



Cabinet

Date 5 June 2019

Report of: Leader of the Council

CORPORATE DELIVERY PLAN UPDATE AND PERFORMANCE REPORTING FOR QUARTER 4, 2018-19

1.0 Corporate Priority:	Decision Type:	
1.1 OG1 Customer Focus	Non Key Decision	
1.2 OG3 Financial Sustainability		

2.0 Summary:
2.1 To update on progress against aspirations set out in the Corporate Delivery Plan 2018-2020 and on the steps being taken to develop a new Corporate Strategy 2020-2024. To also set out the outturns for the 2018/19 quarter 4 Corporate Performance Measures.
2.2 The report also includes the Council's current Corporate Risk Register.
2.2 There are five risk identified in the report and mitigating action is being taken against all risks.

3.0 Recommendations
3.1 That progress against the Corporate Delivery Plan and quarter 4 performance be noted.
3.2 That the steps being taken to develop the Council's new Corporate Strategy 2020-2024 be noted.
3.2 That the contents of the Corporate Risk Register be noted.
4.0 Reason for Recommendation:
4.1 The performance information for the final quarter of 2018-19 in the Performance Dashboard and the current position with regard to delivery against the Council's priorities is used to help inform the Cabinet, and assist with regard to the formation of policy and oversight of the Council priorities.
4.2 One of the key areas for Cabinet, as part of its terms of reference, is to have awareness of the strategic risks that could impact on the Council and to review the risk management arrangements in place and the activities that are being undertaken to mitigate those risks.

5.0 **Alternate Options Considered**

5.1 No alternatives were considered for this report as a decision is not required.

6.0 **Report Detail**

6.1 **Corporate Performance Measures – Quarter 4 2018/19**

Becoming more transparent and accountable were some of the key reasons for changing the Council's governance processes and this report represents the first step in publicising both positive progress, and areas of challenge for the Council and area. It creates a baseline position for the development of the Council's new Corporate Strategy which will shape how the Council responds to local needs over the coming 4 years.

Appendix 1 sets out the current position in relation to the 2018-19 Quarter 4 Corporate Performance Measures Dashboard. This sets out the Council's performance against a basket of performance measures mapped to the Council's Corporate Priorities. The report includes 2 years' worth of data (8 quarters). The performance trend of the individual measures is explicitly stated. Explanatory commentary has been provided for each of the measures.

Key Commentary:

Place Priorities – The Council has aspirations to create a thriving town centre and increase the availability of good quality of homes, supported by appropriate infrastructure and a clean and attractive environment.

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

% major planning decisions taken within 8 weeks = 100% - An effective planning service is a key component of delivering sustainable growth. The Planning Service team has communicated well with agents and worked together to ensure timely decisions have been made. Following the conclusion of the Planning Services Review a series of recommendations have been identified and resources have been put in place to assist with implementing these. This will ensure that processes and capacity are targeted in the right areas to ensure the council provides the best possible planning service to support the Council's sustainable growth aspirations.

Net additional dwellings compared with 2011 = 222 dwellings – 999 new dwellings have been completed since June 2011 of which 222 were completed in 2019/19; representing an increase of 61% compared to the year before where 138 were delivered. The 2018/19 data is the highest level of housing completions since 2009/10 and demonstrates the actions taken over the last couple of years to enable and stimulate growth are starting to be realised.

Street and Open Space cleanliness monitoring - This is an improving performance measure. The new cleaning contract does allow for resources to be focussed where they will have most effect. The flexibility to repeat cleanse the most frequent areas that degrade the fastest has helped maintain this standard.

There are also some areas that are not at the required level or where work to improve is underway:

% Non-decent homes (public) – 29%. - The Council recognises that the number of 'non decent' council homes is high in Melton and this represents a significant area of focus for the Council. One of the key issues is the age of the buildings. Ensuring all our homes meet the Decent Homes Standard is a key priority and will likely remain so as part of any new strategy developed. The Housing repair team is delivering the rewiring project that will help reduce the number significantly by October 2020. 169 properties have been rewired over the last 12 months and approximately 400 more are planned to be rewired by October 2020.

