

COUNCIL DELIVERY PLAN

2007-2010

(Incorporating the Best Value Performance Plan 2007-2008)

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1. INTRODUCTION

The Council has undergone major change over the past 2 years and is now in a key position to deliver significant service improvements for the people of North West Leicestershire. During the latter part of 2006/07 we celebrated the “CPA disengagement” which provided external validation of the improvements we have made through the Council’s reorganisation whilst delivering improvements in our services. This progress has been achieved through the collective commitment and resilience of Members, staff, trades unions and our partners.

We are now have strong foundations within the organisation to step up onto a new level of service delivery, where the focus of our attention is the customer and meeting their expectations whether they be external or internal customers. This is the next challenge. We are developing a programme to transform services with the engagement of the service staff and also partners, who may be able to support the delivery of these new services.

To be truly successful we will be “One Council, One Team” in our approach resulting in a unified approach across the organisation to address challenges, projects, and improvements.

In conclusion, the Council has undergone a major stage of its change programme and is now in a position to drive forward to create and deliver better services which we are all proud of. And, in doing so, create a quality reputation for delivery.



Councillor Frank Straw
Leader of the Council



Christine E Fisher
Chief Executive

2. THE COUNCIL'S VISION

The Council's vision for the District had been created through a rigorous assessment of the issues affecting the community through consultations for the community strategy and ongoing strategies in 2004.

"The year is 2010... there is a buoyant local economy with high levels of employment in a variety of sustainable industries. There is a highly skilled workforce where the skills of local people match those required by employers.

The population is healthy and enjoys a clean and safe environment both at home and in work. There is a variety of quality housing in the District available to all. There are excellent and safe transport and communication links.

Lifelong learning has encouraged the maximisation of the talents and abilities of the people of the District. The level of academic achievement is good with low levels of truancy.

There is a high degree of civic pride. People are caring and involved in local activities and work closely with the Council and other partners for the benefit of their respective communities. There is a developed and established Community Strategy for the District that is supported by all.

Good quality public services are provided as and when required by the public and services are readily accessible with equal opportunities for all. Economic and social deprivation that were apparent 10 years ago are now history."

The Council's vision will be revisited during 2007/08 to complement the work being undertaken with the Local Strategic Partnership (LSP).

The Council's purpose is:

"To promote the social, environmental and economic well-being of the local community, and to tackle inequalities, through sustainable best value services provided by or for the Council, and through local leadership, working with and influencing partners to realise our vision for the district"

The Council's ambition is:

“To become a high performing Council and ultimately an excellent Authority”

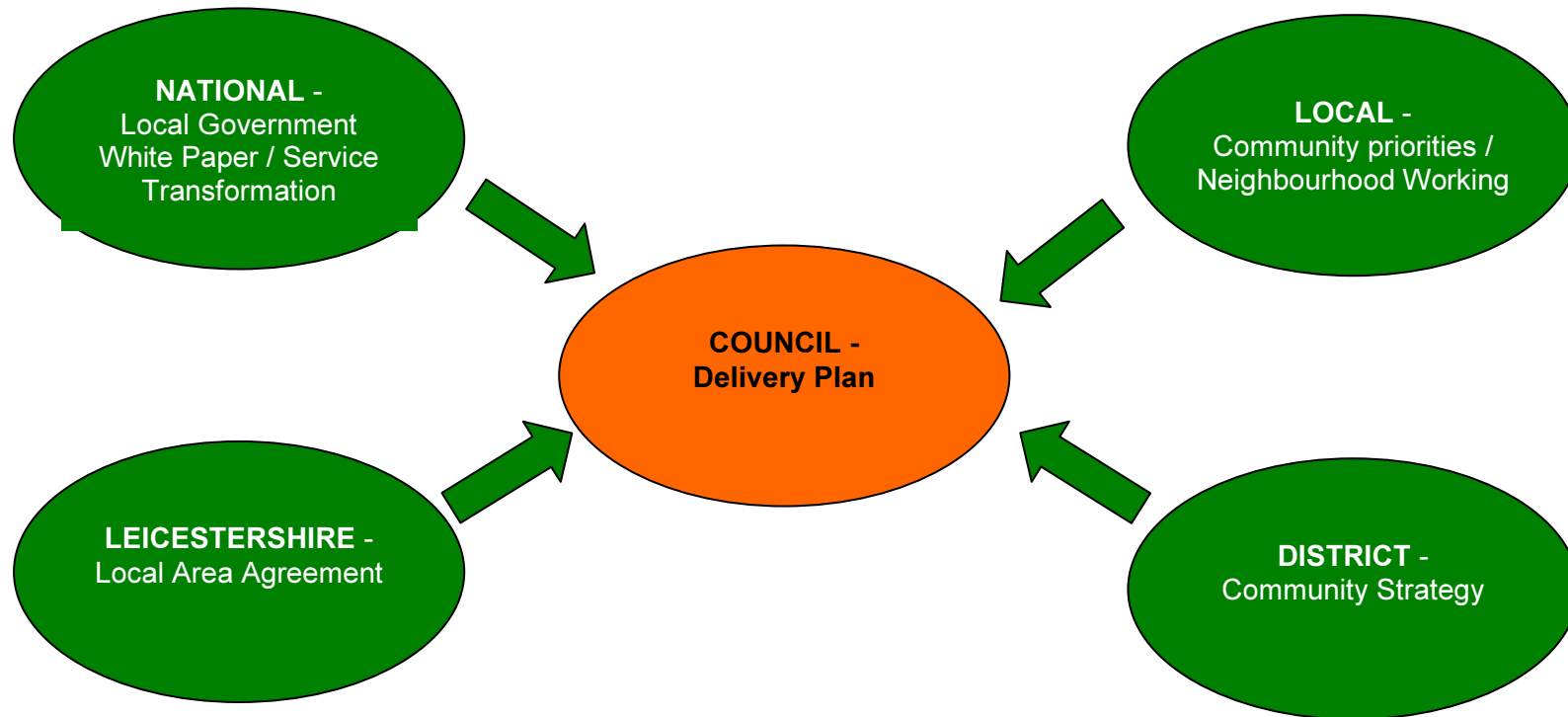
The Council's Core Values

The core values are being reviewed and are currently being consulted on within the organisation via the People Management Strategy. The proposed values are as follows:

- **Teamwork** - We will work together for the overall benefit of the community
- **Inclusion** - We will respect and value diversity recognising the rights and needs of each individual based on their individual circumstances
- **Integrity** - We will act in a fair, open, transparent, and honest manner in all that we do
- **Empowerment** - We will enable our customers and staff to shape our services and their delivery for the benefit of customers and the community
- **Action** - We will find practical solutions to problems adopting a “can-do” approach
- **Pride** - We will take pride in our work both individually and collectively and strive to continuously improve our services

The Council's core values underpin everything it does to achieve its purpose.

3. THE COUNCIL DELIVERY PLAN 2007-2010



The Council's Delivery Plan seeks to address the national agenda by providing a response to the requirements/expectations set out in the Local Government White Paper "Strong & Prosperous Communities". It also links to the Leicestershire Local Area Agreement, the District's Community Strategy and the more local priorities of the communities, which make up North West Leicestershire.

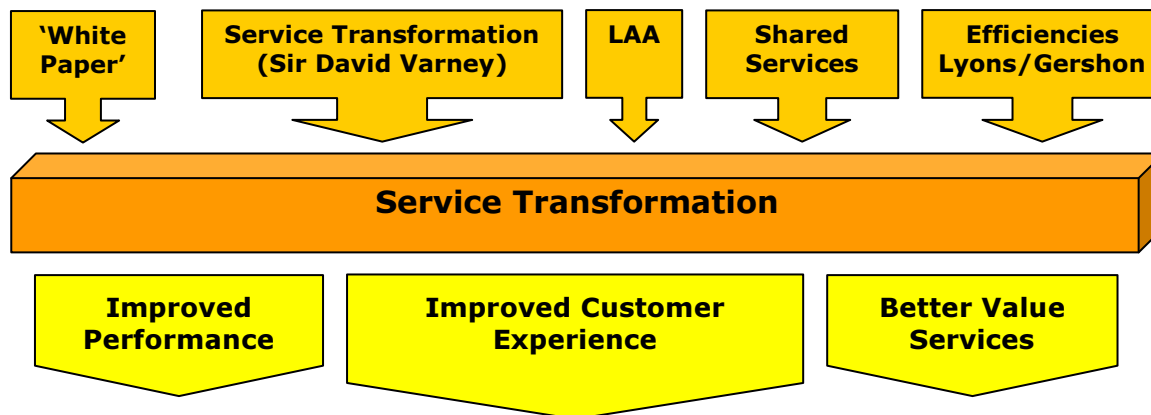
3.1 Setting the Scene

National

The local government and public sector landscape has been changing over the past few years and during 2006-07 major strategic drivers have been put in place. These drivers set the challenge for local authorities including North West Leicestershire DC. In order to positively respond to these challenges the Council will be undertaking a “service transformation” programme over the next 3 - 4 years.

Service Transformation

Transforming services is necessary in order to deliver improved services to our customers. There are many directives, incentives and measures that will assess this journey of improvement and it will be increasingly important to deliver real achievements, benefits and demonstrate capability and knowledge in these areas:



The 4 main outcomes from Service Transformation have to be the following, with the most important and centric purpose being that of the Customer Experience or Customer Focus.

1. Enhanced Customer Experience
2. Better Value Services (Service Cost Reduction)
3. Performance Improvement
4. Professionalism

Customer Focus should be our main catalyst for change and remains uncontested as a driver for change. Improving customer centric services and increased citizen confidence in the democratic role of North West Leicestershire, whilst becoming more effective and innovative in the delivery of those services, is the main banner over service transformation. Essentially increasing quality and reducing cost. An additional element is our professionalism as a service provider. Creating and embedding an appetite, aptitude and attitude of professionalism with our customers and through our business transactions. Our conduct as a service provider needs to emanate a reputation for exceptional execution and delivery of services.

Local Government White Paper - 'Strong and Prosperous Communities'

On 26 October 2006, the Department for Communities and Local Government (DCLG) published the White Paper, 'Strong and Prosperous Communities'. Its principle aim is to give local people and communities more influence and power to improve their lives. The White Paper sets out a vision of revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them.

At its heart is changing the way local government works to give citizens and communities a bigger say; to enable local partners to respond more flexibly to local needs and to reduce the amount of top-down control from central government. The White Paper sets out a radical agenda for change. It puts in place systemic reforms that will help all local areas to rise to meet the standards of the best and the best to improve further.

The reforms are intended to empower citizens and communities; create stronger and more visible leadership; and put in place a new framework within which local authorities and their partners can work.

Key proposals in the Local Government White Paper:

- **A new performance framework** that will cut the number of national performance indicators to 200, and targets to around 50 and replace CPA with new assessment arrangements with a reduced and risk-based role for inspection.
- **An enhanced role for councils as strategic leaders and place-shapers** through stronger Local Strategic Partnerships and next-generation Local Area Agreements with wider scope and importance, and a duty to cooperate between councils and local partners
- **Stronger cities, strategic regions**, reforming Passenger Transport Authorities and the development of LAAs into sub-regional Multi-Area Agreements.
- **Stronger political leadership** by requiring all councils to opt for a directly-elected mayor, directly-elected executive or indirectly-elected leader for a four-year term.
- **An invitation** to councils in shire areas to bid for unitary status or enhanced two-tier working.
- **A strengthened role for front-line councillors** including powers to respond to community calls for action on local issues and greater freedom to speak up on planning and licensing issues affecting their wards.
- **A wider and stronger role for scrutiny** including the power to require evidence from all local service providers and a duty on them to have regard to scrutiny recommendations.
- **Devolution** of powers, including removing the requirement for Secretary of State's consent to bye-laws and the creation of parish councils.
- **Community cohesion** – councils encouraged to put integration and cohesion at the heart of community strategies and LAAs.

Volume Two of the Local Government White Paper describes how these proposals will change the way some of the biggest challenges for local services are tackled, these challenges include:

- **Community safety**
- **Health and well-being**
- **Vulnerable people**
- **Children, young people and families**
- **Economic development, housing and planning**
- **Climate change**
- **The Third Sector** - voluntary and community sector

Effective action in each of these areas depends on strong partnerships between local government, other local service providers and local communities. Success will ultimately depend on effective joint working at the local level.

Countywide

Leicestershire Local Area Agreement

Local Area Agreements (LAAs) are intended to provide a mechanism for delivering better local service outcomes through better co-ordination between central government, local authorities and their partners. Set as three-year agreements, commencing in 2006/07, LAAs are driven by local authorities through their Local Strategic Partnerships (to ensure engagement of local partners).

The whole process for Leicestershire is being co-ordinated through **Leicestershire Together** (the Countywide Local Strategic Partnership), who have decided that the theme of the LAA should include a focus on disadvantaged communities, liveability and neighbourhoods.

Leicestershire Together has split the four national blocks into seven priority areas:

- **Children and Young People**
- **Safer Communities**
- **Stronger Communities**
- **Cleaner Greener**
- **Health**
- **Older People**
- **Economic Development and Enterprise**

The priorities in the LAA have been drawn together from national, regional and local agendas and strategies, including the seven district community strategies. Service areas within NWLDC have responded to this agenda by developing a number of actions to deliver the LAA priorities in 2007-2008.

District

Corporate Action Teams (CATS)

The Council Delivery Plan sits at the heart of the Council's Corporate Planning Framework. Its purpose is to set out what the Council intends to do in the year ahead and how it intends to do it. It contains all of the key deliverables and articulates where the organisation is going and how it is going to get there.

One of the key purposes of the Council Delivery Plan is to clearly demonstrate how the Council intends to address each of the external drivers that influence what it needs to do. Meeting the requirements/expectations set out in the Local Government White Paper and making a contribution to the delivery of the Leicestershire LAA are both priorities for the Council. Through its Corporate Action Teams or CATS, the Council is well placed to respond to that lie challenges ahead.

The Role of CATS

The 'Corporate Action Teams for Success' (CATs) are a fundamental part of the Council's Journey of Improvement. Their role is to act as the forward thinkers and experts in key areas of the Council's work. Created in June 2006, the CATS act as champions for each of the Council's strategic aims and are made up of staff from across the organisation.

Project managed by either a Head of Service or Service Manager, the lead responsibility and accountability is designated from the Corporate Leadership Team i.e. Director or Chief Executive who also act as project sponsor.

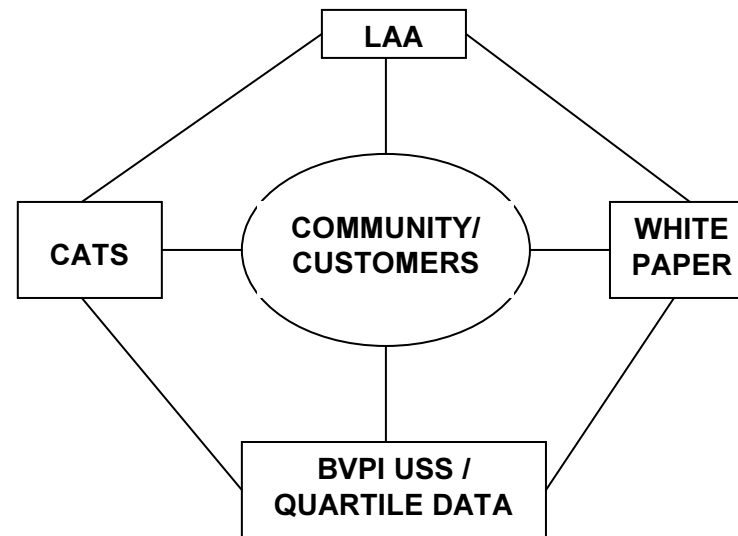
Since their launch, the CATS have been encouraged and supported to rationalise all existing corporate groups i.e. to remove duplication and to ensure reporting lines are appropriate. The CATS are charged with seeking to establish "excellence" for the Council by undertaking external comparison and challenge along with learning from others.

