



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY

03 April 2017

WARDS AFFECTED:

All wards

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

Report of Corporate Services Director

1. PURPOSE OF REPORT

- 1.1 To provide Finance & Performance Scrutiny with the 3rdqtr 16/17 outturn position for:
- Performance Indicators including benchmarking where available
 - Service Improvement Plans
 - Corporate risks
 - Service area risks

2. RECOMMENDATION

- 2.1 That the members:
- Note the 3rd 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"**.

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

Overall summary for the period April to December 2016/17

- 3.5 Performance Indicators – 3rd qtr 2016/17. There are **fifty eight** performance indicators that are measured and monitored at quarterly intervals

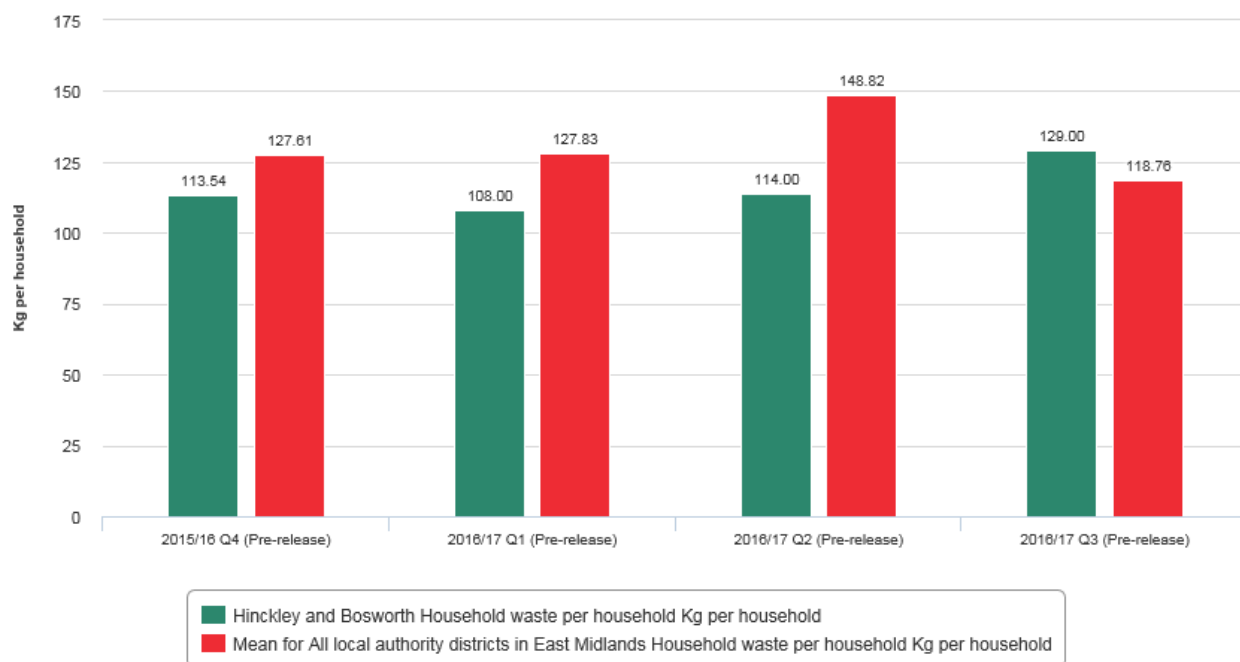
Of these, five indicators are showing some slippage to target:

| Indicator | 2016/17 target | 2016/17 3 rd qtr actual | Comments |
|---|----------------|------------------------------------|--|
| Customer Services: lost calls | 15% | 24.09% | Call answered year to date is 85,616 (90,844 calls answered year to date 2015/16). Still not meeting target. Whilst calls year to date compared to last year have decreased, the average length of the call, including the wrap up time, over the 9 month period is longer. This is attributable to the complexity of calls and new starters still gaining more experience following their training period. We have appointed a senior customer service adviser to support training and development of colleagues. It must be noted that for December alone we have seen a positive dip in lost calls (actual percentage of lost calls 13.90%) which is under target |
| Customer Services: face to face, customer seen within ten minutes | 80% | 74% | 12,795 customers were served face to face within 10 minutes (11,845 customers 2015/16). This is just below target, however satisfaction results are still at exceptionally high levels |
| Finance: Debt over 90 days old as % of aged debt | 25% | 27.5% | 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 |

