

Business Plan 2010/11



Harborough District
Council

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Front cover photo: volunteer river-cleaners on the River Welland

Welcome to our Business Plan

This past year the recession became a reality to our community. It has been a terrible experience for many who have seen their jobs swept away, and homes threatened with all the attendant worries of those events.

Our council too, has been affected, with increased financial pressures bearing down on the need to increase some services, especially in the areas of council tax and benefits. We have tried to maintain a sympathetic process within our statutory requirements, and my thoughts are with those of our staff who come face-to-face with these problems daily, and cannot remain unaffected by the pain they see in dealing with so many difficult cases.

Harborough had reacted quickly to the onset of the downturn, and my compliments go to Cllr Alistair Swatridge, whose firm leadership during the difficult period at the beginning of 2009 positioned the council well to withstand the initial cold blast of the recession.

Our council maintained its service delivery levels, and was awarded the 'adequate' grade by the Audit Commission, which recognised the huge pressures of the eco-town planning process (now terminated) on officer time and council resources. The Commission further recognised the council's good record on waste recycling, listening to residents, community involvement and satisfaction levels, the children's centre programme, and its improved partnership working practices. It also recognised the need for Harborough to meet its affordable housing targets.

During the past year, the council was subject to the same economic pressures as many local businesses, with council income failing to support overheads. Typical items were the reduction in the expected income by £170,000 of interest on investments, £149,000 reduced planning and building control fees, £70,000 reduction in income from land charges, runaway increases in expected costs of concessionary bus fares, stagnating car park revenues, reduction or loss of government grants, and an above inflation increase in costs of fuel.

The 2010/11 business plan carries forward last year's savings in order to reduce the burden on the local rate payer by a further savings and reductions in costs of £1.17 million (as a result of staff loyalty and additional innovative means) while protecting our reserves from erosion. The plan increases the Band D element of council tax by 2.5%.

The difficult financial climate will be felt for a number of years into the future and we will be working hard to ensure that we continue to plan our finances robustly and focus our resources to deliver the priorities efficiently and effectively.

The council cannot go on cutting costs while providing the same level of service, but we can be more efficient by smarter working, partnerships with other district councils, agencies or Leicestershire County Council.

The business plan factors in the 3% government-demanded efficiency targets. No new revenue expenditure is planned unless it has a saving attached or leads to an efficiency outcome, especially where IT allows us to align with other councils.

We will be rigorous in chasing grant income and other avenues of funding for projects on a major scale. We will seek to reduce our carbon footprint and see the new Harborough Innovation Centre through to completion. We also anticipate the weekly separate kerbside food waste collections coming on stream in 2010. We will continue to prioritise resources and officer time to facilitate closer ties with the business community and employment providers.

Taking on the leadership role at this time is a great challenge and a huge honour. My own commitment is to making our vision statement (recorded elsewhere in this report) a reality.



Michael Rook, Acting Leader of the Council
email: m.rook@harborough.gov.uk

1 Context

1.1 Introduction

The business planning process is used to develop the key priorities and strategic direction for the council. This Business Plan summarises these priorities. Full details can be obtained in Portfolio Development Plans on the council's intranet.

1.2 Purpose

The purpose of the Business Plan is to provide a summary of the priorities and service standards adopted by Harborough District Council. A separate Annual Report is published in June each year which details our performance over the previous 12 months. The two publications are important so that staff and councillors have an understanding of our performance.

The Business Plan is designed to provide essential information on:

- The role of business planning in the council
- The links between all of the key strategic and operational documents
- The standards of service to which we work



1.3 People

This document allows both staff and councillors to read about plans which will impact on the lives of those people who may live, visit or work in our district. This Business Plan demonstrates how we are going to deliver on the issues that matter most to local people. The information contained in the plan should enable you to identify and focus attention on achieving our priorities, as identified through consultation.

Community consultation is an important aspect of informing us on community issues. Regular, formal liaison includes; Have Your Say meetings; parish liaison meetings; service user advisor groups; work with the Harborough District Local Strategic Partnership forums and improvement teams; and the Citizens' Panel.

We also assess informal feedback from councillors and staff; customer satisfaction surveys; feedback from the council's website; and issues raised in the local media.

All the information collated through these channels is brought together and considered when forming our priorities. For further information on how this happens, see the Business Planning process on page 23.

2 Vision

2.1 Introduction

Harborough District Council exists to serve those who live, visit or work in our district, and the business planning process has been developed to help us work with communities and partners on areas for development. We also want to consult on how we prioritise and eventually on how the work will be resourced.

Our Vision Statement communicates why the council is here, what we do, and the values through which we will conduct our business. It was developed through consultation during 2009 and adopted by Full Council in February 2010.

To put our residents first - maintaining Harborough's position as one of the best-loved UK districts to live, work and visit. To make the best and most effective use of our resources, ensuring efficient services and providing good value

Our Vision Statement will be used as a guide to ensure everything we do is working towards achieving what we set out to do. It confirms our commitment to make most effective use of our resources and to put our residents first.