CATS have been established for the following Strategic Aims:

- **Safer Communities**
- **Strong Inclusive Communities**
- **Cleaner Greener (Attractive Sustainable Environment)**

- **Healthy fulfilled population**
- **Enough decent and affordable homes (Housing Improvement Group)**
- **Local Prosperity and employment**

Due to the linkage and crossover that exists between the CATS; the LAA priority areas and the key themes in Volume Two of the Local Government White Paper, each CAT is well placed to champion the Councils' response to all of the improvement drivers. In developing action plans to deliver not just the Council's strategic aims but the wider agenda, it is important that all actions contribute to the following:



CATS Priority Outcomes

It is clearly important that all Services within the Council reflect the work of the CATS and make an active contribution towards achieving corporate goals. With this in mind, each CAT has set three priority action areas for 2007-2008 and Services have been required, where appropriate to do so, to develop actions that seek to deliver each of the CATS Priority Outcomes. The reason for doing this is to make sure that the work of the CATS (and the Strategic Aims they champion) is integrated and mainstreamed across

the Council. The CATS priority outcomes have been developed to clearly link to the Council's priorities and the priority outcomes for the LAA.

Listed below are the priority outcomes that have been put forward by each of the CATS. The resulting actions that have been put forward by each Service to deliver the stated priority outcomes have been developed jointly through dialogue between Heads of Service and representatives from the CATS. The service actions are then included in their SMART Plan.

Local Prosperity

Project Manager: Head of Planning & Development

- Establish a clear identity for the district through exploiting the 'Heart of the National Forest' location.
- To improve local prosperity and employment through joint action and working with neighbouring councils (initially with South Derbyshire DC).
- To reduce the loss of employment land in the district to alternative uses.

Strong Inclusive Communities

Project Manager: Social Inclusion Manager

- Reduced number of people living in income deprived households in the District
- Increased take up of services from people in priority neighbourhoods and groups.
- Increased access to employment & training opportunities at NWLDC for people from priority target groups.

Cleaner Greener

Project Manager: Head of Street Management

- To reduce waste and increase recycling by making an active contribution to the Waste Hierarchy (waste reduction - reuse - recycling & composting - energy recovery - landfill)
- To make the District cleaner and greener by actively embracing the concept of 'liveability'.
- To make neighbourhoods cleaner and greener through enhanced joint working and developing locally based solutions

Housing/Homes

Project Manager: Head of Housing

- Improve efficiency and Value for Money in the Housing Service
- Revitalise the strategic housing role - increasing the supply of affordable homes and improving conditions in the private sector
- Deliver a successful housing stock transfer with sustainable corporate impact

Healthy

Project Manager: Head of Environmental Health

- To increase the health and well being of the local population.
- To reduce accidents, injury and ill health in the home, workplace and leisure environment
- To reduce substance misuse (smoking, drugs, alcohol) within the population of North West Leicestershire

Safer Communities

Project Manager: Head of Neighbourhoods & Communities

- To improve service delivery in local areas / neighbourhoods / communities through better, more joined-up internal partnership working
- To improve local quality of life through actively promoting the RESPECT agenda
- To improve the quality of life for local people through robust enforcement action

NWL Local Strategic Partnership

Who is on the Partnership?

The Local Strategic Partnership's overarching goal is to improve North West Leicestershire. It is made up of representatives from local government, the health sector, police, education, business and the voluntary sector. The Partnership came together to produce the first Community Strategy, which was published in March 2004, and it is attended by representatives from the following organisations:

North West Leicestershire District Council
Council for Voluntary Services
Leicestershire Constabulary
Partnership for Safer Communities
Leicestershire Chamber of Trade & Industry
North West Leicestershire Health Forum
Leicestershire County Council
East Midland Airport
National Forest

Leicestershire & Rutland Primary Care Trust (PCT)
North West Leicestershire Association of Parish Councils
Stephenson College
A Faith Representative
Job Centre Plus
Network Gold (Local Business Forum)
NWL Housing Forum
NWL Promotions

Below the LSP Top Team there is a Executive Group chaired by Chief Executive of the District Council which includes key staff from the County Council, King Edward VII College, CVS, Police and PCT.

How has the Partnership been working?

Important joint work has been going on over the last year and the Partnership has produced a development framework for the following related areas of work:

- Local Working
- Neighbourhood Action Teams
- Local Strategic Partnership Board Development
- Revision of the Community Strategy
- Linking to/Delivering the Leicestershire Local Area Agreement (LAA)

Local Working

The Partnership has adopted a local working framework, which will;

- Provide local solutions to local needs
- Support the development of community based agencies and associations
- Provide support to the Ward Councillor role
- Develop partnerships with key town and parish councils
- Develop through the LSP multi-agency teams in a targeted and considered approach

Neighbourhood Action Teams

The LSP Executive Group has developed an approach to local engagement by identifying priority neighbourhoods. These were identified initially by using the Indices of Multiple Deprivation and then through consultation with the local service providers.

The group has set up seven Neighbourhood Action Teams (NATs). The first stage of this was the “Making a Difference Together” workshop, which was held in March 2006. The aim and focus of the workshop was for local practitioners to look at developing the ways and means for joint working and co-ordination, in those identified communities.

In March 2007 there was a second workshop to celebrate the successes of the first year and develop them to address the challenges ahead.

Neighbourhood Forums

Each NAT will have a Neighbourhood Forum meeting alongside it, these include local councillors, residents associations and other community representatives. These are being developed in a staged manner, with the first one being Ibstock, which held a ‘drop in’ day on 24th February.

LSP Team Development

The Team has identified past, present and future roles and started to develop the skills it will need to deliver the changing role. To aid this, a programme of team development has been produced in co-ordination with a consultant from Local Government East Midlands.

Revision of the Community Strategy

The Community Strategy is being revised in the light of National (the Local Government White Paper), County (Leicestershire Local Area Agreement) and local (Neighbourhood) priorities as well as our own Local Development Scheme. The focus of the Strategy will be on where the Partnership can add value.

Linking to/Delivering the Leicestershire Local Area Agreement (LAA)

Most of the Actions in the LAA will be delivered by individual agencies and existing partnerships independently of the NWL LSP. The partnership should act to deliver outcomes that require additional partnership co-ordination or resources and as a scrutiny Board for the agencies/partnerships in NWL and set up a performance management framework, which will feed in to the county-wide performance system.

Council Priorities 2007 - 2008

Following our Comprehensive Performance Assessment (CPA) result in 2004, the Council set its priorities over the period 2005 - 2008 as part of the Journey of Improvement and in recognition of the need to focus on a set number of identified issues. These priorities have been re-enforced by the national as well as the local agenda (captured through our "Listening Week" surveys).

These Council's Priorities are:

External Community priorities:

- Revitalise town centres
- Develop strong inclusive communities
- Put tenants first in the housing options process
- More people more active more often
- Improve Community Safety
- Reduce, Re-use and Recycle waste
- Improve the street scene

Alongside Internal Priorities:

- Deliver best value services
- Put customers first

Non - priorities:

The Council recognises that the allocation of resources will be targeted to the above priorities over the next years. By this action the other services provided by the Council, whilst they are very important, will not be the priority of the Council during these years.

Ranking the priorities:

The Corporate Leadership Team reviewed the Council's priorities in the light of both national and local contexts and concluded that all are still relevant to the Council's Journey of Improvement.

The Council recognises that it does not have the capacity or resources to deliver all of its priorities simultaneously. The Council has therefore considered what has to be delivered and when, against the background of known community expectations and its Journey of Improvement. The conclusion was reached that the Council would be advised to place the priorities within a time framework for delivery, in order to inform decisions on resource allocation. In this context, the priorities have been re-ordered as follows:

	Priorities for delivery	Increased Resource Allocation
1	Put tenants first in the Housing options process	2007 - 2008
2	Develop strong inclusive communities	
3	Deliver Best Value Services	
4	Improve the Streetscene	2008 - 2010 (resource allocation will be reviewed during 2007/08)
5	Revitalise town centres	
6	Reduce, Re-use and Recycle waste	
7	More People, More Active, More Often	
8	Put Customers first	
9	Improve Community Safety	

3.2 Where are we now?

Background

Since the Audit Commission carried out a Comprehensive Performance Assessment in 2004 the Council has worked hard to improve the way it is managed and the way it delivers services to the public. The Council's Journey of Improvement sought to put its community first by fundamentally changing the way it does things.

Since the original inspection in 2004, the Audit Commission has been monitoring the Council closely to make sure it was carrying out the improvements needed. In October 2006 the Audit Commission announced that North West Leicestershire District Council was making good progress on its Journey of Improvement. After two years, the Council had proven it was making such good progress it no longer required such close supervision and was 'disengaged'.

When the decision was announced, Department for Communities Local Government Minister Angela Smith, said: "I congratulate the council on its achievements. It is a striking example of what can be achieved when Members and Officers are fully committed to working together to improve front line services to the public.

"My officials in the Government Office for East Midlands will continue to work closely with North West Leicestershire, as they do all the East Midlands authorities, as the council aims for further improvements."

Although the Journey of Improvement has been demanding the Audit Commission's decision does demonstrate that the effort has been worth it. Even though the Commission has now confirmed that we are making good progress, the Council will not become complacent and recognises that there is still a great deal to do.

MAIN ACHIEVEMENTS IN 2006 - 2007

The Council has continued to maintain its strong position in relation to quality of service provision as evidenced by:

QUALITY, GOOD VALUE, ACCESSIBLE SERVICES

- We have undertaken **Service Reviews** across all Directorates to ensure that our Services adopt the principles of learning and best practice whilst also representing value for money.
- During 2006/07 we have successfully developed the integration of service and financial planning into a process called **SMART Plan**.
- To provide the capacity and expertise necessary to drive forward the Council's Strategic Aims, a number of **Corporate Action Teams** have been established to "champion" their delivery, each of which has cross Council representatives.
- We have enhanced the Council's **performance culture** through the development of the TEN performance management system.
- We have appointed a Procurement & Partnerships Manager to mainstream and progress procurement work - part of which has involved the production of a **Draft Procurement Strategy**.
- We have appointed a Risk and Civil Contingencies Officer to support the organisation in **better managing risk** and increasing resilience.
- We have strengthened the role played by the **Corporate Risk and Business Continuity Group** and have reviewed and updated the Council's Strategic and Operational Risk Registers.
- We have purchased the **TEN Risk Management module** in order to fully integrate risk into the Council's performance management system.
- We have commenced a programme to deliver training to all staff on **Diversity, Equality and Social Inclusion**.

- Investors in People re-accreditation was achieved in December 2006 and we are developing and adopting a **People Management Strategy**.
- As part of our work to embed a customer focussed culture, we have appointed a Customer Service Manager and are establishing a dedicated **Customer Service Centre**.
- We have developed a **Corporate Project Management Framework**, based on PRINCE2 principles, to ensure that all projects are managed and delivered in a consistent and effective manner.
- All seven **Neighbourhood Action Teams** are up and running and a timetable for setting up Neighbourhood Forums has been agreed with the Local Strategic Partnership.
- As part of our work to **review our scrutiny function** and arrangements we have made best practice visits with elected Members and have developed a Scrutiny Action Plan.

ATTRACTIVE SUSTAINABLE ENVIRONMENT

- **Love North West Leicestershire** - our 100 day campaign laid down the gauntlet to staff and residents to join forces and create a cleaner North West Leicestershire.
- During the course of the 100 days we cleared away over 127 tonnes of extra rubbish (over and above what we normally collect) and some 450 tyres.
- To make sure people had a way of letting us know about areas needing clean ups, we set up our own free phone 'Grime Line'.
- A total of 466 people called to report dog fouling, littering, fly-tips, graffiti and a whole host of other issues. More than 75% of the calls were dealt with within our two day target.
- During 2006/07 we have invited residents, partners and businesses to have their say on our draft **Environmental Strategy**.

The far reaching strategy outlines our plans to protect our district and improve the environment, for example by promoting 'green' transport, preserving the countryside, making better use of energy resources, reducing waste and minimising pollution.

- In May 2006 we hosted the first meeting of the outdoor events forum, which gave licensing officers across the country the opportunity to meet up, discuss similar issues of concern and share best practice.

This area of work is of particular relevance here in North West Leicestershire, where we are home to Donington Park which hosts a number of large public events each year.

- **Waste Management** - every home in North West Leicestershire now receives a kerbside recycling collection for plastics, cans and paper.
- Our 'Recycle Now' scheme was launched more than three years ago to reduce the amount of waste needlessly being sent to landfill - and what a response we've had since then with the amount being recycled increasing from just 6% back in 2003 to 32% this year.
- The cardboard recycling is currently being phased in across the district, with all households due to receive the service by April next year.
- Street cleansing standards have shown a significant improvement.
- **Enforcement** - this year has seen us take enviro-crime seriously, through the use of wardens and more latterly, Street Environment Managers.
- We have also worked closely with the police on a number of initiatives to reduce instances of fly tipping across the district.
- **Education** - over the past 12 months the Council has supported a number of initiatives to educate young people about the need to recycle and re-use waste.
- Schools in the district have collected more than 5,400 Yellow Pages to be recycled which would otherwise have ended up in landfill.

ENOUGH DECENT AND AFFORDABLE HOMES

- **Consolidated Housing Improvement Plan (CHIP)** - in June 2006 the Audit Commission published their inspection report on our Landlord Services, which concluded that the service was 'poor with uncertain prospects for improvement'.
- Since then we have been working hard to improve the service, with all of the actions required included within the CHIP. The CHIP will see us continuing to make progress in all areas to ensure we provide an improved housing service.
- **Housing stock transfer** - the past year has seen us continue to consult tenants regarding the possible transfer of homes to a stand alone housing organisation - North West Leicestershire Homes.
- Consultation included a transfer roadshow, which gave tenants the chance to find out more information about the proposal, meet members of the Shadow Board and check out examples of the kind of bathroom and kitchen fittings that transfer could deliver.
- Transfer will only go ahead if the proposal is supported by a majority of tenants who vote in an independent ballot, which is expected to be held in the summer of 2007.
- **Estate Inspection programme** - an ongoing programme of inspections has been started, involving tenants representatives, housing staff and local Councillors looking at repairs and environmental issues on Council estates around the district.
- **Repairs appointments system** - following the review of a successful pilot scheme in the early part of the year, a revised appointment for repairs system was introduced in Jan 2007, and the volume of jobs for which appointments are being made and kept is now steadily increasing.
- **Housing Capital Programme** - following the appointment of Savills and Walsall Housing Group as our strategic partners, we have two contractors delivering 800 central heating system upgrades and installations across the district, as part of the 2006/07 Decent Homes programme.
- Government Office East Midlands confirmed our **Housing Strategy** as 'fit for purpose'

HEALTHY, FULFILLED POPULATIONS

- **Leisure centres scoop national award** - during 2006/07 our leisure centres at Hermitage and Hood Park have successfully been accredited by Quest, which is a national award backed by Sport England that recognises quality service in leisure centres.
- Both centres received a 'highly commended' rating and were rated within the top five per cent of centres taking their first assessment.
- Attendance rates for leisure centres are on target to increase for the sixth successive year.
- **Working with young people** - the Council is committed to involving young people in its work and we are working towards achieving 'Hear by Right' status by March 2007, which is a framework for organisations to demonstrate how they actively involve young people.
- Highlights of this programme of work during the past year have included the first North West Leicestershire Youth Conference, increased involvement with the Youth Council and Battle of the Bands.
- **Cultural services** - the highlight of the year was "Picnic in the Park" which attracted an estimated 10,000 visitors during the course of the day.
- Over the year the team also played an active role in many events across the district including "Christmas in Coalville" and "Happy Hearts Day".

