



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY

17 July 2017

WARDS AFFECTED:

All wards

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

Report of Director (Corporate Services)

1. PURPOSE OF REPORT

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

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

2. RECOMMENDATION

2.1 That the members:

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

3. BACKGROUND TO THE REPORT

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

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

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

Overall summary for the period April to March 2016/17

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

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

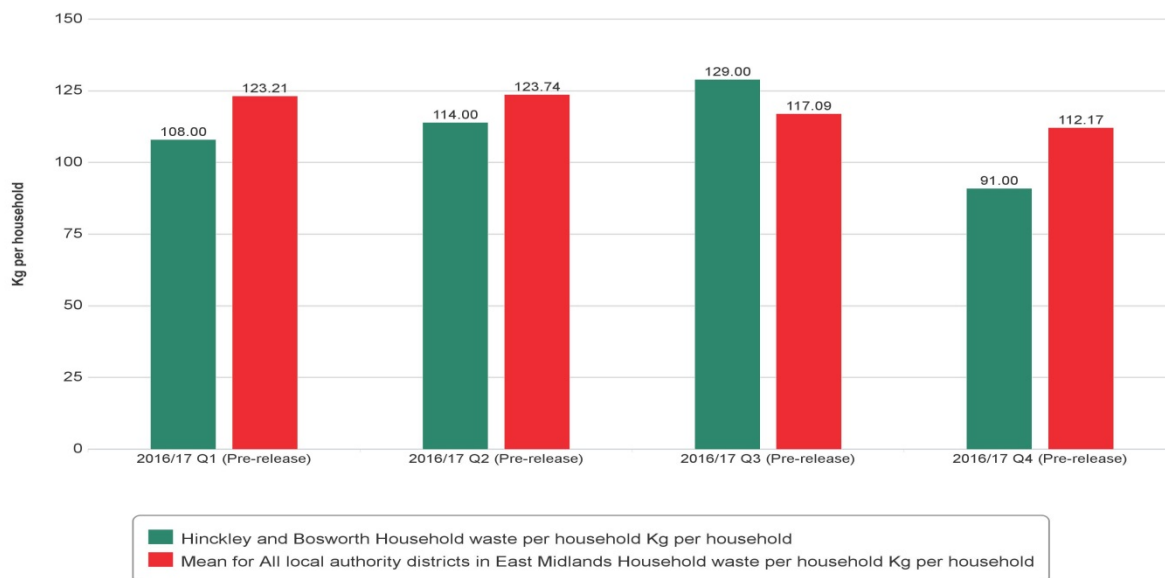
Indicator	2016/17 target	2016/17 actual	Comments
Customer services - lost calls	15.00%	21.33%	Call answered year to date is 121,739 (vs 124,992 for 2015/16). Whilst calls year to date compared to last year have decreased, the average length of the call, including the wrap up time, over the 12 month period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

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

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

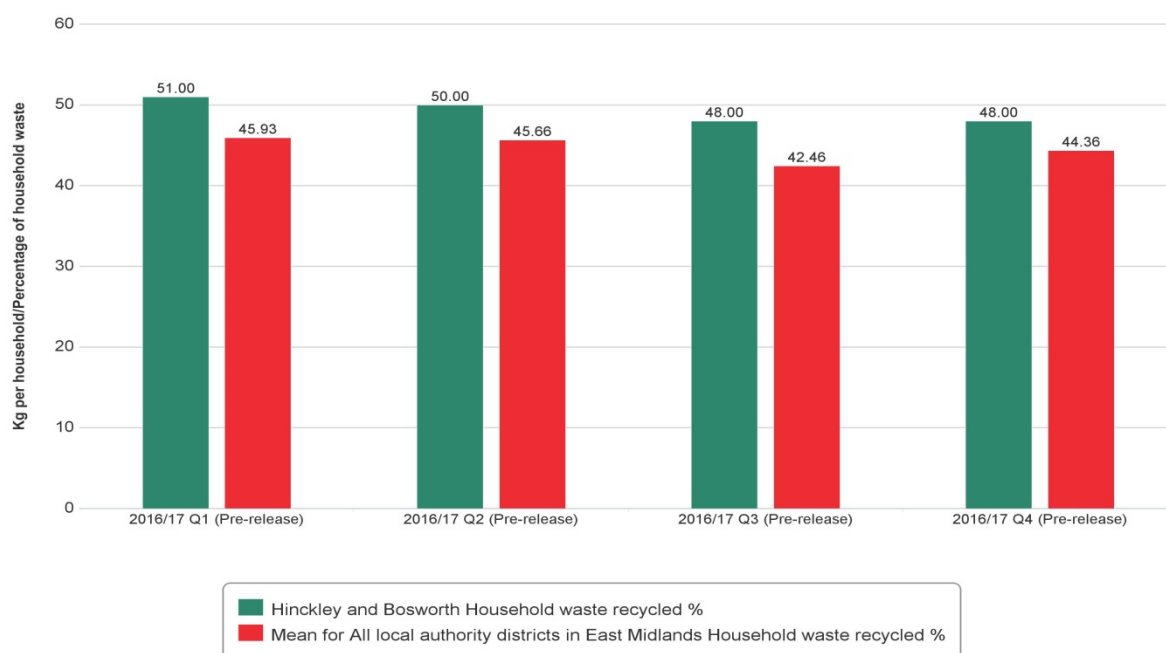
- 3.6 Benchmarking indicators - As part of an East Midlands Performance Benchmark group initiative there are currently **five** indicators which can be compared against other district councils in the East Midlands. The charts below now show a rolling four quarter summary rather than the previous method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

