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Agenda

Melton Borough Council

Rural Capital of Food

Meeting name	**Meeting of the Cabinet**
Date	**Wednesday, 5 June 2019**
Start time	**4.00 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 invited to the above meeting to consider the items of business set out below.

Edd de Coverly
Chief Executive

Members of the Cabinet

	Portfolio
Councillor J. Orson	Leader of the Council (Chair)
Councillor L. Higgins	Growth & Prosperity (Deputy Leader) (Vice Chair)
Councillor R. de Burle	Corporate Finance & Resources
Councillor A. Freer-Jones	Corporate Governance, Access & Engagement
Councillor J. Illingworth	Environment & Regulatory Services
Councillor A. Pearson	Housing & Communities

Quorum: 3 Councillors

Meeting enquiries	Democratic Services
Direct Dial	01664 502579
Email	democracy@melton.gov.uk
Agenda despatched	Tuesday, 28 May 2019

No.	Item	Page No.
1.	**APOLOGIES FOR ABSENCE**	
2.	**DECLARATIONS OF INTEREST** Members to declare any interest as appropriate in respect of items to be considered at this meeting.	1 - 2
3.	**MATTERS REFERRED FROM SCRUTINY COMMITTEE IN ACCORDANCE WITH SCRUTINY PROCEDURE RULES** There are no items for consideration.	
4.	**CORPORATE DELIVERY PLAN UPDATE AND PERFORMANCE REPORTING FOR QUARTER 4 (2018/19)** The Leader of the Council to submit a report which advises Members (a) of the current state of performance against the defined performance reporting measures for the priority themes within the Council's Corporate Priorities for the fourth quarter of the financial year 2018-19; (b) of the position at the end of the council year regarding Members' priorities as set out in the Council's Corporate Delivery Plan and the steps being taken to develop the corporate delivery plan for the period 2019 to 2023; (c) the Council's current Corporate Risk Register. It is important that Cabinet are aware of the significant risks that face the Council and have ownership of the risk management arrangements in place and the activities that are being undertaken to mitigate those risks	3 - 24

5.	**CITIZENS' ADVICE BUREAU GRANT** The Portfolio Holder for Corporate Governance, Access and Engagement to submit a report which states (a) as part of the budget setting process the Council has approved a reduction in grant to the Citizens' Advice Bureau (CAB) now known as Citizens' Advice Leicestershire (CAL) of £17k per annum, the total reducing from £44k to £27k; (b) CAL have identified two different options as to how they would operate within the grant allocated, which are still in the early stages of development; (c) This report asks Cabinet to note that the Portfolio Holder for Corporate Governance, Access and Engagement uses her delegated authority to determine whether the options proposed represent a satisfactory use of the grant funding in terms of value for money and if so, which (if any), is an acceptable option to the Council.	25 - 38
6.	**PUBLIC SPACES PROTECTION ORDERS : CONSULTATION** The Portfolio Holder for Environment and Regulatory Services to submit a report which seeks approval to go out to formal consultation on the making of a Public Spaces Protection Order (PSPO) relating to dogs and aspects of anti-social behaviour (following initial consultation with the Police) in accordance with the Anti-social Behaviour, Crime and Policing Act 2014 (the Act)	39 - 54
7.	**TRANS-MIDLANDS TRADE CORRIDOR (A46)** The Portfolio Holder for Growth and Prosperity to submit a report seeking Members' approval to enter into a Statement of Commitment and Collaboration with other Local authorities and the Local Enterprise Partnership (LEP) within the Trans-Midlands Trade Corridor. The Statement presents Government with a statement of commitment to collaborate across political boundaries to develop a strategic economic growth plan for the corridor. This new strategy and delivery plan will set out how each partner can contribute to a wider, national agenda and collectively support the functional economic geography of the corridor. The Trans- Midlands Corridor is largely defined by the A46, part of the Strategic Road Network (SRN), which runs for over 250 kilometres from the M5 at Tewkesbury to Grimsby and on to Hull via the A15; although there are also some important rail links connecting major towns and cities.	55 - 68

Advice on Members' Interests

COUNCIL MEETINGS - COMMITTEE MINUTES : DECLARATION OF INTERESTS
Interests need not be declared at Full Council in relation to Committee Minutes which do not become the subject of debate at Full Council (i.e. Minutes referred to solely on a page by page basis when working through the Minutes of each Committee.)

An interest must be declared at Full Council as soon as it becomes apparent that a relevant Committee Minute is to be debated – this applies even if an interest has been declared at Committee and is recorded in the Minutes of that Committee.

PERSONAL AND NON-PECUNIARY INTERESTS
If the issue being discussed affects you, your family or a close associate more than other people in the area, you have a personal and non-pecuniary interest. You also have a personal interest if the issue relates to an interest you must register under paragraph 9 of the Members' Code of Conduct.

You must state that you have a personal and non-pecuniary interest and the nature of your interest. You may stay, take part and vote in the meeting.

PERSONAL AND PECUNIARY INTERESTS
If a member of the public, who knows all the relevant facts, would view your personal interest in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest and it affects your or the other person or bodies' financial position or relates to any approval, consent, licence, permission or registration then **you must state that you have a pecuniary interest, the nature of the interest and you must leave the room*.** You must not seek improperly to influence a decision on that matter unless you have previously obtained a dispensation from the Authority's Governance Committee.

DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS
If you are present at any meeting of the Council and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting, if the interest is not already registered, you must disclose the interest to the meeting. You must not participate in the discussion or the vote and you must leave the room.

You may not attend a meeting or stay in the room as either an Observer Councillor or *Ward Councillor or as a member of the public if you have a pecuniary or disclosable pecuniary interest*.

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) then you should not take part in the decision-making process; you should leave the room. **You should state that your position in this matter prohibits you from taking part.** You may request permission of the Chair to address the meeting prior to leaving the room. The Chair will need to assess whether you have a useful contribution to make or whether complying with this request would prejudice the proceedings. A personal, pecuniary or disclosable pecuniary interest will take precedence over bias.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you are aware of the issue being discussed.*

*There are some exceptions – please refer to paragraphs 13(2) and 13(3) of the Code of Conduct

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Melton Borough Council

Cabinet

Date 5 June 2019

Report of:	Leader of the Council

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

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

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

3.0	Recommendations
3.1	**That progress against the Corporate Delivery Plan and quarter 4 performance be noted.**
3.2	**That the steps being taken to develop the Council's new Corporate Strategy 2020-2024 be noted.**
3.2	**That the contents of the Corporate Risk Register be noted.**

4.0	Reason for Recommendation:
4.1	The performance information for the final quarter of 2018-19 in the Performance Dashboard and the current position with regard to delivery against the Council's priorities is used to help inform the Cabinet, and assist with regard to the formation of policy and oversight of the Council priorities.
4.2	One of the key areas for Cabinet, as part of its terms of reference, is to have awareness of the strategic risks that could impact on the Council and to review the risk management arrangements in place and the activities that are being undertaken to mitigate those risks.

5.0 Alternate Options Considered

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

6.0 Report Detail

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

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

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

Key Commentary:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Progress against the Corporate Delivery Plan

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

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

Blue status items: The following are all complete –

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

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

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

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

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

Red status items: These items are behind schedule:

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

resources to undertake this piece of work.

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

6.3 **Corporate Risk Register**

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

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

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

RISK	ACTIONS TO DATE	MITIGATING ACTION
The council housing stock not being compliant with property health and safety standards	• A compliance officer post is being created with a view to create a comprehensive framework with procedure and guidance notes for staff, tenants and contractors to follow. • A new Fire Safety Policy has been approved and a Fire Safety Group has been established with TFEC	• This is being prioritised and managed at a corporate level Actions are reviewed on a regular basis by the Senior Leadership Team • Commissioning of a Stock Condition Survey and refresh of the HRA Business Plan. • Development of new policies and enforcement.
Failure to Secure financial stability in the medium term	• Budget Management Strategy is in place. • Regular liaison and consultation with unions. Workforce Strategy e.g. staff training and support. • Maximising partnership working to deliver better outcomes at reduced local cost. • Corporate delivery plan linking into the Budget Management Strategy. Regular review of MTFS. • Well informed public and	• Financial Savings Plan to be considered further at officer level including any exit costs and impact on reserves. Consider savings options identified through review of corporate delivery plan. • Review of reserves to ensure sufficiency moving forward. Look at options for reducing demand e.g. prevention and demand reduction. • Determining action plan for achieving the Commercial

	members around priorities, cost of services and resources available. • Regularly review risk associated with partnership projects and funding. • Ongoing review of any changes in government funding. • Ongoing consideration to be given to public consultation to ensure the proposals are understood with the context of the financial position.	Strategy and delivering against areas prioritised. • Look at CIPFA financial management code requirements once consultation closed.
Failure to have contractual provisions in place for goods, works and services procured by the Council	• Updated process has been reviewed with senior managers following redesign by Corporate Services Manager, Principal Solicitor and Head of WPU. • Increased central control to monitor contract completion	• Draft terms and conditions are currently being drafted for approval
Future provision of ICT services following end of current outsourced contract	• Use of external support and guidance to ensure service transitions and is resourced sufficiently already started with support from the Society of IT practitioners in the Public Sector, consideration of phased transition.	• Use of external support and guidance to ensure service transitions and is resourced sufficiently already started with support from SOCITM, consideration of phased transition.
Lack of people and skills to deliver (capacity and resilience)	• Delivery of actions in the Workforce Strategy action plan. • New corporate structure. • Prioritisation exercise. embedding corporate mission, vision, priorities and values. Simplification of the governance structure through the governance review. • Existing performance management framework.	• Delivery of action plan supporting the Workforce Strategy. • Review impact of actions taken. • Reorientation of staff culture to support commercial ambitions

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

6.6 **Development of a new Corporate Strategy**

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

7.0 Consultation and Feedback (including Scrutiny Committee)

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

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

8.0 Next Steps

8.1 The current position with regard to performance and delivery of the Corporate Priorities will be communicated to all members and will be placed on the Council's website. All data in the appendices can be used as a starting point to consider within the development of the new Corporate Strategy.

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

9.0 Financial Implications

9.1 There are no specific Financial implications in the Report.

10.0 Legal and Governance Implications:

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

11.0 Equality and Safeguarding Implications:

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

12.0 Community Safety Implications:

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

13.0 Other Implications

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

14.0	**Risk & Mitigation:**
14.1	All risks are outlined in the risk register in Appendix 3

Background Papers:
Risk Management Strategy.

Appendices
Appendix 1 – Corporate Performance Measures Dashboard, Quarter 4, 2018-19. Appendix 2 – Projects Year End Position 2018-19. Appendix 3- Strategic Risk register May 2019

Report Timeline:	
Equalities Check & Challenge	
SLT Sign off	28.05.19
Previously Considered by Cabinet	Not Applicable
Director Approval	
Deputy Chief Finance Officer Sign Off	
Deputy Monitoring Officer Sign Off	28.05.19

Exempt Reports
There are no exempt report items.

Date of Review to make public	
To be confirmed.	

Report Author
Martyn Bowen, Corporate Improvement Manager David Scott, Corporate Services Manager ✆: 01664 502462

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Corporate Performance Measures Dashboard
SLT Headline Report

EXPLANATORY NOTES ARE AT THE END OF THE REPORT

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
Our Place Priorities											
PL1 Growth - Promoting aspiration and growth in a vibrant economy, attracting quality jobs											
% respondents 'satisfied' (or better) with planning application process	High is Good				n/a				n/a		This information will be avialable once the Planning Department has produced a Customer Satisfaction Survey, it was considered appropriate to await the results and agreed actions from the Planning Review to be known prior to this survey being implemented. Now the initial review is complete, the survey will be carried out to create a baseline.
% Major planning decisions taken within 13 weeks	High is Good	100	75	93.33	88.9	91	90	100	100	broadly unchanged	The department has communicated well with agents and worked together to ensure timely decisions are made. This indicator includes extended timescales where requests have been agreed by the applicants, which is being reviewed by the review of application process.
% Non-major planning decisions taken within 8 weeks	High is Good	80	80.4	85.5	85.3	85	92	87	87.62	broadly unchanged	Communication with agents has improved and allowed for agreed timescales to be met and decisions issued at the first available opportunity.
Hectares (gross) of employment land developed	High is Good				n/a				1.14		This statistic may not exactly reflect reality. This is because only limited moniitoring was carried out in 2017/18 when the team was preparing for and having the lcoal plan examined. Some of the area identified as being developed in 2018/19 may have in fact been completed in 2017/18. The Annual Monitoring Report (AMR) for Local Plan will provide improved data collection going forward.
Sustained Job outcomes at 6 months - % of number of job outcomes	High is Good	57	81	73	24	54.5	83.3	100	80	broadly unchanged	To put some context into the achievement of this performance indicator, targets for sustained outcomes as a percentage of job starts is generally set between 18-25% across organisations who deliver payment by results contracts. The percentages of sustained outcomes being achieved here are unprecedented; the robustness in work support and case management process delivered by Me and My Learning has been key to achieving these outstanding outcomes.
Business Rates Collection efficiency (%)	High is Good	32.24	58	87.59	98	32.03	57.91	83.35	98.5	improvement	As expected, this has re-aligned in the last 2 month of 2018/19 as the effect of 12 monthly installments has been recognised. In previous years, businesses have operated on a 10 month billing period, however, in order to assist businesses in reducing the strain of business rate payments, some businesses have transferred onto a 12 month billing period, reducing monthly instalments over the year. This has resulted in more income being received in months 11 and 12 of the cycle compared to previous years.
PL2 Regeneration - Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit											
% Food businesses Broadly Compliant at inspection	High is Good	n/a	n/a	n/a	96	96.1	95.4	94.5	96.6	improvement	A single property does affect this outcome.
Number of town centre vacant units expressed as a %	Low is Good	4.5	4.5	4.5	4.8	4.5	4.5	5.1	5.1	unchanged last 2 quarters	The vacancy rate, while it has risen compared to Q1 and Q2, remains well below the England and Great Britan national rates.
Town Centre Vitality: Footfall *[monthly figures summed for the quarter]*	High is Good	n/a	n/a	n/a	n/a	618477	595122	606794	581232	broadly unchanged	The footfall performance measure has been revised for a new method of measurement, the BID's Geo-Sense Footfall system, which measures WiFi users visiting the town centre. Compared with the previous footfall measure, performance of the new measure is much less variable across the year, and the underlying monthly trend from March 2018 to March 2019 does not show a significant decline

