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Hinckley & Bosworth
Borough Council

A Borough to be proud of

Bill Cullen MBA (ISM), BA(Hons) MRTPI
Chief Executive

Date: 07 July 2017

To: Members of the Finance & Performance Scrutiny

Mr KWP Lynch (Chairman)
Mr RG Allen
Mrs R Camamile
Mr DS Cope
Mrs H Smith

Miss DM Taylor
Mr P Wallace
Mr R Ward
Mr HG Williams

Copy to all other Members of the Council

(other recipients for information)

Dear member,

There will be a meeting of the **FINANCE & PERFORMANCE SCRUTINY** in the De Montfort Suite, Hinckley Hub on **MONDAY, 17 JULY 2017 at 6.30 pm** and your attendance is required.

The agenda for the meeting is set out overleaf.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Owen'.

Rebecca Owen
Democratic Services Officer

FINANCE & PERFORMANCE SCRUTINY - 17 JULY 2017

A G E N D A

1. APOLOGIES AND SUBSTITUTIONS

2. MINUTES OF PREVIOUS MEETING (Pages 1 - 4)

To confirm the minutes of the meeting held on 22 May 2017.

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

To hear any questions received in accordance with Council Procedure Rule 10.

6. PERFORMANCE & RISK END OF YEAR 2016/17 (Pages 5 - 20)

To provide the end of year outturn position for performance indicators, service improvement plans, corporate risks and service area risks.

7. SUNDRY DEBTS QUARTER 1 2017/18 (Pages 21 - 24)

To inform members of the position on sundry debts as at 30 June 2017.

8. BUSINESS RATES RETENTION YEAR END 2016/17 (Pages 25 - 28)

To inform members of business rates performance during 2016/17.

9. TREASURY MANAGEMENT QUARTER 1 2017/18 (Pages 29 - 34)

To inform members of the council's treasury management activity in the first quarter of 2017/18.

10. FINANCE & PERFORMANCE SCRUTINY WORK PROGRAMME (Pages 35 - 38)

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

As raised under item 3.

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

FINANCE & PERFORMANCE SCRUTINY

22 MAY 2017 AT 6.30 PM

PRESENT: Mr KWP Lynch - Chairman

Mr RG Allen, Mrs R Camamile, Miss DM Taylor, Mr P Wallace, Mr R Ward and Mr HG Williams

Members in attendance: Councillor Mr MA Hall

Officers in attendance: Rebecca Owen and Ashley Wilson

15 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Cope and Smith.

16 MINUTES OF PREVIOUS MEETING

It was moved by Councillor Camamile, seconded by Councillor Williams and

RESOLVED – the minutes of the meeting held on 3 April be confirmed and signed by the chairman.

17 DECLARATIONS OF INTEREST

No interests were declared at this stage.

18 CUSTOMER SERVICES - 12 MONTH PROGRESS UPDATE

Members received a report which provided an update on the performance of the Customer Services team over the last 12 months, in particular focussing on target times for answering calls and dealing with face to face enquiries.

Councillors Allen, Hall and Wallace entered the meeting at 6.32pm.

The reason for the high number of lost calls was queries, and it was noted that the complexity and as a result the time taken on calls had increased over the last few years. In addition to the increase in calls in spring due to garden waste scheme renewals and council tax annual billing queries, this had led to an increase in lost calls. Whilst additional staff were in place during these busy periods, there was a limit to the number of additional staff that could be recruited due to budgetary restrictions and space in the contact centre.

In response to a question about how the predicted performance over the next year, it was reported that officers anticipated it remaining at the same level. Discussion ensued in relation to the channel shift strategy and the importance of increasing the number of services that could be provided online. It was also suggested that more information needed to be provided to the public to signpost them to the correct authority as it was felt that the contact centre may receive a lot of calls that should be directed to other authorities. It was agreed that this would be explored.

Members asked that the concerns of the group in relation to the number of lost calls be passed to the Strategic Leadership Team and that a further report be brought to this body in six months.

RESOLVED –

- (i) the report be noted;
- (ii) the concerns of Finance & Performance Scrutiny be passed onto the Strategic Leadership Team;
- (iii) a further report be received in six months.

19 REVENUE & CAPITAL OUTTURN

Members were informed of the draft financial outturn for 2016/17. During discussion, the following points were made:

- The moving of money from one HRA reserve to another would not increase available money
- The average cost of bringing a void back into use was just under £3,000. Members queried the overspend and asked whether more work could be undertaken to anticipate the number of voids. In response it was noted that the expenditure on voids was being reviewed by senior officers and it could be discussed at the September meeting as part of the frontline service review for housing
- The maintenance reserve for Green Towers was queried and members asked for confirmation that the amount going into reserves was cumulative.

RESOLVED – the report be noted and RECOMMENDED to Council.

20 SUNDRY DEBTS QUARTER 4 2016/17

Members were informed of the position in relation to sundry debts at 31 March 2017. It was explained that the target had not been met in the fourth quarter due to two large invoices that had become due in March and had not been paid by the end of the month. It was reported that the larger debts were mostly in relation to commercial estates and that the Estates team were continuously improving processes to increase timely payment and reduce debt.

In relation to introducing an interest charge for late payments, a member recalled that this had been discussed a few years ago. In response it was noted that, due to the need to change the payments system and some tenants' contracts, it was an ongoing project.

The large debt in relation to planning was queried and officers agreed to look into it and let members know how the debt had arisen.

RESOLVED – the report be noted.

21 TREASURY MANAGEMENT QUARTER 4 2016/17

The meeting was informed of the treasury management activity in the fourth quarter of 2016/17.

RESOLVED – the report be noted.

22 FINANCE & PERFORMANCE SCRUTINY WORK PROGRAMME

In receiving the work programme, members were informed that the Housing (including Housing Repairs) frontline service review would be brought to the September meeting, in place of the refuse & recycling review. It was reported that, due to the thorough performance review undertaken by the Scrutiny Commission, there would be no frontline service review report for refuse and recycling this year.

(The Meeting closed at 7.11 pm)

CHAIRMAN

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Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY

17 July 2017

WARDS AFFECTED:

All wards

Performance and Risk Management Framework end of year summary for 2016/17

Report of Director (Corporate Services)

1. PURPOSE OF REPORT

1.1 To provide Finance & Performance Scrutiny with the end of year 2016/17 outturn position for:

- Performance Indicators including benchmarking where available
- Service Improvement Plans
- Corporate risks
- Service area risks

2. RECOMMENDATION

2.1 That the members:

- Note the 2016/17 end of year position for items listed at 1.1 above
- Recommend any actions that should be taken to improve performance on indicators that failed to meet their target
- Recommend any actions that should be taken to address Service Improvement Plans that did not meet target date/s
- Review risks that pose the most significant threat to the Council's objectives and priorities (red risks)

3. BACKGROUND TO THE REPORT

3.1 Hinckley and Bosworth Borough Council provide a wide range of services that are delivered to the community and set strategic aims that help focus on priorities in order to deliver the council's vision for Hinckley & Bosworth to be: "A Place Of Opportunity" This is achieved by managing performance in the following ways:

- On a daily basis within each section
- On a monthly basis within each service area
- On a quarterly basis through the council's decision-making process
- On an annual basis through the production of the council's "Corporate Plan"

- 3.2 The Council's performance is monitored through Service Improvement Plans and includes performance indicators which are measurable. These are set by the Council to show how well local priorities and objectives are being met.
- 3.3 Inherent in the corporate aims and outcomes are "risks" that create uncertainty. The Council recognises it has a duty to manage these risks in a structured way to help ensure delivery of priorities and to provide value for money services. The Council has a Risk Management Strategy which sets out the framework for the monitoring and management of risks.
- 3.4 Performance and risk management is embedded into all the Council's business activities in a structured and consistent manner. All Service Improvement Plans which include Performance Indicators and Risks are held and managed on the Council's performance management system: TEN

Overall summary for the period April to March 2016/17

- 3.5 Performance Indicators: For 2016/17 there were seventy four indicators that measured and monitored performance across council services.

