

Agenda

Meeting name	Meeting of the Cabinet
Date	Wednesday, 12 March 2025
Start time	4.30 pm
Venue	Parkside, Station Approach, Burton Street, Melton Mowbray, Leicestershire. LE13 1GH
Other information	This meeting is open to the public

Members of the Cabinet are summoned to the above meeting to consider the following items of business.

Edd de Coverly
Chief Executive

Membership

Councillors P. Allnatt (Chair) M. Glancy (Vice-Chair)
S. Butcher S. Cox
P. Cumbers

Quorum: 3 Councillors

Meeting enquiries	Democratic Services
Email	democracy@melton.gov.uk
Agenda despatched	Tuesday, 4 March 2025

No.	Item	Page No.
1.	APOLOGIES FOR ABSENCE	
2.	MINUTES To confirm the Minutes of the meeting held on 6 February 2025.	1 - 12
3.	DECLARATIONS OF INTEREST Members to declare any interest as appropriate in respect of items to be considered at this meeting.	13 - 14
4.	MATTERS REFERRED FROM SCRUTINY COMMITTEE IN ACCORDANCE WITH SCRUTINY PROCEDURE RULES No items have been referred from Scrutiny Committee in accordance with the Scrutiny Procedure Rules.	
5.	QUARTER 3 TREASURY MANAGEMENT REPORT The quarter 3 Treasury Management report is to be presented to Cabinet.	15 - 34
6.	QUARTER 3 PERFORMANCE, RISK AND FEEDBACK REPORT The quarter 3 Performance, Risk and Feedback report is to be presented to Cabinet.	35 - 78
7.	ASSET DEVELOPMENT PROGRAMME UPDATE The Asset Development Programme Update is to be presented to Cabinet. Report to follow.	
8.	UKSPF AND INWARD INVESTMENT A report on the UKSPF and Inward Investment Strategy is to be presented to Cabinet.	79 - 106
	EXCLUSION OF PRESS AND PUBLIC It is recommended that the press and public be excluded during the consideration of the following item of business in accordance with Part 1 of Schedule 12A of the Local Government Act 1972 (Access to Information : Exempt Information) under paragraphs 1, 2 and 5.	
9.	REPORT OF THE MONITORING OFFICER The Monitoring Officer is to present a report.	107 - 130



Minutes

Meeting name	Cabinet
Date	Thursday, 6 February 2025
Start time	4.30 pm
Venue	Parkside, Station Approach, Burton Street, Melton Mowbray, Leicestershire. LE13 1GH

Present:

Chair Councillor P. Allnatt (Chair)

Councillors M. Glancy (Vice-Chair) S. Butcher
S. Cox P. Cumbers

In Attendance Councillor M. Brown, Scrutiny Committee Chair
Councillor A. Thwaites

Officers Chief Executive
Director for Housing and Communities (Deputy Chief Executive)
Director for Corporate Services
Assistant Director for Governance and Democracy (Monitoring Officer)
Director for Place & Prosperity
Senior Democratic Services and Scrutiny Officer

Minute No.	Minute
60	<p>APOLOGIES FOR ABSENCE No apologies for absence were received.</p>
61	<p>MINUTES The Minutes of the meeting held on 14 January 2025 were confirmed.</p>
62	<p>DECLARATIONS OF INTEREST No declarations of interest were received.</p>
63	<p>MATTERS REFERRED FROM SCRUTINY COMMITTEE IN ACCORDANCE WITH SCRUTINY PROCEDURE RULES Scrutiny feedback on the General Fund Revenue Budget 2025/26 and the Medium Term Financial Strategy 2026/27 to 2028/29. The Chair of the Scrutiny Committee, Councillor Brown, introduced the report advising Members that the Scrutiny Committee had met on 23 January 2025 and considered a report on the General Fund Revenue Budget 2025/26 and the Medium Term Financial Strategy (MTFS) 2026/27 to 2028/29.</p> <p>It was recognised by those present that a risk to the MTFS is that the southern section of Melton Mowbray Distributor Road may not proceed within the timeframe originally proposed, thereby putting the Council’s delivery of the Local Plan at risk..</p> <p>Cabinet AGREED to have regard to Scrutiny Committee’s feedback.</p> <p>Scrutiny feedback on the Capital Programme 2024-2029 – General Fund and Capital Strategy 2025/26. The Chair of the Scrutiny Committee, Councillor Brown, introduced the report advising Members that the Scrutiny Committee had met on 23 January 2025 and considered a report on the Capital Programme 2024-2029 including the General Fund and Capital Strategy 2025/26.</p> <p>Members were assured that the UKSPF project would be adjusted so that cost remain on budget.</p> <p>In terms of asset maintenance, Members were informed that the Council couldn’t do everything it want to do and so would prioritise the most urgent tasks.</p> <p>Cabinet AGREED to have regard to Scrutiny Committee’s feedback.</p> <p>Scrutiny feedback on the Revenue Budget Proposal 2025/26 for Housing Revenue Account The Chair of the Scrutiny Committee, Councillor Brown, introduced the report advising Members that the Scrutiny Committee had met on 23 January 2025 and considered a report on the Revenue Budget Proposal 2025/26 for the Housing</p>

Revenue Account.

It was confirmed that the figures for energy efficiency related to the funding that have been received.

Cabinet **AGREED** to have regard to Scrutiny Committee's feedback.

Scrutiny feedback on Cleaner, Greener Melton: Collaboration to support environmental quality.

The Chair of the Scrutiny Committee, Councillor Brown, introduced the report advising Members that the Scrutiny Committee had met on 3 December 2024 and considered a report on Cleaner, Greener Melton, Collaboration to support environmental quality.

Members recognise the importance of volunteers but noted that the existing volunteers won't be around forever and therefore it is important to encourage new volunteers to come forward.

It was clarified that the service manager is producing service delivery performance indicators for both staff and contractors to be measured against.

It was highlighted that it would be useful to have a routine schedule of grounds maintenance works, so that Members can inform the public when questioned on when a particular set of works would be taking place.

Cabinet **AGREED** to have regard to Scrutiny Committee's feedback.

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CHANGING PLACES PETITION

Before the petitions was presented, it was noted that petitions would usually go to a meeting of Council but only if they met the required threshold. On this occasion, the threshold wasn't met and therefore it was decided that the Cabinet would address the petition on seeking to install a changing place toilet facility in Melton Mowbray that can be accessible at all hours of the day, seven days a week. It was clarified that a changing place toilet was a toilet which could accommodate a wheelchair and a carer.

Hannah O'Mara, Assistant Head Teacher at Birch Wood School addressed Cabinet and stated that through the petition, the signatories wanted to make a bigger impact upon access issues, with the biggest issue being having access to accessible toilets. Due to a lack of accessible toilets in Melton Mowbray, then trips into the community had to be time limited.

It was explained that currently, there are only two changing place toilets in the town, one at Carnegie Museum, which is only available when the museum is open and the other at Mencap, which is difficult to use as there are safeguarding issues. It is for this reason that the petition seeks the installation of a changing places toilet which can be accessible 24 hours a day, 7 days a week.

Following a query raised regarding access, it was confirmed that the ideal solution would involve a secondary key, as radar keys are readily available. There would also need to be some education on how to access and use the facility.

Cabinet confirmed that since the petition had commenced, the plans for the Stockyard had been developed to include a changing places toilet. It was recognised though that additional locations for changing places toilet are required. Members hoped that the Town Estate would also provide a changing places toilet at the southern end of the town centre.

A discussion ensued regarding the opening time of the changing places toilet and it was confirmed that the facility should be open 24 hours a day, 7 days a week, as shutting it at 6pm or 7pm would limit the ability of those who require such a facility to participate in society.

That Cabinet:

Received and **NOTED** the petition which seeks to install a changing place toilet facility in Melton Mowbray that can be accessible at all hours of the day, seven days a week.

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TREASURY MANAGEMENT STRATEGY 2025/26

The Portfolio Holder for Corporate Finance, Property and Resources, Councillor Cox, introduced the report and moved the recommendations. Councillor Allnatt seconded the motion.

No comments from Members were received on this report.

RESOLVED

That Cabinet:

- 1) **RECOMMENDED** to Council that the prudential indicators and limits are adopted and approved as outlined in Appendix A, Section 2.
- 2) **RECOMMENDED** to Council that the Treasury Management Strategy at Appendix A be approved.
- 3) **RECOMMENDED** to Council that the Minimum Revenue Provision (MRP) Statement, which sets out the Council's policy on MRP is approved as outlined in the report at paragraph 5.3.
- 4) **NOTED** the linkages to the Capital Strategy due to the integral nature of how the Council manages its treasury finances to support capital development.

(Non-key decision)

Reasons for recommendations

The Treasury Management Code requires the Council to approve annually a

Treasury Management Strategy and to provide a mid-year update on Treasury Management activities to the Council. It is a requirement that Treasury Management is scrutinised during the year which falls within Cabinet's remit.

To facilitate the decision-making process and support capital investment decisions the Prudential Code requires the Council to agree and monitor a minimum number of prudential indicators.

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GENERAL FUND REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2025/26

The Portfolio Holder for Corporate Finance, Property and Resources, Councillor Cox, introduced the report and moved the recommendations. Councillor Allnatt seconded the motion.

It was confirmed that the growth for Planning Enforcement would assist with compliance enforcement.

A discussion ensued regarding homelessness costs and it was confirmed that costs in this area for the current financial year are unable to be contained within budget. The Council had received increased funding for homelessness for the next financial year, although there needs to be a structured solution outside the budget process in order to control costs in the long term.

Members are keen to take action regarding the Council's assets and changing the use of them.

It was recognised that the possible local government reorganisation (LGR) of Leicestershire would affect budgets of all Councils involved. Unitarisation would have a big impact upon future spending patterns, however there was a realisation that the big spending functions (e.g. social care, education, highways) cannot be allowed to subsume budgets on functions that are currently provided by District and Borough Councils. It was confirmed that the Council's relationship with the other District and Borough Councils is good and that the future challenge of LGR would be faced together.

RESOLVED

That Cabinet:

- 1) **NOTED** the year end forecast and financial position for the General Fund and Special Expenses for 2024/25.
- 2) **RECOMMENDED** that Council approves the revenue budget for 2025/26 for General and Special Expenses, including proposed growth, as set out in Appendices A, B, C and D and summarised in the report at section 4.4;
- 3) **RECOMMENDED** that Council approves an overall Band D council tax increase of 2.99%, with the individual Band D council tax levels across each

fund set out in the report at paragraph 4.4.5;

- 4) **RECOMMENDED** that Council delegates authority to the Chief Executive in consultation with the Director for Corporate Services to access the Corporate Priorities Reserve to fund any of the approved growth items where UKSPF cannot be used due to not meeting the funding criteria;
- 5) **RECOMMENDED** that Council delegates authority to the Director for Housing and Communities in consultation with the Director for Corporate Services to access the reserves up to £100k to fund the one off costs of preparing for the implementation of food waste collection and recycling reforms;
- 6) **RECOMMENDED** that Council delegates authority to Director for Corporate Services in consultation with the Director for Housing and Communities to approve a supplementary estimate to support any ongoing additional revenue costs of providing up to five additional waste collection vehicles and delivery of a food waste collection service;
- 7) **RECOMMENDED** that Council notes that the Council's employee establishment will be updated in line with any changes arising from approval of any of the growth proposals set out in Appendices A and B;
- 8) **RECOMMENDED** that Council approves that any current year surplus/deficit on general expenses at 31 March 2025 be met by transfers to or from the Corporate Priorities Reserve in order to maintain the working balance at its agreed level of £1m;
- 9) **RECOMMENDED** that Council approves that any current year surplus/deficit for Special Expenses Melton Mowbray at 31 March 2025 be transferred to/from the Special Expenses Reserve thereby bringing the actual working balance back to the target £50k;
- 10) **RECOMMENDED** that Council notes the changes made to the risk categorisation of budgets as set out in Appendix 1 at paragraph 4.6.2 and Appendix F.

(Non-key decision)

Reasons for recommendations

The Council, having set a Budget at the start of the financial year, needs to ensure the delivery of this Budget is achieved. Consequently, there is a requirement to regularly monitor progress so corrective action can be taken when required, which is facilitated through regular reporting of the financial position.

The recommendations set the Council's General Fund budget and proposed level of council tax for the 2025/26 financial year which takes into account the proposals set out in the approved Corporate Strategy. The proposals take into account the net

expenditure that the Council expects to spend in the next financial year to deliver services to our residents. The report also includes details of the funding and income received to support these services to ensure a balanced budget is proposed, albeit utilising reserves.

The Council also holds a number of reserves which can be drawn upon to fund future expenses. The level of reserves is considered within this report, as is the future outlook for spending in the years ahead in order for the Council's future financial resilience to be considered as part of the proposals.

Cabinet and Council are required to consider and approve the General Fund Revenue Account budget proposals in order to set the budget and council tax for the forthcoming financial year.

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CAPITAL PROGRAMME AND CAPITAL STRATEGY 2025/26

The Portfolio Holder for Corporate Finance, Property and Resources, Councillor Cox, introduced the report and moved the recommendations. Councillor Allnatt seconded the motion.

A point was raised regarding capital spend, as opposed to revenue spend. It was recognised that not all Members and the public don't distinguish between the two and that the Council may need to monitor capital spend better in order to promote the good work that is being carried out.

RESOLVED

That Cabinet:

- 1) **NOTED** the capital programme forecast outturn for 2024/25 as set out in Appendix A.
- 2) **RECOMMENDED** that Council delegates authority to the Director for Housing and Communities, in consultation with the Director for Corporate Services, to access additional funding from capital receipts to fund the purchase of up to five food waste collection vehicles;
- 3) **RECOMMENDED** that Council approves the General Expenses Capital Programme for 2025/26 and associated funding as set out in Appendix B;
- 4) **RECOMMENDED** that Council approves the indicative five year General Expenses Capital Programme for 2025-29 as set out in Appendix C;
- 5) **RECOMMENDED** that Council delegates authority to the Director for Corporate Services to amend the amount in the capital programme for Disabled Facilities Grants once funding confirmation has been received as referred to in Appendix 1 at paragraph 5.10;
- 6) **RECOMMENDED** that Council approves the Capital Strategy 2025/26 as attached at Appendix D.

(Non-key decision)

Reasons for recommendations

Approving the capital programme and capital strategy will support the Council in delivering its commitment to manage its assets effectively and to ensure the benefits from them are maximised for the benefit of the Council and community as a whole. These Capital plans will support the effective delivery of these ambitions and will ensure appropriate levels of capital expenditure and investment are in place to meet Corporate priorities and objectives whilst ensuring that plans are affordable, prudent and sustainable. It is a requirement of the CIPFA Prudential Code for Capital Finance in Local Authorities to produce a capital strategy and for the Chief Finance Officer to report explicitly on the affordability and risk associated with it.

The Capital Programme for 2025-29 for General Expenses is attached at Appendix B. The Programme gives the total cost of each scheme, the spending profile, the amounts authorised to be spent and the stage each scheme has reached within the Capital Programme.

There are no items proposed for the Special Expenses capital programme.

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HOUSING REVENUE ACCOUNT (HRA) REVENUE BUDGET PROPOSALS 2025/26

The Portfolio Holder for Corporate Finance, Property and Resources, Councillor Cox, introduced the report and moved the recommendations. Councillor Allnatt seconded the motion.

Members commented that it was pleasing to see how much the Council had reduced rent arrears. It was clarified that the Council is the best improved across the sector on the reduction of rent arrears.

It was noted that the neighbouring authorities, who the Council would likely merge with under LGR, also have Council housing stock too.

RESOLVED

That Cabinet:

- 1) **NOTED** the financial position on the HRA as at 30 November 2024 and the year-end forecast for both revenue and capital.
- 2) **APPROVED** the increase of 5% to the Independent Living Service charge as outlined within the report at paragraph 5.25.
- 3) **RECOMMENDED** to Council that the budget estimates for 2025/26 be approved.
- 4) **RECOMMENDED** to Council that an average rent increase of 2.70% for all Council dwellings be approved with effect from 1 April 2025.

- 5) **RECOMMENDED** to Council that the 2025/26 capital programme be approved.
- 6) **RECOMMENDED** to Council that delegated authority be given to the Director for Housing and Communities, in consultation with the Director for Corporate Services and the Portfolio Holder for Council Housing and Landlord Services, to approve virements within the HRA capital programme during the year to provide flexibility to meet emerging needs and maintain decent homes.
- 7) **RECOMMENDED** to Council to note that as part of the continuing focus on resourcing requirements for tenancy, income and engagement functions, a revised staffing structure is being developed and will shortly be considered by the Chief Executive under existing delegated powers and

7.1) **RECOMMENDED** to Council that in support of the new structure, to delegate to the Chief Executive, in consultation with the Director for Corporate Services, authority to access the HRA Regeneration and Development Reserve for up to £200k in 25/26 to cover both the additional one off and recurring costs of the new structure and enable the resourcing plan to be implemented and

7.2) **RECOMMENDED** to Council to note that the recurring costs associated with the change of establishment will be built into the base budget from 26/27 providing the financial viability of the HRA is not undermined.

(Non-key decision)

Reason for recommendations

The Local Government and Housing Act 1989 (the 1989 Act) requires the Council to produce and publish an annual budget, including the setting of rents, for the HRA which avoids a deficit. This report sets out the detail for Cabinet to consider prior to making recommendations to Council. It is a requirement that this be scrutinised prior to its submission which has been undertaken by the Scrutiny Committee in January 2025. The proposed rent increase is in line with Government policy and is the maximum increase allowed.

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LOCAL DEVELOPMENT SCHEME UPDATE

The Portfolio Holder for Governance, Environment and Regulatory Services (Deputy Leader), Councillor Glancy, introduced the report and moved the recommendations. Councillor Allnatt seconded the motion.

Members thanked the Local Plan Working Group and Officers for their hard work in delivering this scheme.

RESOLVED

That Cabinet:

- 1) **APPROVED** the publication of the updated Local Development Scheme,

superseding the 2023 version.

- 2) **DELEGATED AUTHORITY** to the Director for Place and Prosperity for the next 24 months to make minor updated to the Local Development Scheme in relation to the Melton Local Plan Update, in consultation with the Portfolio Holder for Governance, Environment and Regulatory Services.

(Non-key decision)

Reasons for recommendations

Having an up-to-date Local Development Scheme is a statutory duty. This update, which also establishes the scope and timetable of the Melton Local Plan Update, provides a more accurate timeline when compared to the current Local Development Scheme, which was approved in September 2023.

Delegation to further update the Local Development Scheme is sought to add flexibility to make changes to the timetable, and to align the delegation with the timetable for the adoption of the plan. Such changes may become necessary as the Local Plan Update progresses through Examination in Public. There is a pressing requirement for the Council to update the Local Development Scheme by 6th March which has arisen from a recent Government request in a letter to all local authorities dated 12th December following the publication of the updated National Planning Policy Framework.

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CORPORATE DEBT WRITE-OFFS

The Portfolio Holder for Corporate Finance, Property and Resources, Councillor Cox, introduced the report and moved the recommendations. Councillor Allnatt seconded the motion.

It was noted that out of all the Leicestershire Authorities, the Council is rated first in relation to Council Tax and Business Rates collection. In addition, it was clarified that arrears have been reduced.

It was clarified that the Council has a 99.5% collection rate for rent.

Following a query, it was clarified that the Council are assisting residents to ensure that Council Tax arrears don't become too high. Also, if a resident requires more holistic assistance, then the Council would refer them to Me and My Learning.

RESOLVED

That Council:

- 1) **NOTED** the action taken by the Council to recover outstanding debts.
- 2) **AUTHORISED** the Chief Finance Officer to write off the debts shown in Appendices 1, 2 and 3.

(Key decision)

Reasons for recommendations

All recovery methods have been considered and where appropriate pursued, before recommending that debts are written off.

Officer time can be maximised on greater returns, focusing on debts where there is more realistic chance of recovery.

The meeting closed at: 5.26 pm

Chair

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MEMBER INTERESTS

Do I have an interest?

1 DISCLOSABLE PECUNIARY INTERESTS (DPIs)

A “Disclosable Pecuniary Interest” is any interest described as such in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and includes an interest of yourself, or of your Spouse/Partner (if you are aware of your Partner's interest) that falls within the following categories: Employment, Trade, Profession, Sponsorship, Contracts, Land/Property, Licences, Tenancies and Securities.

A Disclosable Pecuniary Interest is a Registerable Interest. Failure to register a DPI is a criminal offence so register entries should be kept up-to-date.

2 OTHER REGISTERABLE INTERESTS (ORIs)

An “Other Registerable Interest” is a personal interest in any business of your authority which relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority; or
- b) any body
 - (i) exercising functions of a public nature
 - (ii) any body directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

3 NON-REGISTRABLE INTERESTS (NRIs)

“Non-Registrable Interests” are those that you are not required to register but need to be disclosed when a matter arises at a meeting which directly relates to your financial interest or wellbeing or a financial interest or wellbeing of a relative or close associate that is not a DPI.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you become aware. In any other circumstances, where Members require further advice they should contact the Monitoring Officer or Deputy Monitoring Officer in advance of the meeting.

Declarations and Participation in Meetings

1 DISCLOSABLE PECUNIARY INTERESTS (DPIs)

- 1.1 Where a matter arises at a meeting which **directly relates** to one of your Disclosable Pecuniary Interests which include both the interests of yourself and your partner then:
- a) you must disclose the interest;
 - b) not participate in any discussion or vote on the matter; and
 - c) must not remain in the room unless you have been granted a Dispensation.

2 OTHER REGISTERABLE INTERESTS (ORIs)

- 2.1 Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests i.e. relating to a body you may be involved in:
- a) you must disclose the interest
 - b) may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter; and
 - c) must not remain in the room unless you have been granted a Dispensation.

3 NON-REGISTRABLE INTERESTS (NRIs)

- 3.1 Where a matter arises at a meeting, which is not registrable but may become relevant when a particular item arises i.e. interests which relate to you and /or other people you are connected with (e.g. friends, relative or close associates) then:
- a) you must disclose the interest;
 - b) may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter; and
 - c) must not remain in the room unless you have been granted a Dispensation.

4 BIAS

- 4.1 Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest (bias):
- a) you should not take part in the decision-making process
 - b) you should state that your position in this matter prohibits you from taking part
 - c) you should leave the room.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you become aware. In any other circumstances, where Members require further advice they should contact the Monitoring Officer or Deputy Monitoring Officer in advance of the meeting.



Helping people | Shaping places



Cabinet

12 March 2025

Treasury Management Quarter 3 Report 2024-25

Report Author:	Nick Brown , Senior Management Accountant 01664 502575 NickBrown@melton.gov.uk
Chief Officer Responsible:	Dawn Garton , Director for Corporate Services 01664 502444 DGarton@melton.gov.uk
Lead Member/Relevant Portfolio Holder	Councillor Sarah Cox , Portfolio Holder for Corporate Finance, Property and Resources

Corporate Priority:	Ensuring the right conditions to support delivery (inward)
Relevant Ward Member(s):	N/A
Date of consultation with Ward Member(s):	N/A
Exempt Information:	No
Key Decision:	No
Subject to call-in:	No Not key decision

1 Summary

- 1.1 The quarterly Treasury Report is required by the Council's reporting procedures and provides a summary of the Treasury activities to the end of December 2024. The report also covers the actual position to date on the Prudential Indicators in accordance with the Prudential Code.
- 1.2 The report meets the requirements of both the CIPFA Code of Practice on Treasury Management 2021 and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both codes through Regulations issued under the Local Government Act 2003.

2 Recommendations

That Cabinet

- 2.1 **Notes the Quarter 3 position on treasury activity for 2024-25**
- 2.2 **Notes the Quarter 3 position on Prudential Indicators for 2024-25**

3 Reason for Recommendations

- 3.1 The Prudential Code requires the Council to monitor and report performance on Treasury Management activities at least quarterly. As a minimum Full Council need to receive an annual report on the strategy and plan for the coming financial year, a mid-year review and an annual report on performance of the treasury management function. In addition, monitoring reports should be received at least quarterly alongside revenue and capital monitoring by the Cabinet as the body delegated responsibility for treasury management functions.
- 3.2 To facilitate the decision-making process and support capital investment decisions the Prudential Code requires the Council to agree and monitor a minimum number of prudential indicators.

4 Background

- 4.1 The Treasury Management & Prudential Indicators quarter 3 report for 2024-25 is attached at Appendix A. The report covers:
 - Economics, Interest and borrowing rate updates;
 - Investment and Borrowing Strategies;
 - Compliance with Treasury and Prudential Limits.
- 4.2 The underlying purpose of the report supports the objective in the revised CIPFA Code of Practice on Treasury Management and the Ministry of Housing, Communities and Local Government (MHCLG) Investment Guidance/Investment regulations. These state that Members receive and adequately scrutinise Treasury Management services.

5 Main Considerations

- 5.1 The underlying economic environment in recent years has led to higher interest rates which, in turn, have helped to boost the Council's investment returns. However, since August 2024, the Monetary Policy Committee has cut the Bank Rate on three occasions, most recently to 4.5% on 6th February 2025. Despite those cuts, the Bank Rate remains higher than was anticipated when the Treasury Management Strategy was approved by Council in February 2024, when the average rate for the year was forecast at 4.25%.
- 5.2 Following a long period of previously suppressed interest rates there has been a period of continued positivity with some rates being around 6% over the past 12 months but as the markets started to price in the expected base rate reduction, we have seen this reduce in recent months to 12 months rates being around 4.7%.
- 5.3 The forward interest rate forecasts used for budget setting had forecast a drop in interest rates which has been built in but as part of the Council's maturity laddering approach there

are still some investments held at above 5.5% which is anticipated to lead to an increase in investment returns during this financial year. Officers will continue to maximise returns where possible with the latest forecast predicting a surplus of £258k against a budgeted income level of £940k (across General Fund and HRA). This will help to support some of the other in year pressures the Council is facing.

- 5.4 In terms of performance in comparison to the benchmarking group, of which Melton is a member, at the end of Q3 the Council's average rate of return is 5.16%. Whilst this represents a fall in return from the previous quarter (5.34%), it remains above the benchmark average of 5.02% which includes county level authorities as well. This is a positive achievement as the Council looks to maximise its returns whilst striving to balance risk and return.
- 5.5 As regards the Council's £2m investment in the CCLA property fund the latest valuation has improved with the notional loss at 31st December 2024 reducing to £177k, compared with £205k at 30th September 2024. Due to the risks around this type of investment the Council has previously approved the establishment of a reserve to help offset any potential deficits that might arise in future should the statutory override be removed, as expected, on 31st March 2025. At the end of 2024-25 the balance in the reserve is expected to be £190k. Officers will continue to monitor the fund valuation against the reserve levels required. By its very nature, a property fund is considered to be a long-term investment in terms of potential fluctuations in asset values, but since the initial investment was made in 2017 the Council has received investment income of £650k net of fees up to the end of December 2024, which has supported the revenue budget during that time.
- 5.6 The report shows that the basis of the treasury management strategy, the investment strategy and the PI's have not materially changed, except where shown.
- 5.7 The report is structured to highlight the key changes to the Council's capital activity (the prudential indicators), the economic outlook and the actual and forecast treasury management activity (borrowing and investment).

6 Options Considered

- 6.1 No other options considered. If the report was not provided Members would not be aware of the ongoing management of the treasury functions and appropriate scrutiny would not be undertaken in accordance with the treasury framework.

7 Consultation

- 7.1 Consultation has been undertaken with the portfolio holder regarding the position for the 2024-25 financial year.

8 Next Steps – Implementation and Communication

- 8.1 As this is a monitoring report there are no further steps required.

9 Financial Implications

- 9.1 The Treasury Management Strategy and Policy are core financial policies which underpin all the work of the Treasury Management function and incorporate any implications arising from the capital programme.
- 9.2 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During quarter 3 ending 31st December 2024, the Council has operated

within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2024-25.

- 9.3 The Director for Corporate Services can confirm that no difficulties are envisaged for the current or future years in complying with these indicators and that all treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.
- 9.4 Despite the recent interest rate reduction, due to the Council's investment approach and focus on maximising longer-term rates where possible, officers are forecasting additional investment income during the year of £258k. This helps to mitigate other in-year financial pressures that have arisen. Current returns are averaging 5.16% which is above the benchmark and officers will continue to monitor interest rates with a view to maximising returns where possible (in accordance with the strategy) over the remainder of the financial year.

Financial Implications reviewed by: Interim Assistant Director for Resources 27th February 2025

10 Legal and Governance Implications

- 10.1 The Local Government Act 2003 includes powers to invest and borrow together with introducing controls and limits on those activities. As referred to in the body of the report, those controls include the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 which require the Council to comply with the prudential code published by CIPFA. Failure to follow the Code of Practice and Strategy could increase the risk of financial loss.
- 10.2 The strategic approach referred to in this report reflects compliance with the Code.

Legal Implications reviewed by: Monitoring Officer.

11 Equality and Safeguarding Implications

- 11.1 There are no direct equality or safeguarding issues arising from this report.

12 Data Protection Implications (Mandatory)

A Data Protection Impact Assessments (DPIA) has not been completed as there are no risks/issues to the rights and freedoms of natural persons.

13 Community Safety Implications

- 13.1 There are no direct links to community safety arising from this report.