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
PL3 Quality homes - Increasing the availability of good quality homes which meet local needs											
Number of affordable homes completed	**High is Good**				**35**				**25**	deterioration	25 completions is only 48% of the annual target, and only 11% of all new housing completions. This decline in completions is because there has only been one site (Westleigh, Leicester Road) delivering new affordable homes during the year. Developments underway in 2018/19, such as at Asfordby and at Nottingham Road, and at Frisby and Waltham will deliver more affordable homes in 2019/20 and beyond. Registered Provider led schemes are not being advanced to the extent previously seen, as a 1% cap on rent increases until 2021 continues to affect scheme viability.
Net additional dwellings compared with 2011	**High is Good**				**138**				**222**	improvement	999 new dwellings have been completed since 2011, of which 222 were completed in 2018/19, an increase of 61% compared to last year (138). The 2018/19 data is the highest level of housing completions since 2009/10.
Housing Delivery Test	**High is Good**								**84**		This means that over the last 3 years we have delivered 16% less than the annual requirement for the 3 years that is set out in the adopted local plan. As we are below the 85% threshold, the Council is required to prepare a Housing delivery Plan by mid August 2019. 6% of all LPAs are in a similar situation. We were only 1% off being in the same situation as 67% of LPAs above the 85% threshold. The identification of new housing sites and their adoption as part of the local plan, together with a significant number of planning permissions granted but not yet completed suggest that the percentage will increase significantly in 2019/20.
Average void time (Excluding Development Voids) in days ***[monthly averages expressed as quarterly averages]***	**Low is Good**	**23.52**	**32.28**	**24.15**	**37.13**	**46.23**	**37.05**	**31.93**	**34.74**	broadly unchanged	This indicator measures time from the end of a tenancy to start of the new tenancy. This includes time taken for repair works, inspection, letting and tenancy agreement. The number of voids has significantly reduced from October 2018 due to focussed efforts from teh housing repair and Axis, the contractors. The work is now being focussed on the flow of information and comunication among various teams, TFEC and contractor to make the process efficient and reduce time.
% of customers satisfied with the level and quality of Housing repairs works undertaken in their home. ***[monthly figures averaged for the quarter]***	**High is Good**	**83.67**	**96.67**	**100**	**100**	**88.67**	**n/a**	**100**	**97.44**	broadly unchanged	The data for this measure is supplied by Axis, the contractors as part of the contract agreement. While the satisfaction with Axis once the call is registered with them is very positive, it doesn't highlight the issues and complaints received by the Council and customer service team. Housing repair, housing management and customer service teams are working together to reduce the number of complaints. the new CRM system wil help monitoring that information in the future.
% non decent Homes (public)	**Low is Good**	**29**	**28**	**29**	**29**	**33**	**32**	**30**	**29**	broadly unchanged	The Council recognises that the number of 'non decent' homes is high in Melton. One of the key issue is the age of the buildings. Housing repair team is delivering the rewiring project that will help reduce the number significantly by october 2020. 169 properties have been rewired over hte last 12 months and approximately 400 more are planned to be revired by October 2020.
Street and open space cleanliness monitoring - 20 sites	**High is good**	**n/a**	**n/a**	**n/a**	**n/a**	**62**	**68**	**69**	**71**	improvement	**Update April 2019 -** the general standard of street cleanliness remained at an average RAG Amber score through February March and April. The new contract does allow for resources to be focussed where they will have the most effect. The flexibility to repeat cleanse most frequently areas that degrade the fastest has helped maintain this standard. Work to try and lift these areas up to better levels of cleanliness outside of those focussed cleanses is to be considered and is expected to include close monitoring to try and identify the main sources /culprits of degradation with the errection and display of advisory and preventative posters and signage .Work to improve the RAG rating will be on going .

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
PL4 Attractive environment - Achieving a clean and attractive local environment											
Street and open space cleanliness monitoring - 20 sites	**High is good**	**n/a**	**n/a**	**n/a**	**n/a**	**62**	**68**	**69**	**71**	improvement	**Update April 2019 -** the general standard of street cleanliness remained at an average RAG Amber score through February March and April. The new contract does allow for resources to be focussed where they will have the most effect. The flexibility to repeat cleanse most frequently areas that degrade the fastest has helped maintain this standard. Work to try and lift these areas up to better levels of cleanliness outside of those focussed cleanses is to be considered and is expected to include close monitoring to try and identify the main sources /culprits of degradation with the erection and display of advisory and preventative posters and signage .Work to improve the RAG rating will be on going .
Fly tipping - in the current Priority Neighbourhood Areas (PNA's) communal bin stores (16 sites) and hot spot Morley close	**Low is good**	**n/a**	**n/a**	**n/a**	**n/a**	**14**	**17**	**18**	**21**	warning	**Update April 2019 -** MBC took part in the county wide campaign to combat fly tipping took place, April – June 2018. One of the key focus's of this campaign was to encourage residents to report fly tipping, how/where/what information is needed. This has increased reports of fly tipping, which increased the cleanliness of the borough, but did see an increase in the amount of reports. Introduction of restricted opening times at HWRC sites (Tip) and new charging structure for specific materials such as bathroom suite items, rubble, hard core and glass at the HRWC sites has had an adverse impact, leading to increase in flytipping. The environmental service team is working with the Enforcement Officer and preparing aAnti fly tipping signage, supporting community clean up days, organising community litter picks etc.
Dog Fouling - in the current Priority Neighbourhood Areas (PNA's) . Egerton ward ,Town Centre flats , Fairmead Estate . - **Service requests**	**Low is good**	**n/a**	**n/a**	**n/a**	**n/a**	**3**	**6**	**8**	**3**	improvement on comparable quarters	**Update April 2019 -** Dog fouling remains a problem mostly of perception and disgust. Reported incident numbers remain minimal with the Q4 number figure for 18/19 being 8 thereby the current Q4 incident number of 3 retains the years Green RAG rate score.
Percentage of household waste sent for reuse, recycling and composting - quarterly *[rolling average of 4 quarters]*	**High is Good**	**47.10**	**47.53**	**47.08**	**45.48**	**44.63**	**43.95**	**44.1**	Available in Q1	broadly unchanged for 3 quarters	**Update April 2019 -** This figure for 18/19 Q4 is not yet available. This measure includes the green waste as well as recycling. Since the withdrawal of recycling credits, awareness campaign in leicestershire has been lacking for recycling. Introduction of charge for collection of green waste has reducing the number of participants and therefore the number of tonnages collected. New County Recycling Contract – Increased number of restrictions in regards to materials collected, reducing tonnages collected. Contamination – More stringent contamination scrutiny and increased material types that can cause rejected loads i.e.; food/textiles/green waste/black plastics has had an adverse impact on recycling. MBC is due to start an awareness campaign to help increase recycling within the borough.
Kg of residual waste per household - quarterly	**Low is Good**	**118.6**	**117.65**	**121.36**	**124.31**	**131.12**	**110.78**	**125**	Available in Q1	warning	**Update April 2019 -** This figure for 18/19 Q4 is not yet available. 1. Introduction of charge for collection of green waste has increased the number of residents placing green waste in refuse bin. Confusion of recycling materials accepted/not accepted with residents placing these in the refuse bin. rejected recycling loads also get added to general waste. better awarenss campaign is anticipated to help.
PL5 Well-connected Borough - Working with partners to improve physical and digital infrastructure											
Digital footfall - numbers using the digital suite for claim, employment or other online activity (ad hoc or regular)		**185**	**181**	**39**	**57**	**51**	**110**	**85**	**126**		This is a measure of the people who are using the Digital Suite at Phoenix House. RAG rating colours are not currently shown, as the service has yet to determine a target and tolerance bandwidth from the baseline data.

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
Our People Priorities											
PP1 Fulfilling Potential - Helping people fulfil their potential and achive their ambitions											
Attendance at Council Leisure facilities (WLC and MSV combined)	**High is Good**	**90660**	**93648**	**78156**	**92554**	**75465**	**74660**	**63984**	**98470**	improvement	Reduction of attendances over the Christmas Period. There is also more competition from other companies i.e crossfit, goodlife, community groups. SLM will increase promotion and marketing of their offer. SLM will also ensure that Monitoring of attendance is more effective, as some of larger school groups is not being accurately recorded at both sites. Q4 has seen a significant increase of 30% due to effective monitoring process in place, along with the introduction of virtual classes at Waterfield, that users can access throughout the day without an instructor present. Club & School attendance is also reported, where it previously hasn't.
Attendance at physical activity outreach programmes within the community	**High is Good**	**3287**	**3348**	**3765**	**3878**	**3709**	**4012**	**3723**	**4212**	improvement	Slight Reduction over the Christmas Period. Further programmes to be delivered by the Sports & Health Team during Period 4. Q4 Has seen an increase in programmes/interventions running for the community.
Participation of vulnerable residents on physical activity programmes	**High is Good**	**712**	**738**	**663**	**701**	**876**	**821**	**719**	**787**	improvement	Consistant programmes specific to vulnerable person/groups. These programmes are for targeted vulnerable individuals that have been identified through case management mentors, local partners/organisations and consultations with residents. We receive a number of referrals through from Health Services, GP's, & Schools for various support from Mental Health, Falls Prevention, Weight Management & a range of preventable illnesses. In this context it is worth noting that on the basis of the National Active Lives Survey Melton now has one of the lowest levels of inactive adults (under 30 minutes per week) in Leicestershire (range is 21.4% to 30.2%) and well below the national average (Melton 21.4%; National Average 25.1%). It can be shown from the data that there has been a massive shift for Melton during the last 12 months with an 8.16% decrease in people who are inactive and a 5.91% increase in people who are fairly active and a 2.3% increase in people who are active.
PP2 Resilient Communities - Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities											
Safer Communities - Number new cases opened	**Low is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**47**	**86**		
Combined MBC/Police data - total crimes/ASB reported - cumulative	**Low is Good**	**905**	**1724**	**2463**	**3213**	**867**	**1585**	**2184**	**3064**	improvement	The improvement between Q1-Q3 2017-18 and Q1-Q3 2018-19 has continued for Q4. RAG rating colours are not currently shown, as the service has yet to determine a target and tolerance bandwidth from the baseline data.
Number re-presenting ASB/noise nuisance demands	**Low is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**2**	**7**		

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
PP3 Independent Lives - Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently											
Homelessness - % applications where homelessness was prevented	**High is Good**	**n/a**	**n/a**	**n/a**	**80**	**41**	**51**	**38**	**22**	deterioration	There was an increase in homelessness presentations in this quarter from 37 in Quarter 3 to 78 in Quarter 4. This put extra pressure on the housing options team as they are still working with customers who we have accepted a homelessness relief duty and main homelessness duty. Homelessness prevention takes many hours of work whether it is mediation with family or friends, payment from the homelessness grant to prevent an eviction, mediation with landlords to prevent court action or accessing suitable private rented accommodation for customers. There are limited landlords/agents who will consider applicants on benefits or who have a bad credit rating which results in lengthy searches by the housing options team to find suitable private rented accommodation. The decrease in homelessness preventions this quarter was due to the increase in presentations and lack of suitable options available to people presenting as homeless. The increase in temporary accommodation is due to the lack of available properties in comparison to the number of homelessness presentations and number of people moving from prevention to relief and therefore requiring temporary accommodation. Officers are engaged regarding searching for suitable accommodation solutions. The section 21 evictions notice issue remains a driver of homelessness cases.
Homelessness - Number of households in temporary accommodation	**Low is Good**	**37**	**38**	**31**	**34**	**34**	**34**	**35**	**43**	deterioration	
Revenues - Number customers in arrears and in receipt of UC	**Low is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**83**	**148**	**153**	**177**	deterioration	We have seen a gradual increase in the numbers of rent accounts in receipt of UC and falling into arrears over the past year. This has been as a result of tenants struggling to budget for payments directly into their accounts from UC, and an automatic delay to the first payments (at least 6 weeks before P1). Officers are engaged with tenants providing budgeting assistance and support, and over the course of a year, rent accounts will stabilise after the initial 6 week delay. Officers' ability to accurately isolate these cases has also improved throughout the year, leading to more realistic and accurate figures over the second half of the year. Additionally • MBC has struggled to get Direct Payments authorisation from DWP • Melton Action Group refocussed to link struggling tenants into case management • Reviewing performance measures to help us to identify key issues earlier.
% claims processed within 5 working days of all information received (P&C) ***[monthly figures averaged for the quarter]***	**High is Good**	**95.00**	**98.67**	**97.67**	**97.00**	**94.67**	**96.33**	**94**	**96.67**	improvement	
Number days taken for payment to be made after initial application for HB	**Low is Good**	**n/a**	**n/a**	**n/a**	**19.12**	**12**	**13**	**15**	**14**	broadly unchanged	
Number of individuals where independence scores have increased (80% of 50 individuals per annum)	**High is Good**		**n/a**		**n/a**		**n/a**		**23**		

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
Our Organisational Priorities											
OG1 Customer Focus - Delivering quality services to business and residents; understanding what really matters to our customers											
Undisputed invoices paid within 30 days *[monthly figures averaged for the quarter]*	**High is Good**	**97.07**	**95.70**	**95.63**	**95.90**	**95.37**	**95.20**	**95.33**	**95.4**	broadly unchanged	Performance has consistently just been below the green threshold of 96% but the team continues to work with service areas to improve processing times and provide advice on putting invoice in dispute where required. The Council reviews this every 6 months as part of the detail of the creditors performance review - the most recent review was undertaken in March 2019. This identified key areas for budget holders to focus on.
% Calls received by the contact centre which are answered	**High is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**84.33**	**88.67**	**89**	**89.67**	improvement	Improvement has been maintained across the financial year.
Good Govmetric feedback %	**High is Good**	**n/a**	**n/a**	**n/a**	**88.76**	**88.12**	**80.42**	**89.5**	**86.38**	broadly unchanged	Breakdown by channel - Good or Average: Phone 99%, Face2Face 83%, Web 47%. This willl be impacted by the implementation of a new CRM and telephony system in 2019/20. Internal Audit are undertaking an audit in this area in 2019/20.
% of the total (LICTP) user population who have responded to the surveys reported Satisfied or Very Satisfied. (Corporate Services) *[monthly figures averaged for the quarter]*	**High is Good**	**89.51**	**89.50**	**92.67**	**92.70**	**92.88**	**91.20**	**91.74**	**92.58**	broadly unchanged	Whilst user satisfaction taken from surveys remains high there are some long term issues causing frustrations for users. We are working with the IT partnership regarding the future strategic options for the delivery of IT so that the service overall is improved in terms of both operational delivery but also it provides the council with the strategic IT support it needs.
Number of Ombudsman complaints upheld	**Low is Good**				**0**				**1**	deterioration	The outcome of this complaint found that the Council has considered the complaints properly. Some procedural issues that could be improved were identified and the Council has acted upon those by implementing a Corporate Enforcement Policy that details the steps that the Council can take when dealing with complaints which may require enforcement
% Requests for information responded to within statutory deadlines *[monthly figures averaged for the quarter]*	**High is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**89.00**	**88.67**	**93**	**99.7**	improvement	The Council has shown a commitment to complying with legislative deadline by putting in additional resource in this area which has contributed to the improvement in the statistics
% Agendas and reports to be published 5 working days before the meeting *[monthly figures averaged for the quarter]*	**High is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**100**	**100**	**100**	**100**	unchanged	
OG2 Transformation - Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy											
% total contacts which are self serve *[monthly figures averaged for the quarter]*	**High is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**6.33**	**7.00**	**6.33**	**6.33**	broadly unchanged	This is an indicator which will track the progress of the new CRM/customer interface currently under procurement. The low percentage throughout the year reflects the acknowledged need to improve the online offer to residents and businesses.
OG3 Financial Sustainability - Becoming a more agile and commercial council; securing our financial future											
Council tax collection efficiency (%)	**High is Good**	**29.96**	**57.97**	**86.28**	**98.12**	**30.19**	**58.05**	**86.20**	**98.2**	broadly unchanged	Performance is comparable to Q4 2017-18
Business Rates Collection efficiency (%)	**High is Good**	**32.24**	**58**	**87.59**	**98**	**32.03**	**57.91**	**83.35**	**98.5**	improvement	As expected, this has re-aligned in the last 2 months of 2018/19 as the effect of 12 monthly installments has been recognised. In previous years, businesses have operated on a 10 month billing period, however, in order to assist businesses in reducing the strain of business rate peyments, some businesses have transferred onto a 12 month billing period, reducing monthly instalments over the year. This has resulted in more income being received in months 11 and 12 of the cycle compared to previous years.

