



WARDS AFFECTED: ALL WARDS

1. PURPOSE OF REPORT

- 1.1 To provide the Committee with the 3rd quarter 2015/16 outturn position for :
- Performance Indicators (PIs) including available benchmarking
 - Service Improvement Plans (SIPs)
 - Corporate risks
 - Service area risks

2. RECOMMENDATION

That the Committee:

- 2.1 Note the 3rd quarter (2015/16) position for items listed at 1.1 above
- 2.2 Recommend any actions that should be taken to improve performance on indicators failing to meet target
- 2.3 Recommend any actions that should be taken to address SIP actions showing slippage to target dates
- 2.4 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 vision: "**A Borough to be proud of**".

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

4. OVERALL SUMMARY - 3rd quarter 2015/16

4.1 Performance Indicators - for this financial year (2015/16). There are **seventy four** performance indicators that measure and monitor performance across Council services.

Nine indicators are currently not meeting their targets and are detailed in the table below

Indicator	3rd Qtr target	3rd Qtr actual	Comments
Cultural Services: CS4. Increase footfall at Hinckley Leisure Centre	152,500	112,947	November & December is a quiet time of the year for LC footfall. This has been compounded with a 3% drop in fitness members each month across the quarter, affecting footfall in the classes and gym usage. Fitness memberships being affected by new budget gyms doing promotion and pre-sales; Simply Gym (Crescent) and Snap Fitness (Sainsburys).
Street scene: R & R1a No of justified missed bins	651	760	Cumulative for April - Dec (December is 83) Base line for year-end figure is 936 Q3 Performance has seen some increases above profiled monthly targets resulting in some slippage. The percentage of missed bins to date however remains very low at 0.03% (760 missed bins out of a total 2.8M collections).
Housing repairs: LHS2. Percentage of Priority 2 works completed on time	100%	97.83%	Out of 2392 jobs 52 have been completed out of target in the first three quarters. Each has been individually investigated and addressed. Regular monthly meetings are being held with responsible managers to improve the figures
Street Scene: NI192 - Household waste sent for reuse, recycling & composting	54%	52.10%	Year-end estimate. Q3 Audited data for 2014/15 released December confirms drop in overall recycling performance (from 56.1% in 2013/14 to 52.7% in 2014/15) due to 1500 tonnes less green waste and an additional 1200 tonnes of residual waste collected. HBBC remain high performing in comparison to other authorities being the 2nd highest performing authority in Leicestershire and 6th (out of 40 Collection Authorities) for the East Midlands

Indicator	3rd Qtr target	3rd Qtr actual	Comments
Revs & Bens: LRBP7. Housing Benefit overpayments collection rate	31.53%	29.11%	The profiled target is down by 3%. The debt has increased which is mainly down to HMRC/DWP Real Time Information and FERIS initiatives to ensure accuracy of Housing Benefit awards. It is unlikely that the target will be reached by end of year.
Street Scene: LI195 Assessment of street cleaning surveys	405	440	Quarter 3 of the Assessments of Street Cleanliness Surveys (ASC) have shown a decrease in cleansing standards within some sites across Earl Shilton and Barwell. Sites are monitored within the first week of the quarter and the last week of the quarter, we believe the drop in standards are due to two factors, reduced numbers of staff we have working in these areas related to long term sickness and high levels of pavement and kerbside detritus due to the time of year. Areas highlighted have now been cleansed and staff from other areas have been deployed to help make improvements in these areas
Planning: NI157b. Processing of Planning apps - minor	80%	77.48%	Apps processed April – December: 179/231. A very small no of apps (4) have caused the PI to fall slightly short of the target
Planning: NI157c. Processing of Planning apps - other	85%	83.16%	Apps processed April - December - 410/493. small no of apps (4) have caused the PI to fall slightly short of the target
Housing: LHS213. Housing advice, preventing homelessness	350	314 (<i>2nd qtr return, awaiting 3rd qtr figures</i>)	We operate intensive case management approach and don't close a case until a positive outcome or the applicant cv loses contact or refuses assistance. Previously advice would be given and the case closed so we got a lot of repeat presentations. Although the numbers have reduced, the no of contacts with each applicant (or with people on their behalf) have increased.

