

EXTRAORDINARY MEETING OF THE COUNCIL

8 MAY 2018

REPORT OF THE LEADER OF THE COUNCIL

RESETTING THE DIRECTION OF THE COUNCIL: REFRESHED CORPORATE VISION, PRIORITIES AND DELIVERY PLAN

1.0 PURPOSE OF REPORT

- 1.1 Following the LGA Peer Challenge and the subsequent development work undertaken by Members and Officers, this report seeks Council approval to reset the direction of Melton Borough Council through a refreshed Corporate Vision, Priorities and Values and a establishment of a new Corporate Delivery Plan.

2.0 RECOMMENDATIONS

- 2.1 **Full Council approves the refreshed corporate mission, vision and priorities for Melton Borough Council.**
- 2.2 **Full Council approves the new Corporate Delivery Plan including the prioritised projects and activities as specified in appendix B**
- 2.3 **Full Council approves a new set of corporate values.**
- 2.4 **To facilitate priority PL4 regarding environmental improvement, Full Council approves an additional recurring revenue budget of £40k funded by a supplementary estimate in 2018/19 from the Corporate Priorities Reserve to enable the establishment of an Environmental Enforcement Officer post.**

3.0 KEY ISSUES

Background

- 3.1 In 2015 Melton Borough Council published their current vision, values and corporate priorities up to 2020. It is prudent to regularly keep these under review and with the appointment of a new Leader in 2017, joined by a new Chief Executive shortly afterwards, it represented a good time to take stock and reflect on whether any refinements were needed to the council's aims and ambitions and the way it conducts its business. To give focus to this review in late 2017 the council invited representatives from the Local Governance Association (LGA) and other councils to undertake a Corporate Peer Challenge.
- 3.2 The 'Peer Challenge' was undertaken in December 2017 and it set out a number of areas where the council should focus, specifically:
- Governance – ensure more stable and consistent decision making to provide greater confidence in delivery
 - Capacity – a recognition that there was insufficient capacity to meet all the council's aspirations and a requirement to re-build resilience in some areas.
 - Prioritisation – that the council had too many projects and needed to create a much greater focus on what it wanted to do first.
- 3.3 The LGA report made the observation that *"in some areas there are obviously too*

few staff trying to deliver too many priorities...After the period of recent change there is a need to provide some steadying leadership and solidify its platform of 'business as usual' while also planning for the future..."

- 3.4 In determining what projects and activity to focus on, the Council needs to ensure that its current vision and priorities; i.e. what it seeks to achieve on behalf of the community, are still relevant and appropriate. Accordingly officers and members have reviewed the current language and refreshed the Council's Mission, Vision and priorities to better reflect the current agenda and issues being addressed.
- 3.5 A **corporate mission** sets out why an organisation exists, and what its purpose is. The proposed new corporate mission for Melton is:

Helping people. Shaping places.

A **corporate vision** sets out in broad terms what the council wants to achieve on behalf of our community. It is proposed Melton's new corporate vision should be:

We are ambitious for Melton's future. We want to enhance the quality of life for everyone by enabling more homes to be built, attracting quality jobs and supporting strong and prosperous communities.

- 3.6 In pursuing our vision, the Council has also sought to refresh its priorities to ensure they better reflected where the council needed to focus in 2018. Within the existing priorities there were a number of key agendas which were not specifically referenced including tackling the low wage economy, housing availability & affordability, boosting our profile for tourism, commercial and digital transformation and being a good employer. Through engagement and discussion with a broad number of members and officers these issues have now been incorporated into the revised set of priorities which can be seen at appendix A.
- 3.7 Again working with the LGA, Members and Officers have worked together to review all planned projects and activity against these updated priority themes. In preparation for the prioritisation exercise officers had undertaken a full review of all discrete projects and activity planned for the coming year and identified 180 actions across the council. As part of this it was crucial to establish those things that were 'must do'; i.e. required to maintain legal compliance, financial sustainability or business as usual activity, as well as those things that were 'nice to do'.
- 3.8 In ensuring there is sufficient capacity to support the council's objectives it is important to get the balance right between the 'must do' and the 'nice to do' projects as the council strives to retain its ambition whilst also ensuring it can remain sufficiently resourced and resilient into the future.
- 3.9 By working through the various options and ideas members have chosen a set of key corporate actions and activities to deliver against each of the priority themes. These have then been amalgamated with any 'must do' activities and those organisational priorities which give specific focus to improving customer service and becoming a more commercial council being the areas identified as higher priorities.

The specific actions and activities are set out within a new Corporate Delivery Plan at appendix B.

3.10 Key commitments within the Corporate Delivery Plan include:

1. Securing the Local Plan and refocussing on delivery
2. Developing a Town and Place Partnership to maximise our profile, increase inward investment and stimulate the visitor economy
3. Undertaking an Employment Study to support inward investment and feasibility studies into maximising the value of the Cattle Market and Melton's future leisure facilities.
4. Establishing a council owned housing company to build or purchase homes for rent or sale.
5. Supporting funding and implementation of the Melton Mowbray Distributor Road.
6. Increasing the council's enforcement capability to tackle environmental crime.
7. Re-focussing capacity and capability of tackling ASB and nuisance, using enforcement where necessary.
8. Undertaking process and service reviews to improve both business and residential customer experience; using technology to help where appropriate
9. Implementing a new Commercial Strategy and undertaking a review of all council assets to maximise value and usage.
10. Implementing a new Workforce Strategy to recruit, develop and retain the best talent in Melton.