CORPORATE PLAN PERFORMANCE MEASURES	POLARITY	2017-18 Q1	2017-18 Q2	2017-18 Q3	2017-18 Q4	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	TREND	KEY EXPLANATORY COMMENTARY
Occupancy of commercial units ***[monthly figures averaged for the quarter]***	**High is Good**	**n/a**	**n/a**	**n/a**	**n/a**	**100**	**95**	**95**	**95**	unchanged	The figure continues to be affected by 1 unit being vacant.
OG4 Good Employer - Being a great place to work and build a career											
Sickness – number of days per FTE employee in a year	**Low is Good**	**0.6**	**1.8**	**3.5**	**4.9**	**0.98**	**n/a**	**n/a**	**6**	warning	We have been unable to provide quarterly figures due to issues with the transfer of the payroll service to Leicester City Council. The end of year figure is available. This shows an increase on previous years and is a result of increased instances of long term sickness which are being managed.
% of Staff Turnover per annum	**Low is Good**				**18**				**14**	improvement	With the introduction of the workforce strategy there are a number of initiatives that have been introduced/being introduced aimed at improving staff recruitment, retention and satisfaction. During 2018/19 it should be noted that with regard to recruitment there was a net increase in turnover in that the Council had more starters than leavers which was a large improvement over 2017/18.

EXPLANATORY NOTES

1 RAG RATING The RED, AMBER, and GREEN colours used for each quarter's performance are based on the detailed definitions of the performance measures provided by the directorates

2 TREND ARROWS The size of the trend arrow is NOT related to the size of the performance trend, and only indicates the direction of the trend

3 POLARITY AND TREND ARROWS The direction of the TREND arrow reflects the POLARITY of the performance measure.

For example: Where a performance measure has the POLARITY equal to **Low is Good**, improvement will be a GREEN arrow pointing DOWNWARDS towards LOW (which is GOOD in this case)

improvement

Where a performance measure has the POLARITY equal to **Low is Good**, deterioration will be a RED arrow pointing UPWARDS towards HIGH (which is BAD in this case)

deterioration

And: Where a performance measure has the POLARITY equal to **High is Good**, improvement will be a GREEN arrow pointing UPWARDS towards HIGH (which is GOOD in this case)

improvement

and so on

An UNCHANGED trend is indicated by a horizontal double ended arrow. The colour of the arrow shows the (unchanged) trend

For example: unchanged

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Corporate Priority Number connects to Corporate Delivery Plan (42 key projects), then to

Corporate Priorities			*Principal Directorate*	*Committee*	Project Board		Corporate Priority Number	Project / Activity	Completion by	Directorate	Corporate Priority Reference	Commentary Q4 2018-19	Rating Q4 2018-19	
Our Place Priorities	PL1	**Growth** - Promoting aspiration and growth in a vibrant economy, attracting quality jobs.	Growth & Regeneration	Place	PARB	PARB E	1	Proactive promotion and unlocking of employment sites (including LDO)	On-going	Growth & Regeneration	PL1/1	Engagement with partners, stakeholders and landowners progressing well. Positive responses from all regarding Manufacturing Zone (MZ) potential. Consultant Brief due to be sent out April 2019 and Performance Report to Midlands Engine due 31st March 2019.		Project
							2	Pro-actively support the growth and relocation ambitions of Melton Businesses	On-going	Growth & Regeneration	PL1/2	Business demand and growth potential analysis through Manufacturing Zone (MZ). Activity now a project. Project created to prepare the funding bid for MZ. Prepare employment site delivery plan and funding and investment strategy		Project
						PARB E & H	3	Secure completion of Local Plan and refocus on delivery	Oct 2018	Growth & Regeneration	PL1/3	1. Consultations on Affordable Housing & Housing Mix SPD have closed. Feedback was reported to P Pol Task Group 3.4.19 and approval from Cabinet will be sought in summer 2019. Design SPD work is progressing with brief to consultants to be issued shortly. 2. **CIL/Future of s106:** Soft start to project - Project documentation being drafted.. Initial meeting arranged with primary care providers. Still trying to set up meeting with LCC Highways. Related line of work around open space and children's play running alongside this project.		Project
						PARB E	4	Increase resources in planning service, and review processes to support growth and infrastructure development.	On-going	Growth & Regeneration	PL1/4	Final version of the Planning Service Review has been received. The recommendations are being formulated into a project plan. Planning vacancies at a junior level have been filled, leaving only the senior planning Officer (DM) outstanding. Cover currently being provided by experienced agency planners. **Implementation plan - next project phase - planning service review to be closed and new project to be opened**		Project
	PL2	**Regeneration** - Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit.					5	Maximise potential from Cattle market and surrounding area (to include undertaking feasibility study for phase 2 of Cattle Market development)	Oct 2018	Growth & Regeneration	PL2/5	Scape Venture project request form signed and sent back to architects. Cattle Market proposal as underway, demands and needs assessment associated with CM due back 1 April. New project plan currently under development.		Project
							6	Establish Town and Place Partnership & create strategy and plan	Jan 2019	Growth & Regeneration	PL2/6	Town and Place Partnership - Manage and facilitate the Town and Place Partnership, prepare and agree a strategy and deliver the Action Plan. These are now in place.		Activity
							7	Development of the Melton brand for investment & tourism	Dec 2018	Growth & Regeneration	PL2/7	Destination Management Plan (including action plan) went to the first Board meeting on 13th March 2019. Board Members have until 22nd March 2019 to supply any amendments. Documents will be finalised (and produced). Final draft being designed for submission with FHSFund Bid. Considering Tool Kit masterclass.		Project
							8	Establish Town Centre regeneration, accessibility and investment proposals to improve visitor numbers and experience	Jan 2019	Growth & Regeneration	PL2/8	Snagging for Wilton Road - minor works. St Mary's toilets - damage to the facility occurred 26/3.		Project
							9	Undertake feasibility into development of new Melton Leisure Facilities and prepare/implement plan for the long term future of the Leisure Village	July 2018	Growth & Regeneration	PL2/9	18 bids were received and a consultant has been appointed. An inception meeting has been held, that consultants are now progressing.		Project
							10	Undertake Remedial Works to 7 King St	Dec 2018	Growth & Regeneration	PL2/10	Project is essentially complete		Project
	PL3	**Quality Homes** - Increasing the availability of good quality homes which meet local needs.				PARB H	11	Establish a Council owned housing company for purchase and/or build of homes for private rent and sale	OBC Sep 2018 Est Dec 2018	Growth & Regeneration	PL3/11	Need to commission a Business Case; assessment of development potential of Council owned sites which will feed into the Business Case is set to be commisioned w/c 8 April 2019		Project
							12	Review commercial viability of all council owned potential housing sites	Sept 2018	Growth & Regeneration	PL3/12	Commercial assets review and viability: Identify sites and commission Masterplans, development appraisals, and valuations of all small and large council owned sites with potential for being developed for commercial or mixed use. Budget approval for commissioning further work- September 2018. procurement of consultants- November 2018. Final selection 20th Dec 2018. Work completed- April 2019.		Activity
							13	Successfully Implement New Responsive Repairs Contract	Sept 2018	Growth & Regeneration	PL3/13	Mobilisation to complete by the end of August 2018. new contract start date- 1st October		Activity
							14	Update of Housing Strategy	Oct 2018	Growth & Regeneration	PL3/14	Offers currently with 7 properties. HB reports for 4 received. Market value reports being undertaken on 3 properties. Money to be spent by end of June.		Project
							15	Feasibility of Gretton Court Redevelopment	Oct 2018	Growth & Regeneration	PL3/15	LB chasing LGA regarding tripartite agreement with ARK consultancy. ARK consultancy currently receiving feedback on proposed design. Next step to look at strategy.		Project
							16	Undertake works necessary to ensure Decent Homes Standard achieved for council houses	2020	Growth & Regeneration	PL3/16	2018-19 Q4 Outturn = 29%; this is the same as the outturn position for 2017-18 Q4; there has been no net change. While a risk remains, we are devoting a lot of focus to this and it was not expected to be back to the right level within 1 year.		Activity
	PL4	**Attractive Environment** - Achieving a clean and attractive local environment.				PARB E	17	Increase capacity/ capability to undertake environmental enforcement (including consideration of PSPO)	Sept 2018	Growth & Regeneration	PL4/17	New Enforcement Officer now in post		Activity
						COIB	18	Mobilisation and embedding of the new waste contract	Dec 2018	Growth & Regeneration	PL4/18	RS Nothing outstanding, a full fleet of vehicles was the last on the list and this has now come in. All vehicles are in. A few issues around re-direction of disposal points, though these have been worked through and completed. Minimised additional costs after the contract was completed. Closure report required for next meeting		Project
	PL5	**Well-connected Borough** - Working with partners to improve physical and digital infrastructure.				PARB E	19	Support funding and implementation of Melton Mowbray Distributor Road	On-going	Growth & Regeneration	PL5/19	HiF bid was submitted in March 2019 and the Homes England adjudication team have visited the area. Discussions continue with LCC regarding the forward funding of infrastructure whilst awaiting S106 monies to be received.		Project
							20	Review options to improve mobile connectivity, including 5G development, across the Borough	Dec 2018	Growth & Regeneration	PL5/20	Development of Melton Phase 3 of countywide Broadband project:There is the potential to expand BT's contract for further 6 months. This may cover an additional 300-400 of properties removed from the programme across Leicester and Leicestershire. Agreement would be a fixed capped cost, with BT taking the risk to deliver the targets. Tendering process is underway for Phase 3, which will need to be capable of providing gigabit technology, which is a market step change compared to Phase 1 & 2. Secured £5.6m funding from the Rural Development Fund, which has doubled allocations for Phase 3 to £11.3m.		Project
							21	Pursue funding bid to establish feasibility of improving rail connection with Nottingham	Mar 2019	Growth & Regeneration	PL5/21	Have been told it's been signed off. Finance to review the contract at the moment (legal have already reviewed it). Gone back to LCC today to get them to ask the framework consultants the possible start date and finish date for the contract too. Once that's received arrange with LB for us to meet the project officer at the LLEP and get it started.		Project

Our People Priorities	PP1	**Fulfilling Potential** - Helping people fulfil their potential and achieve their ambitions.	People	People	COIB		22	Position the Council to influence and maximise benefits from local industrial strategy	Oct 2018	People/Place/ Economic Regeneration	PP1/22	MBC has secured funding through the Midlands Engine to deliver a feasibility study into the development of the MAZ. This will promote manufacturing in the Melton area. Melton Borough Council was successful in securing reference within the LIS to the development of a food enterprise centre. Elements of the Food Enterprise Centre are to be delivered through the funding received to delivery the MAZ. Aside from this MBC will continue to work with partners to look at using the strategic importance and influence gained through reference within the LIS and other documents such as the SGP to secure funding and support to deliver key projects within Melton		Activity
							23	Develop and implement Employment Study to support inward investment.	Dec 2018	Growth & Regeneration	PP1/23	MBC has commissioned a demand study for commercial uses through LLEP Cattle Market money and is doing more detailed business analysis of potential skill requirements through the MAZ funding. MBC worked with Brooksby Melton College to submit an application to the future high street fund. Part of this application identified the need to work in partnership to improve and develop the skills offer in Melton. Local Plan team is looking to, as part of their work programme for the next year, commission an employment land study. The recently established Melton Place Plan Board which is charged with overseeing the successful delivery of the Melton Place Plan has a dedicated sub group that will identify how partners can better work together to support skills development and employment in the melton area		Activity
	PP2	**Resilient Communities** - Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities.					24	Increase capacity/capability to undertake enforcement of ASB/nuisance	Oct 2018	People	PP2/24	Housing Officers review complete		Activity
							25	Review homelessness emergency and temporary accommodation	Short and long term	People	PP2/25	First discussion with TFEC 26th March, on allocations. As a part of the allocations review, discussing with TFEC Chair around scoping for the tenancy review. Then it will be opened up to a wider group.		Project
							26	Review approach to managing allocations and tenancies	Jan 2019	People	PP2/26	First discussion with TFEC 26th March, on allocations. As a part of the allocations review, discussing with TFEC Chair around scoping for the tenancy review. Then it will be opened up to a wider group.		Project
	PP3	**Independent Lives** - Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently.					27	Improve monitoring of homeless/housing needs and impact of Welfare Reform	Mar 2019	People	PP3/27	No Change, as previous update - not current priority		Project
							28	Ensure residents are appropriately supported within a robust and flexible approach to case management	Mar 2019	People	PP3/28	Still in transitional possition. Seniors recruited to, however significant progress around interlinking services across the directorate. This includes effective case management, e.g. TRG, now MAG to help with this. Most services that feed into MAG are being trained on E-cins. Audit on IMHS system, to review case management from this angle. Working fairly effectively		Project
							29	Development of Priority Neighbourhood Plans	Dec 2018	People	PP3/29	Still in draft, number of changes have been made to the original, choosing a good time for it to go to SLT, back end of April. Will then go to portfolio holder .		Project
							30	Develop an Older Person's Housing Strategy	Mar 2020	People	PP3/20	Still discussions at SLT around NE's old duties, which includes the older persons strategy.		Project
Our Organisational Priorities	OG1	**Customer Focus** - Delivering quality services to business and residents; understanding what really matters to our customers.	Corporate	Corporate	COIB		31	Develop a co-ordinated approach to business support across all relevant Council Services	Mar 2019	Council Wide	OG1/31	Multi-disciplinary 'Open for Business' group set up utilising key personnel from across the Council. 2 key areas for focus are • Understand what "Open for Business" could mean for us and our services • Business Interactions -- what do you need from businesses? What can you offer/give to businesses.		Activity
							32	Review of customer journey and community engagement within People Directorate (including processes and structures)	Mar 2019	People	OG1/32	See entry below for OG2/34, as these projects are essentially linked		Project
							33	Delivery of Borough wide place survey	Sept2019	People	OG1/33	Consultant to run the Place Survey has been procured. Finalising approach and questionairre. Survey due to start early June.		Project
	OG2	**Transformation** - Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy.					34	Digital self-serve including CRM & telephony upgrade and process improvements	Dec 2018	People	OG2/34	Still working through SLT, getting closer and the specification is continuing to be worked up. Waiting to catch up with procurement. Meeting with EdeC to discuss the SLT side, then looking at when we're launching the procurment. Still clarifying to SLT, hopefully done over the next few weeks. RS full Whitespace integration not neccessarily required for CRM to work. Whitespace works well at the moment.		Project
	OG3	**Financial Sustainability** - Becoming a more agile and commercial council; securing our financial future.			BCSB		35	Development of a Capital Strategy incorporating establishment of medium term capital requirements for assets, IT etc.	Jan 2019	Finance/Property	OG3/35	Completed		Activity
							36	Implement Commercial Strategy (commercialising existing services and identifying new business ventures).	Mar 2019	All relevant directorates	OG3/36	Strategy finalised and approved by Council. Commercial framework which sits beneath this is finalised but awaiting staff launch when action plan is finalised based on resources available.		Project
							37	Refresh HRA business plan	Oct 2018	Finance/Property	OG3/37	This requires the stock condition of the HRA assets to be completed which has been delayed to the summer 2019 with the business plan production following in the Autumn 2019		Activity
							38	Review and finalise proposals for the establishment of a permanent Corporate Improvement Team	Jun 2018	Corporate	OG3/38	All posts now recruited, and filled by 1st June 2019		Activity
							39	Review of all Council assets to maximise value and usage	Oct 2018	Finance/Property	OG3/39	This has been delayed due to lack on property resources to progress and stock condition surveys are now planned for Summer 2019 with the financial implications to be assessed alongside budget requirements thereafter.		Activity
						SLT	40	Implement phase 1 recommendations from the governance review and continue wider review of alternative approaches	Dec 2018	Legal & Democratic Services	OG3/40	Phase 1 complete - Cabinet structure agreed, with revised Constitution, for 2019-20 Council year.		Project
							41	Continue development of the budget management strategy and identify father options to secure medium term financial sustainability	Mar 2019	Finance	OG3/41	This is an ongoing issue that will need to be developed through the consideration of the new corporate Plan and the outcome of the funding review.		Project
	OG4	**Good Employer** - Being a great place to work and build a career.					42	Development & implementation of a new Workforce Strategy	Jul 2018	Corporate	OG4/42	Ongoing - appraisals to be completed.		Project

