



DRAFT

# Annual Report 2009/10 Harborough District Council

Good practice and innovation in the heart of rural England



Front cover photo: Volunteers taking part in the RiverCare project, helping to clean up the River Welland.

***Our vision is...***

**Through partnership and consultation, to provide innovative, accessible and responsive services that ensure the district of Harborough is a healthy and happy place to live, work and visit**

***We aim to achieve...***

**Good practice and innovation in the heart of rural England**

## Welcome from the Leader of the Council

The year ended in a better position than we had expected at the halfway point, with a resultant deficit (as the accounts show) at a fraction of that planned, and is a testament to the prudent policies of the Council and the hard work of everyone. This, in a balanced budget is more than coverable.

Pulling back and reining in on public spending is not something that can be instantaneously achieved, and as Total Place calculations showed, for Leicester and Leicestershire councils only five pence in the pound was available in the year for non-statutory uses, from Government support and council tax. So not a lot of manoeuvre there!

The need therefore has been to begin the hard road to sharing services, amalgamating assets, and identifying efficiencies. The years of plenty were clearly over as 2009 progressed, but Harborough District Council was in a better position than many others to react to the decreases in its income streams because of its budget policies, implemented under my previous colleague, Alistair Swatridge, and the experience of delivering shared services such as procurement and internal audit.

Painful decisions needed to be made, but overall residents began to appreciate that reducing the burdens of public services had become a reality in 2009/10. Priorities are not always the same for all people, but those that have been undertaken in 2009/10 are prudent, effective and necessary, and will continue to provide savings into the future.

My thanks go to all the staff for their support and frankness in suggesting areas of savings in the year, for participating in full in the Pay and Grading review so vital for the protection of the Council and themselves, and for taking on-board at all levels, the management changes implemented.

It became apparent that the recession was not a 12 month phenomena as had been initially thought at the start of the year. Real hardship had been felt in many parts of the high street and private incomes over the past year. In those situations many of us sit on our hands and so I was heartened to learn that Market Harborough was voted one of the most resilient market towns in the Midlands in retailing.

Investment income on our cash balances was hit hard during 2009/10 and as I sit and write this message I expect some very substantial cuts in many of our expected grants and other income from central Government in 2010/11.

The IT developments we have started to put in place in the year will enable us to join up services and develop efficiencies by sharing services with Leicestershire County Council or our neighbouring district councils.

The positives I take from the year just passed are all connected therefore with the possibilities for withstanding future pressures and the ground work we have done.



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## Harborough district

<b>Size</b>	592 sq. km (230 sq. miles) (59,200 hectares)
<b>Population (estimate for 2009)</b>	84,700
<b>Households</b>	34,688
<b>Towns</b>	Market Harborough and Lutterworth
<b>Unemployment (2005)</b>	0.7%
<b>Ethnicity</b>	4.2%
<b>No. of staff employed by Harborough District Council (2009)</b>	230 FTE (full time equivalent)

Harborough is a diverse, largely rural district located in South Leicestershire. It serves a growing population and is geographically the largest of the Leicestershire districts. The two major population and commercial centres are the market towns of **Market Harborough** and **Lutterworth**. These two towns, together with the villages of **Thurnby**, **Bushby** and **Scraftoft** adjoining Leicester City, and the villages of **Broughton Astley**, **Great Glen**, **Kibworth Beauchamp**, **Kibworth Harcourt** and Fleckney accommodate 67% of the district population. The remaining residents live in villages varying from populations of several hundreds to hamlets comprising a handful of dwellings.

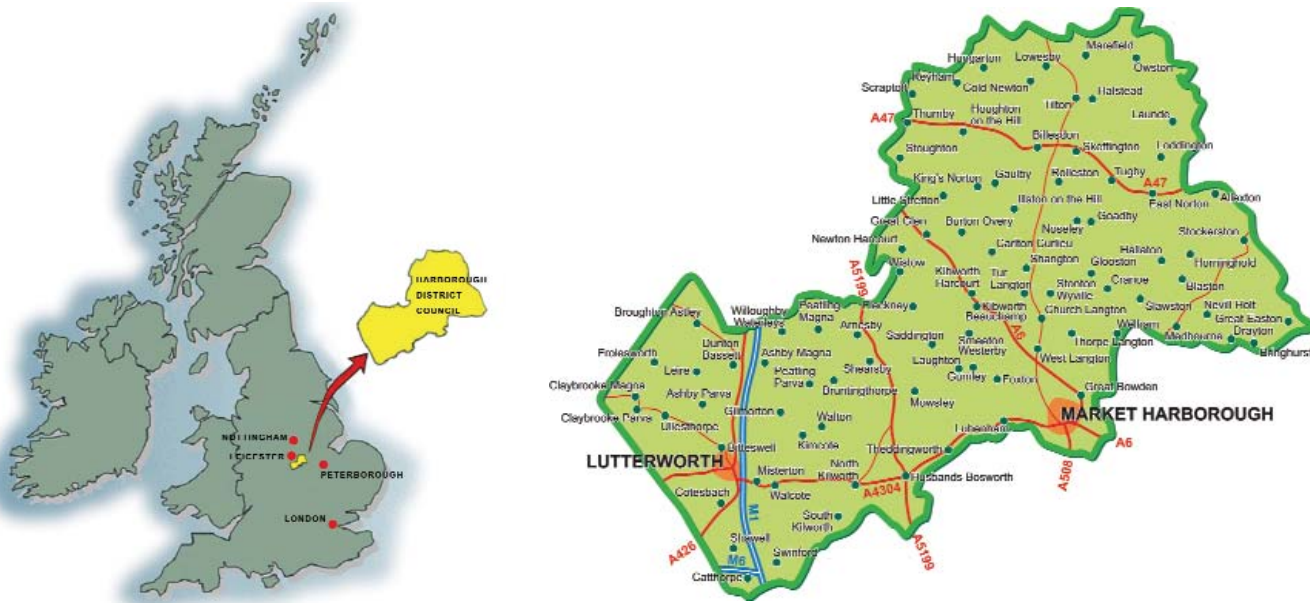
The district borders Warwickshire to the west, Rutland to the east, Leicester city to the north and Northamptonshire to the south.

The prosperity of the district owes much to its diverse local economic base. Although agriculture still plays an important part in the local economy, manufacturing, distribution and the service sector are of ever-increasing importance.

A recent Halifax 'Rural areas quality of life survey', which tracks where living standards are highest in Great Britain's local rural authorities, Harborough came 14th and was deemed to have the best quality of life outside the south of England.

Houses are larger than average, life expectancy is very high and GCSE results are some of the best in Great Britain.

Market Harborough is on the Midland Mainline into London, with journey times of less than ninety minutes, and there is good access to the M1, M6 and the A14. Nottingham East Midlands Airport is approximately 35 miles from Market Harborough.



# The Place Survey

An important way of measuring our performance is provided by what our residents and service users tell us, usually about the quality of our services and of various 'quality of life' aspects of their local areas, which we obtain from carrying out specific surveys.

The 2008 Place Survey is an example of such a survey, which was carried out across all councils in England under the direction of the Department for Communities and Local Government.

The Place Survey asked questions about how important various aspects of community life were, what needed improvement, and levels of satisfaction with local services. 2,600 questionnaires were sent to randomly selected addresses in the Harborough district, and 1,111 were returned. A brief summary of the draft results are as follows:

## Views on the local area:

- Residents considered the level of crime as the most important factor in making somewhere a good place to live, and activities for teenagers as most in need of improvement in their local area.
- The priorities for improvement are public transport, the level of traffic congestion and affordable decent housing.
- Nine out of ten people were satisfied with their local area as a place to live.

## Local public services:

- Three out of five people agreed that local public services are working to make the area cleaner and greener and over half thought that local public services treat all types of people fairly and are working to make the area safer.
- Around a quarter of residents agreed that Leicestershire County Council and Harborough District Council provide value for money, and two-fifths were satisfied with the way these local authorities are running things.

## Information and local decision-making

- Residents felt informed about how and where to register to vote and how their council tax is spent and how to pay bills to the council.
- Residents felt less informed about other aspects of council activity, particularly what to do in the event of a large scale emergency.

## Community safety and anti-social behaviour

- Nine out of ten people said they feel safe in their local area during the day, and seven out of ten said they felt safe after dark.

## National comparisons

Compared to the national averages, Harborough is performing above average on the majority of the national performance indicators.

Overall Harborough residents considered it to be a very good place to live.





We produce a full set of accounts each year, to explain our financial position as at 31 March 2010. A full copy of the accounts is available from our main reception in Adam and Eve Street, Market Harborough or from our website [www.harborough.gov.uk](http://www.harborough.gov.uk)

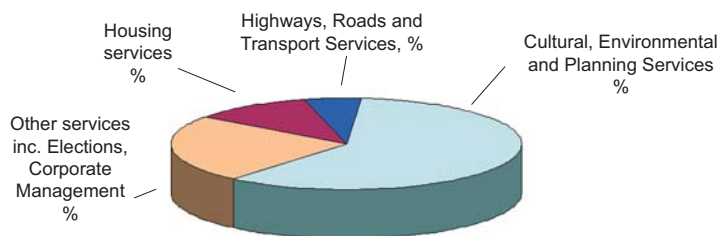
The accounts will be audited by the Audit Commission who will report their findings to us and issue a formal opinion. Our planned general budget for 2009/10 was £.m. A further £.m was spent on capital schemes. Although there were considerable demands on services we have achieved a balanced outturn and were able to keep the expenditure within budget.

The following tables give a summary of the main financial statements.

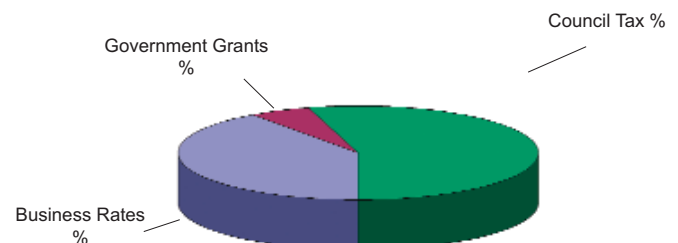
## Our income and expenditure

This covers income and expenditure relating to all our services, and how the cost of services have been financed.

**What the money is spent on**



**Where the money comes from**



A Working Balance and General Reserve is held to use for any unforeseen liabilities.

## The Balance Sheet

This is a statement which is a snapshot of our financial position as at 31 March 2009. It shows what we own (assets) and what we owe (liabilities). The balance of these two items is made up from reserves and balances.