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



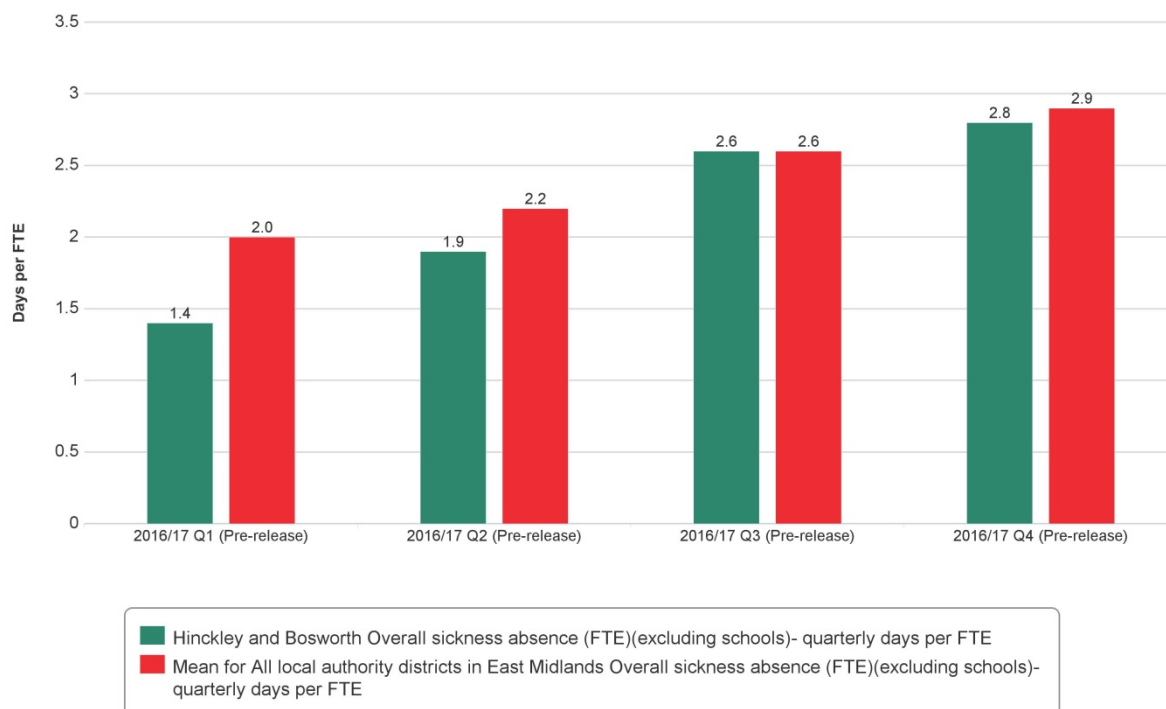
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Percentage of household waste sent for reuse, recycling and composting - quarterly (%) (2016/17 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands



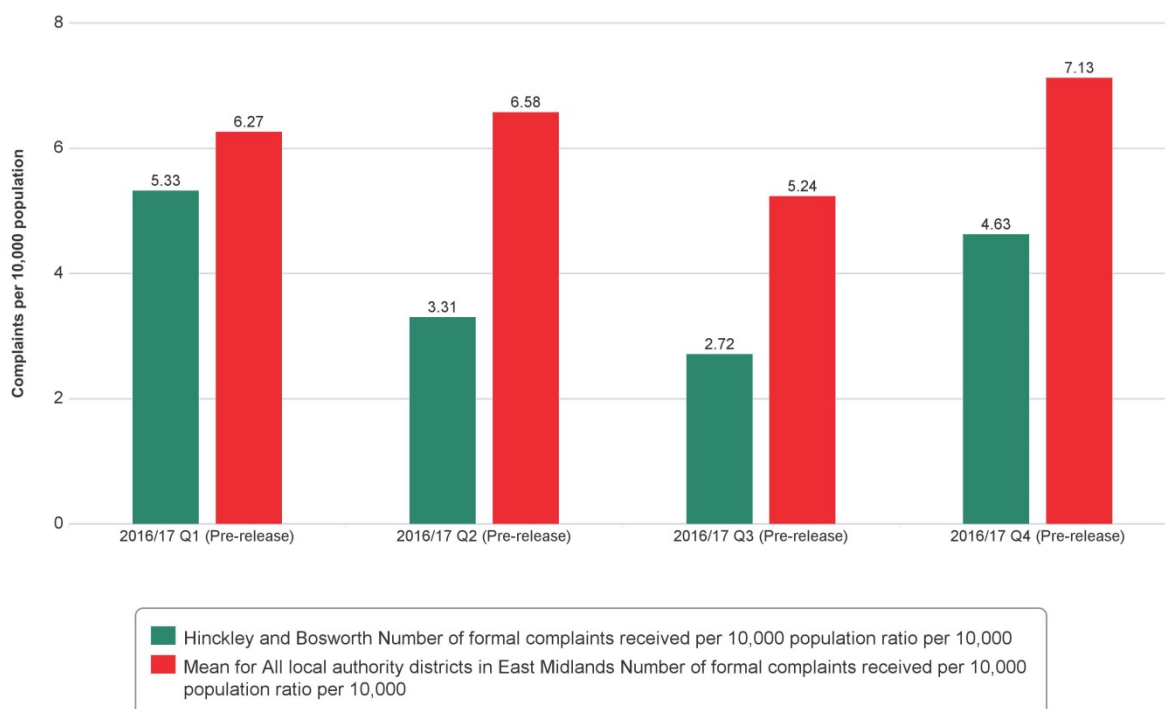
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Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly (days per fte) (2016/17 Q4) for Hinckley and Bosworth & All local authority districts in East Midlands



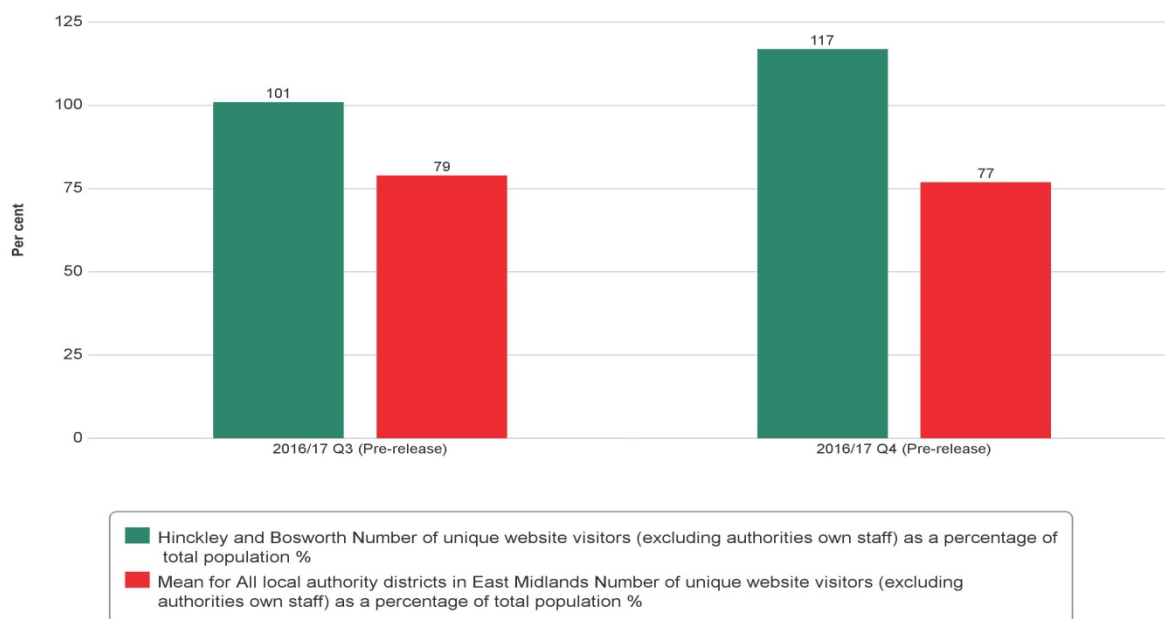
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Number of formal complaints received per 10,000 population (per 10,000) (from 2016/17 Q1 (Pre-release) to 2016/17 Q4 (Pre-release)) for Hinckley and Bosworth & All local authority districts in East Midlands



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



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

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

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

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

These are detailed below along with explanations on progress:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5. FINANCIAL IMPLICATIONS (IB)

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

6. LEGAL IMPLICATIONS (AR)

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

7. CORPORATE PLAN IMPLICATIONS

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

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

8. CONSULTATION

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

9. RISK IMPLICATIONS

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

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

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

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

11. CORPORATE IMPLICATIONS

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

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

Background papers: Ten reports

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