Thirteen indicators did not meet the agreed target set at the beginning of the year:

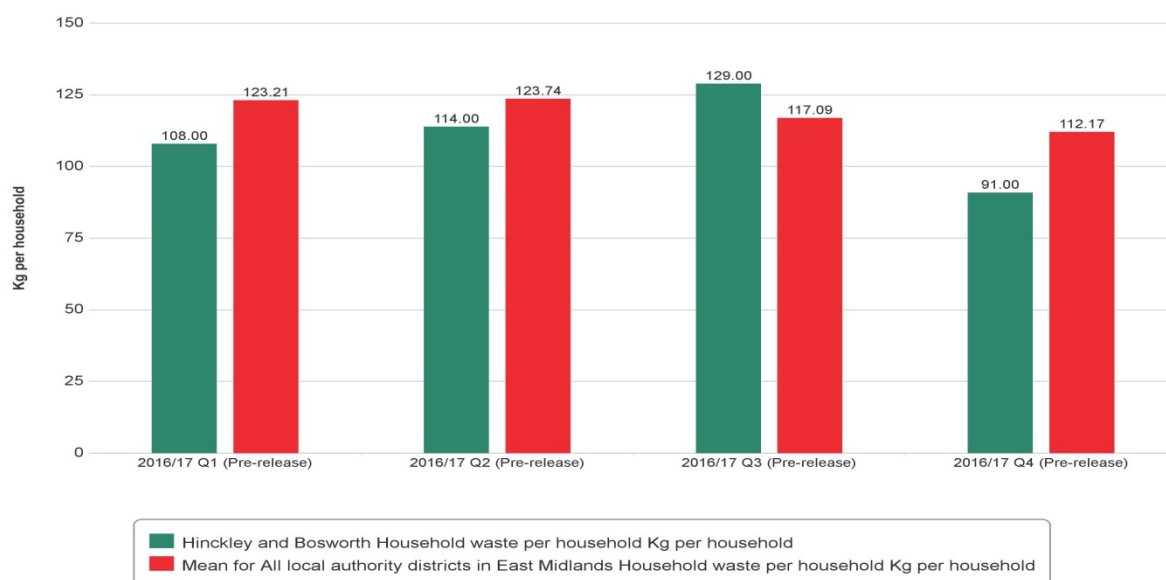
Indicator	2016/17 target	2016/17 actual	Comments
Customer services - lost calls	15.00%	21.33%	Call answered year to date is 121,739 (vs 124,992 for 2015/16). Whilst calls year to date compared to last year have decreased, the average length of the call, including the wrap up time, over the 12 month period is longer. This is attributable to the complexity of calls. We have also appointed a senior customer service adviser to support ongoing training and development of colleagues. It must be noted that for March alone, which has been an extremely busy month with annual billing and garden bin sticker renewals, we have seen a positive dip in lost calls (actual percentage of lost calls 15.77%) against March 2016.
Customer services – face to face (within 10 mins)	80.00%	75.00%	17,313 customers were served face to face within 10 minutes (v's 15,852 in 2015/16). This is just below target, however satisfaction results are still at exceptionally high levels
BV012 - Absenteeism	8 (days)	8.7	16/17 Overall short term absence has increased to 2230 days compared to 1379.50 days in 15/16. Short term absence peaked in December (372.5 days) compared to 236 days in 15/16 and January was 471.5 days compared to 332 days in 15/16. This was mainly due to a large number of sickness absences relating to infection particularly in January because of flu cases.

Indicator	2016/17 target	2016/17 actual		Comments
Satisfaction with sports /leisure facilities (annual survey)	82%	79%		Target missed due to lower satisfaction rates from residents in rural areas: Satisfaction from respondents in urban areas: 85% Satisfaction from respondents in rural areas: 70%
Net additional homes	450	363		This is an estimate. While it is anticipated that the delivery of market housing in 16/17 will be below the annual target, the Housing Trajectory makes clear that the delivery in the following year will compensate for this. This is primarily because delivery is expected to commence from the Earl Shilton and Barwell Sustainable Urban Extensions and the Hinckley West site. In addition, meeting the overall target over the plan period and maintaining a five year supply is more important than delivery on a given year.
Affordable homes delivered	105	93		Year end is an estimate - as of 1 April 2016, there were 93 affordable dwellings under construction, so it is safe to assume they will be complete by now.
Housing benefits overpayments collection rate	36%	30.79%		New housing benefit overpayment recovery process implemented at the end of January 2017. Process for deducting payments from DWP benefits, which was subject to technical issues, also now implemented. In the coming months all staff are to receive focussed training on overpayment recovery and as a result of these developments, we expect to see further improvements in 2017/18.
Residual household waste per household	435	442		442kg phh year end figure is estimate of current actual performance for Q1 to Q3 and an estimate of the final quarters tonnage based on last years actual tonnage. This is forecast to increase due to the withdrawal of the Mechanical and Biological Treatment Plant at Cotesbach which diverted some waste from landfill and a slight forecast reduction in the amount of dry recycling recycled
Satisfaction with street cleanliness (annual survey)	82%	77%		Target missed due to lower satisfaction levels from the areas of: Higham (67%), Barlestone (57%), Osbaston (56%), Barwell (64%), Carlton (60%), Shackerstone (50%), Earl Shilton (68%), Stanton Under Bardon (50%), Desford (57%), Peckelton (57%), Ratby (45%)
% of employees with disability	2.99%	2.50%		Target missed due to staff increase from 401 to 405
Indicator	2016/17 target	2016/17 actual		Comments

Satisfaction with the waste collection (annual survey)	92%	90%		Target missed due to lower satisfaction rates from respondents from urban areas which was 89% versus satisfaction from respondents from rural areas which was 93%
Satisfaction with recycling (annual survey)	88%	86%		Target missed due to lower satisfaction levels from respondents from urban areas which was 86% versus satisfaction from respondents from rural areas which was 89%
Debt over 90 days old as a % of aged debt – (Average and excluding homelessness bonds)	25%	30.34%		The main reason for the year end performance being above target is due to one large invoice which has now been settled.