	£'000
<b>Assets</b>	
Fixed and long term assets	
Money owed to the council	
Cash, investments and stock	
Total assets	_____
<b>Liabilities</b>	
Items owed by the council	
Borrowing	
Pension Scheme	
Other liabilities	
Total liabilities	_____
Net assets	_____
Non-spendable reserves	
Spendable reserves and balances	_____
Net Worth	

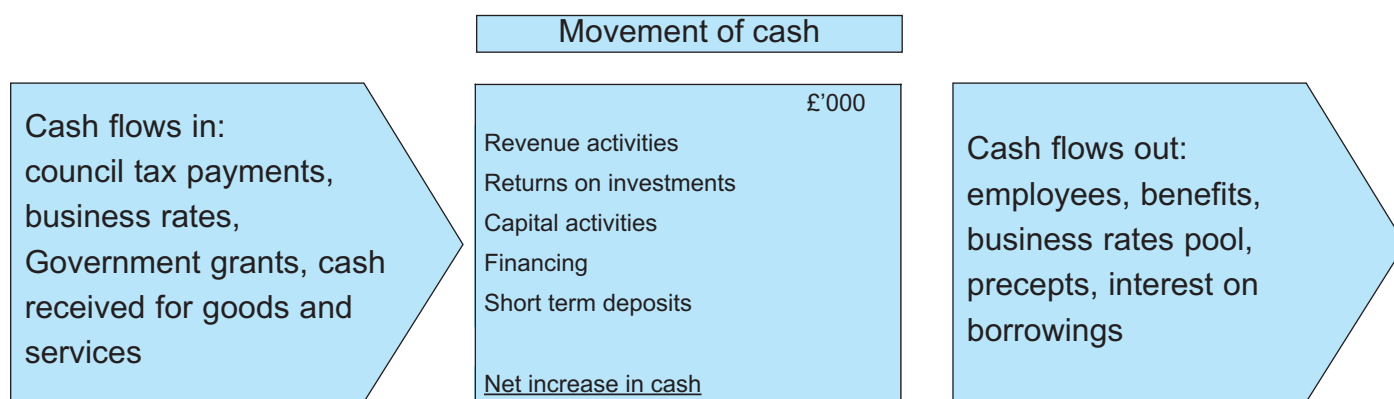
Land and buildings owned by us

These arise from the financing and revaluation of fixed assets and are not available to spend on our services



## Cash Flow Statement

This shows a summary of the cash movements during the year, demonstrating how we have moved to the financial position reflected on the Balance Sheet.



## Collection Fund

The Collection Fund shows the transactions relating to the collection of council tax and business rates. We also collect council tax on behalf of Leicestershire County Council, Leicestershire Police Authority, Leicestershire Combined Fire Authority and parishes. Business rates are collected by us and paid over to the Government and then a proportion of it is given back to us.

	£'000
<u>Income</u>	
Council tax	
Business rates	
Total income	
<u>Expenditure</u>	
Harborough District Council	
Leicestershire County Council	
Leicestershire Police Authority	
Leicestershire, Leicester & Rutland Fire Authority	
Business rates transferred to the Government	
Other	
Total expenditure	
Deficit for the year	

## Stronger more cohesive communities

## A healthier

Theme	Priority	Action
People	<b>Communications and Community Engagement</b>	Review strategies for communication and consultation
		Develop the website to provide a further channel of engagement. Reduce the level of disengagement by at least 10%
		Determine the role of the Lifeline Service in the light of the county-wide review
		Develop a policy and criteria for rural/home appointments to ensure social inclusion
		Analyse the gap with complying with contact centre standards
		Produce an action plan
		To contact at least 100 families through the Children's Centre
		A local strategy for integrated Youth support to be developed
		Establish regular communication with 30 households in the priority neighbourhood
		Identify children in the priority neighbourhood who will benefit from contact with the Children's Centre
		Establish sustainable support for Arts Fresco
		Establish sustainable support for Harborough in Bloom
		Free swimming for those aged 16/under, and 60/over, from April 2009 at Harborough Leisure Centre
		Increase participation in Active Lifestyles scheme by 10%
		To deliver one cross-generational scheme/initiative to increase levels of younger/older people
		Deliver four events regarding Hate Crime across the district
		Deliver a cross-border distraction burglary prevention initiative and also an awareness campaign
		Agree a strategy for the future provision of CCTV
		Implement solutions at five anti-social behaviour hot-spots
		Commence an education awareness programme (including young people) on violent crime
		Commence working with schools to highlight anti-social behaviour issues and the effect on the community
		Publish a comprehensive enforcement policy for all areas of Health and Enforcement Services
		All licences granted are viewable online
		Adopt a county-wide policy on implementation of the Charities Act 2006
		Develop a vehicle seizure policy using powers within the Clean Neighbourhoods and Environment Act 2005
		Increase resident satisfaction of appearance and cleanliness of play areas. Measured by survey
		Investigate new national perf. standards which cover planning and organisation of elections
		up an action plan
		Implementation of Councillor Call for Action
		Plan and prepare for effective running of County Council and European elections
		Draw up an action plan to meet the new Equality Framework. Action plan to be approved by the Council
		To re-establish Lutterworth Improvement Partnership as a community-focussed partnership
		To develop a community-led action plan for Broughton Astley Improvement Team
		To deliver five community-based projects through Harborough Improvement Team
	<b>Organisational Development</b>	Ensure that Emergency Plans are validated and staff are trained to an appropriate level
		To implement the introduction of generic enforcement throughout the five district partnerships
		Introduction of personal development plans for elected members: <ul style="list-style-type: none"> <li>• portfolio holders</li> <li>• all councillors</li> </ul>
		Train elected members and officers on risk management
		To revise the officer induction process
		To undertake an organisation-wide training needs analysis
		Implement Ethical Governance Action Plan
		Implementation of dispute resolution legislation
		Complete the implementation of the Pay & Grading review

## More effective and efficient service delivery

on	How we did	Portfolio
ssatisfaction with the website by at least 20%. Increase number of transactions by		Community Engagement and Customer Services
Children's Centre		Community Cohesion and Wellbeing
isure Centre and Lutterworth Sports Centre. Increase take-up by at least 10%		
people's social acceptance in community		Community Safety and Enforcement
ampaign regarding vehicle theft		
me, abuse and hate crime		
on the local community		Environmental
ervices		
vironment Act 2005		
y a reduction in complaints of more than 10%		Corporate and Service Delivery
ons, integrity, participation and accuracy of electoral registration records and draw		
d		Community Engagement and Customer Services
hip		
ship		Community Safety and Enforcement
s		
		Corporate and Service Delivery

A more effective response to climate change

Improved life chances for vulnerable people

Completed

Carried forward

Long term



## Stronger more cohesive communities

## A healthier

Theme	Priority	Action
Resources	Asset Management	Replacement of play equipment
		Car park development - Welland Park
		Identify options regarding council offices and market hall
		Determine future of Lutterworth Service Shop building/use of
		Decision on the De Verdon Road allotments site and the option to purchase land at Moorbarns Lane
		Prepare the land at Newcombe Street/Naseby Square garage site
		Implement the Estates Management module within Uniform system to integrate the land and property
		Develop appropriate performance management framework and benchmark measures for the council
	Efficiency and Change Management	CRM replacement
		Promote awareness of what to do in the event of an emergency through four specific events/promotions
		Overall waste recycled to increase to 58% if food waste collections are implemented district-wide
		Through implementation of the new integrated street scene services contract achieve a reduction in
		Business Process Re-engineering (BPR) - review processes in Council Tax to achieve optimum efficiency
		The implementation of more secure payment options. Live with interactive voice recognition facility
		Implementation of Electronic Document Management System in Revenues and Benefits ( <i>timescale</i> to be determined)
		Determine preferred option for delivery of the payroll service
		Year three of virtualisation of servers to reduce electricity consumption
		Develop a Climate Change strategy
		Implementation of new HR and Payroll system ( <i>timescale subject to capital project bid</i> )
		Implementation of data quality action plan
		Identify options to reduce the cost of the Health and Safety contract
		NLPG - data-matching for 2011 census to be completed
		Review of recruitment and selection process to be completed and implemented
		Undertake an organisational review by March 2010 for implementation from April 2010
		Develop options for potential shared services
Place	Housing	Local Development Framework (Core Strategy) draft to be published
		Local Development Framework (Core Strategy) submission document to be published
		Input to options on householder growth in regional plan for the East Midlands
		Completion of interim review of Section 106 policy and decision on introduction of Community Infrastructure Contributions during 2009/10 for draft publication
		Provision of specialist employment, skills, training and benefits advice to 80 households in housing need
		To work with sub-regional partners to develop a Choice-based lettings scheme (HHS)
	Planning Enforcement	Develop mechanisms for ensuring that relevant stakeholders have access to performance information
		Complete year 2 actions of the planning enforcement review action plan
	Economic downturn	Monthly monitoring reports to the Executive on impact of current economic climate. Actions to be developed
	Eco-town	Prepare a response to the Governance issues regarding the eco-town, if shortlisted

## More effective and efficient service delivery



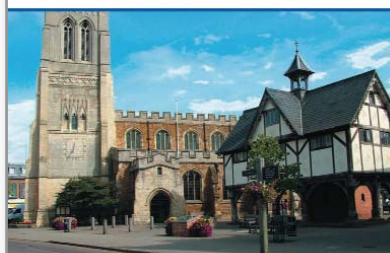
# Highlights



Food waste collection started across the whole district.



welcome to  
MARKET HARBOROUGH



Market Harborough Building Society

**Friendly**  
You, friendly.  
Not a word you'd necessarily associate with those guys in suits who look after your money is it? Well, we want you to know we're on your side and that we understand how complicated life can be. Our dedication to personal service means we take the time to get to know you inside-out. This helps us understand your financial needs and ultimately serve you better.  
Traditional, friendly, transparent and straightforward - putting our customers first. In fact, everything a Building Society should be.

**Traditional values in a changing world**

Welland House, The Square, Market Harborough, LE16 7PD  
☎ 01509 411200 | email [customerservice@hbs.co.uk](mailto:customerservice@hbs.co.uk) | [www.hbs.co.uk](http://www.hbs.co.uk)

Front page of Market Harborough town guide



Harborough in Bloom judging

Photo: Andrew Carpenter



Welland Park awarded Green Flag status



'Bag in a Box' scheme - reusable bags, contained within a box, provided to businesses to encourage their staff to use and reuse them for shopping. Bag design by a student of Robert Smyth School



# Highlights



Free swimming for people aged 60 or over



Sure Start Children's Centre opens



New website launched



Heart-shaped purse alarms made available at shops to help beat thieves during the Christmas period



Students litter-picking in Broughton Astley

## Our performance

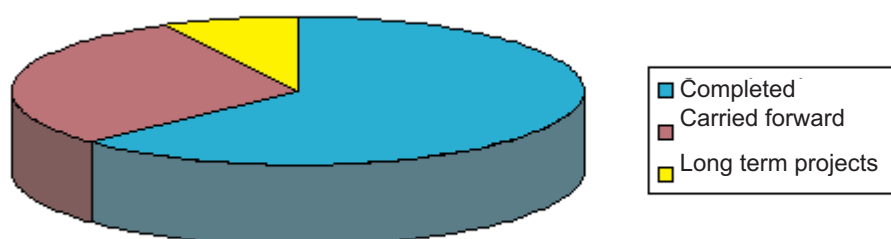
At the start of the financial year we decide on our priorities for that year, and produce our Business Plan. Our performance is measured against a number of indicators set nationally (NIs) and those we set ourselves; Local Performance Indicators (LPIs).

### Results

#### Priority areas

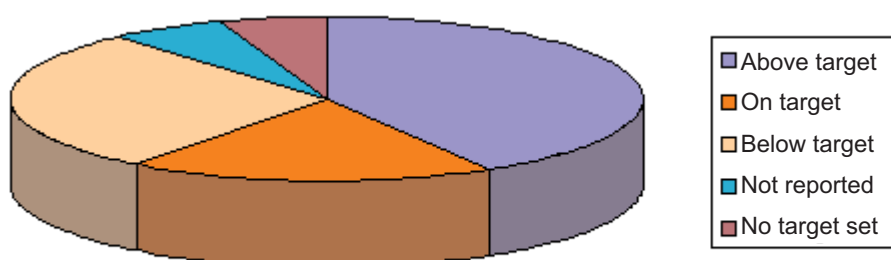
There were 94 service development projects in the 2009/10 portfolio plans. Of these, 64 have been completed, with the remaining 30 being carried forward to the 2010/11 TEN model to monitor to completion. Of these 30, eight were longer term projects not expected to be completed in the year, with the remaining 22 uncompleted.