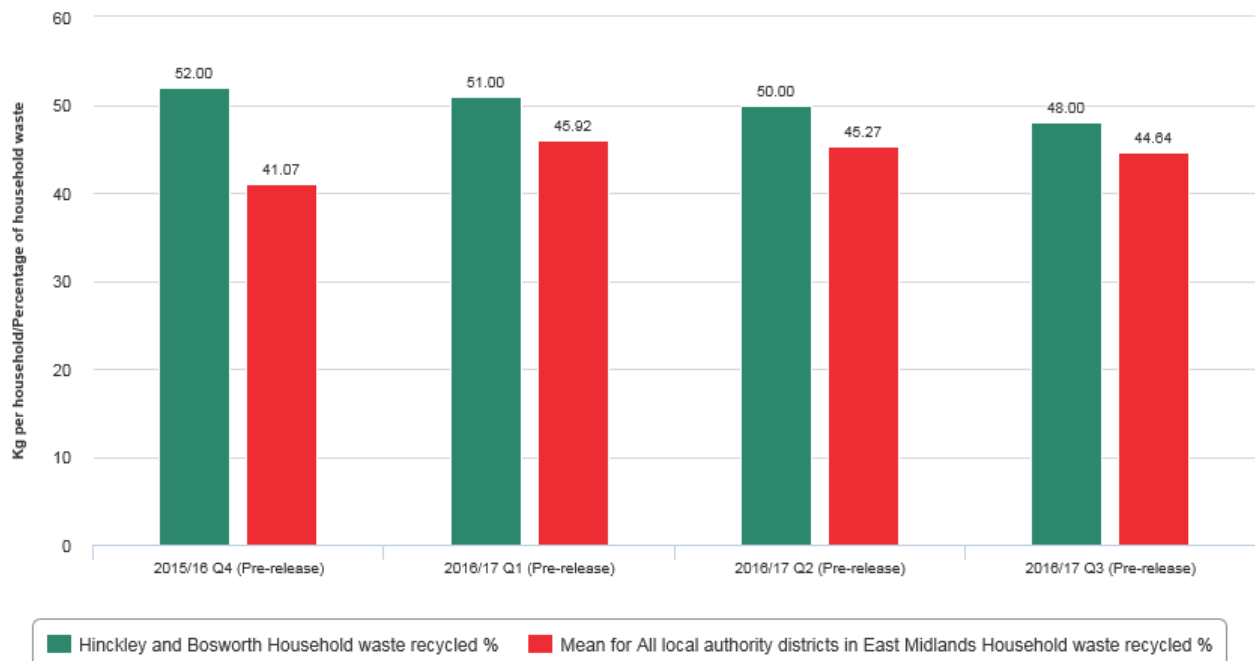
| Indicator | 2016/17 target | 2016/17 2 nd qtr actual | Comments |
|---|----------------|------------------------------------|---|
| Housing Repairs: customer satisfaction | 94% | 90.92% | Customer Satisfaction has fallen below the target of 94% since changing our scoring scale from 1-10 to 1-5 which we believe has added more weight to poorer returned scores. All poor scores and comments are followed up upon receipt of the returned survey and performance is monitored in monthly management meetings |
| Streetscene: residual household waste per household | 435kg | 351kg | 113 + 121 confirmed data for Q1 and Q2 + 117 being average of first two months for Q3). We have seen an increase in residual waste arisings due to increased property numbers |

- 3.6 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 in the East Midlands. The charts below now show a rolling four quarter summary rather than the previous method which just showed the latest returns. This is to allow the monitoring of trends over time. Please note that the returns are provisional figures entered by councils onto the LG (Local government) Inform site for benchmarking purposes only.

