



## Hinckley & Bosworth Borough Council

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY COMMITTEE: 19 AUGUST 2019

WARDS AFFECTED: ALL WARDS

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### Performance and Risk Management Framework 1<sup>st</sup> qtr summary for 2019/20

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#### Report of Director (Corporate Services)

##### 1. PURPOSE OF REPORT

- 1.1 To provide Finance & Performance Scrutiny members with the 1<sup>st</sup> qtr 2019/20 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 2019/20 1<sup>st</sup> 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. Up until 2010 indicators were a mandatory requirement set by central government. While some indicators are still reported direct to

central government there is no longer a set of national indicators that councils have to adhere to. However, in order to monitor and show how well Hinckley & Bosworth Borough is meeting priorities and objectives, the council continues to monitor locally set indicators.

### 3.2.1 Summary of current indicators monitored versus monitoring when reporting of indicators was mandatory:

- In 2007/08 we reported on 98 indicators (70 set by Central Gov' and 28 locally set)
- In 2011/12 we reported on 81 indicators (44 set by Central Gov' and 37 locally set)
- In 2018/19 we reported on 60 indicators (26 retained from those previously set by Central Gov' and 34 locally set)

### 3.3 New targets are also set for indicators every year

#### 3.3.1 Twenty two indicators have had targets changed from 2018/19:

Description	2017/18 actual	2018/19 actual	Target 2018/19	Target 2019/20	Comments
% Employees with a Disability	6.18%	6.80%	6.50%	7%	We increased this target as final outturn was 6.8% for 2018/19. We are going to do another push with staff later this year so hopefully going to meet 7%.
% Ethnic minority employees in the workforce	5.90%	4.50%	6.00%	4.50%	Last year's target was set in line with 2017/18 actual but this proved to be a one off, so target re-set back to 4.5% (4.5% is positive compared to census stats of 3.5% BME in HBBC)
% of Invoices (local businesses) Paid on Time (Within 10 Days)	92.54%	92.78%	90.00%	91.50%	Increased in line with actual performance
Council Tax in - year collection rate	98.10%	98.10%	98.00%	98.10%	Increased in line with actual performance
NNDR in - year collection rate	98.85%	99.20%	98.00%	98.80%	Increased in line with actual performance
Processing of new claims (days)	17.64	13.77	19	17	Changed in line with actual performance in agreement with partners
Processing of Change of Circumstances (days)	7.95	5.71	9	7	Changed in line with actual performance
Food establishments in the area which are broadly compliant with food hygiene law	94%	96%	95%	96%	Increased in line with actual performance
No of justified missed bins	1,390	3,320	2,000	2,700	Proposed target represents 900 misses per service or 0.06% of all collections therefore a stretch target to improve whilst new routes continue to bed-in.
Assessment of street cleaning (%)	87.70%	87.96%	85%	86%	Increased in line with actual performance

Description	2017/18 actual	2018/19 actual	Target 2018/19	Target 2019/20	Comments
Residual household waste per household (KG)	483	485	476	500	Increased in line with actual performance
Household waste sent for reuse, recycling & composting	46%	44.00%	49%	44%	Reflection of national trend, actual performance for 2017/18 and estimated performance for 2018/19
Cost of Household Waste Collection	£25.98	£46.95	£46.95	£47.50	Changed to take account of loss of income from LCC & higher leasing charges
Hsg repairs: % of Priority 3 works completed on time	98.38%	98.05%	91.00%	91.50%	Increased in line with actual performance
Hsg repairs: % of Priority 4 works completed on time	98.69%	93.44%	91.00%	91.50%	Increased in line with actual performance
Housing Advice: preventing homelessness	79%	74%	80%	75%	This was the first year with new legislation, therefore 75% is a realistic target.
Satisfaction: Housing repairs	93.27%	94.09%	95.00%	94.50%	Decreased in line with actual performance
Repairs completed at first visit	N/A	89%	92%	88%	New PI introduced last year so target reduced in line with first years performance
People visiting town - % difference due to events run by HBBC	25.7%	31.37%	28%	29%	Increased in line with actual performance
No of empty business units & (occupancy rate) H Town Centre	5%	7%	6%	8%	Challenges around Brexit and High Street
Increase footfall at Hinckley Leisure Centre	739,288	808,279	710,000	720,000	Increased in line with actual performance
Number of participants in the GP exercise referral scheme	991	589	1000	700	Decreased due to new GP reporting format

3.4 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.