Other achievements worthy of note during the past year include:

- Ashby Tourist and Community Information Centre winning the bronze award at the East Midlands Enjoy England Excellence Awards
- Local Sports Alliance receiving £23,000 towards the Club Activ8 project that is due to start early next year
- First fun run held at Hermitage Leisure Centre attracted 400 runners who raised £6,000 for Cancer Research UK
- Positive Futures scheme expanded across the District

SAFER COMMUNITIES

- We are continuing to work in partnership with the police and other agencies to make North West Leicestershire safer. The overall target for **crime reduction** in NWL for 2005/06 was achieved with the actual number of offences recorded 4.3% lower than the target.
- Over the past 12 months the team has been involved in a number of key **initiatives to reduce crime** and the fear of crime in the district.
- This has included a campaign to tackle illegal use of mini-motorbikes, domestic violence awareness campaigns and the development of a 'no cold caller' zone.

STRONGER COMMUNITIES

- During 2006/07 the Neighbourhoods and Communities Team has focused heavily on travellers' issues. This has including building relationships with internal and external partners, understanding the needs of these communities and addressing enforcement issues when they arise.
- 'Shuttles' provides affordable transport for residents of Greenhill and Agar Nook to access work opportunities, primarily at Nottingham East Midlands Airport. A total of £35,000 of external funding was obtained to support the project which now has three vehicles.
- Sports sessions are now being held regularly on the Westfields Estate in Ashby. We are also working towards the establishment of a youth committee.
- The Holly Hayes Wood project is progressing well and the Council recently awarded £5,000 towards a feasibility study and associated work. A substantial amount of funding support for the purchase of the land has been secured from the National Forest Company.

LOCAL PROSPERITY AND EMPLOYMENT

- An average of 1,300 planning applications are dealt with each year, and performance is showing continued improvement, Figures for the current year are shown below with 2005/06 in brackets for comparison:

Major applications dealt with within 13 weeks - 62% (61%)

Minor applications dealt with within 8 weeks - 72% (67%)

Other applications dealt with within 8 weeks - 89% (83%)

- **Coalville Town Centre Masterplan** - work is continuing on proposals to shape the future of Coalville town centre. A public consultation in November 2006 gave residents, shoppers and businesses the opportunity to have their say on the options under consideration.
- Final plans for the town centre were completed in January 2007 and 2007/08 will focus on the development of a Supplementary Planning Document and its implementation.
- **Town Centre Manager** - as part of our commitment to improve Coalville and Ashby town centres, the Council has appointed its first Town Centre Manager.
- We have also supported initiatives in Ashby, including the Arts Festival, Farmers Market and French Market.

WHAT'S NEXT?

Although we have made significant progress on our Journey of Improvement we acknowledge that there is still more to do. Many of the critical building blocks will need to be further developed in order to become embedded within the organisation. The Council Delivery Plan includes a number of key improvements the Council intends to undertake in the year ahead, these include:

- **Local Government White Paper** - to respond effectively to the requirements/ expectations of the White Paper “Strong and Prosperous Communities”.
- **Local Area Agreement (LAA)** - to play an active role in contributing to the delivery of the LAA by ensuring that appropriate plans and linkages are in place.
- **“One Council, One Team”** - adopting a unified approach across the Council to address challenges, projects and improvements.
- **Stretching Improvement Targets** - the Council aspires to achieve the levels of performance achieved by top performers. Our targets for 2007/08 and beyond have been set to improve our quartile levels of performance.
- **Enhancing the performance management culture and system** - ensuring that the Council is well positioned to deliver key improvements linked to the community priorities, the LAA and any BVPIs within the future Comprehensive Area Assessment.
- **Strengthening the Scrutiny Function** - development of a more effective, highly regarded and fit for purpose scrutiny function.
- **District and Parish Council Elections 2007** - successful management of the election process.
- **Newly elected and returning Members** - create a positive experience for elected Members, particularly those newly elected, through a comprehensive training and development programme.

The Plan also includes a number of improvements in outcomes the public would recognise:

- **Service transformation programme** - adopt a customer led approach to achieve better outcomes for our community and customers.
- **Opening of the Customer Service Centre** - establishment of a team solely dedicated to the delivery of customer care.
- **Housing stock transfer project** - manage the project to ballot and then effectively manage the outcome.
- **Re-vitalisation of Coalville** - building on the Master Plan and creating an Area Action Plan for the Town Centre.
- **Neighbourhood Working Framework** - development, implementation and co-ordination of the framework in partnership with internal and external stakeholders.
- **Consolidated Housing Improvement Plan (CHIP)** - implement the actions in the CHIP and achieve a 1 star rating with improved prospects.

3.3 Meeting the Challenge 2007 - 2010

Changing the way “we do business”

For the Council to move towards being an excellent organisation it needs to have a true customer focus with the right systems and processes in place to support the outcomes it sets out to achieve. The ‘back office’ functions must be as efficient and lean as possible to offer both an efficient and competitive service to customers. Our improvement will be based around the development of four key cornerstones - People, Processes, Performance and Partners.

1. PEOPLE

Developing a Customer Focus

The Council aims to provide high quality services that are focused on service users. Traditionally, the Council has delivered customer service as part of the administration role within each team or directorate. Following the Comprehensive Performance Assessment in 2004, the Council acknowledged that there were significant shortcomings in the way the customer service was being provided. The Customer Service Centre (CSC) will start to address this issue by establishing a team solely dedicated to the delivery of customer care.

The way in which the service requests and enquiries are recorded and processed will be re-engineered to ensure that gathering the information is as efficient and effective as possible for all interactions.

Apart from the customer experiencing an improved level of Customer Care, the Council will experience the following benefits from the introduction of the CSC:

- Removing the initial customer interactions from the professional officers will free up valuable time to improve service delivery, develop new ways of doing things or look for further revenue earning opportunities.
- The Council will be able to identify efficiencies through process and service redesign, freeing up resource to be channelled into more proactive activities.
- The Council will be able to evidence the volume and quality of its service delivery, and pro-actively challenge areas that are not responding to the service demand (through analysis of failure demand contacts).

- Customer Services will provide a 'single view' of the customer, enabling the Council to focus services more effectively, and identify individuals / areas where further assistance may be required.

The Customer Service Centre and new customer service model is being developed to:

- Improve Customer Service corporately
- Enhance the Customers experience when contacting the Council
- Support the key strategic aim of becoming a 'Customer Focused Authority'
- Remove the bulk of the customer contact from the 'back office', freeing up professional officers time to develop services and provide an increased level of performance in delivering services.

The services delivered by Customer Services will be migrated in a phased programme.

- Phase 1 – Environmental Health, Waste Management, Streetscene, Development Control,
- Phase 2 – Reception and Switchboard.
- Phase 3 – Revenues
- Further phases to be scoped in 2007 based on Housing Options Appraisal outcome and systems integration.

Customer Services will provide a professional, standardised interface between the Council and the customer. All interaction types migrated into Customer Services will undergo Business Process redesign to ensure they are fit for purpose before migration. Only where a clear benefit of migration is identified will a process be migrated to the Customer Services function.

Customer Service will be measured against the Customer Service Standards adopted by the Council in 2006, against best practice from the Customer Service industry and most importantly against the perceptions of the customers themselves.

Developing Staff

The Council is developing its People Management strategy in order:

- To ensure that people management practices support the achievement of organisational goals and position the council to meet future challenges effectively
- To define what sort of employer North West Leicestershire wants / needs to be to achieve its strategic aims
- To create an environment where talent is spotted and developed and the contribution of the human resource is maximised

- To define what needs to change to get to the desired position
- To define how those changes will be achieved
- To make the desired position and strategy visible to all
- As a framework within which individual people management strategies can be shaped
- To enable the development of a coherent action plan with respect to people management issues
- As the basis for managing and monitoring achievement / measurement

Developing the strategy

- § This Council Delivery Plan is designed to create improvement through the effective delivery of local and national priorities and is highly ambitious.
- § To deliver the Plan, it is recognised that the combined efforts of all our staff; and the role of managers in leading and directing activity towards achievement of our aims and objectives will be critical.
- § The People Management Strategy will support the Delivery Plan and is equally ambitious while also being realistic and achievable.
- § A selection of senior and other key individual members of staff and groups have been consulted to draw up this strategy to ensure that it reflects the aspirations of our people and focuses on key areas for improvement.
- § There is a commitment to further communication and consultation to ensure input from a wide range of staff to ensure that the Strategy remains relevant.

Member Development

The Council is committed to developing the elected Members and there will be an extensive programme of training and development for Members following the May 2007 elections. The Member Development Working Group leads this work and ensures that the Members interests are at the heart of the programme. The Council will be working within the LGA Member Charter which provides a framework for best practice.

Equalities, Diversity and Social Inclusion

Equalities, Diversity and Social inclusion are a key issue for the Council. Our aim is to integrate and mainstream Diversity, Equalities and Social Inclusion into all our Council services, policies, practices and activities. A robust approach has been taken to mainstreaming this agenda through the Council's SMART (Service Delivery) Planning process.

The Strong Inclusive Communities Corporate Action Team (CAT) 'champions' this agenda on behalf of the Council. During the course of 2006/07 the CAT has been instrumental in delivering the following achievements:

- A programme to provide all Council staff with Equality, Diversity and Social Inclusion awareness training has commenced
- The Council has refreshed its Race Equality Scheme and has made significant progress in producing schemes covering Disability and Gender
- A disabled staff reference group has been formed to discuss issues and comment on policy proposals
- All Council reception desks now prominently display details of and promote the use of "Language Line" services
- A new section on the Council's website, dedicated to Equalities, Diversity and Social Inclusion, has been created
- We have developed a three-year programme to undertake Equality Impact Assessments with the first due to commence at the end of 2006/07.
- Achievement of emerging status in the "Hear by Right" scheme aimed at ensuring that the Council engages with and safeguards young people.

Communications and Consultation

One of the Council's key improvements is to improve communications both internally and externally. Improving the level of involvement of local people is a major part of the Council's Improvement Journey.

The Council will:

- Build on the successes of the Communications work in 2006 - 2007
- Support the aims and objectives of the Council's Delivery Plan
- Reflect this commitment in Service Delivery Plans throughout the Council
- Provide strong guidance on communications to all Council employees and elected councillors
- Demonstrate our commitment to good communications to local people, organisations and other stakeholders.
- Develop a vision to unify and focus the Council and its key partners on shared values and objectives.

The Council is committed to creating open, responsive and efficient local government; involving local people and local interests and, where possible, being responsive to their wishes and priorities.

Consultation is one of the ways this commitment will be delivered. When consulting, the Council will ensure that the consultations are open, honest, consistent and effective. A strategic approach will be adopted to consultation to ensure that initiatives complement and not conflict. Co-ordination will be undertaken via the Communications Team.

Whenever possible the Council will also encourage an inter-agency approach by seeking to work with partners in the public, private and voluntary sectors to increase public involvement whilst avoiding duplication. Consultation must be an integral part of the Council's culture so that members and management embrace effective consultation as an integral and essential part of their role.

Learning

In order for the Council to progress efficiently it must become a learning organisation and retain a high degree of flexibility if it is to adapt effectively to new issues such as legislative changes, best practice or customer expectations. This will require a continuing cultural change in the authority which will be demonstrated through:

- When constructing new areas of work adopt an approach of PLAN – DO – REVIEW
- As part of our work set aside time and resources for learning
- Seeking external challenge and comparison
- Attending external events, seminars, conferences etc to learn what is new
- Bringing information and learning back to the organisation in a structured and meaningful way so it can be shared with other colleagues and Members
- Seeing things/ issues from other people's perspectives particularly service users and customers (internal and external)
- Making sure agreed actions are followed up

As part of our commitment to be a learning organisation we produce a monthly "Knowledge" bulletin which to share new developments and good practice across the organisation. Learning is also a key stage of our Corporate Project Management Framework which uses the post implementation review process and End Project Report to highlight lessons learnt and any follow-on actions.

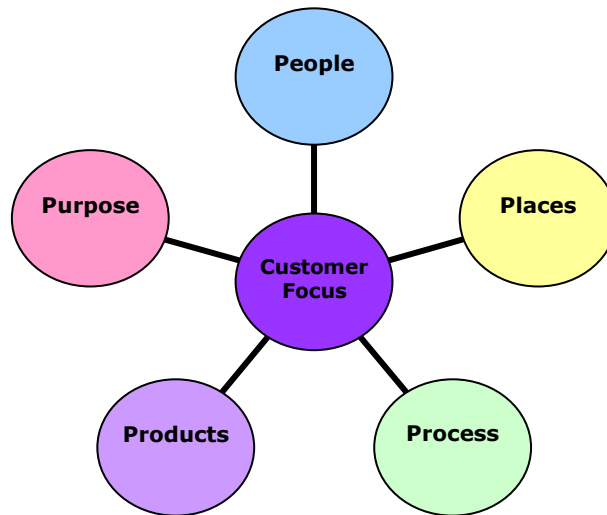
This approach will bring significant benefits for the Council in delivering effectively the right improvements. This "learning" approach is applicable for both Members' and Officers and reflects the importance of capacity building and development.

2. PROCESSES

As set out in Section 3.1 of this Council Delivery Plan, the Council's Service Transformation programme is a key strategic objective. The approach being taken is set out below:

Service Transformation Platforms

There are 5 main platforms for service transformation:



Each of these platforms operate as mechanisms for service transformation either collaboratively or in isolation. Some examples are:

People - Public Sector, Private Sector, Communities, Business, Voluntary, Employees, Members, Stakeholders

Places - Assets, Property, Buildings, Organisations, Geographical, City

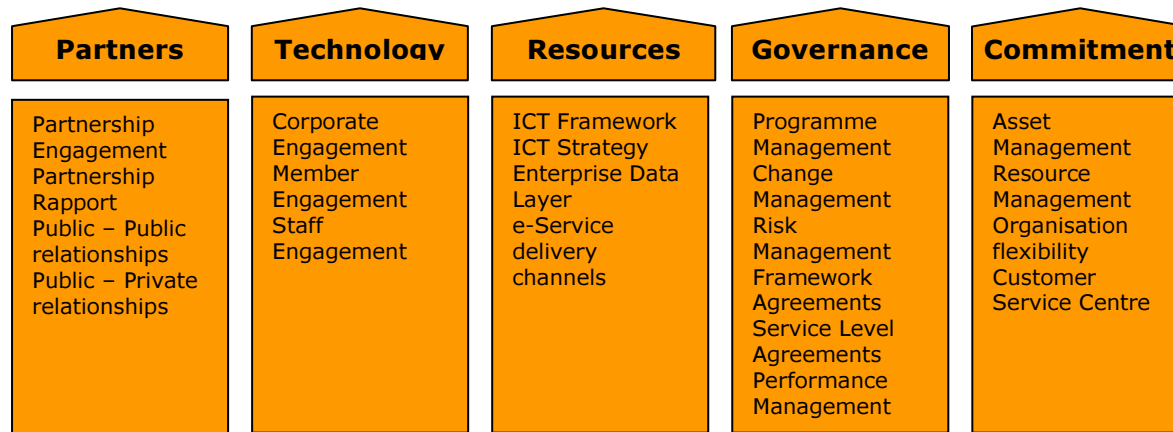
Process - Procurement, Project Management, Business Process Re-engineering, Service Level Agreements, Contracts

Products - Customer Access portals, Improved Performance, Efficient service delivery

Purpose - White Paper, Gershon, LAA, BVPI, Brand, Reputation, Commitment to Citizens

Service Transformation Foundations and Delivery Channels

Supporting the platforms is a foundational support structure that when combined provide a rigid, robust and consistent delivery of best value and best practice.



The foundational supporting blocks are illustrated above, namely; Partners, Technology, Resources, Governance, and Commitment. Each has a significant role to deliver and support the service transformation platforms. Successful fulfilment of enterprise customer centric services will be dependent upon these key foundational elements being implemented and embedded.

