



## **CORPORATE PLAN**

**2009-2012**

**Draft Document for Consultation**

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## 1 Welcome from the Leader of the Council

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I am pleased to be able to introduce the new Corporate Plan for Charnwood Borough Council. The Plan sets out what the Council and our partners will be delivering in the next few years, and what our priorities are during this time. We will use the Corporate Plan to shape and deliver the services provided directly by the Council as well as those we provide in partnership with other parties.

Our vision for Charnwood is as follows:

***“From towns to villages to rural settings Charnwood must be attractive to established and new residents as a place of choice to live, work and visit.***

***It must be prosperous, progressive and innovative whilst preserving the diverse and unique identity of its communities, landscape, heritage and built environment.”***

We want Charnwood to be a place where people are proud to live, work and enjoy leisure time. We will continue to strive for excellence in everything we do and provide. The key programmes of work through which we shall make this vision a reality for residents focus on four areas:

- The People of Charnwood
- The Environment
- Our Prosperity
- Our Place

With this focus we can deliver important projects including elements of the Climate Change Action Plan, the Council’s Waste Strategy, achieving the Decent Homes standard for all, investment in the South Charnwood Leisure Centre, the regeneration of east Loughborough, and securing affordable housing to address homelessness issues in the Borough and meeting future needs.

These four programmes will be supported by two Council improvement and development programmes aimed at improving our services and developing our own staff to work well together, deliver excellent customer service and reinforce our strong sense of pride in our Borough.

We have consulted widely during the preparation of this Plan and we have taken all the comments received into account. We want to make a real difference for all residents of Charnwood, local businesses, visitors and students.

To those who gave feedback or ideas, thank you for your help in creating this Plan. We hope that if you were not able to contribute this time you will still find the Plan informative and clear about what we aim to achieve to make Charnwood a location of choice and to fulfil our ambitions for the Borough.



Cllr Richard Shepherd  
Leader of the Council

## 2 Introduction

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This document sets out Charnwood Borough Council's achievements over the last 3-4 years, and provides an outline of our Corporate Plan for 2009-2012. Charnwood Borough Council has consulted widely in bringing this plan together and hopes to demonstrate that it has listened to the needs of its residents and partners in setting out a clear set of priorities and a clear action plan for the next three years.

### 3 About Charnwood

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With a population of over 163,000, Charnwood sits centrally between the three cities of Nottingham, Derby and Leicester. It extends from the main County town of Loughborough in the north to the edge of Leicester to the south. Charnwood is easily accessible from the M1, the high speed rail link between Sheffield and London and the nearby East Midlands Airport. While there is a good local road access and reasonable bus and rail services to larger settlements accessibility is an issue for those wishing to travel away from these main routes or living in the more rural areas.

Charnwood is a borough of contrasts and cultural diversity, from the bustle of urban life to rural tranquillity, provide a dynamic mix and make it an attractive place to live, work and visit. Just over third of the population live in the thriving university town of Loughborough; an important centre for business, commerce and retailing which also has a strong reputation for further and higher education, and expertise in engineering, pharmaceuticals and (increasingly) in advanced technologies. The remainder of the residents of Charnwood live in a broad mix of countryside, villages and towns that reflect a varied and thriving heritage.

Whilst Charnwood is relatively affluent, there are pockets of deprivation where communities suffer from poor access to jobs, poor housing and lack of facilities. Recent work has identified areas of relatively higher need in Loughborough, Mountsorrel and South Charnwood.

Loughborough University has a continually growing international reputation for academic and sporting excellence. The 2008 Olympic Games furthered this reputation. There are also major opportunities around the 2012 Olympics and Charnwood is proud of its sporting heritage with a number of Great Britain medal winners being based at Loughborough University.

#### 3.1 About Charnwood Borough Council

The Borough's 52 elected Councillors represent the Borough's 28 Wards, with elections taking place once every four years. The Council's Constitution (available at [www.charnwood.gov.uk](http://www.charnwood.gov.uk)) sets out how we operate, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.

