

Summary of Key Achievements for 2012 / 13

Business Growth – Cllr Mike Rook

- The Council has put in £580k to assist the Countywide broadband improvement programme. A 31 week procurement schedule began at the end of January 2013 and it is anticipated that a contract will be awarded by 31st August 2013.
- Creation of a Business Support Manager post as part of the Transformation Programme, which has been filled.
- Work continues with the Leicester and Leicestershire Economic Partnership, the Harborough Innovation Centre and key businesses in order to drive business growth in the district.
- To supplement this, a number of new projects and events to support business start-ups have been agreed and in some cases launched, including grants and workshops. The Spark Programme has been agreed to be delivered by Oxford Innovation on behalf of Harborough District Council at the Harborough Innovation Centre.

Corporate Services – Cllr Paul Dann

Human Resources

- Regular safeguarding meetings at both practitioner and strategic level continue to be held.
- Chairing of the Safeguarding Strategy Panel has moved into HR to allow the safeguarding officer to concentrate on operational issues.
- The launch of the STAR programme took place in January with a presentation event planned for May 2013. STAR = Stronger Together Award of Recognition.
- Significant casework at informal and formal levels, addressing disciplinary, grievance and individual performance issues.
- The Learning & Development Officer continues to identify appropriate interventions for all members of CMT and their interactions with SMT. Additional support for the SMT group has been implemented recently and this has led to a deeper understanding within the two groups.

Business Planning & Performance Management

- Revised Business Planning process adopted - modelled around delivering our priorities, Critical Activities and Key Activities.
- Key Business Planning documents produced including the Corporate Plan 2013-15, Corporate Delivery Plan and Team Plans for the forthcoming financial year which set out what we will do to deliver our priorities.
- New Performance Management Framework written and approved, effective from April 2013. This contains streamlined processes which will enable a more pro-active approach to managing performance.

Commissioning Services

- Draft Commissioning Strategy and Plan completed.
- HDC Policy Community Right to Challenge (Localism Act) drafted.
- Review of procurement support arrangements completed.
- Re-commissioning of Strategic Communications Support completed (contract issued).
- Contract Register reviewed and revised with commissioning information.
- Business Plan for Lifeline Service completed.

- Operating Model paper prepared for Scrutiny.
- Discussions re future Leisure provision initiated.
- Advice to HDC staff re procurement (including Health and Safety provision, Voluntary sector grants, agency staff).

Democratic and Legal Services

- Support for Members and officers during decant of building.
- Implemented changes to Scrutiny structure.
- Successful introduction of more flexible approach to task panels.
- Development of CMIS systems to facilitate more paper-light working.
- Team now responsible for member allowances.
- Team now responsible for support to task panels.
- Work ongoing with elected members on Member Development Programme.
- Support to the Chairman of Council on approximately 100 engagements and 6 Civic events.

ICT Services

- All of the key Year 1 actions from the ICT Strategy have been delivered.
- Work around the decant of the main offices and the delegation of Customer Services occurred to timescales.
- The new Citrix Desktop is being used at decant sites, by flexible workers and at the end of the year by Councillors; this utilises an updated virtual infrastructure and, for some, new thin client technology.
- A BlackBerry infrastructure has been adopted for mobile e-mail.

Customer Services and Communication

- Customer Services Strategy completed.
- Communications Strategy completed.
- Restructure of Customer Services.
- Moving and setting up temporary customer front facing service during decant .
- New partnership arrangements with Charnwood to provide HDC's Contact Centre provision and the introduction of the Lagan CRM.
- Launch of new intranet.
- Strategic communication support appointed following a commissioning process.
- Service migration to Lagan – Waste, Revenues and Benefits and Licensing. With the introduction of Lagan CRM, Customer Services have been able to help with more customer enquiries.
- Renaming of residents newsletter to Harborough News.

Revenues & Benefits

- Council Tax Support Scheme approved.
- Council Tax Discretionary Scheme approved.
- Improved collection rates for Council Tax by 0.8% when compared with last year.
- Improved collection rates for Non-Domestic Rates 0.35% when compared with last year.
- Improved collection rate for Housing Benefit overpayments by 10.51% when compared with last year.
- Introduction of I-Portal (Capita customer service product) for new telephony arrangements administered by Charnwood BC.
- Delivery of Housing Benefit legislative changes (Under Occupancy and Local Housing Allowance restriction).
- The outcome for under occupancy is that 290 social sector landlord tenants were affected by the change.

