



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY 29 January 2018

WARDS AFFECTED: ALL WARDS

Performance and Risk Management Framework 3rd quarter summary for 2017/18

Report of Director (Corporate Services)

1. PURPOSE OF REPORT

- 1.1 To provide members with the 3rd quarter 2017/18 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 2017/18 3rd qtr position for items listed at 1.1 above
 - Recommend any actions that should be taken to improve performance on Indicators that are not on target
 - Recommend any actions that should be taken to address Service Improvement Plans that are showing signs of slippage against 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 December 2017/18

- 3.5 Performance Indicators: Fifty six indicators that monitor performance across council services are reported on a quarterly basis

3.5.1 Indicators that are not on target:

Indicator	Target	YTD actual	Comments
Customer Services: Lost calls	17%	18.6%	Calls answered year to date: 80,806. Year to date target not met due to high lost call percentages earlier in year. Performance is improving and December was much better than target at 6.88%.
Customer services: Person sees customer within 10 mins	78%	69.52%	10,991 customers seen year to date. Changes to Universal Credit and Benefit Caps have led to more complex enquiries. All visitors are seen at Meet and Greet on arrival and only customers needing assistance are issued tickets to see an advisor. Although performance is behind target, satisfaction results continue to support customers are happy to wait for the service provided.
Human Resources: Working days lost to sickness absence	8 days	7.87 days	There has been a spike in long term absence leading up to November 2017. This has slowed down during December, and in Jan18, five long term absence cases (out of ten) have been resolved through the Attendance Management Framework, which should reduce the impact on the annual outturn. SLT is working with HR to manage the remaining cases and to continue managing short term absence in relation to winter viruses
Human Resources: % of HBBC employees with a disability	2.99%	2.50%	Not on target due to one employee with a stated disability leaving the authority. Human Resources are currently putting together a reminder for staff to review their equalities information including disability.
Street-scene: Grounds Maintenance sites meeting Quality criteria	89%	86.00%	Current resources and adverse weather has impacted on quality scores. Proactive plans in place to improve performance

Indicators not on target - continued:

