

# Hinckley and Bosworth Productivity Plan 2024/25

## 1. Transforming our services within the context of shrinking resources

We are a lean but effective council. We have faced an on-going need to ensure we can deliver all our services in a period of austerity, as illustrated by our Core Spending Power (CSP) allocations. Based on the government figures supplied for our 2024/25 financial settlement we are operating on a lower Core Spending Power allocation than in 2016/17. When inflation is factored in, we have an over 60% lower level of directly government funded CSP than in 2016/17 but have kept all key services operating as well as stepped up to provide additional welfare support to our residents during Covid and the cost-of-living crisis. This has involved re-imagining how we utilise our capacity and resources and have undertaken a directorate restructuring, moving to a flatter management structure to continue to operate effectively.

Table 1	£m	£m	£m	£m	£m	£m	£m	£m	£m
Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Government Core Funding	6.69	6.12	5.66	5.08	4.52	4.23	3.99	4.25	4.62
Council Tax	4.26	4.56	4.84	5.10	5.26	5.42	5.65	5.91	6.14
Total	10.95	10.68	10.50	10.18	9.78	9.65	9.64	10.15	10.76



## CORE SPENDING POWER (CSP) PER DWELLING

Hinckley & Bosworth Borough Council (£207 per home)



Average (£268 per home)



Council with Highest CSP £406 per home)



Council services to approximately

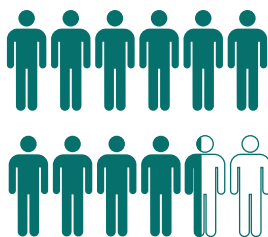
**53,000 HOMES**



and over **4,000 BUSINESSES**



## POPULATION OF 114,000



## RANKING

Out of 164 districts nationally Hinckley & Bosworth Borough Council CSP is ranked 162nd for funding (one of the lowest funded councils in the country)



## THE BOROUGH SPANS 115 SQUARE MILES

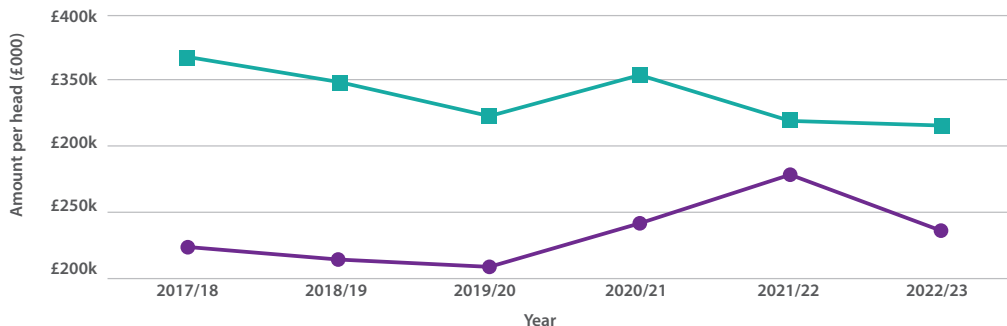
with the city of Leicester in the east of the boundary and Warwickshire to the west

**The council provides services to over 113,000 residents (53,000 households) & over 4,000 businesses including:**

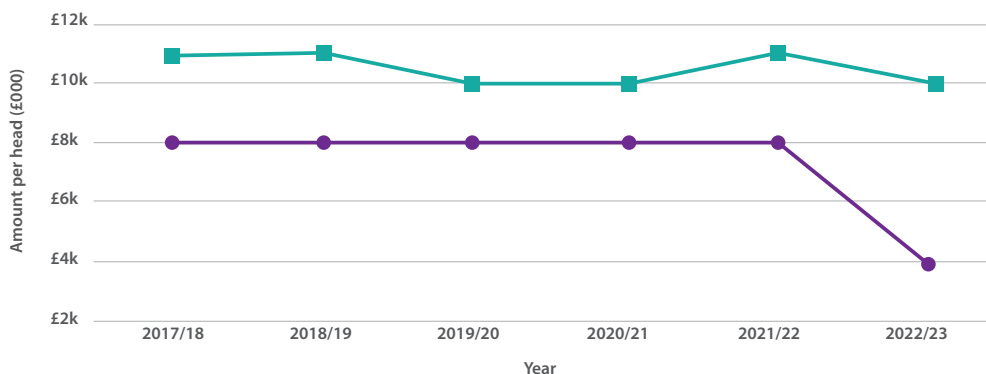
- Bins – Over 3 million bins a year collected from 53,035 properties.
- Refuse, recycling and garden waste collections every two weeks
- Anti-social behaviour and crime
- Housing Services to over 3,200 homes
- Benefits and grants to over thousands of residents and businesses
- Council tax for over 52,000 dwellings
- Business rates for over 3300 organisations
- Planning Services determines over 680 applications per year and in 2024 was named as East Midlands Planning Authority of the Year by the Royal Town Planning Institute.
- Education and learning
- Events, parks, the arts, and tourism
- Families, care, and safeguarding
- Health, sport, and fitness
- Homelessness
- Parking, streets, and transport
- Pests, pets, pollution, and food hygiene

