



Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Finance & Performance Scrutiny

5 October 2020

Wards Affected:

All wards

Performance and Risk Management Framework end of year summary for 2019/20

Report of Director (Corporate Services)

1. Purpose of report

1.1 To provide members with the end of year 2019/20 outturn position for:

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

2. Recommendation

2.1 That members:

- Note the 2019/20 end of year position for items listed at 1.1 above
- Recommend any actions that should be taken to improve performance on Indicators that did not meet their target
- Recommend any actions that should be taken to address Service Improvement Plans showing signs of slippage against target date(s)
- Review risks that pose the most significant threat to the council's objectives and priorities

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 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

4. Overall summary for the period April 2019 to March 2020:

4.1 Performance indicators – 59 indicators covering all service areas have been monitored for performance:

- 56 indicators are monitored and reported on a quarterly basis
- Three indicators are reported at year end only

4.1.1 Overall status of performance indicators:

- 42 indicators performed to target or better
- 12 indicators missed target by 15% or less
- Three indicators missed target by more than 15%
- Two indicators have not been updated

4.1.2 Indicators that missed target

- Arrows depict direction of travel of % difference compared to previous update

Table 1 Indicators that missed target

Indicator	Target	Actual	% diff	Comments
BV12. Working days lost due to sickness absence	8	9.78	20% ↓	Whilst the end of year sickness figures have breached the corporate annual target, the council has seen significant reduction in comparison with previous years on sickness levels at the start of the new financial year.
BV16a. % Employees with a Disability	7%	6.9%	1.4% ↑	Two employees with a disability have left

Indicator	Target	Actual	% diff	Comments
LI24. FOI - requests processed within 20 days	99%	93%	6.3% ↓	Target missed due to extended absence of the Information Governance Officer. Now working in partnership with Blaby to provide additional support.
BV008. Invoices Paid on Time	99%	98.5%	0.5% ↓	A change in the treatment of invoices in relation to housing operation services has caused year end target to be missed by a small margin
LCD60. B.C. Completion Certificates sent within seven working days of final completion	99%	98.42%	0.6% ↑	The underperformance is due to bedding in of the partnership with Blaby and four other councils and limited resources.
LCD61. B.C.Full Plans determined & returned within five weeks or two months (ext. of time)	99%	93.64%	5.6% ↓	The underperformance is due to bedding in of the partnership with Blaby and four other councils and limited resources.
LHE32b. Hackney Carriage Driver Licences issued within 60 days	97%	90.7%	6.7% ↑	83 Hackney Carriage and Private Hire Driver licences issued during the year. Eight licences issued outside of LPI due to third party checks.
LGM1. Grounds Maintenance sites meeting Quality criteria	89%	85.55%	4% ↑	With march being the month of lock down no sites got monitored therefore no scores recorded. If we use the score from Feb this will be an 89.16 and give an over all average of 85.55 for the year.
LHS212c. Average relets time Std Relets (minor voids) General Needs	54	57.9	7% ↓	During the last quarter we had some minor voids that took longer than usual to complete which effected performance.
LHS212e. Average relets time (all voids) General Needs Housing	60	65.6	8.9% ↑	Introduced a new Choice Based Lettings System and Allocations Policy which went live in November 2019. Bidding and allocation process was temporarily shut down to facilitate this and along with the Christmas period it meant that a backlog of properties developed. This is to be expected when introducing such changes and will effect performance

Indicator	Target	Actual	% diff	Comments
CS6. Number of participants in the GP exercise referral scheme	700	505	32% ↓	Target missed due to piloting of new referral scheme
LRBP1. Council Tax in - year collection rate	98.1%	97.9%	0.2% ↓	Slightly out of target
LRBP3. NNDR in - year collection rate	98.8%	98.5%	0.3% ↓	Slightly out of target
BV66a Rent Collection and Arrears Recovery	98%	97.28%	0.74% ↓	Slightly out of target
NI156 No of households living in temporary accommodation	15	42	94.7% ↓	25 singles in B&B of which 13 were priority and 12 were COVID placements: 2 single in council housing stock both priority; 2 families in B&B apartment style accommodation due to Covid regulations; 13 families in the family hostel