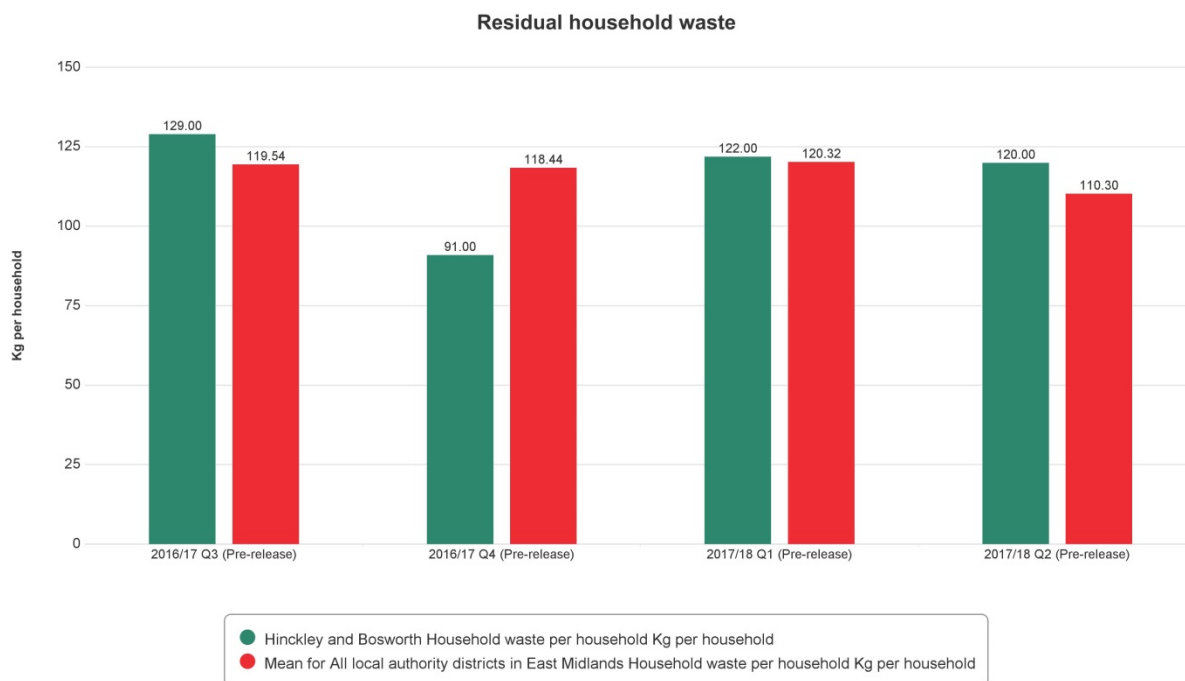
Indicator	Target	YTD actual		Comments
Street-scene: Residual household waste per household	325kg	345kg		Actual performance for 2016/17 was 442kg phh. The closing of the Mechanical Biological and Treatment facility at Cotesbach has resulted in an increase in residual household waste per household overall. Performance for 2017/18 is currently estimated to be a similar year end position of circa 440 kg phh
Street-scene: No of justified missed bins	750	1,030		Figure is cumulative for April 17 - Dec 17. Year end estimate is 1280 being 280 over the stretch target set. Currently 1030 missed bins represent less than 1% of the 1.9M collections completed to the 9 month position.
Housing: Rent collection & arrears recovery	98%	95.89%		Rent collection rate has been affected by the Introduction of Universal Credit which was effective from March 2017.
Housing: Rent collection & arrears recovery - evictions	0.12% (5)	0.18% (6)		Total of 6 evictions year to date. Increased evictions due to increase in current tenant debt levels which are being experienced at HBBC.
Housing Repairs: % of priority 1 works completed on time	100%	99.73%		During Q3 performance issues were identified with a temporary scheduler, who has since been replaced. A total of 2 jobs out of 741 were booked out of target
Housing Repairs: % of priority 2 works completed on time	100%	99.42%		During Q3 performance issues were identified with a temporary scheduler, who has since been replaced. A total of 16 jobs out of 2741 were booked out of target.
Housing Repairs: % satisfied with repairs	95%	93.25%		All feedback provided by tenants when returning satisfaction surveys is followed up. One pattern was identified, where tenants scored satisfaction as low where they received a repair rather than a renewal. We have introduced a receipt system for inspectors to complete at the time of their visit to the tenant, so that the tenant fully understands the extent of the work that we will carry out. Work to be undertaken with the Repairs Working Group to manage tenant expectations.
Finance: Debt over 90 days old as a % of aged debt	25%	25.31%		79K outstanding by one client has caused target to be missed, if this had been settled on time, we would have been well within target (around 20%)

