

Agenda

Meeting name	Meeting of the Cabinet
Date	Thursday, 26 September 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 attend the above meeting to consider the items of business set out below.

Edd de Coverly
Chief Executive

Members of the Cabinet

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

Quorum: 3 Councillors

Meeting enquiries	Democratic Services
Direct Dial	01664 502579
Email	democracy@melton.gov.uk
Agenda despatched	Wednesday, 18 September 2019

No.	Item	Page No.
1.	APOLOGIES FOR ABSENCE	
2.	MINUTES To confirm the minutes of the previous meeting.	1 - 6
3.	DECLARATIONS OF INTEREST Members to declare any interest as appropriate in respect of items to be considered at this meeting.	7 - 8
4.	MATTERS REFERRED FROM SCRUTINY COMMITTEE IN ACCORDANCE WITH SCRUTINY PROCEDURE RULES	
5.	ANNUAL LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN LETTER The Portfolio Holder for Corporate Governance, Access and Engagement to submit a report informing Members of the contents of the Local Government and Social Care Ombudsman's Annual Report Letter providing a summary of the complaints received by Melton Borough Council for the year ended 31 March 2019 by the LGSCO.	9 - 22
6.	CEMETERY IMPROVEMENT PLAN The Portfolio Holder for Growth and Prosperity to submit a report to inform Cabinet of the actions taken so far and to propose a series of actions to improve the facilities at the Thorpe Road Cemetery owned by Melton Borough Council.	23 - 38
7.	MELTON SPORTS VILLAGE TENNIS FACILITIES The Portfolio Holder for Growth and Prosperity to provide a report to Cabinet to approve the proposal to submit a bid to the Lawn Tennis Association to enable improvements to be delivered to the tennis courts to meet necessary standards. Also to approve the Melton Borough Council's contribution to the improvements subject to Council approving the inclusion in the draft Capital Programme.	39 - 46
8.	INFRASTRUCTURE FUNDING WITH LEICESTERSHIRE COUNTY COUNCIL The Leader of the Council to provide a report to Members to consider a proposal to enter an infrastructure funding agreement with Leicestershire County Council. To Follow.	

	<p>EXCLUSION OF THE PUBLIC</p> <p>RECOMMENDED that the Public be excluded during the consideration of the following item of business in accordance with Part 1 of Schedule 12A of the Local Government Act 1972 (Access to Information : Exempt Information) under paragraph 3.</p>	
9.	<p>CUSTOMER ENGAGEMENT AND SELF SERVE PLATFORM</p> <p>The Portfolio Holder for Corporate Governance, Access and Engagement to provide a report to seek Cabinet approval to award the contract and necessary funding to support the implementation of the Service Strategy for Customers 2015-2020.</p>	47 - 56



Minutes

Meeting name	Cabinet
Date	Wednesday, 4 September 2019
Start time	4.00 pm
Venue	Parkside, Station Approach, Burton Street, Melton Mowbray, Leicestershire. LE13 1GH

Present:

Chair Councillor J. Orson (Chair)

Councillors L. Higgins (Vice-Chair) A. Freer-Jones
J. Illingworth A. Pearson

Observers Councillor S. Carter
Councillor J. Douglas
Councillor C. Evans

Officers Chief Executive
Deputy Chief Executive and Director for People and Communities
Director for Corporate Services
Director for Growth and Regeneration
Director for Law and Governance
Assistant Director for Strategic Planning and Regulatory Services
Development Manager
Democratic Services Manager

Minute No.	Minute
22	<p>Apologies for Absence Apologies were received from Councillor R de Burle.</p>
23	<p>Minutes The minutes of the meeting held on 9 July 2019 were confirmed and authorised to be signed by the chair.</p> <p>The exempt minutes of the meeting held on 9 July 2019 were confirmed and authorised to be signed by the chair.</p>
24	<p>Declarations of Interest Councillor Orson and Pearson each declared an interest in any items relating to Leicestershire County Council, due to their roles as County Councillors.</p>
25	<p>Matters Referred from Scrutiny Committee in Accordance with Scrutiny Procedure Rules No items had been referred from Scrutiny Committee in accordance with the Scrutiny Procedure Rules.</p>
26	<p>Housing Revenue Account - Budget Monitoring, 1 April 2019 - 30 June 2019 In the absence of Councillor Ronnie de Burle, Portfolio Holder for Corporate Finance and Resources, Dawn Garton Director for Corporate Services introduced the report the purpose of which was to provide information on actual expenditure and income incurred on the Housing Revenue Account (HRA), compared to the latest approved budget for the period 1 April 2019 to 30 June 2019.</p> <p>Mrs Garton provided a brief summary of the report highlighting that a £14,000 overspend was predicted as a result of a shortfall in rental income due to higher levels of void properties and an increase in leaseholder service charges. It was confirmed that there was a significant amount of work currently being undertaken to address and improve the situation in relation to void properties.</p> <p>During discussion the following points were noted:</p> <ul style="list-style-type: none"> i. The Government imposed reduction in council housing rents was due to come to an end next year. The Governments new policy is to restrict rents to the Consumer Prices Index plus 1%, which would have a positive impact on the Housing Business Plan. A copy of the revised policy would be provided to members. <p>DECISION (NON-KEY)</p> <p>Cabinet NOTED the financial position on the Housing Revenue Account to 30 June 2019 and the year end forecast.</p>

Reasons for decision:

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

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Capital Programme Monitoring to 30 June 2019

In the absence of Councillor Ronnie de Burle, Portfolio Holder for Corporate Finance and Resources, Dawn Garton Director for Corporate Services introduced the report the purpose of which was to provide financial progress information on the Capital Programme for the period 1 April 2019 to 30 June 2019.

Mrs Garton provided a brief summary of the report confirming that the Capital Programme was expected to be in line with the budget, increases in budgets for the projects specified were being requested to take account of additional grant income that had been received as detailed in the report.

DECISIONS (NON-KEY)

- 1) Cabinet **NOTED** the financial position on the Capital programme to 30 June 2019 and the year-end forecast.
- 2) Cabinet **APPROVED** the additional allocated spend for Disabled Facilities Grants (DFGs) of £67k, increasing the budget for 2019-20 to £493k as noted in paragraph 6.4 of the report.
- 3) Cabinet **APPROVED** an increase to the Melton Country Park Budget by £10k to £37k using funding received from The Ministry Of Housing Communities and Local Government (MHCLG) for the purpose of parks as noted in paragraph 6.6 of the report.

Reasons for decisions:

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

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Budget Monitoring 2019-20 Quarter 1 - April to June

In the absence of Councillor Ronnie de Burle, Portfolio Holder for Corporate Finance and Resources, Dawn Garton Director for Corporate Services introduced the report the purpose of which was to report the quarterly budget position to Cabinet.

Mrs Garton provided a brief summary of the report confirming that the current

forecast was for a break even position, the budget was regularly reviewed in order to ensure the balanced position was maintained. It was proposed that additional investment income of £61k be transferred to a reserve to cover any future book losses on Property Fund investments.