14 Environmental and Climate Change Implications

- 14.1 No implications have been identified but members may wish to note the council has an investment in a green and sustainable product that is focused around sustainable economic growth investment.

15 Other Implications (where significant)

- 15.1 No other implications have been identified.

16 Risk & Mitigation

- 16.1 These are assessed as part of the Corporate Services Directorate Risk Register

Risk No	Risk Description	Likelihood	Impact	Risk
1	Loss of investment income during 2024-25 as result of changed in interest rates	Low	Marginal	Low Risk
2	Reduction in the valuation of the Councils Property Fund investment resulting in an actual loss should the regulations change to charge the loss to revenue account.	Significant	Marginal	Medium Risk

		Impact / Consequences			
		Negligible	Marginal	Critical	Catastrophic
Likelihood	Score/ definition	1	2	3	4
	6 Very High				
	5 High				
	4 Significant		2		
	3 Low		1		
	2 Very Low				
	1 Almost impossible				

Risk No	Mitigation
1	Continue to maximise returns in line with the Treasury management investment strategy
2	Continue to monitor property fund reserve balance to help mitigate any losses in the future should the statutory override be removed and there is a need to be charged direct to the revenue account in line with any change in accounting rules.

17 Background Papers

17.1 Treasury Management Strategy Statement 2024-25

18 Appendices

18.1 Appendix A – Quarter 3 Treasury Management Review 2024-25

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Treasury Management Update

Quarterly report
31st December 2024

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Treasury Management Update

Quarter Ended 31st December 2024

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

1. Economics update – provided by MUFG Corporate Markets (the Council's Treasury Advisors)

- The third quarter of 2024/25 (October to December) saw:
 - GDP growth contracting by 0.1% m/m in October following no growth in the quarter ending September;
 - The 3myy rate of average earnings growth increase from 4.4% in September to 5.2% in October;
 - CPI inflation increase to 2.6% in November;
 - Core CPI inflation increase from 3.3% in October to 3.5% in November;
 - The Bank of England cut interest rates from 5.0% to 4.75% in November and hold them steady in December.
 - 10-year gilt yields starting October at 3.94% before finishing up at 4.57% at the end of December (peaking at 4.64%).
- The 0.1% m/m fall in GDP in October was the second such decline in a row and meant that GDP would need to rise by 0.1% m/m or more in November and December, for the economy to grow in Q4 as a whole rather than contract. With on-going concern over the impact of the October budget and drags from higher interest rates and weak activity in the euro zone, our colleagues at Capital Economics have revised down their forecast for GDP growth in 2025 to 1.3% (it was initially 1.8% in the immediate wake of the Budget.)
- This quarter saw the composite activity Purchasing Manager Index (PMI) dip below the level of 50 that separates expansion from contraction for the first time since October 2023. Although December's composite PMI came in above this level, at 50.5, this was still consistent with the 0% rise in real GDP in Q3 being followed by a flat-lining, or potential contraction, in the final quarter of 2024. However, the economy is unlikely to be quite as weak as that given that the PMIs do not capture rises in government spending, but the data does underline the continued divergence in trends between the manufacturing and services sectors. The manufacturing PMI fell for its fourth consecutive month in December, from 48.0 in November to 47.3. That's consistent with manufacturing output falling by 1.5% q/q in the final quarter of 2024 after flatlining through the summer months. This weakness in the manufacturing sector was offset by a rebound in the services sector. The services PMI rose from 50.8 in November to 51.4 in December, which is consistent with non-retail services output growth increasing from +0.1% q/q to +0.3% for October - December. This suggests that more of the recent slowdown in GDP is being driven by the weakness in activity overseas rather than just domestic factors. Additionally, the services output prices balance rose for the third consecutive month, from 55.4 in November to 56.9, showing signs that price pressures are reaccelerating.
- After rising by 1.4% q/q in July - September, the retail sector had a difficult final quarter of the year. Indeed, the bigger-than-expected 0.7% m/m fall in retail sales in October (consensus forecast -0.3% m/m) suggested that households' concerns about expected tax rises announced in the Budget on 30th October contributed to weaker retail spending at the start of the quarter. The monthly decline in retail sales volumes in October was reasonably broad based, with sales in five of the seven main sub sectors slipping. However, the potential for seasonally adjusted sales to rise in November - if October's figures were impacted by the timing of the school half term – combined with a rebound in consumer confidence and rising real incomes, points to some promise to the final quarter of 2024
- The Government's October budget outlined plans for a significant £41.5bn (1.2% of GDP) increase in taxes by 2029/30, with £25bn derived from a 1.2% rise in employers' national insurance contributions. The taxes are more than offset by a £47bn (1.4% of GDP) rise in current (day-to-day) spending by 2029/30 and a £24.6bn (0.7% of GDP) rise in public investment, with the latter being more than funded by a £32.5bn (1.0% of GDP) rise in public borrowing. The result is that the Budget loosens fiscal policy relative to the previous

government's plans - although fiscal policy is still being tightened over the next five years – and that GDP growth is somewhat stronger over the coming years than had previously been forecasted. By way of comparison, the Bank of England forecasts four-quarter GDP growth to pick up to almost 1¼% through 2025 (previously forecast to be 0.9%) before falling back to just over 1% in 2026.

- December's pay data showed a rebound in wage growth that will likely add to the Bank of England's inflationary concerns. The 3myy rate of average earnings growth increased from 4.4% in September (revised up from 4.3%) to 5.2% in October (consensus forecast 4.6%) and was mainly due to a rebound in private sector pay growth from 4.6% to 5.4%. Excluding bonuses, public sector pay stagnated in October and the 3myy rate fell from 4.7% to 4.3%.
- The number of job vacancies also fell again from 828,000 in the three months to October to 818,000 in the three months to November. This marks the first time it has dropped below its pre-pandemic February 2020 level of 819,000 since May 2021. Despite this, the Bank of England remains concerned about the inflationary influence of high wage settlements as well as the risk of a major slowdown in labour market activity.
- CPI inflation has been on the rise this quarter, with the annual growth rate increasing from 1.7% in September to 2.3% in October, before rising further to 2.6% in November. Although services CPI inflation stayed at 5.0% in November, the Bank had expected a dip to 4.9%, while the timelier three-month annualised rate of services CPI rose from 5.0% to 5.1%. That shows that there currently isn't much downward momentum. Moreover, the wider measure of core CPI inflation rose from 3.3% to 3.5% in November. Both services and core inflation are currently at rates well above those consistent with the 2.0% target and are moving in the wrong direction. Capital Economics forecast that after dipping to 2.5% in December, CPI inflation will rise further in January, perhaps to 2.8%. Although CPI inflation is expected to be back at close to the 2.0% target by the end of 2025, given that a lot of the rise in inflation in the coming months will be due to base effects that won't persist, the potential for a broader set of tariffs to arise from the US as well as the constant threat of geo-political factors to impact energy and food prices suggest risks remain very much to the upside.
- Throughout the quarter gilt yields have risen. The 10-year gilt yield increased from 3.94% at the start of October to 4.57% by the year end (and has subsequently risen to 4.64% early in 2025). As recently as mid-September 10-year gilt yields were at their low for the financial year, but since then, and specifically after the Budget at the end of October, yields have soared. Overall, the reaction to the UK Budget highlights how bond markets are both fragile and highly attentive to news about the fiscal outlook.

The FTSE 100 started off this quarter at 8,276, before finishing up at 8,121. In particular, UK markets have continued to fall further behind US equities, a trend which has accelerated since Trump's election victory in November, partly due to the UK stock market being less exposed to AI hype, and it being weighed down by its relatively large exposure to the energy and materials sectors.

MPC meetings: 7th November & 18th December 2024

- On 7 November, Bank Rate was cut by 0.25% to 4.75%. The vote was 8-1 in favour of the cut, but the language used by the MPC emphasised "gradual" reductions would be the way ahead with an emphasis on the inflation and employment data releases, as well as geo-political events.
- At the 18 December meeting, another split vote arose. Members voted 6-3 to keep Bank Rate on hold at 4.75%, but dissenters (Dhingra, Ramsden and Taylor) were keen for rates to be cut further as concerns over the slowing down of the UK economy took root, despite near-term inflation fears remaining.
- The MPC again stated that "a gradual approach" to rate cuts "remains appropriate" and that policy will "remain restrictive for sufficiently long".

2. Interest rate forecasts

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012. For Housing Revenue Account authorities, the lower Housing Revenue Account (HRA) PWLB rate has also been available since 15 June 2023 (standard rate minus 60 bps) but is available for HRA borrowing only.

The latest forecast, updated on 11th November, sets out a view that both short and long-dated interest rates will start to fall once it is evident that the Bank of England has been successful in squeezing excess inflation out of the economy, despite a backdrop of stubborn inflationary factors and a tight labour market.

Following the 30th October Budget, the outcome of the US Presidential election on 6th November, and the 25bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7th November, we significantly revised our central forecasts for the first time since May. In summary, our Bank Rate forecast is now 50bps – 75bps higher than was previously the case, whilst our PWLB forecasts have been materially lifted to not only reflect our increased concerns around the future path of inflation, but also the increased level of Government borrowing over the term of the current Parliament.

If we reflect on the 30th October Budget, our central case is that those policy announcements will be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be 2.7% y/y (Q4 2025) and 2.2% (Q4 2026) before dropping back in 2027 to 1.8% y/y.

The anticipated major investment in the public sector, according to the Bank, is expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises, and a tepid GDP performance.

Our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in February and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data in the second half of 2025.

Regarding our PWLB forecast, the short to medium part of the curve is forecast to remain elevated over the course of 2025, and the degree to which rates moderate will be tied to the arguments for further Bank Rate loosening or otherwise. The longer part of the curve will also be impacted by inflation factors, but there is also the additional concern that with other major developed economies such as the US and France looking to run large budget deficits there could be a glut of government debt issuance that investors will only agree to digest if the interest rates paid provide sufficient reward for that scenario.

Moreover, Donald Trump's victory in the US President election paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of any further tax cuts and an expansion of the current US budget deficit.

Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks abound.

In summary, regarding PWLB rates, movement in the short-end of the curve is expected to reflect Link's Bank Rate expectations to a large degree, whilst medium to longer-dated PWLB rates will remain influenced not only by the outlook for inflation, domestically and globally, but also by the market's appetite for significant gilt issuance (£200bn+ for each of the next few years). As noted at the Link November Strategic Issues webinars, there is upside risk to that part of our forecast despite the Debt Management Office skewing its issuance to the shorter part of the curve.

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The Link forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

3. Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2024/25, which includes the Annual Investment Strategy, was approved by the Council on 8th February 2024. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seeking out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

As shown by the charts below and the interest rate forecasts in section 2, investment rates have remained relatively elevated during the third quarter of 2024/25 but are expected to fall back in due course if inflation falls through 2025 and the MPC loosens monetary policy more substantially.

Creditworthiness.

There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.

Investment counterparty criteria

The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

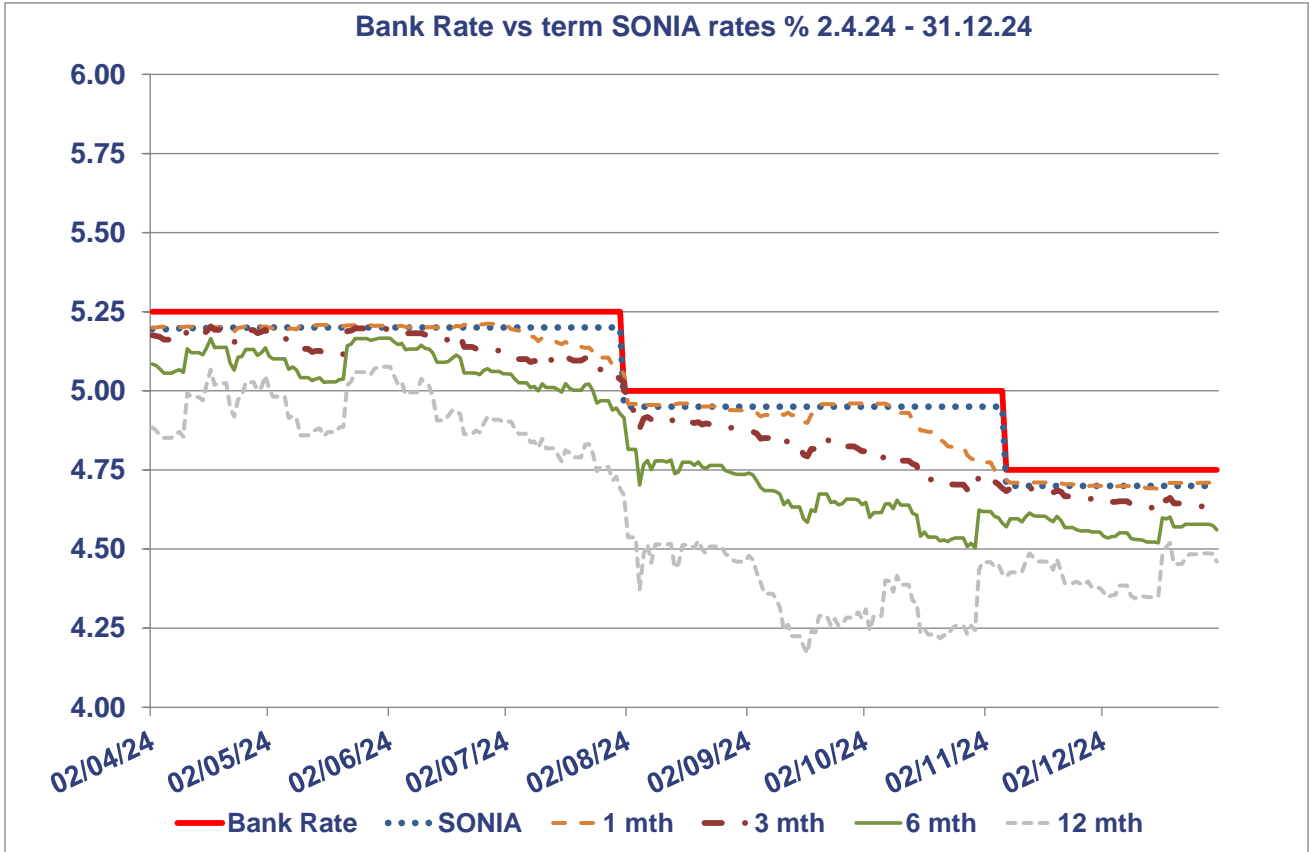
CDS prices

For UK and international banks, these have remained low, and prices are not misaligned with other creditworthiness indicators, such as credit ratings. **Nevertheless, it remains important to undertake continual monitoring of all aspects of risk and return in the current circumstances.**

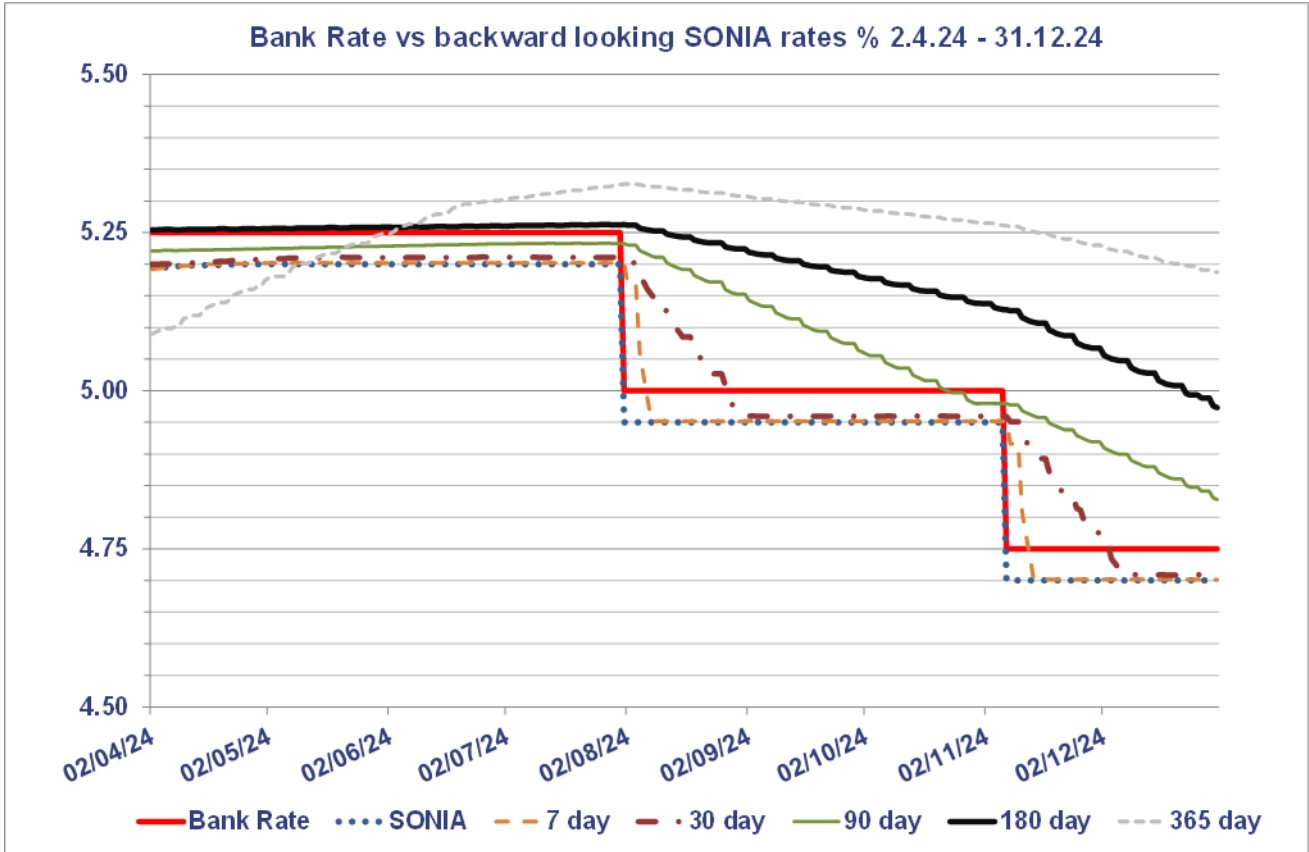
Investment balances

The average level of funds available for investment purposes during the quarter was **£23.6m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council holds **£2m** core cash balances for investment purposes (i.e., funds available for more than one year).

Investment performance year to date as of end of December 2024



FINANCIAL YEAR TO QUARTER ENDED 31/12/2024						
	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	5.25	5.20	5.21	5.20	5.17	5.08
High Date	02/04/2024	03/05/2024	27/06/2024	17/04/2024	31/05/2024	30/05/2024
Low	4.75	4.70	4.69	4.62	4.50	4.17
Low Date	07/11/2024	07/11/2024	16/12/2024	31/12/2024	30/10/2024	17/09/2024
Average	5.06	5.01	4.99	4.93	4.83	4.62
Spread	0.50	0.50	0.52	0.58	0.66	0.91



FINANCIAL YEAR TO QUARTER ENDED 31/12/2024							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	5.25	5.20	5.20	5.21	5.23	5.26	5.33
High Date	02/04/2024	03/05/2024	13/05/2024	26/06/2024	26/07/2024	26/07/2024	01/08/2024
Low	4.75	4.70	4.70	4.71	4.83	4.97	5.09
Low Date	07/11/2024	07/11/2024	27/12/2024	11/12/2024	31/12/2024	31/12/2024	02/04/2024
Average	5.06	5.01	5.02	5.05	5.12	5.20	5.25
Spread	0.50	0.50	0.50	0.50	0.41	0.29	0.24

The weighted average rate of return earned on investments for the financial year to 31st December 2024 was 5.16%. The comparable performance indicator is the average 7-day SONIA rate, which was 5.02%.

The Council's budgeted investment return for 2024/25 is **£940k** (across both General Fund and HRA), and performance for the year based on Q3 data is currently forecasting a surplus of **£258k** above budget.

Fund investments

- Money Market Funds (MMFs) – with bank rates falling during the last quarter, the return on MMFs has followed the trend and sits at around 4.75% at the end of quarter three.
- Property Funds - the Council's investment in the CCLA property fund is still showing a notional loss against the initial investment of £2m. At 31st December 2024 the fund was valued at £1.823m, which does reflect an improvement of £26k over the last quarter. The interest return for Q3, net of fees, has remained steady at 4.45% compared to 4.44% in the previous quarter.

Approved limits

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 31st December 2024.

A full list of investments held as of 31st December 2024 is in appendix 2.

4. Borrowing

No borrowing was undertaken during the quarter ended 31st December 2024. It is not anticipated that any borrowing will be undertaken during the remainder of this financial year.

PWLB maturity Certainty Rates 1st April to 31st December 2024

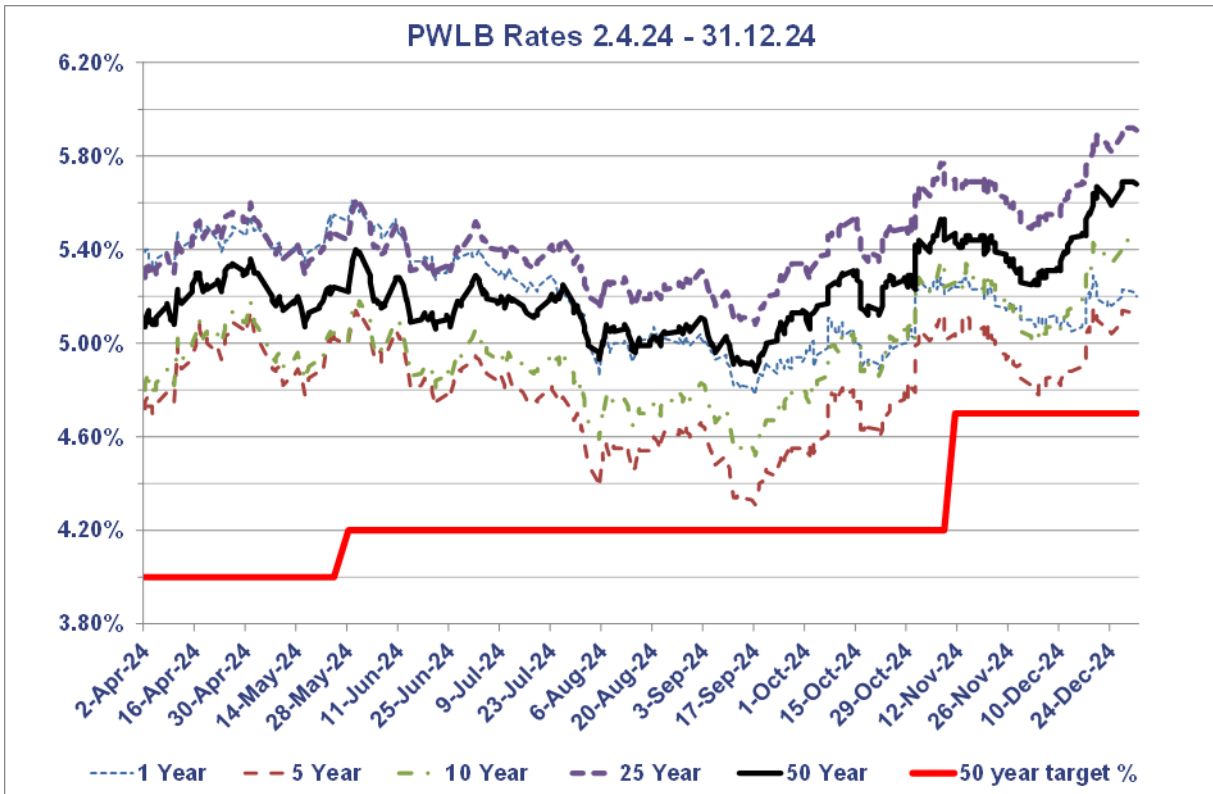
Medium and longer-dated gilt yields, and therein PWLB rates, have moved significantly higher over the course of the financial year, culminating in long-term rates approaching levels last seen in 1998. The rise in medium to long-term yields has arisen because of several factors. Namely, the inflation outlook has become stickier than the market anticipated earlier in the year, with wages remaining somewhat elevated (currently increases are c5% y/y) and the labour market tight (unemployment a little above 4% and job vacancies more than 800,000).

Moreover, the Government has not fully convinced the markets that the UK economy is about to undergo a material increase in productivity and growth. The quarter ending 30th September saw UK GDP stagnate and the prospects for 2025 are somewhat opaque at present. With the UK public finances seemingly under pressure too (as of 7th January, it is estimated that the Chancellor's October Budget contingency is less than £1bn following the recent rise in gilt yields), and historic buyers of longer-dated gilts – pension funds and insurance companies – targeting shorter-dated maturities of late, it is not that great a surprise that yields have risen in the longer dates even as the Debt Management Office has sought to issue debt with shorter durations than might normally have been the case.

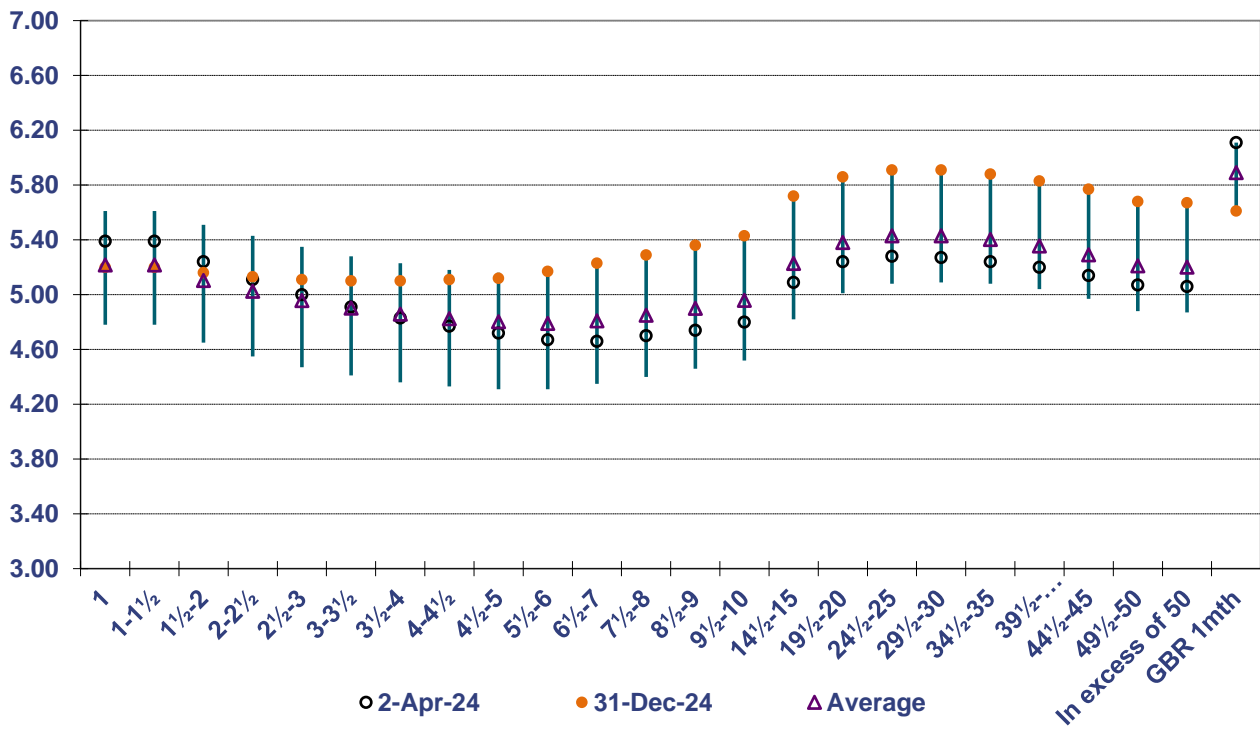
There is also anecdotal evidence that hedge funds, who are not long-term holders of long-dated debt issuance, as a rule, may be more active in this part of the market than has normally been the case. Their presence, arguably, adds volatility to the equation. Consequently, and pulling all these factors together, and it is clear that any signs of public finance weakness could lead to elevated yields from time to time.

Additionally, US Treasury yields have also risen prior to Donald Trump's inauguration as US President on 20th January. Markets are nervous as to what the effect of deportation, tariff and tax-cutting policies will have on inflation. Given the impact US markets have globally, this is another contributing factor to the near-term rise in UK yields. The hope is that when the "unknowns" become known, markets will behave in a calmer fashion and yields fall back. But that is not certain.

PWLB RATES 02.04.24 - 31.12.24 (note: the 1st April was a bank holiday)



PWLB Certainty Rate Variations 2.4.24 to 31.12.24



HIGH/LOW/AVERAGE PWLB RATES FOR 02.04.24 – 31.12.24

	1 Year	5 Year	10 Year	25 Year	50 Year
02/04/2024	5.39%	4.72%	4.80%	5.28%	5.07%
31/12/2024	5.20%	5.12%	5.43%	5.91%	5.68%
Low	4.78%	4.31%	4.52%	5.08%	4.88%
Low date	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.16%	5.44%	5.92%	5.69%
High date	29/05/2024	19/12/2024	19/12/2024	19/12/2024	27/12/2024
Average	5.22%	4.80%	4.96%	5.43%	5.21%
Spread	0.83%	0.85%	0.92%	0.84%	0.81%

5. Debt rescheduling

Debt rescheduling opportunities have remained a possibility in the current quarter for those authorities with significant surplus cash and a flat or falling Capital Financing Requirement in future years. Members will be advised if there is value to be had by rescheduling or repaying a part of the debt portfolio.

6. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 31st December 2024, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2024/25. The Director for Corporate Services reports that no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

APPENDIX 1: Prudential and Treasury Indicators for 2024-25 as of 31st December 2024

Treasury Indicators	2024/25 Budget £'000	31.12.24 Actual £'000
Authorised limit for external debt	46,000	46,000
Operational boundary for external debt	34,000	34,000
Gross external debt	31,456	31,315
Investments	16,527	24,206
Net borrowing	14,929	7,109

Maturity structure of fixed rate borrowing - upper and lower limits	Lower	Upper	
Under 12 months	0%	50%	6.38%
12 months to 2 years	0%	50%	6.38%
2 years to 5 years	0%	50%	0.96%
5 years to 10 years	0%	50%	0.96%
10 years to 20 years *1	0%	50%	15.97%
20 years to 30 years *1	0%	50%	33.02%
30 years to 40 years *1	0%	50%	36.33%
40 years to 50 years *1	0%	50%	0.00%

Upper limit for principal sums invested over 365 days (split by financial years beyond current year end): - *2 Year 1 Year 2 Year 3 etc Total	Upper Limit £10m annually	Actual invested £2m (property fund)
--	------------------------------	--

Prudential Indicators	2024/25 Budget £'000		2024/25 Forecast £'000	
	HRA	GF	HRA	GF
Capital expenditure	5,591	7,445	4,173	7,616
Capital Financing Requirement (CFR)	31,484	32	31,484	32
Annual change in CFR	0	-11	0	-11
In year borrowing requirement	0	0	0	0
Ratio of financing costs to net revenue stream	27.04%	-10.5%	27.04%	-10.86%

APPENDIX 2: Investment Portfolio

Investments held as of 31st December 2024 compared to our counterparty list:

Melton Borough Council

Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default	Expected Credit Loss (£)
MMF Deutsche	360,000	4.74%		MMF	AAAm		
MMF Invesco	3,250,000	4.76%		MMF	AAAm		
National Bank of Kuwait (International) PLC	2,000,000	5.32%	17/01/2024	16/01/2025	A	0.002%	40
National Bank of Kuwait (International) PLC	1,000,000	5.32%	01/02/2024	31/01/2025	A	0.004%	39
SMBC Bank International Plc	1,000,000	4.85%	31/10/2024	31/01/2025	A-	0.004%	39
First Abu Dhabi Bank PJSC	2,000,000	4.90%	27/08/2024	27/02/2025	AA-	0.004%	70
National Bank of Kuwait (International) PLC	1,000,000	4.97%	27/08/2024	27/02/2025	A	0.007%	73
SMBC Bank International Plc	1,000,000	4.92%	03/09/2024	03/03/2025	A-	0.008%	78
National Bank of Kuwait (International) PLC	1,000,000	5.43%	12/03/2024	12/03/2025	A	0.009%	90
SMBC Bank International Plc	1,000,000	4.80%	13/12/2024	13/03/2025	A-	0.009%	91
Qatar National Bank	1,000,000	5.50%	02/04/2024	02/04/2025	A+	0.012%	116
First Abu Dhabi Bank PJSC	1,000,000	5.31%	02/05/2024	02/05/2025	AA-	0.007%	74
Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default	Expected Credit Loss (£)
Qatar National Bank	1,000,000	5.62%	02/05/2024	02/05/2025	A+	0.015%	154
Qatar National Bank	3,000,000	5.72%	30/05/2024	30/05/2025	A+	0.019%	569
Qatar National Bank	1,000,000	5.51%	26/06/2024	26/06/2025	A+	0.022%	224
National Bank of Kuwait (International) PLC	1,000,000	5.08%	31/07/2024	31/07/2025	A	0.027%	268
First Abu Dhabi Bank PJSC	1,000,000	4.68%	13/12/2024	12/12/2025	AA-	0.021%	210
Borrower - Funds	Principal (£)	Interest Rate	Start Date	Maturity Date			
CCLA Local Authorities Property Fund	2,000,000	2.20%					
Total Investments	£24,610,000	4.92%					
Total Investments - excluding Funds	£22,610,000	5.16%				0.011%	£2,137
Total Investments - Funds Only	£2,000,000	2.20%					

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

The Historic Risk of Default column is based on the lowest long term rating. If clients are using this % for their Expected Credit Loss calculation under IFRS 9, please be aware that the Code does not recognise a loss allowance where the counterparty is central government or a local authority since relevant statutory provisions prevent default. For these instruments, the Expected Credit Loss will be nil. Please note that we are currently using Historic Default Rates from 1990-2023 for Fitch, 1983-2023 for Moody's and 1981 to 2023 for S&P.

Where Link Group have provided a return for a property fund, that return covers the 12 months to September 2024, which are the latest returns currently available.

Quarter 3 Performance, Risk and Feedback Report 2024-25

Report Author:	Martin Guest , Policy and Communications Manager 01664 502413 mguest@melton.gov.uk
Chief Officer Responsible:	Dawn Garton , Director for Corporate Services 01664 502444 dgarton@melton.gov.uk
Lead Member/Relevant Portfolio Holder	Councillor Margaret Glancy , Deputy Leader and Portfolio Holder for Governance, Environment and Regulatory Services
Corporate Priority:	All Corporate Priorities
Relevant Ward Member(s):	All
Date of consultation with Ward Member(s):	N/A
Exempt Information:	No
Key Decision:	No
Subject to call-in:	No Not key decision

1 Summary

- 1.1 This report provides an update to Cabinet on progress on delivering the aspirations set out in the Council's new Vision 36 and Corporate Delivery Plan. It includes a performance and risk commentary on each of the Council's Corporate Priorities and a summary of the feedback through complaints and compliments received by the Council. The performance and risk information are appended to the report. The report specifically focusses on the quarter 3 end position of the financial year 2024-25.

2 Recommendation(s)

That Cabinet:

2.1. Note the contents of the report and provide any observations or actions to the relevant officers accordingly.

3 Reason for Recommendations

3.1 Having established a new Corporate Strategy made up of Vision 36 and Corporate Delivery Plan in 2024, is it important the Council regularly receives and considers performance information to evaluate progress against its priorities. The Council's Corporate Performance Measures are used to focus on key priority services, along with the strategic risks and seek to help inform the Cabinet, Members and Officers with regard to the formation of policy and oversight of delivery.

4 Background

- 4.1 In February 2024, the Council approved its [Vision 36 and Corporate Delivery Plan](#). The Vision 36 has eight aspirations and is supported by a Delivery Plan which has six priority themes and a range of objectives which set out how the Council will deliver against its priorities. To enable progress to be effectively monitored, a new basket of corporate performance measures was established. The purpose of the corporate measures and projects is to ensure that Cabinet and senior managers have effective oversight of key corporate activity, service performance and progress against the Council's aspirations. The corporate measures are supported by a range of service measures overseen by operational managers.
- 4.2 For 2024/25 a new basket of indicators and projects is in place, from quarter 3 we have included a summary of the Council's Strategic Risks alongside the performance measures and feedback (see Appendix 1) against each theme to give members a snapshot of the factors influencing performance against the themes in the new Corporate Strategy.
- 4.3 As part of the approval of the new Corporate Strategy at its meeting on 8 February 2024 the Council also approved a Performance and Risk Management Framework which sets out the Council's approach to managing performance and risk as it seeks to ensure delivery of its Corporate Strategy priorities, as well as ensuring effective service performance and organisational governance.
- 4.4 Performance and strategic risks are presented to Cabinet on a quarterly basis and risk reporting is also undertaken 6 monthly to Audit and Standards Committee. This is in line with this framework and sets out how performance and risk management is more closely aligned and help inform the development of policies and the council's budget.
- 4.5 The Council has implemented a new performance management and risk system (Pentana) and developed its approach to performance and risk management to support the principle of data driven decision making. The new system captures key data alongside a narrative summary of performance against the key indicators which measure progress against our new Corporate Strategy. Pentana will improve the way we use this information in managing the business of the Council.

5 Main Considerations

5.1 Within each section below a summary of progress against each of the six Corporate Priorities is provided. The summaries provide an update on progress towards delivering key objectives and projects as set out within the Strategy. They also highlight key areas of achievement, as well as performance or delivery challenges and risks. Where issues are highlighted, actions to address and improve are also set out.

5.2 Performance and risks are used to support the monitoring and oversight of delivery, and the latest position is shown against the Council's six priority themes in Appendix 1. Where applicable, and to enable trends to be analysed, this provides trend data on the key performance measures against each priority. Where available (and where relevant), benchmarking and comparator data is also provided. More detailed progress updates on key corporate projects are also included.

5.3 Overall position

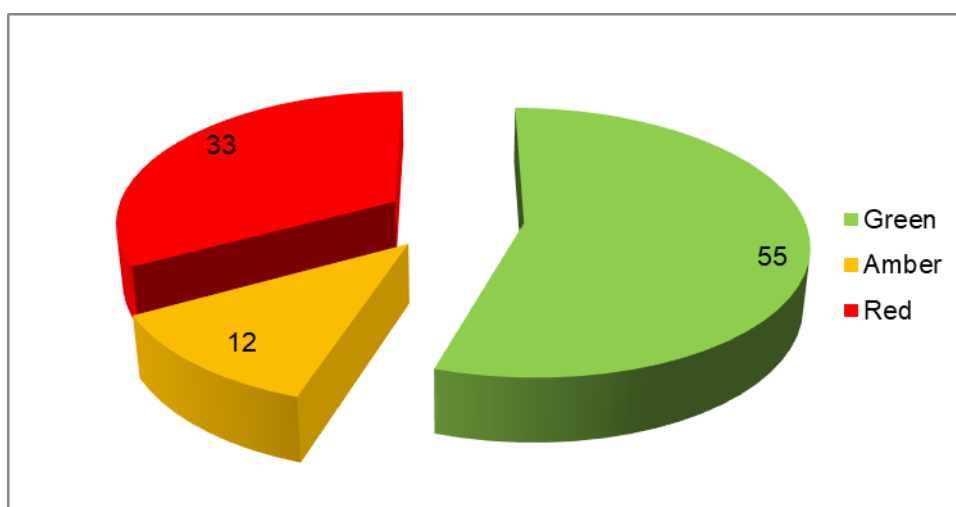
5.3.1 Corporate performance

5.3.2 The report below shows a summary position of the Council's performance on its progress against delivering the aspirations set out in the new Corporate Strategy 2024 – 2036. This shows the overall performance against these measures and against each of the 6 Corporate Priorities. This is a snapshot relating to the position as at the end of quarter 3 (31st December 2024) of the financial year 2024-25.

5.3.3 The Red, Amber, Green (RAG) assessments used in this report are based on this quarter 3 outturn information or have been projected against the latest reported performance where no quarter 3 performance is available.

5.3.4 In the Pentana system, while some performance indicators are classed as data only (and therefore do not show a RAG rating), all performance indicators do have a calculated short and long trend, showing whether the measure is improving or worsening over time. This will form part of the assessment of performance from Q3 2024-25.

5.3.5 The overall position for targeted performance indicators (those with a RAG rating) shows 55% (23) of 42 measures being on track against target with 12% (5) within tolerance and 33% (14) not hitting target.



5.3.6 Strategic Risks will be shown by the Corporate Theme they are linked to. The full detail of all 14 risks are shown against the relevant priority theme in Appendix 1, but a brief summary is included under each Theme section below.

5.4 Summary of Progress against each Corporate Priority

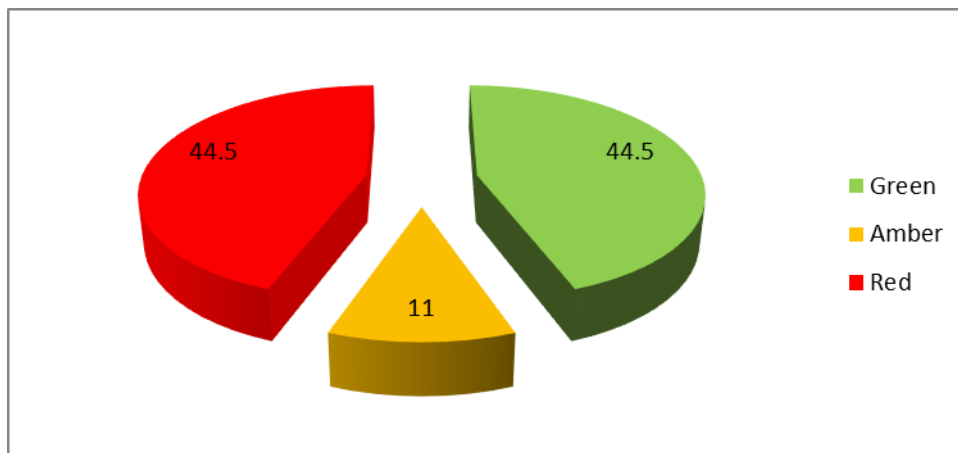
5.4.1 Helping People - Theme 1: Healthy communities and neighbourhoods

5.4.2 In the Corporate Strategy 2024-36 we set out what we will do under this priority:

- High quality and accessible public services
- Making the borough cleaner, safer and greener
- Healthy and active communities
- Connected with our communities

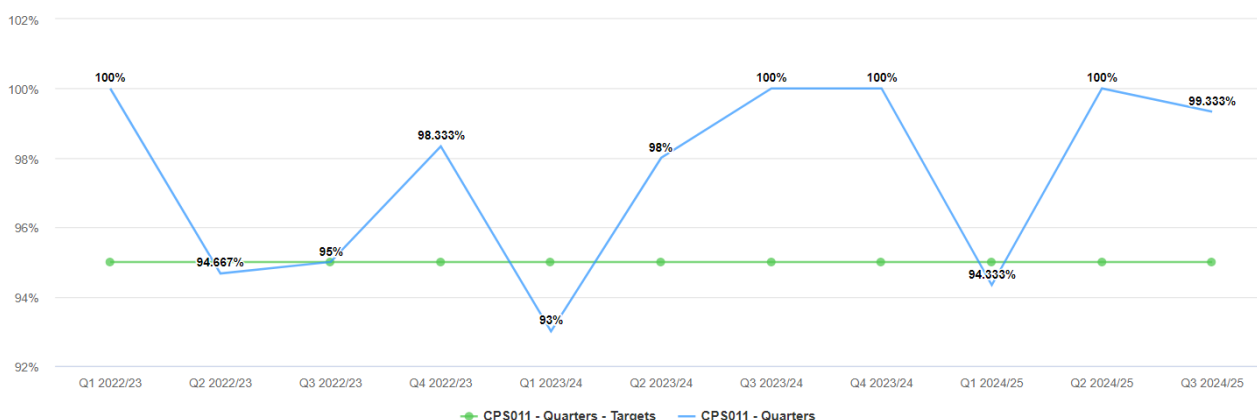
5.4.3 Performance Overview

% Performance for RAG-rated indicators was:



5.4.4 Case studies on a high performing area

The % of benefit claims processed within 5 working days of all information received continues to perform very well and has improved on the performance of quarter 1 2024-25, where April and May were amber performance, 94% and 91% respectively, and quarter 1 was 94.33% overall. The team noted that there was higher than normal incoming benefit work in March and April with staff leave resulting in difficult performance in April and May. This then stabilised from June. Quarter 2 was 100% throughout, and quarter 3 was 99.33% overall (only October was below 100% at 98%). This is one of the key long trend improvers as can be seen when looking at performance since 2022-23.



5.4.5 Areas for improvement

These are the Theme 1 indicators, which will need attention:

Number of Households living in temporary accommodation

During this quarter the team had a complex case that required a longer than expected stay in temporary accommodation. There have been other households delayed moving on into permanent accommodation. The service has also struggled with sourcing suitable move on temporary accommodation alongside a reduction in the use of Council properties due to lack of availability of suitable accommodation. This quarter saw us enact SWEP which resulted in an increased duty to provide temporary accommodation to additional households.

Homelessness - % cases where homelessness was prevented and relieved

Performance has fallen to 21% against a target of 50% the lowest level this year. Due to the lack of suitable accommodation, we were only available to deliver 5 outcomes through the private rented sector for the quarter. Caseloads in the team have resulted in limited prevention activity, however 75% of the total cases we processed during the quarter had a relief duty which required processing in shorter timescales. Work is being undertaken in the team to improve this response rate. There are plans in place to recruit to the team which will hopefully improve our performance in this area.

5.4.6 Strategic Risks for this Theme

There are 2 Strategic Risks for Theme 1:

Code & Title	Impact	Likelihood	Current Assessment	Rating
PL2 Implementation of food waste collection arrangements	4 Catastrophic	5 High	4 X 5 (20)	Red
PR2 Uncertainties regarding future leisure provision in Melton	3 Critical	4 Significant	3 X 4 (12)	Amber

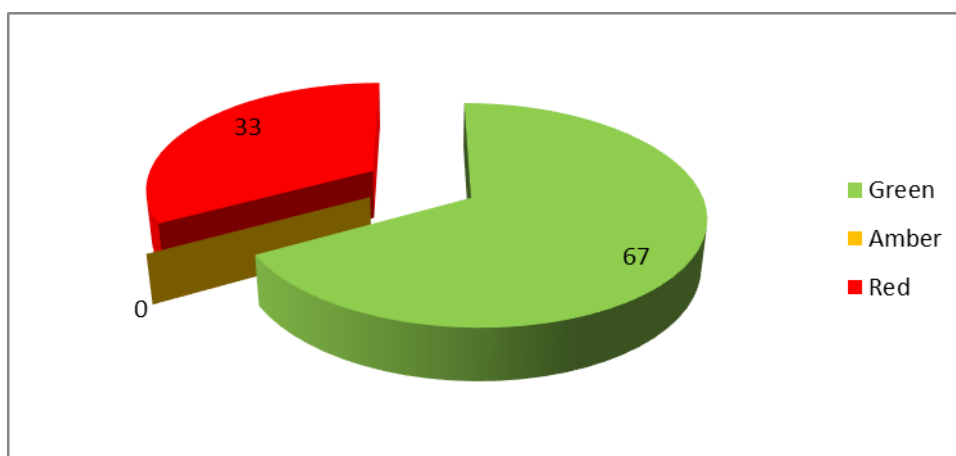
5.5 Helping People - Theme 2: High quality homes and landlord services

5.5.1 In the Corporate Strategy 2024-36 we set out what we will do under this priority:

- Housing quality and development
- Tenancy support and engagement

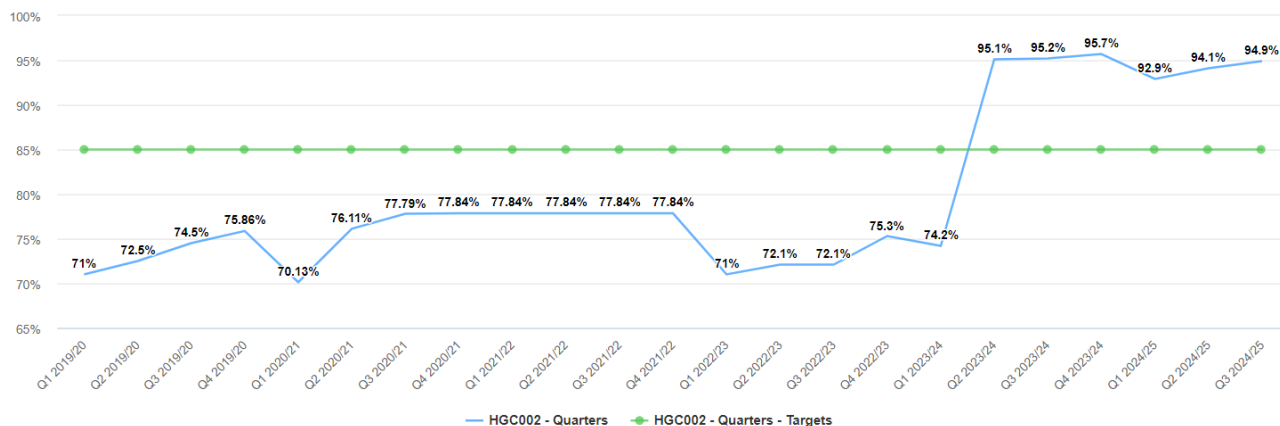
5.5.2 Performance Overview

% Performance for RAG-rated indicators was:



5.5.3 Case study on a high performing area

The % of housing stock meeting the Decent Homes Standard has markedly improved from the beginning of 2023-24. Performance from quarter 2 2023-24 to the present has consistently been better than 90% reflecting the hard work by the Housing team in this area.



5.5.4 Areas for improvement

Average re-let time for Council housing

This figure remains above the 20-day target set. As at the end of quarter 3 void turnaround time had reduced from 124.18 days at quarter 2 to 53.12 at the end of quarter 3. During quarter 3 we re-let 22 void properties. Across those properties we had an average turnaround time of 53.12 days. At the end of December, we had 38 void properties and 6 of those were ready to let. Our current average turnaround time is in line with the sector average as collected by Housemark the benchmarking service. The service will be reviewing the target for 25/26 to bring this in line with the sector benchmark to better assess our performance across the sector.

The average turnaround time remains higher than we would like. This is partly due to it taking a significant amount of time to find a tenant for some properties once work is completed (this is sometimes known as finding a property hard to let). We have carried out a full review of our void policy and process and this will go to the portfolio holder for sign off in March 2025.

The void budget is currently predicted to overspend this year. This is due to a backlog of invoices from previous years from the contractor, rather than a high level of spending in this financial year. We have now changed the way we record financial commitments on the system and contract management processes to prevent this from happening again in the future.

A recent Internal Audit report on Housing Repairs and Voids provided us with confidence and assurance that a positive direction of travel has been maintained with good progress made on all the remaining voids audit recommendations. All but two of the actions from this audit have been completed and the remaining two are in progress to be completed by year end.

5.5.5 Strategic Risks for this Theme

There is 1 Strategic Risk for Theme 2:

Code & Title	Impact	Likelihood	Current Assessment	Rating
PR3 Ensuring strong tenant outcomes across all the areas of the Housing Regulatory Framework Service Delivery	3 Critical	2 Very Low	3 X 2 (6)	Green

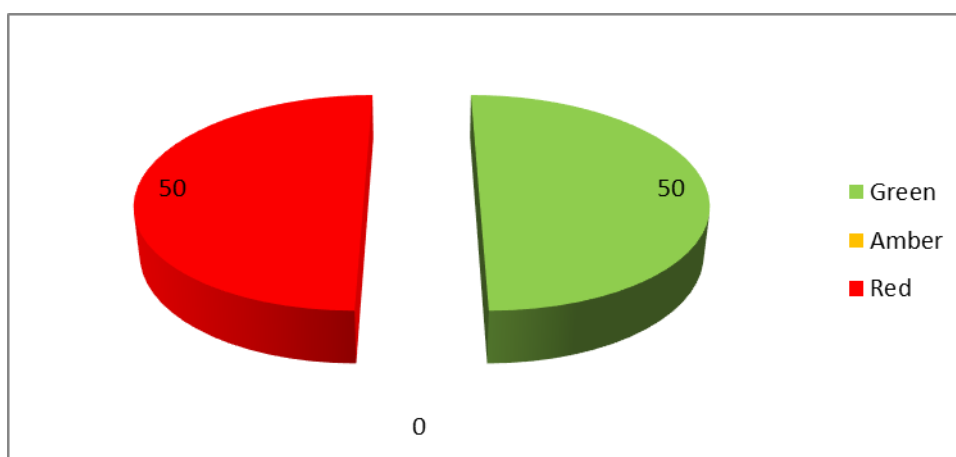
5.6 Shaping Places - Theme 3: Tourism and town centre regeneration and vitality

5.6.1 In the Corporate Strategy 2024-36 we set out what we will do under this priority:

- Improving the town centre
- Attracting more visitors to the borough
- Economic Development

5.6.2 Performance Overview

% Performance for RAG-rated indicators was:





5.6.3 Case study on a high performing area

The 2 linked PI's, PLP128A *Number of views and users to the Discover Melton website – views*, and PLP128B *Number of views and users to the Discover Melton website – users* show significant growth in numbers during 2024-25. PLP128A has grown by 37.54% from quarter 2 to quarter 3. PLP128B has grown by 25.7% from quarter 2 to quarter 3. This is positive news for the Regeneration team.

5.6.4 Areas for improvement

% of BID levy collection

% of BID levy collection is a minor concern given the change in performance over the last 3 quarters:

Q3 2024/25		42.42%
Q2 2024/25		101.77%
Q1 2024/25		100.26%

However, unlike Council Tax & NNDR the BID financial year runs from 1st December to 30th November. The BID instalment is for 1st January hence the relatively low collection rate for Q3. However, this collection rate is consistent with previous years, and it would be expected to increase as the BID year continues and recovery action is taken where applicable.

5.6.5 Strategic Risks for this Theme

There is 1 Strategic Risk for Theme 3:

Code & Title	Impact	Likelihood	Current Assessment	Rating
PL1 Inability to secure the best outcomes from the devolution white paper for Melton and the impact on the Council as an organisation	4 Catastrophic	4 Significant	4 X4 (16)	Red

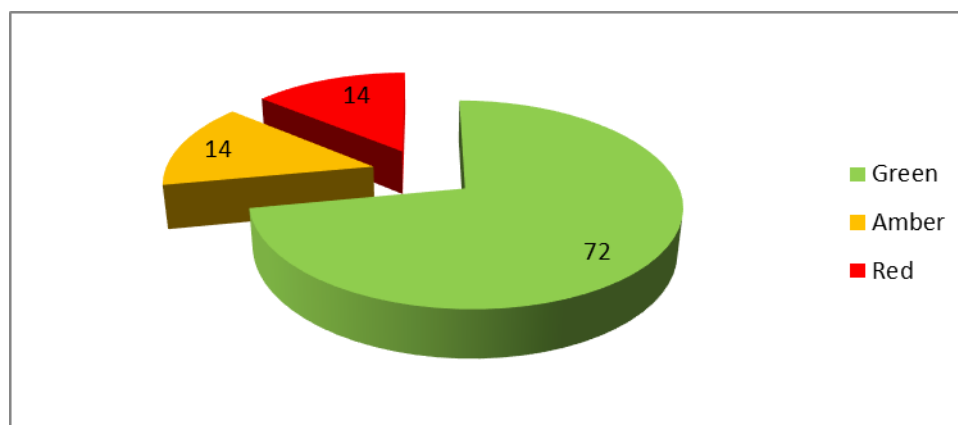
5.7 Shaping Places - Theme 4: Sustainable growth and infrastructure

5.7.1 In the Corporate Strategy 2024-36 we set out what we will do under this priority:

- Maximise the value of our assets
- Securing the right infrastructure to enable sustainable growth
- Ensuring Planning Policy and Development support sustainable growth
- Delivering a net zero borough

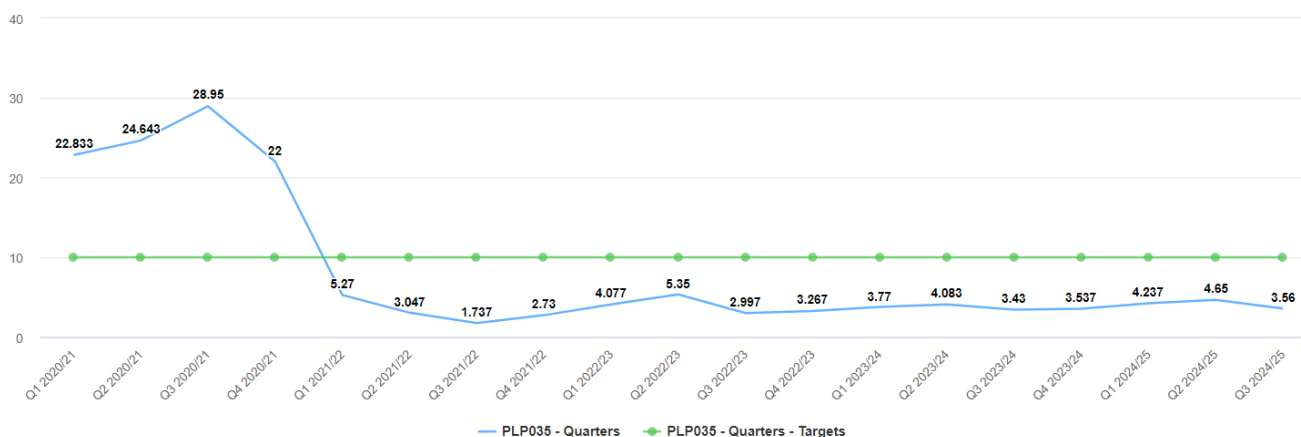
5.7.2 Performance Overview

% Performance for RAG-rated indicators was:



5.7.3 Case study on a high performing area

The Council's Land Charges service has been a markedly good performer from quarter 1 2021-22 on the key performance measure PLP035 *Land Charges: Average turnaround time (working days)*. The Council's Land Charges Officer has been assiduous in maintaining good performance in this area.

