

Agenda

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|--------------------------|---|
| Meeting name | Meeting of the Cabinet |
| Date | Wednesday, 17 June 2020 |
| Start time | 4.00 pm |
| Venue | This meeting will be held by remote access - details below |
| Other information | This meeting is open to the public |

Members of the Cabinet are requested to attend the above meeting to consider the items of business set out below.

Edd de Coverly
Chief Executive

Members of the Cabinet

| | |
|---------------------------|--|
| Councillor J. Orson | Leader of the Council |
| Councillor L. Higgins | Deputy Leader & Portfolio holder for Growth and Prosperity |
| Councillor R. de Burle | Portfolio holder for Corporate Finance and Resources |
| Councillor A. Freer-Jones | Portfolio Holder for Climate, Access and Engagement |
| Councillor A. Pearson | Portfolio holder for Housing and Communities |

Quorum: 3 Councillors

| | |
|--------------------------|-------------------------|
| Meeting enquiries | Democratic Services |
| Direct Dial | 01664 502579 |
| Email | democracy@melton.gov.uk |
| Agenda despatched | Tuesday, 9 June 2020 |

| No. | Item | Page No. |
|-----|--|----------|
| | <p>REMOTE MEETING JOINING INSTRUCTIONS Remote meeting arrangements</p> <p>Meeting Participants :</p> <p><u>Zoom video conferencing webinar:</u> An invitation will be sent to Members for this meeting</p> <p>Public Access :</p> <p>You Tube: The meeting will be available to view here</p> | |
| 1. | APOLOGIES FOR ABSENCE | |
| 2. | <p>MINUTES To confirm the minutes of the meeting held on 22 April 2020.</p> | 1 - 10 |
| 3. | <p>DECLARATIONS OF INTEREST Members to declare any interest as appropriate in respect of items to be considered at this meeting.</p> | 11 - 12 |
| 4. | <p>MATTERS REFERRED FROM SCRUTINY COMMITTEE IN ACCORDANCE WITH SCRUTINY PROCEDURE RULES Scrutiny Committee Feedback: Melton Community Lottery</p> | 13 - 18 |
| 5. | <p>PERFORMANCE REPORTING FOR Q4 2019/20 The Leader of the Council to submit a report advising Members of the current state of performance against the defined performance reporting measures for the priority themes within the Council's Corporate Priorities for the fourth quarter of the financial year 2019-20.</p> | 19 - 34 |
| 6. | <p>SOUTHERN SUSTAINABLE URBAN EXTENSION MASTERPLAN The Leader of the Council to submit a report setting out the proposed Masterplan for the Southern Sustainable Urban Extension. The document, required as part of the Melton Local Plan and developed after consultation with key stakeholders, will provide a framework for future sustainable development and will assist Leicestershire County Council in meeting the conditions required to accept the Housing Infrastructure Fund.</p> <p>To follow</p> | |

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| Minute No. | Minute |
|-------------------|---|
| | <p>The Leader of the Council advised Cabinet that sadly, Sharon Ward had passed away yesterday, following a short period of illness.</p> <p>Sharon was a valuable team member within the Intensive Housing Management service and worked for the Council for just over 20 years.</p> <p>Sharon was well respected by both her colleagues and the tenants she worked with and was dedicated to her work and supporting others.</p> <p>Thoughts and deepest condolences were with Sharon's two children, wider family, friends and colleagues at this difficult time.</p> <p>[A moment of silence was held]</p> |
| 80 | <p>APOLOGIES FOR ABSENCE There were no apologies for absence.</p> |
| 81 | <p>MINUTES The minutes of the meeting held on 12 February 2020 were confirmed and authorised to be signed by the Chair.</p> |
| 82 | <p>DECLARATIONS OF INTEREST Councillor Orson declared an interest in any items relating to Leicestershire County Council, due to his role as a County Councillor.</p> |
| 83 | <p>MATTERS REFERRED FROM SCRUTINY COMMITTEE IN ACCORDANCE WITH SCRUTINY PROCEDURE RULES No items had been referred from Scrutiny Committee in accordance with the Scrutiny Procedure Rules.</p> |
| 84 | <p>COUNCIL RESPONSE TO COVID-19 (CORONAVIRUS) Councillor Joe Orson, Leader of the Council introduced the report, which outlined work undertaken by the Council and other partners to date, in responding to the threat posed by the outbreak of COVID-19 and set out ongoing work being undertaken to ensure that all possible steps were taken to prepare and respond to the challenges arising.</p> <p>Before giving a summary of the report, Edd de Coverly, Chief Executive reiterated the Leader's comments about Sharon Ward and extended his personal condolences to Sharon's family, friends and colleagues.</p> <p>In summarising the report, Mr. de Coverly confirmed that the Council supported the</p> |

Government's 'stay home, stay safe' message. Holding 'remote meetings' was an example of the Council undertaking its business differently as a result of public health messages.

Mr. de Coverly advised that thoughts were with those directly effected by the COVID-19 crisis, as well as respect and gratitude to the NHS, carers and key workers.

Mr. de Coverly acknowledged the work of the Assistant Director for Planning and Delivery in ensuring good preparation and business continuity during the crisis.

Council efforts had been increased on 13 March, as set out in Appendix 1 of the report. To comply with the Government's 'stay safe, stay at home' guidance, 75% of the Council's workforce were working from home and continued to provide effective service delivery. Staff who remained at their usual places of work had been subject to risk assessments and personal protective equipment (PPE) was in place for them. The Council had redeployed a number of staff to assist in priority functions and the vast majority of Council services were operational. Leisure and community centres had been closed in accordance with Government guidance. Emergency repairs to council homes were being prioritised and landlord health and safety compliance functions had been adapted, in response to the crisis (in line with the Regulator). All waste collections were fully operational, with the exception of bulky waste collections. Playgrounds had been closed but parks were open. Carparks were free to support NHS and other key workers.

Mr. de Coverly thanked the Director for Governance and Regulatory Services, the Democratic Services Manager and their team for working to maintain the Council's democratic functions. The Council's first remote meeting had been held on 9 April and preparations were underway for the Council's Annual Meeting on 14 May.

Mr. de Coverly highlighted the work of the Deputy Chief Executive (and Director for People and Communities), the Director for Housing and Communities, the Housing and Neighbourhoods Manager and the People Manager to facilitate direct support to those in the community effected during the crisis. This included delivery of nearly 500 food parcels and over 100 prescriptions. The Council had worked in partnership with local community groups and volunteers (Melton Learning Hub, Community Action Melton, Melton Vineyard).

Mr. de Coverly took the opportunity to express special thanks to the Deputy Chief Executive (and Director for People and Communities), advising that sadly, the Deputy Chief Executive's 30 years of service with the Council was ending but that he left an enviable legacy, which was highlighted by his work during the crisis and which embodied his people-centred approach.

Mr. de Coverly highlighted the work of the Corporate Improvement Manager, the Regeneration Manager and the Revenues and Benefits Manager and their teams to

support local businesses. Approximately £6.6m in grant funding had been issued to 535 businesses and work to identify the remaining 400 local business which may be eligible for funding continued.

The Council had undertaken to maintain regular communication with residents and businesses during the crisis. It continued to deal with enquiries efficiently and had sent letters to all household in the Borough, detailing the Council's response and useful sources of information. The Hr and Communications Manager and Customer Services Lead and their teams had demonstrated great care, professionalism and efficiency in this work.