In considering what sort of council we want to be, the following values were adopted in February 2010:

- Putting residents and frontline services first
- Listening, informing and consulting local people and promoting greater community involvement within our urban and rural communities
- Being open and accountable in the way we make decisions
- Embracing innovation and partnership as a way of bringing about efficiency, cost effectiveness and improvement in our services
- Working in partnership with the voluntary, community and business sector
- Endeavouring to achieve lowest Council Tax rises, to cover inflation and the targeted investment required for our priorities
- Ensuring services are accessible to all
- Promoting equality of opportunity, with particular attention to the needs of those less accessible or vulnerable residents, located within our diverse

community

- Valuing, supporting and developing our employees

2.2 Local Strategic Partnership

The Local Strategic Partnership (LSP) is the overarching partnership in Harborough district. The LSP brings together representatives from the local statutory, voluntary, community and private sectors to address local problems, allocate funding and discuss strategies and initiatives.

The LSP aims to encourage joint working and community involvement, and prevent 'silo working' in areas that would benefit from the different sectors working together. The LSP identifies local priorities and opportunities for partnership working through developing a Community Strategy.



2.3 Leicestershire Sustainable Community Strategy

The Local Government Act 2000 placed a statutory duty on all local authorities to produce a Sustainable Community Strategy. After extensive consultation with the community, Harborough District Council and Leicestershire County Council have produced a joint Community Strategy. This strategy sets a long-term vision for Harborough district and addresses the social, economic and environmental priorities needed to achieve it.

The Community Strategy is delivered through various themed strategies, such as the Community Safety Plan. An annual programme is produced by the LSP, which sets out the partnership's action for the year. These actions complement themed strategies either by adding value or addressing any unmet needs. Community Strategy delivery is regularly monitored by the partnership.

2.3.1 Local Area Agreement (LAA)

The Local Area Agreement (LAA) is a three year agreement between the Leicestershire LSP and Central Government. The LAA identifies key three-year targets that need to be achieved in order to deliver the longer term vision and priorities set out in the Community Strategy.

The Harborough and Leicestershire LAA themes are;

- Improved life chances for vulnerable people
- Stronger more cohesive communities
- A safe and attractive place to live and work

- A more effective response to climate change
- A prosperous, innovative and dynamic economy
- A healthier Harborough
- More effective and efficient service delivery

2.3.2 Multi-Area Agreement (MAA)

Most of the economic solutions for Harborough and wider Leicestershire will only sensibly be achieved through joint working within the sub-region. Therefore Leicestershire LSP has developed a Multi-Area Agreement with Leicester City LSP. This will involve closer working between these areas and the adoption of joint three-year targets to achieve economic outcomes set out in the respective community strategies.

The Leicestershire and Leicester City MAA themes are;

- A productive economy with high performing businesses
- A Highly qualified, skilled and motivated workforce in high value jobs
- Improved opportunities for vulnerable people and communities
- A highly sustainable build environment with excellent infrastructure

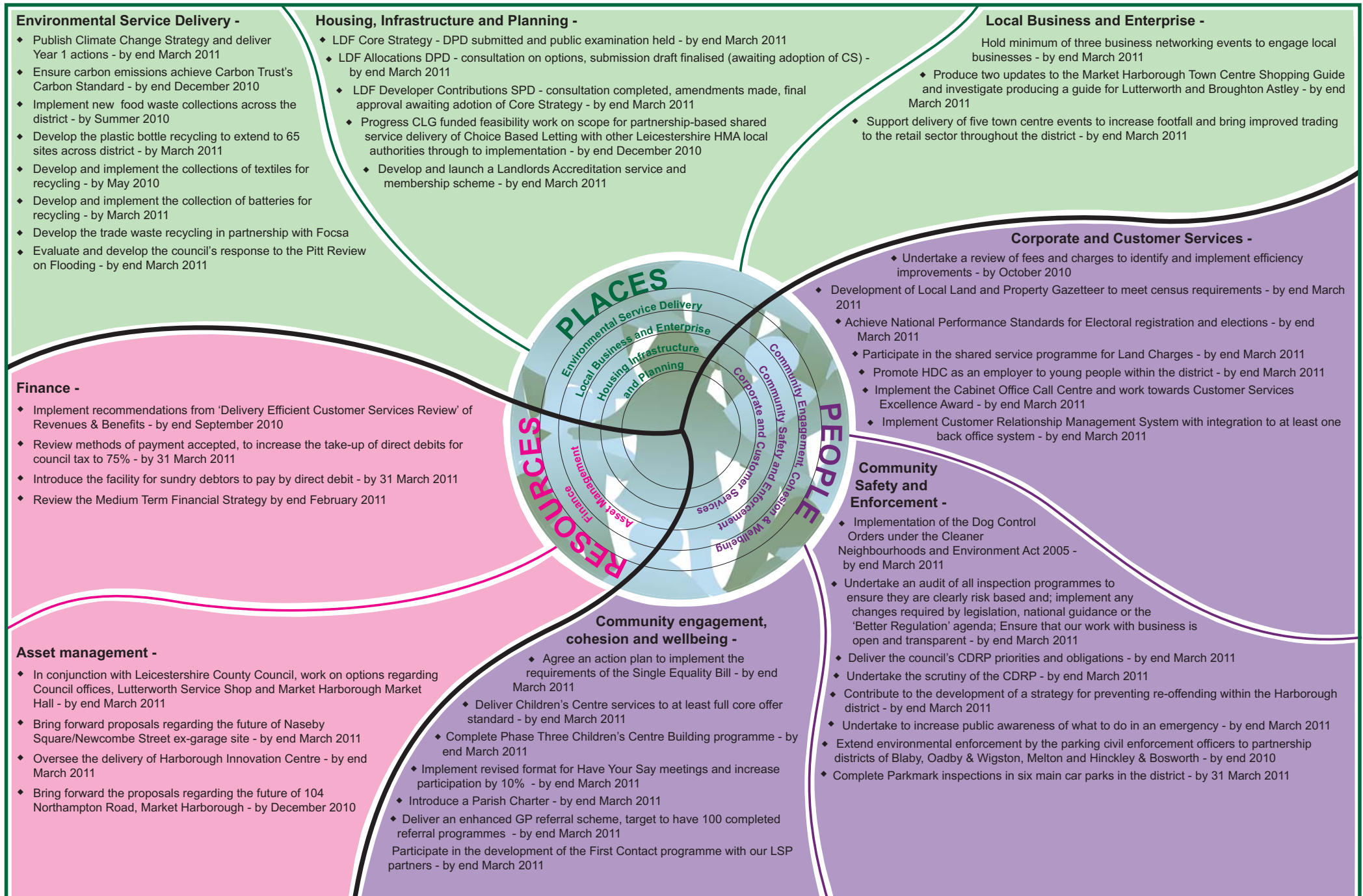
2.3.3 One Place - Comprehensive Area and Organisational Assessments