3.11 Progress against the Corporate Delivery Plan will be reported regularly to the relevant host committee with an annual report being provided to Full Council.

3.12 It is important to note that whilst the Councils needs to retain the focus created through the Corporate Delivery Plan it is necessary to remain flexible and respond to any emerging risks and opportunities. It is therefore important that the document continues to be reviewed and amended as appropriate. Crucially it is necessary to ensure that any refinements are undertaken in a co-ordinated and managed way. The changes to policy development and governance procedures is crucial to support this; the details of which are covered in the next report to Council.

3.13 New Corporate Values

3.14 If the corporate vision and priorities establish what the council wants to achieve, its corporate values establish how it wants to achieve them. As part of building a new Workforce Strategy; to ensure we recruit, develop and retain the best possible team in Melton, a series of Culture workshops have been undertaken with colleagues to establish the types of values and behaviours we want to define us as an organisation. Following the workshops a shortlist of potential values was created and following further consultation with colleagues and committee chairs a new set of values is proposed which captures what sets Melton apart and should make this a great place to work, build a career and achieve great things for this community.

3.15 The proposed new values for the Council are:

- **We Care:** valuing others and developing ourselves; committed and passionate about what we do
- **We Innovate:** ambitious, creative and resourceful; responding positively to challenges
- **We Achieve:** taking responsibility and seeking excellence; always proud to serve

We are Melton.

These new values will then support the council's approach to recruitment, appraisals, teamwork and leadership; to ensure the council retains and develops its supportive and positive culture.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The refreshed mission, vision and corporate priorities will ensure effective use of resources and combined with the new Governance structure should ensure an efficient and effective organisation.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 To support the Corporate Delivery Plan, there are a number of additional costs associated with the progression of the various projects.

One off

- Place marketing expert support £20k
- Commercial site viability assessment £20k
- Housing company establishment £50k
- Employment study £10k

Recurring

- Environmental Enforcement Officer £40k

5.2 Initially it is proposed that the one-off costs will be managed as part of the Council's flexible budget management and therefore contained within existing budgets through virements. It should be noted that this may not be possible and should this be the case a supplementary estimate may be required mid-year.

5.3 To deliver the aspirations within priority PL4 regarding environmental improvement a supplementary estimate is required to enable the establishment of an Environmental Enforcement Officer post. Members present at the feedback session agreed that this should be submitted as a recommendation to the Extraordinary Council meeting in early May so this work can proceed this financial year as opposed to considering this as part of the budget setting process for 2019/20.

5.4 It should be noted that as part of its budget management strategy and to further respond to proposals within the Peer Challenge, in the Autumn the council will be undertaking a review of additional efficiency options which will be considered as part of the budget development process for 2019/20. This will ensure the re-prioritisation of resources to support the new Corporate Delivery Plan is done so in

the context of ensuring ongoing financial stability.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 There are no direct legal implications arising from this report but any subsequent recommendations will need to be considered in the context of current legislation.

7.0 COMMUNITY SAFETY

7.1 The refreshed Corporate Priorities focussing on People and Place take Community Safety into consideration.

8.0 EQUALITIES

8.1 There are no direct equalities issues arising from this report.

9.0 RISKS

9.1

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

IMPACT

Risk No	Risk Description
1	Failure to support the prioritisation results in a lack of focus and inability to deliver effectively.
2	Collaboration with key stakeholders – if our focus and priorities are unclear this restricts ability of stakeholders to contribute to the same agendas
3	If there is no strategic approach to mission, vision, values and priorities this affects the ability to achieve the desired outcomes
4	Without an agreed strategic approach, MBC may fail to recruit, retain and manage performance of key staff.

10.0 **CLIMATE CHANGE**

10.1 There are no direct climate change issues arising from this report.

11.0 **CONSULTATION**

11.1 Commencing with the work done by the Local Government Association, consultation has been carried out with Members, SMT, T3 and staff to arrive at the refreshed mission, vision, values and corporate priorities.

12.0 **WARDS AFFECTED**

12.1 All wards have the potential to benefit from the refreshed corporate priorities.

Contact Officer Victoria Clarke, Sarah-Jane O'Connor,
 Edd de Coverly, Chief Executive

Date: 26th April 2018

Appendices : Appendix A – Refreshed Corporate Priorities 2018 – 2020
 Appendix B – Corporate Delivery Plan

Background Papers: LGA Peer Challenge Report – December 2017

Reference : X : Committees\Council\2017-18\080518 Extraordinary

Refreshed Corporate Priorities 2018-2020

Our Place Priorities

- PL1 Promoting aspiration and growth in a vibrant economy, attracting quality jobs.
- PL2 Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit.
- PL3 Increasing the availability of good quality homes which meet local needs.
- PL4 Achieving a clean and attractive local environment
- PL5 Working with partners to improve physical and digital Infrastructure

Our People Priorities

- PP1 Helping people fulfil their potential and achieve their ambitions.
- PP2 Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities.
- PP3 Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently.

