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**Hinckley & Bosworth
Borough Council**

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

Date: 03 September 2021

To: Members of the Finance & Performance Scrutiny

Cllr C Ladkin (Chairman)
Cllr P Williams (Vice-Chairman)
Cllr JMT Collett
Cllr DS Cope
Cllr SM Gibbens

Cllr K Morrell
Cllr LJ Mullaney
Cllr MC Sheppard-Bools
Cllr R Webber-Jones

Copy to all other Members of the Council

(other recipients for information)

Dear member,

There will be a meeting of the **FINANCE & PERFORMANCE SCRUTINY** as a virtual meeting via Zoom on **MONDAY, 13 SEPTEMBER 2021** 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 Manager

A G E N D A

1. APOLOGIES AND SUBSTITUTIONS
2. MINUTES OF PREVIOUS MEETING (Pages 1 - 4)
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 12.
6. BUSINESS RATES & POOLING UPDATE QUARTER 4 2020/21 (Pages 5 - 8)
This report gives an update of business rates performance from 1 April 2020 – 31st March 2021
7. SUNDRY DEBTS QUARTER 4 2020/21 (Pages 9 - 14)
To inform members of the position on sundry debts as at 31 March 2021
8. SUNDRY DEBTS QUARTER 1 2021/22 (Pages 15 - 20)
To inform members of the position on sundry debts as at 30 June 2021
9. TREASURY MANAGEMENT QUARTER 1 2021/22 (Pages 21 - 26)
To inform the Committee of the Council's Treasury Management activity in the first quarter of 2021/22.
10. PERFORMANCE AND RISK MANAGEMENT FRAMEWORK END OF YEAR SUMMARY FOR 2020/21 (Pages 27 - 44)
To provide members with the end of year 2020/21 outturn position for Performance Indicators, Service Improvement Plans, Corporate risks, and Service area risks
11. FINANCE & PERFORMANCE SCRUTINY WORK PROGRAMME (Pages 45 - 50)
To inform members of the Finance & Performance Scrutiny work programme outlined for 2021/22.
12. 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 MARCH 2021 AT 6.30 PM

PRESENT: Cllr C Ladkin - Chairman
Cllr P Williams – Vice-Chairman
Cllr JMT Collett, Cllr SM Gibbens, Cllr LJ Mullaney, Cllr MC Sheppard-Bools and
Cllr R Webber-Jones

Members in attendance: Councillors Cllr KWP Lynch

Officers in attendance: Matthew Bowers, Julie Kenny, Rebecca Owen, Caroline Roffey, Rebecca Valentine-Wilkinson and Ashley Wilson

661 MINUTES OF PREVIOUS MEETING

It was moved by Councillor Webber-Jones, seconded by Councillor Williams and

RESOLVED – the minutes of the meeting held on 23 November 2020 be confirmed as a correct record.

662 DECLARATIONS OF INTEREST

No interests were declared at this stage.

663 FRONTLINE SERVICE REVIEW - STREET SCENE SERVICES

Members received an update on the activities of the council's streetscene services that included waste management, green spaces, clean neighbourhood's and car parks that all formed part of the Environment & Planning directorate. The report set out the key activities during the first three quarters of 20/21 during which the service faced considerable challenges due to the coronavirus pandemic. It was noted that

- The team focussed on core services throughout this period, working with reduced staffing levels and increased demand
- Both the green waste and recycling figures were significantly increased
- There was an increase in fly tipping
- The first electric vehicle charging points had been installed and would be connected in mid-April
- The number of bulky collections had been increased due to demand
- A litter strategy for the A5 corridor was being introduced
- Central Government are still developing their waste and resources plan which includes food waste collections and a deposit return scheme

Members were reminded that car parking was free after 3pm in some of the council's town centre car parks.

Members thanked the team for their hard work throughout this period.

RESOLVED – the report be noted.

664 PERFORMANCE & RISK MANAGEMENT FRAMEWORK QUARTER 3 2020/21

Members were provided with the third quarter 2020/21 outturn position for performance indicators, service improvement plans, corporate risks and service area risks. It was reiterated that considerable additional work had taken place in terms of our response to the pandemic and this report highlighted what the organisation had managed to achieve. It was highlighted that:

- The number of lost calls was above target despite more business being transacted via the telephone during the pandemic
- A different approach to monitoring performance would be taken in 2021/22 due to delivering the recovery strategy
- A high number of new food businesses had registered throughout this period which had increased the need for the inspecting of new premises. It was noted that additional resources were being brought in to support this work for a short period
- Payment of the £3m ARG business grant were still ongoing and a new scheme was due to be launched shortly.

Members noted:

- The impact that the coronavirus pandemic had had on planned activities during the year on service delivery, service demand had created additional budgetary pressures
- That all of the additional activities delivered as a result of the pandemic that had not been envisaged when the original service plans for 2020/21 were drafted
- The third quarter 2020/21 outturn position for performance indicators, service improvement plans, corporate risks and service area risks
- The risks that posed the most significant threat to the council's objectives and priorities.

In response to a question from a member, it was confirmed that development of a new Local Plan was on the corporate risk register but did not feature in the report as it was not a 'net red' risk.

RESOLVED – the report be noted.

665 FINANCIAL OUTTURN DECEMBER 2020

The financial outturn position as at December 2020 was presented to members. It was highlighted that

- Car parks income was down £320,000 for the year but the government compensation grant had covered the bulk of that loss
- The crematorium project needed to be reprofiled due to delays.

RESOLVED – the report be noted.

666 TREASURY MANAGEMENT QUARTER 3 2020/21

Members were presented with a report on the council's treasury management activity in the third quarter of 2020/21. It was highlighted that

- Interest on investments was down in addition to the borrowing rates
- The current cash flow position was healthy but most of this was due to go out over the next few months.

RESOLVED – the report be noted.

667 SUNDRY DEBTS QUARTER 3 2020/21

The position on sundry debts in the third quarter as at 31 December 2020 was reported to members.

RESOLVED – the report be noted.

