

Social & Economic Development Service Plan 2010/11

SECTION

1

Description of Service

The Social & Economic Development Service (S&ED) contains the following multi-disciplinary & inter-linked teams, created following the recent service redesign:

- Citizen Well-Being
- Neighbourhood Regeneration
- Economic Regeneration

The Citizen Well-Being team is concerned with:

The health and well-being of individuals and will concentrate on service delivery taking these aspects into account including our community segments such as younger and older people. There will be focus on helping the most vulnerable groups of people to achieve a better quality of life and wherever possible overcome disadvantage. The section has therefore 2 major strands: Health and Welfare

Health

A team has been set up dedicated to implementing our 'Healthier Communities' agenda. This will include implementing our commitment to the Local Area Agreement, driving forward our sports and arts development work, project managing on-going projects relating to the healthy agenda and community groups.

Welfare

The Welfare team consists of our homelessness and benefit expertise and the skills and knowledge of those supporting more complex situations. The purpose of joining these areas together to form a team in itself is to enable complex cases that usually require cross-functional and multi-agency support, to be considered and dealt with in a more holistic way. For example, anecdotal evidence given to us by external stakeholders such as the prison service, Citizens Advice Bureau and the Local MP suggest that when enquiring about a case as an advocate, often several telephone calls need to be made to different experts to find out what the correct legislation or policy is and they often have implications to each other. This proposal aims to overcome some of the access difficulties that individuals themselves will also be experiencing. Alongside this will sit Estate officers who will deal with the complex issues that are faced by some of our tenants and neighbouring residents.

Allocations, Homelessness, Housing Options and Supporting People

This team is responsible for providing the management for the Allocations Policy including Homelessness investigations, Melton Lifeline Service for non-Council tenants, liaison with other the registered Social Landlords. The provision of the housing and homeless strategies and the HRA Business Plan are also the responsibility of this team.

- Applications for social housing and the assessment of applicants
- Lettings/allocations, transfers and mutual exchanges
- Liaison with registered social landlords
- Homeless applications, including the investigations and decisions on applicants

Social & Economic Development Service Plan 2010/11

- The provision of accommodation to meet the needs of homeless households
- The planning and provision of Supported Housing for the elderly and vulnerable residents in the Borough
- Management of the Council's own sheltered accommodation
- The community alarm network for the Council's elderly tenants
- The Melton Lifeline service provided to elderly or disabled non-Council tenants
- Meals provision to Gretton Court and a number of luncheon clubs

At 1 April 2010 the Council owned 1900 dwellings .The Council, in partnership with the Housing Associations who own approx 450 dwellings in the Borough, currently operate a common register.

The Council currently own over 400 garages, which are, located separate to homes.

The service provides:-

- The co-ordination and encouragement of the structured development of sport by maximising use of existing and future facilities (including Waterfield Leisure Pools), securing sufficient funding and human resources and encouraging co-operation between the major sports and service providers;
- Catalyst for voluntary and statutory organisations to communicate and work together.
- Opportunities, through Council-led initiatives and local, regional and national partnership projects, for all members of the community to become involved in creative activity, both as audience members and as participants.
- Arts projects and services including rural touring schemes, networking and information sharing opportunities, an arts equipment loan scheme, an annual arts festival, and specific projects developed in response to identified priorities.
- Support and promotion of key community based forums i.e. Action for Youth, Seniors Forum, Health Forum to enhance the opportunities and the quality of life of under represented groups.
- Ensuring Council housing within the Borough is managed effectively i.e. providing tenancy management advice to tenants, which includes escorted viewings at the commencement of their tenancies, ensuring that housing benefit is claimed at the commencement of the tenancy helping to reduce rent arrears, resolving neighbour disputes, reduce litter and graffiti on the estates.
- Day to day housekeeping of the community centre and surrounding area and monitoring the standards of the estate and reporting problems.

The Benefits Service is concerned with the administration of the payment of Housing and Council Tax Benefit. (HB/CTB) It is paid to assist claimants with paying their rent (Housing Benefit) and their Council Tax. The service is also concerned with the investigation of potentially fraudulent Housing and Council Tax Benefit claims.

The Benefit Service is a statutory function that the Council must provide either internally or through an external source. The Government shapes and controls the schemes by a combination of regulations, case law and circulars.

Some of the individual factors making up the work of the Benefits Service are:

Determining new claims
Processing changes of circumstances and other post
Reviews/Interventions
Backdating claims
Overpayment recovery
Payment of benefit (inc cheque runs)
Fraud
Discretionary Housing Payments
Maximising the take-up of Benefits
Subsidy and other Government returns
Appeals (inc representation at Tribunals)

Neighbourhood Regeneration team is concerned with:

- Neighbourhood Management
- Tenant/Resident Participation
- Community Safety
- Youth Development
- Liaison with the Voluntary Sector
- Older People
- Repairs and Maintenance (Council Housing and Garages)

The service provides:

- Information and resources to empower local people to remain or become qualified and up-to-date coaches within their local community.
- The coordination of and active engagement in the multi-agency Crime & Disorder Reduction Partnership (Melton Area Safer Communities Partnership) which undertakes initiatives to build and sustain safer communities.
- Effectively engage with residents/tenants to ensure they are consulted in the Council's decision-making process.
- Identify, respond and address issues of Anti-Social Behaviour to promote safer and sustainable neighbourhoods/communities.
- To Develop the Neighbourhood Management model within our selected Neighbourhood Priority Areas.
- Lead on the delivery of actions in priority neighbourhoods.
- Day to day housekeeping of the community centre and surrounding area and monitoring the standards of the estate and reporting problems.
- To administer the 'Action for Youth' Group and encourage more joined up thinking to delivering services for young people.
- Help increase activities for older people in the Borough and to liase with the Seniors Forum to improve older people's lives.

Repairs & Improvements

The Repairs & Improvements Service is responsible for ensuring that the housing stock and garages are maintained and improved in accordance with the Budgets available through responsive, planned or capital repairs. All of the Council's housing stock is required to be Decent by December 2010. This target was met in December 2009.

Council owned dwellings and garages are found both in the town and the rural areas of the Borough of Melton. A new Borough wide Repairs & Maintenance Contract commenced on 1 April 2006 for a 3-year period, which was extended for 2 years..

Choice is now included where capital improvements such as replacement doors, central heating or new kitchens are to be fitted. Residents meetings have also taken place community centres to enable tenants to be kept informed of pending schemes involving their homes.

As major capital schemes, such as the installation of central heating, re-roofing and disabled adaptations are completed the team are responsible for updating the computerised SX3 Property Master file, the Decent Homes Database, and the Gas Service & Maintenance Contract.

We are working with external partners such as Powergen and British Gas to obtain grant funding to enable additional works to be carried out to the Council' s housing stock, thus creating additional funding to accelerate Capital Schemes.

We also work closely with LCC Social Services who recommend Aids and Adaptations for Council Tenants and their families so that they can remain in their homes. This involves six weekly progress meetings to discuss present and potential adaptation recommendations.

The section is also responsible for giving advice and approving requests from tenants who wish to carry out their own alterations to their homes in accordance with the necessary Planning and Building Regulation approvals.

The Economic Regeneration team is concerned with:

- Economic development
- Town centre regeneration
- Revenues
- Financial Well-being
- Funding

The economic regeneration activities of the council aim to contribute to increased investment in the Borough, thereby improving job opportunities and the creation of wealth, that can lead to a better standard of living, enhanced prosperity & greater financial well-being for all those who live and work in the Borough.

The Council's Economic Regeneration Service aims to deliver two of the top priority strategic objectives set by the Council: "To develop & sustain a competitive & successful local economy" and "To enhance the vitality and viability of Melton Mowbray Town Centre". The service also strongly supports the objective to "support & develop young people to encourage a positive contribution to the well-being of the Borough".

Economic Development

The economic development function is principally concerned with tackling key economic issues, to support the growth & development of the local economy throughout the Borough:

- Produce & deliver Borough wide Economic Regeneration Strategy/Action Plan, outlining plans & actions to support the growth & development of the local economy
- Promote the tourism potential of the Borough through its food, equestrianism & heritage assets

Social & Economic Development Service Plan 2010/11

- Develop an enterprising & entrepreneurial culture throughout the Borough, focusing on improving opportunities for young people to access advice/support on training, skills, employment & enterprise
- Create an environment that is attractive for new start-up businesses and micro businesses throughout the Borough (provide free advice packs, Inward investment, business start-up seminars)
- Encourage the growth and diversification of the local economy by ensuring that businesses can access available business support & development advice (business seminars, workshops, business newsletter, business forums)
- Investigate need for workspace for high-tech businesses, as part of plans to ensure that an adequate supply of land for employment use at suitable locations in the borough to meet future development needs is provided
- Ensure a high level of skills, education & employment is maintained across the Borough - promote and support local training initiatives which benefit the local workforce, businesses & community (Learning & Skills Council Train 2 Gain)

Town Centre Regeneration

The Town Centre Regeneration function is principally concerned with improving the vitality & viability of Melton Mowbray town centre, tackling issues around the key themes of Management, Investment & Development, Environment (Physical Improvements), Promotion/Marketing & Safety/Security.