The Comprehensive Area Assessment, or CAA, assesses local public services in England. It examines how well councils are working together with other public bodies to meet the needs of the people they serve. It is a joint assessment co-ordinated by the Audit Commission. Harborough District Council contributes, through partnership, to the outcomes of the Leicestershire-wide area assessment. The Leicestershire Area Assessment was published in December 2009. Its content will be used by all agencies and partnerships to aid further improvements and promote good practice examples.

The Audit Commission's Organisational Assessment report for the Council, called 'One Place', was published in December 2009. It is based on performance and evidence from 2008/9.

Areas for continued improvement, noted in the Council's Organisational report, include identifying vulnerable people, ensuring grants for disabled people are processed more quickly, meeting affordable housing needs and exploring more ways to work with other councils with a view to 'sharing services'. These issues will be continue to be addressed in 2010/11.

2.4 PRIORITIES - 2010/11



2.4 Harborough District Council priorities for 2010/11 (see chart on previous page)

We are required to balance a number of requirements when developing our Business Plan. We need to ensure that our priorities are supportive of the wider community as outlined in 2.2 to 2.3.3, we also need to respond to issues the community has identified as important, and we need to put energy into ensuring that we operate in the most efficient and effective manner.

Our actions for 2010/11 were shown on the chart on the previous page. This chart identifies key actions that we will undertake to further achieve our objectives. This set of actions, along with Portfolio Development Plans, show the range of activities we will be developing during 2010/11 and beyond.

There are three themes: People, Places and Resources. Each theme has a number of priority areas to which a number of actions are allocated.

3 Portfolios

Finance Portfolio



Portfolio holder:
Councillor Grahame
Spendlove-Mason

Corporate and Customer Services portfolio



Portfolio holder:
Councillor Paul Dann

Community Safety and Enforcement Portfolio



Portfolio Holder:
Councillor Colin
Golding

Asset Management Portfolio



Portfolio holder:
Councillor Grahame
Spendlove-Mason

Local Business and Enterprise Portfolio



Portfolio holder:
Councillor John Everett

Community Engagement, Cohesion and Wellbeing Portfolio



Portfolio holder:
Councillor Dr. Paul
Bremner

Environmental Delivery portfolio



Portfolio holder:
Councillor Steve
Charlish

Housing, Infrastructure and Planning Portfolio



Portfolio holder:
Councillor Janette
Ackerley

4 Corporate Issues

Our business is directed by many influences. The majority of these are covered by legislation. As well as identifying what our community wants, we also have to plan to deliver actions against a number of issues, these include:

- Equality Legislation
- Working with children and young people
- Social Inclusion
- Community Safety
- Data Quality
- Emergency Planning and Business Continuity
- Environmental Issues
- Carbon management

These issues run central to the delivery of our Service Management and Service Development Plans, and trace through our priorities and action plans. Below are some key actions:

4.1 Equality Legislation

In June 2009 the Executive formally adopted the Equality Framework for Local Government as the structure that we use to develop our equality and fairness priorities. Responsibility for Equality matters was also allocated to an Executive member to ensure that a commitment to improving equality outcomes for everyone in the district was made at the highest level.

During 2010/11 we will implement an action plan intended to ensure that we meet the criteria of the Equality Framework and commence progression through the levels. Harborough District Council was at level 2 of the old Equality Standard and as such automatically migrated to the “Developing” level of the new Equality Framework. We will commence work during 2010/11 to move towards the “Achieving” level.