Eighteen projects were carried forward into 2009/10 from 2008/09 and were monitored during the year. Of these, ten have been completed, and the remaining eight have been carried into 2010/11.



#### Local Performance Indicators (LPIs)

At the year end 15 Local Performance Indicators were below target, 10 on target and 22 above target. Year end data could not be supplied for three indicators, two because systems of data collection were still being set up and one because of a technical data collection fault, and three had no target set.



#### National Indicators

The new National Indicators set are reported through a national database (the Data Interchange Hub). In the majority of cases data is supplied by outside agencies, over a long timescale. The indicators for which we supply data directly can be found on page 42. Systems are now in place to upload this data to the Leicestershire County Council TEN model for the LAA and the CAA.

## What we have achieved

### Energy

We have been measuring air quality and CO<sub>2</sub> levels in order to reduce carbon emissions and respond to climate change. This information will help the development of a Climate Change Strategy for the Council. By monitoring this work we have been raising awareness amongst staff of their individual contribution, through the Just One initiative. By monitoring carbon usage and implementing actions to reduce this, we are setting an example for other businesses to do the same.

### Waste Management

A more effective contract through partnership with Focsa (UK) Limited was achieved which has benefited the community by providing a cleaner district by:

- Lowering landfill waste by approximately 200 tons
- Lowering complaints about street cleaning by 10%
- Increased the number of Bring Sites for plastics to 48 which offers the community more options for recycling plastic (one Bring site per 1,500 households)

### Health and Enforcement

A new Private Sector Housing Policy was developed which introduced a range of options to enable home owners to carry out essential repairs and improvements to their properties. These include interest-free repayment loans, property appreciation loans and, if appropriate, repair grants. This revised policy will enable the most vulnerable households to undertake essential repairs and improvements to their property. The assistance available will ensure that we will make best use of the financial resources available to us by recycling budgets where possible.

A desk top screening assessment was carried out and area surveys of Lutterworth and Broughton Astley have been undertaken, to identify houses in multiple occupation. Work in this area will help to identify accommodation in the district which falls below the necessary standard and will ensure that where necessary the houses in multiple occupation receive the appropriate licence.

There was a delay in the anticipated implementation date of the Private Water





Supplies legislation and it finally came into force in January 2010. Information has been collated to be submitted to the Drinking Water Inspectorate. This legislation will ensure that high risk private drinking water supplies are wholesome and safe.

External funding was successfully secured to undertake a survey of a high priority potentially contaminated site in the district. This work has confirmed that there is no evidence that the high priority site is causing pollution to ground water or the nearby river. The evidence collected to date ensures that home owners and occupiers have more accurate environmental information relating to their properties.

We have been liaising with Leicestershire County Council with a view to partnership working to develop a revised Air Quality Action Plan. The development of this Plan will enable us to work towards achieving the National Air Quality Objectives, where a breach has been identified. There is a link between poor air quality and ill health and an improvement in the local air quality may have a beneficial effect on the local community.

Food establishments in the area are broadly compliant with food hygiene law. The level of achievement increased in 2009/10 which has a positive impact on the public.

We have been working with businesses in Magna Park, Lutterworth, to implement the Healthy Workplace Award. Several businesses have taken part in this initiative and approximately 1,000 employees have benefited.

A Flexible Warrant Scheme, which operates across Leicestershire districts, jointly working with the HSE, gives us more flexibility to take action and allows us to act quicker therefore providing greater safety for the public.

## Customer Services

We developed a policy for rural/home appointments to ensure social inclusion and

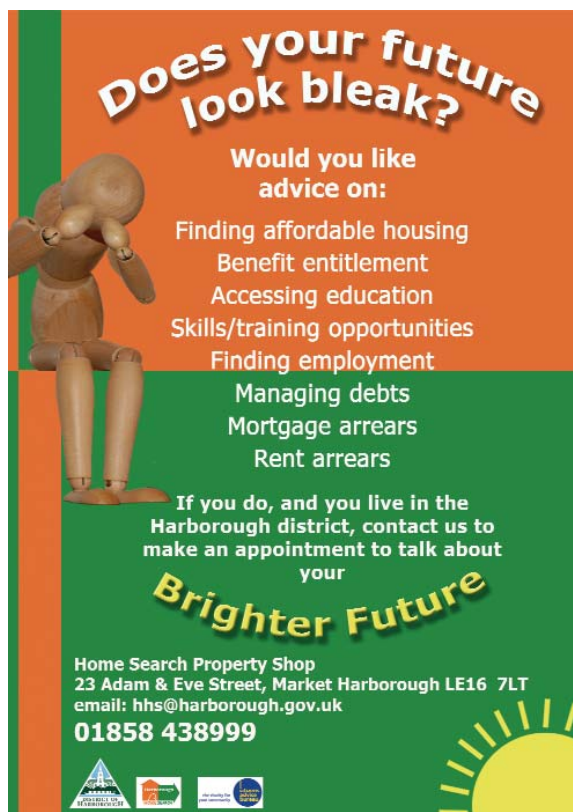
that the council services are accessible for all, especially those who live in rural areas who may have transport/accessibility issues.

## Council Tax

The implementation of a new payment method for Council Tax/Business Rates, which is based on a bar code system, has delivered a more efficient service to the customer and the council and also resulted in an approximate saving of £3,000 for 2009/10 for the issuing of the annual bills.

## Housing Needs

- Successful bids to CLG for funding for providing an enhanced housing options service, and to implement a sub-regional CBL scheme across Leicestershire and Rutland (with exception of Leicester City)
- Exceeding the target set for Enhanced Housing Options interviews
- Re-branded as a Housing Options Service
- Enhanced Housing Options Services achieved a maximisation of income for home seekers interviewed – potential



**Does your future look bleak?**


**Would you like advice on:**

- Finding affordable housing
- Benefit entitlement
- Accessing education
- Skills/training opportunities
- Finding employment
- Managing debts
- Mortgage arrears
- Rent arrears

**If you do, and you live in the Harborough district, contact us to make an appointment to talk about your**

**Brighter Future**

Home Search Property Shop  
23 Adam & Eve Street, Market Harborough LE16 7LT  
email: [hhs@harborough.gov.uk](mailto:hhs@harborough.gov.uk)  
**01858 438999**



growth of £562,000 projected for one year if everyone followed the advice given

- Prevented and relieved homelessness
- Completed two mortgage rescue cases with a third in progress
- More residents are seeking advice about their housing need and related aspects such as employment/debt management/income maximisation than previously
- Increased numbers of private rented properties advertised through Harborough Home Search

## Community Safety

Successes have included:

- Reducing antisocial behaviour complaints/reports by over 400 in volume
- Work being done on Hate Crime seen as forward thinking and proactive – deemed helpful by external agencies
- Increased communication with other agencies which results in more satisfactory outcomes for victims
- Better links with schools so wider issues can be addressed at an earlier stage

## Development Control

- Exceeded National Performance targets for making decisions on planning applications which was a key factor in achieving a Government Planning Grant award in excess of £400,000
- Planning permission granted for several affordable housing sites across the district
- Achieved user satisfaction of the planning service levels of 87%
- Good quality developments completed contributing to a safe and attractive district

## Democratic Services

The Councillor Call for Action was implemented which allows the community to raise concerns with us and progress these through alternative channels.

A training plan for councillors is ongoing, based

upon the Improvement and Development Agency's (IDeA) political skills framework. Councillor participation in training and leadership programmes will promote leadership, lead to acquisition of skills and enable better decision-making which will in turn have a positive effect on the community.

## Building control

The introduction of Building Control Enforcement policy which clearly sets out how we will be open about our actions, demonstrate fairness and impartiality, take a consistent yet flexible approach, be considerate to complaints, treat matters with proportionality and assist service users wherever possible.

The on-line Building Notice forms are being used on a regular basis and this can be shown by the use of the reporting functionality built into the website. Also customers can monitor progress of applications online as they are being processed and determined through the use of Public Access.

## Lifeline

A Customer/User Enquiry Survey was carried out in October 2009 which received a 70% response rate. We received positive customer feedback on the service provided, particularly relating to emergency cases. This User Enquiry Survey provided an insight into needs and concerns of users and permits us to understand what changes may be required to address and respond effectively to issues based on customer feedback.

Client details are input within one day of receipt and general Lifeline applications are turned around within seven days. 214 alarm units were installed during the year, benefiting the most vulnerable in the community.

## Public spaces

We replaced play equipment at:

- Mill Grove, Lutterworth
- Mulberry Close, Lutterworth
- Moorbarns Lane, Lutterworth

- Sherrard Road, Market Harborough
- Cromwell Road, Great Glen
- Edward Road, Fleckney.

By doing this we have:

- Improved the quality of an area
- Improved facilities to the community
- Improved health and wellbeing
- Improved safety for children and young people
- Helped towards a healthier Leicestershire

Ongoing work on the promotion of the Market Hall resulted in doubling the number of customers visiting the market hall from 5,000 in March 2009, to 10,000 in March 2010. This facility provides support to the community and businesses alike.

## Children's Services

We exceeded the target of 100 for the number of families using the children's centre.

The centre has improved the outcome for children under the Every Child Matters agenda which forms part of the Children's Act 2004. The centre provides advice on parenting skills, financial, benefits and developmental milestones for children under five years of age. Without this assistance there could be financial hardship for vulnerable families, and children may find starting school to be problematic. The centre has also created a good access to vulnerable groups for other council services and has improved our understanding of specific needs.

## Licensing and Enforcement

There are now 90% of premises licenses and 70% of European Directive licenses available online, making it easier for customers to access.

The Civil Enforcement officers are enforcing car parking, dog fouling and littering by working in partnership with neighbouring councils. This has also built better partnership working,

particularly with councillors and parish councils.

## Corporate Debt

We have increased publicity around fraud initiatives, and promoting direct debit and electronic payments. An extra payment date for Council Tax has been introduced and we have promoted Payzone as another payment option.

## Principal Planning and Policy

The Core Strategy is well on its way towards being published - the public consultation during the summer played a key part in this. A draft has been published and evidence is on our website. The delay was to ensure all required information was gathered.

Consultation was started with Gypsy and Traveller communities over provision of private sites and social housing.

Linking in with the Community Forums for the consultation exercise in July had a positive impact, by involving people in the planning process and by giving advice and information, helping them to become involved in future planning.

The introduction of the new website has proved a key tool for sharing information, which is available 24 hours a day. The planning pages on the website are regularly updated with information, including all the LDF consultations etc.

## Business Rates

Our collection Rate was set at 99% and we achieved 98.02%.

The arrears were set at £600,000 and we achieved £664,000.

Post turnaround was set at 12 days and we averaged 11.5 days.

By collecting the money efficiently and meeting



targets we ensure that we receive money back in to the authority. This too supports businesses by helping them effectively manage their business costings over a year (i.e. the sooner the Business rate is sent out, the more monthly payments they will have to pay, rather than a lump sum).

## Car Parking

There is a complaints and communication log that is updated regularly. All communication by the public is given a response to ensure there is a consistent message from the council. This also speeds up the response time to customers as the officers are able to identify problems.

