



Corporate Performance and Progress Report for Quarter 2 2023-24

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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 quarter 2 end position of the financial year 2023-24.

2 Recommendation(s)

That Cabinet:

- 2.1 **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. This will be reviewed and updated as part of the development of the new Corporate Strategy for publication in 2024.
- 4.3 For 2023/24 a refreshed basket of indicators see Appendix A, will form 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). The final list of indicators continues to be developed but as at the current position, this will focus on indicators in the following service areas for which we are responsible. These are:

Initial areas with metrics delivered in July 2023:

- Finance
- Waste Management

Areas with metrics currently being shared for comment:

- Corporate and Finance
- Planning

- Waste Management (fly-tipping)

4.4 The Council is developing its new Corporate Strategy for 2024-28. It is working 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 around a 2036 Vision and a framework to deliver on these alongside 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 A. 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 2 (30th September 2023) of the financial year 2023-24.

5.3.3 The Red, Amber, Green (RAG) assessments used in this report are based on this quarter 2 outturn information or have been projected against the latest reported performance where no quarter 2 performance is available.

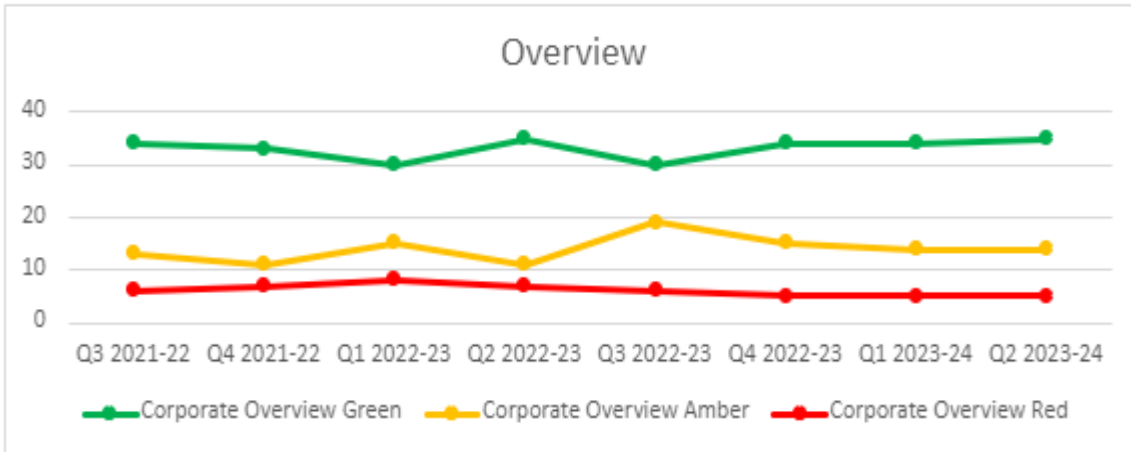
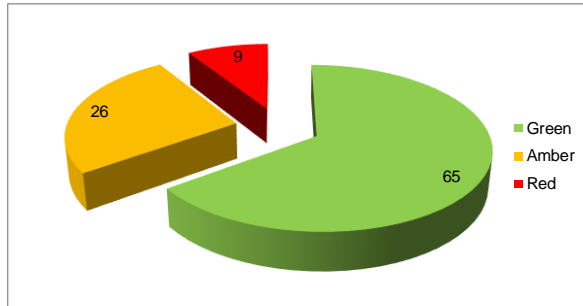
5.3.4 The overall position shows impressive performance with 65% (35) of 54 measures being on track against target with 26% (14) within tolerance and 9% (5) not hitting target. This shows an improvement against previous quarters.

Corporate Measures overall

Summary of Corporate Measures Performance

Corporate Measures set

Live measures	%	Number
Total	100	54
Green	65	35
Amber	26	14
Red	9	5



5.4 Summary of Progress against each Corporate Priority

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

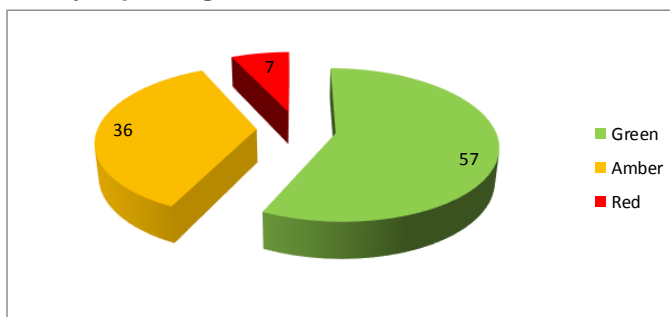
5.4.2 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

