



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

## FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY: 21 May 2018

WARDS AFFECTED: ALL WARDS

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### **Performance and Risk Management Framework end of year summary for 2017/18**

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#### **Report of Director (Corporate Services)**

##### 1. PURPOSE OF REPORT

- 1.1 To provide members with the end of year 2017/18 outturn position for:
- Performance indicators including benchmarking where available
  - Service improvement plans
  - Corporate risks
  - Service area risks

##### 2. RECOMMENDATION

- 2.1 That members:
- Note the 2017/18 end of year position for items listed at 1.1 above
  - Recommend any actions that should be taken to improve performance on indicators that did not meet their set targets
  - Recommend any actions that should be taken to address service improvement plans that did not meet their set target date/s
  - Review risks that pose the most significant threat to the Council's objectives and priorities (red risks)

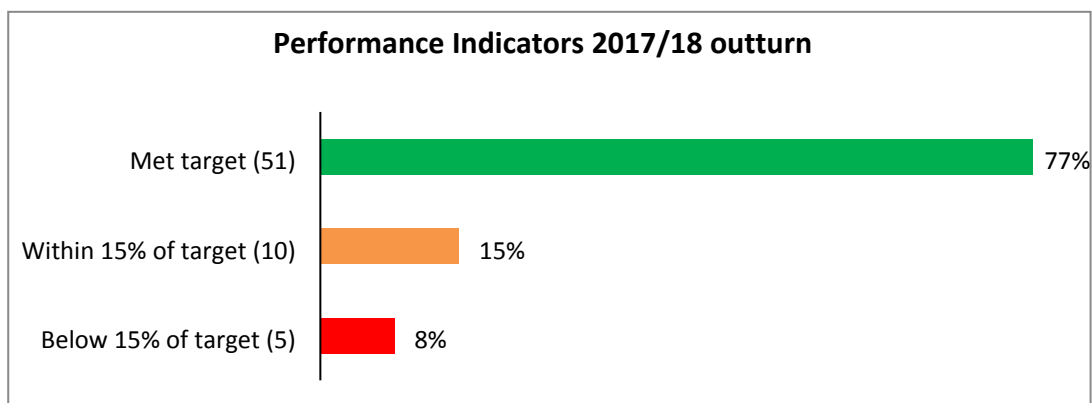
##### 3. BACKGROUND TO THE REPORT

- 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 council's vision for Hinckley & Bosworth to be: "A Place of Opportunity"
- This is achieved by managing performance in the following ways:
- On a daily basis within each section
  - On a monthly basis within each service area
  - On a quarterly basis through the council's decision-making process
  - On an annual basis through the production of the council's "Corporate Plan"

- 3.2 The Council's performance is monitored through service improvement plans and includes performance indicators which are measurable. 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 called 'TEN' which is hosted on the intranet.

Overall summary for the period April to March 2017/18

- 3.5 Performance Indicators: For the year 2017/18 a total of 70 indicators covering all service areas have been monitored for performance
- 3.5.1 Returns not updated due to year end data capture process:
- NI154 Net additional homes (due to data capture process, return not available until June 2018)
  - NI155 Affordable homes delivered (due to data capture process, return not available until June 2018)
  - NI159 Supply of ready to develop housing sites (due to data capture process, return not available until June 2018)
  - NI185 CO2 reduction from council operations (due to data capture process, return not available until sometime in the summer of 2018)
- 3.5.2 Performance to target:



The 15 indicators that did not meet their targets were:

Indicator	Target	Actual	Comments
Customer Services: Lost calls	17%	17.07%	Calls answered year to date: 115,682. Year to date target not met due to high lost call percentages earlier in year. Performance had improved consistently since August and has been better than target. March itself was a challenging month again with annual billing and garden bin sticker payments but was still below target at 16.37%
Indicator	Target	Actual	Comments