Risk Register

APPENDIX 3

REF	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK VULNERABILITY AND CAUSE	RISK CONSEQUENCES	EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING *(See next tab for guidance)*			FURTHER ACTION REQUIRED	TARGET RISK RATING (6-12mths) *(See next tab for guidance)*			RISK OWNER	RISK REVIEW DATE
					LIKELI HOOD	IMPACT	RISK RATING		LIKELI HOOD	IMPACT	RISK RATING		
1	**Failure to secure financial stability in the medium term**	Government funding cuts. Fair funding Review and review of business rates baseline effective from 2020/21, Non achievement of the budget management strategy, Plan B required to include impact on reserves of achieving any savings plans. Insufficient growth. Partnership funding cuts. Demographics (increased demand). Cipa financial resilience concerns, MMDR funding.	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. High cost services that fail to meet customer needs, demands and expectations. Poor customer satisfaction leading to high failure demand.	Budget Management Strategy overseen by the Budget and Commercial Strategy Board and links to projects managed by Customer and Organisational Improvement Board and Place and Regeneration Board. Regular liaison and consultation with unions. Workforce Strategy e.g. staff training and support. Maximising partnership working to deliver better outcomes at reduced local cost. Corporate delivery plan linking into the Budget Management Strategy. Regular review of MTFS. Well informed public and members around priorities, cost of services and resources available. Regularly review risk associated with partnership projects and funding. Ongoing review of any changes in government funding. Ongoing consideration to be given to public consultation to ensure the proposals are understood with the context of the financial position.	5	3	15	Plan b to be considered further at officer level including any exit costs and impact on reserves. Consider savings optins idenitfied through review of corporate delivery plan. Review of reserves to ensure sufficiency moving forward. Look at options for reducing demand e.g. prevention and demand reduction. Determining action plan for achieving the Commercial Strategy and delivering against areas prioritised. Look at CIPFA financial management code requirements once consultation closed.	3	3	9	Director for Corporate Services	Oct-19
2	**Future Provision of ICT services following end of current outsourced contract**	In-house solution being considered, risk that this is not affordable or cannot recruit right experience and skills. Transition from current contractor is not amicable.	Poor IT operational service leading to service issues and poor customer service, failure to invest in IT developments both strategic and operational leading to lack of service progress. Poor staff morale and frustration with IT provision. Failure of core systems such as telephony resulting in loss of service.	Use of external support and guidance to ensure service transitions and is resourced sufficiently already started with support from SOCITM, consideration of phased transition.	4	3	12	Discussions with existing supplier led by client to be informed by ICT strategic group to ensure consensus amongst partners. More regular strategic group meetings	3	3	9	Director for Corporate Services	Jul-19
3	**Lack of People and Skills to deliver (Capacity and Resilience)**	Failure to recruit - affordability and availability. Lack of opportunities - retention. Ineffective performance management. Poor project planning. Pace of change/diversification - skills gap. Economic and societal issues.	Failure to deliver in key areas affected and high levels of pressure and workload. Frustration from members, partners and the public.	Delivery of actions in the Workforce Strategy action plan. New corporate structure. Prioritisation exercise. embedding corporate mission, vision, priorities and values. Simplification of the governance structure through the governance review. Existing performance management framework.	4	3	12	Delivery of action plan supporting the Workforce Strategy. Review impact of actions taken. Reorientation of staff culture to support commercial ambitions	4	3	12	Director for Corporate Services	Jul-19
4	**Failure to deliver inclusive growth**	Businesses not attracted to the area. Not the right skills, infrastructure, technology available. Lack of available space (land assembly). Competition from other authorities. External funding/priorities (doesn't include inclusive growth)	Low skill, low wage economy. Employers leave the area. Social consequences. Reduced health and well being of citizens. Maintains a high demand on council services. Infrastructure under greater pressure/or risk of closure. Undermines the growth agenda.	Local Plan. Growth and Prosperity Plan 2018-2022. Structural realignment and increasing capacity to support. Prioritisation of growth.	5	2	10	Delivery of the various strategies and plans already on track.	5	2	10	Director for Growth and Regeneration	Sep-19
5	**Failure to deliver MMDR**	Funding from DFT delayed, e.g. by change in Government of Gov. Policy. Developer contributions not realised or forward funding agreement with LCC not secured. National political instability.	Undermines the growth agenda. More pressure for Housing growth in rural areas. Community cohesion. Reputational impact.	DfT has awarded funding and there is a Project for the MMDR itself. wide Political support. County, Borough and MP support. Some s106 funds (£6.7 million) already secured. Strategic Growth Plan. Alternative funding strategies., i.e HIF. Tax incremental funding to guarantee match funding. Model finalisation.	2	3	6	Ongoing delivery of the project plan. Work to be developed to reach an agreement with LCC around financial contributions	2	3	6	Assistant Director for Strategic Planning and Regulatory Services	Jun-19
6	**Financial pressures undermining partnerships (integrated working)**	Reduced funding from partners. Conflicting priorities between partners.	Partners withdraw from existing projects that remain a priority for MBC leading to service reduction, increased financial pressure and resident dissatisfaction. Failure to secure new funding streams including grant funding.	Maintaining relationships with senior leaders from other organisations. Working through existing partnership structures.	5	2	10	Mapping out existing partnership relationships and identifying any vulnerabilities. Review of assets.	4	2	8	Deputy Chief Executive	Sep-19
7	**Failure of a key supplier e.g. Housing Repairs, Waste and Leisure**	Supplier failure. Bankrupt.	Failure to deliver service. Reputational damage. Financial costs. Capacity to deal with the implications. Legal implications.	Robust procurement. Performance Bonds. Regular monitoring of the key suppliers and contracts.	3	3	9	Finalising the procurement process for the Waste and Housing Repairs contracts. Ongoing robust monitoring of key suppliers/contracts.	2	3	6	Director for Growth and Regeneration	Jun-19
8	**Failure to govern the organisation effectively**	Lack of effective professional and member leadership. Capacity issues.	Failure to comply with legislation. Fraud or corruption occurs. Failure to make decisions based on robust information. Poor processes, ineffective systems. Failure to meet demand. Poor customer satisfaction. Inability to affect change/transformation. Poor Audit reports. Government intervention. Ineffective policy development and corporate planning.	Priority theme boards established. Project Management Toolkit refreshed and promoted. Establishment of Melton Leadership Team and recruitment to a number of key senior positions. Established internal communications and engagement mechanisms. LGA Peer Challenge (December 2017) and subsequent LGA Governance Review (March 2018). New Corporate Structure in place and new Director for Legal and Democratic Services created with in-house legal team. Prioritisation exercise undertaken and approval of Corporate Delivery Plan. New governance structure has been approved and will be implemented from May 2019. Fraud and corruption policy and response plan, regular training and awareness and good communication of implications of fraud and corruption. risk assessed audit plan. annual fraud risk assessment.	3	3	9	Following the decision in November 2018 to move to Executive Arranagements, preperations are now complete to implement the new arrangements. A Democratic Services team have been established which will help to embed the new givernance processes. Constant monitoring will be undertaken to ensure that adequate procedures and processes are in place to ensure that the decision making processes ensure good governance.	2	3	6	Director for Legal and Democratic Services	Nov-19

Risk Register

APPENDIX 3

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					LIKELI HOOD	IMPACT	RISK RATING		LIKELI HOOD	IMPACT	RISK RATING		
9	**Adverse impact of 'no deal' EU Exit on the Council and local communities and businesses**	Issues arising from ' no deal' EU Exit affecting local service delivery depending on the deal/no deal agreed. Snap general election/ referendum, impact on supply chains and investments	Impact on business continuity and organisational supply chains. Impact on communities and businesses increasing demands on council services. Reduced investment returns and complying with any regulations	Brexit impact assessment undertaken on local community and discussions taking place through the Local Resilience Forum. Sharing on knowledge and implications through District Chief Execs meetings and the DCN. Reviewing government's technical notices relating to no deal.	3	3	9	Lessons learned from the assessments made prior to origianl EU Exit date of March 29th. Learning de-brief held by LRF. Directorates reviewing any potential implications as part of their own risk considerations. Resource plans will be re-considered near the new Exit date of 31st October 2019	2	2	4	Chief Executive	Sep-19
10	**The Council housing stock not being compliant to the property health and safety standards**	Old stock, lack of details from stock condition surveys, a fully comprehensive compliance framework not being in place.	Council being non compliant and failing in the duty as a landlord; tenants being exposed to safety risk; potential financial and reputational risks	A compliance officer post is being created in the housing asset team with a view to create a comprehensive framework with procedure and guidance notes for staff, tenants and contractors to follow.	6	4	24	This to be managed at corporate level with appropriate levels of resources to be allocated through the HRA programme and prioritised as a key corporate action.	2	3	6	Director for Growth and Regeneration	Jun-19
11	**Failure to have contractual provisions in place for goods, works and services procured by the Council**	Contractual issues cannot be raised / managed due to no legal standing being in place	Poor service delivery, reputational damage, no recourse to recover financial loss.	Updated process has been reviewed with T3 mangers following redesign by Corporate Services Manager, Principal Solictor and Head of WPU. Increased central control to monitor contract completetion	5	3	15	Draft terms and conditions are curently being drafted for approval	2	1	2	Director for Legal and Democratic Services and 'Director for Corporate Services	Aug-19
12													

Melton Borough Council

Cabinet

Date 5 June 2019

Report of:	Portfolio Holder for Corporate Governance, Access and Engagement

CITIZENS ADVICE BUREAU GRANT

1.0	Corporate Priority:	Decision Type:	
1.1	Working with our Partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities.	Non Key Decision	
1.2	Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently.		

2.0	Summary:
2.1	As part of the budget setting process the Council approved a reduction in grant to the Citizens Advice Bureau now known as Citizens Advice Leicestershire (CAL) of £17k per annum; the total reducing from £44k to £27k.
2.2	CAL have identified two different options as to how they would operate within the grant allocated which are still in the early stages of development.
2.3	This report asks Cabinet to note that the Portfolio Holder for Corporate Governance, Access and Engagement uses her delegated authority to determine whether the options proposed represent a satisfactory use of the grant funding in terms of value for money and if so, which (if any), is an acceptable option to the Council.

3.0	Recommendations
3.1	That Cabinet note that the Portfolio Holder for Corporate Governance, Access and Engagement will exercise her delegated authority to determine whether either of the options proposed by Citizens Advice Leicestershire, or any alternative emerging from the ongoing discussions, represent a satisfactory use of the grant funding in terms of value for money to enable implementation by 01 July 2019.

4.0	Reason for Recommendation:
4.1	As part of the grant reduction, members wanted to understand how CAL would operate their service and whether how they delivered their service was satisfactory and value for money. Although the Portfolio Holder can exercise her delegation it is important that Cabinet note that it will be necessary for the portfolio

holder to consider the options in time to implement the preferred option by 1st July 2019.

5.0 Alternate Options Considered

5.1 The Council needs to understand how CAL will operate the service within the grant funding allocated and ensure that it is satisfactory and represents value for money There are no alternative options.

6.0 Report Detail

6.1 As part of the budget setting process the Council approved a reduction in grant to the Citizens Advice Bureau now known as Citizens Advice Leicestershire (CAL) of £17k per annum; the total reducing from £44k to £27k. For 2019/20 the implementation of the budget reduction was deferred until1st July 2019 to allow the CAL to determine how they will deliver the service within the grant allocated. The information made available to the Council as part of the budget setting process is attached at Appendix 1.

6.2 Following the budget setting meeting it was expected that the CAL would have submitted a revised operational model by the end of April 2019. A proposal which identified two different options as to how they would operate within the grant allocated was received on 23rd May. Council Officers will discuss the options provided to them at a meeting with CAL on the 29th May.

6.3 As the options are still not finalised and in order to meet the 1st July implementation date, it is proposed that the Portfolio Holder for Corporate Governance, Access and Engagement to use her delegated authority to determine whether the options proposed represent a satisfactory use of the grant funding in terms of value for money and if so which (if any) is an acceptable option to the Council.

7.0 Consultation and Feedback (including Scrutiny Committee)

7.1 A number of consultation meetings have been (and continue to be) held with the CAB.

8.0 Next Steps

8.1 A verbal update will be provided to Cabinet following the meeting with CAL on the 29th May

8.2 Any further views of Cabinet will be taken into account in ongoing discussions with CAL prior to the Portfolio Holder finalising any agreement.

9.0 Financial Implications

9.1 There are no further financial implications anticipated at this time subject to an agreement being reached for delivery of a new proposal. It should be noted that neither option will involve delivery of service from any Borough Council property so there will be a loss of rental income. The full financial implications of the loss of rental income needs to be assessed but will be circa £17k.