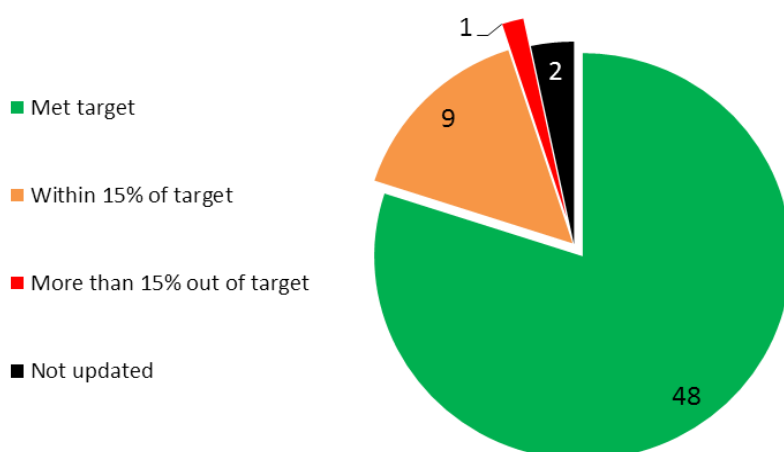
3.5 Performance and Risk Management is embedded into all the Council's business activities in a structured and consistent manner. All Service Improvement Plans which include Performance Indicators and Risks are held and managed on the Council's performance management system: TEN

4. Overall summary for the period April 2019 to June 2019

3.6 Performance indicators –  
Sixty indicators covering all service areas have been monitored for performance:

- Thirty three indicators are monitored monthly
- Twenty three indicators are monitored quarterly
- Four indicators are monitored annually

3.6.1 Overall status of performance indicators



3.6.2 There are two outstanding indicator returns

Indicator	Target	Actual	Comments
Housing Advice: preventing homelessness	75%		
No households living in Temp Accommodation	1		