During discussion the following points were noted:

- i. Clarification was requested with regards to the reserve for any future losses on the Property Fund. It was confirmed that subject to members approval, the reserve was intended for this purpose only. This would allow the Council to continue to benefit from the from high returns on the investment whilst maintaining funds to mitigate against any potential losses on the book value of the investment at the year end. The consideration of whether to establish this reserve would be the subject of a future decision.
- ii. The overspend in the budget for elections had resulted from more Wards being contested than anticipated, but a significant proportion of the overspend had been the result of improvements made to the count process. Members felt that in future the budget should be set on the basis that all Wards could be contested and noted that costs from Parish Councils would alleviate the position.
- iii. The income target of £33,620 in the Sports and Leisure Development budget had been highlighted as a risk. It had been agreed to create a new post which would generate income in order to cover the additional costs. It did not look likely that the income target would be achieved, which could result in a shortfall of £15,000.
- iv. Members also expressed concerns regarding the decreasing levels of grant funding received from the County Sports Partnership. Mrs Garton would confirm the levels of external funding in the Sports and Leisure Development Budget.
- v. Declining footfall in the town centre was a concern in relation to its impact on income, in particular the shortfall in car parking income.

DECISIONS (NON-KEY)

Cabinet **NOTED** the year end forecast and financial position for the General Fund and Special Expenses at 30th June 2019.

Reasons for decision:

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

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Safeguarding Policy

Councillor Alan Pearson, Portfolio Holder for Housing and Communities introduced the report the purpose of which was to seek approval for the Melton Borough Council Safeguarding Policy for Children and Adults.

Councillor Pearson provided a brief summary of the report highlighting that the new policy combined both Children and Adults safeguarding and had been developed using established best practice and legislative requirements. The policy outlined key roles and responsibilities whilst giving guidance on procedure and good practice and referrals and signposting to other agencies, to ensure that the council acts in the best interests of vulnerable residents.

During discussion the following points were noted:

- i. The policy would be subject to ongoing review to ensure there was flexibility and the ability to revise the policy in response to changes.
- ii. Members had received training with regarding the safeguarding issues as well as guidance on lone working as part of the induction. Cabinet requested further training be provided on safeguarding, Prevent and County Lines as well as additional guidance on lone working for members undertaking their roles as ward members within their communities.
- iii. Cabinet requested that information which had been provided at the induction was re-circulated to members.

Councillor Freer-Jones proposed an amendment to recommendation 3.2 to include the provision for a bi-annual review of the Policy, this was seconded by Councillor Higgins.

Cabinet **APPROVED** the amendment, which became the substantive motion for debate.

DECISIONS (KEY DECISION)

- 1) Cabinet **APPROVED** the Melton Borough Council Safeguarding Policy for Children and Adults.
- 2) Cabinet **DELEGATED** authority to the Deputy Chief Executive in consultation with the Portfolio Holder for Housing and Communities to review and approve any subsequent changes as a result of legislative or operational changes on a bi-annual basis.

Reasons for decisions:

A robust safeguarding Policy will support the Council to effectively discharge its statutory duties in relation to safeguarding. It will also ensure that a consistent approach to safeguarding exists across all Council services.

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Cabinet resolved that the public and press be excluded during consideration of the following item of business in accordance with Paragraph 3 of Part 1 of schedule 12A of the Local Government Act 1972 (Information relating to the financial or

business affairs of any particular person including the authority holding that information.

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Consideration of Infrastructure Funding Agreement with Leicestershire County Council

Following a brief discussion on this item Cabinet **APPROVED** that the meeting should return to public session.

It was confirmed that this item would be deferred to a future meeting pending receipt of further information.

The meeting closed at: 4.39 pm

Chair

Advice on Members' Interests

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 Audit and Standards Committee.

DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

If you are present at any meeting 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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Cabinet

Date 26 September 2019

Report of:	Portfolio Holder Corporate Governance, Access and Engagement
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ANNUAL LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN LETTER

1.0	Corporate Priority:	Decision Type:
1.1	OG1 Delivering quality services to business and residents, understanding what matters to our customers.	Non Key Decision

2.0	Summary:
2.1	The Local Government and Social Care Ombudsman (LGSCO) Ombudsman submits an Annual report to the Council on all complaints they have received.
2.2	This Report informs Cabinet of the contents of the Local Government and Social Care Ombudsman's Annual Report Letter and provides a summary of the complaints received by Melton Borough Council for the year ended 31st March 2019 by the LGSCO.

3.0	Recommendations
3.1	That the Local Government Ombudsman Annual Review Letter 2019 be received and noted.

4.0	Reason for Recommendation:
4.1	It is a constitutional requirement for Cabinet to have strategic oversight of complaints data.

5.0	Alternate Options Considered
5.1	There are no alternate options as it is a constitutional requirement for Cabinet to have strategic oversight of complaints data.

6.0	Report Detail
6.1	<p><u>Ombudsman Complaints</u></p> <p>Every year the LGSCO produces an annual letter and a summary of the complaints received in respect of the Borough Council (detailed at Appendix 1 of the report). The data provided includes the number of complaints and enquiries recorded and which topics and what decisions the Ombudsman has made.</p>

6.2 In the financial year 2018/19, 11 complaints and enquiries were received by the LGSCO in respect of Melton Borough Council.

Corporate & Other Services	Environmental Services	Housing	Planning & Development
2	3	1	5

Out of the 11 decisions made by the LGSCO in this period, decisions were made on 7:

- 1 complaint was upheld;
- 1 was considered to be incomplete / invalid;
- 2 were referred back for local resolution; and
- 3 were closed after initial enquiries.

These figures can be seen in the table attached to the LGSCO's letter at Appendix 1 and table below:

Reference	Category	Decided	Decision	Decision Reason
18004317	Planning & Development	20 Jun 18	Premature - advice given	Referred back for local resolution
18006710	Planning & Development	30 Jul 18	Insufficient information to proceed and Planning Authority advised	Incomplete/Invalid
16012460	Housing	06 Sep 18	Maladministration & Injustice	Upheld - The Council agreed to remedy this injustice by apologising to Mr X and making a payment of £150 to him. The Council is to also ensure it keeps appropriate records and draw up a policy for investigating tenants complaints of harassment by landlords.
18007279	Corporate & Other Services	11 Sep 18	Insufficient Evidence	Closed after initial enquiries - Mr X complained about the Council's failure to take action against a local councillor whom he says had failed to comply with the Members' Code of Conduct. The Ombudsman should not investigate this complaint. This is because there is insufficient evidence of fault by the Council which would warrant an investigation.

Reference	Category	Decided	Decision	Decision Reason
18011595	Planning & Development	27 Oct 18	Premature Decision - advice given	Referred back for local resolution
18007809	Planning & Development	30 Oct 18	Not warranted by alleged maladministration / service failure	Closed after initial enquiries - Mrs X complains that the Council allowed a neighbour to fell a protected tree. The Ombudsman will not investigate this complaint because there is no evidence of fault by the Council.
17019744	Environmental Services & Public Protection & Regulation	21 Feb 2019	LGSCO unable to investigate Sch 5.5A/5.5B complaints where a Council is acting as a registered social housing provider	Closed after initial enquiries - The Ombudsman cannot investigate this complaint. This is because the complaint concerns the actions of a social housing landlord and the Ombudsman has no jurisdiction to investigate these bodies.