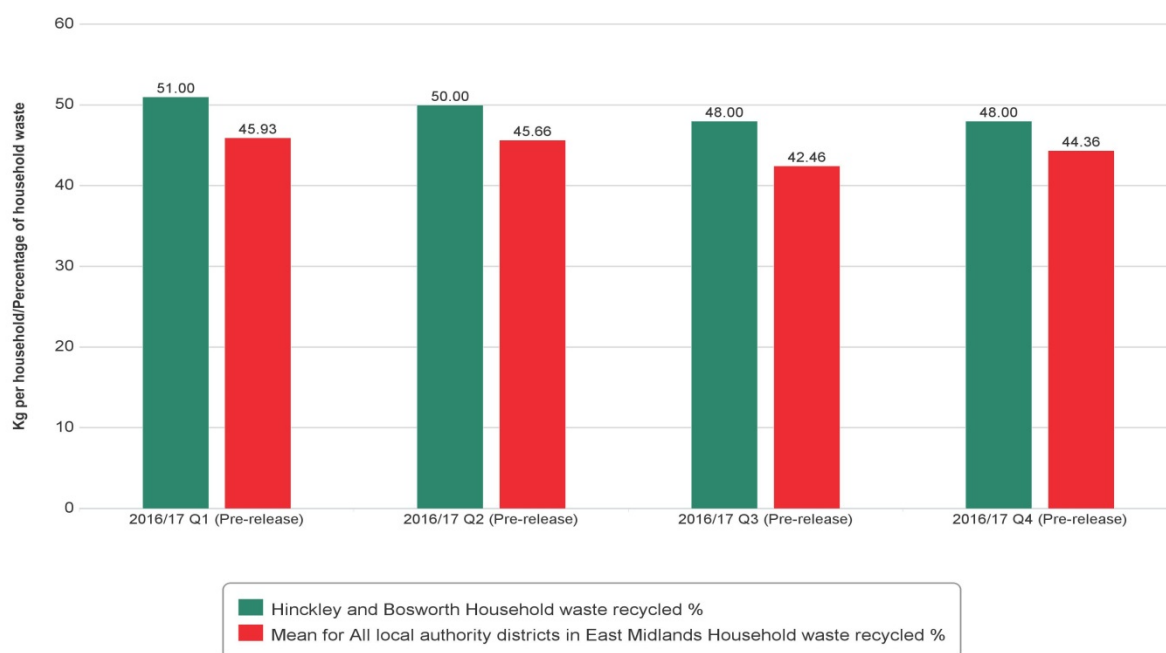
- 3.6 Benchmarking indicators - As part of an East Midlands Performance Benchmark group initiative there are currently **five** indicators which can be compared against other district councils in the East Midlands. The charts below now show a rolling four quarter summary rather than the previous method which just showed the latest returns. This is to allow the monitoring of trends over time. Please note that the returns are provisional figures entered by councils onto the LG (Local government) Inform site for benchmarking purposes only.

Residual household waste per household - quarterly (kg per household) (2016/17 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands



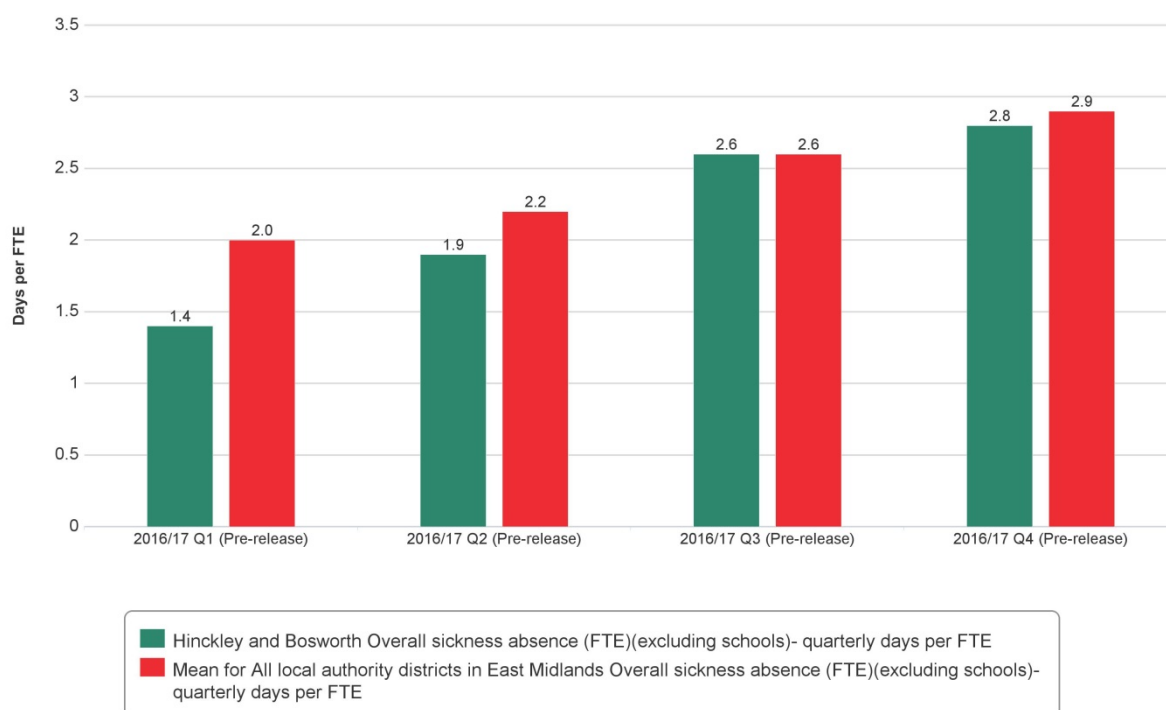
Powered by LG Inform

Percentage of household waste sent for reuse, recycling and composting - quarterly (%) (2016/17 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands



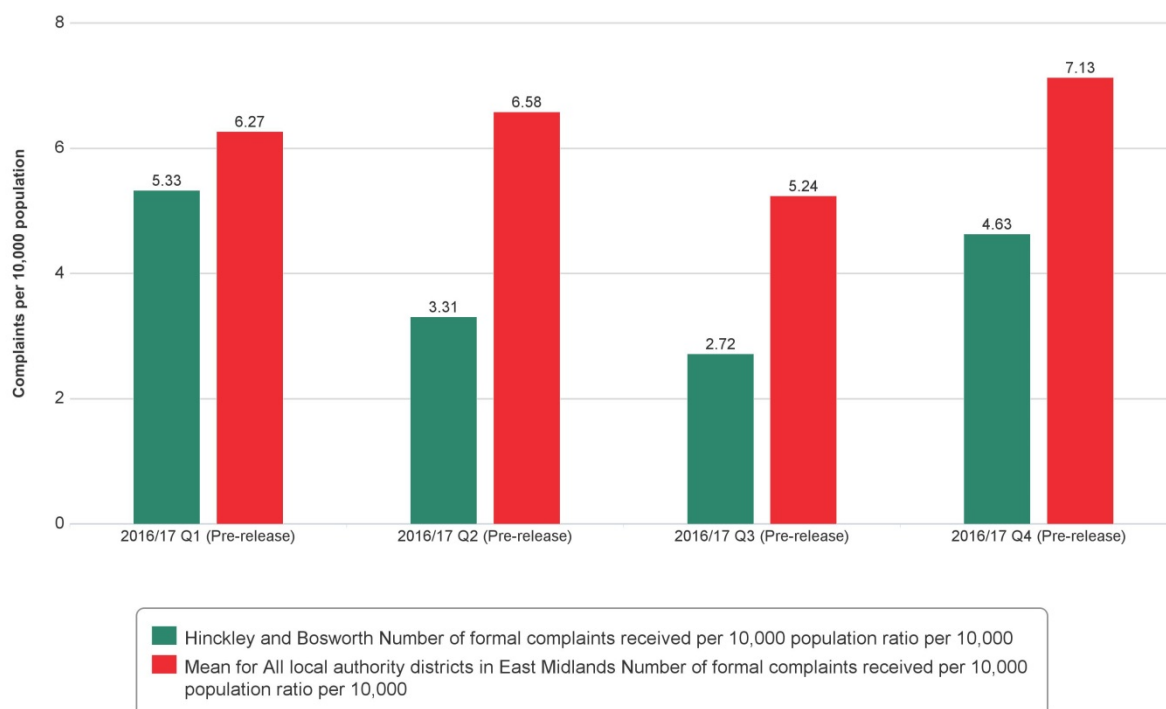
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Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly (days per fte) (2016/17 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands



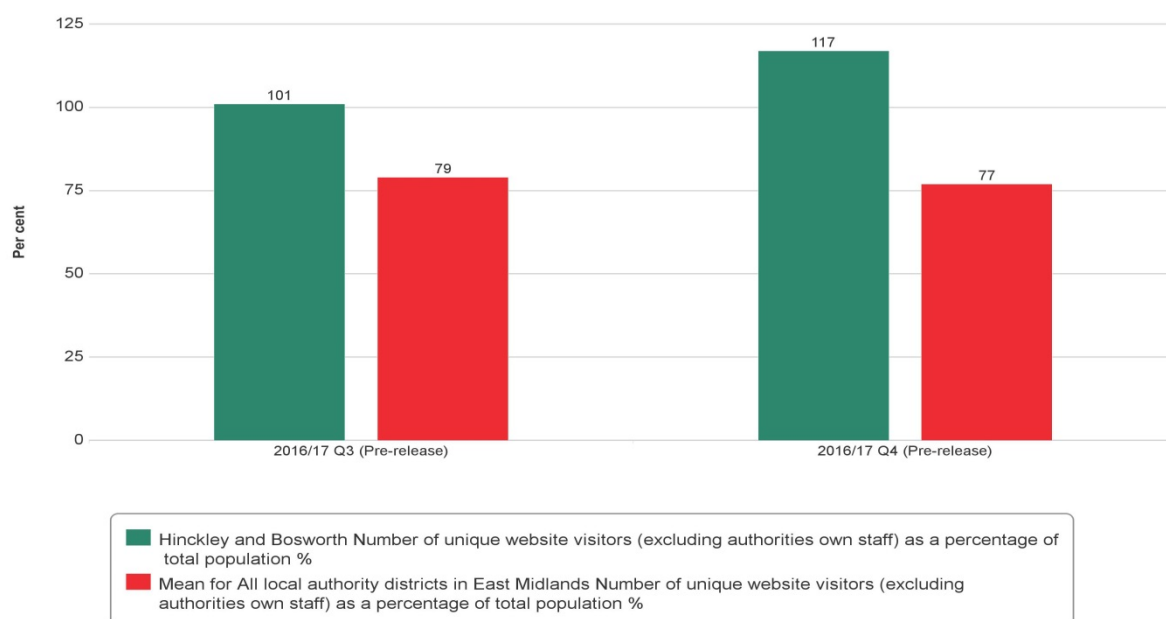
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Number of formal complaints received per 10,000 population (per 10,000) (from 2016/17 Q1 (Pre-release) to 2016/17 Q4 (Pre-release)) for Hinckley and Bosworth & All local authority districts in East Midlands



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Number of unique website visitors (excluding authorities own staff) as a percentage of total population (%) (2016/17 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands



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

As agreed with Joint Boards, only those Service Improvement Plans with a “**Corporate Impact**” (i.e. not business as usual) are monitored by the Joint Boards.

Of the three hundred and forty seven plans, **one hundred and eighty four** have been flagged as having a “**Corporate impact**”.

Of these, **twenty seven** plans have been highlighted (as at end of year 2016/17) by service managers/lead officers as slipping from their original intended target date/s.

These are detailed below along with explanations on progress:

Service area	Description	Progress	Target date/s
Finance	Implement the Civica budget monitoring module and associated upgrade to web based browser. Ensure all budget holders are fully trained in operating new system.	There are outstanding issues that we are waiting for Civica to resolve. The budget monitoring report element is however working.	July 2016
Finance	Conduct a value for money review on the method of acquiring Council fleet (leasing vs acquisition).	Initial review being completed in April 2017, will complete by August 2017.	Jan 2017
Corporate Governance	Develop a dignity at work policy	Research has commenced - carry forward 2017/18	March 2017
Corporate Governance	Retain and Develop Apprenticeship Scheme, with a view to increase the number of apprentices in HBBC to 10	Currently have 3 apprentices in place, 2 Revs and Bens 1 Accountancy. Briefing paper presented to SLT 27.3.17 - to discuss options in regard to the Apprenticeship Levy (comes into force 1 April 2017). HBBC has a target of 9 apprentices per year from 2017-2019; this can be achieved through training of existing staff and reviewing vacant posts as and when they arise.	March 2017
Corporate Governance	Develop a stress policy	HR has met with the Health and Safety Officer to discuss the policy requirements moving forward. Currently researching best practice model. Given the case work HR is currently dealing with - this has been carried forward.	March 2017

Service area	Description	Progress	Target date/s
Corporate Governance	Launch an electronic register of interests	Awaiting new code of conduct for officers to be implemented before launching. Code of conduct drafted and awaiting approval.	Dec 2016
Corporate Governance	Channel Shift Strategy: implement web based solution "my account"	Customer Online Web portal - This has now been built - awaiting minor revisions Go live with the portal early Autumn 2017 (following implementation of the Customer Service database).	March 2017
Corporate Governance	Develop Modern.Gov to include rollout of workflows for reports	Awaiting new build of mod.gov before commencing project.	March 2017
Estates & Assets	Seek additional office location to be let by end 16/17 subject to funding min target £3000 annual rent	Drawings being created for potential new office to be added on 3rd floor Building 1A Drawings complete. Building quotes being obtained using the drawing and specifications. Feasibility complete works to be programmed following approval of a business case. This project has been delayed to co-ordinate with potential relocation initiatives and available resources. This will be reviewed and delivered in the next financial year if considered appropriate.	Dec 2016
Estates & Assets	Support local businesses in setting up localised Business Watch schemes	Currently attending existing scheme at Sketchley Meadows - meeting quarterly Made contact with relevant officers for Merrylees and agreed joint working - letter to be drafted and distributed jointly Chased Leicestershire Police for PCSO contacts covering Harrowbrook estates. Project deferred to next financial year due to resource available and priority within other workstreams	Dec 2016

Service area	Description	Progress	Target date/s
Estates & Assets	Manage the adaptation of space within Hinckley Hub to meet the needs of existing and new customers	Automated room booking system is late. IT currently working on a form connected to a Google Calendar account which will automatically populate the calendar information and distribute the information to the units.	March 2017
Estates & Assets	Town centre/staff car parking	Bridge Road parking now being planned initially 20 spaces with a view to roll out and develop more spaces which could be made available as a long stay public car park for commuters	Dec 2016
ICT	Melton Citrix	Some slippage earlier in project.	Oct

	implementation	Managed by Sopra Steria major incident team - programme of remediation in place.	2016
Revs & Bens	Implement performance management tool	Destin solutions awarded contract. We are currently testing the scripts that will extract the data from the revs and bens databases, this will be the platform from which performance will be measured and FOI queries run. Testing is on-going and this project will be carried forward to next year.	March 2017
Revs & Bens	Bringing the enforcement "Compliance Stage" in-house (IRRV recommendation).	Management Board have requested that a full feasibility study including costings be undertaken . This project will be carried forward to 2017/18	Dec 2016