3.5.2 Indicators that are performing well ahead of target:

Indicator	2nd qtr target	2nd qtr actual	Comments
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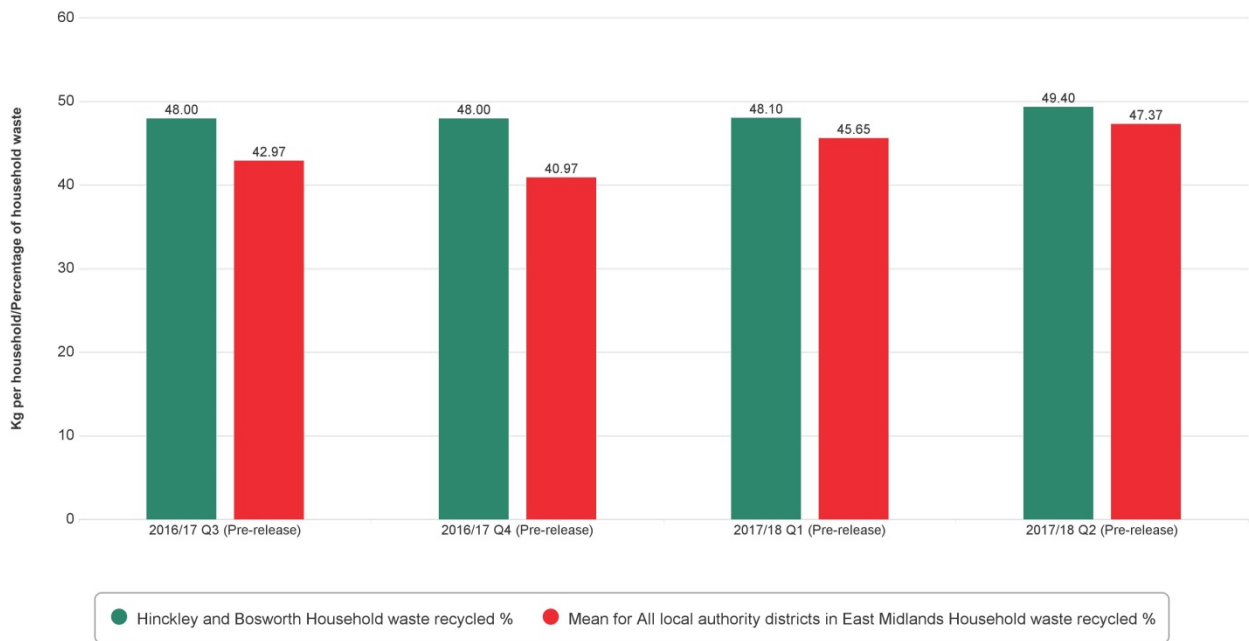
Cultural Services: People visiting town - % difference due to events run by HBBC	19.00%	24.87%		10% uplift on same period 2016/17 is a direct result of the increased 2017 funding package allocated towards events. New events such as the Hinckley Feast and enhancements to Snap Dragon, Soap Box Derby and Classic Car show have seen footfall figures rise significantly
Street-scene: Percent take up of green waste collection service	50%	77%		As at the 9 month position the income target for 2017/18 has been exceeded and take-up is currently 1% higher than the year end position for 2016/17

3.6 Benchmarking - As part of an East Midlands Performance Benchmark group initiative there are currently six indicators which can be compared against other district councils in the East Midlands. Please note that the returns are provisional figures entered by councils onto the LG (Local government) Inform site for benchmarking purposes only.



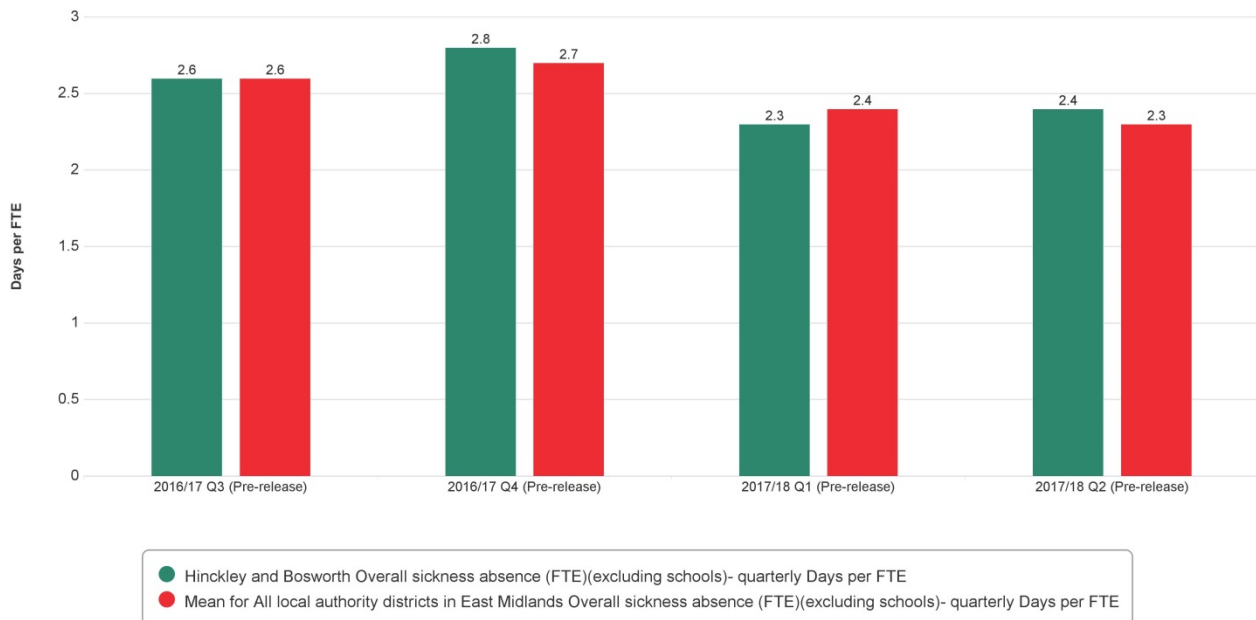
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Percentage of household waste sent for reuse, recycling and composting - quarterly (%) (from 2016/17 Q3 (Pre-release) to 2017/18 Q2 (Pre-release)) for Hinckley and Bosworth