There are many areas of our services delivered at a cost well below the average for district council across the country, as can be seen in the table below (source: LG Inform Value for Money Profiles)

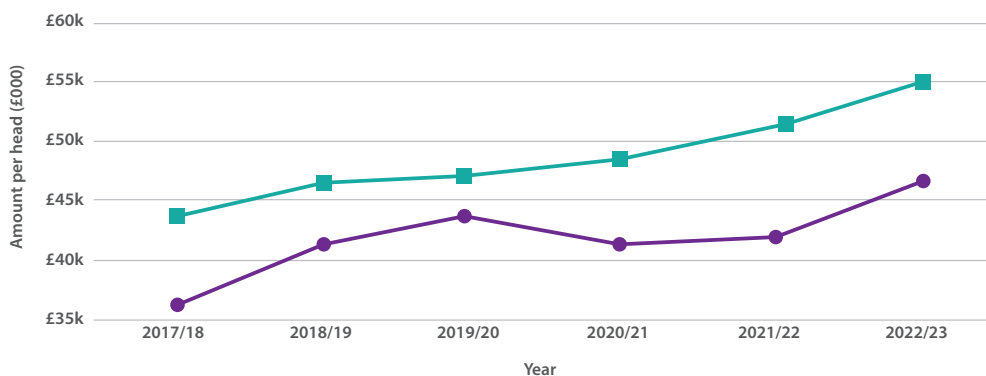
### Total net current expenditure per head (from 2017/18 to 2022/23)



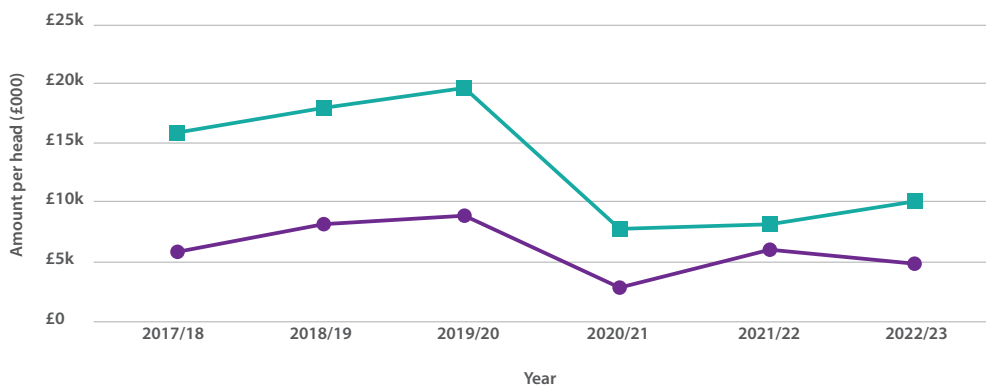
### Total expenditure on council tax benefits and housing benefits administration per head (from 2017/18 to 2022/23)



### Total expenditure on environmental services per head (from 2017/18 to 2022/23)



### Total expenditure on housing services per head (from 2017/18 to 2022/23)



**Key**

- District councils average
- Hinckley & Bosworth Borough Council



Other areas we have worked on and where we are continuing to review to improve efficiency are:

- Hybrid working has freed up office space to increase partner accommodation and increase revenue.
- Better shared use of data helping to focus on key hotspots in relation to crime/ASB/serious violence.
- Increased accessibility of communications to ensure people are not excluded from informative messages
- Increased use of e-newsletters and targeted comms.
- Targeted comms and high social media engagement.
- ICT Digital Strategy and Improvement Plan
- Proactive maintenance across the commercial estate with five-year maintenance plans - limiting maintenance backlog.

Partnership working has also led to better, more efficient use of resources, some examples are given below.