The Director for Corporate Services and Corporate Services Manager and their team had worked to direct the Council's resources and ensure Government followed through on its commitment to support the Council.

Mr. de Coverly advised that as well as having focus on its response to the crisis, the Council was considering Melton's recovery. The Director for Growth and Regeneration was working to begin this process, looking at how the Council would support the community and economy.

During discussion the following points were noted:

- Members commented that for many, the Council was seen as the fourth emergency service. They were pleased with the work the Council had undertaken and thanked officers and their teams for the incredible team spirit they had demonstrated.
- Members commented on the public's positive response to this work in, particular that of the Community Hub, delivery of prescriptions and groceries, sending of letters to every household in the Borough, waste collections and free car parking
- The Council continued to advocate for local business in respect of Government funding.
- Inevitably, there would be considerable financial implications for the Council as a result of the COVID-19 crisis and the Council's high level service provision during the emergency.
- Members thanked Councillor Bindloss for his work on local food parcels.
- Members commented that Melton's community and business hubs had been set up very quickly, in response to the emergency and they encouraged those who needed help and support to contact these hubs. They thanked community volunteers for their work.
- It was clarified that 91% of eligible businesses who had applied for grant funding had been processed.

Cabinet **CONSIDERED** and **ACKNOWLEDGED** the work undertaken to date by the Council, in response to COVID-19.

MELTON SOUTH SUSTAINABLE NEIGHBOURHOOD MASTERPLAN

Councillor Joe Orson, Leader of the Council introduced the report, which updated Members on progress and next steps in relation to production of a Masterplan for the South Sustainable Neighbourhood.

Jim Worley, Assistant Director for Planning and Delivery gave a brief summary of the report and advised that the Council was reinvigorating its efforts on the Masterplan and was doing this at pace.

Integral to the Masterplan was Leicestershire County Council's successful Housing Infrastructure Fund (HIF) Bid. This presented a demanding timetable for the Council, as detailed at paragraph 5.5 of the report. The County Council had stated it intended to inform Homes England of its intention to accept HIF monies by 31 May and the Masterplan would be brought before Cabinet in June.

Mr. Worley highlighted the recommendations at paragraphs 2.3, 2.4 and 2.5 of the report. The Council's key partners were the County Council, and developers (there were two main developers). Next steps included contracting consultants immediately.

During discussion the following points were noted:

- Members highlighted that the Masterplan would provide important information, including the number and placement of homes, affordable homes, schools, open spaces etc. This Council, as local planning authority was best placed to lead on this. It would proceed unilaterally and would engage with stakeholders.
- Although much of Melton's infrastructure featured heavily in the north, the south was also crucial to Melton's economy. It was incumbent on all stakeholders to deliver what the community needed, housing for the next generation, green areas, play areas etc.
- Business was also crucial. Challenge of the kind of work and earnings available in Melton was necessary and investment and reinvestment was key to driving Melton's economy.
- The aspirations of residents needed to be realised. Residents in the south wanted the road in place before any housing and the Council had worked in support of this.
- The Council was ready to move forward with the Masterplan
- Members thanked the Leader, Deputy Leader, Chief Executive and Assistant Director for Planning and Delivery for their work on the Masterplan.
- The Leader thanked MP for Melton and Rutland, Alicia Kearns for her work to move the Masterplan forward.

DECISIONS (NON-KEY)

(1) Cabinet **ACKNOWLEDGED** the existing requirement, established within the

Local Plan, to produce a masterplan for the Melton South Sustainable Neighbourhood;

- (2) Cabinet **ACKNOWLEDGED** that in line with current understanding, to meet the requirements of the Housing Infrastructure Funding, the Melton South Sustainable Neighbourhood masterplan needed to be completed and approved by the end of June 2020;
- (3) Cabinet **ACKNOWLEDGED** the key issues that the Melton South Sustainable Neighbourhood masterplan needed to address and **ENDORSED** the approach Melton Borough Council would take to deliver it and the requirements and expectations placed upon partners and developers in delivering it within the required timescales;
- (4) Cabinet **NOTED** that in line with the appropriate provisions within the Contract Procedure Rules, the Council had appointed a consultant to support development of the Masterplan. The decision took into account previous work undertaken and time constraints and the costs of appointing the consultant would be funded from the Local Plan reserve.
- (5) Cabinet **DELEGATED AUTHORITY** to the Director for Growth and Regeneration in consultation with the Leader to make any amendments to the timescales, deliverables and contents of the masterplan following changes in advice and guidance provided by Homes England and through discussions with Leicestershire County Council.

Reasons for the decision

The Melton Mowbray Distributor Road 'southern link' was the subject of a bid for funding under the Housing Infrastructure Fund in 2019. The bid was successful and was presented to Leicestershire County Council's Cabinet for acceptance on 24 March 2020. The County Council's Cabinet resolved that the Housing Infrastructure Fund (HIF) award would be accepted only if Melton Borough Council agreed to the County Council's proposal that they undertook, at their own expense, a fresh masterplanning exercise on the understanding that the Borough Council would cooperate fully.

Transferring responsibility for delivery of the masterplan to the County Council was not appropriate. The masterplan was a planning document directly associated with the Local Plan. It was appropriate and necessary that it be undertaken by the Borough Council as Local Planning Authority though the engagement of key stakeholders, including the County Council, which as the key infrastructure agency, was essential.

Delivery of a masterplan would, subject to confirmation by the County Council, meet the requirements of them being able to accept the HIF to support the earlier

delivery of the southern section of the Melton Mowbray Distributor Road.

Delivery of a masterplan would support the wider aspirations of the Local Plan and delivery of homes and infrastructure required within the community.

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ACCEPTANCE OF BUSINESS RATE POOL GRANT FUNDS

Councillor Leigh Higgins, Portfolio Holder for Growth and Prosperity (and Deputy Leader) introduced the report, which sought approval to enter the relevant grant agreements and accept the funding.

Pranali Parikh, Director for Growth and Regeneration gave a brief summary of the report, highlighting that that this was a positive step forward for delivery of the Council's key priorities and key strategic regional projects from the Corporate Plan. The Council had been successful in receiving funding from Leicester and Leicestershire Enterprise Partnership (LLEP) for three major regeneration projects:

- i. Food Enterprise Centre – work on this project had been undertaken over the past year through funding from various sources and in partnership with the University of Nottingham. It would be key to advancing Melton's 'Rural Capital of Food' title. The total amount of funding for this project was £200k (£100k business rate pool grant and match funding of 50k from the Council's regeneration reserves and £50k officer time). The funds would be used to progress the project.
- ii. Development of Council Owned Sites – again, the Council had been working on this project for the past year to create jobs, homes, community facilities etc. The total amount of funding for this project was £1m (£500k of business rate pool grant and match funding of £375k from the Council's capital receipt reserves, £50k staff time and £75k, which had already spent over the past year).
- iii. Melton Health and Leisure Park – this was a long standing aim of the Council and much work had been undertaken. £100k of business rate pool grant funding would help secure the Council's proposals, inform the next level of funding and accelerate delivery of the project.

During discussion the following points were noted:

- Members thanked the Director for Growth and Regeneration and her team for their work. It was important to look past the current Covid-19 emergency and give focus to shaping Melton's economy and future.
- Food enterprise and food design were important to people and Melton could take credit for moving this forward.
- Boosting the health and wellbeing of the community was important.
- Asset owners would benefit from the development of Council owned sites because the value of their assets would increase with a healthy economy around them. Appropriate sites for new housing, leisure and health provision needed to be explored.