10.0 Legal and Governance Implications:

10.1 The Leader has granted delegated authority to the Portfolio Holder to exercise delegated authority.

11.0 Equality and Safeguarding Implications:

11.1 An Equality Impact Assessment was carried out prior to the original budget decision and was supplemented by the information which emerged from the consultation with CAL prior to February 2019 and which is attached at Appendix 1. A further Equality Impact Assessment will be required once the details of the revised options have been discussed.

12.0 Community Safety Implications:

12.1 There are no direct Community Safety implications identified at this stage. It is assumed that CAL will still be able to provide a service to most people that currently receive a service.

13.0 Other Implications

13.1 A reduction of grant to £27k per annum would place Melton on a par with other district contributions to the CAL on a per head of population basis. Comparable information is available within Appendix 1A.

14.0 Risk & Mitigation:

14.1 If a revised proposal cannot be negotiated that is acceptable to both organisations, there is a risk that the CAL will close the core Face to Face and Telephone service in Melton. There will continue to be a presence by CAL in Melton in order to deliver their face to face “Help to Claim” service.

14.2

LIKELIHOOD					
A	Very High				
B	High				
C	Significant				
D	Low				
E	Very Low		1		
F	Almost Impossible				
		Negligible 1	Marginal 2	Critical 3	Catastrophic 4
		IMPACT			

Risk No	Risk Description
1	CAL will close the Face to Face and Telephone service. In mitigation the Council has a resourced case management service, inclusive of recent staff additions for housing tenants and priority neighbourhoods, that can tackle the root causes of issues faced by the those with vulnerabilities.
2	

Background Papers:

None

Appendices

Appendix 1 – Original Equalities Impact Assessment
Appendix 1A - Further information from Citizens' Advice Bureau (CAB) – provided to Council February 2019

Report Timeline:

Equalities Check & Challenge	Will be required following new proposal
SLT Sign off	28.05.19
Previously Considered by Cabinet	N/A
Director Approval	23.05.19
Deputy s.151 Officer Sign Off	28.05.19
Deputy Monitoring Officer Sign Off	28.05.19

Exempt Reports

Date of Review to make public

Report Author

Keith Aubrey, Deputy Chief Executive
✆: 01664 502502

Equality Analysis

Equality Impact Assessment (EIA) Form
'Knowing your customers needs'

Background

An Equality Analysis is a way of making sure that equality considerations are embedded into our decision-making processes and that equality is considered when we are developing key policy & services etc.

One tool to help you do this is an Equality Impact Assessment or EIA. It will assist you in ensuring that **"due regard"** has been given to identify any potential or actual impact (Positive or Negative) that our policies/services/functions*****etc.**,** have on differing groups of people.

EIAs also provide a systematic approach to identifying and recording gaps and actions in relation to ensuring equal access when providing functions.

The purpose of the Equality Analysis is to:

- make us focus on the needs, experiences and circumstances of everyone who will be affected by the decisions the Council makes
- direct us to seek alternative ways of achieving our aims and avoiding inequality
- enhance our creditability with our service users to have greater confidence in our performance
- improve our policy making procedures and services

*** Note: For simplicity we have sometimes referred to the following (listed below) as 'Functions'. This includes:** Services, Employment Practices, Projects, Strategy, Processes, Systems, Practices, Procedures, Protocols and Guidelines

Legislation - Equality duty

As a local authority that provides services to the public, Melton has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance Equality of Opportunity
- Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex
9. Sexual orientation

When completing the Equality Impact Assessment you are encouraged to consider other disadvantaged or socially excluded communities or groups e.g. carers, the homeless, rural communities, priority neighborhoods, ex-forces personnel etc., who are likely to be affected by the proposal. **The evidence** also needs recording to demonstrate that consideration has been given.

Title of the policy	Reduction in funding given to Citizen's Advice Bureau (CAB)
Is it new or existing?	Existing Funding
Date	18.01.19
Officer undertaking EIA	Aysha Rahman – People Manager
Who else is involved in undertaking this assessment?	Albert Wilson – Housing & Communities Manager Ryan Ebdale – Community Policy Officer

1. Overview of policy/function being assessed

A. Outline: What is the purpose of this policy? (Specify the aims and objectives.) Please also state why the policy has been introduced or changed.

- To reduce funding in line with transfer of grant to service Universal Support Delivered Locally (USdl).

This annual grant used to be provided by the Department for Work and Pensions (DWP) to Melton Borough Council (MBC) but is now being diverted instead to Citizen's Advice Bureau (CAB). It is unknown the exact amount being paid to CAB so an assumption has been made on the expected level of funding based on allocation notified by DWP for 2018/19 for Melton.

- Introduce robust Service Level Agreement (SLA) and performance monitoring against MBC priorities to maximise value for money.

Recent announcement by DWP to withdraw funding from Local Authorities to deliver support for Universal Credit (UC)and reallocating this to CAB (c£17k based on DWP 2018/19 projections).

Debt Advice is funded separately and is only a signposting service. Reduction in funding will still allow core services to remain and robust SLA allows MBC to focus these services around the community requirements.

B. Who are the people/groups affected and what is the intended change or outcome for them?

CAB – Reduction in funding received from MBC. As this should be offset by the reallocation of the funding from DWP, it should not affect service users who would be receiving support with Universal Credit.

C. Equality implications/obligations

Will this proposal/policy/service etc., meet the Equality Act requirement to have 'due regard' to the need to meet any of the following duties? In this question, consider both the new/current service and the proposed changes.

	Is the equality duty listed in the left hand column relevant to your policy/service etc?		Comments on how it meets the duty or why is not relevant
	Yes	**No**	
(1) Eliminate unlawful discrimination, harassment and victimisation – please complete section 4 of the template.			
(2) Advance equality of opportunity between different groups How does the proposal/policy/service etc ensure that the intended outcomes promote equality of opportunity for users who have protected characteristics?		X	As this should be offset by the reallocation of the funding from DWP, it should not affect service users who would be receiving support with Universal Credit.

This includes: • Removing or minimising disadvantages for protected groups of people • Taking steps to meet the needs of people from protected groups where these are different from the needs of other people • Encouraging people from protected groups to participate in public life or in other activities where there participation is disproportionately low e.g. are stakeholders engaged in the process and are there any barriers?			This is the only element of funding being reduced.
(3) Foster good relations between different groups (tackling prejudice and promoting understanding). Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim? This could include: *(The following are examples and so you do not need to answer all the bullet points below*.) • Building services around people and communities and involving them • Considering if there are strong and positive relationships between groups/communities affected by this policy. Does the policy/service bring together groups of people not used to interacting with each other? If so will it raise any issues that need to be addressed? • Tackling myths and misinformation. If the service is seen as unfair by certain groups, how do you tackle the myths and communicate this?		X	The funding is specific to working age residents of Melton. The funding or support to residents is not changing, only the service provider.

D. Which groups have been consulted as part of the creation or review of the policy? Did they identify any barriers?
Policy Forum CAB.

2. What we already know and where there are gaps

A. What existing information/data do you have/monitor about different diverse groups in relation to this policy? This could consist of previous EIA's, reports, consultation, surveys, demographic profiles etc.

The funding is specific to working age residents of Melton. The funding or support to residents is not changing, only the service provider. At the time of the EIA being subject to Check and Challenge, we had not received any further impact assessment from CAB. CAB had not been providing regular and specific monitoring information and data relating to support given to Melton residents, which we can utilise.
B. What does this information/data tell you about diverse groups? If you do not hold or have access to any data/information on certain/all diverse groups, what do you need to begin collating/monitoring? (please list)
See above.

3. Do we need to seek the views of others and if so, who?

A. In light of the answers you have given in question 1D & 2 do you need to consult with specific groups? If not please explain why.
No. The service to eligible residents should not change.

4. Assessing the impacts

	In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has an actual or potential positive or negative impact on the groups specified and whether there is evidence of discrimination. Please read the guidance that accompanies this template. **If you have identified actual or potential negative impact or discrimination that is *illegal*, you are required to take action to remedy this immediately.** **If you have identified negative impact or discrimination that is justifiable or legitimate please give your reasons. You will need to consider what can be done to mitigate its effect on those groups of people.** **Provide an explanation for your decisions**			
Diversity Groups	Positive impacts (Actual or Potential)	Negative impacts (Including any barriers) (Actual or Potential)	Is there evidence of direct/indirect discrimination? (Is it illegal or legitimate/ justifiable?)	Mitigation Where there are potential barriers, negative impacts identified and/or the barriers or impacts are unknown, please outline how you propose to minimise or remove all negative impact or discrimination.
Age				See overall mitigation for all the protected characteristics in the 'other socially excluded groups' section

Disability (physical, visual, hearing, learning disability, mental health)				
Gender / Sex				
Religious Belief				
Racial Group				
Sexual Orientation				
Gender reassignment/ Transgender				
Other protected groups (pregnancy & maternity, marriage & civil partnership)				
Other socially excluded groups (low literacy, offenders, priority neighbourhoods, ex forces personnel etc)	X			There may be a perception that this will impact on vulnerable service users who use the CAB service. However, this is a perceived negative impact only. There should not be an actual negative impact as the funding for this service has not reduced. It is merely transferred to another service provider and MBC is only reducing part of the CAB funding by what it will potentially be losing from DWP based on previous projections. Any further impact should be realised when MBC have drawn up a service level agreement with CAB for future service delivery outlining where their funding is spent and what outcomes are achieved for our residents as this is not currently in place.

5. Action Plan

Please include any identified concerns/actions/issues in this action plan: *The issues identified should inform your 'One Council Delivery Plan' and, if appropriate, your Consultation Plan*			
Action Number	**Action**	**Responsible Officer**	**Target Date**
1	Meet with CAB to clarify the rationale for the funding reduction.	Ryan Ebdale / Albert Wilson	January 2019
2	Draw up a service level agreement with CAB for future service delivery so there is clarity on what outcomes are expected to ensure value for money service for residents	Ryan Ebdale / Aysha Rahman	March 2019

6. Who needs to know about the outcomes of this assessment and how they will they be informed

	Who needs to know (Please tick)	**How they will be informed** (we have a legal duty to publish EIA's)
Internally (employees & Check & Challenge group)	Check and challenge group	Through the Check and Challenge process in place at MBC
Externally (service users, stakeholders, private sector householders, landlords etc)	CAB	Via meeting
Others	Councillors	Via Committee
To ensure ease of access, what other communication needs/concerns are there?		

7. Internal Scrutiny (to be completed and signed by a member of the check and challenge group).

Please delete as appropriate
I agree / disagree with this assessment / action plan
If *disagree*, state action/s required
Signed (Check and challenge):
Date:

8. Conclusion (to be completed and signed by the Head of Service)

Please delete as appropriate
I agree / disagree with this assessment / action plan
If *disagree*, state action/s required, reasons and details of who is to carry them out with timescales:
Signed (Head of Service):
Date:

Once approved by Head of Service please pass to person responsible for Equalities to publish on the internet

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Citizens' Advice Bureau (CAB)

The baseline position is that CAB receive a grant of £44k from Melton Borough Council and £14,8k from Leicestershire County Council. For this a Face to Face CAB service is delivered from Parkside on Tuesdays (9.30am to 3pm), Wednesdays (9.30am to 3pm) and Thursdays (10.00am to 12 noon). Melton residents also have access to a telephone contact centre which is open from Monday to Friday (9am to 4.30pm).

The proposal in the budget is to reduce the grant by £17k to £27k. A number of consultation meetings have been held with the CAB. The following has emerged from those meetings: -

The CAB say that they cannot deliver the existing Face to Face service for £27k – mainly because the core premises costs of £16.8k per annum (paid to us for Parkside – core premises costs in other districts are mostly around £11k - £12k per annum) are the highest in the county and would only leave £10k for the service. They are clear that in this scenario the recommendation to their trustees would be to close the Face to Face and Telephone service.

There is a possibility of developing an outreach only service, similar to what is being provided in Oadby and Wigston. However, the earliest this could be implemented would be 1st July 2019 and it would mean that there would no longer be any reliance on volunteers to deliver the service. In a move to an outreach only model there would also be a strong likelihood of a reduction in income for Parkside because the rent position would change. However, with our focus on priority neighbourhoods and use of community centres there could be a strong basis for supporting a move to an outreach model.

Funding for the CAB across districts is inconsistent. Whilst our current grant of £44k is the second lowest in absolute terms it is the highest on a per head of population basis at £0.86 per head (£0.48 per head is the lowest) and also the highest on a per Band D equivalent property basis at £2.35 per property (£1.39 per property is the lowest).

If the grant is reduced to £27k this would be around £0.53 per head of population or £1.44 per band D equivalent property. On both counts this would place Melton more on a par with other district contributions albeit towards the lower end but still not the lowest.

The preferred option is for officers to work with the CAB to explore the potential for establishing an outreach only service in Melton to take effect from 1st July 2019, with potentially different operating hours and different locations for delivery. This would deliver an annual saving from the Community Grant budget of £17k with £12.75k being achievable in 2019/20 but there is a risk some income may be lost from the property budget because the CAB would have a much reduced use of Parkside. The Council is already undertaking a space planning review of Parkside to identify how

best to configure our own services, alongside partners and to explore the potential for generating additional income through new commercial partners. Despite the risk of some erosion to the overall saving it is felt that this option represents a sensible balance between delivering a budget reduction whilst retaining a CAB service within Melton. Given implementation for this option would not be until the beginning of quarter 2, contributions would need to be maintained at current levels until that time, meaning there would need to be a small transitional cost of approx. 4k. It is believed this could be contained within the existing budget proposals already recommended in the report by re-directing any underspends from elsewhere.

A second option which is not recommended would be to accept that the CAB service for Melton residents will end on 31st March 2019. This will mean that there will be a saving of £44k on the community grants budget alongside a loss of £17k income to the property budget. There has been no Equality Impact Assessment completed for this option, however should we be unsuccessful in negotiating a new arrangement with the CAB this option will have to be further explored and a subsequent report would be provided to members to confirm the position.

The recommended options results in an amendment to Recommendation 2.1 in the revenue report

2.1 The proposals for General Expenses and Special Expenses MM as set out in Appendix A (i) and (ii) and summarised in para 3.5.1 be approved for inclusion in the 2019/20 budget resulting in the estimates set out in Appendix B subject to an adjustment to the saving from the CAB from £17k to £13k (for 2019/20 only) the shortfall being met as a first call from any savings identified in the financial year.

Melton Borough Council

Cabinet

5th June 2019

Report of:	Portfolio Holder for Environment and Regulatory Services

PUBLIC SPACE PROTECTION ORDERS: CONSULATATION

1.0	Corporate Priority:	Decision Type:	
1.1	PL4: Achieving a clean and attractive local environment	Non Key Decision	

2.0	Summary:
2.1	To seek the Council's approval to go to formal consultation on the making of a Public Spaces Protection Order (PSPO) relating to dogs and aspects of anti-social behaviour (following initial consultation with the Police) in accordance with the Anti-social Behaviour, Crime and Policing Act 2014 (the Act).