Partner	Description
Town Centre Partnership.	The council is very active in this partnership, now into its fifth term as a Business Improvement District (BID). In particular, there is an extensive events programme and digital high street campaign, successfully boosting footfall in the town.
Revenues and Benefits Partnership	We promote, host and lead a partnership, between North West Leicestershire, Harborough and Hinckley & Bosworth Councils.
ICT Partnership	This partnership was initiated and led by Hinckley & Bosworth. The partnership model ensures the most effective use of our collective resources including pooling of innovation and backup services to deliver this digital strategy for the borough.
Early Help Partnership	The council participates in several county-wide (Leicestershire) partnerships which contribute to providing early help to individuals and families to prevent issues escalating to crisis point and costing the public purse more.
Community Safety Partnership	The council has a joint Community Safety Partnership (CSP) with Blaby District Council, which has provided efficiencies in terms of savings in officer time and campaigns (for both the council and partners).

Partner	Description
Endeavour Tactical Group	This partnership group identifies problem areas that impact on crime and disorder targets and allocates problem-solving actions to partnership member organisations
Health and Wellbeing Partnership	The council leads a multi-agency partnership aimed at improving health outcomes for local residents.
Lightbulb	A key prevention service - The Lightbulb project brings together a range of services to help people stay safe and keep well in their homes for as long as possible.
Tourism Partnership	<p>The partnership comprising of:</p> <ul style="list-style-type: none"> <li>• Tourism businesses</li> <li>• Leicestershire Promotions</li> <li>• Hinckley &amp; Bosworth Borough Council</li> <li>• Leicestershire County Council</li> <li>• Bosworth Rural Tourism Association</li> </ul> <p>The partnership is implementing a new tourism strategy aimed at boosting tourism and attracting more visitors to the area. To build on the £226m economic value of this sector to promote this beautiful area.</p>
Leisure Centre Partnership	The council has entered a 20 year contract with a private provider (Places Leisure) for the management of the new flagship £15m leisure centre, creating income of £1.1m per year.

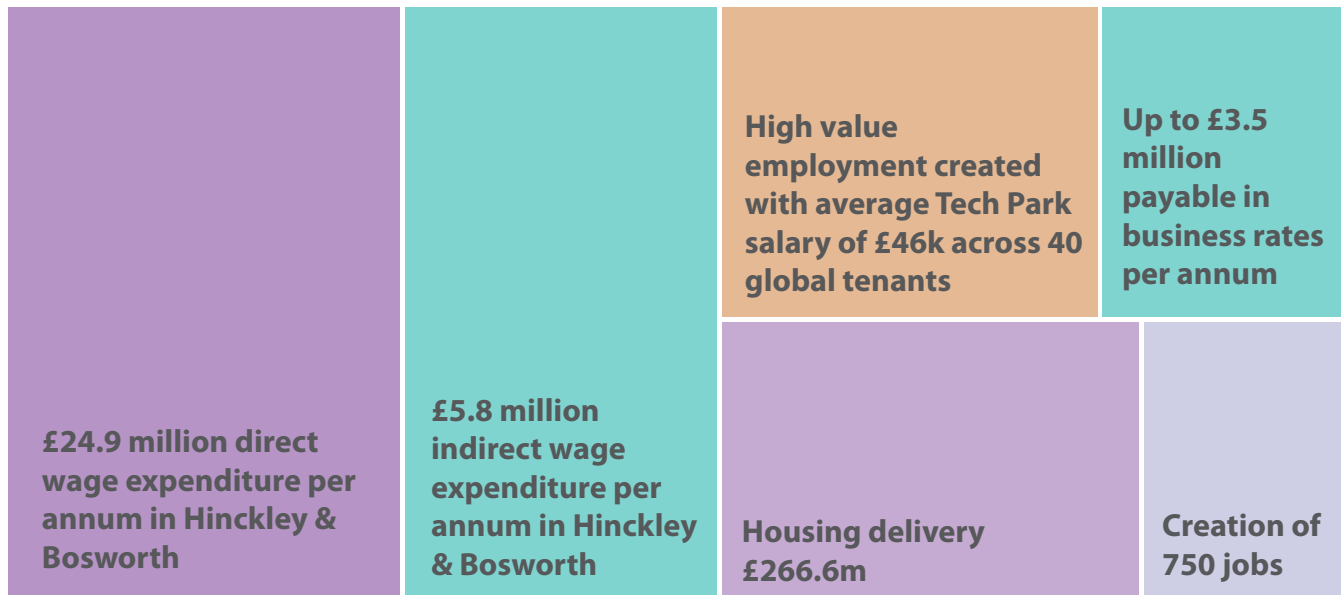
We also measure productivity by benchmarking our performance against local/national performance indicators and by constantly seeking to learn from this performance and make improvements as needed.