We have over 540 staff, the majority of whom are based in Loughborough at our Southfields offices. We also have a substantial partnership with Charnwood Neighbourhood Housing (CNH) which focuses on dealing with our landlord responsibilities for social housing.

Our annual revenue budget was £25.1 million net in 2007-08 and £24.3million net in 2008-09. In terms of total expenditure on services, in 2007-08 it ranked as the 24<sup>th</sup> lowest spending district in England. We aim to keep Council Tax low: the Band D Council Tax for 2007-08 was the second lowest in Leicestershire, and was in the lowest 10% of District Councils.

The Borough Council and the County Council provide most of the local government services across Charnwood. However residents also receive services from Town and Parish Councils (such as allotments, cemeteries, community centres, memorials). We provide the following services to our residents: waste collection and recycling; street cleaning; environmental health (this includes pest control, food safety, licensing, health & safety), sports and leisure facilities; arts and culture (museum, town hall, rural tours); housing; town and country planning and building control, council tax and business rates collection and council tax and housing benefits.

The County Council provide the following services: schools; roads; libraries; country parks and social care (with the NHS).

### 3.2 What we have been doing

We are proud of our achievements over the last few years, and we are delighted to share some of these successes with you. This section sets out our achievements against the targets identified in the Council's previous Corporate Plan.

<b>Leisure and Environment</b>	<b>Creating safe and liveable areas – cleaner, safer, greener living environments with a focus on deprived areas.</b>
Clean and safe streets and public places with the Council maintaining and enforcing high standards of cleanliness through out the Borough	<ul style="list-style-type: none"> <li>• We have introduced a Street Management Team – seven street wardens introduced in 2006 and expanded to 18 in 2007. The team are responsible for the issuing of fixed penalty notices, vigorously prosecuting fly-tippers, as well as on and off street parking enforcement.</li> <li>• Through close working with our partners, Charnwood Neighbourhood Housing, we have reduced levels of anti social behaviour on the Warwick Way Estate through the introduction of CCTV to deter fly-tippers which residents stated were a problem on the Estate.</li> <li>• Through the Charnwood Community Safety Partnership and in conjunction with Leicestershire Police we have established a new 24 hour CCTV Control Room which contributes to better community safety and addresses local concerns over the safety of our town centres.</li> <li>• A yearly programme of work has been established to address the problems of litter and waste in areas of high student population. The introduction of this programme has considerably reduced the level of complaints.</li> </ul>
A sustainable Borough which minimises waste and increases recycling	<ul style="list-style-type: none"> <li>• We have achieved a 42% recycling rate by expanding our kerbside recycling collection to include most plastics; introducing free bulky waste collections; introduced textured recycling bags to aid those with visual impairments; reducing the cost of the garden waste collection service from £26 to £15; and introducing recycling services to schools, colleges and Loughborough University.</li> <li>• 86% of respondents felt satisfied with our waste and recycling service</li> </ul>
Improved public enjoyment of our green spaces and the promotion of 'Green Flag' parks in the Charnwood Borough	<ul style="list-style-type: none"> <li>• Queen's Park and Outwoods Park have been recognised as welcoming, healthy, safe, secure and sustainable places to visit. Both have been awarded with the Civic Trust Green Flag status.</li> </ul>
Top quality leisure, arts, cultural and sports facilities, activities and events for local communities	<ul style="list-style-type: none"> <li>• We have enhanced leisure facilities within Charnwood to provide an opportunity for the people of Charnwood to improve their health and fitness through transforming the Leisure Centre facilities in Loughborough and Mountsorrel..</li> <li>• We have refurbished the Town Hall which has a diverse repertoire ranging from jazz to the classics and which alone attracted 63,363 people in 2007/08. we have further supported arts and culture in the Borough and over 203,000 visitors in 2006/07 to Arts Culture and Heritage activities.</li> <li>• Leisure and Cultural Services were awarded Charter Mark status for Customer Service in 2007 and retained it in 2008, reflecting significant improvement in service delivery, customer focus and action.</li> </ul>
<b>Housing and Health</b>	<b>To nurture healthy and strong accessible communities – healthy, cohesive and engaged communities leading to active citizens and civil renewal.</b>
High performance on housing repairs and rent collection and secure at least a 2 star rating for our Housing Service	<ul style="list-style-type: none"> <li>• We have established an Arms Length Management organisation to manage the Council's Housing Stock. In partnership with Charnwood Neighbourhood Housing we are aiming to achieve a 2 star status and attract £35m of inward investment for the Housing stock.</li> </ul>
Decent Homes Standard in both the Public and Private Sectors	<ul style="list-style-type: none"> <li>• We have supported a single access point for young homeless people at the bridge, an independent housing advisory service. The Single Access point is a ground breaking initiative in Leicestershire which</li> </ul>

