



Corporate Performance and Progress Report for Quarter 4 2022-23

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Lead Member/Relevant Portfolio Holder	Councillor Margaret Glancy , Deputy Leader and Portfolio Holder for Governance, Environment and Regulatory Services
Corporate Priority:	All Corporate Priorities
Relevant Ward Member(s):	All
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 This report provides an update to Cabinet on progress on delivering the aspirations set out in the Council's Corporate Strategy 2020-2024. It includes a commentary on each of the Council's Corporate Priorities and is supported by the Council's Corporate Performance Measures which are appended to the report. The report specifically focusses on the year end position of the financial year 2022-23. As this is the final report for the year the data is also included in the appendices for the full year.

2 Recommendation(s)

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 Corporate Strategy in September 2020, is it 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 will be provided to Cabinet twice a year and will also be provided to the Scrutiny Committee to enable them to consider appropriate areas for their Workplan.

4 Background

4.1 In September 2020, the Council approved a Corporate Strategy 2020-24. The Strategy has six priority themes and a range of objectives which seek to respond to local needs and issues, corporate aspirations and the impacts arising from Covid. To enable progress to be effectively monitored, a refreshed basket of corporate performance measures was established. 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.

4.2 At its meeting on 23 September 2021 the Council approved a Performance & Risk Management Framework which sets out the Council's approach to managing performance and risk as it seeks to ensure delivery of its Corporate Strategy priorities, as well as ensuring effective service performance and organisational governance. The document sets out an annual calendar which demonstrates how performance and risk management will be more closely aligned and help inform the development of policies and the council's budget. This report is in line with this framework and calendar.

4.3 For 2023/24 a refreshed basket of indicators will form part of the reporting against the final year of the Corporate Strategy 2020-24. Alongside this we will be required to report against a number of performance measures to the newly created Office for Local Government (Oflog). Whilst the final position has yet to be confirmed, it is understood Oflog will initially measure local authorities' performance in four key areas: adult social care, skills, reserves, and waste management. The purpose of Oflog is to:

- a) Increase transparency – councils, the public and central government should have a clear understanding of how decisions are being made, how money is being spent in local areas, and how this impacts outcomes and delivery of key services.
- b) Foster accountability – Oflog should improve local scrutiny by councillors and the public alike and enhance the transparency which supports democratic accountability to the public.

c) Use data to further improve local government performance and help identify problems at an earlier stage – in order to better understand performance, we will all need to draw on the best available data and evidence.

4.4 Shortly, the Council will begin the development of its new Corporate Strategy for 2024-28. Commencing in June, and incorporating engagement with residents and stakeholders, the Council will work through a process to establish a refreshed set of focus areas and priorities which most effectively respond to the challenges faced by both our community and the Council. The new Corporate Strategy will be built alongside the development of our budget and medium-term financial strategy to ensure any aspirations can be effectively and affordably resourced. It is anticipated that the strategy will be approved alongside the Council's budget in February 2024, taking effect in April 2024.

5 Main Considerations

5.1 Within each section below a summary of progress against each of the six Corporate Priorities is provided. The summaries provide an update on progress towards delivering key objectives and projects as set out within the Strategy. They also highlight key areas of achievement, as well as performance or delivery challenges and risks. Where issues are highlighted, actions to address and improve are also set out.

5.2 The Corporate Performance Measures Dashboard, used to support the monitoring and oversight of delivery are contained at Appendix 1. Where applicable, and to enable trends to be analysed, the Dashboard provides a rolling two years' worth of data on the key performance measures against each priority. Where available, benchmarking and comparator data is also provided. More detailed progress updates on key corporate projects are also included.

5.3 Overall position

5.3.1 Corporate performance

5.3.2 The report below shows a summary position of the Council's performance on its progress against delivering the aspirations set out in the Council's Corporate Strategy 2020-2024. This shows the overall performance against these measures and against each of the 6 Corporate Priorities. This is a snapshot relating to the position as at the end of quarter 4 (31st March 2023) of the financial year 2022-23.

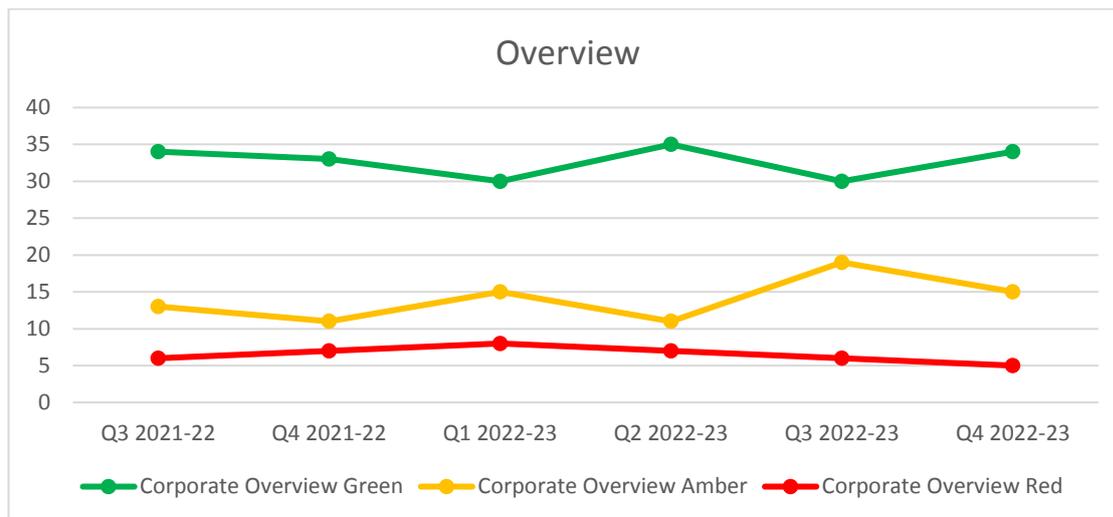
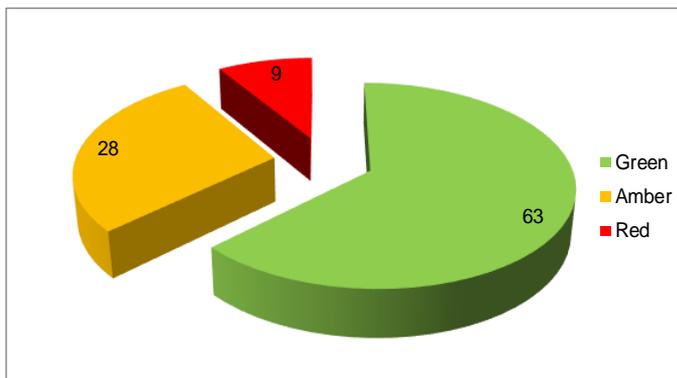
5.3.3 The Red, Amber, Green (RAG) assessments used in this report are based on this quarter 4 outturn information or have been projected against the latest reported performance where no quarter 4 performance is available.

