## Supplementary Agenda

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<th>Meeting name</th>
<th>Meeting of the Cabinet</th>
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<tr>
<td><strong>Date</strong></td>
<td>Wednesday, 12 February 2020</td>
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<tr>
<td><strong>Start time</strong></td>
<td>4.00 pm</td>
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<tr>
<td><strong>Venue</strong></td>
<td>Parkside, Station Approach, Burton Street, Melton Mowbray, Leicestershire. LE13 1GH</td>
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<tr>
<td><strong>Other information</strong></td>
<td>This meeting is open to the public</td>
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### Meeting enquiries
- Democratic Services
  - Direct Dial: 01664 502579
  - Email: democracy@melton.gov.uk

### Item 5. A NEW CORPORATE STRATEGY 2020-2024

The Leader of the Council to provide a report of the proposed Corporate Strategy 2020-2024 setting out the Council’s Mission, Vision, Values, Priorities and Key Actions for the coming 4 years. It has been developed taking into account the challenges facing the Council and the community and draws upon evidence including the results from the recent Residents’ Survey and Public Consultation.

Appendix 1 – DRAFT Corporate Strategy 2020-2024

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Corporate Strategy
2020-2024

Shaping a better future for Melton
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Welcome

I am delighted to introduce Melton Borough Council’s Corporate Strategy 2020-2024; setting out the Council’s aspirations for the next four years.

Following the District Council elections in May 2019, we had the opportunity to consider what our focus should be over the next 4 years. We are proud to have developed an ambitious new strategy which makes commitments to significantly invest in our housing services, environmental enforcement, improving customer services and delivering the homes, jobs and infrastructure the Borough requires. It also directly responds to the issues we heard on the doorstep, during the election campaign, as well as those highlighted in our extensive 2019 residents’ survey.

At a time of significant financial pressures, the need to prioritise and redirect resources to different areas is clear. With this in mind, our new strategy seeks to find a balance between affordability and ambition, a balance between investing in core services and in new initiatives.

This document summarises our key priorities, and how we will set about achieving them. We hope you agree that the new Strategy will successfully respond to the challenges faced by both our community and the Council.

Leader of the Council, Councillor Joe Orson
Melton’s Story

The Borough of Melton is a hidden oasis in the beautiful Leicesteshire countryside, consisting of some 70 villages dotted around one of the oldest market towns in the UK. The picturesque borough is centrally located and well connected to the nearby cities of Loughborough, Leicester, Lincoln and Nottingham, making it a prime location for many individuals to visit or settle in.

Melton has a colourful history rooted in farming and food as well as a strong record of manufacturing success. This history combined with Melton’s association with Melton Mowbray pork pies and Stilton cheese has allowed Melton to adopt the title of Rural Capital of Food. However, the Borough of Melton has a rich and cultural history developed over thousands of years that goes beyond the culinary aspects.
Melton is a vibrant area that has many unusual objects, places and buildings that are rich in history dating from centuries ago; including the Anne of Cleves pub which was gifted to Henry VIII's wife in a divorce settlement, the visit to Melton of several Kings of England in the Middle Ages and in more modern times, the museum’s bizarre taxidermy two-headed calf and the origin of the “Paint the Town Red” legend.

Melton may appear to be a traditional rural area, comparable to the rural idyll depicted in the ‘Wind and the Willows’, yet hidden within is something unique and special. A vibrant area steeped in culture and history, aspiring to become the rural powerhouse of the East Midlands.
Our Mission

Helping People, Shaping Places

Our Vision

We want to be a first-class council: on the side of our communities and providing great services, where the customer comes first. We want to help people reach their potential, support the most vulnerable, and protect our rural environment. We want to provide more and better homes, create better jobs and regenerate the town. We want to ensure Melton prospers, benefitting those who live here and attracting others to visit and invest.

Our Values

We Care
Valuing others and developing ourselves; committed and passionate about what we do.

We Innovate
Ambitious, creative and resourceful; responding positively to challenges.

We Achieve
Taking responsibility and seeking excellence; always proud to serve.
Priority Themes

To deliver our vision, these are our six priority themes:

Helping People
1. Service excellence in all we do
2. Providing high quality council homes and landlord services

Shaping Places
3. Delivering sustainable and inclusive growth in Melton
4. Protect our climate and enhance our rural, natural environment

Great Council
5. Ensuring the right conditions to support delivery
6. Connected with and led by our community
Key Priority 1 | Service excellence in all we do

Our Focus

Review and improve processes to ensure the best possible customer experience across all our service areas.

Invest in digital systems which will improve services to our customers and increase productivity.

Invest more resources in the website in order to better meet rising expectations and demand.

What we will do

Procure a strategic change consultant to facilitate process reviews.

Invest in a new digital customer self-service platform.

Consolidate customer services and the high-volume customer facing services into a single directorate to clarify leadership.

