

Date: 10 June 2009

**To: Members of the Scrutiny Commission**

Mr MR Lay (Chairman)  
Mrs R Camamile (Vice-Chairman)  
Mr PAS Hall (Vice-Chairman)  
Mrs S Francks  
Mr DM Gould  
Mrs A Hall  
Mr DW Inman  
Mr CG Joyce

Mr C Ladkin  
Dr JR Moore  
Mr K Morrell  
Mrs S Sprason  
Mr BE Sutton  
Mrs BM Witherford  
(one vacancy)

Copy to all other Members of the Council

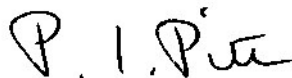
(other recipients for information)

Dear Councillor

There will be a meeting of the **SCRUTINY COMMISSION** in the Council Chamber, Council Offices, Hinckley on **THURSDAY, 18 JUNE 2009** at **6.30pm** and your attendance is required.

The agenda for the meeting is set out overleaf.

Yours sincerely



Pat Pitt  
Corporate Governance Officer

**There will be a pre-meeting for Members of the Scrutiny Commission in Committee Room 1 at 6.00pm.**

## SCRUTINY COMMISSION - 18 JUNE 2009

### A G E N D A

1. APOLOGIES AND SUBSTITUTIONS

RESOLVED 2. MINUTES

To confirm the minutes of the meeting held on 7 May 2009 attached marked 'SC1'.

3. ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES

To be advised of any additional items of business which the Chairman decides by reason of special circumstances shall be taken as matters of urgency at this meeting.

4. DECLARATIONS OF INTEREST

To receive verbally from members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. **This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the agenda.**

5. QUESTIONS AND PETITIONS

To hear any questions and to receive any petitions in accordance with Council Procedure Rules 10 and 11.

6. EXTENDED SERVICES STRATEGY FOR CHILDREN AND YOUNG PEOPLE FOR HINCKLEY & BOSWORTH

Report of the Deputy Chief Executive attached marked 'SC2' (pages 1 - 14).

*A maximum of 15 minutes has been allocated for this item.*

7. QUESTION AND ANSWER SESSION WITH THE LEADER AND DEPUTY LEADER

The Leader and Deputy Leader have been invited to attend the meeting.

*A maximum of 30 minutes has been allocated for this item.*

8. PERFORMANCE MANAGEMENT AND CORPORATE PLANNING FRAMEWORK

Report of the Deputy Chief Executive attached marked 'SC3' (pages 15 - 40).

*A maximum of 15 minutes has been allocated for this item.*

9. RISK MANAGEMENT FRAMEWORK END OF YEAR REPORT

Report of the Deputy Chief Executive attached marked 'SC4' (pages 41 - 51).

*A maximum of 5 minutes has been allocated for this item.*

10. STREET CLEANSING REVIEW

Report of the Head of Business and Street Scene Services attached marked 'SC5' (pages 52 - 59).

*A maximum of 15 minutes has been allocated for this item.*

11. EXTERNAL FUNDING FOR THE APPOINTMENT OF MASTERPLANNING CONSULTANTS

Report of the Director of Community and Planning Services attached marked 'SC6' (pages 60 - 62).

*A maximum of 10 minutes has been allocated for this item.*

12. HRA CAPITAL PROGRAMME OVERSPEND 2007/08 – COST OF INVESTIGATIONS AND MITIGATING MEASURES

Report of the Director of Finance attached marked 'SC7' (pages 63 - 65).

*A maximum of 15 minutes has been allocated for this item.*

13. PROGRESS ON KEY CAPITAL PROJECTS

Report of the Director of Finance to follow marked 'SC8'.

*A maximum of 20 minutes has been allocated for this item.*

14. NHS INFORMATION PAPER

Briefing paper attached marked 'SC9' (page 66 – 68).

*A maximum of 5 minutes has been allocated for this item.*

RESOLVED 15. OVERVIEW AND SCRUTINY ANNUAL REPORT AND WORK PROGRAMME 2009/10

To follow marked 'SC10'.

*A maximum of 10 minutes has been allocated for this item.*

16. DRAFT FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS

Draft copy of the Forward Plan for July – October 2009 attached marked 'SC11' (pages 69 - 74).

17. MINUTES OF SELECT COMMITTEES AND WORKING GROUPS

For noting only:

- Finance & Audit Services Select Committee, 29 April 2009. Attached marked 'SC12' (pages 75 - 77);

18. ANY OTHER ITEMS OF BUSINESS WHICH THE CHAIRMAN DECIDES HAVE TO BE DEALT WITH AS MATTERS OF URGENCY

To: All Members of the Scrutiny Commission with a copy to all other Members of the Council.

**NOTE: AGENDA ITEMS AGAINST WHICH THE WORD "RESOLVED" APPEARS ARE MATTERS WHICH ARE DELEGATED TO THE COMMISSION FOR A DECISION. OTHER MATTERS ON THIS AGENDA WILL BE THE SUBJECT OF RECOMMENDATIONS TO COUNCIL.**

**HINCKLEY & BOSWORTH BOROUGH COUNCIL**

**SCRUTINY COMMISSION**

**7 MAY 2009 AT 6.30 PM**

**PRESENT:** Mr MR Lay - Chairman  
Mr P Hall - Joint Vice-Chairman

Mr PR Batty, Mr PS Bessant, Mrs A Hall, Mr DW Inman, Mr CG Joyce, Dr JR Moore, Mr K Morrell, Mr K Nichols, Mrs J Richards, Mrs S Sprason and Mrs BM Witherford.

Officers in attendance: Mr S Atkinson, Miss L Horton, Miss R Owen and Mr TM Prowse.

554 **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were submitted on behalf of Mrs R Camamile, Mr DM Gould and Mr C Ladkin with the substitution of Mrs Richards for Mrs Camamile authorised in accordance with Council Procedure Rule 4.3.

555 **MINUTES (SC88)**

It was acknowledged that the minutes should have stated that Messrs DC Bill and KWP Lynch were also in attendance at the meeting of the Scrutiny Commission on 2 April 2009.

On the motion of Mr Nichols, seconded by Mr Joyce, it was

**RESOLVED** – the minutes of the meeting held on 2 April 2009 be confirmed subject to the abovementioned insertion and signed by the Chairman.

556 **DECLARATIONS OF INTEREST**

No interests were declared at this stage.

557 **QUESTION AND ANSWER SESSION WITH THE LEADER AND DEPUTY LEADER**

It was reported that this item would be deferred to the following meeting of the Scrutiny Commission.

558 **ALLOCATION OF HOUSING AND PLANNING DELIVERY GRANT (SC89)**

Following consideration by Council of this report, the Scrutiny Commission had asked to receive more information with regard to the process and criteria for allocating the monies received through this grant.

Mr Morrell arrived at 6.35pm.

It was explained that the grant was awarded dependant upon performance. During discussion the following points were highlighted:

- Part of the money would be used to fund pen-tablets for staff to be able to work more remotely. This scheme was being trialled until October 2009;
- Work had been undertaken with Parish Councils to encourage them to exchange information electronically. A small amount of funding could be obtained by Parish Councils from Leicestershire County Council to go towards purchasing IT equipment;
- The need for site location plans in Planning Committee so Members can easily identify the location of the site in relation to the surrounding area;
- The Housing and Planning Delivery Grant was not ringfenced but the purpose was to support the delivery of housing and planning and was subject to external audit checks.

It was noted that there was no specific guidance with regard to allocating the funding to particular projects, but that pressures were identified by staff through the year which were then considered by officers in consultation with the Executive Member. It was suggested that this information should come to the Scrutiny Commission so Members were aware of where the funding had been allocated, and which proposals for funding had not been successful. It was also suggested that a list of those proposals which had not received funding this year be circulated for information.

Dr Moore arrived at 6.56pm.

RESOLVED –

- (i) the recommendations for spending the Housing and Planning Delivery Grant, including rejected funding projects, be brought to the Scrutiny Commission in future years before a final decision is made;
- (ii) Members be provided with a list of all applications for this year, for information;
- (iii) the report be noted.

559 ANTI POVERTY STRATEGY (SC90)

The Scrutiny Commission was presented with the final draft of the Anti Poverty Strategy and accompanying action plans for Hinckley and Bosworth.

During discussion on the action plan, the following points were raised:

- The self-serve stations in the reception at the Council Offices and in Markfield which would help people to access the Council's services electronically, enabling them to access benefits advice and calculator on the Council's website;

- The need to produce information in a range of languages. It was noted that information was currently available in eight languages and that there was also a translation and interpretation service provided by Leicestershire County Council which could be used;
- The success of Leicester City Council's Passport to Leisure Scheme which made sport and leisure accessible to those on low income rather than those under 16 or over 60, who may not be most in need of such support. In response it was noted that free swimming for these two groups was a national scheme;
- The need to promote the provision of loft insulation grants to the private sector;
- The close monitoring of the mortgage support schemes which were only recently implemented, and the need to promote these schemes;
- The availability of fact sheets to provide useful information, which could also be handed out by Councillors when asked;
- The need to promote adult education in areas which are not so affluent. In response officers reported that they were awaiting action plans and input from the college;
- The need for rigorous monitoring of the Strategy.

It was moved by Dr Moore and seconded by Mr Lay that a discounted leisure scheme be explored. This motion was CARRIED.

In response to questions raised previously, it was noted that a Credit Union approach was being explored, along with hosting flea markets and car boot sales. It was agreed that these be noted at the back of the action plan. Members asked that the problem of loan sharks be investigated and that the possibility of sponsoring or hosting a job fair be explored.

The Head of Corporate and Scrutiny Services was thanked for her hard work on this project.

RESOLVED –

- (i) the work undertaken to date be noted and endorsed;
- (ii) the Draft Anti Poverty Strategy and Action Plan be approved and RECOMMENDED to Council for adoption;
- (iii) a discounted leisure pass scheme be explored;
- (iv) the other initiatives noted above be explored.

560 COUNCILLOR CALL FOR ACTION (SC91)

Members were presented with information regarding the new Councillor Call for Action (CCfA) process which had come into force on 1 April 2009 and provided a procedure for invoking the process. It was explained that CCfA should be used as a last resort and must be an issue which affected all or part of a Member's ward and could not be vexatious or discriminatory or with regard to quasi-judicial matters including planning and licensing. Should a CCfA issue be brought to the Scrutiny Commission, the Commission would then decide what action to take, for example if it would be appropriate to undertake a review.

RESOLVED –

- (i) the report be noted and principles contained therein be agreed;
- (ii) the Councillor Call for Action procedure be RECOMMENDED to the Executive for adoption.

561 UPDATE ON CONCESSIONARY TRAVEL

It was noted that there was no further information on concessionary travel but that joint scrutiny with Blaby District Council was being pursued.

562 OVERVIEW AND SCRUTINY WORK PROGRAMME 2009/10

Feedback from the previous week's Overview and Scrutiny workshop was given and it was agreed that Members be provided with a full list of suggested topics for consideration which arose from the workshop and that the draft work programme for 2009/10 be included with the Annual Report.

RESOLVED –

- (i) Members be provided with a full list of topics suggested at the workshop;
- (ii) the draft 2009/10 work programme be attached to the Annual Report which would be presented to the meeting of the Scrutiny Commission in June.

563 FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS (SC92)

Members received the Forward Plan of Executive and Council decisions. It was felt that the report on the Housing and Planning Delivery Grant should have been highlighted to come to the Scrutiny Commission before a decision being made by Council. It was noted that the LDF Site Allocations DPD report had been delayed from Council in June.

RESOLVED – the Forward Plan be noted.



564 MINUTES OF SELECT COMMITTEES

Minutes of the following meetings were received:

- (i) Finance & Audit Services Select Committee, 16 March 2009 (SC93);
- (ii) Council Services Select Committee, 19 March 2009 (SC94);
- (iii) Scrutiny Environment Group, 6 April 2009 (SC95).

(The meeting closed at 8.25 pm)

**SCRUTINY COMMISSION – 18 JUNE 2009**

**REPORT OF THE DEPUTY CHIEF EXECUTIVE**

**RE: EXTENDED SERVICES STRATEGY FOR CHILDREN & YOUNG PEOPLE FOR HINCKLEY & BOSWORTH**

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**1. PURPOSE OF REPORT**

To endorse the new Locality Extended Services for Children & Young People Strategy for Hinckley & Bosworth. The strategy has been developed in liaison with a range of partnership organisations and presented through the Local Strategic Partnership for Hinckley and Bosworth and explains the local approach to improving outcomes and access to services for children and young people up to the age of 19.

**2. RECOMMENDATION**

- 2.1 That Scrutiny endorses the Extended Services Children & Young People Strategy for Hinckley & Bosworth.

**3. BACKGROUND**

- 3.1 The strategy integrates the activity of the Extended Services Locality Partnership Group (ESLPG) with the county wide Extended Services Strategy and the relevant priorities of HBBC.

The **purpose** of the strategy is to:

- Outline the approach to narrowing the gap between the 20% most disadvantaged Children & Young People and others by facilitating their take up of services
- Identify the key elements and local priorities to deliver this
- Outline funding streams
- Clarify governance decision-making and reporting arrangements

- 3.2 The strategy outlines how countywide plans for children and young people will be implemented locally and how these fit with the priorities of Hinckley & Bosworth Local Strategic Partnership (LSP).

- 3.3 The Children Centre Programme and Extended Services in schools programme is determined by clear Government guidance which sets out a 'core offer' of services that all children should be able to access by 2010.

- Access to early learning and child care
- Universal family support
- Targeted family support
- Varied menu of activities
- Community access to facilities

- 3.4 Our **vision** is to make Hinckley and Bosworth a place where children and young people are listened to and valued, their contribution to the life of the community promoted and presented positively, and where families feel welcomed and supported by agencies that are genuinely committed to working together for the benefit of local families.
- 3.5 In order to provide focus and structure to the delivery of the extended services agenda **four key priorities** have been identified. These form the basis for action and decision making up to March 2011:
- Support parenting
  - Create family-shaped services
  - Address the impact of domestic violence
  - Tackle the needs of teenagers
- 3.6 **Governance** - the ESLPG is accountable to the LSP and to the sub-groups of the Children & Young People's Executive within the County Children's Trust structure. To enable effective programme development, management and operational efficiency the ESLPG has delegated decision-making responsibilities from the LSP.
- 3.7 Sure Start children centres are to be made mandatory and a statutory requirement in forthcoming legislation (Apprenticeships, Skills, Children and Learning Bill). However this does not guarantee continued additional funding beyond March 2011. **Sustainability** is therefore key; making it vital that services commissioned, funded and supported as part of this strategy become embedded in mainstream services.
- 3.8 This Strategy when **adopted** will become the framework for the delivery of priority outcomes for Children & Young People within the resources attracted through the Sure Start Early Years and Childcare grant through to 2011.
4. **FINANCIAL IMPLICATIONS** (AB)
- 4.1 The implementation of the Extended Services Strategy will be funded from the external funding that the Council receives as part of the Sure Start Early Years and Childcare grant. There will be no cost to the Council apart from the officer time allocated to adopting the Strategy.
5. **LEGAL IMPLICATIONS** (AB)
- 5.1 None raised by this report.
6. **CORPORATE PLAN**
- 6.1 This strategy will assist in meeting the following corporate aim; Strong & Distinctive Communities - Improve the quality of life in the borough for children & young people by developing outreach programmes for 6 Children's Centres to give children and young people a better start in life by 2012.
7. **RISK IMPLICATIONS**
- 7.1 None

**8. RURAL IMPLICATIONS**

8.1 The strategy encompasses all areas of Hinckley & Bosworth.

**9. CORPORATE IMPLICATIONS**

9.1 Officers from various services across the Council will be involved in delivering this strategy.

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Background Papers: None

Contact Officer: Simon D. Jones, Cultural Services Manager, ext 5699  
Moira O'Hagan, Locality Partnership Co-ordinator

# Hinckley & Bosworth Locality Extended Services Strategy 2009-2011



# Hinckley & Bosworth Locality Extended Services Strategy 2009-2011

## 1. Introduction

Welcome to Hinckley & Bosworth's Extended Services Strategy. This document explains the local approach to improving outcomes and access to services for children and young people up to the age of 19. It outlines how Countywide plans for children and young people will be implemented locally and how these fit with the priorities of Hinckley & Bosworth Local Strategic Partnership (LSP).

With a clear focus on prevention and early intervention, Extended Services are the way we will provide targeted support for children and families at risk of poor outcomes. In particular the strategy seeks to 'narrow the gap' between the 20% most disadvantaged and others by facilitating their take up of services. Involvement with excluded or marginalised groups will be via a partnership network of professionals and volunteers associated with the local programme; with specifically commissioned services giving additional capacity to engage, involve and support those struggling to access services.

Extended Services combine the work of the national Sure Start Children's Centre programme for 0-5 year olds with the Extended Services in Schools programme. The aim is to create a comprehensive and integrated continuum of services for children and young people up to the age of 19. Hinckley and Bosworth Local Strategic Partnership (LSP) provides the local context for service development through its Community Plan<sup>1</sup>. This outlines where and how Extended Services can best support the overarching strategic aim of improving the quality of life for the whole population of Hinckley and Bosworth.

In order to bring Countywide perspectives and priorities together with those of the Borough, the Extended Services Locality Partnership Group (ESLPG) has been established, to advise and report to the LSP.

<p><b>Locality Partnership Group Membership</b> Borough Council Health Social Care Voluntary &amp; Community Adult &amp; Family Learning Job Centre Plus Early Learning &amp; Child Care Library Services Education Links to Multi Agency Forum Connexions Youth Service</p>
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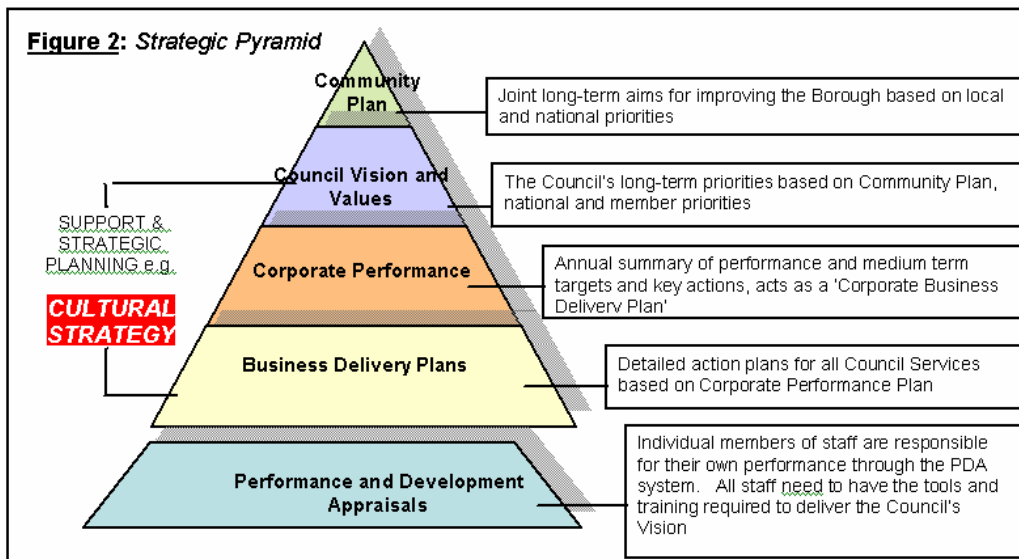
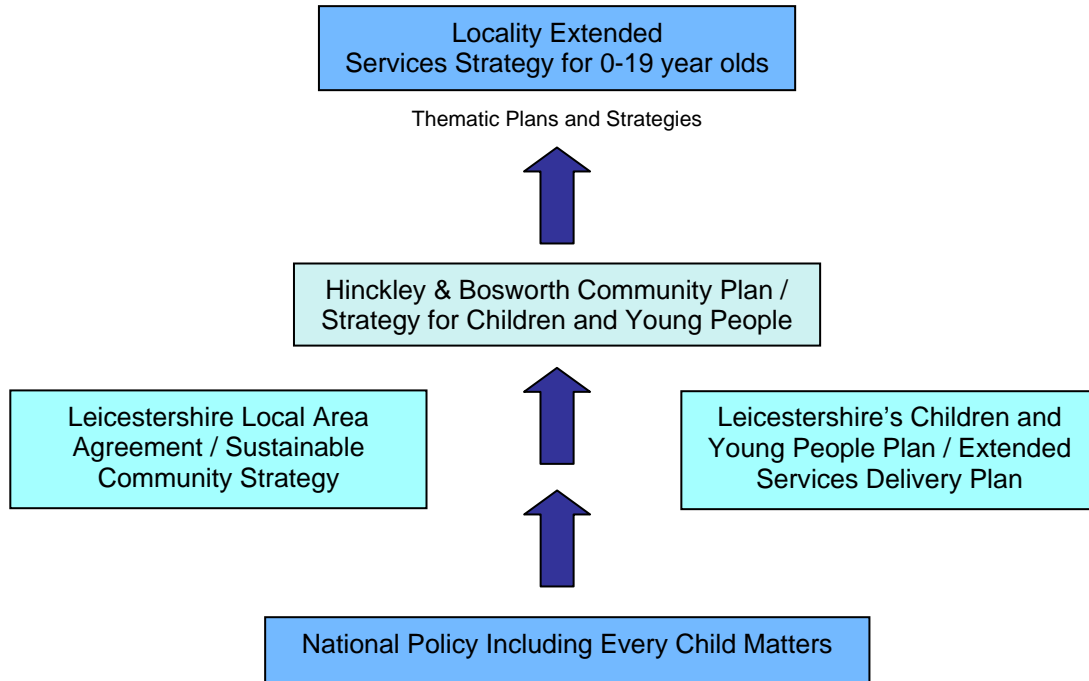
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<sup>1</sup> Hinckley & Bosworth Community Plan April 2007-March 2012

The role of the ESLPG is to:

- advise on the changes and developments in services required to improve access and outcomes for children and young people,
- make decisions about how to spend the budgets delegated to it by the County Council, and
- ensure that national targets set out in the relevant Government Performance Management Framework, are met.