(The Meeting closed at 7.10 pm)

CHAIRMAN

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Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Finance & Performance Scrutiny 13th September 2021

Wards affected: All

BUSINESS RATES AND POOLING UPDATE QUARTER 4 - 2020/21

Report of Head of Finance

1. Purpose of report

- 1.1 To inform the committee of business rates performance from 1 April 2020 – 31st March 2021.

2. Recommendation

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

3. Background to the report

- 3.1 Hinckley and Bosworth BC as a billing authorities pay 50% of collected business rates to government. The remaining 50% is split between the billing authority (40%) and the precepting authorities (10%).
- 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 has received £5,587,159 of “section 31 grant” income. The allocated grant was based on the level of reliefs that were shown to have been granted in 2020/2021 in the submitted business rates form (the NNDR3).
- 3.4 The budgeted business rates performance for this council, along with outturn as at March 2021 is summarised below.

<i>Table 1</i>	NNDR1 Rates Forecast 2020/21	NNDR3 2020/21
	£'000	£'000
NNDR collected (net of reliefs)	33,308	24,634
Less:		
Central Government share	(16,654)	(16,654)
County Council share	(2,998)	(2,998)
Fire Authority Share	(333)	(333)
HBBC notional share	13,323	13,323
S31 Grant compensation	1,603	5,587
Total before tariff	14,926	18,910
Tariff charged on HBBC	(9,646)	(9,646)
Levy charged on growth	(1,298)	(1,369)
Retained income total	3,982	7,895
The retained income is made up of:		
Baseline funding	2,684	2,684
Total growth	2,596	6,580
Less Levy	(1,298)	(1,369)
Total	3,982	7,895
Movement- Gain/(loss)	0	3,913
Retained income total	3,982	7,895
Baseline funding	2,684	2,684
Total Growth	1,298	5,211
Movement- Gain/(loss)	0	3,913

- 3.5 The above table shows that as at 31st March 2021, the council has £5,211.000 of retained growth for 2020/2021 compared to £1,298,000 growth budgeted for. This additional growth is in response to COVID 19 where by additional reliefs were awarded to Business Rate Payers. To aid cash flow an additional £3,984,000, of section 31 grant was received from central government. The underlying position is that the level of relief given has generated a deficit in the Collection Fund due to the non-collection of business rates, but due to accounting requirements, this is not recognised in the year generated, but in the following financial year. The increased growth will be put into a reserve to cover HBBCs portion of the deficit payable in 2021/22. The Reserve will be fully utilised to avoid that deficit falling on the council's general fund.
- 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.
- 4. Exemptions in accordance with the Access to Information procedure rules**
- 4.1 Report 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 To ensure 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 operation for 2020/21.
- 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: None
- 10. Knowing your community – equality and rural implications**
- 10.1 Various reliefs are available for businesses and charities under the business rate regulations.
- 11. Climate implications**
- 11.1 There are no direct implications arising from this report
- 12. Corporate implications**
- 12.1 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: DCLG/ MHCLG notifications
Contact officer: Ashley Wilson (Head of Finance) Ext 5609
Executive member: Cllr K Lynch



Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Finance & Performance Scrutiny 13th September 2021

Wards affected: All Wards

Sundry Debts Q4 2020/21

Report of Head of Finance

1. Purpose of report

- 1.1 To inform members of the position on sundry debts as at 31 March 2021.

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 31 March 2021, the overall sundry debt was £2,156,423. The current balance can be broken down by age as follows:

Description	Amount
Credits, Refunds and Payments	-£19,765
Not Yet Due	£479,444
< 30 Days	£426,744
30 - 59 Days	£49,277
60 - 89 Days	£25,277
90 - 119 Days	£127,778
> 120 Days	£1,067,668
Total Debt	£2,169,885

- 3.2 The Council has a KPI for debt over 90 days old as a percentage of aged debt, not exceeding 25%. The performance for the end of March 2021 was 28.41%, this is after amendment for items that are known to be covered by agreement, council policy, are in dispute or are to be written off. The total number of invoices over 90 days is 1,243, with an average value of £961.74.

	£	Description
Total debt	2,156,423	
	-194,405	Homelessness
	-239,288	Installment Plans
	-380,319	In dispute
	1,342,411	(A)
Over 90 days	1,195,446	
	-194,405	Homelessness
	-239,288	Installment Plans
	-380,319	In dispute
	381,435	(B)
Performance	28.41%	Over 90 days/Total debt (amended) B/A
Target	25%	

- 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 is currently £138,118, but will be reviewed as part of the final accounts closedown procedures. Due to the current level of debt primary arising from Covid 19 it is anticipated that this provision will require an increase. An additional £50,000 has been estimated for in the outturn position. The final figure will be based on the debt profile at year end.
- 3.4 The split of the current debt position over 90 days by type of debt is detailed below. One of the largest element, for Homelessness Bonds has increased by 1.11%. The provision of these bonds is funded by the Council’s Homelessness Prevention Grant which is provided by the DCLG annually. The largest debt is Estates at £469,532. Approximately 30% have now entered in to a payment plan to clear their debts. All new leases are being granted with a direct debit payment in place, to limit debts problems going forward.
- 3.5 Action is being taken to recover the debts where possible. 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.