- Regeneration was a key element of the Corporate Strategy. The projects would help fulfil the aspirations of the community.
- The report was comprehensive, setting out opportunities and highlighting risks.
- Any draw on capital receipts to support the development of Council owned sites would be subject to submission of detailed business cases to Cabinet for its approval.
- The deadline for LLEP submission was 1 May. Following this quarterly updates would be submitted to Cabinet.
- Regeneration was crucial and delivery of the projects would be both exciting and challenging.
- There was concern about capital receipts and the level of reserves decreasing (as identified in the report). However, the business case would provide a better understanding of where the £375k capital receipt monies would be spent. Delivery of this project would release assets for sale and would generate capital receipts.

DECISIONS (KEY)

- (1) Cabinet **APPROVED** acceptance of the following revenue fund grants funding:
 - a. £100,000 revenue fund for Food Enterprise Centre Stage 2 - building upon evidence case
 - b. £100,000 revenue fund for the Provision of Melton Borough Health and Leisure Park Stage 1 - project development phase
- (2) Cabinet **Approved** acceptance of the conditional offer of £500,000 capital fund grant for the Development of Council owned sites and **NOTED** that Cabinet and Council approval for inclusion in the capital programme and release of funding would be sought following the preparation of a detailed business case;
- (3) Cabinet **ACKNOWLEDGED** the conditional offer of £2m large capital fund grant for Melton Borough Health and Leisure Park and **NOTED** that Cabinet and Council approval would be sought following the preparation of a detailed business case;
- (4) Cabinet **DELEGATED** authority to the Director for Growth and Regeneration to appoint consultants to prepare relevant information required to meet the grant conditions using the grant and match funding.

Reasons for the decision

As set out in the Council's Corporate Strategy, there were a number of significant

growth and regeneration projects identified as key priorities. Collectively, these projects provided an opportunity to deliver important benefits; creating jobs, homes and infrastructure for Melton's communities.

The projects receiving Business Rates Pool (BRP) funding were specifically referenced within the Council's Corporate Strategy. The Council had invested in undertaking initial feasibility work on these projects and determined that further work and investment was required in order to take these projects to the next stage of delivery.

The objectives of these projects aligned well with the objectives of the funding and therefore acceptance of this funding presented a good opportunity for realising the Council's ambitions for Melton.

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WRITE OFF OF IRRECOVERABLE DEBTS

Councillor Ronnie de Burle, Portfolio Holder for Corporate Finance and Resources introduced the report, which sought approval to write off debts over the value of £2,500, where officers believed that there was little or no prospect of recovering them.

Andrew Cotton, Director for Housing and Communities gave a brief overview of the report, advising that Cabinet approval was sought to write off irrecoverable debts, in line with the Council's Corporate Debt Policy. A report on irrecoverable debts was submitted to Cabinet on a quarterly basis, as part of financial good practice.

Mr. Cotton advised that write off amounts were detailed at paragraph 5.4 of report. He reiterated that officers had worked in accordance with the Policy, in the cases presented and recovery actions had been exhausted.

Mr. Cotton highlighted the recommendations at 2.1 and 2.2 of the report.

During discussion the following points were noted:

- Regrettably, there were limits to recovery action and it was necessary for the Council, as a public body and provider of services to write off debts.
- The newly implemented Debt and Income Generation Policy provided a better structure for recovery.
- Grants to business in respect of the Covid-19 crisis were not related to the write off of debts and therefore could not be withheld from businesses who owed money to the Council. Businesses had to be in operation on 11 March to qualify for Government assistance and the Council only received funding on the condition it was issued to the business in need of assistance.

DECISIONS (NON-KEY)

(1) Cabinet **APPROVED** the write off of the debts;

(2) Cabinet **NOTED** the action taken by the Council to recover outstanding debts.

Reasons for the decision

All recovery methods had been considered and where appropriate pursued, before recommending that debts were written off.

Officer time could be maximised on greater returns, focusing on debts where there was more realistic chance of recovery.

Councillor Joe Orson, Leader of the Council paid tribute to Keith Aubrey, Deputy Chief Executive (and Director for People and Communities) who was standing down after over 30 years of service at the Council.

Mr Aubrey joined the Council on 5 March 1990, as Deputy Borough Treasurer. He had a 44 year career in local government, which included positions at Leicestershire County Council (July 1976 to December 1984) and Nuneaton and Bexworth Borough Council (January 1985 to March 1990).

At Melton Borough Council, Mr. Aubrey held the following positions:

- Assistant Chief Executive (appointed March 1997)
- Corporate Director (appointed August 2003)
- Acting Head of Paid Service (appointed October 2004)
- Deputy Chief Executive (appointed December 2016)
- Acting Head of Paid Service (appointed 31 July)
- Deputy Chief Executive and Director for People and Communities (2017 to date)

Mr. Aubrey would move into a consultancy role with the Council from May 2020, providing support for the Council's COVID-19 response and recovery and leading on IT Partnership review work.

Members thanked Mr. Aubrey for his work, noting his considerable and significant contribution to the Council.

The meeting closed at: 5.35 pm

Chair

Advice on Members' Interests

COUNCIL MEETINGS - COMMITTEE MINUTES : DECLARATION OF INTERESTS

Interests need not be declared at Full Council in relation to Committee Minutes which do not become the subject of debate at Full Council (i.e. Minutes referred to solely on a page by page basis when working through the Minutes of each Committee.)

An interest must be declared at Full Council as soon as it becomes apparent that a relevant Committee Minute is to be debated – this applies even if an interest has been declared at Committee and is recorded in the Minutes of that Committee.

PERSONAL AND NON-PECUNIARY INTERESTS

If the issue being discussed affects you, your family or a close associate more than other people in the area, you have a personal and non-pecuniary interest. You also have a personal interest if the issue relates to an interest you must register under paragraph 9 of the Members' Code of Conduct.

You must state that you have a personal and non-pecuniary interest and the nature of your interest. You may stay, take part and vote in the meeting.

PERSONAL AND PECUNIARY INTERESTS

If a member of the public, who knows all the relevant facts, would view your personal interest in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest and it affects your or the other person or bodies' financial position or relates to any approval, consent, licence, permission or registration then **you must state that you have a pecuniary interest, the nature of the interest and you must leave the room***. You must not seek improperly to influence a decision on that matter unless you have previously obtained a dispensation from the Authority's Governance Committee.

DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

If you are present at any meeting of the Council and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting, if the interest is not already registered, you must disclose the interest to the meeting. You must not participate in the discussion or the vote and you must leave the room.

You may not attend a meeting or stay in the room as either an Observer Councillor or *Ward Councillor or as a member of the public if you have a pecuniary or disclosable pecuniary interest*.