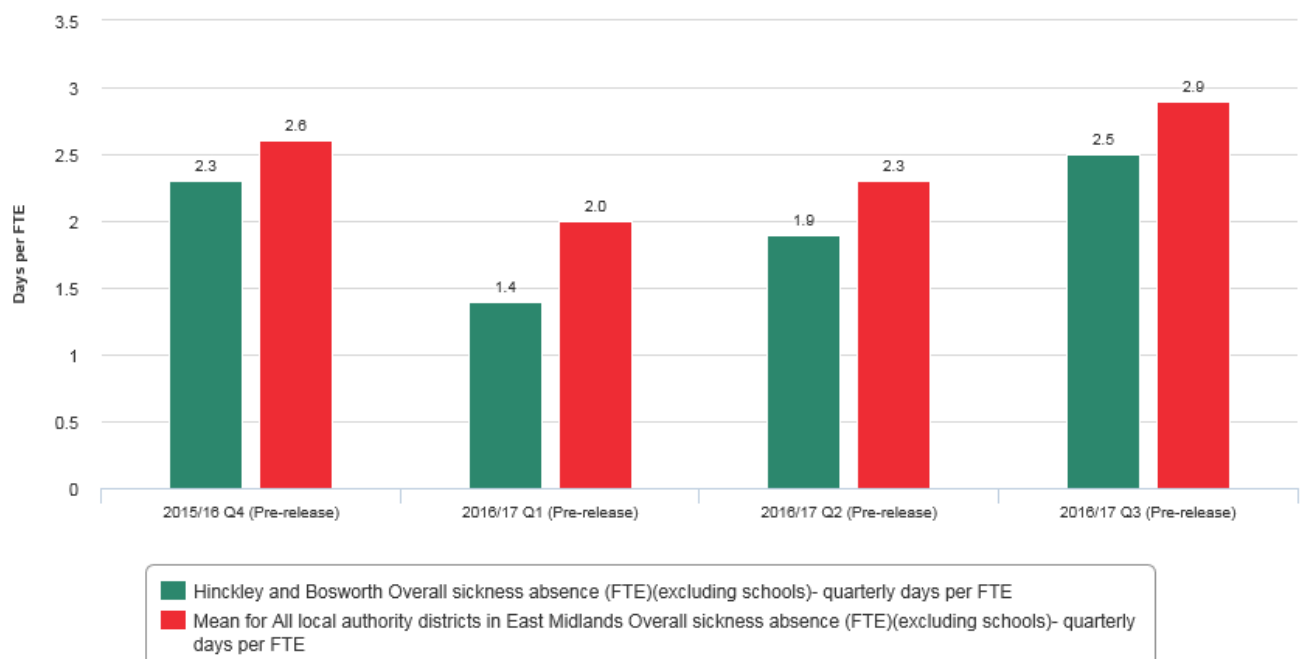
Residual household waste per household - quarterly (kg per household) (2016/17 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands



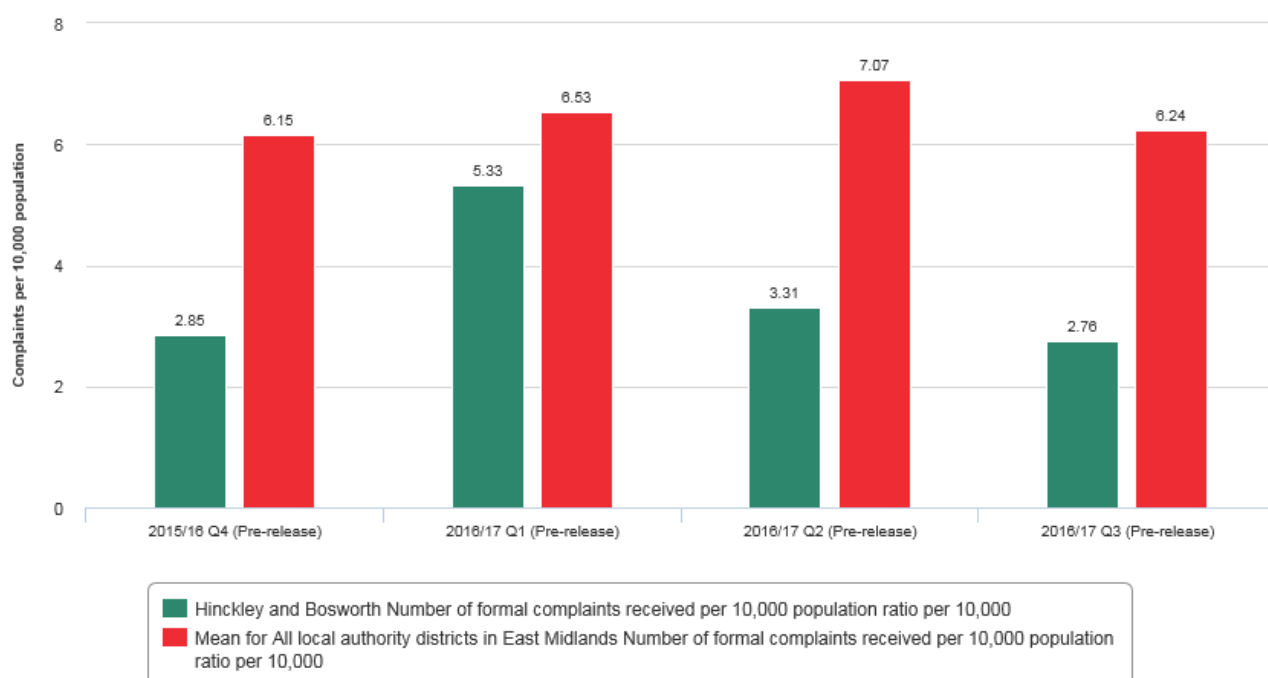
**Percentage of household waste sent for reuse, recycling and composting - quarterly (%) (2016/17 Q3)
for Hinckley and Bosworth & All local authority districts in East Midlands**



