

New Corporate Strategy: Vision 2036 and Corporate Delivery Plan

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Lead Member/Relevant Portfolio Holder	Councillor Pip Allnatt - Leader of the Council & Portfolio Holder for Housing and Landlord Services

Corporate Priority:	All Corporate Priorities
Relevant Ward Member(s):	All
Date of consultation with Ward Member(s):	N/A
Exempt Information:	No
Key Decision:	No
Subject to call-in:	No

1 Summary

- 1.1 With the Council's current Corporate Strategy due to end in April 2024, this report sets out the Council's new Corporate Strategy, including a longer-term vision for Melton up to 2036; with a number of strategic vision statements being proposed. This report seeks to confirm the finalised statements following a period of public consultation which took place between December 2023 and January 2024. If approved, the vision will become the cornerstone of the new Corporate Strategy setting the long-term focus and direction for the Council.
- 1.2 The vision is underpinned by a more granular 4-year Corporate Delivery Plan (CDP), which sets out specific Council objectives, actions, and timelines for delivery. The CDP is linked to the budget and MTFs and will be considered for approval alongside these key documents at Council on 8th February 2024.

2 Recommendations

That Cabinet recommend that Council

- 2.1 Approves the Corporate Strategy including the Vision 2036 and 4-year Corporate Delivery Plan.
- 2.2 Approves the supporting documents; the refreshed Performance and Risk Management Framework (Appendix D) and the Communications and Engagement Strategy (appendix E).

3 Reason for Recommendations

- 3.1 With the Council's current Corporate Strategy due for refresh, and as part of the establishment of the new Council post-election, a review has been undertaken with members which has considered local needs, issues and opportunities, latest data trends across a range of issues, the extensive residents' survey feedback from 2022 and local aspirations debated during the local elections.
- 3.2 Through this process, the Cabinet have confirmed their desire to establish a longer-term vision for Melton, aligned to the current end date of the Council's Local Plan. The Council's proposed Vision 2036 seeks to establish long-term, strategic aspirations which articulate the Council's ambition for the residents, businesses and visitors in Melton. These aspirations would create the framework for the Council's focus to improve the services, facilities and infrastructure provided by the Council and its partners. These aspirations are shown in paragraphs 5.3 to 5.11.
- 3.3 The modus operandi of the long-term strategy is for it to be flexible, reviewable, and refreshable so as each year passes the planning horizon extends by another year. The aim is for the Council to develop bold ambitions but retaining financial prudence and stability.
- 3.4 Alongside this vision, this report sets out a framework which would establish the building blocks, through a four-year Corporate Delivery Plan, to enable the Council to start delivering against these long-term aspirations. Through the proposed structure of this plan and a set of new corporate priorities, the Council will ensure there is sufficient clarity and focus, as well as the required resources, at a time of ongoing significant financial pressures. The Corporate Delivery Plan is shown in Appendix A.

4 Background

4.1 Current Corporate Strategy 2020-2024

- 4.2 The Council's current Corporate Strategy was approved in 2020 and runs until April 2024. This Strategy set out the Council aspirations based on our mission of 'Helping People, Shaping Places'. Alongside our current vision and values, this approach has set out our key priorities and how we have set about achieving them. The current Strategy has six Priority Themes which are shown below:

Helping People

1. Excellent Services positively impacting on our communities.
2. Providing high quality council homes and landlord services.

Shaping Places

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

Great Council

5. Ensuring the right conditions to support delivery (inward).
6. Connected with and led by our community (outward).

4.3 Over the past four years the Council has had a plan of activity/projects/indicators that have been used to measure progress against the Strategy. This information has also been shared with the public through regular reporting on the Council's website.

4.4 Key achievements from the Corporate Strategy 2020-2024 are shown in Appendix B.

4.5 New Corporate Strategy

4.6 Following the Borough Council elections in May 2023, the process began to develop a new Corporate Strategy in order to consider what priorities the Council should focus on over the short/medium/long term. The review sought to ensure that the new strategy is reflective of the borough's needs and aspirations and helps the Council to deliver against local, regional, and national challenges that are currently presenting.

4.7 Over the last 6 months, officers have worked with members to develop the 2036 Vision and framework. This has been produced by using performance information, customer feedback, service analytics and considering the financial position of the Council. It is intended to address current and future challenges, whilst also seeking to maintain the delivery of our services to residents, businesses and visitors to the borough.