3.6.3 Ten indicators were not on target

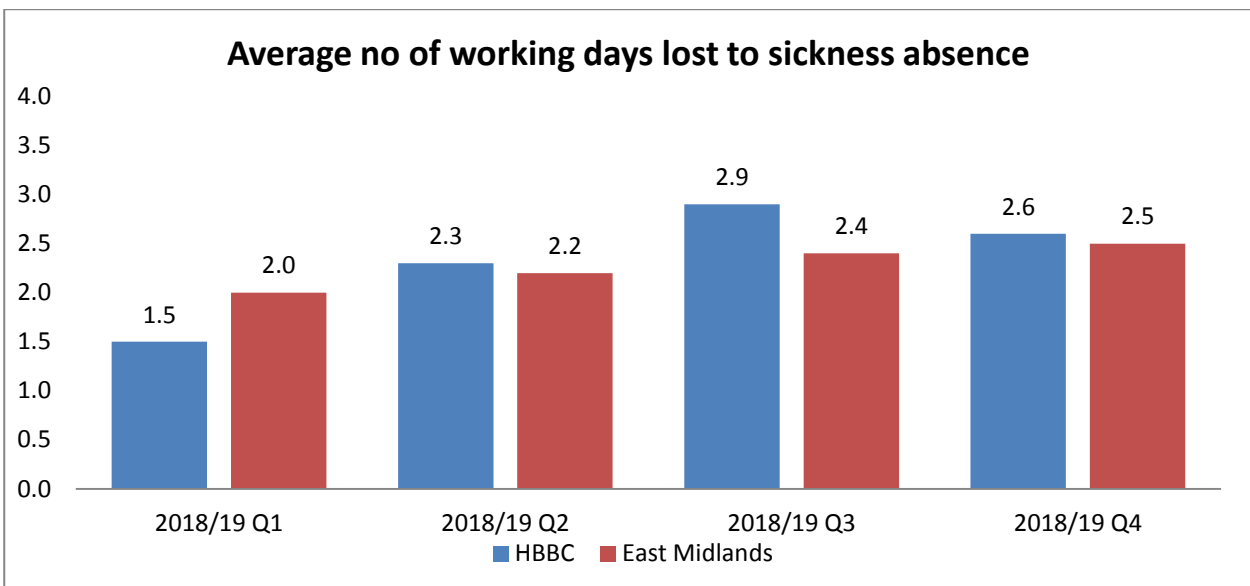
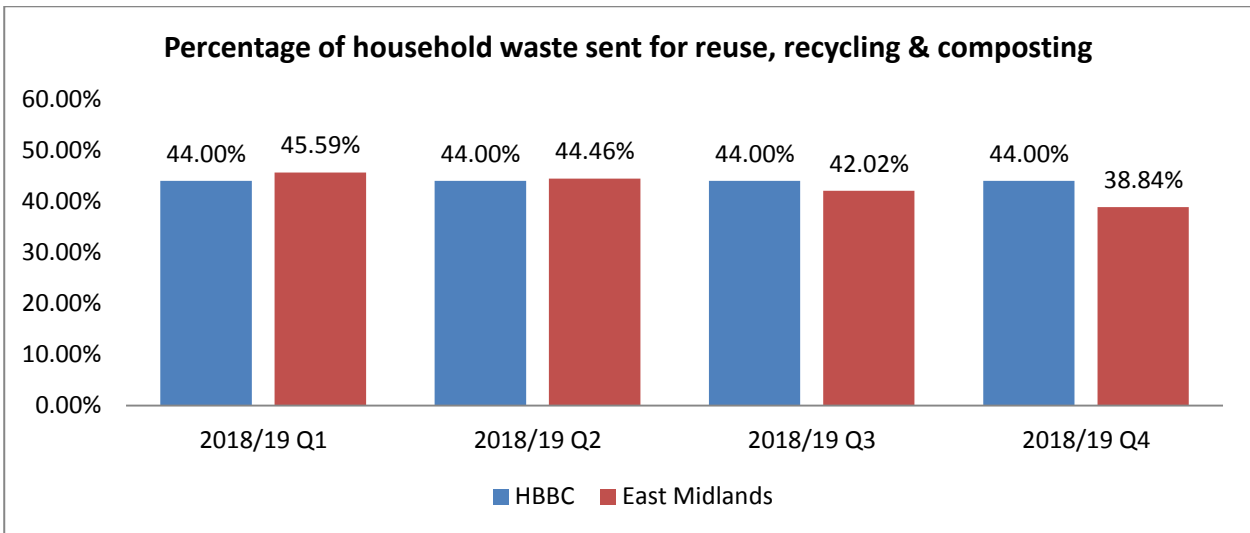
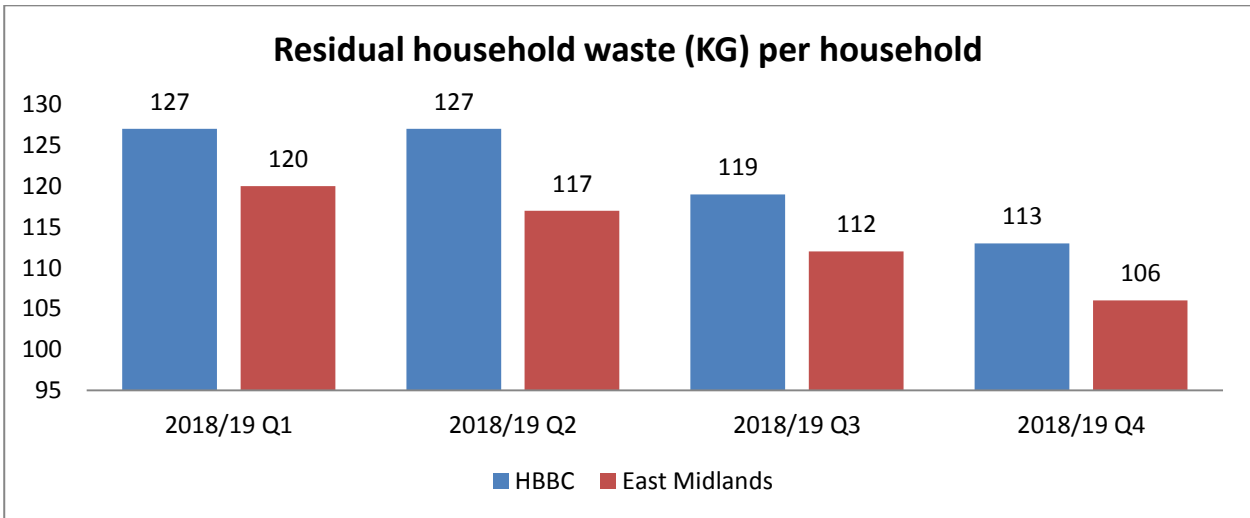
Indicator	Target	Actual	Comments
Working Days Lost due to Sickness Absence	2	2.41	Whilst short term absence is at the same level compared to this time last year, in contrast the number of days lost to long term absence has doubled. Six long term cases (out of ten) have now concluded/returned to work and it is anticipated that the second quarter should result in a reduction of absence.
Invoices paid on time	99%	96.75%	Target not met due to staff turnover and short term capacity issues. This has now been resolved
% enforcement complaints responded to within 7 working days	98%	96%	72/75: Target missed due to vacancies