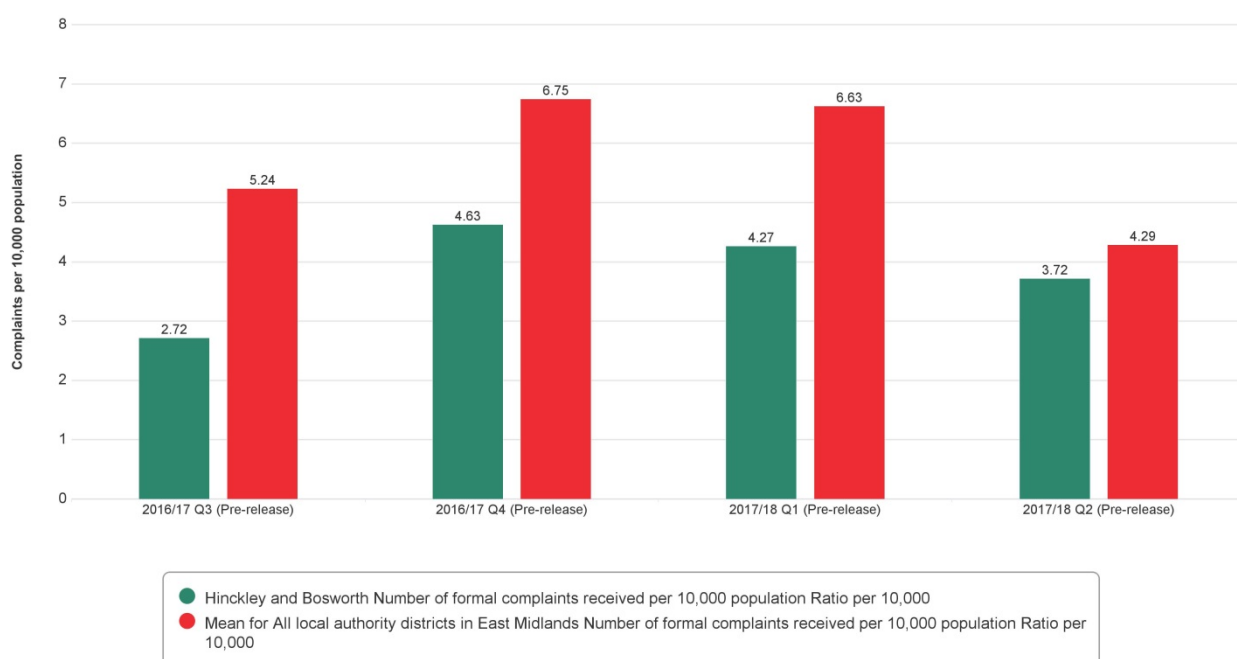
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Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly (days per FTE) (from 2016/17 Q3 (Pre-release) to 2017/18 Q2 (Pre-release)) for Hinckley and Bosworth



