



**Hinckley & Bosworth  
Borough Council**

**FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING**

**FINANCE & PERFORMANCE COMMITTEE**  
**WARDS AFFECTED:**

**9 MARCH 2020**  
**ALL WARDS**

---

**Performance and Risk Management Framework 3rd qtr summary for 2019/20**

---

Report of Director (Corporate Services)

**1. PURPOSE OF REPORT**

- 1.1 To provide members with the 3<sup>rd</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 3<sup>rd</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

**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.
- 3.3 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

#### 4. Overall summary for the period April 2019 to December 2019

- 4.1 Performance indicators - sixty indicators covering all service areas have been monitored for performance:

- Fifty six indicators are monitored and reported on a quarterly basis
- Four indicators are reported at year end only

- 4.1.1 Overall status of performance indicators:

- Forty four indicators are on target (73%)
- Twelve indicators are within fifteen percent of target (20%)

- 4.1.2 Indicators not on target (within 15%)

Indicator	Target	Actual		Comments
Working Days Lost due to Sickness Absence	6	6.9		Sickness outturn at the end of December is slightly higher compared to this time last year. Long term absence is closely managed. SLT has recently approved robust additional measures that have been put in place to tackle short term absence levels which provide managers with the powers to escalate employees who have re-occurring absence to the next stages of the Sickness Policy. These were implemented in early January.
% Employees with a Disability	7%	6.7%		29/430 Two employees with a disability have left
Freedom of information requests processed within 20 days	99%	96.79%		485 out of 499 FOIs were responded to within 20 days. Still behind target but starting to improve with the additional support that Blaby Council is providing

B.C. Completion Certificates sent within 7 working days of final completion	99%	97.91%	April - December 328/335 The underperformance is due to bedding in of the partnership with Blaby and four other councils and limited resources.
B.C.Full Plans determined & returned within 5 weeks or 2 months (extension of Time)	99%	94.05%	April - December 79/84 The underperformance is due to bedding in of the partnership with Blaby and four other councils and limited resources.
Hackney Carriage Driver Licences issued within 60 days	97%	90%	79 licences issued up to 31st December 2019. 8 licences issued outside of P.I. - Reason - Awaiting 3rd party information from Doctors for Group 2 medical and or DBS background check disclosure certificate.
Grounds Maintenance sites meeting Quality criteria	89%	85.08%	Large periods of wet weather through the summer resulted in healthy growth across horticultural activities thus impacting the service 3 vacancies within grounds have impacted performance and quality. Utilizing seasonal staff for certain tasks has resulted in a drop in performance and quality. The need to improve depot Health and safety has also impacted on performance and quality of works, with staff being employed to carry out H&S works within the depot. Officers time affected By H&S issues with time being limited to inspect contract sites, resulting in some sites not being inspected
Household waste sent for reuse, recycling & composting	44%	43%	Quarter 3 performance is not currently available. At the end of Q2 the overall position shows a positive improvement for the same period last year with a reduction of 87 tonnes of residual waste collected and increased garden and dry recycling collected of circa 1,200 tonnes. Audited date for 2018/19 released December 2019 shows a reduction in overall performance of 1.7% (43.9% to 42.2%) mainly resulting from the reduction in compostable waste as a result of the dry Spring and Summer in 2018/19 and an increase in residual waste per household.
Number of participants in the GP exercise referral scheme	525	453	Exercise referral: 345 Heart-smart: 108 LRS and Public Health are piloting a more focused and targeted referral system which HBBC are piloting. This has lead to the drop in referrals as the pilot scheme starts to show results.
General Needs Housing voids: Average re-let time (days)	54 73 60	56.7 74.8 66.3	Three indicators: Minor, major and all voids. Slightly behind target across all three but performance is now improving due to having a new contractor in place

#### 4.1.3 Two indicators performed significantly better than target

Indicator	Target	Actual		Comments
Customer services: Lost calls	20%	10.09%		85,576 calls answered so far this year.
Finance: Debt over 90 days old as a % of aged debt - Average and excluding homelessness bonds	25%	15.48%		We noted the KPI included information that would not normally be interpreted as late payments, such as instalment agreements & disputed invoices. Therefore, these items were removed to ensure the KPI was only capturing those debtors not paying within the time required without a legitimate reason for doing so.