This Strategy shows how the ESLPG intends to achieve this task, with the support of the LSP.



## Funding Streams

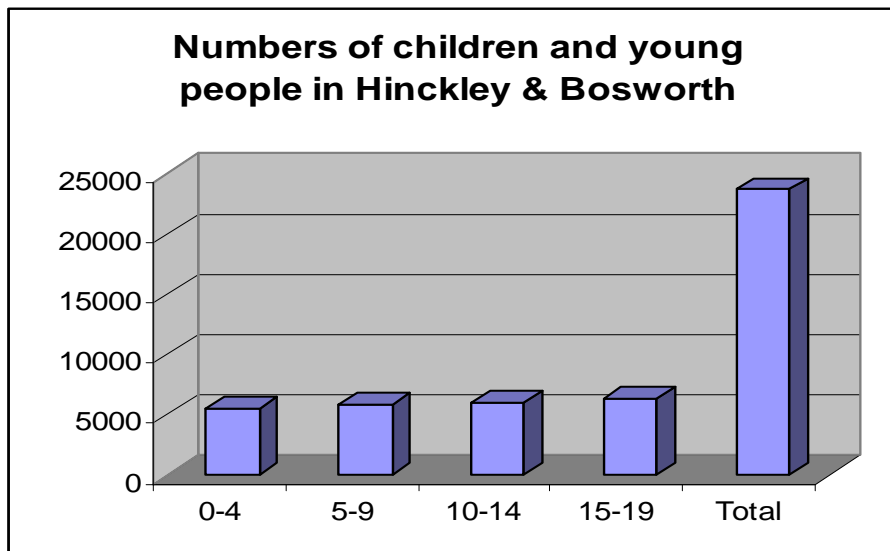
There are three funding sources which support the Strategy;

<ul style="list-style-type: none"> <li>Revenue funding for the Sure Start Children Programme is through the Sure Start Early Years and Childcare Grant guaranteed up to 31<sup>st</sup> March 2011. This grant is focused on pre-school children and families. Funding to support locality commissioning.</li> </ul>	£510,000
<ul style="list-style-type: none"> <li>Standards Fund devolved to schools across the borough for the benefit of 5-19 years.</li> </ul>	£243,270
<ul style="list-style-type: none"> <li>Funding to promote Positive Activities for young people 11-19</li> </ul>	£35,700
<b>Total</b>	<b>£788,970</b>

## 2. Children and Young People in Hinckley and Bosworth

In April 2008 Hinckley & Bosworth Borough Council published its strategy for Children and Young People and provided detailed demographic information. This section extracts the key headlines that are relevant to this strategy.

- The borough has an older age profile than other county areas with a declining birth rate. There are 23,700 children and young people (0-19) living in the borough (23% of the total population).



- Although a relatively prosperous borough, there are significant pockets of deprivation<sup>2</sup>. The Income Deprivation Affecting Children Index (IDACI) indicates that Ratby; Bagworth and Thornton; Earl Shilton; Hinckley Trinity and Hinckley Clarendon are the areas where children who are in greatest need are most likely to live. Ask Trina

<sup>2</sup> Hinckley & Bosworth Community Plan April 2007-March 2012 page 9



*Insert image of IDACI map with these areas visible as having higher levels of deprivation*

- **The borough's strategy for Children and Young People reports that** children and young people living here have some problems which are assessed as greater than in other areas of the County, including
  - ❖ Alcohol abuse by teenagers (resulting in hospital admission)
  - ❖ Young offenders made homeless following family breakdown
  - ❖ Under 18 conceptions – with Barwell as a 'hotspot'
  - ❖ In April 2009 there are 38 children Looked After by the Local Authority and living in the area (Connexions 2009)
  - ❖ At the end of March 2009 there were 48 children living in the borough deemed as needing individual safeguarding plans (257 in total for the County) (Children Social Care)
  - ❖ Hot spot areas of anti social and nuisance behaviour in Earl Shilton and Barwell areas are linked to drug and alcohol misuse

### **3. Strategic objectives and expectations – the 'must dos'**

The primary objective of the Hinckley & Bosworth Extended Services is:

- To narrow the gap between the life chances and outcomes for the majority and those in the disadvantaged, targeted groups.

This links directly to key objectives of Hinckley & Bosworth Borough council:

- Extend the good quality of life, high standards of attainment and positive outcomes achieved for the majority of children and young people to all children.
- Improve access to services and outcomes for disadvantaged, targeted groups of children and young people, known to have high levels of need.

#### **For all children and young people**

The County Children and Young People's Plan aspires to achieve 'voice, choice, safety and fulfilment' by focussing on improving the emotional health and wellbeing, attendance, attainment and involvement of children and young people, and supporting their parents more effectively. Within this, the Children's Centre and Extended Schools programmes are designed to deliver the Government's five Every Child Matters Outcomes and achieve improvements for all children and young people. Success is measured by key performance indicators within the Local Area Agreement.

#### **Every Child Matters Outcomes:**

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Wellbeing

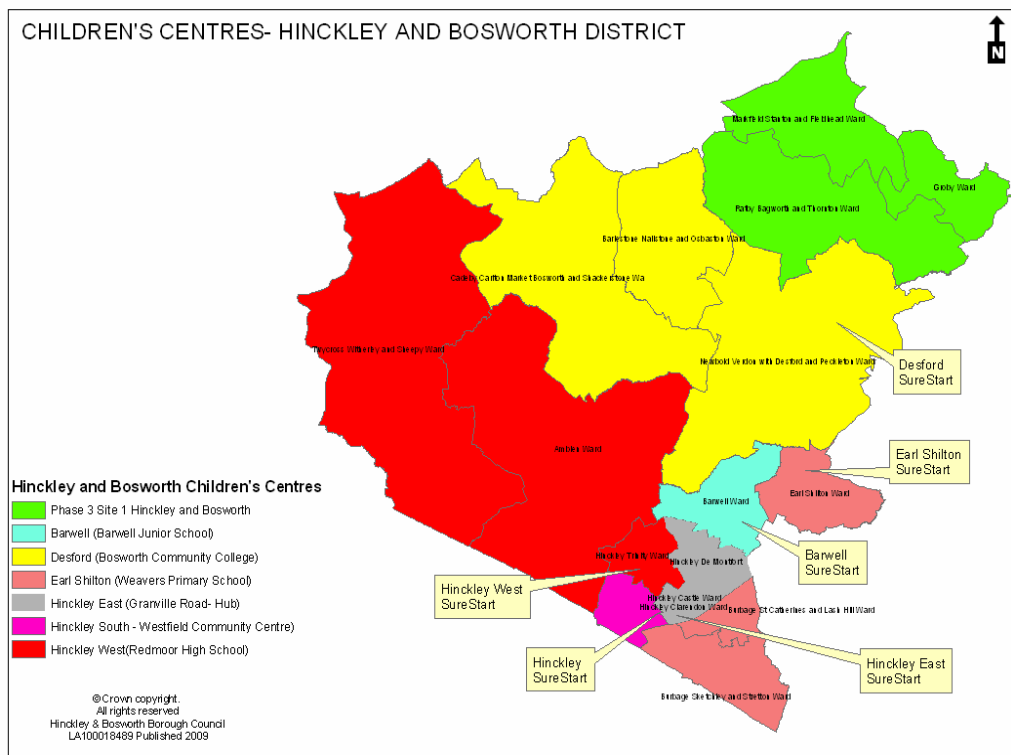
The Children Centre Programme and Extended Services in schools programme is determined by clear Government guidance which sets out a 'core offer' of services that all children should be able to access by 2010.

<b>The Core Offer</b>
Access to early learning and child care Universal family support Targeted family support Varied menu of activities Community access to facilities

### Children's centres

**Children's centres** are service hubs where children under five years old and their families can receive a wide range of services and information. By 2010, the Government expects that every community will be served by a Children Centre.

In Leicestershire the geographic footprint or 'reach area' of Children's Centres is extremely large. A 'buildings based' model of delivery would make access to such centres and services difficult for many. An 'outreach' model has been adopted to ensure the widest access possible at the same time as meeting government guidance. This means that services will be provided in a variety of community locations not just in Children Centres. A small team of Family Outreach Workers will work across the borough, alongside the existing children's workforce to ensure better services for children. This requires good links and clear communication pathways from local neighbourhoods. To support this, the Children Centre programme is represented on each of the Neighbourhood Action Teams. The map below shows where Children's Centres have been developed across the Borough to date with their reach areas.



## **Extended Schools**

**Extended school are those schools** working together in clusters to deliver or facilitate access to additional services for children and families. They provide opportunities for all students to excel outside of the classroom, for example through study support; arts; sports and recreational activities; holiday provision and summer schools. Students can face a wide range of difficulties and challenges during their lives and schools are key in ensuring students can access targeted interventions when additional support is needed. Such preventative approaches promote pupil wellbeing; reduce barriers to learning so raising the confidence and self-esteem of individuals. All of which can have a significant impact on achievement. Each cluster of schools has a programme co-ordinator working proactively with a range of statutory, voluntary and community organisations. Schools are expected to work closely with parents, students and providers of services to shape activities and services needed by their communities. Schools are recognised as leaders in community cohesion working across catchment boundaries to support families living in the local neighbourhood. The extended services programme seeks to capitalise on this.

## **Vulnerable or Disadvantaged Groups**

A key principle of this programme is to target services on those in most need through the universal services described above.

To identify the priority needs of pre-school children and their families, with a focus on prevention and early-targeted intervention, the ESLPG held a consultation exercise between March and May 2008. This identified the following needs:

- Domestic violence
- Parental dependency on drugs and alcohol
- Parental mental ill health
- Insecure and temporary accommodation
- Erratic and inconsistent parenting
- Rural isolation

In addition the following vulnerable socially excluded groups needing additional help were identified:

- Teenage parents
- Newly arrived or migrant families
- Children with mild to moderate learning disability
- Children identified as 'not ready for school'

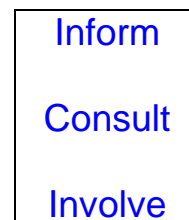
This presents a wide-ranging, inter-locking and complex agenda of issues to be tackled by the ESLPG in this Strategy. Expectations of plans being delivered effectively and on target are high at national, County and Borough level.

## **4. Our Vision – Agencies working effectively together for the benefit of children and families**

Our vision is to make Hinckley and Bosworth a place where children and young people are listened to and valued, their contribution to the life of the community promoted and presented positively, and where families feel welcomed and supported

by agencies that are genuinely committed to working together for the benefit of local families. We want to make the Borough a place where all children and young people get the best possible start in life and additional help as and when they need it. This will require changes in culture and attitudes as well as improvements to services and facilities. It will require co-ordinated work across the Borough as a whole as well as in the priority neighbourhoods identified in the Community Plan and Sustainable Community Strategy.

The County Children and Young People's Plan presents the vision of 'voice, choice, safety and fulfilment', based on extensive consultation and discussion with children and young people across Leicestershire. It has established a 'Pyramid of Participation' which allows every young person to have their say at local, borough and county level. In Hinckley and Bosworth we fully support this approach to engagement. For pre-school children too we are committed to the active participation of parents, carers and young children in the shaping of services they use. We want to develop real opportunities for user involvement in this programme to be as inclusive as we can.



## 5. Our Priorities

In order to provide focus and structure to the delivery of the extended services agenda four key priorities have been identified. These form the basis for action and decision making up to March 2011. Whilst each priority applies to all children and young people, resources need to be targeted to disadvantaged groups in order to narrow the outcomes gap. Each priority is cross-referenced in italics to:

- the relevant Community Plan (CP) priority,
- the priority outcomes in the Leicestershire Sustainable Community Strategy (LSCS), and
- National Indicators (NI) in the LAA Performance Framework. (These are in addition to NI 88 (number of extended schools) and NI 109 (number of sure start Children's Centres), for which Leicestershire County Council is responsible.)

### Hinckley & Bosworth Extended Services priorities

- **Support parenting**

Parents are the most important people to support children's learning, development and achievement. All agencies across the borough have a responsibility in supporting parents. The framework for guiding our delivery of this aim is the County-wide Family Support Strategy.

In Hinckley & Bosworth, we want to ensure that parenting support targets the particular vulnerable groups identified in the needs assessment: i.e. families where parenting is erratic or inconsistent as a result of mental illness, substance misuse, or other factors such as being a lone or teenage parent. A range of other interventions such as breast-feeding programmes, will also contribute in building a solid foundation for good parenting and healthy child development. We have commissioned additional Family Outreach Workers so we can add capacity to the existing workforce to help agencies already working with families to reach all families – but particularly those who are excluded or find it hard to seek the support they need.

*CP priority 1, 4*  
*LSCS priority 1.6, 5.4, 6.5*  
*NI 53, 70*

- **Create family-shaped services**

This means tailoring and offering educational, health, social and recreational services to families where they are needed most and in a way that families can access effectively. Under this priority we will commission resources that will foster a more holistic family focused approach. This will allow us to create a 'team around the family' in the same way we do for 'at risk' or vulnerable children, and to encourage all services to 'Think Family'. When we talk about families, we mean parents and children living together in any combination and are not being prescriptive about any particular model. Within the Children Centre Programme locally, this means we will be able to offer a greater range of services in one place – including health, financial, early learning, parenting support etc

*CP priority 4*  
*LSCS priority 2.8, 7.1.1*  
*NI 55, 56, 72, 92, 172, 199*

- **Address the impact of domestic violence**

This means more effectively supporting children and young people coping with the impact of domestic violence on their health, wellbeing and attainment. Our delivery in this area will be in line with the developing Leicestershire's Multi Agency Domestic Abuse Strategy.

For young children, effective support to the non-abusing parent fleeing domestic violence will be pivotal in securing their immediate and longer-term well being. School based services can often play a crucial role in supporting youngsters living in such stressful and distressing situations. They are well placed to pick up on those students who may require individual intervention such as counselling or mentoring or who would benefit from group work or peer support. The varied range of Extended School provision provides invaluable opportunities for children and young people to minimise risk to their mental health through positive experiences that build resilience and self-esteem. In families where violence is most extreme, we need to ensure that appropriate and timely referrals are made to specialist services.

*CP priority 1*  
*LSCS priority 1.5*  
*NI 50, 102, 199*

- **Tackle the needs of teenagers**

This means seeing teenagers as positive contributors to the community, providing opportunities for them to meet and enjoy sporting and recreational activities without fear for their personal safety or of upsetting others. We want to enhance the participation of teenagers and actively promote their inclusion in all aspects of local life, not just education or training. The Extended schools programme provides a range of activities which offer opportunities to broaden young people's experience and to have success in non-academic arenas. We also want to enhance employment opportunities for teenagers within the Borough.

This priority also means providing additional help to teenagers who are experiencing difficulties with their sexual, mental or physical health, substance misuse, school attendance, or whose behaviour is anti-social or criminal. It includes a focus on teenagers living in priority neighbourhoods. It seeks to engage secondary schools and youth services as key partners in service development and provision to address a continuum of need - including those whom we have traditionally found it hardest to reach.

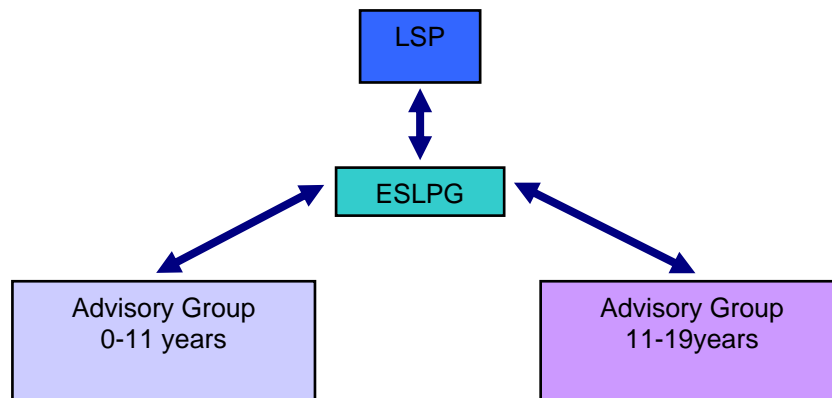
*CP priority 1,2,3*

*LSCS priority 1.5, 1.6, 2.8, 5.4, 6.5, HB 1.5, HB 1.8*

*NI 57, 110, 112, 113*

## 6. Governance

The ESLPG is accountable to the LSP and to the sub-groups of the Children & Young People's Executive within the County Children's Trust structure. To enable effective programme development, management and operational efficiency the ESLPG has delegated decision-making responsibilities from the LSP. This will be managed through a formal reporting framework for the Extended Services Locality Partnership. Two Advisory Groups focusing on issues impacting on different age groups will harness 'practitioner wisdom' to further guide and inform decision-making.



## 7. Keeping track of progress against our performance targets

Section 5 identified the national performance indicators specifically addressed by each of the priorities highlighted in this Strategy, showing how activity and spending by the ESLPG directly links with both local and countywide targets. Furthermore, it is expected that Extended Services will make an appropriate contribution to other relevant performance targets incorporated within the Local Area Agreement

Delivery plans for the 4 strategic priorities are being formulated. Commissioned services will be closely monitored and reviewed by the partnership. Where services are not meeting objectives or are overtaken by new priorities they will be de-commissioned.

A framework for reporting on performance against targets will be developed. This will need to include local and county wide mechanisms and arrangements.




## 8. The Future

Sure Start children centres are to be made mandatory and a statutory requirement in forthcoming legislation (Apprenticeships, Skills, Children and Learning Bill). However this does not guarantee continued additional funding beyond March 2011.

Sustainability is therefore key; making it vital that services commissioned, funded and supported as part of this strategy become embedded in mainstream services.


The strategy will be kept under regular review to account for and respond to changes and developments. A stakeholder event next spring (2010) provides a timely and useful opportunity to undertake such a refresh and update.