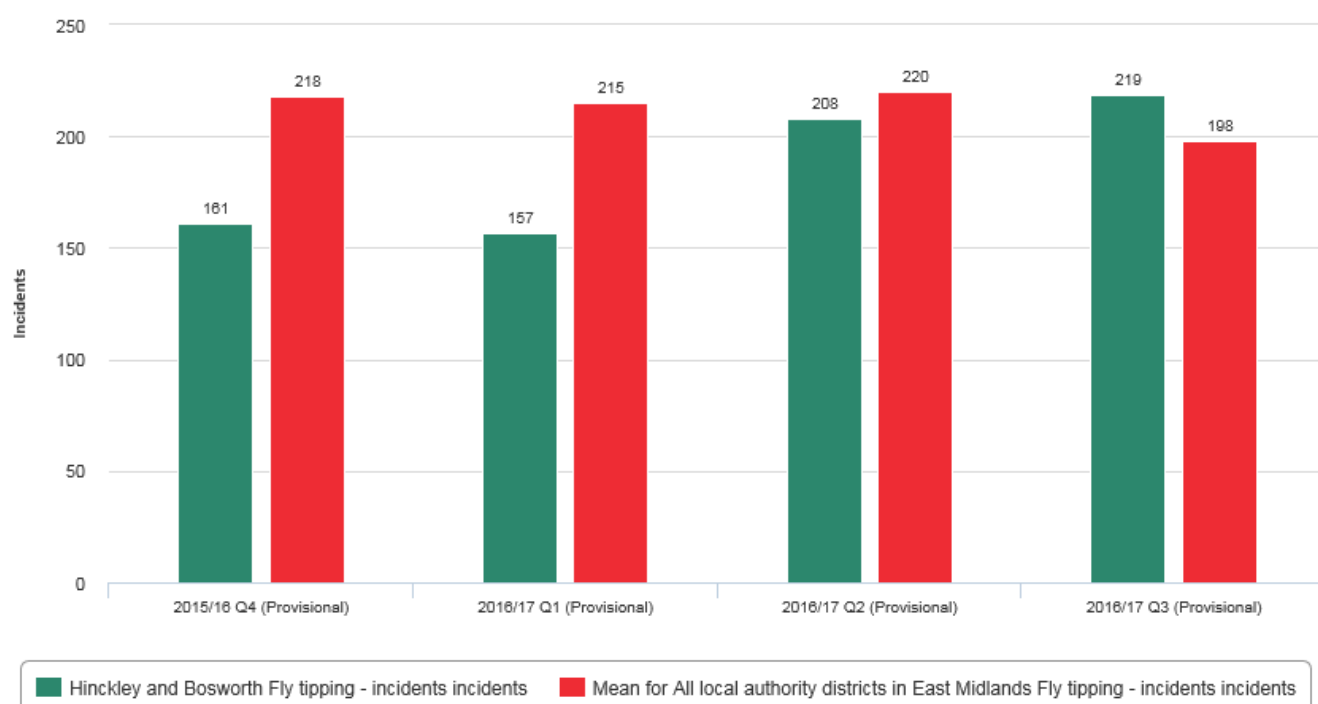
Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly (days per fte) (2016/17 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands

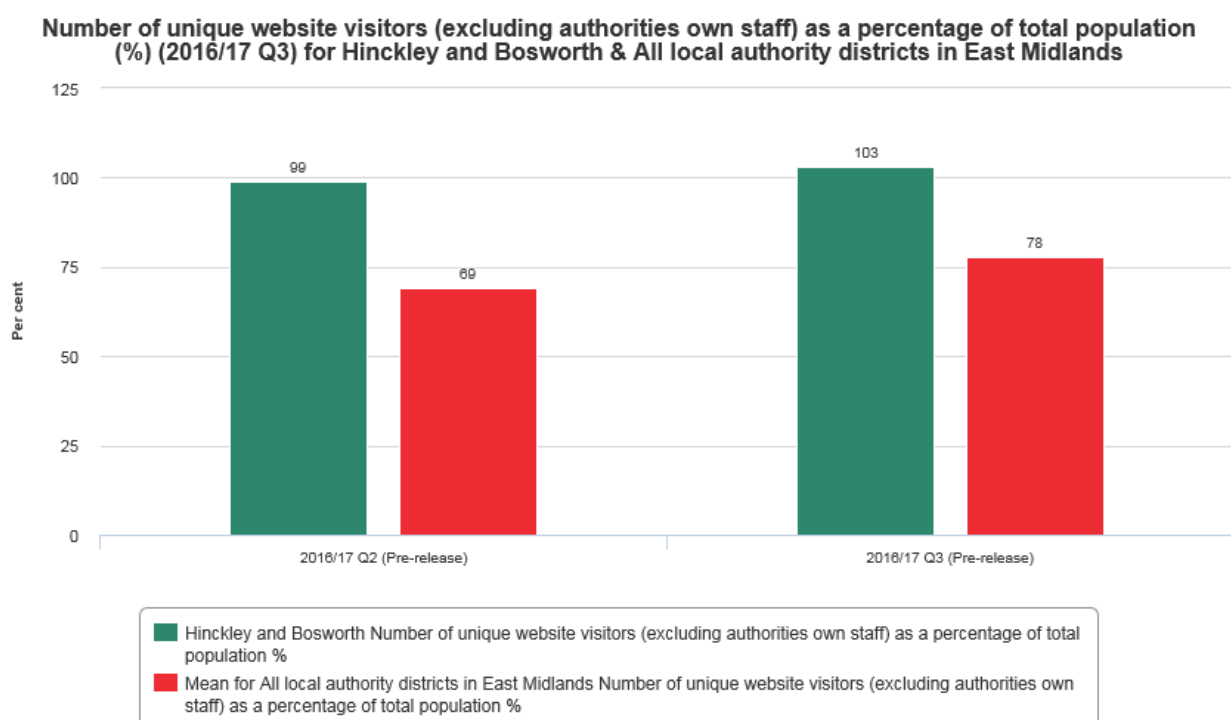
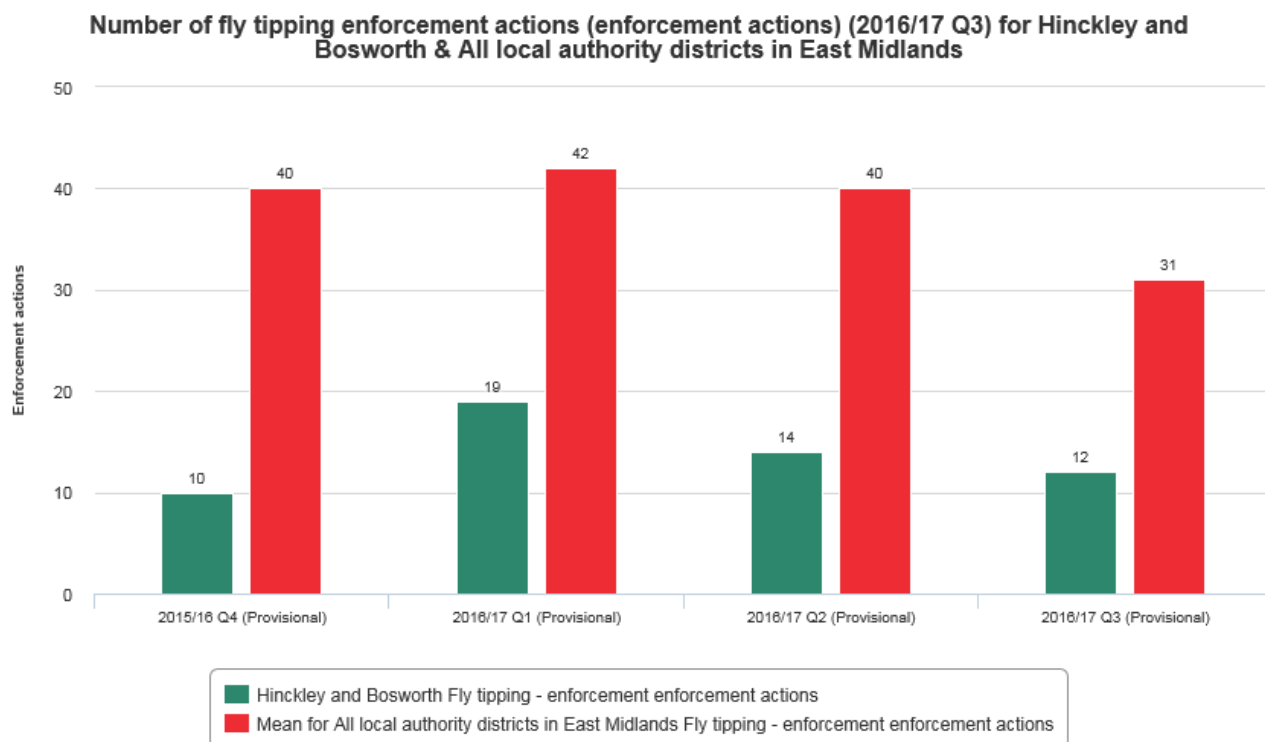


