



**Melton
Borough
Council**

Performance and Risk

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1. Introduction and Aims

This Performance and Risk Management Framework document 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 also sets out how the Council will monitor key indicators associated with Melton as a place, enabling review and refinement of priorities and services to meet changing needs.

The document sets out a framework for managing various elements of performance and risk and then the mechanisms and annual calendar through which these will be managed.

The Council's Vision 2036 is made up of the following 8 statements:

- To have a new, single, custom-built leisure centre and swimming pool fit for the next generation, supported by wider recreation and physical activity facilities across the borough.
- To have greater access to healthcare services, increasing the availability of primary care, and to meet the needs of a growing population.
- To have more sustainable homes, that meet the needs of our communities, supported by the right infrastructure, including the Melton Mowbray Distributor Road (MMDR) and adequate school places.
- To have high quality homes, across all tenures, supported by accountable and enabling landlord services.
- To cement its reputation as the Rural Capital of Food and be recognised as the Borough Market of the Midlands, with a thriving town centre.
- To cherish and celebrate our rural heritage, having secured investment in our villages and revitalised our waterways and canals.
- To harness new technologies, diversifying our business base, and securing more high skilled, higher paying jobs, creating a brighter future for young people.
- To be recognised as clean, green, and attractive; well on our way to becoming a net zero borough.

Alongside the Vision 2036, there is a 4-year Delivery Plan which is underpinned by the strategic vision statements and the new corporate priorities. The Delivery Plan is linked to the Council's Medium Term Financial Strategy. The framework for this is set out below and retains the existing themes of Helping People, Shaping Places and Great Council and is made up of 6 Priorities and focus areas which sit under these.

The framework for the 4-year Delivery Plan is set out below:

Theme 1: Healthy Communities and Neighbourhoods

Focus Areas

- Making the borough Cleaner/Greener
- Connected with our Communities
- Healthy and Active Communities
- Safer Communities

Theme 2: High Quality Council Homes and Landlord Services

Focus Areas

- Regulatory Compliance
- Housing Assets and Stock
- Housing Support
- Income Recovery

Theme 3: Tourism & Town Centre Regeneration and Vitality

Focus Areas

- Improving the Town Centre
- Attracting more visitors to the Borough
- Economic Development

Theme 4: Sustainable growth and infrastructure

Focus Areas

- Enabling transport solutions
- Ensuring the right infrastructure is in place
- Setting out the long-term planning framework
- Delivering a net zero borough

Theme 5: Right conditions to support delivery

Focus Areas

- Improving Services for Customers
- ICT stability and functionality
- Delivering Value for Money

Theme 6: Engaging and Connected Council

Focus Areas

- Promoting local democracy
- Engaging and communicating effectively with residents

2. Focus and objectives

2.1 Focus

The Performance and Risk Management Framework will provide a number of different perspectives to ensure the Council has sufficient grip on the different aspects of place and organisation performance:

- To build our understanding of Melton as an area and the people that live within it and to use that to inform policy responses and organisational development – **a People and Place focus.**
- To review progress against the Corporate Strategy priorities and objectives – **a Priority focus.**

- To support performance management of our services and our organisational responsibilities - **a Service and Governance focus.**

2.2 Objectives

The objectives of the framework are as follows:

People and Place focus

- To assist the Council in understanding the place and communities within which we work, including the economic, environmental, health and housing context within which we are operating.
- To identify and understand the risks facing our place and communities in relation to the above.
- To consider whether any policy or organisational responses are required as part of the policy and budgetary framework.

Priority focus

- To assess progress against our objectives, projects and activities as set out in the Vision 2036 and the framework and delivery plan that sits under this.
- To assess performance in key service areas which make direct contributions to the six corporate priorities.
- To help identify and understand any risks associated with delivering against our corporate Vision 2036, priorities, and objectives.

Service and governance focus

- To ensure performance of all services is monitored and managed and meets regulatory requirements and is value for money.
- To have measures and information available which can assist learning and help transform and improve services so they can better meet stakeholders needs and expectations.
- Use benchmarking/comparator data to assess performance against other local authorities.
- To ensure measures of governance and organisational effectiveness are monitored and managed.
- To support and enhance organisational development.

3. The Performance and Risk Framework

Appendix 1 shows the interaction between the Council's corporate strategy priorities and the issues identified either within our place and communities and/or within services or the organisational governance of the council. The document highlights the 'Golden Thread' which seeks to align everyday activity from, individuals, teams, sections and directorates to the Council's corporate priorities.

The Council's Performance and Risk Management Framework - Annual Calendar is shown at Appendix 2. This shows how the various components of the framework will be considered formally and sequentially throughout the year and will support

effective policy and budget development, alongside the opportunity for overview and scrutiny. The following sections provide more information on the specific components which will be delivered within each ‘focus’ area.