It is anticipated that a major new piece of equalities legislation, the Equalities Bill, will have been introduced prior to the commencement of the 2010/11 business year. If passed by Parliament, the Equalities Bill will replace all existing legislation and will require the council to meet specific duties that will be placed on it. The work to implement and fulfil these duties will form a substantial proportion of our equalities activities for the year. If the Bill does not gain the approval of Parliament then we will be required by existing legislation to refresh two of our statutory Equality Schemes (Race and Disability) during 2010/11.

Our priorities for 2010/11 include:

- Developing a new Corporate Equality Strategy to ensure that the Council implements and fulfils the requirements of the Equality Bill (if passed) and moves through the levels of the Equality Framework
- Refreshing the Councils Race and Disability Equality Schemes during 2010/11 (if Equality Bill is not passed)
- Refreshing equality monitoring across the Council to identify any trends in terms of discrimination, exclusion, and disadvantage
- Continue with our program of forward looking and retrospective Equality Impact Assessments in each Service Area and making these available on our Website
- Continue to embed equality impact assessment outcomes into the council's Business Plans
- Ensuring that equalities issues are fully taken into account and embedded in all the Council's procurement matters

4.2 Working with children and young people

We will be working with a wide range of partners to consider the needs of children and families within the district. A programme of activities supporting children of all ages and their families will be delivered from a variety of locations.

- We will look at the location of officers from different organisations in order to provide a more co-ordinated service delivery for children and families
- Education and awareness campaigns to ensure increased recycling and raised profile of cleansing issues. Particular emphasis will be with schools
- Continue the development and involvement of the Youth Council and youth democracy through regular events etc
- Support priorities determined by the District Young Persons Conference, to achieve agreed outcomes
- We will support children in leading more healthy lifestyles by working with Harborough District Leisure Trust and Serco Leisure Ltd to provide free swimming for those aged 16 and under

4.3 Social Inclusion

Central Government has defined social exclusion as:

a shorthand term for what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime, bad health and family breakdown

It can also be seen as having some 'defining characteristics', such as non-participation, isolation or a lack of opportunity/choice.

The Government encourages 'community cohesion'. It is our duty to promote social inclusion and stability across the district, ensuring that our residents have access to, and can benefit from, the full range of opportunities available.

Specific actions are as follows:

- Develop our approach in relation to Neighbourhood Management
- Continue the targeted take-up campaign for awareness of benefits for pensioners
- Review how we work with vulnerable people
- Continue to develop and improve recycling 'bring sites', particularly improving access in rural areas
- Working in partnership with all sectors to make a wider choice of housing option available to people
- Work with the multi-agency traveller unit to improve the accommodation choices for travellers and regularise any illegal encampments
- Continue to identify Houses of Multiple Occupation and address any housing/safety issues to improve the overall housing standard

4.4 Community Safety

We will continue to work alongside the Police, other public services and the community to maintain the low levels of crime and anti-social behaviour to maintain safe and strong communities.

The key areas for development in 2010/11 are:

- We will work with the Local Neighbourhood Policing Team to deal with anti-social behaviour especially with vulnerable victims and anti-social behaviour associated with alcohol misuse by providing the police with additional powers through Designated Public Place Orders (DPPO's).

- Implement effective regulation of street trading throughout the district
- Implement the dog control powers from the Cleaner Neighbourhoods and Environment Act 2005
- Ensure that all the regulatory services are compliant with the principles of “Better Regulation”
- Assist in the delivery of the Community Safety Partnership priorities to enhance community confidence
- Consider the resource implications of the Public Space Closed Circuit Television Strategy (CCTV) and feed into the 2011/12 business planning process
- Ensure the Scrutiny of the Community Safety Partnership
- Assist in the development of a strategy for preventing re-offending within Harborough district
- To increase public awareness of what to do in an emergency
- Roll out of environmental enforcement by the civil enforcement officers of the parking team to partner districts of Blaby, Oadby & Wigston, Hinckley & Bosworth and Melton who are in the current parking enforcement partnership

4.5 Data Quality

Following on from the Data Quality workshops in 2009/10 our Data Quality Strategy has been revised. Data is still defined as high quality if it is :

- Accurate (in terms of correctness)
- Comprehensive (in terms of all data being captured)
- Valid (in an agreed format which conforms to recognised council and national standards)
- Available when needed
- Stored securely and confidentially

To achieve this each service area has a Data Quality Action Plan which requires:

- A risk assessment of the data
- Process mapping of the data collection process, together with identification of vulnerable areas in the data collection process
- Mitigation plans for the vulnerable areas
- Sampling of data

The data quality action plans are monitored through the TEN Performance Management Process.

4.6 Emergency Planning and Business Continuity

Our Emergency Plan outlines our role in an emergency situation. It lists all key contacts and plans as required in certain emergencies. There are also additional operational details and Business Continuity plans in place for all service areas. These plans are validated by way of exercises assisted by partners within the Local Resilience Forum.

The plan lays down advice and guidance relating to a wide array of emergency situations, detailing response to a range of emergencies based upon a Community Risk Register.

In any given situation, the Emergency Plan would be implemented to assist the emergency services in restoring normality as quickly as possible.