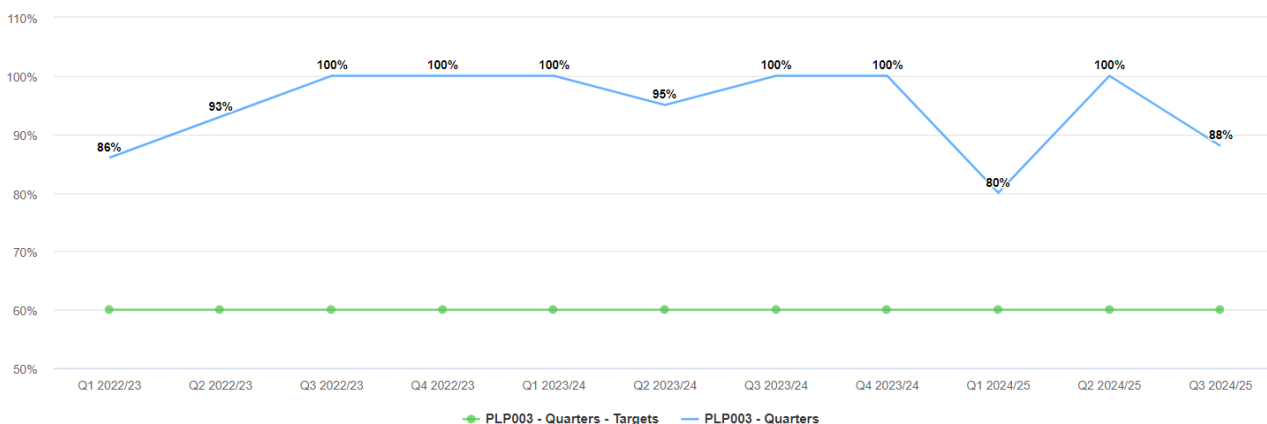


5.7.4 Areas for improvement

% Major planning decisions taken within 13 weeks

This indicator remains green within its target bandwidth, but has been subject to some volatility in the last few quarters:

PLP003 Major planning decisions-



5.7.5 Strategic Risks for this Theme

There is 1 Strategic Risk for Theme 4:

Code & Title	Impact	Likelihood	Current Assessment	Rating
PR1 Failure to deliver MMDR (in full) and the financial and legal impacts on Melton Borough Council arising from any agreement with the County Council which seeks to support delivery.	3 Critical	5 High	3 X 5 (15)	Red

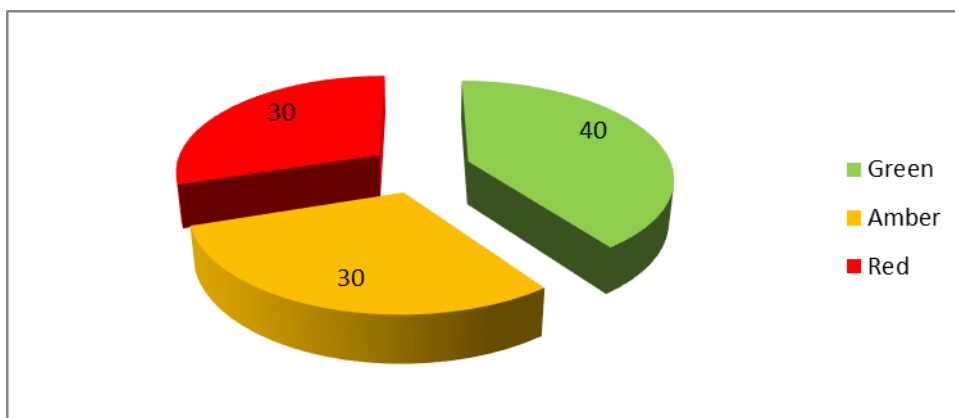
5.8 Great Council - Theme 5: Right conditions to support delivery

5.8.1 In the Corporate Strategy 2024-36 we set out what we will do under this priority:

- Ensuring good governance and performance management
- Effective organisation and great place to work
- Delivering financial sustainability and value for money

5.8.2 Performance Overview

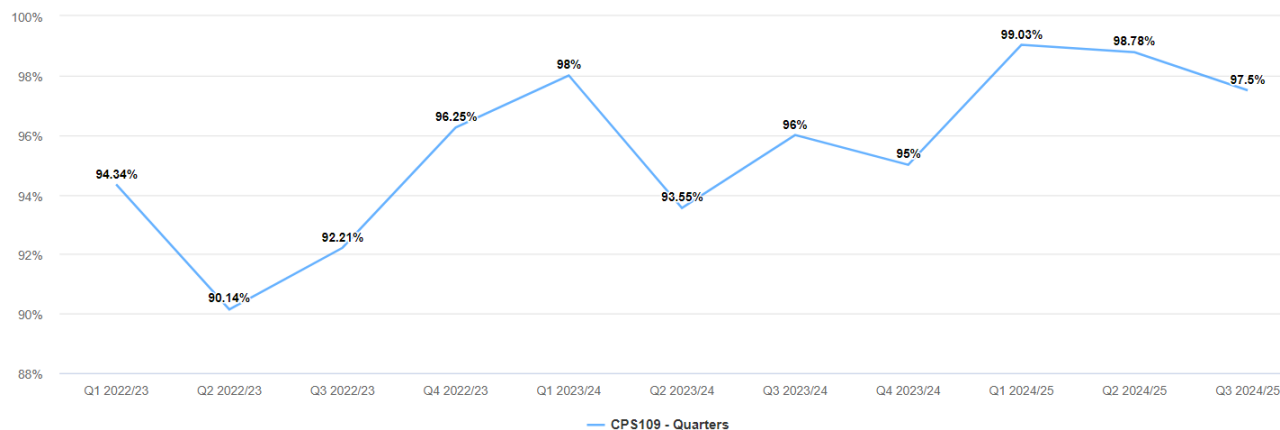
% Performance for RAG-rated indicators was:



5.8.3 Case study on a high performing area

There has been an improvement in the long-term satisfaction with IT performance in 2024-25 compared to previous years. % Staff satisfaction with IT shows this, but it will require vigilance to maintain the improvement, if the short-term drop in quarter 3 – which is nonetheless better than all previous years' quarters except quarter 1 2023-24 – is not to begin a tailing-off of the improved performance.

CPS109 % Staff satisfaction with IT-



5.8.4 Areas for improvement

NNDR Collection

It should be noted that while NNDR collection is down against the target and lower than quarter 3 last year performance when compared to others LAs across the County remains positive. We are 1st out of 9 authorities (Leicestershire & Rutland) for NNDR collection. So, it is believed this is more a sign of the times rather than cause for concern around poor performance. However, a review of the targets may be sensible to prevent this happening in the future again.

5.8.5 Strategic Risks for this Theme

There are 8 Strategic Risks for Theme 5:

Code & Title	Impact	Likelihood	Current Assessment	Rating
PL3 Capacity to respond and recover to a major incident	4 Catastrophic	3 Low	4 X 3 (12)	Amber
SG1 Failure to secure financial stability in the medium term	4 Catastrophic	6 Very High	4 X 6 (24)	Red
SG2 Stability of future provision of ICT services.	3 Critical	3 Low	3 X 3 (9)	Amber
SG4 Failure of a key supplier e.g. Housing Repairs, Waste and Leisure	3 Critical	4 Significant	3 X 4 (12)	Amber
SG5 ICT Security Breaches	4 Catastrophic	3 Low	4 X 3 (12)	Amber
SG6 Resourcing of the LUF, UKSPF, ADP and Leisure developments	3 Critical	4 Significant	3 X 4 (12)	Amber
SG7 Lack of capacity to deliver services and projects due to resourcing issues in specific teams	3 Critical	4 Significant	3 X 4 (12)	Amber
SG8 Capacity to deliver the new Vision 36 and the Corporate Delivery Plan	4 Catastrophic	4 Significant	4 X 4 (16)	Red

5.9 Great Council - Theme 6: Engaging and connected Council

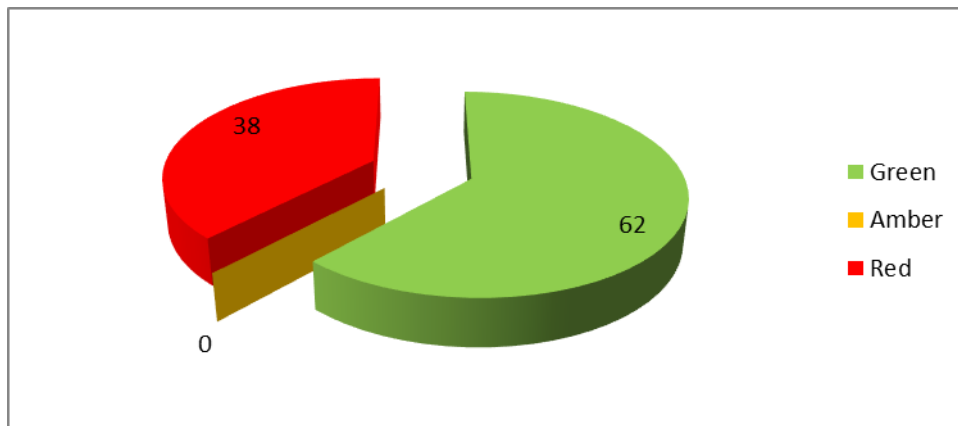
5.9.1 In the Corporate Strategy 2024-36 we set out what we will do under this priority:

- Promoting local democracy

- Engaging and communicating effectively with residents

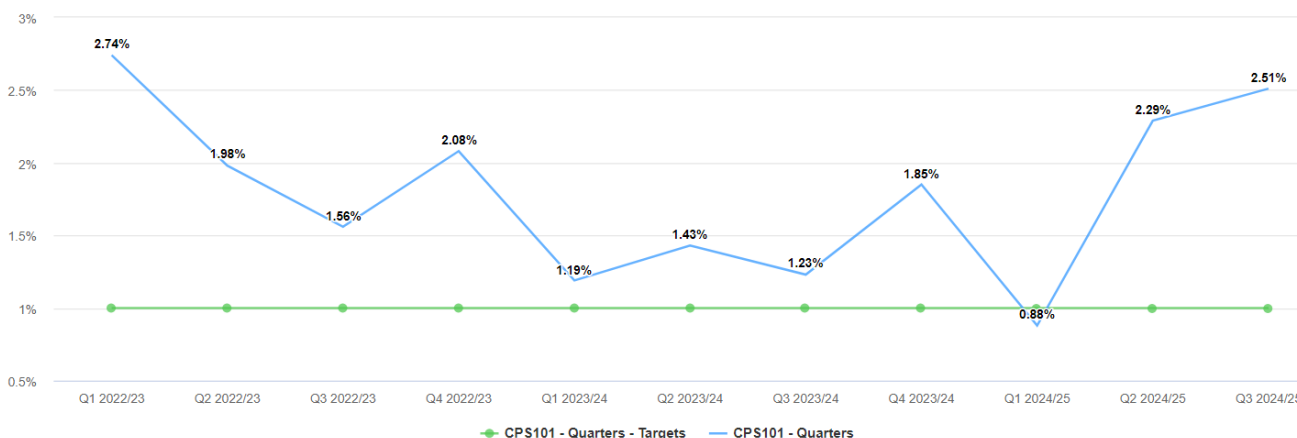
5.9.2 Performance Overview

% Performance for RAG-rated indicators was:



5.9.3 Case study on a high performing area

There has been a marked improvement in the Council’s social media engagement. CPS101 % increase in followers on Facebook and Twitter compared to previous quarter has shown a significant growth compared to every quarter except the initial entry for quarter 1 2022-23.



5.9.4 Areas for improvement

Both the % of requests for information responded to within statutory deadlines and % of decision-making meetings which are digitally accessible marginally dropped below their target of 100%. Both of these are important public-facing functions and are therefore important areas for attention to performance and delivery.

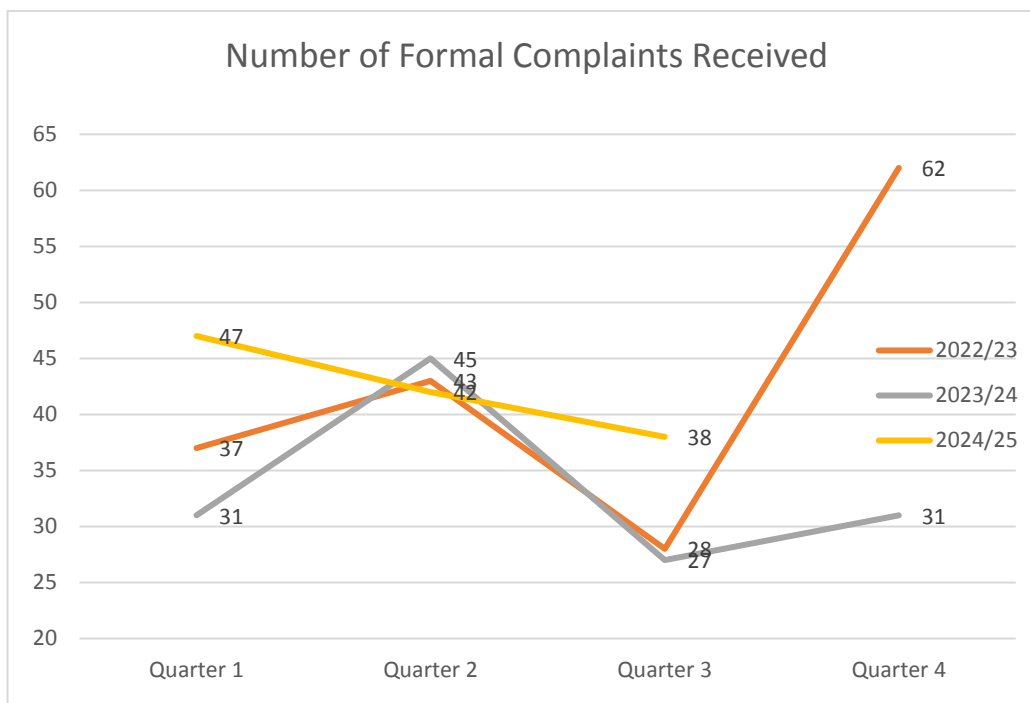
5.9.5 Strategic Risks for this Theme

There is 1 Strategic Risk for Theme 6:

Code & Title	Impact	Likelihood	Current Assessment	Rating
SG3 Financial pressures undermining partnerships (integrated working)	2 Marginal	5 High	2 X 5 (10)	Amber

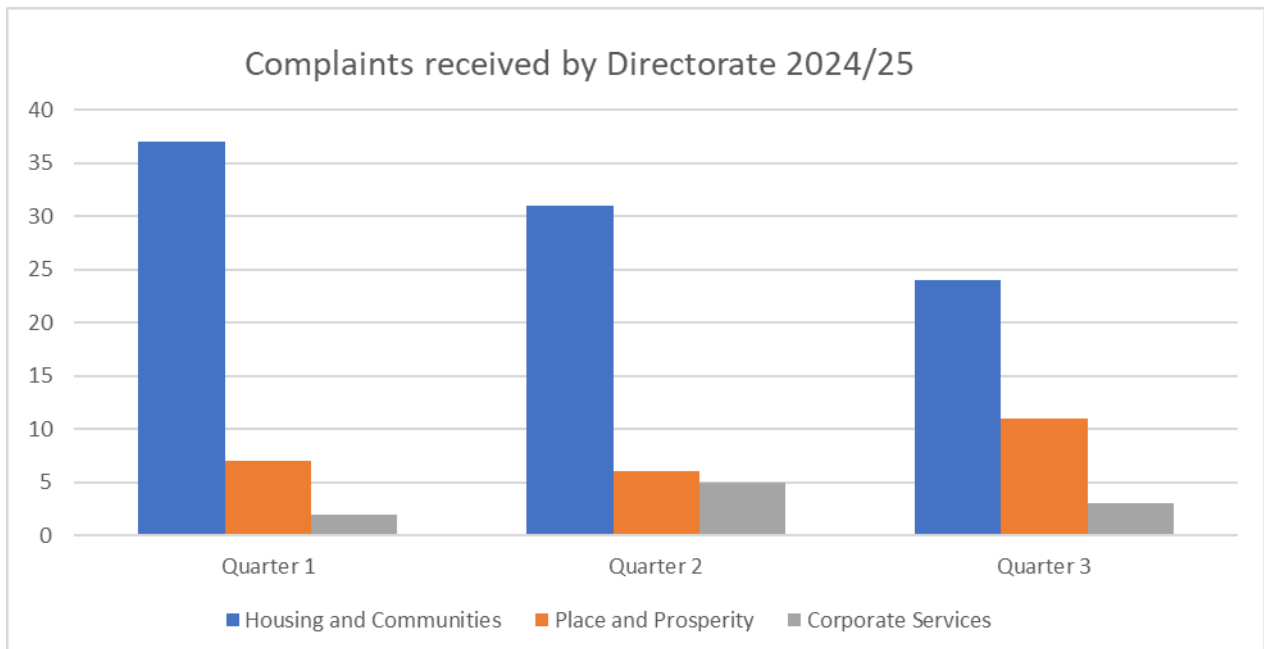
5.10 Corporate Complaints

- 5.10.1 The Council recognises that complaints are a valuable opportunity to gain feedback, learn and improve services. The Council wants to provide a positive response to complaints and encourages feedback so that positive action can be taken.
- 5.10.2 The Corporate Complaints process comprises a two-stage internal process comprising stage one complaints which are dealt with by Service Managers and stage two complaints where a Director or Assistant Director reviews the stage one response. Where a complainant remains dissatisfied with the Council's response, they can refer the matter for independent review by the Local Government and Social Care Ombudsman (LGSCO) or Housing Ombudsman.
- 5.10.3 The Complaints dashboard is shown in Appendix 2. In quarter 3 the Council received 38 formal complaints from customers. The number of formal complaints was a decrease on the 42 received in the last quarter but an increase on the 27 received in the same quarter last year.
- 5.10.4 Overall Complaints performance indicator performance for Q3 looked like this:



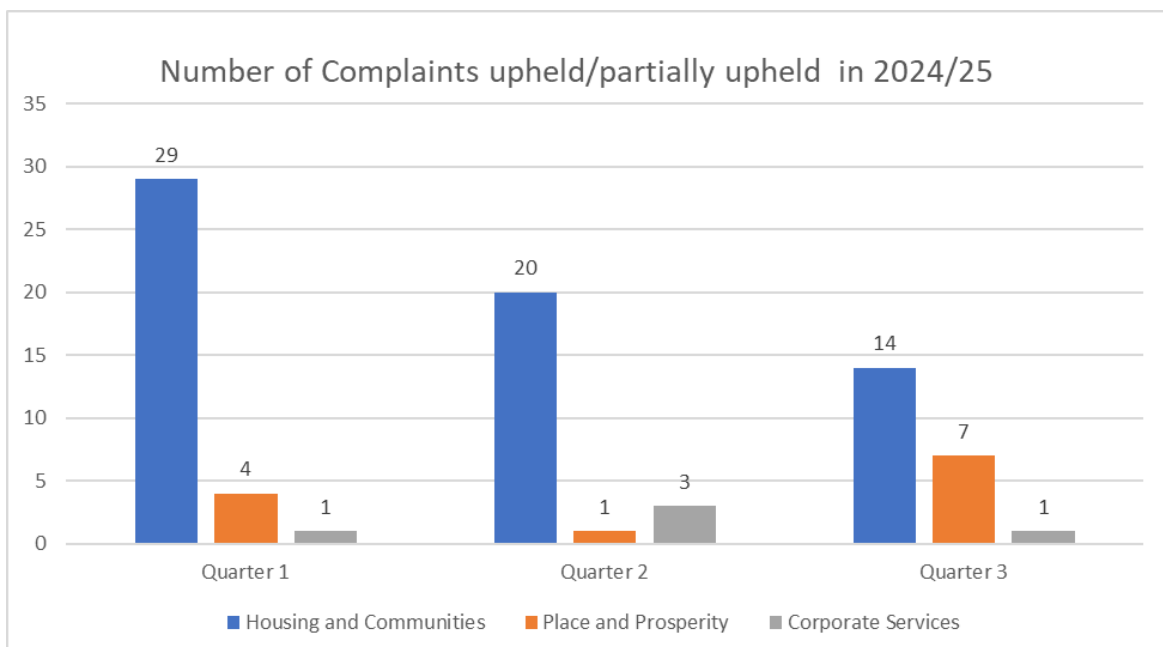
5.11 Complaints by Directorate

Of the 38 formal complaints received from customers in quarter 3 in 2024/25, the vast majority relate to the more customer facing department Housing and Communities with 24 although Planning in Place and Prosperity saw a higher than usual figure of 8, a number of these related to flooding. Given the outward facing nature of this directorate this is not unexpected. The breakdown of these complaints by Directorate is shown below:



5.12 Complaints upheld or partially upheld.

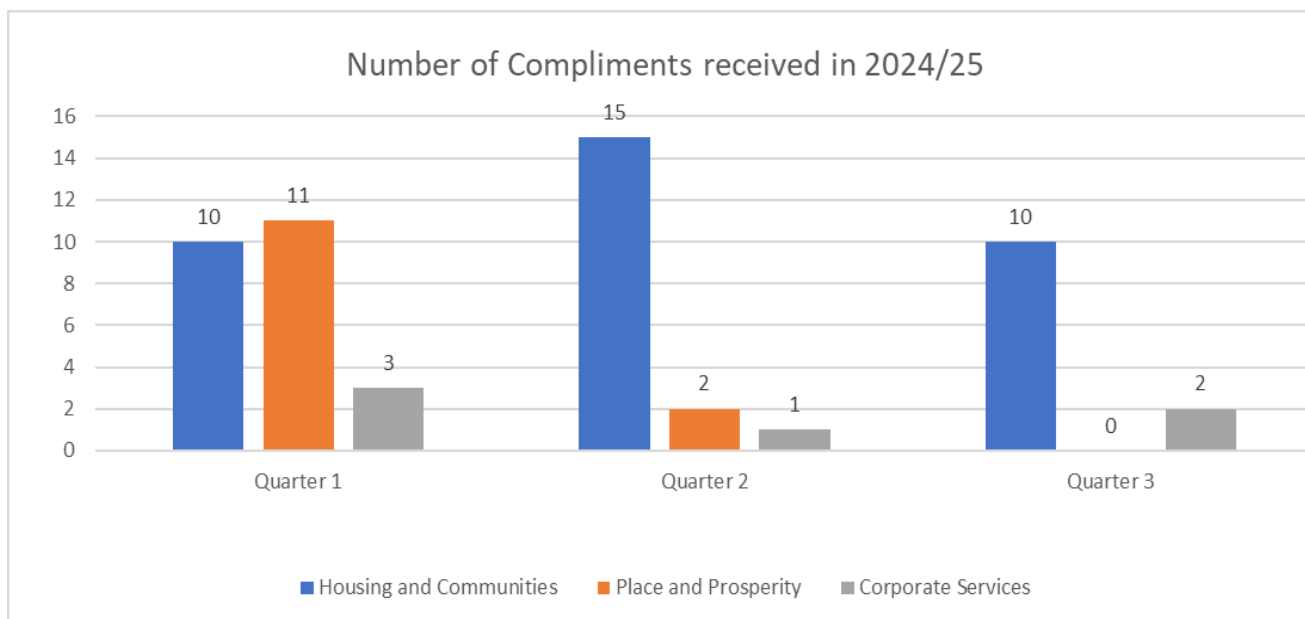
5.12.1 Of the 38 formal complaints so far received this quarter from customers, 22 of these have been upheld (10) or partially upheld (12) by the Council which is 57.9% and is a decrease on the quarter 1 performance of 95.65% but remains relatively high over the last few quarters. This is partly due to the Council more widely promoting the means as to how to make a complaint and encouraging complaints where residents and tenants are not satisfied with the services we are providing. This is particularly in response to changes from the Housing sector and more active promotion by the Council. This increase shows that the Council looks at taking responsibility for addressing issues raised through formal complaints at the earliest opportunity. This level of upheld complaints has also seen a reduction of complaints going to the Ombudsman.



5.12.2 We also use customer feedback and complaints as an opportunity to learn and / or improve our services, processes or systems and to prevent the same thing happening again. For example, including changing or improving our policies, changing or improving information on our website and improving the way we respond to and record concerns.

5.13 Exceptional service provided by employees.

5.13.1 We also receive formal praise through compliments to recognise the splendid work our employees undertake in delivering quality services for our customers. We have received 12 compliments in quarter 3 for 2024/25 which have been broken down by Directorate and are shown in the table below. This is a slight reduction in the large number of compliments from the 18 that we received in quarter 2.



Compensation paid out as part of the complaints process

5.13.2 As part of the complaints process and in line with our Customer Complaints and Feedback Policy and the guidance set out by the Housing Ombudsman, we may at times pay out an amount in compensation as part of a resolution of a complaint. Shown below is a summary of the compensation paid out over the last 4 quarters as part of these remedies in complaints resolution. The amount in quarter has reduced from £1,645 in quarter 2 to £1,163 in quarter 3. The levels of compensation are in part due to the Council responding to the Regulator of Social Housing guidance on issuing compensation as a resolution to complaints and ensuring that tenants are awarded the right amount related to the level of complaint. The Council published its Compensation and Reimbursement Policy in October 2024.

Service Area	Amount (£)
Quarter 4 2023/24	
Housing Repairs	631
Housing Management	495
Quarter 1 2024/25	
Housing Repairs	1,457
Quarter 2 2024/25	
Housing Repairs	1,220
Housing Management	425
Quarter 3 2024/25	
Housing Repairs	300
Housing Management	863

6 Options Considered

6.1 No alternatives were considered as a decision is not required.

7 Consultation

7.1 The performance data contained in the report and the appendix are to inform the Cabinet. Individual performance items may be taken up by the Scrutiny Committee, as part of their enquiries into the effective operations of the Council.

8 Next Steps – Implementation and Communication

8.1 The current position regarding performance and delivery of the Corporate Priorities will be communicated to all members and will be placed on the Council's website.

9 Financial Implications

9.1 There are no specific financial implications in the report with compensation payments already being met from existing budgets.

Financial Implications reviewed by: Director for Corporate Services

10 Legal and Governance Implications

10.1 There are no specific Legal implications in the report.

10.2 Regular reporting on an agreed performance dashboard is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on performance and provides senior officers and members with strategic oversight.

Legal Implications reviewed by: Assistant Director for Governance & Democracy

11 Equality and Safeguarding Implications

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

12 Data Protection Implications (Mandatory)

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

13 Community Safety Implications

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

14 Environmental and Climate Change Implications

14.1 There are no specific Environmental and Climate Change implications in the report, however as part of priority 4 there are Environment and Climate Change targets monitored as part of the corporate performance measures.

15 Other Implications (where significant)

15.1 The performance shown against the performance measures in Appendix 1 is important performance feedback information for directorates and their services, which is intended to provide them with data to enable them to act towards the improvement of the operation of their services, or to provide confirmatory evidence of what is currently working.

16 Risk & Mitigation

16.1 There are no direct risks arising from this report, all risks from the individual activities or projects will be managed through individual projects and by the relevant Directorates.