Customer services: Person sees customer within 10 mins	78%	70.27%		14,838 customers seen year to date. Changes to Universal Credit and Benefit Caps have led to more complex enquiries. All visitors are seen at Meet and Greet on arrival and only customers needing assistance are issued tickets to see an advisor. Although performance is behind target, satisfaction results continue to support customers are happy to wait for the service provided
Absenteeism: Working days lost to sickness absence	8	10.42		The council has experienced a sharp increase in long term absence cases which has directly impacted upon the overall sickness annual outturn. Short term absence has remained static compared to last year. The majority of long term cases for 2017/18 have now been resolved with only one long term case being managed in March 2018 (compared to 3 in March 2017). This should put us in a stronger starting position for April 2018.
Street-scene: Grounds Maintenance sites meeting Quality criteria	89%	85.17%		Targets missed, mainly due to turnover of Ground maintenance staff (9 in total) and periods of reliance on agency staff.
Street-scene: Residual household waste per household	435kg	476kg		An increase in residual waste has occurred compared to 2016/17. The Mechanical and Biological Treatment facility at Cotesbach which changed the composition of refuse to recycling output has resulted in an increase of residual waste overall. There has also been a reduction of circa 170T's during 2017/18 of dry-recycling from kerbside collections which will also increase this figure. It is hoped the change to a comingled collection service will increase the amount of material collected from 1 April 2018.
Street-scene: No of justified missed bins	1,000	1,390		1,390 missed bins whilst above the stretch target (1,000) represents 0.05% of the 2.5M collections completed for 2018/19. Targets to be revised for 2018/19.
Household waste sent for reuse, recycling & composting	49%	46%		The end of year forecast for 2017/18 is currently predicting circa 45-47% in view of a reduction in tonnage for garden waste in March compared to 2016/17 and a reduction in the weight of dry-recycling material collected (which could be attributable to light-weighting of products). The closure of the MBT facility at Cotesbach has also resulted in a loss of recycling performance from the conversion of residual waste to recycling output. The new comingled recycling service is expected to increase the amount of recycling material collected.
Resident satisfaction with street cleanliness	85%	71%		Figure taken from annual resident's satisfaction survey. Full report will be taken to SLT in May 2018. Low satisfaction mainly due to (as per comments provided by respondents to the survey): Levels of litter and the time taken by HBBC to clean it up and the amount of dog mess around
Housing: Rent collection & arrears recovery	98%	96.34%		Rent performance is hindered by the implementation of Universal Credit as many tenants are waiting on a claim to become active. This has impacted on current tenant arrears levels.
Housing: Rent collection & arrears recovery - evictions	0.24% (8)	0.3% (10)		Eviction rates have risen due to a number of factors including positive action to deal with rising arrears levels, and joint possession action on other breaches of tenancy.

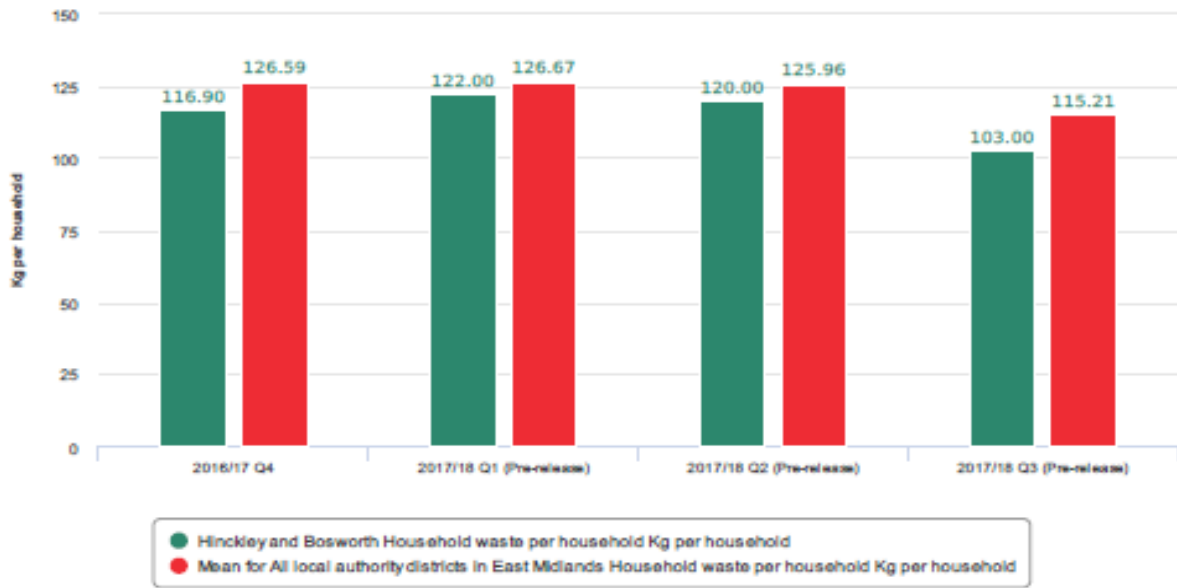
Indicator	Target	Actual	Comments
Housing Repairs: % satisfied with repairs	95%	93.27%	Satisfaction has remained static throughout the year since the new implementation of a 1-5 scoring as recommended by tenants. This data is based on 2059 returned surveys, which is 24% of jobs completed by the In-House team.
Housing benefit overpayments collection rate	36%	33.71%	Collection rates have improved when compared to last year (31%), however our success in identifying fraud and error within Housing Benefit by implementing DWP initiatives mean that our performance has been affected as we have to recover more overpayments in year
Housing: No households living in Temp Accommodation	12	14	Lack of available family properties has meant applicants are in hostel for longer period. 8 families in hostel, 3 pending decision and 5 accepted. 2 single males in B&B both accepted. Due to their issues, certain type of property is needed. 1 applicant in refuge, case accepted. 3 applicants in rent connect private lease properties - 1 x a family and 2 single males. 2 cases accepted and one pending decision.
Resident satisfaction sports and leisure facilities	80%	77%	Return is from annual resident satisfaction survey. Full report will go to SLT in May 2018 Latest result is slightly down from last year which is mainly due to lower satisfaction levels from respondents from rural areas who made numerous comments about there being no facilities locally and that there is no local public transport from rural villages into Hinckley town centre
Street-scene Cost of household waste	£24.00	£25.98	The main reasons for the increase are increases to: salary costs, fuel costs, agency staff costs, & support service costs