Forty minutes parking has been introduced in Market Harborough town centre to increase the turnover of customers visiting local businesses.

We are continuing to lead the multi-agency working on generic enforcement as it is cost effective in terms of resources for the other district authorities as we are the management function, which increases the commitment to partnership working in Leicestershire.

The district has become cleaner, greener and safer - fines are able to be issued for dog fouling, littering, as well as car parking, consequently officers are more visible on the streets.

## Leisure

We supported the re-opening of the Harborough museum, launching the 'Treasure Project'. The museum received 1,500 visitors on the first day and attracted 12,857 visitors between September and March 2009/10, representing a 100% increase in visitor numbers from the same period the previous year.

There were an estimated 15,000 visitors to Market Harborough for Arts Fresco in September.

Free swimming for the under 16's and over 60's commenced during the year. 51,573 under 16's and 24,822 over 60's participated.

## Elections

We successfully ensured that the county and



Part of the re-opening of Harborough Museum

### Waste Management

Achieve the target of 65 Bring Sites (recycling) in the district with more options for recycling plastics.

Further development of the partnering relationship with Focsa Services (UK) Limited by developing new services e.g. trade waste, street washing, battery recycling etc. Developing trade waste business and sharing financial rewards from this could assist in developing the partnership with Focsa.

### Health and Enforcement

A survey of the district to identify industrial process which may require a permit under the Environmental Permitting Regulations. This will ensure that all potentially polluting processes will receive a permit to control the release of emissions.

Implement a Street Trading Policy for controlled trading environments which means residents will benefit from stricter guidelines applied to street traders. This will also provide transparency and equality for all traders/organisations who wish to trade in the district.

### Customer services

Introduce a new Customer Relationship Management system. This is an integrated specialist system and more advice is required on the best options - this will assist us in monitoring and measuring performance. This

will build on the customer experience and improved service. Customer comments are recorded and acted upon by introducing an integrated system.

Customer service training/induction is ongoing and will help current and new staff in continued delivery of efficient services to our customers.

### Council Tax

Introduce a Document Management System which will give customers better access to information and will be easier to manage the workload. There will also be a better audit trail of information. This is dependent on funding being available.

### Housing Needs

Carry out a consultation with service users and registered social landlords to establish satisfaction levels with the service provided.

### Community Safety

Develop and introduce a Domestic Violence Strategy for Leicestershire. This will increase community confidence in local services that are available as support and means of reporting domestic violence, leading to an increase in the number of cases being reported.

### Building Control

Finalise the Building Control Dangerous Structures Policy which is 75% complete and we are awaiting the outcome of job evaluation/shared services before it can be completed.

### Lifeline

Ongoing discussions of service provision such as Out of Hours Response and Out of Hours Homelessness Enquiries.

Promoting Lone Working to other service areas and develop a system written into Health & Safety guidelines to ensure that staff working





out of hours contact the Lifeline Service to report safe arrival and departure.

Introduce Telecare for vulnerable people in their homes – eg. pendants with tilt and motion sensors that will call for help if the user falls and is unable to push the alarm button themselves. Telecare will benefit users by providing a higher level of help as Lifeline will be alerted earlier and can respond more quickly. Quicker response will mean that injuries are not aggravated by the person who has fallen trying to move to contact Lifeline themselves. It will therefore also benefit the Health Service by minimising ambulance visits, hospital visits and time spent in hospital.

## **Public Space**

Market Hall actions were completed, although by doing these this has generated ongoing work.

### **Public space capital projects:**

Station Road Car Park, Lutterworth - work will begin early in 2010/11.

The bridge at Devils Island, Welland Park - design work to be completed.

Welland Park car park, Market Harborough - planning approval required.

Bellfields Skate Park - contract to be issued - funding raised of £200,000 with community group (Harborough Wheels Project).

## **Children's Services**

The local strategy for integrated youth support was not developed, however recruitment is in process for a part time support officer to deliver this. Recruitment is likely to be completed early in 2010/11.

By completing this there will be a better shared understanding of different agencies roles and a gaps analysis of current youths services. There will also be a greater understanding of need and more joint working on specific issues.

## **Licensing and Enforcement**

Full implementation of dog control orders across the district.

All licenses need to be put online.

## **Corporate Debt**

The review of policies and practices is ongoing and introduction of other mechanisms for recovering debt - automating as much as we can.

Residents will have more choice in the way they pay their debts and more information about what will happen if they do not pay.

## **Principal Planning and Policy**

Approve and publicise the Core Spatial Strategy. This will take the team through the whole process from submission to approval.



As part of this work the Community Infrastructure Levy will be looked at.

## Asset Management

Strategic Asset Management is an ongoing long term target. The strategy is a phased approach into manageable stages.

In conjunction with councillors we will prioritise, by ranking assets to be focused on. The decision as to whether an asset is disposed of or retained, lies with councillors.

## Business Rates

Paperless Direct Debit is to be looked at early in 2010/11. By promoting and encouraging people to pay by Direct Debit, this will have an impact on the council by reducing administration and staff resources and increase regular cash flow.

Introduce Academy Mobile Solution for inspection of empty properties. This will ensure that inspectors can update the notes whilst on site, therefore saving on time and resources.

Introduction of a Document Retrieval System for Revenue and Benefits will result in less paper and possible lost papers as they will be scanned into the system and available electronically.

## Car Parking

To implement the introduction of generic enforcement throughout five district councils. Oadby & Wigston, Hinckley & Bosworth, and Melton still need to commit to the generic enforcement

To redevelop the Station Road car park in Lutterworth - work is due to start early in 2010/11.

To improve the existing car parks to achieve the Parkmark award. A self-assessment is currently being carried out to check the standards of all car parks in the district.

## Finance

Introduce Direct Debit for Sundry Debtors as at present a Standing Order is the only option. This will prove an efficiency gain for the council and more choice and flexibility for the customer.

## Leisure

Evaluate the success of the installation of the treasure project at Market Harborough museum, to see whether it is fulfilling the aims of the project.

Increase adult participation in Active Together.



Re-opening of Harborough Museum



### **The Local Strategic Partnership (LSP) and Local Area Agreements (LAA)**

The Local Strategic Partnership (LSP) has made further progress this year in developing itself as a body which adds value to service delivery in Harborough District. The LSP represents the coming together of the major service providers in the public and voluntary sector in order to ensure services work better together. Our common aim is to achieve the vision set out in the Harborough District Community Strategy.

The LSP leads and supports a number of theme focused groups, these include the Harborough Housing Partnership, the Community Safety Partnership, Sports and Activity Alliance and the Children and Young People's Steering Group. It has recently re-launched a Social Inclusion and Equalities Network, the aim of which is to bring agencies together to ensure that we are offering a comprehensive service to those individuals or communities that are more vulnerable.

The LSP also supports four geographically focused partnerships whose aim is to deliver community led improvements through close working between services, agencies and community volunteers. The partnerships are present in our largest settlements; Harborough Improvement Team (HIT), Broughton Astley Improvement Team (BAIT) and the recently launched Lutterworth Improvement Team in Lutterworth (LIT).

In addition to leading and supporting theme and geographic partnerships the LSP identifies its own 'strategic' priorities. These are focussed on jointly agreed priority areas where there is evidence of un-met need. For 2008-11 these are;

- Supporting Vulnerable People and Places. To further this aim in 2009/10 the LSP has funded a pilot multi-agency referral scheme called 'First Contact' aimed at the over 60s. In the first two months over 30 older people have been helped by the scheme which is designed to ensure more vulnerable older customers can access all the services they need from a single visit. Harborough has one 'priority

neighbourhood' that has continued to be the focus of LSP attention. This means that, compared with other neighbourhoods in Leicestershire, the people in this neighbourhood experience a poorer standard of living. A partnership approach led by the LSP is working to put in place activities and services that will improve the circumstances for people who live in this area. In 2009/10 the LSP recruited a dedicated officer to help the public and voluntary sector understand and tailor their services to the local community. This appointment has led to a community action plan being developed. Initiatives include a joint venture between Harborough District Councils Active Together team and Seven Locks Housing to help older tenants stay healthy through using Nintendo Wii's, and closer working between employers and training and skills providers to get more people into work.

- Building stronger communities. In 2009/10 the LSP has continued to develop HIT, LIT and BAIT to engage local people to make a difference in their own community. As well as the thousands of pounds of external funding the improvement teams bring to their local area the real step forward this year has been the amount of community volunteers involved in the various projects. For example, a recent 'river clean' in Market Harborough attracted over 50 volunteers.



Active ladies enjoying a game on Nintendo Wii

## ***Working with the Voluntary Sector***

We recognise the contribution made by voluntary sector organisations to our thriving communities. In support of their valuable work in the community we provide annual funding to a number of organisations. Two examples are:

- Whilst looking at the public service priorities for 2009/10 the council and South Leicestershire Citizens Advice Bureau (SLCAB) recognised the need to enhance the support provided to people/families in need of advice, information and guidance. A number of trends were identified, particularly around rising personal debt and the problems associated with this. We increased our funding to SLCAB to provide additional services and this helped the organisation to assist over 6,000 people during 2009/10. Advisors helped people to claim nearly £200,000 in state benefits to which they were entitled and assisted people with debts of over £2.6 million. As difficult economic conditions continue, the council, with SLCAB, will continue to monitor the effect in the district and provide services in order to help people.
- Harborough is a rural district covering many miles of beautiful countryside. There are many villages, hamlets and sparsely populated areas. In recognition of this we work closely with Leicestershire and Rutland Rural Community Council. Working together we engage with communities in rural areas to identify local issues and work together to come up with solutions. An example of this was the Tilton Green group which we supported when they held a Tilton Fair in January. The event was organised by volunteers and was well attended by the local community. It included information on; home energy efficiency grants, energy saving products and ideas, renewable energy, economic driving, recycling, composting and eco schools. The event also included games, competitions, activities and pizza making in a wood fired oven. Children from Tugby Primary School designed posters promoting recycling, energy efficiency and water saving and were rewarded with prizes donated by ENABLE (Environmental Action for a Better Leicestershire) and the Energy Saving Trust.

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## ***Harborough District Sports and Activity Alliance (HDSAA)***

The aim of the Harborough District Sports and Activity Alliance is to make sport and physical activity accessible for all people, of all ages, throughout the district, enabling them to fulfil their potential. The alliance is a partnership between Harborough District Council, NHS PCT, Schools Sports Partnership, voluntary sports clubs/organisations, Harborough District Leisure Trust and the voluntary sector. Some of the key programmes supported and delivered by the HDSAA are:-

- Sport Unlimited - encouraging more young people to participate in sport and physical activity
- Active Together - encouraging more adults to participate in 3 x 30 minutes of physical activity per week
- Recreation Grant Scheme
- Club development events and support
- Bursary Scheme to provide assistance with sports governing body qualifications
- Improving communications by providing a one-stop website for all advice, activities and information

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## ***Welland Partnership***

We continue to be involved in the Welland Partnership, which in particular brings the

benefits of increased resilience and increased buying power.

## ***Seven Locks Housing***

We have been working with Seven Locks Housing Limited who will provide, under a Service Level Agreement, a dedicated unit of accommodation for use as temporary accommodation for households, where the

Council has a duty to assist those households. This has enabled us to close our former hostel for the homeless, provide a better standard of accommodation to those who need it, and make efficiency savings.