5.3.4 The overall position shows impressive performance with 63% (34) of 54 measures being on track against target with 28% (15) within tolerance and 9% (5) not hitting target. This shows an improvement against previous quarters.

5.3.5 Corporate Measures overall

Corporate Measures set

Live measures	%	
Total	100	54
Green	63	34
Amber	28	15
Red	9	5



5.4 Summary of Progress against each Corporate Priority

5.5 Helping People - Priority 1: Excellent services positively impacting on our communities

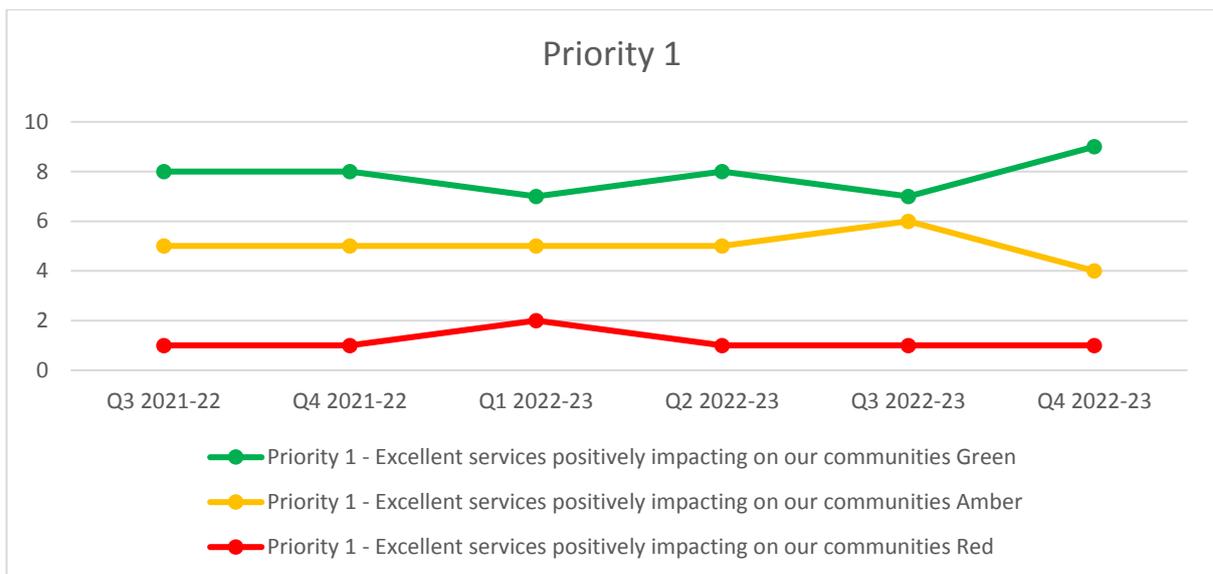
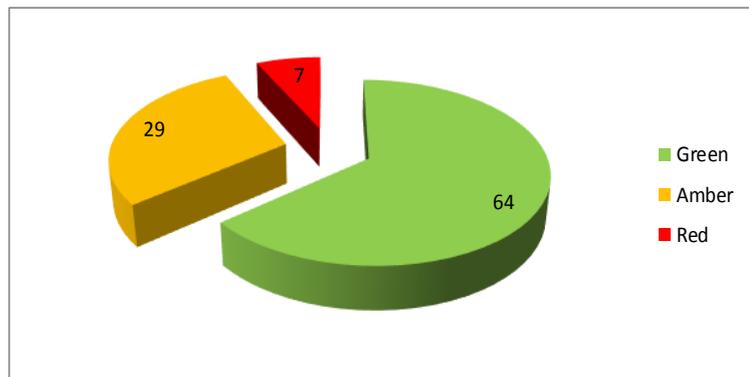
5.5.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Fundamentally redesign customer facing processes.
- Improve website and customer access.
- Implement a new self-service platform.
- Establish integrated community-based teams in our Priority Neighbourhoods.
- Create council-wide integrated supporting people offer.
- Maintain commitment to veterans and Armed Forces Covenant.

5.5.2 Performance Overview

Priority 1 - Excellent services positively impacting on our communities

Live measures	%	
Total	100	14
Green	64	9
Amber	29	4
Red	7	1



5.5.3 Case study on a high performing area

Attendance at Council leisure facilities

We have seen a sizeable increase in January due to people making new year's resolutions. Historically January is always the biggest month for attendances. This has plateaued over February and March. The attendances this year have increased by 36,844 from 299,923 in 2021/22 to 336,767 in 2022/23.