4.2 Benchmarking indicators - As part of an East Midlands Performance Benchmark group initiative there are now **seven** indicators which can be compared against other district councils. The group is currently working to agree additional indicators to benchmark. The table below shows the latest status (2nd qtr 2015/16) of agreed indicators against all (participating) district councils.

Indicator	No of participating district councils	Participating councils – performance median	HBBC performance	HBBC rank	HBBC quartile within participating councils
Residual	80	119 kg	103 kg	16	Top quartile

household waste per household					
Percentage of household waste sent for reuse, recycling and composting	82	55.13%	52.1%	52	2 nd quartile
Average number of working days lost to sickness absence per FTE	104	2.0	1.6	25	Top quartile
Number of formal complaints received per 10,000 population	91	4.16	2.32	23	Top quartile
Number of fly tipping incidents per 1000 population	71	1.76	2.15	38	3 rd quartile
Number of fly tipping enforcements per 1000 population	54	0.32	0.09	17	2 nd quartile
Number of unique website visitors as % of population	68	93	80	38	3 rd quartile

4.3 Service Improvements Plans – In total for 2015/16 there are **three hundred and seventy three** SIP actions across all council services.

As agreed with Joint Boards, for 2015/16, only those SIP actions with a “corporate impact” (i.e not business as usual) will be monitored by the Joint Boards. Of the three hundred and seventy three actions, **one hundred and sixty six** have been flagged as having a corporate impact.

Of these, one hundred and sixty six, **twenty five** service improvement plans have been highlighted (snapshot as at 25 Jan 2016) by service managers/lead officers as slipping from their original intended target date/s. These are detailed below along with explanations on progress:

SIP Action	Progress	Target date/s
Channel Shift Strategy - procure and implement web based solution "My Account" to access all services by end March 2016 (<i>Corporate Governance</i>)	Provider now awarded and My Account solution is currently being implemented	March 2016
Implement legal structure and scrutiny of formally merged Community Safety Partnership (<i>Corporate Governance</i>)	Delay across partnership in moving forward. Training session, report to Council re formal merger, and first meeting of joint scrutiny to be rescheduled	December 2015

Conduct a review of TOIL and flexi time policy (<i>Corporate Governance</i>)	TOIL policy now with Unison for consultation.	August 2015
Consider the requirements for set up of a dedicated counter fraud team or sharing resourced with Leicester City Council. (<i>Finance & Compliance</i>)	Further work has been undertaken to understand the product that Leicester City Council are offering, alongside establishing the impact on the Council of SFIS. The LCC product was originally meant to go live in August 2015 but this has slipped. Decision now likely to Jan/Feb 2016.	September 2015
Implement the Civica budget monitoring module and associated upgrade to web based browser by August 2015. Ensure all budget holders are fully trained in operating new system. (<i>Finance & Compliance</i>)	Meeting has been held with Civica. Works have commenced in September. Testing taking place in November. Project Completion February.	August 2015
REDEVELOPMENT OF LEISURE CENTRE: sale of site -if council approves that option (<i>Estates</i>)	Pending council decision to sell or develop via the proposed housing construction company.	September 2016
Comprehensive condition survey and stonework repairs for cemetery chapel (<i>Estates</i>)	Condition Survey Complete. Obtaining quotes for identified works, target date for completion works end Sept 2015 . Work on chapels commenced October with planned completion Jan 2016. Green space consulted to avoid burial bookings.	June 2015

