



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

Finance and Performance Scrutiny 19 September 2016

WARDS AFFECTED: All wards

Performance and Risk Management Framework first quarter summary for 2016/17

Report of Deputy Chief Executive (Corporate Direction)

1. PURPOSE OF REPORT

- 1.1 To provide the Finance and Performance Scrutiny Committee with the 1stqtr 2016/17 outturn position for:
- Performance Indicators including available benchmarking
 - Service Improvement Plans
 - Corporate risks
 - Service area risks

2. RECOMMENDATION

- 2.1 That the members:
- Note the 1stqtr 2016/17 position for items listed at 1.1 above
 - Recommend any actions that should be taken to improve performance on indicators failing to meet target
 - Recommend any actions that should be taken to address Service Improvement Plans that are showing signs of slippage
 - 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**".
- 3.2 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"

- 3.3 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.
- 3.4 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

Overall summary for the period April to June 2016/17

- 3.6 Performance Indicators - There are **fifty eight** performance indicators that are measured and monitored at quarterly intervals

Of these, five indicators are showing some slippage to target:

Indicator	2016/17 target	2016/17 actual	Comments
LCUS1b - Customer services: Lost calls	15%	28.98%	124,992 (calls answered 15/16). YTD 32530 calls answered. Due to referendum elections and the introduction of a new garden waste service the percentage of lost calls increased to 28.98%. Customer Services continue to try and resolve up to 70% of calls at first point of contact and this approach impacts on both average wait time and lost calls.
LCUS3 - Customer services: person sees customer within 10 mins	80%	76.4%	16,830 customers seen (15/16) YTD 4699 customers seen in 10 minutes. The implementation of charging for garden bins and referendum election have increased customer contact. All visitors are seen at Meet and Greet on arrival and only customers needing assistance are issued tickets to see an advisor. Satisfaction results continue to support customers are happy to wait for the service provided
LI009 - Finance: debt over 90 days old as a % of aged debt	25%	26.7%	Some elements of debtors over 90 days need to be considered for write off, these are distorting the performance slightly away from target

Indicator	2016/17 target	2016/17 actual	Comments
LHS20 - Satisfaction: Housing repairs	94%	91.65%	Customer Satisfaction has fell slightly below target during the month that we have changed our scoring scale from 1-10 to 1-5 which we believe has added more weight to poorer returned scores. To ascertain where we can make improvements, relevant managers will investigate and feedback to the Performance Officer all scores at or below 4 out of 5 on a monthly basis
LRBP8 - Revs & Bens: Processing of new claims (days)	19	20.37	New claims performance has been affected by high levels of absence within the processing team, the situation is improving and moving into quarter two. Our forecast is that processing times will improve

- 3.7 Benchmarking indicators - As part of an East Midlands Performance Benchmark group initiative there are currently **seven** indicators which can be compared against other district councils. The table below shows the latest status; Jan to Mar (4thqtr) 2015/16 of agreed indicators against all (participating) district councils. Please note that the returns in this table are provisional figures entered by councils onto the LG Inform site for benchmarking purposes only.

Indicator	No of district councils	Median	HBBC actual	HBBC rank	HBBC quartile	Direction of travel
Residual household waste per household	73	120 kg	114 kg	28	2nd quartile	↔
Percentage of household waste sent for reuse, recycling and composting	78	44.05%	52%	28	Top quartile	↔
Average number of working days lost to sickness absence per FTE	92	2.3	2.3	34	2 nd quartile	↔
Number of formal complaints received per 10,000 population	90	4.44	2.88	35	2nd quartile	↔
Number of fly tipping incidents per 1000 population	66	2.05	1.49	24	2 nd quartile	↔
Number of fly tipping enforcements per 1000 population	47	0.44	0.09	14	Top quartile	↔
Number of unique website visitors as % of population	64	89%	106%	21	2 nd quartile	↑

- 3.8 Service Improvements Plans - In total for 2016/17 there are **three hundred and forty seven** Service Improvement Plans across all council services.

As agreed with Joint Boards, only those Service Improvement Plans with a “**Corporate Impact**” (i.e. not business as usual) are monitored by the Joint Boards. Of the three hundred and forty seven plans, **one hundred and eighty four** have been flagged as having a “**Corporate impact**”.