### Children's Centre Programme: Performance Indicators

ECM OUTCOME	INDICATOR	FREQUENCY OF MEASUREMENT	NATIONAL INDICATOR SET	LEAD AGENCY
BE HEALTHY	% of infants being breast fed at 6-8 weeks from birth	Quarterly	NI53	Primary Care Trust
	% of children in reception year who are obese	Annual	NI55	Primary Care Trust
STAY SAFE	Rate of emergency hospital admissions caused by unintentional and deliberate injuries to children and young people	TBC	NI70	TBC
ENJOY AND ACHIEVE	% of children who achieve at least 78 points across the Early Years Foundation Stage with at least 6 points scored in each of the personal, social and emotional development (PSED) and communication, language and literacy (CLL) scales	Annual	NI72*	Leicestershire County Council
	% gap between the lowest achieving 20% in the Early Years and Foundation Stage Profile and the rest	Annual	NI92*	Leicestershire County Council
	Number of Sure Start Children's Centres	By 2010	NI109	Leicestershire County Council
ACHIEVE ECONOMIC WELLBEING	% of children aged 0-4 living in households dependent on workless benefits	Annual	NI116	Job Centre Plus
	% of eligible families benefiting from the Childcare element of Working Tax Credit	Annual	NI118	Job Centre Plus
<b>OTHER</b>				
ACCESS FOR THE MOST EXCLUDED GROUPS	% of members of excluded groups** in the Children's Centre reach area with whom the Children's Centre establishes contact	Self Evaluation framework and LA performance cycle		Leicestershire County Council (Melton; Harborough Blaby Councils)
ACCESS FOR THE MOST EXCLUDED GROUPS	% of parents with children aged 0-5 in the Children's Centre Reach Area who are satisfied with services	Self Evaluation framework and LA performance cycle		Leicestershire County Council (and Melton; Harborough and Blaby Councils)

\* Indicator also included in Local Area Agreement. \*\*Excluded Groups are: Teenage mothers and pregnant teenagers; Lone Parents; Children in workless households; Children in Black and Minority Ethnic groups; Disabled Children; Children of disabled parents; Fathers; Other priority groups in the Children's Centre Reach Area



**SCRUTINY COMMISSION – 18 JUNE 2009**

**REPORT OF CHIEF EXECUTIVE**

**RE: PERFORMANCE MANAGEMENT AND CORPORATE PLANNING  
FRAMEWORK**

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**1. PURPOSE OF REPORT**

1.1 To provide the Council's end of year performance position for 2008/09

**2. RECOMMENDATION**

The Scrutiny Commission review:

- (i) the council's performance indicator end of year outturn information
- (ii) progress to implement the Corporate Plan 2008 – 13
- (iii) the results of the Value for Money exercise

**3. BACKGROUND TO THE REPORT**

3.1 The Council reports quarterly on progress with its Performance Management Framework which is scrutinised by the Council Services Select Committee.

3.2 This report considers progress to implement the Corporate Plan 2008-13 together with current performance against local and national performance indicators at the year end position.

**4. OVERALL SUMMARY**

4.1 The end of year position with regard to performance against local indicators is:

- Of those indicators which are comparable against national best value audited quartile data for 2007/08, 50% have achieved top quartile position
- More (65%) performance indicators have achieved set target than not
- Of those indicators that are comparable more indicators (65%) have improved than underperformed compared to the 2007/08 end of year position

4.2 Of the 20 National Indicators which have a target set, 75% have met target.

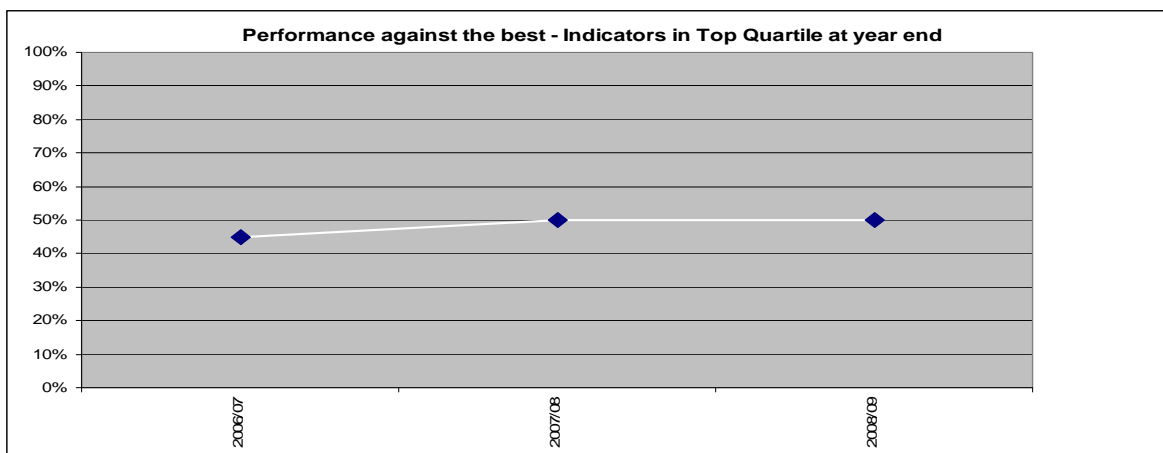
**5. SUMMARY OF PERFORMANCE OUTTURN – YEAR END POSITION**

5.1 The Council compares itself to the latest available data to compare performance against the best of other Councils. National audited 2007/08 comparison data for all district Councils is used for this purpose.



### Performance against the best (retained Best Value Indicators)

- 5.2 The graph below shows the percentage of indicators achieving top quartile position year on year: -



It was noted at the third quarter that of those indicators in the Audit Commissions Continuous Improvement Tool, this Council has 51% in top quartile compared to a district average of 33%.

### Indicators performing below average (retained Best Value Indicators)

- 5.3 Indicators performing below average at 31 March 2009 are detailed below:

Indicators performing below average at 31 March 2009
BV11a Top 5% earners: woman
BV11C Top 5% earners: with a disability
BV014 % of early retirements
BV015 % of ill-health retirements
BV010 % Non-domestic rates collected

- 5.4 The Council has no direct control over the equalities indicators which are retained to monitor and support equality in implementation of recruitment policies. With regard to BV010 a slight deviation of <1% is noted which shows relative high performance in view of the current economic climate.

### Performance against set targets

- 5.5 A summary of the Council's year end outturn against set target for local indicators is provided below:

Year end estimate prediction	Local indicators	National indicators
Have met or exceeded target	53 (62%)	15 (75%)
Have not meet target by <15%	16 (18%)	2 (10%)
Have not meet target by >15%	17 (20%)	3 (15%)

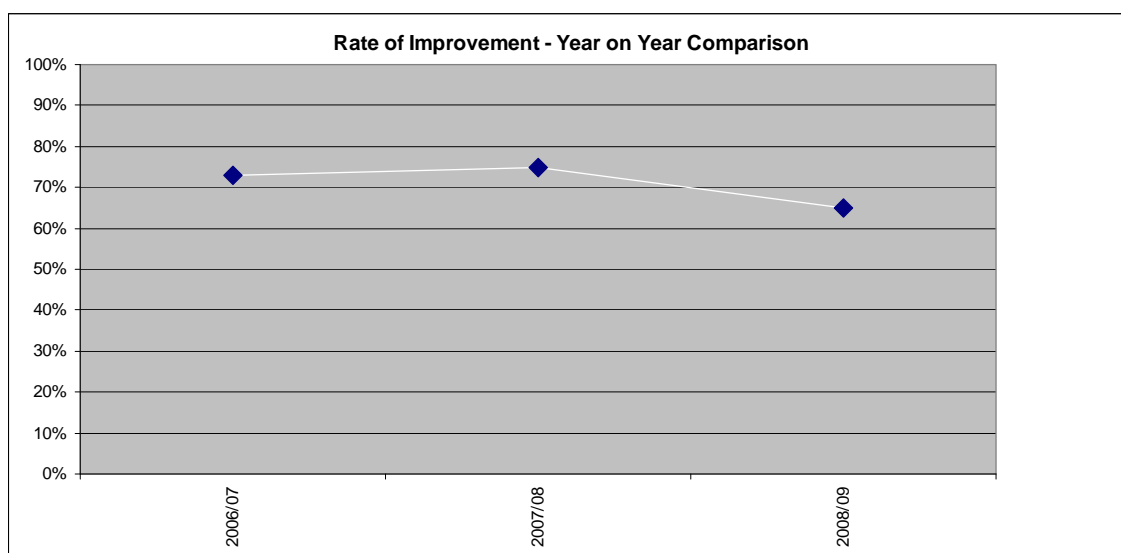
5.6 A summary of National Indicators not currently reported are detailed below:

Reason	Number of indicators
Not returned	1
Target to be confirmed	9
Awaiting information from Leicestershire CC	12
Survey indicators awaiting validation by the Audit Commission	20
Information to be extracted from Data Interchange Hub (Monitor only)	21

5.7 Details of indicators that did not meet target or which were performing below average at year end are provided at appendix 1.

#### Rate of Improvement year on year

5.8 The Council's ambition is to sustain continuous improvement. The graph below shows the rate of improvement year on year (i.e. % indicators improved in 2006/07 on 2005/06 position, 2007/08 on 2006/07 etc.)



The chart shows a higher rate of improvement in 2006/07 and 2007/08 (i.e. a higher % of indicators had improved on the prior year). The 2008/09 rate of improvement has fallen. This **does not** indicate a decline in performance but is reflective that the Council maintains a high number of indicators with significant levels of performance which cannot be improved on/it is difficult to improve on due to accelerated performance in 2006/07 and 2007/08.

#### Action Plans

5.9 Action Plans are produced for those indicators performing below average compared to all other district Council's. The purpose of the action plans is to provide a focus to improve the quality of service provided to residents of the borough and the Council's position in comparison to other organisations. Action plans for Community Safety related indicators are reported to and managed by the Hinckley & Bosworth Community Safety Partnership.

### Performance Indicators achieving high performance/predicting top quartile

- 5.10 Performance indicators that are currently achieving significant levels of performance for the period under review are detailed at appendix 2.

### Key Performance Indicators

- 5.11 At their meeting on 27 October 2008, the Joint Boards agreed a set of 17 Key Performance Indicators (KPI) which underpin targets agreed in the Corporate Plan for specific management.
- 5.12 Enclosed at appendix 3 is the detailed performance outturn for these indicators.

## **6. DATA QUALITY MANAGEMENT**

- 6.1 The performance information provided is in compliance with the council's data quality management strategy:

“ensure that data is managed to the highest quality”

When providing performance information data owners agree that they are managing data quality in accordance with the Data Quality Management Policy. In addition, the Corporate Performance service provides a ‘help desk’ facility and scrutinise Performance Indicator outturn returns for compliance. Head of service ‘sign off’ of performance outturn is carried out electronically via the TEN system.

## **7 COMPREHENSIVE AREA ASSESSMENT (CAA)**

### Organisational Assessment

- 7.1 External Auditors Price Waterhouse Coopers are currently conducting the Use of Resources assessment following submission of the Council's self-assessment on 3 April 2009. This in conjunction with a “Managing Performance” theme will form the authority's Organisational Assessment overall score. The Audit commission will conduct the Managing Performance review. The Strategic Leadership Board and Corporate Performance Manager met with Mary Perry the Councils CAA lead officer on 19 March 2009 where Mary Perry advised a self-assessment will not be required for the Managing Performance element of the assessment.

### Place Survey

- 7.2 The Place Survey provides results for 19 National Indicators. The survey closed on 19 December 2008.
- 7.3 The information has been embargoed and is subject to verification by the National Statistics Authority. The latest information provided by the Audit Commission is that this information may not now be available until June.

## 8. **OUTCOME-BASED REPORTING - CORPORATE PLANNING FRAMEWORK**

8.1 The new national performance framework focuses on outcomes for local people (improving quality of life) rather than processes and outputs. The Strategic Leadership Board agreed on 28 April 2008 a move to outcome-based reporting to manage progress to deliver the Corporate Plan 2008-13.

8.2 Provided at appendix 4 is the cumulative report of outcomes delivered during 2008/09 against the Aims and values detailed in the Corporate Plan 2008 - 13.

## 9. **VALUE FOR MONEY SERVICES**

9.1 The Council's value for money strategy is to provide services that:

- Are economic with spending in proportion to the communities priorities
- Perform well in comparison to other organisations
- Satisfy the needs of the community

Work via the Leicestershire and Rutland Improvement Partnership (LRIP) – Performance Management Strand to identify unit costs between Leicestershire district councils has been carried out as an overall value for money exercise for key front-line services. The results for 2007/08 outturn are provided at appendix 5.

9.2 Key positive results for this Council are:  
- Lowest cost per week to Council tax payer for Recycling and Waste Collection  
- Highest performing authority for managing Planning Applications  
- Highest performing for actions against domestic violence

## 10. **FINANCIAL IMPLICATIONS [DB]**

None arising directly from this report.

## 11. **LEGAL IMPLICATIONS [AB]**

None arising directly from this report.

## 12. **CORPORATE PLAN IMPLICATIONS**

The report provides an update on the achievement of the Council's vision and revised Corporate Plan 2008 – 2013. The issues covered in this report relate to, and support the achievement of all the Council's Strategic Aims:

- Cleaner and greener neighbourhoods
- Thriving economy
- Safer and healthier borough
- Strong and distinctive communities
- Decent, well managed and affordable housing.

and values:

- Learn from the best to develop our people and provide excellent services
- Work with our communities to deliver value for money and customer focused services
- Reduce our impact on the environment
- Be reliable when working with partners
- Provide support to those who need it most

13. **CONSULTATION**

Each Service Manger has contributed information to the report and the performance outturn reports will be available on the Intranet via the TEN system

14. **RISK IMPLICATIONS**

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

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

The Strategic Risk Register identifying the significant risks for the council is considered alongside the reporting of performance and financial management.

15. **RURAL IMPLICATIONS**

Rural implications are considered as part of the implementation of the Corporate Performance Plan.

16. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account: [if you require assistance in assessing these implications, please contact the person noted in parenthesis beside the item]

- Community Safety implications - Performance is reported within the report
- Environmental implications - Performance is reported within the report
- ICT implications – None directly relating to this report
- Asset Management implications - None directly relating to this report
- Human Resources implications – None directly relating to this report

17. **APPENDICIES**

Appendix 1 - Indicators not meeting target and/or performing below average  
Appendix 2 – High Performing indicators in the year  
Appendix 3 - Key Performance Indicator Outturn  
Appendix 4 - Outcomes supporting delivery of Corporate Plan 2008-13  
Appendix 5 - LRIP Value for Money Exercise results

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Background papers:- Data Quality Guidelines  
- National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions

Contact Officer: Darren Moore 📞5962

Cleaner and Greener Neighbourhoods									
Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
Business Development & Street Scene Services - Cleaner & Greener Quarterly Indicators									
BV086	Cost of Household Waste Collection	£39.48	£42.73	£39.48	£39.00	£44.50	Low	The cost of the service has consistently risen by £4 each year for the last 3 years. Reasons for this include the introduction of service improvements and the increase in wages, fuel and external contract prices. However, the Council's cost to waste ratio is considerably better than almost every other Council. The introduction of plastic recycling will contribute significantly to the corporate / LAA target of 50% recycling".	N/A
BV119e	Satisfaction with Cultural and Recreational activities: Parks/Open Space	63.34%	64.39%	63.34%	73.00%	N/A	High	Note that 80 respondents (24%) said they were neither satisfied nor dissatisfied with parks and open spaces. These relatively high figures suggest that respondents were not regular users of those services. Polling regular service users directly is likely to reveal higher levels of satisfaction.	Outturn taken from winter 2008/09 Citizens Panel Survey
BV90b	Satisfaction with Waste Recycling	70.45%	71.72%	70.45%	73.00%	N/A	High		Outturn taken from winter 2008/09 Citizens Panel Survey
BV199a	Local Street and Environmental Cleanliness - Litter & Detritus	6.00%	8.00%	6.00%	5.50%	6.00%	Low	Combined Litter and Detritus . ENCAMS have a more robust approach in the training for the inspectors to ensure consistency. HBBC Awarded 5 stars by Clean Britain Award. This indicator has been replaced by a new National Indicator for which targets are being met.	1600 Transects
BV199b	Local Street and Environmental Cleanliness - Graffiti	1%	2%	1%	1%	0%	Low	The financial position of the budgets this year, has had an effect to the response times and therefore the final value of the indicator. This indicator has been replaced by a new National Indicator for which targets are being met.	900 Transects
LGM1	% of Grounds Maintenance sites meeting the Quality criteria	63.21%	59.91%	63.21%	60.00%	N/A	High	Please note that the March figure is an average across the year, the score for March was 69.56%.	10 Inspections carried out

## Cleaner and Greener Neighbourhoods

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Business Development &amp; Street Scene Services - Cleaner &amp; Greener Quarterly Indicators</b>									
R&R3	Total number of justified missed dry recycling collections	N/A	344	N/A	115	N/A	Low	Work has recently been conducted with the Councils recycling partner, to further improve data quality. This has highlighted that the original targets determined for this performance indicator for 2008/09, 2009/10 & 2010/11 have been underestimated. Targets for 2009/10 & 2010/11 will need to be reviewed in due course with the contractor . Current performance for 2008/09 is detailed more accurately by the year-end estimate.	5625 average number of dry recycling collections emptied per day assuming 45000 properties in Borough
R&R4	Total number of unjustified missed dry recycling collections	N/A	636	N/A	350	N/A	Low	Work has recently been conducted with the Councils recycling partner, to further improve data quality. This has highlighted that the original targets determined for this performance indicator for 2008/09, 2009/10 & 2010/11 have been underestimated. Targets for 2009/10 & 2010/11 will need to be reviewed in due course with the contractor . Current performance for 2008/09 is detailed more accurately by the year-end estimate.	5625 average number of dry recycling collections emptied per day assuming 45000 properties in Borough

## Thriving Economy

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Community and Planning Services - Thriving Economy Quarterly Indicators</b>									
NI180	The number of changes of circumstances which affect customersâ€™ HB/CTB entitlement within the year-District spatial level	N/A	690	N/A	800	N/A	HIGH	As at 13th February statistics were 581 changes to entitlement actioned per 1000 caseload . We are awaiting March and April figures from the Department of Work and Pensions (Aprils will obviously be a part month to work it out up to end of March as data is collected mid month) Averaging the monthly figures for the past 9 months I estimate a figure of 690 changes as at 1st April 2009. These will be corrected as soon as factual data is released by the Department of Work and Pensions.	2000 changes processed per quarter

## Safer and Healthier Borough

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Corporate &amp; Scrutiny Services - Safer &amp; Healthier Borough Quarterly Indicators</b>									
NI15	Serious violent crime rate	N/A	0.4	N/A	0.3	N/A	Low	Over target. 37 offences recorded for 08/09 with a target of 29 offences, so 8 offences over target. Violent crime action plan in place for 09/10 refreshed Community Safety Partnership Plan which includes actions to tackle violent crime.	1,000
NI16	Serious acquisitive crime rate	N/A	11.5	N/A	11.4	N/A	Low	Less than 1% above target. Target was 1186 offences, actual recorded for 08/09 is 1193 offences, so we are 7 offences over target.	1,000



## Strong and Distinctive Communities

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Community and Planning Services - Strong &amp; Distinctive Communities Quarterly Indicators</b>									
NI142	Percentage of vulnerable people who are supported to maintain independent living	N/A	98.78%	N/A	99.00%	N/A	High		% of the 362 households in sheltered housing who have maintained independent living

## Decent Well Managed and Affordable Housing

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Community and Planning Services - Decent, Well Managed &amp; Affordable Housing Quarterly Indicators</b>									
NI154	Net additional homes provided - District spatial level	N/A	474	N/A	558	N/A	High	Targets set high - future targets to be reviewed due to current downturn in economy	Total number of households in the Borough is 45,813. This indicator is collected on a 6 monthly basis. The performance target for 2008-2009 is based on LAA negotiations. The Dec 08/09 Year End estimate is based on the Proposed Core Strategy Housing Trajectory, whilst the Mar 08/09 Year End estimate is the actual return

## Excellent Value For Money, Customer Focused Services

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Corporate &amp; Scrutiny Services - Excellent Value for Money, Customer focused Services Quarterly Indicators</b>									
LHE40a	Average Green Space Quality audit score for sites in Parished areas of the Borough	42.80%	42.90%	42.80%	44.00%	N/A	High		88 sites in total
LHE41	Number of local authority parks with a green flag award	0	0	0	1	N/A	High	2 Planned for 2009/10	potential green sites = 2
BV011a	Top 5% of Earners: Women	21.74%	25.00%	21.74%	31.82%	35.32%	High		No of employees 426- top 5% earners 24- no of women in top 5% = 6
BV011b	Top 5% of Earners: Ethnic Minorities	4.34%	4.17%	4.34%	5.55%	3.57%	High		Top 5% of earners = 21 no of ethnic minorities = 1
BV011c	Top 5% of Earners: with a disability	0.00%	0.00%	0.00%	5.55%	6.35%	High		Nil disabled in top 5% earners
BV014	Percentage of Early Retirements	0.48%	0.70%	0.48%	0.00%	0.00%	Low		3 employee retired early out of total 426 employees
BV015	Percentage of Ill-health Retirements	0.00%	0.47%	0.00%	0.00%	0.00%	Low		2 employees (of 426) have taken ill - health retirement in 2008/9