Complimentary and launching from this foundation are the Delivery Channels to turn these strategic building blocks into the realisation of service improvement, service efficiency, performance improvement and an enhanced customer experience.

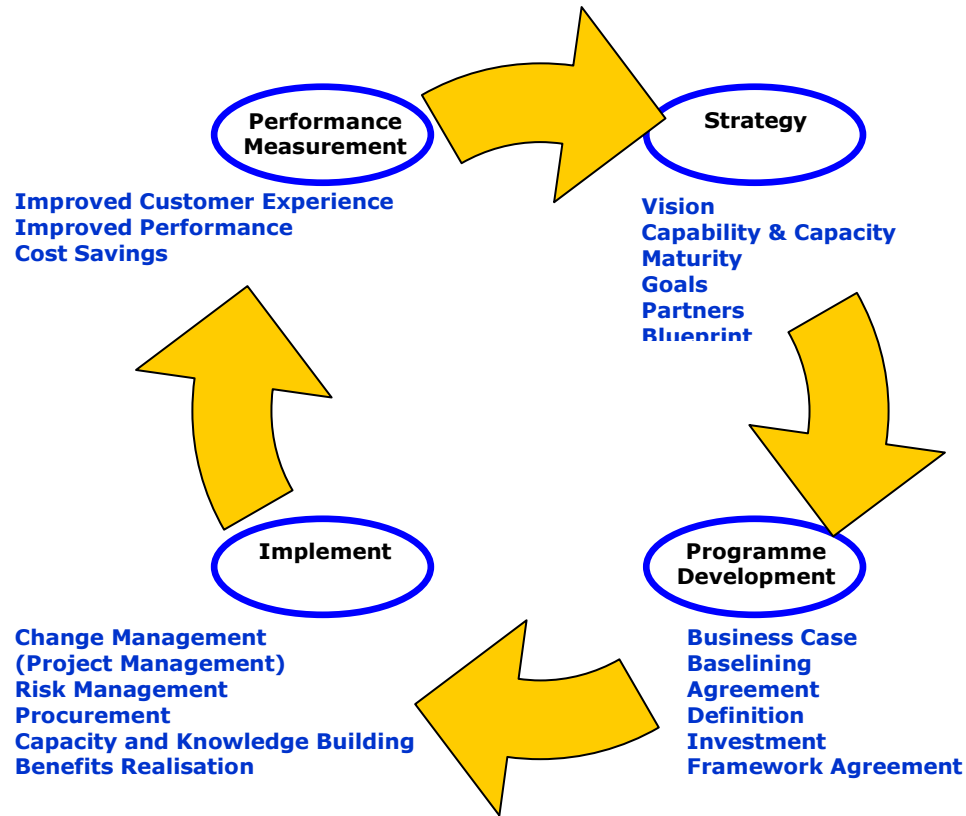
The Delivery Channels are the delivery mechanisms of the strategic transformation platforms and consequently the delivery of the Service Transformation model.

Delivery Channels

Delivery Channels	Customer Service Centre (Distributed)
	ICT Strategic Framework
	Change Management
	Shared Services
	Business Process Optimisation
	Communications
	Procurement Framework

Service Transformation - Approach

The Service Transformation model will be delivered by using a Programme Management approach. Vision and purpose will be captured at a high level and translated into a Blueprint for transformation. The blueprint will then be used to create a subset of projects that will deliver outputs that will contribute and deliver the overall outcomes of the Service Transformation programme. The benefits assessment and efficiency gains will be measured and conclude the cycle.



An outline of the high level programme to implement our Service Transformation Strategy over the next 3 years can be found at Appendix 2.

Corporate Project Management

Project Management and the ability to competently manage and control change is developing as the bedrock skill-set for this Council. The aim is to apply project management principles to all operational and business change activities, so the benefits are tangible and measurable, risks would be contained or mitigated, better value products and resources would be gained and outcomes would invariably influence immediate efficiency gains.

Project Management is not a science, but a skill and an approach to logically initiate, design, test, implement and assess any activity. Adopting a sensible and professional approach to any type of change request should be inherent and instinctive, but it takes time to instil and embed. The important aspects of good project management are business analysis, business case development, requirement scoping, stakeholder management, controlled delivery and benefit realisation.

North West Leicestershire has therefore taken steps to implement a project management framework for adoption by all officers who undertake any significant project for the organisation or who simply wish to apply a logical approach to any business problem, requirement or transaction. Whilst it is recognised that PRINCE2 (the OGC methodology for Project Management) is an industry and world recognised approach, the Council needed to adopt a more pragmatic and intuitive model.

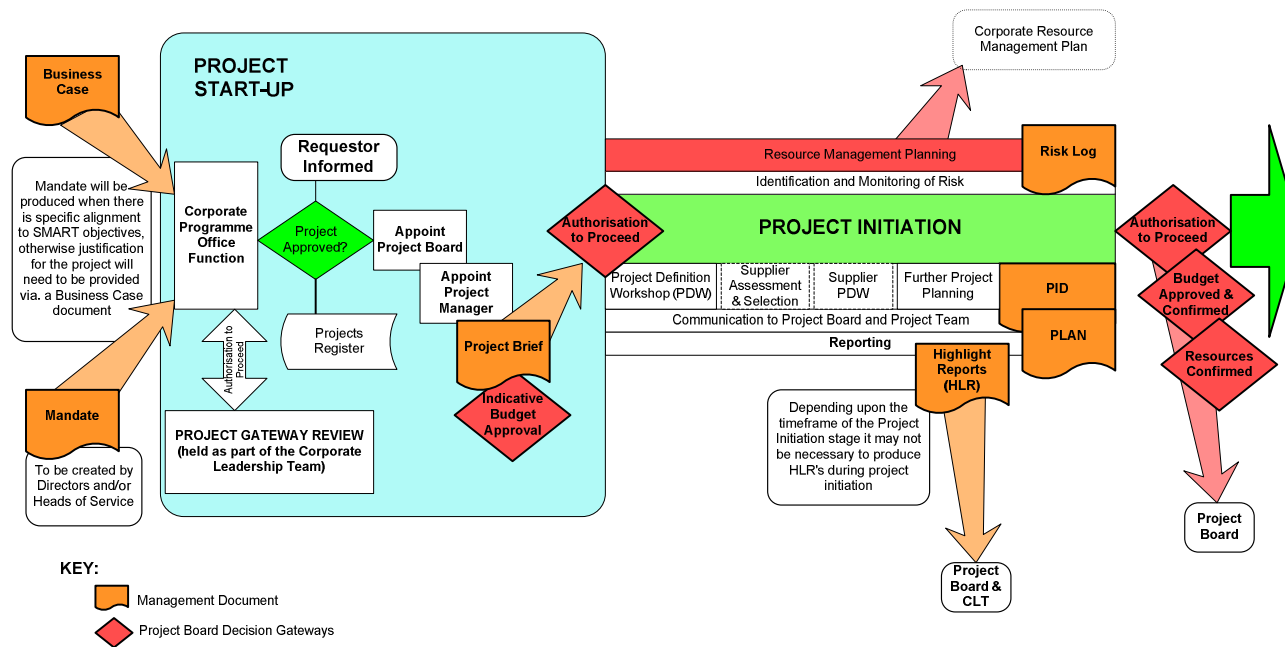
Listed below are the Council's priority projects during 2007/08 (taken from the Corporate Project Register):

- Customer Service Programme
- Housing Improvement Programme (CHIP)
- Housing Stock Transfer
- Hermitage Leisure Centre Capital Development Project
- Service Transformation Programme
- Civil Parking Enforcement
- Elections 2007
- Document Management
- E-Procurement
- Corporate Action Teams (CATS)

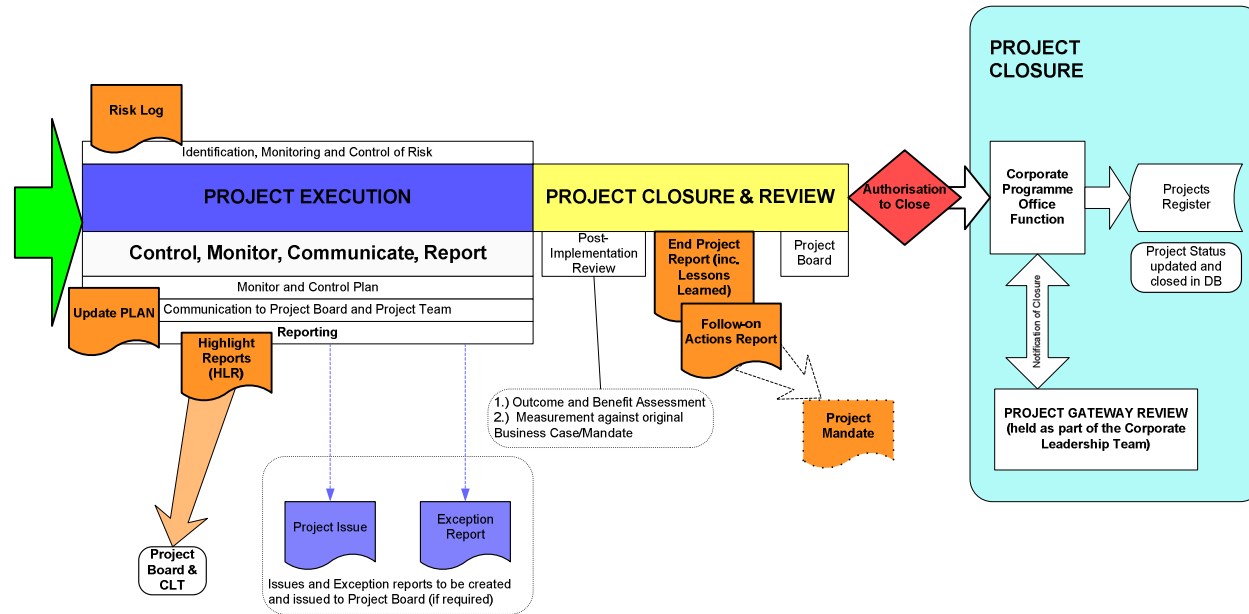
Below is the outline of the North West Leicestershire approach to project management, which highlights the process and management products used as controlling documents:

NWL PROJECT MANAGEMENT FRAMEWORK

Project Start-up and Project Initiation



Project Execution and Project Closure



The framework has been deliberately constrained to 4 key processes with 8 main management products, with the emphasis and use of these around the Project Start-up and Project Initiation processes, namely:

4 Processes:

- Project Start-up, Project Initiation, Project Execution, Project Closure

8 Management Products:

- Business Case, Project Mandate, Project Brief, Project Initiation Document, Project Plan, Highlight Report, Risk Log, End Project Report

The framework will be governed by a Corporate Programme Office function that will ensure adherence to the framework and processes, manage the standard documentation, facilitate and control the Start-up and Closure gateways (in conjunction with the CLT) and will facilitate the reporting of project status. As the Programme Office matures, it will develop its role further around resource management and of course the introduction of further management products to create a more comprehensive framework.

Financial Strategy

The financial performance of the Council in recent years has been good with spending levels in any year being within 1% of budget. The Council has completed its service and financial planning process for 2007- 2008 onwards and has developed a strategy, which provides a strong platform for the Council's ambition of becoming a high performing Council. More specifically the strategy adopted ensures:

- a. resources allocated have been targeted to maximise support for the Council's key service priorities for improvement as developed within its CPA self assessment
- b. the financial strategy developed is a medium term one which seeks to maintain and build further upon the Council's reputation for sound financial management. For example, regular periodic reporting against the plan will occur, value for money considerations will be integral to the management of the resources allocated, etc.
- c. resources will be aligned with the Council's Delivery Plan and hence the lower level Directorate and Service Plans. In other words corporate, service and financial plans become integrated within one framework.
- d. a robust platform is in place for enabling the Council to further improve its performance management processes.

Outcomes

The key headlines in relation to the process can be described as:

- a. For the Housing Revenue Account both the revenue and capital budgets have been agreed by the Council. Rent increases have been set at an average of 5%. The Housing Revenue Account revenue budget set shows a balanced position with reserves set at £0.5m. This position takes into account the additional expenditure approved by Council to fund the Consolidated Housing Improvement Plan. A review of this position will be undertaken once the result of the proposed tenants ballot on potential stock transfer is known.

- b. For the General Fund both the revenue and capital budgets have been agreed by the Council's Executive Board and will be taken forward to full Council for approval. Within the fund Council Tax levels have been increased by 4.5%. Continued investment will be made as determined in 2006 with the following additional funding being allocated:

	£'000
Strategic Housing	60
Legal Services - external legal fees	50
Procurement	32
Resources Directorate - recruitment	22
Durban House - increased grant	6
	170

Reserves are anticipated to be circa £800K at 31 March 2007 and will be maintained at this level for the term of the financial strategy. This equates to 8% of expenditure and is considered to be prudent whilst allowing appropriate levels of funding to be released for the service developments referred to earlier.

Whilst the points raised above clearly focus upon 2007-2008, outline financial plans have been developed into 2008-2009 and 2009-2010. These plans demonstrate a recurrent balanced budget over 2007/2008 and 2008/2009 but with the position worsening the following year. At this stage no account has been taken regarding the impact on General Fund, should the stock transfer. Funding has been identified for set up costs, but mitigation of the corporate impact will need to be built into the strategy in the case of transfer. In that scenario, these plans will need to be reappraised.

Gershon and Value for Money

To secure efficiency gain in 2007 - 2008 and beyond, the Council will adopt a three-strand strategy;

1. Optimise the use of electronic means of delivery services
2. Review and improve upon existing procurement methods
3. Review and re-engineer current methods of service delivering for 'back office' functions.

Implementation of this strategy will mean that the following key actions will be undertaken.

1. Customers encouraged to use e methods
2. Implementation of e purchasing
3. Implementation of planned efficiency savings
4. Development of a rolling programme of reviews of back office functions to identify potential efficiency savings 2007-2008 onwards, as front office services migrate to the Customer Service Centre.

The Council's Gershon efficiency target of 2.5% will be met through a combination of cross cutting initiatives, such as procurement and service reviews. The review of all services will be to identify potential efficiency savings, which will contribute to the corporate target through identifying and implementing more efficient working practices

The table below details the anticipated efficiency gains to be achieved in 2006 - 2007:

	Expected Annual Efficiency Gains Of which cashable
Capital	-	-
Corporate Services	10	-
Procurement	50	50
Productive Time	200	100
Transactions	20	20
Miscellaneous Efficiencies	-	-
TOTAL (thousand)	280	170

We are on target to achieve the efficiencies highlighted in the table above during 2006/07. The Executive Board is due to consider a more detailed report on the delivery of these efficiencies at its meeting on 10 April 2007. The Council will publish its 2007/08 forward looking annual efficiency statement in April 2007.

3. PERFORMANCE

Performance management has been a priority for North West Leicestershire DC over the past 2 years and whilst significant progress has been made there is an ongoing commitment to further improve. The Council is committed to developing its performance management arrangements in order to ensure that resources are made available and used as effectively as possible. These arrangements include the performance of services, the people who provide them, the financial resources involved and the customer outcomes of services.

The Council is embedding and promoting a performance culture which is sustainable for the longer term. This approach involves the development of ownership and involvement from Members, Service Managers, Heads of Service, Directors and the Chief Executive to make it happen.

Our Council Delivery Plan clearly highlights our corporate aims and priorities and forms a key element of how and when we will monitor our performance. The Council's strategic aims and priorities feed directly into specific Director's and SMART (Service Delivery) Plans

At each stage, we have set targets against performance measures to improve year-on-year and in comparison with other councils. We monitor our performance regularly and take action if we are not meeting our targets.

We will review the Council Delivery Plan each year in the light of our performance and any emerging new priorities to make sure we remain focused on what is important. This review will be aligned to the Council's budget setting process to ensure resources are focused on the same priorities and what on needs to be improved.