3.0	Recommendations
3.1	**That consultation on the draft Public Spaces Protection Order (PSPO) attached at Appendix One is undertaken between 1 July 2019 and 30 August 2019.**

4.0	Reason for Recommendation:
4.1	The Council understand well how anti-social behaviour can blight the lives of people in its local communities. The Council recognises that it has a key role to play in helping make local areas safe places to live, visit and work and tackling anti-social behaviour continues to be a high priority for the Council and its partners.
4.2	The Council has approved corporate priorities as part of its Corporate Delivery Plan 2018-2020. One of the corporate priorities is 'achieving a clean and attractive local environment'. It was identified within the Corporate Delivery Plan that one way of meeting this priority is to undertake additional environmental enforcement, so we can more proactively tackle issues like litter, dog fouling and fly-tipping as we work to improve the quality and attractiveness of the Borough of Melton.
4.3	Another corporate priority is to 'work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities".
4.4	The Council receives complaints about dog fouling on a regular basis. The introduction of a PSPO would be a proactive way of ensuring that we try and stop dog fouling and have the ability to take enforcement action against those persons

who do not pick up after their dog/s

The PSPO process will assist in supporting both of these priorities. The overall aim of introducing a PSPO is to:

- create a clearer, simpler system thereby making it easier for the public to understand,
- provide a more comprehensive and consistent approach to the control of dogs in the district,
- increase the penalties for those committing offences,
- balance the needs of dog owners and other members of the community.

A period of public consultation ensures the views of those affected are taken into account

5.0 Alternate Options Considered

5.1 **Refuse** the request to go out to consultation. However since the existing Dog Control Order ("DCO") will be repealed in 2020, and the Council have no adopted DCOs this will leave the Council with no provision under which to enforce dog offences, e.g. fouling of land.

6.0 Report Detail

6.1 A Public Space Protection Order (PSPO) is an Order which bans specific acts in a designated geographical area. Councils were given the power to introduce them in October 2014 under the Anti-Social Behaviour, Crime and Policing Act 2014 ("the Act").

6.2 If a person contravenes a PSPO once implemented they will be committing an offence which the Council can issue a Fixed Penalty Notice for. If the Notice is not paid, the Council can prosecute and if found guilty, they may be subject to a fine.

6.3 PSPO's must identify a particular public place and either prohibit specified action or require specified action to be taken. Councils throughout the country have introduced them for acts such as banning alcohol consumption in the specified areas, banning groups of people gathering at specified places and requiring dog walkers to carry disposable bags.

6.4 The Council has identified that a PSPO may be a suitable response to particular issues within the Borough.

6.5 On December 31st 2007 the Council adopted Dog Control Orders in the Borough for Fouling of land by dogs and the removal of dog faeces. This is currently the tool used to enforce dog fouling. It is not however the best tool to use as it has restrictions which the proposed PSPO would not.

6.6 The Council can make a PSPO if it is reasonably satisfied that the following tests are met:

- that activities carried out in a public place within the Borough have either had a detrimental effect on the quality of life of those in the locality or it is likely

that activities carried out will have such an effect;

- that the effect or likely effect of the activities is, or is likely to be of a persistent or continuing nature and;
-
- the effect is likely to be such as to make the activities unreasonable and justifies the restrictions imposed by the order.

6.7 The Council believes that it may have evidence to satisfy the tests above. It is therefore proposed to consider introducing a PSPO which would cover the entire Borough and would require;

- Dog faeces to be removed
- Persons to produce a device or other means or removing dog faeces on demand
- Dogs to be put and kept on a lead when directed to do so by an authorised officer
- Dogs to be excluded from enclosed children play areas

A draft PSPO is attached at Appendix One.

6.8 At this stage, Members are requested to consider only whether to authorise consultation on the proposed PSPO. However once the consultation has concluded a further report would be considered by Cabinet. Members would therefore make a decision whether it is proportionate and appropriate to grant the PSPO only once they had considered the following;

- the appropriate scope of the Order
- the area covered by the restrictions
- the potential impact of the proposals
- how each of the restrictions meets the legal test identified above

Members would do this by considering the evidence presented to them and the consultation responses. The decision would be a Key Decision.

6.9 The Governments “Public Space Protection Order Guidance” provides helpful guidance on consultation methods prior to the considering of granting a PSPO. It is proposed that open consultation is undertaken in line with paragraph 7 of this report. During the consultation period it is proposed that the Scrutiny Committee consider the proposals and provide their views for Cabinet to consider when they make their decision.

7.0 Consultation and Feedback (including Scrutiny Committee)

7.1 By virtue of section 72 of the Act, before introducing a PSPO the Council should carry out consultation with the Chief Officer of police, and the Police and Crime Commissioner, Parish Councils, the County Council as the highway authority, any community representatives the Council consider necessary, and owners/occupiers of land covered within the order. The consultation will be publicised widely through the Council’s website, but also include, via press releases in local media, Facebook, e-mailing parish councils, community groups, the Kennel Club, and by leaving copies for public perusal in the Council Offices.

Signs will also be erected in areas the order specifies advising of the Council's proposals. In addition, the Council will publish a notice of its intention to make a PSPO in a local newspaper which covers the whole district. It is intended that the consultation exercise will be carried out between the 1 July and 1 August 2019.

8.0 Next Steps

8.1 To commence consultation through the methods identified in paragraph 7 on 1 July.

To consult with Scrutiny Committee during the consultation period.

- Following the conclusion of the consultation period to present a report to Council for approval of the PSPO.

9.0 Financial Implications

9.1 There are costs associated with going out to consultation, in terms of placing notices in the newspapers and signage. Additionally there are costs associated in relation to staff resources required for the consultation process. These can be met from exiting budgets.

9.2 If the PSPO is adopted, there will be a cost for signage and further press notices. Additionally further resources will be required to ensure compliance with the new order.

10.0 Legal and Governance Implications:

10.1 Section 59 of the Anti Social Behaviour, Crime and Policing Act 2014 allows PSPOs to be introduced

10.2 The maximum fine on summary conviction is level 3 on the standard scale. This is currently £1,000.

10.3 Section 60 of the Act provides that a PSPO shall not have effect for longer than 3 years unless extended under this section.

10.4 Section 70 details the requirements for convention rights, consultation, publicity and notification.

11.0 Equality and Safeguarding Implications:

11.1 The PSPO aims to ensure a consistent approach to anti-social behaviour offences in the District. It does not disproportionately affect any particular group and is relevant to all those on whom the law places a duty and on those whom the law protects. An equalities assessment will be undertaken to assess whether the proposed PSPO will have disparate impact on groups with protected characteristics. This process will help the Council to establish any potential negative impacts and consider how to mitigate against these. This exercise will also help to ensure transparency.

12.0 Community Safety Implications:

12.1 Adoption of PSPOs should have a positive impact on Community Safety

13.0 Other Implications

13.1 The PSPO is seeking to address issues which affect the quality of life and public safety. These issues can affect both the physical and mental well-being of residents and therefore these proposals would have a significant impact on community well-being.

14.0 Risk & Mitigation:

14.1 There are inherent risks associated with taking any enforcement actions. The adoption of a PSPO will reduce those risks.

14.2

LIKELIHOOD					
A	Very High				
B	High				
C	Significant		1, 2		
D	Low				
E	Very Low				
F	Almost Impossible				
		Negligible 1	Marginal 2	Critical 3	Catastrophic 4

IMPACT

Risk No	Risk Description
1	Failure to adopt a PSPO would leave us with no powers to deal with dog fouling.
2	Failure to go through due process and consultation could lead to a legal challenge on the validity of the PSPO

Background Papers:

Anti Social Behaviour, Crime and Policing Act 2014

Public Space Protection Orders- Guidance for Councils

Appendices
Appendix 1 – Draft PSPO

Report Timeline:
Director Approval : 23rd May 2019 **Deputy Chief Finance Officer Sign Off : 21st May 2019** **Deputy Monitoring Officer Sign Off: 28th May 2019**
Exempt Reports
Not applicable

Date of Review to make public	
Not applicable as public document	

Report Author
Victoria Clarke, Environmental Protection and Safety Manager ✆: 01664 502502

Appendix 1

Melton Borough Council

The Public Spaces Protection Order 2019 No.: 2019-001

Anti Social Behaviour, Crime and Policing Act 2014 ("the Act")

Melton Borough Council ("the Authority") has made the following Public Spaces Protection Order under section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 ("the Act") being satisfied that:

(a) Activities as described in this order and carried out in a public place within its area have had a detrimental effect on the quality of life of those living in the locality and/or

(b) It being likely that activities will be carried out in a public place and that they will have such an effect

And that the effect or likely effect of the activities

(a) Is or is likely to be of a persistent or continue nature
(b) Is or is likely to be such as to make the activities unreasonable; and
(c) Justifies the restrictions imposed by this Order

And pursuant to the requirements of section 72 of the Act the Council:

(a) having had particular regard to the rights of freedom of expression and freedom of human assembly set out in Articles 10 and 11 of the European Convention on Human Rights; and

(b) having carried out the necessary consultation, notification and publicity:

HAS DECIDED TO MAKE this Public Spaces Protection Order under section 59 of the Act.

This Order comes into force on XXX and shall have effect for a period of 3 years, unless extended by further orders under Melton Borough Council's statutory powers.

In this Order:

- an “Authorised Officer of the Authority” means an employee of Melton Borough Council who is authorised in writing by the Authority for the purpose of giving directions under this Order.

- an “Authorised Person” includes Authorised Officer of the Authority”, Police Officers (including Police Community Support Officer (PCSO’s) and Police Constables).

This order incorporates:

Article 1.0 - Dog Fouling in specified areas:

1.1 This article applies to land specified in Schedule 1 of this Order.

1.2 If a dog defecates at any time on any land to which this article applies and a person who is in charge of the dog at that time fails to remove the faeces from the land forthwith, that person shall be guilty of an offence unless –

(a) He has a reasonable excuse for failing to do so; or

(b) The owner, occupier or other person/authority having control of the land has expressly consented to his failing to do so.

1.3 For the purposes of this article:

(a) a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog;

(b) placing faeces in a receptacle on the land which is provided for the purpose, or disposal of waste, shall be sufficient removal from the land;

(c) Being unaware of the defecation (whether by reason of not being in the vicinity or otherwise) or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces.

1.4 In accordance with section 67 of the Act a person who is guilty of an offence under this article shall be liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Article 2.0 - Failing to produce device or other means or removing dog faeces on demand

2.1 This article applies to land specified in Schedule 1 of this Order.

2.2 If at any time on any land to which this article applies, a person who is in charge of a dog at any time fails to produce forthwith a device for or other suitable means of removing dog faeces (whether or not the dog has defecated) when asked to do so by an Authorised Person, that person shall be guilty of an offence unless:

(a) he has a reasonable excuse for failing to do so; or

(b) the owner, occupier or other person/authority having control of the land has expressly consented to his failing to do so.

2.3 For the purposes of this article, a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.

2.4 In accordance with section 67 of the Act a person who is guilty of an offence under this article shall be liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Article 3.0 – Dogs on Lead by Direction

3.1 This article applies to land specified in Schedule 1 of this Order.

3.2 A person who is in charge of a dog that is out of control and/or causing a nuisance and/or there are grounds for reasonable apprehension that it will injure any person or assistance dog, shall be guilty of an offence if, at any time, on any land to which this article applies he does not put the dog on a lead and keep the dog on the lead of not more than five (5) metres in length, unless –

(a) He has a reasonable excuse for failing to do so; or

(b) The owner, occupier or other person/authority having control of the land has expressly consented to his failing to do so.

3.3 For the purposes of this article, a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.

3.4 In accordance with section 67 of the Act a person who is guilty of an offence under this article shall be liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Article 4.0 – Dog Exclusion

4.1 This article applies to land specified in Schedule 2 of this Order.

4.2 A person who is in charge of a dog shall be guilty of an offence if, at any time, he takes the dog onto, or permits the dog to enter or to remain on, any land to which this article applies unless:

(a) He has a reasonable excuse for failing to do so; or

(b) The owner, occupier or other person/authority having control of the land has expressly consented to his failing to do so.

4.3 For the purposes of this article, a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.

4.4 In accordance with section 67 of the Act a person who is guilty of an offence under this article shall be liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Article 5.0 – Direction to Move On and Disperse (where necessary):

5.1 This article applies to land specified in Schedule 3 of this Order.

5.2 A person commits an offence if they fail to comply immediately with a direction by an Authorised Person to move on from any location on any land to which this article applies to such distance from that location and for such a time period and disperse to groups of no more than 3 individuals as specified by the Authorised Person unless:

(a) He has a reasonable excuse for failing to do so; or

(b) The owner, occupier or other person/authority having control of the land has expressly consented to his failing to do so.

5.3 An Authorised Person may only give a direction under this article if such direction is reasonably necessary to prevent nuisance or behaviour by a person that is likely to cause annoyance or disturbance to any other person.

5.4 In accordance with section 67 of the Act a person who is guilty of an offence under this article shall be liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Article 6.0 – Prohibition of Alcohol Consumption

6.1 This article applies to land specified in Schedule 3 of this Order.

6.2 No person shall consume alcohol or have an open container of alcohol in their possession on any land to which this article applies subject to the exemptions referred to in Appendix A below.

6.3 Where an Authorised Person reasonably believes that a person is or has been consuming alcohol in breach of the prohibition in 6.2 above, or intends to consume alcohol in circumstances in which doing so would be a breach of that prohibition, under section 63(2) if the Act the Authorised Person may require the person:

(a) Not to consume, in breach of the Order, alcohol or anything which the Authorised Person reasonably believes to be alcohol;

(b) to surrender anything in the person's possession which is, or which the Authorised Person reasonably believes to be, alcohol or a container for alcohol.

6.4 An Authorised Person who imposes a requirement under section 63(2) of the Act must the person that failing without reasonable excuse to comply with the requirement is an offence.

6.5 A requirement imposed by an Authorised Person under section 63(2) of the Act is not valid if the Authorised Person is asked by the person to show evidence of his or her authorisation and fails to do so.

6.6 An Authorised Person may dispose of anything surrendered under section 63(2)(b) of the Act in whatever way he or she thinks appropriate.

6.7 A persons who fails without reasonable excuse to comply with a requirement imposed on him or her under section 63(2) of the Act commits an offence and is liable on summary conviction to a fine not exceeding 2 on the standard scale.

Exemptions:

Articles 1, 2 and 4 shall apply to all land within the Borough of Melton which is open to the air (including covered land which is open to the air on at least one side), and to which the public are entitled or permitted to have access with or without payment.

