



**PERFORMANCE & RISK MANAGEMENT FRAMEWORK**  
**REPORT OF: DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)**

**WARDS AFFECTED: ALL WARDS**

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1. PURPOSE OF REPORT

1.1 To provide the council's year to date (2014/15) position on:

- Performance indicators including, benchmark report on indicators agreed by East Midlands benchmark group
- Service improvement plans
- Corporate risks
- Service area risks

2. RECOMMENDATION

2.1 That members note the year to date (2014/15) position for items listed at 1.1.

3. BACKGROUND TO THE REPORT

3.1 Hinckley and Bosworth Borough Council provides a wide range of services that are delivered to the community and sets strategic aims that help focus on priorities and improve the services it provides to the public to deliver the vision: **"A Borough to be proud of"**.

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"

The council's performance is monitored through Service Improvement Plans and includes performance indicators which are measurable. These are set up by the council to show how well we are meeting our own local priorities and objectives.

Inherent in our 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 its 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.

Performance and Risk Management is embedded into all the council's business activities in a structured and consistent manner and 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 – (Year to date 2014/15)

4.1 Performance Indicators - In total there are sixty three indicators that measure and monitor performance across council services.

Of these sixty three indicators there are **seven** that are at risk of not meeting the target set at the beginning of the year:

Indicator	Target	Year to date	Comments
Customer Services – lost calls	15%	17.61%	Customer Services continue to try and resolve up to 70% of calls at first point of contact and this approach impacts on both average wait time and lost calls. Following customer feedback customer services introduced an initial holding message that advises customers of their position in the queue allowing them to make a decision on whether to hold for their call to be answered or to call back later.
Customer Services – appropriate person sees customer within ten minutes	85%	69.8%	The time taken to serve customers on the POD's continues to rise slightly month by month as the level of support required by customers continues to increase. All visitors are seen at Meet and Greet on arrival and only customers needing assistance are issued tickets to see an advisor. Satisfaction results continue to support customers are happy to wait for the service provided
Human Resources – percentage of employees with a disability	4.5%	3.14%	A number of employees who had stated they had a disability have left the authority
Housing Benefit – overpayments collection rate	45%	31.7%	Identifying where a change in circumstances has taken place where we have not been advised means that it is difficult to maintain recovery levels. Particularly relevant where we are recovering from on-going benefit. Additionally from the latter part of this year assessments are now being made using information that the HMRC are sending through to us. HMRC receive information from employers and pension providers every month giving details of people's wages. Originally to be used for Universal Credit but DWP now using to check details against benefit. This means that we will be alerted to instances where additional income has not been declared and we will seek to recover the overpaid housing benefit

Indicator	Target	Year to date	Comments
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Housing – average time to re let General Needs housing	15 days	24 days	Performance has been affected by higher than normal minor repairs and some delays with repairs completion and high numbers of new voids being received. There has also been a difficult to let property with an unusually high number of refusals
Licensing – Hackney carriage driver licenses issued within sixty days	96%	94.6%	Seven licences have fallen outside time limit PI due to failure of DVSA driving test / awaiting medicals, DBS disclosures etc
Facilities Management (Non HUB): achievement of customer service requests (maintenance type) 10 to 30 day	70%	55%	Performance affected by seasonality issues such as bad weather or holidays when work outstrips resource. Once you get behind on these stats, it is not possible to get even again after work has slowed down So it is a combination of lack of peak resource and statistical anomaly using a 12m average

4.1.2 Benchmarking indicators - As part of an East Midlands Performance Benchmark group initiative there are **four** indicators which can be compared against other district councils within the East Midlands. The group is currently working to agree additional indicators to benchmark. The table below shows the latest status of agreed indicators to date:

Indicator	Period	No of participating councils	Best performance	HBBC performance	HBBC rank	HBBC rank of quartile
Residual household waste per household	(July to September 2014/15)	12	91kg	107kg	3	1 <sup>st</sup> quartile
Percentage of household waste sent for reuse, recycling and composting	(July to September 2014/15)	13	62.75%	58.3%	3	1 <sup>st</sup> quartile
Average number of working days lost to sickness absence per FTE	(July to September 2014/15)	15	0.7	1.6	3	1 <sup>st</sup> quartile

Indicator	Period	No of participating councils	Best performance	HBBC performance	HBBC rank	HBBC rank of quartile
Number of formal complaints received per	(July to September 2014/15)	16	0.89	2.16	3	1 <sup>st</sup> quartile

10,000 population						
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4.2 Service improvements plans – In total there are three hundred and fifty service improvement action plans being managed across all council services. Of these, **eleven** have been highlighted by service managers/lead officers as slipping from their original intended target date/s:

Action	Progress
App02_Uniform Upgrade 9.1 [14/10]	[14/08] Plans are being drawn up to implement in Oct 2014. (PL) [15/01] Dependencies have delayed the implementation although the works will be completed by end Feb 2015. There are no business impacts caused by this delay. (PL)
App07_Upgrade Local View [14/07]	[14/08] Installation is progressing. Issues have been encountered with ESRI. These are being resolved. This is not affecting live users or live functionality (PL). [14/11] ESRI have provided solutions, Test system being updated. (PL) [01/15] The product cannot be upgraded until ESRI have resolved the outstanding issues. The delay is not business critical - benefits assist IT in managing the servers. No long term commitment to the Local View product which is making resolution more difficult. LM is taking a medium term view to either replace the product or move to ESRI's alternative. PL to advise at Feb/Mar meeting. (PL)
Deliver minor and major social services adaptations within required timescales and budget by Apr 2015	Now forecasting a budget pressure and currently working through future demand to calculate likely amount.
Review property performance data against Local comparator group	Proving very difficult to find willing participants amongst local authorities and through ACES. Looking at a different approach for MI via the new arrangements for managing the commercial estate as these can be compared to industry standards. Whilst regular comparisons are made with LCC, Melton and Market Harborough estates processes other partners do not regularly share data.
Preston Rd POS, provision of a new toddler/junior play area and landscaping to site (GSDP 1, March 2016)	Consultation carried out. Works to take place once section 106 money has been received. Q2 - highly unlikely S106 will be received in time for works to be completed this financial year. Completion date amended.

Action	Progress
Complete a programme of 273 interventions in all health and safety premises as determined by the Councils risk rating schemes and Environmental Health Service Delivery Plans	Q1 - 18 advisory visits carried out ,no questionnaires sent as yet. Q2 - total 39 premises have received an advisory visit, no questionnaires sent out, recognise need to increase intervention rate. Q3 - 106 interventions carried out, including the 3 high risk inspections. Questionnaires now being sent with a few returned. Due to carrying an Officer vacancy for the whole of last quarter not expected to achieve target, probable prediction of 85% with all high risk premises having received an inspection.
Complete a programme of 592 interventions in all food premises as determined by the Councils risk rating schemes and Environmental Health Service Delivery Plans	Q1 - good start to target 116 premises inspected. Q2 - 231 interventions completed to date. On target. Q3 - 354 interventions completed to date. Due to carrying an Officer vacancy for whole of last quarter unlikely to achieve target, possible achievement will be 85%.
Develop business case for in cab software for refuse and recycling collections to improve efficiency, recycling rates etc (Sept 2015)	Project to be extended to implementation if viable / good vfm. Sept 14 - target date extended by 12 months. No capacity to pursue due to Project Recycle Right and implications arising from LCC changes to recycling credits. Therefore lower priority and completion date amended accordingly.
Support the new Wharf Community Consortium to develop the facility	Q1, Q2 and Q3: Support provided to groups around possible funding streams while waiting for legal process surrounding ownership to be resolved.
Utilise vehicles telemetrics to reduce fuel (diesel) consumption across the street scene fleet through improvements in driving efficiency (March 15)	Establish base line use, monitoring systems, and then identify drivers requiring training. Consider staff reward system. Target is 5% reduction in fuel use across the SSS fleet. Q3 - Driver training commenced January 2015 for the top 5 drivers identified with lowest driving style for fuel efficiency. Currently on 3.82% reduction, however fuel purchased is down £10000 compared to last year, this is due to the reduction in fuel costs. Initial target now considered unrealistic as driving styles have improved. Removal of return for none presented wheelie bins will assist from 1/4/15.
Look to develop partnership working and options to cope with increasing demand for domestic abuse outreach services	Q1 Funding in place and to ensure 6 day / week cover for outreach service from Sept 2014- March 2015 Q3 Still issues with capacity. Currently have funding for 1 extra day a week but this funding runs out March 15.