In order to become an excellent authority the Council must become more effective and efficient in managing its performance across all of its functions:

- Direct service delivery
- Internal services within the Council and between departments
- Grant funded organisations
- Partnership working

SMART Plan - Integrating Service & Financial Planning

In response to the need to better align its service and financial planning cycles, the Council launched its SMART Planning process in October 2006. This brand new approach to service and financial planning was developed to better align activities, improvements and resources.

In developing Service Delivery Plans for 2007/08, Heads of Service and managers were required to balance the resources available to them with the resources required to deliver the Plan. Rather than planning services in isolation of the Council's budget setting process and Medium Term Financial Strategy (MTFS) the two processes were brought together so that one piece of work achieves a number of results. It was recognised early in the process that Service resources need to be allocated according to agreed priorities in order to develop fully funded service delivery plans for 2007/08.

The SMART Planning process has resulted in a clear and consistent set of 2007/08 Service Delivery Plans across all parts of the organisation. It is envisaged that the process will evolve over time and the learning derived from the first year will be used to improve the process in future years.

“Performance Matters”

For the Council to deliver its priorities efficiently and effectively leaders of the Council, both political and managerial, have been establishing that performance matters throughout the Council. This has been evidenced through the discussions on the quarterly performance reports at Corporate Leadership Team, Executive Board and the Performance Monitoring Board. It is critical that the leaders of the Council demonstrate this through their own actions and behaviours by adopting a guiding principle of “what you do is more important than what you say”. The Council will continue towards a performance culture of people knowing the difference between responsibility and accountability. As well as making people accountable for the areas that under perform we will actively recognise and reward success.

The importance of managing performance has been reflected in the revised job descriptions of the Directors, Heads of Service and Service Managers. They all have four key elements in their posts:

- Managing improvements in their service/function
- Managing performance to achieve those improvements
- Ability to successfully manage change
- Strong leadership skills and abilities

Performance Monitoring and Reporting

From April 2007 the Council's managers and Members will monitor and manage the Councils' performance in a number of key areas of delivery and specifically against the Council's strategic aims and priorities. Since it went live in 2005 the TEN performance management system has been continuously developed to better meet the needs of the organisation. The TEN system will be further enhanced in preparation for 2007/08 when, in addition to the Council Delivery Plan, all SMART Plans and Director's Plans will be loaded onto the system.

At the end of each financial quarter, Heads of Service will report to their Director on the progress made against the delivery of the key objectives and targets contained within their SMART Plan. A "high level" report will be prepared for the quarterly performance meeting between the Director and the Chief Executive. The Directorate reports will be the basis of the Corporate report which will be prepared for Executive Board and the Performance Monitoring Board. Each Director will brief their Portfolio-holder in line with the Corporate Performance Reporting Timetable (see Appendix 1).

Performance Indicators

All local authorities monitor their performance against a set of performance indicators established by the Department of Communities and Local Government. This enables performance to be assessed across the board to see how councils perform in comparison with each other. One of our goals is to improve our performance to aim for the "top quartile", that is the top-performing 25% of district councils.

Analysis of 2005/06 data revealed that the Council had 25% of its performance indicators in the top quartile (including speed of processing benefits claims, fraud investigations, household waste recycling and collection of business rates).

Target Setting

The Council recognises the value of targets as a means of effectively managing its performance. As targets are a tool to help guide improvements it is essential that appropriate targets are set.

Most targets are set on an annual basis, with the next three years' targets set, in order to help us plan effectively. Stretching targets are set by each January / February on the basis of the first three quarter's performance information for the year just concluding.

Targets are set with reference to:-

- historic performance
- performance to date and the likely outturn for the year
- the level of top quartile performance (in respect to those BVPIs where comparative information is available)
- NWLDC or statutory priorities
- known variations or pressures on the Service or other external factors

Targets are included in:-

- each Service's SMART Plan
- Director's Plans
- the Council Delivery Plan

Quality Assurance Process - As far as possible, targets must be challenging, but realistic, as they will be evidenced by clear actions. Initially all proposed targets are challenged by the responsible Director, there then follows a corporate challenge which is applied by the Policy and Performance Team. A summary of BVPI targets is then considered and validated by the Corporate Leadership Team to ensure that there are sufficiently stretching. This process is also designed to make sure that the Council continues to improve its performance towards the level of top quartile performers.

Data Quality

In 2006 the Audit Commission developed a new approach to the audit of performance indicators in local government. The approach was developed so that it would:

- enable auditors to deliver their conclusion on audited bodies' arrangements to secure value for money (specifically the arrangements for 'monitoring and reviewing performance, including arrangements to ensure data quality'); and
- indirectly support the Commission's CPA function.

The external audit of BVPIs has now been replaced by a new approach to data quality which is more risk based and proportionate.

The Council is committed to the very highest levels of data accuracy. This includes data used internally for management decision-making and data reported externally on the performance of the Council and its services. Specifically, the Council will ensure that data is:

- **Specific:** Data will be used in line with the relevant statutory and good practice guidance. Where this does not exist, the Council will develop a pragmatic set of guidance and ensure consistency in its approach.
- **Measurable:** Data will present a measurable and quantitative picture of the Council's performance.
- **Accurate:** The highest levels of data quality will be strived for. The Council will not be happy with anything less than 100% data accuracy.
- **Relevant:** Data will be used that is relevant to the operational and strategic priorities of the organisation and that reflect its aims, ambitions and corporate priorities.
- **Timely:** The Council will ensure that it uses up to date information and will aim to provide a real-time picture of performance as close as practically possible.

The Council's definition of data includes information relating to performance indicators (national and locally agreed indicators), financial information, statistics about the borough and its services along with any other data that the Council may produce. In order to meet its commitments to data quality, the Council will ensure that:

- Data quality is owned and understood across the organisation
- The appropriate level of resources are invested in data quality in order to meet the Council's data quality commitments
- Robust quality control procedures are in place
- Independent external audits of data are reported internally and externally, and that improvement actions are acted upon in order to continuously improve the Council's approach.

The role of Internal and External Audit forms a vital part of the Council's performance management framework. The Council's Internal Audit section carries out checks to ensure that performance data and the resulting information are accurate, valid and of a high quality.

Risk Management

The Council's corporate governance arrangements are regularly reviewed by the Statutory Officers Group and any areas of weakness arising are identified and addressed in the Council's Annual Statement of Internal Control (SIC). Strategic risks relating to corporate governance are kept under continual review and any specific concerns are contained within the SIC Action Plan for subsequent follow through.

The Council has made significant progress during 2006/07 in relation to the arrangements it has in place to manage risk. A Risk & Civil Contingencies Officer has been appointed to develop and co-ordinate the Council's Risk Management Strategy to determine how business risks will be managed for all our activities. As part of this process, all strategic and operational risks have been reviewed and the Corporate Risk Register has been fully updated. Risk management continues to form an important element of our service and financial planning process.

As well as managing risks, the Council also recognises the need to embrace positive risks (or opportunities) to improve performance. The Council's approach therefore is to be proactive in managing significant risks that threaten delivery of objectives, and to exploit opportunities to improve performance and value for money.

In 2007/2008, the Council will build on the progress it has already made by going live with the TEN Risk Management Module. Corporate and operational risks will be managed electronically via the TEN system and it is intended to further integrate the risk into the Council's performance management arrangements.

4. PARTNERS

The Council is committed to being a willing partner and community leader and working in partnership with other agencies and organisations enables much more to be achieved. In order for the Council to be able to provide 'more for less' it will need to ensure that it achieves the best possible benefit from its various partnerships. These partnerships cover a wide spectrum i.e. joint working with other local authorities, partnerships with both the private and voluntary sectors and many internal partnerships. It is important to demonstrate that partnerships are being managed well.

The Council has made great improvements with its partnership working and some examples are highlighted below :

Within the District - work with the LSP has resulted in the creation of the Neighbourhood Action Teams, the commitment to creating neighbourhood forums and area forums in 2007. The LSP Top Team are now reviewing their membership in order to prepare for the development of a new vision and sustainable community strategy for North West Leicestershire during 2007/08.

Across the County - the Council has taken a lead within the District Network on performance management through the Leicestershire and Rutland Improvement Partnership. We have played an active role in the delivery of year one targets and objectives set out as part of the Leicestershire Local Area Agreement. We have also been heavily engaged in improving and better co-ordinating County wide procurement activity.

Partnership Evaluation

As a result of work undertaken by the Performance Management Strand of the Leicestershire, Rutland Improvement Partnership, a Partnership Assessment Toolkit was published in July 2006. The Council has subsequently utilised the toolkit to undertake an assessment of some of its Partnerships. A scrutiny working party was set up in 2006/07 to oversee this work and to:

- examine the number of partnerships in which the Council is engaged
- the potential areas of duplication of work
- clarity of remit
- their individual effectiveness
- mechanisms for monitoring and reporting their achievements.

The working party is due to report back to its parent board, the Performance Monitoring Board in April 2007.

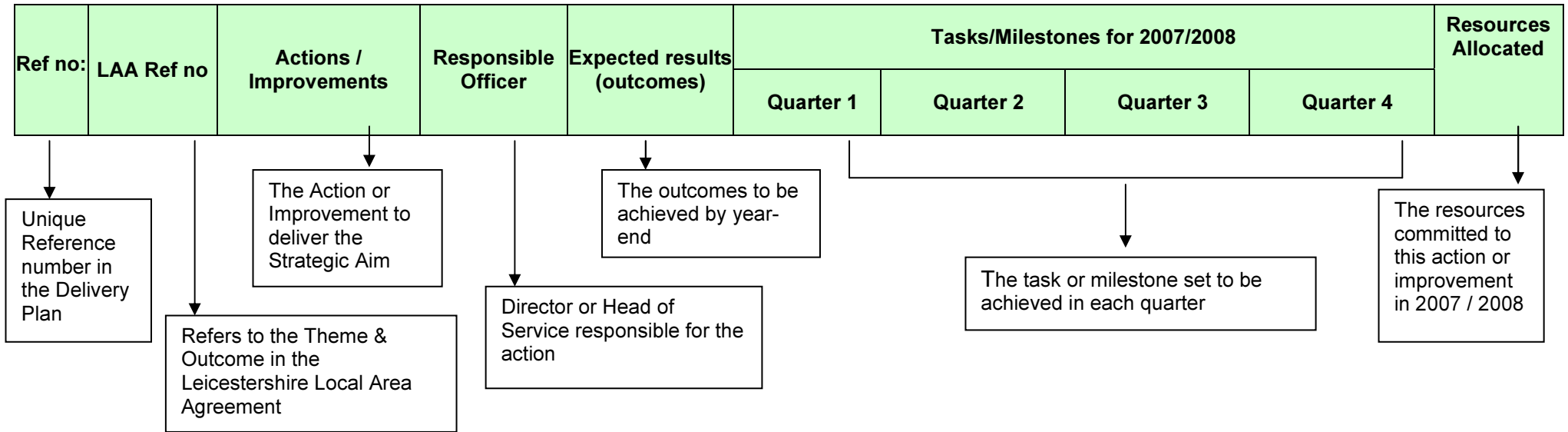
Our key partners are:

- Leicestershire County Council
- Primary Care Trust
- Leicestershire Police
- Voluntary Sector
- Community Sector
- Business Community
- Leicestershire District Councils

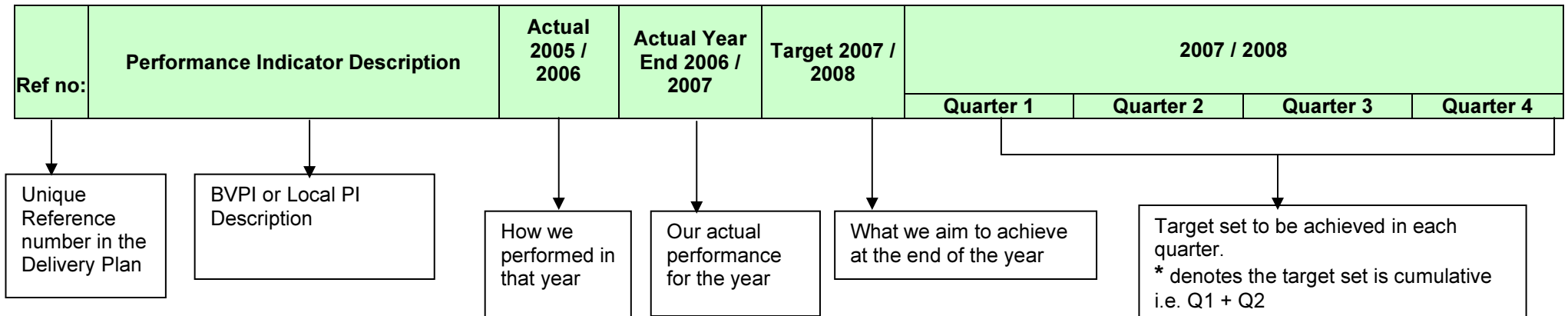
Appendix 3 provides a practical directory of both our key and other important partnerships including the purpose of each, our involvement and which officer to contact to find out more.

3.4 The Council Action Plan 2007 - 2008

KEY TO STRATEGIC ACTIONS TABLE



KEY TO INDICATORS TABLE



COUNCIL ACTION PLAN 2007 - 2008

Section 1 - Quality, Good Value, Accessible Services

<p>STRATEGIC AIM / CAT: Quality, Good Value, Accessible Services WHITE PAPER (Vol. 2) THEME: No associated link LEICESTERSHIRE LAA: No associated link</p>	<p>PORTFOLIO HOLDER(s): Councillor Frank Straw (Leader) Councillor Mark Chadbourn (Performance & Communications) Councillor John Lewis (Resources)</p>
<p>STRATEGIC AIM OUTCOME: To provide for all of our community, reliable, well performing & value for money services</p>	<p>RESPONSIBLE OFFICERS: Chief Executive, Directors as stated below, Head of Policy & Performance, Head of Communications and Human Resources Manager</p>
<p>COUNCIL PRIORITIES: Deliver Best Value Services Put Customers First</p>	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		Embed Corporate Project Management	Head of Policy & Performance	<p>All projects undertaken and managed using Corporate Framework</p> <p>Better planned projects leading to a track record of delivery</p>	<p>1) Keep up-to-date corporate register of key projects</p> <p>2) Ensure compliance with Corporate Project Management framework</p>	<p>1) Manage high-level overview of key corporate projects</p> <p>2) Ongoing monitoring</p>	<p>1) Review and evaluate Corporate Project Management Framework</p> <p>2) Identify any new projects / revisit programme</p>	Delivery any improvements	Delivered within existing budget

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		Review the Scrutiny function	Head of Policy & Performance	More effective, highly regarded and "fit for purpose" scrutiny function Increased awareness and knowledge of the role of scrutiny	Ensure effective training programme is in place and that Members' Room library well-stocked	1) Embed a more informal approach to scrutiny meetings, which fosters members' involvement 2) Establish regular dialogue between Executive and Scrutiny Members	Establish regular channels of communication to report on the work of scrutiny and its achievements	Evaluate role of scrutiny over the year and processes introduced and record evidence of improvements achieved	Delivered within existing budget
		To enhance the Performance Management culture and system to deliver key improvements linked to the Community priorities, the LAA and any BVPIs within the future Comprehensive Area Assessment	Head of Policy & Performance	Demonstrable improvements resulting from performance management Better awareness and understanding of performance management	1) Finalise completion of 2007/08 TEN models, to contain clear links to LAA priorities 2) Develop and deliver appropriate training on new models for TEN users	1) Produce quarterly performance article for Inner Vision to raise awareness of performance 2) Reinforce the message that "performance matters " by producing quarterly articles for Vision	Begin early planning for 2008/09 by making links in the guidance documents to the LAA, CATS and CAA	Review and prepare TEN models for 2008/09	New resources created through the SMART Planning process
		Mainstream Risk Management through a pragmatic and co-ordinated approach	Head of Policy & Performance	Improved and more dynamic management of strategic and operational risks Fully integrated approach to the	1) Install, customise and populate the TEN Risk Module 2) Establish the links between the Risk and Performance modules	1) Report by exception on status of risks to CLT and Members 2) Commence roll out of TEN Risk Management model	1) Ensure that staff are sufficiently trained to manage and review risks via TEN 2) Link the reporting processes for	Monitor and review the management and reporting of performance and risk	Delivered within existing budget