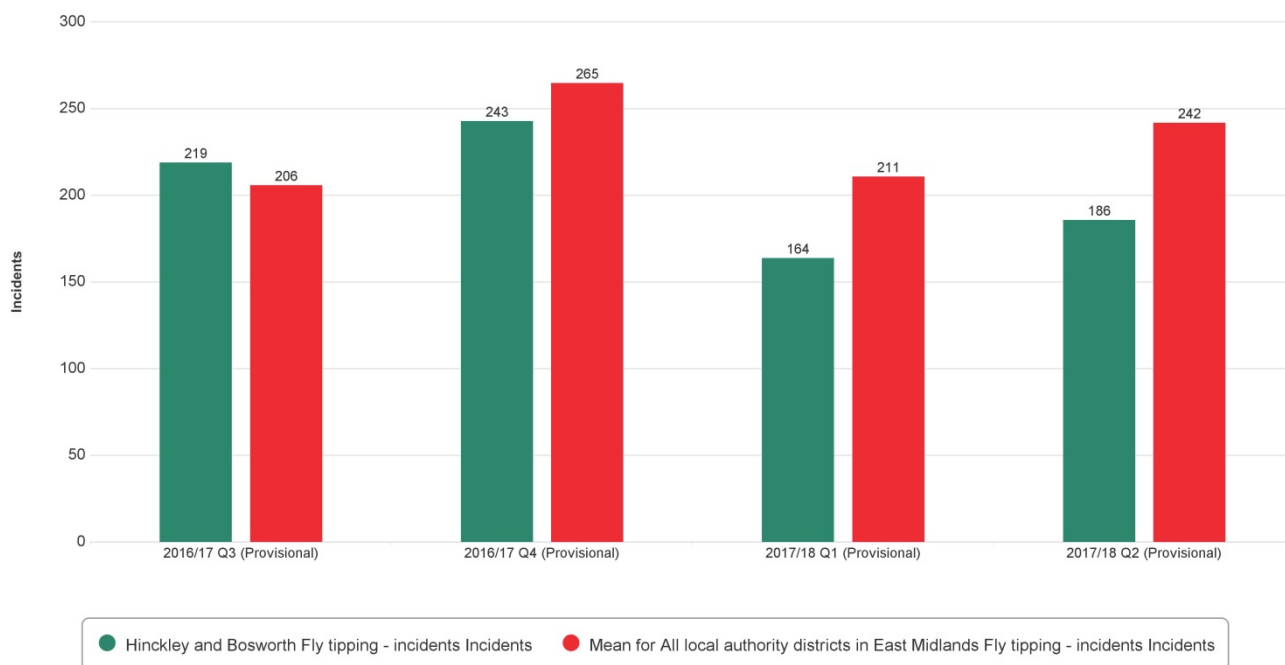
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Number of formal complaints received per 10,000 population (per 10,000) (from 2016/17 Q3 (Pre-release) to 2017/18 Q2 (Pre-release)) for Hinckley and Bosworth