SIP action	Progress	Target date/s
Bringing the enforcement "Compliance Stage" in-house (IRRV recommendation) <i>(Revs/Bens)</i>	Potential for partnership working to be explored. [June 15] The option exists to extend the current contract through to October 2017 LA's within Leicestershire are all planning to extend their current arrangements. [Sept] No further work on the compliance element. Extension letters to be sent to extend current arrangements (Dec) Business Case to be prepared this project will continue into 2016/17	March 2016
Establish a single employer for the Partnership (IRRV recommendation) <i>(Revs/Bens)</i>	Implementation date will be dependent upon selected model [June 15] No update [Sept] No update (Dec) This project will be carried forward to 2016/17 in discussion with partnership management board.	March 2016
Implementation of Mobile Communications for visiting officers (IRRV recommendation) <i>(Revs/Bens)</i>	[June 15] The product has been enhanced with more functionality, however more testing is required before it's rolled out. [Sept] As visiting officers are now generic implementation has been deferred until the end of the financial year to review requirements (Dec) This project will commence from April 2016	July 2015
Introduce common terms and conditions across the Partnership (IRRV recommendation) <i>(Revs/Bens)</i>	Implementation date dependent upon selected model [June 15] No update [Sept] No update (Dec) This links in with Single Employer project and discussions are taking place but no decision has been made. This project will continue to 2016/17.	March 2016
Procure a new responsive performance management tool (IRRV recommendation) <i>(Revs/Bens)</i>	IRRV to undertake appraisal of performance tools within the market place and provide a recommendation [June 15] Various companies have been invited in to demonstrate their product during July & August [Sept] Analysis of products and cost (Dec) Product demonstration provided to both team leaders and senior officers. Partnership Management Board have agreed to proceed to purchase product. Currently negotiating contract terms and conditions with preferred bidder once completed will be in a position to place purchase order.	September 2015

SIP action	Progress	Target date/s
Update SLA between Partnership and customer services (IRRV recommendation) (<i>Revs/Bens</i>)	<p>Consultation required on new arrangements moving forward To include Revs/Bens attendance at customer services Streamlining process for receipt of post Common approach to scanning of documents [June 15] No update [Sept] Meeting with LA's to discuss on-going requirements for assessment staff to attend HDC & NWLDC offices (Dec 15) Discussions are taking place with each customer services team for each Council to then agree broad outline for service level agreement. This project will continue into 2016/17.</p>	August 2015
An overall reduction in missed bins (<i>Street scene</i>)	<p>Q2 Performance has improved in August & September and predicting to meet target (900) at year end. Q3 Performance has seen some increases above profiled monthly targets resulting in some slippage. The percentage of missed bins to date however remains very low at 0.03% (760 missed bins out of a total 2.8M collections).</p>	March 2016
SIP action	Progress	Target date/s
Develop and support CCTV system, inc major upgrade to cameras (<i>Cultural Services</i>)	<p>Q1 - The specification for the replacement CCTV cameras has now been completed and will be advertised to test the market place during the next quarter. The old CCTV cameras will be replaced with state of the art cameras by the end of the September. All of the CCTV cameras are currently operational, there are currently a couple of outstanding issues, but these are not affecting the operation of the cameras.</p> <p>Q2 - All of the CCTV cameras are currently operational, although one camera has an issue with its iris. Seven companies have entered tenders for the replacement of the CCTV cameras. The tenders are being analysed and a result will be come to within the next week. Police, CCTV operators and the BID will have a say in the winning bid. The work will start at the end of October and should take around 6 weeks to complete.</p> <p>Q3 - Seven companies entered tenders for the replacement of the CCTV</p>	Summer 2015

	<p>cameras and a company called Technology Solutions were the successful candidates. The new company is now working on preparation work to start the installation at the end of January with a completion during March. They have also started work on maintaining the current cameras. All of the town centre cameras will be placed on to Wi-Fi at the same time as they are installed to reduce on-going revenue costs and give control of transmission to HBBC. Once completed, Hinckley will have a state of the art CCTV control room and operation that will be effective for future operation.</p> <p>One CCTV camera is currently not operating but is due to be visited in early January.</p> <p>Although showing some slippage the procurement has been completed and contracts signed. Scoping technical works have been undertaken during Jan 2016 with the works commencing in Feb, with completion due in March 2016.</p>	
<p>Develop continuous market engagement with HCA regarding the PSL scheme. <i>(Housing)</i></p>	<p>Met with the HCA who are keen to work further with the PSH on empty properties. Consideration being given to capacity requirements needed to undertake more work through this funding.</p>	<p>September 2017</p>