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				management of performance and risk			performance and risk		
		Establish a Member induction and development programme	Head of Legal and Democratic Services	Ensure that MSU arrangements improved to meet needs / expectations of members	1) Development and delivery of member induction training. 2) Development and issue of member welcome packs.	1) Provide guidance to members / officers on casework roles and responsibilities. 2) Source / deliver report writing training for officers.	Undertake Member survey of training and development needs for 2008/09	Prepare programme to meet the needs identified	Within existing budget.
		Deliver District and Parish Elections in May 2007. <i>Note: the work on delivery of the 2007 Election commenced in Q3 2006/07 and runs into 2007/08.</i>	Head of Legal and Democratic Services	Election delivered in accordance with legislative and regulatory requirements in an efficient and accurate manner.	1) Election held - 3 May 2007. 2) Parish Election count - 04.05.07. 3) Ensure payment of all staff. 4) Debrief of project with Chief Executive.	Ensure payment of all other election accounts.	Completion and submission of all election accounts.		Some within existing resource. Election budget of £140,000.
		Develop a District and Council Marketing Strategy	Head of Communications	A brand identity and usage strategy for the District to enhance and develop its economy and promotion	Develop project plan	Undertake stakeholder research internally and externally	1) Identify brand direction options for testing with stakeholders 2) Develop draft brand approach	1) Design and seek approval of brand proposals 2) Draft and agree Marketing strategy	Within staff resource allocation. Consultation budget to be used for research and testing
		To extend and enhance the Management Development Programme	Chief Executive	Managers are trained to LRIP competence standards.	Review and evaluate pilot programme with LRIP partners.	Initiate roll-out of programme at service manager level.	Identify MD needs at chief officer level.	No specific actions.	Service manager MD funded by LRIP. No

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				Senior Managers have strategic competencies.					identified funding for senior manager development.
		Implement Year 1 of the People Management Strategy Action Plan	Chief Executive	Appropriate employee resources are in place to support future service delivery.	Develop project action plan with identified year 1 targets.	Identify any budgetary requirements for 2008/09	1) Review progress on year 1 targets with Corporate Leadership Forum. 2) Integrate year 2 actions into service delivery planning for 2008/09.	Celebrate success and achievements	
		To improve the management of absence	Chief Executive	Improved organisation capacity. Improved BVPI performance to top quartile.	Assess impact of revised attendance policy and measures from 2006/7 data. Implement monthly monitoring reviews with heads of service.	Report to CLT on findings and proposals.	Review half-year performance. Report to CLT.		Delivered within existing Budget
		To lead the NWL LSP to a new vision / strategy	Chief Executive	More focused LSP with clear improvement priorities	1) Recruit new members to the LSP 2) Undertake research of community profiles / expectations	Create vision for LSP and community priorities	Link into LAA and complete new strategy for 2008 onwards	Review of LSP 2007/08	Any funding requirements to be met by the LSP

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To implement the Council's Procurement Strategy - particularly in relation to delivering services through alternative methods	Interim Corporate Director (link action with Resources Directorate)	Development of a corporate approach to procurement Improved efficiencies through 'smarter' procurement and the use of the e-procurement solution	Procurement Strategy approved and adopted	Commence training, communication and implementation of Procurement Strategy	Apply the controls of the Procurement Strategy to the e-procurement solution	1) Assessment of efficiencies / cashable savings 2) Review and evaluation	
		Commence a transformational change programme for key services through the adoption of a customer led approach	Interim Corporate Director	Enhanced customer experience and improved organisational reputation More efficient and effective delivery of services	1) Approval of service transformation programme and blueprint 2) Development of business cases for identified services	Approval of business cases	Commence phase one of service transformation programme	Continued implementation of phase one service transformation programme	
		To strengthen links in the Council's service and financial planning framework to the delivery of the LAA	Head of Policy & Performance	1) Ensuring that the Council plays a full and active role in delivering its contribution to the LAA	Strengthen links between CATS and specialist networks supporting the LAA	Preparations for 2008/09 Service Planning to ensure that SMART Plans incorporate LAA objectives	Undertake a review of CATS	2008-2011 Council Delivery Plan to reflect the LAA and Community Strategy	Delivered within existing Budget

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				2) LAA integrated and mainstreamed into Service's Delivery Plans					
		To respond to the expectations / requirements of the Local Government White Paper	Head of Policy & Performance	The Council understands and is well placed to respond to the challenges set out in the White Paper	CATS to prepare action plans to respond to challenges in the White Paper	1) Improvement actions identified and considered by Services 2) Briefing session held for newly elected Members	Assessment of any further guidance (particularly with respect to future inspection / assessment regimes)		Delivered within existing Budget
		Review of Revenues and Benefits Service	Head of Finance	Improved levels of performance in key areas Increased productivity of "back office" functions	1) Complete the review of staffing structure and processes 2) Seek approval by Exec Board	1) Migration of "front office" into Customer Service Centre 2) Commence implementation of "back office" staffing structure	Revised procedures implemented	Review and evaluation of process	Delivered within existing Budget
		Improved annual Statement of Internal Control (SIC)	Director of Resources	Improved internal controls and governance arrangements	Produce 1st draft of annual Statement of Internal Control for Exec Board and Scrutiny Board	Present SIC to full Council with ongoing Action Plan	Implement Action Plan	Implement Action Plan	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		Further develop the strategy for the effective use of the Council's resources	Director of Resources	Transformation of key services leading to improved service outcomes, efficiencies and cash releasing savings	1) Strategy report to Exec Board 2) Submission of forward looking Annual Efficiency Statement 3) Selection of key services for additional efficiency targets	Set specific efficiency targets	Build targets into revised budgets	Monitor delivery and review process	
		Manage the corporate implications of the housing stock transfer project	Director of Resources (link action with Community Directorate)	Successful set up of new housing organisation from both corporate and housing perspectives	Using the Corporate Impact Study assess the detailed corporate implications necessary to meet the targets contained in the impact study	Develop detailed strategy for management of corporate impact (following corporate impact study received from external advisors)	Implement the detailed implications of the strategy developed within Q2 e.g. HR, property & finance	Continuation of Q3 tasks	
		Respond to recommendations arising from audits / assessments e.g. Use of Resources / Value for Money	Director of Resources	Identified areas for improvement are actioned in an effective manner	Plan response to audit recommendations	Develop resourced action plan to address identified areas for improvement	Implementation of the action plan	1) Ongoing implementation 2) Review and evaluation	
		Improved financial management	Director of Resources	Increased score on Use of Resources Assessment	Develop targeted plan to tackle financial management issues raised through the Use	Implement and monitor Plan as appropriate	Implement and monitor Plan as appropriate	Review and evaluation of process	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				Accurate, timely and high quality financial reporting More effective financial planning	of Resources Assessment				

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
BV9	Percentage of Council Tax Collected	94.09%		98.00%	30.5%	60.0%	86.8%	98.0%
BV10	Percentage of Business Rates Collected	98.80%		99.30%	32.6%	60.2%	87.7%	99.3%
BV12	The number of working days/shifts lost due to sickness	11.07 days		9.5 days	2.4 days	4.8 days	7.2 days	9.5 days

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Section 2 - Local Prosperity and Employment

<p>STRATEGIC AIM / CAT: Local Prosperity and Employment WHITE PAPER (Vol. 2) THEME: Economic Development, housing and planning LEICESTERSHIRE LAA: Economic Development and enterprise</p>	<p>PORTFOLIO HOLDER(s): Councillor Frank Straw (Leader) Councillor Dai Male (Environment)</p>
<p>STRATEGIC AIM OUTCOME: To work in partnership in making well-paid and quality jobs available and build a matching employment base</p>	<p>RESPONSIBLE OFFICERS: Director of Environment, Director of Community, Head of Planning & Development, Head of Leisure & Culture, Head of Street Management</p>
<p>COUNCIL PRIORITY: Revitalise Town Centres</p>	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To deliver in partnership with the NWL Promotions Board the 2007/08 Tourism Action Plan	Head of Leisure & Culture	Increased contribution of tourism to the local economy	Launch of the Cultural Tourism campaign	Deliver open top bus programme	Plan and deliver annual Tourism Forum	Monitor and Evaluate Cultural Tourism campaign	Tourism promotion budget.
		To revitalise our town centres and ensure that the LDS milestones are achieved – including the Coalville Town Centre's Area Action Plan	Director of Environment	Part of revitalisation strategy	1.Evidence Gathering for Core Strategy and Coalville TC Area Action Plan 2. Recruit Town Centre Implementation		1.Preferred Options consultation 2. Plan and implement Christmas in Coalville 2007	1. Prepare to submit TC Area Action Plan to Secretary of State 2.Prepare to submit Core Strategy to Secretary of State 3. Research	Resources within Planning Policy and Additional Resource allocated through SMART

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				Officer as part of Planning Policy Team. 3. Launch Coalville Town Centre web site				Development Briefs for each development site - for completion in 2008/9.	PLAN process.

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
BV 106	Percentage of new homes built on previously developed land.	74%		60%	60%	60%	60%	60%
BV 200a	Did the LPA submit the LDS by 28th March 2006 and thereafter maintain a 3 year rolling programme	Yes		Yes	Yes	Yes	Yes	Yes
BV 200b	Has the local planning authority met the milestones which the current LDS sets out	No		Yes	Yes	Yes	Yes	Yes
BV 200c	Did the Local Planning authority publish an annual monitoring report by December of the last year	Yes		Yes	Yes	Yes	Yes	Yes

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Section 3 - Strong Inclusive Communities

STRATEGIC AIM / CAT: Strong Inclusive Communities WHITE PAPER (Vol. 2) THEME: N/A LEICESTERSHIRE LAA: Stronger Communities	PORTFOLIO HOLDER: Councillor Sean Sheahan (Community)
STRATEGIC AIM OUTCOME: To ensure everyone has equal opportunity to access our services, be socially included through strong communities	RESPONSIBLE OFFICERS: Chief Executive, Director of Community, Head of Policy & Performance, Head of Street Management, Head of Leisure & Culture
COUNCIL PRIORITY: Develop strong, inclusive communities	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To develop a coordinated approach to the delivery of Children's Services within NWLDC focusing on engagement, active involvement and safeguarding.	Head of Leisure & Culture	Improved life chances and better opportunities for vulnerable young people Increase contribution of Hard to Reach groups in consultation/active involvement	Carry out actions as identified in Richard Action Plan for safeguarding and CYP Engagement Plan Establish process for engagement of hard to reach groups in consultation	Key posts to undertake active involvement training To investigate work experience for young people excluded from school	Involve Young People in Listening Week Develop young people internal training/work experience programme	Annual Review of Children and Vulnerable Adults Policy and Richard Action Plan	New resources created through the SMART Planning process

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				process ECM – Stay Safe, Enjoy and Achieve, Make a positive contribution					
		To foster and develop community spirit, cohesion and involvement via a programme of events, civic events and festivals.	Head of Leisure & Culture	Local people have a sense of community spirit and are supported in community activities to bring people together.	Delivered agreed programme Picnic in the Park Review promotional literature and establish promotional planner for hard to reach groups	Delivered agreed programme Ashby Arts Festival Market Town Centre event Civic Ball Develop a monitoring and evaluation tool for events	Delivered agreed programme Christmas in Coalville/Ashby Civic service Remembrance Parade Civic carol service Pilot monitoring and evaluation tool	Delivered agreed programme Holocaust Memorial event Develop events, civic events and festival programme for 08/09	Events Budget.
		The development, implementation and co-ordination of the local Neighbourhood Working framework, in partnership with internal and external stakeholders	Head of Neighbourhood & Communities	Local people feel part of the decision-making process and have a role in planning the future of their own community.	Audit of NWL area based services completed. Establish NHD Forum in Ibstock with approved action plan.	Audit of partners area based services completed. Establish NHD Forum in Castle Donington and Ashby with approved action plan.	Establish a NHD Forum in Greenhill with approved action plan.	To consolidate the workings of the NHD forums established to date.	£7,500 NAT Budget
		The development of a strategic approach to the corporate grants programmes – promoting community grant programmes and developing	Head of Neighbourhood & Communities	Strong Delivery partnerships with Voluntary and Community Sector.	Establish procedure & marketing for District Small Grants, and Community Chest	Develop approach to 3 year funding agreements.	Design Service Level Agreements and proposals for budget process.	Confirm 3 year agreements.	Partnership Grants. One-Off grants.

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		3- year funding agreements for partnership grants.		Funding to enable community groups / activities.	Grants				Community Chest Grants.
		Deliver the District Wide Children's Play Programme funded through the Big Lottery Fund	Head of Leisure & Culture	A wider range of challenging and diverse play opportunities across the District Be healthy, stay safe, enjoy and achieve, make a positive contribution	1) Develop project plan for implementation of all schemes 2) Appoint Play Assistant Toy Library Worker Purchase Mobile skate equipment 3) Carry out pre assessment on all provision sites	1) Commence projects in Blackfordby, Castle Donington, Diseworth. 2) Launch District wide skate park and toy library service	Commence capital projects in Coalville Park, Ibstock, Develop plans for schemes in Greenhill, Agar Nook, Wesfields, Willesley	1) Complete capital schemes in Measham, Ashby and Hugglescote 2) Carry out post six month evaluation Monitoring reports back to the Lottery as requested	£200,000 Big Lottery Grant

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
	No. of Community & Civic Events delivered	N/A	30	31	9	6	10	6

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Section 4 - Enough Decent and Affordable Homes

<p>STRATEGIC AIM / CAT: Enough Decent and Affordable Homes WHITE PAPER (Vol. 2) THEME: Economic Development, housing and planning LEICESTERSHIRE LAA: N/A</p>	<p>PORTFOLIO HOLDER(s): Councillor Frank Straw (Leader) Councillor John Geary (Housing)</p>
<p>STRATEGIC AIM OUTCOME: To ensure that everyone has access to accommodation they can afford</p>	<p>RESPONSIBLE OFFICERS: Director of Community, Head of Housing and Head of Planning & Development</p>
<p>COUNCIL PRIORITY: Put Tenants first in the Housing options process</p>	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To implement the actions in the CHIP (Comprehensive Housing Improvement Plan) and achieve a 1 star rating with improved prospects	Head of Housing	Improved performance and status of service	Develop CHIP 2 to cover all of 07/08. Progress report.	Complete mock inspection. Progress Report	Manage Inspection Progress Report	Refresh CHIP 2 in light of ballot outcome.	New funding through HRA / budget process
		To make progress towards the Decent Homes standard in council owned stock by delivering a capital programme of works and producing an asset	Head of Housing	Full utilisation of capital allocation to improve stock decency	Deliver the pre-ballot 2007/08 capital programme of works. Complete asset	Refine asset management software to model ballot outcomes.	Plan the post-ballot capital programme of works	Undertake the post-ballot programme of works and plan the 2008/09 programme.	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		management strategy			management strategy and PIMS software.				
		Establish a Strategic Housing structure to deliver the revitalised 'fit for purpose' Housing Strategy action plan	Director of Community	Increased supply of affordable homes; improved conditions in the private sector; reduced homelessness.	Resource the strategic housing structure PSH stock condition survey completed. Homelessness Strategy completed	Develop funding bids to HC. Housing options packs produced.	Submit bids to HC. Launch landlord accreditation scheme. New prevention services launched	Review and up-date Housing Strategy	Funded as a 2007/08 priority for improvement
		Manage the housing stock transfer project to ballot and manage the outcome in terms of the new housing organisation and the residual position for the Council	Director of Community (link action with Resources Directorate)	Ballot of tenants to determine future management Successful set up of new Housing organisation	Offer Document completed and approved.	Tenant engagement and consultation activity	Manage ballot outcome and revise project plan	Transfer or Retention work programme agreed	
		To develop a Supplementary Planning Document for Affordable Housing	Head of Planning & Development	Increase supply of affordable homes within new developments	Affordable homes Supplementary Planning Document - consider consultation of draft SPD	Adopt Affordable Housing SDP	Consider and implement as part of Planning Determination Process	Consider and implement as part of Planning Determination Process	

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
	BV63 - Energy Efficiency – the average SAP rating of local authority owned dwellings.	61		64	62	64	64	64
	BV184a - The proportion of LA homes, which were non-decent at the start of the financial year	16		30	33	30	30	30
	BV184b - The percentage change in proportion of non-decent LA homes between the start of the F/Y and end of the F/Y.	-1		2	1	2	2	2
	BV212 - Average time to re-let local authority housing.	63.3		45	45	45	45	45
	BV 66a - Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	97.68%		97.40% Annual target	NA	NA	NA	NA
	BV 66b- The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	7.49%		5.00%	5.75%	5.50%	5.25%	5.00%
	BVP66c* - The percentage of local authority tenants in arrears who have had Notices Seeking Possession served*	13.50%						
	BV 66d - Percentage of local authority tenants evicted as a result of rent arrears.	0.40%		0.50%	0.125%	0.25%	0.375%	0.5%
	BV64 - The number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	4		20	3	7	15	20
	BV183a - The average length of stay in bed and breakfast accommodation.	4		2.5 weeks				

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
	BV 213 - Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	1		2	0.5	1.0	1.5	2.0
	BV 214 - Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years.	6.7%		2	2	2	2	2

* Unable to set target yet as no reliable monitoring data (new PI in 2006/07 so no quartile comparison yet available).