Service Improvements:

Melton Borough Council agreed to make the following improvements to its services following the Ombudsman's investigation of complaint 16012460 (detailed above) where it was concluded the complaint should be upheld:

1. Ensures it keeps records of meetings with tenants regarding complaints of harassment by their landlord and records of the Council's discussions, advice obtained and assessment of evidence.
2. Draws up a policy for investigating tenant's complaints of harassment by landlords to guide officers in dealing with the complaints and show tenants how their complaints will be investigated and the evidential requirements.
3. Reviews whether it is correctly applying the test set out in the Protection of Eviction Act 1977 (as revised by the Housing Act 1988) for future complaints. The Council should carry out the remedy within two months of the Ombudsman decision.

In **100%** of cases the LGSCO were satisfied that Melton Borough Council had successfully implemented these recommendations. This compares to an average of **99%** in similar authorities.

Comparison to previous years and other local authorities

By way of comparison to previous years, the number of upheld complaints in 2018/19 is more than last year. Whilst there will be various reasons for the year on year variation in the number of upheld complaints, this data can be useful as a general guide to see how

the Council is performing when it comes to complaints. The number of upheld complaints in previous years was as follows:

Decisions Made					Detailed Investigations			
Year End	Incomplete or invalid	Advice Given	Referred back for local resolution	Closed After initial Enquiries	Not upheld	Upheld	Uphold rate %	Total
2019	1	0	2	3	0	1	100	7
2018	0	1	6	1	0	0	0	8
2017	1	0	3	2	1	0	0	7
2016	0	0	1	0	0	0	0	1
2015	0	0	2	1	2	2	50	7
2014	1	0	0	2	1	0	0	4

The following link provides information on how other Local Authorities have performed this year <https://www.lgo.org.uk/your-councils-performance>.

No public interest reports have been reported against Melton Borough Council in the last 5 years. These reports are published where there has been significant injustice, systemic issues, major learning points and non-compliance with recommendations. Issuing public reports is one way that we help to ensure councils, and other organisations providing public services, remain accountable to people who use those services.

Reporting upheld complaints

Our performance in relation to LGSCO complaints is one of the Council's key performance indicators.

Performance against this target is reported quarterly to Cabinet as part of our standard reporting arrangements. In addition to this annual report to Cabinet, specific, individual cases where there has been a significant finding of maladministration (usually by way of a formal Report) will be reported to Cabinet on an individual basis.

6.3 Formal Corporate Complaints submitted to the Council

On 14 November 2018 the People Committee approved a new Corporate Complaints Policy. This introduced a two stage internal process consisting of Stage One (Service Managers) and review by Directors if there is dissatisfaction (Stage Two).

The table below shows a breakdown of the number of formal complaints received during the financial year 2018/19.

Month	Stage 1 – T3 Manager	Stage 2 - Director	Total	LGO Decisions
Apr-18	8		8	
May-18	9		9	
Jun-18	12	2	14	1
Jul-18	8	3	11	1
Aug-18	10		10	
Sep-18	7	2	9	2
Oct-18	5	1	6	2
Nov-18	11	2	13	
Dec-18	10		10	
Jan-19	7	2	9	
Feb-19	8	1	9	1
Mar-19	5	1	6	
Total	100	14	114	7

6.4 A total of 100 stage 1 formal complaints have been received during the 2018/19 financial year. Of these 100 complaints, 14 complainants remained dissatisfied and progressed their complaint to Stage 2 (Director). 7 of these stage 2 complaints (50%) were progressed to the LGCSO as detailed in 6.2 above.

6.5 Performance Statistics

On 14 November 2018 the People Committee approved the Corporate Complaints Policy. This introduced a two stage internal process consisting of Stage One (Service Managers) and review by Directors if there is dissatisfaction (Stage Two).

6.6 Following a restructure of the Law and Governance directorate, a dedicated Information Governance Officer role was created. The post-holder ensures that complaints are dealt with in accordance with the Policy. This had led to a consistent compliance rate as per the table below:

Month	Complaints Received	Late Responses	% Compliance
Jan-19	13	0	100%
Feb-19	14	0	100%
Mar-19	12	0	100%
Apr-19	20	0	100%
May-19	19	0	100%
Jun-19	16	0	100%
Jul-19	15	0	100%
Aug-19	14	0	100%

6.7 Policy on Dealing with Unreasonable Complainants and Unacceptable Behaviour

On 14 November 2018 the People Committee also approved the Unreasonably Persistent or Vexatious Customer Policy for dealing with unreasonable and/or vexatious complainants.

6.8 Since the implementation of this policy, no warning letters have been issued and no complainants have been identified as vexatious.

6.9 Analysis:

Reports are currently being prepared to highlight whether there are any trends in the complaints received and will be cascaded to service managers. From these reports, service areas will be able to identify any lessons learnt and identify what (if any) service improvements are required and will have oversight from the Senior Leadership Team.

6.10 Compliments:

The Council started recording compliments in January 2019 and has received 3 to date as detailed below. It is noted that compliments may be recorded within services but not sent to the Complaints team for recording. Officers will be encouraged to report these to the Complaints team to ensure accurate data.

Month	Compliments Received	Directorate	Compliments
Mar-19	1	Growth & Regeneration	Helpful & polite staff on bin collections
May-19	1	Growth & Regeneration	Friendly waste operative waves to my son
Aug-19	1	People & Communities	Compliments to customers services about complaints handling

7.0 **Consultation and Feedback (including Scrutiny Committee)**

7.1 Statutory Officers have been provided with the Annual Ombudsman letter. The Councils performance for the year 2018/19.

8.0 **Next Steps**

- 8.1 • To publish the Annual Ombudsman Letter.

9.0 **Financial Implications**

9.1 There are no financial implications arising from the report.

10.0 **Legal and Governance Implications:**

10.1 The Local Government Ombudsman's powers are defined by the Local Government Act 1974 as amended by the Local Government and Public Involvement in Health Act 2007.

11.0 Equality and Safeguarding Implications:
11.1 There are no direct equality and safeguarding issues arising from this report.

12.0 Community Safety Implications:
12.1 There are no community safety issues arising from this report.


13.0 Other Implications
13.1 No other implications have been identified.

14.0 Risk & Mitigation:
14.1 There are no risks identified with noting the report.

Background Papers:
None

Appendices
Local Government and Social Care Ombudsman Annual Letter

Report Timeline:	Date signed off:
Equalities Check & Challenge	N/A
SLT Sign off	N/A
Previously Considered by Cabinet	N/A
Director Approval	11.09.19
Legal Approval	16.09.19
Finance Approval	N/A
Chief Finance Officer Sign Off	N/A
Monitoring Officer Sign Off	16.09.19

Report Author
Adele Wylie; Director of Law and Governance  : 01664 502335

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24 July 2019

By email

Edd de Coverly
Chief Executive
Melton Borough Council

Dear Mr de Coverly

Annual Review letter 2019

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

New interactive data map

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit www.lgo.org.uk/training.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the

common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a horizontal line underneath.

Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Local Authority Report: Melton Borough Council

For the Period Ending: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	0	2	0	3	0	1	5	0	11

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
1	0	2	3	0	1	100	7

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
1	1	0	0	Number
	100%		-	Compliance rate**
<p>Notes: * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year. ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

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Cabinet

Date 26th September 2019

Report of:

Portfolio holder for Growth & Prosperity

CEMETERY IMPROVEMENT PLAN

1.0 Corporate Priority:	Decision Type:
1.1 Delivering quality services to business and residents; understanding what really matters to our customers.	Non Key Decision

2.0 Summary:
2.1 The purpose of the report is to inform the Cabinet of the actions taken so far and proposes a series of action to improve the facilities at the Thorpe Road Cemetery owned by Melton Borough Council.
2.2 A series of issues have been raised recently by Green Flag award assessment, members of public as well as councillors about the quality of the space and service delivery that need to be addressed. This report summarises a comprehensive improvement plan to ensure the Council maintains the required quality its open spaces.
2.3 This report analyses the service charges and proposes a modest increase to cover the cost for the one-off improvements and the maintenance costs going forward.

3.0 Recommendations
3.1 To approve the cemetery improvement action plan as identified in Appendix A.
3.2 To approve the proposed changes to service charges as identified in Appendix B to take effect from the 1st April 2020. In proposing the price changes it is proposed that all charges associated with child burials (0-12 years) be made free.
3.3 To recommend to the Council to approve the use of special expense reserve to cover the one-off cost for the improvement plan as outlined in App A.
3.4 To approve the commencement of works to explore options on how to make optimum use of Thorpe Road Cemetery and consider options for available sites for future provision.

4.0 Reason for Recommendation:

4.1 The Cemetery is a key element of community facilities offered and managed by the Council. It is important to provide a good quality environment and service to the customers choosing to use this service.

4.2 The site has held a Green Flag award for four years, however this year the site did not retain this prestigious award. The judges' feedback report highlighted that a lack of maintenance across the site has unfortunately seen a drop in standards and that it required some attention to improve. The proposed actions address the issues raised by the Green Flag evaluation as well as respond to the complaints received from the customers.

4.3 The cemetery services provided are managed on a cost recovery basis and charges are introduced where appropriate to cover the cost of providing the service. The charging levels which are benchmarked and reviewed annually are based on both the fees and charges levied by other local cemeteries as well as consideration for benchmark group partner cemetery charges elsewhere. The benchmark partners include North West Leicestershire, Harborough, Charnwood, Kettering, Peterborough, South Derbyshire, Boston and Gedling. Benchmarking of 55 different types of cemetery service and provision charges have highlighted that some of our charges are below average and should be considered for increase. The additional income that may result from this could be used in future years to ensure ongoing maintenance and management of a higher quality service. It is proposed to remove all charges associated with child burials (0-12 years) to support the families already going through difficult times.

5.0 Alternate Options Considered

5.1 Do nothing.

This option is not recommended as the cemetery is a key community facility that needs to be improved. Not doing the improvements will have a detrimental impact on the asset as well as service delivery. Maintenance and provision of cemetery service does cost the Council and the charges proposed are considered to be reasonable.

5.2 Increase the charges but carry out the works in the next financial year.

This is not recommended as the works are required to be undertaken now and any delay will cause more complaints and dissatisfaction with the service.

5.3 Use the special expense reserve now and replenish it in the future years with the estimated additional income through proposed charges.

This option is recommended as per the reasons identified in section 4.

6.0 Report Detail

6.1 The cemetery is managed in accordance with the Local Authorities' Cemeteries Order 1977 under which burial authorities are responsible for maintaining statutory burial registers and grave plans, establishing rules and regulations relating to the management of the cemeteries and the memorials permitted with them and setting fees for burials and memorials. The regulations include the

statutory requirements contained within the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977 together with any other relevant legislation that governs this service.

6.2 The Cemetery has an estimated capacity of around 8000 plots and currently accommodates 31 Commissioned war graves. There are also dedicated areas for:

- Cremated remains burial
- Children's Burials
- Scatterings – Wall of remembrance
- Sanctum II Vaults

6.3 The Cemetery has a traditional non-denominational chapel which can seat up to 50 persons. The former cemetery lodge located at the entrance was modernised internally four years ago and is now occupied privately through a tenancy agreement.

6.4 Maintenance of the cemetery is carried out by the environmental maintenance team. The following services are provided:

- Purchase of plots
- Burials/Cremations – prepare plot – discreet attendance to ensure H & S is satisfactory throughout the internment process.
- Scatterings
- Maintenance of chapel
- Sanctum vaults – internment
- Install remembrance benches
- Headstone safety checks
- Locate and research – assist customers to locate relative's graves
- Installation and purchasing of memorial plaques and benches

6.5 Following the Green Flag award assessment earlier this year, some of the recommendations have been actioned and funded through existing budgets. The pest control officer has carried out regular pest treatments over the past two months which has rectified the fly infestation issue, but will still continue to monitor the situation. The existing heating system has been tested and the current heaters have been renovated, new thermostats are installed and it is recommended that the heaters are left on continuously low to try to alleviate the damp and reduce complaints from residents stating that the chapel is far too cold.

6.6 Taking into consideration the Green Flag judges recommendations and implementing them as per the cemetery development plan, the Cemetery can be restored to the required quality for all residents of the borough. With this in mind a proposed schedule of improvements has been compiled:

1. Signage – Install additional and modify existing signage.
2. Chapel – decoration and replacement of several fixtures (carpet/flower displays/chairs/audio device).
3. Cemetery grounds – replacement compost bins – demolition of two concrete garages – screen off compost and spoils bays in car park.
4. Information leaflets – services provided/site history/facilities.

- 6.7 It is also acknowledged that good service delivery includes the training and management of behaviour and culture of the team and staff. Measures are being taken to provide relevant training to staff preparing for and attending funerals on site. Further actions are being considered within the current budget allocations to introduce a standard uniform for the staff attending the cemetery during a funeral and a service. This is to ensure due respect appropriate decorum required for the occasion. It is expected that the proposed work will be carried out with minimum disruption to the cemetery service. The works can be completed in the current financial year.
- 6.8 The proposed charging schedule takes into account the cost of the service to the Council, staff time required for administration, benchmarking with other similar authorities in the region, benchmarking with private sector and other community sector providers as well as inflation cost on previous years' charges. While it is proposed to consider increase in most charges, all child (age 0-12), infant and still-born burials are proposed to be free.
- 6.9 In 2018/19 there were 61 burials and 48 cremations. Based on these numbers, it is assessed that the cemetery has an estimated supply of 5 years worth of space left. The amount of land required annually to meet the demand for interments (both full burials and created remain burials) is reducing year on year. In order to extend the working life of the cemetery, the following measures are being taken:
1. Search for unused spaces in the older sections of the site
 2. Consideration to use expired graves where deeds of ownership have expired and the spaces are recorded as unused
 3. Removal of the un-used pathways and other spaces for additional burial spaces
 4. Purchase and development of a new burial site
 5. Collaboration with other cemetery outside Melton area
- 6.10 It is acknowledged that the purchase and development of a new burial site will require additional resources and will have significant budget implications. There are many legislative regulations that the Council will have to comply with, which will involve working closely with the Environment Agency who are a statutory consultee for the potential pollution of ground water, which is a key consideration, as is consecrating the site, which will increase the time scales involved. Therefore it is expected that the Council prepares a report with external advice if needed, to explore options on how to make optimum use of Thorpe Road Cemetery and look for options for available sites for future provision.

