



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

## FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

Finance and Performance Scrutiny

21 November 2016

WARDS AFFECTED: All wards

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### **Performance and Risk Management Framework second quarter summary for 2016/17**

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#### **Report of the Chief Executive**

##### **1. PURPOSE OF REPORT**

- 1.1 To provide the Finance and Performance Scrutiny with the 2<sup>nd</sup> quarter 2016/17 outturn position for:
- Performance Indicators including available benchmarking
  - Service Improvement Plans
  - Corporate risks
  - Service area risks.

##### **2. RECOMMENDATION**

- 2.1 That members:
- Note the 2<sup>nd</sup> quarter 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 September 2016/17





- 3.6 Performance Indicators – 2nd quarter 2016/17. There are **fifty eight** performance indicators that are measured and monitored at quarterly intervals.



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

Indicator	2016/17 target	2016/17 2 <sup>nd</sup> qtr actual	Comments
LCUS1b – Customer services: Lost calls	15%	25.26%	Still above target - whilst calls have marginally reduced for this quarter compared to 2015/16 the average time for the length of call is increasing (on average 30 seconds per call) . This is due to the more complex nature of the queries. Currently recruiting to .50 FTE to cover a secondment and currently training a new recruit 1.0 FTE (takes 6 months training) who has replaced an experienced member of staff who left in the summer. This represents a reduction in 10.50% of the team and therefore has had an impact. Following recruitment and further training this should be addressed.
LCUS3 - Customer services: person sees customer within 10 mins	80%	74.20%	Still above target: Currently training a new recruit 1.0 FTE (takes 6 months training) who has replaced an experienced member of staff who left in the summer. This represents a reduction in 10.50% of the team and therefore has had an impact. Following recruitment and further training this should be addressed. Good customer satisfaction levels continue to support that customers are happy to wait for the excellent service provided.
LI009 – Finance: Debt over 90 days old as a % of aged debt	25%	28%	Deviation to target mainly due to slight increase in debts from our commercial units.  We are working with the Estates team to reduce this debt.

Indicator	2016/17 target	2016/17 2 <sup>nd</sup> qtr actual	Comments
NI154 - Planning: Net additional homes	450	182	Actual data is now only monitored on an annual basis so 182 is a quarter 2 estimate derived from taking the figure from the housing trajectory for the whole of the 16/17 year and dividing it by 2. While it is anticipated that the delivery of market housing in the 16/17 year will be below target, the Housing Trajectory is clear that delivery in the following year (17/18) will more than compensate for this. Meeting the overall delivery target is more important that the delivery on a given year, which is susceptible to market fluctuations. Large schemes including Barwell and Earl Shilton SUE's Hinckley West will contribute to the anticipated targets up to 2016

- 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; 1<sup>st</sup> qtr 2016/17 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 (Local government) 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	46	117 kg	108 kg	14	2nd quartile	
% of household waste sent for reuse, recycling and composting	49	51%	51%	25	2nd quartile	
Average number of working days lost to sickness absence per FTE	66	1.7	1.3	18	Top quartile	
Number of formal complaints received per 10,000 population	66	3.54	6.25	49	3rd quartile	
Number of fly tipping incidents per 1000 population	49	1.7	1.7	26	2 <sup>nd</sup> quartile	

Indicator	No of district councils	Median	HBBC actual	HBBC rank	HBBC quartile	Direction of travel
Number of fly tipping enforcements per 1000 population	34	0.36	0.16	12	2nd quartile	
Number of unique website visitors as % of population	45	85%	119%	8	Top 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, **seventeen** plans have been highlighted (as at 31 Oct 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	Description	Progress	Target date/s
Finance	Implement the Civica budget monitoring module and associated upgrade to web based browser. Ensure all budget holders are fully trained in operating the new system.	The budgeting module has now been installed. The Web browser is to be rolled out to Finance staff and budget holders in January 2017.	Jul 2016
Corporate Gov'	Refresh Corporate Plan for 2017 - 2020	Public consultation completed summer 2016 and responses analysed to create a draft Corporate Plan. This will form the basis of further consultation with Members and officers in November and December 2016 so that the final version can be approved by Council in Feb 2017.	Dec 2016
Estates & Assets	Managing the adaptation of space within Hinckley Hub to meet the needs of existing and new occupiers	Automated room booking system is late. IT currently working on a form connected to a Google Calendar account which will automatically populate the calendar information and distribute the information to the units. Currently in talks with the National Probation Service to find accommodation for them within the Hinckley Hub.	Mar 2017
Service area	Description	Progress	Target date/s