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## ***Leicestershire sub-regional choice-based lettings partnership***

We have been operating a choice-based lettings (CBL) service; Harbrough Home Search (HHS), since 2000. We are now working with six district councils in Leicestershire to develop a CBL system based on the principles of HHS. The partnership also includes local Housing Associations and Arms Length Management Organisations (ALMOs). The proposed scheme will bring the following benefits to applicants currently registered with Harbrough Home Search:

- Improved Housing Options booklet
  - More choice in the way home seekers can bid for properties
  - Alternative language facilities on the automated response line
  - Improved property posters
  - The ability to bid for properties in other areas within Leicestershire (with the exception of Leicester City).
- 

## ***Home Improvement Agency***

**Staying put - Harbrough and Melton** is a not-for-profit home improvement agency and is a partnership between Anchor Trust, Melton Borough Council and Harbrough District Council. The agency also receives funding from Leicestershire Audit Social Care and Supporting People in Leicestershire. The aim of the agency is to help disabled and older people gain and maintain their independence, by repairing and adapting their homes. In support of this objective the agency provides a range of

services depending on needs and circumstances, ranging from minor repairs to major adaptations. Through the year we have helped 47 customers adapt their homes to enable them to continue to live independently. In addition 39 people have received help with repairing their homes. The majority of the work has been provided through grant schemes and the total value of the work carried out was almost £600,000 of which almost half was directly funded by Harbrough District Council.

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## ***Harbrough District Community Safety Partnership***

The partnership passed its first scrutiny in January 2010 with flying colours. The 'health check' included assessment on performance management and problem solving arrangements. We concentrated on building

community confidence by issuing more press releases, increasing police visibility (bobby's on bikes), more talks and visits to local community groups and the involvement of additional services and agencies.

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

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### **Equality Legislation**

#### **Develop a new corporate equality plan**

An action plan was drawn up to meet the Equality Framework for Local Government. The Equality Bill was not published until late Spring 2010 and work towards this will continue during 2010/11.

#### **Continue with our programme of forward looking and retrospective equality impact assessments in each service area**

Equality Impact Assessments (EIA's) are carried out to ensure that our services are delivered fairly and equitably to all sections of the community, and to assess whether there are any barriers in place that prevent people using a service or benefiting from a policy.

A number of the planned assessments for 2009/10 were completed, with the remainder carried forward to 2010/11.

#### **Continue to embed equality impact assessment outcomes into the council's business plans**

Although outcomes of Equality Impact Assessments were already fed into the business planning process via Service Plans, in 2009/10 our performance management system, TEN, was used for the first time to monitor progress on the planned Equality Impact Assessments. This process will continue during 2010/11 although further work is needed to embed this process fully.

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### **Working with children and young people**

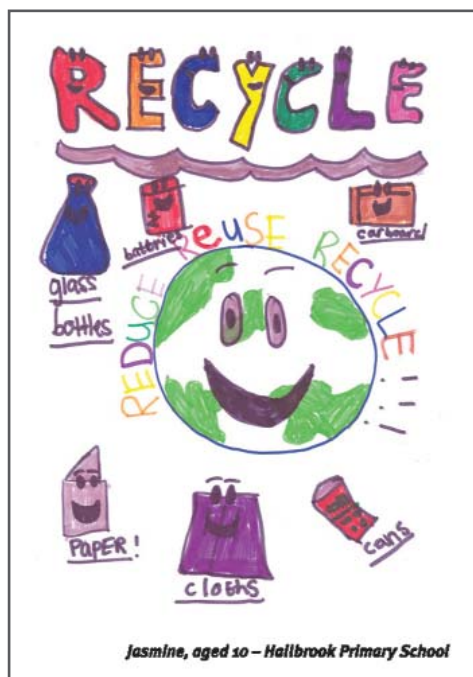
The Children and Young People's Partnership (Locality Partnership Group), co-ordinated by the Locality Partnership Co-ordinator has been developed to allow a range of partners involved in services and support for children and young people to identify and better meet the needs in the district. The partnership has hosted district focused sessions on issues such as the Common Assessment Framework, and partnership working. It has led the development of the Children's Centres and the Children's Centre Commissioning, the IYSS (Integrated Youth Support Service), and the Positive Activities for Young People funding.

#### **Education and awareness campaigns to ensure increased recycling and raised profile of cleansing issues. Particular emphasis will be with schools**

Education and awareness has been carried out with visits to schools, pre-schools and scout groups, or by providing information for recycling sessions. Visits have included working in partnership with Street Cleansing, Grounds Maintenance and the Enforcement Team and with Harborough Improvement Team. Further partnership working, including working with Focsa, has also been evident in the running of The Tidy School Campaign



again this year, which is open to all the primary schools in the district. We also had the opportunity to run a schools competition to design a recycling poster. The winning poster is featured on the sides of four of our recycling vehicles and will be seen across the district for many months.



### **Continue the development and involvement of the youth council and youth democracy through regular events etc.**

The Harborough Youth Council (renamed by the young people from Harborough District Youth Forum) is going from strength to strength. Its membership includes representatives from all parts of the district. During 2009/10 a promotional strategy was developed in order to better fulfil the mission to represent the voice of the wider community of young people. Part of this strategy included new branding as Harborough Youth Council, and a more professional image through promotional materials. The young people forming the committee have undertaken team building and training in their roles with the support of the Youth Service. Harborough District Council's Hear by Right Standard is a key element of recognising the voice of young people in council planning and developments, and the Youth Council has been able to hear about how much progress we have made towards the goal of 'established' level. Youth

Council members have been kept informed of major changes and developments in the district and taken opportunities to comment. Further progress in youth democracy has been achieved this year with the successful bid to the Big Lottery Fund for The Rural Youth Voice Project. This is a five year project, in partnership with Voluntary Action South Leicestershire, to develop youth voice work in the district, enhancing the understanding of youth participation within parish councils and partnership groups. The project employs one full time worker, who is based within Community Services at Harborough District Council.

### **Support priorities determined by the district young persons conference, to achieve agreed outcomes**

An annual conference was held in February 2010, which was the first day-time conference of the Youth Council. It reflected a countywide initiative to involve school councils more closely with District Youth Councils. Representatives from most of the district middle and high school councils attended and were treated to a day of workshops on topical issues, delivered by members of the Harborough Youth Council. It was a good example of a truly youth led event. Priorities identified reflected those identified in previous years - safety from crime, transport availability, and facilities for young people. These continue to be the main areas of concern for the majority of young people in the Harborough district. Together with the Voluntary and Community Sector groups, Youth Services, the partnership groups of HIT, LIT, and BAIT, parish councils, and the Rural Youth Voice Project, a joint approach is being taken, co-ordinated through Harborough District Council to meet these priorities.

**We will support children in leading more healthy lifestyles by working with Harborough District Leisure Trust and Serco Leisure Limited to provide free swimming for those aged 16 and under**  
51,573 of those aged 16 and under participated in the free swimming.

## ***Social inclusion - Working to support vulnerable people and communities***

### **Develop our approach in relation to neighbourhood management**

During 2009/10 work was undertaken to develop our approach by collating contacts, establishing baselines, and forming theme and task groups to carry out projects and actions. These will particularly benefit people living in the priority neighbourhood. Three theme groups centre around the priorities:

- Training, skills and employment
- Older people
- Health and wellbeing

### **Continue the targeted take-up campaign for awareness of benefits for pensioners**

Take-up Campaign leaflets were sent out with the benefits notice in March 2009, this has been backed by the sending of the same information to all new residents of the district through their Council Tax bill notice letter. This promotion will continue during 2010/11.

### **Continue to develop and improve recycling 'bring sites', particularly improving access in rural areas**

We increased plastic bring-sites to 48 for recycling, giving the community more options for recycling plastic (one site per 1,500 households).

### **Working in partnership with all sectors to make a wider choice of housing option available to people**

The successful implementation of the Enhanced Housing Options service brought an increase in income for the 116 home seekers who were given benefit advice. We estimate the advice given will have increased their annual income by £4,400 per year which will help to prevent homelessness and improve their quality of life.

### **Investigate the feasibility of establishing a county-wide travellers enforcement group**

We joined the county-wide multi-agency traveller unit which provides a one-stop approach to investigate and undertake any relevant enforcement over travellers illegally occupying council land.

### **Develop a proactive homes in multiple occupation regime**

A desk-top screening assessment was carried out and area surveys of Lutterworth and Broughton Astley have been undertaken. This will help to identify accommodation in the district which falls below the necessary standard and will ensure that where necessary the houses in multiple occupation will receive the appropriate licence.

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## ***Community Safety***

### **Develop a vehicle seizure policy using powers within clean neighbourhoods and environment act 2005**

A draft Vehicle Seizure policy has been developed and will be approved during 2010/11.

### **Agree a strategy for the future provision of CCTV**

We value the contribution of our CCTV scheme and its impact on the two town centres' crime and disorder. It has been necessary to put the

strategy back until autumn 2010 due to impending announcements by central government on expectations of CCTV nationally.

### **Work with all Community Safety Partners to implement sustainable solutions to five identified anti-social behaviour 'hotspot' areas**

Good structures and procedures are in place to help to keep on top of antisocial behaviour. Last year there were 400 less reports than the

previous year. A minimum standard of service has been published to support victims and routine fortnightly meetings with the Police and other services ensures antisocial behaviour is dealt with promptly and effectively.

### **Work with neighbouring Community Safety Partnerships to develop and encourage cross-border co-operation in carrying out**

### **burglary prevention initiatives**

Working with other Community Safety Partnerships across South Leicestershire we have made a contribution to the now established South Leicestershire Smart Water Burglary Prevention Initiative. Several hundred homes now have Smart Water. While the burglary rate remains low, none of these homes have been broken into.

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## **Data Quality**

As a public organisation we have a responsibility to ensure that the data we hold and use is accurate, relevant and up to date. This is important for many things, including good customer service, good contract management and performance management. To help ensure the quality of our data we have produced a data quality strategy which is available to all staff, and manages data quality through the performance and risk management system

Our data quality strategy identifies high quality data as:

- 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

Data quality workshops were held during the year resulting in each service area producing a plan for improving data quality.

These plans will be monitored throughout the coming year and the Revised Data Quality Strategy is planned for submission to the Executive in Summer 2010.

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## **Emergency Planning and Business Continuity**

The Council is a 'Category One Responder' and continues to work in partnership to ensure that we are fully prepared for any emergency. We have reviewed our plans for flooding and rest centre provision and have also continued

with the training and development of our staff. We are now looking to work closer with other Partners within Leicester, Leicestershire and Rutland which will improve our effectiveness to respond.

## **Environmental Issues**

### **Identify and undertake remedial action on areas of contaminated land**

Funding was secured to undertake an intrusive investigation of the former gas works site in Market Harborough. The investigation involved the sampling of soil and water quality on the site and in addition several boreholes were sunk across the site and a programme of ground gas monitoring was undertaken. The monitoring undertaking in 2009/10 determined elevated levels of contaminants locally within the soil and groundwater beneath the site and further monitoring was recommended to determine whether there has been any migration of pollutants off site. We were successful in securing funding from the Department for Environment Food and Rural Affairs (DEFRA) for this work to be undertaken in 2010/11.

### **Investigate complaints relating to nuisance, such as noise, smell or accumulations of rubbish that could harbour vermin etc**

The Environment Team responded to approximately 330 complaints in 2009/10 regarding noise, odour, drainage, accumulations and pest control issues. 13 investigations resulted in enforcement notices being served on households requiring remedial action to be undertaken to resolve the problem.

