

## The Agile Council 3rd Update

Becoming an agile council is about being change-ready – being able to respond to complex and ever-changing environments.

Agile councils think and act differently – they break down existing models in favour of new approaches that centre on the customer, they base decisions on strong business intelligence and operate through simpler, standardised organisational structures and processes.

PWC who have developed the model believe that to succeed in the current and future economic climate, the creation of the agile council is critical. By embracing a change-ready culture Council's remain one step ahead of whatever social, economic or political environment is thrown at them, continuing to deliver exceptional outcomes for their citizens. The model looks at the environment councils are operating in and five steps to becoming an agile organisation. These five steps are considered in this document.

**It involves 'The Right outcome/services by the right providers using the right processes' – pwc**

The Benefits of an Agile Council include

- Reduced Costs
- Enhanced Customer Experience and Better Outcomes
- Better Performance
- Increased Employee Satisfaction

## The Melton Corporate Plan – taking the Agile Council concept to the public

The refreshed Corporate Plan (CP) covering the period 2015-2020 was adopted at Policy, Finance and Audit Committee on the 7<sup>th</sup> July 2015. Between October 2014 and April 2015 the Council worked with a variety of residents, community groups, local employers, partners, Council staff and Members to help draft and finalise Melton Borough Council's Corporate Plan Priorities, these being:

### PLACE

- Promoting a vibrant and sustainable economy, focused on growth and prosperity.
- Developing a thriving Melton Mowbray town centre that is at the heart of the Borough.
- Helping to provide homes and environments that meet local needs.
- Creating a well-connected Borough.

### PEOPLE

- Promoting equality of opportunity and encouraging strong, healthy and resilient neighbourhoods.
- Enabling the most vulnerable to overcome disadvantage in order to live independent lives.
- Tackling the root causes of offending to create safer communities.

### AGILE

- To effectively manage demand delivering well-respected and value for money customer focused services with pride and efficiency.

These eight Corporate Priorities are based around three core themes of: place, people and agile council, and will help align the Council's focus and resources so we can encourage sustainable communities and ensure Melton is a stronger, resilient and prosperous Borough. A refresh of the Corporate Values (resilience, innovation, performance, customer focus and respect), which along with the Council's ME2E (Melton Extending to Excellence) programme, will guide our internal conduct whilst shaping the culture and defining the character of the Council over the next five years.

Over 500 people directly engaged and actively participated in forming the priorities. What follows below is an evaluative summary of the engagement process. The people who have kindly taken the time to engage with the Council, feeding back and sharing their views, represent a small sample of the total population of Melton residents and businesses. And so in consideration of this the engagement process was designed to ensure we engaged with a representative demographic sample and utilised qualitative methodologies, such as stakeholder interviews, focus group sessions alongside more quantitative methods i.e. resident surveys, to give a high degree of confidence (95%) that the feedback obtained provides a truly representative view of our communities.

In total 506 people have directly participated and actively contributed to shaping the Corporate Priorities, through:

- Melton Borough Residents Survey carried out by post and on-line, promoted as a key article within the Melton Mail as well as Social Media and through community based and parish networks;
- Attendance and feedback sessions through community forums, local plan reference group meetings and specifically delivery groups associated with the Melton Community Partnership e.g. the Seniors Forum, Family Voices, Melton Environment Action Group;
- A series of engagement events in the Town Centre with Melton businesses and Melton residents including a pop-up family market event engaging with local schools during the Christmas Lights Switch on;
- Focus group work and interviews with businesses, community and voluntary sector, access group and resident groups such as TFEC;
- Member involvement through key events such as Strategic Planning Away Days.
- MBC staff, representing an important internal consultee group as well as people engaging and providing feedback as local residents through two informal Comments Cafes, attendance at Chief Executives briefings, presentations at team meetings and in-direct engagement through articles in the Corporate Messenger.

Many of the positive findings reported in previous Place Surveys undertaken by the Council in 2003 and 2006 were reinforced in the 2015 engagement and survey update. In broad terms, one of the most encouraging conclusions identified is that the majority of participants strongly agreed with the four place focused priorities of the Council including promoting a vibrant economy focused on growth and prosperity. Most notably over 81% of the respondents to the Residents Survey agreed with the focus on developing a thriving Melton Mowbray Town Centre that is at the heart of the Borough.