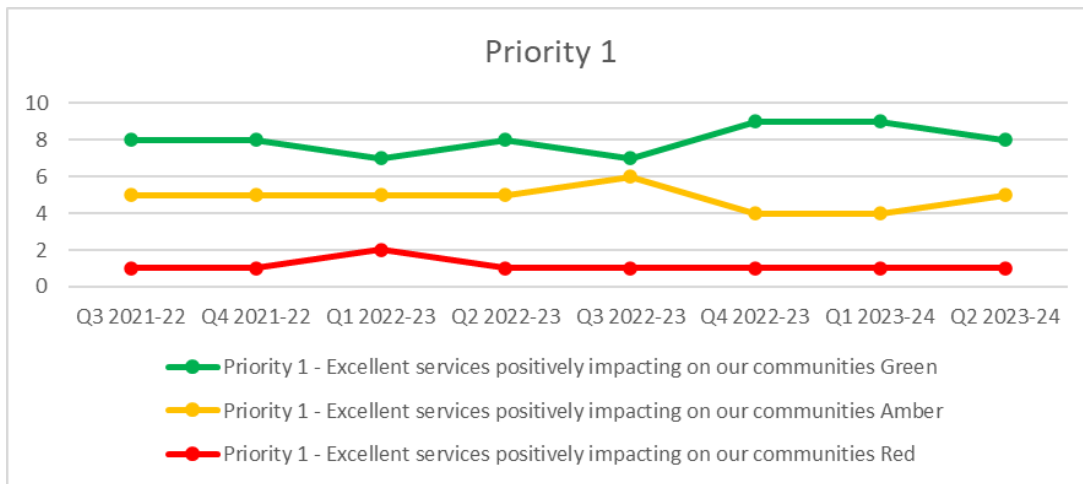
- Fundamentally redesign customer facing processes.
- Improve website and customer access.
- Implement a new self-service platform.
- Establish integrated community-based teams in our Priority Neighbourhoods.
- Create council-wide integrated supporting people offer.
- Maintain commitment to veterans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

5.4.3 Performance Overview

Priority 1 - Excellent services positively impacting on our communities

Live measures	%	Number
Total	100	14
Green	57	8
Amber	36	5
Red	7	1





5.4.4 Case study on a high performing area

% benefit claims processed within 5 working days of all information received

Improvement on the Q1 outturn and this has returned to Q4 2022-23 performance levels.

5.4.5 Areas for improvement

Homelessness - % cases where homelessness was prevented

The service is dealing with around 80 cases, and this is a similar volume to last quarter. However due to the reduction in the number of officers managing these cases from three to one full time equivalent and an increase in refugee and asylum pressures has meant that this quarter this indicator has declined. The team has recruited 3 officers (2 Housing Options Officer and a Temporary Accommodation Officer) who will start in quarter 3 to bring the Housing Options team back up to strength which means that performance should start to improve in this area from quarter 4.

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

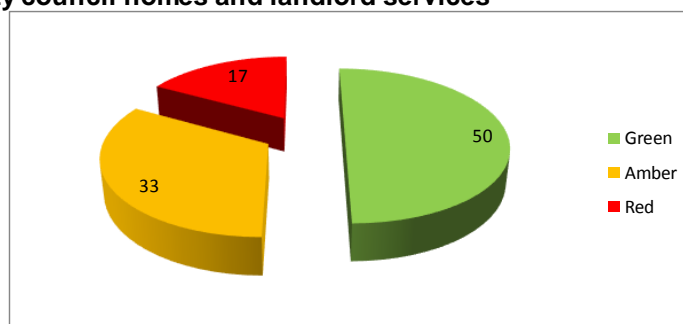
5.5.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

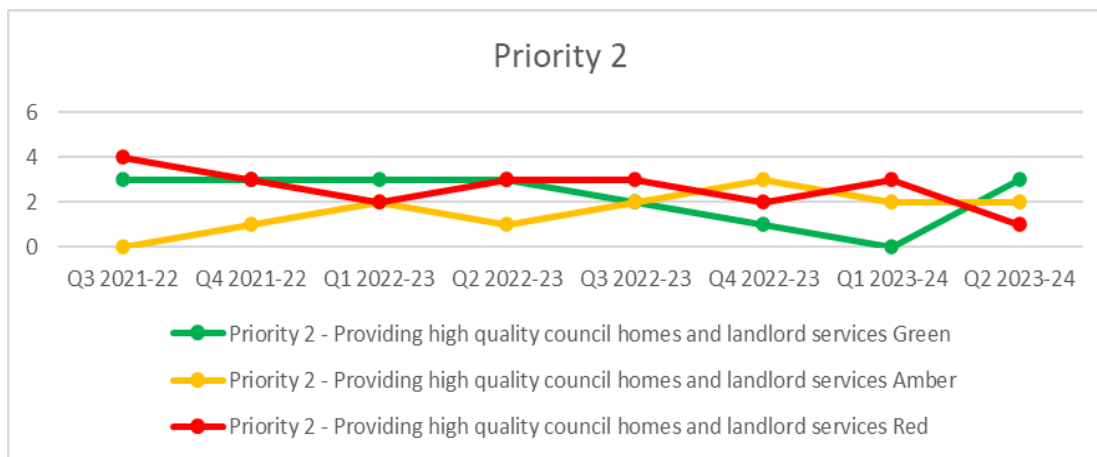
- Deliver better and temporary accommodation for those who need it.
- Engage with tenants to ensure our services meet their needs.
- Improve the quality and value-for-money of our repairs and maintenance services.
- Ensure our properties meet the Decent Homes Standard.
- Provide new high quality council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