4.8 Our new Corporate Strategy will consist of our Vision 2036, and 8 strategic vision statements (set out in paragraphs 5.3 to 5.11), supported by a 4-year Corporate Delivery Plan focussed on 6 corporate priority themes (set out in paragraph 5.12). The Corporate Delivery Plan is shown in Appendix A.

4.9 The new Corporate Strategy will be supported by a robust set of key performance measures and targets which will ensure we effectively measure and monitor our progress against our corporate delivery plan.

5 Main Considerations

5.1 It is proposed that the Council establishes a Vision up to 2036 and that this is summarised through 8 vision statements which are set out below.

5.2 Public Consultation – December 2023 to January 2024

5.2.1 In December 2023, the Cabinet considered the initial draft vision statements and agreed that these should be subject to a period of public consultation. This took place for 4 weeks between 15th December 2023 and 12th January 2024. During this period the Council received 71 responses. A full breakdown of the results from this consultation are shown in Appendix C.

5.2.2 Overall, the public were positive about all 8 statements and over 60% agree/strongly agree with all statements with most over 70%. All but two of the statements have disagree/strongly disagree rate under 10%, therefore there is strong support for all 8 statements, although a number of helpful suggestions and refinements were offered which have been considered.

5.2.3 As a result of the feedback from the public consultation, a number of the vision statements have been revised, with changes made to Statements 2,3,5 and 6.

5.3 **Our Proposed Vision 2036**

5.3.1 **By 2036, we want Melton to:**

5.4 **Statement 1: Have a new, single, custom-built leisure centre and swimming pool fit for the next generation, supported by wider recreation and physical activity facilities across the borough.**

5.4.1 Leisure facilities and their associated services have wide ranging health and wellbeing benefits and are important community assets, however they are expensive to operate, and care must be taken to ensure they can attract and retain customers to ensure financial viability and resilience.

5.4.2 The Council currently has two ageing leisure facilities, and the current Corporate Strategy identified the need for an affordable and sustainable future for leisure, however, the cost of building new facilities is significant, likely in excess of £30-40m. The cost of servicing any loan for that amount would be far in excess of the Council's current resources, or what could reasonably be raised through Council tax; particularly when referendum limits are set at 3%. Without external funding, the cost of borrowing would likely create untenable affordability challenges both for the Council and our residents.

5.4.3 Despite this challenge, following a robust procurement process the Council agreed unanimously on 14th December 2023 proposals for a new 10-year service contract which sought to prevent closure of and enhance the existing facilities without adding to the tax burden. At the time of writing, the finalising of legal formalities is in progress and preliminary planning is being undertaken by the contractor.

5.4.4 The anticipated investment and improvement being considered as part of the new leisure procurement would be a significant factor in creating time to develop credible and affordable plans for the longer-term vision for leisure. To achieve the aspiration of a new, single, custom-built leisure centre and swimming pool, the Council will work with private, public and government partners to identify appropriate funding sources such that this can be delivered by 2036.

5.4.5 The investment and focus on future facilities will include a degree of outreach into the wider community and by 2036 the intention is that this would include the development of other community facilities, such as fitness tracks suitable for families and individual training.

5.4.6 Whilst the vision statement remains unchanged, the update above reflects the recent significant progress in relation to leisure provision in Melton.

5.5 **Statement 2: Have Greater access to healthcare services, increasing the availability of primary care, and to meet the needs of a growing population and encourage activities to improve peoples' health.**

5.5.1 In 2020 the Council identified the need for additional primary care and made lobbying for a second GP practice a corporate priority. Melton has one of the largest GP practices in the Country, and with significant housing growth planned in Melton, needs a strategic response from healthcare providers.