	<p>provides a thorough assessment of the needs of vulnerable young people.</p>
<p>Protects the environment and the health of its residents by the reduction of Greenhouse gases and reducing the effects of Climate Change</p>	<ul style="list-style-type: none"> <li>Over 550 businesses in the Borough have been assessed under the 'Scores on the Door' Food Rating system. In the past year over 700 enforcement inspections for food and health and safety are undertaken to protect the health of residents.</li> <li>In partnership with the Primary Care Trust a new Health and Well Being award has been piloted which recognises businesses for their work on food safety, diet and nutrition, physical exercise and smoking awareness.</li> </ul>
<b>Development and Regeneration</b>	<b>Maximising opportunities for a dynamic Charnwood economy – thinking and planning ahead to retain and enhance the strong Charnwood economy</b>
<p>Deliver the vision for Charnwood in 2015 by making decisions now that will provide quality homes, affordable social housing and places of work within sustainable communities served by accessible transport facilities</p>	<ul style="list-style-type: none"> <li>Our partnership with Jelson Homes in Hallam Fields, Birstall won the 2008 'Rolls Royce Arts, Business and Sustainability Award'</li> <li>We have secured significant external funding for the Loughborough Town Centre Masterplan and continue to work closely with the town team which is a group of local business and interest groups</li> <li>We worked in partnership to join together a number of landowners to deliver a new Magistrates Court in Loughborough. This was formally opened in early 2008 and has been awarded a highly commended in the New Build category of the Charnwood Design Awards.</li> </ul>
<b>Customers and Partners</b>	<b>Putting customers and services at the heart of everything we do and to that end joining up our thinking and action with that of partners from across all sectors in the Borough</b>
<p>Putting customers and services at the heart of everything we do and to that end joining up our thinking and action with that of partners from across all sectors in the Borough</p>	<ul style="list-style-type: none"> <li>We have established a Communities and Partnerships Team to increase community engagement, create community cohesion and build community capacity. Residents, Local Councillors, the Police, County Council and Church members have undertaken ward walks in parts of the borough to identify and improve ground level issues</li> <li>We have assisted Parish and Town Councils through providing IT equipment and having a nominated Partnership Manager who is the contact point for all queries.</li> <li>We have re-launched Charnwood Grants to provide capacity building in the voluntary and community sectors. Through the scheme we have supported the Gorse Covert Community Centre and The Hut on Ashby Road.</li> </ul>

## 4 Listening to you to develop our Corporate Plan

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### 4.1 Listening to our partners

Charnwood Borough Council is keen to ensure that its aims and objectives are aligned with and reflect the priorities and views of partners at a local, regional and national level. We are involved in many key partnerships and work hard to ensure that they deliver and perform.

Charnwood sits within the East Midlands and is guided in its decision making by regional strategies on areas such as development, transport and economic planning. At a more local level, Local Area Agreements (LAA) set out how public, voluntary and private sector bodies within an area will work together to improve the quality of life for residents over a three year period. It provides a platform for bodies such Primary Health Trusts, Councils and the Police to work together in a co-ordinated manner through Local Strategic Partnerships.

