



# Cabinet

21 July 2021

**Report of:** Councillor Joe Orson - Leader of the Council

## Corporate Performance and Progress Report for Quarter 4 2021/22

<b>Corporate Priority:</b>	All Corporate Priorities
<b>Relevant Ward Member(s):</b>	All
<b>Date of consultation with Ward Member(s):</b>	N/A
<b>Exempt Information:</b>	No
<b>Key Decision:</b>	No
<b>Subject to call-in:</b>	No Not key decision

### 1 Summary

- 1.1 The purpose of this report is to update Cabinet on progress in relation to delivery of the Council's Corporate priorities, providing both a set of Corporate Performance Measures alongside key project updates under each priority theme.
- 1.2 This is the second corporate performance report measuring performance against the new Corporate Strategy 2020-24 and includes new and refreshed measures and reports on performance as at the end of the financial year 2020/21.

### 2 Recommendation

**That Cabinet:**

- 1. Note the contents of the report and provide any observations or actions to the relevant officers accordingly.**

### 3 Reason for Recommendations

- 3.1 Having established a new Corporate Strategy in September 2020 it is important the Council regularly receives and considers performance information to evaluate progress. The Council's Corporate Performance Measures are used to focus on key priority services

and projects and seek to help inform the Cabinet, Members and Officers with regard to the formation of policy and oversight of delivery. This report is presented to Cabinet twice a year and will also be shared with the Scrutiny Committee to enable them to consider appropriate areas for their Workplan. The results are also published on the council's website.

## **4 Background**

4.1 In September 2020, the Council approved a new Corporate Strategy 2020-24. The Strategy has six priority themes and to monitor progress and performance, a refreshed basket of corporate measures was created. The purpose of the corporate measures is to ensure that Cabinet and senior managers have effective oversight of key corporate activity, service performance and progress against the Council's aspirations. The corporate measures are supported by a range of service measures overseen by operational managers.

## **5 Main Considerations**

5.1 Appendix 1 to this report sets out the 2020-21 quarter 4 (year-end) Corporate Performance Measures Dashboard. This provides updates on key corporate projects and 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) and the performance trend of the individual measures is explicitly stated. Council officers have supplied key explanatory commentary for each of the measures. Where available benchmarking and comparator data is also provided.

5.2 The outturn for quarter 4 2020-21 marks the second report to be presented under the new Corporate Priorities framework of the Corporate Strategy 2020-24. Alongside this report, the Council is also developing a 'State of Melton' framework, as well as ward profiles, which will focus on a range of macro-measures. This will set out a broader range of social and economic measures which will help inform the Council's strategic response, and to which the Council, and its partners, should be working to collectively improve.

### **5.3 Review of Progress against each Corporate Priority**

**HELPING PEOPLE** – There are 2 Helping People priorities,

1 – Excellent services positively impacting on our communities

2 – Providing high quality Council homes and landlord services.

A summary of the key performance measures and projects as set out in Appendix 1 is provided below:

#### **5.3.1 Priority 1: Excellent services positively impacting on our communities:**

##### **Progress Summary:**

There is a constant balancing of delivering residual lockdown support needs against existing caseloads as well as managing the increasing complexities of case referrals the Council is starting to see.

As such, there is currently a waiting list in place for referrals with an approx. 14-day turn-around from referral to contact. The majority of current underlying/significant issues include mental health, housing/homelessness, finance/debt and substance misuse.

Inevitably, there is a consequential impact on targets such as paid employment outcomes as a direct result of the impact of Covid19. This is also exacerbated by significant pressures on Adult Social Care as the council finds itself servicing more and more residents who are at or close to social care thresholds of safeguarding and case management.

The Council are linked into key local organisations both strategically and operationally through its people focused partnership boards: Helping People Partnership Board, Me & My Learning Partnership Group and now the Place Led Plan Group alongside our Growth & Regeneration colleagues.

Delivery of face to face physical activity programmes for vulnerable residents have also been significantly impacted due to the prolonged lockdown periods. However, the Council has provided a number of virtual and telephone sessions for vulnerable residents. Active Lives Data for 2019/2020 showed that Melton had the most active adult residents and the least inactive adult residents in Leics. Melton has since seen a dip in this performance as expected in the latest Active Lives Data released for 2020/21. This showed that Melton's most active residents fell by approximately 3% and the move from active to inactive rose by nearly 3%. Melton remains either better than or in line with national averages but seeing a bigger decline in comparison with year on year data.