- 5.5.2 This expectation has been codified by the Council and its partners through an adopted Community Health and Wellbeing Plan and through close working with the Integrated Care Board (ICB), the Council has secured recognition of the need for additional primary care provision. Active discussions are underway to establish a fully costed business case for development of a second GP practice with opportunities for co-location within Council assets having been explored. An in-principle agreement has now been reached with the ICB for the new doctors' surgery to be located at the Council main offices, Parkside. This is now subject to detailed design work and financial testing.
- 5.5.3 Whilst this represents a very positive step, the Council continues to recognise that further healthcare infrastructure investment and provision will be required alongside the housing growth projected within our Local Plan. Accordingly, the Council will continue to work with health partners to ensure not only provision of sufficient, high quality, primary care services, but also the optimal utilisation of the Melton Hospital site and best provision of community facilities within the borough.
- 5.5.4 Following consultation, it was considered necessary to strengthen the reference to public health, ensuring there was a sufficient focus on individuals as well as facilities. The statement has therefore been updated accordingly.
- 5.6 **Statement 3: Have more sustainable homes, that meet the needs of our communities, supported by the right infrastructure and facilities, including the Melton Mowbray Distributor Road (MMDR) and adequate school places.**
- 5.6.1 In 2018 the Council adopted a new Local Plan. This set out a bold vision and framework for growth and one which would see over 6,000 new homes built in Melton Borough by 2036. This plan is working, and more homes have been built in the last couple of years than has been achieved in any of the preceding years for a generation.
- 5.6.2 Following considerable development and preparation work, in May 2023, construction for the long-awaited MMDR commenced. At this stage, funding and planning approval are only in place for the North and East sections. Rising construction costs have meant Leicestershire County Council has recently confirmed it is no longer able to accept the Housing Infrastructure Funding, with the Homes England grant previously secured to deliver the southern section now withdrawn. The mechanism for delivering the third leg of the road is therefore uncertain, though the County Council has confirmed their commitment to delivery remains.
- 5.6.3 Completion of the southern section remains integral to the Local Plan delivery strategy and therefore the Council must continue to work with all parties to identify a mechanism for affordable delivery. The Council remains committed to ensuring the infrastructure required to support the Local Plan is delivered, such that the homes needed to support our growing local communities are built. The Council now needs to strengthen work with other providers like Severn Trent Water and Western Power to ensure the right enabling infrastructure is in place now and for future developments.
- 5.6.4 The Council will also maintain its efforts to secure improved public transport access between Melton and Nottingham, with a continuing focus on securing commitment to improve rail connectivity and mitigating recent reductions in bus links.
- 5.6.5 This statement was well supported but has had the addition of 'and facilities' now included to demonstrate recognition that strong and vibrant communities need not only infrastructure but local facilities and amenities too.

- 5.7 **Statement 4: Have high quality homes, across all tenures, supported by accountable and enabling landlord services.**
- 5.7.1 Since 2019, the Council has embraced a significant journey of improvement and can demonstrate many areas of strong performance, assurance and improvement and some notable highlights on health and safety, decent homes and tenancy management. This work will continue. As a landlord, the Council still has a number of improvement and risk areas, and a continued focus on these, whilst also ensuring it is ready for the new regulatory regime continue to be important. A [recent update](#) has been provided to Cabinet in relation to preparedness for Regulatory compliance, with the establishment of a Landlord Assurance Board demonstrating the corporate grip that is being maintained in this area.
- 5.7.2 By 2036, the new regulatory regime as part of the Social Housing Act 2023 will be embedded, and the Council will have undergone a number of inspections and opportunities for reflection and continuous improvement. Throughout its work and improvement as a landlord, the Council will seek and respond to the voice of its tenants, and this is an area where the Council aspires to be able to demonstrate change and impact.
- 5.7.3 By 2036, the Council is committed to being able to demonstrate it will have moved beyond its initial improvement journey and is high performing in all regulatory aspects, with a financially resilient HRA, maintaining decent homes compliance, and confident in its role as a landlord within the wider housing sector.
- 5.7.4 The Council will also increase its work with registered providers and private sector landlords to ensure standards are improved across all tenures.
- 5.7.5 The vision statement remains unchanged from the one proposed in December 2023, but the update above reflects continuing progress in this area.
- 5.8 **Statement 5: A bustling, vibrant and regenerated town centre, recognised as a regional destination, and supported by a thriving tourism sector.**
- 5.8.1 The statement has been rewritten to increase the emphasis on the town centre, recognising the importance of responding to changing consumer patterns and regenerating the high street and associated areas.
- 5.8.2 Melton enjoys widespread recognition as the Rural Capital of Food. This is a considerable asset which should be harnessed, but it is important that the area is not seen as one dimensional and there is much that should be enjoyed in Melton. Working with partners, the Council has been focussed on strengthening the local offer, such that this reputation is enhanced and developed, delivering greater prosperity to the borough. The new Corporate Strategy will include a number of commitments to invest in the town, including things like the development of a Town Centre Design guide and environmental improvements.
- 5.8.3 In 2023, the Council was successful in securing, working with Rutland County Council and SMB College, £23m of investment through the Levelling Up Fund. This will enable five projects to be delivered: two exclusively in Rutland; one (led by Rutland) to develop a demand response transport between Melton Mowbray and Oakham; one to upgrade the College's theatre building; and one to provide new infrastructure on part of Melton's cattle market site aimed at promoting employment and business growth.