Close enforcement file within 14 days where there is no breach of planning control	90%	86.96%		20/23: Target missed due to vacancies
Building Control: full plans determined & returned within 5 weeks or 2 months (ext. of Time)	99%	93.33%		28/30 Service has recently joined partnership with Blaby & 3 other councils to deliver all our Building control services & provide resilience. Service has vacancy for a Building Surveyor & as the partnership progresses, decision on recruitment will be made. Underperformance due to bedding in of the partnership & ltd resources
Grounds Maintenance sites meeting Quality criteria	89%	80%		Score is low due to high levels of inclement weather, staffing issues due to 3 vacancies and struggling to meet some gardening schedules
Average re-let time (major voids) General Needs Housing	73 days	73.7 days		Significant improvement on last year (94.7) when we were waiting on a new contractor to start. Contractor now in place which is having a positive impact. We are also using the Housemark definitions in line with other LA's in our area to determine major/minor voids and this is also having a positive impact.
Average re-let time (all voids) General Needs Housing	60 days	62.1 days		Significant improvement on last year (77) when we were waiting on a new contractor to start. Contractor now in place which is having a positive impact. We are also using the Housemark definitions in line with other LA's in our area to determine major/minor voids and this is also having a positive impact.
Housing: % Reduction year on year on outstanding debt owed to HBBC	0.63% (reduction)	-7.47%		Outstanding debt has increased by 7.47% overall. As with rent collection figures, the first quarter does not show an accurate reading due to there being no direct debit taken at the beginning of April. This will rectify over the full financial year.
Number of participants in the GP exercise referral scheme	175	133		The short fall is due to a change in the overall referral process dictated by Public Health which has moved to an online system rather than paper based to meet GDPR requirements. GP are struggling to get to grips with the new process and are therefore not referring patients as much as they did before.