Two indicators performed significantly better than target:

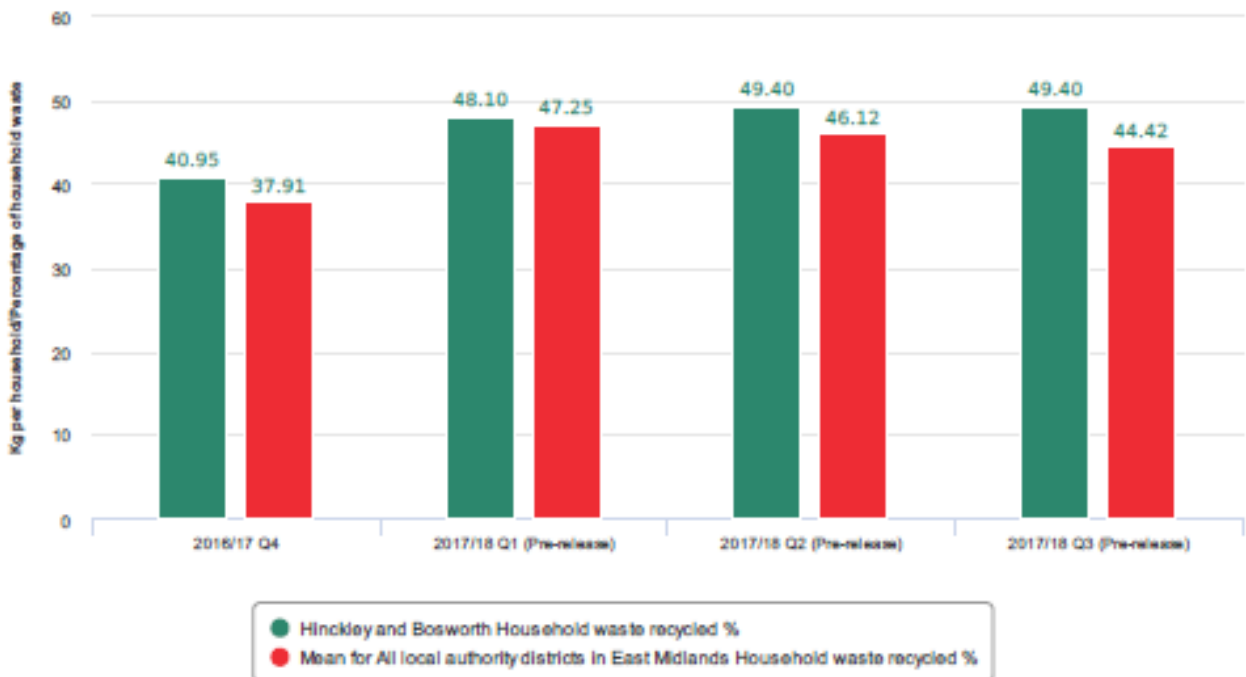
Indicator	Target	Actual	Comments
Street-scene: Resident satisfaction with the waste service	91%	94%	Return is from the annual resident satisfaction survey. Performance remains high, improving by 4% on the previous survey (2016/17)
Street-scene: Percent take up of green waste collection service	50%	77%	77% outturn figure represents the number of eligible garden waste households (those previously having a garden service) taking-up the paid for service. This is a 1% increase on the figure for 2016/17.