- 5.9 **Statement 6: Cherished and celebrated our villages and rural heritage, delivering on the Rural Capital of Food and maximising investment in our waterways, canals, walkways and green infrastructure.**
- 5.9.1 The Borough's rural heritage is key to its identity. Through the establishment of Area Forums, the Council is working to strengthen relationships with Parish Councils and rural communities. It is crucial that alongside investment in the town, infrastructure is delivered within local villages. Funding to deliver enhanced demand response transport between Melton Mowbray and Oakham is a start, as is the engagement underway with Severn Trent Water but more needs to be done to ensure our villages remain sustainable and have the infrastructure required to support any projected development.
- 5.9.2 Melton's rurality is an attractor both for quality of life and tourism and it is therefore important that the benefits of any rural assets are maximised. The Council is already working with Melton and Oakham Waterways Society and further work needs to be done to establish what is possible.
- 5.9.3 By 2036 the Council and its partners should be working to secure funding to revitalise key waterways and canals across the borough, such that they provide sustainable local assets, which aid both local biodiversity and the tourism sector.
- 5.9.4 Following the public consultation, this statement has been re-written to strengthen the reference to improving our waterways, walkways and green infrastructure.
- 5.10 **Statement 7: Harness new technologies, diversifying our business base, and securing more high skilled, higher paying jobs, creating a brighter future for young people.**
- 5.10.1 Melton has a relatively low unemployment rate and enjoys a strong industrial base in manufacturing. Average salaries are lower than they should be and as the country contemplates ways to improve productivity and the emergence of new technologies, like Artificial Intelligence, the employment base needs to evolve and adapt to provide higher skilled, higher paying jobs.
- 5.10.2 The Council continues to work productively with local education providers, and it is important that this work continues, alongside current and future businesses to ensure an understanding of what future needs, future jobs and future skills will be required by 2036 so that plans can be established now to support them. A strategy to support and enable for opportunities for young people is also required.
- 5.10.3 The Council is working with its partners for investment in key infrastructure projects such as MMDR that will open access to key housing and employment sites, bringing the delivery of these sites forward. By 2036, the Council will have supported public and private sector partners in delivering high skilled jobs, supported by availability of quality employment sites, housing, education and leisure facilities.
- 5.10.4 There has been no change to this statement from the one proposed in December 2023.
- 5.11 **Statement 8: Be recognised as clean, green, and attractive; well on our way to becoming a net zero borough.**
- 5.11.1 The Council made a commitment when it declared a climate emergency in 2019 to promote the cutting of emissions across the wider Borough alongside reducing its own organisational emissions. The Council also signed up to the Leicestershire Climate and Nature Pact in 2023 and pledges to become net zero in Scope 1 and 2 Emission (which are direct emissions from activities owned, delivered, or influenced by the Council), by

2036. Concurrently, it is proposed to work with our communities and businesses to raise awareness, share knowledge, exchange ideas and achieve reduction in emissions across the Borough by working together.

5.11.2 Considering the changes in regulations and legislation for waste collection, the Council will have either extended or procured a new contract for this key service by 2028. Working closely with the private sector service provider, the Council will have ensured increases in recycling rates and increased the levels of cleanliness of our town centre.

5.11.3 By making the town centre clean, green and attractive, we will achieve increase in footfall, decrease in vacancy rates and as a result increase in vibrancy and spend in the economy. Working collaboratively with partners such as Melton Business Improvement District (BID), Melton in Bloom (MIB) and Melton Mowbray Town Estate, the Council will strive to achieve Purple Flag and Green Flag status accreditations. This improved place will contribute significantly towards an increase in 'Pride in Place' in our communities.