Specifically, we will:

- Respond to an emergency (as a Category 1 responder)
- Contribute to our obligations in relation to accommodation of the homeless arising in an emergency
- Continue training and development in line with Rest Centre Plans, particularly in training exercises as appropriate

We have a duty to promote business continuity within the community. There is also a new national performance indicator to increase public awareness of what to do in an emergency.

4.7 Environmental Issues

We are committed to meeting our statutory responsibilities and using our powers to protect the local environment and control pollution so that it can be enjoyed by all those people who live, work or visit.

Specifically, we will:

- Seek opportunities to work with businesses, neighbouring authorities, voluntary organisations and external agencies to protect the public and our local environment
- Reduce the regulatory burden on business by targeting enforcement interventions proportional to risk and reducing interventions where there is diligent compliance with statutory obligations

- Respond to complaints about commercial premises where we have enforcement responsibilities
- Identify and undertake remedial action on areas of contaminated land
- Investigate complaints relating to nuisance, such as noise, smell or accumulations of rubbish that could harbour vermin etc
- Monitor the air quality, and issue permits to certain industrial processes to limit their emissions
- Keep public highways clean and free from litter. The swift removal of fly tipping and abandoned vehicles ensures that land does not become contaminated
- Raise awareness of the wider environmental issues that are affecting our community
- Continue to increase recycling rates, and reduce the amount of waste taken to landfill sites whilst developing alternative, more sustainable methods for dealing with waste.

4.8 Carbon Management

We are committed to addressing the causes and effects of climate change in our area. The recently published Carbon Management Plan is an important element of our overarching climate change commitment and forms the backbone of the Council's carbon management programme for the next six years. Through investment in energy efficiency and renewable energy, aligning our policies and fostering a culture of energy saving, we will aspire to meet our target of reducing our direct emissions by 20% by 2014.

Further to this a Climate Change Strategy will be published during 2010/11 which will recognise the potential implications that climate change has for the environmental, economic, and social well being of the district. It aims to raise awareness, and initiate a plan of action to minimise the climate change impacts and effects.

5 Service Standards

Our Customers

The quality of service received by our customers is of prime concern to us. We want to be sure that we are providing good customer service. In order to measure our performance in this important area we have developed a number of service standards. This is what our customers can expect:

Generic Service Standards

Telephone

- We will always try to answer a call within five rings (13 seconds)

Voicemail

- Sometimes it is not possible to answer a call in person. Voicemail is used when there are no staff available to take a call. We will reply to voicemail messages within one working day

Letters/Fax

- We will provide a response to letters and faxes, that require a response, within ten working days. This does not include letters with a statutory response time

Email

- We will provide a response to emails within five working days

As well as the generic service standards that everyone has to comply with, there are also service specific standards. Below are specific examples. For a full list of service standards please see www.harborough.gov.uk

Specific Service Standards

Built Environment

Planning Specific

- We will determine at least 63% of major applications within 13 weeks
- 78% of minor applications will be determined within eight weeks
- We will publish all our policy documents on-line and make provision for on-line submission of responses to our draft policy documents

Housing Needs

- Home seekers who present in person at the Home Search Property Shop, without an appointment, will be assisted with their enquiry where resources allow. Alternatively a convenient appointment will be made with an adviser to



attend a Housing Options interview

- People who contact the Home Search Property Shop and say they are 'homeless tonight' will be interviewed, and an initial assessment made of the council's duty to assist with providing accommodation the same night
- We will aim to complete enquiries into homeless people applications within 33 working days from the date of the application being made, except in exceptional circumstances

Community Services

- We will respond to Parish Plans within four weeks
- We will provide at least 720 days of sports provision at Lutterworth Sports Centre and Harborough Leisure Centre
- Anti-social behaviour complaints will be responded to within seven days

Corporate Services

- Produce minutes of all formal council meetings within seven days
- Quarterly performance management reports will be produced

Human Resources

- Sickness absence will be monitored and managers notified as appropriate
- We will monitor completion of appraisals and compile statistics on percentage completed, by July each year
- Equality monitoring report on recruitment, workforce, discipline and grievances will be produced quarterly
- An Annual Workforce Report will be produced

Information and Communication Technology

- We will respond to all helpdesk enquiries within one hour, between 8am and 6pm, Monday to Friday

Customer Services

- We will respond to all lifeline service requests immediately on a 24/7 basis
- We will turn round all land searches within seven days
- We will issue new street names within eight weeks of receipt of the naming request

Financial Services

Housing and Council Tax Benefits

- We will process change of circumstances for existing claims within six calendar days or less, on receipt of all the information

- We will process a new claim in 26 calendar days or less, after receipt of all the information

Council Tax

- We will deal with all correspondence within 14 days
- Banding amendments will be processed within 14 days of new banding notification from the Valuation Officer

Health and Enforcement Services

- Where there is an emergency situation we will respond within 24 hours (which may include; overflowing sewers, missing inspection chamber covers, chemical spills, large fires, burglar alarms, dangerous dogs and major food poisoning outbreaks)
- For serious situations we will respond within 48 hours (which may include; sewers about to overflow, housing safety, continuing noise complaint, rats and mice pest control treatment)
- We will carry out initial inspections of new food premises within one month of receipt of the registration form