Excellent Value For Money, Customer Focused Services									
Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
Corporate & Scrutiny Services - Excellent Value for Money, Customer focused Services Quarterly Indicators									
BV017a	Ethnic minority representation in the workforce - employees	3.10%	3.30%	3.10%	3.40%	3.20%	High	All recruitment advertising/application forms contains equal opportunity information - the number of ethnic minority employees are broadly in line with the ethnicmix of residents within the Hinckley & Bosworth area -3.50%	total employees at 31st March 2009 = 426 no of ertnic minority = 14
LCUS1	Answer 85% of telephone enquiries within 15 seconds	81.60%	74.41%	81.60%	85.00%	N/A	High	The majority of poor feedback received against this service is via the web. All feedback received by this method is sent to the web editor for this service	total number of incoming telephone calls
LCUS12	Satisfaction with front line services - Environmental Services	72.00%	80.00%	72.00%	85.00%	N/A	High	The majority of poor feedback received against this service is via the web. All feedback received by this method is sent to the web editor for this service	44 customers chosen to give feedback via Gov Metric
LCUS14	Satisfaction with front line services - Housing	76.00%	80.00%	76.00%	85.00%	N/A	High	The majority of poor feedback received against this service is via the web. All feedback received by this method is sent to the web editor for this service	111 customers chosen to give feedback via Gov Metric
LCUS16	Satisfaction with front line services - Planning & Bld Control	75.00%	48.00%	59.00%	85.00%	N/A	High	The majority of poor feedback received against this service is via the web. All feedback received by this method is sent to the web editor for this service	27 customers chosed to give feedback via Gov Metric
LCUS19	Satisfaction with front line services - Sport, Leisure & Culture	N/A	37.00%	N/A	85.00%	N/A	High	The majority of poor feedback received against this service is via the web. All feedback received by this method is sent to the web editor for this service	27 customers chosed to give feedback via Gov Metric
LCUS3	Ensure an appropriate person will see the customer within 10 minutes	89.00%	91.57%	89.10%	100.00%	N/A	High	Increase in benefit enquiries has impacted on performance since October 09	estimated 19,200 customers per year. Actual 19,426 customers seen
LCUS6c	Provide a courteous response to enquiries and sustain 85% customer satisfaction - Web services	37.00%	32.50%	37.00%	85.00%	N/A	High	The majority of poor feedback received via Gov Metric is against the web. All feedback received is sent to the web editor for the relevant service	326 customers chosen to give feedback via Gov Metric

## Excellent Value For Money, Customer Focused Services

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	Mar 07/8	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Finance &amp; ICT - Excellent Value for Money, Customer focused Services Quarterly Indicators</b>									
BV009	Percentage of Council Tax Collected	98.75%	98.53%	98.75%	98.62%	98.61%	High		£45.6m
BV156	Buildings Accessible to People with a Disability	90.00%	90.00%	90.00%	100.00%	N/A	High		9 of the 10 properties is fully accessible
BV008	Percentage of Invoices Paid on Time	95.69%	98.36%	95.69%	99.20%	97.58%	High		9,753 invoices paid, of which 9,593 paid within 30 days
BV010	Percentage of Non-domestic Rates Collected	99.43%	98.45%	99.41%	99.40%	99.40%	High		£29m
BV066a	Rent Collection and Arrears Recovery	99.38%	98.30%	99.38%	99.55%	98.99%	High		£9.9m
BV078b	Speed of Processing: Change in Circumstances for HB/CTB Claims	5.1	5.3	5.3	4.5	6.7	Low	Workload increase due to current economic climate	5,768 number of notified changes actioned (Apr - Nov)
BV079b (i)	Percentage of Recoverable Overpayments Recovered (HB)	88.89%	75.27%	98.97%	90.00%	83.48%	High	The performance figures are down due to a a number of large invoices being raised towards the end of March 09.	Total value of overpayments recovered in period as % of overpayments identified in period -

**Cleaner and Greener Neighbourhoods**

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?
<b>Business Development &amp; Street Scene Services - Cleaner &amp; Greener Quarterly Indicators</b>						
LHE20	Percentage of reported Fly Tips Collected in 24 hours	96.00%	97.70%	97.00%	N/A	High
BV89	Satisfaction with cleanliness	70.42%	75.22%	73.00%	N/A	High
BV90a	Satisfaction with Waste Collection	72.99%	80.06%	75.00%	N/A	High
BV218b	Abandoned Vehicles - removal	100.00%	100.00%	98.00%	100.00%	High
SC1	Satisfaction with Refuse & Recycling Service	N/A	84%	75%	N/A	High
SC3	Satisfaction with Neighbourhood Warden Service	N/A	100%	70%	N/A	High
LAA11.1	Percentage of Household waste recycled and composted	45.99%	47.22%	46.00%	46.70%	High
R&R1	Total Number of justified missed bins	N/A	379	500	N/A	Low
R&R2	Total Number of unjustified missed bins	N/A	1,121	2,000	N/A	Low
NI191	Residual household waste per household - District spatial level	N/A	490	495	N/A	LOW
NI192 NI/192	Percentage of household waste sent for reuse, recycling and composting - District spatial level	N/A	47.22%	46.90%	N/A	HIGH
<b>Corporate &amp; Scrutiny Services - Cleaner &amp; Greener Quarterly Indicators</b>						
QOL2	% of residents who think that for their local area, over the past three years, that parks and open spaces have improved or stayed the same	78.25%	82.19%	74.00%	N/A	High
QOL3	% of residents who think that for their local area, over the past three years, that access to nature has got better or stayed the same	79.15%	82.73%	80.00%	N/A	High
<b>Thriving Economy</b>						
Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?
<b>Community and Planning Services - Thriving Economy Quarterly Indicators</b>						
NI151	Overall employment rate	N/A	81.00%	81.00%	N/A	High
NI182	Satisfaction of businesses with local authority regulation services- District spatial level	N/A	82%	75%	N/A	High
<b>Finance &amp; ICT - Thriving Economy Quarterly Indicators</b>						
NI181	Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events- District spatial level	N/A	7.7	9	N/A	Low

## Safer and Healthier Borough

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?
<b>Community and Planning Services - Safer &amp; Healthier Borough Quarterly Indicators</b>						
BV204	Planning Appeals	37.00%	18.50%	28.10%	25.90%	Low
LIB070bi	% of enforcement complaints acknowledged within 3 days	100.00%	100.00%	98.00%	n/a	High
LCD60	B.C. Completion Certificates sent within 7 working days of final completion	98.70%	100.00%	98.00%	n/a	High
LCD61	B.C. Full plan applications checked and returned within 5 weeks from deposit	97.20%	99.57%	98.00%	n/a	High
LCD62	B.C. Receipts sent out within 4 working days from deposit	99.50%	99.56%	98.00%	n/a	High
LCD63	Percentage of site visits carried out on the date requested	100.00%	100.00%	98.00%	n/a	High
NI184	Food establishments in the area which are broadly compliant with food hygiene law- District spatial level	N/A	87	75	N/A	High
<b>Corporate &amp; Scrutiny Services - Safer &amp; Healthier Borough Quarterly Indicators</b>						
BV175	Racial Incidents Resulting in Further Action	100.00%	100.00%	100.00%	100.00%	High
BV225	Actions Against Domestic Violence. (Possibly a replacement for BVPI176)	81.80%	100.00%	90.90%	N/A	N/A

## Decent Well Managed and Affordable Housing

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?
<b>Community and Planning Services - Decent, Well Managed &amp; Affordable Housing Quarterly Indicators</b>						
BV212	Average Time to Re-let Local Authority Housing	26	16	17	24	Low
BV213	Housing Advice Service: preventing homelessness	9	11	8	5	High

## Excellent Value For Money, Customer Focused Services

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?
<b>Community and Planning Services - Excellent Value for Money, Customised focused Services Quarterly Indicators</b>						
LHE32a	% Licenses issued in 30 days (excluding hackney carriage driver licenses)	99.40%	100.00%	95.00%	N/A	High
BV219b	Preserving the Special Character of Conservation Areas: Character Appraisals	23.08%	57.69%	42.30%	48.29%	High
LHS20	% of Customers satisfied with repairs	90.04%	95.00%	92.00%	N/A	High
NI157a	Processing of planning applications as measured against targets for major application types - District spatial level	100.00%	97.61%	90.00%	81.60%	High
NI157b	Processing of planning applications as measured against targets for minor application types - District spatial level	94.80%	97.20%	92.00%	84.00%	High
NI157c	Processing of planning applications as measured against targets for other application types - District spatial level	96.50%	98.82%	95.00%	92.10%	High
<b>Corporate &amp; Scrutiny Services - Excellent Value for Money, Customer focused Services Quarterly Indicators</b>						
BV012	Monthly - Working Days Lost due to Sickness Absence	8.83	8.31	9.5	8.43	Low
LCUS10	Satisfaction with front line services - Benefits	87.00%	93.00%	85.00%	N/A	High
LCUS11	Satisfaction with front line services - Council Tax	94.00%	94.00%	85.00%	N/A	High
LCUS13	Satisfaction with front line services - Waste & Recycling	92.00%	90.00%	85.00%	N/A	High
LCUS17	Satisfaction with front line services - Council Information	67.00%	88.00%	85.00%	N/A	High
LCUS3	Ensure an appropriate person will see the customer within 10 minutes	89.00%	91.57%	100.00%	N/A	High
LCUS4	Acknowledge or respond to all written correspondence (letters, faxes, e-mails, complaints) within 10 working days of receipt	100.00%	100.00%	100.00%	N/A	High
LCUS6a	Provide a courteous response to enquiries and sustain 85% customer satisfaction - Telephone	95.00%	96.00%	85.00%	N/A	High
LCUS6b	Provide a courteous response to enquiries and sustain 85% customer satisfaction - Face to Face	93.00%	94.00%	85.00%	N/A	High
<b>Finance &amp; ICT - Excellent Value for Money, Customer focused Services Quarterly Indicators</b>						
BV009	Percentage of Council Tax Collected	98.75%	98.53%	98.62%	98.61%	High
BV008	Percentage of Invoices Paid on Time	95.69%	98.36%	99.20%	97.58%	High
BV010	Percentage of Non-domestic Rates Collected	99.43%	98.45%	99.40%	99.40%	High
BV066a	Rent Collection and Arrears Recovery	99.38%	98.30%	99.55%	98.99%	High
BV078a	Speed of Processing: New HB/CTB Claims	17.5	16.5	19	20.5	Low

\*\* Significant levels of performance in view of economic climate

## Cleaner and Greener Neighbourhoods

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Business Development &amp; Street Scene Services - Cleaner &amp; Greener Quarterly Indicators</b>								
LGM1	% of Grounds Maintenance sites meeting the Quality criteria	63.21%	59.91%	60.00%	N/A	High	Please note that the March figure is an average across the year, the score for March was 69.56%.	10 Inspections carried out
NI195a	Improved street and environmental cleanliness (levels of litter) - District Spatial level	N/A	2%	TTBC	N/A	LOW	Tranche Number 3 (300 Transects from 5 Wards) Year end combined figure 8% for litter and detritus	900 Transects
NI195b	Improved street and environmental cleanliness (levels of detritus) - District Spatial level	N/A	16%	TTBC	N/A	LOW	Tranche 3 (300 Transects from 5 Wards)Year end combined figure 8% for litter and detritus	900 Transects
NI195c	Improved street and environmental cleanliness (levels of graffiti) - District Spatial level	N/A	2%	TTBC	N/A	LOW	Tranche 3 (300 Transects from 5 Wards)Year end combined 2%	900 transects
NI195d	Improved street and environmental cleanliness (levels of fly posting) - District spatial level	N/A	1%	TTBC	N/A	LOW	Tranche 3 (300 Transects from 5 Wards)Year end combined figure 1%	900 Transects
NI192	Percentage of household waste sent for reuse, recycling and composting - District spatial level	N/A	47.22%	46.90%	N/A	HIGH	Note: Outturn figures relate to year ending February 09 and remain subject to confirmation. Formal year end figure will be reported through national WasteDataFlow scheme.	R+R+C = 20,040.45 tonnes; Waste Arising = 42,439.92 tonnes
NI196	Improved street and environmental cleanliness - fly tipping - District spatial level	N/A	1	2	N/A	LOW		N/A
<b>Community and Planning Services - Cleaner &amp; Greener Quarterly Indicators</b>								
NI185	CO2 reduction from Local Authority operations- District spatial level	N/A	HUB	TTBC	N/A	Low		
<b>Thriving Economy</b>								
Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
<b>Community and Planning Services - Thriving Economy Quarterly Indicators</b>								
NI151	Overall employment rate	N/A	81.00%	81.00%	N/A	High	The figure remains the same as the December figure because it still relates to the July 07 to June 08 Nomis statistics. More recent figures are yet to be published. Accordingly the figure exceeds the year end estimate. However we should not be complacent because the Nomis figure will not be taking account of the number of redundancies that have taken place in the Borough since the figure was published. Furthermore the downturn in the economy is affecting the Borough just as it is in the rest of the country and this is bound to be reflected when the next set of figures are released.	66,900 (i.e. 54,600 active plus 12,300 (19%) inactive (potentially employable))
NI171	New business registration rate- District spatial level	N/A	HUB	350	N/A	High		
NI172	Percentage of small businesses in an area showing employment growth- District spatial level	N/A	HUB	TTBC	N/A	High		

## Safer and Healthier Borough

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
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### Corporate & Scrutiny Services - Safer & Healthier Borough Quarterly Indicators

NI21	Dealing with local concerns about anti- social behaviour and crime by the local council and police- District spatial level	N/A	AWAC	TTBC	N/A	High		
TBC	Overall crime rate	N/A	N/A	N/A	N/A	N/A	N/A	
NI8	Adult participation in sport & Active recreation- District spatial level	N/A	HUB	TTBC	N/A	High		

## Strong and Distinctive Communities

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
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### Corporate & Scrutiny Services - Strong & Distinctive Communities Quarterly Indicators

NI5	Overall/general satisfaction with local area - District spatial level	N/A	AWAC	TTBC	N/A	High		
NI6	Participation in regular volunteering - District spatial level	N/A	AWAC	TTBC	N/A	High		

## Decent Well Managed and Affordable Housing

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
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### Community and Planning Services - Decent, Well Managed & Affordable Housing Quarterly Indicators

BV213	Housing Advice Service: preventing homelessness	9	11	8	5	High		Divide number of prevented cases (435 to date) divided by 41K of households in Borough
NI155	Number of affordable homes delivered (gross)- District spatial level	N/A	89	TTBC	N/A	High		This indicator is collected on a 6 monthly basis. No targets have yet been provided by the LAA
NI158	% non-decent council homes- District spatial level	N/A	N/R	TTBC	N/A	Low		

## Excellent Value For Money, Customer Focused Services

Reference	Name	2007/08 Year End Actual	Outturn Mar 08/9	2008/09 Target	District Top 1/4	Good Performance ?	Mar 08/9 (Row Comment)	Baseline
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### Finance & ICT - Excellent Value for Money, Customer focused Services Quarterly Indicators

NI179	Value for money total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year- District spatial level	N/A	531	531	N/A	HIGH		Â£17,709,000 Net revenue expenditure plus average capital expenditure for each year from 2007/08 until 2010/11
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**Outcome: A borough which is clean and free of litter, graffiti and fly-tipping**

Pyramid profiling completed to identify hotspot areas, enable NAT to **focus resources to directly address issues such as anti-social behaviour.**

Head of Corporate & Scrutiny Services

The **same collection day for waste collections** for the whole borough commenced 30 September 2008

**Clean and tidy recycling 'bring sites'** by improving the cleanliness and collection frequency

**Accessible and reliable waste collection services** provided by the reduction of missed waste collections from last year

**Environmental nuisances** have been **minimised** by prompt removal (100%) of fly tipping and abandoned vehicles within 48 hours

**Improving the local environment** by prosecuting an individual for fly tipping in a high profile case

**Improved the cleanliness of roads and streets** following a review and introduction of new sweepers

**Accessible and reliable waste collection services** provided by successful Christmas waste collection services

**New mixed plastic and cardboard kerbside collection service introduced**

**Reduction in the number of missed refuse and recycling collections**

**Environmental nuisances have been minimised by prompt removal (100%) of fly tipping and abandoned vehicles within 48**

**Kept streets clean and tidy** (Recognised by Clean Britain 5 Star Award)

Head of Business & Streetscene Services

Environmental Health Dog Warden Service organised a hugely successful pet micro chipping event in partnership with the RSPCA on Burbage Common on 15th October **raising awareness of responsible pet ownership.** 88 cats and 179 dogs were chipped in all during the day and the RSPCA raised £1281.30. Due to this years success, there is already talk of an annual event.

Head of Community Services (Planning)

**To encourage responsible dog ownership particularly in the young.** The Dog Warden has presented 6 talks to two Scout groups in the Barwell and Earl Shilton area. In addition she continues to judge the kennel Club Good Citizen Gold, Silver and Bronze awards. 4 since Christmas.

**Outcome: An attractive, 'green' borough that minimises its impact on the environment**

Provision of play equipment **promoting physical activity and pleasant environment in public open space**

New Hinckley and Bosworth Tourism Partnership has been agreed. **Consolidated approach to tourism and income into the Borough.** Tourism Partnership membership has increased and new Visitors Guide is being produced along with a Summer

New developed market has **revitalised Hinckley Market encouraging more customers and increased the profile of the Town Centre. Additional stalls have been purchased that will extend the 'Market offer'**

£84,000 distributed as part of the Parish & Community Initiative Fund to 18 Parishes contributing to **new and improved community facilities.**

Head of Corporate & Scrutiny Services

**Residents recognise their responsibility to the environment** by a number of successful waste education campaigns have been completed including participation in the food waste trial, national recycle week (including borough-wide school competition), Hinckley & Burbage carnivals and real nappy week.

Residents will be more satisfied with the quality of local parks and open spaces after training has improved the standard of Grounds Maintenance e.g. improvement in the presentation of flower beds

Head of Business & Streetscene Services

Increased the recycling of textiles by **providing residents with more recycling containers**

Completed **real nappy promotional events across the borough**

Developers are provided with guidance on sustainable development through the production of a Council Guide to Development of sustainable drainage solutions within new development to **reduce the risk of future flooding.**

Flood Plans for the three worse affected areas subject to river flooding have been produced so that **they are now better prepared in responding to flooding incidents.** Training for the Flood Wardens is being arranged through the Local Resilience Forum.

Head of Community Services (Planning)

Level 1 for NI 188 Adaptation for Climate Change has been declared showing that the Council is **starting the process of identifying the likely impacts of future climate change and changing its practices and procedures to respond.**

**Energy efficiency of homes and fuel poverty in priority areas improved** through commencement of Home Insulation Project Contract.

Head of Community Services (Housing)



## Outcome: Regenerate the borough and engage local businesses to provide a vibrant economy

New Hinckley and Bosworth Tourism Partnership has been agreed. **Consolidated approach to tourism and income into the Borough.** Tourism Partnership membership has increased and new Visitors Guide is being produced along with a Summer campaign aimed at Holidays At Home.

New developed market has **revitalised Hinckley Market encouraging more customers and increased the profile of the Town Centre.** Additional stalls have been purchased that will extend the 'Market offer'

£84,000 distributed as part of the Parish & Community Initiative Fund to 18 Parishes contributing to **new and improved community facilities.**

Head of Corporate & Scrutiny  
Services

Council selected Bus station site developer. - Planning application to be submitted in September 2009, Development Agreement to Funding received to drive forward the regeneration of sites in Hinckley Town Centre Masterplan. Additional officer appointed Oct 2008 - Funding received, progress has been hindered due to resourcing issues.

Core Strategy and Hinckley Town Centre Area Action Plan approved for submission - Consultation October/November 2008 - Core Strategy submitted January 2009.

Sustainable Design Supplementary Planning Document and Affordable Housing Supplementary Planning Document adopted in April 2008. Sustainable Design SPD and Affordable Housing SPD Adopted - no further action.

Play & Open Space Supplementary Planning Document adopted September 2008. Play & Open Space Adopted no further action required.

Finance for New Growth Points board. Projects agreed for 2008/09

Visioning Day for Sustainable Urban Extensions Summer 2008. Consultants appointed to take forward pre-masterplanning.

Induction with Atlas undertaken with regards to the Sustainable Urban Extensions. Went out to tender in January 2009 to appoint Consultants for Masterplanning.

An early draft of the Economic Development Strategy and Action Plan has been produced, based on a number of consultation events. Economic Development Strategy undergoing redraft process.

Leicestershire Rural Partnership has recently secured funding to run a 3-year grants programme to support village shops and post offices across the county. LRP launched supporting villages grants program, fully co-ordinated by the LRP.

Head of Community Services  
(Planning)

**Strategic Aim - Safer and Healthier Borough**

**Outcome: Improve public health and well being to sustain Hinckley and Bosworth as an area where people live longer than the national average**

Free swimming has been implemented for the over 60's with 400 participants in the first three months, **improving health and wellbeing and improving access to facilities**. New DCMS free swimming scheme launched in April 2009. This entitles under 16's and over 60's to participate in free swimming across any public pool in Leicestershire. Usage will be monitored on a monthly basis.