Management:

- Support the Town Centre Manager to proactively co-ordinate & facilitate the Town Centre Partnership (including key stakeholders LCC, MBC, Chamber of Trade, Town Estate, Retailers, existing Partnerships, Leics Promotions) & delivery of the Town Centre Business Plan, with the long term aim of developing a BID (Business Improvement District)
- Engage in business and visitor satisfaction surveys to produce comprehensive Performance Indicators to monitor the health of the Town Centre (Town Centre Partnership, LCC and ODPM)

Investment & Development:

- Explore and develop opportunities key development sites (Cattle Market Site, Town Station Site)
- Support the delivery of strategic master planning activity
- Create an ambient night culture within the Town Centre through the development of a mix of traditional and continental eating experiences (encourage cafes to stay open later)
- Create a Sunday Experience within the Town Centre (Cafes / Bars open, activities / music within the town and park)

Environment (Physical Improvements):

- Improve the appearance of the town and the street environment (Street furniture maintenance and replacement, street cleaning, shop front design guidance, improved Christmas Lighting Scheme and floral displays)
- Develop Environmental Improvement Schemes to enhance the Town Centre and source funding to develop such projects (High Street, St Mary's Way, Sherrard Street)

Social & Economic Development Service Plan 2010/11

Promotion/Marketing:

- Develop new and exciting experiences to the Town Centre.
- Promote and expand existing successful events in partnership with Leicestershire Promotions and other partners (Country Fair, Christmas Events, Melton Show).
- Develop and promote the town's markets through partnership with the Town Estate and the Cattle Market (Continental, Christmas Markets)
- Develop a co-ordinated marketing campaign to promote local shops & attract visitors to the town ('Think Melton, Shop Melton' – new shopping guide, events leaflet, loyalty shopping reward scheme, retail awards)
- Develop a Town brand / image and an innovative and exciting website (Leics Promotions / LCC)

Safety/Security:

To work in partnership with businesses & the police to tackle town centre crime (SMART radio scheme, retail crime training, evening economy)

Revenues

The revenues function within Economic Regeneration is principally concerned with providing the strategic framework to support the Council's collection & recovery of essential revenue's (Council Tax, Business Rates, Council Housing Rents & Miscellaneous Income owed to the Council) which is undertaken within the Customer Service Centre. Revenues is a statutory function that the Council must provide either internally or through an external source. The Government shapes & controls the schemes by a combination of regulations, case law & circulars. Specific revenues activity that takes place within Economic Regeneration includes:

- Production of bills, statements, reminders & summonses
- Valuation/Rating Lists
- Write-off authorisation
- Exemptions/Discounts/Relief's
- Mandatory/Discretionary charitable & rural rate relief (delegated authority)
- Hardship relief
- Reconciliation's
- Magistrates & County Court attendance (court liaison work)
- Monitoring of collection & recovery activity
- Processing Government returns/statistics
- Corporate debt policy

Financial Well-being & Business Development

This area of work is to be developed during 2009/10 following the implementation of the service redesign. Linked to the revenues function, the key focus will be on the delivery of more proactive & preventative activity to tackle increasing financial problems such as debt management, with a view to enhancing the financial well-being of all those who live & work in the Borough.

- Produce a Financial Well-Being Strategy outlining plans & actions to tackle issues of financial exclusion & debt management (improve social inclusion) throughout the Borough. Key themes to include:
- Access to finance for individuals & businesses – (e.g. credit unions, more proactive benefit uptake, more proactive business rates relief)
- Education/awareness-raising – (financial literacy training – schools, businesses, housing tenants)

Social & Economic 'Corporate' Resource

Outside of the '3' service areas of Citizen Well-being, Neighbourhood regeneration and Economic regeneration there are 4 posts/services that support the SED service and wider corporate services. These are:

Funding

The funding function is principally concerned with securing external funding to support the delivery of the Council's activity & specific regeneration projects, in line with corporate priorities.

Information & Performance Management Officer

This deals with ensuring information and performance management systems are effective and efficient. Leading on performance management for the section, this post produces regular performance information and leads on 'hot spotting' poor performance. There is a clear view to ensure information is recorded and stored appropriately and is accessible. The development of new systems is co-ordinated from this section.

Policy (Community) Officer

Primarily associated with leading on the development and co-ordination of the Melton Community Partnership. Working with sub groups (partnerships) ensuring actions are being delivered. In line with Community Strategy priorities. Current development of the Melton Sustainable Community Strategy.

Customer Insight Officer

This post will lead on the service being customer-centric and using insight, which is not just about being able to collect data and information, but having the capability to turn that information into action

SECTION

2

Recent Achievements

During 2010/2011 the service achieved or is expected to achieve the following:

Citizen Well-Being

- Successfully introduced the first cardiac rehabilitation scheme in Melton Borough Council.
- Working with partners to improve the Active Lifestyle Referral Scheme leading to an increase in the number of participants on the scheme.
- First Sport Relief mile successfully undertaken (more than 200 people and over £2K raised from participants)
- Improved NI8 figure for participants of 3X30 minutes physical activity.
- Improved KPI 1 figure for numbers of individuals undertaking 3 x 30 physical activity (expanded definition) -top in Leicestershire.
- Successful Youth Games with more than 200 young people taking part.
- Improved physical activities options for the community including close working with Age Concern and introducing Chair Based Exercises within our Sheltered Housing.
- Successfully bid for monies to enable Arts Officer to work within the Priority neighbourhood areas to provide a craft café for vulnerable families within the priority neighbourhood area.
- Successful Centre Stage performances within the rural community – most successful in the County.
- Co-ordination and contribution towards the Easter Plus and summer Plus activities for young people in Melton Borough Council.
- Supported the successful ‘Paint the Town Red’ empty shop scheme in Melton Mowbray Town Centre.
- Improved internal audit report for benefits.
- Increased number of fraud sanctions obtained.
- Successfully upgraded software systems.
- Identified by external audit as producing highly efficient subsidy claim forms.
- Improved performance management data.
- Important contributions and support to the success of the FIP and Pathway projects.
- One of the first Local Authorities in the County to successfully introduce the Mortgage Rescue Scheme to assist potentially homelessness families.
- Through improved contacts with the private sector, introduced an improved rent deposit scheme to support people with their Housing Options and to prevent families from becoming homeless.
- As part of a County-wide partnership, successfully bid and received more than £250K to introduce a Choice Based Lettings scheme to Melton Borough Council.

Social & Economic Development Service Plan 2010/11

- Reduced the number of families in temporary accommodation.
- Valued participation in the Common Assessment Framework (CAF) to support vulnerable young people.
- Working closely with internal services and the police to reduce ASB.
- Identifying and resolving issues with vulnerable Council tenants.
- Embedded supporting people review service delivering services to some of the most vulnerable older people.
- Increased the number of lifeline units to support vulnerable people in private sector/owner – occupier housing.
- Introduced needs-led service to be more responsive to needs of residents.
- Successfully led in setting up First Contact scheme for over 60s in Melton Borough Council.
- Leading on the introduction of the Digital TV switchover scheme.
- Mencap Poetry and Art sessions, working with poet Rob Gee and artist Rikke Digrud-Waring with Melton Mencap to create art work and poetry based on Spring.
- Hub Girls Group, working with a girls group at the Hub to help build their confidence and work as a team. We worked with several artists to create their own soap, t-shirts and logos.
- Integrated Youth Support Service, secured in house delivery in partnership with LCC.

Neighbourhood Regeneration

- Melton Borough Council successfully completed the building of three Children's Centres in Melton Mowbray and in partnership with LCC agreed the commencement of a third Children's Centre in the village of Bottesford.
- The Children's Centre Ofsted pilot inspection achieved a rating of 'Good' the highest score possible.
- Melton Locality Based Partnership has agreed all Children's Services priorities and commissioned 100% of the allocated budget (£300,000).
- Children's Centre services are now 75% targeted at the most vulnerable families and has seen a number of really beneficial outcomes for these families.
- Bottesford detached youth workers have been deployed for 12 months which has seen a reduction in youth issues and also an increase in support for young people in the village.
- Two Youth Clubs has been fully established using volunteers with the support of Voluntary Action Melton in South Melton and the Egerton area of Melton Mowbray.
- High participation rates in summer plus positive activities for young people.
- Various diversionary projects in all neighbourhood priority areas and various villages have led to a reduction in Anti-Social behaviour and youth crime.
- Greater partnership links have been made with the Youth Service and Connexions which has ensured better delivery of services for young people in the Borough.
- Sexual health clinics have been developed at The Cove with the help of Latham house in order to increase choice of service for young people.