- 4.3 Corporate/Strategic risks – There are a total of thirty one risks on the council's Corporate risk register. Of these, **eleven** have a high net risk level (red risks). Red risks are those that have been identified as posing the most significant threat and are reviewed on a monthly basis to ensure actions are adopted to reduce the likelihood of the risk happening and/or reduce the level of impact the risk poses:

Risk	Review commentary
S.06 - Failure to implement the Town Centre	Construction works on the Crescent progressing well with steel works erected for Sainsbury's building and Cinema Block. Public Realm works have been subject to consultation during December. Awaiting LCC sign off of

Plan	revised S278 Agreement to tie in design of Crescent footpath/highway works with the public realm scheme. The Legal agreement is now secured for Squash facility and construction works progressing on programme with steel works completed. Operational use of existing leisure facilities in place for Squash Club members.
S.11 - Failure to successfully deliver the Medium Term Financial Strategy	The medium term financial position remains challenging but the short term position for 2014/15 and 2015/16 has improved principally due to development control income exceeding the budget for the current 2014/15 financial year and due to the review carried out by Capacity Grid that has identified homes that were registered for Council Tax purposes as empty but are in fact occupied and therefore subject to Council Tax and attract additional New Homes bonus of circa £220K for the next 6 years. Further support has been demonstrated by the ruling group over introducing new charges e.g. charge for pre-application planning advice for domestic planning applications and a charge for replacement bins that have been damaged by residents. This together with a formula grant settlement at a 16.4% reduction as anticipated means that should be no need for reductions in staff or services in 2015/16 but the position needs to be under continuous review.
S.12 - Insufficient Business Continuity Management (incl Disaster recovery) arrangements	All Business Continuity Plans have been re-written to reflect the requirements of the new BS25999 standard. COB has now reviewed the position to ensure progress is maintained
S.15 - Failure to successfully adopt and deliver the LDF leads to:	The Housing Allocations DPD has been approved by Council and has been out to final formal 6 week consultation. Responses are currently being collated and reviewed and will be submitted to the Inspectorate for Examination in March 2015.
S.22 - Failure of County Council Support/ engagement for the Local Strategic Partnership	LCC have still not responded to a request to complete its own benchmarking exercise for Leicestershire Together. However, LCC have recently announced a fundamental review of Leicestershire Together, with a view to reducing resourcing to the Partnership along with questions being raised by LCC Chief Executive over the effectiveness of the Partnership April update: LCC have not yet published outcomes of its review of Leicestershire Together.
S.33 - MIRA RGF Fund	RGF works progressing on programme for completion by end March. Claims expected from contractor but these are being managed and mitigation is in place through robust negotiation and contingency fund arrangements. The procurement process for the new buses has been undertaken and outcomes will be reported to the next RGF Board in January 2015 with a plan to commence service by April 2015. Pre Adjournment Debate took place on the case for dualling the A5 from M69 to M42. A Commitment through the new Government Roads Strategy have been given for dualling the Dodwells/Longshoot stretch and discussions continuing with Highway Agency over planning further investment.