As part of the government enforced closures of leisure centres during the coronavirus pandemic, the Council has had to address a series of complex legal, financial and contractual challenges. A leisure project group was set up which has navigated and negotiated through each of these elements to agree:

- Interim support arrangements with an open book approach
- Deed of Variation to existing contract with a cap on support and an open book approach
- Extension of current contracts for two years with a profit share arrangement to allow time for the industry to recover and give the Council an opportunity to recoup as much of the financial support it has provided as possible.

The Project group also oversaw the long-awaited refurbishment of the Melton Sports Village Tennis facilities, a collaborative effort between the Council and Melton Mowbray Tennis Courts.

### **Focus Areas:**

**Community Safety Partnership (CSP)** – Following approval of the new CSP Strategic Plan, Fairmead Community Centre will be utilised for locality based services from May 2021 as part of the roadmap for re-engaging with communities and allowing communities to shape services delivered in their locality.

**Temporary Accommodation** - Supporting households to move on from temporary accommodation is a key focus for the service area in future as the slower the transition the more the council spends on Bed & Breakfast accommodation.

**The Place Led Plan Project Group** provides an exciting opportunity for a collaborative approach to health and wellbeing by bringing together external health and Voluntary Community Sector partners. It will also require integrated working internally across Growth and Regeneration and Housing and Communities. Key areas of focus to be achieved through joined up systems leadership working will be:

- Additional Primary Care Facilities.
- Development of a co-located Health and Leisure vision

As part of this, Housing and Communities specifically to work together with Clinical Commissioning Group colleagues to develop a joint Health and Wellbeing Strategy.

### **Priority 1 – Projects and Activities:**

**Implementation of customer digital self-service platform (IEG4) and improved processes and customer journeys** - Since the launch of the new on line My Account offer, Over 12,000 accounts are now live on the system. Full advertising of the platform will coincide with the launch of the new corporate website which is due to take place in September 2021.

### **Development of integrated supporting people offer across the Council**

Following the success of the Community Support Hub (CSH) in capturing and harnessing the incredible community spirit displayed during the pandemic, the Council are currently rebranding the council's support service, Me and My Learning and its offer under the CSH brand and #Here4Melton.

As we move into recovery phases, we are working with our partners to gain further understanding of impacts such as mental health, debt and labour market/skills gaps so we can ensure we are engaging with the right partners to address these.

The Council is currently trialling a Mentor in the case management team with having specific focus on moving residents in temp accommodation onto sustainable long term tenancies. Assessing the impact of this on future B&B spend and in line with focussing on early intervention to reduce ongoing high reactive costs and achieve long term sustainable solutions.

Staff in Phoenix House will be rolling out delivery of the new tenancy management course as part of the integrated support offer and especially closer working with housing colleagues.

As we move into recovery phases, we are working with our partners to gain further understanding of impacts such as mental health, debt and labour market/skills gaps so we can ensure we are engaging with the right partners to address these.

### **5.3.2 Priority 2: Providing high quality council homes and landlord services**

#### **Progress Summary:**

The Housing Improvement Programme Board chaired by the Leader, continues to give corporate oversight to the work programme and activities. The Council has continued to make positive progress on health and safety compliance activities and has sustained 100% gas servicing performance and electrical safety certification has risen further still to 90.9%

The Council has launched a new tenancy agreement as of 1 April 2021 and alongside that the new tenant's handbook has been published, this provides consistent messages to tenants and the foundation for enhanced tenancy management moving forwards.

In response to the Social Housing White Paper, we shall be revising our Engagement Strategy to provide a renewed focus and vigour to our engagement. Ensuring that our tenants have an enhanced awareness of our performance and priorities combined with the ability to feedback their views.

## **Focus Areas:**

**The % of homes meeting the Decent Homes standard** has increased to 77.79% at year end and whilst still well below where the Council would like to be, progress is being made. The reported figure utilises historic data, and so as to ensure a fully accurate picture, in the coming year an extensive stock condition survey programme is commencing to provide the Council with accurate data to inform the development of the Housing Revenue Account (HRA) Business Plan.