There was a strong area dimension towards much of the engagement activity undertaken particularly within the focus group work and feedback sessions held. Looking at key groups who participated it was consistently older residents (age 65+) and social tenants who reported feeling most positive about the council and the services it provides. There was a general willingness among those in the younger age group and those in employment to get involved in local decision making in their area, however these groups also indicated that they lacked the knowledge as to how to go about influencing decisions. It was the older age groups, resident groups and social tenants who reported feelings of most empowerment, groups that are more likely to have come into contact with the council.

The majority of participants engaged reported that they were satisfied with their local area as a place to live (over 71%) with many indicating that they felt there was a strong sense of community (52%). This has slightly increased by 4% since the last Place survey in 2006. In general older residents and women are more satisfied with their local area whilst men, those aged 45-64 years were less so. This is in common with national survey trends. The residents main priorities for improvement, ranking levels of traffic congestion (80%), shopping facilities/variety of shops (76%) and activities for families and teenagers (67%), sports, culture and leisure (64%) and broad band (60%) as their top 5 areas in need of most improvement. Whilst ranking health services (85%), parks and open spaces

(84%), education (84%), affordable homes (83%) and clean streets (72%) as the five most important aspects in making somewhere a good place to live.

Interestingly the areas in need of most improvement have changed little since the 2006 Place Survey, with the exception of Broadband presented as a new issue area in the 2015 survey. However the results do show a slight change in some factors associated with making somewhere a good place to live – in particular the levels of crime and community safety were perceived as slightly less important in 2015 compared to 2006. However this was also reported as an area of significant improvement recognised by communities and is in line with the fall in Anti-social behaviour index score within this time period. The perception of teenagers “hanging around the streets” being a significant problem has also slightly reduced by 3% between 2015 and 2006 - belief that the Council provides good value for money and perceptions of housing quality are also widely associated with high levels of resident satisfaction with their local area.

### **A key focus for the Council is on Agility, as such what does Agile mean to the community?**

Our definition as a Council of becoming an agile council is about being able to flex, it's about being change-ready and being able to respond to complex and ever-changing environments.

As part of the CP engagement process a number of participants including people directly involved with community and voluntary sector as well as resident groups were asked to provide feedback on what “agile” means to them. The responses were varied but there appeared a common understanding of the term as a description of flexibility in or as one participant happily commented as being “fleet of foot”. Therefore we can confidently use the term Agile as a way to communicate our ability to think and act differently – by breaking down existing models in favour of new approaches that centre on the customer, by basing decisions on strong business intelligence and our propensity to operate through simpler, standardised organisational structures and processes.

## 1. Reducing Complexity

*Achieved by consolidating, simplifying and standardising operations, thereby reducing complexity and enabling clearer organisational choices.*

### Council Tax

First Digital Revenues phase 1 was successfully introduced to customers in December 2014. This is the first of a number of online transactions to be introduced within My Account which will enable customers to access a number of services at their own convenience and will enable those who can to utilise online services while the Council can focus on the vulnerable and those unable to benefit from these services. By going online customers can

- View their Council Tax account – including balance and payments made
- Set up or amend their Direct Debit
- Request a refund
- Apply for a single-person discount
- Find out their Council tax Band
- Find out how to appeal against their Council tax band

From 10/12/15 to 27/08/15 the following activity has been recorded:

- 1563 My Accounts set up
- 839 Council tax registrations created
- 2,208 Council tax Views
- 298 new/amendments to direct debit
- 22 Single Person discount requests

### Council Housing

During 2014 the **Repairs and Maintenance Team** underwent considerable changes to become more efficient and effective in managing resident's demands and meeting the repair and maintenance needs of our housing stock. Key to this change was the introduction of a new suite of KPI's which included a higher level of post inspection which would seek to gauge the opinions of MBC residents and to better understand their needs and priorities. An updated example is shown below. This data has become the main management tool to drive improvements in the way our contractors deliver their service.