Head of Corporate & Scrutiny  
Services

£14,000 support funding received from the PCT **to expand GP referral scheme improving the health and wellbeing of residents**.

LAA1 Physical Activity target has been achieved - 902 (target 896) people 3 x 30 per week **improving health and wellbeing of residents**. New LAA2 targets now established as part of NI8 - revised target 3,404 by March 2011.

Appointment of Health Improvement Officer post for 1 year to aid in the co-ordinate & develop Council health promotion services.

Health awareness for 52 staff was raised through the Health Awareness day in Jan 09 including **physical health checks and advice on diabetes, physical activity, healthy eating, cancer & heart disease**. From feedback from staff a **self funded Yoga class was initiated with regular attendees**. A mobile therapist given massages attends monthly again funded by staff. No smoking day was marked with displays at Argents Mead and the Depot with staff requesting further support. **Hand washing demonstrations for Getting ready for school workshops to prepare rising fives for school were carried out at five locations across the district. Body MOT event in Wykin promoting healthy living.**

Head of Community Services  
(Planning)

**Outcome: Make the borough a safer place through the reduction of crime, the fear of crime and anti-social behaviour**

Placement of mobile CCTV camera **to identify and tackle anti social behaviour** in Maughan Street, Earl Shilton reducing the impact of such activity on residents.

Head of Community Services  
(Housing)

**Overall Crime down 21.4%** (411 offences) less than the same quarter last year

Projects undertaken to **divert young people at risk of offending/reoffending in place reduction in re-offending**.

**Anti-social behaviour linked criminal damage down 10.71% - 167 less offences over past year.**

**Overall Crime down over the past two years - nearly 1.500 less reported crimes.**

**Council awarded Beacon Round 10 Status for its work in tackling crime and disorder in the night time economy.**

Head of Corporate & Scrutiny  
Services

Through tackling alcohol related crime and disorder especially in the night time economy **assault with less serious injury down 12.18% - 72 less victims over the past year.**

**Improved the local environment** by prosecuting individuals that have dropped litter

**Improved the local environment** by prosecuting an individual for fly tipping in a high profile case

**Improved the local environment** by Neighbourhood Wardens dealing with 789 environmental incidents between October and December 2008 including the 'Big Tidy Up'

Head of Business & Streetscene  
Services

**Improved the local environment** by prosecuting individuals that have dropped litter

**Improved the local environment** by Neighbourhood Wardens dealing with environmental incidents

## Strategic Aim - Strong and Distinctive Communities

### Outcome: Enhance local pride and improve residents' satisfaction with Hinckley & Bosworth as a place to live

The outcome of the review of the **complaint handling** process means that it is **more accessible to the public** and has provided **more effective feedback to services with a record of service improvements - benefit to public**

3 key events successfully held attracting over 3000 residents **promoting the Borough improving quality of life and pride in the community.**

New Children and Young Peoples Strategy to be approved in August 2008 - **safer and inclusive borough for young people.**

Four key priority areas identified with LSP. Action plans developed, **improving the quality of life in priority neighbourhoods**, regenerate Earl Shilton and Barwell town centres and establish accessible services in Hinckley & Bosworth.

Head of Corporate & Scrutiny  
Services

Completion of a new Communications Consultation and Community Engagement Strategy, co-ordinate and ensure consistency and developed high standards to ensure all are involved, hard to reach groups in decision making process **ensuring equality and helping people inform policy and decisions.**

**Accessible services across the Borough** - Satellite centre open in Markfield.

Agreement of Housing Service Standards with the Tenants Advisory Panel **to ensure tenants understand the level of service to expect and the services that are available.**

**Increase in resident involvement and satisfaction** through new residents association formed at Mayflower Court, Markfield.

Tenant's Survey completed which will **drive service improvements.**

Head of Community Services  
(Housing)

New tenant group started at Newbold Verdon.

## Strategic Aim - Strong and Distinctive Communities

Outcome: Improve the local authority's reputation by increasing residents' and employees' satisfaction with the council

Training Needs analysis has been carried out for all benefit processing staff to develop and deliver a training and development programme to meet individual needs and improve the service to our customers. **Reduced processing times means that benefit claimants are paid much quicker**

Same day processing has been introduced for postal benefit claims to **improve speed of processing.**

Banks have been made aware of promoting benefit availability to customers who are habitually overdrawn.

Implement a **customer access point at Markfield community centre** which will enable **electronic access to services** and also County Connect Services in partnership with the Parish Council, the Community Association and the Police.

Head of Revenues & Benefits

The Markfield customer access point has been opened and a touchdown site for staff opened. This **enables members of the public to arrange appointments with members of staff at the Community centre at a location more suitable for them** whilst the staff still have access to all the information required over a secure network.

A number of **E forms have been developed and are now available on the web site.**

Improved communication with Young people - Hear by Rights standard

Successful staff survey - demonstrating significant improvements in employees satisfaction with the council. **Satisfaction = capacity = service improvements**

Head of Corporate & Scrutiny Services

Medical out of hours project arranged by the Scrutiny Commission has concluded with a successful input into the Community Hospital review **improving facilities in the Hinckley and Bosworth area and increasing the number of ambulances for the area - protecting public health and enhancing the reputation of the Council by demonstrating its influence.**

The satisfaction of businesses with the enforcement of environmental legislation is now measured through a new satisfaction survey

Land Charges system is now electronic **improving the speed of service to customers.**

Development Monitoring system - The system is now in operation and controls in place to capture discharge of conditions and fees from this **resulting in improved enforcement and residents confidence in planning enforcement..**

Significant progress across service area on electronic delivery (3rd nationally/top in region).

Internet GIS - Pre-tender questionnaires have been distributed and analysed and the technical brief has now been done

The Markfield customer access point has been opened and a touchdown site for staff opened. This **enables members of the public to arrange appointments with members of staff at the Community centre at a location more suitable for them** whilst the staff still have access to all the information required over a secure network.

Head of Community Services (Environment)

Satisfaction of business with environmental health enforcement NI 184 for the year is 82% showing that a **significant majority of businesses are satisfied with the service received from the Environmental Health Services.** (target 75%)

A number of **E forms have been developed and are now available on the web site.**

Notified **top performing planning service for electronic delivery in the country.**

Preferred supplier for Internet GIS has been chosen. Approval pending revenue costs being agreed.

**Strategic Aim - Decent, Well Managed and Affordable Housing**

**Outcome: Ensure there is sufficient choice in type, tenure and location of affordable homes within the Borough through our enabling and provider role**

**Progressed provision of affordable housing in rural areas** to address local need through working with parish Councils of Carlton and Shackerstone for a cluster rural exceptions site  
Housing Market Assessment completed and will be used to progress strategic housing and enabling work..

Head of Community Services  
(Housing)

**Outcome: Improve the condition of existing homes in the Borough**

Regeneration scheme at Peggs Close, Earl Shilton **resulting in improved accommodation and facilities for local people.**

Completion of a number of planned maintenance contracts including double glazing, boiler replacements, kitchen upgrades **improving the condition of council tenants homes.**  
Homelessness Strategy refreshed.

Head of Community Services  
(Housing)

**Strategic Aim - Excellent, value for money, customer focused services**

**Outcome: Be reliable when working with partners**

We have engaged with Age Concern to identify other agencies that may support or advise our customers and this information will be displayed on the Council's web site.

During 07/08 adverts were placed in the press advertising the County Connect service, Customer Service Advisors are actively encouraging customers to enquire on the Connect Cafe facility in the reception area.

We have attended LAA meetings to identify opportunities for Benefit Take up and have agreed to produce a leaflet which can be used by all Districts in the Leicestershire area.

Attended open day at Markfield Community Centre in August to promote Benefit Take Up this is in line with our objective of targeting hard to reach groups.

A draft Take up and Liaison Strategy has been produced and is currently being reviewed by the Benefit team.

The draft Anti Poverty Strategy has been produced and is out for consultation with other agencies.

Due to tight timescales we were unable to produce a joint leaflet this year for Fire, Police and County Services.

A First Response team made up of representatives from the benefits service and the Housing service at HBBC along with Job Centre Plus staff and the CAB has been set up to visit businesses experiencing difficulties to **offer advice and support to employees.**

Head of Revenues and Benefits

**CO2 emissions and waste produced is reduced** by providing the collection of food waste on behalf of the Leicestershire Waste Partnership

Head of Business & Streetscene  
Services

**Improve the local environment** by working with the Probation Service to carry out additional street cleansing  
Community Payback clear ups provided in Groby **to ensure clean and tidy streets**

Stray dogs now have a collection service up to 22.00 and weekends through entering into partnership with other District/Borough Councils in County plus a private company resulting in **greater access to service for the public.**

The Out of Hours collection service has operated for a full year **extending the previous service to the public.** 73 dogs were collected and taken to the kennels and 26 reunited with owners. The partnership with all bar one of the Districts and City is continuing but has resulted in additional cost due to the success of the scheme and decrease in number of partners.

Head of Community Services  
(Environment)

The Member development programme has addressed the skills gaps of members in a number of areas, improving the skills in the areas of Scrutiny and debating as well as speed reading, coaching, mentoring and carrying out ward surgeries. The outcome is **more effective community leadership.**

Head of Corporate & Scrutiny  
Services

Strategic Aim - Excellent, value for money, customer focused services

Outcome: Learn from the best to develop our people and provide excellent services

A Benefit Customer Focus Group meeting was arranged in June. Valuable suggestions were made regarding opportunities to promote Take Up were made and as a result the Take Up Strategy will be amended and a Take up meeting has been arranged in conjunction with Derwent Housing for the end of August.

Procedures in Revenues and correspondence has been reviewed in line with emerging best practise and feedback from benchmarking meetings.

Head of Revenues and Benefits

We are monitoring collection levels in comparison with other top performing authorities.

Policies and procedures reviewed following the implementation of the Local Housing

Allowance and changes made **to ensure an effective service is delivered.**

Member and Officer development has **improved knowledge and capacity enabling improvements to services and representation**

Head of Corporate & Scrutiny  
Services

Completed Development manual demonstrating commitment to Officer and Member development = **increasing moral and skills = delivery to the community**

Performance information and data quality regularly reviewed

**Accessible and reliable waste collection services** provided by learning from others e.g. Cheltenham to improve our recycling service delivery

**Residents recognise their responsibility to the environment** by a clear plan of communications with the public and partners

Head of Business & Streetscene  
Services

All staff have received an individual PDA

Reviewed the working of South Tyneside Council **to reduce the amount sent to landfill**

**Recognised as good street cleansing practice through the 'silver' award by the Clean Britain Awards**

Outcome: Provide support to those who need it most

We have been working closely with the CAB to implement the local housing allowance and receive reports from them regarding customers who are deemed vulnerable and the impact of LHA

A draft Anti Poverty Strategy produced and passed to other agencies for comment and feedback

Head of Revenues and Benefits

The First Response team set up to attend businesses and **offer advice and support to those facing reduced hours or redundancy.**

The Scrutiny Commissions recommendations following the Access to GP services out of hours has resulted in provision for the public of

**1. Additional ambulance services**

**2. Increase and realignment of access to GP's out of hours**

Head of Corporate & Scrutiny  
Services

The Anti Poverty Strategy has been completed following a full consultation process, the action plans **to provide support to those who are in need** are now being put in to place **to deal with short medium and long terms solutions to poverty.**

**Strategic Aim - Excellent, value for money, customer focused services**

**Outcome: Provide support to those who need it most**

**Accessible and reliable services provided** confirmed by a monthly review of satisfaction surveys that identify issues for particular groups

**Accessible and reliable services provided** by offering a 'pull out' service for residents who are unable to present their waste

**Accessible and reliable services provided** by offering additional waste bin capacity to larger households

Ensure **all areas of the borough are able to recycle at least two recyclable materials**

Provided **opportunities for offenders to 'payback' the community** through street cleansing

**Accessible and reliable services provided** following a monthly review of satisfaction surveys that identify issues for particularly groups

**Accessible and reliable services provided** by offering a 'pull out' service for residents who are unable to present their waste

Head of Business & Streetscene  
Services

**Outcome: Reduce our impact on the environment**

**CO2 emissions and waste produced is reduced** by addressing gaps identified in EMAS assessment

**CO2 emissions and waste produced is reduced** by supporting the collection of the Council's internal recycling materials

**CO2 emissions and waste produced is reduced** by composting grounds maintenance waste

**CO2 emissions have reduced** by the introduction of 5% bio-fuel into the vehicle fleet

Reviewed the refuse collection rounds **to reduce distances covered by crews**

Office recycling scheme introduced to include paper cardboard, plastics and cans **reducing waste to landfill.**

Monitoring equipment for electricity, gas and water **to assist in targeting reductions installed in Argents Mead, Depot and Leisure Centre.** Baseline for 185 set in 08-09 for reductions as in LAA II

Head of Business & Streetscene  
Services

Head of Community Services  
(Environment)

**Outcome: Work with our communities to deliver value for money and customer focussed services**

Outcome of this quarters actions are that changes have been made to recharging to **enable accurate assessment of services costs and delivering VFM.** COB have reviewed the costs of support services to better determine unit costing

**Residents recognise their responsibility to the environment** by publically reporting on service achievements

**Accessible and reliable services** provided following a monthly review of satisfaction surveys and altering services e.g. Street

**Accessible and reliable services provided** following a monthly review of satisfaction surveys and altering services e.g. Street

**Introduction of new mixed plastic and cardboard kerbside collection service**

Head of Corporate & Scrutiny  
Services

Head of Business & Streetscene  
Services

**Appendix 5**

**Recycling**

	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	North West Leicestershire	Rutland	
Cost to council tax payer per week		£0.19	£0.12	£0.10		£0.45		
Satisfaction (BVPI 90b)	2006:86%	2006:74%	2006:64%	70.45%	2006:69%	74.00%	66%T	
<b>Performance</b>								<b>District Top Quartile</b>
% waste recycled (BVPI 82ai)	28.82%	30.15%	20.10%	18.53%	2006:22.79%	17.27%	17.05%	26.90%
% waste composted (BVPI 82bi)	12.40%	8.88%	30.38%	27.46%	2006:25.11%	22.26%	11.75%	19.80%
% waste recycled and composted combined (LAA)	41.22%	39.03%	50.48%	45.99%	2006:47.90%	39.53%	28.80%	n/a
Access to kerbside collection - 1 recyclable (BVPI 91a)	100%	100%	100%	100%	2006:100%	100%	10.02%	100%
Access to kerbside collection - 2 recyclables (BVPI 91b)	100%	100%	100%	100%	2006:100%	100%	10.02%	100%

**Household Waste Collection**

	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	North West Leicestershire	Rutland	
Cost to council tax payer per week		£0.24	£0.43	£0.17		£0.45		<b>District Top Quartile</b>
Household Waste Collection Cost (BV86)	£51.36	£53.16	£53.21	£39.27	2006:£60.64	£49.53	£60.29	£44.50
Satisfaction (BVPI 90a)	2006:89%	70.00%	2006:61%	72.99%	2006:62%	71.00%	81%T	

**Street Cleansing**

	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	North West Leicestershire	Rutland	
Cost to council tax payer per week		£0.11	£0.23	£0.13		£0.17		
Satisfaction (BVPI 89)	2006:85%	2006:60%	2006:65%	70.42%	2006:61%	63.00%	75.1%T	
<b>Performance</b>								<b>District Top Quartile</b>
Local street & environmental cleanliness - litter (BVPI 199A)	10.10%	11.40%	7.03%	5.70%	2006:19.50%	8.00%	10.11%	6.00%
Local street & environmental cleanliness - graffiti (BVPI 199B)	3.00%	1.00%	0.00%	1.00%	2006:1.00%	6.00%	0.00%	0.00%
Local street & environmental cleanliness - fly-posting (BVPI 199C)	3.00%	0.00%	0.00%	0.00%	2006:0.00%	1.00%	0.00%	0.00%

**Development Control**

	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	North West Leicestershire	Rutland	
Cost to council tax payer per week		£0.13	£0.15	£0.09		£0.06	£0.04	
Satisfaction (BVPI 111)	2006:68%	77.00%	2006:80%	72.00%	2006:88%	58.00%	72%T	
<b>Performance</b>								<b>District Top Quartile</b>
Planning Applications -Major (BVPI 109A)	39.13%	77.14%	75.76%	100.00%	2006:71.43%	68.00%	65.60%	81.60%
Planning Applications -Minor (BVPI 109B)	34.36%	79.55%	73.98%	94.80%	2006:83.89%	63.00%	62.40%	84.00%
Planning Applications -Other (BVPI 109C)	60.99%	91.46%	84.32%	96.50%	2006:92.54%	86.00%	79.72%	92.10%
Quality of Planning Services Checklist (BVPI 205)	94.40%	100.00%	83.00%	100.00%	2006:83.30%	83.00%	77.80%	100.00%



**Community Safety**

	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	North West Leicestershire	Rutland	
Cost to council tax payer per week		£0.05	£0.03	£0.06		£0.06	£0.05	
<b>Performance</b>								<b>District Top Quartile</b>
Domestic burglaries per 1000 household (BV126)	7.5	13.7	5.9	9.4	7.6	9.4	10.2	4.6
Violent crime per 1000 population (BV 127a)	11.0	18.5	10.8	14.4	14.6	18.2	5.6	10.5
Robberies crime per 1000 population (BV 127b)	0.5	0.9	0.2	0.4	0.1	0.3	0.1	0.2
Vehicle crime per 1000 population (BV128)	10.2	8.2	5.7	7.4	10.2	9.7	4.5	5.5
Racial incidents per 100,000 population (BV 174)	1.1	6.4	0.0	12.6	0.0	0.0	0.0	n/a
Racial incidents resulting in further action (BV 175)	100.00%	100.00%	n/a	100.00%	n/a	n/a	n/a	100.00%
Actions against domestic violence (BV 225)	72.7%	72.7%	63.6%	81.8%	63.7%	27.0%	27.3%	n/a

**SCRUTINY COMMISSION – 18 JUNE 2009**

**REPORT OF DEPUTY CHIEF EXECUTIVE**

**RE: RISK MANAGEMENT FRAMEWORK – END OF YEAR REPORT 2008/09**

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1. **PURPOSE OF REPORT**

- 1.1 To advise on progress to manage strategic and operational risks and the development of the Council's risk management arrangements.

2. **RECOMMENDATION**

The Scrutiny Commission:

- (i) Endorse the Strategic Risk Register as an accurate account of the current strategic risks facing the authority
- (ii) Endorse the Risk Management Implementation Plan 2008/09 at Appendix B

3. **BACKGROUND TO THE REPORT**

- 3.1 Risk Management is a key management tool to focus attention on those risks that could prevent the successful delivery of the Council's Aims. The Finance and Audit Services Select Committee scrutinise the Council's risk management arrangements as part of their work programme.
- 3.2 The Council has significantly developed and improved its risk management arrangements over the past 3 years both strategically and operationally through the Corporate Planning and Performance Management Frameworks. This was reflected in the Council's Use of Resources Assessment for 2007 and 2008 which placed the Council at level 3 (performing well) for the risk management element of this assessment. The Council has again received substantial assurance for its risk management arrangements during 2008/09 from Internal Audit. A strong risk management culture is evident within the authority.
- 3.3 Risk Management provides accountability and assurance to stakeholders that the Council is managing its business operations responsibly and can deliver its strategic Aims. As part of the Council's agreed Risk Management approach, quarterly management reports are produced in accordance with the Risk Management Strategy showing progress to manage identified risks.

4. **INTRODUCTION**

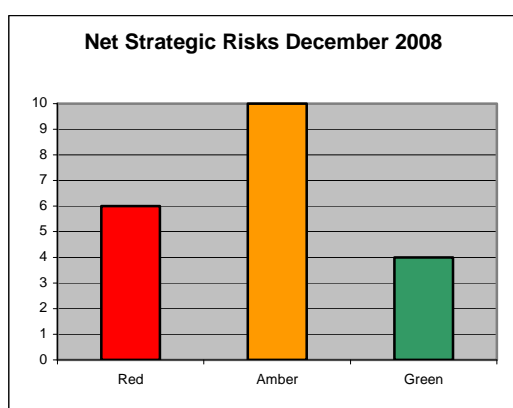
- 4.1 The report presents information on:

Progress to manage strategic and operational risks associated with business operations for the authority.