Social & Economic Development Service Plan 2010/11

- More joined up working and strategic delivery of services has seen a reduction in the reporting of environmental issues in Neighbourhood Priority Areas.
- Feedback from residents in priority neighbourhoods during 'pride weeks' has seen an increase in resident satisfaction in tackling issues.
- Pride weeks have continued to be a success with recognition from everyone that issues are reducing such as environmental, youth and older people.
- South Melton Residents Group has been re-vamped and increased activity has been seen in the area.
- Luncheon clubs for older people at The Edge and The Cove have now both been successfully established and waiting lists exist.
- Three successful Seniors' events has taken place with over 1500 older people receiving information and advice on services available to them.
- The Council met the Governments Decent Homes standard a year early and also received a good report on progress from the Audit Commission on the direction of the repairs and maintenance service.
- Secured approximately £60,000 grant for installation of new boilers.
- The Melton Community Partnership was restructured which has seen more joined up working taking place.
- All crime down 20.4% during 2009/10 - key reductions seen in burglary, car crime and theft. Activity included the successful implementation of business watches on Leicester road and snow hill and the development, and enhancement of existing, neighbourhood watch programmes.
- ASB down 11% - through numerous diversionary activities during peak times including, youth clubs, youth work, feel the force etc.
- Family Intervention Project rated green for effective delivery by DCSF - only second one in East Midlands with an additional 55k funding secured to expand the FIP project and its scope. We now receive over a 100k external funding a year for the service and are supporting over 16 families at any one time.
- Expansion of our pathways project working with ex-offenders, with successful resettlement of offenders at risk.
- Successful implementation of an alcohol treatment and support service and the introduction of the safer summer programme designed to reduce underage alcohol misuse and ASB through an array of enforcement and diversionary campaigns.
- Melton Borough Council led on the circles of need project designed to enhance, and improve access, to ASB services for victims.
- Expansion of domestic abuse outreach service to support victims of domestic abuse and the continued delivery of support services including sanctuary scheme, freedom programme etc.
- Carried out a number of tours of the Borough with TFEC which has ensured we have proactively engaged with tenants and leaseholders.

Economic Regeneration

Economic Development

- One Future Jobs Fund placement achieved in 2009/10 and a further 20 Future Job Fund placements to be filled during 2010/11 review, update and develop the Melton Economic Regeneration Strategy to reflect the development of Leicestershire and Rutland Economic Development Strategy and Local Strategic Framework, incorporating our priorities.
- Secure funding to investigate the feasibility of an Arts Centre as a base for Arts activities as well as Arts based businesses and community learning opportunities.
- Develop the Food and Drink Sector, building on our reputation as Rural capital of Food, through development of funding proposals for food manufacturing specific business support including the feasibility of a food manufacturing centre with opportunities to showcase locally produced food.
- Work with local colleges, universities and employers to identify and develop high-level skills to meet skill gaps, including the retention of skills despite the closure of high skills businesses.
- Tourism has increased as indicated by the recent visitor survey and Melton will continue to have an increase in visitors through promotion via National exhibitions, advertising and contact with tour operators.
- Continuation of free coach parking and facilities to further promote tourism.
- Proactively target National retail chains to attract them to Melton, working with landlords and agents to provide suitable units for them to lease and attractive economic indicators.

Town Centre Regeneration

- Designed, produced and distributed 30,000 new Visitor Guides for Melton Mowbray. The guide provides a key source of information for visitors including where to stay, what to see & places to eat & drink and also acts as a key marketing tool at attracting visitors to the area. External leaflets holders have been erected around key locations within the town centre to distribute the guides. The guide generated £2,000 of income through business contributions. 20,000 event leaflets and banners were also produced to promote the events in the town.
- Melton Borough Council was finalist in the National UK Coach Awards achieving High Commended in the category for 'Most Coach Friendly Local Authority'. Melton took a stand at both the 2010 Excursions Exhibition and the Best of Britain & Ireland Event to develop the coach tourism business further and generate an increase in visitor numbers for both day visits and overnight stays.
- Secured £30,000 funding through the LCC Place Shaping Fund to deliver specific enhancement projects for the Town centre. These included a Lighting Enhancement Scheme, to enhance key historical aspects of the town centre, whilst also improving lighting and safety within the town centre - improvements to Argos Alley, an identified crime hotspot, enhancement lighting to the King Street Art and uplift lighting to the town centres crosses, Butter Cross/Corn Cross, Signage Improvement Scheme, with improvements in signposting and fingerposting; (signage in the car parks is currently being updated) Business Improvement Grant / Free Website Schemes.
- Secured £5000 through LCC and £15,000 through Welland Challenge Fund to deliver the town centre's Business Improvement Grant Scheme and Free website Scheme
- Business Improvement Grant scheme was used by 77 businesses in the town centre, totalling £33,000 of grants. The grants supported businesses, in improving their business premises, through interior/exterior decoration and/or new signage. It also offered invaluable financial business support, to both new and existing businesses, and supported 22 new business start ups in the town centre in 2009/10.

Social & Economic Development Service Plan 2010/11

- The Free Website Scheme offered town centre businesses 1 page or 5 page websites for a year, supported by local business, Consume IT. A total of 20 grants were taken up, to again support new and existing businesses.
- Delivered the first town centre St. Georges Day event which included new flags & bunting for the town centre, a 'dragon' parade, free activities & entertainment.
- Melton was one of four Leicestershire towns accepted onto the Emda BID (Business Improvement District) Academy. A 2 year programme to take Melton Town centre through to a potential BID in February 2011.
- Welland Benchmarking carried out on an annual, monthly and quarterly basis, measuring town centre performance, business confidence and visitor perceptions. This includes car parking surveys, footfall, visitor and business surveys, vacant unit rates and visitor postcode surveys. Data is fed back to businesses on a regular basis, and incorporated with MTCP and Town Centre Action Plans.
- Supported & delivered the first 'King Street Wedding Fayre' which attracted TV coverage through East Midlands Today and live radio coverage on BBC Radio Leicester. Filming and interviews were shown on all three BBC East Midlands today programmes and also reported on Melton's low vacant unit rate.
- Promoted and delivered the 'Think Melton Shop Melton' campaign which included the Melton bag, Shop Front Improvement Grant Scheme, support of Shop mobility Scheme, promotion of and delivery of events and media coverage. Awarded winner of the Partnership & Strategic Working category in the East Midlands Market Town Awards for the 'Think Melton Shop Melton' initiative.
- Continued to deliver & support a range of town centre events to promote and market the town as a vibrant place to visit. Events included three continental markets, Melton By the Sea, The Melton Frost Fair, The Macmillan Largest Coffee Morning, The Grove Carnival, Charity Bike event & a full programme of Christmas events. The Frost Fair held the town's first ever Ski Slope and attracted good TV exposure on East Midlands Today.
- Delivered a comprehensive Christmas campaign aimed at increasing visitors and trade into the town centre. The Christmas Lights Switch on event was hosted by East Midlands Today, with the weather, followed by the actual switch on, filmed live with Des Coleman. The Christmas campaign delivered excellent media coverage for the town with its offer of free car parking, Christmas promotions & discounts and innovative events.
- Supported the Melton in Bloom campaign, by promotion of campaign via MTCP and MBC websites, and town centre newsletters. Also delivered the Retail Basket Scheme throughout the town centre which amounted to 40 hanging baskets displayed around the town. The campaign achieved a gilt Silver award in the large town's category.
- Quarterly town centre newsletters were distributed to all town centre businesses & key partners / stake holders. Quarterly Business Matters newsletters also distributed to Borough businesses, providing a key source of information, support and advice for the local business community.
- The Sherrard Street enhancement Scheme was completed, as part of the town centre's environmental improvement scheme. This included new york paving installed along the whole length of Sherrard Street, 5 new trees, a planter, new benches and lamp column banners designed by a local school. The whole scheme was an excellent example of multi-agency and partnership working.
- Business support offered to town centre and Borough businesses, with key partnership working with the FSB, EMB, and Welland Enterprise etc. Monthly meetings with LCC Town Centre Managers, Welland Market Towns Group, EMB and Welland Enterprise Agency to maximise communication and partnership working county and Welland-wide. "New Year New Actions"

Social & Economic Development Service Plan 2010/11

event held in February to offer businesses a Sales or Marketing Workshop, key business advice contacts and business networking opportunity.

- Business training offered to town centre and Borough businesses, which included Customer Care, Selling, Marketing & Website Development. 30 businesses took advantage of the free training opportunities, offering invaluable networking support for new and start up businesses.
- Continued promotion of town centre's vacant units and inward investment. 2009 – 10 saw 22 start up businesses, 21 of which were independent and 1 national. These businesses were financially assisted via the Business Improvement Grant scheme, and the vacant unit rate in the town centre reduced to 6.7% (national average 12%). Units were also promoted via the Prospect Leicestershire tractivity system, and via the Focus retail unit demands, which have allowed us to market the units to target national and multiple companies. This will continue into 2010-2011.
- 30,000 copies of the Rural Capital of Food & Drink leaflets were produced and launched at the East Midlands Food & Drink Festival to promote and develop Melton as the Rural Capital of Food & Drink. The festival gave MBC a free stand to promote the town and borough.
- Through joint working and a pooling of resources, the MTCP and Melton Promotions paid for a double stand at the CLA Game Fair which was held at Belvoir Castle. With pork pie, cheese and ale tastings the stand attracted a vast amount of potential visitors, promoting the Melton Offer.
- The MTCP held its Annual Business event at the Market Tavern in the Cattle Market. Over 60 businesses attended to hear updates on the regeneration of the town centre, and the achievements of the MTCP, encouraging greater MTCP membership.
- Attended the AMT Shop Local Seminar in Knaresborough to look at ways to develop the Think Melton Shop Melton campaign. Ideas for the future include a loyalty card scheme.
- Hosted national Action for Market Town Awards, at Pera, attended by 200 delegates and creating 150 bed nights. The event attracted national media coverage, The Times newspaper, including BBC Radio 2, Radio 4 and Radio Leicester, and live television coverage by East Midlands Today. It was an excellent opportunity to showcase the successes of the town, via the study tours and evening's entertainment, and we received excellent feedback from the event.
- The annual Business Awards was held for its second year, this year at the Cattle market Banqueting Suite and was open to all Borough-wide businesses. 200 attended the event, which showed again strong partnership working between sponsors and businesses. The event boosted business confidence and pride, whilst also increasing communications between town centre and Borough businesses.
- The Essential Guide to a BID event was held, attracting 60 businesses, as a follow up to the Capacity Building Event held at Stapleford park in July 2008. The event sought to summarise the potential feasibility of a BID for the town centre, key projects that could be potentially be funded by a BID and the levy funding that could be raised. This will be taken forward throughout 2010 – 2011.