5.11.4 There has been no change to this statement from the one proposed in December 2023.

5.12 Establishing the 4-year Corporate Delivery Plan

5.12.1 Alongside the Vision 2036, the Council is proposing to establish a 4-year Corporate Delivery Plan which would underpin and support the strategic vision statements. The Delivery Plan, shown in Appendix A would be linked to the Council's budget and MTFS and this document will obviously be kept under review and updated on an annual basis. The framework for this is set out below and retains the existing themes of Helping People, Shaping Places and Great Council and highlights the focus areas and key actions under each. Appendix A then sets out the key objectives and planned activity under each focus area in more detail:

5.12.2 Helping People

Theme 1: Healthy Communities and Neighbourhoods

Focus Area	Key Actions
High Quality and Accessible Public Services	<ul style="list-style-type: none"> • Review of Customer Journey, including for out of hours response • Accessibility Audits in Town Centre and Country Park • Establish System Admin role in Regulatory Services
Making the Borough Cleaner, Safer and Greener	<ul style="list-style-type: none"> • Respond to Waste Reforms – Introduce Food Waste collections • Develop programme of environmental community clean up days • Develop and implement Country Park Masterplan & secure Green Flag Award • Following extension to current cemetery, develop business case for future long-term provision • Establish 'Pride in Place' group to improve environmental quality
Healthy and Active Communities	<ul style="list-style-type: none"> • Develop and Implement Play Park Strategy • Mobilise new 10-year Leisure contract inc. £1.75m investment • Finalise business case for new leisure provision and pursue funding opportunities
Connected with our Communities	<ul style="list-style-type: none"> • Develop Patch Walk programme • Develop and maintain effective refugee resettlement support

	<ul style="list-style-type: none"> • Increase engagement with Voluntary and Community Sector and explore opportunities for closer working • Adopt Care Experience as a protected characteristic • Develop a Young Persons' Strategy
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Theme 2: High Quality Homes and Landlord Services

Focus Areas	Key Actions
Housing Quality and Development	<ul style="list-style-type: none"> • Ensure the Council is prepared for new housing regulations and achieves a positive outcome through inspection • Deliver the HRA Business Plan • Deliver the Housing Management Asset Plan to improve the condition of the Council homes • Establish private rented sector capacity to support improved quality of homes and bringing empty properties into use • Improve customer journey for housing repairs
Tenancy Support and Engagement	<ul style="list-style-type: none"> • Ensure the Council is prepared for new housing regulations and achieves a positive outcome through inspection • Develop and enhance the approach to tenant involvement, scrutiny and engagement • Complete review of housing support and implement revised arrangements that support independent living • Stabilise and continue to improve income recovery arrangements

Shaping Places

Theme 3: Tourism & Town Centre Regeneration and Vitality

Focus Areas	Key Actions
Improving the Town Centre	<ul style="list-style-type: none"> • Explore feasibility of establishing partnership-funded Town Centre Co-ordinator role • Undertake car parking review and evaluate next technology • Implement Levelling Up Fund projects including the Stockyard and resolve position regarding the theatre • Develop and implement a design guide to improve the design, aesthetics and environment of the town centre
Attracting more visitors to the Borough	<ul style="list-style-type: none"> • Strategic liaison with the Place Marketing Organisation and wider partners to raise Melton's profile • Continued development of Discover Melton to increase visibility of tourism offer and content • Co-ordination and delivery of a year-round events programme to bring in visitors to the borough

Economic Development	<ul style="list-style-type: none"> • Continue to implement and deliver the UKSPF Investment Plan • Undertake activities to ensure occupation of employment sites, commercial units and support inward investment • Supporting local businesses to meet their regulatory requirements
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Theme 4: Sustainable growth and infrastructure

Focus Areas	Key Actions
Maximising the value of our assets	<ul style="list-style-type: none"> • Development of a business case to establish feasibility for use of Parkside as a second GP practice • Delivery of a wider asset development programme to reduce costs, secure income and facilitate homes and jobs • Adopting and delivering the Asset Management Plan
Securing the right infrastructure to enable sustainable growth	<ul style="list-style-type: none"> • Continue to support the delivery of the MMDR facilitating the development of the Northern and Southern urban extensions • Explore opportunities with partners to support investment in waterways and green infrastructure • Lobby utility partners to develop infrastructure solutions to support the planned growth • Deliver demand responsive transport project in partnership with Rutland, through the Levelling Up Funding
Ensuring Planning Policy and Development support sustainable growth	<ul style="list-style-type: none"> • Complete Local Plan Review and respond to updated NPPF • Ensure planning development is effectively resourced to manage demand and deliver good quality outcomes • Implement Planning Enforcement Policy and take action where required to address local concerns
Delivering a net zero borough	<ul style="list-style-type: none"> • Adopt Climate Change Strategy • Prepare and deliver an action plan to reduce council's carbon emissions through service delivery