SIP action	Progress	Target date/s
<p>Develop services delivered to HBBC Leaseholders, ensuring they are efficient and more co-ordinated, and Provide opportunities for leaseholders to influence the services they receive. (<i>Housing</i>)</p>	<p>Q1 - Leaseholder details now updated and process of monitoring now being carried out by the Admin Team. Further meetings with Housing Repairs, Legal and Resident Involvement Officer to be arranged in QTR 2 to review leasehold schedules and explore engagement opportunities.</p> <p>Q2 - Leaseholder survey has been developed and in draft form. Meeting arranged for November with Hsg Repairs, Private Sector Housing and RI Officer to discuss leaseholder charges and repairs, to agree improvements.</p> <p>Q3 - November meeting cancelled and to be re-arranged in January to discuss Leaseholder survey and 2015/16 invoices.</p>	<p>March 2016</p>
<p>Development of CSP e- update for local voluntary organisations, members and parishes etc (<i>Community Safety</i>)</p>	<p>This is currently in draft and awaiting approval from Blaby District Council who are our strategic community safety partners</p>	<p>July 2015</p>
<p>Maintain high levels of recycling through effective collection services and reduce waste going to landfill (<i>Street scene</i>)</p>	<p>Q3 Audited data for 2014/15 released December confirms a drop in overall recycling performance (from 56.1% in 2013/14 to 52.7% in 2014/15) due to 1500 tonnes less green waste and an additional 1200 tonnes of residual waste collected. HBBC remain high performing in comparison to other authorities being the 2nd highest performing authority in Leicestershire and 6th (out of 40 Collection Authorities) for the East Midlands. Performance for 2015/16 at the end of Q2 is currently predicting year end performance similar to 2014/15 at 52% with slight reductions in residual waste and dry recycling with a larger reduction in green waste collected in comparison to 2013/14. Discussions continue through Leicestershire Waste Partnership to look at options to collect food waste which would further increase recycling performance and contribute to the revised EU target to recycle 65% of waste by 2030.</p>	<p>March 2016</p>

SIP action	Progress	Target date/s
Review pre-application processes (<i>Planning</i>)	<p>This ties in with new charging schedule. Procedure needs to be in place to ensure collection of income and to make sure service properly resourced to deliver pre-application service.</p> <p>Sept 15 - This has now been put back to later in the year/early 2016 due to work pressures in respect of the management of the team.</p>	August 2015
Support the DWP in the implementation of Universal credit and minimise the impact of on council house rental stream (<i>Housing</i>)	<p>Q1 - One year post recruited to the housing service to work with tenants who will migrated to UC.</p> <p>Q2 - One year post recruited to the housing service to work with tenants who will be migrated to UC ongoing.</p> <p>Q3 - One year post recruited to the housing service to work with tenants who will be migrated to UC</p>	April 2015 ongoing
Develop marketing strategy for Building Control to increase application income (<i>Planning</i>)	<p>Income for 2015/16 set as part of budget process. Improvements being put into place to grow / develop the business. Next stage is marketing the service and improved working practices with other Council services to increase market share and generate additional income.</p> <p>Contact prospective customers using the planning list and pre-application meetings Working with neighbouring authorities to engage with clients locally and regionally to promote the Leic's LABC services.</p> <p>MOU for cross boundary support with Nuneaton and Bedworth BC to improve resilience at times of short fall of cover due to leave/sickness etc for Out of Hours and Inspections</p> <p>Due to work loads and staffing issues no further work has been carried out on the Marketing Strategy</p> <p>Contact with prospective customers using the planning list and pre-application meetings is happening and continuing to win work, but there is also the risk that we could grow beyond our capacity.</p> <p>MOU for cross boundary support with Nuneaton and Bedworth BC has stalled due to their owing staffing issues and neither manager having time to deal with the matter.</p>	September 2015

4.4 Corporate/Strategic risks – There are a total of **thirty** risks on the corporate risk register as at the end of Dec 2015). Of these, **fifteen** are high (red) net risk level and are detailed below.

Red risks are those that have been identified as posing the most significant threat and are reviewed on a monthly basis to ensure actions are adopted to reduce the likelihood of the risk happening and/or reduce the level of impact the risk poses.