3.6 The table below gives the breakdown of debt over 90 days as at the 31 March.

Sum of Total Outstanding over 90 days 2020/21	Q1	Q2	Q3	Q4	Q3 to Q4 £	%
Building Control	£10,685.18	£9,675.04	£10,268.33	£9,533.70	-£734.63	-7.15%
Environmental Health	£6,281.37	£17,581.03	£5,808.95	£2,388.89	-£3,420.06	-58.88%
Estates	£92,086.28	£301,006.06	£385,005.61	£469,531.51	£84,525.90	21.95%
Green Spaces	£5,923.20	£1,288.84	£803.84	£508.85	-£294.99	-36.70%
Grounds Maintenance	£4,062.12	£2,095.69	£2,065.69	£2,434.09	£368.40	17.83%
Homeless	£152,686.63	£175,791.08	£190,088.86	£194,405.05	£4,316.19	2.27%
Housing	£74,817.60	£50,086.99	£75,570.48	£78,283.81	£2,713.33	3.59%
Markets	£4,408.88	£4,853.23	£3,788.99	£3,235.97	-£553.02	-14.60%
Other	£48,110.14	£132,124.38	£46,997.65	£51,657.35	£4,659.70	9.91%
Refuse/ Recycling	£74,838.04	£68,132.09	£73,404.69	£66,594.64	-£6,810.05	-9.28%
Other LA	£12,777.47	£12,420.99	£164,088.90	£158,572.52	-£5,516.38	-3.36%
Licensing	£200.00	£0.00	£1,095.00	£6,140.00	£5,045.00	460.73%
Pest Control	£99.94	£0.00	£156.79	£317.94	£161.15	102.78%
Planning	£0.00	£0.00	£91,207.46	£25,000.00	-£66,207.46	-72.59%
Housing Repairs	£16,653.23	£50,264.22	£36,421.49	£10,978.45	-£25,443.04	-69.86%
Finance	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Atkins Building	£10,591.07	£8,877.64	£27,902.53	£12,503.56	-£15,398.97	-55.19%
Waste Services	£744.00	£16,422.37	£2,246.80	£0.00	-£2,246.80	-100%
Leisure	£203,569.40	£433,679.74	£104,543.20	£102,304.70	-£2,238.50	-2.14%
Human Resources	£0.00	£2,222.89	£1,759.89	£1,055.00	-£704.89	-40.05%
Elections	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Total	£718,534.55	£1,286,522.28	£1,223,225.15	£1,195,446.03	-£27,779.12	-2.27%

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 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. Climate implications

- 11.1 Climate implications are considered by services, therefore when applicable, will be reflected when individual debts are raised.

12. Corporate implications

- 12.1 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: Ashley Wilson, Head of Finance, Ext 5609
Executive member: Councillor K Lynch

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Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Finance & Performance Scrutiny 13th September 2021

Wards affected: All Wards

Sundry Debts Q1 2021/22

Report of Head of Finance

1. Purpose of report

- 1.1 To inform members of the position on sundry debts as at 30 June 2021.

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 30th June 2021, the overall sundry debt was £1,792,448. The current balance can be broken down by age as follows:

Description	Amount
Credits, Refunds and Payments	-£6,020
Not Yet Due	£174,028
< 30 Days	£207,379
30 - 59 Days	£82,733
60 - 89 Days	£33,136
90 - 119 Days	£217,455
> 120 Days	£1,083,737
Total Debt	£1,792,448

- 3.2 The Council has a KPI for debt over 90 days old as a percentage of aged debt, not exceeding 25%. The performance for the end of June 2021 was 44.8%, this is after amendment for items that are known to be covered by an agreement, council policy, are in dispute, or are to be written off. The total number of invoices over 90 days is 1,383 with an average value of £940.85.

	£	Description
Total debt	1,792,448	
	-202,540	Homelessness
	-256,040	Installment Plans
	-443,981	In dispute
	889,887	(A)
Over 90 days	1,301,192	
	-202,540	Homelessness
	-256,040	Installment Plans
	-443,981	In dispute
	398,631	(B)
Performance	44.8%	Over 90 days/Total debt (amended) B/A
Target	25%	

- 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 the general fund is currently £268,670. To allow for potential debts primary as a result of Covid the provision was increased by £130,552 in 2020/21. This will be reviewed as part of the final accounts closedown procedures.
- 3.4 The split of the current debt position over 90 days by type of debt is detailed below. One of the largest element, for Homelessness Bonds has increased by 4.18%. The provision of these bonds is funded by the Council’s Homelessness Prevention Grant which is provided by the DCLG annually. The largest debt is Estates at £588,073. Approximately 30% have now entered in to a payment plan to clear their debts. All new leases are being granted with a direct debit payment in place, to limit debts problems going forward.
- 3.5 Action is being taken to recover the debts where possible. 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.

3.6 The table below gives the breakdown of debt over 90 days as at the 30 June.

Sum of Total Outstanding over 90 days 2020/21	Q2	Q3	Q4	Q1	Q4 to Q1 £	%
Building Control	£9,675.04	£10,268.33	£9,533.70	£8,053.85	-£1479.85	-15.52%
Environmental Health	£17,581.03	£5,808.95	£2,388.89	£2,460.83	£71.94	3.01%
Estates*	£301,006.06	£385,005.61	£469,531.51	£588,073.26	£118,541.75	25.25%
Green Spaces	£1,288.84	£803.84	£508.85	£3,319.11	£2,810.26	552.28%
Grounds Maintenance	£2,095.69	£2,065.69	£2,434.09	£1,945.69	-£488.40	-20.06%
Homeless	£175,791.08	£190,088.86	£194,405.05	£202,540.46	£8,135.41	4.18%
Housing	£50,086.99	£75,570.48	£78,283.81	£78,291.96	£8.15	0.01%
Markets	£4,853.23	£3,788.99	£3,235.97	£3,876.57	£640.60	19.80%
Other	£132,124.38	£46,997.65	£51,657.35	£44,542.49	-£7,114.86	13.77%
Refuse/ Recycling	£68,132.09	£73,404.69	£66,594.64	£76,580.27	£9,985.63	14.99%
Other LA	£12,420.99	£164,088.90	£158,572.52	£110,950.17	-£47,622.35	-30.03%
Licensing	£0.00	£1,095.00	£6,140.00	£1,270.00	-£4,870.00	-79.32%
Pest Control	£0.00	£156.79	£317.94	£0.00	-£317.94	-100%
Planning	£0.00	£91,207.46	£25,000.00	£27,400.00	£2,400.00	9.60%
Housing Repairs	£50,264.22	£36,421.49	£10,978.45	£24,851.34	£13,872.89	126.36%
Finance	£0.00	£0.00	£0.00	£7,446.00	£7,446.00	0.00%
Atkins Building	£8,877.64	£27,902.53	£12,503.56	£7,108.00	-£5,395.56	-43.15%
Waste Services	£16,422.37	£2,246.80	£0.00	£312.00	£312.00	100%
Leisure	£433,679.74	£104,543.20	£102,304.70	£111,304.70	£9,000.00	8.80%
Human Resources	£2,222.89	£1,759.89	£1,055.00	£864.89	-£190.11	-18.02%
Elections	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Total	£1,286,522.28	£1,223,225.15	£1,195,446.03	£1,301,191.59	£105,745.56	8.85%

*As a result of Covid, payment plans may be revised for some debts or short term rent reductions may be agreed. This is to ensure that existing business can continue to operate.