Great Council

Theme 5: Right conditions to support delivery

Focus Areas	Key Actions
Ensuring Good Governance and Performance Management	<ul style="list-style-type: none"> • Development of performance and risk management system to support improved data led decision making • Undertake an LGA Corporate Peer Challenge • Support Council's Governance processes to ensure collaborative and inclusive
Effective Organisation and Great Place to Work	<ul style="list-style-type: none"> • Refresh and implement an update Workforce Strategy to assist with recruitment and retention • Development of an IT strategy and roadmap to support improved service delivery to customers

Delivering Financial Sustainability and Value for Money	<ul style="list-style-type: none"> • Development of the Welland Procurement function to increase the number of clients served to bring in income • Development of a service review programme to improve the effectiveness and efficiency of services • Maintain a strong Financial Sustainability Plan • Maintain strong grip on debt recovery
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Theme 6: Engaging and Connected Council

Focus Areas	Key Actions
Promoting local democracy	<ul style="list-style-type: none"> • Establish Area Liaison Forums in communities, bringing county, borough and parish councils together • Support Boundary Commission Review and implement findings • Undertake Community Governance Review in relevant parish areas
Engaging and communicating effectively with residents	<ul style="list-style-type: none"> • Undertake Borough wide Residents' Survey • Introduce new systems to improve response to info requests, customer complaints and ensure services learn from feedback • Implement Communications Strategy and action plan

5.13 Supporting Documents

5.13.1 Through the analytical process undertaken so far and discussions with members, the actions required to deliver these prioritised are being developed, and resource requirements being considered. This will include current plans, areas where we have committed to deliver activities or services or aspirational improvements for Melton. Any budgetary impacts or requirements for these will be considered by Scrutiny, Cabinet and Council as part of the budget setting process.

5.13.2 Alongside this activity, once the strategy is finalised and approved, a robust performance framework has been developed including performance measures and targets to monitor progress and ensure that the Council are on track to meet our commitments. This revised Performance and Risk Management Framework, diagram and calendar are shown in Appendices D, Di and Dii and details how we intend to manage and monitor progress against these Vision 2036 Statements and the 4-year Delivery Plan.

5.13.3 Alongside the Vision 2036 Statements and the 4-year Delivery Plan, a Communications and Engagement Strategy has also been developed for the Council which sets out our approach as to how these will be effectively communicated. This is shown in Appendix E.

5.13.4 Following publication of the new Corporate Strategy in 2024 a review and refresh of the Council's Workforce Strategy will also be undertaken.

5.14 Governance and Reporting

5.14.1 Following the public consultation on the principles of these proposals, the final draft Vision 2036 Statements and Framework was considered by Scrutiny alongside the budget proposals at the Scrutiny Committee on 25 January 2024.

5.14.2 Feedback from Scrutiny has been informally considered by Cabinet and a number of changes have been made to the Corporate Delivery Plan, a summary of which is set out below:

- a) Updates have been made to the 'Undertake a Polling Station Review' action to make clear no outcome has been determined and the reference reduction a potential reduction in polling stations has been removed, under the Engaging and Communicating Effectively with residents theme.
- b) Amendments have been made to give more contextual information on the proposal to treat those with care experience as a protected characteristic under the Healthy Communities and Neighbourhoods theme.
- c) The action regarding responding to waste policy reforms in Healthy Communities and Neighbourhoods has been further extended following the recent government announcements to include explicit reference to the introduction of weekly food waste collections.
- d) An additional action has been added to the Tourism and Town Centre theme around a business case to support an option appraisal for car parking in Bottesford. The action regarding the wider review of car parking and the use of technology has been extended to include a review of the fee structure too.
- e) Additional focus has been added into the action to provide support for people to access housing and tenure options with regards to home ownership under the High Quality Homes and Landlord Services theme.
- f) How we will measure success has also been updated to include explicit performance measures where appropriate. It should be noted that a full performance dashboard will be developed to accompany the new corporate strategy once it is approved.