Revenues

- Improved internal audit reports for council tax and NNDR, benefits and debtors were received this year.
- All recommendations made by the internal audit reports for revenues and debtors to be implemented during 2010/11.
- Collection rates for debt have been improved and will continue to improve during 2010/11.

Social & Economic Development Service Plan 2010/11

- Led a corporate approach to the management of debt in Revenues giving customers a single point of contact to the collection of those debts within its control. Council Tax, NNDR, Sundry Debts, HB Overpayments.
- The collection rate figure for Council Tax in 2009/10 was 97.86% and this good collection was achieved despite current economic downturn.
- The rent collection figure for 2008/09 was 95.66% which was slightly down on the figure achieved the previous year. This figure reflects some of the financial difficulties our tenants face during the economic which is affecting the tenant's ability to pay.
- The collection figure for business rates was 96.12% this figure was slightly down on the previous year, however national figures indicate a decrease in business rate collection as businesses continue to struggle during the recession.
- Improved Direct Debit take up increasing from 13868 (April 09) to 13,999 (April 10), Business Rates 688 (April 09) to 702 (April 10), Rents 997 (April 09) to 999 (April 10) and Sundry Debts 217 (April 09) and 219 (April 10)
- Promoted & Implemented the business rate deferral scheme helping more than 100 local businesses defer part of their rates over the next 2 years.
- Reviewed the single person discounts awarded working closely with a private company Datatank. The review generated substantial revenue of £110,479.49 and 5.46% of the total SPD base were removed. New systems will be introduced in 2010/11 to reduce fraudulent claims in the future.
- Continued to lead the Leicestershire benchmarking group with Leicestershire Local Authorities & establish a 2nd revenues benchmarking club with Local Authorities from the East Midlands.
- Worked to make sure that businesses are getting the rates reliefs they are entitled to eg Small Business Rates Reliefs – promoted via business newsletter and dedicated mail shots.
- Introduced the Non Domestic Rates charge in respect of empty business properties which helped assist struggling businesses in the current climate.
- Promoted & implemented the relevant legislative and technical changes required for the 2010 revaluation for business rates.
- Upgraded the entire Revenues software system to Northgate version 6 with no loss of service internally or to our customers.
- Implemented the governments rent decrease initiative reducing the rent increase from 6.2% to 3.1% which affected every single tenant.
- Amended Council Tax bills to include further efficiency savings in line with new government legislation
- Improved the Council Tax & Rents WebPages to ensure they are clear and concise. The pages also include more debt advice and links to external sites.
- Focus on aged sundry debt and successfully identified & reduced the amount of aged debt over 120 days old.

Funding

- Develop a programme of bidding for funding towards the priority areas of the Council's activities.
- Maximise income generation for the Council i.e. advertising space and other business activities.

Social & Economic Development Service Plan 2010/11

- Climbing Forest Project funded by Leicestershire County Council has been completed and officially opened.
- A Climbing Pyramid has been completed at Melton Country Park funded by Section 106 funding, to compliment the other play provision on the park.
- A MUGA at Dieppe Way and another at the Country Park have been completed, and two further MUGA's at West Avenue and Dalby Road will be completed during 2010/11 funded by BIG Lottery funds to provide much needed play provision for older children and young adults.

Financial Wellbeing

- Improve access to money, debt, redundancy, housing and mortgage advice.
- Produced debt advice leaflets which helps customers budget and gave appropriate advice and specialist help. All distributed via the Melton Mail and tenant newsletters
- Raised awareness of Council Customer Service staff to more readily identify and help customers in financial hardship
- Fuel poverty- promoting the existence of social tariffs and continue to promote take up of fuel efficiency initiatives.
- Developed closer working links with CAB in relation to dealing with customers with significant debts. Working to ensure that tenancies are sustained but debts are paid.
- Improve financial capability, supporting customers experiencing debt or arrears issues. Looking at flexible solutions including home visit from our outreach team.
- Promoting affordable credit through Melton Clockwise Credit Union and encouraging savings. This included regularly promoting their services and products which resulted in over 400 accounts being opened during 2009 – 2010. The Credit Union have lent over £84k to customers who, if the service was not available may have borrowed from door step lenders at considerably higher interest rates, therefore leaving more money in the pocket of our customers.
- The Credit Union has been further developed to include Council Employees.
- Continue to work with the illegal money lending team promoting the loan shark campaign and raise public awareness of illegal money lending
- Promoted the importance of low cost housing content insurance at every opportunity
- Clear and consistent approach to recovery of current and former tenant rent Arrears, taking into account Tenants personal circumstances and only 3 tenants were evicted during 2009-2010
- Review every new tenancy at week 10 to ensure tenants are not in financial difficulty and provide any financial support where necessary.
- Set up a direct referral system from Melton BC to Melton Money Advice referring over 30 tenants who were suffering financial hardship and the potential loss of their home.

SECTION

3

The Next Steps

During 2010/11 the following short-term actions are to be completed:

Citizen Wellbeing

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Coordination and organisation of all pre-Games selection events, delivery of Games in June and post-Games celebrations	People	Several hundred young people taking part in pre-Games activity, roughly 200 on the day. Increased numbers of young people joining local sports clubs and sustaining participation
Summer Sports Activities - Provision of summer holiday sports activities utilising local sports clubs to offer a wide range of activities.	People	Increase number of young people attending activities provided by Melton Borough Council. Increase in number of local clubs and organisations worked with to deliver a varied programme of activities. Reduced levels of ASB in areas of provision.
Working with County Sports Partnership to procure Nintendo wiis for use in the Sheltered Housing Schemes	People	Specifically targeting older vulnerable people to improve their health and prevent falls, trips etc
Coaching Pot – Action Plan covers a wide variety of physical activity opportunities including working partners such as Age Concern, Elite Fitness, Children Centres	People	Developing opportunities for adults to increase their participation in physical activity, leading to healthier community and improved self confidence and self-esteem
Art at the new build	People	Allowing local school children to make a positive contribution to the Borough with their winning piece of artwork.
Country Park Performance Working with young people at the COVE to put on a performance of Midsummers Night Dream	People, Safer	Allowing young people to take a creative lead in their own performance, improve self-confidence and self-esteem, reduce anti-social behaviour

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Review the changes from the Sheltered Housing Review to improve the service to the residents	People	Service is developed to meet the individual needs of the service users – improved VFM, improved quality of life for residents
Increase the take-up of Lifeline Accounts	People	Improved safety for older people Increase Income
Continue to develop and improve health and safety issues relating to the Sheltered schemes	People	Improved safety for residents in schemes
Lead on and develop First Contact for 65+ Pilot for all ages.	People	Improved standard of living for older people, reduce risks from ASB/ falls/Income
Introduce and develop the Choice Based lettings system	Safer, People, Places	Increase transparency in the allocation of properties Improve customer service as tenants can understand more clearly where they are in terms of housing provision More responsive service
Carry out actions within the Homeless Strategy Plan	Places	Reduce the numbers in temporary accommodation
Continue to develop the mortgage rescue scheme with partners	Places	Increased housing options. Prevent homelessness
Work with private landlords to find properties for those at risk of eviction	People	Prevent Homelessness
Continue to work with partners to reduce ASB and the perception of the threat of ASB.	People	Ensure tenant and resident groups have a voice within their neighbourhood. Stronger more cohesive communities
Identify vulnerable people and signpost to agencies who can support them as appropriate – e.g. floating support, outreach workers, police etc	People	Improve the quality of life for residents. Help reduce ASB within the Borough Improve the perception of the work of the Council in dealing with crime and the fear of crime.

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Continue to support the work of the FIP through referrals, supporting families in need, identifying ways to ensure their tenancies are sustainable	People	Keep people in their properties. Improve the quality of life of tenants and their families. Improved quality of life for people living in the most disadvantaged neighbourhoods
Introduce payment of benefits via BACS	People	Reduced costs Customers receive payment into their bank account more quickly
Develop and embed new ways of working identified through the lean benefits process	People	Improved customer service Improved processing times Improved efficiencies
Introduce improved benefit performance management systems	Well run Council	Improved performance. Improved service to customers
Undertake recommendations highlighted in audit report	Well run Council	Improved performance Improved controls

Neighbourhood Regeneration

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
To develop robust performance management systems for Children's Centre Services and satisfaction reporting.	People – 8. Improving the well-being of vulnerable people. Well Run Council – 12. To provide high performing services that are efficient and meet customers' needs.	Service is managed strongly and emerging issues get addressed at an early stage.
Establish a robust targeted Children's Centre Outreach Service for rural villages.	People – 8. Improving the well-being of vulnerable people.	Children's Centre Services are made available and target the most vulnerable in rural areas.
Improve links with Children's Social Care in order to get the earliest intervention possible for vulnerable children and their families.	People – 8. Improving the well-being of vulnerable people.	Reduce social service referrals from Vulnerable Families.