5.5.2 Performance Overview

Priority 2 - Providing high quality council homes and landlord services

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





5.5.3 Case study on a high performing area

Average void time (Excluding Development Voids) in days [monthly averages expressed as quarterly averages]

The Council has worked hard to address long term voids across council homes and has seen the positive performance on average void time being maintained following the improvements in quarter 1 where this reduced to 10.16 days from 165.15 days as at the end of 2022/23. In quarter 2 we have seen 16 type 1 voids let maintaining our strong start to the year and being below the target of 20 days at 16.21 days per property. This performance at the start of the current year follows extensive work by officers and contractors to repair and re-let all historic long-term voids. As of the end of quarter 2 the Council has no long-term voids and the work to track and monitor voids within the housing directorate will ensure continued grip and focus on void works and re-let arrangements to ensure that void times are minimised - this is important to ensure housing is available to those who need it, and to minimise periods of rent loss to the council.

% of decent Homes (public)

A plan to review the way in which data is being reported has been agreed and is being implemented, leading to the ability to report improved decent homes performance. This programme of work has identified that the council was reporting based on accurate data but had not added into its system configuration process some automation of reporting, leading to reporting being limited to 'age' of component (e.g. kitchen) rather than 'age and condition' of component. An action plan is being worked through methodically, and decent homes reporting is showing an improved position to approx. 95% decency with further work still to do, which is expected to further improve this position.

The remaining 5% is around 90 properties of our stock which do not currently meet the Decent Homes Standard. Of these, around half fail due to the age or condition of a component of the property (kitchen, bathroom, etc). These will be addressed through the capital programme. A small number fail due to thermal efficiency, which will be addressed through the energy strategy proposed in the Asset Management Plan. Around a third of the properties fail due to a Housing Health and Safety Rating System hazard, with the majority of these relating to an issue with the kitchen layout. These are being addressed through the capital programme and some minor repairs. The Asset Management Plan commits us to achieving 100% decency by 2028.

Areas for improvement

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

Rent collection has improved over the first two quarters of this year and is 2.5% better than at the same period last year. However, this is still outside of tolerance and the team will be working towards the year-end target of 99.98%. Action is still required to improve and stabilise rent arrears performance, to support the team to 'go further, faster' to recover the current position. Planned future actions include a detailed diagnostic of performance, implementation of improvements to procedures and processes and increased staffing capacity alongside a range of measures to reduce the risk of tenants falling into arrears, such as the use of direct payment arrangements and pre tenancy checks. Further additional staffing capacity is proposed to accelerate progress in addressing arrears backlog, in addition to changes to reporting arrangements to SLT and Cabinet. Further to approval of additional temporary staffing capacity, recruitment arrangements are underway. This capacity will support the service in improving rent collection and supporting tenants to ensure their rent is paid and debt is managed effectively.

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

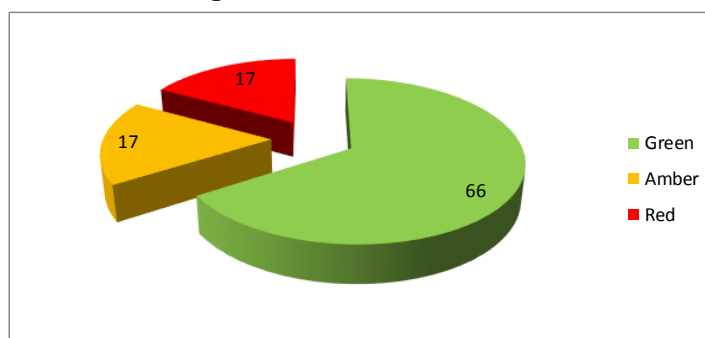
5.6.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