Street Scene Services

Waste Management

- An alternate weekly waste collection will be provided to households throughout the district and a weekly recycling collection
- We will remove racist/offensive graffiti within 24 hours of it being reported, and other graffiti within three working days where on public land
- Non-hazardous fly tipping will be removed within 48 working hours of it being reported

Engineers, Parks and Facilities

- We will serve legal notices to remove abandoned vehicles within 24 hours of a request being received, Monday to Friday

6 Funding

2010/11 is the final year of the three-year funding settlement arrangements put in place in 2008/09 for all councils. It is currently uncertain as to the arrangements for grant support in the future, but it is hoped that the three-year funding arrangements will continue. For 2010/11 Harborough District Council's Revenue Support Grant will be increased by x.x% (£xxx,xxx). As in previous years, this is considerably less (by £xxx,xxx) than we would otherwise have received, due to a grant 'damping' mechanism. The increase in average Band D Council Tax element for 2010/11 is x.xx%.

Our policy is to be prudent in the amount of money we keep for urgent use or unforeseen circumstances (known as 'reserves'). The way we manage our money is checked by external auditors, and we have been successively commended for managing our finances effectively and soundly.

The Government's new funding arrangement now gives some certainty regarding the amount of money we will have available, and we can therefore plan more confidently to deliver our priorities. Further detailed information on the budget for 2010/11 is on page 22.

We are also expected by the Government to continue to find savings through more efficient working. The annual target of 3% cashable savings is demanding, but we have budgeted to deliver on this.

The planned efficiency savings help us to continue to deliver our services. They will also allow for the funding of new expenditure priorities to:

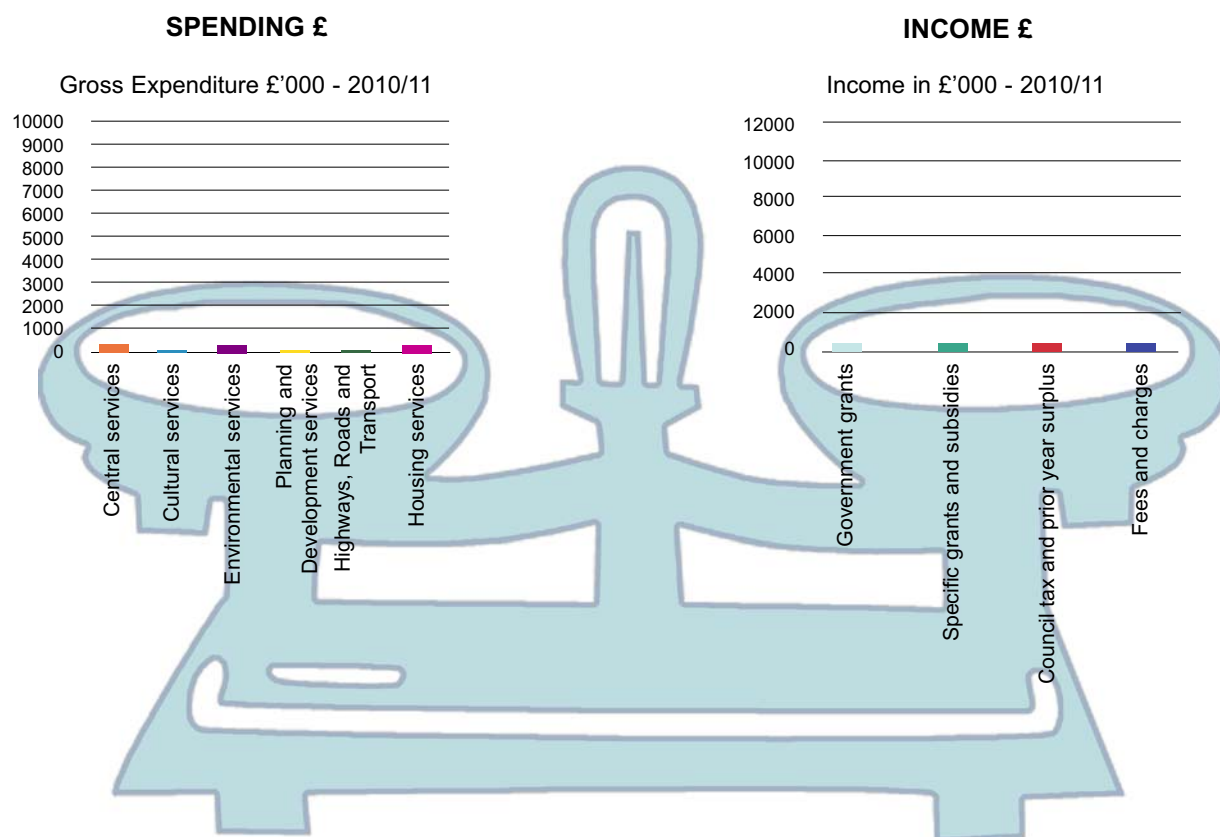
- help us perform and operate in a more efficient, economic and effective way through robust performance management and leaner systems and business process
- focus on increasing community engagement and building community capacity

We are unable to fund all of the community's expectations and aspirations ourselves and as such we have recognised the value of working in partnership to ensure we achieve our priorities and targets. We will continue to work in this way, through partnerships such as the Welland Partnership, the Local Strategic Partnership (LSP) and the county-wide Local Area Agreement (LAA), as well as with other councils.