5.5.4 Areas for improvement

Homelessness - % cases where homelessness was prevented

Figures are based on outcomes in the prevention and relief duties and the % of successful outcomes / no of cases where the specific duty has ended in that month. Performance has deteriorated from 69% in quarter 3 to 48% in quarter 4 of cases where homelessness has been prevented. However, the longer-term position still remains positive having increased from 15% as at quarter 4 in 2021/22. Quarter 4 saw a spike in cases, particularly crisis cases in January 2023. This included 12 domestic abuse cases where there was an immediate duty to rehouse in temporary accommodation meaning that prevention (to remain in the applicants' home) was not possible or appropriate. Our performance at 48% is around the national average for all Councils for this indicator.

5.6 Helping People - Priority 2: Providing high quality council homes and landlord services

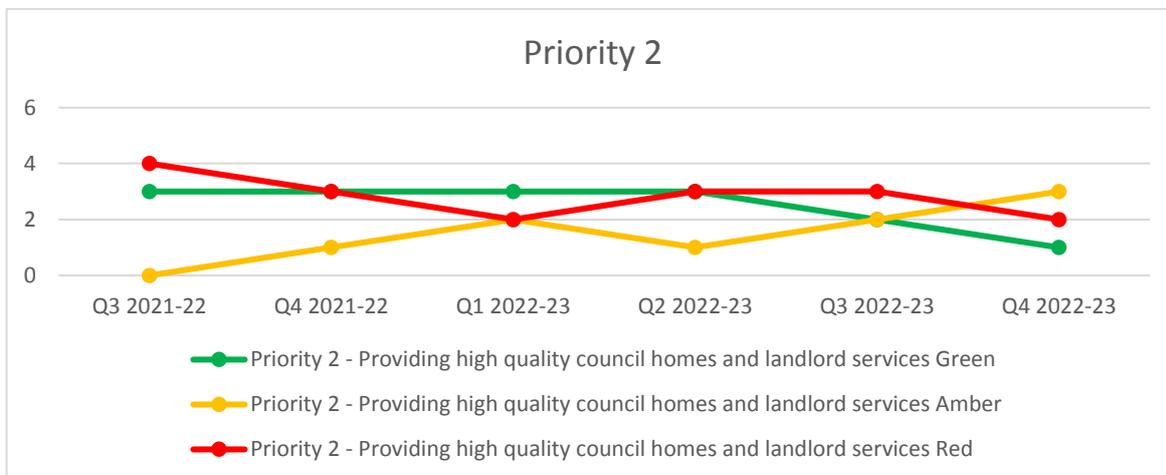
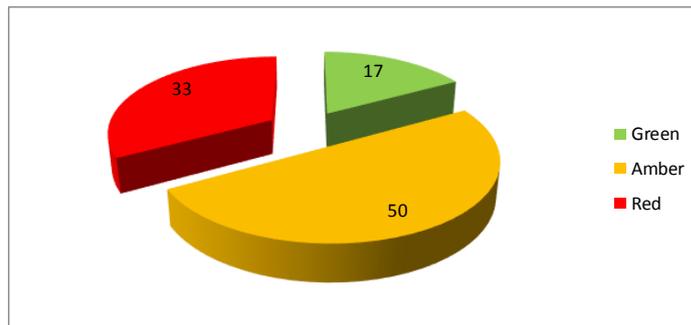
5.6.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Deliver better and temporary accommodation for those who need it.
- Engage with tenants to ensure our services meet their needs.
- Improve the quality and value-for-money of our repairs and maintenance services.
- Ensure our properties meet the Decent Homes Standard.
- Provide new high quality council homes.

5.6.2 Performance Overview

Priority 2 - Providing high quality council homes and landlord services

Live measures	%	
Total	100	6
Green	17	1
Amber	50	3
Red	33	2



5.6.3 Case study on a high performing area

Satisfaction with Housing Repairs

Quarter 4 has seen an increase in the level of satisfaction from those tenants who were satisfied with their housing repairs from 96.7% in quarter 3 to 97.3% at the end of quarter 4. The level of satisfaction is broadly comparable to the 97.53% achieved at the end of quarter 4 last year. The upcoming year will see a greater focus on the collection of satisfaction and feedback data from tenants through the Tenant Perception Survey which will go out in quarter 3 of 2023/24.

5.6.4 Areas for improvement

Rent collected as % of the rent due (in year)

End of year performance is 94.22% against a target of 95%. Income collection is a key focus area for the council and will remain under review. A range of improvements have been implemented to improve performance in this area – both in terms of rental income collected and rent arrears collected. It is important to ensure income is maximised, whilst also providing guidance and support to tenants who are experiencing financial hardship, particularly in the context of the cost-of-living crisis. An Income and Tenancy Sustainment Officer is now in post, and a revised Income Management Policy has been implemented alongside a range of operational and process improvements. Scrutiny Committee undertook a recent review of income collection performance and the report from April 2023 including details of actions and improvements underway can be found here: [Committee \(melton.gov.uk\)](https://www.melton.gov.uk).