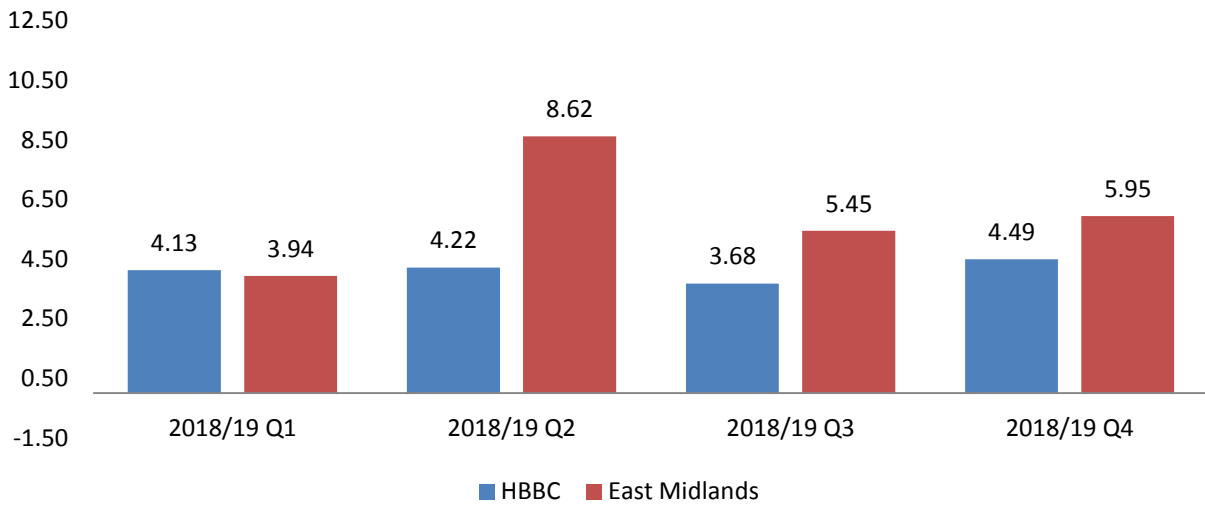
### 3.6.4 Two indicators performed significantly better than their set targets

Indicator	Target	Actual		Comments
Customer services: Lost calls	20%	6.9%		32,620 calls answered so far this year. Percentage of lost calls is under target and customer satisfaction remains high.
Increase footfall at Hinckley Leisure Centre	180,000	203,899		Another fantastic quarter for Hinckley Leisure Centre. Footfall and participation rates exceeding expectations.

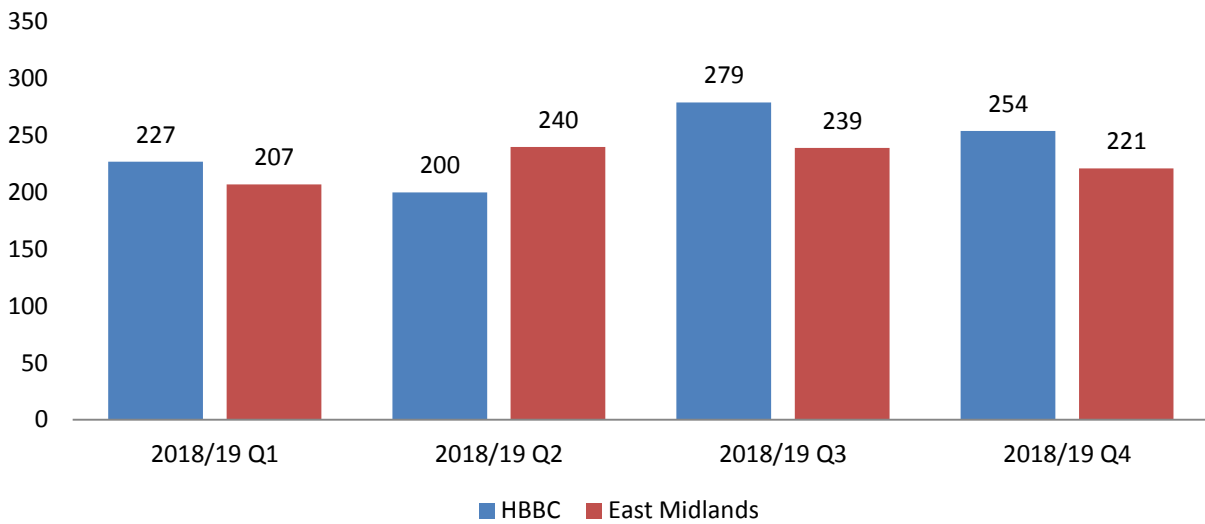
3.7 Benchmarking – As part of an East Midlands Performance Benchmark group initiative there are currently six indicators which can be compared against other district councils in the East Midlands. Please note that the returns are provisional figures entered by councils onto the LG (Local government)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