**Average void time (Excluding Development Voids) in days** – Although performance appears to have reduced it must be noted that a revised calculation methodology has been applied to this KPI to bring consistency of approach in line with best practice. The Council is experiencing major impact due to utilities supplier's reaction to Covid 19, particularly where new gas connections are being installed to enable enhanced heating systems to be installed. We shall continue to monitor and provide monthly all Member void updates.

## **Priority 2 – Projects and Activities:**

**Implementation of new integrated housing system (Northgate)** - Work is ongoing with good progress being made on asset data fields in readiness for the upcoming stock condition surveys. This will significantly improve the Council's ability to report accurate data and information regarding its assets.

**Update on delivery of programme of new Council Homes** - All in-year spend targets have been met; Right to Buy receipts were used to purchase three properties through the year, recent changes have extended the deadlines for current Right to Buy receipts enabling the Council to effectively plan and deliver its own properties. Recruitment to the vacant Development Manager role is ongoing and will provide focus and direction to future development opportunities.

**Delivering better temporary accommodation for those who need it** - The use of the Council's own housing stock continues to provide self-contained accommodation for households in need. Needs are being evaluated weekly and ensuring that the Council utilises its housing stock accordingly, the Council is about to trial a role to act as a move on officer pro-actively seeking permanent tenancies for those currently in temporary accommodation.

## **SHAPING PLACES – There are 2 Shaping Places priorities**

3 – Delivering sustainable and inclusive growth in Melton

4 - Protect our climate and enhance our rural natural environment.

A summary of the key performance measures and projects as set out in Appendix 1 is provided below:

### **5.3.3 Priority 3: Delivering sustainable and inclusive growth in Melton**

#### **Progress Summary:**

The key focus for service delivery under this priority has been in response to COVID-19 as well as towards the recovery from the lockdown. An organisation-wide operation to support businesses affected by the two stages of lockdown as well as tier three arrangements has been led by the Regeneration team in distributing grants to eligible businesses. In parallel, work has progressed on all focus areas for this priority as evident from the update below with progress made on asset development, tourism and in progressing the planning services review.



## Focus Areas:

**% Major planning decisions taken within 13 weeks, or agreed timetable** – 8 out of 10 Major Planning applications were determined in time this quarter, meaning performance remains at 80%. Major planning applications continue to consume considerable time and input as negotiations are carried out to secure better physical outcomes in terms of design and layout, and secure developer contributions for strategic and local infrastructure.

**% Non-major planning decisions taken within 8 weeks, or agreed timetable** – Performance has dropped slightly to 70% this quarter; however, this remains well in excess of the national target. Though smaller in scale many applications are controversial in their own right and require careful negotiation for design improvements.

## Priority 3 – Projects and Activities

**Implementation of Planning Services review update** - The Cabinet approved the actions and resources required to support implementation of the Planning Service review recommendations in September 2020. A revised process for registration, validation, the engagement of stakeholders and determination of planning applications commenced on 17th May 2021. Over the next three months, comments and observations from agents and applicants will be invited in order to make amendments to the system if required before final launch in August 2021. Following an overhaul of the structure and roles within the development management team, all vacant planning officer posts have been now recruited to. A politically balanced group of members (Planning Reference Group) has been set up to focus on application of procedures and policy in the planning process and has made recommendations for improvements.

**Supplementary Planning Documents (Developers contributions, Design, Open Space, Neighbourhood plans)** - Work is underway for the developers' contributions SPD. Member engagement took place in July 2020. This is scheduled to seek approval by Cabinet for consultation to commence as soon as possible. Design SPD consultation has commenced following the May 2021 election period, having had pre-consultation sessions with officers and members in Q4. Open Space SPD was adopted by Cabinet in Q3 2020. Neighbourhood plans - Various NP's (4) were successful at referendum in May 2021, others at various stages leading towards completion; for example, Bottesford and Stathern are at Examination.

**Progress update on delivering the Northern and Southern Sustainable Neighbourhoods and Melton Mowbray Distributor Road** - The Planning team is working with the stakeholders, landowners and developers to prepare a masterplan for the North Neighbourhood. This now incorporates the land owned by Leicestershire County Council's (LCC) east of Nottingham Road and engagement has taken place with them and the prospective purchasers of this land regarding composition and phasing. Similarly the adjacent land (around John Ferneley College) now controlled by Bloor is being incorporated into the Masterplan. This is now progressing, and it is anticipated Cabinet will receive and consider the updated Masterplan in autumn 2021.