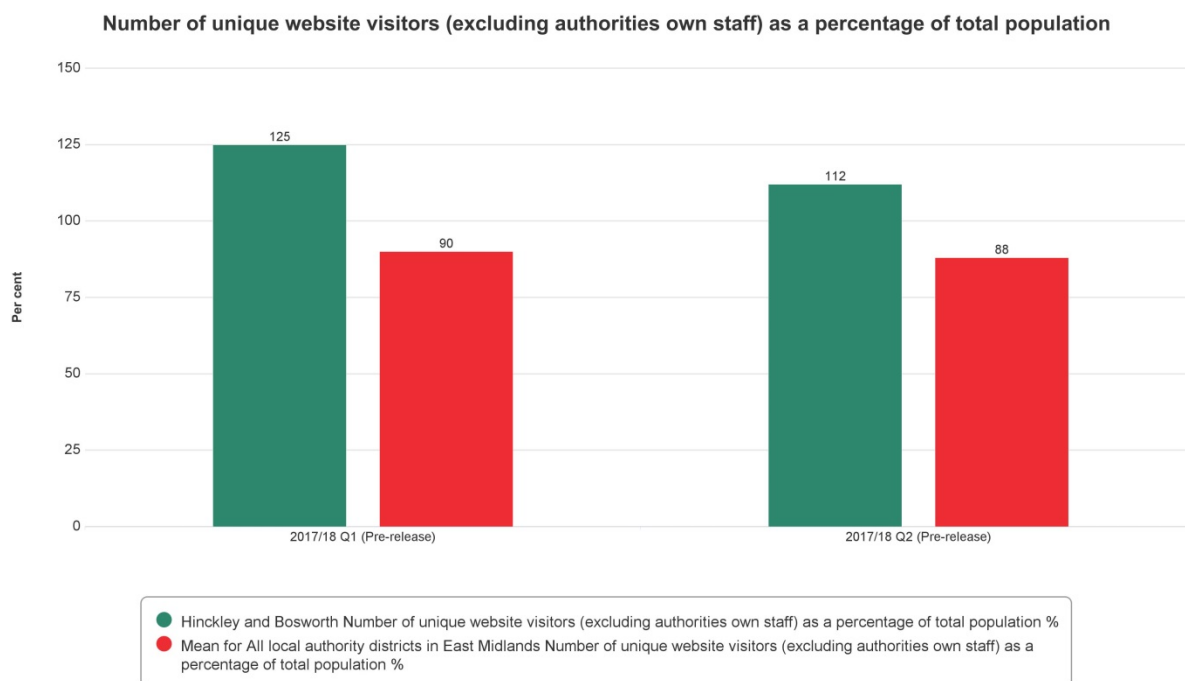


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Number of fly tipping incidents (incidents) (from 2016/17 Q3 (Provisional) to 2017/18 Q2 (Provisional)) for Hinckley and Bosworth



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3.7 Service Improvements Plans - In total for 2017/18 there are two hundred and eighty Service Improvement Plans across all council services.

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. Of the two hundred and eighty service improvement plans, ninety have been flagged as having a “Corporate impact”.

3.7.1 Corporate Plans that have been highlighted by service managers/lead officers as slipping behind and may/will not meet or have missed their original intended target date/s:

Service area	Description	Progress	Target date/s
Corporate Governance	Channel Shift Strategy - Implement web based solution "My Account"	Implementation of My Account is two-fold: 1) Build the customer web portal This has been built – but some outstanding queries in regard to branding of the site. Nearly complete few minor issues to resolve. 2) Update the Customer Services System (CRM) The CRM is live all forms have now migrated. The project has slipped due to additional requirement to update all Achieve forms (these are e-based forms used in CRM and the web portal) by December 2017. Priority plan is in place to ensure that the project will be delivered including hiring bank staff to assist with the upgrading of forms. The project team meet every three weeks to ensure that the conflicting priorities are managed.	March 2018

Corporate Plans slipping - continued:

Service area	Description	Progress	Target date/s
Estates	Increase In Atkins Income: target to increase year on year rental income / conferencing facilities.	Q3 High occupancy maintaining rental income and income from room hire remaining consistent. There will be an increase on income but not the target 7% following the departure of Cafe` tenant	7% increase on annual income
Planning	Work with other council services to develop a Building Control enforcement policy	Q3- Working with a colleague in a neighbouring authority to look at an example of such a document to then produce our own version	August 2017
Planning	Organise urban design training for elected members	Q3: Member training now to be reviewed with new Ex Member requirement for bus tour not considered to be a priority.	September 2017
Planning	Review planning application registration process to ensure correct information is provided	Not completed due to appointed member of staff leaving. Task has not been re-assigned and will be completed in Q4.	August 2017
Planning	Review of standard planning conditions in conjunction with other service areas to ensure high quality development	Q3. The internal and external consultation has been delayed but will be carried out in Q4 to ensure that it is completed by the end of the financial year.	July 2017
Street-scene	Green Space Delivery Plan 2014-2018 - Delivery of 6 projects at Richmond Park Hollycroft Park Argents Mead Langdale Recreation Ground Clarendon Park Harrowbrook	It is likely that a couple of projects for this year will not be delivered as we are seeking match funding opportunities. Clarendon Park, currently liaising with Sport England concerning match funding, with final scheme being dependant on outcome.Hollycroft Park, liaising with planning on further S106 plus investigating other funding opportunities	March 2018
Street-scene	Support the DWP workplace placement programme	No placements offered by DWP at 9 months position.	March 2018
Housing Operations	To procure a contractor and commence work on the remodelling of Ambion Court	Delays experienced with the design process have now been resolved. Asbestos survey unable to be carried out until last resident has moved out which occurred 18th Dec. Project scheduled to go out to tender final quarter 2017/18 with works now due to commence first quarter 2018/19	December 2017

Corporate Plans slipping - continued:

Service area	Description	Progress	Target date/s
Community Housing & Housing Repairs	Undertake a review of our homeless hostels and Clarendon House	Initial meeting held - Engaged District Valuer for pricing of sites which will help inform decisions. Bid made for external funding towards the cost of upgrading heating systems at Clarendon House was turned down. Will formulate revised bid for 2nd round funding Feb 2018	December 2017