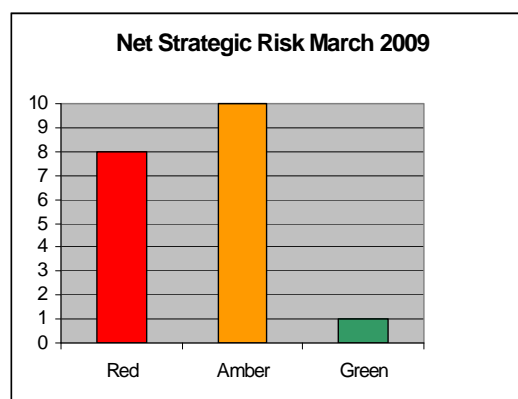
5.

## **STRATEGIC RISK REGISTER**

- 5.1 The overall summary of the Strategic Risk Register and movements of risk levels throughout the year is enclosed at appendix A. This is the main tool the Council uses to record and manage its strategic business risks.
- 5.2 Risks recorded in the Strategic Risk Register have been subject to continued management in accordance with the Council's agreed approach.
- 5.3 The table below summarises the current assessment of our 19 **net** strategic risks (i.e. taking account of currently operating mitigating actions to reduce likelihood and impact). The position for last quarter is displayed adjacent for comparison purposes:



20 Net Risks



19 Net Risks

- 5.4 In summary there are 11 risks currently tolerable (amber/green) accounting for current mitigating actions and X which are significant (red) requiring Additional Mitigating Action Plans (AMAP's) to reduce them to an acceptable level.
- 5.5 The current net red risks reflect significant risks requiring long-term management. This should provide the Executive with some assurance that the Council's risk appetite is set at the correct level.
- 5.6 The presence of net red risks does not indicate that the authority is failing to manage its risks effectively. The colouring is merely an effective method of prioritising our current risks in accordance with the Council's agreed risk appetite so a focus of resource and management can be targeted where they are most needed. Conversely, the absence of significant risks for an organisation often indicates an unwillingness to accept the "real position" or that there are problems with the criteria which sets the risk appetite.

### **Net Red Risks (8)**

- 5.7 Net red risks are reviewed monthly by risk owners. Additional Mitigating Action Plans (AMAP's) must be produced for net red risks since they cannot be tolerated. AMAP's must be SMART (Specific, Measurable, Achievable, Realistic, and Time specific) and recorded in the Risk Register ("C"=Currently implemented "P"=Planned date for implementation).

5.8 The Risk Management Strategy requires SLB members to monitor net red risks monthly due to their potential high likelihood and/or significant impact if they do occur.

**Net Amber Risks (10)**

5.9 Net Amber risks are reviewed quarterly by risk owners and managed quarterly through the Performance Management reporting framework. These risks are generally tolerable but their likelihood and impact should be reduced as low as reasonably practicable.

**Net Green Risks (1)**

5.10 Net Green risks are managed six-monthly through the Performance Management reporting framework. These are tolerable and are monitored less frequently due to their low likelihood/impact should they occur.

**Opportunities (1)**

5.11 The Council also considers opportunities arising from the management of negative risks that help deliver our strategic aims and underlying outcomes.

**Summary of Movements in Risks between 1 December 08 and 31 March 09**

Deletion of risks no longer threatening delivery of the Council's Aims

Risk	Commentary
3. Resistance to culture Change 7. Underdeveloped Senior Working relationships between Officers/ Members	Deleted at 3 <sup>rd</sup> quarter reporting cycle

Addition of risks to the Strategic Risk Register

Risk	Commentary
27. Failure to deliver / ensure sustainability to My Place Project	Added at February Performance meeting of the Joint Boards

A detailed account of movements in net risk levels for the year 2008/09 (including the year end position at March 2008) is provided at Appendix A.

**6. SERVICE RISK REGISTERS**

6.1 Each Head of Service together with their Management Team is responsible for managing identified operational risks for their service areas. Service Risk Registers were created from risks identified in Business Delivery Plans (BDP's) as potential threats to the delivery of actions.

6.2 Service Risk Registers were refreshed for Business Delivery Plans (BDP's) 2009-12 as part of the business planning process to identify any new or emerging risks associated with revised business activities.

## 7. **RISK MANAGEMENT IMPLEMENTATION PLAN/DEVELOPMENT**

7.1 The Risk Management Implementation Plan for 2008/09 is enclosed at appendix B. Systems and processes were put in place during 2006/07 to develop risk management following agreement of the corporate Risk Management Strategy by Strategic Leadership Board in July 2007. The Risk Management Framework was fully embedded by the end of 2006/07 and the role of the Council's Risk Management Officer Champion and Lead Risk Officer during 2007/08 and 2008/09 represented one of support and advocacy. Training and continued support are key to the ongoing effectiveness of the Council's Risk Management arrangements and the Development Plan is reflective of this.

## 8. **FINANCIAL IMPLICATIONS [DB]**

8.1 None arising directly from this report. The Risk Management Framework helps to minimise the financial risks to the authority.

## 9. **LEGAL IMPLICATIONS [AB]**

9.1 None arising directly from this report. Individual legal risks are identified within the risk register.

## 10. **CORPORATE PLAN IMPLICATIONS**

10.1 The report provides an update on progress to develop the Council's Risk Management arrangements. The issues covered in this report relate to, and support the achievement of all the Council's Strategic Aims:

- Cleaner & greener neighbourhoods
- Thriving Economy
- Safer and Healthier Borough
- Strong and distinctive communities
- Decent well managed & affordable housing

and the following Values:

- Learn from the best to develop our people and provide excellent services
- Work with our communities to deliver value for money service and customer focussed services
- Reduce our impact on the environment
- Be reliable when working with partners
- Provide support to those who need it most

## 11. **CONSULTATION**

11.1 Each Risk Owner has reviewed their risks in accordance with the agreed corporate risk management approach. The report has been presented to the Strategic Leadership Board.

12. **RISK IMPLICATIONS**

12.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives. It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified.

However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

12.2 The Strategic Risk Register Summary is attached at Appendix A.

13. **RURAL IMPLICATIONS**

13.1 None

6. **CORPORATE IMPLICATIONS**

The Council's risk management approach takes account of the following: -

- Community Safety Implications
- Environmental Implications
- ICT Implications
- Asset Management Implications
- Human Resources Implications

14. **Appendices**

Appendix A: Overall Summary of Strategic Risk Register at 31 March 2009

Appendix B: Risk Management Implementation Plan 2008/09

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Background Papers: Risk Management Strategy  
CPA Self-Assessment / Final Report

Contact Officer: *Darren Moore* ☎ 5962

Appendix A – Summary of Strategic Risk Register as at 31 March 2009

	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c	J a n	F e b	M a r	
1. Failure to focus on priorities and initiatives		-	-	-	-	-	3	-	-	-	3	5	5	The Council has continually reviewed its vision, values and long-term targets to ensure priorities are current. The Strategic Leadership Board retained this risk following the Joint Boards January 09 Performance meeting. The Audit Commission identified challenges in their final CPA report to "ensure that it has a complete strategic planning framework to underpin its ambitions and ensure focus and clarity of purpose". In view of these challenges it was considered prudent to continue to manage this risk despite an overall positive CPA report for corporate planning and performance. The Corporate Plan has been refreshed for 2009-14 with key deliverables prescribed by the Joint Boards to ensure delivery of tangible outcomes to benefit the public.
4. Damage to Reputation/adverse publicity	-	-	-	-	-	-	-	-	-	-	-	-	9	At the time of review there was considered to be no change in the net risk level. Strong mitigating actions have been implemented and the Council's reputation/public perception has improved. The net balance of positive articles in the media for Oct - Dec was 67%, 81% and 60% respectively. The drop in December was due to issues surrounding Site Allocation proposals. This figure increased in January to 87%, 74% in February and 96% in March. Reputation is a key strategic risk requiring close management by Strategic Leadership Board. In view of this and continued focus on Site Allocations, it is considered prudent not to reduce the overall risk level at the time of review to facilitate continued close scrutiny of this risk.
6. Failure to Implement the Masterplan	-	-	-	-	-	-	-	-	-	-	-	-	6	The Cross-Party Town Centre group have agreed a programme for procuring the development of the Bus Station. External support has been requested through the Leicestershire Economic Partnership. The risk register for the Atkins Site continues to be managed as a dedicated Major Project. A risk register has been established for management in respect of the Bus Station project. The Executive have agreed in principal the Bus Station Specification for development. The current economic climate will be considered in view of timescales to deliver the scheme and will form part of the final proposals to the Executive.
9. Failure to deliver effective Customer Relationship Management arrangements	-	-	-	-	-	-	-	-	-	-	-	-	6	The Customer Services Strategy was approved by SLB on 09/07/07 and by Council on 30/10/07. The project is running slightly behind schedule due to increased work to resolve IT interface issues. A project risk register has been created and assessment of risks is being concluded for ongoing management. There was considered to be no change in net likelihood or impact at the time of review.
11. Failure to successfully deliver Medium Term Financial Strategy	-	-	-	-	-	-	-	-	-	-	-	-	8	The review of the MTFS will incorporate actions to address reductions in fee income and increased costs (e.g. concessionary fares). Further pressures are placed on budgets from indicative low Revenue Support Grant settlement from the government. A number of mitigating actions to address these issues are being implemented and will inform the budget setting process and final draft of the MTFS to be approved by Council on 28 April 2009. Risk 24 "Over-

(\*)= risk not added at review date (-) No review this month as risk Amber/Green and subject to quarterly/6 monthly review







Appendix A – Summary of Strategic Risk Register as at 31 March 2009

23. Failure to mitigate our impact on climate change and educate borough residents on how to mitigate climate change													6	The Net Likelihood for this risk was challenged by Strategic Leadership Board at their meeting on 28/07/08 in view the Council has adopted the Eco-Management and Audit Scheme and is being proactive in trying to reduce its impact on climate change. It was agreed in view of the adoption of this comprehensive scheme that the likelihood should be reduced to low. The Climate Change Action Plan is to be approved by Council on 28 April 2009.	
24. Failure to reduce future possibility of over-spend on HRA Capital spend and ensure continuous improvement of housing maintenance partnership leads to inefficiencies and damage to reputation	-									9		8	8	This risk is a subsidiary of risk 11 "Failure to successfully deliver the MTFS" and also relates to risk 20 "Non-compliance with Financial Regulations". Independent reports have been commissioned to consider the effects of the over-run on budget. The outcome of these reports were presented to Council in September 2008. Additional mitigating actions to address weaknesses identified have been put in place. Further controls will be put in place to address any areas for improvement highlighted by the independent reports commissioned. An underspend is now projected for the Capital budget as a result of work carried out to date to scrutinise projected costs. At the February review it was considered that the net likelihood for this risk should be reduced to Medium to reflect the positive action in mitigating/clarifying the projected overspend now showing as an underspend. Further actions to strengthen the governance arrangements and learn from best practice elsewhere continue to be implemented	
25. Failure to provide a fit for purpose Leisure Centre	*	*	*	*	*	*				9	-	-	9	Negotiations are continuing with SLM for the ongoing management of the Leisure Centre and other contract management options are currently being considered. Consultation on the design of a potential new sporting hub will be carried out to reflect public requirements. The Masterplan for the Sporting Hub will be subject to sequential testing to ensure it is fit for purpose.	
26. Failure to manage resource/capacity implications of National Indicator 14 – Avoidable Contact	*	*	*	*	*	*						-	-	5	The impact of this risk has been reduced due to the proactive measures taken to introduce the indicator. HBBC is one of the few Council's to have started to monitor this indicator in full ahead of the implementation date of 1 April (up until this time it was planned data is captured for 2 week windows in November and February). Due to the actions taken and primarily the proportionate approach to measure this indicator, the impact on services has not been significant. In view of this the net risk level has been reduced to Amber to facilitate quarterly management at the 3 <sup>rd</sup> quarter
27. Failure to deliver / ensure sustainability to My Place Project results in missed opportunity to deliver enhanced community services and improve quality of life	*	*	*	*	*	*	*	*	*	*	*		9	Consultancy support has been secured through My Place to assist Hinckley Club for Young People deliver this project. The Business Plan has been revised and matured as a result. Tenders for the build of the project are planned for May. An officer from the Council's Asset Management Team will also support the project and represent the Council's interest. The risk remains unchanged at the time of review to facilitate monthly review in the early stages of this project.	

(\*)= risk not added at review date (-) No review this month as risk Amber/Green and subject to quarterly/6 monthly review

Appendix B - Risk Management Implementation & Development Plan for 2008/09

Planned Action	Detailed Actions	Date	Progress to Date	Resource Implications
Risk Management Strategy (RMS review)	Review Risk Management Strategy to ensure it meets current best practice and encompasses any recommendations from internal and external reviews	August 2008	Revised to November following SLB meeting 27 October 2008 in order to take account of any recommendation incorporated in internal and external reports with regard to the HRA overspend <b>Completed</b>	Corporate Performance Manger (CPM)/SLB
Publication of revised Strategy	Intranet Chief Executive's briefing paper	by end of September 2008	Revised to November following SLB Meeting 27 October 2008 To be incorporated in CE Briefing notes for last quarter 2008/09 – no significant changes to strategy – published on Intranet only <b>Completed</b>	Corporate Performance Manger
Raising awareness and Risk Management Training	Support services in delivering the Council's agreed Project management approach in respect of risk management	Throughout 2008/09	Continue to support officers in meeting the requirements of the Risk Management Strategy and Project Management approach <b>Completed</b>	CPM
	Provide refresh risk management training for officers at 6 month Business delivery plan review.	Nov/Dec 2008	<b>Completed</b>	CPM
	Awareness through Chief Executive's Briefing Notes	Quarterly	Updated article for last quarter on revised Risk Management Strategy – no significant changes to strategy – published on Intranet only	CPM
	Arrange a third Risk Management Member Workshop to raise awareness of Risk Management amongst Members.	December 2008/January 2009	To be carried out February 2009 in conjunction with Data Quality making a saving on Corporate Training Budget <b>Completed</b>	CPM/External facilitator £1,000 Corporate training budget
	Support to Service Management Teams and Performance Lead Officers to maintain Service Risk Registers	Throughout 2008/09	Attended Community & Planning Services management team 1 <sup>st</sup> July 2008 to assist with 1 <sup>st</sup> qrtr risk register review. Assistance with revising service risk registers for 2008/09 with individual Managers. Continued guidance to project leads in preparing Risk Registers for Major Projects. <b>Completed</b>	CPM
Strategic Risk Register	Continue to report on the management of the Strategic Risk Register through the Performance Management Framework	Quarterly	Quarters 1 – 4 complete for 2008/09 <b>Completed</b>	CPM/ SLB Risk Owners

Appendix B - Risk Management Implementation & Development Plan for 2008/09

Service risk registers	<ol style="list-style-type: none"> <li>1. Service risk registers to be reviewed in accordance with the provisions of the Risk Management Strategy</li> <li>2. Risk Identification exercise to coincide with 6 month review of Business Delivery Plans in respect of actions for 2009/10</li> </ol>	<p>Monthly/ quarterly/six- monthly</p> <p>Dec 2008</p>	<p>Service Risk Registers updated for quarters 1-3 with the exception of housing</p> <p><b>Completed as part of BDP refresh and ongoing support</b></p>	<p>Service Management Teams</p> <p>CPM/Service Managers</p>
Embedding Risk Management	<ol style="list-style-type: none"> <li>1. Continue to develop risk awareness and risk management principles within corporate working groups (CCG, procurement, asset management, Capital Forum)</li> <li>2. Ensure risk management is incorporated into creation or review of Strategy and Policy</li> <li>3. Ensure risk management is considered through the decision making process via committee reports</li> </ol> <p><u>Incorporate Risk Management Strategy into Partnership/ Major Project working</u></p> <ol style="list-style-type: none"> <li>1. Further develop the Council's risk management approach within key partnerships.</li> <li>2. Provide risk management advice/support to major projects in association with PRINCE2 methodology</li> </ol>	<p>Throughout 2008/09</p> <p>Throughout 2008/09</p> <p>Throughout 2008/09</p> <p>Throughout 2008/09</p> <p>Throughout 2008/09</p>	<p>Reputational risk registers continue to be managed through the CCG group. Risk appetite built into assessment of items for Forward Efficiency Statement via Procurement Manager. CRM project using Corporate Risk Management arrangements to assess associated risks.</p> <p><b>Children and Young People's Strategy</b> incorporating risk register for delivery <b>Completed</b></p> <p>Risk implications part of cmte template. RMO providing advice guidance to Officers <b>Completed</b></p> <p>Performance &amp; Risk Toolkit being piloted with Barwell &amp; Earl Shilton Forward strand of LSP. This will then be rolled out to other LSP Strategic Priorities <b>Completed</b> other strands to be cfwr'd to 2009/10</p> <p>Advice and support to Atkins, Masterplan, CRM and Inspace projects/partnerships ongoing <b>Completed</b></p>	<p>CPM</p> <p>CPM</p> <p>CPM</p> <p>CPM</p> <p>CPM</p>
External and Internal Assessment	<p>Incorporate specific improvement actions resulting from the Use of Resources Inspection</p>	<p>by December 2008</p>	<p>2007 Use of Resources assessment received and areas for improvement relating to "embedded" will become apparent in 2008 assessment. 2008 assessment currently awaited. <b>Completed</b></p>	<p>CPM</p>
Development of TEN Software to record and analyse risk data	<p>RMO to develop a Risk Management Module within TEN to run in conjunction with the Performance Model.</p>	<p>By December 2008</p>	<p>Initial focus for TEN development is with the Performance Management Model. The risk management model will be developed subsequently. RM modelling commenced January 2009. The model is partly developed and will be finalised in 2009/10.</p>	<p>CPM</p>

**SCRUTINY COMMISSION – 18 JUNE 2009**

**REPORT OF HEAD OF BUSINESS DEVELOPMENT AND STREET SCENE SERVICES**

**RE: STREET CLEANSING REVIEW**

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1. **PURPOSE OF REPORT**

- 1.1 To provide the final report and proposals to improve the Street Cleansing Service.

2. **RECOMMENDATION**

That the Scrutiny Commission endorses the findings of the review.

3. **INTRODUCTION**

- 3.1 The original objective of the review was to provide a revised programme of work for the Street Cleansing Service. The outcomes desired from the review were:

- To increase the visibility of the service to the public (and subsequently satisfaction);
- Alter working routes so that they increase the coverage of cleansing throughout the whole borough; and
- Have clear and defined boundaries of accountability for crews providing services in the future.

It is perceived that the current programme for the channel sweeper does not provide a sufficiently satisfactory level of service, especially in the rural districts of the Borough. There is also concern that the existing programme is fragmented with villages being revisited on numerous occasions when one or two visits should suffice.

4. **SUMMARY OF PROPOSALS**

- 4.1 That the Cleansing Section will provide the following service, which will adopt a culture based upon OUTPUT standards as opposed to the current system of INPUT Standards. Teams will be empowered to make tactical decisions within their allotted areas of responsibility and will be held responsible for the service they provide, based upon the Litter Coder 2006. (If it isn't dirty don't clean it!).
- 4.2 The Service at the "Coal face" will be supported by a network of "Local Partnerships" whose purpose will be to provide local knowledge and feed back. It is important that the service not only achieves the standards set out in the Code of Conduct for Cleanliness but is seen to be achieving them. The effective use of Pedestrian Sweepers will contribute significantly to this objective.

- 4.3 The Cleansing Section will provide educational support through Schools and also to the wider public, to promote a “Clean Environment”.
- 4.4 The Cleansing Section will also provide appropriate Enforcement measures to support the overall strategy.
- 4.5 The cleansing of the District will be provided principally by FIVE mobile Teams each with an allotted area of responsibility, comprising of two Cleansing Operatives each. Two Pedestrian Footpath Sweepers and Operatives will augment the mobile Teams.
- 4.6 The High profile Town and Village Centres will be cleansed by “Static” Operatives as follows Two in Hinckley Town Centre, One Barwell/Earl Shilton T.C. (and one P/T Operative in Market Bosworth and Markfield).
- 4.7 That the Johnson 600 team will cleanse all Road Channels and associated footways on all roads except those classified as ZONE ONE.
- 4.8 That the Scarab Minor team cleanse all Road Channels, Pedestrianised Roads, Car Parks and associated footways classified as Zone one. They will also provide the Cleansing Service within Hinckley, Burbage, Barwell and Earl Shilton, which will comprise of “School runs” and “Shopping Retail Areas” (identified by public consultation).