Month	Aug-15									
These statistics relate to the post-inspections carried out for all works completed by G Purchase										
	<b>Total</b>	<b>Inspected</b>	<b>%</b>							
<b>Number of w/o reported in the period</b>	260	51	20%							
<b>Of Inspected w/o</b>			<b>Target</b>							
<b>Satisfaction</b>										
Overall resident satisfaction with product	Not reported		%							
Overall resident satisfaction with service		68%	98%							
	of	Yes %	No %	Don't know %	PTR %	Target %	Target Perf %			
Q1. Appointments made	51	75%	18%	7%						
Q2. Did the contractor keep the appointment?	51	71%	22%	7%						
Q3. Was identification shown?	51	77%	16%	7%		98				
Q4. Were contractors professional and courteous?	51	75%	12%		0	100	-99.25			
Q5. Did they clean up afterwards?	51	75%	18%	7%	0	100	-99.25			
Q6. Jobs completed first time	51	59%	34%	7%	0	85	-84.41			
Number of jobs recalled	10									
<b>7 % of all jobs issued not started by completion date</b>										

In terms of cyclical programming of work, the team have looked at developing long term contracts to alleviate the need to carry out procurement exercises every year, which has been time consuming and complex.

In terms of a wider asset strategy, an Affordable Warmth Strategy is being developed which will look at promoting information and training for residents through Me and My Learning which will result in less enquiries by phone or face to face enquiries. This is also a two way process and information received from residents will inform or help identify where further investment or changes may be required.

The maintenance Team are now undertaking a revision of the Affordable Warmth Strategy which will look at fuel poverty from a range of different directions. Firstly, a process of seeking out available funding is under way and this will be tied into a detailed revision of our stock intelligence regarding heating, insulation and SAP ratings. This exercise will allow Melton Borough Council to focus in on properties that are in need of upgrading. In conjunction to this, this process will then be tied into looking at ways in which affordable warmth messages could be promoted to our residents, i.e. to educate and inform residents of all the issues, possibly through Me and My Learning.

## Financial Services

- New financial reporting tool has been embedded into the financial system to enhance business intelligence and increase the suite of financial reports available to budget holders resulting in improved efficiency and effectiveness within budget monitoring processes.
- Implemented a report scheduler – this automates the production of budget reports and replaces the resource-intensive manual production of reports releasing capacity back into the service
- Implemented additional functionality within the financial system to produce electronic journals which will reduce the double-keying of information. Previously paper journals were manually completed and then keyed into the financial system. Electronic journals allow staff

to key in the required information directly into the financial system, saving time and reducing errors.

- Implemented a new online investment platform to manage money market funds – this reduces the amount of paperwork and automates the placing of investments in a more efficient manner.
- To meet new legislative timescales for Local Authorities with regard to closing down accounts that comes into force in 2017, the finance section has adapted working methods that has put into place a structure to meet the new challenging timescales over the next two years to identify issues/barriers prior to 2017. The accounts were successfully closed down two weeks earlier this year, and this target will further be reduced next year based on the lessons learnt in 2015.
- Procurement service responded quickly to new legislation regarding changes to procurement contracts coming into force this year.– Despite full guidance not being available, staff were quickly made aware of the implications of the new legislation to enable them to plan ahead for these changes.
- Renegotiated contracts e.g mobile phone which has not only reduced costs but improved the service available and through assessment of staff needs has ensured officers receive the most appropriate phones to their requirements.
- The Council has been working on a significant tendering process for the ICT services to achieve an outcome based approach to delivering IT services and projects
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## **MBC Property**

All allotment correspondence is now via e mail where possible. Web site improvements include more property and car park data, transparency data.

## **Change Management and Customer Service**

Melton Borough Council’s approach over the past three years has made significant progress to transform our architecture. The new website and telephony system gets much praise.

There will be more that we can do to “embed” the channel shift and make the adoption easier, including a marketing plan to make sure customers are aware of our offer.

Three areas of focus centred on the agenda to reduce complexity are:

- 1- Investments in the technical architecture to simplify the customer experience through integration of disparate legacy systems and the introduction of a personalised customer portal, My Account. Allowing shorter and more joined up journeys for customers when opting for self-service.
- 2- Systematic and iterative review of processes to remove waste and non-value added activities alongside designing the self-serve elements for customers to be as simple as possible. Adopting the principle that if we design for the customer to self-serve then this becomes our internal process when providing an assisted service.

- 3- Effective use of web analytics, for example using a product called 'Engage' to understand customer experiences online and continually develop our navigation, content and transactions in response to this deeper understanding of engagement with our online offering.

People and businesses are choosing **electronic self-service** options as their preferred way of contacting the Council because they work and we aim to meet expectations - 24 hours a day, 365 days a year.

Since the software has been enabled 65 forms have been developed across the authority. Between June 2014 and August 2015 – the soft launch of the website -2,212 online transactions were submitted from 50 of these forms. The trend for the next quarter is looking to exceed that.