17 Background Papers

17.1 No background papers are included with this report.

18 Appendices











18.1 Appendix 1 – Performance and Risk Dashboard by Corporate Theme, Quarter 3 2024-25

18.2 Appendix 2 – Corporate Complaints Dashboard

Appendix 2 – Performance and Risk Dashboard by Corporate Theme – Quarter 3 2024/25

Theme 1: Healthy communities and neighbourhoods (Helping People)

Code & Short Name	Current Value	Traffic Light Icon	Long Term Trend Arrow	Latest Note	Focus Area Description	Key Actions Description	Portfolio Holder Description	Quarter 1											
								Q3 2022/23	Q4 2022/23	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	2024/25
								Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
CPS011 % claims processed within 5 working days of all information received	99.33%				High quality and accessible public services	Review of customer journey	Leader; Communities, Health and Wellbeing; Corporate Finance, Prosperity and Resources	95%	98.33%	Not measured for Years	93%	98%	100%	100%	Not measured for Years	94.33%	100%	99.33%	Not measured for Years
CPS012 Number days taken for payment to be made after initial application for Housing Benefit	18				High quality and accessible public services	Review of customer journey	Leader; Communities, Health and Wellbeing; Corporate Finance, Prosperity and Resources	16	11	Not measured for Years	14	11	12	10	Not measured for Years	20	14	18	Not measured for Years
HGC302 Number of ASB cases per 1000	1.95				Making the borough cleaner, safer, greener	N/A Safer Comms	Deputy Leader; Town Centre, Growth and Prosperity; Corporate Finance, Prosperity and Resources	1.2	1.14	Not measured for Years	0.89	1.31	0.77	0.52	Not measured for Years	1.02	1.57	1.95	Not measured for Years
HGC335 Attendance by inactive residents through our active communities offer	370			Attendances at our core programmes has remained consistent, with additional programme starting in Q4.	Healthy and Active Communities	New leisure provision and pursue funding opportunities	Leader; Deputy Leader; Communities, Health and Wellbeing			Not measured for Years					Not measured for Years	368	356	370	Not measured for Years
HGC336 Residents accessing support and triage through the Physical Activity Pathway (PAP) Service	27			Drop off from initial influx, need to ensure messaging reaches correct services. Also only received a few in December, expect influx in January.	Healthy and Active Communities	New leisure provision and pursue funding opportunities	Leader; Deputy Leader; Communities, Health and Wellbeing			Not measured for Years					Not measured for Years	30	50	27	Not measured for Years
HGC337 Attendance at Council Leisure facilities (WLC and MSV combined)	103,703			Significant increase due to completion of gym facilities and soft play, expect continued trend in Q4	Healthy and Active Communities	Mobilise New 10 Year Leisure Contract	Leader; Deputy Leader; Communities, Health and Wellbeing	73,098	99,380	Not measured for Years	93,630	92,520	88,634	99,731	Not measured for Years	96,643	97,854	103,703	Not measured for Years
HGC348 Number of Households living in temporary accommodation	33			During this quarter the team had a complex case that required a longer than expected stay in temporary accommodation. There have been other households delayed moving on into permanent accommodation. The service has also	High quality and accessible public services	N/A - homelessness function	Leader; Communities, Health and Wellbeing; Corporate Finance, Prosperity and Resources	25	27	Not measured for Years	16	22	25	26	Not measured for Years	27	34	33	Not measured for Years

				struggled with sourcing suitable move on temporary accommodation alongside a reduction in the use of Council properties due to lack of availability of suitable accommodation. This quarter saw us enact SWEP which resulted in an increased duty to provide temporary accommodation to additional households.															
HGC349 Homelessness - % cases where homelessness was prevented and relieved	21%			Only available to deliver 5 outcomes through private rented for entire quarter. Caseloads have meant that prevention activity has been minimal but 75% approached in relief duty. Work being undertaken to improve this with hope to improve when team is fully recruited to.	High quality and accessible public services	N/A - homelessness function	Leader; Communities, Health and Wellbeing; Corporate Finance, Prosperity and Resources	69%	48%	Not measured for Years	37%	33%	38%	43%	Not measured for Years	54%	47%	21%	Not measured for Years
HGC350 Average time spent in temp accommodation (calendar days)	83			2 cases that have skewed figures that require multiple agency intervention. Resolution achieved for 1 and partial for another. Should be coming to an end, end of January. SWEP also activated which included 3 households. Higher number of cases has brought down numbers.	High quality and accessible public services	N/A - homelessness function	Leader; Communities, Health and Wellbeing; Corporate Finance, Prosperity and Resources	71	71	Not measured for Years	82	84	62	90	Not measured for Years	104	100	83	Not measured for Years
HGC401A % waste recycled/composted (4 rolling qtrs)	41.75%				Making the borough cleaner, safer, greener	Respond to waste reforms and introduce food waste collections	Deputy Leader; Town Centre, Growth and Prosperity; Corporate Finance, Prosperity and Resources	42.58%	42.65%	Not measured for Years	42.28%	43.08%	43.15%	42.73%	Not measured for Years	42.3%	41.75%		Not measured for Years
HGC402A Kg of residual waste per household (4 rolling qtrs)	125.53				Making the borough cleaner, safer, greener	Respond to waste reforms and introduce food waste collections	Deputy Leader; Town Centre, Growth and Prosperity; Corporate Finance, Prosperity and Resources	124.74	123.72	Not measured for Years	124.19	123.51	123.19	124.7	Not measured for Years	124.68	125.53		Not measured for Years
HGC405 Contamination rate of recycling - calculated as estimated proportion that is rejected of total amount of household waste sent for recycling. (Oflog W3)	10.5%				Making the borough cleaner, safer, greener	Respond to waste reforms and introduce food waste collections	Deputy Leader; Town Centre, Growth and Prosperity; Corporate Finance, Prosperity and Resources	Not measured for Quarters			Not measured for Quarters				10.5%	Not measured for Quarters			


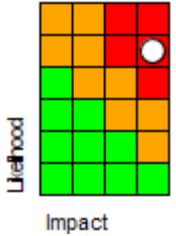
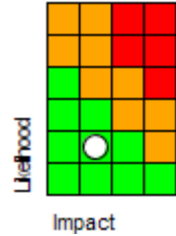
HGC407 Number of reported fly tips	130			<ul style="list-style-type: none"> Oct-24 = 65 Nov-24 = 29 Dec-24 = 36 Total =130 	Making the borough cleaner, safer, greener	Develop programme of environmental community clean up days	Deputy Leader; Town Centre, Growth and Prosperity; Corporate Finance, Prosperity and Resources	74	101	Not measured for Years	86	66	68	105	Not measured for Years	125	144	130	Not measured for Years
PLP307 % EH Requests for Service completed in time within 30 days of receipt				Not yet available due to database issues	Making the borough cleaner, safer, greener	Establish a sys admin role in regulatory services	Deputy Leader; Town Centre, Growth and Prosperity; Corporate Finance, Prosperity and Resources			Not measured for Years					Not measured for Years				Not measured for Years


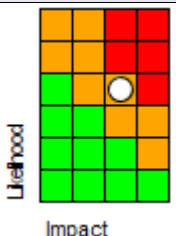
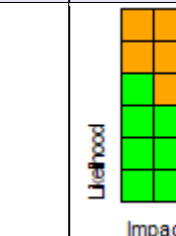
PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				






Theme 1: Healthy communities and neighbourhoods (Helping People) - Actions

Title	Latest Note	Priority Theme	Focus Area	Directorate	Lead Officer
Impact of Community Grants scheme	First update received from successful organisations. Report to SLT and cabinet briefing completed with updates.	Theme 1: Healthy communities and neighbourhoods (Helping People)	Connected with our communities	Housing & Communities	Strategic Lead - Empowering Communities
Supporting our vulnerable residents	The team continue to deliver in relation to performance indicators even with demand for Household Support Fund being high. We are also working on the UKSPF Work & Skills contract - building a soft launch and linking in with our partners and business, we expect to see outcomes in the next Qtr. We have also commenced working on the ARAP scheme, formally delivered through Charnwood - the Case Management Team are delivering the support element, alongside Housing Options who are delivering re housing. The Case Management Team continue to see a rise in complex cases, in this quarter the team have completed 1117 applications to the Household Support Fund. The team are picking up complex case from those applications, hence the rise in customers accessing The Community Support Hub. The main issues we are currently seeing are financial, housing, mental health & substance misuse.	Theme 1: Healthy communities and neighbourhoods (Helping People)	Connected with our communities	Housing & Communities	Strategic Lead - Connecting and Enabling Communities
Update on feasibility of establishing a Health and Leisure Park and securing a sustainable future for leisure provision	Project completed and informed current leisure provision within the borough	Theme 1: Healthy communities and neighbourhoods (Helping People)	Connected with our communities	Housing & Communities	Economic Delivery Officer
Customer Journey Review	Extension of IEG4 contract confirmed to extend to Dec 2025. Savings being made by removing items we are not using. Bespoke in house telephone feedback system designed to replace GovMetric ready to go live & will save c£5k. Captures feedback via SharePoint for mapping & customers can provide feedback from mobile phone. Will allow us to be proactive & contact customers in response & will be built into customer journey mapping.	Theme 1: Healthy communities and neighbourhoods (Helping People)	High quality and accessible public services	Housing & Communities	Customer Service Team Leader

Theme 1: Healthy communities and neighbourhoods (Helping People) – Strategic Risks

	PL2 Implementation of food waste collection arrangements		
RISK VULNERABILITY AND CAUSE	New requirement, details of requirements, sufficiency of funding and delivery options currently being assessed. New service - large project. Linked to this, high demand may affect availability of vehicles, caddies etc. Resourcing to lead and oversee project currently unclear due to staffing change / partnership change.		
RISK CONSEQUENCES	Unable to implement a food waste collection service in time.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Successful recruitment of the role of Waste and Environmental Service Manager, postholder has relevant skills, knowledge and expertise, starts in post in September 2024. Challenge to DEFRA regarding capital funding remains in progress - commitment to maintain change of sufficiency if capital funding. Evidence base also being reviewed to support understanding of capital and revenue requirements. Initial dialogue with Biffa underway - to be accelerated when new service manager is in post. Collaboration between districts working with Well and procurement on joint procurement options for caddies. Engagement with countywide groups and discussions.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
		Project plan to be progressed by new service manager. when in post - preparatory work is being done ahead of this. Submit further DEFRA challenge and consider outcome / implications of outcome on delivery of this service and financial impact for the council. This is a high risk and high-profile programme of work.	
Date Assessed	Next Assessment Date	Risk Owner	Director for Housing and Communities
28-Feb-2025	01-Apr-2025		

	PR2 Uncertainties regarding future leisure provision in Melton		
RISK VULNERABILITY AND CAUSE	Ageing facilities, identification of need for improved leisure facilities, service and reputational associated with them. Need for improved leisure facilities and identification of funding to support this.		
RISK CONSEQUENCES	Ageing facilities, identification of need for improved leisure facilities, service and reputational associated with them. Need for improved leisure facilities and identification of funding to support this.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Successful leisure procurement, securing future of facilities for next 10 years. Contract commenced 1st April 2024. Planned leisure improvement works as part of the new contract are taking place and remain on track, supported by successful capital bids to SPSF and LLEP. Grand opening of 'new look and feel facilities' during August 2024. New contract management arrangements in place. First meeting of Leisure Strategic Partnership Board took place on 31st July 2024. This will support robust and strategic contract management approach and will include leisure and property colleagues. New corporate strategy commits to a new leisure centre by 2036. Ongoing work on health and leisure vision progressing (in line with corporate strategy commitment) and is necessary to appropriately address this risk item.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
		Develop longer term vision and plan for leisure centre capital financing, and as part of this, a clear timeline and understanding of the finances required.	
Date Assessed	Next Assessment Date	Risk Owner	Director for Housing and Communities ; Director for Place & Prosperity
28-Feb-2025	01-Apr-2025		

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown


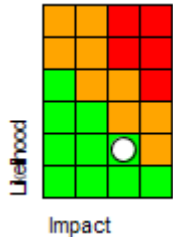
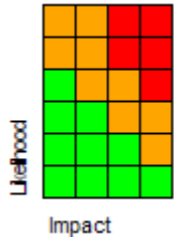
Theme 2: High quality council homes and landlord services (Helping People)






Code & Short Name	Current Value	Traffic Light Icon	Long Term Trend Arrow	Latest Note	Focus Area Description	Key Actions Description	Portfolio Holder Description	Quarter 1											
								Q3 2022/23	Q4 2022/23	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	2024/25
								Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
HGC001 Number of new Council homes provided	6				Housing Quality and Development	Deliver the Housing AMP to improve condition of council homes	Leader	Not measured for Quarters	0	Not measured for Quarters				6	Not measured for Quarters				
HGC002 % of stock meeting Decent Homes Standard	94.9%				Housing Quality and Development	Deliver the Housing AMP to improve condition of council homes	Leader	72.1%	75.3%	Not measured for Years	74.2%	95.1%	95.2%	95.7%	Not measured for Years	92.9%	94.1%	94.9%	Not measured for Years
HGC004 % of stock with a current valid gas safety check [BS01 - Proportion of homes for which all required gas safety checks have been carried out]	100%				Housing Quality and Development	Deliver the Housing AMP to improve condition of council homes	Leader	99.79%	99.68%	Not measured for Years	99.78%	100%	99.85%	99.92%	Not measured for Years	99.92%	100%	100%	Not measured for Years
HGC005 Proportion of respondents who report that they are satisfied with the overall repairs service from Melton Borough Council over the last 12 months [TP02 Satisfaction with the overall repairs service from [your landlord] over the last 12 months]	71.9%				Tenancy support and engagement	Develop and enhance the approach to tenant involvement, scrutiny and engagement	Leader	Not measured for Quarters			Not measured for Quarters				71.9%	Not measured for Quarters			
HGC106 % of tenants in arrears (Total cumulative arrears as a percentage of rent roll)	5.46%				Tenancy support and engagement	Tenancies	Leader				8.98%	8.91%	7.86%	7.48%	7.48%	6.82%	6.07%	5.46%	
HGC109 Number of accounts in arrears by more than 6 weeks average rent	224			Evidence to show the impact of the action and contact being made is also impacting on the level of cases we now have.	Tenancy support and engagement	Tenancies	Leader			Not measured for Years	341	321	321	272	Not measured for Years	264	224		Not measured for Years
HGC110 % of tenants who pay by Direct Debit	27.4%			A solution to increase any day DD's needs to be thoroughly reviewed and implemented	Tenancy support and engagement	Tenancies	Leader			Not measured for Years	27.33%	27.04%	27.25%	26.89%	Not measured for Years	26.99%	27.36%	27.4%	Not measured for Years
HGC118 Average re-let time for Council housing -	53.12			This figure remains above the 20-day target set. As at the end of quarter 3 void turnaround time had reduced from 124.18 days at quarter 2 to 53.12 at	Housing Quality and Development	Deliver the Housing AMP to improve	Leader	149.8	165.15	Not measured for Years	76.81	87.12	71	85.33	Not measured for Years	109.81	124.18	53.12	Not measured for Years

<p>standard voids (calendar days)</p>			<p>the end of quarter 3. During quarter 3 we re-let 22 void properties. Across those properties we had an average turnaround time of 53.12 days. At the end of December, we had 38 void properties and 6 of those were ready to let. Our current average turnaround time is in line with the sector average as collected by Housemark the benchmarking service. The service will be reviewing the target for 25/26 to bring this in line with the sector benchmark to better assess our performance across the sector.</p> <p>The average turnaround time remains higher than we would like. This is partly due to it taking a significant amount of time to find a tenant for some properties once work is completed (this is sometimes known as finding a property hard to let). We have carried out a full review of our void policy and process and this will go to the portfolio holder for sign off in March 2025. The void budget is currently predicted to overspend this year. This is due to a backlog of invoices from previous years from the contractor, rather than a high level of spending in this financial year. We have now changed the way we record financial commitments on the system and contract management processes to prevent this from happening again in the future.</p> <p>A recent Internal Audit report on Housing Repairs and Voids provided us with confidence and assurance that a positive direction of travel has been maintained with good progress made on all the remaining voids audit recommendations. All but two of the actions from this audit have been completed and the remaining two are in progress to be completed by year end.</p>	<p>condition of council homes</p>														
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PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Theme 2: High quality council homes and landlord services (Helping People) – Strategic Risks

	PR3 Ensuring strong tenant outcomes across all the areas of the Housing Regulatory Framework Service Delivery		
RISK VULNERABILITY AND CAUSE	Areas of regulatory focus clearly identified following inspection. Important to be able to demonstrate and provide assurance of progress, compliance, and transparency on areas of risk.		
RISK CONSEQUENCES	Ineffective landlord services and poor outcomes for tenants. Regulatory intervention. Reputational risks. Poor complaints management.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	<p>Clear understanding of current regulatory compliance and outcomes for tenants from the RSH judgement, reducing the risk in this area due to good levels of assurance and clear focus on key areas.</p> <p>Corporate plan provides strong focus on tenant outcomes and high-quality housing and landlord services. Housing service plan has now been developed and consultation underway with tenants. Includes key programmes of work aligned to corporate plan and development areas of the consumer standards.</p> <p>Landlord Assurance Board has been launched and now includes tenant members.</p> <p>Tenants' corner website launched and positively received. Key information including Tenant Satisfaction Measures published, performance area to be enhanced.</p> <p>Performance and service improvement activity now being reported as part of regular PFH meetings, HLT meetings, SLT updates and LAB meetings.</p>		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	<p>Review of resourcing and prioritisation to ensure sufficient resource and focus on key areas to maintain progress and momentum, progress tenancy services structure review.</p> <p>Delivery of the tenant data profile project to ensure that we understand our tenant profile and can shape services to suit the needs of our demographic.</p> <p>TPAS review of tenant engagement to progress.</p> <p>Continue to collect TSM data and other transactional satisfaction to understand areas of focus.</p> <p>Improve performance data shared with tenants to help them to understand performance and hold us to account where necessary.</p> <p>Continued engagement with the RSH, including senior leaders and PFH.</p>	
Date Assessed	Next Assessment Date	Risk Owner	Assistant Director for Housing Quality, Development and Landlord Services
29-Jan-2025	01-Apr-2025		

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Theme 3: Tourism and town centre regeneration and vitality (Shaping Places)

								Quarter 1											
Code & Short Name	Current Value	Traffic Light Icon	Long Term Trend Arrow	Latest Note	Focus Area Description	Key Actions Description	Portfolio Holder Description	Q3 2022/23	Q4 2022/23	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	2024/25
								Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
PLP101 Vacancy units expressed as a percentage of total stock in Melton Mowbray Town Centre	10.6%			Melton BID have reviewed the way they capture vacancy stock - hence the sharp increase in vacancy rates since last quarter. More information can be supplied if required.	Improving the town centre	N/A vacancy units	Town Centre, Growth and Prosperity	5.41%	6.1%	6.1%	4.97%	4.51%	5.41%	4.1%	4.1%	4.1%	4.1%	10.6%	
PLP102 Footfall in Melton Mowbray Town Centre	533,332				Attracting more visitors to the borough	Continued development of Discover Melton to increase visibility of tourism offer and content	Leader; Town Centre, Growth and Prosperity	472,226	560,029	2,017,490	602,999	506,298	458,966	417,884	1,986,147	469,991	497,015	533,332	
PLP103 % of BID levy collection	42.42%				Improving the town centre		Town Centre, Growth and Prosperity			Not measured for Years					Not measured for Years	100.26%	101.77%	42.42%	Not measured for Years
PLP116 Level of digital connectivity (superfast coverage)	95.2%			England (2023) 98%, difference -2.8%	Economic Development	Undertake activities to ensure occupation of employment sites, commercial units and support inward investment	Leader; Town Centre, Growth and Prosperity	Not measured for Quarters		94.6%	Not measured for Quarters			95.2%	Not measured for Quarters				
PLP128A Number of views & users to Discover Melton website - views	54,491			+37.54 on Q2	Attracting more visitors to the borough	Continued development of Discover Melton to increase visibility of tourism offer and content	Leader; Town Centre, Growth and Prosperity			Not measured for Years					Not measured for Years	41,013	39,617	54,491	Not measured for Years
PLP128B Number of views & users to Discover Melton website - users	24,346			+25.7% on Q2	Attracting more visitors to the borough	Continued development of Discover Melton to increase visibility of tourism offer and content	Leader; Town Centre, Growth and Prosperity			Not measured for Years					Not measured for Years	19,658	19,368	24,346	Not measured for Years
PLP128C Number of views & users to Discover Melton - Social Media (Facebook reach)	60,450			Facebook Reach -This metric counts reach from the organic or paid distribution of your Facebook content, including posts, stories and ads. It also includes reach from other sources, such as tags, check-ins and Page or profile visits. Facebook views - 415,349k The number of times that your content was played or displayed. Content includes videos, posts, stories and ads.	Attracting more visitors to the borough	Continued development of Discover Melton to increase visibility of tourism offer and content	Leader; Town Centre, Growth and Prosperity			Not measured for Years					Not measured for Years	15,400	31,100	60,450	Not measured for Years


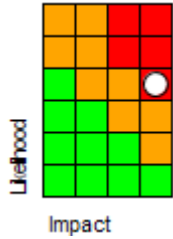
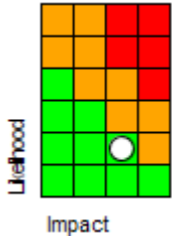
PLP128D Number of views & users to Discover Melton - Social Media (Instagram reach)	77,541			Instagram reach. This metric counts reach from the organic or paid distribution of your Instagram content, including posts and stories that were boosted. Instagram views - 236,472 The number of times that your content was played or displayed. Content includes reels, posts, stories and ads.	Attracting more visitors to the borough	Continued development of Discover Melton to increase visibility of tourism offer and content	Leader; Town Centre, Growth and Prosperity			Not measured for Years					Not measured for Years	2,400	3,400	77,541	Not measured for Years
PLP305 % Food businesses Broadly Compliant at inspection	84%				Economic Development	Supporting local businesses to meet their regulatory requirement	Leader; Town Centre, Growth and Prosperity	95.3%	95.1%	Not measured for Years	95.7%	95.37%	93%	94%	Not measured for Years	95%	84%		Not measured for Years
PLP306 % of food hygiene inspections undertaken at newly registered food businesses within 28 days of opening OR date of registration	98%				Economic Development	Supporting local businesses to meet their regulatory requirement	Leader; Town Centre, Growth and Prosperity	75%	63%	Not measured for Years	76.67%	93.3%	81.25%	96%	Not measured for Years	96.4%	98%		Not measured for Years






PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Theme 3: Tourism and town centre regeneration and vitality (Shaping Places) - Actions

Title	Latest Note	Priority Theme	Focus Area	Directorate	Lead Officer
Annual Business Survey	Progressing as expected.	Theme 3: Tourism and town centre regeneration and vitality (Shaping Places)	Attracting more visitors to the borough	Place and Prosperity	Economic Delivery Officer
Delivery against LUF objectives	Stockyard planning approved (subject to S106) in Feb 2025.	Theme 3: Tourism and town centre regeneration and vitality (Shaping Places)	Economic Development	Place and Prosperity	Senior Projects Delivery Officer
Delivery against UKSPF projects	Final USKPF report due to be submitted to Government by the End of March 2025. 90% of funding allocated and spent and 95% of expected outputs delivered. in some instances, expected outputs have been exceeded.	Theme 3: Tourism and town centre regeneration and vitality (Shaping Places)	Economic Development	Place and Prosperity	Senior Projects Delivery Officer

Theme 3: Tourism and town centre regeneration and vitality (Shaping Places) – Strategic Risks

	PL1 Inability to secure the best outcomes from the devolution white paper for Melton and the impact on the Council as an organisation		
RISK VULNERABILITY AND CAUSE	On 16th December 2024, the Devolution White Paper was published, setting out the government's ambitions to deliver devolution to all regions, alongside a simplification of local government structures. In February 2025, all two-tier areas were invited to submit proposals to government for reorganisation, with interim plans due to be submitted by 21st March and for LLR, final proposals to be submitted by 28th November 2025.		
RISK CONSEQUENCES	<ul style="list-style-type: none"> • Outcome of Devolution and LGR currently unclear and whatever is finalised may not be in the best interests of rural communities like Melton. • The criteria for LGR advocates for larger unitary councils. There is a risk that future local government becomes too remote and results in a loss of connection with communities like Melton. • Democratic accountability is undermined. • The response to the white paper will consume senior leadership and political capacity, working in partnership to develop an appropriate response, and one that ideally achieves a consensus. • Strategic focus will be diverted from other priorities and there will be an inability to deliver existing plans. • The uncertainty arising from the proposed changes has the potential to destabilise the organisation and result in a further loss of focus • Potential to create recruitment and retention issues. <p>Inability to achieve corporate objectives / In ability to secure additional funding to support priorities / Duplication of focus / Breakdown in relationships and partnerships / Loss of UKSPF funding.</p>		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	<ul style="list-style-type: none"> • Regular meetings of Local Councils across LLR (predominantly Districts and Rutland) to facilitate discussions • Regular engagement with MHCLG colleagues • Development of interim proposals for submission by March 2025 underway. • Stakeholder engagement initiated on 27th February 2025. • Report to Cabinet 14th January 2025, and to Council 27th February 2025. • All member and all staff briefings and email updates. 		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
 <p>Lielihood Impact</p>	 <p>Lielihood Impact</p>	<ul style="list-style-type: none"> • Meeting of City, County, Districts and Rutland scheduled for 6th March 2025. • Meetings with MPs scheduled. • Stakeholder engagement to continue 	
Date Assessed	Next Assessment Date	Risk Owner	Chief Executive
28-Feb-2025	01-Apr-2025		



Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Theme 4: Sustainable growth and infrastructure (Shaping Places)

								Quarter 1											
Code & Short Name	Current Value	Traffic Light Icon	Long Term Trend Arrow	Latest Note	Focus Area Description	Key Actions Description	Portfolio Holder Description	Q3 2022/23	Q4 2022/23	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	2024/25
								Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
PLP003 % Major planning decisions taken within 13 weeks, or agreed timetable (Oflog P1)	88%			7 out of 8 major applications were taken in time	Ensuring Planning Policy and Development support sustainable growth	Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes	Deputy Leader	100%	100%	Not measured for Years	100%	95%	100%	100%	Not measured for Years	80%	100%	88%	Not measured for Years
PLP004 % Non-major planning decisions taken within 8 weeks, or agreed timetable (Oflog P3)	91%			60 out of 66 minor applications were taken in time	Ensuring Planning Policy and Development support sustainable growth	Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes	Deputy Leader	91%	94%	Not measured for Years	95%	85%	90%	91%	Not measured for Years	92%	91%	91%	Not measured for Years
PLP005 Percentage of major planning applications overturned on appeal (district matters) [lower tier, unitary authorities, London and metropolitan boroughs] (Oflog P4)	0%			No major planning applications have been allowed at appeal this quarter	Ensuring Planning Policy and Development support sustainable growth	Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes	Deputy Leader			Not measured for Years			0%	0%	Not measured for Years	0%	0%	0%	Not measured for Years
PLP006 Percentage of non-major planning applications overturned on appeal (district matters) [lower tier, unitary authorities, London and metropolitan boroughs] (Oflog P6)	100%			One of one allowed	Ensuring Planning Policy and Development support sustainable growth	Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes	Deputy Leader			Not measured for Years			0%	0%	Not measured for Years	67%	0%	100%	Not measured for Years
PLP008 Number of applications received during this quarter	285			285 planning cases were received this quarter, 66 of these were planning applications monitored by the Government	Ensuring Planning Policy and Development support sustainable growth	Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes	Deputy Leader			Not measured for Years	236		218	220	Not measured for Years	246	216	285	Not measured for Years
PLP009 Number of decisions made this quarter	237			237 decisions were made this quarter, 74 of those decisions were planning applications monitored by government	Ensuring Planning Policy and Development support sustainable growth	Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes	Deputy Leader			Not measured for Years	208		226	205	Not measured for Years	279	226	237	Not measured for Years
PLP035 Land Charges: Average turnaround time (working days)	3.56				Ensuring Planning Policy and Development support	N/A Land Charges	Deputy Leader	3	3.27	Not measured for Years	3.77	4.08	3.43	3.54	Not measured for Years	4.24	4.65	3.56	Not measured for Years

					sustainable growth														
PLP039 Number of homes built in the previous financial year	390				Securing the right infrastructure to enable sustainable growth	N/A - Housing Development	Leader; Deputy Leader	Not measured for Quarters	368	Not measured for Quarters				390	Not measured for Quarters				
PLP040 Number of affordable homes built in the previous financial year	62				Securing the right infrastructure to enable sustainable growth	N/A - Housing Development	Leader; Deputy Leader	Not measured for Quarters	125	Not measured for Quarters				62	Not measured for Quarters				
PLP041 Net employment space approved (hectares)	1.57				Securing the right infrastructure to enable sustainable growth	N/A - employment	Leader; Deputy Leader	Not measured for Quarters		Not measured for Quarters				1.57	Not measured for Quarters				
PLP042 Tonnes of carbon emissions produced by MBC operations	1,342			Carbon emissions baseline update was completed in October 2023. The overall carbon footprint for council operations has fallen by 178 tCO2e2 (12%) from 1520 tCO2e in 2019-20 to 1342 tCO2e in 2022-2023	Delivering a net zero borough	Prepare and deliver an action plan to reduce the council's carbon emissions through service delivery	Deputy Leader	Not measured for Quarters	1,342	Not measured for Quarters					Not measured for Quarters				
PLP204 % of occupied commercial units in Council ownership	90%				Maximise the value of our assets	Adopting and delivering the Asset Management Plan	Leader; Corporate Finance, Prosperity and Resources	100%	100%	Not measured for Years	100%	95%	100%	90%	Not measured for Years	90%			Not measured for Years
PLP205 Corporate Assets - Level of compliance to health and safety regulations (%)	95%				Maximise the value of our assets	Adopting and delivering the Asset Management Plan	Leader; Corporate Finance, Prosperity and Resources	Not measured for Quarters	100%	Not measured for Quarters				95%	Not measured for Quarters				
PLP213 % of commercial collected income against expected income				Due at outturn of Q4 2024-5	Maximise the value of our assets	Adopting and delivering the Asset Management Plan	Leader; Corporate Finance, Prosperity and Resources	Not measured for Quarters		Not measured for Quarters					Not measured for Quarters				


PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse






	Unknown
	Data Only

Theme 4: Sustainable growth and infrastructure (Shaping Places) – Actions

Title	Latest Note	Priority Theme	Focus Area	Directorate	Lead Officer
Update on progress made through the Climate Change Task Group	The Council's Climate Change Strategy and Action Plan was adopted at Cabinet 12 June 2024. The internal Action Plan is now in development.	Theme 4: Sustainable growth and infrastructure (Shaping Places)	Delivering a net zero borough	Place and Prosperity	Climate Change Officer

Theme 4: Sustainable growth and infrastructure (Shaping Places) – Strategic Risks

	PR1 Failure to deliver MMDR (in full) and the financial and legal impacts on Melton Borough Council arising from any agreement with the County Council which seeks to support delivery.				
RISK VULNERABILITY AND CAUSE	The funding for the North and East is in place and construction work is underway. The Southern section is less well developed and subject to similar cost escalation and as a consequence LCC were unable to reach agreement with Homes England, and refused to accept the Housing Infrastructure fund for the southern section. The delivery mechanism for the southern section is therefore uncertain, although LCC have confirmed they remain supportive of Melton's Local Plan strategy and will continue to work to identify the required funding. Whilst the Staged Payment Agreement has now fallen away, the Developer Contributions SPD remains in place.				
RISK CONSEQUENCES	Undermines the Melton Local Plan and broader growth aspirations. More pressure for Housing growth in rural areas. Reputational impact.				
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	In relation to the Southern section the Council has agreed and approved a Masterplan for the Southern SUE and a Developer Contributions SPD. Work continues with the county council on delivery of the southern section but without the HIF and continuing inflationary pressures, affordability remains a continuing challenge.				
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED			
		The Council is working with the County Council and developers on identifying alternate delivery mechanisms. At this stage it is unclear whether a resolution will be found but the work locally continues. Opportunities to discuss further with Homes England and the new government will be explored			
Date Assessed	Next Assessment Date	Risk Owner	Assistant Director for Planning		
28-Feb-2025	01-Apr-2025				