## 5. **METHODOLOGY**

- 5.1 A review of working documents including the Contract Documents for the Refuse Recycling and Street Cleansing Service has been undertaken. This Document still provides the basis for all the schedules of work carried out by the service. A comparison between current working schedules has been undertaken. Discussions have also been held with the Manager, Supervisor and Staff of the service to ascertain their views and concerns. Performance Information and data has also been reviewed.
- 5.2 The Street Cleansing Services provided by Councils has also become high profile and two recent publications by DEFRA have been reviewed, namely ‘Achieving Improvements in Street Cleansing and Related Services (DEFRA 2005) and Code of Practice on Litter and Refuse November 2006’ highlight the concerns at the national level.
- 5.3 A review of the Citizen’s Panel Survey, conducted during Winter 2008/9 has been carried out. A number of questions appertaining to the Street Cleansing Service provided by the Council were considered by the Panel.

## 6. **BASELINE**

- 6.1 The Section has developed highly detailed work schedules for all their Teams. The work schedules are based on the Schedules within the Contract document, which in turn provides an audit trail to show compliance with the Contract document and enables Monthly Invoices to be submitted. By the very nature of working within such a prescriptive environment, little or no discretion can be allowed on the part of the Employees, and can lead to an

environment whereby strict contract compliance can become the sole objective of the Section.

- 6.2 One of the recommendations contained in the DEFRA report is that by empowering the staff on the ground to take tactical decisions on where and when to clean, then it is suggested that higher standards can be achieved. This concept is acknowledged, and will form the main thrust of the recommendations. However, awareness of the Street zone designations by the Council (Management) within the litter code remains paramount.
- 6.3 The Council has recently invested in the purchase of five Applied Pedestrian Footpath Sweepers. The Council has embraced the concept outlined in “Achieving Improvements in Street Cleaning” in that to remove detritus it requires sweeping with a brush either by manual or by mechanical means.
- 6.4 The Johnson 600 Team currently spends up to two hours daily on Zone One work within the Hinckley Town Centre. This level of activity in Hinckley cannot be reconciled with providing an equitable service throughout the Borough. The “Second Man” can provide a valued contribution to the service, whereby the Cul de Sac hammer heads can be completed by manual sweeping and litter can be removed from paved areas as the channel sweeping progresses. The Scarab Team is also programmed to concentrate on the Hinckley Town area. This Team provides a high quality service to the Town Centre and environs.
- 6.5 The accountability of Mobile Teams for the level of service that they provide within a clearly defined area (zone) needs to be improved. Currently cleansing of areas of the borough is not specifically allocated to individual gangs and this can lead to unclear areas of responsibility.
- 6.6 There is no additional funding available for additional resources and any recommendations for improvement will need to be achieved within existing establishments and resources. The service performs well against national benchmarks (best quartile) and has recently been awarded five stars and the overall Silver Award for boroughs by the Clean Britain Award.

## 7. **PROPOSALS**

7.1 The main proposals are to:

- A cultural shift from input based systems to an output system – is to recommend a cultural shift from input based systems to an output system, whereby “Teams” are held responsible for achieving GRADE A standard of cleanliness for their allocated areas of the districts but they will be empowered to make decisions on the ground. They will also be supported by programmes which will educate the public and by an appropriate level of enforcement. It is considered appropriate to consult with the Five Mobile Teams to reach agreement as to the exact boundaries within their areas of responsibility. This should hopefully reinforce ownership of the proposals.
- Revision of service standards in accordance with public priorities:
  - To collect reported fly tips within 2 – 5 working days

- To remove reported graffiti within 2 – 5 working days
  - To remove reported abandoned vehicles within 5 working days
  - To remove reported dog fouling in 1 working day
- “Partnerships Arrangements” – It is also proposed that the service enters into “Partnerships Arrangements” with key stakeholders throughout the Borough. These stakeholders should act as the eyes and ears for the service and should ensure a more targeted approach to “Hot Spots” within Villages/Towns. It is proposed that Parish/Town Councils should be one of the key stakeholders who can provide key local knowledge.
  - Voluntary “Litter Wardens” – To engage voluntary “Litter Wardens” within Parish/Town Centres; again these volunteers could act as further eyes and ears for the service. (Perhaps in the non Parished area).
  - Education – The service along with the Neighbourhood Warden Service should also where possible educate the public regarding the service provided by the service and the need to prevent littering.

As shown by the Citizen’s Panel data it is important that the service not only achieves the standards set out in the Code of Conduct for Cleanliness but is seen to be achieving them.

7.2 Raising awareness and consistently applying enforcement measures is central to maintaining high standards of cleanliness. This applies to all sectors of the community, from discouraging fly tipping to informing businesses of their responsibilities. Effective enforcement should be seen as an essential element of any cleansing strategy.

7.3 To achieve the proposals the following operational changes are proposed:

a) Team one – Johnson 600

Team one will comprise of the Johnson 600 Channel Sweeper Driver and Cleansing Operative. This team will be responsible for the cleansing of all non- zone One streets within the district, including sweeping of road channels and simultaneous removal of litter from pathways. This work will generally be completed on a monthly or quarterly cycle, which will ensure that the majority of streets within the Borough are serviced, either monthly or at a minimum - quarterly. It is not proposed that the existing frequencies of channel sweeping be altered, but that all Zone one work be transferred to the Scarab Team, who will concentrate on these town centre/village centre areas. Commence at 7 / 7.30am on a 7.40hour day Monday to Friday

b) Team two – Scarab Minor

This team will comprise of the Scarab Minor Road Sweeper Driver and Cleansing Operative. This team will be responsible for Mechanical cleansing of all of the Zone One streets within the district, which will be predominately the Town Centre of Hinckley. They will also provide the Cleansing Service within Hinckley, Burbage, Barwell and Earl Shilton, which will comprise of “School runs” and “Shopping Retail Areas”. Commence at 6.00am on a 7.40 hour day Monday to Friday



7.4 It is proposed that the following teams will not commence work until 7.30 a.m. This is to provide a more visible presence and also to enable the teams to be held responsible for the service they provide for longer period of the day than is currently possible.

c) Team three

This team will comprise of 3.5t Caged Van, Driver and Cleansing Operative. The team will be responsible for ensuring that the level of cleanliness of the district that they are responsible for complies with the Code of Practice as revised 2006. The district that they will be responsible for will comprise of **Burbage Parish and Hinckley South**. The team will be assisted with this task by Team two as outlined above and by a third operative using an Applied Pedestrian Footpath Sweeper; the footpath sweeper will ensure that all footways (jitties) within team three's district will be swept at least twice per annum.

d) Team four – currently SL2

This team will comprise of 3.5t Caged Van, Driver and Cleansing Operative. The team will be responsible for ensuring that the level of cleanliness of the district that they are responsible for complies with the Code of Practice as revised 2006. The district that they will be responsible for will comprise of **Hinckley North and the Parishes of Stoke Golding, Dadlington and Higham on the Hill**. The team will be assisted with this task by Team two as outlined above and by a third operative using an Applied Pedestrian Footpath Sweeper; the footpath sweeper will ensure that all footways within team four's district will be swept at least twice per annum. This team will not be responsible for the Town Centre Zone one work, as this will be carried out by the dedicated Hinckley Town Centre Team.

e) Team Five

This team will comprise of 3.5t Caged Van Driver and Cleansing Operative. The team will be responsible for ensuring that the level of cleanliness of the district that they are responsible for complies with the Code of Practice as revised 2006. The district that they will be responsible for will comprise of **Parishes of Barwell, Earl Shilton, Desford, Newbold Verdon, Kirby Mallory and Stapleton**. The team will be assisted with this task by Team two as outlined above and by a third operative using an Applied Pedestrian Footpath Sweeper; the footpath sweeper will ensure that all footways within team five's district will be swept at least twice per annum.

f) Team Six

This team will comprise of 3.5t Caged Van Driver and Cleansing Operative. The team will be responsible for ensuring that the level of cleanliness of the district that they are responsible for complies with the Code of Practice as revised 2006. The district that they will be responsible for will comprise of **Parishes of Markfield, Groby, Ratby, Thornton, Bagworth, Botcheston, Nailstone, Barleston and Osbaston**. The team will be assisted by a third operative using an Applied Pedestrian Footpath Sweeper; the footpath sweeper will ensure that all footways within team six districts will be swept at least twice per annum. Commence at 7 / 7.30am on a 6.2 hours Monday to Saturday

- g) Team Seven  
This team will comprise of 3.5t Caged Van Driver and Cleansing Operative. The team will be responsible for ensuring that the level of cleanliness of the district that they are responsible for complies with the Code of Practice as revised 2006. The district that they will be responsible for will comprise of **Parishes to the west of the A447, and return to Hinckley Town Centre p.m.**
- h) Team Eight  
This team will comprise of two Street Cleansing Operatives. The team will be responsible for ensuring the level of cleanliness within their allotted area of **Hinckley Town Centre** to maintain Grade A standard throughout the day. This Team will work closely with Team two. Commences at 7 / 9.00am on a 6.00hour day Monday to Saturday
- i) Team Nine currently BM3  
The team will comprise of one Street Cleansing Operative and will have the use of an Applied Footpath Sweeper. The team will be responsible for ensuring the level of cleanliness within the allotted area of **Earl Shilton Town Centre and Barwell Village Centre**, is maintained at Grade A standard throughout the day. This Team will work closely with Team five
- j) Team Ten  
This team will comprise of Street Cleansing Operatives. The team will be responsible for ensuring the level of cleanliness within their allotted area of **Market Bosworth Town Centre** is maintained at Grade A standard throughout the day. This Team will work closely with Team Seven. Working 2 hours per day.
- k) Team Eleven  
This team will comprise of Street Cleansing Operatives. The team will be responsible for ensuring the level of cleanliness within their allotted area of Markfield Village Centre is maintained at Grade A standard throughout the day. This Team will work closely with Team 6. Working 2 hours per day.

7.5 All Teams will be given feedback as to the level of quality of the service that is being provided.

## 8. **FINANCIAL IMPLICATIONS (HF)**

8.1 The intention is to provide an enhanced level of service from within existing resources and establishment. Changes will be met from within existing budgets.

## 9. **LEGAL IMPLICATIONS (AB)**

9.1 None

## 10. **CORPORATE PLAN IMPLICATIONS**

10.1 Composting of green waste provides a significant contribution to the Council's kerbside recycling services and as a consequence:

Council's Strategic Aim: Cleaner & greener neighbourhoods;

Corporate Plan Strategic Outcome: Clean Neighbourhoods for everyone

Corporate Plan Strategic Target: 94% of streets are clean by 2011 (This is also a LAA2 Target) and 96% of areas are free of graffiti and fly tipping by 2011

## 11. **CONSULTATION**

11.1 The Citizen's Panel Survey has provided much valuable information, especially regarding customer's perception of the levels of service currently being provided by the Street Cleansing Service. The fact that 56% of respondents thought that the frequency of litter picking in their own streets was carried out either half yearly or less frequent appears to suggest a lack of visible presence by the workforce when providing the service.

11.2 Respondents were asked if they had identified a problem, had they reported it to the Council. Many of the respondents had not reported the problem to the Council. However, those respondents who did report a problem were concerned that there appeared to be long delays before rectification work had been carried out. The Citizen's Panel members were then asked to comment on the current frequency levels provided by the Street Cleansing Service.

### a) Mechanical Road Sweeping

11.3 The vast majority agreed with the current levels of service. Respondents were asked to prioritise the importance of cleanliness for 8 road classifications were 1 was the most important

Town Centre	1 <sup>st</sup> .
Local Shopping areas	2 <sup>nd</sup> .
Village Centres	3 <sup>rd</sup> .
Main walkways to schools	4 <sup>th</sup> .
Roads outside schools	5 <sup>th</sup> .
Main thoroughfares	6 <sup>th</sup> .
Other residential	7 <sup>th</sup> .
Rural roads	8 <sup>th</sup> .

Respondents also suggested that there should be "Better Education" of the public and following discussions with the Street Cleansing Teams they themselves suggested that this education should not be restricted to younger people. Respondents also suggested that there should be stronger enforcement of the law with particular emphasis on fining people for dog fouling. There was also a suggestion that the Council should bring back the "man" with a brush: - possibly a suggestion that the workforce needed a higher public profile.

### b) Litter picking

11.4 The vast majority of respondents agreed with the current levels of service that were being provided. However, there was a request that village centre pavements were litter picked more frequently. 75% of respondents are satisfied by the Cleanliness Standard provided in their area by the Street Cleansing Service an increase of 5% on the previous year.

12. **RISK IMPLICATIONS**

It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives. It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively. The following significant risks associated with this report / decisions were identified from this assessment:

<b>Management of significant (Net Red) Risks</b>		
<b>Risk Description</b>	<b>Mitigating actions</b>	<b>Owner</b>
Requirements to reduce service budgets may lead to a decrease in service delivery	Regularly review income and expenditure budgets	MB

13. **RURAL IMPLICATIONS**

The review has sought to ensure an equitable disseminate of street cleansing resources.

14. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account:

- Community Safety implications – None
- Environmental implications – Significant
- ICT implications – None
- Asset Management implications – None
- Human Resources implications – None.
- Voluntary Sector – None

Background papers: None

Contact Officer: Michael Brymer ext 5852

**SCRUTINY COMMISSION – 18 JUNE 2009**

**REPORT OF DIRECTOR OF COMMUNITY AND PLANNING SERVICES**

**RE: EXTERNAL FUNDING FOR THE APPOINTMENT OF MASTERPLANNING CONSULTANTS**

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**1. PURPOSE OF REPORT**

To inform and update Members of the successful bids for funding towards the sustainable urban extensions for Barwell and Earl Shilton and the Masterplanning Consultant selection.

To seek the views of Scrutiny Commission on this report which was endorsed by Executive on 13 May 2009.

**2. RECOMMENDATION**

That Members:-

(i) Note the financial implications that will be put before Council for approval

(ii) Endorse the appointment of the Masterplanning Consultants.

**3. BACKGROUND TO THE REPORT**

3.1 To facilitate the preparation of a Masterplan for the Barwell and Earl Shilton Sustainable Urban Extensions (SUE's) and Earl Shilton Town Centre, the Council has been successful in securing external funding from the LSEP (administered through Leicestershire County Council) and the Growth Point Initiative (administered through Leicester City Council).

3.2 The approved grants from the Growth Point Board are as follows:-

- i 2008/09 - £50K for Masterplanning work
- ii 2009/10 - £100K for Masterplanning work  
- £300K to regenerate Earl Shilton town centre
- iii 2010/11 - £50K for Masterplanning work

3.3 LSEP grant was successful and approved in November 2008 as match funding for the following:-

- i 2008/09 - £30K revenue towards masterplanning consultants
- ii 2009/10 - £100K revenue towards masterplanning consultants

3.4 Masterplanning Consultants have been selected and it is likely an agreed contract will be in place very shortly. A further report on this agenda explains the procurement process for the selection of the consultants. The Consultants will be working very closely with Planning Officers, County Council and all other Stakeholders to produce a document that is community led and will form part of the statutory process. Work will be phased to ensure that the project can be reviewed at various stages. The phasing is to be negotiated with the

consultants during the finalisation of the contract. The works are estimated to be in the region of £300K.

The £300K capital growth point funding is for the regeneration of the centre of Earl Shilton. One of the first elements of the Masterplanning consultants commission will be to produce a strategy for these improvements which is likely to include links from the SUE to the town centre.

#### 4. **FINANCIAL IMPLICATIONS (IB,DB)**

Leicestershire City Council (Growth Point Grant)

Within 2008/09 only £20,700 of the £50,000 earmarked for the masterplanning process was used. Growth Point have agreed the balance can be carried forward to the new financial year.

For 2009/10 £300,000 has been earmarked for Earl Shilton Town Centre and £100,000 for SUE Masterplanning. Council approval will have to be sought for the creation of these schemes. A bid has been put forward for the carry forward of £32,700 from financial year 08/09 to help fund the cost of consultants. No other funding will be required.

Leicestershire County Council (LSEP)

The LSEP has approved £130,000 (2008/09 £30,000 and 2009/2010 £100,000) to be spent on the process. Currently discussions are taking place for the LSEP to reprofile the project. Council approval will have to be sought for the creation of the budget for 2009/10

Additionally the Council received £17,700 income in the year for expenditure that we had already budgeted for. A request has been submitted to carry this income forward into 2009/10. This £17,700 will be needed to fund expenditure incurred in 2009/10 on the project.

Monitoring Process

Both Sources of funding will be reimbursed retrospectively after expenditure is incurred. The Project Officer will ensure only eligible expenditure as per the grant conditions is incurred. Evidence of expenditure and outputs for the projects will have to be approved by the funding bodies before grants are released. Any changes to projects will have to be approved in line by the funding body offer and Hinckley and Bosworth Financial Procedure Rules.

Additional administration costs incurred by this authority will have to be met from existing resources.

#### 5. **LEGAL IMPLICATIONS [AB]**

Although negotiations are ongoing, at present neither the Growth Point Initiative funding nor the LSEP funding is secured by legal agreement with Leicestershire County Council.

In particular it is imperative that the agreement in respect of the LSEP funding mirrors the agreement between the LSEP and LCC to ensure that there is not potential gap in responsibility which could potentially leave the Council responsible for costs which have not been budgeted for.

6. **CORPORATE PLAN IMPLICATIONS**

This report contributes to the corporate aim of a safer and healthier borough.

7. **CONSULTATION**

Barwell and Earl Shilton Forward.

8. **RISK IMPLICATIONS**

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

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

<b>Management of significant (Net Red) Risks</b>		
<b>Risk Description</b>	<b>Mitigating actions</b>	<b>Owner</b>
That the funding is spent within the financial years identified	Project Manager to ensure that the work is closely monitored	Tracy Darke

9. **RURAL IMPLICATIONS**

None specifically from this report.

10. **CORPORATE IMPLICATIONS**

None specifically from this report

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Background papers: Contracts with the Growth Point Board and LSEP

Contact Officer: Tracy Darke Ext 5692

**SCRUTINY COMMISSION – 18 JUNE 2009**

**REPORT OF DIRECTOR OF FINANCE**

**HRA CAPITAL PROGRAMME OVERSPEND 2007/08 COST OF INVESTIGATIONS AND MITIGATING MEASURES**

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**1. PURPOSE OF REPORT**

To inform members of the costs of the investigation and mitigation measures put in place following the overspend on the HRA Capital Programme 2007/08

**2. RECOMMENDATION**

That the report be noted.

**3. BACKGROUND TO THE REPORT**

Members will be aware of the overspend and overrun on the HRA Capital Programme in 2007/08. A significant proportion of this resulted from the work carried out by Inspace Partnerships under the Responsive Repairs and Maintenance Contract.

The year 2007/08 was the first year that the contract was operated under what is termed the “open book” arrangements, which means that the Council was charged the actual cost incurred by the contractor for the work undertaken as opposed to the previous method of “Schedule of Rates” where the Council was charged a predetermined amount for each task undertaken as part of a repair.

Senior Managers and, subsequently, Members asked for the issues raised to be investigated by different parties. These issues were as follows

- a) was any of the work carried out in 2007/08 actually work in advance – i.e. work that would not be required to be undertaken in future years
- b) was the budget sufficient for the amount of work required to be carried out under the contract
- c) were costs incurred by Inspace correctly allocated to the contract
- d) were all jobs billed correctly
- e) were there any underlying problems with the Open Book method of charging or did the problems arise from a lack of knowledge and understanding of the method.

Apart from the internally generated investigations, the Council’s external auditors Pricewaterhouse Coopers were obliged to undertake additional work in this area, which resulted in additional costs being charged to the Council.



There was also a period of protracted negotiations with Inspace which involved a significant input from the senior managers of the authority and these opportunity costs are included in the overall cost shown below.

The following were engaged as part of the investigation and negotiation process

	Cost £
Echelon Consulting – re acceleration of Capital Programme and Open Book Arrangements	13,111.00
RSM Bentley Jennison – Initial review cost £13,000 with the rest due to follow up investigations requested by Scrutiny Commission	26,798.00
HQN – Review of open book arrangements requested by Scrutiny Commission	2,586.00
HBJ Gately Waring – Legal advice	4,517.90
PricewaterhouseCoopers – Investigation, review audit and report by External Audit	36,967.50
<b>TOTAL</b>	<b>83,980.40</b>

In addition certain key officers spent time in dealing with the issue internally and reaching an agreement with Inspace, together with additional time required to deal with requests of the Scrutiny Commission. It should be noted that this work was carried out in such a way that it did not result in any additional cost to the Council. Details of the estimated time spent and the estimated related opportunity cost is set out in the table below.