5.7 Shaping Places - Priority 3: Delivering sustainable and inclusive growth in Melton

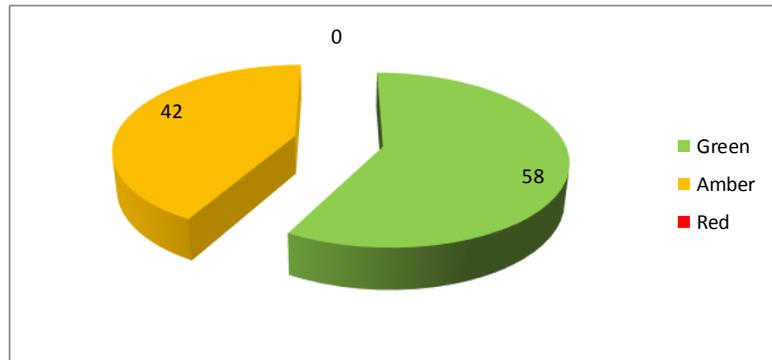
5.7.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Launch the Discover Melton brand, website and supporting events programme.
- Develop a package of support to hospitality/farming sector to mitigate impact of COVID-19.
- Facilitate access to business support to mitigate negative economic impact of COVID-19.
- Respond to COVID-19 impacts and implement increase vitality, vibrancy, footfall and spend in town centre.
- Secure investment and deliver the Food Enterprise Centre and Manufacturing Zone sites.
- Use the council's resources and powers to reduce homelessness and increase affordable home ownership.
- Confirm plans, secure funding, and develop our assets to generate income and provide housing and jobs.
- Develop proposals for the best use of the Melton Sports Village and future leisure provision in the borough.
- Work with partners to support the delivery of the new road and wider Melton Mowbray transport strategy.
- Campaign for a second GP surgery.

5.7.2 Performance Overview

Priority 3 - Delivering sustainable and inclusive growth in Melton

Live measures	%	
Total	100	12
Green	58	7
Amber	42	5
Red	0	0



5.7.3 Case study on a high performing area

% Non-major planning decisions taken within 8 weeks, or agreed timetable

Quarter 4 continued the improving trend in the number of minor application decisions issued with 94% (83 out of 88 non major applications) determined in time this quarter. This is an increase on 91% in the previous quarter and 16% higher than at the same quarter last year. This has been consistently above the National Requirement and demonstrates excellent performance in the Planning Team. This increase in the number of applications has resulted in an additional 368 new homes being enabled through the Planning Process.

5.7.4 Areas for improvement

% of food hygiene inspections undertaken at newly registered food businesses within 28 days of opening OR date of registration

Performance on the % of food hygiene inspections undertaken at newly registered food businesses within 28 days of opening or date of registration has fallen since the last quarter from 75% in quarter 3 to 63% in quarter 4. This is due to resourcing issues within the team which has impacted on performance. Strategic support is now in place from Harborough District Council to help the team manage any operational issues and to monitor performance trends. Recruitment for the vacant post is due to start in July to increase capacity within the team.

5.8 Shaping Places - Priority 4: Protect our climate and enhance our rural natural environment.

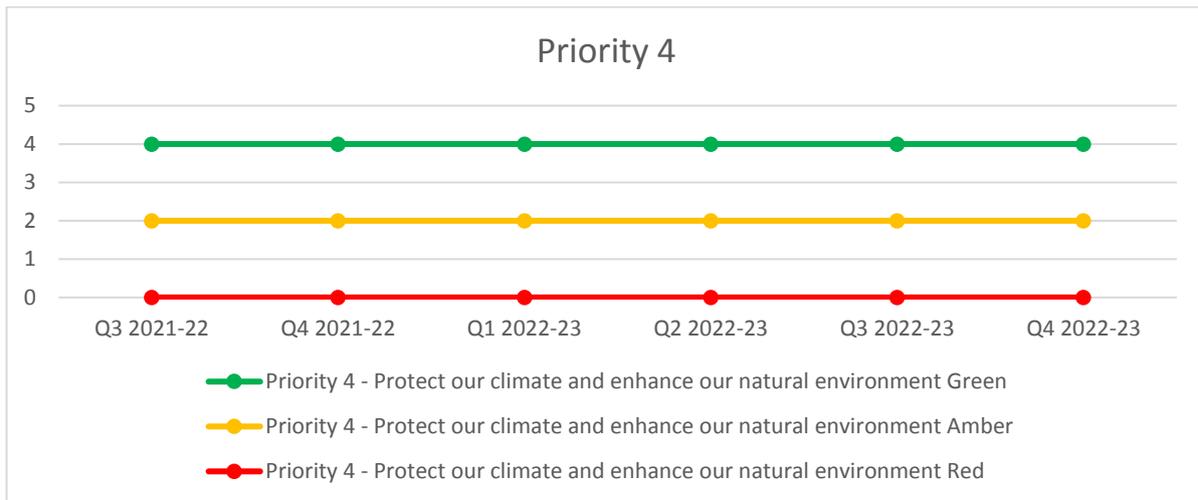
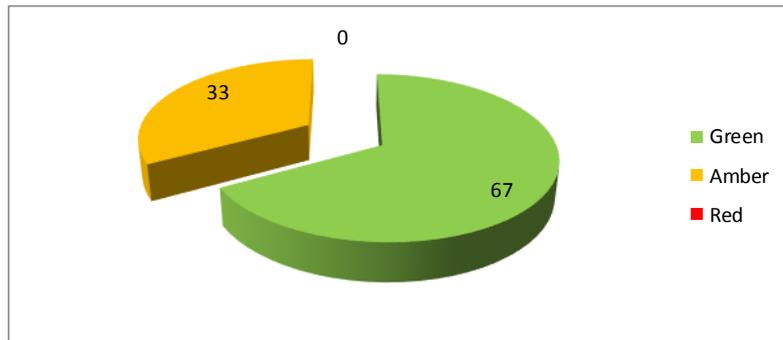
5.8.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Reduce emissions across all council activities.
- Promote and encourage more walking and cycling opportunities.
- Use education and enforcement to tackle issues which blight our communities.
- Respond to Planning White Paper and improve processes and customer experience in planning services.

5.8.2 Performance Overview

Priority 4 - Protect our climate and enhance our natural environment

Live measures	%	
Total	100	6
Green	67	4
Amber	33	2
Red	0	0



5.8.3 Case study on a high performing area

Satisfaction with waste service

Satisfaction with our waste services had increased to 86.6% in 2022 compared to 82% in 2019-20 from the previous Residents Survey.