Finance, Efficiency & Assets – Cllr Grahame Spendlove-Mason

- The impacts for the changes in respect of the Local Council Tax Support Scheme have been incorporated into the budget for 2013/14.
- The finance system was upgraded during the year.
- Introduced a new system for printing of cheques.
- The financial statements for 2011/12 were produced on time and received a clean audit report.
- A new budget setting and monitoring module (Collaborative Planning) was implemented and utilised by the finance team.
- The budget and Council Tax calculations were prepared and Council Tax set on 21 February 2013.
- The finance team has been restructured.
- Removal of cash payments taken by the Customer Services Team.

Health & Community – Cllr Chris Holyoak

Cultural Services

- Successful delivery of the Olympic Torch Relay – with an estimated 20,000 people lining the streets.
- Arts Fresco supported the Olympic Torch Relay event with four performers keeping the crowd entertained.
- Harborough Health and Wellbeing partnership established which includes representatives from the East Clinical Commissioning Group. Three sub-groups have been formed to drive forward key projects.
- Citizen Panel Sessions firmly embedded within Schools – five sessions have taken place throughout the year in schools across the district, these included sessions on Waste and local planning.
- 14 Youth Champions have been recruited to promote youth voice work and support communication and engagement with Young People.
- Speak out completion and awards ceremony attended by 71 entrants and their family members.
- The delivery of the Sport and Physical Activity Commissioning plan. Total attendance in activities for the year was 20,844 participants, exceeding the target by 9.5%.
- The Sport and Physical Activity Commissioning plan for 2013/4 has been approved, and the Council will receive £89,923 external funding to deliver the plan.
- 325 people were referred from GP's as part of the Exercise Referral programme, with a 66% completion of a 12 week programme.
- The Children's Centre Programme was recognised as being Good with 'Outstanding Features' as part of the County Council Annual Conversation review.
- Supported the Rock on the Rec event in August. Attended by over 2000 people, 13 different acts and 37 individual performers. At least 200 people took part in one of the four workshops available.
- Two community days organised in Market Harborough and Lutterworth for Sports Clubs.
- Two summers sports camps organised in Market Harborough and Lutterworth in conjunction with Seven Locks Housing for Children and Young people.

Community Partnerships

- The Grants Panel awarded a total of £171,000 of Section 106 grants to fund or partially fund eight projects on the 18th October 2012.

- During the last year the Council has worked with Leicestershire County Council to develop the Supporting Leicestershire Families Service. A Harborough Proposal and Governance Structure were approved by the Executive in March 2013 for the local delivery of the service in the district. Learning from this experience around locality accountability for a countywide service will feed into the review of the Councils Partnership Strategy to be completed in Quarter 1 of 2013/14.
- The new post of Parish Liaison Officer was created with the post being filled in November 2012 by Hayley Cawthorne, who joined the Council from Broadlands in Norfolk. The Parish Liaison Officer has now met most of the Parish Clerks. This ongoing work to strengthen the councils relationship with its parish councils has been supported by the successful Annual Parish Liaison Meeting in January 2013. A tangible outcome of the Parish Liaison Officer's meetings with parishes so far has been the development of a single Parish Database for the Council which departments are now adopting; replacing their own ad hoc databases that were frequently incomplete or out of date.
- A review of Voluntary Sector funding has been completed this quarter. This review covered the £100,000 given to the Citizens Advice Bureau, Voluntary Action South Leicestershire, Voluntary Action Leicestershire and the Lutterworth Volunteer Centre. The Service Level Agreements with these organisations are being refreshed and refined to support delivery of Council priorities, such as older people, vulnerable families and welfare reform. The review has also set a framework for better ongoing liaison between Council services and the voluntary sector to enable risks and opportunities to be picked up and discussed throughout the year.