More and more funding is being channelled by the Government to the LAA. As one of the many partners in the LAA, we have to ensure that we receive our share of the resources to deliver the joint and agreed outcomes and targets of the LAA.



7 Spending and Income



Total spending for Harborough District Council in 2010/11 has been agreed at just under £xx million. Of this, £x.x million is collected through council tax. For each household, this represents just £xxx per year, based on a Band D property.

8 Managing Performance

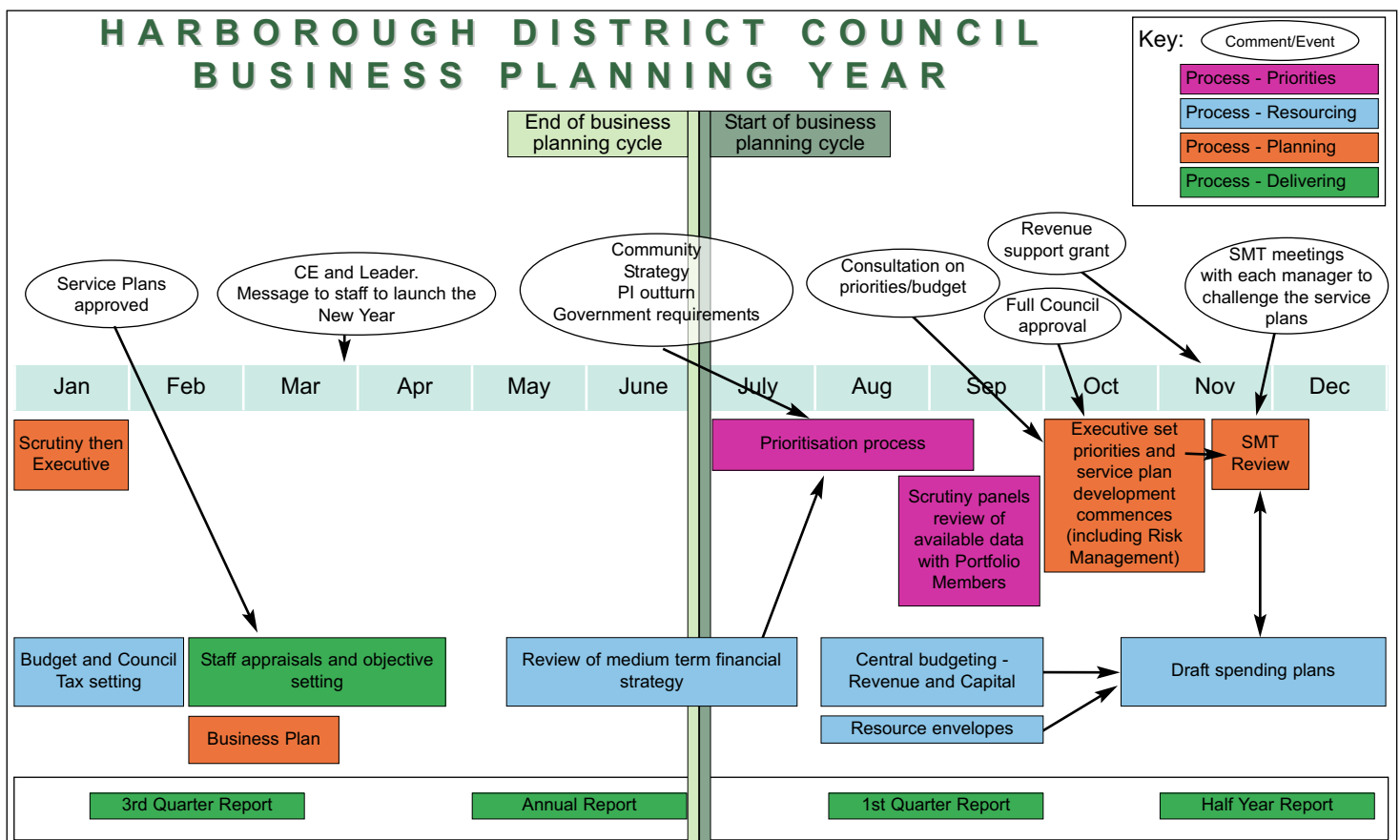
The Business Planning process is produced below for information. The process is set out in four phases, which are colour coded. They cover: Priorities; Resourcing; Planning; and Delivering.

Councillors and officers use the information in the TEN performance management system to manage the performance of the council on a regular basis. The TEN system provides the data to manage our progress on our priorities, National and Local Performance Indicators, and incorporates risk management. Summary reports and graphs are produced, illustrating changes in performance over time against targets for National and Local Indicators and the Leicestershire Together Local Area Agreement.

Team and individual targets are linked in through the appraisal system, and service area performance is reviewed monthly in meetings between directors and relevant heads of service. Heads of service meet fortnightly where corporate issues are managed and progressed.

Performance clinics are held quarterly where officers discuss interventions for failing indicators and actions. Following these clinics, performance reports are produced for the Executive.

We publish an Annual Report in June each year that sets out our performance on key performance indicators, and also lets the public know how we have performed against our priorities.