5.8.4 Areas for improvement

Satisfaction with cleanliness

Satisfaction with cleanliness has decreased slightly to 54.1% in 2022 compared to 56% in 2019-20 from the previous Residents Survey. This suggests that perception with cleanliness still remains an issue for our residents but this has been an early area of focus for the new Council and a range of ways to improve environmental quality are currently being considered.

5.8.5 Update on education campaigns and enforcement activity to improve the environment and tackle anti-social behaviour.

Safer Communities have now filled their vacant post which will enable the team to be more proactive and look to develop new initiatives to deliver within our schools and communities. We are also looking to conduct some stop and search days with Leicestershire Police for illegal waste collectors. The first of these has been held resulting in positive outcomes.

5.8.6 Climate Change Task Group

The webpages for climate change have been updated. The draft strategy for the borough is being prepared. A draft action plan for council led activities to reduce carbon emissions by the Council’s service delivery is underway. Further interventions in this area will be considered through the Corporate Strategy development.

5.9 Great Council - Priority 5: Ensuring the right conditions to support delivery.

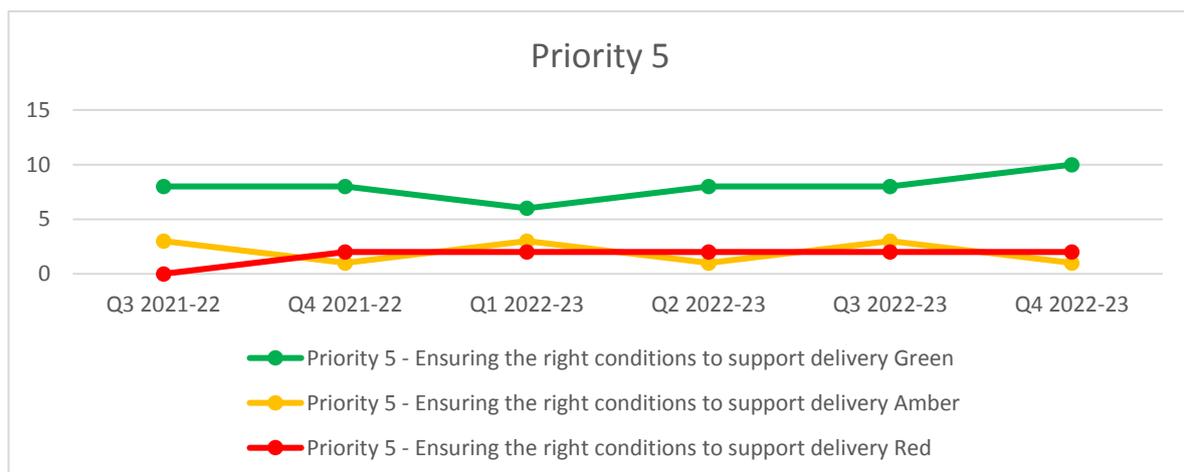
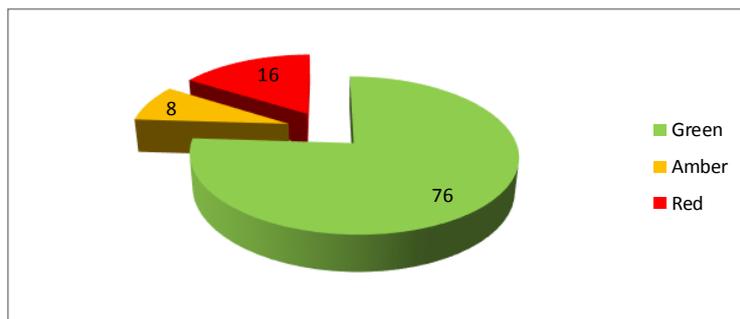
5.9.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Redefine how we work – more agile, more flexible, and more responsive.
- Develop the Procurement Unit as a commercial proposition.
- Mitigate the financial impact on the council of the COVID-19 crisis and recovery, to ensure the council is financially sustainable.
- Invest in a new finance system.

5.9.2 Performance Overview

Priority 5 - Ensuring the right conditions to support delivery

Live measures	%	
Total	100	13
Green	76	10
Amber	8	1
Red	16	2



5.9.3 Case study on a high performing area

% Undisputed invoices paid within 30 days [monthly figures averaged for the quarter]

Overall performance has improved since quarter 3 and is above target at the year-end position of 96%. Following payment delays in the previous quarter within the housing area,

as these have been addressed performance has returned to expected levels and will continue to be monitored by the finance team with any issues escalated as required.

Staff satisfaction - overall % who are very or quite satisfied working for MBC

Employee satisfaction has risen slightly from an already high position of 80% achieved at the last employee survey in 2021 to 82% in March 2023. This increase in satisfaction reflects the positive working culture at Melton and aspiration to be the Employer of Choice, with support provided to enable employees to grow and develop to support the delivery of outcomes for residents.

Areas for improvement

Staff absence – days sickness per employee (cumulative)

Sickness in the final quarter continued to be higher than previous years with the main causes reflecting to infections and viruses. Long term sickness absence also remains high, and interventions are in place to support people in these circumstances where appropriate. According to the ONS, in 2022 working hours lost due to sickness rose by 2.6%. The most common reason for this related to minor illness which is in line with the main reasons for absences locally.