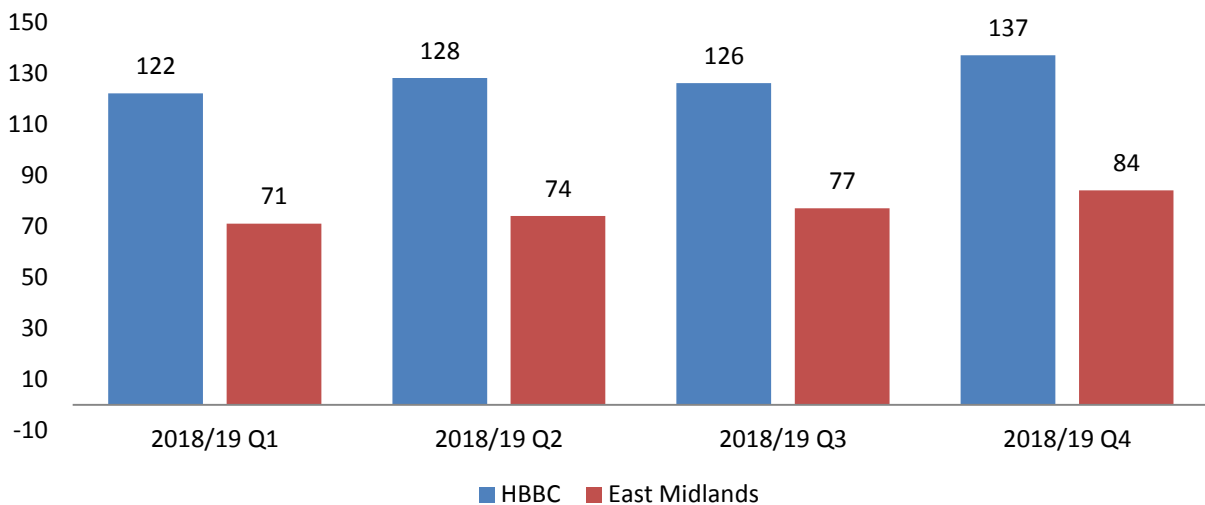
### No of formal complaints received per 10,000 population



### No of fly tipping incidents



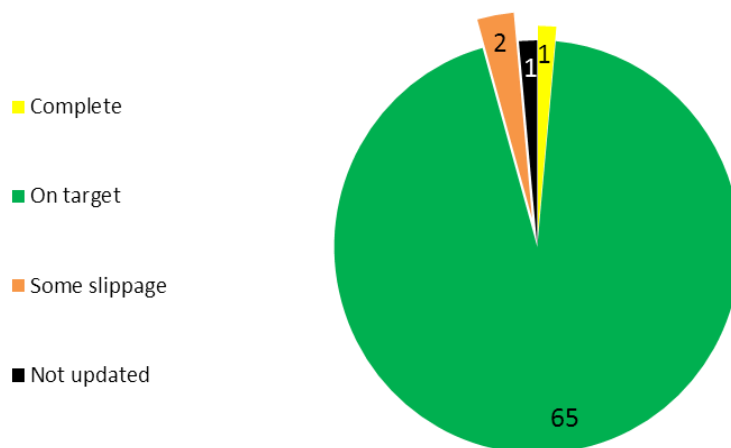
### No of unique website visitors as % of total population



3.8 Service Improvements Plans –  
254 Service Improvement Plans (across all council services) have been set for 2019/20

As agreed with the Strategic Leadership Team (SLT), only those Service Improvement Plans with a “Corporate Impact” (i.e. not business as usual) are monitored by SLT.