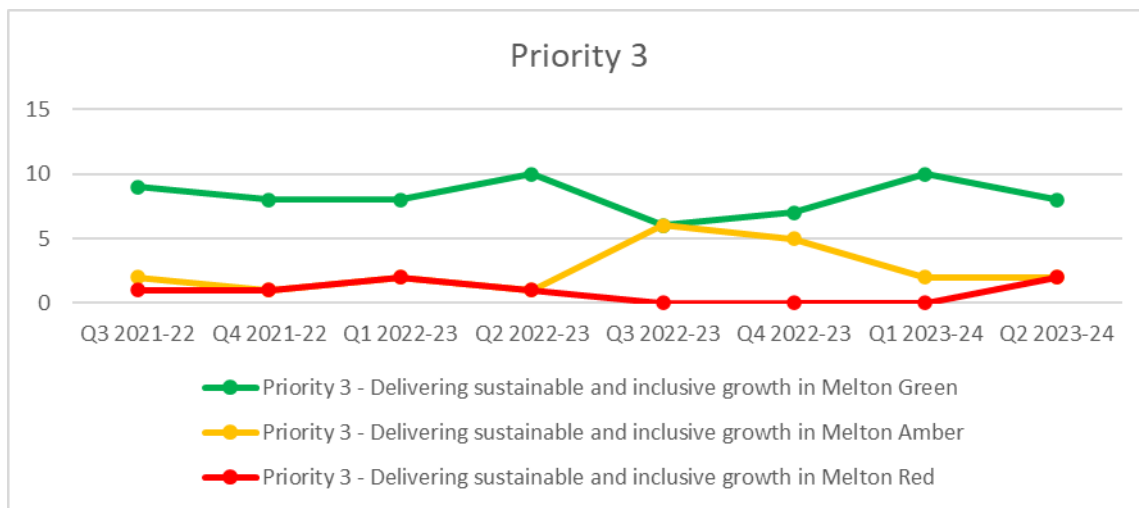
- Launch the Discover Melton brand, website and supporting events programme.
- Develop a package of support to hospitality/farming sector to mitigate impact of COVID-19.
- Facilitate access to business support to mitigate negative economic impact of COVID-19.
- Respond to COVID-19 impacts and implement 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.

5.6.2 Performance Overview

Priority 3 - Delivering sustainable and inclusive growth in Melton

Live measures	%	
Total	100	12
Green	66	8
Amber	17	2
Red	17	2





5.6.3 Case study on a high performing area

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

Focused work by the team has seen the % of food hygiene inspections undertaken improve markedly over the last three quarters from 63% to 93.33%.

5.6.4 Areas for improvement

Planning

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

64 out of 75 applications were determined in agreed timetable. The number determined has fallen this quarter as a result of two main factors, the first is the number of issues experienced when determining refusals and second is down to agents not always agreeing to extensions when there are significant delays in applications.

% applications that are approved first time

33% of applications were amended to overcome either concern or a reason for refusal, this number has increased from last quarter, but it shows the commitment to try and negate refusals and listen to the community and technical consultees.

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

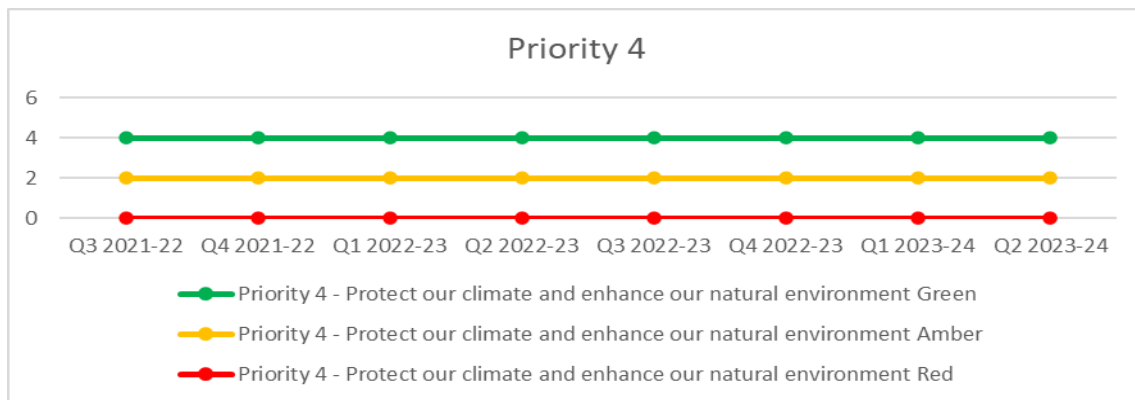
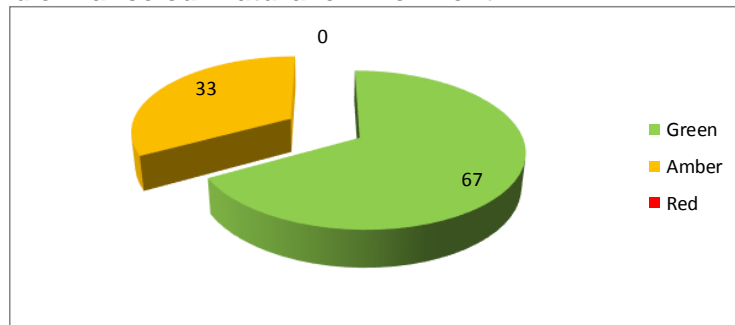
5.7.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- 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.