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 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.
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- 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. Climate implications

- 11.1 Climate implications are considered by services, therefore where applicable will be reflected when individual debts are raised.

12. Corporate implications

- 12.1 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: Ashley Wilson, Head of Finance, Ext 5609
Executive member: Councillor K Lynch

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Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Finance & Performance Scrutiny 13th September 2021

Wards affected: All Wards

Treasury Management Quarter 1 2021/22

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 2021/22.

2. Recommendation

- 2.1 That the Committee note the report.

3. Background to the report

- 3.1 At its meeting on 23rd February 2021 Council approved the Council's Treasury Management Policy for the year 2021/22 and delegated the oversight of the execution of the Policy to this Committee.

This report sets out the Treasury Management activities in 2021/22 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).

Economic Background

3.2 During the quarter ended 30th June 2021:

1. GDP rose by 2.3% m/m in April as restrictions were lifted on non- essential retailers;
2. There were signs that activity was given another boost in May as indoor hospitality resumed;
3. Sharply increasing virus cases in June delayed the final easing of lockdown restrictions by four weeks;
4. Inflation accelerated to 2.1% in May due to energy effects and a surge in reopening inflation;
5. Gilt yields and sterling made little headway, while the FTSE 100 failed to catch up on the S&P 500.

The latest forecasts are detailed in the table below:

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023
Bank Rate	0.10%	0.10%	0.10%	0.10%	0.10%
5yr PWLB rate	1.20%	1.20%	1.20%	1.20%	1.20%
10yr PWLB rate	1.60%	1.70%	1.70%	1.70%	1.70%
25yr PWLB rate	2.10%	2.20%	2.30%	2.30%	2.30%
50yr PWLB rate	1.90%	2.00%	2.10%	2.10%	2.10%

Investment Activity

- 3.3 The Council's investment strategy primary objectives are safeguarding the re-payment 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 2021.

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 invested.

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 30 June 2021, the Council held the following investments totalling £24,501,200 and are summarised below:-

Counterparty	Investment Date	Maturity Date	Amount	Interest Rate
Furness BS	09/06/2021	19/12/2021	£1,000,000	0.2500
Black Rock MMF	28/04/2021	01/07/2021	£1,119,000	0.0100
HSBC Call	30/06/2021	01/07/2021	£1,382,200	0.0100
National Counties BS	18/06/2021	18/03/2022	£1,500,000	0.3100
Liverpool City Council	26/08/2020	25/08/2021	£2,000,000	0.5000
London Borough of Croydon	07/09/2020	06/09/2021	£2,000,000	0.6500
National Counties BS	01/04/2021	31/03/2022	£2,000,000	0.3300
National Counties BS	03/06/2021	03/03/2022	£2,000,000	0.3000
National Counties BS	25/05/2021	25/02/2022	£2,500,000	0.3200
Blaenau Gwent County BC	31/07/2021	30/07/2021	£3,000,000	0.5000
London Borough of Croydon	16/10/2020	15/10/2021	£3,000,000	0.6500
Thurrock BC	28/04/2021	28/01/2022	£3,000,000	0.2800
Total			£24,501,200	

Details of investments held from April 2021 to June 2021 are available on request.

Details of the weighted average investment to March 2021 are shown in the table below together with the Industry Average, London Inter Bank Bid (LIBID) as a benchmark. 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 0.4408% compared against (0.0743%).

Period	Weighted Average invested	Average period (days)	HBBC Average Return	7 Days LIBID	1 Month LIBID	3 Month LIBID	6 Month LIBID
Apr to Jun 2021	£294,014,000	39	0.4408	(0.0821)	(0.0743)	(0.0417)	(0.01580)

Borrowing Activities

3.4 Long term borrowing to finance Capital Expenditure

Excluding the HRA self financing element, the Council has a Capital Financing Requirement of £30.98m 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 £24.68m 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 commenced in March 2020. The remaining loan will be repaid in equal instalments of £2.9414m over 22 yrs.

Short Term Borrowing

3.5 The details of short term borrowings in this quarter as under:

Amount Borrowed	£4,000,000
Amount Repaid	£4,000,000
Borrowings outstanding	NIL
Weighted average	0.1200%
Average period	7 days

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. Climate implications

11.1 None

12. Corporate implications

12.1 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
Link Reports

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Executive member: Councillor K Lynch

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Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Finance & Performance Scrutiny Committee
Wards affected:

13 September 2021
All wards

Performance and Risk Management Framework end of year summary for 2020/21

Report of Director (Corporate Services)

1. Purpose of report

1.1 To provide members with the end of year.2020/21 outturn position for:

- Performance Indicators
- Service Improvement Plans
- Corporate risks
- Service area risks

2. Recommendations

2.1 That members

- Note the impact that the coronavirus pandemic public health emergency has had on all planned activities during this year, on service delivery, service demand and creating additional budgetary pressures.
- Note all of the additional activities delivered as a result of the pandemic that had not been envisaged when the original service plans for 2020/21 were drafted including the summary attached as appendix 1.
- Review risks that pose the most significant threat to the council's objectives and priorities

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3. Background to the report

- 3.1 Hinckley & 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. Up until 2010 indicators were a mandatory requirement set by central government. While some indicators are still reported direct to central government there is no longer a set of national indicators that councils have to adhere to. However, in order to monitor and show how well Hinckley & Bosworth Borough is meeting priorities and objectives, the council continues to monitor locally set indicators.
- 3.3 It is important to note that 2020/21 has been an unprecedented year and services have been redirected to deal with the coronavirus pandemic and the Council's response. This has therefore had an impact upon the original draft plans for 2020/21. Those indicators / activities specifically impacted by the pandemic and covid restrictions are highlighted for information.
- 3.4 The Council's coronavirus response has been set out to members previously and a summary of key activities is attached for members at appendix 1.
- 3.5 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.
- 3.6 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