Risk	Review commentary	Last review
S.01 - Failure to focus on priorities and initiatives	<p>'Crescent' Development now completed. Sainsbury's, Cineworld and others have taken occupancy - full occupancy anticipated by May 2016.</p> <p>Balanced budget for 2016/17 being finalised, without need for Council Tax referendum (additional level of Tax increase allowed by Government), but wider context of MTFS (longer-term decisions) still being progressed. Budget and MTFS being agreed at Council on 18 February.</p>	Jan 2016
S.06 - Failure to implement the Town Centre Plan	<p>The scheme construction is predominantly complete with minor works and snagging to be completed. Handover from the contractor of Block C took place in December 2016. Handover of the rest of the scheme from contractor to Tin Hat is scheduled to take place at the end of January 2016. A programme of snagging works is in place for Block C and is being overseen by the Council's Project Manager and Assets Manager. Cineworld, Sainsbury's and the Elbow Room are fully operational. Fit out has commenced on a number of the larger retail units and good progress being made on letting of Block C units. Officers are seeking to secure agreement between the scheme management bus operators and LCC to facilitate the full operational use of the bus station which is unlikely to be fully operational until March 2016. Concerns have been raised over the design of bus shelters, which were approved by LCC as transport authority. Officers are seeking to facilitate agreement over improvements to the shelters.</p> <p>Station Road Public Realm scheme was complete on programme in November 2015 and is fully open.</p> <p>Marketing Group is planning the opening of the full scheme - target date in March 2016, followed by a larger festival event in the summer.</p>	Jan 2016

Risk	Review commentary	Last review
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	<p>The position for 2016/17 has now become even more uncertain with the change in Administration and the initial direction of reducing debt through early redemption of borrowing, no introduction of green waste recycling charges and limiting Council Tax increases to 2%. This effectively means that the Council will now be facing a deficit in the budget for 2016/17 of around £500K to £600K as the shortfall resulting from LCC decision to remove recycling credits from 2015/16 was funded from general fund balances and reserves for this current year.</p> <p>Although there is a desire to increase income through "invest to earn" projects the revenue benefits will not be seen in 2016/17 and with the time lag resulting from the need for comprehensive business plans is unlikely until 2018/19 at the earliest.</p> <p>This position is of concern and will need further detailed discussions with the new administration.</p>	Jan 2016
S.12 - Insufficient Business Continuity Management (incl Disaster recovery) arrangements	COB will continue to monitor SLB has undertaken exercises on emergency planning scenarios and a further session has been arranged. SA and JK to attend a 'county-wide' session in January 2015	Jan 2016
S.14 - Dealing with numerous Public Enquiries	The Appeal performance of the Council is good with the majority of Appeals over the last year being dismissed. However, there continues to be issues regarding overturns on some key housing schemes and there are some key Public Inquiries scheduled for some major housing applications.	Jan 2016
S.15 - Failure to successfully adopt & deliver LDF	<p>The Inspectors report was scheduled to be received in December 2015. The Council is still awaiting the Inspectors report, although recommendations on additional allocations are not expected.</p> <p>The current LDS was adopted last year and covers the period 2015-2018. Initial work has commenced on preparation of the new Local Plan. Briefings have taken place of Leicestershire Leaders and HBBC's Cross Party Planning Working Group on the emerging Strategic Growth Plan for Leicestershire. A Developer Forum is scheduled for 28 January 2016 to commence dialogue on potential future growth scenarios and options which will feed into the plan making process.</p>	Jan 2016
S.22 - Failure of County Council Support/ engagement for the LSP	LCC have still not responded to a request to complete its own benchmarking exercise for Leicestershire Together. However, LCC have recently announced a fundamental review of Leicestershire Together, with a view to reducing resourcing to the Partnership along with questions being raised by LCC Chief Executive over the effectiveness of the Partnership April update: LCC have not yet published outcomes of its review of Leicestershire Together	Jan 2016