Risk	Risk review
S.34 - Safeguarding of vulnerable adults, children & young people	<p>HBBC are involved in a pre OFSTED Inspection review. Two local cases have been reviewed. Issues remain over the sharing of specific information between Social Services and HBBC.</p> <p>The Vulnerable Adults Safeguarding Policy is currently being refreshed. The roll out of the competency framework is underway.</p> <p>The number of referrals made by HBBC Officers between April 2014 to October 2014 was 82 cases - 30 of which have been previously referred i.e. are complex.</p>
S.36 - Variances to Housing Repairs Account	<p>Budget continues to be monitored and new SORs implemented which will reduce likelihood.</p> <p>.</p>
S.37 - Non delivery of capital projects which are interdependent	<p>Members made the decision at full Council on 2nd September 2014 to add to the specification of the swimming pool in the new Leisure Centre. This will add a further £500K to £705K to the cost of the Leisure centre (this is in addition to the £1m cost of the ground remediation work that was previously reported). This now takes the total cost of construction to just over £15m. The cost of the ground works and the moveable floor has resulted in a shortfall in capital funding which has been met through utilisation of the Hub rental reserve (£1m) and by borrowing. This has meant that the council can no longer consider the following new capital schemes that were being considered:</p> <ul style="list-style-type: none"> <li>• Purchase/development of staff car park (est £900K)</li> <li>• Purchase of HUFC (est' £750K)</li> <li>• Purchase/rescue of Springfield Park (not quantified)</li> <li>• Resolution of Klondyke</li> </ul> <p>The greatest impact is on lack of parking for staff at the Hub which is leading to increasing complaints from residents and Council will at some point need to revisit this project.</p> <p>The Council could have purchased HUFC if the whole site was consolidated into one title. This could have been achieved by the Council's intervention but the cost of the moveable floor has precluded this option. As a consequence the Council is now coming under pressure to take some action.</p> <p>Springfield Park- Possibility of elderly retired tenants being displaced from private</p> <p>Static Caravan park on completion of lease term in 2016. Council being pressed to intervene however not the Council's responsibility and legal advice is not to purchase the site unless it is clean of any tenancy agreements. Council will have a statutory duty to provide accommodation if the residents become homeless in 2016. Sharon Stacey and her team starting to plan forward in case this does happen.</p> <p>Klondyke- no grounds for CPO and therefore this project has been dropped</p>

Risk	Risk review
S.43 - Leicestershire County Council	<p>LCC have given notice of withdrawal of green recycling credits from 2015/16. This impacts HBBC budgets by taking away income of around £320K. LCC also announced that their financial position has worsened so it is likely that</p>

budget cuts	they will also remove dry recycling credits from 2016/17 (previously anticipated in 2017/18). This could mean a further £550 loss of income. In addition, as LCC position worsens to a budget gap of £130m with £50m of savings not yet identified there is a likelihood that their further decisions on budget reductions will continue to have an on going impact on Leicestershire District councils budgets. Position is under constant review and will form part of MTFs revision in March 2015
S.45 - Council does not prevent or detect fraudulent activities	Leicestershire Transformation Bid successful. Kat Plummer now working with Leicester City (accountable body) and the Leicestershire revenues and Benefits Partnership to set up a counter fraud service. This should be in place by 31 March 2015. Review of Whistle blowing Policy complete. This revealed a lack of understanding of process to follow. Chief Executive has included a clarification note in the Monthly Newsletter. Taken appropriate action to inform members of staff and elected Members
<p>New risks and changes:</p> <ul style="list-style-type: none"> <li>• No new risks have been added since the previous report</li> <li>• No risks have worsened in their net risk level status since the previous report</li> </ul>	