Service	No forms developed	Usage	Comments
Communications	17	781	High demand forms are job applications, Employment equalities monitoring and opting out of the open register.
Comms and Neighbourhoods	16	303	High demand forms are New Claim Benefit Evidence Upload and reporting an abandoned vehicle.
Regulatory	28	321	High demand forms are Report Fly-tipping and Report a Nuisance
Central Services	4	807	High demand forms are Council Tax Payment and Payment confirmation
Total	65	2,212	

### **New tenancy sign up process including an escorted viewing**

From April.2015, the Intensive Housing Support Team (IHM) was established to work alongside the existing Customer Service Outreach staff, a new process was established where staff liaise with new tenants both prior to, and after their moving into a Council property. The main purpose of this new process is to work with these customers to prepare them for the responsibilities that the tenancy agreement will cover, and to ensure that they are in a position to make all of the necessary payments of Rent and Council Tax etc.

Housing Options team start off by identifying the prospective new tenant from the bidding system and will then notify both Customer Services and the IHM Team leader that the person named is to be offered the tenancy of the property mentioned. This should be done approximately 3 – 4 weeks prior to the keys being returned from Housing Repairs as the void property work will be on going at that time.

CS Outreach deal with customers being offered the “Non Designated” properties around the Borough, whilst the IHM Team will deal with the “Designated” properties. The reason for the split is so that the IHM Team will be starting to build a rapport with tenants that they will continue to visit regularly and provide support for, as these will be our most vulnerable tenants. The CS team will have some ongoing contact, but their caseload is supposed to be a little less reliant on us once the tenancy is running smoothly.

The lead time allows both teams to make contact, and identify what levels of support may be required to ensure that the new tenant can maintain their obligations and manage independently



where possible, but also allows MBC staff to identify where additional support may be required, by referring to Me and My Learning staff, or to have appointments with Money Advice representatives to get budgeting advice, and also other useful information sessions around how to be a good tenant / neighbour. When the escorted viewing then takes place the prospective tenant will be fully aware of how the tenancy will be operated and how to manage their rent and council tax payments. Where necessary a Housing Benefit / Council Tax Support claim is made when the viewing is complete and the tenant accepts the property, so that they can provide all necessary evidence as soon as possible to help the benefits to be in payment as soon as they are to occupy the property.

Main aims of this new process is to ensure that customers have a good experience through the offer period, and that MBC Rent and Council Tax accounts are operated with a minimum of arrears.

### **Waste Management**

On line services now include self-serve regarding fly tipping, abandoned vehicles, missed bins and bulky waste collections. Further developed are in progress.

Increase use of social media for information dissemination has assisted the refuse collection service in poor weather conditions, for example. This has resulted in fewer calls to the customer services.

### **Environmental Health**

The use and development of on-line forms has been very successful. Members of the public are able to inform us of issues all day every day. They are therefore able to report issues as they occur and this has proved very popular with residents.

### **Licensing**

In 2015 the Licensing team underwent major changes to become more efficient and effective . A new post was created to join up the issuing of licences and the associated enforcement regime. In advance of changing legislation, where taxi licences and those for taxi operators are currently only valid for 12 months, this period has now been extended to 3 or 5 years . This will make licensing more affordable for customers.

## 2. Enhancing Customer Intelligence

*Achieved by greater customer/area insight and foresight achieved through improved business intelligence, use of technology and integrated data management.*

### **Revenues & Benefits**

Using information held across services and through close working, we have identified renewable energy sources that have been installed within the Borough which has led to an assessment of £80,000 of new business rates in 2015 of which the Council will retain 100%. At least £77,000 of this will be new money each year for the Council.

### **Cemeteries and Grounds Maintenance**

Increased social media linkages. Customer feedback questionnaires in the cemetery, Country Park & The Skate Park.

### **Property Services**

Customer satisfaction forms were re-introduced at toilets in August 2015. There has been customer consultation on toilets and cattle market stalls. Press releases on cattle market issued.

### **Customer Service Centre**

We have seen increased use of Govmetric by our customers over time. Govmetric is the Customer Satisfaction tool we use to measure satisfaction with the website, face to face service and telephone service in the contact centre. We are now able to interrogate the data to see which services are performing well in terms of satisfaction and what the reasons are if they are recording dissatisfaction. This enables teams to obtain instant feedback on service delivery or perhaps a decision, which opens up discussions on how improvements can be made to service delivery.