Alongside the masterplan development, the design code for the Bloor land has been agreed with care to ensure it complements the Masterplan content and 'reserved matters' proposals have been received for this area. These are to be amended in order to align with the Masterplan and Design Code.

Regarding the South Neighbourhood, the County Council continues to liaise with MHCLG and Homes England regarding the Housing Infrastructure Fund award of £15 million for the

road. The Council will continue to work with and do all it can to support the County Council in delivering the required infrastructure within Melton, including development of the Masterplan principles agreed by Cabinet in December 2020 and other support to the programme as required.

Meantime s106 agreements associated with development in Melton and the surrounding area continue to secure funding for the MMDR and other key strategic infrastructure.

**Launch new Discover Melton brand, website and supporting events and prepare a tourism sector support package** - A new website for Discover Melton has been prepared in readiness to be launched on the 8<sup>th</sup> July 2021. The website will promote and attract people to visit, live and invest in Melton, promoting Melton 'The Rural Capital of Food' as a go-to destination. This website will help promote Melton as a place where families want to live, employers and employees want to work, students want to learn, tourists want to visit and all will want to stay.

**Develop a package for support to rural pubs and farming sector** - Following Government announcements in March 2021, the Council has made a decision to utilise the remaining Additional Restrictions Grant (ARG) funding to deliver a Comprehensive Economic Recovery Package. The council is expecting to commit £100k to this project until the end of March 2022 for businesses in rural areas that are looking to diversify their business into more areas to either bring in additional income to make their business more resilient, provide additional employment opportunities or provide an additional service to visitors or residents of that area.

**Establishment of Food Enterprise Centre** - The Council was successful in receiving £100,000 grant money for the development and promotion of the 'Rural capital of food' concept. Matched by the Council's own funding, this project is well underway for delivery. A technical advisor has been appointed to provide valuable technical advice to food production businesses. Feasibility for strengthening events infrastructure on the Cattle Market site is underway. The work being produced by this project has informed the preparation of project proposal for the development of Cattle Market South site for a Levelling Up Funding bid.

**Update on feasibility of establishing a Health and Leisure Park and securing a sustainable future for leisure provision** - To deliver the vision for enhanced health and leisure hub in Melton, the Council has committed funding to match the £100,000 grant funding received from LLEP and working with the local CCG to plan for delivery. Procurement of consultants is underway. A detailed project plan will be prepared by the appointed consultants in August 2021.

**Update on utilisation of assets to generate capital and build homes and establishment of a housing company** - Following Cabinet approval in December 2020 for the launch of the Asset Development Programme for rationalisation of the Council's assets and explore the full development potential for them, in addition to the £500,000 grant funding received from LLEP, the Council has committed match funding and resources to deliver this programme. Due to delays from LLEP regarding post-Brexit subsidy control checks, the grant agreements are not signed and hence the progress on this is slightly delayed.

#### 5.3.4 **Priority 4: Protect our climate and enhance our rural natural environment.**

##### **Progress Summary:**

The Climate Emergency Policy Development Group has resumed its activity and met in late October after interruption related to the COVID-19 pandemic. A statement of intent for preparing the Climate Change strategy for Melton is being progressed. A baseline survey

for mapping carbon emissions through the Council's operations is commissioned jointly with Oadby and Wigston Council. An all members briefing session is planned on 29<sup>th</sup> June 2021 to provide an update to members on a range of activities being undertaken by the Climate Emergency Working Group.

### **Focus Areas:**

**% waste recycled/composted** – Melton has witnessed a recent downturn in recycling rates in line with neighbouring authorities over the past year. An overall increase in recyclable tonnage has been offset by increases in residual waste tonnage, thereby reducing the overall rate to 44.60% to December 2020. By way of comparison, we have collected 2000 tonnes more residual waste than last year and 1000 tonnes more recyclable and composted waste. This is likely to be because of household purchasing and disposal patterns changing throughout the lockdown period as more time was spent at home generating waste, however an element of the waste is increased packaging which can be recycled.