BIAS

If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest (bias) then you should not take part in the decision-making process; you should leave the room. **You should state that your position in this matter prohibits you from taking part.** You may request permission of the Chair to address the meeting prior to leaving the room. The Chair will need to assess whether you have a useful contribution to make or whether complying with this request would prejudice the proceedings. A personal, pecuniary or disclosable pecuniary interest will take precedence over bias.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you are aware of the issue being discussed.*

*There are some exceptions – please refer to paragraphs 3.12(2) and 3.12(3) of the Code of Conduct

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To: Cabinet
Date: 17 June 2020
Report/Comments of: Scrutiny Committee
Title: Melton Community Lottery

SUMMARY OF REPORT CONSIDERED

| | |
|---------------------------------------|--|
| Report Title: | Melton Community Lottery |
| Purpose/Description of Report: | At the request of Scrutiny Committee Members to provide a breakdown of the costs associated with running the Melton Community Lottery. |
| Key Decision: | N/A |
| Scrutiny Lead Members: | Cllr Pat Cumbers and Cllr Robert Child |
| Relevant Portfolio Holder: | Portfolio Holder for Corporate Governance, Access and Engagement |

1. Introduction and Overview

The Scrutiny Committee met on 7 January 2020 to consider a report on Melton Community Lottery.

2. Summary of Feedback and Recommendations for Cabinet Consideration

Following feedback from the Scrutiny Committee members in advance of the meeting the Chair suggested the following as possible recommendations at the meeting in January:

- a) **That Cabinet consider ending the Lottery, as soon as possible.**

Reasons:

- The Budget Books indicated that since November 2016, the Lottery had resulted in a large net expenditure chargeable to Council Tax, approximately £95,300 which includes some estimates for 2019-20
- Membership was expected to be approximately 2000 to date. However, current membership was 293 and this continued to decrease

b) That Cabinet consider continuation of the Lottery for a period of 12 months, in order to establish whether it is possible to raise a similar income to that which was predicted in 2016 when the Lottery started.

Reasons:

- Other local authorities were raising substantial amounts, which supported their Good Causes. This Council should be able to do the same.
- A successful lottery would enhance the Council's reputation and the reputation of Melton as a good place to live.
- A successful lottery (with a minimum of annual ticket sales of £88,400, resulting in £53,040 annually to Good Causes) could make a significant difference to the Council's financial position.
Since November 2016, a total of 60,252 lottery tickets have been sold . 60% of the £60,252 received (£36,151) has been paid to Melton's Good Causes – some to nominated Good Causes, the balance to the Council's Good Causes pot.
- Many small Good Causes, such as local sports clubs across the Borough were already raising useful amounts to help cover their costs, which helped to keep residents active and assist social cohesion.

c) That a full assessment be made on the viability of continuing the Lottery. An Action Plan to be put in place should continuation be found viable, assistance be provided to help 'Good Causes' to increase ticket sales and that the management and administration Lottery costs be fully charged to the Lottery, in accordance with Council policy, as stated in the Budget Book.

Reason:

- There was a need for the smaller Good Causes to receive more help, information etc.

Members of the Committee considered the report, the Chairman's recommendations and information provided by the Chairman and provided the following feedback:

- Members acknowledged the Council's conflicting priorities, capacity and resource issues but emphasised that good quality promotion was vital to increase Lottery membership, drive ticket sales, increase revenue and ensure the success of the Lottery.
- Members noted that once the downturn had been identified in 2018, it had been agreed to implement a Task and Finish Group to review the

performance of the Lottery. There had been several attempts to implement the Group but the People Manager had been unable to secure enough Member support to begin this review at the time. However, additional staffing costs had been allocated to the budget in anticipation of this review, which had distorted the support costs for that year.

- Members noted that the report focussed on charges rather than performance but highlighted that the success of the Lottery depended greatly on appropriate funding and support.
- Part D1 of the Business Case, which detailed project management and delivery was highlighted. The Lottery budget had remained the same since it started in 2016 and no additional staff had been recruited to support the Lottery at that time. Instead, the additional support work had been absorbed into the workloads of those already employed by the Council.
- During discussion it was noted that the Lottery was of benefit to small causes and the importance of active promotion during any period of continuation was reiterated.

Following debate the Scrutiny Committee resolved to RECOMMEND to Cabinet that:

- 1) The Lottery should cease unless in 12 months time the numbers, through active promotion by all parties are at least at the same level as at 31 December 2018 i.e. 448 (this figure represents the highest number of members recorded).**
- 2) A report be presented to Scrutiny after 12 months to review and make a recommendation to Cabinet.**

Written by: Scrutiny Committee Chairman in consultation with Members of the Scrutiny Committee

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**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SCRUTINY COMMITTEE –
MELTON COMMUNITY LOTTERY**

| RECOMMENDATION | REASON FOR RECOMMENDATION PROVIDED BY THE TASK AND FINISH GROUP | MANAGEMENT RESPONSE (DIRECTOR FOR HOUSING & COMMUNITIES) |
|--|--|---|
| <p>1) The Lottery should cease unless in 12 months time the numbers, through active promotion by all parties are at least at the same level as at 31 December 2018 i.e. 448 (this figure represents the highest number of members recorded).</p> | <ul style="list-style-type: none"> Members acknowledged the Council's conflicting priorities, capacity and resource issues but emphasised that good quality promotion was vital to increase Lottery membership, drive ticket sales, increase revenue and ensure the success of the Lottery. | <p>The target of achieving the same levels of ticket sales would be a significant challenge as it was originally achieved over a period of two years when the scheme was very new. In addition there are no proposals to increase the level of resource to administer the Community Lottery.</p> <p>Discontinuing the lottery will not result in any direct cashable savings to the support costs as they will simply be redirected to another service area. This also means the resources could be redirected to another service area but there would be an increase to the pressure on Council funds as there will no longer be any contribution to the Community Grants budget.</p> <p>Focusing on the direct costs the lottery provides a net benefit to the Council which has been used to help fund the Community grant scheme.</p> |
| <p>2) A report be presented to Scrutiny after 12 months to review and make a recommendation to Cabinet.</p> | <ul style="list-style-type: none"> As above. | <p>As above</p> |

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Helping people | Shaping places



Cabinet

Report of: Councillor Joe Orson - Leader of the Council

Performance Reporting for Q4 2019-20

| | |
|--|--|
| Corporate Priority: | OG1 Customer Focus OG3 Financial Sustainability |
| Relevant Ward Member(s): | N/A |
| Date of consultation with Ward Member(s): | N/A |
| Exempt Information: | No |
| Key Decision: | No |
| Subject to call-in: | No Not key decision |

1 Summary

1.1 The purpose of this Report is to advise Members of the current state of performance against the defined performance reporting measures for the priority themes within the Council’s Corporate Priorities for the fourth quarter of the financial year 2019-20.

2 Recommendation(s)

That Council/Committee:

2.1 **Notes the contents of the Report and any observations or actions are highlighted to the relevant officers accordingly.**

3 Reason for Recommendations

3.1 The performance information for the fourth quarter of 2019-20 in the Performance Dashboard and the current position with regard to delivery against the Council’s priorities is used to help inform the Cabinet, and assist Members and Officers with regard to the formation of policy and oversight of the Council priorities.

4 Background

4.1 Appendix 1 to this Report is formed by the 2019-20 Quarter 4 Corporate Performance Measures Dashboard. This sets out the Council's performance against a basket of performance measures mapped to the Council's Corporate Priorities. The reporting involves 2 years' worth of data (8 quarters). The performance trend of the individual measures is explicitly stated. The Council's Directorates have supplied key explanatory commentary for the measures.

4.2 Key Commentary:

Place Priorities – There are 5 Place priorities. (PL1 – PL5) (e.g. PL1 = Promoting Aspiration and growth in a vibrant economy, attracting quality jobs).

There are a number of areas where there has been improving or high performance and a selection from Appendix 1 is shown below:

PL1 - % major planning decisions taken within 13 weeks = 89% - This was creditable performance considering the impact of the coronavirus pandemic during March 2020, and the non-major planning decisions taken within 8 weeks maintained 88% for a third quarter.