4.1.3 Indicators not updated:

- NI191. Residual household waste per household (a/w Defra release (Nov))
- NI192. Household waste sent for reuse, recycling and composting (as above)

4.1.4 Four indicators performed significantly better than target

Table 2 Indicators that performed significantly better than target

Indicator	Target	Actual	Comments
Finance: Debt over 90 days old as a % of aged debt - Average and excluding homelessness bonds	25%	16.07%	
Revs & Bens: Processing of new claims (days)	17	12.15	
Street scene: No of justified missed bins	2,700	2,180	

Cultural services: Increase footfall at Hinckley Leisure Centre	720,000	830,271	Q4 footfall for HLC was 203,904. That is despite the 50% drop off for the month of March due to Covid-19.
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4.2 Benchmarking - The council currently participates in two benchmarking activities:

- East Midlands councils' benchmarking club
- East Staffordshire benchmarking club

In total twelve indicators are monitored through these benchmarking activities with approximately between 4 to 16 councils providing data on each indicator. Benchmark charts for all twelve indicators combined across the two clubs are provided as appendix 1 to this report.

4.3 Service Improvements Plans - 254 Service Improvement Plans (across all council services) have been set for 2019/20. 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 Of the 254 Service Improvement Plans, 68 have been categorized as having a Corporate Impact:

4.3.2 Overall status of Corporate Service Improvement Plans:

- 12 have been completed
- 52 are ongoing and in line with set target date/s
- Four are behind on set target date/s

4.3.2 Corporate Service Improvement Plans that are behind set target date/s

Table 3 Corporate Service Improvement Plans that are behind set target dates

Service area	Description	Progress	Target/date/s
Corporate Governance	Develop a dignity at Work Policy	Delays due to other work commitments	March 2020
Corporate Governance	Update the protocol on member/officer relations	Research commenced	March 2020
Corporate Governance	Increase of Modern.gov amongst members	Server rebuild delayed so testing not undertaken	March 2020
Street scene	Maintain level of recycling performance. Target 44% (32,000 garden waste subscribers, promote additional materials in blue bin)	Audited date for 2018/19 released December 2019 shows a reduction in overall performance of 1.7% (43.9% to 42.2%) mainly resulting from the reduction in	February 2020

Service area	Description	Progress	Target/date/s
		compostable waste as a result of the dry Spring and Summer in 2018/19 and an increase in residual waste per household.	

4.4 Corporate risks -There are currently twenty four risks on the corporate risk register

4.4.1 Risk status summary of corporate/strategic risks

- One high risk (red)
- 18 medium risks (amber)
- Five low risks (green)

4.4.2 One risk has a high net risk level status (red)

Table 4 Corporate risk with a high net risk level

Risk	Net status	Review commentary
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	7 (red)	The position for 2019/20 is now secure, and balanced position budgeted for in 2019/20. There is significant uncertainty in later years particularly 2020/21 - 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, but may be used at a faster rate than forecast.

4.4.3 Two corporate risks have changed status

Table 5 Corporate risks that have changed net risk level status

Risk	Previous	Current	Review commentary
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	6 (amber)	7 (red)	The position for 2019/20 is now secure, and balanced position budgeted for in 2019/20. There is significant uncertainty in later years particularly 2020/21 - 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, but may be used at a faster rate than forecast.

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S.21 - Use of Rolling Revenue Budget Reports for movement of resources	0 (opportunity)	4 (amber)	A new budget for 2019/20 has been prepared and will be reported to Finance and Performance Committee, aimed at adoption by Council in February each year. This will be reviewed continuously via formal SLT meetings and reports to Finance and Performance Sub-Committee as scheduled. The MTFS has not yet been updated and there are significant new pressures on the medium term outlook.