### **Monitor the air quality, and issue permits to certain industrial processes to limit their emissions**

Under Part IV of the Environment Act 1995 there is a requirement for all Local Authorities to assess their local air quality and to predict future conditions against the National Air Quality Objectives. In June 2009 an Update and Screening Assessment was carried out which looked at the air quality across the whole of the district to identify any potential exceedences of the National Air Quality Objectives. The assessment concluded that generally the air quality in the district was very good however further monitoring and assessment would be required to determine

whether the existing Air Quality Management Area needed to be amended. Monitoring data for 2009/10 is currently being analysed to assess what further action is required.

There are a number of industrial processes within the district which require a permit from us to operate. There are currently 26 processes which have a permit. No new permits were issued in 2009/10 however 30 inspections were carried out during the year in accordance with the risk based inspection programme.

### **Keep public highways clean and free from litter. The swift removal of fly tipping and abandoned vehicles ensures that land does not become contaminated**

We continue to improve the scheduled working system across the district, using the NI195 national indicator as a tool for improvement. In addition we encourage the public to report and give evidence on fly tipping and abandoned vehicles to ensure swift removal, recovery of costs and prosecution.

### **Raise awareness of the wider environmental issues that are affecting our community**

Educational lessons were conducted on environmental issues during the course of the year which included a number of primary schools and Lutterworth College. Publicity campaigns about the problems of dog fouling have been carried out where there are local problems, using the local newspapers and parish magazines.

Talks to schools, community groups and working with charities and community forums has raised awareness about waste and recycling. Producing leaflets and publicising events such as recycle week and composting week has proved successful. We had road shows throughout the district and liaised with parish councils. In addition successful trials of the food waste service in Lutterworth and Broughton Astley have raised awareness of environmental issues and the role out of this service district-wide.



**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**

The introduction of the integrated contract from 1 April 2009 has seen a new fleet of vehicles which meet Euro V emissions ratings. New collection rounds have also been designed to reduce mileage and carbon footprint. The types of materials collected are continually being looked at and we are continually working

towards improving the service through education and the development of new technologies.

Harborough is also part of the Leicestershire Waste Partnership which consists of Leicestershire districts/boroughs and Leicestershire County council. These organisations are working towards the issues that face Leicestershire in terms of recycling, composting and the disposal options for the future.

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## **Carbon management**

### **Develop a climate change strategy**

An internal project group has been formed to develop the strategy through a series of workshops. The first workshop was completed in November 2009 and an initial draft strategy was prepared giving the headline data. Further work is required to develop the strategy and the completion date for the draft strategy has been revised to December 2010.

During the year an assessment was also completed about the risks to council services from climate change and this will be used to inform the strategy.

### **Aim to reduce the amount of greenhouse gases emitted into the atmosphere from our own activities**

We adopted the Carbon Management Plan in March 2009 and since then a number of improvements have been made to the main council building in Adam & Eve Street, to reduce energy consumption. There has also been a successful promotion campaign to increase staff awareness about reducing carbon emissions - the 'Just One' campaign - because it relies on Just One person - the member of staff.



Officers of HDC receiving an award from Energy Minister David Kidney on behalf of the Carbon Trust, for work completed on the Carbon Management Programme.

## How the council works

Our constitution (set of rules) sets out how we:

- work
- make decisions
- follow procedures to make sure we are efficient, open, and answer to local people

We have a structure which sets out who is responsible for making particular decisions:

The full council is responsible for deciding policies, making decisions and setting council tax.

There are 37 district councillors made up of 25 Conservative and 12 Liberal Democrats.

As at **March 2010**, the Leader of the Council was Councillor Mike Rook and Deputy Leader was Councillor Grahame Spendlove-Mason.

Chairman of the Council was Councillor Jan Tooley (Lib. Dem.) and Vice-Chairman was Councillor Rosita Page (Con.)

### Standards Committee

Our Standards Committee promotes and maintains high standards of behaviour from councillors. The panel is currently made up of five district councillors, two parish members and three independent members

### Executive

Our Executive makes most of our day-to-day decisions. It is made up of eight councillors (with eight portfolio areas) and is responsible for making decisions about individual services

### Planning

Our Planning Committee makes decisions on planning applications and enforcing planning regulations. It is made up of 12 councillors

### Constitutional Review

Our Constitutional Review committee has responsibility for maintaining a working, relevant, constitution for the council to work to. It is made up of 10 councillors

### Scrutiny Commission

Our Scrutiny Commission oversees the scrutiny and overview function of the council, challenging decisions and holding the Executive to account where appropriate. It is made up of twenty-three councillors in total, and has three sub-panels for People, Places and Resources

### Licensing/Regulatory

Our Licensing/Regulatory Committee looks after the licensing, registration and regulation functions of the council. It is made up of 12 councillors

## How scrutiny works

Scrutiny is defined in the Oxford English Dictionary as 'a careful look or examination' and this is essentially what the work of scrutiny at HDC is all about.

Scrutiny also takes an overview role so as to maintain an overall picture of the way our work, and that of our partners, is heading and to be satisfied that this is in the best interest of our local communities.

The Local Government Act 2000 required local authorities to establish new decision-making arrangements from a set of options. We developed and established an Executive for decision-making and an independent scrutiny function, made up of non-executive councillors, which monitors and, where necessary, challenges the work of the Executive and HDC as an organisation.

The ultimate aim is to improve services provided to the local community through positive challenge. To do this the scrutiny panels are involved in:

- Policy review and development - helping to shape the way council services are delivered.
- Scrutinising decisions - is the action being taken the right action? Are services working effectively.

- Performance management - assessing how services are performing to identify areas for improvement.
- External scrutiny - examining services that impact on the local community.

Scrutiny structures differ from council to council. Within Harborough District Council there is a Scrutiny Commission which meets twice yearly to co-ordinate and monitor the effectiveness of scrutiny activity in the council.

Three panels are in place to undertake this activity:

- **People Panel**
- **Places Panel**
- **Resources Panel**

These panels are aligned with our priority themes. Each panel undertakes planned scrutiny reviews and examines other matters of concern. These panels meet throughout the year.

Members of these panels, who are all councillors, look at what we and our partners are doing to address specific issues, and will subsequently provide advice and recommendations to the Executive and/or the council for improving our plans and service provision.



Scrutiny Commission at work



## District Councillors

We have 37 councillors who represent 25 wards. Following the local elections in May 2007, the **Conservative** group had the majority with 26 seats and the **Liberal Democrats**, led by Cllr. Simon Galton, had 11 seats. During the year there were two changes; Councillor Beverley Field resigned and Councillor Colin Davies was elected; Councillor Alistair Swatridge resigned and Councillor Phil Knowles was elected. At the end of the year there were 25 **Conservative** councillors and 12 **Liberal Democrat** councillors.

 Cllr Steve Charlish <b>Billesdon</b>	 Cllr Brian Smith <b>Bosworth</b>	 Cllr Mark Graves <b>Broughton Astley - Astley</b>	 Cllr Colin Golding <b>Broughton Astley - Broughton</b>	 Cllr Paul Dann <b>Broughton Astley - Primethorpe</b>	 Cllr Bill Liquorish <b>Broughton Astley - Sutton</b>	 Cllr Peter Fuchs <b>Dunton</b>	 Cllr Michael Smith <b>Fleckney</b>
 Cllr Charmaine Wood <b>Fleckney</b>	 Cllr Geoff Hallam <b>Glen</b>	 Cllr Grahame Spendlove-Mason <b>Glen</b>	 Cllr Christopher Holyoak <b>Kibworth</b>	 Cllr Phillip King <b>Kibworth</b>	 Cllr Eileen Roeber <b>Kibworth</b>	 Cllr Blake Pain <b>Lubenham</b>	 Cllr Gary Hack <b>Lutterworth - Brookfield</b>
 Cllr Geraldine Robinson <b>Lutterworth - Orchard</b>	 Cllr Richard Dewes <b>Lutterworth - Springs</b>	 Cllr Janette Ackerley <b>Lutterworth - Swift</b>	 Cllr Dr Sarah Hill <b>Market Harborough - Great Bowden and Arden</b>	 Cllr Barbara Johnson <b>Market Harborough - Great Bowden and Arden</b>	 Cllr Alistair Swatridge Resigned 29.10.09 <b>Market Harborough - Great Bowden and Arden</b>	 Cllr Phil Knowles Elected 28.01.10 <b>Market Harborough - Great Bowden and Arden</b>	 Cllr Derek Evans <b>Market Harborough - Little Bowden</b>
 Cllr Angie Hill <b>Market Harborough - Little Bowden</b>	 Cllr Dr Paul Bremner <b>Market Harborough - Logan</b>	 Cllr Peter Callis <b>Market Harborough - Logan</b>	 Cllr Roger Dunton <b>Market Harborough - Welland</b>	 Cllr Beverley Field Resigned 28.07.09 <b>Market Harborough - Welland</b>	 Cllr Colin Davies Elected 29.10.09 <b>Market Harborough - Welland</b>	 Cllr Julie Simpson <b>Market Harborough - Welland</b>	 Cllr John Everett <b>Misterton</b>
 Cllr David Beatty <b>Nevill</b>	 Cllr Graham Hart <b>Peatling</b>	 Cllr Amanda Burrell <b>Thurnby and Houghton</b>	 Cllr Simon Galton <b>Thurnby and Houghton</b>	 Cllr Jan Tooley <b>Thurnby and Houghton</b>	 Cllr Michael Rook <b>Tilton</b>	 Cllr Rosita Page <b>Ullesthorpe</b>	



## The Executive (as at 31 March 2010)

The Executive is the main decision-making body within the council's structure, it is chaired by the Leader of the Council.

### Executive (Cabinet) Functions

Executive Meetings take place every month. The meetings are public meetings and members of the public are encouraged to attend. The Executive is also required to publish a forward plan of key decisions to highlight any significant items within their work programme over the next four months. The Executive is made up of portfolio holders. Each portfolio holder has responsibility for an area of the council's work. A statement about each portfolio is set out below:

#### Asset Management (Councillor Grahame Spendlove-Mason)

The aim of the Asset Management portfolio is to give political direction to the management of council property in order to provide efficient, economic and effective use of these resources.



#### Council supported core activities are:

Strategic management of assets including council offices; market hall; Lutterworth Service Shop; Naseby Square/Newcombe Street ex garage site; 104 Northampton Road (hostel); maintenance of assets; asset project support.

#### Community Engagement, Cohesion and Wellbeing (Councillor Dr Paul Bremner)

To ensure the district engages and supports all sectors, including the more vulnerable and less accessible residents, to be healthy in their lifestyle in order to live and work in Harborough. To improve the quality of life for all local people.



Promoting our rural identity to ensure that we continue as a rural partner with our neighbouring and county authorities - being a leading rural district within both Leicestershire and the East Midlands.

#### Council supported core activities are:

Supporting People; sport and leisure centres; voluntary sector; physical activity improvement; partnerships (LIT, HIT, BAIT, LSP; Older People; Youth Forum/young people; children's centres; Strategic Rural Affairs Partnership; neighbourhood management; parish liaison; Have Your Say; Citizens Panel; Customer Insight; Health and Well Being - health liaison; Equality and Diversity; Place Survey.

#### Community Safety and Enforcement (Councillor Colin Golding)

To work in partnership with agencies and communities to ensure public safety and well-being within the community (including the vulnerable), with the aim to combat crime and the fear of crime and maintain Harborough as a safe community to live, work or visit.