7.0 Consultation and Feedback (including Scrutiny Committee)

- 7.1 Ward councillors will be consulted with following Cabinet approval.
Future provision options will need to be consulted with stakeholders.

8.0 Next Steps

- 8.1 Seek Council approval to this report
- 8.2 Undertake the works as approved
- 8.3 Consult with relevant stakeholders expansion and future provision
- 8.4 Report the findings of the works to Cabinet

9.0	Financial Implications
9.1	These one-off improvement works as outlined in Appendix A are estimated to be in the region of £17k and as outlined in the report it is suggested these works need to be undertaken in this financial year. The latest in year budget monitoring for 2019/20 hasn't identified any underspends within the Special Expense area and therefore in order to fund these works a supplementary estimate is required. The current balance on the Special expense reserve as at 31 March 2019 is £287k where it is proposed to fund these works from.
9.2	Alongside these improvement works a review of the current fees and charges have been undertaken which are outlined in Appendix B whereby it is suggested a number of charges are increased after taking into account the date of last increases and benchmarking information. It is proposed these charges are introduced on the 1 st April 2020 following completion of the improvement works and as result of the increased charges it is anticipated based on current usage additional income of circa £14.5k per annum will be generated. This will be an ongoing increase in income which can then replenish the contribution from the Special Expense reserve to fund the improvement works initially.

10.0	Legal and Governance Implications:
10.1	There is no statutory duty on a local authority to provide burial facilities, but if they do so, the management is governed by the Local Authorities' Cemeteries Order 1977.
10.2	Local authorities are defined as burial authorities and given the power to provide Cemeteries by virtue of the Local Government Act 1972 .
10.3	The cemetery is managed in accordance with the Local Authorities' Cemeteries Order 1977 under which burial authorities are responsible for maintaining statutory burial registers and grave plans, establishing rules and regulations relating to the management of the cemeteries and the memorials permitted with them and setting fees for burials and memorials. The regulations include the statutory requirements contained within the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977 together with any other relevant legislation that governs this service.
10.4	It should be noted that there is a statutory duty placed upon local authorities to provide Public Health interments as and when required, which is an occasional occurrence in the Borough. In such circumstances any known wishes of the deceased would need to be taken into consideration and responsibility for the associated costs agreed with the relevant government agency.

11.0	Equality and Safeguarding Implications:
11.1	EIA has not been carried out

12.0	Community Safety Implications:
12.1	NA

13.0	Other Implications
13.1	NA

14.0 Risk & Mitigation:

14.1

L I K E L I H O O D	A	Very High				
	B	High				
	C	Significant				
	D	Low				
	E	Very Low		1,2	3	
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4
IMPACT						

Risk No	Risk Description
1	<p>Delay in delivering improvements to the service leading to increased level of complaints</p> <p>If the report is approved and funds are released, this risk will not materialise</p>
2	<p>The increase in service charges are not supported by customers</p> <p>The increase in service charges is proportionate and in line with inflation as well as other benchmarked authorities</p>
3	<p>Improvements to the environment are not matched by the staff behaviour</p> <p>Measure are being taken to ensure staff training, provision of uniform and monitoring of staff behaviour are integral to service delivery going forward</p>


Background Papers:

List any background papers that have informed the report

Appendices

Appendix A: Action Plan
Appendix B: Proposed charging schedule

Report Timeline:	Date of sign-off:
Equalities Check & Challenge	-
SLT Sign off	10/09/2019
Previously Considered by Cabinet	-
Director Approval	13/09/2019
Legal Approval	16/09/19 [KS]
Finance Approval	13/09/19
Chief Finance Officer Sign Off	16/09/19
Monitoring Officer Sign Off	16/09/19

Report Author
Raman Selvon, Waste and Environmental Maintenance Manager  : 01664 502502

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Report 6 - Appendix A: Cemetery Improvement Plan

No	Description	Cost
1	Replace old and install new signage in car ark, toilets, entrance and others	£1,150
2	Decoration	£2,500
3	Carpets	£2,760
4	Chairs	£1,500
5	Flower displays	£1,700
6	Bluetooth speakers	£250
7	Key coded locks	£350
8	Compost bins	£1,000
9	Screen off spoilt storage area	£2,500
10	Demolition of garages	£3,000
11	Public information leaflets	£600
12	Leaflet holders	£65
	Total	£17,375

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Appendix B : Proposed charges- Cemetery services

Charge description	Melton Current	Proposed Charge 2020/21	Estimate of number of services accessed per year	Additional income based on estimated number of services x proposed charge 20/21
Purchase grave- adult	£729.00	£790	35	£2,135
Purchase grave - Child	£210.00	£0	4	-£840
Purchase grave - under 1 year	£1.00	£0	1	-£1
Purchase - Cremated remains	£350.00	£400	40	£2,000
First interment	£500.00	£650	35	£5,250
Subsequent interments	£384.00	£395	20	£220
Child's grave interment	£158.00	£0	4	-£632
Stillborn & less than 1 interment	£1.00	£0	1	-£1
Grave digging > 2.3m				£0
Interment of cremated remains	£165.00	£185	25	£500
Interment of cremated remains (Child)	£73.00	£0	2	-£146

Scattering of cremated remains	£69.00	£95	15	£390
Scattering of cremated remains (Child)	£53.00	£0	1	-£53
Sanctum II Vault interment	£66.00	£80	3	£42
Registration fee	£36.00	£37	65	£65
Use Of Cemetery Chapel	£60.00	£95	30	£1,050
Non - Parishioner				£0
Purchase grave	£1,458.00	£1,580	3	£366
Purchase grave - Child	£420.00	£0	1	-£420
Purchase gave - under 1 year	£2.00	£0	1	-£2
Purchase - Cremated remains	£631.00	£800	2	£338
First interment	£946.00	£1,300	2	£708
Subsequent internments	£769.00	£785	2	£32
Child's grave interment	£316.00	£0	1	-£316

Stillborn & less than 1 interment	£2.00	£0	1	-£2
Grave digging > 2.3m				£0
Interment of cremated remains	£308.00	£350	3	£126
Interment of cremated remains (Child)	£145.00	£0	1	-£145
Scattering of cremated remains	£136.00	£145	5	£45
Scattering of cremated remains (Child)	£108.00	£0	1	-£108
Sanctum II Vault interment	£130.00	£160	1	£30
Late Funeral Cremation Charges				£0
Mon to Fri 3.00pm	£72.00	£80	4	£32
Mon to Fri 3.30pm	£89.00	£95	3	£18
Mon to Fri 4.00pm	£110.00	£120	2	£20
Late Funeral Burial Charges				£0
Mon to Fri 2.30pm	£72.00	£80	3	£24
Mon to Fri 3.00pm	£110.00	£120	3	£30
Mon to Fri 3.30pm	£151.00	£165	2	£28