Number of formal complaints received per 10,000 population (per 10,000) (from 2015/16 Q4 (Pre-release) to 2016/17 Q3 (Pre-release)) for Hinckley and Bosworth



Number of fly tipping incidents (incidents) (2016/17 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands





3.7 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, **twenty six** plans have been highlighted (as at 07 February 2017) 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 fully trained in new system. | Q3 update: The web browser is ready however there is an issue with the show image button with Anite. Once resolved this will the system will go live in March 17. | Jul 2016 |
| Comms' | Refresh Corporate Plan for 2017 - 2020 | Public consultation completed and responses analysed to create a draft Corporate Plan. After further consultation with Members & officers in January 2017 it has now become the Corporate Plan for 2017-2021. The Scrutiny Commission and full Council to consider and endorse the final version in February 2017. | Dec 2016 |
| ICT | TCA01_Melton Citrix Implementation | [16/01] Escalation with Sopra Steria in November 2016, project re profiled to deliver February 2017. Sopra Steria Management Team intervention required | Oct 2016 |
| Street scene | Develop an In-Cab (in-house) bespoke system to provide e-service requests in real time | Q3 CR currently discussing with ICT/Steria in view of time elapsed and proximity to procurement of new vehicle fleet / potential to invest in technology as part of revised fleet arrangements. | Mar 2017 |
| | Review HBBC car parks (currently provided free) | Q2 - no progress work needs to be rescheduled for next financial year. Hinckley town centre car parking is the priority. | Mar 2017 |

| Service area | Description | Progress | Target date/s |
|--------------|---|--|---------------|
| HR | Develop a Dignity at Work Policy | Research has commenced - policy not yet drafted | Mar 2017 |
| | Develop a Stress Policy | HR met with Health & Safety Officer to discuss policy requirements. Currently researching best practice model. Policy still to be drafted. Given the case work HR is currently dealing with - this policy update has slipped | Mar 2017 |
| | Channel Shift Strategy - implement web based solution "My Account" 1) A new Customer Online Web portal and 2) An updated Customer Service Database for Customer Services staff to use | <u>Customer Online Web portal</u> This has now been built – awaiting minor revisions. Go live with the portal early Autumn 2017 (following implementation of the Customer Service database). Link with other online services such as Revenues and Benefits Autumn 2017 <u>Customer Services Database</u> All processes are currently being migrated from the current customer services (CRM) system to the new database. All customer address data has now been migrated. Customer Services staff have now tested one process 'Arranging a bulky collection' and have all been trained. Will transfer all Street Scene processes by May 2017. Remaining processes to migrate September 2017. Go live for all Customer Services staff October 2017. Delays on this project have arisen due to the IT Developer focussing upon other pressing priorities such as Garden Waste and e-payments upgrade. | Mar 2017 |
| Planning | Develop marketing strategy for Building Control to increase application income | Q3. An alternative strategy is being development with due regard to capacity and resilience of the service. | Jun 2016 |
| | Produce quarterly newsletter for Planning service | Q3. Publication of Planning Newsletter delayed due to prioritisation of other service improvements. Intended to be rolled out later in 2017. | Jun 2016 |