5.10 Great Council - Priority 6: Connected with and led by our Community.

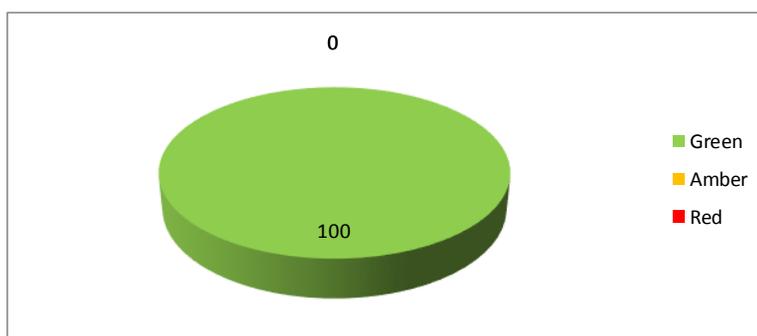
5.10.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

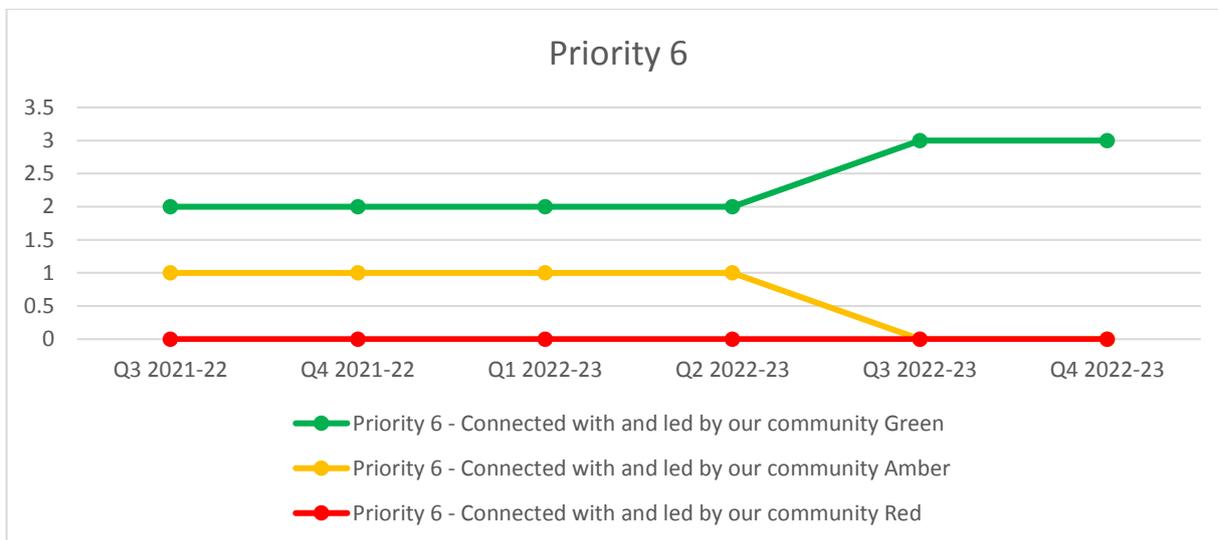
- Make council meetings and the leadership of the council more digitally accessible.
- Harness community spirit and establish a new “deal” between the council and the communities we serve.
- Strengthen relationships and work more closely with our Parish Councils.
- Maximise the impacts of our community grants.

5.10.2 Performance Overview

Priority 6 - Connected with and led by our community

Live measures	%	
Total	100	3
Green	100	3
Amber	0	0
Red	0	0





5.10.3 Case study on a high performing area

The % of respondents who believe the Council listens to concerns of local residents.

There was an increase of over 5% from 50.5% to 55.8% since the 2019 survey, showing more residents thought the Council listened to their concerns than not.

Areas for improvement

No areas requiring improvement.

5.11 Corporate Complaints

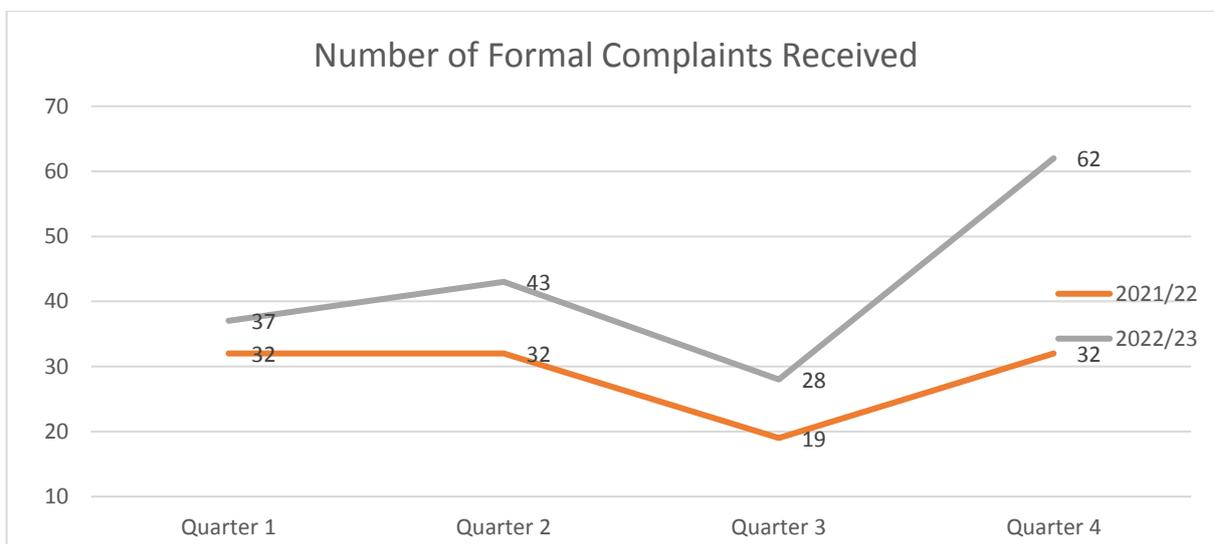
5.12 The Council recognises that complaints are a valuable opportunity to gain feedback, learn and improve services. The Council wants to provide a positive response to complaints and encourages feedback so that positive action can be taken.