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Develop and Implement new assessment tool for Family Outreach Workers to assess the needs of families.	People – 8. Improving the well-being of vulnerable people.	Assessments to pick up all issues surrounding family so more robust support package can be developed.
Re-design the repairs and maintenance service in relation to the management of Council Housing.	<p>Places – 7 Help provide a stock of housing accommodation that meets the needs of the community, including the need for affordable housing</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Well Run Council – 12. To provide high performing services that are efficient and meet customers' needs.</p>	Service is more customer focused and delivering to the needs of our tenants.
To publish planned maintenance programme for next 5 years so as tenants know when and what work will be carried out to their homes	<p>Places – 7 Help provide a stock of housing accommodation that meets the needs of the community, including the need for affordable housing</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Well Run Council – 12. To provide high performing services that are efficient and meet customers' needs.</p>	Tenants have more information on works being carried out and MBC ensures we have a robust 5 year Cyclical Programme.
Carry out an intrusive Stock Condition Survey on all Council Housing.	<p>Places – 7 Help provide a stock of housing accommodation that meets the needs of the community, including the need for affordable housing</p> <p>People – 8 Improving the well-being of vulnerable people.</p>	MBC has a robust stock condition survey with 30 year costs specifying key dates of investment being needed.
Carry out in partnership with local agencies and residents 4 x Pride weeks in each of the Neighbourhood Priority Areas.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>4 Reduce serious acquisitive crime particularly burglary</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places – 9 Supporting economic recovery</p>	Community Cohesion is improved and issues identified and solved at an early stage. To help impact on various targets i.e. ASB etc.

Social & Economic Development Service Plan 2010/11

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
	<p>11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p> <p>Well Run Council – 13 Improve Customer Satisfaction</p>	
<p>Pilot the roll out of First Contact in Neighbourhood Priority Areas targeting 18-59 year olds.</p>	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p> <p>Well Run Council 12 - To provide performing services that are efficient and meet customers' needs</p>	<p>Identify the most vulnerable and ensure adequate services are provided to them in order to reduce higher costs to society.</p>
<p>Through the vulnerable adults and families group develop a system that identifies our most vulnerable and protects those persons</p>	<p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p>	<p>Target services at the most vulnerable via a robust identification tool.</p>
<p>Work with the management committee to ensure the three community centres cover costs and are managed effectively.</p>	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p>	<p>To ensure that the centres are run as efficiently as possible and costs are reduced via increased income.</p>
<p>Support the Soft Intelligence Hub & possible roll out to cover all of Melton</p>	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 improved quality of life for people living in the most disadvantaged neighbourhoods.</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p>	<p>To gather soft intelligence to improve the delivery of services and react to the needs of our community quicker and more effectively.</p>

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
	13 - Improving customer satisfaction	
Hold 2 Seniors' day's & seniors month activities promoting services for older people in the Borough	<p>Safer – 4 Reduce serious acquisitive crime particularly burglary</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p>	Ensure as many older people as possible are informed of what services are available in order for them to sustain their independence.
To develop further our approach/strategy to offender management and support (Pathways) by implementing minimum standards of service based around the Integrated Offender Management model (IOM).	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>Safer – 4 Reduce serious acquisitive crime particularly burglary</p> <p>Safer 5 - Reduce re-offending and the impact of offending on the community</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p>	Reduce the number of offenders released from prison from re-offending.
To continue to expand the number of FIP support sessions and families provided with FIP intervention during 2010.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>Safer 5 - Reduce re-offending and the impact of offending on the community</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life</p>	To prevent the number of at risk families from needing specialist services and reduce the number of families at risk from eviction.

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
	for people living in the most disadvantaged neighbourhoods.	
To implement a work placement scheme with local businesses for Pathways and FIP clients.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>Safer – 4 Reduce serious acquisitive crime particularly burglary</p> <p>Safer 5 - Reduce re-offending and the impact of offending on the community</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods.</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p>	To increase the employability of families who are currently dependent on benefits and increase educational attainment.
To implement the learning from the Circles of Need Project to ensure effective and efficient access to anti-social behaviour services. This will include ensuring ASB is recording at one single point within MBC.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p> <p>Well Run Council – 13 Improve Customer Satisfaction</p>	To improve services for victims of ASB and ensure the CRM system collects accurate information.
To implement minimum service standards for victims of anti-social behaviour, including the implementation of ASB victim support through VAM.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p>	Ensure that the public are clear and have information on what services they can expect in relation to ASB.
Work with partners on developing initiatives to enhance confidence and achieve NI21, including the implementation of a Confidence Pilot Project in South Melton.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet</p>	Improve confidence in Council and Police services in the South Melton Beat area of Melton Mowbray.

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
	customers' needs	
Continue to provide services for young people, targeting those most in need. This will include a full year programme of diversionary activities during 2010 at the Melton Learning Hub.	Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence	Reduce ASB and increase the number of young people involved in positive activities.
Carry out seasonal awareness campaigns, enhancing WALL Outreach and Family Support Services, continuing to run support sessions such as the freedom programme and implementing domestic violence enforcement campaigns (DVEC) to reduce incidents during peak times.	Safer 2 - Tackle domestic abuse Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs	Reduce the number of people suffering domestic violence and increase reporting where such incidents do occur.
To review the CCTV service contract to ensure value for money.	A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs Well Run Council – 13 Improve Customer Satisfaction	Ensure CCTV provides value for money.
Deliver seasonal campaigns designed to increase awareness of home and business security, the continued development of business watch schemes, enhancement of neighbourhood watch, targeting prolific offenders and implementing cross border strategies.	Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence Safer – 4 Reduce serious acquisitive crime particularly burglary Safer 5 - Reduce re-offending and the impact of offending on the community	Reduce crime against businesses in the Borough of Melton and improve support in relation to crime prevention.
Development of security packs, implementing ANPR to reduce cross border crime and tackle drug dealing, enhancing CCTV schemes within Snowhill and Leicester Road Business Watch, developing seasonal awareness campaigns and messages including the delivery of property marking campaigns and the targeting of hot-spot areas.	Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence Safer – 4 Reduce serious acquisitive crime particularly burglary Safer 5 - Reduce re-offending and the impact of offending on the community	Increase the detection of organised crime against the Borough.

Economic Regeneration

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Secure funding for a feasibility into an Arts Centre in Melton	Places and People	Create employment, increase tourism
Secure funding for an enterprise centre in Melton	Places and People	Create employment, increase tourism
Manage Economic Impact of business and other closures	People	Minimise negative impact on the Borough
Inward Investment strategy aiming to bring national chains to Melton	Places and People	Increase footfall in Town Centre
Skills retention and development	People	Make Melton more attractive to high skill businesses
Training and employment projects including large new businesses in Melton	People	Reduce unemployment in our priority areas
Develop economic regeneration proposals in the Cattle Market redevelopment	People and Places	Economic and environmental benefits
Secure funding for regeneration projects	People, places, safer	Various outputs
Partnership working across the region and within the Welland partnership	Safer, people, places	Various outputs

Economic Development and Town Centre Regeneration

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Think Melton Shop Melton initiative	Places	Increased footfall, improved visitor satisfaction Improved inward investment opportunity and reduced vacant unit rates
Events, Markets, Business Awards, promotion of Melton as Tourist destination	Places	Increased footfall and visitor flow Promotion of businesses, boosting business confidence and pride in the town/Borough
Town Centre Environmental Improvements	Places	Visually enhanced town centre to encourage greater visitor flow and business start up opportunities
Business Support and Grants	Places	Improve visual appearance of town centre. Boost business

Action	Links to corporate plan. (Safer, people, Places and/or well-run council	Outcome targets
		confidence and offer financial support. Encourages greater inward investment and reduced vacant unit rates
Vacant unit monitoring	Places	Reduce vacant unit rate, maximise footfall and inward investment, providing greater diversity of retail and investment mix.
Partnership working including Melton Town Centre Partnership, other agencies and community groups	Places People Well run Council	Maximise inward investment, reduce vacant units rates and increase footfall
Business Consultation	Places People A Well Run Council Safer	Enhanced vitality and viability of town centre,
Performance measurement of town centre,	Places People A Well Run Council Safer	Business confidence, turnover etc, visitor surveys & customer satisfaction, vacant unit rates & inward Investment Car parking surveys – car parking strategies, footfall counts – trends
SMART and other community safety schemes	Places People A Well Run Council Safer	Safer and more vibrant town centre & community. Boosted business and visitor confidence.
Business Improvement District (BID)	Places	Increased visitor flow and footfall, Improved business confidence. Enhanced vitality of town centre

Tourism

Action	Links to Corporate Plan	Outcome targets
Promotion of Melton to national travel companies	People and places	Increased visitor numbers
Monitoring visitor satisfaction	People	Increased visitor satisfaction
Visitors guide	People	Increased level of visitors

Financial Wellbeing

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Improving access to Banking services and basic bank accounts	People	Increase number of Melton Borough residents who have bank accounts
Raising awareness of illegal money lending	People	Reduce the level of doorstep loans within Melton Borough
Promoting affordable credit through credit unions and encouraging savings	People	More residents aware of and engaging with Credit Union offering affordable credit
Take-up of low cost housing content insurance	People	Increase number of council tenants taking up insurance
Increasing skills in money management	People	More residents within the borough are financially capable and have access to information and training
Reducing fuel poverty	People	Improved energy efficiency in the Borough with reduced levels of those in fuel poverty

Revenues

Action	Links to Corporate Plan	Outcome targets
To maximise the collection of Council Tax and NNR.	Well run Council.	Council's cash flow is increased and customers receive accurate bills in a timely way reducing avoidable contact.
Introduce anti-fraud measure to reduce fraudulent claims for discounts.	Well run Council	Increased income for the Council.
Introduce further quality management systems to meet audit recommendations.	Well run Council	To further improve the outcomes of internal audits.