5.7.2 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



5.7.3 Case study on a high performing area

Number of reported fly tips:

The number of reported fly tips dropped markedly from 86 in quarter 1 to 66 in quarter 2. The Council undertook local targeted actions and worked alongside the county and other districts on a county wide fly tipping campaign in quarter 2 which raised awareness and promoted the means to report a fly tip and deter fly tipping. The campaign included visible messaging on refuse vehicles and targeted spot checks with waste carriers alongside education and support to businesses and residents. The position on this will be closely monitored to see if this trend continues and to monitor the impact of any future changes to the opening hours of the Melton Mowbray Recycling and Household Waste Site. The Council is part of the Leicestershire Waste and Resources Partnership and has recently approved the countywide Waste and Resources Strategy, which includes action to address fly tipping as a collective pledge.

Areas for improvement

No areas noted.

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

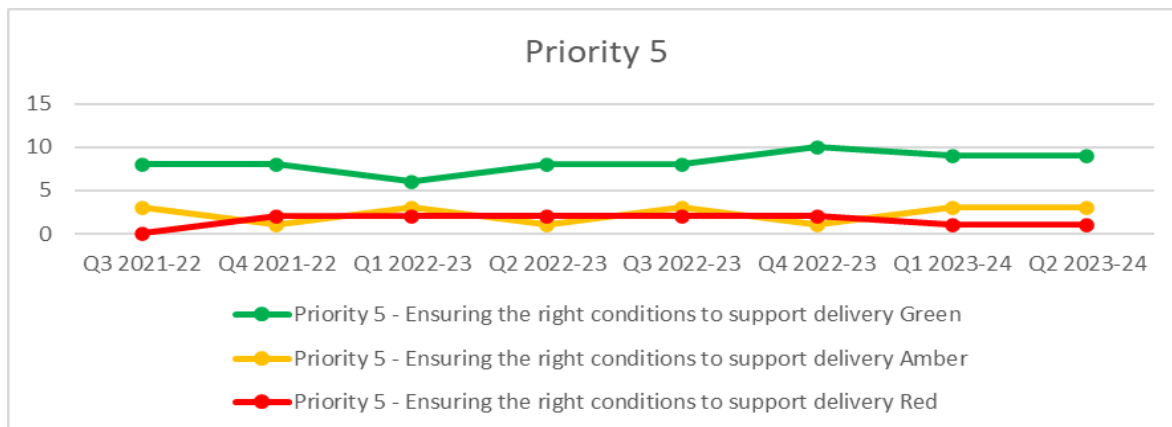
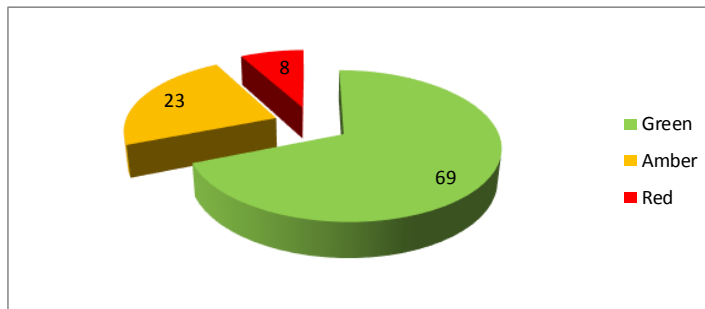
5.8.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- 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.

5.8.2 Performance Overview

Priority 5 - Ensuring the right conditions to support delivery

Live measures	%	
Total	100	13
Green	69	9
Amber	23	3
Red	8	1



5.8.3 Case study on a high performing area

Staff absence – days sickness per employee (cumulative)

The outturn of 2.6 days per employee as at the end of quarter 2 represents a significant improvement on the same period last year which was at 4.4 days per employee (cumulative). There has also been a reduction in the number of long-term sickness absence cases.

5.8.4 Areas for improvement

NNDR collection efficiency (%)

The Council is performing at 56.33% which is well below the quarter 2 target of 66.7% and over 10% below the same period last year. September was an anomaly and looking back at the last few years (excluding 22/23 which was an abnormally high performance, due to retail relief and covid grants being paid to businesses last year which increased payment levels) is in tolerance with targets. One of our largest assessments has recently gone through a revaluation process and this has increased the amount to be paid. This has now been billed and the business has started paying in quarter 3, this is reflected in October's performance outturn. We are also working with a number of debtors to put payment plans in place to bring these in line. We are closely monitoring this on a monthly basis.