#### 4.2 Benchmarking - The council currently participates in two benchmarking activities:

- East Midlands councils benchmarking club
- East Staffordshire benchmarking club

In total thirteen indicators are monitored through these benchmarking activities with approximately between 4 to 16 councils providing data on each indicator. Benchmark charts for all thirteen indicators combined across the two clubs are provided as appendix 1 to this report

#### 4.3 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.

##### 4.3.1 Of the 254 Service Improvement Plans, 68 have been categorized as having a Corporate Impact:

##### 4.3.2 Overall status of Corporate Service Improvement Plans:

- Eight have been completed
- Fifty seven are on target (84%)
- Three are showing signs of slippage to target date/s

##### 4.3.2 "Corporate Impact" showing signs of slippage to set target date/s

Service area	Description		Progress	Target date/s
HR	Develop a dignity at Work Policy		Delays due to increased case load.	March 2020
Estates	Support the Jubilee Building and review site practices and accommodation in line with the outcomes of the Health and Safety Executives review.		All remaining works now programmed in. Target date of 31st October to complete all remaining works. Moving of the housing repairs team from the Jubilee to the Hub now completed. Moving of the Admin and Management teams currently occupying the ground floor to the 1st floor on hold until telephone issues with Steria and the new phone contract are resolved.	September 2019 with ongoing monthly reporting

Street-scene	Maintain level of recycling performance. Target 44% (32,000 garden waste subscribers, promote additional materials in blue bin)		2019/20 Quarter 3 performance is not currently available. At the end of Q2 the overall position shows a positive improvement for the same period last year with a reduction of 87 tonnes of residual waste collected and increased garden and dry recycling collected of circa 1,200 tonnes. Audited date for 2018/19 released December 2019 shows a reduction in overall performance of 1.7% (43.9% to 42.2%) mainly resulting from the reduction in compostable waste as a result of the dry Spring and Summer in 2018/19 and an increase in residual waste per household.	March 2020
--------------	---	--	--	------------

#### 4.4 Corporate risks -There are currently twenty four risks on the corporate risk register

##### 4.4.1 Risk status summary of Corporate/Strategic risks

- One high risk (red)
- Eighteen medium risks (amber)
- Five low risks (green)

##### 4.4.2 One new Corporate risk has been added to the register

Risk	Net status	Review commentary
Planning - Five year housing land supply	8	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.

##### 4.4.2 No Corporate risks have changed status

##### 4.4.3 No Corporate risks have been removed from the register

#### 4.5 Service area risks - there are currently ninety two service risks across all service area registers

##### 4.5.1 Risk status summary of service area risks as at end December 2019

- Forty six medium risks (amber)
- Forty six low risks (green)

##### 4.5.2 No service area risks have been added

##### 4.5.3 No service area risks have been removed

#### 4.5.4 Two Service area risks have changed net risk levels

Risk	From	To	Reason for change
Cultural Services CLS.08 Hinckley market	3	6	Budget down by £12k compared to previous years trading - for the period Q1 and Q2 Traders leaving due to retirement and trading elsewhere e.g. Daventry who are offering free rent.  Report presented to SLT. Package of support incentives proposed along with a reduction in rental fees.
Housing Repairs PHR12 Material costs (commerce)	5	3	Following material supply review on both cost and efficiency of service, we have moved to a new main supplier under the Procurement For Housing framework as of August 2019.

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

5.1 This report is to be heard in open session.

## 6. FINANCIAL IMPLICATIONS (IB)

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

## 7. LEGAL IMPLICATIONS (AR)

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

## 8. CORPORATE PLAN IMPLICATIONS

8.1 The report provides an update on the performance indicators, service improvement plans and risks which support the achievement of all of the priority ambitions of the Council's Corporate Plan 2017 - 2021:

## 9. CONSULTATION

9.1 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.

## 10. RISK IMPLICATIONS

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

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

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

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

## 12. CORPORATE IMPLICATIONS

12.1 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

Contact Officer: Cal Bellavia, ext. 5795

Executive Member: Councillor SL Bray