| Service | Description | Progress | Target |
|---------|-------------|----------|--------|
|---------|-------------|----------|--------|

| area | | | date/s |
|-----------------|--|---|----------|
| Estates | Managing the adaptation of space within Hinckley Hub to meet the needs of existing and new occupiers | Currently in talks with National Probation Service to find accommodation for them within the Hub. 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. | Mar 2017 |
| | Atkins bldg.: seek additional office location to be let by end 2016/17 subject to funding min target £3,000 annual rent. | Drawings being created for potential new office to be added on 3rd floor Building 1A .Drawings complete. Building quotes being obtained using the drawing & specifications. Feasibility complete works to be programmed following approval of a business case. Project has been delayed to co-ordinate with potential relocation initiatives and available resources. This will be reviewed and delivered in the next financial year if considered appropriate. | Dec 2016 |
| | Support local businesses in setting up localised Business Watch schemes | Currently attending existing scheme at Sketchley Meadows - meeting quarterly made contact with relevant officers for Merrylees and agreed joint working - letter to be drafted and distributed jointly Chased Leicestershire Police for PCSO contacts covering Harrowbrook estates. Project deferred to next financial year due to resource available and priority within other work streams | |
| | Town Centre / Staff Car Parking | Progress is being made on the proposed acquisition of a site suitable to provide town centre car-parking. Co-op site now within Council ownership and car park open to the public. Bridge Road parking now being planned initially 20 spaces with a view to roll out and develop more spaces which could be made available as a long stay public car park for commuters. | Dec 2016 |
| Hsg Ops' | Improve the thermal efficiency of poorly insulated homes (St Peters Drive, Thornton) | Installations slightly delayed whilst new windows installed. Work now well under way with approximately 1/2 of the identified work completed and the remainder due for completion in Qtr 4 | Dec 2016 |
| Democ' Services | Develop Modern.Gov to include rollout of workflows for reports | Awaiting new build of modgov (due February) before commencing project. Capacity issues and other priorities may lead to delays in preparing system and receiving and rolling out training. | Mar 2017 |

| Service area | Description | Progress | Target date/s |
|---------------|--|--|---------------|
| Revs/ Bens | Bringing the enforcement "Compliance Stage" in-house Existing contract with Enforcement agents extended to October 2017, originally due by end 2015/16 | A business case is being developed and the feasibility of the option will be taken to Management Board /Joint Committee. In December 2016 the partnership Management Board have requested that a full feasibility study including costings be undertaken . This project will be carried forward to 2017/18 | Dec 2016 |
| | 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. This project will be c/fwd into 2017/18 and a report into the suitability of the product (including costings) will be taken to management board. | Sep 2016 |
| | 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. This project will be c/fwd to next year | SE 2016 |
| | 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 receipting systems. Scripts have been supplied to Steria who will now need to test to see if payments to us can be automated | Sep 2016 |
| | Rent Officer referrals automation | The Rent Service Module allows referral details to be passed electronically between Capita and the Rent Service. Once the rent officer has returned a Decision it will populate the Decision tab within the Rent Service Module. We are shortly to start testing. This project was deferred whilst resourcing was transferred to the testing and embedding of the RBV project. This will be carried forward to 2017/18 | Oct 2016 |
| | Update SLA between Partnership and customer services (IRRV recommendation) | Project reviewed to allow the inclusion of any processes we need to have in place following UC transfer to full service for HDC in November and for HBBC in March. The final SLA will be presented to the meeting of the partnership management board in February to become effective from April 1st 2017 | Dec 2016 |

| Service area | Description | Progress | Target date/s |
|--------------|---|---|---------------|
| Housing | Review Choice Based Lettings and the Allocations Policy | Q2 County wide review will not take place until July 2017 so have to link into the rest of the County to finalise changes | Mar 2017 |
| | Review hostel requirements | Q1 - Survey of current facilities carried out and mapping of past and current demand underway. Q2 - Awaiting costs from repairs | Mar 2017 |
| | Implement Housing Application annual renewals | Q2 - Agreed new staff to cope with capacity. Once recruitment and training taken place will be able to implement renewals Q3 Due to staffing pressures and increased workloads this will be delivered in this year | Mar 2017 |
| | Review current housing allocations mutual exchange provider | Q1 - Meetings taken place with alternative providers. Q2 - This will form part of the tender for the County wide CBL system in July to ensure best value for money | Mar 2017 |