Mon to Fri 4.00pm	£178.00	£195	2	£34
Cremated Remains Charges				£0
Granite Sanctum 2 Cremation Vaults	£650.00	£750	3	£300
Granite Vase Memorial Blocks	£340.00	£400	3	£180
Replacement Plaque (Sanctum 2 Vase Blocks)	£127.00	£150	2	£46
Replacement Plaque (Vase Block)	£122.00	£150	2	£56
Pictorial/ Relief (Sanctum 2 & Vase Blocks)	£117.00	£150	3	£99
Memorial Charges				£0
Headstone & Base	£160.00	£180	30	£600
Kerbs	£176.00	£210	10	£340
Kerbs (Child)	£114.00	£120	5	£30
Bodystone/obelisk	£176.00	£250	5	£370
Scroll or book up to 350mm (14 inches)	£89.00	£100	3	£33
Vase/cupid tablet/drop plinth	£97.00	£100	10	£30

Wooden Cross	£53.00	£55	10	£20
Removal/additional inscription	£53.00	£70	10	£170
Other Cemetery Charges				£0
Plaque	£164.00	£220	15	£840
Double depth plaque	£287.00	£300	1	£13
Book of memory	£94.00	£100	1	£6
Addition line of inscription in book of memory	£89.00	£95	1	£6
Installation of memorial bench	£318.00	£400	6	£492
Search of Cemetery records	£40.00	£45	1	£5
				£14,453

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Cabinet

Date

Report of: Portfolio Holder for Growth & Prosperity

Melton Sports Village Tennis Facilities

1.0 Corporate Priority:	Decision Type
1.1 PL2: Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit.	Non-Key Decision
1.2 PP1: Helping people fulfil their potential and achieve their ambitions.	
1.3 OG3: Becoming a more agile and commercial Council; securing our financial future.	

2.0 Summary
2.1 The Council currently provides tennis court facilities at the Melton Sports Village. The Lawn Tennis Association (LTA) has advised that the courts require investment if they are to be retained and meet the necessary standards.
2.2 This report sets out proposals for the Council to submit a bid to enable these improvements to be delivered. It is anticipated the cost of the improvements would be in the region of £120k, with a bid of £60k being made and match funding of £40k provided by Melton Borough Council (MBC) along with a 20k contribution from a community partner. Melton Mowbray Tennis Club currently have an agreement until 2022 to utilise the facilities and the Council is currently exploring the possibility of establishing a longer term partnership to secure usage of the facilities and rental income into the future.

3.0 Recommendations
3.1 To approve that Melton Borough Council submit a bid for 50% of the investment required to make improvements to the tennis courts at the Melton Sports Village subject to the identification of £20k community funding being achieved.
3.2 To recommend Council approve the sum of £120,000 be included within the Capital Programme 2019/20 for improvements to the tennis courts at Melton Sports Village to be funded £60k from grant funding, £20k community funding and £40k from the councils own resources.
3.3 That Members determine whether to fund the Council's £40k contribution from capital receipts or leisure vision capital resources.

4.0 Reason for Recommendation

- 4.1 An Independent Report from the Lawn Tennis Association (Appendix 1) highlighted concerns that the courts require investment and are reaching the end of their lifespan, as the macadam has become weak and is breaking away causing cracking on the surface.
- 4.2 There is an existing agreement between Melton Mowbray Tennis Club & SLM until March 2022 for use of these courts and without investment; MBC/SLM will lose rental income due to the courts being unsafe and hazardous.
- 4.3 The Council wants to continue to provide tennis facilities at the site and therefore needs to invest in the facilities to effectively manage its assets. Pursuing a funding bid represents a cost effective way of securing investment in our assets. Working to secure a long term partner on the site will also help to generate additional community investment and usage.

5.0 Alternate Options Considered

- 5.1 Take no action to make the required investment and decommission the courts.

This option is not being considered because it will result in a loss of revenue over the short and long term through the loss of rent. In the short term this will be a risk to SLM whilst after March 2022 it will be the Council who will lose the opportunity to achieve at least £5k per annum of rental income either direct or through a contractual arrangement. It is also recognised that there is a good level of participation in tennis being generated by the current incumbent, Melton Mowbray Tennis Club, who have established a good membership base and invested their own funds in the facility.

6.0 Report Detail

- 6.1 The Council provides tennis court facilities at the Melton Sports Village site. Following a Lawn Tennis Association assessment it can be concluded that these have reached the end of their operational life and to remain open they require investment and improvement. The courts are currently let until 2022 by Melton Mowbray Tennis Club (MMTC) which was formed in late 2016. MMTC approached Melton Borough Council & SLM to agree to utilise the under used tennis courts at Melton Sports Village on an initial 1 year agreement.
- 6.2 The club has grown quickly and as of September 2019 has club membership of 179.
- 6.3 MMTC has invested circa £25,000 of their own funds in court cleaning and painting, erecting a clubhouse, interior décor/lighting, new tennis nets and slabbing. With a further £3,500 pending electricity connection. There is extensive use of the courts on the site, including much that is of real benefit to the local community, such as free coaching for local primary school children.

- 6.4 In May 2018, MMTC agreed a 4-year Service Level Agreement with SLM until March 2022 to use the courts for £5,000 per annum (additional RPI per Annum), which was facilitated by the Council, as SLM have the Tennis Courts included in their contract. They have agreed this even though the courts are of very low quality.
- 6.5 In order for the council to continue to provide tennis court facilities at the sports village, and for them to be available to community partners, the courts need to be upgraded. An independent report from the Lawn Tennis Association, and confirmed by other experts, highlighted concerns in May 2018, that the courts were becoming unsafe and were reaching the end of their operational lifespan, as the macadam has become weak and is breaking away causing cracking on the surface. The court surface has likely not been replaced since it was built circa 30/40 years ago.
- 6.6 The poor state of the courts is a Health & Safety concern and will shortly no longer be an acceptable standard to play any tennis on.
- 6.7 Without court improvements, it is highly likely that the £5K rent would be lost and tennis participation in Melton will reduce.
- 6.8 Quotes have been obtained for the court replacement, which would cost approximately £120k; these will be validated as part of the process. It is anticipated that £60k could be secured from either the Sport England Community Asset Fund or the Lawn Tennis Association. A £60k match fund is therefore required and MMTC have indicated their willingness to contribute £20k to help to achieve this. The Council would therefore be required to contribute £40k.
- 6.9 Melton Borough Council is currently undertaking a master planning exercise of its key sites, one of which is the Melton Sports Village on Burton Road. Initial high level appraisals have identified that retaining the tennis court's current location within the Melton Sports Village boundary would not present any issues to any broader development of that site. It has further been identified that the site of the tennis courts is not particularly useful for commercial development opportunities. As a result there is nothing to prevent a decision now being made on the future of tennis on that site with appropriate investment to create the required standard of courts for the future.

7.0 Consultation and Feedback (including Scrutiny Committee)

- 7.1 Consultation and feedback in relation to the content of the report has taken place with designated officers within Melton Borough Council.
- 7.2 Consultation has taken place with key stakeholders; MMTC & SLM.