3.7.2 Corporate Plans that have made significant progress:

Service area	Description	Progress	Target date/s
Street scene	Green Flag Award Scheme, retain and increase the number of Green Flags	Achieved Green Flag Status at Hollycroft Park & Argents Mead	August 2017
Street scene	Promote and develop the popular garden waste collection service to increase service users	As at the 9 month position the income target for 2017/18 has been exceeded and take-up is currently 1% higher than the year end position for 2016/17.	March 2018
Housing Repairs	To deliver improvements to the Council Housing stock as per this years' Planned Improvement Programme	All planned programmes of work now in progress and due to be completed final quarter, or already complete	December 2018

3.8 Corporate/Strategic risks - There are a total of twenty six risks on the Corporate Risk Register.

3.8.1 Corporate risks that pose the most significant threat (red risks):

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. A refreshed LDS reflecting the production of the Issues and Options document for public consultation early in the new year (including Statement of Community Involvement) agreed by Council on 7 December 2017. Strategic Growth Plan under joint development with Districts County and City agreed for consultation from January 2018

Corporate risks (red risks) continued:

Risk	Review commentary
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	In line with Q1 and Q2, Quarter 3 saw a steady stream of safeguarding cases being reported by front line employees. The number of vulnerable adults whom are threatening self-harm, in particular suicide is on the increase. Training to key employees has been provided on how best to manage these very difficult situations. Early intervention and prevention remains core to the organisation in relation to lowering the risks associated with this challenge. DSO's are scheduled to attend bespoke training in Q4.

3.8.2 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.30 review by Equalities Commission for Human Rights of disability issues*
- One risk has been closed
 - *S.27 ensure sustainability of Hinckley Club for Young People*

3.9 Service area risks - There are a total of eighty risks across all service areas which are kept on individual service area risk registers.

3.9.1 Service risks that pose the most significant threat (red risks):

Risk	Review commentary
DLS.19 - Recruitment & retention of staff (Planning)	Q3. Most posts are filled. The recruitment process for the replacement of the Head of Planning was unsuccessful and needs to be repeated in the new year. Interim measures with the Director and Team Leaders to continue. The Building Control Manager post is currently vacant and support to that team is being given through a shared service from a neighbouring authority and an existing manager within the planning service. Temporary post within support made permanent.
DLS.42 - Meet the need of Gypsy and Travellers (Planning)	Q3. Gypsy and Traveller Needs Assessment adopted, demonstrating that the Council has provided sufficient land to meet the needs of the gypsy and traveller community for the remainder of the plan period. 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)	Q3. The council continues to demonstrate a healthy 5 year housing land supply (reinforced through recent planning appeals) which currently stands at 5.74 years as of 1 April 2017. This helps that ensure new residential development decisions are made in accordance with the Local Plan.

Service risks (red) - continued:

Risk	Review commentary
DLS.47 - Reputation of Building Control Service (Planning)	Q3 - The volume of work retained by HBBC shows signs of falling year on year. There are many reasons why this may happen, some of which is down to reputation amongst Agents and builders. Some of it will be out of the team's control, e.g. national policy of the customer. The team has and continues to work hard to market the service to customers and has developed numerous documents with which to market the service.
DLS.48 - Loss of work to Approved Inspectors (Planning)	Q3. At the end of period 8 fee income is ahead of the budget position. Following earlier identification of some costs which require re allocating, the budgets are being adjusted and this will increase any surplus on the fee earning account.
DLS.49 Recruitment and retention of Building Control Staff (Planning)	Q3. The BC Manager has now left the authority. The team is being supported on a temporary and part time basis by the Building Control manager from NWLDC. This is allowing time to investigate a wider shared service for Building Control with NWLDC and others through a feasibility project
HCS.80 - Welfare reform (Housing)	Significant increase in debt level compared to last years as a direct result of UC. Court action progressing for some tenants unable to make payments due to limited/delayed award.
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

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

- No new risks have been added
- One risk has increased (worsened) in rating
 - *HCS.80 Welfare reform (Housing)*
- Two risks have decreased (improved) in rating
 - *RIT.12 Email security risk (ICT)*
 - *RIT.18 Government requirements (ICT)*
 - *SS.37 External funding (Street scene)*
- 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.

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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