ICT	NPS01- New Contract Management. [16/04] Ensure that management practices are implemented from the first month that the new contract starts. Including: checking suspensions, poor customer service, ensure call closed properly (PL)	Contract signed Oct 2016 - governance and reporting arrangements will be finalised in Transition for implementation by Jan 2017 as per revised schedule [MD 27/10/2016]	Sep 2016
ICT	SC05 - Contract Go Live	Contract go live revised date Jan 2017	Aug 2016
Housing Repairs	Undertake Legionella risk assessments for sheltered schemes and domestic properties to comply with new industry standards	Risk assessments of the sheltered schemes currently being carried out by a specialist contractor are running approximately 6 weeks behind schedule and therefore will miss the September target date, however these are on track for completion early November	Sep 2016
Housing Repairs	Improve the thermal efficiency of poorly insulated homes (St Peters Drive, Thornton)	Consultation with tenants complete. Procurement of contract in progress.	Dec 2016
Revs & Bens	Implementation of Capita Inspection Process/Building works module	Following a review of the functionality of the software, the project has been suspended whilst we establish that the product still meets the requirement of the partnership.	Sep 2016
Revs & Bens	Automation of enforcement agent payments & returned cheques	Capita have been asked to quote for scripts to be written that will provide the interface between payments coming from the enforcement agents and the three cash receiving systems.	Sep 2016
Revs & Bens	Update SLA between Partnership and customer services (IRRV recommendation)	This project is on hold to allow the inclusion of any processes we need to have in place following the transfer to full service for HDC in November and for HBBC in March.	Jul 2016

Service area	Description	Progress	Target date/s
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Revs & Bens	Implementation of Mobile Communications for visiting officers	This project is intrinsically linked with the Capita inspection and building works module and whilst we investigate whether the module meets the needs of the partnership this project is on hold. Further discussions are taking place with software provider and IT following which we will determine the next steps with a potential revised timelines	Sep 2016
Planning	Develop marketing strategy for Building Control to increase application income. Originally due by Sep 2015	Q2. Draft strategy produced. Will be taken through reporting pathway late 2016.	Jun 2016
Planning	Produce quarterly newsletter for Planning service	Q2. Work on producing the newsletter delayed pending appointment of new managers. This is now complete with final Planning Manager (DM) starting 31 October 2016. Newsletter expected to be rolled out late 2016 / early 2017.	Jun 2016
Housing & Comm' Safety	Develop services delivered to HBBC Leaseholders, ensuring they are efficient and more co-ordinated	Q1. Leaseholders surveyed and results reviewed and actions being developed with Repairs colleagues to reflect feedback these include: - Improving information sent to Leaseholders during purchasing process. - Improving information and consultation regarding routine repairs to the buildings. - Establishing leaseholders forum to discuss issues and make improvements. No further work during QTR 2 - this will be progressed during QTR 3 including proposals to improve consultation methods with leaseholders.	Sep 2016
Street Scene	Review HBBC car parks (currently provided free)	No progress: work needs to be rescheduled for next financial year. Hinckley town centre car parking is the priority.	Mar 2017
Street Scene	Develop an In-Cab (in-house) bespoke system to provide e-service requests in real time	Q2. Indicative time frame for commencement of work to commence in January 2017.	Mar 2017

3.9 Corporate/Strategic risks - There are a total of **thirty** risks on the Corporate Risk Register (as at 31 Oct 2016). Of these, **seven** 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 re Planning	Appeal performance is still running positively. Since April 2016, 27 appeals have been lodged, six allowed and 21 dismissed.	Oct 2016
S.15 - Failure to successfully adopt & deliver LDF	Following adoption of the Site Allocations DPD in July 2016, a refreshed local development scheme has been prepared and considered by Scrutiny and this will be reported for approval at Council in January 2017.	Oct 2016
S.30 - Review by 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, but is a collaborative endeavour.	Oct 2016
S.34 - Safeguarding of vulnerable adults, children & young people	73 referrals this quarter; approx. 6 per week average. The majority are adult cases and a proportion of these are ongoing and very complex. New admin team now in place which is helping to support this process and ensure records are accurate. The new online reporting form is at final draft stage and is planned to go live within the next 6 weeks, this will help to streamline the process and improve monitoring capability. Procedures around dealing effectively with threats of suicide are being developed in line with the county wide suicide strategy, also training for supporting staff being researched. We're working closely with Sheltered Housing.	Oct 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	Oct 2016

Risk	Review commentary	Last review
S.43 - Leicestershire County Council budget cuts	LCC have reported in a Cabinet report for 18 September 2016 recommendation to direct District Councils to deliver their Recyclate to a nominated location from April 2018. This removes their requirement to pay Recycling Credits to HBBC. Officers have calculated this will be an impact of a requirement to find an additional £544K pa. A loss of £470k was identified as worst case within the current MTFs and therefore an additional £74k will need to be identified for subsequent full years. Current contract with Palm Recycling expires in Nov 2018 and LCC have indicated they will honour existing contract timescales therefore the loss for 2018-19 will be pro rata to the remaining months. 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 introduced 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 changes the MTFs now shows that the council are staying within the 10% minimum balances, but with underlying pressure still evidence in the longer term.	Oct 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 hub. Progress has been made and the information sharing agreement is now in place. First data sets to be provided by Dec 2016	Oct 2016