Social & Economic Development Service Plan 2010/11

Action	Links to Corporate Plan	Outcome targets
Tackle post liability order work backlog	Well run Council	Increased income and cash flow for the Council.
Contribute to the transactions online project on key service areas	Well run Council	Improved access to services for customers.
Implement paperless Direct Debits for local taxation	Well run Council	Increased Direct Debit take up and reduce time taken to set up DD's.
Implement the Governments changes to Small Business rates relief in October 2010.	People	Assist businesses by providing the relevant reliefs and discounts to ensure sustainability throughout 2010 – 2011.
Continue to maximise revenue collections in line with the Corporate Debt Policy.	Well run Council	Maximise income to ensure the Council can sustain low Council Tax increases and reduce the need to borrow.
Implement the 2010 Revaluation of every Non domestic property.	People	Assist businesses by providing the relevant reliefs and discounts to ensure sustainability through 2010-11
Work with Customer Services to increase efficiency and minimise mistakes	People, Well run Council	

Social & Economic Development	Links to corporate plan. (Safer, people, Places and/or well-run council	.
Action		Outcome targets
Embed 'new ways of working' into service delivery	Well run Council	
Maximise potential of Mobile working into Housing Repairs, rents. Benefits and other services.	Well run Council	Improve efficient service that demonstrates vfm
Continue with scanning project as part of the paper light scheme.	Well run Council	More efficient service
Contribute to the transactions on line project on key service areas	Well run Council	Improved Access to services for customers
Deliver cashable savings identified through MT service planning	Well run Council	Efficient and vfm services.

A number of medium term actions have also been identified over the following two years. The plans for the improvement/changes in service level over the years 20011/12 and 2012/13 are shown below:

Citizen Wellbeing

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council	2010/11	2011/12	Outcome targets
Introduce and develop the Choice Based lettings system	Safer, People, Places	√	√	Increase transparency in the allocation of properties Improve customer service as tenants can understand more clearly where they are in terms of housing provision More responsive service
Tender for the Supporting People Contract	People	√	√	Service is developed to meet the individual needs of the service users – improved VFM, improved quality of life for residents
IYSS – Work with Younger People	People	√	√	Improved outcomes for younger people by bringing services engaged with young people working more effectively together

Neighbourhood Regeneration

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council	2011/12	2012/13	Outcome targets
Review Children's Centre Services to ensure they meet the Council's priorities and customers needs.	People – 8. Improving the well-being of vulnerable people.	X		Commissioned services are shaped as to what local needs are and relevant services not needed are decommissioned.

Social & Economic Development Service Plan 2010/11

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council	2011/12	2012/13	Outcome targets
Publish a new 5 year planned maintenance programme for work to be carried out to tenants' homes.	<p>Places – 7 Help provide a stock of housing accommodation that meets the needs of the community, including the need for affordable housing</p> <p>Well Run Council – 12. To provide high performing services that are efficient and meet customers' needs.</p>		X	Tenants are made aware of when they can expect external planned maintenance to their homes and what work it will involve.
Establish a robust teenage pregnancy prevention, education and support programme.	<p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 Improved quality of life for people living in the most disadvantaged neighbourhoods</p> <p>A Well Run Council 12 - To provide high performing services that are efficient and meet customers' needs</p>	X		Ensure future teenage pregnancy projects meet the needs of young people and is effective.

Social & Economic Development Service Plan 2010/11

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council	2011/12	2012/13	Outcome targets
<p>Review Community Safety priorities and ensure future plan is targeted at local needs.</p>	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>Safer 5 - Reduce re-offending and the impact of offending on the community</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places - 11 improved quality of life for people living in the most disadvantaged neighbourhoods</p>		<p>X</p>	<p>Community safety projects are commissioned to areas of greatest need.</p>

Social & Economic Development Service Plan 2010/11

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council	2011/12	2012/13	Outcome targets
Develop a robust action plan that is targeted at greater improvement of outcomes for people living in Neighbourhood Priority Areas.	<p>Safer – 3 Tackle anti-social behaviour (ASB) and increase public confidence</p> <p>4 Reduce serious acquisitive crime particularly burglary</p> <p>People – 8. Improving the well-being of vulnerable people.</p> <p>Places – 9 Supporting economic recovery</p> <p>11 Improved quality of life for people living in the most disadvantaged neighbourhoods</p> <p>Well Run Council – 13 Improve Customer Satisfaction</p>	X		Services are now developed that address the more complex needs of people.
Carry out a participatory budget exercise with each Residents Association.	Well Run Council – 12. To provide high performing services that are efficient and meet customers' needs.	X	X	Ensure that participatory budgeting projects are meaningful and have sustainability for local people.

Economic Regeneration

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Develop priority sectors, equestrian, food & drink and the night-time economy	Places and People	Create employment, increase tourism

Economic Development and Town Centre Regeneration

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
Implement BID projects	Safer, people, places	Increased vitality and prosperity of Town Centre

Tourism

Action	Links to corporate plan. (Safer, people, Places and/or well-run council)	Outcome targets
--------	--	-----------------

Revenues

Action	Links to Corporate Plan	Outcome targets
Online payments	People, Well run Council	Lower customer contact
BID levy charging	Well run Council	Efficient collection of business levy

Financial Wellbeing

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council)	2010/11	2011/12	Outcome targets
Continue to collect revenues whilst working with and assisting citizens and businesses	A Well Run Council 12 - Good Services that are value for money	√	√	Improve collection figures and provide a single point of contact for financial support
To produce a Financial Inclusion Strategy	People 6 Helping People and	√	√	Reduce social and financial inclusion. Promoting the economic potential if the

Social & Economic Development Service Plan 2010/11

Proposal	Links to corporate plan. (Safer, people, Places and/or well-run council	2010/11	2011/12	Outcome targets
Continue to collect revenues whilst working with and assisting citizens and businesses	A Well Run Council 12 - Good Services that are value for money	√	√	Improve collection figures and provide a single point of contact for financial support
	businesses through the economic downturn			citizens of Melton

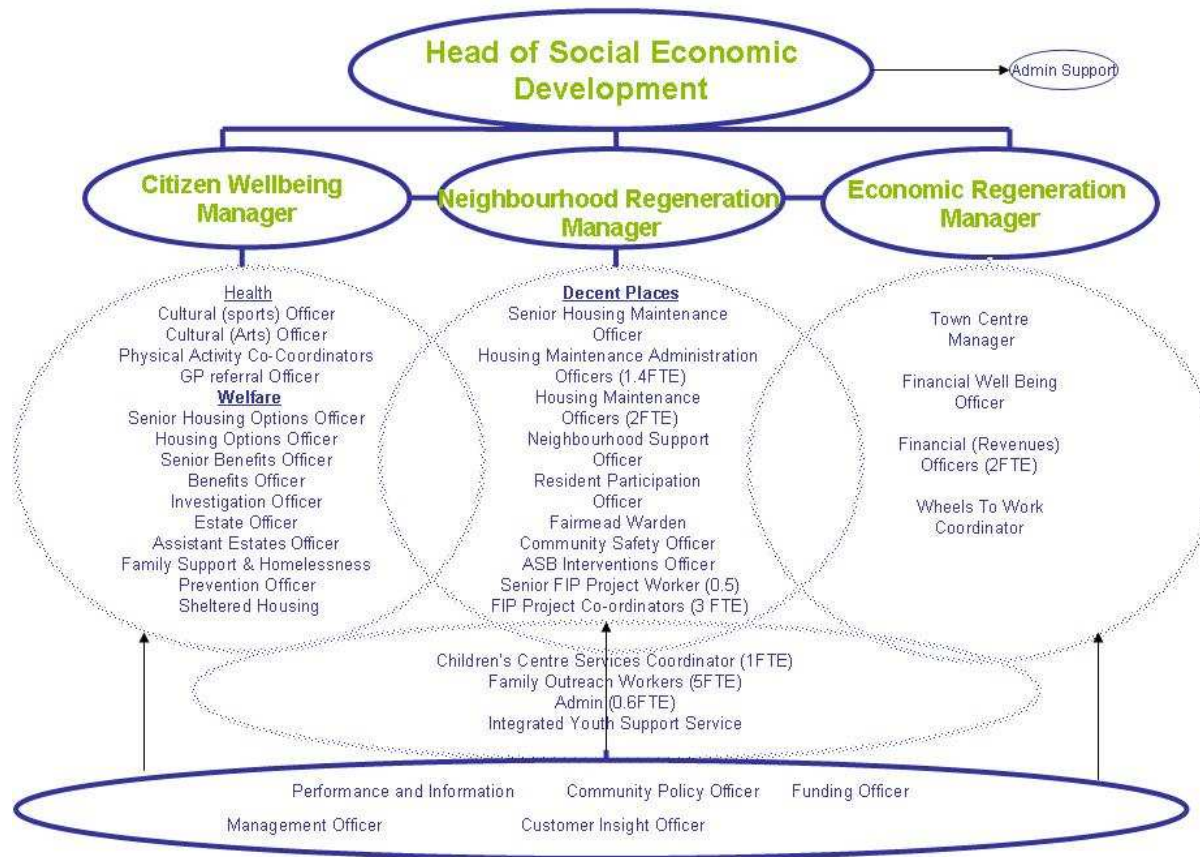
SECTION

4

Resource Utilisation

Staff

The posts within the Social & Economic Development Service are shown below:



Social & Economic Development Service Plan 2010/11

Finance

Item	Service Code	2009-10 Original Estimate	2009-10 Estimated Year End Position	2010-11 Estimate
HOUSING REVENUE ACCOUNT 430				
NUMBER OF DWELLINGS				
1	At 1st April	1899	1,901	1,899
2	Sold/Converted during year	4	2	4
3	At 31st March	1,895	1,899	1,895
4	Average for year	1,897	1,900	1,897
		£	£	£
SUMMARY				
EXPENDITURE				
5	General Management	1,002,440	969,760	921,540
6	Special Services	472,790	479,620	501,550
7	Repairs and Maintenance	1,794,420	1,756,350	1,516,110
8	HRA Subsidy Payable to the Government	1,636,320	1,465,880	1,569,210
9	Bad and Doubtful Debts	30,450	33,270	35,000
10	Capital Financing Costs	168,380	169,200	191,230
11	Depreciation	1,645,120	1,645,120	1,629,890
12	Transfers from Major Repairs Reserve	-459,560	-459,560	-433,350
13	Contributions to General Fund	0	21,000	0
14	Contingency	0	0	200,000
15	TOTAL EXPENDITURE	6,290,360	6,080,640	6,131,180
INCOME				
16	Dwelling Rents	5,845,040	5,642,810	5,793,540
17	Other Charges for Services and Facilities	434,900	399,870	482,830
18	TOTAL INCOME	6,279,940	6,042,680	6,276,370
19	SURPLUS(-) / DEFICIT	£10,420	£37,960	-£145,190
WORKING BALANCE				
20	Brought forward 1st April	296,430	42,816	354,856
21	Surplus/Deficit(-) during year	-10,420	-37,960	145,190
22	CARRIED FORWARD 31st MARCH	£286,010	£4,856	£150,046

Social & Economic Development Service Plan 2010/11

The Service Plan incorporates the following budget heads/service areas:

- Housing Revenue Account (General Management, Special Services, Repairs & Maintenance, Tenant Participation, Rents, Rates and Taxes, other Income & Balance)
- Waterfield Leisure Pools
- Strategic Sports Development
- Strategic Arts Development
- Leisure Opportunities (grant awards)
- Support for various events and promotions that meet the council's objectives
- Tenant/Resident Participation
- Estate Management
- Community Safety
- Youth Development
- Older People
- Health
- Rent Rebates- Non HRA
- Rent Rebate- HRA tenants
- Rent Allowances
- Registered Social Landlords
- Homelessness
- Melton Lifeline
- Other Housing Services
- Supporting People
- Community Leisure Grants
- Wheels to Work
- Council Tax benefit
- Voluntary & Community Sector
- Concessionary Fares
- Christmas Lighting
- Tourism
- Economic Development
- NNDR Collection
- Council Tax Collection
- Social & Economic Development
- Children/Community centres

	2009/10 Estimate	2009/10 Estimated Year End Position	2010/11 Estimate
	£	£	£
Employees			
Premises			
Transport			
Supplies			
Support Services			
Capital Charges			
3 rd Party Payments			
Total Expenditure			13,693,950
Income			10,629,880
Recharges to Services			604,520
Net Expenditure			2,486,000

SECTION

5

Risk Management

Risks have always been dealt with and risk management is not a new responsibility but simply the formalisation of what is good working practices. A number of key risks for the Social and Economic Development Service have been identified that could affect the Council's ability to achieve its objectives, perform its duties or meet the expectations of its stakeholders.

These risks capture those previously managed through the Council's Risk management Team and include those identified in the Priority Action Plans.

The table below sets out the key risks and the action being taken to manage them.

Likelihood	A				
	B				
	C			23, 28, 31, 24	21
	D		1, 33	7,9,11, 12,13,,22, , 26, 29, 30,32 34, 36, 4, 33, 23, 26	15, 17, 35, 39
	E	39	41	2,3,5, 8 10,, 18,19,25, , 38, 43, 45, 14	6,, 16,20,34 40
	F		27, 42, 44, 46		
		IV	III	II	I
		Impact			

Risk No.	Description
1	A high number of Homeless applicants
2	Lifts at sheltered schemes fail
3	Legionella Survey of sheltered schemes creates unforeseen budget costs
4	Reduction in resources for MASCP.
5	Loss of key personal within the MASCP.
6	Increase in prolific offenders in the Borough.
7	Tenants become disillusioned and no longer participate in tenant involvement strategies
8	Lack of partner resources
9	Poorer perception of young people
10	Lack of investment in housing & grounds maintenance
11	Lack of meaningful engagement with young people
12	Deterioration in national economy
13	Impact of out-of-centre shopping/other centres
14	Deterioration in local economy
15	Loss of key shops/businesses
16	Mix of town centre uses deteriorates
17	Failure to get Council Tax/NNDR bills out in March
18	Loss of staff
19	Proactive & preventative economic regeneration work is not undertaken
20	Failure to reach decent homes standard by 2010
21	New R&M contract exceeds budget
22	Decline in the management of the Waterfield Pool
23	Impact of Out of Centre Shopping/Other Centres
24	Repairs and Maintenance Contract Exceeds Budget
25	Closure of TIC Centre – impact on tourism
26	Deterioration in Local Economy
27	Threats to rural economy (e.g. F & M, Bluetongue)
28	Lack of skills
29	Poor financial awareness
30	Reduction in Council Resources
31	Reprioritisation of local priorities
32	Increase in local population
33	Increase in new local developments
34	Reduction in partner resources
35	Poor perception of crime and personal safety
36	Lack of investment in open spaces
37	Continuing poor transport for rural areas
38	Major shifts in population demographics
39	Mix of Town Centre uses deteriorates
40	Deterioration in Youth Employment opportunities
41	Closure of street market
42	Reduction in ease of pedestrian movement
43	Reduction in environmental quality
44	Accessibility by foot declines
45	Accessibility by car declines
46	Accessibility by public transport declines

SECTION

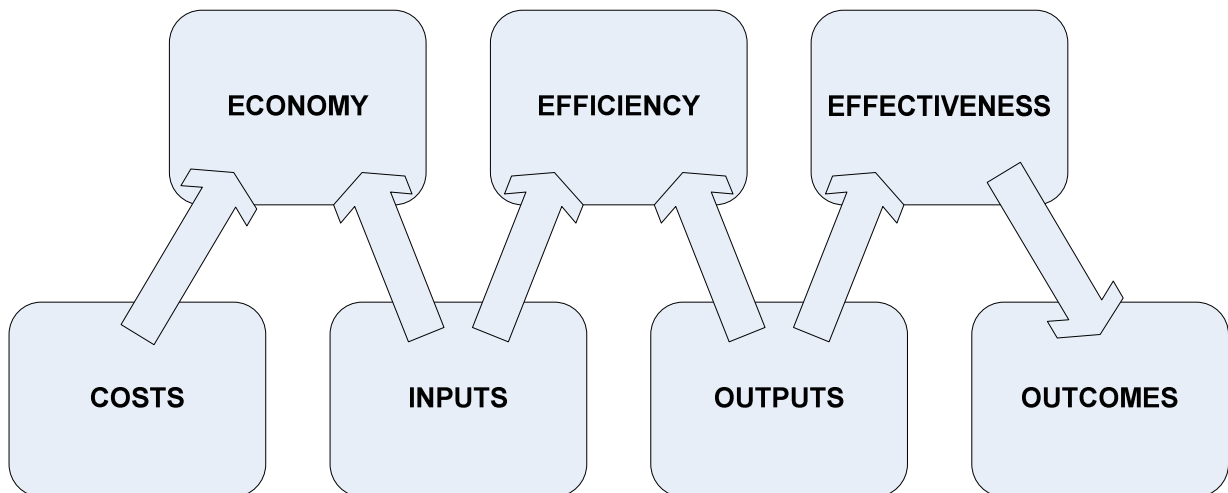
6

Performance Management

In order to be able to measure the progress that is being made in providing better quality services and real value for money a number of performance indicators have been established and targets set for the service:

The Government has produced a draft document for consultation entitled: National Indicators for Local Authorities and Local Authority Partnerships: handbook for Definitions. The purpose of this consultation document is to introduce a new set of 198 performance indicators and covers the Government's priorities for delivery by Local Government working on its own or in partnership. The new indicators will be implemented from 1 April 2008.

The Social and Economic Development Service has included a number of Local performance Indicators that will inform how well the service is performing. (please see inserts).