People Priorities – The Council is committed to helping people fulfil their potential and realise their ambitions, as well as ensuring we work with our partners to tackle inequality and support more vulnerable members of our community.

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

Attendance at physical activity outreach programmes within the community (4,212 attendees) - An increase in the number of programmes delivered in Quarter 4 by the Sports and Health Team has seen a rise in the number of attendees. There has been a strong focus on increasing participation, particularly amongst some of the least active people in the Borough. The Active Life Survey from Sport England shows that Melton has had the biggest movement amongst Leicestershire Districts for people who have moved from inactive to either active or fairly active.

Combined MBC/Police data – total crimes/ASB reported – cumulative (3,064) – There has been a reduction of 19% in Anti-Social Behaviour over the last 12 months. The Council has invested in additional resources and has been working hard within the community safety partnership and has delivered a range of initiatives, including high visibility of officers in priority neighbourhoods to support this positive performance.

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

Homelessness - number of households in temporary accommodation (applications where homelessness has been prevented (43))- The increase in temporary accommodation is due to the lack of available properties in comparison to the number of homelessness presentations and number of people moving from prevention to relief and therefore requiring temporary accommodation . Officers are engaged regarding searching for suitable accommodation solutions.

Organisational priorities - The Council is committed to being a customer-focussed organisation, and becoming more commercial so as to secure our financial future.

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

% Requests for information responded to within the statutory deadlines (99.7%) - The Council has shown a commitment to complying with legislative deadline by putting in additional resource in this area which has contributed to the improvement in performance.

Business Rates Collection (98.5%) - This collection rate figure as at the end of 2018/19 shows and improvement on the 98% collected as at the end of 2018/19.

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

Number of Ombudsman complaints upheld (1) – One complaint was upheld by the Local Government Ombudsman in the last quarter. The outcome of this complaint was that the Council considered the complaints properly but identified some procedures that could be improved. The Council has acted upon those by implementing a Corporate Enforcement Policy that details the steps that the Council can take when dealing with complaints where enforcement action is an option.

Progress against the Corporate Delivery Plan

6.2 In May 2018, the Council's refreshed Corporate Delivery Plan 2018-2020 was adopted. Appendix 2 sets out the progress achieved for projects and activities at the end of 2018/19.

Overall, of the 42 corporate priorities, 9 (21.5%) were blue status, being complete; 21 (50%) were green status, 9 (21.5%) were amber status, and only 3 (7%) were red status.

Blue status items: The following are all complete –

- The Planning Service Review, which is now to move to its implementation phase;
- The Town and Place Partnership strategy and plan;
- The works to 7 King Street, which is now commercially occupied;
- The implementation of the new responsive repairs contract, which is now operated by Axis Europe;
- Increase in the capacity for environmental enforcement, with the post now being filled;
- Increase in enforcement against to tackle ASB and nuisance – the Housing Officers' review is now complete;
- The development of the Capital Strategy ;
- The establishment of the Corporate Improvement Team and recruitment to all posts.
- The Governance Review is complete, with the new Cabinet structure agreed from May 2019, following the local elections.

Green status items: There are 21 items (50%) which are on track and progressing well. Examples include:

- Supporting the funding and implementation of the Distributor Road – government funding has been secured and planning permission has now been granted for the northern and eastern sections of the road. A Housing Infrastructure Fund bid is currently being considered by government and the Council is working with the County Council on a long term funding agreement.
- Promotion and unlocking of employment sites – The Council has secured Manufacturing Zone status for a number of key employment sites and is only one of 4 areas in the East Midlands to receive this designation.
- Support the growth and relocation ambitions of Melton businesses, including the development of the Melton Brand – A Melton Place Board has been established, bringing together business and public sector partners to promote the borough.
- Mobilisation and embedding of the new waste contract – the new contract is in place and working well, having realised significant financial savings. The final aspects of the IT integration are ongoing and will be complete by the Autumn.
- The funding bid re the feasibility of improving the rail connection with Nottingham – funding has been secured from the Business Rates pool to support the feasibility study and this will be undertaken later this year.