PL1 - Business Rates Collection efficiency – this finished the year in Q4 at 99.12%, compared to 98.5% for Q4 2018-19, and reflects the proactive work by the team throughout the year, including timely issue of bills, engagement with those in arrears, and encouraging Direct Debit as the payment method. PL2 - % Food businesses broadly compliant – this finished at 96.3% for Q4 2019-20, compared to 95.9% last year, maintaining a good level of performance. When carrying out the regular food safety inspections, environmental health staff have to undertake a risk rating of each business. The 'broadly compliant' assessment looks at three areas; the structure of the establishment, the food hygiene practices and the confidence in management. The output percentage is based on a relatively small number of inspections per month (approximately 15-20) so if two or three of those are poor it can significantly affect the total result. The figures are collated by the Food Standards Agency and this performance figure is good on a national basis.

PL3 - Average void time – The performance improved in Q4 to 28.36 days. While this is still just outside the tolerance range, it is a significant reduction on the 50.22 days for Q3. There continue to be issues regarding the capacity of the primary contractor which has been impacted further more recently by the national situation with COVID-19 in terms of reduced staff working on site and the availability of key materials to complete void works with some void work being placed on hold or delayed as a result. Further focus is being given to this key area, including the creation of a cross-Directorate weekly Voids Meeting to drive improvements and ensure that maximum benefit is gained from the roll-out of additional Northgate Housing Management System modules.

PL3 - % Non-decent homes (public) – 24.14%. – This is an improvement in the overall percentage from Q3 is due to the rewiring of homes and replacement of a number of other key components demonstrating a positive trend. The expectation is that this will continue to improve slowly in to 2020-21 with the improvement work which is being undertaken

There are also some areas that are not at the required level or need improving:

PL2 - Number of town centre vacant units expressed as a % – this figure was rising by Q3 at 5.7, but has been unavailable for Q4 due to the impact of the coronavirus pandemic.

The Footfall figure for Q4 2019-20 has been affected by the severe weather in February 2020 followed by the impact of the coronavirus lockdown in March, dropping to 489696, and a further fall in Q1 2020-21 is to be expected. There is work being undertaken along with town centre partners in re-opening the town centre while still maintain social distancing in order to prioritise public health. Further actions will need to be planned to mitigate the negative impact of the lockdown as part of the long term recovery plan.

PL3 - Net additional dwellings compared with 2011 – these figures are currently unavailable due to the effects of the coronavirus lockdown and the closure of building industry offices.

PL4 - Fly tipping – this has increased in Q4 due to increased waste loads following the Christmas collection period and the commencement of the coronavirus lockdown period with restrictions beginning at household waste tips.

PL4 - % of household waste sent for reuse, recycling and composting – the reduction in Q3 predominantly due to increased residual waste over the December period and reduction in garden waste tonnage over the same timeframe. The cumulative figure across the first 9 months of 2019-20 was 46.2%. The Christmas period increase in residual waste was a factor in the Kg of residual waste per quarter figure.

People Priorities – There are 3 People Priorities (PP1 – PP3) (e.g. PP1 = Fulfilling potential – helping people fulfil their potential and achieve their ambitions).

There are a number of areas where there has been improving or high performance and a selection from Appendix 1 is shown below:

PP1 - Attendance at physical activity outreach programmes within the community – this was 4154 for Q4, and compares favourably to 4212 for Q4 2018-29, considering the impact of coronavirus restrictions in March 2020.

PP3 - % benefit claims proceeds within 5 working days of all information received now stands at 98, so the good level of performance has been maintained. PP2 - Combined MBC/Police data – total crimes/ASB reported – cumulative – the police have modified the definition of incidents in 2019-20, particularly with reference to digital and cyber incidents. This has affected the comparability of the data with previous years, and council officers have requested that like-for-like data is supplied by the police, to allow accurate comparison with previous years' quarters. This performance measure is expected to be reworked in 2020-21 to remove this problem with the data.

There are also some areas that are not at the required level or need improving:

PP1 - Attendance at Council Leisure facilities – there was a reduction in Q4 to 76107 with the effect of the coronavirus lockdown being felt in March. The Council has engaged with Sports England and external consultancy support to understand how to best support the leisure contractor through the COVID-19 recovery phases.

PP3 – Homelessness - % applications where homelessness has been prevented – this was 16% in Q4, having fallen to 15% in Q3. This was impacted by the number of new presentations in the lead up to the COVID-19 lockdown, where there was an intensive move to providing temporary accommodation for those at risk of rough sleeping. Proactive work is being undertaken to engage with landlords in the Private Rented Sector to reduce the likelihood of presentations when the embargo on possession action is lifted.

PP3 - Homelessness - number of households in temporary accommodation – this stood at 35 in Q4, a slight increase from 34 in Q3 due to the number of sofa surfers accommodated

as a result of government guidance regarding COVID-19. Work being undertaken in this area (in addition to the proactive work with private landlords to reduce demand) includes a review of the supply of temporary accommodation within the Council's own housing stock, to reduce the need for nightly paid accommodation. This complements the work on void turnaround times.

PP3 - Revenues – number of customers in arrears and in receipt of Universal Credit – this has increased further to 263 in Q4, up from 177 at Q4 2018-19. This has been significantly affected by the financial package to alleviate the effects of COVID-19.

Organisational priorities - There are 4 organisational priorities (OG1 – OG4) (e.g. OG1 = Customer Focus - Delivering quality services to businesses and residents; understanding what really matters to our customers).

There are a number of areas where there has been improving or high performance and a selection from Appendix 1 is shown below:

OG1 - % Requests for information responded to within the statutory deadlines – This has been above 99% for the last 2 quarters (99.83 for Q3, 99.33 for Q4), slightly down from the 100% for the first 2 quarters of the financial year, but remains good performance, notably during Q4 with the impact of coronavirus.

OG2 - % total contacts which are self-serve – the quarterly figure had risen to 8% by the end of Q4. The recent increase was as a result of coronavirus response, specifically with regard to the business and community hubs. (The specific figure for March had risen to 11%). The enhanced digital offer for customers that will be achieved through the IEG4 project will be delivered from late June 2020, and accompanied by strong promotion to continue to increase self-serve transactions.

OG3 - Council Tax collection efficiency – at 98.33% for Q4, and Business Rates Collection efficiency – this stands at 99.12% for Q4, and these maintain the improvements in performance that were begun last year.

OG4 - % of staff turnover per annum – the turnover rate has come down significantly over the past 3 years from 18% in 2017-18 to 14% in 2018-19 and now 11%. This is below average for the public sector and shows a slowdown in the number of voluntary resignations. This is mainly as a result of the Workforce Strategy which was implemented in 2018 and put a direct focus on recruitment and retention.

There are also some areas that are not at the required level or need improving:

OG1 - Undisputed invoices paid within 30 days – this dropped to 85.73% in Q4 from 95.4% for Q4 2018-19. Performance has dipped during the year due to late processing of invoices in housing repairs due to unplanned staff absence, work on the voids process, and Housing Improvement Plan as well as support required for elections affecting the level of administration available to deal with invoice processing. Additional administrative support is being sourced and the team is working hard to deal with the backlog and it is anticipated that the performance will improve next year.