3.6 Benchmarking - As part of an East Midlands Performance Benchmark group initiative there are currently six indicators which can be compared against other district councils in the East Midlands. Please note that the returns are provisional figures entered by councils onto the LG (Local government) Inform site for benchmarking purposes only.

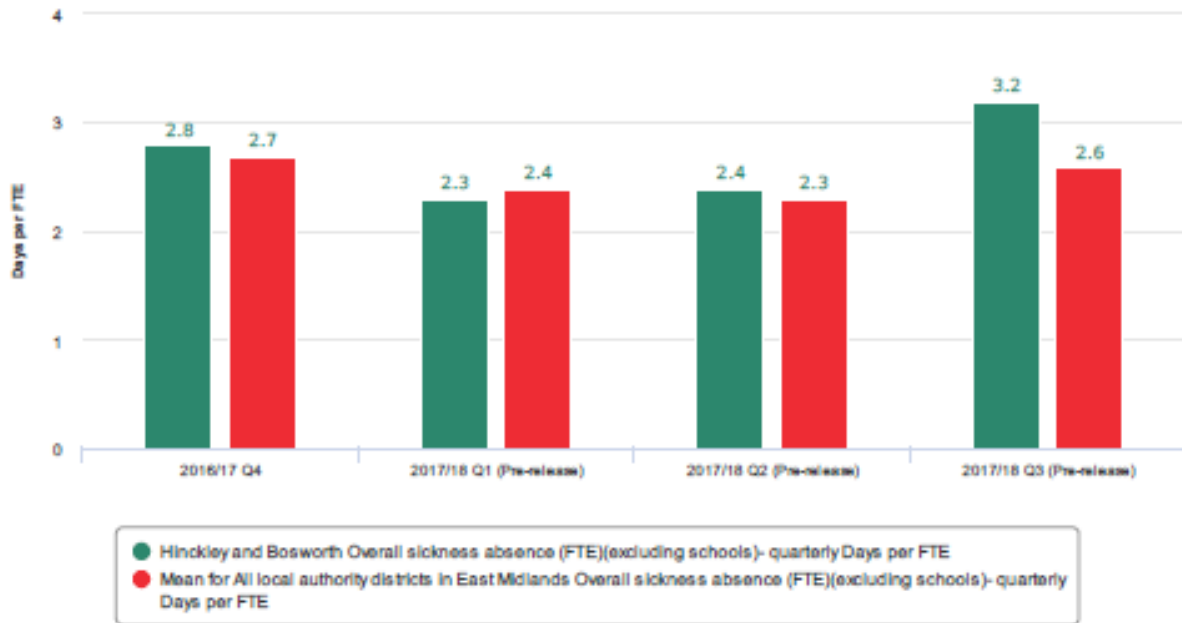
**Residual household waste per household - quarterly (kg per household) (2017/18 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands**



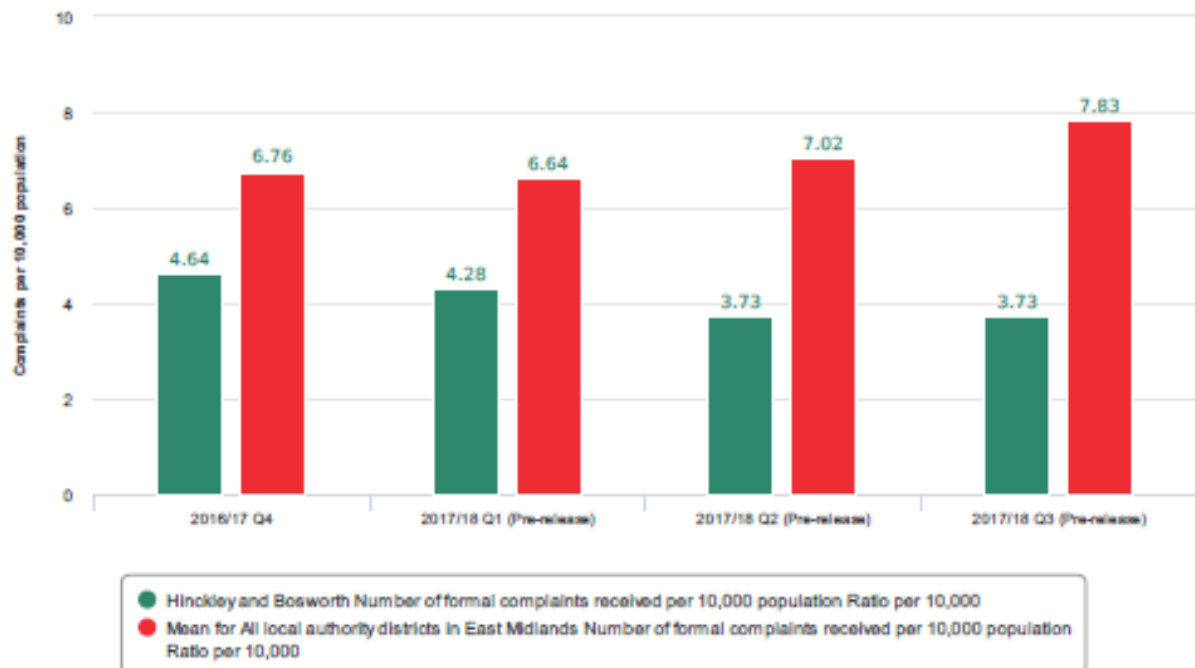
**Percentage of household waste sent for reuse, recycling and composting - quarterly (%) (2017/18 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands**



