



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	'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.' We should be able to start reporting from qtr. 1 2021/22
Residual Household Waste	500 KG	NA	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. Recommend to remove from PI list for future
Household waste sent for re-use, recycling & composting	44%	NA	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. Recommend to remove from PI list for future
Cost of Household Waste Collection (£)	£45.00	NA	Cannot update until year end financials are run

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.

<p>Dealing with numerous Public Enquiries</p>	<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>
<p>Five year housing land supply</p>	<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. 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

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