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Theme 5: Right conditions to support delivery (Great Council)

								Quarter 1											
Code & Short Name	Current Value	Traffic Light Icon	Long Term Trend Arrow	Latest Note	Focus Area Description	Key Actions Description	Portfolio Holder Description	Q3 2022/23	Q4 2022/23	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	2024/25
								Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
CPS001 Undisputed invoices paid within 30 days	95%				Delivering financial sustainability and value for money	Maintain strong grip on debt recovery	Corporate Finance, Prosperity and Resources	91.33%	96.33%	Not measured for Years	95.67%	96.33%	96.33%	95.67%	Not measured for Years	97.33%	95.67%	95%	Not measured for Years
CPS002 Total fees and charges as a proportion of service expenditure	25%				Delivering financial sustainability and value for money	Maintain strong grip on debt recovery	Corporate Finance, Prosperity and Resources	Not measured for Quarters			Not measured for Quarters				Not measured for Quarters			25%	
CPS010 % of Internal Audits that score either an outstanding/good rating	100%				Ensuring good governance and performance management	Support Council's Governance processes to ensure collaborative and inclusive approach	Deputy Leader	Not measured for Quarters			Not measured for Quarters				Not measured for Quarters			100%	
CPS013 NNDR Collection efficiency (%) (Oflog C20)	84.72			Whilst collection is lower than target and 2023/24 performance when compared to other Leicestershire Local Authorities it is positive which could be reflecting the general economic position rather than poor performance.	Delivering financial sustainability and value for money	Maintain strong grip on debt recovery	Corporate Finance, Prosperity and Resources	87.43	98.28	Not measured for Years	31.18	56.33	85.97	97.33	Not measured for Years	35.2	61.02	84.72	Not measured for Years
CPS014 Council tax collection efficiency (%) (Oflog C19)	84.86				Delivering financial sustainability and value for money	Maintain strong grip on debt recovery	Corporate Finance, Prosperity and Resources	85.86	98.61	Not measured for Years	29.86	57.65	85.5	98.56	Not measured for Years	29.68	57.29	84.86	Not measured for Years
CPS015 Write off value as % of previous years debt (Annual)	45.34%			This is due to the ongoing work to identify historic debts that are uneconomical to pursue following the scrutiny work in this area.	Delivering financial sustainability and value for money	Maintain strong grip on debt recovery	Corporate Finance, Prosperity and Resources	Not measured for Quarters			Not measured for Quarters				45.34%	Not measured for Quarters			
CPS016 Sundry Debtor Collection Rate (Cumulative) %	94.61%				Delivering financial sustainability and value for money	Maintain strong grip on debt recovery	Corporate Finance, Prosperity and Resources			Not measured for Years	96.54%	92.65%	98.59%	87.83%	Not measured for Years	98.98%	98.07%	94.61%	Not measured for Years
CPS106 Staff satisfaction - overall %	93%			As part of the recent workforce survey, over 93% of employees enjoy working for Melton Borough Council	Effective organisation and great place to work	Refresh and implement an updated Workforce Strategy to assist	Corporate Finance, Prosperity and Resources	Not measured for Quarters			Not measured for Quarters				82%	Not measured for Quarters			93%

				compared to 82% last year.		with recruitment and retention													
CPS107 Staff turnover % – annual	15%			Turnover has remained consistent based on last year and remains a slight increase on the year before. This is in line with the national trend and other local district councils.	Effective organisation and great place to work	Refresh and implement an updated Workforce Strategy to assist with recruitment and retention	Leader; Corporate Finance, Prosperity and Resources	Not measured for Quarters		15%	Not measured for Quarters				15%	Not measured for Quarters			
CPS108 Staff absence – days sickness per employee	4.19				Effective organisation and great place to work	Refresh and implement an updated Workforce Strategy to assist with recruitment and retention	Leader; Corporate Finance, Prosperity and Resources	7.3	10	Not measured for Years	1.7	2.6	4.5	6.1	Not measured for Years	1.2	2.5	4.19	Not measured for Years
CPS109 % Staff satisfaction with IT	97.5%			156/160 reported satisfied 4 dissatisfied respondents	Effective organisation and great place to work	Development of an IT strategy and roadmap to support improved service delivery to customers	Leader; Corporate Finance, Prosperity and Resources	92.21%	96.25%	Not measured for Years	98%	93.55%	96%	95%	Not measured for Years	99.03%	98.78%	97.5%	Not measured for Years
HGC339 % of demand resolved at first contact in customer services	86.67%				Effective organisation and great place to work	Development of an IT strategy and roadmap to support improved service delivery to customers	Leader; Corporate Finance, Prosperity and Resources	67.33%	72%	Not measured for Years	74%	77.33%	81%	82%	Not measured for Years	82.33%	85%	86.67%	Not measured for Years
HGC340 Proportion of value demand coming into Customer Services	86.67%				Effective organisation and great place to work	Development of an IT strategy and roadmap to support improved service delivery to customers	Leader; Corporate Finance, Prosperity and Resources	89.33%	91%	Not measured for Years	89.33%	86%	87%	85.33%	Not measured for Years	85%	86.33%	86.67%	Not measured for Years
HGC341 % of customer demand accessed through digital channels	53.67%				Effective organisation and great place to work	Development of an IT strategy and roadmap to support improved service delivery to customers	Leader; Corporate Finance, Prosperity and Resources	22%	45.67%	Not measured for Years	50.33%	49.67%	56%	48.33%	Not measured for Years	52.33%	48%	53.67%	Not measured for Years
HGC342 Total number of customer contacts	22,728				Effective organisation and great place to work	Development of an IT strategy and roadmap to support improved service delivery to customers	Leader; Corporate Finance, Prosperity and Resources	12,138	26,129	Not measured for Years	25,884	24,605	26,193	27,405	Not measured for Years	27,472	24,380	22,728	Not measured for Years

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse

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	Data Only

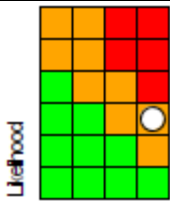
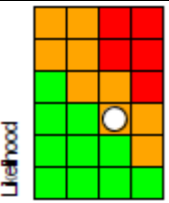
Theme 5: Right conditions to support delivery (Great Council) - Actions

Title	Latest Note	Priority Theme	Focus Area	Directorate	Lead Officer
Performance Management System	System on track for go live end of January 2025. Roll out of training complete and system ready for go live.	Theme 5: Right conditions to support delivery (Great Council)	Ensuring good governance and performance management	Corporate Services	Corporate Policy and Communications Manager
Election Ward Boundary Review	Awaiting on the Boundary Commission.	Theme 6: Engaging and connected council (Great Council)	Promoting local democracy	Corporate Services	Senior Democratic Services and Scrutiny Officer
Modern.gov phase 2	Part 1 Report Management Closure Report presented. Part 2 Move to Hosted Service Civica have resourcing issues which has delayed project, and a go live date has yet to be agreed. Now scheduled for April 2025 but pushing for an earlier date. Server is out of support and creating a vulnerability as such this needs to be resolved as soon as possible.	Theme 6: Engaging and connected council (Great Council)	Promoting local democracy	Corporate Services	Senior Democratic Services and Scrutiny Officer

Theme 5: Right conditions to support delivery (Great Council) – Strategic Risks

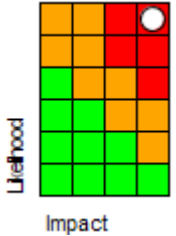
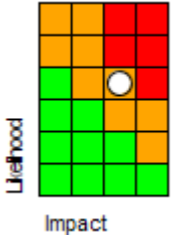



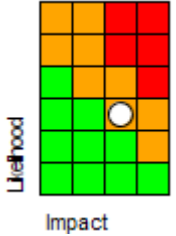
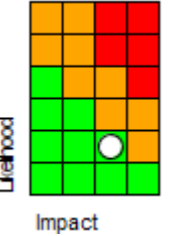
PL3 Capacity to respond and recover to a major incident


RISK VULNERABILITY AND CAUSE	To be prepared for and have the ability to respond to a major incident impacting on both the council's ability to deliver services and on the community as a whole. A major incident may include severe weather, notifiable diseases, major incidents, community unrest and business continuity incidents		
RISK CONSEQUENCES	Homes and businesses are damaged, disruption to transport and travel in the borough, disruption to communication infrastructure, health and wellbeing of young, elderly and other vulnerable members of the community, severe loss of livestock and livelihood of rural businesses, ability for the council to deliver services, death/injury to members of the community		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Support and partnership/multi agency working with Local Resilience Forum. Training for Senior Officers in managing major incidents. Emergency plan in place. Dedicated Resilience Officer in post. Various plans in place and regularly reviewed for example Adverse Weather Plan. Close liaison and mutual aid available with neighbouring authorities and partners including blue light services. Communications cell is well established and incident and Met Office weather warnings in place and public warning messages issues through social media. Links with Parish Councils, local flood wardens and other community groups. Emergency Centre plans in place		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
 <p>Likelihood Impact</p>	 <p>Likelihood Impact</p>	Preparedness for a major incident. Further multi agency training to be undertaken. Continue to review plans and ensure these are communicated. Continued working through the LRF with local officers. Plan for increased incidents due to adverse weather. Multi agency communication and learning from previous incidents. Keep oversight of national picture with regard to unrest and consider/assess local implications	
Date Assessed	Next Assessment Date	Risk Owner	Assistant Director for Organisational Development
25-Feb-2025	01-Apr-2025		



SG1 Failure to secure financial stability in the medium term

RISK VULNERABILITY AND CAUSE	'Government funding cuts and uncertainty regarding longer term funding position due to funding review due from 2026/27 including business rates reset. In addition, inflationary pressures on Council and local community increasing costs. Decline in income streams. non recurring grant funding ending. Retained business rates difficult to estimate due to appeals and empty properties. Partnership funding cuts. Demographics (increased demand). Structural deficit in the budget relying on reserves to balance in from 2023/24 onward followed by further forecast budget gaps in later years. Cipfa financial resilience and Oflog indicate comparatively low level of reserves. Ability to fund unexpected events such as enforcement action and appeals and costs of change Need and desire to invest versus low level of capital receipts. Affordability of assets repairs an issue.		
RISK CONSEQUENCES	'Inability to achieve corporate objectives. Savings having to be made that impact service delivery. Low staff morale and high staff turnover as workforce is reduced leading to capacity issues. Poor customer satisfaction leading to high failure demand. Deterioration in asset conditions and no capital to invest in aspirations which could lead to increased income/reduced expenditure.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	' Priorities agreed through corporate strategy. Regular liaison and consultation with unions. People Strategy e.g. staff training and support. Maximising partnership working to deliver better outcomes at reduced local cost. Regular review of MTFS. Well informed public and members around priorities, cost of services and resources available. Regularly review risk associated with partnership projects and funding. Risk assessed working balance which considers potential fluctuations of income and expenditure levels against budget. MTFS is subject to sensitivity analysis. Ongoing review of any changes in government funding. Ongoing consideration to be given to public consultation to ensure the proposals are understood within the context of the financial position. Regular liaison and lobbying of government and other groups to recognise the need for fair funding. Development of financial sustainability programme.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
 Likelihood Impact	 Likelihood Impact	'Development of a costed financial sustainability plan that is realistic and achievable and sufficient to meet budget gap. Prioritise spending plans that will generate savings in return. Consider options for reducing failure demand e.g. prevention and demand reduction through service transformation. Development of Plan B that can be used if savings cannot be achieved.	
Date Assessed	Next Assessment Date	Risk Owner	Director for Corporate Services
27-Jan-2025	01-Jul-2025		

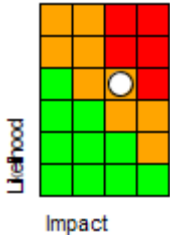

	SG2 Stability of future provision of ICT services.		
RISK VULNERABILITY AND CAUSE	Following move to an in-house service provider via HBBC identified poor infrastructure that requires investment, poor documentation and gaps in skill levels of team. Risk that there is instability whilst documentation is improved, and infrastructure is updated. Increased demand for ICT services due to development of digital services. Customer impact / accessibility when ICT is unstable.		
RISK CONSEQUENCES	Poor IT operational service leading to service issues and poor customer service, Poor staff morale and frustration with IT provision. Failure of core systems resulting in loss of service.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Additional resources provided by partners to escalate infrastructure improvements. Regular strategic review meetings to ensure partnership is aligned. Business analysts provided as part of new structure to work with partner services to develop future IT provision. Independent support to the Head of ICT to implement required changes.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
 Likelihood Impact	 Likelihood Impact	Delivery of planned improvements and documentation of systems and review and update of associated policies. Review of operating model following move to 2 partner model and investment in infrastructure to ensure resources are at right level and skills to support technology in place and demand. Appointment of programme manager to provide robust programme management support to ensure delivery of projects on time and to scope and budget. Development of partner IT strategy and roadmap highlighting areas for consideration of further investment in ICT. Training and support to existing and newly recruited staff. Backup restoration through full disaster recovery test.	
Date Assessed	Next Assessment Date	Risk Owner	Assistant Director for Organisational Development
28-Feb-2025	01-Jul-2025		


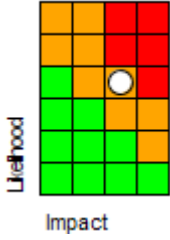
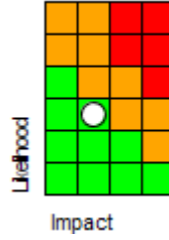
	SG4 Failure of a key supplier e.g. Housing Repairs, Waste and Leisure		
RISK VULNERABILITY AND CAUSE	Supplier failure. Bankruptcy. Volatility of construction sector, vulnerability inflationary/recessionary pressures		
RISK CONSEQUENCES	Failure to deliver service. Reputational damage. Financial costs. Capacity to deal with the implications. Legal implications		


EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Robust procurement. Performance Bonds. Regular dialogue with and monitoring of the key suppliers and contracts. Successful risk mitigation during transition of gas and heating contract provides confidence that risks of this nature can be managed. Monitoring of void and repairs performance, planned maintenance and value for money. Consider future options for contract extension and / or reprocurement.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
		Ongoing monitoring of key suppliers/contracts.	
Date Assessed	Next Assessment Date	Risk Owner	Director for Housing and Communities
02-Mar-2025	01-Apr-2025		

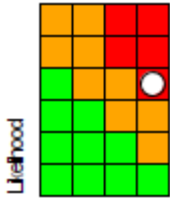

	SG5 ICT Security Breaches		
RISK VULNERABILITY AND CAUSE	Data loss or inability to deliver systems and services from internal or external ICT Security breaches. Internal breaches by employees may be malicious or accidental, either compromising data or systems by deliberate action or inaction. External breaches are by Cyber actors deliberately attempting or breaching ICT perimeter controls, or by misleading staff to take action that compromises ICT security, to remove data, encrypt systems, extort monies, or disable the authority's ability to deliver its services		
RISK CONSEQUENCES	Loss of data, security breach introducing a virus into council systems, breach of legislation such as data protection resulting in prosecution or fine and reputational damage. System loss leading to interruption in services being delivered to customers.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Perimeter Security provided by Firewalls and firewall policies, systems and data is backed up using industry best practice. Annual IT Health checks and penetration testing, Cyber Essentials and PSN accreditation, External Vulnerability scanning tools, Security Working Group, policies in place to support and advise staff, ICT articles and newsletters aimed at increasing staff cyber security awareness, corporate training linked to the NCSC guidance rolled out corporately. Simulated phishing tools and learning to increase staff awareness of the risks of Phishing. Encryption detection software, Antivirus software, Mail Filtering, Sophos Unified Threat Manager, Intrusion detection software, Intercept X detecting and unauthorised encryption and protecting files. Password management tool ensuring passwords are secure and less likely to be defeated by social engineering or brute force or dictionary/spraying attacks. 3-2-1 Backups in place 3 copies, 2 locations, 1 Off-site a manage detect and response solution monitors the ICT estate for threats and anomalous behaviour.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
		Additional Cyber security services in the form of a Managed Detect and Response Service to reduce the likelihood of successful intrusion and unusual behaviour, Privilege Access Management to mitigate internal threats. Implement additional protections such as Zero Trust to protect employees or attackers with a foot hold in the network from being able to laterally move across the network. Implement a PAM (privilege access management) to reduce the ability of privileged users to access and exfiltrate data or perform unaudited changes. implementation of audit recommendations including cyber security training and learning from other organisations. Procure and implement proactive threat management technologies to enable MBC to see intelligence on Cyber threats before they become manifest. Multi Factor Authentication to be rolled out.	
Date Assessed	Next Assessment Date	Risk Owner	Assistant Director for Organisational Development
01-Oct-2024	01-Apr-2025		






	SG6 Resourcing of the LUF, UKSPF, ADP and Leisure developments		
RISK VULNERABILITY AND CAUSE	Delivery of these projects will require a different set of experience, knowledge and skill set at various stages of the projects. Not all skill sets are available within the existing teams. Involvement from Property, Regeneration, Housing and Communities and Corporate services will be required to implement these projects. The teams are busy with the day to day and operational activities and will be stretched with key strategic priorities being delivered simultaneously.		
RISK CONSEQUENCES	Stretched resources or lack of relevant skill sets could lead to delays in delivery, mistakes, lack of compliance to regulations, and reputational damage		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Additional resource needs are included in the ask for external grant funding such as LUF and UKSPF to increase capacity within the team and seek external support where required. Any future capital funding need for delivery of large-scale projects will include additional resources for project management and niche technical advice.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	

		A resource plan will be prepared identifying focus areas. SLT will maintain oversight of projects delivery to ensure resource pressure are considered at all stages of the projects. New posts will be recruited at relevant stages in accordance with the resource and project plan.	
Date Assessed	Next Assessment Date	Risk Owner	Director for Place & Prosperity
01-Oct-2024	01-Apr-2025		

	SG7 Lack of capacity to deliver services and projects due to resourcing issues in specific teams		
RISK VULNERABILITY AND CAUSE	Workload pressures increasing on particular teams due to increasing demand, coupled with the additional work pressures arising from the establishment of the new council and expectations arising from it. increase in customer expectations due to cost of living, and difficulties in recruiting to certain posts and the impact from Single Points of Failure due to lack of resilience. Difficulty in recruitment in some technical areas such as legal, planning and environmental health is another contributing factor to capacity issues.		
RISK CONSEQUENCES	Inability to deliver statutory and discretionary services to the public and to deliver on corporate priorities and projects. increased sickness and mental health issues due to the pressure of work. high turnover as staff leave and poor morale. Lack of resilience whereby the loss of a single member of the team can quickly create a significant issue. vacant posts and high cost of interim staff.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Programme Boards to manage projects across the council, corporate strategy to set priorities, recent review of Team Charters and regular team meetings and 1 to 1s to identify areas of concern, range of mental health initiatives to support staff with mental wellbeing. Existing Way We Work Strategy approved in December 2021. New Corporate Strategy 2024-2036- and 4-year Corporate Delivery Plan approved and in place.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
		Monitoring of progress against Corporate Delivery Plan to assess progress. Ongoing Corporate Governance Meetings. Plan to refresh the Way We Work Strategy and maintain positive and supportive culture. A detailed communications and engagement plan is being developed to respond to the Devolution White Paper and briefings are taking place with all staff. The Council will continue to promote the opportunities created by Devolution and any future reorganisation, in terms of re-shaping the future size and shape of local government.	
Date Assessed	Next Assessment Date	Risk Owner	Chief Executive
25-Feb-2025	01-Jul-2025		

	SG8 Capacity to deliver the new Vision 36 and the Corporate Delivery Plan		
RISK VULNERABILITY AND CAUSE	to be able to deliver the commitments outlined in the Council's Vision 36 and the Corporate Delivery Plan through the activity, projects and actions. The commitments will require resources both financial and non-financial (staffing, assets etc) to enable delivery.		
RISK CONSEQUENCES	We fail to deliver on the commitments made in Vision 36 and Corporate Delivery Plan. Resources used to deliver on the commitments are taken away from existing services and this impacts on the quality to residents. Resources used may also impact on the Council's long term financial sustainability and the capacity of officers to deliver services to existing levels of quality.		
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	The commitments made have been developed with members to meet the future needs of the borough and as part of the process of this the resources required have been developed with finance. Monitoring of the commitments will take place over the duration of the plan through the budget process and through the Council's Performance Management Framework.		
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED	
		Monitoring of the resources required to deliver on the commitments. Continue to review the commitments and how we are able to deliver on these and maintain service quality across the Council.	

 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	<p>Specific review of capacity and priorities due to be undertaken as part of responding to the English Devolution White Paper. Confirmation of whether any current activities have to be de-prioritised will be discussed with Cabinet.</p>	
<p>Date Assessed</p>	<p>Next Assessment Date</p>	<p>Risk Owner</p>	<p>Chief Executive</p>
<p>23-Jan-2025</p>	<p>01-Apr-2025</p>		

Risk Status			
	<p>Alert</p>		
	<p>High Risk</p>		
	<p>Warning</p>		
	<p>OK</p>		
	<p>Unknown</p>		

Theme 6: Engaging and connected council (Great Council)

Quarter 1

Code & Short Name	Current Value	Traffic Light Icon	Long Term Trend Arrow	Latest Note	Focus Area Description	Key Actions Description	Portfolio Holder Description	Q3 2022/23	Q4 2022/23	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	2024/25
								Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
CPS101 % increase in followers on Facebook and Twitter compared to previous quarter	2.51%			Facebook followers increased by a few hundred, Instagram increased by a few. However, twitter followers decreased again.	Engaging and communicating effectively with residents	Implement Communications and Engagement Strategy and action plan	Deputy Leader	1.56%	2.08%	Not measured for Years	1.19%	1.43%	1.23%	1.85%	Not measured for Years	0.88%	2.29%	2.51%	Not measured for Years
CPS102 Website Accessibility score (%)	100%			100% for AA 9.9% for AAA	Engaging and communicating effectively with residents	Implement Communications and Engagement Strategy and action plan	Deputy Leader	100%	100%	Not measured for Years	100%	100%	100%	100%	Not measured for Years	100%	100%	100%	Not measured for Years
CPS111 Satisfaction with Council services	98%			Satisfaction has improved over the last quarter	Engaging and communicating effectively with residents	Undertake a borough wide Residents Survey	Deputy Leader	Not measured for Quarters	62.9%	Not measured for Quarters				98%	Not measured for Quarters				
CPS112 Community Satisfaction with planning service	37.9%				Engaging and communicating effectively with residents	Undertake a borough wide Residents Survey	Deputy Leader	Not measured for Quarters	37.9%	Not measured for Quarters					Not measured for Quarters				
CPS113 Satisfaction with waste service	86.6%				Engaging and communicating effectively with residents	Undertake a borough wide Residents Survey	Deputy Leader	Not measured for Quarters	86.6%	Not measured for Quarters					Not measured for Quarters				
CPS114 Satisfaction with cleanliness	54.1%				Engaging and communicating effectively with residents	Undertake a borough wide Residents Survey	Deputy Leader	Not measured for Quarters	54.1%	Not measured for Quarters					Not measured for Quarters				
CPS115 Number of consultations/engagements undertaken	7			We undertook 7 consultations through Citizenspace following it being introduced in November 2023. Consultations had responses from 565 residents and covered a wide range of topics from the Local Plan, Climate Change Strategy, our Vision 36 and new Corporate Strategy, Stockyard and the use of our garage sites.	Engaging and communicating effectively with residents	Undertake a borough wide Residents Survey	Deputy Leader	Not measured for Quarters		Not measured for Quarters				7	Not measured for Quarters				
CPS201 % of MBC complaints upheld	57.9%			Out of the total complaints received (38 complaints) 22 were upheld (10) or partly upheld (12).	Engaging and communicating effectively with residents	Introduce new systems to improve response to information requests, customer	Deputy Leader	3.57%	24%	Not measured for Years	53.13%	44.4%	66.6%	54.8%	Not measured for Years	95.65%	57.14%	57.9%	Not measured for Years

				The reason behind the majority of the complaints were classed as 'Treatment and Behaviour' and 'Quality of service'.		complaints and ensure services learn from feedback													
CPS205 % of Requests for information responded to within statutory deadlines	98.4%			3 out of 187 replied to out of statutory deadline	Engaging and communicating effectively with residents	Introduce new systems to improve response to information requests, customer complaints and ensure services learn from feedback	Deputy Leader	90.71%	95.75%	Not measured for Years	100%	99.46%	98.8%	98.67%	Not measured for Years	96.88%	98.9%	98.4%	Not measured for Years
CPS211 Number of ombudsman complaints upheld	0			This is an annual measure which is due Q4; previously, there were no complaints re the Housing Ombudsman or the Local Government and Social Care Ombudsman	Engaging and communicating effectively with residents	N/A - Housing Development	Deputy Leader	Not measured for Quarters	0	Not measured for Quarters				0	Not measured for Quarters				
CPS212 Percentage of Ombudsman complaints upheld [all tiers] (Oflog C17)	0%			This is an annual measure which is due Q4; previously, there were no complaints re the Housing Ombudsman or the Local Government and Social Care Ombudsman	Engaging and communicating effectively with residents	N/A - Housing Development	Deputy Leader	Not measured for Quarters	0%	Not measured for Quarters				0%	Not measured for Quarters				
CPS213 Number of upheld Ombudsman complaints per 10,000 population [all tiers] (Oflog C18)	0			This is an annual measure which is due Q4; previously, there were no complaints re the Housing Ombudsman or the Local Government and Social Care Ombudsman	Engaging and communicating effectively with residents	N/A - Housing Development	Deputy Leader	Not measured for Quarters	0	Not measured for Quarters				0	Not measured for Quarters				
CPS214 % of respondents who believe the Council listens to concerns of local residents (annual)	55.8%				Engaging and communicating effectively with residents	Undertake a borough wide Residents Survey	Deputy Leader	Not measured for Quarters	55.8%	Not measured for Quarters					Not measured for Quarters				
CPS216 % of decision-making meetings which are digitally accessible	90.9%			10 out of 11 decision making meetings are digitally accessible. The one meeting that isn't was the Employment Committee in October, as the majority of the meeting was conducted in exempt session.	Promoting local democracy	N/A - governance	Deputy Leader	100%	100%	Not measured for Years	62.5%	92.31%	100%	100%	Not measured for Years	44.44%	92.9%	90.9%	Not measured for Years
CPS217 % of the population able to vote (over 18) on the electoral roll					Promoting local democracy	N/A - governance	Deputy Leader	Not measured for Quarters		Not measured for Quarters					Not measured for Quarters				

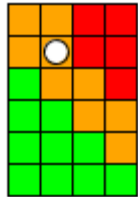
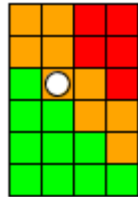
PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				






Theme 6: Engaging and connected council (Great Council) - Actions

Title	Latest Note	Priority Theme	Focus Area	Directorate	Lead Officer
Establish Area Liaison Forums in communities, bringing county, borough and parish councils together	The first of our Rural Area Liaison Forum meetings took place on 5th and 12th of August both of which were well attended. The meetings provided an opportunity for Officers to update on existing rural community projects and to elaborate on future plans, this following our commitment within the Corporate Strategy to "cherish and celebrate our villages and rural heritage. There was lively discussion and Parish Council representatives provided their own views on future items for meetings, ideas for different ways in which we can communicate and engage with each other including webinars on specific topics of interest, smaller engagement sessions again on specific topics and also our new "Parish Connection" E-bulletin which will provide an opportunity for teams within the council to keep Parishes up to date on activities in their areas and neighbouring Parishes. We have provided key contacts and correct lines of communication to ensure all Parishes have up to date information within our first Parish Connection Bulletin. The Leader also provided information and updates on Children's Homes, Flooding and Planning which were of course of much interest to those in attendance. The sessions were well received with positive feedback, the next sessions of this kind will take place later this year.	Theme 6: Engaging and connected council (Great Council)	Promoting local democracy	Corporate Services	Senior Democratic Services and Scrutiny Officer; Strategic Lead - Empowering Communities
Election Ward Boundary Review	Awaiting on the Boundary Commission.	Theme 6: Engaging and connected council (Great Council)	Promoting local democracy	Corporate Services	Senior Democratic Services and Scrutiny Officer
Modern.gov phase 2	Part 1 Report Management Closure Report presented. Part 2 Move to Hosted Service Civica have resourcing issues which has delayed project, and a go live date has yet to be agreed. Now scheduled for April 2025 but pushing for an earlier date. Server is out of support and creating a vulnerability as such this needs to be resolved as soon as possible.	Theme 6: Engaging and connected council (Great Council)	Promoting local democracy	Corporate Services	Senior Democratic Services and Scrutiny Officer

Theme 6: Engaging and connected council (Great Council) – Strategic Risks

	SG3 Financial pressures undermining partnerships (integrated working)	
RISK VULNERABILITY AND CAUSE	Reduced funding from partners. Conflicting priorities between partners.	
RISK CONSEQUENCES	With ongoing financial pressures, it is difficult to achieve effective partnership working that can have a real impact on key issues such as crime, ASB, substance misuse, social mobility, inclusive growth and homelessness.	
EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	Maintaining relationships with senior leaders and commissioners from other organisations. Working through existing partnership structures. Take advantage of co-location and shared uses of buildings. Proactive engagement with key partners to support outcomes for communities including leadership role in key health and wellbeing partnerships and Melton Helping People Partnership. Increased collaboration with Lightbulb project and homelessness partnerships. Continued investment in Community Grants Scheme with policy aligned to evidence based Council priorities and outcomes means the council can continue to support local community and voluntary sector organisations.	
Current Risk Rating	Target Risk Rating	FURTHER ACTION REQUIRED
		Monitor impacts of LCC budget reductions on services such as homelessness and healthy / active communities. Engage ICB to secure funding. Consider future of shared service arrangements to ensure value for money and resilience - CCTV, Out of Hours, Waste and Environmental Services.