3.8.1 Of the 254 Service Improvement Plans, 69 have been categorized as having a Corporate Impact:



3.8.2 There is one “Corporate Impact” plan with no update on progress

Service area	Description	Progress	Target date/s
Street-scene	Write new green space delivery plan 2020 - 2025		March 2020

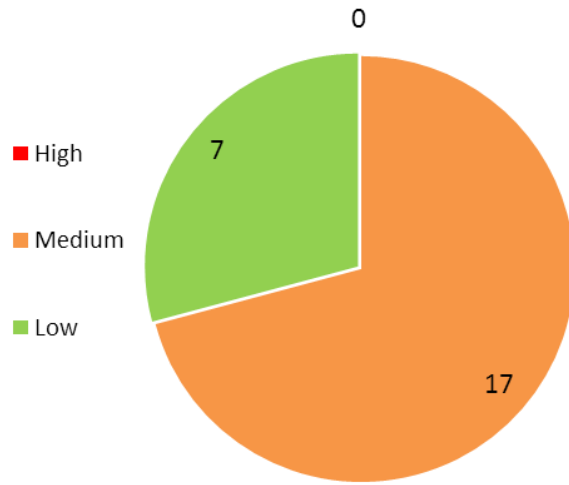
3.8.3 Two “Corporate Impact” plans are behind on set target dates

Service area	Description	Progress	Target date/s
Street-scene	Maintain level of recycling performance. Target 45% (32,000 garden waste subscribers, promote additional materials in blue bin)	2019/20 Quarter 1 performance is not currently available (performance is always reported 2 months in arrears through Waste Data Flow). End of year performance (unaudited) for 2018/19 shows a reduction in overall performance of 1.7% due to a reduction in dry recycling and compostable waste as a result of the dry Spring and Summer in 2018/19 and an increase in residual waste per household.	March 2020
Street-scene	Deliver council motion to reduce use of single use plastics	Q1 - no progress due to other priorities. On-going publicity for plastic film being recycled by residents which was introduced in March 19	March 2020

3.9 Corporate risks –  
There are currently twenty four risks on the corporate risk register

3.9.1 Overall status of Corporate/Strategic risks:





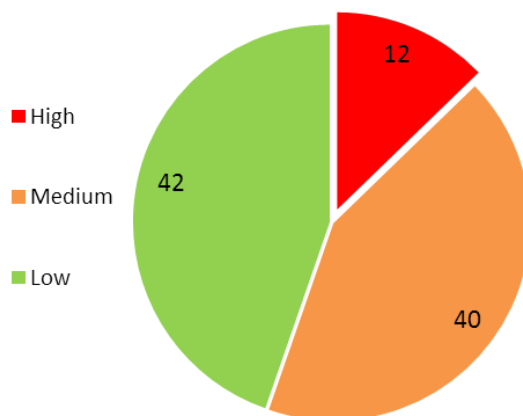
### 3.9.4 Five Corporate/Strategic risks have changed net risk levels

Risk	From	To	Reason for change
S.14 - Dealing with numerous Public Enquiries (Planning)	3	5	Appeal performance continues to be positive overall. Number of appeals lost on appeal reducing. Monthly reporting of appeals and regular reports to planning committee. Few lost on appeal.
S.37 - Non delivery of capital projects which are interdependent	8		Risk can be removed from register as capital programme has reduced.
S.50 GDPR compliance	7	6	Online training course for managers completed. Risk level reduced
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	7	5	4 year MTFS approved annually by members. Risk level reduced
S.15 - Failure to successfully adopt and deliver the Local Development Scheme (LDS)	4	5	The LDS is regularly reviewed and Members have received briefing on the need to deliver against the LDS as part of the 5YHLS training..