Amber status items are progressing but are a little behind schedule:

- A coordinated approach to business support, and implementation of the commercial strategy, have seen the establishment of the 'Open for Business' group, and the finalising of the Commercial Strategy, but the commercial framework is awaiting the staff launch which will take place in the next few months.
- The CRM and telephony upgrade – significant progress has been made in relation to both of these with the new telephony system due to be operational from July and the CRM procurement now being underway. It is anticipated Cabinet will consider the outcome of the procurement within the next 2 months.
- The organisational review customer experience has been commissioned but is due to commence later this year due to operational capacity preventing any earlier start.
- The Budget Management Strategy development is dependent on the new Corporate Development Plan and the outcome of the funding review.
- The establishment of a Council-owned housing company, is currently on hold, pending the outcome of the assessment of the development potential for Council-owned sites.

Red status items: These items are behind schedule:

- Refreshed HRA Business Plan – this is a key piece of work and is a priority to support the improvement in quality of the Council's housing stock. A specification is currently being developed to enable procurement of

resources to undertake this piece of work.

- Review of Council Assets were dependent on the completion of HRA stock condition surveying which was now expected in the Summer of 2019 and is linked to the development of the HRA Business Plan
- The development of the Older Person’s Strategy, has not progressed due to capacity issues and has been de-prioritised currently though this will be reviewed as part of the development of the new Corporate Strategy.

6.3 Corporate Risk Register

The Corporate Risk register has been recently reviewed and updated by the Senior Leadership Team to capture the current significant risks and outline mitigating actions. Members of the previous Governance and Audit committee last reviewed this in June 2018 when the current Risk Management Strategy was updated and approved.

6.4 A copy of the Strategic Risk Register is attached as Appendix 3. This consists of a Risk Matrix which plots the risks being managed at this level along with the actual register itself which includes the current and target risk score, along with further details for each risk such as potential consequences, the controls in place and any action required. Members will note there are currently 11 risks being monitored at this level – 3 high risks, 7 medium risks and 1 low risk.

6.5 In summary the top 5 key risks facing the council are:

RISK	ACTIONS TO DATE	MITIGATING ACTION
The council housing stock not being compliant with property health and safety standards	<ul style="list-style-type: none"> • A compliance officer post is being created with a view to create a comprehensive framework with procedure and guidance notes for staff, tenants and contractors to follow. • A new Fire Safety Policy has been approved and a Fire Safety Group has been established with TFEC 	<ul style="list-style-type: none"> • This is being prioritised and managed at a corporate level Actions are reviewed on a regular basis by the Senior Leadership Team • Commissioning of a Stock Condition Survey and refresh of the HRA Business Plan. • Development of new policies and enforcement.
Failure to Secure financial stability in the medium term	<ul style="list-style-type: none"> • Budget Management Strategy is in place. • Regular liaison and consultation with unions. Workforce Strategy e.g. staff training and support. • Maximising partnership working to deliver better outcomes at reduced local cost. • Corporate delivery plan linking into the Budget Management Strategy. Regular review of MTFS. • Well informed public and 	<ul style="list-style-type: none"> • Financial Savings Plan to be considered further at officer level including any exit costs and impact on reserves. Consider savings options identified through review of corporate delivery plan. • Review of reserves to ensure sufficiency moving forward. Look at options for reducing demand e.g. prevention and demand reduction. • Determining action plan for achieving the Commercial