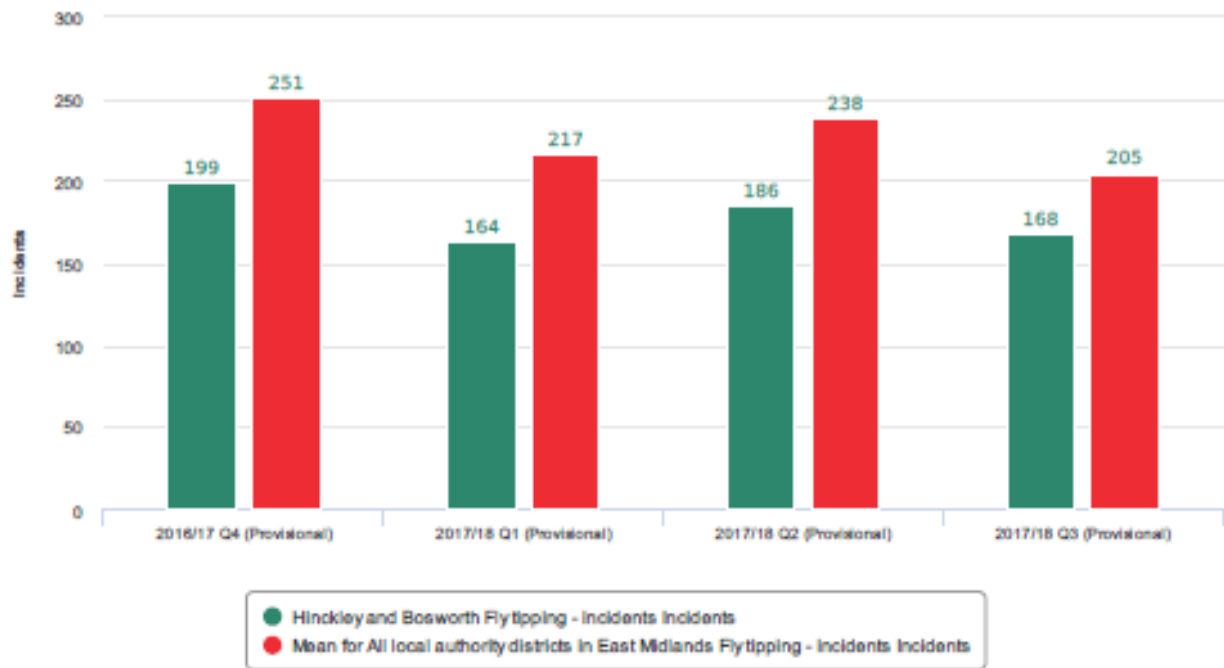
**Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly (days per fte) (2017/18 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands**