Nothing in articles 1, 2 and 4 shall apply to:

1. A person who has an assistance dog
2. Land used for agriculture and woodlands
3. Rural common land

Fixed Penalties:

An Authorised Person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 or 67 in relation to a public spaces protection order

Appendix A:

Section 62 Premises etc to which alcohol prohibition does not apply:

(1) A prohibition in a public spaces protection order on consuming alcohol does not apply to—

(a) premises (other than council-operated licensed premises) authorised by a premises licence to be used for the supply of alcohol;

(b) premises authorised by a club premises certificate to be used by the club for the supply of alcohol;

(c) a place within the curtilage of premises within paragraph (a) or (b);

(d) premises which by virtue of Part 5 of the Licensing Act 2003 may at the relevant time be used for the supply of alcohol or which, by virtue of that Part, could have been so used within the 30 minutes before that time;

(e) a place where facilities or activities relating to the sale or consumption of alcohol are at the relevant time permitted by virtue of a permission granted under section 115E of the Highways Act 1980 (highway-related uses).

(2) A prohibition in a public spaces protection order on consuming alcohol does not apply to council-operated licensed premises—

(a) when the premises are being used for the supply of alcohol, or

(b) within 30 minutes after the end of a period during which the premises have been used for the supply of alcohol.

(3) In this section—

"club premises certificate" has the meaning given by section 60 of the Licensing Act 2003;

"premises licence" has the meaning given by section 11 of that Act;

"supply of alcohol" has the meaning given by section 14 of that Act.

(4) For the purposes of this section, premises are "council-operated licensed premises" if they are authorised by a premises licence to be used for the supply of alcohol and—

(a) the licence is held by a local authority in whose area the premises (or part of the premises) are situated, or

(b) the licence is held by another person but the premises are occupied by a local authority or are managed by or on behalf of a local authority.

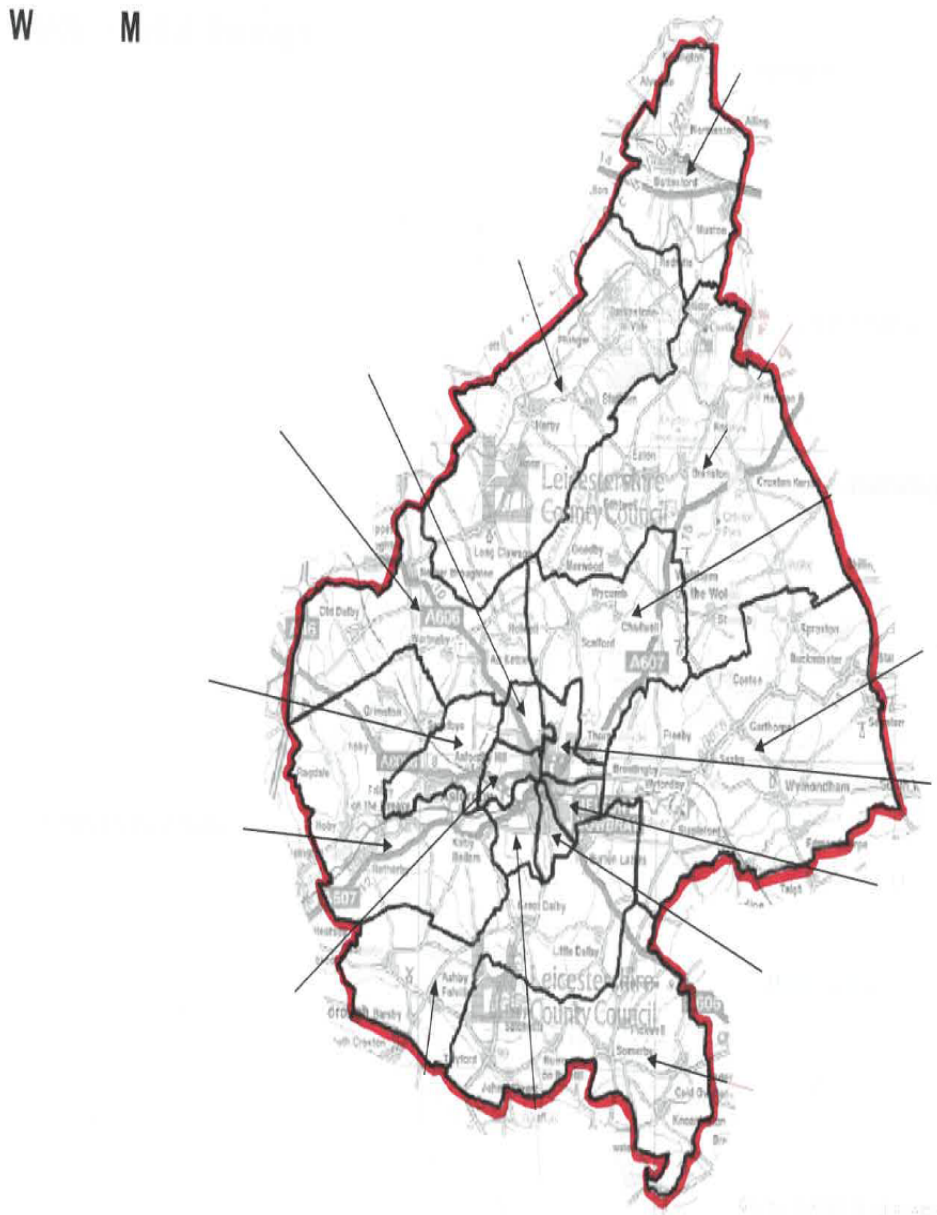
Made: .....
The Common Seal of the **MELTON BOROUGH COUNCIL** was hereto affixed in the presence of: ..... Authorised Signatory

Schedule 1

The Public Spaces Protection Order

Articles 1.0, 2.0 and 3.0

Public spaces within the Borough of Melton (shown edged red on the plan attached), being Public Places in the Authority's area to which articles 1.0, 2.0 and 3.0 of this Order and the Act apply.



Schedule 2

The Public Spaces Protection Order

Article 4.0

Public spaces within the Borough of Melton detailed below, being Public Places in the Authority's area to which article 4.0 of this Order and the Act applies.

Play_Space (Features: 19, Selected: 0)

function	distinctiv	Area_Ha
Play Space	The Crescent Play Area	7.37
Play Space	Play Close Park	6.40
Play Space	Melton Country Park	0.10
Play Space	Scalford Brook Play Area	0.33
Play Space	Collingwood Close	0.03
Play Space	Horseguards Way	0.03
Play Space	Arden Drive	0.01
Play Space	Lancers Drive	3.22
Play Space	Ullswater Road	2.11
Play Space	Dieppe Way	3.67
Play Space	Sunnybrook Play Area	2.28
Play Space	Thrush Close Play Area	5.11
Play Space	Kirby Fields	0.02
Play Space	Hartopp Road Play Area	2.01
Play Space	Honeysuckle Way Play Area	8.29
Play Space	Baldocks Lane Play Area	0.10
Play Space	Melton Skate Park	6.10
Play Space	Vulcan Close	0.02
Play Space	Dickens Drive Play Area	7.05

Schedule 3

The Public Spaces Protection Order

Articles 5.0 and 6.0

Public spaces within the Borough of Melton (shown edged red on the plan attached), being Public Places in the Authority's area to which articles 5.0 and 6.0 of this Order and the Act apply.

Melton Borough Council

Cabinet

5th June 2019

Report of:	Portfolio Holder for Growth and Prosperity

TRANS-MIDLANDS TRADE CORRIDOR (A46)

1.0	Corporate Priority:	Decision Type:	
1.1	PL1: Promoting aspiration and growth in a vibrant economy, attracting quality jobs	Non Key Decision	

2.0	Summary:
2.1	The Trans- Midlands Corridor is largely defined by the A46, part of the Strategic Road Network (SRN), which runs for over 250 kilometres from the M5 at Tewkesbury to Grimsby and on to Hull via the A15; although there are also some important rail links connecting major towns and cities. This report seeks the Cabinets approval to enter in to a Statement of Commitment and Collaboration with other Local authorities and the Local Enterprise Partnership (LEP) within the Trans-Midlands Trade Corridor. The Statement presents Government with a statement of commitment to collaborate across political boundaries to develop a strategic economic growth plan for the corridor. This new strategy and delivery plan will set out how each partner can contribute to a wider, national agenda and collectively support the functional economic geography of the corridor.

3.0	Recommendations
3.1	**That Cabinet note the Trans Midlands Trade Corridor Proposal attached at Appendix One and confirm that the Council sign the Statement of Commitment and Collaboration containe within it.**

4.0	Reason for Recommendation:
4.1	The opportunity for the Council to commit to working with partners, national agencies and Government to produce a prospectus that will be attractive to Government whilst meeting our own requirements within our Strategic Growth Plan

5.0 Alternate Options Considered

5.1 **Option 1** –
Refuse the request for collaboration. However there is no other opportunity present for a combined offer to central government of such a large scale and disparate geography and partners. This would also not be consistent with other commitments the Council has already through the Strategic Growth Plan.

6.0 Report Detail

6.1 The A46 corridor (from the M5 at Tewkesbury to Grimsby and Hull via the A15) has gathered significant momentum within Midlands Connect who have rebranded it and produced the Trans-Midlands Trade Corridor Proposal attached at Appendix One.

6.2 Midlands Connect recognise the A46 as a corridor of regional/national importance and are seeking sign-up to the proposal attached as Appendix 1 from LEP chairs and Local Authority Leaders by July 2019. It is then intended to feed into the Government Spending Review later in the year.

6.3 The Trans Midlands Trade Corridor Proposal sets out the economic credentials of the area and the exciting ambitions for growth, including those promoted in the Strategic Growth Plan for Leicester and Leicestershire, in which Melton Mowbray has a key role. It explains that existing businesses and future economic growth is highly dependent upon the existing strategic road network (SRN) and continued enhancement of transport infrastructure is key to fostering further growth and prosperity.

6.4 It proposes to develop a Developing a Trans-Midlands Trade Corridor Strategic Plan, recognising that plans must move beyond transport and embrace economic development areas such as skills, training, trade links, planning and supply of commercial land.

6.5 Ultimately, the aim is to secure commitment from government to work with the local authorities and industries to maximise the growth potential and continue to grow the UKs trading role globally.

6.6 Central government investment is necessary to complement local growth initiatives such as the Strategic Growth Plan. If we are to accelerate growth, it will be critical to secure the long-term funding to provide the certainty to businesses and local authorities to invest alongside central government.

6.7 The A46 largely defines the concept of a ‘corridor’, but it also links the economies of all the individual areas along it. This is why, for example, Leicestershire recognises the need for improved highways connectivity in the form of the A46 Expressway south and east of Leicester. The current problems created by the pinch point has a large effect on the supply chains and routes to market for the agriculture and agri-tech sectors in Lincolnshire. The same can be said towards the southern end of the corridor, where Warwickshire would recognise that investment around Ashchurch or Evesham provides a benefit to their local economy. Investment there would improve connections to the South-West and Wales for the Advanced Manufacturing sectors growing in Warwickshire.

6.8 The offer to government is to collaborate across political boundaries to develop a strategic economic growth plan for the corridor. This new strategy and delivery plan will set out how each partner can contribute to a wider, national agenda and

collectively support the functional economic geography of the corridor.

6.9 The Strategic Plan would include the following components:

- **Vision and Objectives :** Bring the collaborating partners together to agree a strong vision as to how the corridor can deliver strong and sustainable economic growth. A focus must be on the social benefits that the strategy can bring to the current and future residents of the corridor.
- **Sector focused analysis of opportunities impacts and outcomes**:. There are existing and emerging clusters of the same or similar industrial sectors. The strategy will need to develop plans to take full advantage of clustering effects. The next steps will be to understand the detailed needs of the industries which can take most advantage of catalyst investments in transport infrastructure.
- **Seek Land Value Capture Opportunities:** the strategy would not supersede statutory planning documents, but would help understand how land (brownfield and greenfield) could be utilised to deliver homes and jobs over a period beyond current Local Plan. Crucial to this area of investigation will be to understand how land value capture methods could help to part-fund the infrastructure needs of the strategy.
- **Establish and appraise a range of interventions:**
  - Transport to facilitate local and strategic connectivity
  - Digital and Technology solutions to connectivity needs;
  - Other civil infrastructure requirements;
  - Support for land availability;
  - Support for small less efficient businesses (the long tail of low productivity);
  - Produce graduates linked to the specific needs and opportunities of the corridor;
  - Implement skills programmes which relate to the key sectors of the corridor;
  - Create links with research institutes, academia, incubators and accelerators – implement innovation and future technology
- **Understand the social value and environmental impacts and opportunities**: how great places to live and work can be established. The strategy will need to understand how these can be utilised to the best advantage of existing and future communities.
- **Future-Ready Opportunities**: There is a huge role for technology and innovation to support growth ambitions. The corridor has the potential to test out how the benefits can be maximised from future mobility and maximise the efficiency of the transport investment needed.
- **Establish Public-Private Delivery Pacts:** The role of the private sector in delivering the strategy recommendations must be clearly understood. During the strategy development private sector partners should be approached and pacts around delivery responsibilities and commitments sought.
- Develop the integrated investment and policy strategy:

- Agree role and responsibilities for delivery of interventions across the different agencies
- Align with funding packages and policy objectives - interventions, inputs, outputs, outcomes
- Develop an impact assessment approach and evaluation framework for each intervention
- Understand programme dependencies to feed into sequencing of interventions
- Present an economic, environmental and social appraisal of the plan
- Develop a phased and sequenced delivery strategy

7.0 Consultation and Feedback (including Scrutiny Committee)

7.1 No consultation has been undertaken.

8.0 Next Steps

8.1 Following agreement from Cabinet the Statement of Commitment and Collaboration comprised within Appendix 1 will be signed by the Leader on the Council's behalf.

9.0 Financial Implications

9.1 There are no costs associated with this commitment. However there will be an impact on staff resources required for participation in the Partnership. This can be achieved from existing staffing structures.

10.0 Legal and Governance Implications:

10.1 The Statement of Commitment and Collaboration is not legally binding but represents a commitment on behalf of the Council. The Leader has the authority to sign the Statement.