4. Overall summary for the period April 2020 to March 2021

- 4.1 Performance indicators - reporting frequency:
- 28 indicators are monitored and updated on a monthly basis
 - 27 indicators are monitored and updated on a quarterly basis
 - Three indicators are updated at year end only

4.1.1 Performance indicators - status summary:

- 23 indicators met or performed better than their set target (green)
- 12 indicators did not meet target by 15% or less (amber)
- 15 indicators did not meet target by more than 15% (red)
- eight indicators have not been updated
- one indicator has been removed
 - Legal instructions - acknowledgement within 10 days

4.1.2 Performance indicators - indicators that did not meet target

Table 1 Indicators that did not meet target **due to covid**

Indicator	Target	Actual	% Difference	Comments
Freedom of information requests processed within 20 days	99%	76.65%	25.4%	128/167. Delays from service areas due to Covid workloads and re prioritisation.
Processing of planning applications as measured against targets for "other" application types	90%	79.64%	12.2%	April - March - 360/452 Application numbers have increased over the last year along with an increase in the numbers of appeals including very complex and time consuming cases. This has resulted in a backlog of cases many of which are determined after the expiry date and where the applicant has been unwilling to agree an extension to time. Initially some issues with processing due to new working arrangements as a result of covid. Some additional temporary resources have been agreed.
Food establishments in the area which are broadly compliant with food hygiene law	96%	79%	19.4%	929 from total 1179 registered Significantly fallen from 95% target due to new food businesses continuing to register during COVID crisis but as yet not received an inspection for assessment of compliance due to Covid restrictions and working on COVID response.
Hackney Carriage Driver Licences issued within 60 days	97%	93%	4.2%	14 HCD and PHD licences. 1 licence outside of PI due to Covid lockdown and applicant outside of UK.

Hsg repairs: % of Priority 1 works completed on time	100%	99.73%	0.3%	3 of 1107 jobs out of target
Hsg repairs: % of Priority 2 works completed on time	100%	99.77%	0.2%	8 of 3469 jobs out of target.
Hsg repairs: % of Priority 3 works completed on time	91.5%	76.4%	18%	481 of 2038 jobs out of target. Majority due to Covid restrictions & backlog. Also tenants isolating wanting works postponing, and engineer sickness.
Hsg repairs: % of Priority 4 works completed on time	91.5%	86.18%	6%	2011 jobs completed. 278 out of target. Covid restrictions and re scheduling engineers to urgent jobs were the main reasons
Housing Advice: preventing homelessness	75%	26%	97%	552 approaches for advice and assistance, 144 of which we prevented/relieved their homelessness. Increase in approaches due to covid.
No households living in Temp Accommodation	15	56	115%	31 in temporary accommodation B&B.15 placed in temporary accommodation due to Covid/lockdown everybody in scheme and 10 in our family hostel. Hostel placements and B&B placements are high. 1 person flats are not coming through as vacant due to block on non-essential moves, transfers and evictions. Repairs are taking longer and the Allocations process is in backlog due to the previous hold on allocations. This all has a knock on impact on lengths of stay.
Average relet time Std Relets (minor voids) General Needs Hsg (days)	54	88.7	48.6%	Performance this year has been significantly affected by Covid
Average relet time (major voids) General Needs Housing (days)	73	114.8	44.5%	Performance this year has been significantly affected by Covid.
Average relet time (all voids) General Needs Housing	60	105.2	54.7%	Performance this year has been significantly affected by Covid

Council Tax in - year collection rate	98.1%	97.2%	0.9%	As a consequence of the pandemic the decision was taken not to pursue council tax arrears at the start of the financial year because of the negative impact that this would have on households. Additionally we have not been able to list cases for court because the court are not able to allow defendants to appear in person unless by appointment and even then the numbers are limited.
Number of fraud prosecution & sanctions (Revs & Bens)	6	0	NA	As a consequence of the pandemic we have not been able to conduct IUCs throughout the year (which must take place in person) and have therefore not issued any sanctions.
Non domestic rates (NNDR) in year collection rate	98.8%	90.5%	8.8%	As a consequence of the pandemic the decision was taken not to pursue business rate arrears at the start of the financial year because of the negative impact that this would have on businesses who were mandated to close. Additionally we have not been able to list cases for court because the court are not able to allow defendants to appear in person unless by appointment and even then the numbers are limited.
Housing Benefit overpayments collection rate	36%	23%	44%	As a consequence of the pandemic the decision was taken not to pursue housing benefit overpayments because of the negative impact that this would have on households.
Grounds Maintenance sites meeting Quality criteria	89%	86.42%	3%%	Has been a difficult year due to impact of COVID on staffing levels across wider service and the need to prioritise waste serves and redeploy staff where necessary. At the start of the season there were very little inspections carried out as a result. Inspections resumed from August 20

Assessment of street cleaning (%)	86%	85.24%	0.9%	Underperformance down to the Covid Pandemic. Lack of staff for most of the year has led to a backlog. The 4th qtr. Performance has improved to satisfactory levels
Debt over 90 days old as a % of aged debt - Average and excluding homelessness bonds	25%	28.41%	13 %	Missed target due to Covid and non-payment of invoices across the authority.
People visiting town - % difference due to events run by HBBC	29%	22%	27%	Because of the Covid pandemic, only four events happened this year.
No of empty business units & (occupancy rate) H Town Centre	8%	10%	22%	Impacted by Covid19 restrictions
Increase footfall at Hinckley Leisure Centre	720,000	86,335	157%	Leisure centre closed for significant period due to covid.
Number of participants in the GP exercise referral scheme	700	3	198%	The Exercise Referral programme has not operated throughout Covid. There were 3 individuals who were captured via telephone advice during the Autumn period. We are working hard to restart the Physical Activity Referral on May 17th 2021, in line with the Government Roadmap and re-opening.