Charnwood Together, the Local Strategic Partnership (LSP) is a key partnership for Charnwood and addresses important issues affecting those who live and work here, such as health and wellbeing, environment, housing, community safety, transport and education and employment. The first Community Strategy was produced by the Partnership in 2003, with the aim of adding value by seeking to join up the actions of the individual partnerships/ agencies to secure an improved quality of life for everyone living and working in Charnwood. The strategy has been reviewed during this time and the new Sustainable Community Strategy was launched in 2008 ensuring that all its aims and targets were closely linked to the Local Area Agreement (LAA2) and the Leicestershire Sustainable Community Strategy.

In drawing up this Corporate Plan, Charnwood Borough Council has endeavoured to take into consideration the views of its partners through the LAA2 and the Sustainable Community Strategy.

### 4.2 Listening to our residents

Regular surveys of residents are conducted to gauge their satisfaction with the Council, to understand our residents' priorities and the areas they feel are in need of improvement. For example, our residents have told us (Pilot Place Survey, April/May 2008, in our priority neighbourhoods) that the level of crime was a key area for improvement, as was providing activities for teenagers. Our priorities reflect these through focusing on safer streets and reducing anti-social behaviour, supporting the needs of children and young people and the provision of better sporting and leisure facilities.

Our residents also told us that refuse collection and the cleanliness of streets and roads was a key concern to you. Improving our waste collection, increasing the volumes and variety of recycling and ensuring cleaner streets are all high priority areas for us in the next 3 years.

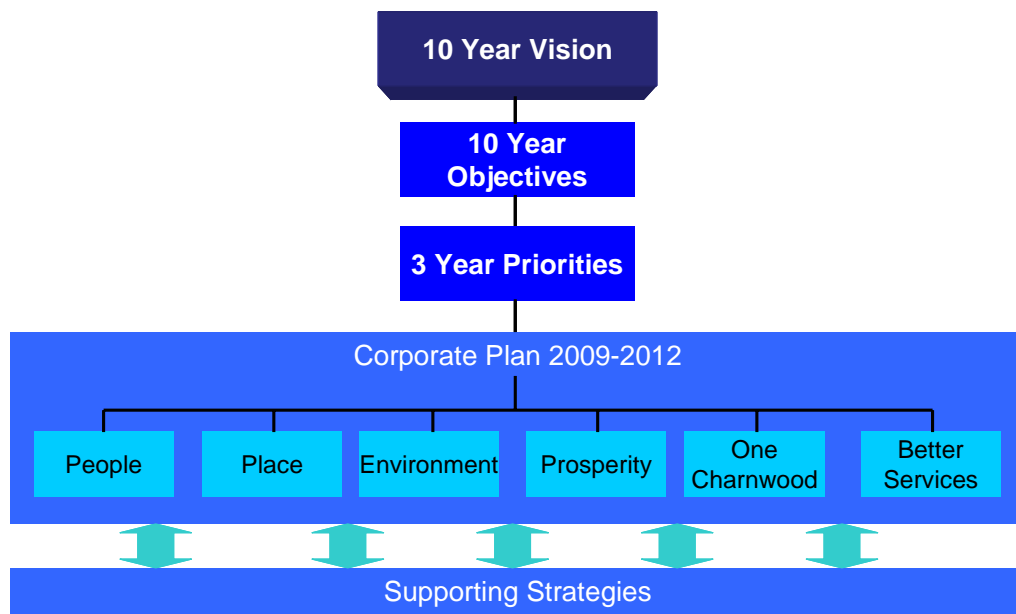
The results of the first Place Survey, to be published in January, will also be taken into consideration in finalising the Corporate Plan after the consultation.