**Kg of residual waste per household – quarterly** – An increase of around 50kg per household in comparison with last year to December has been seen, largely due to the impact of lockdown on waste disposal patterns.

The rise in tonnages is likely to have an impact on the draft Leicestershire Waste Strategy which Melton and other districts are drafting alongside the County Council. This will seek to shift household waste arisings down whilst maximising opportunities for recycling and composting, particularly of food waste and garden waste.

**Number of reported fly-tips** – A significant increase in the number of flytips reported in the second half of the year can be attributed to two factors:

- Increased community based activity by groups such as the Melton Wombles who, with the assistance of the Council, have been accessing and clearing litter and flytipping hotspots across the borough. This has led to the identification and clearance of significant numbers of flytips from public land and highways
- Improved reporting processes. We have seen a sharp increase in the number of online forms being completed by residents as following the implementation of the IEG4 platform, residents are now able to report, geotag and describe waste online through the websites and My Account platforms. These forms were made in conjunction with the Melton Wombles group who have also assisted in publicising the forms within their networks.

**GREAT COUNCIL** - There are 2 Great Council priorities,

5 - Ensuring the right conditions to support delivery

6 – Connected with and led by our community

### **5.3.5 Priority 5: Ensuring the right conditions to support delivery**

#### **Progress Summary:**

The direction of travel with regard to performance for priority 5 has generally been good. HR indicators have improved or been maintained. New measures introduced in the year covering digital engagement have been captured and will form a good baseline to measure future trends. Despite the challenges of COVID-19 and the impact on the community's financial health, recovery of business rates and council tax has been good. A new indicator has been included to capture and monitor sundry debts arrears and this will enable performance in this area to be better tracked and reported. There were initial concerns regarding the Council's financial position during 2020/21 due to the financial



impact of the pandemic. This led to the identification of a number of savings which coupled with financial support from the government being confirmed stabilised the position. The financial position at the year end as a result will be an underspend position however that is primarily due to the late notification of a number of support grants that will need to be allocated to addressing the significant backlog in a number of service areas. Until the long term funding of local authorities is resolved this remains a high risk area. There has been a slight increase in performance regarding the payment of invoices but there is still room for improvement in this area. Performance with regard to responding to FOIs has and work is required in this area to improve performance which has already been initiated working with service areas.

Despite capacity having to be diverted to COVID-19, progress on projects has been good with the crisis becoming a catalyst for change in terms of the development of a new operating model for the Council which will be developed further in 2021/22.

### **Focus Areas:**

Based on the performance set out in Appendix 1 the following areas will require focus to improve upon current performance:

**Digital engagement** – This is measured through 2 indicators measuring the increase in followers on Facebook and Twitter and the website accessibility score. These are new measures and form a baseline against which the impact of the new website content management system being introduced can be assessed.

**Debt Management** – Despite the good performance in this area in 2020/21 it is recognised that a range of financial support has been provided to individuals and businesses either via the Council or direct from central government. As such people's ability to pay is likely to be challenging and therefore the Council needs to continue to work with residents to help them manage their debts and maintain the Council's performance in this area

**% Undisputed invoices paid within 30 days** – performance had risen to 90.03% and work continues to improve this further with services. Finance is providing additional advice and support to services and new team members to educate and ensure they are aware of the financial processes and procedures. A new finance system has been introduced which went live in April 2021 and it is likely that as a result of officers getting used to the new system and associated coding system that there could be a dip in performance before this starts to improve again. However, the new system utilises workflows to enable digital approval of invoices with invoices scanned and available to be viewed within the system, as such performance should improve significantly once officers are more familiar with the system capabilities and performance will be much easier for managers to view and track.

**% Requests for information responded to within statutory deadlines** – There have been a number of changes in the process followed with resources being decentralised. New Business Support Officers have been employed in service areas to coordinate and track responses. This change in process and the delay in recruiting the new staff have resulted in a dip in performance. Work is being undertaken with the new resources to improve the process and performance and we should see the benefits of this during 2021/22.

### **Priority 5 – Projects and Activities:**

Progress on projects and activities have been good and is summarised below:

**Developing a new operating model - redefining how we work to be more flexible and responsive** - A draft organisational development plan has been developed which sets out the council's aspirations and new operating model which builds on the experiences and learning from the pandemic. Work is now starting on the project planning needed to deliver the various projects and activities that underpin the plan.