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Section 5 - Healthy, Fulfilled Population

<p>STRATEGIC AIM / CAT: Healthy, Fulfilled Population WHITE PAPER (Vol. 2) THEME: Health and well-being LEICESTERSHIRE LAA: Health</p>	<p>PORTFOLIO HOLDER(s): Councillor Dai Male (Environment) Councillor Sean Sheahan (Community)</p>
<p>STRATEGIC AIM OUTCOME: To increase opportunities and participation in healthy activities, working in partnership with others, and to address public health issues</p>	<p>RESPONSIBLE OFFICERS: Director of Community, Director of Environment, Head of Leisure & Culture</p>
<p>COUNCIL PRIORITY: More People, More Active, More Often</p>	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To increase levels of Physical Activity within NWL focusing on priority neighbourhoods and target groups.	Head of Leisure & Culture	Increase participation in physical activity Including walking, cycling and outdoor activities	Design a promotional calendar and communication plan for Active Together (AT) including Walks & Rides	Deliver Active Together Roadshows in priority neighbourhoods for 60+	Launch web based cycle and walk downloadable routes and guides	Evaluate first 6 months of Active Together and devise 2008/09 delivery plan	LAA funding for physical Activity co-ordinators.
		To progress the HLC capital development project.	Director of Community	Agreed development plan	Appoint consultants to undertake option	Complete option appraisal with	Recommendations to Executive Board	Develop project plan	£25k earmarked capital

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				and project plan.	appraisal.	financial implications.			reserve.
		Lead on the implementation of Smoke Free Workplaces for the Authority, including the enforcement of new provisions under the Health Act.	Head of Environmental Health	1. Reduction in smoking prevalence across the District 2. Robust enforcement of new provision for Smoke Free Workplaces	1. Launch "Why wait!" campaign 2. Promote International No Smoking day 3. Prepare Implementation and Enforcement policy for Smoke Free Workplaces	1. Introduction of provisions, plan followed 2. Enforcement undertaken	1. Review success of implementation plan 2. Enforce as required	1. Monitor and enforce as required	Within existing resources, DoH monies

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
	No. of Community & Civic Events delivered	Not set	30	31	9	6	10	6
	No of visits to Museums grant aided by NWLDC	23,750	20,000*	18,000	3,000	12,000	1,000	2,000
	No. of Leisure Link scheme members	4,123	4,100	4,150	2,620	790	370	370
	% of residents of NWL participating in leisure centre activities (Activ8 card holders) during 2007/08	15.1%	15.2%	15.3%	8.3%	2.5%	1.5%	3.0%
	Number of leisure centre visits in total	1,119,850	1,081,000	1,089,000	280,000	264,000	265,000	280,000
	Total no. of GP Referrals	1,070	1,000	1,000	650	150	100	100

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Section 6 - Safer Communities

STRATEGIC AIM / CAT: Safer Communities WHITE PAPER (Vol. 2) THEME: Community Safety LEICESTERSHIRE LAA: Safer Communities	PORTFOLIO HOLDER: Councillor Gordon Tacey (Deputy Leader)
STRATEGIC AIM OUTCOME: To develop with partners strong and safer communities which will have a reduced level of crime and disorder	RESONSIBLE OFFICERS: Director of Community, Head of Neighbourhoods & Communities
COUNCIL PRIORITY: Improve Community Safety	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To develop and successfully implement the RESPECT programme via the Safer CAT	Head of Neighbourhood & Communities	Tackling ASB and promoting community cohesion	RESPECT programme and project plan approved	Deliver programme and review outcomes	Deliver programme and review outcomes	Review project and develop sustainable activity	£7.5k RESPECT budget.
		To create a CCTV system development plan, and re-tender the CCTV contract.	Head of Neighbourhood & Communities (joint initiative with Environment Directorate)	Enhanced system, and revised management arrangements	CCTV System analysis and management arrangements completed	CCTV development strategy completed	Tender the management contract	Appoint management contractor	Delivered within existing budget

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		To produce in co-operation with the Crime and Disorder Reduction Partnership the next Crime, Disorder and Drugs Reduction Strategy.	Director of Community	To reduce overall crime, particularly violent crime, domestic violence and hate crime.	Review process with GOEM and LAA group	Establish project team and project plan.	Draft Strategy.	Final Strategy via approval mechanisms.	Delivered within existing budget
		The Crime Reduction Group to specify key improvement actions against each BVPI target	Head of Neighbourhood & Communities	To reduce crime and the fear of crime Achievement of crime reduction targets	Identify resources and draft plan	Implement key initiatives on 2 BVPIs	Implement key initiatives on 2 BVPIs	Review and evaluated action taken and outcomes delivered	

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
	BV126 Domestic Burglaries per 1,000 households	10		10.3	2.5	5.5	8.0	10.3
	BV127a Violent Crimes per 1,000 population	19.13		17.0	4.3	8.5	12.8	17.0
	BV 127b Robberies per 1,000 population	0.37		0.2	0.05	0.10	0.15	0.20
	BV 128 Vehicle Crime per 1,000 population	11.09		8.3	2.1	4.8	6.9	8.3

COUNCIL ACTION PLAN 2007-2008

Section 7 - Attractive, Sustainable Environment

STRATEGIC AIM / CAT: Attractive, Sustainable Environment / Cleaner Greener WHITE PAPER (Vol. 2) THEME: Climate Change LEICESTERSHIRE LAA: Cleaner Greener	PORTFOLIO HOLDER(s): Councillor Frank Straw (Leader) Councillor Dai Male (Environment)
STRATEGIC AIM OUTCOME: To provide for the community clean and tidy public areas which are enhanced by attractive parks and open spaces	RESONSIBLE OFFICERS: Director of Environment, Director of Community, Head of Street Management, Head of Planning & Development
COUNCIL PRIORITY: Reduce, Re-Use and Recycle waste Improve the Street Scene	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		In partnership promote and develop Parks and Open spaces for Leisure & Culture activities	Head of Leisure & Culture	Increase in walking, cycling and the level of outdoor physical activity ECM- Be healthy, stay safe, enjoy and achieve	Install Hermitage Road Play Project Consult on Cropston Drive, Hermitage Rec, Millfield Rec Coalville Park	Install Hermitage Recreation Ground Play Project Consult on Hilary Crescent	Investigate the potential of developing Green Gyms in partnership with neighbourhood communities and groups especially young people	Install project on Millfield Rec Install project on Hilary Crescent Install project on Cropston Drive	Special Expenses Budget Sence Valley Environmental Grant Possible External funding
		Improve the Council's green space	Head of Street Management	A more pleasant green space environment	1. Develop a Best Kept Programme	1. Implement a Best Kept Programme	1. To begin works on the Parks Improvement	1. Complete annual Cemeteries	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
					2. To design the Parks Improvement Programme	2. Consult on Parks Improvement Programme and seek approvals as appropriate	Programme	Improvement Programme	
		To continue to deliver improvements in street scene services, though principles already established and agreed.	Head of Street Management	Increasingly cleaner and greener environment	Review Street Scene Operations as part of phase 2 Service Reviews. Benchmark Service Delivery	Consider further proposals for the service	Consult workforce and TUs as appropriate and dependant upon proposals for modernisation.	Implement modernisation proposals and capture 'lessons learnt'	Resources allocated as part of 2006/7 budget cycle
		Continually improve Planning Services	Head of Planning and Development	To improve the quality and quantity of Planning services	Prepare fundamental Improvement Plan for Planning on the basis of the Member Reference Group's findings and the Planning Peer Review	Subject to approval, implement the fundamental Improvement Plan	1. Appoint a Shared Urban Designer with South Derbyshire District Council. 2. Improve the Council's corporate approach to S. 106 Agreements	Consider alternative methods of delivery for Building Control, seeking approvals as necessary	
		To deliver the Waste Management Action Plan	Head of Street Management	Increasing recycling rates	1. To finalise the waste management strategy action plan. 2. Review services as part of phase 2 Service Review. 3 To undertake glass collection	1. To implement year 1 actions. 2. To link into Service Review Actions – QS1 3. To evaluate glass collection trials 4. To develop a	1. To implement year 1 actions. 2. To link into Service Review Actions – QS1 3. Subject to evaluation, roll out glass collection trials	1. To implement year 1 actions 2. To link into Service Review Actions – QS1 and seek approval for, and implement any efficiency	Resources identified within the base budget.

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
					trials	campaign to increase participation		measures.	
		To implement the Council's 2007/8 Action Plan of its Environment Strategy (the key milestones are set out opposite but the detailed key actions are contained within the Environment Strategy itself).	Director of Environment	To lead by example on matters of global environmental importance and to reduce the Council's direct contribution to such global issues – especially climate change	1. Consider Sustainable Procurement Strategy 2. Promote environmentally responsible behaviour with schools and other community groups	1. Consider Sustainable Procurement Strategy 2. Promote environmentally responsible behaviour with schools and other community groups	1. Implement Sustainable Procurement Strategy 2. Develop a Climate Change Action Plan 3. Report on EMAS and ISO 14001 requirements	1. To renew all relevant Council policies in light of environmental sustainability 2. Publish Bio-diversity Action Plan for North West Leicestershire 3. Publish and implement Climate Change Action Plan	Resources allocated as part of phase 1 Service Review and the creation of the Environmental Strategy Officer.
		To strengthen the partnership with The National Forest	Chief Executive (link action with Environment Directorate)	To maximise the community benefit of the Forest. To maximise The National Forest brand as part of the sustainable development of the District, (eg green infrastructure and built environment)	1. Actively engage the National Forest in Town Centre Partnerships and LSP. 2. In partnership, identify other joint initiatives and opportunities for joint working	1. Create resources and identify action plans to deliver and 2. Work with The National Forest in the Council's Environmental Strategy and approach to sustainability.	Implement identified programmes of initiatives / opportunities	Review progress of action plan and prepare for 2008/09	

Ref no	LAA Ref no	Actions / Improvements	Responsible Officer	Expected results (outcomes)	Tasks/Milestones for 2007/2008				Resources Allocated
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
				To continue to increase woodland cover within the District.					

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
82(a)(i)	Percentage of waste recycled	12.45%		18%	14%	15%	18%	18%
82(a)(ii)	Tonnage of waste recycled	4955t		6000t	1500t	1500t	1500t	1500t
82(b)(i)	Percentage of waste composted	19.3%		21%	28%	27%	23%	21%
82(b)(ii)	Tonnage of waste composted	7681t		8100t	3300t	2700t	1700t	400t
84(a)	kg of waste collected per head of population	453kg		440kg	120kg	250kg	350kg	440kg
84(b)	Percentage change from the previous year in the number of kg of waste collected per head of population	N/A		-1.8%	N/A	N/A	N/A	-1.8%
86	Cost of waste collected per household	£52.29		£50.91	N/A	N/A	N/A	£50.91
91(a)	Percentage of population served by a kerbside collection of recyclables	97%		100%	100%	100%	100%	100%
91(b)	Percentage of population served by a kerbside collection of at least 2 recyclables	97%		100%	100%	100%	100%	100%
199(a)	Percentage of land with unacceptable levels of litter and detritus (Low is Best)	19%		8%	N/A	8%	8%	8%

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
199(b)	Percentage of land with unacceptable levels of graffiti (Low is Best)	7%		1%	N/A	1%	1%	1%
199(c)	Percentage of land with unacceptable levels of fly posting (Low is Best)	0%		0%	N/A	0%	0%	0%
218(a)	Percentage of abandoned vehicles inspected within 24 hours of being reported	100%		100%	100%	100%	100%	100%
218(b)	Percentage of abandoned vehicles removed within 24 hours of legal authority to do so	100%		100%	100%	100%	100%	100%
216a	Identification of contaminated land sites	N/A		494	0	0	0	494
216b	Collation of information on contaminated land	N/A		8.1%	0	0	0	8.1%
217	Pollution Control Improvements	N/A		90%	0	0	0	90%
BV 109(a)	Determination Rates - Major Planning Applications	63%		67%	67	67	67	67
BV 109(b)	Determination Rates - Minor Applications	67%		74.6%	74.6	74.6	74.6	74.6
BV 109(c)	Determination Rates - Other Planning Applications	83%		92%	92	92	92	92
BV 205	Quality of Planning Service - Checklist	55%		100%	78	78	78	100
BV 204	The number of planning appeal decisions allowed against the authority's decision to refuse planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	28%		25%	25	25	25	25
BV 219a	Total number of conservation areas in the local authority area	21		21	21	21	21	21

Ref no:	Performance Indicator Description	Actual 2005 / 2006	Actual 2006 / 2007	Target 2007 / 2008	2007 / 2008			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
BV 219b	Percentage of conservation areas in local authority area with an up to date character appraisal	100%	57	100%	71	86	100	100
BV 219c	Percentage of conservation areas with published management proposals	0%	43	100%	57	71	86	100

4. BEST VALUE PERFORMANCE PLAN 2007-2008

4.1 Introduction

By incorporating the Best Value Performance Plan (BVPP) into the Council Delivery Plan, the Council recognises that one of the main purposes of a BVPP is to help drive improvement planning within the authority. To reflect this, the content and format of this Performance Plan for 2007/08 is aimed first and foremost at assisting Members and officers with responsibility for delivering services by: -

- providing a clear statement of the Council's improvement priorities; and
- identifying how those priorities will be addressed over the coming year

The Plan also contains information on past performance to enable our performance to be monitored and compared. It also allows our contribution towards national targets and the Leicestershire Local Area Agreement to be gauged. However, where this information is published elsewhere it has not been reproduced again because we want to ensure that the emphasis of the Plan remains focussed on future improvement.

About Best Value

Best Value is a statutory duty placed on local authorities by the Government. It challenges councils to look at the way they deliver services to the public and places a duty on them to improve the economy, efficiency and effectiveness of service delivery.

What is the Best Value Performance Plan?

The statutory requirement to produce and publish a Best Value Performance Plan (BVPP) provides an opportunity to highlight our achievements over the last year, our targets are for the year ahead and to articulate our proposals for improvement in the coming year.