## 5 The Corporate Plan 2009-2012

### 5.1 Purpose of the Plan

The purpose of this Corporate Plan is to set the agenda for the next three years, outlining the priorities and activities that the Council will pursue as it aims to meet the Vision for the Borough. This Plan outlines our ambitions from 2009 to 2012, how we will achieve national and local priorities and the next steps in helping improve the quality of life for people within Charnwood.

The diagram below explains how the programmes within the corporate plan are linked through a series of three year priorities to the 10 year vision and the 10 year objectives. Our six three year priorities will be delivered through the six programmes outlined later in this section supported by six core operational strategies for Finance, Property, Diversity, Workforce, Information Technology and Partnerships and Customer Services.



The activity in each of these programmes is being coordinated and managed through a structured programme management approach to provide a common framework for the delivery of change within the Council. The Council uses *‘Managing Successful Programmes’* (MSP) and PRINCE2 programme and project management methodologies, developed by the Office of Government Commerce.

### 5.2 Our 10-year Vision

We have set out a vision for what we would like the Borough to feel like in ten years time. We have based this vision on the views of residents and partners, taking into consideration their priorities and needs and we will use this vision to set our own priorities on how we direct our resources over the next ten years.

Our vision for the borough is:

***“From towns to villages to rural settings Charnwood must be attractive to established and new residents as a place of choice to live, work and visit.***

***It must be prosperous, progressive and innovative whilst preserving the diverse and unique identity of its communities, landscape, heritage and built environment.”***

### 5.3 Our 10-year objectives

The vision is a very high level picture of where we would like the Borough to be and, underpinning this vision, the Council has adopted a set of 10-year objectives, things we would like to achieve with our partners within those ten years.

Community Safety and Cohesion

Clean Streets

Waste Collection and Recycling

Affordable and Decent Housing

Business Investment / Economic Development

Climate Change

Conserve and enhance surroundings

Sports, leisure, healthy lifestyle

Please let us know your views about these matters during consultation on this Corporate Plan.

We feel that through the achievement of these objectives, we will have made significant progress towards realising the vision.

These ten year objectives also underpin the decision making of the Council. Over time, new challenges and new events will mean that resources and focus may have to change and the priorities allow the Council to have a consistent framework to judge what the Council will put its limited resources to. The purpose of the objectives is to ensure that we can assess all work with a view to attaining the vision.

### 5.4 Our three-year priorities and delivery programmes

The shared 10-year objectives are then translated into practical priorities and programmes of work within each of the partner organisations. Within Charnwood Borough Council, we have identified six priorities for improvement for the next three years which will enable us to contribute most effectively to realising the shared 10 year vision. Each priority will be delivered through a programme with the programme's vision and strategic objectives providing a view of where the Council wants to be in three years time and how it is going to get there.

The following sections describe each of the six programmes, giving the vision and objectives. Also listed are examples of the initial key projects and activities that the council is currently planning to use to deliver the vision and objectives of the programme during the life of the Corporate Plan, as well as a set of measures that allow the success of the programme to be quantified.

**5.4.1 The 'People' Programme**

<b>Programme:</b>	People
<b>Vision:</b>	We will work to improve the wellbeing of, and services to residents, acknowledging their diverse needs
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. Support the needs of Children and Young people             <ul style="list-style-type: none"> <li>o Measured through meeting the 'Hear by Rights' standard which shows that we have embedded consultation with children and young people into our service delivery</li> </ul> </li> <li>2. Promote health and well being through delivering high quality and sustainable leisure, sports facilities and open space through investing in South Charnwood Leisure Centre and Nanpantan Sports Ground             <ul style="list-style-type: none"> <li>o measured through improved facilities in South Charnwood &amp; Nanpantan, and the increase in adults participating in sport and recreation</li> </ul> </li> <li>3. Ensure decent homes across all tenures             <ul style="list-style-type: none"> <li>o measured through % of decent council homes</li> </ul> </li> <li>4. Improve customer access and choice while minimising avoidable contact             <ul style="list-style-type: none"> <li>o measured through reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer</li> <li>o we introduce and demonstrate improvement in measures of inclusiveness of access to each major service</li> </ul> </li> </ol>