4.4.3 No new corporate risks have been added

- The use of RIPA (Regulation of Investigatory Powers Act 2000) was considered as an addition, but due to there being no activity since 2018 it has not been added

4.4.4 No Corporate risks have been closed

4.5 Service area risks - there are currently ninety two service risks across all service area registers

4.5.1 Risk status summary of service area risks

- Eight high risks (red)
- 44 medium risks (amber)
- Low risks (green)

4.5.2 Eight risks have a high net risk level status (red)

Table 6 Service area risks with a high net risk level

Risk	Net status	Review commentary
CLS.04 - Hinckley Leisure Centre	8	Covid implications and impact are significant. Financial, contractual and impact on health outcomes.

Risk	Net status	Review commentary
DLS.19 - Recruitment & retention of staff	8	<p>Q4: SLT approval to advertise vacant posts on a temporary basis</p> <p>The following posts are vacant:</p> <ul style="list-style-type: none"> - Enforcement Officer - Senior Enforcement Officer - Enforcement Team Leader - Head of Planning - Planning Policy Officer
DLS.42 - Meet the need of Gypsy and Travellers	8	<p>Assessment has been prioritised as part of LDS for delivery 2019/20 and the consultant to carry out the study has now been appointed. The work is nearing completion.</p> <p>Q4: Awaiting completion of report.</p>
DLS.44 - Five year housing land supply	8	<p>Q4. The council do not currently have a five year housing land supply. All Members have received training and further briefing to this effect. SLT and officers are working closely with Members to plan a positive way forward to address this.</p>
DLS.47 - Reputation of Building Control Service	8	<p>Q4 The market share shows signs of falling year on year. Being competitive on price and service can mitigate this though usage/income is affected by many reasons with some out of the team's control, e.g. national policy. The team continues to work hard to market the service to customers.</p> <p>We have entered into a partnership with Blaby District Council and three Leicestershire authorities which is providing resilience and to promote and enhance the service.</p>
DLS.48 - Loss of work to Approved Inspectors	9	<p>Q4 The partnership with Blaby District Council and three other Leicestershire authorities is providing resilience and also access to parts of the market with users across the whole partnership area. The team continue to provide a prompt reactive value for money service and promote the service.</p>

Risk	Net status	Review commentary
DLS.49 Recruitment and retention of Building Control Staff	7	Q4 The interim arrangements of temporary part time support by the Building Control manager from NWLDC have been superseded with a partnership arrangement with Blaby District Council and three other Leicestershire authorities. The Planning Manager (Major Projects) is still providing some day to day support management and staffing issues and also supporting the team. Through the new partnership arrangement extra staff resources are available to provide resilience plus the training of staff including apprenticeships is offered. The recruitment process for a replacement of a building control officer who retired in spring 2020 has resulted in a further staff member for the partnership who is supporting the Hinckley team.
DLS.51 Housing Delivery test	8	Q4 MHCLG published the Housing Delivery Test results in February 2019 and the Council has delivered 141% of its housing requirement from 1 April 2015 to 31 March 2018. We have submitted 18/19 completions to MHCLG. HBBC will continue to work on delivering new homes to ensure it does not fail the HDT when it is next published November 2020

4.5.2 No new service area risks have been added

4.5.3 No service area risks have been closed

4.5.4 One service area risk has changed net risk levels

Table 7 Service area risk that has changed net risk level

Risk	Previous	Current	Reason for change
CLS.04 - Hinckley Leisure Centre	1 (green)	8 (red)	Covid implications and impact are significant. Financial, contractual and impact on health outcomes.

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

5.1 This report is to be heard in open session.

6. FINANCIAL IMPLICATIONS (IB)

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

7. LEGAL IMPLICATIONS (AR)

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

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