**Progress to establish new ICT provision post-December 2021** - Considerable work has been undertaken on the governance arrangements for the new in-house service, a project plan completed and this is now being monitored. This will impact on the number of other projects that are being delivered but work is progressing at pace on the roll out of corporate video conferencing in support of the organisational development plan which will support new styles of working post-COVID-19 restrictions

#### 5.3.6 **Priority 6: Connected with and led by our Community**

##### **Progress Summary:**

Throughout COVID-19, the Council and community representatives have worked closely together to support those in need. As part of this priority, the Council is keen to establish a new 'deal' that builds on this community spirit and re-orientates the Council away from an agency that 'does to', to one that 'does with' the community. Linking to Priority 5, and establishing the right kind of culture, work has commenced on how the aspirations within this priority might be achieved. Through the Community Safety Partnership a Strategic Plan was developed and approved by Council in March 2021 and this has themes relating to community engagement, priority neighbourhoods and will link to Priority 6. The impact of COVID-19 and loss of key resources in this area has delayed work on the deployment of the Melton Deal and the links to the organisational development as part of Priority 5. Plans are underway to plug this resource gap and hopefully once resolved work will commence in this area. Digital meetings have been a key success of the year for members and public attendance. The new Audio-Visual system was up and running for the AGM in May enabling the continuation of meetings being livestreamed following the return to formal meetings being held in the offices.

##### **Focus Areas:**

A resident survey is planned during 2021/22 subject to the finances being stable and the growth item approved by the Council for this purpose being released. This will enable the progress on customer satisfaction since the last survey in 2019 to be assessed. This will be a key piece of work during 2021/22 which will help with taking forward the work on customer engagement.

##### **Priority 6 – Projects and Activities:**

There has been mixed progress on projects in this area. The impact of the COVID-19 and resource issues has as set out above put the establishment of the Melton Deal project on hold. The work on community grants has however been successfully completed.

#### 5.4 **Corporate Complaints**

The Council recognises that complaints are a valuable opportunity to gain feedback, learn and improve services. The Council wants to provide a positive response to complaints and encourages feedback so that positive action can be taken. One complaint was upheld in quarter 4 and two were partially upheld. Services will continue to use the lessons learned from complaints to review their approach and the best way to utilise complaints to facilitate this will continue to be reviewed.

- 5.4.1 The Corporate Complaints process comprises a two-stage internal process comprising stage one complaints which are dealt with by Service Managers and stage two complaints where the stage one response is reviewed by a Director.
- 5.4.2 The appendix shows a breakdown of the number of corporate complaints received during quarters 1 - 4 for the financial year 2020/21. In summary:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
No of Complaints	25	44	22	18

- 5.4.3 The complaints received for quarter 4 have reduced from previous quarters and show a downward trend demonstrating the quality of service is improving and/or being maintained across the service areas.
- 5.4.4 The table below shows the number and type of complaints:

Type of Complaint	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Early Resolution	8	12	-	-
Stage 1 Complaints	14	17	18	14
Stage 2 Complaints	3	13	4	3
Compliments	12	15	10	1
Housing Ombudsman Determinations	2	0	0	0
Local Government & Social Care Ombudsman Determinations	0	1	1	0

- 5.4.5 Some service areas have seen a change in complaints received. The following services have seen a reduction in complaints:
- Tenancy Management (from 7 last quarter to 4 complaints this quarter);
  - Housing Repairs (from 4 to 3 complaints);
  - Intensive Housing Management (0 complaint);
  - Housing Options (from 5 to 1 complaint);
  - Community Support (from 2 to 0 complaints);
  - Revenues (from 2 to 0 complaints);
- 5.4.6 Some services have seen a small increase in complaints:
- Landlord Health & Safety (a new indicator - 1 complaint for quarter 4)
  - ASB (1 complaint)
  - Customer Services (1 complaint)
  - Planning (3 complaints)
  - Corporate Assets and Property (1 complaint)

5.4.7 The Senior Leadership Team received quarterly reports which show how many corporate complaints have been received for each Directorate. To ensure good governance, these are compared with performance data so that the Council can analyse performance in its service areas. From this analysis, service areas will be able to identify any lessons learnt and identify what (if any) service improvements are required and this be overseen by the Senior Leadership Team.