11.0 Equality and Safeguarding Implications:

11.1 No Equalities or safeguarding implications have been identified.

12.0 Community Safety Implications:

12.1 No Community Safety implications have been identified.

13.0 Other Implications

13.1 Not applicable

14.0 Risk & Mitigation:

14.1

LIKELIHOOD	A	Very High				
	B	High				
	C	Significant				

IHOOD					
D	Low				
E	Very Low	1			
F	Almost Impossible				
		Negligible 1	Marginal 2	Critical 3	Catastrophic 4

IMPACT

Risk No	Risk Description
1	Loss of opportunity to participate in wider ranging partnership seeking investment from central Government

Background Papers:

None

Appendices

Appendix 1 – The Trans-Midlands Trade Corridor Proposal for an Economic Development Strategy

Report Timeline:

Director Approval : 23rd May 2019

Chief Finance Officer Sign Off : 21st May 2019

Monitoring Officer Sign Off: 23rd May 2019

Exempt Reports

Not applicable

Date of Review to make public

N/A

Report Author

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✆: 01664 502359

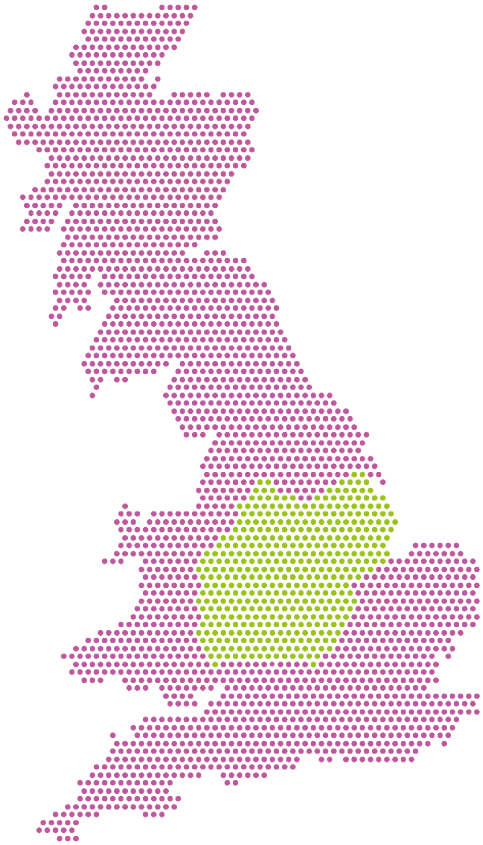
APPENDIX 1

MIDLANDS CONNECT

The Trans-Midlands Trade Corridor

Proposal for an Economic Development Strategy

May 2019



Midlands Connect

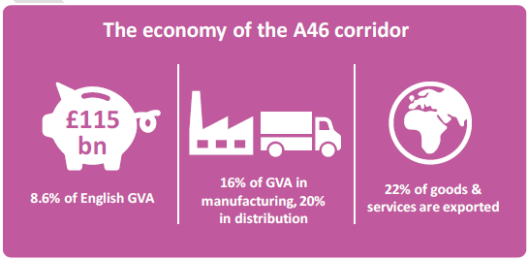
16 Summer Lane, Birmingham, B19 3SD

1 Introduction

The *Trans-Midlands Trade Corridor*. Bringing People, Business and Investment Together.

Midlands Connect has been making for economic growth in geographies defined by 'strategic movement corridors'. These corridors are being defined where evidence supports that industries along those corridors are not only linked, hence creating clustering effects, but also are dependent upon the strategic transport infrastructure which forms the basis of the corridor in the first place.

An example is 'The Trans-Midlands Trade Corridor'. The corridor is largely defined by the A46, part of the Strategic Road Network (SRN), which runs for over 250 kilometres from the M5 at Tewkesbury to Grimsby and on to Hull via the A15; although there are also some important rail links connecting major towns and cities.



The Corridor's Functional Economic Geography

The corridor is already an important economic spine; businesses there produced £115 billion output in 2015, nearly 9% of English GVA, and it's home to 5 million people.

Strong in Exports

The Midlands exports more than any other region in England after the North East. Access to international gateways is therefore critical to the Midlands economy. Half of these exports are generated in the Trans-Midland Trade Corridor and are particularly important to the economies of Solihull, Coventry, North and North East Lincolnshire, Warwickshire and Worcestershire. The corridor provides connectivity to major ports at either end – Bristol to the south and Immingham/Grimsby/Hull to the north – and links to both Birmingham and East Midlands airports.

Strong in Industries which Rely on Roads

Around half of all jobs and GVA in the corridor are in sectors dependent on the Strategic Road Network (as defined by Highways England's 2016 'Road to Growth' report) for both national and international supply chain and customer connectivity.

The share of Midlands' jobs in these sectors is higher than any other part of England and significantly above the UK average.

Although it accounts for around 9% of England's overall jobs the corridor's geography includes:

- A quarter of England's jobs in the automotive sector.
- A third of England's jobs in clothes manufacturing.
- Almost 20% of England's jobs in the agriculture and agri-tech sectors; particularly prevalent at the northern and southern extremes of the corridor – linked by the A46.
- Aviation businesses clustered around north Gloucestershire/Worcestershire/Warwickshire are linked by the A46/M5 to similar clusters around Bristol/the South East. Together these two linked clusters make up almost 40% of England's jobs in the sector.
- A number of emerging, high growth and interconnected sectors which would benefit from improved connectivity to create clustering effects. These include the battery technology sector in Warwickshire, the cyber security sector in Worcestershire, computer gaming in Leamington Spa and 'Silicon Spa' in north Gloucestershire.

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Local Appetite for Jobs and Housing Growth

When interviewed by Midlands Connect, the planning authorities in the corridor collectively stated that just under 275,000 new homes could be delivered in the next 25 years. This level of growth would go along way to supporting the growing housing need for the Midlands which stands at 600,000 homes in the next 15 years.

Additionally, the authorities stated that they could deliver the conditions to realise around 190,000 jobs. This level of appetite and aspiration for bringing forward development coming from the 'bottom-up' is an important component to actually seeing significant growth delivered. Midlands Connect believes that these figures could be even higher if a coordinated approach to local and national policy and infrastructure were adopted for the corridor.

Catalyst Investment in Transport; Part of a Holistic Economic Development Strategy

Evidence shows there is a strong prevalence for businesses which rely on the SRN within the corridor and links to international gateways at either end which support the corridor's strength in exports.

Our assessment shows a picture of continued decline in the performance of the SRN. This holds back current productivity but is also a barrier to future growth. Speeds on the A46 are frequently below 20mph, but more importantly journeys are also extremely unreliable. Journey times can vary by as much as twice the daily average on long stretches of the road. It is this variability which has the biggest impacts on businesses being able to plan and function; critically affecting productivity through additional time having to be added to deliveries to plan for the uncertainty and ensure delivery slots are not missed.

This is a corridor in which businesses want to locate, but poor performance is impacting investment decisions as well as operational performance and profitability. A survey of over 250 businesses in the corridor found that improving the A46 would enable 97% of them to raise their productivity and 65% would have the confidence to create new jobs.

Developing a Trans-Midlands Trade Corridor Strategic Plan

To unlock the potential growth on this corridor we recognise that our plans must move beyond transport and embrace economic development areas such as skills, training, trade links, planning and supply of commercial land.

There are potential multiplier effects which could come from an integrated approach to economic and social development that could increase the speed of the growth alongside the transport investment. There is the potential for the work of local authorities and local enterprise partnerships to secure significant benefits from land value uplift through the planning process alongside increases in business rates and wider benefits from a stronger local economy.

Targeting local investment to supporting this in the form of housing, local transport and place making to attract the skilled people needed to staff the growing industries could amplify these

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benefits further.

A holistic strategy, based around priming/catalyst investments in the strategic transport infrastructure, has the opportunity to generate nationally significant economic growth and associated social benefits. Midlands Connect believes that the deliverability of such a strategy will be more successful if it were driven 'bottom-up' as a collaboration between local authorities, local enterprise partnerships and national government. By thinking about strategic planning along movement corridors, rather than solely within political boundaries, then local economies can use the transport assets as an enabler to strong and sustainable growth.

The strategy should provide a framework for more detailed planning and collaboration beneath it and could lead on to support revisions to local plan and potentially collaboration through Joint Spatial Plans and bespoke growth plans for specific sectors within the corridor.

Ultimately, the aim is to secure commitment from government to work with the local authorities and industries to maximise the growth potential and continue to grow the UKs trading role globally.

Whilst there is potential to secure significant funding from economic growth there will be a need for central government investment to complement this. If we are to accelerate growth, it will be critical to secure the long-term funding to provide the certainty to businesses and local authorities to alongside central government.

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2 A Corridor-Based Strategic Plan

Through the evidence gathered and the strategy developed, Midlands Connect has brought together the local authorities and local enterprise partnerships across the corridor. This grouping all recognise the vital role that transport plays both to their local economies but also to their ability to attract new jobs and people to their areas.

The A46 largely defines the corridor, but it also binds the economies of all the individual areas along it. This is why, for example, Lincolnshire recognise the need for investment in the Newark By-Pass. Despite the investment being needed in Nottinghamshire the current problems created by the pinch point has a large effect on the supply chains and routes to market for the agriculture and agri-tech sectors in Lincolnshire. The same can be said towards the southern end of the corridor, where Warwickshire would recognise that investment around Ashchurch or Evesham provides a benefit to their local economy. Investment there would improve connections to the South-West and Wales for the Advanced Manufacturing sectors growing in Warwickshire.

Our Offer to Government

It is this collective reliance on the strategic road network that has brought all parties together to determine how they can work together, but also how they might collaborate with national government to realise strong and sustainable growth on a scale not only significant for the Midlands, but also significant to the UK.

The local authorities and LEPs along the corridor have signed up to a pledge. Their offer to government is to collaborate across political boundaries to develop a strategic economic growth plan for the corridor. This new strategy and delivery plan will set out how each partner can contribute to a wider, national agenda and collectively support the functional economic geography of the corridor.

Our Ask of Government

The ask of Government is to be a collaborating partner in the development of this new plan. This will involve a commitment to understand and work with the partners on a delivery plan for the strategic infrastructure requirements needed to take advantage of the growth opportunities afforded by the corridor. It may also be necessary to consider new powers to authorities to capture land value increases to allow for a mechanism to part fund the recommendations from the plan.

Areas of Potential Scope

The immediate ask from Midlands Connect, on behalf of its partners, is for Government to fund and be a partner in a holistic economic development strategy for the Trans-Midlands Trade Corridor. The ultimate outcome of this new strategy would be to establish a plan for how growth can be delivered and productivity increased in the corridor; but also how good place-making can attract more people to live and work. This would entail a comprehensive and connected plan of infrastructure investment (both local and strategic) and policy which seeks to create multiplier effects from coordination and collaboration across a number of agendas.

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The exact scope of works for the strategy would be established through a partnership approach and appropriate project governance structure. However, areas of investigation would include:

Vision and Objectives Symposium

Bring the collaborating partners together to agree a strong vision as to how the corridor can deliver strong and sustainable economic growth. A focus must be on the social benefits that the strategy can bring to the current and future residents of the corridor.

Sector focused analysis of opportunities impacts and outcomes

Midlands Connect has done a lot of work to understand the industrial make-up of the corridor, which has identified the functional geography that exists. There are existing and emerging clusters of the same or similar industrial sectors, the strategy will need to develop plans to take full advantage of clustering effects. The next steps will be to understand the detailed needs of the industries which can take most advantage of catalyst investments in transport infrastructure. By understanding their wider needs, particularly around improving productivity and job creation, the strategy can begin to develop plans to create supporting policies and programmes which will seek the multiplier effects from any infrastructure investment.

Seek Land Value Capture Opportunities, Including a longer-term Land Availability Assessment

Whilst the output of this strategy would not supersede statutory planning documents, such as Local Plans, a focus of it must be to understand how land (brownfield and greenfield) could be utilised to deliver homes and jobs over a period beyond what current Local Plans cover. Crucial to this area of investigation will be to understand how land value capture methods could help to part-fund the infrastructure needs of the strategy.

Establish and appraise a range of interventions

The strategy must result in a clear plan for deliverables (both infrastructure and policy) which will contribute to a single-holistic plan. The costs and benefits of a package of interventions should be developed and presented to partners. The intervention could be wide ranging or focused on critical success factors. For example:

- Transport to facilitate local and strategic connectivity
- Digital and Technology solutions to connectivity needs;
- Other civil infrastructure requirements;
- Support for land availability;
- Support for small less efficient businesses (the long tail of low productivity);
- Produce graduates linked to the specific needs and opportunities of the corridor;
- Implement skills programmes which relate to the key sectors of the corridor;
- Create links with research institutes, academia, incubators and accelerators – implement innovation and future technology

Understand the social value and environmental impacts and opportunities both currently and from the proposed interventions

The strategy must have a keen eye on the social and natural assets of the corridor. These will be central to how great places to live and work can be established. The strategy will need to understand how these can be utilised to the best advantage of existing and future communities.

In addition the strategy must quantify environmental impacts and identify mitigation from the potential interventions identified.

Future-Ready Opportunities

There is a huge role for technology and innovation to support growth ambitions. This corridor has the potential to provide a living laboratory to test out how the benefits can be maximised from future mobility and maximise the efficiency of the transport investment needed. Areas of investigation could include:

'Smart Ready'

- Digital infrastructure needs, including 5G and CAV requirements

'Logistics Ready'

- Real-time and predictive journey planning information
- Dedicated capacity for freight at key locations

'Fuel Ready'

- Electric charging infrastructure needs
- Other alternative fuels to support more sustainable freight and logistics movements

Establish Public-Private Delivery Pacts

The role of the private sector in delivering the strategy recommendations must be clearly understood. During the strategy development private sector partners should be approached and pacts around delivery responsibilities and commitments sought.

Develop the integrated investment and policy strategy

Finally, all strands of work should be brought together into an integrated strategy that will:

- Agree role and responsibilities for delivery of interventions across the different agencies
- Align with funding packages and policy objectives - interventions, inputs, outputs, outcomes
- Develop an impact assessment approach and evaluation framework for each intervention
- Understand programme dependencies to feed into sequencing of interventions
- Present an economic, environmental and social appraisal of the plan
- Develop a phased and sequenced delivery strategy

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3 Statement of Commitment and Collaboration

The local authorities and local enterprise partnerships within the Trans-Midlands Trade Corridor are working closely with Midlands Connect to develop the strategic case for investment in the road and rail infrastructure, including the identification of priority sections of the route that would benefit from early investment to help accelerate housing delivery and job creation.

We feel that the corridor has strong potential to be considered as a nationally important economic development corridor. This would elevate its potential beyond simply transport benefits alone. We believe that a comprehensive strategy looking into a range of complementary policies, investments and partnerships could deliver significant multiplier effects which build upon catalyst investments in the road and rail infrastructure serving the corridor.

By bringing together strategies for housing delivery, skills/training, digital and social infrastructure we believe the corridor can become a virtuous circle of creating an attractive place to live and do business. To make such a vision a reality then all levels of government, plus private sector partners must collaborate. Whilst the challenges of this are recognised, we see the corridor as a significant opportunity that will deliver a strong economic return for the country.

We are ambitious about our vision and objectives for the corridor and we are keen to work with Government to secure future prosperity for the UK.

As an offer to government we make this statement of commitment to collaborate both together and with national agencies to identify a comprehensive strategy of policy and intervention needs to help realise strong and sustainable economic growth at a nationally significant scale.

Our commitment is that we will work together to establish our role in delivering such growth, in areas such as:

- **Productivity** – understanding what our businesses need from us to increase productivity and create new jobs, including through the skills needed to take advantage of the opportunities the corridor has to offer;
- **Place-making** – including identifying the short and longer term opportunities for delivering nationally significant housing numbers and creating great places for people to live and work;
- **Connectivity** – considering both the strategic and local infrastructure the corridor needs to facilitate connectivity within local communities and along the corridor;
- **Environment** – ensuring that growth does not come at a cost to our environment for future generations.

[signed]

Leader of the Council/LEP Chair

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