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

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

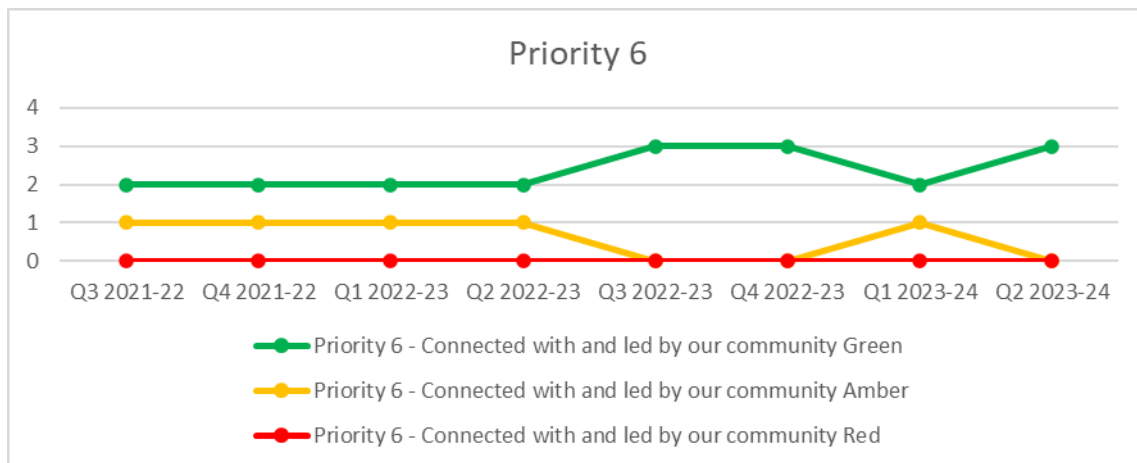
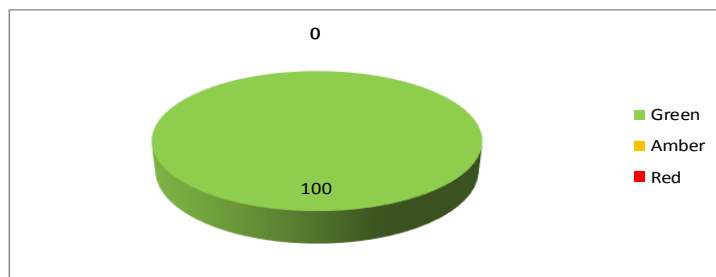
- Make council meetings and the leadership of the council more digitally accessible.
- Harness community spirit and establish a new “deal” between the council and the communities we serve.
- Strengthen relationships and work more closely with our Parish Councils.

- Maximise the impacts of our community grants.

5.9.2 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



5.9.3 Case study on a high performing area

No areas of high performance

Areas for improvement

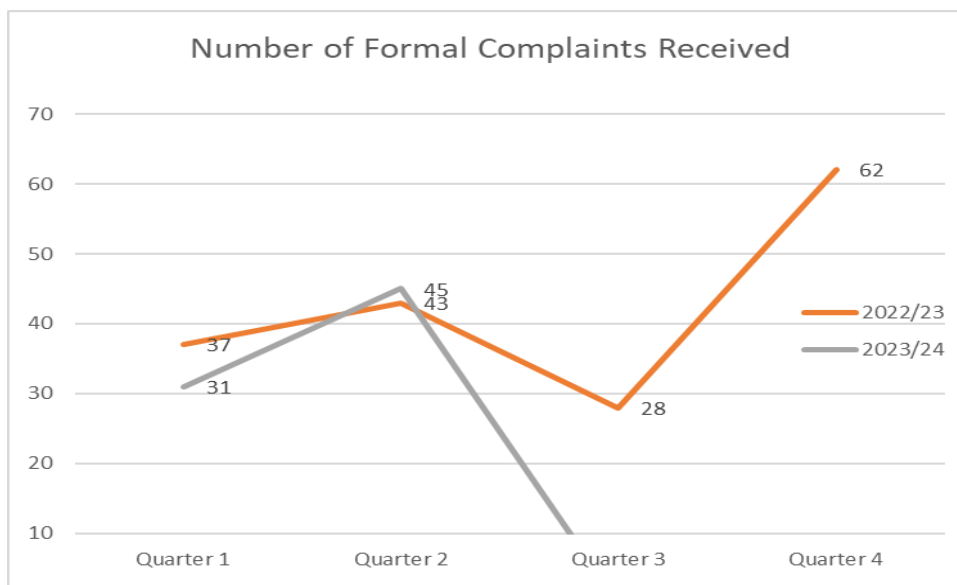
Number of decision-making meetings which are digitally accessible

Two of the meetings not broadcast (Licensing Sub Committee and Employment Committee) were because the proceedings took place in private session due to the subject under consideration. The final meeting (Audit and Standards in September) suffered from a technical issue and therefore the decision was taken not to broadcast.