Table 2 Indicators that did not meet target – not covid related

Indicator	Target	Actual	% Difference	Comments
% Employees with a Disability	7%	6.7%	4.4%	28/418. Target missed due to leavers (1)
% Ethnic minority employees in the workforce	4.5%	3.8%	16.9%	16/418. Target missed due to leavers (2)

Planning Appeals dismissed	70%	65.8%	6.2%	April - March - 25/38 Lots of applications refused on design grounds which is subjective and the Planning Inspectorate sometimes does not give as much weight to good design as the Council. All appeal decisions are reviewed by the team and discussed at the monthly Team Meetings No themes have been identified which shows the Council are consistently losing a certain type of appeal.
Hsg repairs: % of Priority 1 works completed on time	100%	99.73%	0.3%	3 of 1107 jobs out of target
Hsg repairs: % of Priority 2 works completed on time	100%	99.77%	0.2%	8 of 3469 jobs out of target.

4.1.3 Performance indicators - indicators not updated (Table 3):

Indicator	Target	Actual	Reason
Customer services: person sees customer within 10 minutes	70%	NA	No data as face to face only open for appointments (due to Covid restrictions)
Customer services: satisfaction - face to face	20%	NA	No data as face to face only open for appointments and not good practice to encourage customers to use the shared device to complete the survey due to Covid

Indicator	Target	Actual	Reason
<p>Building Control - three indicators:</p> <p>Completion Certificates sent within 7 working days of final completion.</p> <p>Full Plans determined & returned within 5 weeks or 2 months (extension of Time)</p> <p>Receipts within 4 working days from deposit</p>	99% (each PI)	NA	<p>'Since joining the building control partnership run by Blaby District Council the information required to compile this performance indicator is not now available due to streamlining of systems. We are therefore working up replacement data sets to allow compilation of alternative performance indicators.'</p> <p>We should be able to start reporting from qtr. 1 2021/22</p>
Residual Household Waste	500 KG	NA	<p>Not able to give a figure for this - it uses property numbers that are not updated until Q4 (i.e. waste has gone up due to property increase but property numbers not adjusted until end of year - so non-comparable until data updated.</p> <p>Recommend to remove from PI list for future</p>
Household waste sent for re-use, recycling & composting	44%	NA	<p>Not able to give a figure for this - only just reported to Defra on Q2 Jul-Sep in January. There is that much variation with County holding waste in some quarters and not others due to bulking it is difficult to predict and draw comparison also.</p> <p>Recommend to remove from PI list for future</p>
Cost of Household Waste Collection (£)	£45.00	NA	<p>Cannot update until year end financials are run</p>

4.1.4 Performance Indicators - indicators that performed significantly better than target

- Three indicators performed significantly better than target (Table 4)

Indicator	Target	Actual	Comments
Customer services: Lost calls	20%	13.35%	104,261 calls answered so far this year.
Percentage of Invoices (local businesses) Paid on Time (Within 10 Days)	91.5%	99.11%	Average over the previous three years is 93.89%, so good improvement
% Reduction year on year on outstanding debt owed to HBBC	2.5%	3.92%	We have reduced the amount of outstanding debt by a good margin from the set target

- 4.2 Benchmarking - The council usually participates in two benchmarking activities but changes to council priorities due to the covid-19 pandemic has resulted in a lack of data returned by all councils who usually participate and therefore there is no change to the last reported benchmark data that was presented to Finance and Performance Scrutiny on 05 October 2020.
- 4.3 Service Improvements Plans - 193 Service Improvement Plans (across all council services) have been set for 2020/21. As agreed with the Strategic Leadership Team (SLT), only those Service Improvement Plans with a 'Corporate Impact' (i.e. not business as usual) are monitored by SLT.
- 4.3.1 Service Improvement Plans with Corporate status - 59 out of the 193 Service Improvement Plans have been categorized as having a Corporate Impact:
- 4.3.2 Service Improvement Plans with Corporate status - summary:
- 11 have been completed
 - 35 are ongoing and in line with their set target date/s and will therefore be carried over to 2021/22 Service Planning
 - 13 have not met their set target date/s
- 4.3.3 Service Improvement Plans (Corporate status) - that have not met their set target date/s

Table 5 Corporate Service Improvement Plans that have not met their set target date/s **due to covid**

Service area	Description	Progress	Target/date/s
Corporate Governance	Develop a dignity at Work Policy	Currently undertaking research – delayed due to increase in case work and covid related activity.	31 Mar 2021
Corporate Governance	Develop consultation and marketing approach for Crematorium.	Procurement process delayed partially due to covid - Marketing and Planning now resumed following procurement of a building contractor. Will be carried forward to 2021-22 to coincide with the appointment of a Crematorium Manager.	31 Mar 2021
Corporate Governance	Work with DWP to offer work based placements per year	No placements at present due to skeleton staffing arrangements. DWP have also not been submitting potential candidates for placements due to prioritising the new government 'Kick-start Scheme and covid.	32 Mar 2021
Housing	To identify the impact on services in supporting an ageing population, through the identification of best practice/emerging models	Due to Covid and the resulting workload including recovery planning, this area of work has not been prioritised	31 Mar 2021
Housing	To work with LCC in the review of public transport provision, and work in partnership with LCC in identifying and supporting the development of alternative transport solutions	Owing to Covid and subsequent workload, including recovery planning, this area of work has not been prioritised. Focus has been on supporting and sustaining our local community transport offer.	31 Mar 2021
Housing	Delivery of an inaugural State of the Borough event and supporting governance arrangements to supersede LSP Board arrangements.	Owing to Covid this work has not progressed	31 Mar 2021

Service area	Description	Progress	Target/date/s
Environmental Health	Look to maintain the number of broadly compliant commercial food premises to 95% or above	Number of broadly compliant food businesses is 937 from total 1109 registered. This indicator has significantly fallen from our 95% target due to new food businesses continuing to register during COVID crisis but as yet not received an inspection for assessment of compliance due to Covid restrictions and working on COVID response. This is not dissimilar to the national picture.	31 Mar 2021
Street Scene	Renew Clean Neighbourhoods Strategy	No progress due to focus of resources on the COVID response.	31 Dec 2020
Planning	By working with Leicester & Leicestershire Enterprise Partnership to seek to have a named Enterprise Network Advisor in each secondary school in the borough.	With the Covid 19 Pandemic the programme continues to be paused.	31 Mar 2021