 Likelihood Impact	 Likelihood Impact		
Date Assessed	Next Assessment Date	Risk Owner	Director for Housing and Communities
02-Mar-2025	01-Apr-2025		

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

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Corporate Complaints Measures Dashboard

DIRECTORATE	SERVICE AREA	POLARITY	No. of Complaints Received				EXPLANATORY NOTES ARE AT THE END OF THE REPORT		No. of Complaints Upheld				Compliments			
			Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	TREND	KEY EXPLANATORY COMMENTARY	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar
			2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4			2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4
Housing & Communities	Tenancy Management / Housing & Neighbourhoods	Low is Good	8	13	9			3, 3 part	3,3part	2,2 part			3	4		
	Voids	Low is Good														
	Rent Arrears	Low is Good														
	Housing Repairs	Low is Good	18	11	10			10, 5 part	5,6 part	1,2 part			4	4	1	
	Housing Capital Programme Work	Low is Good														
	Landlord Health & Safety	Low is Good														
	Intensive Housing Management (incl. Gretton Court)	Low is Good											1	1		
	ASB	Low is Good														
	Housing Options	Low is Good	3	1	4			1 part		1,5 part				2		
	Customer Services	Low is Good	1	2	1			1	1,1 part	1			1	2	3	
	Community Support	Low is Good											2			
	Safeguarding	Low is Good														
	Private Lifeline	Low is Good														
	Leisure	Low is Good														
	Waste Management	Low is Good	2	1					2				2	2	1	
Environmental Maintenance & Cemeteries	Low is Good	5	1					4					1	1		
Place & Prosperity	Planning	Low is Good	6	5	8			3 part		4,1 part			10	2		
	Building Control	Low is Good											1			
	Land Charges	Low is Good														
	Licensing	Low is Good			1					1 part						
	Environmental Health	Low is Good	1	1	1			0	1 part	1 part						
	Local Plans & Planning Policy	Low is Good														
	Emergency Planning	Low is Good														
	Corporate Property & Assets	Low is Good			1			1								
	Regeneration	Low is Good														
Corporate Services	Organisational Development	Low is Good		2	1				1 part							
	Democratic Services	Low is Good														
	Elections	Low is Good		1									1			
	Legal inc RFI/Complaints	Low is Good											3		1	
	Finance	Low is Good														

SERVICES	Revenues (Council Tax)	Low is Good	1	4	1				1 part	2, 1 part						
	Revenues (Business Rates)	Low is Good														
	Revenues (Debt Recovery)	Low is Good														
	Benefits	Low is Good	1		1						1			1		
	ICT	Low is Good														
TOTAL COMPLAINTS RECEIVED		Low is Good	46	42	38	0			21, 13 part	11, 13 part	10,12 part	0	24	18	12	0

UKSPF and Inward Investment

Report Author:	Lee Byrne , Assistant Director for Regeneration and UKSPF 01664 502589 LByrne@melton.gov.uk
Chief Officer Responsible:	Edd de Coverly , Chief Executive 01664 502536 edecoverly@melton.gov.uk
Lead Member/Relevant Portfolio Holder	Councillor Pip Allnatt - Leader of the Council & Portfolio Holder for Housing, Leisure and Landlord Services

Corporate Priority:	Delivering sustainable and inclusive growth in Melton
Relevant Ward Member(s):	All
Date of consultation with Ward Member(s):	N/A
Exempt Information:	No
Key Decision:	Yes a) Incurring Expenditure of £50,000 or more
Subject to call-in:	Yes

1 Summary

- 1.1 To provide an update and seek delegation for officers to begin delivery on the proposed priorities funded through the 4th year of UKSPF funding.
- 1.2 To highlight corporate priorities that are unable to be funded through UKSPF and where appropriate propose alternate routes for funding these interventions.

2 Recommendations

That Cabinet:	
2.1	Notes the contents of this report.
2.2	Delegates to the Director for Place and Prosperity in consultation with the Leader to undertake any actions required to enable delivery of the UK Shared Prosperity Funding programme by 2025/26 financial year end.

- 2.3 Delegates to the Director for Place and Prosperity to enter into any agreements that are required to support the successful delivery of UKSPF year 4 activity.**
- 2.4 Endorses and approves the Inward Investment Strategy, and delegates authority to the Director for Place and Prosperity, in consultation with the Portfolio Holder for Town Centre, Growth and Prosperity, to make any minor amendments to the strategy that may be required following the current period of consultation.**
- 2.5 Approves the allocation of £42,500 from the Regeneration and Innovation Reserve to support delivery of Inward Investment Strategy and other related priorities outlined in Section 5.9 of this report.**

3 Reason for Recommendations

- 3.1 Melton Borough Council will receive a further allocation of UK Shared Prosperity Funding for the financial year 25/26 for delivery from April 25 and spend by March 31st 2026. Local authorities will continue to have flexibility to invest across a range of activities that represent the right solutions for their areas. The Council is responsible for managing the funding in line with 5 UK-wide themes, assessing and approving applications, processing payments and monitoring to HM Government.
- 3.2 In order to deliver the outputs and outcomes of the Fund, whilst meeting the needs of the Borough, decision making capacity is required at the officer level, in liaison with Portfolio Holder, including changes to existing programmes at short notice. This will also require third parties to deliver interventions on the Council's behalf and where appropriate enter into grant funding agreements with delivery partners.
- 3.3 In order to deliver interventions that are part of the Council's Corporate Plan, a range of projects are planned that fall outside of UKSPF eligibility or the Fund allocation. The Council's regeneration and innovation fund will be called upon to support project development and delivery, including the continuation of the inward investment activity (An overview of this inward investment plan and proposed activity can be found in Appendix A). These interventions will not continue without the allocation from the Council's regeneration and innovation fund. The Inward Investment Strategy is currently subject to stakeholder consultation and any minor amendments arising from that consultation will be addressed under the delegation requested above.

4 Background

- 4.1 On 13th December 2024 a fourth year of funding was confirmed by HM Government. It is intended that this programme would act as a transitional year to ensure continued delivery of positive outcomes through the UKSPF programme whilst a more permanent arrangement was put in place.
- 4.2 It has been confirmed that Melton Borough Council will receive £389,948 of funding, which consists of £317,952 of revenue funding and £71,996 of capital funding.
- 4.3 Due to the reduced scale of the 4th year of UKSPF investment not all the current UKSPF delivery will be able to continue.
- 4.4 A review of the Fund and delivery of the outputs and outcomes over the last 3 years has been undertaken alongside the new Guidance, which is focused on economic growth. The UK Shared Prosperity Fund investment priorities have been aligned to the Government's missions, mapping existing interventions into Mission-led themes 1-5; these being:

Mission 1: Kickstart Economic Growth

Mission 2: Make Britain a clean energy superpower

Mission 3: Take Back our streets

Mission 4: Break down barriers to Opportunity

Mission 5: Build an NHS fit for the future

These missions have to be delivered through the existing priority areas: Communities and Place; Support for Local Business; and People and Skills. This has informed the proposed recommendations highlighted below. An outline of this assessment process can be found in Section 6.1.

- 4.5 New Government guidelines were published on 23 January 2025. This technical note aligns the Fund interventions with the new Government missions, particularly focusing on economic growth. Collaboration with other places remains strongly encouraged in the delivery of Fund interventions where it meets the needs of their place and achieves value for money or better outcomes for local people or businesses.
- 4.6 The Council will be required to complete a formal reporting request every 6 months on a new reporting system. Officers have training for this system booked in on the 14th March. It is expected that reporting requirements for the 4th year, the performance management, reporting and monitoring information will be covered at this training.
- 4.7 In order to enable effective monitoring of the UKSPF programme a table will be produced for cabinet which will outline how the proposed UKSPF interventions align to the new government missions and what the expected outputs will be.

5 Main Considerations

- 5.1 The UKSPF programme has been delivering significant positive outcomes for the Melton Borough area. These will be reported back to members following the closing of the 3rd year of the programme on the 31st March 2025.
- 5.2 As highlighted above there is both a revenue and capital allocation of the UK Shared Prosperity Funding in the 2025/26 financial year. It is proposed the full allocation of the capital amount (£71,996) will support delivery of improvements to the town centre as well as priorities identified through the councils 'Pride in Place' programme.
- 5.3 In terms of the revenue proportion of the funding, HM Government has confirmed that 8% (£25,436) can be allocated on administering the scheme. The remainder of the funding (£292,516) will be spent on delivering activity across the Borough in accordance with the updated Guidelines (Technical note on UK Shared Prosperity Funding 23 January 2025).
- 5.4 A series of interventions have been assessed, as outlined in section 6, to inform the delivery of the UKSPF programme for the 25/26 financial year. The interventions outlined in Table 1 (below) have been agreed through the budgeting process (considered at full council on 12th Feb 2025). This accounted for £200,354 of the UKSPF.

Table: 1

Priority Intervention	Cost	UKSPF Missions	Comment
Community Coordinator	£35,044	Mission 3 Mission 4	Continuation of the positive programme of work to support rural food hubs and wider activity to support communities delivered through this service. This post has, through evolution of its focus and impact and most effective delivery options, combined the interventions of the current community coordinator and rural food hub, linking across to work and skills to enhance our reach and delivery of services for our rural communities, and to increase connection with our parish councils.
Green and Open Spaces Officer	£34,000	Mission 3 Mission 4	Essential for delivery of the 'Pride in Place' programme.
Active Communities	£25,000	Mission 4 Mission 5	Continuation of the positive programme of work to support healthy communities. The team are part funded through public health funding and the outcomes achieved are wide ranging to support health and wellbeing outcomes and to address health inequalities across the borough. The provision of this funding will ensure added value to maximise community health and wellbeing.
Strategic Funding Coordination	£52,720	Mission 1 Mission 3 Mission 4	Ensuring funding is available to MBC to enable the development of applications for external funds such as Heritage Lottery Fund, Arts Council and any others that are available and would support delivery of any council priorities
Planning enforcement and compliance	£53,590	Mission 1 Mission 3	Reviewing eligibility against UKSPF 25/26 guidelines (received on the 20th of Jan). Any outputs will have to adhere to these new measures and deliver against outputs that are predetermined by UK Government.
TOTAL	£200,354		

5.7 With the remaining UKSPF funding of £92,162 it is proposed to be allocated towards delivery of the interventions outlined in table 2 below. The interventions below equate to £90,732. The remaining £1,430 will be set aside as contingency to cover any potential budgetary increases during the financial year.

Table 2: additional priorities for 2025/26 UKSPF programme

Priority Intervention	Cost	UKSPF mission	Comment
Work and Skills Project	£19,000	Mission 1 Mission 4	Continuation of the very successful project that has proven benefits to the local community.
Farmers Health Checks	£15,803	Mission 1 Mission 4 Mission 5	Continuation of incredibly well performing intervention to support agricultural businesses. This project has received national recognition as best practice and is an example of a proactive and evidence-based health and wellbeing initiative that is directly relevant to our rural context.

Priority Intervention	Cost	UKSPF mission	Comment
Town Centre Operative	£38,000	Mission 1 Mission 4	To support wider Pride in Place programme.
Comms and engagement additional resource	£17,929	All	Continued support for this resource to support promotion and communication of all interventions funded by UKSPF for 25/26. To increase awareness, uptake and participation across these interventions.
TOTAL	£90,732		

5.9 There are a number of remaining interventions which the council wishes to be delivered over the next financial year. As it currently stands there is not enough income through UKSPF to cover this cost. As well as this some of these interventions may also not be considered eligible for UKSPF funding as per the updated guidance. For these reasons it has been proposed to draw down funding from the regeneration and innovation reserve to enable these to be delivered. The interventions to which this approach applies can be found in table 3 below:

Table3: Regeneration and Innovation reserve request

Activity/ intervention	Cost	Comment
Inward Investment	£35,000	<p>Priority activity based on successful delivery of 24/25 work programme. Should this programme not be delivered next year we would have to pause the enhanced Inward Investment activity and engagement that has been taking place over the last 18 months. Whilst some low-level activity could continue within existing resource there is a risk that we would potentially lose the goodwill generated over the last 12/18 months from the private sector and public sector partners. The draft Inward Investment strategy at Appendix A and associated action plan (in development) would not be delivered without additional budget/resource.</p> <p>The existing agreement for support in delivery of this service is being monitored through regular reporting and engagement with the Place Marketing Organisation for Leicestershire. The work done to date has set the foundation for further activity, including proactive investment enquiries and account management support, working with and supporting the growth plans of existing businesses and bring forward employment sites across the Borough.</p>
Economic Development additional resource,	£7.5k	Continued support for this resource to support the delivery of the Inward Investment Strategy and the key aspirations the Corporate Plan.

6 Options Considered

6.1 A range of options have been considered when assessing the delivery of interventions for next year and how these should be prioritised. As part of this process all existing UKSPF interventions have been assessed with the following criteria to prioritise those that should continue and highlight those that should end

- **Value of money:** how much did the intervention cost, how much would it likely cost to continue and what outputs has it delivered. Are these outputs deliverable through an alternative and cheaper method
- **Outputs delivered against what was expected:** what has been the impact of the programme/intervention Has the predicted impact in our local communities been as successful as it could have been, would any changes to the programme enable it to be more effective
- **Uptake by users and its impact on them:** has the programme/intervention be well utilised in the area, is there an ongoing need for its services what is the feedback from those users and what would the impact of discontinuation be?
- **Administrative cost of delivery:** what has been the impact on officer time of delivery against its uptake and the outputs its generated. Does this seem proportionate and could it continue to be justified considering resource pressures within the organisation.
- **Changing local need:** is the intervention being considered what our users, partners and stakeholders believe is still required, have priorities changed and how can UKSPF take this into account. What are the council priorities for delivery of the next financial year for our residents and economy. Do these new priorities require additional support and how can the Council facilitate their delivery.

6.2 These options appraisals have input into Portfolio Holder briefings and have led to the inclusion of these proposals for the UKSPF 25/26 allocation, as well as the proposal to draw down from the Regeneration and Innovation fund.

7 Consultation/Engagement

7.1 A range of consultation has taken place throughout the 24/25 financial year to inform proposals for expenditure of the 25/26 year of UKSPF. These include;

- **Surveys:** over 630 responses from visitors, residents and businesses on a range of topics relating to their experiences in Melton town. This feedback has been key to developing the fourth years programme of UKSPF activity and will continue through this year also
- **Stakeholder and user Feedback:** Feedback provided by users and stakeholders that have been provided over the course of delivering the existing interventions. This has covered everything from how stakeholders have managed to engage and how users are experiencing these services.
- **Local Advisory Board:** collection of local partners who meet 3 times a year to ensure interventions continue to delivery to meet local needs.
- **Ongoing discussions with delivery partners and intervention leads:** Occurs monthly to ensure programmes are continuing to meet local needs and to discuss any minor changes that are required to ensure they continue to deliver effectively. These discussions have also considered the legacy impact of the programmes, how they can be changed to be delivered for less and what this impact of not having these programmes in place would be to inform 4th year of delivery.

8 Next Steps – Implementation and Communication

- 8.1 Once it has been confirmed what the final projects that will be funded by UKSPF are an update report will be submitted to Government to confirm the proposed expenditure for the 4th year of UKSPF activity as well as the proposed outputs they will be delivering. A new system is being used to collate all this information. Officers will be undertaking training on the 14th March on how to use this system. It is expected that an update on proposed 4th year spending will be required shortly after
- 8.2 A range of promotional and engagement activity will take place to inform the local community as to what can be expected from the fourth year of funding. This will include:
- Website updated to reflect latest proposals
 - Specific comms and engagement plans drawn up to ensure those who can benefit from the proposals continue to be supported by them
 - Ongoing social media promotion
- 8.3 In instances where third parties are required to support the delivery of the interventions the standard governance and procurement processes will be followed to secure them and begin/ continue delivery.
- 8.4 Officers from Regeneration will work with finance to release funding from the regeneration and innovation reserve ready to begin delivery of the activities identified in table 3 above. A regular reporting schedule will reflect the monitoring and performance of the requirements of UKSPF.

9 Financial Implications

- 9.1 An administrative allocation of £25,436 has been set aside to ensure the council can manage the programme effectively as per its requirements as the accountable body for UKSPF.
- 9.2 UKSPF funding will be used to support all activity outlined in Tables 1 and 2 above. This will amount to £291,086.
- 9.3 A capital amount of £71,997 is available for capital improvements or upgrades that are required through the pride in place intervention as well as the deliverable outputs highlighted in the Melton Town Centre Design Guide, in line with UKSPF guidelines. The Town Centre Design Guide is being finalised following consultation with members and external partners and is expected to be presented for adoption at the April Cabinet.
- 9.4 A sum of £42,500 is requested to be drawn down from the regeneration and innovation fund to support activity outlined in table 3 above. Subject to approval this would leave the unallocated balance on this reserve at £102k.

Financial Implications reviewed by: Interim Assistant Director for Resources, 27 February 2025

10 Legal and Governance Implications

- 10.1 Sums paid to the Council under the UK Shared Prosperity Fund are subject to the general revised guidance referred to in the body of the report and any specific conditions notified to the Council when those funds are allocated and/or paid. Accordingly, the Council holds those funds on terms similar to a trustee, i.e., there is a duty to ensure that those funds are allocated only for purposes which meet the criteria notified to it. Failure to do so may

result in the Council being required to refund the sums concerned, leading to failure to achieve the outcomes concerned.

- 10.2 In addition to the obligations referred to in the previous paragraph, the Council must also ensure that its own relevant procedure rules are followed when allocating and paying those sums, including those relating to contracts and procurement.
- 10.3 The approach recommended in the body of this report ensures that appropriate safeguards are in place to comply with these requirements and provides assurance as to delivering the desired outcomes. Additional advice will be provided by Legal Services where required to ensure that individual projects meet any specific requirements which apply.

Legal Implications reviewed by: Monitoring Officer

11 Equality and Safeguarding Implications

- 11.1 These will be assessed and considered on an intervention-by-intervention basis. It will be the designated interventions leads who will be responsible for this. This will be checked and discussed at the UKSPF delivery group meetings that are held monthly

12 Data Protection Implications (Mandatory)

- 12.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks to the rights and freedoms of natural persons arising directly from this report. Officers will ensure that data protection legislation is complied with where required to deliver the outcomes concerned.

13 Community Safety Implications

- 13.1 These will be assessed and considered on an intervention by intervention basis. It will be the designated interventions leads who will be responsible for this. This will be checked and discussed at the UKSPF delivery group meetings that are held monthly.

14 Environmental and Climate Change Implications

- 14.1 These will be assessed and considered on an intervention by intervention basis. It will be the designated interventions leads who will be responsible for this. This will be checked and discussed at the UKSPF delivery group meetings that are held monthly.

15 Other Implications (where significant)

- 15.1 HR implications: a change of establishment notice is currently being drafted for the roles that will be funded through the UKSPF programme.
- 15.2 Procurement: Where required the designated intervention leads will be required to liaise with procurement for any activity that will require securing consultants, third parties or purchasing of good in line with our procurement requirements.
- 15.3 Health and Wellbeing: These will be assessed and considered on an intervention by intervention basis. It will be the designated interventions leads who will be responsible for this. This will be checked and discussed at the UKSPF delivery group meetings that are held monthly.

16 Risk & Mitigation

Risk No	Risk Description	Likelihood	Impact	Risk
1	Delivery timescales exceeding programme deadline, no legacy in place for when it ends	Low	Marginal	Low Risk
2	Funding not able to be spent in time	Low	Critical	Medium Risk
3	Expected outputs not able to be delivered	Low	Marginal	Low Risk

		Impact / Consequences			
		Negligible	Marginal	Critical	Catastrophic
Likelihood	Score/ definition	1	2	3	4
	6 Very High				
	5 High				
	4 Significant				
	3 Low		1,3	2	
	2 Very Low				
	1 Almost impossible				

Risk No	Mitigation
1	All programmes have been designed to be delivered within the 12 months period, ongoing discussion are being had between officers and delivery partners to ensure that, where appropriate, interventions are supported in delivering beyond the 12 month period of this programme, either through being funded from elsewhere (mainly external funding), or realigning services to enable programmes to be delivered as part of our day to day activity
2	Expenditure is monitored monthly with intervention leads, any predicted underspends are managed through the monthly meetings and can be redirected to other programmes where additional money is required or where additional money can increase the outputs and impacts the interventions are having
3	Again monitored monthly to ensure delivery against targets, any expected shortfall is flagged at the point it is assessed as being likely to occur and

	the UKSPF team work with the intervention lead to look at how changes to the programme could be facilitated to increase outputs (this may be a change to intervention level criteria, whilst still being compliant with UKSPF, or additional comms focus to drive awareness)
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17 Background Papers.

17.1 N/A

18 Appendices

18.1 Appendix A – Inward Investment Strategy

18.2 Appendix B – Inward Investment Strategy Action Plan

FOREWORD

Centrally located and exceptionally well-connected, Melton's heritage in food manufacturing earned it the title of "Rural Capital of Food." This quintessential English town may be a well-kept secret, but the investment case for the borough is compelling.

We are accessible, centrally located in the UK with a new £130 million distributor road investment, making it easier than ever to travel to Melton Mowbray. Melton's strategic position and connections provide access to a skilled workforce, along with six nearby universities, which have contributed to the success of local businesses.

Melton Borough faces an exciting future, but there are challenges to overcome. While employment has traditionally been high, many jobs are in low-skilled, low-paying roles that are vulnerable to economic downturns. We need to work with businesses to understand how to prepare residents for future job opportunities.

To future-proof and diversify Melton's economy, we need to build on its strengths and capitalise on opportunities in growing sectors such as food manufacturing, logistics and professional services.

This strategy builds on Melton Borough Council's Corporate Strategy, a 12-year plan that provides a long-term vision to address the most pressing issues for local businesses and residents.

Created in partnership with the local business community, the corporate strategy provides a long-term perspective that enables Melton Borough to become a place where all businesses and communities thrive. It sets a mandate for sustainable growth, with a greater focus on innovation, allowing businesses to increase their competitiveness and contribute to the prosperity of the Borough.

Developed at a time of significant government funding cuts, which continue to be a pressing issue for local councils across the country, this strategy will forge partnerships with key stakeholders in the private sector, third sector, education, government bodies, and Leicestershire County Council, delivering a collaborative approach supported by many. This partnership will help Melton Borough attract and retain ambitious, innovative, and socially responsible businesses.

We invite your support in helping us build a borough we can all be proud of.

**From Cllr Pip Allnatt, Leader of the Council and
Cllr Margaret Glancy, Deputy Leader of the Council**

BACKGROUND AND EVIDENCE BASE

National Context

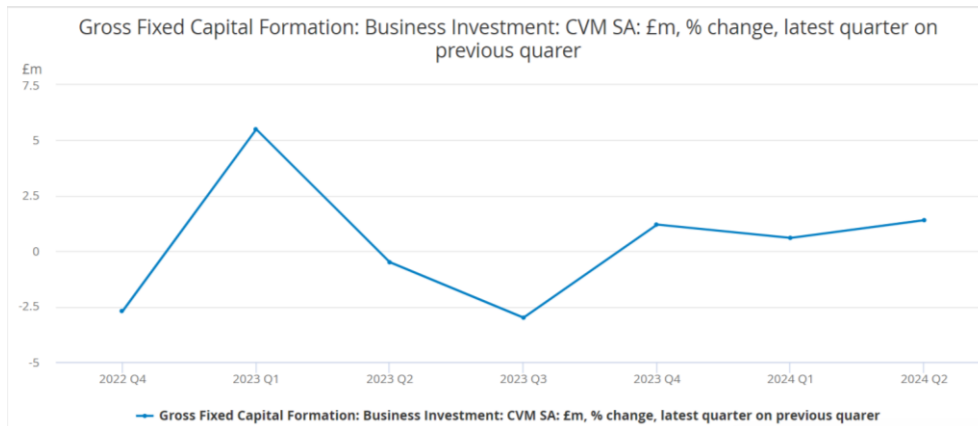
The Strategy has been developed in an environment of economic change. While price inflation levels have declined since their peak in October 2022 (the UK's highest rate in over 40 years), there is a degree of policy uncertainty due to the Labour Party winning a majority in the July 2024 general election.

Business Investment – The UK's business investment experienced a notable increase of 1.4% in Quarter 2 (April to June) 2024, revising upward from an initial estimate of a 0.1% decline. This

growth was driven by investments in buildings and transportation infrastructure, surpassing its previous year's level by 0.2% in the same quarter.

Furthermore, the broader UK whole economy investment, encompassing both business and public sector investment, also saw a positive trend, rising by 0.6% in Quarter 2 2024. Overall, UK whole economy investment exceeded its year-ago level by 0.7%.

Source: [GDP quarterly national accounts time series - Office for National Statistics](#)



Office Market - Changing trends in the use of office space due to the pandemic and increasing utility costs have led UK businesses to adopt real estate strategies that include a greater amount of flexible, serviced, or co-working space. With occupiers increasingly focusing on "best-in-class" Grade A space and the amenity offerings and specifications of buildings rising, prime headline rents across the market increased by an average of 4.5% over the past year, since October 2023.

Source: Cushman and Wakefield – MarketBeatQ2, [MARKET NAME Office QX 20XX](#)

Industrial: Take-up of industrial properties for business sectors such as manufacturing and logistics in the United Kingdom is currently the lowest quarterly volume since 2020, with volumes impacted by ongoing uncertainty in the UK economy.

Source: Cushman and Wakefield – Industrial MarketBeatQ2 [MARKET NAME Office QX 20XX](#)

Retail: The retail sector in towns and cities continues to recover from the increase in online shopping following the pandemic. In 2023, retail sales volumes in the UK fell by 2.8% year-on-year, the lowest level since 2018. In December 2023, retail sales volumes fell by 3.2%, the largest monthly fall since January 2021.

Source: Office for national Statistics – [Retail sales, Great Britain - Office for National Statistics](#)

MELTON ECONOMIC ASSETS

A comprehensive understanding of Melton Mowbray's economic assets enables us to effectively articulate the Borough's unique investment proposition. This knowledge can be used to tailor inward investment plans to build credibility with key sector businesses and foster cooperation and knowledge sharing among existing Melton businesses.

Location

- Excellent connectivity to major cities like Leicester, Nottingham, and Birmingham.
- Served by the national rail network with London accessible within 90 minutes.
- The Borough has a strong portfolio of prime residential and commercial sites that are immediately available and ready for investment.

Quality of Life

- Attractive rural setting with beautiful countryside, easily accessible to residents and businesses
- Historic market town with a vibrant community.
- Affordable housing options within the borough, with a further 1,300 affordable homes planned by 2036.
- Variety in the visitor offer, including leisure, culture, and arts.

People

- Access to a talent pool of 2.2 million people within a 25-mile radius.
- Access to 6 Universities and over 139,000 students within a 22-mile radius.

Business Environment

- Melton's business base (NOMIS 2023) comprises 2,515 businesses: 2,275 micro businesses, 195 small businesses, 35 medium businesses, and 5 large businesses.
- Renowned as the country's rural capital of food with a strong heritage in food production and the capacity to be a regional, national, and international centre of excellence for food production in the UK.
- £100m+ investment into the Melton Mowbray Distributor Road, completion planned for 2026. Serving north and east of the borough.
- 78% of total employment space is dedicated to factories and warehousing spaces.
- Manufacturing is the largest sector in the Borough's economy, accounting for 23% of jobs and 42% of GVA. Food and drink manufacturing is the key sector, accounting for 78% of total manufacturing output and 33% of the Borough's total economic output.
- A buoyant retail sector with High Street Vacancy rates standing at 4.1%, well below the UK average vacancy rate of 14%.

Green opportunities

The Melton Borough's unique assets create the following opportunities for decarbonisation and sustainable investment:

- Rural high-speed broadband access improvements to empower residents to work remotely.
- Development of a comprehensive electric vehicle infrastructure plan in collaboration with partners, ensuring adequate charging facilities are available at key locations.
- Increase the number of existing homes and buildings achieving a decent standard of thermal efficiency (EPC rating A-C) by 2035.
- Local planning powers to promote low-carbon development that supports biodiversity, active lifestyles, and efficient land use, including brownfield sites. All new developments are designed for net-zero emissions.
- Nature-based solutions to mitigate emissions from urban areas and enhance climate resilience. These measures will help cool urban environments, optimise water resource management, reduce flood risks, sequester carbon, and protect natural habitats.
- Reducing waste sent to landfill and achieving a landfill diversion rate of 95% by 2025, in Collaboration with Leicestershire County Council.