### 3.10 Service area risks –

There are currently ninety four service risks across all service area registers

#### 3.10.1 Overall status of service area risks



### 3.10.3 Twelve service area risks pose the most significant (high) threat

Risk		Review commentary	Last review
ICT: RIT.17 - Technology	9	Extension to MS SQL support and maintenance acquired as SSL failed to implement migrations as planned in 2018. SSL revised approach proposal submitted at over 100K and this has been rejected. LICTP seeking alternative support from partners to take control of this work as per RIT 18	July 2019
ICT: RIT.18 - Gov requirements	7	Whilst Secure Mail is an example of where this work has been completed on time. Results of ICT Health check support concerns that have been raised repeatedly with SSL in regular SWG meeting concerning regular updates and patching. Remedial action plan has been produced and SSL are implementing.	July 2019
ICT: RM ICT 002: Rate of change of technology & infrastructure	9	[May 2019] SSL staffing concerns continue - engineer / security lead changes	July 2019
ICT: RM ICT 004: Single person dependencies	9	[May 2019] SSL staffing concerns continue - engineer / security lead changes	July 2019
Planning: DLS.19 - Recruitment & retention of staff	8	Job market remains highly competitive with distinct lack of skilled and available planners which makes recruitment extremely difficult. Measures are 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.	July 2019
Planning: DLS.42 - Meet the need of Gypsy and Travellers	8	Q1 G&T Needs Assessment forms part of the new Local Development Scheme published in December 2018. Assessment has been prioritised as part of LDS for delivery 2019/20 and the consultant to carry out the study has now been appointed. The work is nearing completion.	July 2019
DLS.44 - Five year housing land supply	8	Q1. The council do not currently have a 5 year housing land supply. All Members have received training and further briefing to this effect. SLT and officers are working closely with Members to plan a positive way forward to address this.	July 2019
Planning: DLS.47 - Reputation of Building Control Service	8	Q4 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.	July 2019
Planning: DLS.48 - Loss of work to Approved Inspectors	9	Q1 Recently joined partnership with Blaby is intended to provide resilience and also to access parts of the market with users across the whole partnership area. The team continue to provide a prompt reactive value for money service and promote the service.	July 2019
Planning: DLS.49 Recruitment and retention of Building Control Staff	7	The Planning Manager (Major Projects) is still providing some day to day support management and staffing issues and also supporting the team. Through the new partnership arrangement extra staff resources are to be made available to provide resilience plus the training of staff including apprenticeships is offered.	July 2019
DLS.51 Housing Delivery test	8	Q1 MHCLG published the Housing Delivery Test results in February 2019 and the Council has delivered 141% of it's housing requirement between 1st April 2015 to 31st March 2018. HBBC will continue to work on delivering new homes to ensure it does not fail the HDT when it is next published November 2019	July 2019

### 3.9.3 Three service area risks have changed net risk levels

Risk	From	To	Reason for change
Cultural Services: CLS.08 - Hinckley Market stalls	5	3	Trading conditions remain challenging. Traders are retiring and some are choosing to trade on other markets where costs have been significantly reduced. Investment into new look stalls and supporting infra-structure completed in Q1 Improved H&S access at the Jubilee as one of the market skids has been de-commissioned.
Housing: HCS.81 - HRA Investment Strategy	3		Risk removed as it is on the corporate risk register (S.40)
ICT: RIT.21 - Uniform GIS layers incorrect	8	5	[Mar 2019] Fresh installation completed by ESRI supplier - production stage / expected to be available 1st June - risk rating revised to 5

### 3.9.4 One service area risk has been added

Risk		Comments
Env Health: EVS -46 Corporate Health and Safety and Fire Prevention provision	5	Corporate Action Plan drafted and being monitored by SLT. Examination of potential for consultant to support depot being investigated.

## 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: Ten reports

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Executive Member: Councillor SL Bray