A revised process for reporting and monitoring customer complaints has been implemented. This involves more detailed analysis of the information the complaints data provided to us and reporting this through on a quarterly basis to the third tier managers and management team. It is now possible to identify patterns in complaints or where complaints are recurring. This can lead to challenging current practices and looking to make service improvements.

### **Melton Local Plan**

Consultation on the Melton Local Plan Issues and Options took place between October 2014 and January 2015. This consultation used the online consultation portal provided by Delib Citizen Space Software, which is embedded into the Melton Local Plan Website. The software makes it easier for users to develop, submit and revisit their consultation response and automates some aspects of the Local Plan consultation. As a result, 45% of the consultation responses received were submitted directly into the database using the web site. A further 35% of responses were received via e-mail, there is therefore significant potential to capture these respondents as future citizenspace users for future rounds of consultations.

Consultation on the Draft Local Plan - Preferred Options is expected to begin in November 2015. The consultation will continue to make the most of a variety of means of engaging with the community, including the use of social media, events and workshops across the Borough, promoting access to the Local Plan and its evidence base through the website and encouraging greater use of the citizenspace consultation portal for the submission of representations.

### **Waste Management**

Increased social media linkages especially regarding real time updates to refuse collections in poor weather conditions or other emergency situations. Customer feedback questionnaires to Beckmill Court residents following installation of a new underground communal bin system.

### 3. Managing Demand

*Managing demand should help to create the environment for economic prosperity. This can be achieved utilising customer intelligence to become more sophisticated in interpreting need and demand which can then drive innovation to achieve results. It will also require more sophisticated commissioning, procurement and contract/supplier management.*

#### **Council Stock.**

In terms of cyclical programming, we have looked at developing long term contracts which would alleviate the need to carry out procurement exercises every year, which was time consuming and complex. In terms of a wider asset strategy, an Affordable Warmth Strategy is being developed which will look at promoting information and training for residents through Me and My Learning which will result in less enquiries by phone or by over the counter enquiries. This is also a two way process and information received from residents will inform or help identify where further investment or changes may be required.

**The Maintenance Team** are now undertaking a revision of the Affordable Warmth Strategy which will look at fuel poverty from a range of different directions. Firstly, a process of seeking out available funding is under way and this will be tied into a detailed revision of our stock intelligence regarding heating, insulation and SAP ratings. This exercise will allow Melton Borough Council to focus in on properties that are in need of upgrading. In conjunction to this, this process will then be tied into looking at ways in which affordable warmth messages could be promoted to our residents, i.e. to educate and inform residents of all the issues, possibly through Me and My Learning.

#### **Council Property**

Changed wording of car park signage to ensure more clarity for customers, less complaints on pricing, using FM helpdesk to analyse job types, new levels of cover for evening meetings when 2/3 big meetings are on at the same time, improve resilience of service. Improved inspection regimes means less complaints and claims due to disrepair. Space utilisation study completed and reported to monitor usage and capacity of Parkside. Whole life costing review on Parkside and Waterfield Leisure Centre, will help to prevent re-active maintenance and an expected pressure on budgets

#### **Customer Services**

Customer Services including the Insight Officer have been working with project managers in the transformation programme to interrogate the information provided across multiple platforms such as the telephone system, Mosaic and the customer relationship management system, to gain a deeper understanding of how our customers access our services and what it is that they demand. This information is being used to:

- Set up the messages on the telephone system which will try to redirect customers to online alternatives or ensure they are getting through to skilled advisors in that area.

- Inform the redesign of some of our top processes so they are meeting customers expectations

Supporting the calculation of the cost of providing services to ensure value for money is being provided and help realise potential cost savings

Predict demand for the future

Understand the best way to communicate with the different types of customers

Channel shift - By comparing a three month sample of customer data from 2013 and 2015 we can see that there has been a 30% increase in the volume of traffic going through the website. The number of repeat customers using the site has increased. This data also shows us that there has been a 10% reduction in the number of phone calls coming through the contact centre and a 10% drop in the face to face interactions through the customer services team. The volume of emails coming to the [contactus@melton.gov](mailto:contactus@melton.gov) address has more than halved over the same period.