8.0 Next Steps

- 8.1 Key stakeholders will be informed in writing on the decision made at Cabinet.
- 8.2 Melton Borough Council will work with our partners to develop appropriate bids for match funding.
- 8.3 Melton Borough Council will review opportunities for establishing a longer term community partnership to enable £20k of contributions to be added to the Council's £40k contribution; and matched against the £60k funding bid.

9.0 Financial Implications

9.1 Provision of £40K will need to be committed as part of the Capital Programme with the appropriate source of funding being capital receipts or the Leisure Vision capital resources. The estimated balance of General fund capital receipts taking into account current commitments is £817k at 31.3.20 and the Leisure vision £785k at 31.3.20.

9.2 Should a longer term partnership arrangement be agreed it create the opportunity for future rental income streams

10.0 Legal and Governance Implications:

10.1 Should a bid be successful, the Council will have to agree to any terms required in accepting the bids. Authority to accept the bid and agreement to undertake the works will be sought from Cabinet.

The contribution of funds as described within the report will be agreed with a legal agreement between the parties. Specific terms will be dependent upon the funding agreed and negotiations between the parties.

If works are undertaken on the tennis courts, the contractor will be selected following a procurement process in compliance with the Contract Procedure Rules.

11.0 Equality and Safeguarding Implications:

11.1 None Identified.

12.0 Community Safety Implications:

12.1 Courts have been reported as unsafe and reached the end of their lifespan by the National Governing Body for Tennis (Lawn Tennis Association) and Independent Contractors (Euro Clay Contracts Ltd & Court Stall Service Ltd).

12.2 Melton Borough Council has a statutory obligation and general duty of care to ensure facilities under our ownership are of acceptable quality and are safe for community engagement.

13.0 Other Implications

13.1 None Identified.

14.0 Risk & Mitigation:

14.1 Lack of finance and court upgrade is highly likely to result in:

- The Club folding
- Loss of income for the Council
- Negative Community and reputational impact

14.2

L I K E L I H O O D	A	Very High				
	B	High		1	2	
	C	Significant				
	D	Low		4		
	E	Very Low		3		
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4

IMPACT

Risk No	Risk Description
1	No investment – Reputational and financial impact for Melton Borough Council. Loss of potential increased rent and/or financial compensation to SLM for loss of existing rent.
2	No investment – Reputational impact for MMTC and the Community using the facilities
3	Failure to achieve financial return for MBC
4	Community funding of £20k is not achieved.

Background Papers:
None.

Appendices
Appendix 1 - Letter from the Lawn Tennis Association regarding inspection of the current surface of the tennis courts.

	Report Timeline:	Date of sign-off:
	Equalities Check & Challenge	N/A
	SLT Sign off	13.8.19
	Previously Considered by Cabinet	N/A
	Director Approval	18.9.19 (KA)
	Legal Approval	13.9.19 [KS]
	Finance Approval	
	Chief Finance Officer Sign Off	17.9.19
	Monitoring Officer Sign Off	

Report Author
Jake Betts, Leisure & Culture Client Manager ☎: 01664 502 397

From : robert.macdonald@lta.org.uk
Date : 22/05/2018 - 12:07 (GMTDT)
To : brent.horobin@btinternet.com
Subject : RE: MMTC - Courts

Hi Brent,

Thank you for your email and update.

That sounds positive that you are having good conversations with the Council.

I actually go on leave today for a fortnight and don't have time to do a new letter of support I'm afraid. The one I did recently for the Council's attention referenced that the courts were in a state of disrepair and would need considerable investment soon. I am happy for you to use that, or this email, with partners to highlight that;

- I have visited the courts recently
- They will need at least a basic resurface – clean, pierce the top surface, level, new layer of macadam and painting – in the next 12 months
- If left any longer the courts are likely to be too hazardous to play safely beyond 12 months, meaning all tennis participants will be lost to the site.
- If the club could fundraise sufficiently then a full rebuild of the courts – new sub-base etc would be the best option for longevity of the courts but the cost of this may be prohibitive.

I hope this is helpful and good luck with your ongoing discussions. I am back in the second week of June if you would like to catch up then.

Regards

Rob

Robert MacDonald
Regional Facilities Project Manager - Midlands

D: +442084877213
M: +447971141319



Lawn Tennis Association
The National Tennis Centre
100 Priors Lane, Roehampton
London SW15 5JQ

T 020 8487 7000
F 020 8487 7301
www.lta.org.uk
info@lta.org.uk



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Cabinet

Date 26 September 2019

Report of:	Portfolio Holder Corporate Governance, Access and Engagement
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CUSTOMER ENGAGEMENT AND SELF-SERVE PLATFORM APPROVAL

1.0 Corporate Priority:	Decision Type:
1.1 OG1 Delivering quality services to business and residents, understanding what matters to our customers	Key Decision
1.2 Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy.	

2.0 Summary:
2.1 The Council has completed a procurement process for a customer engagement and self service platform that will improve services to customers and productivity within the Council.
2.2 Following the procurement process, this report seeks Cabinet approval to award the contract and the necessary funding to support the implementation.
2.3 Awarding the contract will help to support the delivery of the Service Strategy for Customers 2015-2020.

3.0 Recommendations
3.1 That Cabinet authorise the award of the contract for a customer engagement and self-serve platform to the chosen supplier.
3.2 That Cabinet approve £120k be allocated from funding received from the business rates pilot to the project, and note that the previous intended use of the Corporate Priorities Reserve is no longer required.
3.3 To delegate authority to the Director of Law & Governance to draft and/or finalise any necessary legal documentation

4.0 Reason for Recommendation:
4.1 The Council undertook a full procurement process which identified the chosen supplier as the preferred bidder against the award criteria.

5.0 **Alternate Options Considered**

- 5.1 The Invitation to Tender resulted in 10 tenders being received. Four of these tenders were excluded at the Standard Selection Questionnaire (SSQ) stage. Six tenders were then evaluated. The top four bidders were then asked to present to a wider group of staff drawn from across the Council and follow-up visits were made to Councils currently using these systems to view their operation.
- 5.2 Failure to adopt the winning tender will render the procurement process void leading to the need to run a complete new procurement exercise.

6.0 **Report Detail**

- 6.1 The Council is committed to improving service quality to our customers and initiated a procurement process to identify a new digital self-service platform to help facilitate this. The new Customer Engagement and Self-Serve Platform will act as a catalyst for transforming the customer journey for services across the council. The chosen supplier's platform will facilitate a greatly improved customer journey, alongside being flexible to meet the demands of customers over a 5 year period.
- 6.2 The current Customer Relationship Management (CRM) system used by Customer Services to manage all contacts with the Council has been unsupported by the supplier since April 2018.
- 6.3 Customers are currently able to self-serve for a number of transactions using My Account which is provided by Agilisys. The contract for this comes to an end in March 2020 because Agilisys are withdrawing the product and not providing a replacement.
- 6.4 Work previously undertaken, feedback and Officer experience from handling transactions pointed to duplication, hand-offs and a lack of flexibility which all contribute to a lower quality customer journey for many people contacting the Council. In addition the website service offer is currently limited.
- 6.5 The chosen supplier's product will replace the functions for the current CRM and My Account systems. The 5-year contract, with an option for a further 5 years, provides stability and creates significant potential to improve service to customers.
- 6.6 The supplier's product is straightforward and intuitive to use – for both customers and staff. It provides a single record of each customers contacts with the Council and using a single sign-on (access through a single point) allows customers to self-serve across a range of services, only inputting their details once. The system provides integrations that connect with back-office systems in real time. This provides a quicker response for customers (with the ability for them to track the progress of interactions) and avoids the need for staff to re-enter information.
- 6.7 The specification set out in the Invitation to Tender listed essential and desirable requirements. The supplier's product meets all of the essential requirements and the majority of the desirable ones.