Table 6 - Corporate Service Improvement Plans that have not met their set target date/s not due to covid

Service area	Description	Progress	Target/date/s
Corporate Governance	Update the protocol on member/officer relations	This has been rescheduled to coincide with revised code of conduct.	31 Mar 2021
Housing	Review existing dispersed alarm schemes, develop and implement a programme of upgrades that meet tenants support needs and mitigates the risks associated with the BT switch from analogue to digital telephony networks.	Upgrades deferred to 2021/22 with programme being developed with supplier, looking at priority sites with roll out due to begin in QTR 1 2021/22	31 Mar 2021
Housing	Oversee the development and launch of the Hinckley & Bosworth Community Lottery, and secure ongoing community commitment	Decision taken not to pursue a Community Lottery and considering alternative options for raising additional funding.	31 Mar 2021
Street Scene	Renew Clean Neighbourhoods Strategy	no progress due to focus of resources on the COVID response pressures	31 Dec 2020

Service area	Description	Progress	Target/date/s
Planning	Ensure that the production of the new Local Plan remains on track in accordance with the adopted Local Development Scheme.	Some slippage has been encountered due to delay in agreeing strategy and sites to be progressed with the Administration, finalising key evidence base, and uncertainty as to the Government's proposed changes to the standard method for housing. LDS to be updated prior to submission to PINS	31 Mar 2021

4.4 Corporate risks - there are currently 24 risks on the corporate risk register

4.4.1 Corporate risks - summary:

- Four high risks (red)
- 14 medium risks (amber)
- Six low risks (green)

4.4.2 Corporate risks - high net risk level status (red)

Risk	Review commentary
Failure to successfully deliver the Medium Term Financial Strategy	The position for 2020/21 is now secure, with a balanced position budgeted achieved. The impact of Covid on 2020/21 was covered by Government funding and compensation. There is uncertainty in later years particularly 2021/22 - 2023/24 due to the impact of Covid 19 on the local economy and the impact on fees, commercial rents, business rates and potentially Council Tax. Also central government proposed changes to business rates and the fair funding review. Earmarked reserves are in place to cover key risks and priorities in the short term, but may be used at a faster rate than forecast. It is highly likely significant saving plans will be needed as well as new cost avoidance and new income sources will be needed in the update to the MTFS.

Dealing with numerous Public Enquiries	<p>There are a number of public inquiries and hearings that have taken place in March and April with more scheduled for June and further appeals submitted. This requires significant officer resource and external resource to defend decisions.</p> <p>COVID means that these take place virtually and the Planning Inspectorate have placed additional burdens on the Council to facilitate the running of these which adds further resource implications.</p> <p>These officer time pressures have an impact on the ability to determine other planning applications.</p> <p>The appointment of consultants to help defend decisions, particularly those taken against officer recommendation, will help to mitigate the risk of costs being awarded against the Council. The draw down from reserves is likely to be required to cover the costs associated with these appeals and backfilling officer time. Training has been provided to Members on implications.</p>
Five year housing land supply	<p>The Council has confirmed at recent Public Inquiries that it has less than a 5YHLS. The annual position will be confirmed in July.</p> <p>All Members have received training and briefings about the implications of not having a 5YHLS. SLT and officers are working closely with Members to plan a positive way forward to address this such as ensuring policy compliant applications are determined swiftly and s106 agreements are signed off quickly.</p> <p>COVID is likely to have had an impact on the delivery of some sites which may reduce the five year supply.</p>

4.4.3 Corporate risks - new

- no new corporate risks have been added

4.4.4 Corporate risks - closed

- one corporate risk has been closed

Risk	Review commentary
Capita Software	Risk is no longer being considered as significant by the LRBP Management Board.

4.4.5 Corporate risks - changes to net risk level

- One corporate risk has changed in net risk level status

Risk	Review commentary
Use of Rolling Revenue Budget Reports for movement of resources	Risk level increased from amber to red due to uncertainty as further pressures may result the longer the Covid restriction persist as necessary. The MTFS has been updated in February 2021 and has a requirement for significant savings in 2023/24 that have to be identified before the next MTFS update.

4.5 Service area risks - there are currently seventy eight service risks across all service area registers

4.5.1 Service area risks summary:

- Four high risks (red)
- 37 medium risks (amber)
- 37 Low risks (green)

4.5.2 Service area risks - high net risk level status (red)

Risk	Review commentary
Hinckley Leisure Centre	Covid implications and impact are significant. Financial, contractual and impact on health outcomes. This remains a significant risk due to the finances involved. A support funding package has been agreed by Council. There are ongoing discussions with Places Leisure on this matter. Detailed report presented to Scrutiny Commission. Plan B option is prepared.
Capital programme (Estates)	Impact of the Covid19 pandemic are current and ongoing and will have an effect on the local economy. Brexit negotiations will also have a major impact on material, and labour supplies.. New forecasts provided to Finance.
System Failure due to lack of appropriate protection systems for the HBBC Data Centre	HBBC advised on options and Governance Group to direct on partner contributions. Risk is high due to impact to service delivery and long run of the carried risk.

Risk	Review commentary
Ash die back	Tree Officer monitoring. Evidence of thinned canopy at Burbage and Sheepy Woods but HBBC trees still relatively unaffected compared with other areas of the country. Will determine if additional budgets required and report to SLT Exec summer 2021. Report will also consider replanting strategy.