<b>Initial Projects/Activities</b>	<b>Outcome</b>
Improve outcomes for children and young people in Charnwood via any service to meet and deliver the Leicestershire Children and Young People's Plan and the Sustainable Community Strategy	Joined up delivery of services across partners for children and young people including: <ul style="list-style-type: none"> <li>• a formal agreement with the Youth Forum to assist with consultation and empowerment of young people to understand their rights</li> <li>• implementation of an effective action plan across all agencies and partners ensuring that children and young people's safety and interests are upheld</li> <li>• adherence to any statutory responsibilities under the 2004 Children Act and Every Child Matters and representation at local and regional level in all matters concerning the Children's Services agenda in order to advise the authority on current issues and legislation</li> </ul>
Redevelopment of South Charnwood Leisure Centre and Nanpantan Sports Ground Improvement	<ul style="list-style-type: none"> <li>• More people are healthier through more involvement in some form of physical activity and there is an improvement in the quality and access to sports facilities</li> </ul>
Improvements /transformation of the contact centre following on from the Customer Contact Centre review	<ul style="list-style-type: none"> <li>• Implementation of actions from the review of the Customer Contact Centre</li> </ul>
Deliver Decent Homes in the public sector through the development of an asset management strategy.	<ul style="list-style-type: none"> <li>• Improvement in the quality of council stock</li> </ul>
Support the ALMO in achieving two star	<ul style="list-style-type: none"> <li>• Access to decent homes funding.</li> </ul>

Initial Projects/Activities	Outcome
services.	
Deliver the private sector renewal policies to improve the standard of homes in the private sector	<ul style="list-style-type: none"> <li>• Improved stock standards in the private sector, in particular in the priority neighbourhoods.</li> <li>• Reduced numbers experiencing fuel poverty.</li> </ul>
Deliver the 2008 Homelessness Strategy Action Plan to address homeless in the Borough	<ul style="list-style-type: none"> <li>• Reduction in the numbers of homeless people in temporary accommodation in accordance with the Government target by 2010</li> </ul>

**5.4.2 The ‘Prosperity’ Programme**

Charnwood has the second largest economy within Leicestershire, after the City of Leicester. It is home to world-renowned companies like Astra Zeneca, 3M Healthcare, FKI, Lafarge, Browne Healthcare, Fisher Scientific etc. Loughborough University is a major employer and has a growing reputation both for the quality and range of its teaching but also its diverse areas of research including environmental technologies, engineering and sports science.

However, business creation rates have been lower than national and regional averages, there is a concentration in some declining sectors, such as textiles industry and an under-representation in the growing knowledge based service sector. There has been a limited supply of available, quality employment land and sites to attract more hi tech, high value industry. There are too many people with poor basic skills and three wards have comparatively high levels of unemployment.

We believe we can build on our successes to date on Hallam Fields, Birstall and the Loughborough Town Centre Masterplan and provide the framework and infrastructure to allow the local economy to diversify and expand to meet the needs of the challenging economic environment.

The Local Development Framework will provide the vehicle through which the Council, in consultation with the communities which comprise the Borough, will identify sustainable locations for investment to sustain and enhance the prosperity of the local economy. That process will also facilitate the acceleration in the delivery of new homes required over the period to 2026 as Charnwood's contribution to the national commitment to the provision of 3 million new homes, approximately 30% of which will be available for rent or shared ownership to help people into the housing market.