#### Council supported core activities are:

Community Safety; CCTV; Emergency Planning; Parking Enforcement; Licensing; Planning Enforcement; Generic Enforcement; Environmental Health.

#### Corporate and Customer Services (Councillor Paul Dann)

To provide corporate and customer services in order to provide a central corporate overview of the council services and its interface with the public. To provide support to the council by being the first point of contact with the customers in achieving the council's overarching vision. By using the resources available with the use of efficient, appropriate and flexible IT technology, modern ways of working and supporting infrastructures, to manage the organisational change required to provide the services that the public expect from a first class local authority.



#### Council supported core activities are:

Human Resources; Performance Management; ICT; training and development (staff and members); Corporate Administration; Democratic Services; Elections and Register of Electors; Land Charges; cemeteries

administration; business planning; risk and change management; Customer Services (service shops; telephony etc); Lifeline; Communications; website; business continuity; Legal Services.

#### **Environmental Service Delivery (Councillor Steve Charlish)**

To ensure the district is a 'Green and Clean' environment and its neighbourhoods are well maintained by providing effective and efficient environmental services to a high standard expected within Harborough. Ensuring we set a good example in promoting carbon management and energy efficiency.



##### **Council supported core activities are:**

Grounds maintenance; grass cutting; Neighbourhood Pride; parks; play areas; Highways liaison; street cleansing; waste collection; waste disposal; car parks standards; sports grounds; waste strategy; facilities management; cemeteries - maintenance and provision; climate change/carbon management; energy efficiency; generic enforcement.

#### **Finance (Councillor Grahame Spendlove-Mason)**

To provide a full financial management service to the Council ensuring efficient, economic and effective use of financial resources. To administer Housing and Council Tax Benefits. To bill and collect Council Tax and Non-Domestic Rates. Fulfil the Council's legal obligations regarding specific trusts and charities.



##### **Council supported core activities are:**

Internal Audit; S151 Officer; Leisure Centre Trust Administration; council tax; non-domestic rates; housing and council tax; benefits; benefit take-up; procurement; accountancy services; debt recovery; payroll services. Oversight of

charitable trusts e.g. Bowdens Trust; Howard Watson Symington Memorial Trust

#### **Housing, Infrastructure, and Planning (Councillor Janette Ackerley)**

To ensure sufficient and suitable housing for the community with the appropriate supporting infrastructure. This will include opportunities for recreation and education that can contribute to healthier communities. Achieve affordable and social housing that is available for the needs of local people within our urban and rural communities.



To ensure a decent and fit for purpose housing stock, public and private.

##### **Council supported core activities are:**

Planning and Housing Policy; Local Development Framework; Transport and infrastructure ; Development Control; Building Control; Strategic Housing; Private Sector Housing Renewal; Private Landlords; Disabled Facilities Grants.

#### **Local Business and Enterprise (Councillor John Everett)**

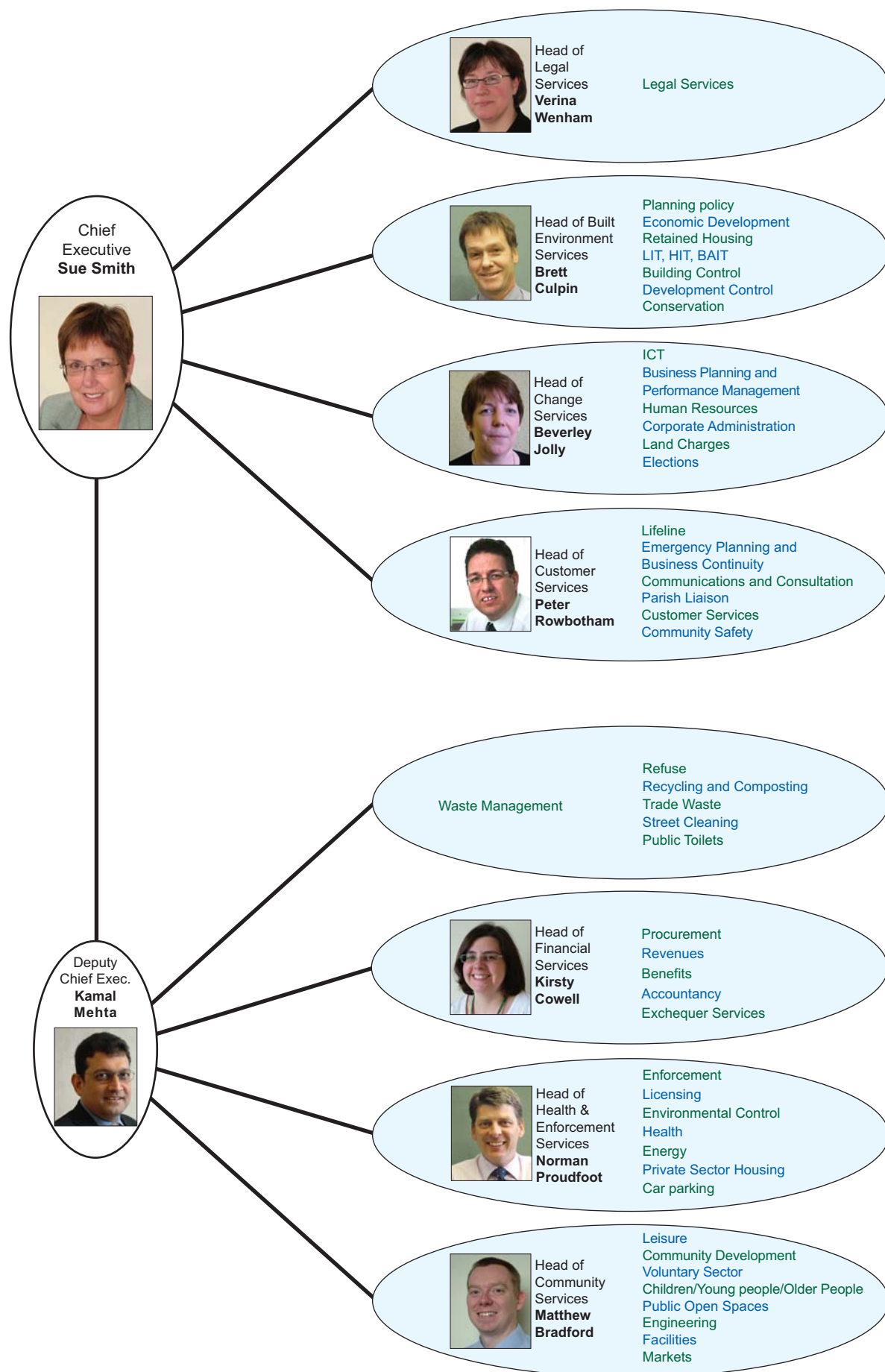
To promote our local businesses, by working to maintain and develop the skills required to create and retain a variety of good quality jobs for local people and promote the full potential (land and people) of the district for new business development. This portfolio holder will also provide an executive watching brief into some corporate ICT initiatives.



##### **Council supported core activities are:**

Working with HIT, LIT and BAIT to engage local business sector in formulating and developing work programmes; Support business continuity advice/networks for local business sector; Innovation Centre delivery; Planning for employment land provision; Business Rates.

## Officer structure (as at 31 March 2010)





# Glossary

ALMO	Arms Length Management Organisation
Audit Commission	An independent body responsible for ensuring that public money is used economically, efficiently and effectively
BAIT	Broughton Astley Improvement Team
BPER	Business Priorities and Efficiency Review
Bring site	Recycling sites located on supermarket car parks, green spaces, recreation grounds etc.
CAA	Comprehensive Area Assessment
CBL	Choice-based Lettings (home seekers choose a home to suit their housing needs)
CCTV	Closed-circuit television
CDRP	Crime and Disorder Reduction Partnership
CLG	Communities and Local Government
Community Forum	Meetings for the community to discuss local services and wider community issues (formerly Have Your Say)
CPA	Comprehensive Performance Assessment
CRE	Commission for Racial Equality
CSP	Community Safety Partnership
DEFRA	Department for Environment, Food and Rural Affairs
DWP	Department of Work and Pensions
EIA	Equality Impact Assessment
ENABLE	Environmental Action for a Better Leicestershire
Equality Standard council	A tool designed to make sure that local authorities consider equality issues at all levels of
for Local Govt.	policy and practice
FPN	Fixed Penalty Notice
FTE	Full time equivalent
HART/Pubwatch	Harborough Against Retail Theft - co-operation between retailers, licensees, the police and HDC directed at combating criminal activity within Market Harborough. Pubwatch - An extension of HART, centred around licensed premises and late-night retail units
HB	Housing Benefit
HDCSP	Harborough District Community Safety Partnership
HDSAA	Harborough District Sports and Activity Alliance
HDC	Harborough District Council
HHS	Harborough Home Search
HIT	Harborough Improvement Team
HSE	Health and Safety Executive
IDeA	Improvement and Development Agency
IYSS	Integrated Youth Support Service
LAA	Local Area Agreement
LABGI	Local Authority Business Growth Incentive
LCC	Leicestershire County Council
LDF	Local Development Framework
LDS	Local Development Scheme
LGPS	Local Government Pension Scheme
LIT	Lutterworth Improvement Team
LPI	Local Performance Indicator
LRP	Leicestershire Rural Partnership - organisations who work together to improve the quality of life of those living and working in rural Leicestershire
LSP	Local Strategic Partnership
NI	National Indicator
NNDR	National Non-Domestic Rates (Business Rates)
PCC	Parochial Church Council
PCT	Primary Care Trust (NHS)
PI	Performance Indicator
PPG	Planning Policy Guidance
Precepts	The amount each non-billing authority (county council, police authority or parish council) asks the billing authority (district and borough councils) to collect every year to meet their spending
PSA	Public Service Agreement
RHB	Regional Housing Board
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
SAP	Standard Assessment Procedure. Used to determine energy ratings in domestic dwellings
Section 106	A Planning Act section which authorises a legal agreement to secure 'public benefit' either as a financial sum or as a development in kind in order to mitigate the negative planning impact of a proposal
SLCAB	South Leicestershire Citizens Advice Bureau

TEN	Software used for performance management
VASL	Voluntary Action South Leicestershire
VAT	Value Added Tax
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