Of these, **six** plans have been highlighted (snapshot 27 July 2016) by service managers/lead officers as slipping from their original intended target date/s. These are detailed below along with explanations on progress:

Service area	SIP Action	Progress	Target date/s
Finance	Civica budget monitoring module	Originally due by August 2015 This is now planned to be ready for August 2016.	Jul 2016
Finance	Dedicated/shared resource fraud team	Was originally due in Sep 2015. This is soon to be finalised subject to some final checks. Finalisation date expected to be by July 31 2016.	Jul 2016
Building Control	Increase application income	Draft marketing strategy written and awaiting feedback	Jun 2016
Streetscene	Bespoke system to provide e-service requests	Q1 Decision awaited on contractual position, when work commences and who will commission work.	Mar 2017
Cultural Services	Develop CCTV system	Replacement CCTV cameras, back office systems and Wi-Fi almost complete. Link from Atkins building to Crescent installed and currently working on connecting Crescent cameras to new back office system. Half the cameras now on new system. Unfortunately program delayed slightly by B and M not agreeing to site an aerial on their property without paying extortionate legal fees, so different location sought.	Mar 2017
Housing	Develop Services to HBBC Leaseholders	Leaseholders surveyed April, survey results reviewed and actions being developed with Repairs colleagues to reflect feedback, these include: - Improving the information sent to Leaseholders during the purchasing process. - Improving the information and consultation regarding routine repairs to the buildings. - establishing a leaseholders forum to discuss issues and make improvements.	Sep 2016

3.9 Corporate/Strategic risks - There are a total of **thirty** risks on the Corporate Risk Register (snapshot 27 Jul 2016). Of these, **eight** have a high (red) net risk level and these are detailed below.

Red risks are those that have been identified as posing the most significant threat and are reviewed at least quarterly 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.14 - Dealing with numerous Public Enquiries	Appeal performance is currently good for the first quarter with 19 appeal decisions being issued since 1 April 2016. 15 appeals have been dismissed and 4 allowed, with 2 going against Cllr overturned decisions. Discussions have taken place with Group Leaders regarding improvements to the management of Planning Committee. Draft proposals are currently under discussion within the political groups with the intention of a report potentially being considered by Council in September 2016.	Jul 2016
S.15 - Failure to successfully adopt & deliver LDF	Inspectors report on the Site Allocations and Development Management policies has been received and recommended amendments have been included in the final document which was considered and approved at Full Council in July 2016. The policies and allocations contained within the document are now operational.	Jul 2016
S.30 - Review by the Equalities Commission for Human Rights of disability issues	The Council's S23 Agreement has been discharged. The Council is working in collaboration with other partners within Leicestershire to support EHRC national follow-up to 'Hidden in Plain Sight'. This is being led by the County Council.	Jul 2016
S.34 - Safeguarding of vulnerable adults, children & young people	Risk remains high due the number of referrals being received by Designated Safeguarding Officers. There has been an increase in threats of suicide. There are issues concerning mental health and how support agencies deal with cases.	Jul 2016
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. In addition, consideration is being given to a revised business plan for the operations of the wholly owned company to and the Council who will need to provide funding to the company. This will be under constant review and it is intended that a report is taken to Council by November 2016. This plan for the company will however be heavily dependent upon approved borrowing by the Company from the Council with some equity funding. This review and the desire to keep borrowing levels low may restrict the viability and future of the company.	Jul 2016

Risk	Review commentary	Last review
S.43 - Leicestershire County Council budget cuts	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. 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 has been included in the revised MTFs agreed on the 18 February 2016, with a further £470 loss of income. 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. Part of HBBC response to the pressures faced has been to increase Council Tax by £5 and introduce a £24 charges for Green waste for 2016/17 and beyond. 2016/17 is in balance generating a surplus to be placed in reserves. Due to these charges the MTFs now shows that the council is staying within the 10% minimum balances, but with underlying pressure still evidence in the longer term.	Jul 2016
S.45 - Council does not prevent or detect fraudulent activities	Leicestershire Transformation Bid successful. Ashley Wilson now working with Leicester City (accountable body) and the Leicestershire revenues and Benefits Partnership to set up a counter fraud service. Progress has been made, but final processes for sharing information and what the outputs will be to be finalized. Should be in place for August 2016.	Jul 2016
S.48 - Fire arrangements in commercial premises	Risk added in June 2016 in response to review of fire management arrangements of commercial premise in the HBBC area. Seeking additional measures to ensure compliance with legislation	Jul 2016

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

- One new risk has been added
 - S.48 - fire arrangements in commercial premises
- No risks have increased (worsened) in rating
- No risks have decreased (improved) in rating
- One risk has been closed
 - S.46 - construction of Hinckley Leisure centre

3.10 Service area risks - There are a total of **eighty four** risks (snapshot 27 July 2016) across all service areas which are kept on individual service area risk registers. Of these, **twelve** have a high (red) net risk level and these are detailed below.