Directorate	Q3	Q4	Commentary
Housing & Communities	21	12	4 complaints were received for tenancy management; 3 for housing repairs; 1 for landlord H&S, ASB, Housing Options and Customer Services and Waste Management. None of the complaints were upheld and the figures for this quarter show a downward trajectory.  The downwards trajectory is welcomed in particular in relation to the Housing Function, we are continuing to work pro-actively with our repairs contractor Axis and the issue of complaints are a standing agenda item at our regular contract meetings.
Growth & Regeneration	1	5	3 complaints were received for planning; 1 for Building Control and Corporate Property & Assets. Planning is a contentious area and will always attract complaints. Whilst 0 complaints were received in Q3, 9 complaints were received in Q1 and 8 in Q2. The number for Q4 therefore shows a downward trend in planning complaints.
Corporate Services	0	0	The Corporate Services Directorate are inward facing and rarely receive complaints. These figures are consistent with that assumption.

5.4.8 The Council is undertaking a number of strategic process reviews in key service areas to improve the customer experience and connection between customer services and service areas.

5.4.9 Cabinet will continue to have strategic oversight to ensure continuous service improvement through these quarterly performance reports. In addition, Scrutiny Committee will be receiving performance reports for review as part of their role and to support considerations regarding the most appropriate areas for their workplan.

## 5.5 Compliments / Feedback:

5.5.1 The Council has also received compliments and feedback over the past two quarters:

	Q1	Q2	Q3	Q4
Corporate Services	2	2	0	0
Growth & Regeneration	1	0	6	0
Housing & Communities	8	5	4	1

5.5.2 For Quarter 4, the Council received five compliments:

Service	Compliment / Feedback	Text:
Customer Services	Compliment	This morning I had to call the Council with regard to my rent payments. I spoke to a lady named Jane. I would like to say thank you for the way in which my call was handled and dealt with.
Customer Services	Compliment	Yes of course, thanks so much. I really appreciated your kindness the other day, it really helped to think there was a way out of this. It was a very difficult week and the kindness of a stranger helped so much. Take care and thanks again.
Waste	Compliment	Can I also say how impressed I am with MBC this time around in relation to proactively working with my ward. This is the best response anyone remembers from MBC being proactive. Also thanks to you who I know has worked very hard co-ordinating everything and been very proactive. Well done! Let's hope we don't get much more rain!
Customer Services	Compliment	Further to my application to you and your subsequent work, my parents, ... , have received a council tax rebate into their bank account. This is as a result of my father having been awarded Attendance Allowance. Thank you and your team for your efficient work on this. The money will help to pay for care to support my parents continuing to live well in their own home. ( I am currently applying for Attendance Allowance for my mother as she is now requiring care herself. I will contact you if this is awarded). With best wishes and appreciation,
Housing Repairs	Compliment	I have just been speaking to the resident of ..., Grimston who was very complimentary about ... in terms of his approach to property problems and how thorough he is. Mr ... complimented ... on his communication and he is happy with the fencing and aspects of the upgrade work done by ... so far.

## 5.6 Ombudsman Complaint Updates

### 5.6.1 Housing Ombudsman (HO) – No complaints were determined by the HO during this quarter.



5.6.2 Local Government and Social Care Ombudsman (LGCSO) – No complaints were determined by the LGCSO during this quarter.

## 5.7 **Policy Review:**

5.7.1 The Council will be reviewing its complaints policy in the coming months to ensure it is fit for purpose and it is envisaged that the draft will be presented Scrutiny Committee before being adopted.

5.8 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 the 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 effective 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: Dawn Garton, Director for Corporate Services**

## 10 **Legal and Governance Implications**

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

10.2 Regular reporting on an agreed performance dashboard is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on performance.

**Legal Implications reviewed by: Kieran Stockley, Monitoring Officer**

## 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, however there are specific indicators reporting on Community Safety performance.

## 13 Environmental and Climate Change Implications

- 13.1 There are no specific Environmental and Climate Change implications in the report, however as part of priority 4 there are Environment and Climate Change targets monitored as part of the corporate performance measures.

## 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

- 16.1 No background papers are included with this report.

## 17 Appendices

- 17.1 Appendix 1 – Corporate Performance Measures Dashboard, Quarter 4, 2020-21.

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