Sources:

State of the Borough Report 2024: [State of the Borough](#)

Nomis: [Labour Market Profile - Nomis - Official Census and Labour Market Statistics](#)

Economic Challenges

44.9% (Nomis, Jul 2023 - Jun 2024) of people in employment within the Borough are working in higher level professions, compared to 47% across the East Midlands. The remaining 55.1% of people in employment are working in occupation groups 4-9, including administrative roles, semi-skilled occupations, and elementary occupations. This trend has not changed significantly over time.

At the time of writing this strategy, Melton Borough is experiencing significant challenges with several larger businesses recently downsizing or closing their operation. Since January 2021, the Borough has seen seven larger businesses closing their premises in Melton. This has resulted in a loss of 606 jobs, a loss of total business rates income of £1.25M per annum and has resulted in an estimated 45.11 hectares of employment space coming onto the market, due to the voids created by the closures.

Melton Borough's industry profile is characterised by elevated levels of employment in manufacturing, and this sector continues to grow. There is also more employment in accommodation and food services than is typical in the East Midlands. Reliance on traditional industries, combined with low skills levels, has resulted in a non-diverse business base. Diversifying the business base to include high value businesses will help to attract roles that require knowledge intensive roles.

Only 38.4% of working age adults have attained an RQF level 4 qualification or above, 1.8% behind the East Midlands average and 8.9% behind the national average. Attracting high value businesses will result in more highly paid, skilled employment opportunities within the Borough, helping to stimulate higher-level attainment, whilst building aspiration levels amongst Melton residents.

In 2019, Melton Borough Council declared a climate change emergency because of the impacts of climate change on our health, wellbeing and economy experienced locally as well as worldwide. The Council pledged to become a carbon neutral organisation by 2030, with the whole Borough achieving this goal by 2050. The attraction of carbon neutral businesses with robust sustainability policies will help the Council achieve its ambitions for the Borough and its residents.

Average salary rates within the Borough present further challenges. In 2024, the average weekly pay of Melton residents was £628, which is 8% below the East Midlands average and 13% behind the national average. Lower average salaries result in residents having less disposable income, limiting their spending at local businesses. This can hinder the overall economic growth of the area by reducing demand for goods and services. Additionally, lower wages can make it difficult to attract new businesses to the Borough, especially those seeking a skilled workforce. This can limit the diversification of the local economy.

Source: [Labour Market Profile - Nomis - Official Census and Labour Market Statistics](#)

Planning Context – A history of Delivery - An Ambitious Local Plan

The Melton Local Plan, adopted in 2018, set out an ambitious vision for the town and borough, guiding development, and infrastructure investment to 2036. This plan is part way through delivery

and has seen significant element progress with housing delivery numbers at the highest they have ever been in the borough than at any point over the last 25 years.

To date the follow key aspects of the plan have delivered:

- Significant Housing Growth: Delivery of a significant proportion of the planned 6,000 new homes across the borough, representing a 40% increase in housing stock. This is already generating significant growth in the borough
- Infrastructure Investment: By Working with partners MBC has secured significant investment of over £100 million for Melton Mowbray Distributor Road (MMDR) and new education facilities planned to support housing growth.
- Town Centre Revitalisation: The plan aims to support delivery of growth and enhance the town centre's quality, diversity, and vitality by supporting the filling of void units and reducing traffic congestion.
- Economic Growth: Policies for the Location of Retail and Commercial Leisure Development and Public Car Parking Provision positioned to support economic growth and the protection of key retail areas.
- Transport Strategy: The wider Melton Mowbray Transport Strategy, including the MMDR, aims to improve connectivity and reduce traffic congestion.

Source: [Adopted Plan | localplan](#)

Melton Mowbray: A Strategic Location for Investment

The prime location of Melton Borough in the northeast of Leicestershire offers easy access to international airports and major highways making it an attractive investment destination.

Melton Mowbray is set for significant future growth, with a projected 40% expansion of housing over the next 15 years. Key investments, including the £100 million Melton Mowbray Distributor Road and regeneration at Stockyard to create food production facilities and retail units, are driving this growth and positioning Melton as a prime location in the East Midlands.

Renowned for its high-quality food and drink, particularly pork pies and Stilton cheese, Melton Mowbray has earned the title of the Rural Capital of Food. Its strong food heritage and thriving food and drink sector further enhance its appeal.

Investment Vision

A thriving Melton - A dynamic borough where businesses prosper, communities flourish, and opportunities are available to everyone.

Our Investment Values

Genuine Partnership - We are committed to building strong, honest relationships based on trust.

Inclusive and Community-Focused - We are committed to building strong, inclusive communities. We champion the needs of our people and foster a sense of belonging in our town, villages, and rural areas.

Resilient and Adaptable - Well-connected and adaptable. We support our businesses to be strong, sustainable, and future-focused.

Rooted in Tradition, focused on the Future - Our culinary heritage is the foundation upon which we build and support businesses.

Innovative - Building on our strength in manufacturing, we embrace innovation and opportunity.

Consultation and Roundtable Discussions

In development of this Inward Investment Strategy, Melton Borough Council hosted a series of roundtable discussions to foster collaboration between public and private sector partners. Attended by managing directors, business owners, and senior leaders in the property sector, these sessions provided a platform for open and honest discussions, aimed at identifying opportunities, addressing challenges, and driving positive change for businesses and residents.

Key Objectives of the sessions:

- Encouraging cross-sector dialogue to identify synergies and innovative solutions.
- Listening to industry feedback and addressing concerns to inform the Inward Investment Strategy.
- Showcasing Melton's dedication to supporting business growth and development.
- Implementing actionable strategies to improve the investment business environment.

Key findings from the sessions were categorised into four key themes:

<p>COLLABORATION</p> <ul style="list-style-type: none"> • A strong emphasis on positioning Melton as a highly competitive location for businesses. • Leveraging strong relationships with local businesses, the private sector, third sector, education, government bodies, and Leicestershire County Council is essential for addressing business challenges and fostering retention. • A collaborative approach is crucial to the success of the inward investment strategy. 	<p>AUTHENTICALLY MELTON</p> <ul style="list-style-type: none"> • Identify and revitalise historic buildings to create new, vibrant spaces for businesses, housing, or community use. • Develop strategies to preserve and promote the town's heritage, enhancing its cultural identity and attracting visitors. • Invest in the development of the town's waterways and green spaces, creating recreational opportunities and enhancing the overall aesthetic appeal. • Promote the borough's picturesque countryside as a destination for outdoor activities, agritourism, and wellness experiences. • Organise high-profile events that highlight the town's unique character and attract visitors. • Use local and national media to amplify the impact of events and generate positive publicity.
<p>ENABLERS FOR GROWTH</p> <ul style="list-style-type: none"> • Prioritise planning services as a strategic lever to facilitate investment and development within the borough. • Increase business-to-business networking and active participation in investment events to elevate Melton's investment profile. • Use the borough's strategic location, including the new distributor road and rail connections, as a key selling point for businesses. • Position Melton as a logistics hub, leveraging infrastructure improvements to attract businesses in this sector. • Positioned for substantial growth, with a projected 40% increase in population due to planned housing developments. This presents a significant opportunity to attract investment by highlighting the future demand for housing and access to a growing local labour force. • To further enhance the borough's attractiveness, it is crucial to streamline the planning process. By actively involving planning services in the investment process, the borough can expedite project timelines and reduce bureaucratic hurdles. This approach will significantly improve the ease of delivery for businesses, making the area more appealing to potential investors. 	<p>EXTERNAL PROMOTION</p> <ul style="list-style-type: none"> • Businesses recognise the importance of the tourism economy and the work of Discover Melton. This presents an opportunity to build upon and grow the brand. • When marketing the area for investment, it is crucial to consider the internal audience. Feedback suggests that increasing civic pride will encourage residents and businesses to speak positively about the area. • More business-to-business communication would benefit the area. Sometimes, messaging from the public sector can be less effective than businesses communicating directly with each other. • The departure of businesses from Melton has had a negative impact on the area. Attendees suggested that celebrating the achievements of existing businesses and highlighting new ones could help to counterbalance this negative news.

Our Approach

This diagram illustrates the interconnectedness between investment activity and Melton Borough Council's strategic drivers:



 **eam Melton**

Melton's Key Investment Aims

I. RAISE AWARENESS OF THE MELTON BOROUGH AS AN INVESTMENT LOCATION AND IMPROVE PERCEPTIONS OF OUR TOWN CENTRE.

Skills availability, quality of life, connectivity, and access to development land are all factors in an investor's decision-making process. The Strategy will promote Melton Borough with the following messages:

- An area willing and able to explore new ways of working to ensure businesses survive and grow.
- Businesses will find value for money and economic opportunity in the Melton Borough. While we might not be the obvious choice, those seeking return on investment will find that Melton is the perfect choice.
- Capitalise on connectivity. Melton is connected in every sense of the word, with the MMDR offering increased access to three major UK motorways, placing it within proximity to 95% of the UK's population.
- Access to 6 universities, 139,000 graduates, and a 2.2m talent pool within a 25-mile commute.
- Developer confidence. A buoyant food manufacturing sector has stimulated investor confidence, with further opportunities in logistics thanks to the Melton Mowbray Distributor Road and infrastructure improvements.
- Discover Melton. The Melton Borough offers an excellent quality of life for employees with affordable housing, vibrant urban centres, green spaces, and leading tourism attractions.
- Melton's world-class food manufacturing heritage has helped to put the Borough on the map, and this food innovation provides an ideal environment for businesses looking to start up.

Through strategic partnerships with the Melton Mowbray Business Improvement District, Invest In Leicester, the Melton Town Centre Board, and key stakeholders, the identified advantages will be communicated to target businesses, fostering a more appealing investment climate. This collaborative approach enhances business retention, encourage reinvestment and attract new investment from existing businesses within the borough.

II. WORK PROACTIVELY TO ATTRACT INWARD INVESTMENT FROM BUSINESSES AT THE FOREFRONT OF REINVENTING MELTON'S TRADITIONAL INDUSTRIES.

By strategically highlighting Melton's proven track record of fostering business growth within these key sectors, the Strategy will actively target UK and Foreign Direct Investment (FDI) to attract high-quality, sustainable jobs. Furthermore, the Strategy will explore opportunities within key European markets, with a particular focus on neighbouring countries, France, and Germany, two of Europe's largest food producing countries. In collaboration with partners such as Invest in Leicester and the Department for Business and Trade, a thorough assessment will be conducted, evaluate the potential benefits of cultivating relationships with emerging markets across Europe.

Food & Drink Manufacturing and Key Stats

- The Leicestershire Region has high concentrations of food and drink manufacturing (8% of employment compared to 6.8% nationally)
- There are 3,865 food and drink manufacturing businesses in the Leicestershire Region, employing 43,900 people.
- 86% of businesses within the sector are micro businesses.
- Manufacturing generates £1.2bn of GVA and 7.5% of Leicestershire's turnover.
- The sector has the potential to deliver 2,700 jobs by 2030.

Food & Drink Manufacturing - Melton's Attractiveness

- Food and drink manufacturing is the key sector accounting for 78% of total manufacturing output and 33% of the Borough's total economic output.
- Manufacturing employs 3,306 people in the Melton Borough, 13% of working age adults.
- Stockyard will create a centre of excellence around food and drink production.
- Recognised in food manufacturing as 'Rural Capital of Food.'

III. PROACTIVELY SEEK INWARD INVESTMENT FROM MELTON'S EMERGING AND SUPPORTING SECTORS.

Creating localised clusters that bring together existing expertise, innovative companies, and sector networks, Melton Borough will attract businesses seeking to invest in high-growth sectors. This strategy will not only create the skilled jobs of the future but also empower traditional industries to embrace sustainable and digitally driven practices. This approach will position Melton as an attractive investment destination for both domestic and international companies.

Advanced Logistics & Distribution Key Stats

- The Leicestershire Region employs 38,000 people in the Advanced Logistics and Distribution Sector (6.9% of employment compared to 6.5% nationally)
- There are 3,835 advanced logistics & distribution businesses in the Leicestershire Region (7.7% compared to 6.1% nationally)
- Advanced Logistics & Distribution generates £1.68bn of GVA and 6.9% of Leicestershire's turnover.
- The sector has the potential to deliver £440m of growth by 2030.

Advanced Logistics & Distribution - Melton's Attractiveness

- Unrivalled connectivity to the UK and beyond with close access to three major motorways.
- Competitive land values and improved interconnectivity thanks to the Melton Mowbray Distributor Road.
- Region with access to a rich talent pool in logistics and distribution.
- Regional access to the Centre for Logistics, Education and Research (CLEAR).
- Affordability and availability of space within a strategic Midlands location.

Professional and Financial Services Key Stats

- The Leicestershire Region employs 78,900 individuals in the Professional and Financial Services sector, accounting for 14.4% of total employment.
- There are 12,845 businesses operating within this sector, representing 25.8% of the region's business landscape.
- The sector generates £3.6 billion in Gross Value Added (GVA) and contributes 14.6% to Leicestershire's overall turnover.
- By 2030, the sector has the potential to unlock £650 million in growth and create 5,000 new jobs.

Professional and Financial Services - Melton's Attractiveness

- Three regional universities offering a range of undergraduate courses in finance and accounting, including specialisations in economics, business management, and banking.
- With a projected 40% increase in population due to planned housing developments. This presents a significant opportunity to access to a growing local labour force.
- Opportunities to build upon existing flexible office accommodation within the town centre of Melton to mitigate reduced footfall from former retail unit vacancies.
- Pera Business Centre, providing services office space is seeing significant growth in the area.

IV. IDENTIFY INWARD INVESTMENT OPPORTUNITIES THAT WILL SUPPORT THE REPURPOSING OF MELTON'S TOWN CENTRE

By recognising the challenges facing urban centres, this strategy aims to capitalise on inward investment opportunities to revitalise Melton town centre. The strategy will embrace the Borough's aims to re-purpose these areas whilst still retaining the 'authentically Melton' approach to support the experience of visitors to the Borough; whilst increasing footfall, for the benefit of sectors such as retail,

The 2022 Town Centre Vision outlines a series of development projects that, with appropriate funding and partnerships, can be accelerated. By leveraging inward investment and developer expertise, we can unlock the potential of these projects, transforming Melton into a thriving destination.

V. PROVIDE INDIGENOUS, FOREIGN DIRECT INVESTMENT BUSINESSES AND INVESTORS WITH TAILORED ACCOUNT MANAGEMENT SUPPORT THROUGHOUT, INCLUDING AFTERCARE

Manage all local, national, and international inquiries from outside the borough in a responsive, timely, and professional manner, ensuring that all potential companies and significant investors receive high-quality support tailored to their needs.

The support level a business will receive will be defined using a three-stage system to allow prioritisation and focus on securing investment from companies in target sectors and markets. The aim of the strategy is to support 'ease of delivery' for investment, making Melton the talked-about area among property professionals who recognise Melton's ambition and open-for-business approach. The strategy will empower key local authority services such as Economic Growth and Planning services to play an active role in the account management process.

Tier 1	<p>Significant Impact on the Melton Economy</p> <ul style="list-style-type: none"> • High-quality investor/company and industry leader based within priority sectors with clear investment plans and timeframe. • FDI from identified markets and Inward Investment looking to export. • Potential to create good-quality jobs: decent pay, secure contracts, and opportunities to upskill.
Tier 2	<p>Medium Impact on Jobs & Skills</p> <ul style="list-style-type: none"> • Investor/company is based in a priority sector with less clear plans or timeframe. • More limited job creation potential. • FDI from identified or emerging markets or UK investment from a target sector.
Tier 3	<p>Limited Impact on Jobs & Skills</p> <ul style="list-style-type: none"> • Company/organisation not in a priority sector and with unclear long-term plans. • Limited benefit to the jobs market. • UK or FDI not from an identified target sector or market.

Significant Impact Businesses	Medium Impact Businesses	Limited Impact Businesses
<ul style="list-style-type: none"> • Assign a dedicated officer to provide tailored support and facilitate a smooth transition through internal services such as planning, licensing, and economic growth. • Facilitate introductions to key regional and local authorities to secure support and influence. • Optimise the use of Melton Borough Council's Strategic Levers such as business rate powers. • Provide a comprehensive soft landing support package for new investors. • Introduce to Invest in Leicester to facilitate connections to support organisations like the Department for Business and Trade, Leicester and Leicestershire Business and Skills Partnership to explore funding opportunities and support skills planning, upskilling, recruitment, and apprenticeship levy transfer. 	<ul style="list-style-type: none"> • Assign a dedicated officer to manage relationships and track progress. • Facilitate introductions to regional and local authorities. • Refer businesses to broader regional support programs. • Introduce to Invest in Leicester to explore funding opportunities and support skills planning, upskilling, recruitment, and apprenticeship levy transfer. • Provide post-investment support to foster growth. 	<ul style="list-style-type: none"> • Offer site selection services through the Invest In Leicester website. • Encourage businesses to use local support services for recruitment and upskilling.

<ul style="list-style-type: none"> • Provide an aftercare programme to foster continued growth and access to additional support. 		
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VI. WORK WITH PLANNERS TO ENSURE THAT THERE IS A STRATEGIC APPROACH TO THE ALLOCATION OF LAND, WHICH SUPPORTS OUR VISION

Melton’s Local Plan has allocated sufficient land to support our ambition to encourage investment and clustering, which will diversify Melton’s business base in line with our vision. The Local Plan provides a framework for future developments, with a general scope for potential land use.

By actively collaborating with agents and landowners to masterplan sites, uncovering the challenges and potential opportunities, this inward investment strategy aims to speed up the delivery of investment from businesses seeking to innovate and create skilled jobs.

VII. CONTINUALLY DEVELOP AND IMPROVE THE QUALITY OF OUR DATA AND INSIGHT, USING THIS INTELLIGENCE TO IDENTIFY TRENDS AND TARGET INWARD INVESTMENT.

Collect the right information at the right time to better understand local business activity and Melton's key assets. This will allow us to formulate effective messages to promote the Borough as an investment location.

Identify local, national, and international trends to recognise and develop opportunities to attract inward investment. Use data and insight to measure the impact of inward investment activity within the Borough.

AIMS Our overall aims are to:	OBJECTIVES Over the next five years we will:	MEASURES We have been successful if we see:
I. RAISE AWARENESS OF THE MELTON BOROUGH AS AN INVESTMENT LOCATION AND IMPROVE PERCEPTIONS OF OUR TOWN CENTRE	<p>Melton offers a compelling investment proposition, combining:</p> <ul style="list-style-type: none"> • Prime location with excellent connectivity to major UK markets. • Access to a highly skilled workforce and top-tier universities. • Supportive business environment with competitive costs and infrastructure. • Vibrant communities, green spaces, and excellent quality of life. • A thriving food manufacturing sector and emerging opportunities in logistics and technology. <p>To maximise the borough's potential, we will:</p> <ul style="list-style-type: none"> • Promote Melton as a prime investment location through targeted marketing campaigns. • Collaborate with key stakeholders to create a favourable business environment. • Actively seek out investment opportunities, particularly in target sectors. • Provide comprehensive support services to businesses, including access to finance, talent, and infrastructure. • Invest in public spaces and infrastructure to create a vibrant and attractive borough. <p>By leveraging these strengths and implementing these strategies, the Melton Borough aims to become a leading investment destination.</p>	<ul style="list-style-type: none"> • Collaboration with partners to secure investment into the Borough. • Evidence of Melton referenced on an international level and press coverage generated within target markets, in line with Place messaging. • Perceptions of Melton as a place to do businesses in Leicestershire improving. • An improved business retention rate • An increase in attraction of new FDI into Melton • High quality messages implemented in all Inward Investment activity. • Attendance at key investment events to promote the Place.
II. WORK PROACTIVELY TO ATTRACT INWARD INVESTMENT FROM BUSINESSES AT THE FOREFRONT OF REINVENTING MELTON'S TRADITIONAL INDUSTRIES IN FOOD PRODUCTION.	<p>The Strategy will aim to attract UK and FDI investors, focusing on sectors where Melton demonstrates a strong history of business growth. This will create more sustainable, skilled jobs for the future.</p> <p>Beyond the UK, we will explore opportunities from mainland Europe, with a particular focus on France and Germany, two of Europe's largest food-producing nations.</p> <p>Collaborating with the Department for Business and Trade, Discover Melton will assess the potential benefits of cultivating relationships with less developed markets across Europe.</p> <ul style="list-style-type: none"> • Deliver targeted marketing and communications campaigns to reach specific sectors and markets. 	<ul style="list-style-type: none"> • Diversification of Melton's business base • Growth in the number of businesses from identified key sectors. • An increase in the number of businesses investing into Melton from key markets: <ul style="list-style-type: none"> - UK - France - Germany • Targeted marketing and communications delivered. • Local physical built space for R&D

	<ul style="list-style-type: none"> • Partner with business support organisations to identify and explore inward investment opportunities within the supply chains of local businesses. • Showcase Melton's business base through sector-specific case studies to explore Foreign Direct Investment opportunities. • Engage with local high-net-worth individuals to identify opportunities for business startups and inward investment. • Collaborate with key businesses within clusters to facilitate projects and growth opportunities. • Work with the Leicester and Leicestershire Business and Skills Partnership to explore and promote opportunities for startups and spinouts. • Maximise green economy opportunities within key sectors. These companies will create high-value, sustainable jobs, fostering growth while contributing to the Borough's sustainability and well-being. • Identify key projects that will highlight Melton's commitment to environmentally friendly business practices. • Proactively promote the Borough's clusters as a key differentiator in the competitive market to attract investors and their supply chains. • Collaborate with the planning department to ensure a focused, disciplined planning approach that supports diversification, including R&D. This involves collaborating with developers to ensure that available space aligns with the desired business types. <p>By implementing these strategies, Melton can cultivate an international reputation and thrive in a global marketplace.</p>	
<p>III. PROACTIVELY SEEK INWARD INVESTMENT FROM MELTON'S EMERGING AND SUPPORTING SECTORS</p>	<p>Create localised clusters to attract businesses to invest within the Borough. These clusters will support the creation of skilled jobs for the future while enabling Melton's traditional sectors to move towards more sustainable, technologically advanced, and digitally integrated operations.</p> <p>Clusters of existing expertise, innovative companies, and sector networks will position Melton favourably to attract further investment from both the UK and international markets.</p> <p>Professional Services Cluster</p> <p>Leverage Melton's connectivity and existing business clusters to attract value-seeking Professional Services businesses to the Borough, recognising the increasing influence of technology on work practices within this sector.</p>	<ul style="list-style-type: none"> • Localised clusters established in emerging sectors. • Flagship green initiatives identified. • Flexible office accommodation created within the town centre.

	<p>Explore opportunities to create flexible office spaces within the town of Melton to mitigate the impact of reduced footfall from former retail unit vacancies.</p> <p>Advanced Logistics & Distribution</p> <p>Capitalise on Melton's established history in manufacturing and the availability of affordable space to attract Advanced Logistics and Distribution businesses to the Borough.</p> <p>Collaborate with developers and sector groups to identify and implement flagship initiatives that will encourage businesses to invest in the Borough.</p>	
<p>IV. IDENTIFY INWARD INVESTMENT OPPORTUNITIES THAT WILL SUPPORT THE REPURPOSING OF MELTON'S TOWN CENTRE</p>	<p>Recognising the current challenges faced by urban centres, identify inward investment opportunities that will drive footfall into Melton town centre.</p> <p>Embracing the Melton Town Centre Vision, re-purpose areas of the town to enhance the visitor experience while simultaneously increasing footfall for the benefit of sectors such as retail, leisure, and hospitality.</p> <p>Regeneration projects listed in the Melton Town Centre Vision, where the identification of Inward Investment can support delivery, include:</p> <ul style="list-style-type: none"> • King Street Building: Refurbish the long-vacant King Street building to accommodate a new mix of uses, including food production. This revitalisation will enhance the town centre, offering training, workshops, and an improved visitor experience through linkages with nearby businesses. • Pera Business Park: The redevelopment of Pera Business Park will strategically position it as a hub for business growth and innovation. The plan prioritises enhancing business support services to cultivate a thriving business ecosystem within the park. • Stockyard and Cattle Market: The redevelopment of the Stockyard and Cattle Market will include enhancing infrastructure to host large-scale events and festivals throughout the year. The plan also includes expanding space for food and drink production businesses, incorporating shared kitchen facilities to support local businesses in developing new products. • Bell Centre, King Street, St. Mary's Car Park: Refurbish the site to create a mixed-use development that contributes to the vibrancy and vitality of the High Street. <p>To support the regeneration activities, we will:</p>	<ul style="list-style-type: none"> • Increase footfall in the town centre. • A reduction in void units in designated town centre boundary. • Destination Management Plan developed. • All 'Why Melton' investment messaging contains Discover Melton business support messaging.

	<ul style="list-style-type: none"> • Identify and pursue inward investment opportunities that address the challenges facing contemporary urban centres, with a specific focus on strategies to drive footfall into Melton Town Centre. • Collaborate closely with colleagues in Regeneration and Planning services to ensure all inward investment activities are aligned with the Town Centre Vision, existing transport plans, and public realm strategies. • Partner with the Discover Melton Tourism team to contribute to the development of the Destination Management Plan, specifically identifying opportunities for tourism sector investment within the Borough. • Collaboratively ensure all "Why Melton" investment messaging is consistent with and reinforces the core messaging of Discover Melton where appropriate. • Proactively identify and funnel investment leads, strategically identifying suitable sites to facilitate the creation of clusters within key sectors, working closely with planning departments and real estate agents. • Use local plans to empower developers by providing clear guidance on suitable sites, permissible uses, and relevant planning policies. 	
<p>PROVIDE INDIGENOUS, FOREIGN DIRECT INVESTMENT BUSINESSES AND INVESTORS WITH TAILORED ACCOUNT MANAGEMENT SUPPORT THROUGHOUT, INCLUDING AFTERCARE</p>	<ul style="list-style-type: none"> • Respond to all local, national, and international inquiries originating from outside the Borough with promptness, professionalism, and responsiveness. Ensure that all potential companies and significant investors receive tailored support of the highest quality, specifically addressing their individual needs and expectations. • Implement a three-tiered support system to prioritise and focus resources on securing investment from companies within target sectors and markets. This tiered approach will enable the team to effectively allocate resources and maximise the impact of support efforts. • Provide potential investors and companies with bespoke collateral tailored to their specific sector, needs, and level of familiarity with the Borough. This personalised approach will enhance engagement and demonstrate a proactive understanding of their unique requirements. • Develop and maintain a dedicated section on the Discover Melton website specifically designed to provide valuable information and resources for prospective investors exploring opportunities within the Borough. This online platform will serve as a central hub for information and facilitate easy access to key resources. 	<ul style="list-style-type: none"> • Ensure a smooth transition for new businesses entering the Borough. • Implement improvements to internal processes to enhance the experience for both businesses and investors. • Prioritise the retention of businesses within the Borough, including those engaged in export activities. • Maximise the utilisation of Discover Melton business support services by new businesses entering the Borough. • Ensure that the Discover Melton offer is featured in all investment activity
<p>VI. COLLABORATE WITH PLANNERS TO ENSURE THAT THERE IS A STRATEGIC APPROACH TO THE ALLOCATION OF LAND, WHICH SUPPORTS OUR VISION</p>	<ul style="list-style-type: none"> • The Melton Local Plan has allocated sufficient land to support our ambition to foster investment and encourage the formation of business clusters. This strategic approach will diversify Melton's business base in alignment with our overall vision. While the Local Plan provides a robust 	<ul style="list-style-type: none"> • Clustering plans and sites identified

	<p>framework for future developments, outlining general land use potentials, a proactive approach is required.</p> <ul style="list-style-type: none"> • By actively collaborating with agents and landowners to develop masterplans for key sites, we can facilitate the clustering of businesses within priority sectors, thereby attracting investment from companies seeking to innovate and create high-skilled jobs. • The Planning Services team will play a pivotal role in this investment process, fostering open and constructive dialogue with stakeholders while ensuring adherence to all relevant Council guidelines. This approach will solidify Melton's position as a 'business-friendly' location. 	
<p>VII. CONTINUALLY DEVELOP AND IMPROVE THE QUALITY OF OUR DATA AND INSIGHT, USING THIS INTELLIGENCE TO IDENTIFY TRENDS AND TARGET INWARD INVESTMENT.</p>	<ul style="list-style-type: none"> • Collect the right information at the right time to gain a comprehensive understanding of local business activity and Melton's key assets. This data will inform the development of effective messaging to promote the Borough. • Continuously monitor local, national, and international trends to proactively identify and capitalise on emerging opportunities to attract inward investment. • Use data and insights to effectively measure the impact of inward investment activity within the Borough: <ul style="list-style-type: none"> - Actively seek and gather relevant data and insights from local, regional, and national sources to enable the team to identify trends, spot opportunities, and accurately measure performance. - Develop and track key performance indicators (KPIs) to effectively promote Melton's unique assets. These KPIs should include data on labour market information and analysis, business sector and occupational analysis, and the flow of talent into and from surrounding areas. - Leverage data and trend analysis to inform and refine marketing activities, promoting Melton to the right target audiences with the right message. 	<ul style="list-style-type: none"> • A transition to a proactive business development approach, shifting from a reactive stance to one of forward-thinking engagement. • Our marketing and communications activities now prioritise the dissemination of up-to-date data to potential investors.

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