Risk	Review commentary	Last review
DLS.19 – Recruitment &	Q1 - Recent planning restructure largely complete. New vacancies currently being recruited to. Work begun on	Jul 2016

retention of staff (<i>Planning</i>)	investigating options for making professional posts career grade. Looking at career grades, 'selling/promotion' of HBBC as an organisation.	
DLS.42 - Meet the need of Gypsy and Travellers in the borough (<i>Planning</i>)	Q1 - A Gypsy and Traveller Needs Assessment is currently being updated. Final report to be presented to Members summer 2016. Awaiting formal report from consultants.	Jul 2016
DLS.44 - Five year housing land supply (<i>Planning</i>)	Q1 - Council continues to have strong 5-year housing land supply. Hinckley West (850 houses) recently approved. Negotiations on Barwell SUE S106 agreement almost complete. Submission of planning application for Earl Shilton SUE put back to late 2016 - monthly progress meetings now taking place. Approval of Westfield Farm (350 houses) development has helped to boost supply.	Jul 2016
DLS.47 - Reputation of Building Control Service (<i>Planning</i>)	Growing business of Building Control Section means we are running at full capacity, in times of sickness, leave and vacant positions. This can substantially affect ability to respond to customer's needs in timely and appropriate manner. As services can be sorted from an outside Approved Inspector if they are able to react in a more timely manner than ourselves this can result in damage to current excellent reputation. Can also affect this in times where we are unable to recruit suitable staff. Mentoring strategy being developed.	Jul 2016
DLS.48 - Loss of work to Approved Inspectors (<i>Planning</i>)	Whilst we maintain an above national average market share, the market of Approved Inspectors continues to grow. Whilst we continue to market ourselves and compete effectively against them, risk of competition and loss of work exist. Marketing strategy developed to aid us in our commercial market.	Jul 2016
HCS.84 - Ending of funding for the DA Children's worker (<i>Housing</i>)	Work with partners to influence commissioning decisions around this work. PCC bids submitted to support continuation of service. Bids sourced and service in place for 2016-17.	Jul 2016

Risk	Review commentary	Last review
HCS.86 - Private rented sector becoming more expensive resulting in increased demand for housing options/council accommodation (<i>Housing</i>)	External funding for social lettings is not currently available from the HCA. Further work is required to establish if it is realistically possible to deliver a social lettings option. Setting up social lettings agency – potential for a joint arrangement with Charnwood BC.	Jul 2016
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. PCC bids for 2016-17 approved. Uncertainty of funding 2017-18 due to PCC Elections. Aiming to develop a proactive relationship with new PCC.	Jul 2016
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. Concern that ASB moving away from usual ASB arrangement. Robust discussions re continuation of Endeavour. To encourage when PCC visits Joint LSP in September.	Jul 2016
HCS.91 - Central government housing proposals, including the 1% rent reduction (<i>Housing</i>)	Waiting for government regulations to be published into the various parts of the Housing and Planning Act in order that impacts can be reported and managed. In absence of new regulations, will push on with Business Plan.	Jul 2016
SS.37 – external funding (<i>Street scene</i>)	Response submitted to LCC consultation. LCC will advise change to system in September 2016. Awaiting clarity from LCC.	Jul 2016

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

- No new risks have been added
- No risks have increased (worsened) in rating
- No existing risks have decreased (improved) in rating
- Four risks have been closed:
 - CPS41 - Staff levels (Corporate Governance)
 - DLS41 - Building Control of shared services with Oadby and Wigston
 - HCS77 - Sentinel (Housing & Community Safety)
 - DLS46 - Ability to recruit vacant post (Planning)

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 This report is to be heard in open session at Finance and Performance Scrutiny

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 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

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 2013-16.

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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