3.1 People and Place Focus

The council will support the People and Place focus in the following ways, which includes engagement with a range of partners and stakeholders:

Component	Purpose and role
State of Melton Report	Provides an annual broad overview of the Borough. Will be in the form of an Annual Report as at the end of each year to all Members. This report and debate will provide an initial steer on policy and budgetary considerations for the coming year. It will draw on a wide range of sources to develop a picture of the borough by focus on the people and the place.

The State of Melton Report will be informed by appropriate primary and secondary research and will bring in information from the Census 2021, Residents Survey and other relevant information. It will cover the following areas:

Helping People (People Focus)

- Community
- Housing
- Health and Wellbeing
- Economic Prosperity

Shaping Places (Place Focus)

- Property Market
- Connectivity and Environment
- Town Centre and Tourism
- Business and Economy

3.2 Priority focus

To oversee and monitor delivery against the priorities and aspirations set out in the Council’s Vision 2036. The following will be in place:

Component	Role and Purpose
Corporate Performance, Risk and Feedback Report	Corporate performance indicators, risk and feedback will be reported internally to Cabinet on a quarterly basis. It will include a narrative update on areas of high performance and those needing improvement, a review of complaints and the Council's strategic risks. Scrutiny Committee have the opportunity to look in more depth at any trends/pattern in service performance as needed.
Strategic Risk Register Report	All directorates and/or project managers will maintain risk registers associated with priority objectives set out in the corporate strategy on Pentana – the Council's performance and risk management system. Where identified risks are significant, they will be escalated for inclusion in the Strategic Risk Register. The register is organised around the 3 main themes within the Corporate Strategy of Helping People, Shaping Places, Great Council.

3.3 Service and Governance focus

To monitor the day-to-day running of Council services and the effective operation of governance processes, the following activities will be in place:

Activity	Role and Purpose
Service Performance	Quarterly reporting of key performance measures by all service areas. Services measures making key contributions to corporate priorities will be included in the Corporate Performance report. Where appropriate and available, benchmarking and comparison data is used to assess progress against peers. The Council will use the Local Government Association's LG Inform and LG Inform Plus web-based benchmarking tool but will also use other tools such Housemark to analyse service performance. Where performance issues are identified, including financial performance, services can be subjected to specific review, in terms of performance, service improvement and Value for Money (VFM).
Governance Effectiveness	Regular reporting of performance and grip on key governance processes including budgetary control, debt management, health and safety, data management, equalities workforce effectiveness, asset management etc. Adherence to the policies, standards and processes outlined in this Reporting Framework will be audited periodically by the Internal Audit team.
Risk reporting	All Directorates to maintain an operational risk register. Where risks are significant, they will be escalated for inclusion in the Strategic Risk Register (service and governance section).

Activity	Role and Purpose
Financial management	The delivery of the budget and Medium-Term Financial Strategy requires robust management and monitoring arrangements. These are set out in the Council's budget setting, monitoring and control protocol. As part of the budget setting process an assessment of high-risk budgets is undertaken in order to identify those key services areas which need additional focus throughout the year. There is regular reporting of financial performance based on this monitoring to both the Senior Leadership Team and Cabinet.
Complaints reporting	Quarterly reports of complaints received by the Council and compiled at Service level. These complaints are compared to performance data to enable analysis of a service's overall performance corporate complaints are included with performance reports to Cabinet on a quarterly basis. In addition, Scrutiny Committee have the opportunity to use this data to shape their workplan.
Equalities and Diversity	An annual report is taken to Full Council on the progress made by the Council to embed Equality and Diversity within its services, policy development and delivery. Work is undertaken to meet the public sector equality duty as required by equality legislation and deliver services which are accessible and meet the needs of Melton's residents. A Equalities, Diversity and Inclusion Policy is published each year which covers all the Council's legal duties as required by The Equality Act 2010

3.4 Risk Management

Risk is a feature of all organisations and includes physical risks to people or property, financial loss, failure of service delivery, information management and damage to the organisation. The Council has a Risk Management Policy and Strategy. The Risk Management process is clearly documented, and consists of five stages to minimise risks that could negatively impact the achievement of the organisation's objectives:

- Stage 1: Risk Identification
- Stage 2: Risk Analysis
- Stage 3: Prioritisation
- Stage 4: Mitigation
- Stage 5: Monitoring

Strategic and operational risks are managed through the Council's performance and risk system – Pentana. The Strategic Risk Register is reported to Audit and Standards half-yearly and risks form part of the corporate performance, risk and feedback report which goes to Cabinet on a quarterly basis. Risks are categorised against the Corporate Strategy priority themes, Helping People, Shaping Places and Great Council. Directorate risk registers are maintained and reviewed by service areas and used to inform the strategic risk register. Project risks are also

documented and reviewed as part of the project management process. Risks are also considered as part of reports Council, Cabinet and committees.

3.5 Service Improvement reviews and Value for Money (VFM)

Where performance issues are identified, including financial performance, services can be subjected to service improvement review, in terms of performance, management, and VFM. This process is set out in the Council's Service Improvement Methodology.