Risk	Review commentary	Last review
S.25 - Failure to provide a fit for purpose Leisure Centre	Good progress is being made on the construction of the new Leisure Centre which is over two thirds complete with scheduled opening week commencing 2 May 2016. The issues over competing private gym facilities is now resolved with PFP and correspondence has been received to that effect	Jan 2016
S.30 - Review by the Equalities Commission for Human Rights of disability issues	One complex case likely to be referred to Ombudsman for adjudication	Jan 2016
S.33 - MIRA RGF Fund	Progress has been made contractually with Galiford Try and the HE to secure agreement over the minor alterations arising from Safety Audit. These works are being undertaken to facilitate handover of the scheme to the HE which is being managed and monitored by the Council's Project Manager. Part of the plan is to reduce the contractual maintenance liability period of the contractor to facilitate earlier handover to HE to ensure the outstanding funding available for completion of snagging works remains in budget.	Jan 2016
S.34 - Safeguarding of vulnerable adults, children & young people	<p>PWC have conducted an internal Safeguarding audit. The draft outcomes are positive with minor recommendations. This report will be formally presented to F&A committee in Q4.</p> <p>Risk remains high due the number of referrals being received by Designated Safeguarding Officers - average 5 per week.</p>	Jan 2016
S.37 - Non delivery of capital projects which are interdependent	<p>The restrictions in funding new capital projects remains. The position has been further exasperated by the direction from the current administration to reduce borrowing in the HRA. This is not only expensive in redemption costs but will threaten the deliverability of the current Housing Business Case. An investment/development strategy is being prepared by the Chief Officer for Housing and Communities which will be presented for consideration to the Executive on 5th August. The Chief Officer for Finance and the Deputy Chief Executive (Corporate Direction) are also seeking external advice on the restructuring of borrowing. This again will be presented to the executive on 5th August.</p> <p>In addition, a comprehensive business plan is being prepared for the operations of the wholly owned company and the Council who will need to provide funding to the company. This plan for the company will however be heavily dependant upon approved borrowing by the Company from the Council with some equity funding. The desire to keep borrowing at pre 2015 election levels may restrict the viability and future of the company. This will be under constant review between now and February 2016 when it is intended to take a comprehensive report to the Council together with the 2016/17 budget and MTFS.</p>	Jan 2016

Risk	Review commentary	Last review
S.43 - Leicestershire County Council budget cuts	<p>LCC have given notice of withdrawal of green recycling credits from 2015/16. This impacts HBBC budgets by taking away income of around £320K which has now been planned for in the Council's MTFs and budget for 2015/16.</p> <p>LCC also announced that their financial position has worsened so it is likely that they will also remove dry recycling credits from 2017/18. This could mean a further £250 loss of income.</p> <p>In addition, as LCC position worsens to a budget gap of £130m with some savings not yet identified there is a likelihood that their further decisions on budget reductions will continue to have an ongoing impact on Leicestershire District council's budgets.</p> <p>Position is under constant review.</p> <p>Recent direction from the Administration not to increase Council Tax by more than 2% and not to introduce charges for Green waste will have an immediate impact on the budget deficit for 2016/17. This position is considered not sustainable and further discussions are needed with members of the administration</p>	Jan 2016
S.45 - Council does not prevent or detect fraudulent activities	<p>Leicestershire Transformation Bid successful. Kat Plummer now working with Leicester City (accountable body) and the Leicestershire revenues and Benefits Partnership to set up a counter fraud service. This should be in place by 31 March 2015. Review of Whistle blowing Policy complete. This revealed a lack of understanding of process to follow. Chief Executive has included a clarification note in the Monthly Newsletter. Taken appropriate action to inform members of staff and elected Members</p>	Jan 2016
S.46 - Construction of Hinckley Leisure Centre	<p>£9.5m has been spent to date. The construction is 70% complete. Regular reports on risks are shared with Project Board.</p> <p>Completion is due late April/early May 2016.</p>	Jan 2016

4.4.1 As part of the quarterly review of the Strategic Risk Register:

- No new risks have been added
- No existing risks have increased (got worse) in rating
- Two (Variances to Housing Repairs Account & Loss of Key Contractor (dry recycling) risks have improved in rating
- No risks have been closed

4.5 Service area risks - There are a total of **ninety one** risks (as at end Dec 2015) across all service areas which are kept on individual service area risk registers. Of these, **thirteen** have a high net risk level (red risks). These are all detailed below:

Risk	Review commentary	Last review
CLS.04 - Risk of realising	Although reporting a red risk the Project Board is	January