Our Organisational Priorities

- OG1 Delivering quality services to business and residents; understanding what really matters to our customers.
- OG2 Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy.
- OG3 Becoming a more agile and commercial council; securing our financial future.
- OG4 Being a great place to work and build a career.

CORPORATE DELIVERY PLAN 2018-2020

Corporate Priority Number	Project / Activity	Completion by
OUR PLACE PRIORITIES & PROJECT LIST		
PL1 Promoting aspiration and growth in a vibrant economy, attracting quality jobs		
1	Proactive promotion and unlocking of employment sites (including LDO)	On-going
2	Pro-actively support the growth and relocation ambitions of Melton Businesses	On-going
3	Secure completion of Local Plan and refocus on delivery	Oct 2018
4	Utilise the Increased resources in the planning service, and review processes to support growth and infrastructure development.	On-going
PL2 Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit		
5	Maximise potential from Cattle market and surrounding area (to include undertaking feasibility study for phase 2 of Cattle Market development)	Oct 2018
6	Establish Town and Place Partnership & create strategy and plan	Jan 2019
7	Development of the Melton brand for investment & tourism	Dec 2018
8	Establish Town Centre regeneration, accessibility and investment proposals to improve visitor numbers and experience	Jan 2019
9	Undertake feasibility into development of new Melton Leisure Facilities and prepare/implement plan for the long term future of the Leisure Village	July 2018
10	Undertake Remedial Works to 7 King St	Dec 2018
PL3 Increasing the availability of good quality homes which meet local needs.		
11	Establish a Council owned housing company for purchase and/or build of homes for private rent and sale	OBC Sep 2018 Est Dec 2018
12	Review commercial viability of all council owned potential housing sites	Sept 2018
13	Successfully Implement New Responsive Repairs Contract	Sept 2018
14	Update of Housing Strategy	Oct 2018
15	Feasibility of Gretton Court Redevelopment	Oct 2018
16	Undertake works necessary to ensure Decent Homes Standard achieved for council houses	2020

PL4 Achieving a clean and attractive local environment.		
17	Increase capacity/ capability to undertake environmental enforcement (including consideration of PSPO)	Sept 2018
18	Mobilisation and embedding of the new waste contract	Dec 2018
PL5 Working with our partners to improve physical and digital infrastructure.		
19	Support funding and implementation of Melton Mowbray Distributor Road	On-going
20	Review options to improve mobile connectivity, including 5G development, across the Borough	Dec 2018
21	Pursue funding bid to establish feasibility of improving rail connection with Nottingham	Mar 2019
OUR PEOPLE PRIORITIES & PROJECT LIST		
PP1 Helping people fulfil their potential and achieve their ambitions.		
22	Position the Council to influence and maximise benefits from local industrial strategy	Oct 2018
23	Develop and implement Employment Study to support inward investment.	Dec 2108
PP2 Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities.		
23	Increase capacity/capability to undertake enforcement of ASB/nuisance	Oct 2018
24	Review homelessness emergency and temporary accommodation	Short and long term
25	Review approach to managing allocations and tenancies	Jan 2019
PP3 Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently.		
26	Improve monitoring of homeless/housing needs and impact of Welfare Reform	Mar 2019
27	Ensure residents are appropriately supported within a robust and flexible approach to case management	Mar 2019
28	Development of Priority Neighbourhood Plans	Dec 2018
29	Develop an Older Person's Housing Strategy	Mar 2020

OUR ORGANISATIONAL PRIORITIES & PROJECT LIST

OG1 Delivering quality services to business and residents; understanding what really matters to our customers.

30	Develop a co-ordinated approach to business support across all relevant Council Services	Mar 2019
31	Review of customer journey and community engagement within People Directorate (including processes and structures)	Mar 2019
32	Delivery of Borough wide place survey	Mar 2019

OG2 Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy

33	Digital self-serve including CRM & telephony upgrade and process improvements	Dec 2018
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OG3 Becoming a more agile and commercial council; securing our financial future

34	Development of a Capital Strategy incorporating establishment of medium term capital requirements for assets, IT etc.	Jan 2019
35	Implement Commercial Strategy (commercialising existing services and identifying new business ventures).	Mar 2019
36	Refresh HRA business plan	Oct 2018
37	Review and finalise proposals for the establishment of a permanent Corporate Improvement Team	Aug 2018
38	Review of all Council assets to maximise value and usage	Oct 2018
39	Implement phase 1 recommendations from the governance review and continue wider review of alternative approaches	Dec 2018
40	Continue development of the budget management strategy and identify further options to secure medium term financial sustainability	Mar 2019

OG4 Being a great place to work and build a career.

41	Development & implementation of a new Workforce Strategy	Jul 2018
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