- 3.8 Corporate/Strategic risks - There are a total of **thirty** risks on the Corporate Risk Register (as at 07 February 2017). Of these, **six** 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 |
|--|--|
| S.14 - Dealing with numerous Public Enquiries | Appeal performance continues to be positive overall, assisted by the adoption of the Council's Allocations DPD and its five-year land supply. |
| S.15 - Failure to successfully adopt and deliver the LDF | The LDS was reported to and agreed by Council in January 2017, which provides for the production of a new Local Plan for adoption in 2020 and for the wide coverage of Neighbourhood Development Plans for the Borough. |
| 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. The Equalities Action Plan is monitored and updated via the Council's Monitoring Officer in liaison with the Corporate Equalities Steering Group. |

| Risk | Review commentary |
|--|--|
| 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. |
| S.43 - Leicestershire County Council budget cuts | LCC have reported in a Cabinet report for 18 September 2018 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. 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. |
| S.34 - Failure to safeguard vulnerable adults, children & young people | Q3 update - Recent Section 11 Audit for vulnerable adults completed. Compliant in all areas. Local policies and procedures are being updated. Sharing of information undertaken at regular DSO county meetings. Roll out of competency Framework continues. Additional admin support in place to chase up feedback from referrals submitted by HBBC to County. Risk remains high due to the sheer number of referrals and the increasing complexity of the cases. |

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

- No new risks have been added
- No risks have increased (worsened) in rating
- One risk has decreased (improved) in rating
 - *S.45 - Council does not prevent or detect fraudulent activities*
- No risks have been closed

3.9 Service area risks - There are a total of **eighty four** risks (as at 07 February 2017) across all service areas which are kept on individual service area risk registers. Of these, **nine** have a high (red) net risk level and these are detailed below.

| Risk | Review commentary |
|--|---|
| Streetscene: SS.37 - external funding | 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) |
| Community Safety: HCS.88 - police changes | 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 Review of Endeavour processes has commenced |
| Community Safety: HCS.91 - central government housing proposals | 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 |
| Risk | Review commentary |

| | |
|---|--|
| Planning: DLS.19 - recruitment & retention of staff | Q3. Most posts across the service filled across DM and Building Control. A few roles to fill within planning policy and major projects. New managers looking at training and development needs to help staff realise their potential. |
| Planning: DLS.42 - meet the needs of Gypsy & Travellers | Q3. Gypsy and Traveller Needs Assessment adopted, demonstrating that the Council has provided sufficient land to meet the needs of the gypsy and traveller community for the remainder of the plan period. |
| Planning: DLS.44 - Five year housing & land supply | Q3. The council continues to have a five year housing land supply, reinforced by recent appeal decisions. |
| Planning: DLS.47 - reputation of Building Control services | Q3. Resilience and succession planning remains a key factor in protecting our reputation. The increasing shortage of experienced and qualified building control staff continue to make it very difficult to recruit should the need arise, as a number of neighbouring authorities have recently experienced. Furthermore, whilst income is lower than anticipated, the number of applications received in 2016, are up by 8% to 661 and inspection requests have increased by 3% to 3932. However despite the increase and strain on capacity we continue to provide a responsive service to our customers. |
| Planning: DLS.48 - loss of work to approved inspectors | Q3. This quarter has seen a drop in income but an increase in applications. Applications received have increased by 8.3% in comparison to the same time in 15/16. The recent uncertainty in construction has seen the types of application change from larger schemes to more minor works (smaller fee income), similar to the last recession. The risk of losing work to Approved Inspectors a continuous one that cannot be removed, but every action possible is taken to mitigate the risk. |
| Planning: DLS.49 - recruitment & retention of Building Control staff | Q3. BC Service fully staffed. Training programme in place to develop staff in-house to help reduce the risk of the service struggling for capacity in the event of staff leaving the authority. |

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

- One new risk has been added
 - *DLS.49 - recruitment & retention of Building Control staff*
- No risks have increased (worsened) in rating
- Two existing risks have decreased (improved) in rating
 - *HCS.86 - private rented sector*
 - *HCS.87 - PCC commissioning*
- One risk has been closed
 - *HCS.84 - Ending of funding for the DA Children's worker*

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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