<b>Programme:</b>	Prosperity
<b>Vision:</b>	We will invest in and support sustainable development in a dynamic economic context
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. Facilitate innovation and economic regeneration in Loughborough and capture the Olympic legacy             <ul style="list-style-type: none"> <li>o measured by the construction of a new link road between Meadow Lane and Nottingham Road and 120 new homes (90 affordable) and the delivery of 8 hectares of serviced land for science and enterprise park development</li> </ul> </li> <li>2. Provide a sustainable framework for the provision of new houses, affordable homes, jobs, infrastructure and supporting facilities and amenities             <ul style="list-style-type: none"> <li>o measured through the key national indicators for net additional homes provided and the number of affordable homes delivered</li> </ul> </li> </ol>

<b>Initial Projects/Activities</b>	<b>Outcome</b>
Development of the Loughborough Eastern Gateway on vacant land adjoining the main line railway station	<ul style="list-style-type: none"> <li>• Enhanced entrance to the town including the diversion of through traffic away from Ratcliffe Road and Burder Street, the provision of new homes, commercial development around an enhanced station approach and a public transport hub</li> </ul>
Development of a strategy to access funding streams, including business partnerships, to promote and improve the facilities and public areas of Loughborough town centre	<ul style="list-style-type: none"> <li>• Delivery of a costed programme of schemes to improve the quality of public spaces within the town centre and support the provision of additional facilities</li> </ul>
Partnership working with the University to encourage investment in high technology business development and to capture cultural, commercial and sporting benefits of hosting a major national team	<ul style="list-style-type: none"> <li>• Provision of a more prosperous and resilient economy through the encouragement and retention of innovative business investment attracted by the presence of Loughborough University and its reputation for excellence in sport and education.</li> </ul>
Production of the statutory Local	Adoption of the following components of the Local Development

Initial Projects/Activities	Outcome
Development Framework	<p>Framework:</p> <ul style="list-style-type: none"> <li>• Core Strategy providing for the Borough’s strategic development needs up to 2026</li> <li>• 2 Master Plans to ensure that the new development that is needed is properly planned and fully supported by a full range of facilities and amenities, minimising its impact upon the environment while supporting an excellent quality of life for the new communities concerned</li> <li>• Landscape Character Assessment Supplementary Planning Document to ensure that Charnwood’s unique heritage is conserved and enhanced</li> <li>• Provide detailed policies and proposals for the guidance of the Council in deciding individual planning applications.</li> </ul>
Provision of additional houses and affordable homes through the planning process	<ul style="list-style-type: none"> <li>• Increase in the number of affordable homes across the Borough in accordance with the targets defined in the Local Area Agreement</li> </ul>

### 5.4.3 The 'Place' Programme

The results of the pilot Place Survey provide us with clear guidance that the citizens of Charnwood see the top areas for improvement as reduction in crime, as well as reduction in the fear of crime, reduced congestion, cleaner streets and more activities for young people. We also know that some areas of our Borough face multiple challenges which will require concentrated effort by a range of agencies over a sustained period if real improvements are to be achieved and maintained.

<b>Programme:</b>	Place
<b>Vision:</b>	We will work to make Charnwood a safe, cohesive Borough in which to live and work
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. Reduce crime and anti social behaviour             <ul style="list-style-type: none"> <li>o measured through satisfaction with the way the police and local council dealt with anti-social behaviour</li> </ul> </li> <li>2. Achieve sustained improvement in quality of life of those people living in our priority neighbourhoods /communities             <ul style="list-style-type: none"> <li>o measured through an improvement in satisfaction figures through the Place Survey for Priority Neighbourhoods and a successful entry into Loughborough in Bloom</li> </ul> </li> <li>3. Create a cleaner Charnwood through improving the approach to enviro-crime             <ul style="list-style-type: none"> <li>o measured through the key national indicator for improved street and environmental cleanliness – Levels of litter, detritus, graffiti, and fly-posting</li> </ul> </li> </ol>