OG1 - % Calls received by the contact centre which are answered – this had dropped to 81% for Q4, down from 89.67% for Q4 2018-19. Long term sickness of 3 experienced advisors put a strain on the service as did an increase in failure demand around repairs with multiple repeat calls. Towards the end of the period, figures improved dramatically as a result of staff returning to work (March 2020 rose to 83, from 75 in January).

OG1 – Number of Ombudsman complaints upheld – there was 1 case again in 2019-20, as at the end of 2018-19. This related to a failure to advertise a planning application. The Ombudsman concluded that there was fault in the way the Council made its decision, but it made no difference to the outcome of its planning decision.

OG3 - Sickiness – number of days per FTE employees – the cumulative figure was 7.5 at Q4. Sickiness rates were particularly higher than previous years for Q2 and Q4. The main reason is a small number of employees on long term absence: Q2 saw a slight increase in absence due to mental health but this was not sustained in the rest of the year. While this is a higher return for Melton compared to previous years it is still below the national average for central and local government which was 9.7 days per employee based on 2018 figures.

- 4.3 The outturn for Q4 2019-20 marks the culmination of the Corporate Strategy 2018-20 Corporate Priorities framework. Q1 2020-21 will be the first quarter to be measured under the new Corporate Priorities framework of the Corporate Strategy 2020-24, and existing performance measures that are to be continued into future years will be remapped to the new priorities. There will also be the opportunity for directorates to refresh their baskets of performance measures with new or amended measures as the new Corporate Strategy and new directorate structures enable the refocussing of the Council's work.
- 4.4 Issues arising from the performance identified in the Q4 2019-20 Report will be addressed under the new Corporate Strategy framework, with the first report being Q1 2020-21 which will go to SLT in August 2020.

5 Main Considerations

- 5.1 Cabinet Portfolio holders should ensure that any issues or concerns arising from the background content reported above are communicated to Directors and thence to relevant officers to take any necessary actions regarding matters highlighted by reported performance.

6 Options Considered

- 6.1 No alternatives were considered as a decision is not required.

7 Consultation

- 7.1 The performance data contained in the report and its Appendix are to inform the Cabinet. Individual performance items may be taken up by the Scrutiny Committee, such as housing voids, as part of their enquiries into the proper operations of the Council.

8 Next Steps – Implementation and Communication

- 8.1 The current position with regard to performance and delivery of the Corporate Priorities will be communicated to all members and will be placed on the Council's website.

9 Financial Implications

9.1 There are no specific Financial implications in the Report.

Financial Implications reviewed by: S151 Officer – 5 June 2020

10 Legal and Governance Implications

10.1 There are no specific Legal and Governance implications in the Report.

Legal Implications reviewed by: Monitoring Officer – 8 June 2020

11 Equality and Safeguarding Implications

11.1 There are no specific Equality and Safeguarding implications in the Report.

12 Community Safety Implications

12.1 There are no specific Community Safety implications in the Report.

13 Environmental and Climate Change Implications

13.1 There are no specific Environmental and Climate Change implications in the Report.

14 Other Implications (where significant)

14.1 The performance shown against the performance measures in Appendix 1 is important performance feedback information for directorates and their services, which is intended to provide them with data to enable them to take action towards the improvement of the operation of their services, or to provide confirmatory evidence of what is currently working.

15 Risk & Mitigation

15.1 There are no direct risks arising from this report, all risks from the individual projects/activities will be managed through individual projects and by the relevant Directorates.

16 Background Papers.

No background papers are included with this report.

17 Appendices

17.1 Appendix 1 – Corporate Performance Measures Dashboard, Quarter 4, 2019-20.

| | |
|---------------------------------------|---|
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| CORPORATE PLAN PERFORMANCE MEASURES | POLARITY | 2018-19 Q1 | 2018-19 Q2 | 2018-19 Q3 | 2018-19 Q4 | 2019-20 Q1 | 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | TREND | KEY EXPLANATORY COMMENTARY |
|-------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------|----------------------------|
|-------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------|----------------------------|


Our Place Priorities

PL1 Growth - Promoting aspiration and growth in a vibrant economy, attracting quality jobs




| | | | | | | | | | | | |
|---|--------------|-------|-------|-------|-------|-------|-------|-------|--------------|-------------------------------|---|
| % respondents 'satisfied' (or better) with planning application process | High is Good | | | | n/a | | | | n/a | | |
| % Major planning decisions taken within 13 weeks | High is Good | 91 | 90 | 100 | 100 | 80 | 100 | 100 | 89 | ↓ warning - reduction from Q3 | |
| % Non-major planning decisions taken within 8 weeks | High is Good | 85 | 92 | 87 | 87.62 | 85 | 88 | 88 | 88 | ↔ broadly unchanged | |
| Hectares (gross) of employment land developed | High is Good | | | | 1.14 | | | | Not supplied | | Figures have not been supplied due to the impact of COVID-19 lockdown restrictions on developers. |
| Sustained Job outcomes at 6 months - % of number of job outcomes | High is Good | 54.5 | 83.3 | 100 | 80 | 100 | 89 | 80 | 60 | ↓ warning - reduction from Q3 | Numbers are low due to COVID-19, unable to accurately record sustainment in March. |
| Business Rates Collection efficiency (%) | High is Good | 32.03 | 57.91 | 83.35 | 98.5 | 33.50 | 60.86 | 85.96 | 99.12 | ↑ improvement | |

PL2 Regeneration - Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit

| | | | | | | | | | | | |
|--|--------------|------|------|------|------|------|------|------|------|---------------------|--|
| % Food businesses Broadly Compliant at inspection [monthly figures averaged for the quarter] | High is Good | 96.1 | 95.4 | 94.7 | 95.9 | 96.9 | 97.2 | 96.6 | 96.3 | ↔ broadly unchanged | |
| Number of town centre vacant units expressed as a % | Low is Good | 4.5 | 4.5 | 5.1 | 5.1 | 5.1 | 5.1 | 5.7 | n/a | | Data collection affected by coronavirus lockdown |



| CORPORATE PLAN PERFORMANCE MEASURES | POLARITY | 2018-19 Q1 | 2018-19 Q2 | 2018-19 Q3 | 2018-19 Q4 | 2019-20 Q1 | 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | TREND | KEY EXPLANATORY COMMENTARY |
|--|--------------|------------|------------|------------|------------|------------|------------|------------|------------|--|--|
| Town Centre Vitality: Footfall <i>[monthly figures summed for the quarter]</i> | High is Good | 618477 | 595122 | 606794 | 581232 | 597363 | 602588 | 612582 | 489696 |  expected deterioration | February affected by weather effects on town centre market, March affected by coronavirus lockdown |