plans for Hinckley Leisure Centre (<i>Cultural Services</i>)	comfortable with how the risks are being managed. Full detailed risk register is held by Project Manager. Station Road works are being coordinated 4 net red risks remain On budget and on programme.	2016
DLS.19 – Recruitment & retention of staff (<i>Planning</i>)	Permanent management structure being progressed - due for completion Jan / Feb 2016. Consultants appointed or being appointed to cover for vacant posts. Recruitment of vacant enforcement posts completed.	November 2016
DLS.42 - Meet the need of Gypsy and Travellers in the borough (<i>Planning</i>)	Recent planning permissions have been granted which helps to boost the supply of gypsy and traveler pitches in the Borough. Additional pitches will be required each year to meet demand. An updated Gypsy and Traveler Accommodation assessment has been commissioned to ensure compliance with Planning Policy for Travelers. This will tell us how many additional pitches are required for the remainder of the Plan period (up until 2016).	August 2015
DLS.44 - Five year housing land supply (<i>Planning</i>)	A 5.69 Year Housing Land Supply has been reported at the April 2015 monitoring base date. Maintenance of 5 Year Housing Land Supply continues to require positive action: 1. Barwell Section 106 Agreement to be completed by August 2015 so permission can be issued and work on site can begin. 2. Barwell pre-commencement conditions to be discharged promptly. 3. Earl Shilton SUE planning application to be encouraged from developers. 4. Sites within the Site Allocations document are being promoted for early delivery. 5. Member engagement / training in relation to housing developments has taken place. 6. Site Allocations & DM Policies DPD being considered at Examination hearings starting 29 September 2015. 7. Encourage additional SHLAA sites to come forward for development where appropriate. 8. Developer Forums for strategic development sites	August 2015
HCS.84 - Ending of funding for the DA Children's worker (<i>Housing</i>)	Options paper being written to consider how the service could continue. Work with partners to influence commissioning decisions around this work.	October 2015
Risk	Review commentary	Last review
HCS.85 - Reduction in supported accommodation/hostel spaces	Closely monitor use of temporary accommodation. Review of council hostel accommodation and work with partners to	October 2015

due to county council commissioning (<i>Housing</i>)	identify accommodation	
HCS.86 - Private rented sector becoming more expensive resulting in increased demand for housing options/council accommodation (<i>Housing</i>)	Consider alternative provision, including private sector leasing and the establishment of a social lettings agency.	October 2015
HCS.87 - PCC Commissioning uncertainties (<i>Housing</i>)	Robust response to current consultation. Work closely with the PCC's office and partners to ensure effective commissioning decisions	October 2015
HCS.88 - Impact of police changes resulting in increase demand for ASB services (<i>Housing</i>)	Continual effective partnership working to ensure assistance from partners. Consideration of not dealing with particular lower level issues	October 2015
HCS.89 - Impact of changes in legislation/new responsibilities (<i>Housing</i>)	flag up impacts and capacity issues at earliest opportunity. Ensure officers are appropriately trained	October 2015
HCS.90 - Impact of agencies reducing their services (<i>Housing</i>)	Ensure flag up impacts and capacity issues at earliest opportunity. Work with partner agencies to reduce impact where possible through joint working.	October 2015
HCS.91 - Central government housing proposals, including the 1% rent reduction (<i>Housing</i>)	Refresh of the HRA Investment Strategy taking place to identify impacts and consider options	October 2015
SS.37 – external funding (<i>Street scene</i>)	Q3: LCC advised 24/12/15 a 13 week consultation period with districts. Indication is that LCC needs to remove the full budget. Q4: Actions needed to work with waste partnership to develop alternative mechanisms. response to LCC to be developed.	January 2016

4.5.1 As part of the quarterly review of the service risk registers:

- Three new risks have been added:
 - Ability to recruit vacant posts (Building Control)
 - Reputation of Building Control service
 - Loss of work to approved inspectors (Building Control)
- No existing risk has increased in rating
- No existing risks have decreased (improved) in rating
- Fifteen risks have been closed

5. FINANCIAL IMPLICATIONS [AW]

None arising directly from this report.

6. LEGAL IMPLICATIONS [MR]

None arising directly from this report

6. CORPORATE PLAN IMPLICATIONS

The report provides an update on the achievement of the Council's vision and revised Corporate Plan 2013 - 2016. The issues covered in this report relate to, and support the achievement of all the Council's Strategic Aims:

- Creating a vibrant place to work and live
- Empowering communities
- Supporting individuals
- Providing value for money and pro-active services

7. CONSULTATION

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.

8. RISK IMPLICATIONS

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

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

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

Equality and Rural implications are considered as part of the implementation of the Corporate Plan 2013-16.

10. CORPORATE IMPLICATIONS

All

Background papers: TEN reports

Contact Officer: Cal Bellavia ☎5795

Executive Member: Cllr A Wright