Corporate Complaints

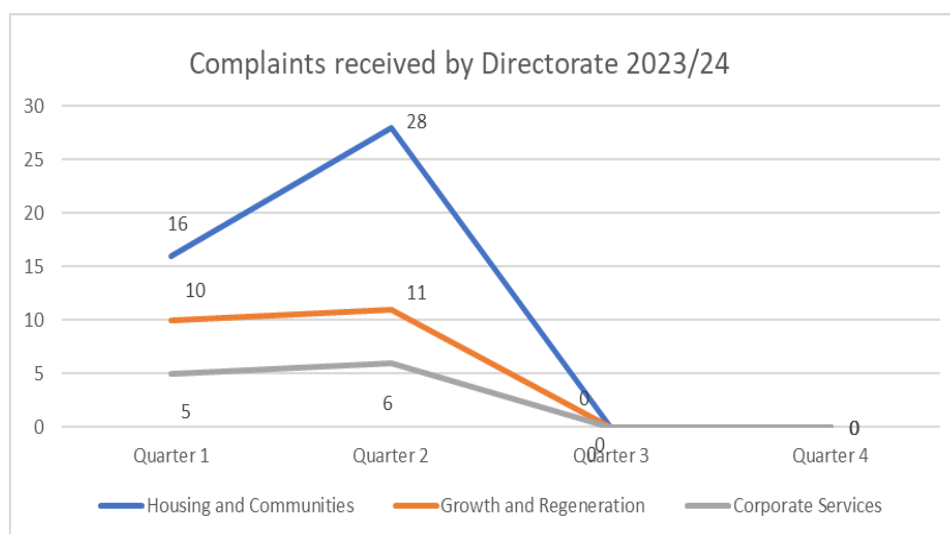
- 5.10 The Council recognises that complaints are a valuable opportunity to gain feedback, learn and improve services. The Council wants to provide a positive response to complaints and encourages feedback so that positive action can be taken.
- 5.11 The Corporate Complaints process comprises a two-stage internal process comprising stage one complaints which are dealt with by Service Managers and stage two complaints where a Director or Assistant 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.
- 5.12 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.

5.13 In Quarters 1 and 2, the Council received 76 formal complaints from customers. The number of formal complaints was a decrease compared to 80 received in the same period last year.



5.14 Complaints by Directorate

5.14.1 Of the 76 formal complaints received from customers from the first two quarters in 2023/24, 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 Repairs complaints from 11 in quarter 1 to 18 in quarter 2. The breakdown of these complaints by Directorate is shown below.



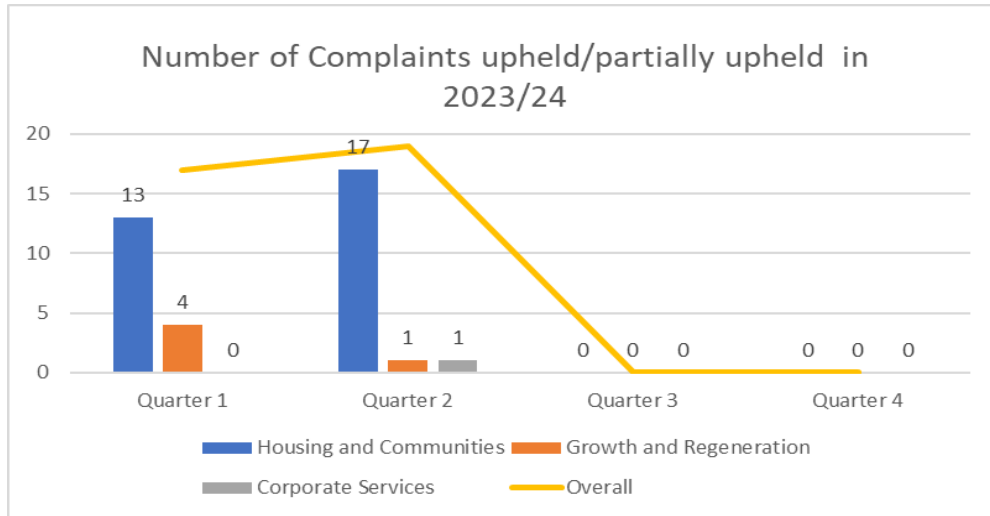
5.15 Complaints upheld or partially upheld.

5.15.1 Of the 76 formal complaints so far received this year from customers, 36 of these have been upheld or partially upheld by the Council. The largest number of these took place in Repairs where 21 of the complaints were upheld or partially upheld of the 29 complaints received (72%). Of the 19 complaints made on Planning so far this year only five were upheld or partially upheld which is a much lower percentage at 26%.

5.15.2 The majority of the 21 repairs 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 have been issues with keeping tenants up to date with