Even with reduced resources from government we have achieved much with the inward investment we have generated. Delivering sustainable funding to districts will provide a high level of return to government on any investment provided. We have managed to attract inward investment for energy, logistics, manufacturing & high tech engineering, real estate, and housing. This inward investment has both direct and indirect benefits.



The economic impacts from our work on inward investment has secured:

## Direct Impact



## Indirect Impact



## Mira Enterprise Zone impacts :



1706 jobs Created



£43.45m public investment



Direct GVA of £37m



£100m private investment



£111m foreign direct investment



Indirect GVA of £95.5m

## 2. Digitising our services to customers and being data driven

The council has developed a range of initiatives to improve the efficiency of services to its customers in an inclusive way. We have developed a digital strategy that underlies our approach to make better use of data and have taken a range of actions and initiatives to take advantage of technology to improve decision making and service delivery (See table below).

Initiatives	
Opportunities for planning application validation to automated process.	Increased use of targeted digital communications and e-newsletters
SharePoint - more collaborative as all files can be worked on at the same time.	Older Persons Project
Capturing population and employment trends providing analysis to aid decision making.	Use of consultation software to improve public consultations and collation of responses
In-Cab system for waste services- extending to Clean Neighbourhoods.	New telephony system to capture customer demand
Use of business process management tools to observe workflow bottlenecks and take action.	Set up data marts and analytics to understand service need and input into service design
Webb chat - in-cab service for refuse	Improved data collection, dashboard etc drive delivery
RDA/automation and process design to mitigate process	Health data informing priorities in community health and wellbeing plan
Introduction of cloud-based systems to monitor maintenance, accommodation, and compliance within the property portfolio	Using Asset Management system across Streetscene now
Unified comms platform for call traffic and service use analysis	Evidence based plans, increased data sharing (serious violence duty for example)
Use of web chat to enable customers to find the help they need faster.	



### 3. Focusing our resources on what matters to our residents & businesses

Our spending is fully aligned to our annual budgets and Council Plan priorities, and therefore we do not consider any of it 'wasteful'. However, for the last ten years or so we have had to deal with increasing financial pressures due to local government funding cuts from government and have had to put processes in place to ensure we can continue to deliver our services effectively.

The council has a range of actions and initiatives that underlies our approach to identifying then reducing any unnecessary spending within our organisation and systems.

- Planning appeals, improved decision making to reduce spend on appeals.
- Pay and agency spend is a key area for review to assess and reduce spend and reliance on agency staff where possible. HGV agency drivers review to lower spend and reliability in response to HGV driver shortages since 2021. Used in specialist/hard to recruit areas where absolutely necessary.
- Shared services to reduce cost and generate savings (See partnership working above)
- Use of robotics and bots to make efficiencies. Successfully using chatbots on web site to improve customer service response time and offer in person help to those who need it most.
- To make best use of the revenue and capital funding for food waste collections so we can properly plan an affordable service/roll out.
- Director review of spend areas with input from the Extended Leadership team.
- Sweeper review to look at double shifting.
- Reduce print production of information to a minimum.
- Maximise technology and digitalisation.
- Investment in carbon reduction measures including solar panels to reduce energy costs and Co2 on Leisure Centre



#### 4. Key asks of government to remove barriers & exploit opportunities for growth

- The government should introduce multiyear settlements for up to 3 to 4 years for local government.
- Ensure inflationary pressures and impacts on wage bill inflation are properly recognised in funding settlements and fully funded.
- Recognise and resource the key role districts play in growth & regeneration utilising our economic and planning powers and re-introduce effective incentives via New Homes Bonus to boost housing growth.
- Recognise the key role districts play in prevention through our work with health partners and in community safety and ensure this is properly reflected in government funding allocations.
- Ensure districts are given equal status and seats on sub regional economic growth boards and combined authorities.
- Government should ditch competitive bidding for resources as it creates unnecessary pressures and services impacts.
- Dedicated funding for the provision of new affordable housing to help drive up delivery to meet national and local need and to address homelessness.
- Invest through local authorities dedicated funding streams for green energy, addressing climate change impacts and reducing carbon emissions.
- Simplify the Local Plan process reducing the necessity of expensive and extensive evidence-based studies.
- Allow local determination of refuse and re-cycling collections and provide adequate and realistic capital and revenue funding linked to nationally imposed changes.
- Allow local authorities to retain business rates (and if abolished their equivalent) to support economic growth and service delivery.
- Review fair funding of local government.