INDICATOR	Indicator description	Frequency	Type	Average for all District Councils 2008/09	Performance 2008/09	2009/10 Target	2009/10 Performance	2010/11 Target	2011/12 Target	2012/13 Target	Comments
-----------	-----------------------	-----------	------	---	---------------------	----------------	---------------------	----------------	----------------	----------------	----------

National Indicators (NI)

8	Adult participation in sport & active recreation	Annual	Outcome	22.19 (2007-8 Audit Comm)	n/a		n/a		Tbd	Tbd	Proxy measure for 2007-8
18	Reduce offending by adults under probation supervision	Annual	Outcome	0.15	-2.66				Tbd	Tbd	County level figure only
19	Reduce rate of proven reoffending by young people	Annual	Outcome	0.99	0.95				Tbd	Tbd	County level figure only
20	Assault with less serious injury	Annual	Output	7.1	5.3				Tbd	Tbd	County level figure only
21	Satisfaction levels with the way the police and local council dealt with anti-social behaviour	Annual	Satisfaction (survey)	26	25.1				Tbd	Tbd	County level figure only

Social & Economic Development Service Plan 2010/11

156	Number of households living in temporary accommodation	Quarterly	Output	29.5	33	15	28	15	Tbd	Tbd	
158	% of non-decent council homes	Annual	Output	18.2 (2007-8 Audit Comm)	11%	0%	0%	0%	Tbd	Tbd	
160	Local authority tenants' satisfaction with landlord services	Annual	Satisfaction (survey)	n/a	77%	80%	survey not due until 2010		Tbd	Tbd	NI 160 survey for 2010-11 suspended by Govt
171	New business registration rate	Annual	Output	57.1 (2007 Audit Comm)	n/a	n/a		n/a	Tbd	Tbd	
172	% of small businesses in the area showing growth	Annual	Output	13.02 (2007 Audit Comm)	n/a	n/a		n/a	Tbd	Tbd	
181	Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events	Monthly	Output	n/a	7.01 full year	20	11.18 full year	15	Tbd	Tbd	
187 (a & b)	Tackling fuel poverty – % people receiving income based benefits living in homes with a low energy efficiency rating	Annual	Survey	10.25 (187a), 29.25 (187b)	n/a	n/a	13.53% (187a), 25.38% (187b)	2.5% (187a), 25% (187b)	Tbd	Tbd	Survey not carried out in 2008-9 due to Melton BC fire

Local Indicators (LPI)

2	To investigate homelessness cases and make a decision within 33 working days	Monthly	Output	n/a (not NI)	21.83	33	23.58	33	Tbd	Tbd	
---	--	---------	--------	--------------	-------	----	-------	----	-----	-----	--

Social & Economic Development Service Plan 2010/11

3	Number of homeless decisions made	Monthly	Output	n/a (not NI)	61	no target	36	no target	Tbd	Tbd	
4a	Number of Cat A & B ASB cases received in period	Monthly	Output	n/a (not NI)	118 A, 236 B	no target	99 A, 177 B	no target	Tbd	Tbd	
4b	Time taken to respond to Cat A & B ASB cases	Monthly	Output	n/a (not NI)	100% A, 87% B	100% A, 100% B	99% A, 96% B	100% A, 100% B	Tbd	Tbd	
11	Average Time to Re-Let Authority Housing	Monthly	Output	n/a (not NI)	48.33	25	33.73	25	Tbd	Tbd	
13a	Average no of days taken to process new claims	Monthly	Output	n/a (not NI)	34.35	27	34.51	n/a	Tbd	Tbd	
13b	Average no of days taken to process changes of circumstances	Monthly	Output	n/a (not NI)	8.66	5	13.92	n/a	Tbd	Tbd	
28	Percentage of NNDR Collected	Monthly	Output	n/a (not NI)	96.38%	99.78%	96.12%	n/a	Tbd	Tbd	
29a	Rent collection: Rent Collected	Monthly	Output	n/a (not NI)	96.32%	98.25%	95.66%	n/a	Tbd	Tbd	
30	Percentage of Council Tax collected	Monthly	Output	n/a (not NI)	98.00%	99.20%	97.86%	n/a	Tbd	Tbd	
36	Process any minor adaptations within the routine repairs timescale of 28 days	Monthly	Output	n/a (not NI)	100%	100%	100%	100%	Tbd	Tbd	
37	Carry out Quality Assurance & Satisfaction surveys following the completion of at least 10% of all repairs within one month	Monthly	Output	n/a (not NI)	96%	95%	98%	95%	Tbd	Tbd	
38	Log and process major adaptations in conjunction with Social Services within 1 year	Monthly	Output	n/a (not NI)	100%	100%	100%	100%	Tbd	Tbd	
45	Appointments made & kept for non-emergency repairs	Monthly	Output	n/a (not NI)	97.72%	90%	99.97%	95%	Tbd	Tbd	
46	Housing repairs and maintenance - planned /responsive split	Monthly	Output	n/a (not NI)	29.83% planned (outturn)	35%	38.33%	n/a	Tbd	Tbd	

Social & Economic Development Service Plan 2010/11

6	Number of people participating in a physical activity session co-ordinated by the Active Together Staff based at Melton BC	Quarterly	Output	n/a (not NI)					Tbd	Tbd	
7	Number of people participating in 3x30min of moderate intensity physical activity that were not previously doing so	Quarterly	Output	n/a (not NI)					Tbd	Tbd	
10	Does the authority follow the CRE Code?	Quarterly	Output	n/a (not NI)	Yes	Yes	Yes	Yes	Tbd	Tbd	
12	Housing Advice Service: Repeat homelessness	Quarterly	Output	n/a (not NI)	1	0	0	n/a	Tbd	Tbd	
14a	Housing Benefit Security: No. of fraud investigators employed per 1000 caseload	Quarterly	Output	n/a (not NI)	0.38	0.41	0.51	n/a	Tbd	Tbd	
14c	Housing Benefit Security: No. of prosecutions and sanctions	Quarterly	Output	n/a (not NI)	3.07	8.56	4.97	n/a	Tbd	Tbd	
16	Rent loss due to voids	Quarterly	Output	n/a (not NI)	2.5% full year	2%	2.93%	2%	Tbd	Tbd	
17b	Collection of sundry debtors	Quarterly	Output	n/a (not NI)	n/a	no target	£842,315.99	no target	Tbd	Tbd	
29b	Rent collection: 7 Weeks arrears	Quarterly	Output	n/a (not NI)	10.24%	6.9	11.16	n/a	Tbd	Tbd	
29c	Rent collection: NSPs	Quarterly	Output	n/a (not NI)	13	18	16.23	n/a	Tbd	Tbd	
29d	Rent collection: Evictions	Quarterly	Output	n/a (not NI)	0.16%	no target	0.05	n/a	Tbd	Tbd	
33	Racial incidents per 100,000 population	Quarterly	Output	n/a (not NI)	0	0	0	n/a	Tbd	Tbd	
34	Racial incidents that result in further action	Quarterly	Output	n/a (not NI)	100%	100%	100%	n/a	Tbd	Tbd	
40	Domestic burglaries per 1000 households	Quarterly	Output	n/a (not NI)	10.9	8.8	8	n/a	Tbd	Tbd	
41	Violent Crime per 1000 Population	Quarterly	Output	n/a (not NI)	n/a	12.7	13.4	n/a	Tbd	Tbd	

Social & Economic Development Service Plan 2010/11

				NI)							
18	Percentage of payers paying Council Tax by direct debit as at 31/08/06 (Revised calculation following Audit Commission guidelines)	Annual	Output	n/a (not NI)	66.34%	60%	51.23%	n/a	Tbd	Tbd	
19	Percentage of payers paying business rates by direct debit as at 31/08/06 (Revised calculation following Audit Commission guidelines)	Annual	Output	n/a (not NI)	60.95%	65%	65.34%	n/a	Tbd	Tbd	
20	Percentage of payers paying rent by direct debit as at 31/08/06 (Revised calculation following Audit Commission guidelines)	Annual	Output	n/a (not NI)	64.72%	65%	55.44%	n/a	Tbd	Tbd	
23	Number of businesses assisted to improve performance	Annual	Output	n/a (not NI)	n/a	n/a		n/a	Tbd	Tbd	
24	Vacant units (as a percentage of all commercial units)	Annual	Output	n/a (not NI)	n/a	5%		n/a	Tbd	Tbd	
25	Percentage of town centre businesses reporting increased turnover over last year	Annual	Output	n/a (not NI)	n/a	65%		n/a	Tbd	Tbd	
26	Visitor satisfaction	Annual	Satisfaction (survey)	n/a (not NI)	n/a	99%		n/a	Tbd	Tbd	
27	Town Centre footfall (average count at peak time per minute)	Annual	Output	n/a (not NI)	28.1	30%		n/a	Tbd	Tbd	
32	Number of children on the child protection register per 1000 children	Annual	Output	n/a (not NI)	n/a				Tbd	Tbd	

Social & Economic Development Service Plan 2010/11

35	To carry out Landlords Annual Gas Safety Checks within their annual timeframe	Annual	Output	n/a (not NI)	n/a	100%		100%	Tbd	Tbd	2008-9 data lost due to Melton BC fire
39	Number of opportunities created of activities for youths, from activities directly initiated by Melton BC	Annual	Outcome	n/a (not NI)	1200				Tbd	Tbd	
44	Actions against Domestic Violence	Annual		n/a (not NI)	73%	73%			Tbd	Tbd	
47	Average SAP rating of council dwellings	Annual	Survey	n/a (not NI)	77	79			Tbd	Tbd	