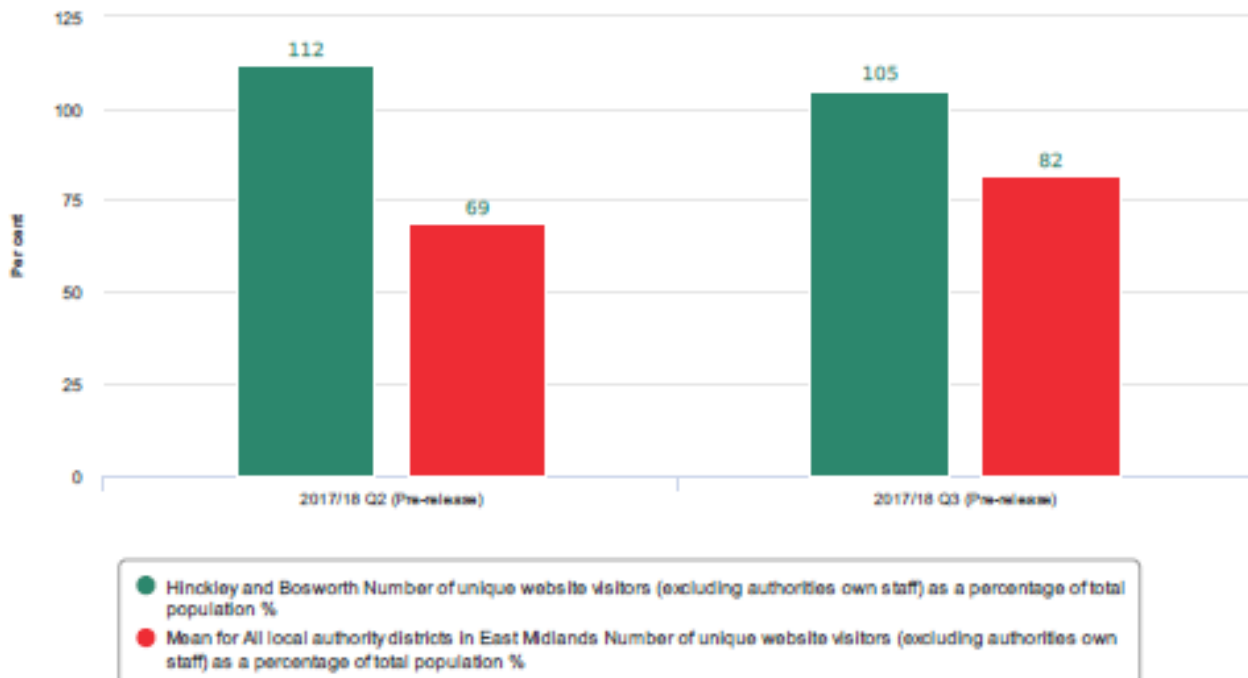
**Number of formal complaints received per 10,000 population (per 10,000) (from 2016/17 Q4 to 2017/18 Q3 (Pre-release)) for Hinckley and Bosworth**



**Number of fly tipping incidents (incidents) (2017/18 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands**



**Number of unique website visitors (excluding authorities own staff) as a percentage of total population (%) (2017/18 Q3) for Hinckley and Bosworth & All local authority districts in East Midlands**



3.7 Service improvements plans - In total for 2017/18 there were two hundred and eighty service improvement plans across all council services.

As agreed with the Strategic Leadership Team (SLT), only those service improvement plans with a “Corporate Impact” (i.e. not business as usual) were monitored by SLT. Of the two hundred and eighty service improvement plans, ninety were flagged as having a “Corporate impact”.

3.7.1 Out of the 90 corporate plans, 15 missed their target dates (as highlighted by service managers/lead officers):

Service area	Description	Comments	Target date/s
Corporate Governance	Develop a dignity at Work Policy	This has resulted in slippage due to other policies being prioritised. To be carried forward next year	March 2018
Estates	Increase In Atkins Income: target to increase year on year rental income / conferencing facilities.	Rental/conferencing income has increased but not met the set target of 7%	7% increase on annual income
Community Housing & Housing Repairs	Undertake a review of our homeless hostels and Clarendon House	This action will be c/fwd into SIP for 2018/19 as it is partly dependant on the Grant match funding which has not yet been determined.	December 2017
Corporate Governance	Channel Shift Strategy - Implement web based solution "My Account"	The implementation of My-Account is two-fold: 1) Build the customer web portal 'My-Account' This has been built - we do have some outstanding queries in regard to branding of the site (in order to make sure it mirrors the HBBC website). Nearly complete. Few minor issues to resolve. 2) Update the Customer Services System (CRM) The CRM is live. Whilst the CRM element of the project has been delivered, the web based portal 'My-Account' has had slippage due to an additional requirement to update all Achieve forms (these are e-based forms used in CRM and the web portal) by February 2018. This was unforeseen and has had an impact on the project, however this is now complete. The project team has had to put My-Account on hold to deliver other priorities such as the upgrade of Achieve forms, developing the new Garden Waste process and more recently, work regarding the waste round changes. Meeting in April to discuss the launch of My-Account alongside outstanding work as detailed above. A priority plan has been put in place in order ensure that the project will be delivered including hiring bank staff to assist with the upgrading of forms. The project team meet every three weeks to ensure that the conflicting priorities are managed.	March 2018