Establish resources to support the website and frontline customer services.
Key Priority 2 | Providing high quality council homes and landlord services

Our Focus

- Significant investment in improving the quality of council homes and the repairs services.
- Significant investment in improving landlord and tenancy services.
- Focussing on priority neighbourhoods, work with the police and other partners to tackle crime and its causes.
- Integrate and relaunch services to those with multiple-complex needs and encourage independence.

What we will do

- Deliver the Housing Improvement Plan, including 500K p.a. of revenue investment into housing services.
- Unify the housing team within a Housing and Communities directorate - increase senior expertise and capacity.
- Establish Priority Neighbourhood Plans and embed services in local community centres.
- Review and integrate all case management and support services into single offer and publicly relaunch. Incorporate Armed Forces responsibility.
Key Priority 3

Our Focus

Delivering sustainable and inclusive growth in Melton

What we will do

- Working with our partners to promote Melton, increase tourism and deliver the promise of the “Rural Capital of Food”.
- Regenerate our town centre, encourage inward investment and create jobs by delivering the Food Enterprise Centre and Manufacturing Zones.
- Deliver inclusive growth by improving access to higher paid jobs, improving skills and tackling the low wage economy.
- Launch the Discover Melton brand, website and supporting events programme.
- Work with partners to secure funding for and deliver a key destination children’s play facility for Melton.
- Establish the feasibility of and secure investment for a Food Enterprise Centre and Manufacturing Zones.
- Review car parking charges and introduce ‘pay by phone’ functionality.
- Campaign for a Second GP Surgery for Melton.
- Deliver ‘Gold’ with Melton in Bloom.
Key Priority 3 | Continued...

- Increase housing supply both by supporting private development, private landlords, and using council assets to build more homes.
- Support delivery of the Melton bypass and any other infrastructure to enable growth.
- Take a commercial approach to the management of our assets to deliver jobs, homes and income.
- Establish an affordable and sustainable future for our leisure facilities from 2022.

Develop a suite of Supplementary Planning Documents to support good design and developer contributions to support community infrastructure.

Enter an infrastructure funding agreement with LCC to support delivery of the relief road and delivery of the wider Melton Mowbray Transport Strategy.

Create and expand our commercial assets team so we can utilise our assets to build homes, create jobs and generate income.

Develop detailed proposals for best utilisation of the Melton Sports Village site and the future of leisure provision in Melton.

Develop a package of support to Rural Pubs.

What we will do
Key Priority 4 | Protect our climate and enhance our rural, natural environment

Our Focus

- Ensure Council operations are carbon neutral by 2030 and promote sustainability within the Borough.
- Invest in enforcement to tackle environmental and place-based issues that matter to our communities such as litter, blight and inappropriate behaviour.
- Invest in Planning Services and deliver improvements identified from the review of planning services.

What we will do

- Establish a climate change working group to identify actions for the Council to deliver.
- Create a new Regulatory Services team and two new roles for place-based (planning and licensing) and tenancy enforcement action.
- Continue with the process review and continue to implement wider recommendations from the planning services review.
Key Priority 5 | Ensuring the right conditions to support delivery

Our Focus

Being an outstanding employer – a positive and purposeful council, equipping and supporting our people to deliver.

Deliver an action plan within the Workforce Strategy and continue leadership development.

Develop the procurement unit as a commercial proposition.

Ensuring financial stability through generating more income, more effective debt management and flexing our resources to deliver our priorities.

Procure and implement new finance systems.

Implement new Debt Management Policy and ensure resources to collect are in place to collect debt.

What we will do

Establishing future ICT service arrangements from 2021 which will improve operational performance and exploit strategic opportunities.

Establish a digital consultant role to oversee a review of the ICT partnership and establish future arrangements and direction post 2021.
Key Priority 6 | Connected with and led by our community

Our Focus

Promoting democracy and community involvement in Council decision-making.

Explore ways to co-design solutions, devolve budgets and facilitate community-led action.

Review and reinvigorate partnership structures and frameworks with tenants and wider community groups.

Embed services within communities and work with public and voluntary sector partners to create coherent, integrated and community-based services.

What we will do

- Map community stakeholder groups and review and revamp partnership arrangements to ensure clarity and transparency.
- Establish a Citizens Panel to enable regular engagements.
- Establish a new charter with our Parish Councils.
- Establish most effective utilisation of community centres, and establish a partnership offer based in localities.
- Use social media to increase engagement with Council meetings and the Leadership of the Council.
- Maximise community grants, where affordable, to support community activities.
Our Strategy has drawn from a range of sources to ensure it is evidence-based and responds to the issues facing both the council and community.

In developing the Corporate Strategy 2020 -2024, the council has utilised the following:

- The 2019 Residents' Survey
- The Local Industrial Strategy Economic Review (Leicester and Leicestershire Enterprise Partnership)
- Our Key Performance Indicators and the LGA Peer Challenge Review.

For further information on our new Corporate Strategy’s development and the full list of sources used to inform it, please take a look here: XXLINKXXX