Planning, Environment & Conservation –Cllr Mrs Janette Ackerley**Contracted Services**

- Implementation of the new waste and recycling arrangements.
- Review of the Trade Waste service.
- Move from the Council Offices to Millers House and other locations.
- Implementation of new customer services arrangements for waste and recycling.

Strategic Planning and Housing Team

- Creation of a masterplan project for North West Market Harborough Strategic Development Area in conjunction with developers and community representatives.
- Consultation on Development Options and a Draft Masterplan for the Market Harborough SDA.
- Achievement of the “promises” to tenants made when HDC social housing stock transferred to Seven Locks Housing. End of a five Year Monitoring period.
- Publication of a Tenancy Strategy for social housing across the District.
- Revision of social housing Allocations Policy to allow more flexible local approach to the allocation of social housing to those in need.
- Holding of a Housing Forum to involve housing providers and partners in shaping future housing policy.
- Publication of a report on Housing Requirements in Harborough District as a basis to examine future development needs.
- Preparing and hosting a Planning Conference to support Neighbourhood Planning involving Government and national agencies.
- Declaring Neighbourhood Areas to enable parishes to undertake neighbourhood planning at Broughton Astley, Billesdon, Foxton and Scraftoft.
- Council agreement to prepare a new Local Plan and consultation on the scope of the document.

Development Control

- 69.6% of major planning applications determined within target time and exceeding 60% local performance target.
- 95.5% satisfied/ very satisfied planning user satisfaction achieved.
- Majority of major residential planning appeals dismissed at Scraftoft/ Thurnby following summer 2012 public inquiries.
- Wind turbine proposals dealt promptly at Carlton Curlieu (refused) and Ingarsby (appeal dismissed).
- Planning has disposed of 5+ years stock of hard copy files and moved to electronic archive.
- Planning Officers routinely utilise Document Management System for daily correspondence.
- 73.5% of planning decisions upheld at appeal exceeding 70% target.

Regulatory & Safety – Cllr Colin Golding**Planning Enforcement**

- Significant reduction in open cases pending consideration. Team dealing efficiently and effectively with quick response rates on new requests of enforcement complaints.
- Effective use of performance indicators to monitor team performance.
- Efficient and effective use of enforcement tools when proceeding to formal action.
- Improved customer satisfaction from 2011-12 outturn.

Environment Team

- Production of Air Quality Framework for AQMA in Lutterworth.
- Production of Bruntingthorpe enforcement plan (Draft).
- The completion of two significant investigations of sites within the district in relation to Statutory Nuisance and potential breaches of Pollution Control Permit conditions.
- There was a significant increase in the number of complaints/requests for service received by the team during the year however all performance indicators were met despite increased workload.

Commercial Team

- The Commercial Team have developed and coordinated an asbestos awareness campaign on behalf of all Leicestershire local authority health and safety teams. This was in collaboration with the 'Better Business for All' project.
- The national Food Hygiene Rating scheme has been implemented and is fully operational. This project was completed on time and under budget.
- The Corporate Safety Officer was heavily involved in preparations for the relocation of staff during the decant of the Council Building including drafting fire procedures for new premises and the development of induction packs for service managers. The Team has continued to provide Corporate Safety advice and support across the organisation.

Licensing Team

- Two Officers obtained BIIAB Award for Licensing Practitioners (Gambling) – March 2013.
- Assisted the Gambling Commission in the formulation of Enforcement Templates for Inspections.
- Migration of appropriate elements of the licensing function into LAGAN.
- A review of the Statement of Licensing for Gambling Act 2005 has been completed.
- Officers participated in the Leicestershire Licensing and Alcohol Project in particular for the Licensing Accreditation system, members' Training and Licensing procedures and practices.
- The team was involved in a pilot study relating to the potential development of a Licensing Accreditation Scheme. This work was carried out in collaboration with the 'Better Business for All' project.

Parking Services

- Agreement was reached with the County Council and other participating authorities to continue the shared service for both on street and off street parking enforcement.
- Performance management has been introduced across the service area and hotspot areas have been identified and reviewed to ensure effective enforcement throughout the district.