Service area	Description	Comments	Target date/s
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Corporate Governance	Identify impact of new national living wage	Two-year proposal - Employers have offered a flat pay award for 2018/19 and new pay structure for 2019/20 (which should address the risks in regard to the living wage). This offer is currently being negotiated with the trade unions and consultation is taking place with its membership which will end mid-March. Update: Consultation outcome GMB has voted in favour of the offer 20.3.18 Unison members have narrowly rejected the offer. However, the NJC committee has recommended accepting the offer given the marginal outcome and is seeking views on this nationally, from the branch committees by 5 April. Employer's side is meeting 10 April to consider outcome.	March 2018
Planning	Organise urban design training for elected members	Q4: New urban design consultants appointed to review SPD who will also do training of Officers and Members, should it be required.	September 2017
Planning	Work with other council services to develop a Building Control enforcement policy	Q4. No suitable example found that can be used so will look to produce own version once staffing resources permit	August 2017
Finance	Fraud Hub Ensure the outputs from the fraud hub established at Leicester City are reviewed and acted upon to ensure any weaknesses identified are addressed as appropriate, with fraud incident reports being reported to the Audit Committee.	There has been a technical problem, not HBBC fault, in relation to uploading information. This being worked on to rectify. Once done matching will take place. Council Tax data is now being submitted to the fraud hub on a monthly basis as agreed. With regard to Business Rates we have provided the test data and await his feedback before we can submit any live files.	March 2018
Housing Operations	To procure a contractor and commence work on the remodelling of Ambion Court	Delays experienced with the design process have now been resolved. PQQ tender Stage has been completed with 4 successful contractors to be invited to tender. Works on Site now scheduled to commence 2nd quarter 2018/19. Complex currently being stripped out of existing fixtures & fittings SIP action included in SIP 2018/19	December 2017
Planning	Review planning application registration process to ensure correct information is provided	Q4. Draft completed and consultation of internal departments, and local agents completed. Responses are being incorporated in to the document prior to adoption by end of April 2018	August 2017

Service area	Description	Comments	Target date/s
Planning	Review of standard planning conditions in conjunction with other service areas to ensure high quality development	Q4. Consultations carried out and draft updated. Final review of wording underway and numbering before IT uploads on the system. Roll out end of April 2018	July 2017
Street-scene	Green Space Delivery Plan 2014-2018 - Delivery of 6 projects at Richmond Park Hollycroft Park Argents Mead Langdale Recreation Ground Clarendon Park Harrowbrook	Q4 - Works have continued at Langdale park. Fencing and entrance arches completed at Richmond Park. Works at Clarendon park will be carried forward into next year along with the completion of the works at Langdale and further works at Argents Mead to improve the moat area. Works at Hollycroft park will be planned based on the results of the recent consultation carried out at the site.	March 2018
Street-scene	Maintain High Levels of Recycling Performance and continue to promote the diversion of waste from the residual waste stream	2016/17 audited data is now available and confirms an outturn of 49.4% for 2016/17 being a reduction of 2.2% on 2015/16 performance. Performance has reduced following the introduction of the charge for garden waste from 1 April 2016. The end of year forecast for 2017/18 is currently predicting circa 45-47% in view of a reduction in tonnage for garden waste in March compared to 2016/17 and a reduction in the weight of dry-recycling material collected (which could be attributable to light-weighting of products). The new comingled recycling service is expected to increase the amount of recycling material collected.	March 2018
Street-scene	Write a new green space delivery plan for period 2019 - 2024	Q4 - Works not commenced due to other work commitment and projects. Will be added to next year SIP	December 2017
Street-scene	Renew farm composting contract (for disposal of garden waste)	Q1 - extension to 31/3/18 to be reported to exec for agreement as interim arrangement. New contract to be tendered ready for introduction from 1/4/18. Exploring options to combine with LCC. Q2 - no progress with extension BUT new contract will be tendered and ready for 1/4/18. Q3 - no progress. Documentation to be sent out January. q4 - no progress. added to next year's SIP	March 2018

3.8 Corporate/Strategic risks - There are a total of twenty five risks (as at 13 April 2018) on the 'Corporate Risk Register'.