The Benefit Claim on line Tool (BECs) interlinked with MY Account Went live in February 2015

As at end of August 15;

- 803 benefit calculations have been performed using the new online tool
- 367 new applications for Housing benefit and/or Council Tax support have been made using the new online/electronic claim form
- Of the 367 – 261 have been made via self serve (71%) – much higher than first anticipated for this target group of customers
- The remainder have been assisted by staff to claim using the new electronic claim form and process

Recent monitoring reflected that only 4 paper claims had been received over a 3 week period (3 from DWP and only 1 customer) – nearly 1005 of new claims now being taken electronically

The new process has meant less skilled advisors/staff can still support customers to complete a new claim as the form is intelligent lead and a linked CRM workflow leads advisors through the process for completing a new claim

### **Local Development Order for The Food Enterprise Zone**

In February 2015, Melton Borough Council was successful in being selected as a pathfinder for the Food Enterprise Zone (FEZ), a flagship Government initiative for economic growth to boost food and farming businesses through available benefits like grants, training opportunities and management support. With only 17 FEZs in England, and being the only one in Leicestershire, the project has a huge potential for bringing benefits to the food economy of the sub-region.

The FEZ will improve integration within the food supply chain and allow farms and businesses to diversify and add value to their products. It will incorporate three main lines of action:

1. Simplified planning: a borough-wide Local Development Order (LDO) that will grant planning permission to specific types of development. In a nutshell, the LDO streamlines the planning process by removing the need for developers to make a planning application to the local authority. They create certainty and save time and money for those involved in the planning process.
2. Business support: providing new and existing businesses with a one-stop shop of information, facilitation and advisory of all the resources and benefits that the FEZ can provide e.g. planning facilities, training opportunities and funding.
3. Staff upskilling: this will address the demand for improving the abilities of personnel in food manufacturing and business management. The FEZ will include numerous training opportunities from renowned universities and colleges in different areas within the food & drink industry.

The LDO/FEZ Project Manager, was appointed in July 2015 to coordinate the project. Currently, the stakeholder engagement phase is well under way, having secured important partners like the Leicester & Leicestershire Enterprise Partnership (LLEP), National Farmers Union (NFU) and Loughborough University. These partners will support the Council in reaching more beneficiaries, endorsing and promoting the project.

The FEZ launch will take place on the 4<sup>th</sup> of November as part of the Leicester Business Festival, where MBC and NFU will introduce the project and have a consultation activity that will help shape important aspects in the design of the FEZ.

Following the introduction of the new EDM system in **Development Control**, the improvement of a device called 1-APP ( which allows electronic planning application data to automatically populate our back office IT system) and continuing engagement with key customers there continues to be a steady increase in the number of planning applications which are submitted electronically to the Council through the national Planning Portal. Ultimately, this will continue to help provide an improved customer service as well as delivering efficiencies in the service. Over the last twelve months the percentage of applications submitted electronically has increased from 45% to almost 60%.

### **Waste Management**

Fly tipping abandoned vehicles , missed bins and bulky waste collections are now all self- serve on line services – still being further developed .

## 4. Developing New Delivery Models

*Develop new delivery models by increasing diversity in delivery arrangements. The expectation is to see more co-design of service delivery arrangements with customers involved in shaping services.*

### Me & My Learning Update

A successful bid for European Social Fund support enabled Melton Borough Council to set up Me and My Learning from April 2014, with the programme becoming fully operational from June 2014.

Me and My Learning represents a significant transformation of the way in which services are provided, particularly to people who face multiple barriers. Using a detailed assessment of needs and an agreed individual journey it provides holistic and co-ordinated support to enable individuals to become digitally, financially and socially independent and, wherever possible, move into sustainable employment. Me and My Learning brings partner organisations together under a single “umbrella” so that they can provide joined-up support which greatly increases the chances of a successful outcome.

**Results:** 2014-15 has seen 533 people referred to Me and My Learning. Of these 362 have gone on to access services with 157 people accessing two or more services, ten accessing 5 or more services and three people each accessing seven services.

We have seen 53 people move into employment and many more move significantly nearer to taking up employment.

Support has been provided by a growing number of partner organisations with more than 20 services now being offered through Me and My Learning. That support has taken place via in excess of 1400 individual appointments and more than 400 attendances at group sessions.

A Cost Benefit Analysis using the 2014-15 data and using the New Economy model (approved by HM Treasury) this has shown that for every £1.00 spent delivering Me and My Learning returns of between £2.38 and £10.02 have been made.