Service area	Description	Progress	Target date/s
Revs & Bens	Automation of enforcement agent payments & returned cheques	Capita have been asked to quote for scripts to be written that will provide the interface between payments coming from the enforcement agents and the three cash receipting systems. Scripts have been supplied to Steria who will now need to test to see if payments to us can be automated. This project to be carried forward to next year	Sep 2016
Revs & Bens	Update the SLA between Partnership and customer services (IRRV recommendation)	This project has been reviewed to allow the inclusion of any processes we need to have in place following UC transfer to full service for HDC in November and for HBBC in March. It has subsequently been agreed that any changes will not take place before June 2017	Dec 2016
Revs & Bens	Implementation of Mobile Communications for visiting officers	This project is intrinsically linked with the Capita inspection and building works module and whilst we investigate whether the module meets the needs of the partnership this project is on hold. Further discussions are taking place with software provider and IT following which we will determine the next steps with a potential revised timelines. This project will be c/fwd to next year.	Sep 2016
Revs & Bens	Rent officer referrals automation	The Rent Service Module allows referral details to be passed electronically between Capita and the Rent Service. Once the rent officer has returned a Decision it will populate the Decision tab within the Rent Service Module. We are shortly to start testing. This project was deferred whilst resourcing was transferred to the testing and embedding of the RBV project. This will be carried forward to 2017/18	Oct 2016
Planning	Provide Public Access to Building Control records to allow 'searches' by the public rather than Council staff	Q3. Initial meeting held, quality of data held is now being reviewed and legal opinion is being sought with regard to what information can be released and/or needs redaction. Q4. Project has currently stalled due to lack of resources to quality check the data	March 2017

Service area	Description	Progress	Target date/s
Planning	Produce quarterly newsletter	Q3. Publication of Planning Newsletter delayed due to prioritisation of other service improvements. Q4. Planning Newsletter to be rolled out from June 2017.	Jun 2016
Housing	Review Choice based lettings and the Allocations policy	Q1 - Meetings taken place to go through the policy and identified areas for changes. To then link in with the county wide review. Q2 County wide review to take place July so have to link into rest of County to finalise changes Q4 - Review of HBBC policy 90% complete. Needs to be part of a wider County review.	March 2017
Housing	Implement Housing Application annual renewals	Q1 - To commence quarter three. Q2 - Agreed new staff to cope with capacity. Once recruitment and training taken place will be able to implement renewals Q3 - priorities of the service being reviewed to consider increases in the number of housing applications being received. This may mean annual renewals not being progressed. Q4 - due to the increased work load and priorities annual renewals will not commence this year.	March 2017
Housing	Deliver the programme for accommodating Syrian Refugees	Q1 - Part of a county wide group coordinating the programme. First families to be accommodated in March 2017. Q2 - First families to arrive in March 2017 Q3 - First families to arrive March 2017 Arrangements commencing to provide accommodation Q4: Difficulties with securing accommodation in the private rented sector. Options being reviewed.	March 2017
Housing	Review Hostel requirements	Q1 - Survey of current facilities carried out and mapping of past and current demand underway. Q2 - Awaiting costs from repairs Q4 - Hostel requirements reviewed. Now being incorporated into a wider review of assets in the area. .	March 2017
Street scene	Review HBBC car parks (currently provided free)	Focus is on Hinckley town centre car parks as a priority Q2 - no progress work needs to be rescheduled for next financial year. Q4 - due to other priorities this will need to be rescheduled for 2018/19	March 2017
Street scene	Develop an In-house system to provide e-service requests in real time	Q3 CR currently discussing with ICT/Steria in view of time elapsed and proximity to procurement of new vehicle fleet / potential to invest in technology as part of revised fleet arrangements. Q4 Agreed to revert to in-house-option to be progressed in 2017/18.	March 2017

- 3.8 Corporate/Strategic risks - There are a total of **twenty seven** risks on the Corporate Risk Register (as at year end 2016/17). Of these, **four** have a high (red) net risk level and these are detailed below.

Red risks are those that have been identified as posing the most significant threat and are reviewed at least quarterly to ensure actions are adopted to reduce the likelihood of the risk happening and/or reduce the level of impact the risk poses.

Risk	Review commentary
S.15 - Failure to successfully adopt and deliver the LDF	The LDS was reported to and agreed by Council in January 2017, which provides for the production of a new Local Plan for adoption in 2020 and for the wide coverage of Neighbourhood Development Plans for the Borough. Appointment of RCC to support NDPs across the borough
S.30 - Review by Equalities Commission for Human Rights of disability issues	The Council's S23 Agreement has been discharged. The Council is working in collaboration with other partners within Leicestershire to support EHRC national follow-up to 'Hidden in Plain Sight'. This is being led by the County Council, but is a collaborative endeavour. The Equalities Action Plan is monitored and updated via the Council's Monitoring Officer in liaison with the Corporate Equalities Steering Group.
S.37 - Non delivery of capital projects which are interdependent	The restrictions in funding new capital projects remains. For the HRA the position is that the council continue with current schemes only. Due to the governments rent reductions policy no additional affordable housing works will be committed at this stage.
S.34 - Failure to safeguard vulnerable adults, children & young people	Q4 update - Section 11 Audit for vulnerable adults completed. Compliant in all areas. Local policies and procedures are being updated. Sharing of information undertaken at regular DSO county meetings. Roll out of competency Framework continues. Additional admin support now in place to chase up feedback from referrals submitted by HBBC to County. Roll out of Competency framework is underway along with Employee/Member training. Risk remains high due to the sheer number of referrals and the increasing complexity of the cases.

- 3.8.1 As part of the quarterly review of the Corporate Risk Register:
- No new risks have been added
 - No risks have increased (worsened) in rating
 - Two risks have decreased (improved) in rating
 - *S.14 - Dealing with numerous public enquiries*
 - *S.43 - Leicestershire County Council cuts*
 - No risks have been closed

- 3.9 Service area risks - There are a total of **eighty** risks (as at year end 2016/17) across all service areas which are kept on individual service area risk registers. Of these, **eight** have a high (red) net risk level and these are detailed below.