5.13 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 a Director reviews the stage one response. Where a complainant remains dissatisfied with the Council's response, they can refer the matter for independent review by the Local Government and Social Care Ombudsman or Housing Ombudsman.

5.14 We have updated our Customer Feedback and Complaints Policy in quarter 4 to reflect the latest best practice published by the Ombudsman. The latest information on this is available on our [website](#).

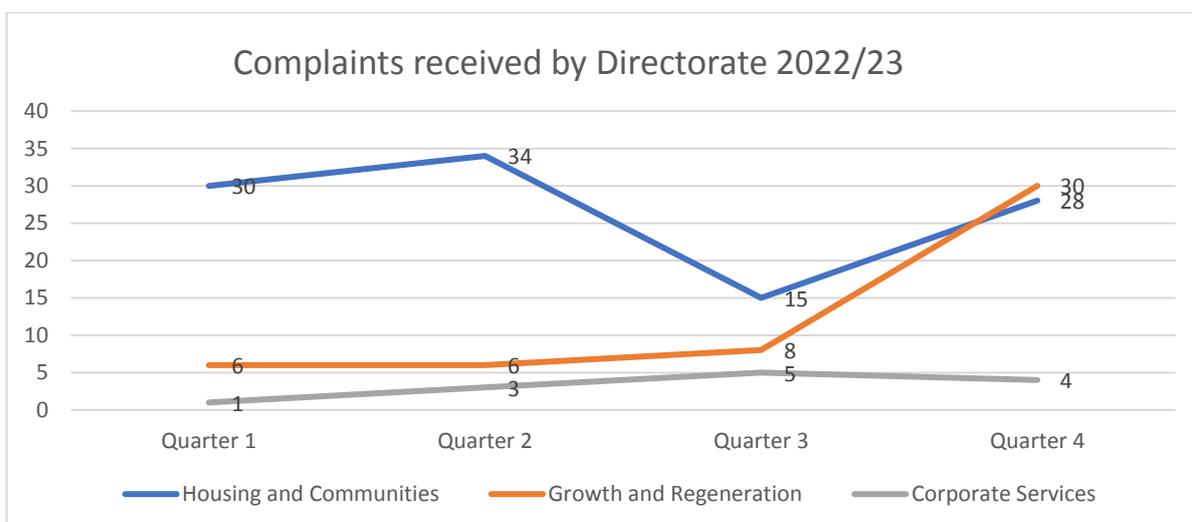
5.15 Whilst there is a process in place to record and respond appropriately to complaints, there has been a gap in being able to analyse complaints to generate insights, understand trends and embed learning. This will be included in reports during 2023/24.

5.16 In Quarters 3 and 4, the Council received 90 formal complaints from customers. The number of formal complaints was an increase to compared to 51 received in the same period last year.



5.17 Complaints by Directorate

5.17.1 Of the 170 formal complaints received from customers in 2022/23, the vast majority relate to the more customer facing departments of Housing and Communities and Growth and Regeneration. Given the outward facing nature of these directorates this is not unexpected. We saw a significant increase in the number of Planning complaints from 6 in quarter 3 to 27 in quarter 4, however, it should be noted that 18 of these were related to a specific issue, none of these 18 were upheld. This has resulted in Growth and Regeneration having the most complaints out of the three directorates in quarter 4. The breakdown of these complaints by Directorate is shown overleaf.



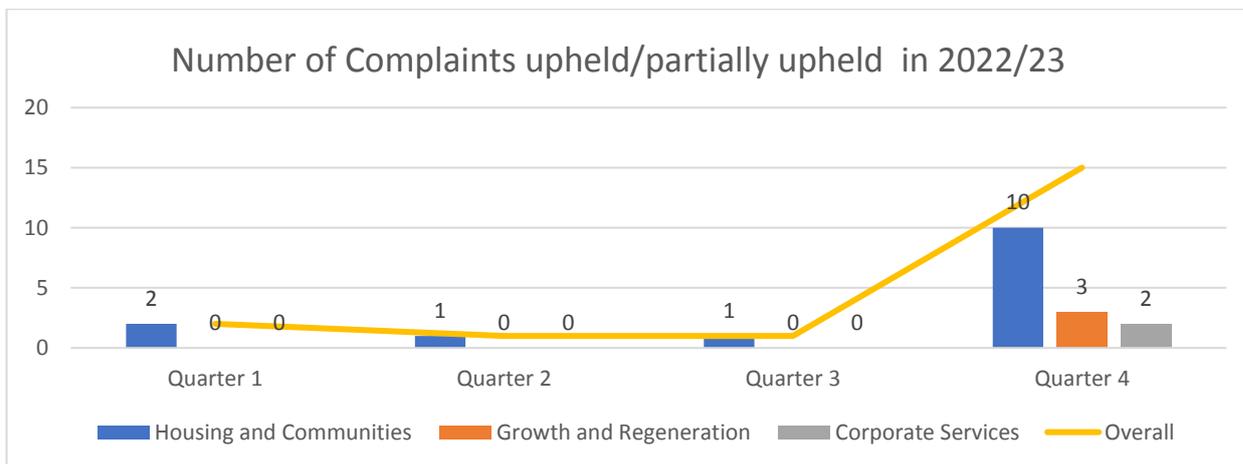
5.18 Complaints upheld or partially upheld.

5.18.1 Of the 170 formal complaints received in 2022/23 from customers, 19 of these have been upheld or partially upheld by the Council. The largest number of these took place in quarter 4 when 15 were upheld compared to 4 for the rest of the year. Of the 27 complaints made on Planning in quarter 4 only three were upheld or partially upheld which is a low percentage.