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

- No new risks have been added
- No risks have increased (worsened) in rating
- No risks have decreased (improved) in rating
- Request for Board to confirm one risk can be closed:
  - S.39 - Mallory Park - legal action - *No current investigations relating to possible breaches. New season- Monitoring in place- very low level of complaints. Bundling progressing. No current breaches of legislation therefore very low risk at present.*

3.10 Service area risks - There are a total of **eighty four** risks (as at 31 Oct 2016) across all service areas which are kept on individual service area risk registers. Of these, **eleven** have a high (red) net risk level and these are detailed below.

Risk	Review commentary	Last review
DLS.19 - Recruitment & retention of staff ( <i>Planning</i> )	Q2. Planning restructure complete. New managers and professional planning staff across the service appointed. Opportunities being given to staff across the service to take on varied work across different service areas	Oct 2016
Risk	Review commentary	Last review



DLS.42 - Meet the need of Gypsy and Travellers in the borough <i>(Planning)</i>	Q2. Draft Gypsy and traveller needs assessment received and informally presented to Members October 2016. Study to be signed off for use in plan making and planning application decision making early November 2016.	Oct 2016
DLS.44 - Five year housing land supply <i>(Planning)</i>	Q2. The council continues to have a five year housing land supply.	Oct 2016
DLS.47 - Reputation of Building Control Service <i>(Planning)</i>	Q2. The growing business of the Building Control Section means we are running at full capacity, in times of sickness, leave and vacant positions, this can substantially affect our ability to respond to our customer's needs in a timely and appropriate manner. As our services can be sought from an outside Approved Inspector if they are able to react in a more timely manner than ourselves this can result in damage to our current excellent reputation. Can also have negative affect in times where we are unable to recruit suitable staff. This is a continuous on going risk that will never change due to the competitive nature of our work	Oct 2016
DLS.48 - Loss of work to Approved Inspector <i>(Planning)</i>	Q2. Whilst we maintain an above the national average market share, the market of Approved Inspectors continues to grow. Whilst we continue to market ourselves and compete effectively against them, the risk of competition and loss of work exists. A marketing strategy has been developed to aid us in our commercial market and we continue to maintain an above average market share. this is a continuous on going risk that will never change due to the competitive nature of our work	Oct 2016
HCS.84 - Ending of funding for the DA Children's worker <i>(Hsg &amp; Comm' Safety)</i>	PCC bids submitted to support continuation of service. Bids sourced and service in place for 2016-17. Paper taken to CSP Exec on Oct 26th to highlight risks of losing service to the board	Oct 2016
HCS.86 - Private rented sector becoming more expensive resulting in increased demand for housing options/council accommodation <i>(Hsg &amp; Comm' Safety)</i>	A feasibility study to consider the development of a social letting agency and investigate funding options is programmed to commence during Q3 2016/17 by the Private Sector Housing Manager and Housing Options Manager	Oct 2016

Risk	Risk review	Last review
HCS.87 - PCC Commissioning uncertainties ( <i>Hsg &amp; Comm' Safety</i> )	PCC bids for 2016-17 approved. No certain indication to date on PLF funding. CSP planning in place for priorities to align with PCC priorities to support funding opportunities as they arise	Oct 2016
HCS.88 - Impact of police changes resulting in increased demand for ASB services ( <i>Hsg &amp; Comm' Safety</i> )	Continual effective partnership working to ensure assistance from partners. Consideration of not dealing with particular lower level issues. Review of Endeavour processes Nov/Dec 2016	Oct 2016
HCS.91 - Central government housing proposals, including the 1% rent reduction ( <i>Hsg &amp; Comm' Safety</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	Oct 2016
SS.37 - External funding ( <i>Street Scene</i> )	Mitigations have been identified and are being further explored to reduce service costs / reduce the impact below that forecast in the MTFs, and clear dialogue with LCC to try to minimise additional operational costs (primarily tipping away distances). Charge for garden waste collections introduced April 2016 have fully mitigated the loss of the garden waste recycling credits and a review of collection systems has commenced to inform future service design (from 2018)	Oct 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
- One existing risk has decreased (improved) in rating
  - Risk of realising plans for Leisure Centre (changed from medium to low level risk)
- No risks have been closed.

## 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.

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Background papers: Ten reports

Contact Officer: Cal Bellavia, ext. 5795

Executive Member: Councillor M Surtees