	<p>members around priorities, cost of services and resources available.</p> <ul style="list-style-type: none"> • Regularly review risk associated with partnership projects and funding. • Ongoing review of any changes in government funding. • Ongoing consideration to be given to public consultation to ensure the proposals are understood with the context of the financial position. 	<p>Strategy and delivering against areas prioritised.</p> <ul style="list-style-type: none"> • Look at CIPFA financial management code requirements once consultation closed.
<p>Failure to have contractual provisions in place for goods, works and services procured by the Council</p>	<ul style="list-style-type: none"> • Updated process has been reviewed with senior managers following redesign by Corporate Services Manager, Principal Solicitor and Head of WPU. • Increased central control to monitor contract completion 	<ul style="list-style-type: none"> • Draft terms and conditions are currently being drafted for approval
<p>Future provision of ICT services following end of current outsourced contract</p>	<ul style="list-style-type: none"> • Use of external support and guidance to ensure service transitions and is resourced sufficiently already started with support from the Society of IT practitioners in the Public Sector, consideration of phased transition. 	<ul style="list-style-type: none"> • Use of external support and guidance to ensure service transitions and is resourced sufficiently already started with support from SOCITM, consideration of phased transition.
<p>Lack of people and skills to deliver (capacity and resilience)</p>	<ul style="list-style-type: none"> • Delivery of actions in the Workforce Strategy action plan. • New corporate structure. • Prioritisation exercise. embedding corporate mission, vision, priorities and values. Simplification of the governance structure through the governance review. • Existing performance management framework. 	<ul style="list-style-type: none"> • Delivery of action plan supporting the Workforce Strategy. • Review impact of actions taken. • Reorientation of staff culture to support commercial ambitions

The Senior Leadership Team will continue to review and monitor these strategic risks with oversight of service level risks being undertaken at a directorate level. Members can request copies of the service risk registers should they wish to have details of the risks recognised and being monitored at this level.

6.6 Development of a new Corporate Strategy

The Corporate Delivery Plan will be refreshed in accordance with the priorities to be agreed by the new Council elected in May 2019 and a new set of Corporate priorities will be in place by January 2020. There will be full member engagement in this process and a Place Survey will be conducted so that the views of the Community can be incorporated into the new Corporate Strategy.

7.0 Consultation and Feedback (including Scrutiny Committee)

7.1 As the information in this Report relates to the outturn of the year 2018-19, prior to the introduction of the Cabinet system, there is no specific consultation or feedback relating to Cabinet, portfolio holders, or the Scrutiny Committee on this occasion.

7.2 Members will be fully engaged in the development of the new corporate plan which is currently at the planning stage.

8.0 Next Steps

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. All data in the appendices can be used as a starting point to consider within the development of the new Corporate Strategy.

8.2 The Senior Leadership Team will continue to monitor and update the Strategic Risk Register as appropriate and will report back to members later in the year with a further update.

9.0 Financial Implications

9.1 There are no specific Financial implications in the Report.

10.0 Legal and Governance Implications:

10.1 The Council Audit and Standards Committee have an important role in reviewing and assessing risk management, internal control and the corporate governance of the Authority. They do not however have a role in setting or changing the Risk Register which is an executive decision which must be undertaken by Cabinet upon the advice of Senior Leadership Team.

11.0 Equality and Safeguarding Implications:

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

12.0 Community Safety Implications:

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

13.0 Other Implications

13.1 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.

14.0 Risk & Mitigation:

14.1 All risks are outlined in the risk register in Appendix 3

Background Papers:

Risk Management Strategy.

Appendices

Appendix 1 – Corporate Performance Measures Dashboard, Quarter 4, 2018-19.

Appendix 2 – Projects Year End Position 2018-19.

Appendix 3- Strategic Risk register May 2019

Report Timeline:

Equalities Check & Challenge

SLT Sign off 28.05.19

Previously Considered by Cabinet Not Applicable

Director Approval

Deputy Chief Finance Officer Sign Off

Deputy Monitoring Officer Sign Off 28.05.19

Exempt Reports

There are no exempt report items.

Date of Review to make public

To be confirmed.

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