Risk	Review commentary
DLS.19 - Recruitment	Q4. Staff retention levels across the service stabilised and most posts

& retention of staff (Planning)	filled. Looking to implement a career grade structure for professional staff from the summer of 2017.
DLS.42 - Meet the need of Gypsy and Travellers (Planning)	Q4. Needs assessment for whole of Leicestershire now agreed. Aligns with the methodology used in the Hinckley and Bosworth BC Needs Assessment that was completed in 2016.
DLS.44 - Five year housing land supply (Planning)	Q4. Pro-active work underway to help bring forward sites within the Site Allocations and DM Policies DPD and maintain the council's 5-year housing land supply.
DLS.47 - Reputation of Building Control Service (Planning)	Q4. The shortage of qualified staff continues to grow in the sector, with recruitment attempts being directly made to staff for the private sector. Our market profile remains consistent and where negative rumours are disclosed about the service, spread by competitors, the staff refer these to the BC Manager who where possible engages with these customers to dispel these and promote the service we continue to provide.
DLS.48 - Loss of work to Approved Inspectors (Planning)	Q4. The market trend and instability continues but we continue to win work and maintain relationships with our customer new and old
DLS.49 Recruitment and retention of Building Control Staff (Planning)	Q4. The post of Building Control Technical Assistant has been filled for a 12 month period, which helps to strengthen service resilience. All other posts filled.
HCS.91 - Central government housing proposals (Housing)	Waiting for government regulations to be published into the various parts of the Housing and Planning Act in order that impacts can be reported and managed
SS.37 - External funding (Streetscene)	Mitigations have been identified and are being further explored to reduce service costs / reduce the impact below that forecast in the MTFS, and clear dialogue with LCC to try to minimise additional operational costs (primarily tipping away distances). Charge for garden waste collections introduced April 2016 have fully mitigated the loss of the garden waste recycling credits and a review of collection systems has commenced to inform future service design (from 2018) . decision on future service design to be made 28 June 2017. decision from LCC on tipping location anticipated July 2017.

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

- No new risks have been added
- No risks have increased (worsened) in rating
- One risk has decreased (improved) in rating
 - *HCS.88 - Police changes*
- No risks have been closed

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

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

5. FINANCIAL IMPLICATIONS (IB)

5.1 There are no financial implications arising directly from this report.

6. LEGAL IMPLICATIONS (AR)

6.1 There are no legal implications arising directly from this report.

7. CORPORATE PLAN IMPLICATIONS

7.1 The report provides an update on the achievement of the Council's vision and revised Corporate Plan 2017 - 2021. The issues covered in this report relate to, and support the achievement of all the Council's priority ambitions:

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

8. CONSULTATION

8.1 Each service area has contributed information to the report and the performance outturn information is available on the council's performance and risk management system TEN.

9. RISK IMPLICATIONS

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

9.2 This report summarizes all risks, strategic and operational (SIP) and therefore considers the risk implications with regards to the Corporate Plan.

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 Equality and Rural implications are considered as part of the implementation of the Corporate Plan 2017 - 21.

11. CORPORATE IMPLICATIONS

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

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: Ten reports

Contact Officer: Cal Bellavia, ext. 5795

Executive Member: Councillor M Hall

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Hinckley & Bosworth
Borough Council

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FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

Finance & Performance Scrutiny

17 July 2017

WARDS AFFECTED: ALL WARDS

SUNDRY DEBTS – Q1 2017/2018

Report of Head of Finance (Section 151 Officer)

1. PURPOSE OF REPORT

1.1 To inform members of the position on sundry debts as at 30 June 2017.

2. RECOMMENDATION

2.1 That the committee note the current aged debt position for sundry debts.

2.2 That the committee note that a report will follow at the next meeting on the action being taken on recovery of estates debt.

3. BACKGROUND TO THE REPORT

3.1 As at 30/06/2017 there were sundry debts with a value of £1,566,894. This balance can be broken down by age as follows:

Credits and Refunds	Not Yet Due	< 30 Days	30 - 59 Days	60 - 89 Days	90 - 119 Days	> 120 Days	Total Debt
£	£	£	£	£	£	£	£
-527	4,449	317,497	167,597	110,318	22,332	946,652	1,566,894

3.2 The Council has a KPI for Debt over 90 days old as a % of aged debt, not exceeding 25%. The performance for the end of June 2017 was 30.62%, this is after amendment for items that are known to be covered by agreement, council policy or are to be written off. The total number of invoices over 90 days is 913, with an average value pf £1061.32. The primary reason the target was not met was due to 4 outstanding debts totalling £77,025. The current status for these debts is summarised below:-

£	Details
£34,233	Payment expected July 17
£16,042	In dispute - Estates looking into.
£15,750	Estate chasing up.
£11,000	Payment expected July 17

These debts are being chased and it is expected that £45,000 will be received in the by Mondays 17th July. If these debts would have been paid before the month the overall 90 day plus debt outstanding would have reduced to 26.7 per cent

	£	Description
Total debt	1,566,894	
Less	-493,581	Tin Hat
	-132,189	Homelessness
	-79,330	VAT to w/o
	861,794	(A)
Over 90 days	968,985	
less	-493,581	Tin Hat
	-132,189	Homelessness
	-79,330	VAT to w/o
	263,884	(B)
Performance	30.62%	Over 90 days/Total debt (amended) B/A
Target	25.0%	

- 3.3 In order to ensure that the Council adopts a prudent approach to accounting for debt that might not be due, a “provision for doubtful debts” is made against the year end balance. The value of this provision for 2017/18 is £139,135.
- 3.4 The split of the current debt position over 90 days by type of debt is detailed below. The largest element is for “Estates” debts (29.63%, £141k). This has a large element of debts that are over twelve months old, some may need to be written off, but action is being taken to recover the debts where possible and we are moving to introduce an interest charge where there is late payment. Homelessness Bonds have reduced marginally by 0.53%. The provision of these bonds is funded by the Council's Homelessness Prevention Grant which is provided by the DCLG annually. Whilst efforts are made to recover these amounts through ongoing contact with tenants by housing and revenues and benefits officers, legal action is not generally taken in these cases. This is on the basis that it is unlikely that the debtor will also be able to pay the additional charges levied and also to uphold the “sentiment” of the Council's Anti-Poverty Strategy.

Sum of Total Outstanding over 90 days	2016/17	2016/17	2017/18	Q4 to Q1	
	Q3	Q4	Q1	Mvt £	Mvt %
Building Control	£4,085.91	£2,929.91	£3,025.84	£95.93	3.27%
Environmental Health	£2,806.11	£6,724.50	£8,490.18	£1,765.68	26.26%
Estates	£149,694.04	£161,494.49	£140,852.75	-£20,641.74	-12.78%
Green Spaces	£637.40	£466.40	£608.50	£142.10	30.47%
Grounds Maintenance	£2,582.56	£2,552.56	£1,680.06	-£872.50	-34.18%
Homeless	£134,946.18	£132,883.68	£132,189.43	-£694.25	-0.52%
Housing	£34,007.63	£33,226.31	£36,946.78	£3,720.47	11.20%
Markets	£5,507.97	£5,580.78	£5,418.89	-£161.89	-2.90%

Other	£97,295.35	£90,687.80	£125,098.80	£34,411.00	37.94%
Refuse/ Recycling	£15,206.41	£14,790.66	£7,527.78	-£7,262.88	-49.10%
Planning	£30,902.67	£69,988.26	£9,962	-£60,026.26	-85.77%
Pest Control		£434.04	£137.00	-£297.04	-68.44%
Other LA	£5,065.67	£6,865.67	£2,965.67	-£3,900.00	-56.80%
Cemeteries	£1,569.60	£385.50		-£385.50	-
Licensing	£306.00	£740.00	£500.00	-£240.00	-32.43%
Grand Total	£484,613.50	£529,750.56	£475,403.68	£45,137.06	8.52%

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

4.1 Report is taken in an open session.

5. FINANCIAL IMPLICATIONS IB

5.1 Contained within the body of the report.

6. LEGAL IMPLICATIONS MR

6.1 The legal implications are contained within the report

7. CORPORATE PLAN IMPLICATIONS

7.1 Sundry Debts contributes to delivery of all Corporate Plan objectives.

8. CONSULTATION

8.1 None

9. RISK IMPLICATIONS

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

9.2 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.