4.4 Service area risks - There are a total of one hundred risks across all service areas which are kept on individual service area risk registers. Of these, **five** have a high net risk level (red risks). Red risks are those that have been identified as posing the most significant threat and are reviewed on a monthly basis to ensure actions are adopted to reduce the likelihood of the risk happening and/or reduce the level of impact the risk poses:

Risk	Risk review
CPS.41 - Staff levels	Currently capacity problems predominantly within the Legal Team due to high workload and turnover - Legal Services Manager developed a new structure in order to increase resource and to redistribute workload. Engaged 3 locums to deal with backlog and ongoing workload - re-advertising property solicitor post after unsuccessful recruitment campaign
PHR.11 - Tenants - heating affordability	To mitigate the effects of black spot mould forming in Council dwellings, a process and procedure document has in collaboration with the Anti-Social Behaviour and Tenancy Manager been written. This highlights the required procedure when dealing with a report of black spot mould, a surveyors defects tick sheet to identify or eliminate constructional defects, a risk assessment tick sheet to identify tenants issues and the potential intervention of the Energy Officer from the Private Sector Housing Team to alleviate fuel poverty. Also in an attempt to alleviate fuel poverty the Housing Repairs team in association with the Private Sector Housing team are developing a project to install Photo Voltaic (PV) Cells on suitable Council properties to provide free daytime electricity. (at no cost to the Council or tenants)



Risk	Risk review
DLS.42 - Meet the need of Gypsy and Travellers in the borough	One additional site identified for additional pitches however concern has been raised by the owner that any future application should be considered on it's planning merits. Additional sites are being granted permission, so the supply of sites is increasing but this need to continue to meet the on-going requirement. Updated Gypsy and Traveller Accommodation Assessment is being commissioned to ensure compliance with Planning Policy for Travellers
DLS.44 - Five year housing land supply	<ol style="list-style-type: none"> <li>1. Barwell Section 106 Agreement to be prioritised so permission can be issued and work on site can begin.</li> <li>2. Barwell pre-commencement conditions to be discharged whilst S.106 is finalised.</li> <li>3. Earl Shilton SUE planning application to be encouraged from developers.</li> <li>4. Sites within the Site Allocations document are being promoted for early delivery. Grant received for additional resource to facilitate.</li> <li>5. Member engagement / training in relation to housing developments has taken place, but this needs to be a continual engagement and message for Members.</li> <li>6. Progress of the Site Allocations &amp; DM Policies DPD being prioritised. Modifications consultation completed. Submission planned early Spring 2015.</li> <li>7. Encourage additional SHLAA sites to come forward for development as per paragraph 4.12 of the Core Strategy.</li> <li>8. Developer Forums to be re-convened on Earl Shilton, Barwell and West of Hinckley.</li> </ol>
SS.37 - External funding	Q2 - LCC will be significantly reducing the funding for green waste collections. At a full Council meeting, councillors agreed to use additional income from planning fees in 2014/15 to cover the cost of the garden waste collection service from April 2015 until March 2016, in order to allow more time for all of the alternative options to be explored more fully within the council and with residents.

#### 5. FINANCIAL IMPLICATIONS [KP]

There are no direct financial implications arising from this report, though repercussions of non compliance with risks and performance will inevitably have a financial impact for the Council. These will be considered as part of dedicated reports in these areas.

#### 6. LEGAL IMPLICATIONS [MR]

None arising directly from this report

#### 6. CORPORATE PLAN IMPLICATIONS

The report provides an update on the achievement of the Council's vision and revised Corporate Plan 2013 - 2016. The issues covered in this report relate to, and support the achievement of all the Council's Strategic Aims:

- Creating a vibrant place to work and live
- Empowering communities
- Supporting individuals
- Providing value for money and pro-active services

#### 7. CONSULTATION

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.

8. **RISK IMPLICATIONS**

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

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

9. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

Equality and Rural implications are considered as part of the implementation of the Corporate Plan 2013-16.

10. **CORPORATE IMPLICATIONS**

None

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Background papers: None

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