A successful bid for Transformation Challenge Award funding means that Me and My Learning will continue to expand in 2015-16 with Blaby District Council adopting the approach from April 2015.

So far in 2015 (to the end August), we have had 317 referrals and 29 people move into employment. New provision this year includes:

- Quit51 stop smoking service,
- work experience placements via the Jobcentre,
- ambition housing support service for homeless young adults and many more demand-led services in the pipeline.
- 20 customers have taken up the new Health & Wellbeing aspects of MML. A joint approach to the Lidl recruitment with the Planning team resulted in 10 employment starts for our customers with Lidl alone.

During September, we will be operating a phased implementation of the E-Cins data sharing system. Starting with staff caseloads then rolling out to the Core Partners within MML.

We are also implementing the MML Independence Index – an enhanced Triage/self-assessment tool which Mentors will complete jointly with the service user. This will enable us to monitor progress towards independence instead of just end results.

### **Sport Leisure and Culture**

Physical Activity Pathways - Melton's development of physical activity pathways has improved significantly and we are becoming skilled at supporting a whole range of offers those highlighted within our universal offer have now become self-sustaining.

As well as this and in line with Public Health's structured approach to the Wider Determinants of Health, as shaped by the recent King's Fund report "Improving the Public's Health - A resource for Local Authorities" we operate alongside the defined three roles:

- "as a lead" - Building on the current referral based gym and swim programme we work with our local operator to train and develop staff, design and implement referral processes for individuals and families and deliver a range of services from one to one sessions through to group family work encouraging a family approach to becoming healthier and providing internal support within the family to motivate and improve.
- "as a partner" – In order to ensure the successful delivery of the Tier 2 Weight Management Programme LEAP we are the key partner in the delivery as part of a whole system approach those referred on to the programme are offered a variety of resources including dietary and nutritional advice as well as support in finding effective exit routes to maintain healthier lifestyles after the programme and in addition support the agenda on tackling obesity within our locality.
- "as an advocate" - championing healthy workforces as part of our active travel programme we promote its benefits. As well as supporting the National Workplace Challenge we highlight community champions and positive peer role models to encourage strong relationships with our partners and address the wider determinates of health. we up-skill our partners in a variety of health training initiatives including Smoking Cessation through the Quit 51 group to support those within the borough and work with our partners currently low income targeted groups as well as Walk Leader cascade training to support the development of local drug and alcohol addiction groups to enable them to support each other and become positive peer models. We positively promote the use of open space and have become a leader in optimising its use offering a variety of services that meet the needs of our targeted audience including walking groups and other activities.

To ensure that our work is targeted our projects are developed through an evidence based approach.

### **East Leicester LEADER Programme**

**Total LEADER funding allocation notified by Defra in Euros: € 1,989,000**



The Delivery Plan was submitted to the Rural Payments Agency in July 2015. The delivery plan is currently being assessed by RPA. A set up evaluation visit is scheduled for 8 September. Following this RPA should send out the paperwork to enable us to 'open for business'.

It is anticipated that the East Leicestershire LEADER calls will align with EAFRD funding calls and concentrate on smaller scale projects with grants of between £2,500 and £35,000. There will be 4 calls annually incorporating all 6 local priorities over the course of the year. The 6 local priorities are as follows:

Date	Description
October 2015	<p>A thriving short-stay destination for people interested in: fine food and drink, culture and heritage, field and outdoor pursuits</p> <p>Networked home-based businesses and micro enterprises with confidence to grow</p>
January 2016	<p>Well connected and innovative land-based businesses supported to improve their productivity and exploit diversification opportunities</p> <p>A growing food and drink sector producing and promoting high quality local foods</p> <p>Active and inclusive communities that are able to help provide local services</p>
April 2016	<p>A thriving short-stay destination for people interested in: fine food and drink, culture and heritage, field and outdoor pursuits</p> <p>Networked home-based businesses and micro enterprises with confidence to grow</p>
July 2016	<p>Well connected and innovative land-based businesses supported to improve their productivity and exploit diversification opportunities</p> <p>A growing food and drink sector producing and promoting high quality local foods</p> <p>Active and inclusive communities that are able to help provide local services</p>

The sixth local priority "Vibrant rural towns underpinning a thriving economic hinterland" is not included under a specific call as this could be covered by any project based in or contributing to a rural town regardless of sector.