3.8.1 Three corporate risks have been highlighted as red (pose the most significant threat):

Risk	Review commentary
S.15 - Failure to successfully adopt and deliver the LDF	The LDS was reported to and agreed by Council in January 2017. Issues and Options document has been out for public consultation early 2018 (including Statement of Community Involvement) Strategic Growth Plan under consultation until May 2018. Issue and Options to be reported to Council June 2018. New NPPF guidelines issued relating to Local Plans - On time table
Risk	Review commentary
S.37 - Non delivery of capital projects which are	Restrictions in funding new capital projects remains. For the HRA the position is that the council continue with current schemes only. Due to the

interdependent	governments rent reductions policy no additional affordable housing works will be committed at this stage.
S.34 - Failure to safeguard vulnerable adults, children & young people	Risk remains high due to the volume of cases being referred. Procedures and processes are regularly updated in accordance with LSCB policy requirements.

3.8.2 As part of the quarterly review of the 'Corporate Risk Register':

- No new risks have been added
- No risks have increased (worsened) in rating
- No risks have decreased (improved) in rating
- One risk has been closed
  - S.47 Loss of key contractor (street-scene)

3.9 Service area risks - There are a total of eighty risks across all service areas which are kept on individual service area risk registers.

3.9.1 Eight service risks have been highlighted as red (pose the most significant threat):

Risk	Review commentary
DLS.19 - Recruitment & retention of staff (Planning)	Q4 The majority of posts are filled. A further recruitment process for the replacement of the Head of Planning was unsuccessful and whilst options are considered the interim measures with the Director and Team Leaders acting up are continuing. The Building Control Manager post is currently vacant and support to that team is being given through a shared service from a neighbouring authority and an existing manager within the planning service. A review of Building Control provision has started and is being carried out in conjunction with NWLDC and CBC
DLS.42 - Meet the need of Gypsy and Travellers (Planning)	Q4. 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. Needs assessment for whole of Leicestershire now agreed. Aligns with the methodology used in the Hinckley and Bosworth BC Needs Assessment that was completed in 2016.
DLS.44 - Five year housing land supply (Planning)	Q4. The council continues to demonstrate a healthy 5 year housing land supply (reinforced through recent planning appeals) which currently stands at 5.63 years as of 1 April 2017. This helps that ensure new residential development decisions are made in accordance with the Local Plan.
DLS.47 - Reputation of Building Control Service (Planning)	Q4 - The volume of work retained by HBBC shows signs of falling year on year. There are many reasons why this may happen, including potentially the reputation of the service amongst agents and builders. Some of it will be out of the team's control, e.g. national policy. The team has continued to work hard to market the service to customers with the Technician playing a key role in marketing and allowing the Building Control Officers to make best use of skills and resources
DLS.48 - Loss of work to Approved Inspectors (Planning)	Q4. At the end of period 12 fee income is ahead of the budget position.
DLS.49 Recruitment and retention of Building Control Staff (Planning)	Q4. Following the departure of the BC Manager the team is being supported on a temporary part time basis by the Building Control manager from NWLDC. This is allowing time to investigate a wider shared service for Building Control with NWLDC and others.
Risk	Review commentary
HCS.80 - Welfare reform (Housing)	Q4 Improved referrals to CA for debt management Reduced thresholds within debt recovery process
HCS.91 - Central government housing proposals (Housing)	Q4. Waiting for govt regulations to be published into the various parts of the Housing and Planning Act in order that impacts can be reported and managed

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

- No new risks have been added
- No risks has increased (worsened) in rating
- No risks have decreased (improved) in rating
- Three risks have been closed:
  - *DLS.25 Design out crime (Planning)*
  - *DLS.38 Enforcement and performance successes (Planning)*
  - *DLS.43 Introduction of new permitted development rights (Planning)*

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

4.1 This report is to be heard in open session.

#### 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 2017 - 2021. The issues covered in this report relate to, and support the achievement of all the Council's priority ambitions:

- Helping people to stay healthy, active and protected from harm
- Creating clean and attractive places to live and work
- Encouraging growth, attracting businesses, improving skills and supporting regeneration
- Provide quality services, good value for money and make the best use of our assets

#### 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 2017 - 21.

#### 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 Hall