Officer	Hours	Opportunity Cost £
S. Atkinson	50	4,865
S. Kohli	120	7,651
T Prowse	150	9,564
B. Cullen	37	2,592
S. Stacey	200	7,842
D. Bunker	40	1,126
I. Bham	65	1,664
<b>TOTAL</b>		<b>35,304</b>

4. **FINANCIAL IMPLICATIONS**

None arising directly from the report

5. **LEGAL IMPLICATIONS**

None arising directly from the report

6. **CORPORATE PLAN IMPLICATIONS**

None arising directly from the report

7. **RISK IMPLICATIONS**

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

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report/decision were identified from this assessment:

<b>Management of Significant (Net Red) Risks</b>		
<b>Risk Description</b>	<b>Mitigating actions</b>	<b>Owner</b>
None		

8. **RURAL IMPLICATIONS**

None arising directly from this report

9. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account:

- Community Safety Implications
- Environmental Implications
- ICT Implications
- Asset Management Implications
- Human Resources Implications

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Background Papers: Civica Authority Financials General Ledger Reports .

Contact Officer: David Bunker ext 5609

## Information Paper

### *for the* Leicestershire County Council Adult Social Care and Health Services Overview and Scrutiny Committee

#### CHANGE TO CONTINENCE PRODUCT SUPPLY ARRANGEMENTS May 2009

**1 Purpose of this report**

The purpose of this briefing paper is to inform the Overview and Scrutiny Committee about a change to arrangements for the supply of continence products that will take effect in October 2009.

**2 Current service**

Currently Leicestershire County and Rutland Community Health Services (LCR CHS) supply continence products to any patient who has been assessed as requiring them. Following an assessment, patients are allocated an appropriate number of products per day and these are supplied free of charge. Patients are required to collect their products from a depot. There are 15 depots across Leicestershire and Rutland in health centres, surgeries, village halls and community hospitals.

3 Having to collect products has an adverse impact on a patient's privacy and dignity. In addition, patients are often reliant on relatives, friends or carers to collect products on their behalf, and may incur a financial cost by having to travel by car, public transport or taxi to the nearest depot.

4 As well as dispensing free continence products, under a historical arrangement six of the depots - in North West Leicestershire, Charnwood and Hinckley - also sell continence products to members of the public at a reduced price.

**5 New home delivery service**

In order to provide a better quality service LCRCHS intend to implement a home delivery service. This means that continence products will be delivered directly to the patient's home on an eight or twelve week cycle and patients will no longer collect them from a depot. This system has already been piloted in a small area of Charnwood and had been well evaluated by patients.

6 The service is expected to become operational during October 2009. The exact start date is dependent on the procurement of delivery vehicles. Once it becomes operational, the depots from which patients currently collect their products will close.

**7 Implication of closing depots**

The new home delivery service will provide an improved service for patients, as products will be delivered direct to their door. All patients will continue to get the products they are assessed as needing, free of charge. Patients who wish to buy continence products at a discounted rate will no longer be able to do so.

- 8 The public are currently able to buy products at depots in North West Leicestershire, Charnwood and Hinckley. This is a historic arrangement which began over fifteen years ago. Approximately 175 people use this service.

People usually want to purchase extra products because:

- they do not wish to have a continence assessment
- they wish to purchase more than their allocated quantity of products
- they wish to wear a product 'just in case'
- they wish to purchase washable bed pads in addition to their products

- 9 Products sold at the depots are cheaper to purchase than on the high street or other sources. This is because LCRCHS currently purchase all disposable continence products from NHS supply chain. NHS supply chain purchases these goods via NHS contracts and manages the storage and distribution of these products.

The supply chain contracts allow for the supply to the NHS at NHS prices. Product manufacturers also have price mechanisms for mail order supply and supply through retail and pharmacy outlets. Manufacturers obtain greater profit through these routes which enables them to offer competitive prices to the NHS.

LCRCHS, as the seller of these products, will be subject to product liability issues and the full scope of all legislation with regards to the sale of goods. For this reason when LCRCHS close depots, the sale of continence products to members of the public will also cease.

- 10 There are a number of alternative options for people who wish to purchase continence products. They are widely available to purchase from almost all chemists and supermarkets. Products are also available to purchase on-line and by mail order. It is recognised that there will be a price increase for people who wish to continue purchasing continence products, as they will no longer be afforded NHS discounted prices.

- 11 Any individual who currently purchases continence products may be assessed or reassessed for a supply / increase of continence products and, if eligible, these will be provided by the NHS free of charge.

- 12 Depots are run by community health services staff as an 'ad hoc' duty or by volunteers. There will be no job losses as a result of their closure. Volunteers will be thanked for their work and asked to transfer to other duties if they wish to do so.

### 13 **Communicating the change**

We are already planning communication to users of the service.

All patients who receive free continence products will be informed by letter about the change to the new home delivery service, the closure of the depots and the cessation of the sale of products service. The letter will offer a reassessment of continence product needs. If assessed as needing more, patients will receive them free of charge.

Members of the public who buy products at a discount price will be given a letter about the cessation of the service on their next visit to the depot. This letter will offer a continence assessment. If they are assessed as needing continence products they will receive them free of charge.

**Contacts for further information**

Service Redesign Manager Rachel Bilsborough

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Communications Manager Lindsey Bond

T: 0116 2950800, E: [Lindsey.bond@lcrchs.nhs.uk](mailto:Lindsey.bond@lcrchs.nhs.uk)

LCRCSH/LB/April 2009



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

**DRAFT**  
**FORWARD PLAN OF EXECUTIVE AND  
COUNCIL DECISIONS**

**JULY – OCTOBER 2009**

**Hinckley & Bosworth Borough Council**  
**Council Offices, Argents Mead**  
**Hinckley, LE10 1BZ**

## **HINCKLEY & BOSWORTH BOROUGH COUNCIL**

### **INFORMATION ABOUT THE FORWARD PLAN**

#### **WHAT IS THE FORWARD PLAN?**

The Forward Plan contains decisions which are due to be taken by Council, Executive or under delegated powers to individual Executive members or senior officers. Each plan covers a four month period and is updated monthly. The plan includes all decisions to be taken both “key decisions” (definition opposite) and non-key decisions.

#### **WHAT INFORMATION IS CONTAINED IN THE FORWARD PLAN?**

The Forward Plan details:

- The nature of the decision to be made and whether it is a key decision (definition opposite);
- The committee or individual who will take the decision;
- The date or period when the decision is to be taken;
- The stages which will be undertaken prior to the decision, both consultation and presentation to committees;
- The documents which will be presented to the decision maker(s);
- The author of the report.

You can view copies of the current Forward Plan on our web site ([www.hinckley-bosworth.gov.uk](http://www.hinckley-bosworth.gov.uk)) or alternatively at:

**The Main Reception, Council Offices, Argents Mead, Hinckley**

#### **WHAT IS A KEY DECISION?**

A key decision is an Executive decision which:

- involves expenditure (of reduction of income) of over £20,000 on any particular scheme/project;
- adopts a policy or strategy (which the Executive has the power to adopt);
- involves the adoption or amendment of the Scale of Fees and Charges;
- is one that affects the whole of the Borough and is one which the residents of Hinckley & Bosworth would normally expect to be notified or consulted; or
- involves a recommendation by the Executive to a Partnership organisation which will take the ultimate decision.

Decisions by the regulatory committees (ie Planning, Regulatory, Licensing and Standards) and Personnel Committee are never key decisions.

*A copy of this Forward Plan can be downloaded from our website ([www.hinckley-bosworth.gov.uk](http://www.hinckley-bosworth.gov.uk)) or can be obtained by telephoning 01455 255879, sending a fax to 01455 635692 or emailing [democraticsupport@hinckley-bosworth.gov.uk](mailto:democraticsupport@hinckley-bosworth.gov.uk)*

#### **RESPONSIBILITY FOR DECISIONS**

Part 3 of the Council’s Constitution sets out which committee/individual has responsibility for taking decisions.

## DRAFT FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS

1 JULY 2009 TO 31 OCTOBER 2009

### JULY 2009

No decisions to be taken.

### AUGUST 2009

<b>Details of Decision to be taken</b> (* denotes key decision)	<b>Portfolio/ Service</b>	<b>Decision Maker and Date(s)</b>	<b>Reporting Pathway and Date(s)</b>	<b>Consultees and Consultation Process</b>	<b>Documents to be submitted</b> <i>(Report Author)</i>
Street Cleansing Review	Street Scene Services	Executive 5 August 2009	Scrutiny Commission 18 June		Committee Report <i>(Michael Brymer)</i>
Adoption of County Physical Activity, Sports and Facilities Audit Strategies	Corporate & Scrutiny Services	Executive 5 August 2009		County-wide processes undertaken with all key stakeholders	Committee Report <i>(Bill Cullen)</i>
Monitoring Officer Annual Report	Corporate & Scrutiny Services	Council 11 August 2009			Committee Report <i>(Louisa Horton)</i>



**SEPTEMBER 2009**

<b>Details of Decision to be taken</b> (* denotes key decision)	<b>Portfolio/ Service</b>	<b>Decision Maker and Date(s)</b>	<b>Reporting Pathway and Date(s)</b>	<b>Consultees and Consultation Process</b>	<b>Documents to be submitted</b> ( <i>Report Author</i> )
Asset Management Plan 2009 & Commercial Estate Review Update. (Single Report)	Finance	Executive 16 September			Committee report and Asset Management Plan ( <i>Malcolm Evans</i> )
Value for Money Report – Street Scene Services	Refuse and Recycling Street Cleansing	Council 22 September 2009	Council Services		Committee report

**OCTOBER 2009**

<b>Details of Decision to be taken</b> (* denotes key decision)	<b>Portfolio/ Service</b>	<b>Decision Maker and Date(s)</b>	<b>Reporting Pathway and Date(s)</b>	<b>Consultees and Consultation Process</b>	<b>Documents to be submitted</b> ( <i>Report Author</i> )

**To Be Programmed**

Tenant Satisfaction Survey results	Community & Planning Services				Committee Report ( <i>Sharon Stacey</i> )
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## DETAILS OF COUNCIL DECISION MAKERS

The table below details the Council's Service Areas and the Executive Member responsible for each with the Council Official responsible for service management.

AREA OF RESPONSIBILITY / SERVICE AREA	EXECUTIVE MEMBERS AND CHIEF OFFICERS	HEAD OF SERVICE CONTACT DETAILS
<b>Strategic Leadership and Direction of Travel</b>	<b>Councillor DC Bill</b> (Leader) <b>Mr S Atkinson</b> (Chief Executive)	Tel: 01455 255606 Fax: 01455 890229 Email: <a href="mailto:steve.atkinson@hinckley-bosworth.gov.uk">steve.atkinson@hinckley-bosworth.gov.uk</a>
<b>Community &amp; Planning Services</b> (including Car Parks, Development Services & Policy, Environmental Health (Commercial and Pollution), Housing and Licensing)	<b>Councillor SL Bray</b> (Deputy Leader) (Culture, Regeneration and Planning) <b>Councillor DS Cope</b> (Housing) <b>Councillor Ms Moore</b> (Licensing & Environmental Health) <b>Mr T Prowse</b> (Director of Community & Planning Services)	Tel: 01455 255694 Fax: 01455 890229 Email: <a href="mailto:trevor.prowse@hinckley-bosworth.gov.uk">trevor.prowse@hinckley-bosworth.gov.uk</a>
<b>Corporate &amp; Scrutiny Services</b> (including Corporate Services, Community Safety, Cultural Services, Emergency Planning, Green Space and Grounds Maintenance, Performance & Scrutiny)	<b>Councillor SL Bray</b> (Deputy Leader) (Community Safety, Cultural Services and Emergency Planning) <b>Councillor DS Cope</b> (Community Safety) <b>Councillor Ms Moore</b> (Green Spaces, Grounds Maintenance) <b>Councillor DO Wright</b> (Corporate Services, Performance & Scrutiny) <b>Mr B Cullen</b> (Deputy Chief Executive)	Tel: 01455 255676 Fax: 01455 635692 Email: <a href="mailto:bill.cullen@hinckley-bosworth.gov.uk">bill.cullen@hinckley-bosworth.gov.uk</a>
<b>Finance</b> (including Accountancy, Customer Services, Estates & Asset Management, ICT, Internal Audit, Procurement and Revenues & Benefits)	<b>Councillor KWP Lynch</b> (Leader) <b>Mr S Kohli</b> (Director of Finance)	Tel: 01455 255607 Fax: 01455 251172 Email: <a href="mailto:sanjiv.kohli@hinckley-bosworth.gov.uk">sanjiv.kohli@hinckley-bosworth.gov.uk</a>
<b>Business Development &amp; Streetscene Services</b> (including Refuse Collection, Street Cleansing)	<b>Councillor WJ Crooks</b> (Refuse and Recycling) <b>Councillor Ms Moore</b> (Street Cleansing & Neighbourhood Wardens) <b>Mr M Brymer</b> (Head of Service)	Tel: 01455 255852 Fax: 01455 234590 Email: <a href="mailto:michael.brymer@hinckley-bosworth.gov.uk">michael.brymer@hinckley-bosworth.gov.uk</a>
<b>Rural Issues (across all portfolios and including Village Centres)</b>	<b>Councillor WJ Crooks</b> <b>Mr B Cullen</b> (Deputy Chief Executive)	Tel: 01455 255676 Fax: 01455 890229 Email: <a href="mailto:bill.cullen@hinckley-bosworth.gov.uk">bill.cullen@hinckley-bosworth.gov.uk</a>

Further clarification and representations about any item included in the Forward Plan can be made to the appropriate Executive Member and Head of Service either using the contact details above or in writing to: Hinckley and Bosworth Borough Council, Council Offices, Argents Mead, Hinckley, Leicestershire, LE10 1BZ. Representations should be made before noon on the working day before the date on which the decision is to be taken.

## **DECISION MAKING ARRANGEMENTS**

The views of local people are at the heart of decision making at Hinckley & Bosworth Borough Council, because major decisions are made by Councillors who are elected every four years by local people. Councillors work with the communities that they represent to ensure that local priorities are reflected in the work that the Council does.

The Council is made up of 34 Councillors representing 16 wards. If you want to know which Councillor(s) represents your area or you would like to contact your Councillor(s) concerning an issue, you will find contact details on our website ([www.hinckley-bosworth.gov.uk](http://www.hinckley-bosworth.gov.uk)) or alternatively you can contact the Council on 01455 238141.

The Council is committed to the principle of open government and everyone is welcome to attend meetings (except for confidential business) and to receive details of non-confidential items. Below are further details of the Council's democratic decision making arrangements.

### **The Council**

The Council is responsible for setting the budget and the policy framework. Each year there is an Annual Meeting, which selects the Mayor and Deputy Mayor (who are the Chairman and Vice-Chairman of the Council) and decides the membership of the Scrutiny Commission and Regulatory Committees. There are six ordinary meetings of the Council per year, which make strategic, policy and major budget decisions. This Forward Plan details decisions to be taken by the Council over the next four months.

### **Executive Functions**

Many day to day policy and operational decisions are taken by Executive, a group of seven Councillors comprising of the Leader, Deputy Leader and five Executive Members each responsible for an area of Council policy and activity. The Executive members and their responsibilities are detailed in the previous table.

### **Overview and Scrutiny Functions**

Decisions of the Executive are subject to scrutiny by the Scrutiny Commission and two Select Committees, one responsible for Council Services and the other for Finance and Audit. The Scrutiny Commission and Select Committees also have a role in Policy development. In addition, Scrutiny Panels are established to oversee ad-hoc projects. The Council has a Panel which reviews ICT. The Scrutiny Commission publishes an Annual Report and a Work Programme; this is available on the Council's website ([www.hinckley-bosworth.gov.uk/scrutiny](http://www.hinckley-bosworth.gov.uk/scrutiny)) and from the Council on request.

### **Regulatory Functions**

In addition the Council has established committees to deal with regulatory issues, these committees are Planning Committee, Licensing Committee, Regulatory Committee and the Standards Committee.

Further information about the Council's Decision Making Arrangements can be obtained from Democratic Services on 01455 255770.

**HINCKLEY & BOSWORTH BOROUGH COUNCIL**

**FINANCE & AUDIT SERVICES SELECT COMMITTEE**

**29 APRIL 2009 AT 6.30 PM**

**PRESENT:** Mr PAS Hall - Chairman

Mr PR Batty, Mr DM Gould, Mr MR Lay, Mr R Mayne, Mr K Morrell, Mr R Ward and Mrs B Witherford.

Officers in attendance: Mr Michael Brymer, Mr D Bunker, Mr S Kohli and Miss R Owen.

Mr R Barnett from Bentley-Jennison and Mr D Rushton from the Audit Commission were also in attendance.

1. **APOLOGIES**

Apologies were submitted on behalf of Mr PS Bessant.

2. **DECLARATIONS OF INTEREST**

No interests were declared at this stage.

3. **MINUTES (FASC45)**

**RESOLVED** – the minutes of the meeting held on 16 March 2009 be agreed.

A Member asked a question with regard to an item raised at the previous meeting and officers agreed to send a response.

4. **ANNUAL AUDIT AND INSPECTION LETTER (FASC49)**

The Annual Audit and Inspection letter was presented to Members by David Rushton from the Audit Commission. Mr Rushton highlighted current challenges and explained what the Comprehensive Area Assessment would mean for districts. The Director of Finance gave an update with regard to shared services, explaining that there had been a lot of activity but that visible outputs were now required. He also reported on the progress made with regard to economic development and the development of a clear strategy. With regard to the Housing Revenue Account, it was stated that the work was now monitored and challenged continuously.

Mr Morrell left the meeting at 6.55pm and returned at 6.57pm.

A Member reminded the group that officers had agreed to bring the final quantitative figure with regard to the HRA investigations back to Members. It was agreed that this information would be presented to the Scrutiny Commission in June. Officers also reassured Members that PriceWaterhouse

Coopers would look at the HRA as part of their annual inspection which would then be reported to this Select Committee.

RESOLVED – the Annual Audit and Inspection Letter be noted.

5. INTERNAL AUDIT REPORT – BLOCK 5 2008-09 (FASC46)

Members were presented with the fifth audit block of 2008/09, in which two significant recommendations with regard to variations in the Groundcare Contract and lack of project management team for implementing the new payroll system were made.

With regard to Groundcare, officers reminded Members of previous issues raised, including the budget being insufficient from commencement of the contract. There was satisfaction that work was now being carried out to a higher standard, and it was explained that the budget wouldn't allow for more detailed work. It was reported that all staff were undertaking NVQs and would choose a specialism and that this investment in staff was helping to improve the service.

Members referred to page 30 of the report which looked at hostels and asked for clarification of the situation with regard to particular hostels, including John Nicholls House. It was agreed that a response would be sent to Members.

With regard to refuse and recycling it was reported that there had been a lot of interest in commercial waste and recycling services, although at present only a commercial waste service could be provided, but commercial recycling would be investigated in partnership with a neighbouring authority.

Mr Lay left that meeting at 7.34pm.

RESOLVED – the report be noted.

6. INTERNAL AUDIT ANNUAL REPORT TO 31 MARCH 2009 (FASC47)

Mr Barnett from Bentley Jennison presented the Internal Audit Annual Report. He explained that all recommendations had been accepted by management, and that the current year was benchmarked against the previous year.

A Member expressed concern with regard to the note 'reasonable' against the follow-up review, and it was explained that this meant that 60% of the recommendation had been implemented and that this would be taken up with managers and would be part of the follow-up review.

RESOLVED – the report be noted.

Mr Lay returned at 7.44pm.

7. MEDIUM TERM FINANCIAL STRATEGY

Members were presented with the Medium Term Financial Strategy which had been considered by Council the previous evening. They were presented with two scenarios, one of which being the worst case based upon possibilities

including the proposed reduction in staff hours and increase in car parking charges not being supported. A Member expressed concern that the worst case scenario was actually realistic and a strong possibility.

Mr Batty left the meeting at 8.20pm.

Officers explained that a 4% vacancy factor had been built into staffing budgets to account for money saved during turn-around time between a post being vacated and filled, and in addition to this several vacant posts had been deleted from the establishment based on the review of priority service areas.

Members wished their full support of officers in undertaking these exercises be noted and recorded their complete confidence in officers' abilities. The Select Committee asked for a quarterly update report to be brought to this group.

RESOLVED – the report be noted and quarterly monitoring reports be provided.

8. ALLOCATION OF SUPPORT SERVICE COSTS (FASC48)

The Select Committee was informed of the methods used to allocate the support service costs within the Borough Council following their request for such information at a previous meeting. It was agreed that the methods described were successful at minimum cost.

RESOLVED – the report be noted.

9. DATE OF NEXT MEETING

It was noted that the next meeting was scheduled for 15 June 2009.

(The meeting closed at 8.37 pm)