5.14.3 Following consideration by Cabinet and then Council on 8th February 2024, the new Vision 2036 Statements and Framework will be formally launched from April 2024 as the Council's new Corporate Strategy.

6 Options Considered

6.1 To continue with the existing Corporate priorities. This is not recommended as it is appropriate that Councils should continually review their strategic priorities and it is appropriate that these are considered by the new Council, following an election.

7 Consultation

7.1 These proposals have been developed alongside elected members and through two member working groups on Town Centre and Asset Development Programme which met in August/September 2023. Ongoing discussion and dialogue has taken place with the Cabinet throughout.

7.2 Public consultation has been undertaken in December 2023 and January 2024 on the 2036 Vision Statements to gain feedback/support to inform these current proposals. 71 responses were received which has informed the final Vision 2036 Statements.

7.3 The Council's Scrutiny Committee considered the strategy on 25th January 2024 and their feedback is summarised with the same agenda.

8 Next Steps – Implementation and Communication

- 8.1 The new Corporate Strategy will go to Council on 8 February for approval, ahead of its launch in April 2024. It is intended that the Corporate Delivery Plan will be refreshed each year.

9 Financial Implications

- 9.1 Work has taken place with Finance to ensure that the Vision 2036 and framework for the Corporate Strategy is deliverable and that any priorities are funded accordingly to support the delivery of activities against them.
- 9.2 On completion the commitments made will be assessed and incorporated into the revenue and capital budget proposals and MTFS. These will be set out with the 4-year Delivery Plan which will also include, where appropriate, the continuation of existing commitments already made.

Financial Implications reviewed by: Director for Corporate Services

10 Legal and Governance Implications

- 10.1 Cabinet has responsibility for providing strategic leadership to the Authority. It is therefore a Cabinet function to consider and recommend the strategic direction contained within the Corporate Strategy for approval by the Council.
- 10.2 Since the Corporate Strategy forms part of the Budget and Policy Framework the Council's Constitution states that it must be approved by Council.

Legal Implications reviewed by: **Clive Tobin, Assistant Director Governance and Democracy**

11 Equality and Safeguarding Implications

- 11.1 An Equality Impact Assessment has been completed as part of the development of the Corporate Strategy 2024-2028. No material changes were required following the completion of this Assessment.

12 Data Protection Implications

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

13 Community Safety Implications

- 13.1 The development of the new Corporate Strategy will address the needs of all communities across Melton.

14 Environmental and Climate Change Implications

- 14.1 The 4-Year Delivery Plan contains commitments under the Sustainable Growth and Infrastructure theme to deliver a net zero borough.

15 Other Implications

- 15.1 None

16 Risk & Mitigation

16.1 The risks and mitigation identified with this report are shown in the tables below.

Risk No	Risk Description	Likelihood	Impact	Risk
1	Not approve a corporate strategy and leave the Council without agreed priorities.	Very Low	Critical	Medium Risk
2	To approve aspirations which are not affordable or deliverable.	Low	Critical	Medium Risk
3	To ignore the feedback from the public consultation in terms of the Vision 2036 aspirations.	Very Low	Marginal	Low Risk

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

Risk No	Mitigation
1	The process to develop this has been inclusive and based on evidence and consultation to develop a Strategy that meets the Council's current and future needs.
2	The aspirations have been developed to tackle the long-term challenges that the Council is facing to maintain services, facilities and infrastructure across the borough.
3	All feedback from the consultation has been fed into the process so the aspirations are reflected of the comments and responses received.

16.2 Risk management will also be an important part of the review process and the current corporate risk register will be used to inform the development of activity under the priority themes.

16.3 A new performance and risk management framework is shown in Appendix D.

17 Background Papers

17.1 None

18 Appendices

18.1 Appendix A – 4-year Corporate Delivery Plan

18.2 Appendix B – Summary of the achievements/outcomes from the Corporate Strategy 20/24

18.3 Appendix C – Report on the Public Consultation

18.4 Appendix D – Performance and Risk Management Framework

18.5 Appendix Di – Performance and Risk Management Diagram

18.6 Appendix Dii – Performance and Risk Management Calendar

18.7 Appendix E – Communications and Engagement Strategy