3.6. Components underpinning the Framework

The headline performance measures are found in the Corporate Performance Report and Dashboard which set, itself derived from Directorate Performance Measures sets defined by the Council's Directorates. The Council also seeks to benchmark its services against other local authorities.

Selecting performance measures which are available regionally and nationally helps with benchmarking performance, as these items are common to district local authorities and use common data definitions. All of the indicator sets are mapped to the Corporate Priorities, so that performance measures can be used to show how these are being delivered.

Overall performance line-of-sight is achieved by the use of the Corporate Performance Report, including RAG-rated trend indicators, time series of performance, and appropriate commentary, structured around the Corporate Priorities. The data collectors - on which the Report is based - are completed quarterly by teams within directorates.

4. Data quality and accuracy

Reports are only as useful as the accuracy of the information being put into them. Lack of reporting consistency can lead to misunderstandings or other errors, which in turn can lead to flawed decision making. Having a consistent, clear and robust reporting framework should make data accuracy issues easier to identify and resolve at an early stage.

The Council's Data Quality Policy 2025 sets out the standards and approach to be adopted by the Council. Data quality and accuracy is audited regularly within normal audit procedures.

The Data Quality Policy is available from Corporate Services.

4.1 Visibility and accessibility of reporting and Open Data and Transparency

The Council collectively produces a plethora of performance information and reports. The audiences for these vary and consideration must be given to the appropriate level of visibility and public access for each report, whilst meeting the requirements of the Freedom of Information Act 2000 and the Publication Scheme, and Open Data and Transparency obligations.

Directorates' monthly meetings should act on performance information as a signal for early identification of problem areas. All data must go through the rigorous process of data quality checking, investigation, validation and sign-off, prior to any publication outside of the authority. The final performance position can only be confirmed and publicly stated at the time of statutory reporting deadlines.

Some information is freely available under the requirements of the Freedom of Information Act on the Council's website. The structure of this information will be amended over time as required to comply with the Open Data and Transparency guidance from the Department of Communities and Local Government, and amendments to the Freedom of Information Act 2000 relating to the publication of local government datasets.

4.2 Benchmarking and data sourcing

Melton Borough Council is committed to using the Local Government Association's LG Inform and LG Inform Plus web-based benchmarking tools. The Council continues to explore the best options for identifying, extracting, and presenting the benchmarking datasets that LG Inform allows. Some services also use localised sector benchmarking, for example Housemark in Housing to help understand performance.

Individual services also have access to data through which their performance may be compared with national and regional comparable local authorities, and this is a factor in the selection of performance measures chosen for the Council's corporate and service performance monitoring.

4.3 Roles, responsibilities and ownership

The roles and responsibilities for performance management are set out within the data collectors, as Directors, Assistant Directors and Managers as Responsible Officers, and Compiling Officers are all listed in relation to the measures they are responsible for maintaining.

Further information showing the Performance & Risk Management Framework and System are available as Appendices to this document:

Appendix 1: Performance and Risk Management Framework Diagram

Appendix 2: Performance and Risk Management Calendar

Directors/Chief Executive have a crucial role in performance management. They are responsible for ensuring that the council's performance management practices align with the strategic goals and objectives set out in the council's plan. They oversee the implementation of the performance management framework. Directors must be proactive in addressing performance issues and taking action to improve outcomes for residents and communities.

Assistant Directors/Service Managers have ownership for performance measures within their remit and responsibility. The ownership and responsibility for data accuracy, reporting and targeting will extend down to team and individual level where appropriate.

Each measure will be monitored for its past, current and potential future performance. It is the responsibility of Managers when staff change roles or leave the Council to ensure that objectives are either transferred to alternative staff members or deleted altogether.

The **data collectors/assignees** for directorate performance measures are shown on the performance dashboard for each service areas which is available on Pentana.

Audit and Standards Committee will provide an independent and high-level focus noting the effectiveness of the Council's performance and risk management arrangements, challenging information and escalating issues to SLT and Cabinet. They will ensure that there is sufficient assurance over performance, risk and control gives a greater confidence to all those charged with governance that those arrangements are effective.

Cabinet has a leadership and oversight role particularly in challenging SLT and senior managers in relation to the performance and risks identified, mitigating actions and holding them to account to implement effective performance and risk management.

This information is used to create the quarterly corporate performance, risk and feedback report for SLT and Cabinet.

5. Audit process

Adherence to the policies, standards and processes outlined in this Reporting Framework will be audited triennially by the Internal Audit team.

6. Document ownership and change control

This Reporting Framework document is owned/managed by the Policy and Communications Manager working with the Senior Leadership Team.

The Reporting Framework is maintained by the Policy and Communications Manager, who will assess feedback on the process and progress any identified request for change. It will be subject to annual review to take account of any changes to the overall performance management agenda.