PL3 Quality homes - Increasing the availability of good quality homes which meet local needs

| | | | | | | | | | | | | |
|--|--------------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|---|
| Number of affordable homes completed | High is Good | | | | | 33 | | | | Not supplied | | Figures have not been supplied due to the impact of COVID-19 lockdown restrictions on developers. |
| Annual net additional dwellings | High is Good | | | | | 222 | | | | Not supplied | | Figures have not been supplied due to the impact of COVID-19 lockdown restrictions on developers. |
| Housing Delivery Test | High is Good | | | | | 84 | | | | 100 |  improvement | |
| Average void time (Excluding Development Voids) in days <i>[monthly averages expressed as quarterly averages]</i> | Low is Good | 46.23 | 37.05 | 31.93 | 34.74 | 49.01 | 57.77 | 50.22 | 28.36 |  improvement | Issues continue that are contributing to the turnaround time for voids exceeding target. We continue to have issues regarding the capacity of the primary contractor which has been impacted further more recently by the national situation with COVID-19 in terms of reduced staff working on site and the availability of key materials to complete void works with some void work being placed on hold or delayed as a result. Further issues relate to retention of staff working on the voids and this area has seen a high staff turnover leading to duplication and slower turnaround. | |
| % of customers satisfied with the level and quality of Housing repairs works undertaken in their home. <i>[monthly figures averaged for the quarter]</i> | High is Good | 88.67 | n/a | 100 | 97.44 | 95.05 | 96.94 | 99.68 | 95.44 |  broadly unchanged | | |
| % non decent Homes (public) | Low is Good | 33 | 32 | 30 | 29 | 29 | 27.5 | 25.5 | 24.14 |  slight improvement | Improvement in overall percentage from Q3 is due to the rewiring of homes and replacement of a number of other key components demonstrating a positive trend. The expectation is that this will continue to improve slowly in to 2020-21 with the improvement work which is being undertaken. | |

| CORPORATE PLAN PERFORMANCE MEASURES | POLARITY | 2018-19 Q1 | 2018-19 Q2 | 2018-19 Q3 | 2018-19 Q4 | 2019-20 Q1 | 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | TREND | KEY EXPLANATORY COMMENTARY |
|-------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------|----------------------------|
|-------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------|----------------------------|

PL4 Attractive environment - Achieving a clean and attractive local environment

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|--|--------------|--------|-------|-------|--------|--------|--------|--------|-------------------------|---|---|
| Street and open space cleanliness monitoring - 20 sites | High is good | 62 | 68 | 69 | 71 | 87.5 | 97.5 | 92 | n/a | | |
| Fly tipping - in the current Priority Neighbourhood Areas (PNA's) communal bin stores (16 sites) and hot spot Morley close | Low is good | 14 | 17 | 18 | 21 | 24 | 18 | 13 | 20 |  warning | Increase seen as a result of a number of factors: 1) Increased waste loads following Christmas collection period 2) beginning of lockdown period with restrictions beginning at Household waste tips |
| Dog Fouling - in the current Priority Neighbourhood Areas (PNA's) . Egerton ward ,Town Centre flats , Fairmead Estate . - Service requests | Low is good | 3 | 6 | 8 | 3 | 1 | 0 | 0 | 5 |  minor increase | Increase due to more specific monitoring of sites and effective recording of requests through CRM. |
| Percentage of household waste sent for reuse, recycling and composting - quarterly [rolling average of 4 quarters] | High is Good | 44.63 | 43.95 | 44.1 | 43.69 | 43.87 | 45.77 | 43.52 | Available in Q1 2020-21 |  deterioration | Inputted one quarter in arrears. Reduction in Q3 predominantly due to a) increased residual waste over the December period and b) reduction in garden waste tonnage over the same timeframe. Cumulative figure across first 9 months: 46.2% |
| Kg of residual waste per household - quarterly [rolling average of 4 quarters] | Low is Good | 123.63 | 121.9 | 122.8 | 124.46 | 122.72 | 125.47 | 125.79 | Available in Q1 2020-21 |  deterioration | Expected increase in residual waste collected over the Christmas period. |




PL5 Well-connected Borough - Working with partners to improve physical and digital infrastructure

| | | | | | | | | | | |
|---|----|-----|----|-----|-----|----|-----|----|--|--|
| Digital footfall - numbers using the digital suite for claim, employment or other online activity (ad hoc or regular) | 51 | 110 | 85 | 126 | 137 | 89 | 187 | 61 | | Numbers are low due to closure of Phoenix House during COVID-19. |
|---|----|-----|----|-----|-----|----|-----|----|--|--|

| CORPORATE PLAN PERFORMANCE MEASURES | POLARITY | 2018-19 Q1 | 2018-19 Q2 | 2018-19 Q3 | 2018-19 Q4 | 2019-20 Q1 | 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | TREND | KEY EXPLANATORY COMMENTARY |
|-------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------|----------------------------|
|-------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------|----------------------------|

Our People Priorities



PP1 Fulfilling Potential - Helping people fulfil their potential and achieve their ambitions

| | | | | | | | | | | | |
|--|--------------|-------|-------|-------|-------|-------|-------|-------|-------|--|---|
| Attendance at Council Leisure facilities (WLC and MSV combined) | High is Good | 75465 | 74660 | 63984 | 98470 | 74503 | 87908 | 80853 | 76107 |  reduction due to COVID-19 restrictions | Reduction in attendances for March 2020 due to closure of the site on 21st March. |
| Attendance at physical activity outreach programmes within the community | High is Good | 3709 | 4012 | 3723 | 4212 | 4334 | 4467 | 4011 | 4154 |  broadly unchanged | |
| Participation of vulnerable residents on physical activity programmes | High is Good | 876 | 821 | 719 | 787 | 687 | 734 | 657 | 694 |  broadly unchanged | |

PP2 Resilient Communities - Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities

| | | | | | | | | | | | |
|--|-------------|-----|------|------|------|-----|------|------|------|------------------------------|---|
| Safer Communities - Number new cases opened | Low is Good | n/a | n/a | 47 | 86 | 131 | 133 | 125 | 104 | | Beginning of lockdown period had small impact upon new cases opened - fewer 'normal' ASB cases due to relative closure of the town centre. |
| Page 30 Combined MBC/Police data - total crimes/ASB reported - cumulative | Low is Good | 867 | 1585 | 2184 | 3064 | 871 | 1835 | 2717 | 3513 | 2019-20 stats not comparable | Quarter by quarter decrease, partly as a result of the ongoing COVID-19 lockdown (Q1 to Q2 change 964 ; Q2 to Q3 change 882, Q3 to Q4 change 798) |
| Number re-presenting ASB/noise nuisance demands | Low is Good | n/a | n/a | 2 | 7 | 16 | 18 | 14 | 11 | | |

PP3 Independent Lives - Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently

| | | | | | | | | | | | |
|--|--------------|----|-----|-----|-----|-----|-----|-----|-----|--|---|
| Homelessness - % applications where homelessness was prevented | High is Good | 41 | 51 | 38 | 22 | 31 | 20 | 15 | 16 |  broadly unchanged 2 quarters | This was impacted by the number of new presentations in the lead up to the COVID-19 lockdown, where there was an intensive move to providing temporary accommodation for those at risk of rough sleeping. |
| Homelessness - Number of households in temporary accommodation | Low is Good | 34 | 34 | 35 | 43 | 41 | 41 | 34 | 35 |  broadly unchanged 2 quarters | Increase from Q3 due to the number of sofa surfers accommodated as a result of government guidance regarding COVID-19 |
| Revenues - Number customers in arrears and in receipt of UC | Low is Good | 83 | 148 | 153 | 177 | 217 | 231 | 194 | 263 |  deterioration | Impact of COVID-19 |

| CORPORATE PLAN PERFORMANCE MEASURES | POLARITY | 2018-19 Q1 | 2018-19 Q2 | 2018-19 Q3 | 2018-19 Q4 | 2019-20 Q1 | 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | TREND | KEY EXPLANATORY COMMENTARY |
|--|--------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------------------------|----------------------------|
| % claims processed within 5 working days of all information received (P&C) [monthly figures averaged for the quarter] | High is Good | 94.67 | 96.33 | 94 | 96.67 | 96.00 | 97.67 | 98.67 | 98 | broadly unchanged | |
| Number days taken for payment to be made after initial application for HB | Low is Good | 12 | 13 | 15 | 14 | 13 | 11 | 11 | 10 | improvement over 4 quarters | |
| Number of individuals where independence scores have increased over a 6 month period - Digital - by at least 2 steps | High is Good | | n/a | | n/a | | 9 | | 10 | improvement | |
| Number of individuals where independence scores have increased over a 6 month period - Financial - by at least 3 steps | High is Good | | n/a | | n/a | | 10 | | 12 | improvement | |
| Number of individuals where independence scores have increased over a 6 month period -Social - by at least 1 steps | High is Good | | n/a | | n/a | | 17 | | 18 | improvement | |