4.5.3 Service area risks - new risks

- No new risks have been added this quarter

4.5.4 Service area risks – closed

- No risks have been closed this quarter

4.5.5 Service area risks - changes

- five service area risks have changed in net risk level status

Risk	Reason for change
Resident engagement (Corporate Governance)	Risk increased from green to amber. Satisfaction survey for winter 2018/19 completed but due to the Covid pandemic no further satisfaction surveys have been conducted to date
Current Tenant Debt – Covid (Housing)	Risk downgraded to green from amber as current debt has reduced. Ongoing risk due to uncertainty around the economy and implications from the pandemic.
Increase in bad debt (Housing)	Risk downgraded to green from amber as rent collection during last year was better than expected. Ongoing support and intervention in place.
Staffing levels (Housing Repairs)	Risk downgraded from amber to green Vacant maintenance surveyor position now filled
Material costs – commerce (Housing Repairs)	Risk increased from green to amber Potential impact of Brexit on supply of specific materials such as timber to be monitored

5. Exemptions in accordance with the Access to Information procedure rules

5.1 This report is to be heard in private session.

6. Financial implications [IB]

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

7. Legal Implications

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

8. Corporate Plan implications

8.1 The report provides an update on the performance indicators, service improvement plans and risks which support the achievement of all of the priority ambitions of the Council's Corporate Plan 2017 to 2021

9. CONSULTATION

9.1 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.

10. RISK IMPLICATIONS

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

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

11. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

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

12. CORPORATE IMPLICATIONS

12.1 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 SL Bray

Here's just a small snapshot of what Hinckley and Bosworth Borough Council has been doing since the Coronavirus crisis started to impact our borough in March 2020.

Awarded rate relief to businesses covering retail, leisure and hospitality amounting to **£9.7m** to **460** businesses



Collected **1,000** tons more recycling and **1,200** tons more refuse than in 2019 and a **300%** increase in garden waste



Distributing **£25m** of government grants to **1,838** local businesses
In discretionary grants we have paid out **£1.3m** to **327** businesses



130,512

views of the council's webpage

www.hinckley-bosworth.gov.uk/coronavirus



Supported **631** residents through the Coronavirus Resident Support service



We have paid out **£31,000** in test and trace support payments to support those with significant reductions in earnings due to self-isolating



Received **94,891** calls and emails from residents and businesses requesting advice and support.



Enquiries by email are up by **25%**



2,406 of people eligible for Working Age Council Tax support have been paid COVID-19 Hardship fund payments of up to **£150** towards their Council Tax bills



Delivered **266** emergency food parcels so far (with more going out daily)



Keeping our residents informed.

Sent out **329** tweets making over **320,000** impressions



Created **512** facebook posts appearing in **2.8m** news feeds

Awarded **£9.2m** of Retail, Hospitality and Leisure Discount to **459** local businesses



Responded to **537** requests for business advice and complaints on Covid issues



We have granted **197** discretionary housing payments totalling over **£84k** to support those struggling to pay their rent costs



Awarded **£74k** of Nursery Relief to **14** local businesses



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Hinckley & Bosworth
Borough Council

Finance & Performance Scrutiny Work Programme 2021/2022

Page 45

Agenda Item 11

Key to corporate aims

- 1 – People
- 2 – Places
- 3 – Prosperity

FINANCE & PERFORMANCE SCRUTINY

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
24 May 2021	CANCELLED				
19 July 2021	CANCELLED				
2 August 2021	Financial Outturn briefing from Head of Finance				All
13 September 2021	Finance & Performance Scrutiny – work programme 2021/2022	Plan for the year	Monitor performance	Rebecca Valentine-Wilkinson/Rebecca Owen	All
	Performance & Risk Management Framework End of Year Q4 - 2020/21	Quarterly review	Monitor performance and risk management	Julie Kenny	All
	Sundry debts Qtr 4 – 2020/21	Quarterly review	Monitor performance	Ashley Wilson	All
	Business rates & pooling Q4 – 2020/21	Quarterly review	Monitor performance	Ashley Wilson	All
	Sundry debts Qtr 1 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Treasury management Qtr 1 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
1 November 2021	Business rates and pooling update Qtr 1 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Financial outturn Qtr 1 – 2021/22	Budget monitoring	Monitor performance	Ashley Wilson	All
	Performance and Risk Management Framework Qtr 1 - 2021/22	Quarterly review	Monitor performance and risk management	Julie Kenny	All
	Financial outturn Qtr 2 – 2021/22	Budget monitoring	Monitor performance	Ashley Wilson	All
	Treasury management Qtr 2 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Sundry debts Qtr 2 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Frontline service review – Planning	Programme of frontline service reviews	Monitor performance	Nicola Smith	2
	Frontline service review – Environmental Health (alcohol, taxi and gambling licensing, tattooists and body piercing and scrap metal dealers)	Programme of frontline service reviews	Monitor performance	Steve Merry	1,2
13 December 2021	Performance and Risk Management Framework Qtr. 2 - 2021/2022	Quarterly review	Monitor performance and risk management	Julie Kenny	All
	Frontline Service Review - Housing	Programme of frontline service reviews	Monitor performance	Sharon Stacey	All
	Business rates and pooling update Q 2 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
28 March 2022	Treasury Management Qtr3 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Performance and Risk Management Framework Qtr 3 - 2021/2022	Quarterly review	Monitor performance and risk management	Julie Kenny	All

	Financial outturn Qtr 3 – 2021/22	Budget monitoring	Monitor performance	Ashley Wilson	All
	Sundry debts Qtr. 3 2020/21	Quarterly review	Monitor performance	Ashley Wilson	All
	Business rates and pooling update Qtr 3 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Hinckley Leisure Centre – Performance Review	Annual review	Ensure performance and value for money	Simon Jones	All

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
6 June 2022	Sundry debts Qtr 4 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Frontline service review – StreetScene Services	Programme of frontline service reviews	Monitor performance	Caroline Roffey	All
	Business rates and pooling update Qtr 4 – 2021/2022	Quarterly review	Monitor performance	Ashley Wilson	All
	Treasury Management Qtr 4 – 2021/22	Quarterly review	Monitor performance	Ashley Wilson	All
	Financial Outturn Qtr 4 – 2021/22	Budget Monitoring	Monitor performance	Ashley Wilson	All
	Performance & Risk Management Framework Qtr 4 – 2021/2022	Quarterly review	Monitor performance	Julie Kenny	All

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