Community Safety

- The Council has supported and led a number of initiatives, campaigns and projects to reduce crime and disorder through the Harborough District Community Safety Partnership. End of year figures for the District indicate;
 - Antisocial behaviour has reduced by 13%
 - Criminal Damage has fallen by 18%
 - Domestic Burglary has reduced by 5.6%
 - Commercial Burglary has reduced by 5.3%
 - Serious Violent Crime has reduced by 36%
- The Community Safety Team has been restructured to increase resilience of the anti-social behaviour service. This restructure aligned the job descriptions and up skilled the two members of staff to deal with all anti-social behaviour and vulnerability issues in partnership with the police.
- Work is on-going to extend the range of anti-social complaints reported on Sentinel, which is the joint case management system the Council shares with the Police. The aim is to have all noise complaints, vandalism, graffiti, abandoned vehicles, and used drug needles reported on Sentinel by September 2013.
- The Team has attended monthly JAG meetings and weekly Threat and Risk Meetings which are multi-agency forums aimed at identifying and managing vulnerabilities from both victims and perpetrators of crime. There are no repeat offenders on ASB enforcement notices. The weekly threat and risk meeting informs this process as does the JAG, 2 individuals are on ASBO's as yet there are none on CRASBO's.
- The Team have taken to Twitter and Facebook to improve community safety in the district. So far the team has tweeted over 349 times and has 64 followers. @harbcsp
- Member Briefings were produced on the Police and Crime Commissioner and Review of Joint Action Groups – via the Member Information Service.
- The Team has gone out to the community to discuss crime, disorder and substance misuse issues. This has been organised around campaigns over Summer, Halloween, Christmas and Lighter Nights. This has involved using the Chill-out bus to engage young people, attending the major carnivals and key events such as Market Harborough Sandpits and Rock on the Rec. We have also attended 6 high schools with partners to run interactive sessions on abusive relationships and substance misuse and addressed voluntary sector organisations at the VCS Forum. We have led and supported focussed sessions in hotspot area inc. Scraftoft, with IMPACT for ASB and HATE awareness in the area.
- The Team attended a Parish Council meeting at Scraftoft and arranged for IMPACT team to do 4 sessions with Chill Out Bus in Feb/March 2013.
- Domestic Abuse outreach worker and the Community Safety Team visited 8 rural villages to raise the profile of Domestic Abuse. This was carried out by working with the mobile library service.
- Further information and support agencies have been added to the Council's website, which is top of the Google list for 'Domestic Abuse Harborough'
- Publicity campaign for the ADAM Project to promote outreach for male victims of Domestic Abuse carried out in conjunction with Police and County.
- CSP funded 21 Sessions of FireBeat during the Summer Holiday period. This engaged over 400 young people.
- 3 x Fire Skills Courses were completed in Lutterworth and Harbrough.
- Domestic Abuse Service commissioned by the CSP has helped 152 people through 1-1 and group support sessions.
- Harborough District CSP funds a Home and personal security scheme, run by Harborough Be Safe. It provides locks, crime prevention and safety information and other security items for vulnerable people, particularly victims of crime. This has

supported over 60 vulnerable people this year. The crime database suggests none of these have so far been repeat victims.

- CSP funding for Warning Zone supported over 300 children from 13 primary schools in Harborough District to attend this interactive learning experience. The programme at the Warning Zone centre focuses on consequences of actions and keeping safe including road safety, peer pressure, the dangers of building sites, fire risk, alcohol and underage drinking, personal safety, railways, risks around water, criminal damage and arson. The Social Return on Investment Evaluation shows that young people who attend are better prepared for pressures of teenage years, there is long term retention of knowledge due to innovative learning techniques and at least £3 is saved for every £1 invested through reduced ASB and criminal damage.
- The Back on Track scheme funded by Harborough District CSP works to support offenders to improve stability in their home life and financial affairs so that they are less likely to re-offend. The project provides a Citizens Advice Bureau trained staff member working closely with Probation and other agencies to provide independent and impartial access to advice and information to service users including financial literacy, income maximisation, rights related to housing matters, advice on relationship matters to help stabilise the family network and ensuring access to specialist services. So far, since commencing in September 2012 the project has supported 59 offenders. Full reoffending data will not be available until February 2014 as there is a time lag.