5.18.2 There was an increase to 15 complaints received on Housing Repairs in quarter 4 from four the previous quarter. The majority of the eight upheld complaints at stage 1 of the complaints process in this quarter related to the quality of service provided. Further analysis of these complaints and lessons learned shows that there had been an issue with contractor performance in the quarter. Action has been taken to ensure improvement including:

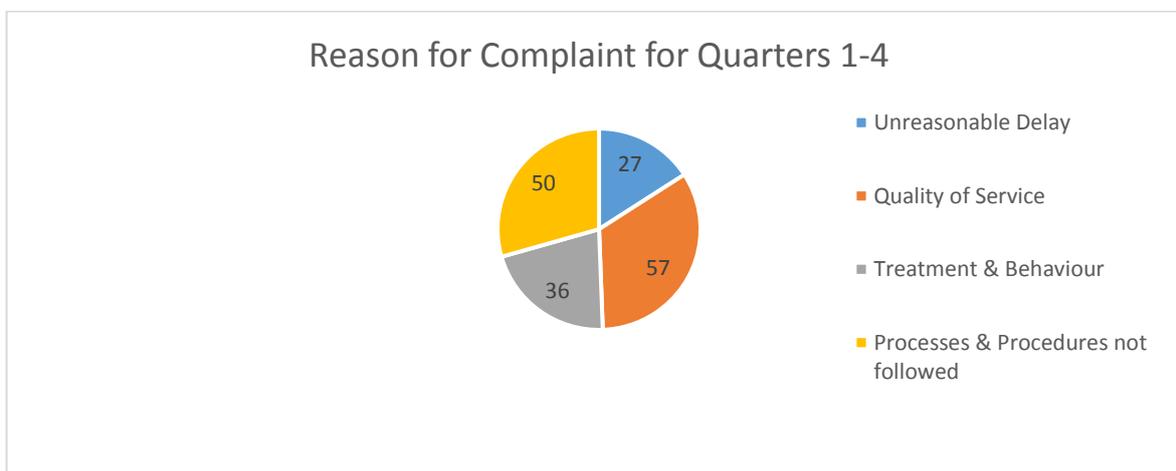
- Council staff attendance at contractor training sessions
- Request to contractor to notify customers of any appointment changes required as a result of staff sickness
- Request to contractor to improve appointment booking arrangements
- Joint working between the council and contractor to ensure kitchen refurbishment works are completed within required timescales
- Formal discussion through contract management arrangements

5.18.3 The breakdown of upheld complaints is shown below.



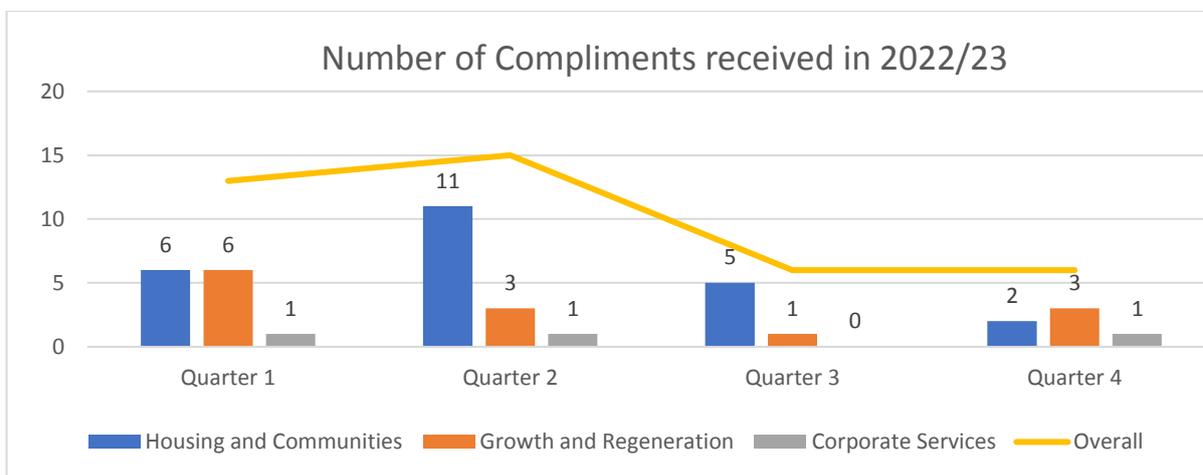
5.19 Why were these formal complaints made?

5.19.1 In terms of the 170 complaints received in 2022/23, there are four main themes as to why our customers were not satisfied with the service we provided and felt the need to put a complaint in to the Council. These are shown below with the quality of service being the main reason cited followed by the treatment and behaviour of the complainant.



5.20 Exceptional service provided by employees.

5.20.1 We also receive formal praise through compliments to recognise the splendid work our employees undertake in delivering quality services for our customers. We have received 40 compliments in 2022/23 which have been broken down by Directorate and are shown below.



5.21 Ombudsman Complaints

5.21.1 From 01 April 2022 to 31 March 2023, 1 case was referred to the Housing Ombudsman.

5.21.2 From 01 April 2022 to 31 March 2023, 2 complaints were received by the Local Government and Social Care Ombudsman in respect of Melton Borough Council. The cases were closed after initial enquiries.

Planning and Development	Housing	Highways and Transport	Corporate and Other Services	Environmental Services and Public Protection
2	0	0	0	0

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, as part of their enquiries into the effective operations of the Council.

8 Next Steps – Implementation and Communication

8.1 The current position regarding 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: 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 and provides senior officers and members with strategic oversight.

Legal Implications reviewed by: Senior Solicitor

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 act 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 activities or projects 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 3 and 4 2022-23