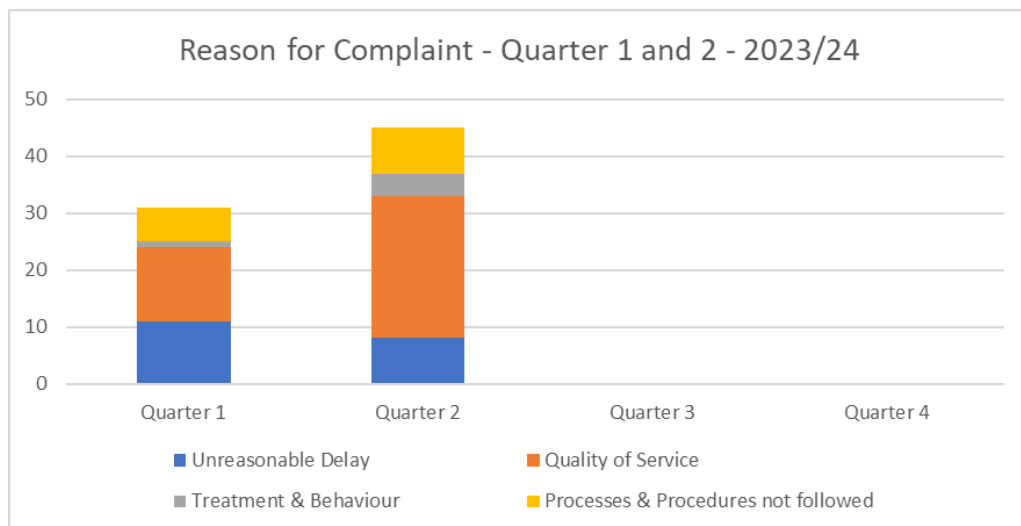
progress in complaints along with missed appointments with our staff and with contractor performance in these quarters. We have seen an increase in the number of formal complaints logged since the new policy was introduced. We are also actively encouraging tenants to submit formal complaints where appropriate.

5.15.3 The breakdown of upheld complaints is shown below.



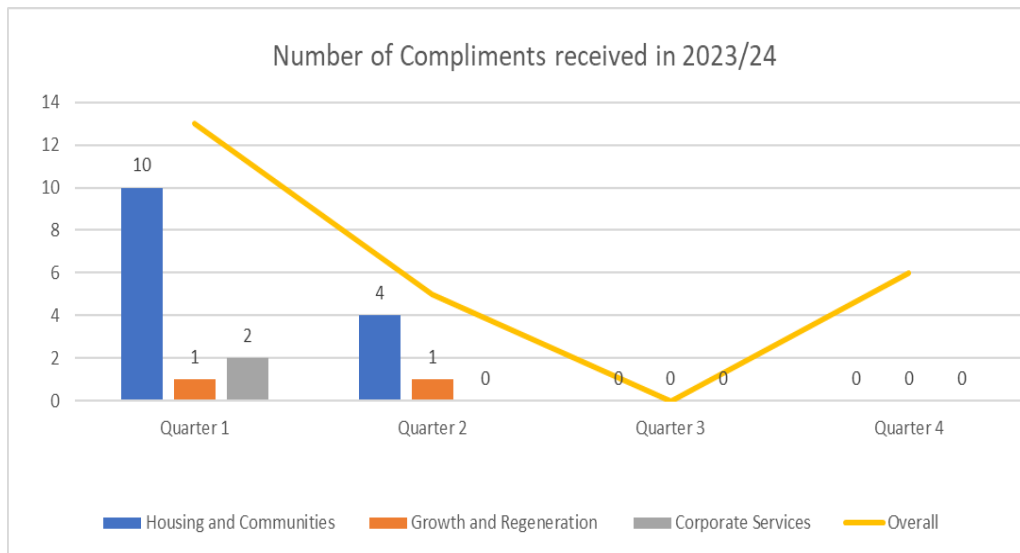
5.16 Why were these formal complaints made?

5.16.1 In terms of the 76 complaints received so far in 2023/24, 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 impacting on the individual making the complaint.



5.17 Exceptional service provided by employees.

5.17.1 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 compliments so far in 2023/24 which have been broken down by Directorate and are shown below.



5.18 Compensation paid out as part of the complaints process

5.18.1 As part of the complaints process and in line with our Customer Complaints and Feedback Policy and the guidance set out by the Housing Ombudsman, we may at times pay out an amount in compensation as part of a resolution of a complaint. Shown below is a summary of the compensation paid out so far this year as part of these remedies in complaints resolution.

Service Area	Amount (£)
Quarter 1	
Housing Repairs	650
Quarter 2	
Housing Repairs	812
Housing Management	300

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 with compensation payments already being met from existing budgets.

Financial Implications reviewed by: Director for Corporate Services

10 Legal and Governance Implications

10.1 There are no specific Legal 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 Data Protection Implications (Mandatory)

- 12.1 A Data Protection Impact Assessments (DPIA) has not been completed for the following reasons because there are no risks/issues to the data collated for the purpose of this report.

13 Community Safety Implications

- 13.1 There are no specific Community Safety implications in the report, however there are specific indicators reporting on Community Safety performance.

14 Environmental and Climate Change Implications

- 14.1 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.

15 Other Implications (where significant)

- 15.1 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.

16 Risk & Mitigation

- 16.1 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.

17 Background Papers

- 17.1 No background papers are included with this report.

18 Appendices

- 18.1 Appendix A – Corporate Performance Measures Dashboard, Quarter 1 and 2 2023-24
18.2 Appendix B – Corporate Complaints Dashboard, Quarter 1 and 2 2023-24