Our Organisational Priorities

OG1 Customer Focus - Delivering quality services to business and residents; understanding what really matters to our customers

| | | | | | | | | | | | |
|--|--------------|-------|-------|-------|-------|-------|-------|-------|-------|------------------------------------|--|
| Disputed invoices paid within 30 days [monthly figures averaged for the quarter] | High is Good | 95.37 | 95.20 | 95.33 | 95.4 | 90.4 | 86.6 | 88 | 85.73 | deterioration | Performance has dipped during the year due to late processing of invoices in housing repairs due to unplanned staff absence, work on the voids process, and Housing Improvement Plan as well as support required for elections affecting the level of admin available to deal with invoice processing. Additional administrative support is being sourced and the team is working hard to deal with the backlog and it is anticipated that the performance will improve next year. |
| % Calls received by the contact centre which are answered | High is Good | 84.33 | 88.67 | 89 | 89.67 | 81.33 | 79.33 | 73 | 81 | improvement on previous 2 quarters | Long term sickness of 3 experienced advisors put a strain on the service as did and increase in failure demand around repairs with multiple repeat calls. Towards the end of the period, figures improved dramatically as a result of staff returning to work. |
| Good Govmetric feedback % | High is Good | 88.12 | 80.42 | 89.5 | 86.38 | 68.22 | 66.79 | 66.30 | 68.45 | 2019-20 stats not comparable | Govmetric is not yet linked up to the new telephony system, therefore the feedback received is predominantly online based. This is something officers are aware of, and the online offer to residents and businesses will be remodelled upon the implementation of the new customer engagement platform in early 2020. |
| % of the total (LICTP) user population who have responded to the surveys reported Satisfied or Very Satisfied. (Corporate Services) [monthly figures averaged for the quarter] | High is Good | 92.88 | 91.20 | 91.74 | 92.58 | 94.32 | 91.86 | 91.82 | 93.84 | broadly unchanged | |
| Number of Ombudsman complaints upheld | Low is Good | | | | 1 | | | | 1 | unchanged | 1 complaint was upheld (planning - failure to advise application) - Summary: Ms X complained about the Council's failure to properly publicise a planning application for development on land next to her home. She says that her amenity was harmed because of this. There was fault in the way the Council made its decision, but it made no difference to the outcome of its planning decision. |

| CORPORATE PLAN PERFORMANCE MEASURES | POLARITY | 2018-19 Q1 | 2018-19 Q2 | 2018-19 Q3 | 2018-19 Q4 | 2019-20 Q1 | 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | TREND | KEY EXPLANATORY COMMENTARY |
|---|--------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------------|----------------------------|
| % Requests for information responded to within statutory deadlines <i>[monthly figures averaged for the quarter]</i> | High is Good | 89.00 | 88.67 | 93 | 99.7 | 100 | 100 | 99.83 | 99.33 | broadly unchanged | |
| % Agendas and reports to be published 5 working days before the meeting <i>[monthly figures averaged for the quarter]</i> | High is Good | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | unchanged | |

OG2 Transformation - Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy

| | | | | | | | | | | | |
|---|--------------|------|------|------|------|----|------|---|---|-------------|---|
| % total contacts which are self serve <i>[monthly figures averaged for the quarter]</i> | High is Good | 6.33 | 7.00 | 6.33 | 6.33 | 10 | 6.33 | 7 | 8 | improvement | The recent increase was as a result of coronavirus response, specifically with regard to the business and community hubs. (The specific figure for March had risen to 11%). |
|---|--------------|------|------|------|------|----|------|---|---|-------------|---|

OG3 Financial Sustainability - Becoming a more agile and commercial council; securing our financial future

| | | | | | | | | | | | |
|---|--------------|-------|-------|-------|------|-------|-------|-------|-------|--------------------------|--|
| Council tax collection efficiency (%) | High is Good | 30.19 | 58.05 | 86.20 | 98.2 | 30.34 | 58.3 | 86.60 | 98.33 | improvement | |
| Business Rates Collection efficiency | High is Good | 32.03 | 57.91 | 83.35 | 98.5 | 33.50 | 60.86 | 85.96 | 99.12 | improvement | |
| Occupancy of commercial units <i>[monthly figures averaged for the quarter]</i> | High is Good | 100 | 95 | 95 | 95 | 95 | 95 | 90 | 90 | unchanged for 2 quarters | Out of the 20 units 2 are used for operational purposes, the remaining 18 are held for investment purposes and sixteen are let. There are currently 2 units vacant and though we have had interest shown in these units they are still available to let. Out of the units held for investment 88.9% are currently let and the popularity of multi-let industrial estates as an investment continues. We have been undertaking a rent review and lease check of the existing units and have brought the rents in line with the lease terms. This brought an increase of £3,668 per annum in rental income |

OG4 Good Employer - Being a great place to work and build a career

| | | | | | | | | | | | |
|--|-------------|------|-----|-----|----|------|------|------|-----|---------------|--|
| Sickness – number of days per FTE employee in a year | Low is Good | 0.98 | n/a | n/a | 6 | 1.81 | 3.57 | 5.43 | 7.5 | deterioration | Sickness rates were particularly higher than previous years for Q2 and Q4. The main reason is long term absence: Q2 for mental health while in Q4 there is no obvious pattern in the reason for absence. In 2018 the national average for central and local government was 9.7 days per employee |
| % of Staff Turnover per annum | Low is Good | | | | 14 | | | | 11 | improvement | The turnover rate has come down significantly over the past 3 years from 18% in 2017-18 to 14% in 2018-19 and now 11%. This is below average for the public sector and shows a slowdown in the number of voluntary resignations. |

EXPLANATORY NOTES

1 RAG RATING

The RED, AMBER, and GREEN colours used for each quarter's performance are based on the detailed definitions of the performance measures provided by the directorates

2 TREND ARROWS

The size of the trend arrow is NOT related to the size of the performance trend, and only indicates the direction of the trend

3 POLARITY AND TREND ARROWS

The direction of the TREND arrow reflects the POLARITY of the performance measure.

For example: Where a performance measure has the POLARITY equal to **Low is Good**, improvement will be a GREEN arrow pointing DOWNWARDS towards LOW (which is GOOD in this case)



improvement

Where a performance measure has the POLARITY equal to **Low is Good**, deterioration will be a RED arrow pointing UPWARDS towards HIGH (which is BAD in this case)



deterioration

And: Where a performance measure has the POLARITY equal to **High is Good**, improvement will be a GREEN arrow pointing UPWARDS towards HIGH (which is GOOD in this case)



improvement

An UNCHANGED trend is indicated by a horizontal double ended arrow. The colour of the arrow shows the (unchanged) trend

For example:



unchanged

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