Section 6 of the Local Government Act (1999) places a duty on all councils to publish an annual Best Value Performance Plan. The BVPP is a document that is designed to assist councils in their quest to be effective organisations. The Department for Communities and Local Government (formerly the Office of the Deputy Prime Minister) states:

“The Local Government Act 1999 requires all best value authorities to prepare an annual Performance Plan and this is a key element of best value. But it is important that the plan does not become an end in its own right. It is a means to an end and is less important than either the planning process that underlines it, or the planned improvements that result.”

It is also important when preparing the BVPP to be clear as to who the intended audience is so that the BVPP meets their needs. The primary audience for the BVPP should be the authority itself. Although the BVPP should be aimed at the authority it is also important that the information contained within the Plan is available to the widest possible audience.

4.2 Structure of the 2007 - 2008 BVPP

For authorities such as North West Leicestershire District Council that have been categorised as “weak” in its Comprehensive Performance Assessment, the Government has set the following requirements for BVPPs:

- A brief summary of the authority's strategic objectives and priorities for improvement. These should reflect our corporate planning processes i.e. Council Delivery Plan and the Community Strategy
- Arrangements for addressing the authority's improvement priorities, particularly the opportunities and weaknesses identified in CPA, and the outcomes that are expected to be achieved as a result
- Details of performance:
 - Outturn performance over the past year on all Best Value Performance Indicators (BVPIs)
 - Targets for the current year and subsequent two years for all BVPIs
- A brief statement on contracts stating and certifying that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

Timing of Performance Plans - The Best Value Performance Plan must be published by 30 June each year.

4.3 Statement of Contracts Awarded during 2006 - 2007

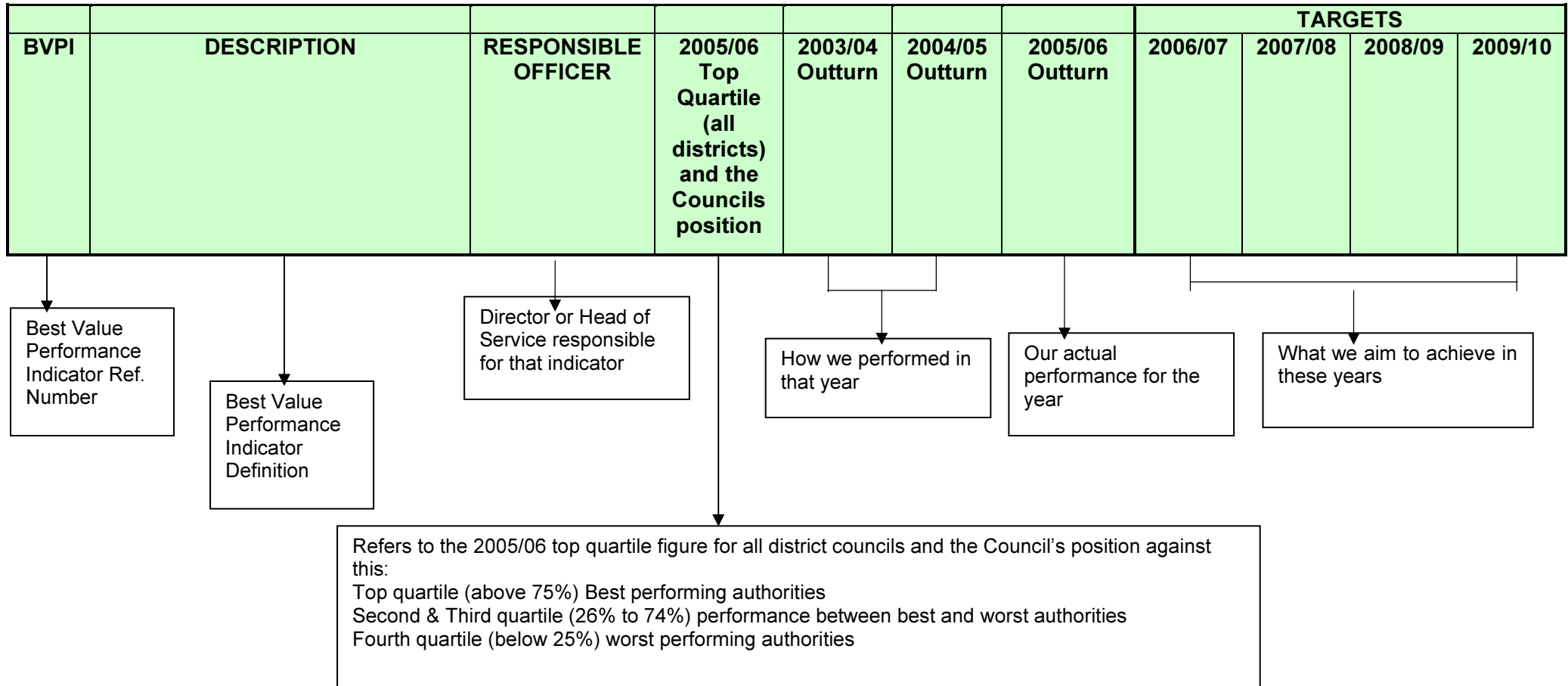
North West Leicestershire District Council is obliged under Local Government Act to make a statement which certifies that all individual contracts awarded during the past year which have involved a transfer of staff comply, where applicable, with the requirements in the Code of Practice of Workforce Matters in Local Authority Service Contracts.

“This Council has not awarded any individual contracts during the past year which have involved staff transfers to an external organisation”.

Christine Fisher
Chief Executive

4.4 Best Value Performance Indicators (BVPIs)

Key to BVPI Table



Details of Performance and Future Targets

Details of the Council's performance during 2006 - 2007 against each of the Best Value Performance Indicators (BVPIs) together with the targets we have set for 2007/08 and the next two years will be reported to Members separately after the outturn data becomes available (around mid-April 2006).

The Best Value Performance Plan, including all of the BVPI performance data and future targets, is due to be brought to Council for approval on 26 June 2007.

PERFORMANCE REPORTING TIMETABLE 2007 - 2008

Appendix 1

Timeline for the production of the Quarterly Performance Report in 2007-08 (to be completed in April 2007)

Period Report	Stage 1 Data Entry	Stage 2 Challenge and Dialogue							Stage 3 Member Engagement		Stage 4 Executive Board		Stage 5 Scrutiny
	Data into TEN	Director and Heads of Service to meet to discuss performance <i>(Finance & HR info to be sent to Directors)</i>	P&P notified that validated Directorate information and comments are available in TEN	P&P take info from TEN and produce 1 st draft report	P&P send out Directors' extract for CEO / Director meetings	CEO / Director meetings take place	Comments / amendments from CEO / Director meeting sent to P&P for production of final draft	Final draft report sent to CEO & Directors	Director to brief Portfolio Holder	Report to Chairman's brief	Report to print	Exec Board Meeting	PMB Meeting
Q1 Report	13 Jul	16/17 Jul	19 Jul	20 Jul	25 Jul	31 Jul	1 Aug	3 Aug				21 Aug	28 Aug
Q2 Report	12 Oct											13 Nov	20 Nov
Q3 Report	16 Jan											12 Feb	19 Feb
Q4 Report	16 Apr											20 May	27 May

Service Transformation - Programme

Appendix 2

Below is the outline of a high level programme to implement our service transformation strategy over the next 3 years.

Activity	Jan– Mar 07	Apr– Jun 07	Jul– Sep 07	Oct– Dec 07	Jan– Mar 08	Apr– Jun 08	Jul– Sep 08	Oct– Dec 08	Jan– Mar 09	Apr– Jun 09	Jul– Sep 09	Oct– Dec 09
Service Transformation Strategy												
Service Transformation – Programme & Blueprint												
Business Case Development for identified services												
Partner Development												
Procurement Strategy and Programme												
Enterprise Resource and Vacancy Management												
Change Management Development												
Service Level Agreements												
Phase 1 – Service Transformation Implementation (STI)												
Phase 1 – Benefit/Performance Assessment												
Phase 2 – STI												
Phase 2 – Benefit/Performance Assessment												
Phase 3 – STI												
Phase 3 – Benefit/Performance Assessment												

Partnership Working Arrangements

Appendix 3

The Council is committed to being a willing partner and community leader and working in partnership with other agencies and organisations enables much more to be achieved. The tables below are intended to provide practical directories of our key partnerships and other important partnerships including the purpose of each, our involvement and which officer to contact to find out more.

PARTNERSHIP	THE COUNCIL'S INVOLVEMENT	THE PURPOSE OF THE PARTNERSHIP	THE PARTNERSHIP'S CONTRIBUTION TO THE COUNCIL'S PRIORITIES	CONTACT DETAILS
Statutory Partnerships				
Local Strategic Partnership	<p>The Council is the lead partner in driving the Partnership and provides it with policy guidance and secretariat services.</p> <p>The Deputy Leader is the Chairman of the Partnership. The Chief Executive chairs the Executive Group of the Partnership.</p>	<p>To bring together the key agencies in NWL to work with local people to deliver a Community Strategy which seeks to improve the quality of life of all people in the District, reducing inequalities and building sustainable communities.</p> <p>It is also the delivery agent for Local Area Agreements.</p>	<p>The priorities of the Council and the Partnership are aligned and relevant partner agencies are helping the Council to achieve its priorities through the delivery of their own relevant services, which in turn will help to deliver the LAAs. The partnership is also a vehicle for more effective community leadership.</p>	<p>Christine Fisher (Chief Executive) 01530 454500</p> <p>Danny Goodwin (Corporate Policy Officer) 01530 454609</p>
NWL Partnership In Safer Communities	<p>The Council is the lead partner in driving the Partnership and provides it with policy guidance and secretariat services.</p> <p>The Deputy Leader is the Chairman of the Partnership.</p>	<p>To bring together the key agencies in NWL to work with local people to deliver a 3 year Crime, Drugs & Disorder Strategy which seeks to improve the quality of life for local people.</p> <p>It is also the delivery agent for Safer Communities element of the Local Area Agreement.</p>	<p>The priorities of the Council and the Partnership are aligned. Relevant partner agencies are helping the Council to achieve its Safer Communities priority through the delivery of their own relevant services, which in turn will help to deliver the LAAs.</p>	<p>David Halstead (Director of Community) 01530 454696</p> <p>Auzra Flynn, (Head of Neighbourhoods & Communities) 01530 454602</p>
Community Safety Programme Board	<p>Strategic Countywide Board consisting of partnership agency Chief Officers</p>	<p>Countywide Strategic body for Community Safety</p>	<p>To help achieve the Council's Safer Communities priority</p>	<p>Christine Fisher (Chief Executive) 01530 454500</p>

PARTNERSHIP	THE COUNCIL'S INVOLVEMENT	THE PURPOSE OF THE PARTNERSHIP	THE PARTNERSHIP'S CONTRIBUTION TO THE COUNCIL'S PRIORITIES	CONTACT DETAILS
				David Halstead (Director of Community) 01530 454696
Funded Partnerships				
Leicestershire Rural Partnership	The Council is one of 19 partners. The Deputy Leader is a member of the management Board, which meets quarterly and the Economic Development Officer attends the Rural Business Group. District representation is also expected on the Transport and	To deliver a better quality of service to rural areas and to use public money and other resources more effectively.	Assistance with delivering the LAA targets for Market Towns Initiatives	Cllr Gordon Tacey, Deputy Leader 01530 454544 Heather Bell (Economic Development Officer) 01530 454768
NWL Community Action Zones (x2 = Greenhill + Ashby)	To drive forward community engagement/leadership with local people within these areas	To engage with local people To provide a local for a for problem solving a range of issues To work on a multi-agency basis	Stronger/Inclusive & Healthy communities	Steve Boud, Social Inclusion Manager 01530 454540
Ivanhoe Enterprise Solutions	Assisted in the creation of a new local Enterprise Agency, in association with Businesslink, Charnwood, Blaby, Hinckley & Bosworth & Oadby & Wigston. Organised the launch & member of the Managing Group.	To provide quality local business advice to those looking to start a business & newly-created businesses.	Local Prosperity and Employment – Vitality of Town Centres	Heather Bell (Economic Development Officer) 01530 454768
Neighbourhood Action Teams X 7	Major player in the Neighbourhood Action Areas	Co-ordinate activities of key organisations to deliver a better service to the general public.	All council priorities	Christine Fisher (Chief Executive)

PARTNERSHIP	THE COUNCIL'S INVOLVEMENT	THE PURPOSE OF THE PARTNERSHIP	THE PARTNERSHIP'S CONTRIBUTION TO THE COUNCIL'S PRIORITIES	CONTACT DETAILS
	throughout the District to co-ordinate activity.			01530 454500 Danny Goodwin (Corporate Policy Officer) 01530 454609
Non Funded Partnerships				
NWL Health Forum	The Council is the lead partner in driving the Partnership and provides it with policy guidance and secretariat services. The Chair is John Forde, Asst Director Public Health & the Deputy Chair is Cllr Sheahan	To bring together the key agencies in NWL to work together on initiatives which seek to improve and maintain the health and well being of all people in the District <ul style="list-style-type: none"> • Enhancing partnership working regarding the Health agenda • Stronger/Inclusive Communities – Prevention of illness and promotion of healthy lifestyles & behaviours 	Stronger/Inclusive & Healthy communities	David Halstead (Director of Community) 01530 454696 John Richardson, Head of Leisure & Cultural Services 01530 454602 Kathryn Preece (Head of Environmental Health) 01530 454551
Children & Young People's Strategic Partnership – Leicestershire (CYPSP)	John Richardson Housing rep is Richard Graves from Charnwood	Currently representatives from agencies with an interest in C&YP. Paper produced recently proposing a change in role to that of performance management of the C&YP LAA sub block.	Delivery of agreed priorities and actions set out within the LAA C&YP block (and delivery of LSP aims)	John Richardson, Head of Leisure & Cultural Services 01530 454602 Housing rep is Richard Graves from Charnwood
North West Leicestershire	Lead organisation bringing together relevant agencies to	This group has lost its focus and will be (reviewed as part of the homelessness	Healthy Fulfilled Population Strong & inclusive Communities	Amanda Harper Housing Management

PARTNERSHIP	THE COUNCIL'S INVOLVEMENT	THE PURPOSE OF THE PARTNERSHIP	THE PARTNERSHIP'S CONTRIBUTION TO THE COUNCIL'S PRIORITIES	CONTACT DETAILS
Homelessness Forum	promote a coordinated approach to preventing and tackling homelessness	service review)		Service Manger 01530 454808
Advice Forum	The Council convenes, chairs and services the forum	To bring together advice provision to identify issues relating to advice provision in the district. To share information between advice providers	Integral to tackling income deprivation under strong inclusive communities	Steve Boud (Social Inclusion Officer) 01530 454540
Leicester and Leicestershire Lifelong Learning Forum	NWLDC has acted as broker for £14,800 of funding to deliver the "small steps into learning" programme. Negotiations taking place to secure approx £30,000 for the District from the LSC	Local networking, identifying needs and issues, sharing and development of initiatives updating members on activity, links to the Community Strategy, important activity which has significance for adult learning e.g. the Strategic Area Review of post-19 learning.	Contributes to strong inclusive communities. Of particular relevance to community capacity building	Ray Flude Partnership Manager 0116 282 3780
Leicestershire Learning Partnership	Attendance at quarterly North West Leicestershire's Learning Forum meetings by the Economic Development Officer & Social Inclusion Officer	To improve & co-ordinate training and skills to meet the local labour market.	Local Prosperity and Employment	Heather Bell (Economic Development Officer) 01530 454768
North West Leicestershire Promotions		Feeds into Leicestershire Promotions, county Destination Management Partner (DMP) Meets bi-monthly and has four active subgroups		Chair: Ian Gordon (Snibston Discovery Park General Manager) NWLDC lead representative: Goff Lewis