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to recover debt owed to the Council	Robust recovery methods and monitoring.	A Wilson

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

- 10.1 Any future reviews of the Debt Recovery Strategy will be impact assessed to understand any impacts on our community (i.e. ability for those on lower incomes to pay).

11. CORPORATE IMPLICATIONS

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

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: Civica Reports

Contact Officer: Ilyas Bham, Accountancy Manager, Ext 5694

Executive Member: Councillor M Hall



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FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY 17 July 2017

WARDS AFFECTED: All Wards

BUSINESS RATES AND POOLING UPDATE QUARTER 4 - 2016/17

Report of Head of Finance

1. PURPOSE OF REPORT

- 1.1 To inform the committee of business rates performance from 1 April 2016 – 31 March 2017 and to provide an update on pooling arrangements for 2016/2017.

2. RECOMMENDATION

- 2.1 That the committee notes the contents of the report.

3. BACKGROUND TO THE REPORT

- 3.1 Before 1 April 2013, business rates were collected by local authorities from businesses, before being paid into a central pool to be redistributed as part of grant funding. From 2013/14, billing authorities paid over 50% of collected business rates to government. The remaining 50% is split between the billing authority (80%) and the precepting authorities (20%).
- 3.2 Following these payments, the retained business rates of billing authorities are subject to a tariff set out in the respective Local Government Finance Settlement. Any growth in business rates over the set baseline will be subject to a “levy” payment of 50%, with the remaining half retained by the host Council. Correspondingly, if a Council loses 7.5% of their set threshold, a “safety net” payment will be triggered to compensate for the loss.
- 3.3 The Council will receive £557,125 of “section 31 grant” income. The allocated grant was based on the level of reliefs that were forecast to be granted in 2016/2017 in the submitted business rates budget form (the NDR1). The actual grant that can be “banked” as retained rates will be determined based on the actual reliefs awarded by 31st March 2017. Therefore in order to be prudent, this income has been placed into the Business Rates reserve pending until this level is known.

3.4 The budgeted business rates performance for this council, along with the forecast as at March 2017 is summarised below.

	Rates Forecast 2016/17	Localism Autumn Statement Reliefs	Cost of SBRR Extension	Tariffs	Retained Rates Income	Funding Baseline	Total Growth	Levy & Retain Growth	Mvt
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
NNDR1	13,370	45	476	-9,042	4,849	2,378	2,471	1,235	-
Jun-16	13,452	52	482	-9,042	4,944	2,378	2,566	1,283	48
Sep-16	12,914	57	482	-9,042	4,411	2,378	2,033	1,016	-219
Dec-16	12,662	164	488	-9,042	4,272	2,378	1,894	947	-70
NNDR3 (Mar16)	12,734	108	512	-9,042	4,312	2,378	1,934	967	20

3.5 The above table shows that as at 31st March 2017, the council is forecasting £967,000 of retained growth for 2016/2017 will be set aside in the Business Rates Reserve. This figure has reduced from September 2016 mainly because of an increase in the provision for appeals.

3.6 Although this is a positive position, it is important to acknowledge the volatility of business rates which can be impacted negatively by many factors including:

- Companies going out of business or moving from the area
- Empty properties – The redevelopment of the town centre for instances may have an impact on the rates for the council whilst development takes place
- Awards of reliefs; most significantly charitable reliefs for schools which are awarded Academy status
- Results of appeals lodged by businesses against their liabilities
- Due to these factors we have not included the current relatively small growth movement in budget changes.

Business rates retention

3.6.1 There were changes planned to the business rates retention scheme due to proposals by government for the implementation of 100% business rates retention by local authorities by 2020. This has now been put on hold following the Queen's Speech. Our understanding is there are no current plans for resurrecting or re-introducing the provisions of the Bill in relation to this element of business rates, which means that the introduction of 100% retention is effectively suspended with no current plans for its introduction. DCLG will be back in touch with authorities once they have proposals for a business rates policy going forward and how that might be introduced.

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

4.1 Report to be taken in open session

5. FINANCIAL IMPLICATIONS [AW]

5.1 Contained in the body of the report.

6. LEGAL IMPLICATIONS MR

6.1 Section 59A of the Local Government Finance Act 1988 allows local authorities to pool business rates. The pooling between the Leicestershire Council's will be governed by a legal agreement between the parties.

7. CORPORATE PLAN IMPLICATIONS

7.1 The Council's governance arrangements are robust

8. CONSULTATION

8.1 All members of the Business Rates Pool were included in decisions made on its future operation from 2016/17 onwards. The Pool was agreed to be extended for 2016/17 and the contingency held with the pool increased from £0.7m to £2m. This is created from amounts not returned to DCLG, but held within the pool to guard against future appeals. There is no reduction on the council's share of retained rates.

9. RISK IMPLICATIONS

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

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:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
None		

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

Various reliefs are available for businesses and charities under the business rate regulations.

11. 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
- Planning Implications
- Voluntary Sector

Background Papers:	Revenues and Benefits Monitoring Reports
Author:	Ashley Wilson, Head of Finance ext 5609
Executive Member:	Cllr M Hall



Hinckley & Bosworth
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FINANCE & PERFORMANCE SCRUTINY

17 July 2017

WARDS AFFECTED: All Wards

TREASURY MANAGEMENT QUARTER 1 2017/18

Report of Head of Finance

1. PURPOSE OF REPORT

- 1.1 To inform the Committee of the Council's Treasury Management activity in the first quarter of 2017/18.

2. RECOMMENDATION

- 2.1 That the report be noted.

3. BACKGROUND TO THE REPORT

- 3.1 At its meeting in 23 February 2017 Council approved the Council's Treasury Management Policy for the year 2017/18 and delegated the oversight of the execution of the Policy to this Committee.

This report sets out the Treasury Management activities in 2017/18 and shows that they are in line with the limits set out in the Policy.

Treasury Management covers two main areas:-

1. The management of day to day cash flows by way of short term investing and borrowing. Longer term investment opportunities may arise depending on cash flow requirements.
2. Management of the Council's Long term debt portfolio which is used to finance capital expenditure that cannot be immediately funded by internal resources (e.g. by Capital Receipts).

3.2 Economic Background

During quarter ended 30 June 2017:

1. The economy lost some momentum.

2. Rising inflation started to dent household consumption.
3. The labour market continued to tighten but wages growth softened.
4. One MPC member voted for an increase in Bank Rate as CPI inflation exceeded the 2% target.
5. The Brexit process was started with the triggering of Article 50.

The latest forecasts are detailed in the table below:

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.50%
5yr PWLB rate	1.70%	1.70%	1.80%	1.80%	1.90%
10yr PWLB rate	2.40%	2.40%	2.40%	2.50%	2.50%
25yr PWLB rate	3.00%	3.10%	3.10%	3.20%	3.20%
50yr PWLB rate	2.80%	2.90%	2.90%	3.00%	3.00%

3.3 Investment Activity

The Council's investment strategy primary objectives are safeguarding the repayment of the principal and interest of its investments on time, ensuring adequate liquidity, with the investment return being the final objective. If required, officers implement an operational strategy which tightens the controls already in place in the approved investment strategy. The Council's investment criterion was approved by Council in February 2017.