First call is anticipated to be October 2015. A Calls sub group is in place to provide regular assessment of the delivery process. The group will meet quarterly and review the activity of the previous quarter, delivery and application process and the achievement of objectives.

Any issues found will be brought to the attention of the full LAG with recommendations for rectification.

We are currently recruiting to the Finance and Administration Officer post.

The East Leicestershire LEADER Programme Launch Event will be taking place on Tuesday 27<sup>th</sup> October 2015, as part of the Leicester Business Festival.

## **Environmental Maintenance**

We now use residual herbicides to help reduce the need for repeated applications – they are expensive but the reduced need for application makes them cost effective.

Creating cleaner greener environments by using underground bins to raise standards and ownership in our Priority Neighbourhood Areas

Introducing fishing for the less able in the country park, developing the path for all project , this is assist those less able to be able get independent access to the countryside

## **Customer Services**

The team have been trialling the use of an i-pad to deliver outreach services and access systems while out of the office. So far this has been successful and working is currently on-going to explore the wider roll out of the use of mobile ICT solutions to visiting officers.

## **MBC Management:**

Work is currently on-going to develop Management and Leadership skills internally. Consultation has started on an initial proposal for a Management Development Programme to be offered out to any employee looking to enhance skills and knowledge and gain some experience in management and leadership. The Third tier managers have been working together with Management Team to define what the “Melton Manager” looks like as well as a local self-assessment in the form of a 360 appraisal is being rolled out to assess where the strengths and weaknesses are within the group.

## 5. CREATING NEW SUPPORT MODELS

*Achieved by improving the way in which the organisation is supporting and supported through back office and support models.*

### Housing Foyer

We have reached the stage of full planning and funding is in place to build a 25 unit Housing Foyer for young people aged 16 – 25 years. This will help deal with demand and ensure younger people are more ready to live independently and move them closer to being work ready. Reduce tenancy failure and deal with complex needs at an early stage. £2.4m build.

### Supporting Leicestershire Families (SLF)

The team have been working with over 70 clients in the last 12 months shown good outcomes and Leicestershire is 6<sup>th</sup> best Authority nationally at turning around troubled families.

As part of the **MY Account** work we are targeting those who are most in debt to MBC so as to reduce demand on services and get residents who have financial issues to help themselves by managing their finances in a better way. To date we have targeted the top 20 and now have plans and services engaged with 10 of these residents. As we move forward we will be rolling this approach out.

The **Intensive Housing Management Service** was successfully implemented on the 1<sup>st</sup> April 2015.

The new service aims to ensure those tenants of Melton Borough Council who need extra services to maintain independence are managed in a more intensive manner than general needs housing. The service is gaining a good reputation and residents who were not in the original scheme are requesting to take part in the service. As part of the review new residents are now paying 4 weeks rent in advance and are being given early notice that they have successfully bid for a property, this is seeing a reduction in properties being refused and fewer new tenants falling into rent arrears.

**The Venue** successfully opened in the summer 2015 and is a unique facility that provides activities, entertainment and a safe space for young people in Melton Mowbray. Located on the ground floor of Phoenix House the Venue team are supporting the young people and where they can, are linking in with the services of Me & My learning to give the young users of the Venue the best possible support as they mature into adults.

### Equalities

Although the Council has undertaken a lot of work to support vulnerable people within our community it was recognised that more support for professionals working with and individuals and families from the Lesbian Gay Bisexual and Trans (LGBT) communities was required. Work in this area has led to a professional from the Leicester LGBT Centre being situated in the Council Offices in Melton 1 day a month to provide advice to professionals from the Council and partners and for confidential meetings with LGBT individuals within Melton. The interest from this venture has led to

people living in Melton from the LGBT communities setting up their own forum called Melton Pride which had its first meeting in June 2015.

## 6. Conclusion

Melton Borough Council is building on its customer insight work and use it to build more robust services which fully utilise the knowledge and skills of our customers who know best how they will access services at the same time trying to create behaviour change within our customers who access our services the most and cause most demand.

Reducing complexity in the development of new delivery and support models should enable the Council to better manage demand and create a drive toward better economic prosperity.

Although Melton Borough Council continues to demonstrate a great deal of success to date, there is still more that can be achieved. As an Agile Council, Melton Borough Council has the will and determination to progress this agenda.

Melton Borough Council is progressing well on our journey to deliver efficient, effective, customer focused services to local businesses and people, to improve the facilities and offer of the place and to promote channel shift and behaviour change for the future.