Glossary and Websites

Audit Commission	The Audit Commission 'Use of Resources' is an annual assessment of how councils manage their finances and deliver value for money
BAiT	Broughton Astley Improvement Team
Bring sites	Local recycling sites - there are 52 local recycling sites in the Harborough district where items for recycling can be taken
CAA	Comprehensive Area Assessment - assesses the effectiveness of local services through the Local Area Agreement and Community Strategy
Category 1 responder	Any organisation in the UK that has specific duties as determined under the Civil Contingencies Act (2004)
Citizens' Panel	A group of up to 1100 residents of the district, who will assist the council in deciding priorities for the future. Members of the panel will be consulted on a variety of issues
Community cohesion	Bringing communities together
CSP	Community Safety Partnership - comprising Leicestershire Police, Leicestershire County Council, Leicestershire Fire and Rescue, Leicestershire Primary Care Trust, Harborough District Council and other partner organisations
Damping	The Government maintained grant 'damping' arrangements for 2008/09 and the following two years. This is to ensure that all authorities receive at least a minimum grant increase in each of the financial years. Those authorities who receive a grant increase above a certain level (the 'floor') will have their grant increase reduced ('damped'). This reduction will be used to top up the grant increase of those authorities who otherwise would have received a grant increase below the floor level
Economic Development Strategy	A means of providing clarity and detail on local economic aims and objectives, and intended actions, to deliver on the duty of economic well-being. It will guide the council in setting its own business and service plans and in allocating its own resources, as well as providing a framework for partnership working, supporting and influencing the strategies, priorities and resource allocation of others operating in the field of economic development
EMDA	East Midlands Development Agency is one of nine Regional Development Agencies in England, set up in 1999 to bring a regional focus to economic development. With the primary goal of increasing the economic growth of the region while reducing disparities between the East Midlands and other English regions
GOEM	Government Office for the East Midlands
Harborough District Leisure Trust	The Harborough District Leisure Trust (HDLT) took over the running of Harborough Leisure Centre and Lutterworth Sports Centre on behalf of Harborough District Council on 1 May 2008

Glossary (continued)

Have Your Say	Have Your Say meetings occur regularly at various locations around the district. Open to everyone and offers a chance for residents to raise issues about their communities. Includes representation from the police, Leicestershire County Council, parish councils, community groups as well as Harborough District Council
HDC	Harborough District Council
HiT	Harborough Improvement Team
Joined up	Working within the organisation and with external organisations
LAA	Local Area Agreement - forms part of the ten year strategy on the future for local government, produced by Communities and Local Government (CLG)
LABGI	Local Authority Business Growth Incentive Scheme: the scheme allows councils to retain a share of increased business rates revenue generated in their area. LABGI provides the opportunity for councils and businesses to work together to deliver economic success and prosperity to their local community
L&RPCT	Leicestershire and Rutland Primary Care Trust
LDF	Local Development Framework - Under new Government legislation, work has begun on producing a Local Development Framework to replace the Local Plan. The LDF sets out where development may take place and the kinds of development that may occur, and also takes into account the strategies and plans of other organisations and bodies. In some instances the LDF will explain how it can assist in the delivery of other strategies, such as the Community Strategy
LDS	Local Development Scheme - a public statement of the council's three-year programme for the preparation of local development documents which will form the Local Development Framework
LiT	Lutterworth Improvement Team
Local Government White paper	'Strong and prosperous communities'; a statement of central government policy
LSP	Local Strategic Partnership
MAA	Multi-Area Agreement - joint working on economic solutions, with Leicester City Council
PI	Performance Indicator - A measure of a council's performance, evidenced as Best Value Performance Indicator (BVPI) or Local (LPI)
Section 106	Section 106 agreements (or Developer Contributions) are agreements negotiated between local planning authorities and developers. These agreements are linked to planning applications and aim to help make development acceptable within a community. Developments can be of any nature including residential and commercial. A new way of negotiating developer contributions is being nationally entitled Community Infrastructure Levy (CIL). This will be looked at by Harborough District Council in due course.

Glossary (continued)

Sustainable Community Strategy	SCS is a long-term strategy, based on a mix of local and national priorities. It is delivered through the Local Area Agreement
TEN performance management System	TEN is an integrated performance and risk management system which the council uses to collect information on how it is performing and to inform management actions to improve performance
Welland Partnership	A partnership of five local authorities: Harborough District Council, Melton Borough Council, East Northamptonshire District Council, Rutland County Council and South Kesteven District Council

Interesting websites

www.direct.gov.uk	Public Services all in one place
www.audit-commission.gov.uk	View national reports, performance indicators etc.
www.communities.gov.uk	Communities and Local Government website
www.harborough.gov.uk	HDC website
www.leicestershiretogether.org.uk	Leicestershire Together
www.leicestershirevillages.com	Leicestershire Villages
www.leics.gov.uk	Leicestershire County Council website
www.leics.police.uk	Leicestershire Constabulary
www.goleicestershire.com	Official online guide for visitors to Leicester and Leicestershire
www.harborough.gov.uk/search/	Search partner organisations' websites from Harborough District Council's website.

Map of Harborough district