Funds for investment come from the following Sources

- a) Revenue Account Balances held by the Council
- b) Earmarked Reserves and Provisions
- c) Unapplied Capital Receipts
- d) Cash flow balances - income received before expenditure needs to be incurred

Depending on the flow of cash (difference between income receipts and payments) the bank balance will vary. Where there is a surplus balance monies are invested. When there is a need for cash, investments are called in to ensure funds are not overdrawn. As at 30th June 2017 the Council held the following investments totalling £18,171,400 Investments as at 30th June are summarised below:-

Counterparty	Investment Date	Maturity Date	Amount	Interest Rate
HSBC Call MMF	30/06/2017	01/07/2017	£1,771,400	0.1800
Coventry BS	03/04/2017	03/07/2017	£900,000	0.2700
Hinckley & Rugby BS	20/04/2017	20/07/2017	£2,000,000	0.3300
Telford & Wrekin Council	25/04/2017	25/07/2017	£3,000,000	0.3900
Coventry BS	01/06/2017	01/09/2017	£4,000,000	0.2100
Skipton BS	08/06/2017	08/09/2017	£1,500,000	0.2000
Skipton BS	16/06/2017	15/09/2017	£1,000,000	0.2000

Nationwide BS	01/06/2017	02/10/2017	£2,000,000	0.2400
Nationwide BS	06/06/2017	06/10/2017	£1,000,000	0.2400
Nationwide BS	12/06/2017	12/10/2017	£1,000,000	0.2400
Total			£18,171,400	

Details of investments held from April 2017 to June 2017 are available on request.

Details of the weighted average investment to June 2017 are shown in the table below together with the average overnight, 7 day and 1 month London Inter Bank Bid (LIBID) as a bench mark to the rates received by the Council. The Council received a rate of return that is comparable with the returns available in the market. Additionally, the weighted average period is within the maximum set of 0.5 years. Average investments returns are higher than the comparable inter bank rate (a return of 0.26% compared against 0.13%).

Period	Weighted Average invested	Average period (days)	HBBC Average Return	Overnight LIBID	7 Day LIBID	1 Month LIBID
Apr to Jun 17	£6,650,552	17	0.2564	0.0982	0.1121	0.1288

3.4 Borrowing Activities

Long term borrowing to finance Capital Expenditure

Excluding the HRA self financing element the Council has a Capital Financing Requirement of £37.08m for the current year which arises from previous decisions to incur Capital Expenditure that was not financed immediately by internal resources e.g. Capital Receipts or Grants giving rise to the need to borrow to finance the expenditure. This borrowing requirement can either be met by long or short term external borrowing or by internal borrowing i.e. using the cash behind the authority's balances and reserves and foregoing investment income. At the present time the interest payable on long term borrowing is significantly greater than the returns the Council could expect on its investments and therefore the Council has adopted a policy of being "under-borrowed" by £28.78m with only £8.3m of long term loans on its books.

Additionally, as part of the Self Financing HRA Settlement £67.652m has been borrowed from PWLB. Repayment options have been discussed with members and were presented to the Executive on 13th March 2012. Repayments for principal amounts for these loans will commence in March 2020. The loan will be repaid in equal instalments of £2.9414m over 23 yrs.

3.5 Short Term Borrowing

There is no short term borrowing in this quarter.

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

4.1 Report to be taken in open session.

5. FINANCIAL IMPLICATIONS [IB]

5.1 Any variations to budgets resulting from borrowing investing activities are reported within the Outturn position.

6. LEGAL IMPLICATIONS [MR]

6.1 There are no legal implications arising directly from this report.

7. CORPORATE PLAN IMPLICATIONS

7.1 This report supports the following Corporate Aims

- Thriving Economy

8. CONSULTATION

8.1 None

9. RISK IMPLICATIONS

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

9.2 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.

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
That the Council has insufficient resources to meet its aspirations and cannot set a balanced budget	Budgets are scrutinised on an ongoing to ensure assumptions are robust and reflect financial performance and sufficient levels of reverses and balances are maintained to ensure resilience	A.Wilson

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 None

11. CORPORATE IMPLICATIONS

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

- Community Safety implications
- Environmental implications
- ICT implications

- Asset Management implications
 - Procurement implications
 - Human Resources implications
 - Planning implications
 - Data Protection implications
 - Voluntary Sector
-

Background papers: Civica Reports
Capita Reports

Contact Officer: Ilyas Bham, Accountancy Manager x5924
Executive Member: Councillor M Hall

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Overview and Scrutiny Work Programme 2017/2018

JULY 2017

FINANCE & PERFORMANCE SCRUTINY

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
17 July 2017	Performance & risk end of year 2016/17	To monitor performance in-year	Identify improvements	Cal Bellavia	All
17 July 2017	Aged debts quarter 1 2017/18	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	3
17 July 2017	Business rates retention year end 2016/17	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	3
17 July 2017	Treasury management quarter 1 2017/18	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	3
25 September 2017	Revenue & capital outturn quarter 1 2017/18	Monitor budgets and capital programme	Ensure effective use of resources	Ashley Wilson	All
25 September 2017	Frontline service review – Housing	Programme of performance reviews	Monitor performance	Sharon Stacey	All
25 September 2017	Performance & risk quarter 1 2017/18	To monitor performance in-year	Identify improvements	Cal Bellavia	All
25 September 2017	Business rates retention quarter 1 2017/18	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	3
6 November 2017	Frontline service review – Planning	Programme of performance reviews	Monitor performance	Nic Thomas	All
6 November 2017	Revenue & capital outturn quarter 2 2017/18	Monitor budgets and capital programme	Ensure effective use of resources	Ashley Wilson	All
6 November 2017	Aged debts quarter 2 2017/18	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	3
6 November 2017	Business rates retention quarter 2 2017/18	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	3
6 November 2017	Customer Services – 6 month progress update	Monitor performance in relation to call waiting times/calls lost and face	Ensure performance is maintained	Julie Stay	2

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
		to face enquiries			
29 January 2018	Frontline service review – Environmental Health	Programme of performance reviews	Monitor performance	Rob Parkinson	All
29 January 2018	Performance & risk quarter 2 2017/18	To monitor performance in-year	Identify improvements	Cal Bellavia	All
29 January 2018	Treasury management quarter 2 2017/18	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	3
29 January 2018	Business rates retention quarter 2 2017/18	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	3
29 January 2018	Aged debts quarter 3 2017/18	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	3
19 March 2018	Performance & risk quarter 3 2017/18	To monitor performance in-year	Identify improvements	Cal Bellavia	All
19 March 2018	Business rates retention quarter 3 2017/18	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	3
21 May 2018	Aged debts quarter 4 2017/18	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	3
21 May 2018	Treasury management quarter 4 2017/18	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	3
16 July 2018	Performance & risk year end 2017/18	To monitor performance in-year	Identify improvements	Cal Bellavia	All
16 July 2018	Business rates retention quarter 4 2017/18	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	3
10 September 2018					
5 November 2018					

To programme

Key to corporate aims

1 – People

2 – Places

3 – Prosperity