- 6.8 Whilst the supplier will deliver the majority of the implementation it is important that we provide technical support (an “expert user”) both during the implementation and in an on-going support and development role. In order to maximise the benefits of the product beyond the implementation and to deal with other issues around the web site there is also a need for web development support to be provided. We are currently assessing the extent and exact requirements of these support requirements.
- 6.9 The supplier’s system will provide the means for those people that are willing and able to self-serve to do so across the broadest range of council services. This will allow more time for staff to provide the necessary help and support for people with more complex issues.
- 6.10 Adopting the supplier’s solution will allow the use of Whitespace integration for the waste management contract (allowing customers to report missed bins, order bulky waste collections and report fly-tipping etc. via self-serve). This needs to be done as soon as possible so as to meet the requirements within the waste contract.

7.0 Consultation and Feedback (including Scrutiny Committee)

- 7.1 The specification within the Invitation to Tender was developed with input from a wide range of people including users of the current CRM system and revenues and benefits staff, liaison with Service Managers and the Senior Leadership Team and feedback from elected members.
- 7.2 Previous work undertaken by the Council had identified a number of shortcomings with current systems.
- 7.3 The top four bidders were invited to deliver presentations which were attended by a wide range of staff. A visit was also undertaken to a local authority using each of the top four systems to view them in a “real world” environment. These presentations and visits helped the procurement panel to understand the tenders and clarify questions that had been raised during the process.
- 7.4 The intention is that we will engage directly with customers during the implementation stage to ensure the views of potential users of the system are fully taken into account.

8.0 Next Steps

- 8.1
- Call-In period 27 September to 03 October inclusive
 - Award decision (notification of award to the successful bidder and the unsuccessful bidders) 04 October
 - Standstill period 05 October to 14 October inclusive
 - Award contract 15 October
 - Contract signed and go-live by 28 October
 - Implementation November 2019 to April 2020 inclusive.

9.0 Financial Implications

9.1 See Appendix A – Exempt

9.2 The higher figure in 2019/20 results from the contract estimated to commence in November, but a need to retain the systems to be replaced until the end of the financial year. Whilst departmental underspends have been identified to address the projected shortfall in year one it should be noted that the overall forecast for the financial year 2019/20 is a shortfall, as such there is a risk of overspend at the end of the current financial year on the general fund. However past experience has shown that further savings are often identified towards the end of the financial year.

9.3 The Council has secured funding from the Business Rates Retention Pilot of circa £300k and it is proposed that £120,000 be allocated to the Customer Engagement and Self-Serve Platform implementation to cover Project Manager costs (£25,000), additional funding for a system expert (£15,000) and implementation costs (£80,000). The use of this funding on this project meets the priorities set out in the bid in terms of financial sustainability where the bid sets out the intention to use some of the funding on cost reduction activity. Specifically set out in the bid was the intention to invest in “digital development and adoption of more innovative service models to improve customer services and productivity, and to reduce cost”. The spread of the cost by the proposed tenderer is likely to require a reserve to be set up to ensure the funding matches the spending profile.

10.0 Legal and Governance Implications:

10.1 It is the duty of the Head of Paid Service to set out the manner in which the authority should discharge its functions and how they are coordinated. This includes setting out the number and grades of staff required by the authority for the discharge of their functions and the appointment and proper management of the authority’s staff. Decisions regarding changes to staffing have been delegated to the Head of Paid Service which enables him to take decisions in relation to the establishment within budgetary parameters providing HR implications have been considered.

10.2 The Council has the power to enter into contracts in order discharge its functions (Local Government Act 1972, s111 and the Local Government (contract) Act 1997, s1).

10.3 The Local Government Act 1972 requires the Council to have regulations for how it enters into contracts. In addition to complying with all relevant UK and EU legislation every contract entered into on behalf of the Council must also comply with the Council’s Contract Procedure Rules and the Council’s Financial Regulations

11.0 Equality and Safeguarding Implications:

11.1 There are no direct equality and safeguarding issues arising from this report

11.2 The supplier has confirmed that their product meets current accessibility requirements.

12.0 **Community Safety Implications:**

12.1 There are no community safety issues arising from this report.

13.0 **Other Implications**

13.1 No other implications have been identified.

14.0 **Risk & Mitigation:**

14.1 The key risk is that The supplier fails to deliver one or more elements of the contract. This risk is mitigated by the clear specification and draft contract issues with the Invitation to Tender followed by robust project and contract management and implementation being delivered using agile methodology.

14.2 A second risk is that additional expenditure, beyond that approved, is subsequently required. This risk is mitigated by close monitoring of project spending and robust project and contract management.

14.3 Melton is part of the Leicestershire ICT partnership. The other 3 partners all use a different CRM and forms software package. This means that it will be more difficult to share development costs and gain economies of scale through sharing development knowledge and costs. However it is considered that the supplier offers a suitable platform for the council to achieve its aspirations.

14.4 There is a need to implement the Whitespace integration element of the waste management contract as soon as possible to avoid a £30k financial penalty. Whitespace are content currently not to apply the penalty but there cannot be any delay in the planned timetable.

14.5 We will need to provide some technical input for the implementation and on-going support of the supplier's system. Failure to do so could mean the implementation is compromised and/or takes longer or increases the suppliers costs.


14.6	L I K E L I H O O D	A	Very High				
		B	High			5	
		C	Significant		4	3	
		D	Low		2,6	1	
		E	Very Low				
		F	Almost Impossible				
				Negligible 1	Marginal 2	Critical 3	Catastrophic 4
IMPACT							

Risk No	Risk Description
1	Supplier fails to deliver on one or more elements of the contract.
2	Additional expenditure is required.
3	Use of alternative software to the remaining LICTP means there is no joining up of development and as a result Melton may have higher ongoing costs than it would otherwise.
4	The software is not implemented in time to avoid a £30k penalty by the waste contractor for failure to implement the whitespace product.
5	Failure to secure the required technical resources needed to implement the supplier's product.
6	That the necessary savings in 2019/20 are not identified leading to an overall overspend the general fund.

Background Papers:
N/A

Appendices
Appendix A: Exempt

Report Timeline:	Date:
Equalities Check & Challenge	
SLT Sign off	
Previously Considered by Cabinet	
Director Approval	11.09.19
Legal Approval	16.09.19
Finance Approval	18.09.19
Chief Finance Officer Sign Off	18.09.19
Monitoring Officer Sign Off	16.09.19

Report Author
Albert Wilson: Housing and Communities Manager  : 01664 502335

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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