## Information sources/websites

<a href="http://www.audit-commission.gov.uk">www.audit-commission.gov.uk</a>	View national reports, performance indicators etc.
<a href="http://www.cipfa.org.uk">www.cipfa.org.uk</a>	Chartered Institute of Public Finance and Accountancy
<a href="http://www.communities.gov.uk">www.communities.gov.uk</a>	Communities and Local Government
<a href="http://www.direct.gov.uk">www.direct.gov.uk</a>	Information on public services all in one place
<a href="http://www.doh.gov.uk">www.doh.gov.uk</a>	Department of Health
<a href="http://www.dwp.gov.uk">www.dwp.gov.uk</a>	Department of Work and Pensions
<a href="http://www.english-heritage.org.uk">www.english-heritage.org.uk</a>	English Heritage
<a href="http://www.foodstandards.gov.uk">www.foodstandards.gov.uk</a>	Food Standards Agency
<a href="http://www.harborough.gov.uk">www.harborough.gov.uk</a>	Harborough District Council website
<a href="http://www.harboroughhomes.org.uk">www.harboroughhomes.org.uk</a>	Harborough Homeseach website
<a href="http://www.harboroughwaste.co.uk">www.harboroughwaste.co.uk</a>	Commercial waste services
<a href="http://www.hmce.gov.uk">www.hmce.gov.uk</a>	HM Customs and Excise Information service
<a href="http://www.homeoffice.gov.uk">www.homeoffice.gov.uk</a>	Home Office
<a href="http://www.hse.gov.uk">www.hse.gov.uk</a>	Health and Safety Executive
<a href="http://www.idea.gov.uk">www.idea.gov.uk</a>	Improvement and Development Agency
<a href="http://www.info4local.gov.uk">www.info4local.gov.uk</a>	Access to information from central government departments, agencies and public bodies
<a href="http://www.inlandrevenue.gov.uk">www.inlandrevenue.gov.uk</a>	Inland Revenue
<a href="http://www.iwm.co.uk">www.iwm.co.uk</a>	Institute of Waste Management
<a href="http://www.jrf.org.uk">www.jrf.org.uk</a>	Joseph Rowntree Foundation - UK's largest independent social policy research and development charity
<a href="http://www.leics.gov.uk">www.leics.gov.uk</a>	Leicestershire County Council
<a href="http://www.leicestershiretogether.org">www.leicestershiretogether.org</a>	Leicestershire Together works with the public sector, businesses and charities to ensure that money is spent meeting the needs of the county. It is the website for the Local Strategic Partnership (LSP) for Leicestershire
<a href="http://www.lga.gov.uk">www.lga.gov.uk</a>	Local Government Association
<a href="http://www.official-documents.co.uk">www.official-documents.co.uk</a>	Locates official documents easily. Provides access to material published by The Stationery Office and other authoritative bodies

### Statement on Contracts

There have been no contracts awarded during the 2009/10 financial year which involved a transfer of staff

Compliance with the Code of Practice on Workforce Matters in Local Authority Service Contracts has therefore been achieved

# National Indicators

## PEOPLE

Includes the following portfolios:

- Corporate and Customer Services
- Community Safety and Enforcement
- Community Engagement, Cohesion and Wellbeing

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer	8.9%	14		21.5%	↓ (Low is good)
NI 35	Building resilience to violent extremism	1.75	-	-	1.75	=
NI 156 (PSA 20)	Number of households living in temporary accommodation	2	6		4	↓ (Low is good)
NI 182	Satisfaction of businesses with local authority regulatory services	74.72%	75%		72.50%	↑
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	Awaiting data	99.99%	-	82%	-
NI 187a	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating - SAP rating below 35	13%	-	-	5.97%	-
NI 187b	Tackling fuel poverty - % of people receiving income based benefits living in homes with a high energy efficiency rating - SAP rating of 65 or above	36%	-	-	35.08%	-

## RESOURCES

Includes the following portfolios:

- Finance
- Asset management

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
NI 179	Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year	£847,214 (cumulative includes 2008/09 value)	-	-	£363,000	-

	On target	Above target	Below target
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## PLACES

Includes the following portfolios:

- Housing, Infrastructure and Planning
- Environmental Service Delivery
- Local Business and Enterprise

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
NI 154	Net additional homes provided	504	-	-	263	↑
NI 155	Number of affordable homes delivered	112	-	-	23	↑
NI 157 (i)	Processing of planning applications - majors	72.34%	63		70.59%	↑
NI 157 (ii)	Processing of planning applications - minors	75.56%	78		70.78%	↑
NI 157 (iii)	Processing of planning applications - others	88.32%	88		87.43%	↑
NI 159	Supply of ready to develop housing sites	109.7%	99.99%		110%	↓
NI 170	Previously developed land that has been vacant or derelict for more than five years	0.98%	-	-	Not yet known	-
NI 185	CO <sub>2</sub> reduction from Local Authority operations	Data published later in 2010	-	-	Not yet known	-
NI 188	Planning to adapt to climate change	Data end May 2010	-	-	Level 1	-
NI 191	Residual household waste per household	Awaiting data	515kg	-	463.9kg	-
NI 192	Household waste sent for re-use, recycling and composting	Awaiting data	58%	-	53.70%	-
NI 194a	Air quality - Percentage reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through local authority's estate and operations - NO <sub>x</sub>	Data published later in 2010	-	-	-	-
NI 194b	Air quality - Percentage reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through local authority's estate and operations - PM <sub>10</sub>	Data published later in 2010	-	-	-	-
NI 195a	Improved street and environmental cleanliness	1%	-	-	0	-
NI 195b	Improved street and environmental cleanliness	20%	-	-	11	-
NI 195c	Improved street and environmental cleanliness	1%	-	-	0	-
NI 195d	Improved street and environmental cleanliness	0	-	-	0	-
NI 196	Improved street and environmental cleanliness - fly tipping	Not yet known	-	-	2	-

	On target	Above target	Below target
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## PEOPLE

Includes the following portfolios:

- Corporate and Customer Services
- Community Safety and Enforcement
- Community Engagement, Cohesion and Wellbeing

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
LPI 401 (i)	Standard searches within ten days	100%	99.99%		100%	=
LPI 406	Percentage customer satisfaction	86.75%	70%		87.35%	↓
LPI 408	Percentage satisfaction with website (Govmetric)	74.98%	70%		58.51%	↑
LPI 409	Percentage satisfaction with telephone (Govmetric)	92.81%	70%		93.66%	↓
LPI 410	Percentage satisfaction with face-to-face (Govmetric)	81.53%	70%		89.27%	↓
LPI 411	Percentage of calls to be answered by the call centre within 13 seconds	32.70%	80%		81.19%	↓
LPI 701	Percentage of appraisals completed	100%	99.99%		89%	↑
LPI 702 (formerly BV12)	Working days lost due to sickness absence	10.78	8.3		8.3	↑ (low is good)
LPI 703	ICT system availability	99.75%	97%		99.89%	↓
LPI 704	Response to helpdesk calls within one hour	96.97%	90%		93.05%	↑
LPI 440	Increase number of transactions via the website by at least 10% by March 2010	Not reported (data collection problem)	10% increase	-	-	-
LPI 705 (formerly BV11a)	Top 5% earners: women	41.66%	50%		50%	↓
LPI 705 (ii) (formerly BV11b)	Top 5% earners: ethnic minorities	11.10%	7%		7.69%	↑
LPI 705 (iii) (formerly BV11c)	Top 5% earners: with a disability	0%	1%		0%	=
LPI 202 (formerly BV175)	Racial incidents resulting in further action	100%	99.99%		100%	=
LPI 217 (formerly BV225)	Actions against domestic violence	81.82%	81.82%		63.64%	↑

	On target	Above target	Below target
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## PEOPLE (continued)

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
LPI 218a	Percentage of CCTV requests by police that were responded to	100%	99.99%		100%	=
LPI 606	Food premise interventions within the planned programme	96%	99.99%		100%	↑
LPI 607	Health and Safety	3	4		4	=
LPI 104	HHS Percentage of home seeker registration forms input on register within three working days of receipt	95.99%	99.99%		95.87%	↓
LPI 110 (formerly BV214)	Repeat homelessness	0%	1%		2	↓ (low is good)
LPI 204 (Serco)	Leisure and sports centre patronage	1,050,960	1,059,905		1,054,632	↓
LPI 216b	Increase in number of 16 and under swims	51,730	Not set	-	-	-
LPI 216c	Increase in number of 60 and under swims	24,822	Not set	-	-	-
LPI 219	Increased participation in Active Lifestyles scheme by 10%	295	249		261	↑
LPI 232	Provide employment advice to those seeking housing advice (target 80)	128	80		84	↑
LPI 611	Health promotion	15	14		16	↓
LPI 230	Number of families contacted through the Children's Centre	Data collection system being set up	-	-	-	-
LPI 231	Number of households in priority area communicated with regularly	Data collection system being set up	-	-	-	-

	On target		Above target		Below target
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## PLACES

Includes the following portfolios:

- Housing, Infrastructure and Planning
- Environmental Service Delivery
- Local Business and Enterprise

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
LPI 101	Housing Strategy - number of units for which funding is secured	75	80		23	↑
LPI 105 (formerly BV106)	New homes on previously developed land	83%	50%		90	↓
LPI 107	Satisfaction with planning service	87%	80%		90	↓
LPI 109 (formerly BV213)	Housing Advice Service: preventing homelessness	14	2		3.86	↑
LPI 605	Decent homes	52	48		60	↓

## RESOURCES

Includes the following portfolios:

- Finance
- Asset management

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
LPI 504a (formerly BV009)	Percentage of council tax collected	97.46%	98.70%		98.33%	↓
LPI 505a (formerly BV010)	Percentage of non-domestic rates collected	98.02%	99%		98.48%	↓
LPI 505b	Level of NNDR arrears at year end	0.68	0.6		0.52	↑ (Low is good)
LPI 506	Average time taken to deal with council tax correspondence (days)	9	14		13.36	↓ (Low is good)
LPI 508	Level of Sundry debtors arrears	1.95	0.4		2.758	↓ (Low is good)

	On target	Above target	Below target
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## RESOURCES (continued)

Performance Indicator	What we measured	2009/10 Out-turn	2009/10 Target	Status against target	2008/09 Out-turn	Direction of Travel
LPI 517	Fraud investigations	54	Not set	-	-	-
LPI 517a	Number of fraud investigations referred	71	Not set	-	-	-
LPI 301a	Percentage gross internal floor space in condition category A (good)	0%	5%		-	-
LPI 301b	Percentage gross internal floor space in condition category B (satisfactory)	30%	35%		-	-
LPI 301c	Percentage gross internal floor space in condition category C (poor)	60%	50%		-	-
LPI 301d	Percentage gross internal floor space in condition category D (bad)	10%	10%		-	-
LPI 303	Total repair and maintenance costs per square metre of building floor area (£)	£8.73	£8		-	-
LPI 304	Total energy costs per square metre of building floor area - gas, electricity and oil (£)	£11.33	£10.50		-	-
LPI 305	Total water costs per square metre of building floor area (£)	£1.95	£1.80		-	-
LPI 307	Average square metres per employee in operational office buildings	15.47	not set	-	-	-
LPI 308	Percentage of all planned repair and maintenance completed within the financial year	100%	98%		-	-
LPI 309	Percentage of assets that comply and are able to comply with DDA	100%	98%		-	-
LPI 310	GIA of surplus area as a percentage of total GIA (new indicators introduced during the year with national targets. Benchmarking during 2010 will allow more accurate target setting)	10%	5%		-	-

## Contact details



Lutterworth Service Shop



Council offices, Market Harborough

### Visit us:

**Lutterworth Service Shop**  
19-21 Market Street, Lutterworth

Wed: 1pm - 4.45pm  
Thu/Fri: 8.45am - 4.45pm

### Write to us or visit us:

**Harborough District Council  
Council Offices**  
Adam & Eve Street  
Market Harborough  
Leicestershire LE16 7AG

Mon/Tues/Thu/Fri: 8.45am - 4.45pm  
Wed: 9.30am - 4.45pm

### Telephone us:

01858 82 82 82

### Fax us:

01858 82 10 00

### Text us:

07797 87 82 82

### Email us:

[customer.services@harborough.gov.uk](mailto:customer.services@harborough.gov.uk)

**Access our services online:**  
**[www.harborough.gov.uk](http://www.harborough.gov.uk)**

This Annual Report is also available on request in large print, other languages and formats or on compact disc

Please contact us on **01858 82 82 82**

The Annual Report and the Business Plan can be viewed on [www.harborough.gov.uk](http://www.harborough.gov.uk)

**All enquiries 01858 82 82 82**