Repairs)	5	3	30 year Business Plan updated and approved Nov 2018
PHR.16 Legionella contamination		6	New risk added in December 2018 to monitor compliance with regulatory legislation
RIT.18	6	3	[OCT 18-MD] PSN compliance certified, DWP MoU submitted Oct 18, ICT HC to be commissioned Nov 2018
RIT.20 Assets (ICT)	3	5	[OCT 18- MD] Veronis trial completed - BC to be submitted to Governance Group for consideration
RIT.21 GIS layers incorrect (ICT)	New risk	8	Numerous tests and re-installations of various elements of the software have been undertaken by ESRY and HBBC ICT none of which have identified or resolved the issue. ESRY have now suggested that if HBBC pays for a further update that this may resolve the issue however they have not responded to requests as to whether they are confident that this further update would resolve the issue. ICT have been requested to provide timelines as to when it will be deemed no longer possible to continue with ESRY as the problem remains unresolved and a new GIS program installed and operational.
DLS.37 - Consult with customers & stakeholders (Planning)	5	3	Q3. A revised SCI has been prepared but not published as yet to allow for its updating to take account of the new Neighbourhood Planning Service Level Agreement the Policy team are in the process of rolling out. SCI will be published by end of January 2019.
DLS.44 - five year housing land supply (Planning)	8	3	Q3. Using MHCLG's standard method for calculating Local Housing Need, the Council is able to demonstrate five years of deliverable housing using this method.
DLS.50 Compliance & regulation (Planning)	5	3	Q3. The Policy team keep up to date with current government policy and guidance and ensure colleagues, Members, Parish Councils and other stakeholders are advised and kept informed as necessary.
EVS.61 – travel plan (Environmental Health)	1		Officer now retired – SLT agreement to support. No further actions within Environmental Health

3.9.3 Service area risks not updated: (0)

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

Background papers: Ten reports

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