Initial Projects/Activities	Outcome
Lead the work of the Anti-Social Behaviour Delivery Group to ensure effective Action and Community Reassurance around anti social behaviour	<ul style="list-style-type: none"> <li>• Communities are reassured that effective action is being taken against anti social behaviour in the Borough through the targeting of partnership resources in the hotspot areas for criminal damage other than dwelling and arson and through targeting educational resources and programmes at young people identified as at risk of becoming offenders</li> </ul>
Lead the work of the Feeling Safe: Reducing the Fear of Crime and Reassuring the Community Delivery Group to reassure Communities	<ul style="list-style-type: none"> <li>• Residents feel safer in their own neighbourhoods</li> </ul>
Support the work of the Acquisitive Crime and Drug Misuse Delivery Group and the Violent Crime Delivery Group to reduce burglaries and increase reassurance around property crime; reduce harm caused by substance and alcohol misuse and reduce violent crime and fear of violence.	<ul style="list-style-type: none"> <li>• Reduced levels of burglaries in identified hotspot locations and reassure communities that effective action is being taken against crimes against property. The harm caused by substance and alcohol misuse on users, their families and the community is reduced due to enforcement measures being taken against the illegal supply of drugs and alcohol and that re-offending is reduced through the improved management of offenders. People feel and are safer from violence as there is a reduced level of violent crime in identified hotspots. Also there is reduced alcohol related violence in town centre locations and an increased confidence to report incidents of crimes against the person.</li> </ul>
Encourage Community Involvement	<ul style="list-style-type: none"> <li>• Develop Neighbourhood Forums across all priority neighbourhoods enabling and encouraging all members of the community to participate. Encourage community involvement in the identification of quality of life issues and empower them to play a leading role in improving both environmental and social conditions in the areas.</li> </ul>
Delivery of the new Waste Contract	<ul style="list-style-type: none"> <li>• Improve performance in cleaner streets and more efficient collection of our refuse and a continued rise in our recycling</li> </ul>

Initial Projects/Activities	Outcome
	rate to contribute to our improved environment
Support Loughborough in Bloom	<ul style="list-style-type: none"><li>• Increased satisfaction with Loughborough and increased enjoyment of open spaces</li></ul>

**5.4.4 The 'Environment' Programme**

<b>Programme:</b>	Environment
<b>Vision:</b>	We will contribute to limiting the effects of climate change, protect our environment and mitigate the effects of climate change where necessary
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. Deliver the Zero Waste Strategy through the expansion of recycling and the waste reduction trials to help deliver the Leicestershire Waste Management Strategy                     <ul style="list-style-type: none"> <li>o measured through the amount of Residual Household Waste per head and the percentage of Household waste recycled and composted</li> </ul> </li> <li>2. Deliver the climate change targets for the LAA through the reduction in CO2 from Local Authority Operations and Planning to adapt to Climate Change                     <ul style="list-style-type: none"> <li>o measured through the key national indicators for CO2 reduction from local authority operations and planning to adapt to Climate Change</li> </ul> </li> </ol>

<b>Initial Projects/Activities</b>	<b>Outcome</b>
Deliver the actions in the Zero Waste Strategy Action plan	<ul style="list-style-type: none"> <li>• Encourage residents to reduce their waste, and to recycle, re-use and compost as much of their waste as possible through the Saving Waste in the Charnwood Home (SWITCH) trial which aims to establish which methods of waste minimisation are most popular and most effective for the residents of Charnwood.</li> <li>• Expand kerbside recycling to increase resident satisfaction levels, increase the amount of waste recycled, and decrease the waste sent to landfill.</li> <li>• Provide educational initiatives to schools, nurseries and colleges to encourage them to take advantage of the free collection of recyclables from their premises.</li> <li>• Provide for the diversion of furniture from landfill, in partnership with local furniture re-use organisations</li> </ul>
Reduce the impact of Climate Change	<ul style="list-style-type: none"> <li>• Deliver the Climate Change Strategy commitments in relation to air quality, transport and energy efficiency through raising awareness of renewable energy and energy efficiency across local business, institutions and households and raising awareness of events on renewable energy; further reduce the CO2 emissions from Council operations in line with LAA targets.</li> <li>• Support the work of schools in Charnwood to achieve Eco-Schools Green Flag status.</li> </ul>
Ensure that Charnwood Borough Council's Environmental Management System maintains its certification to BS: EN ISO14001:2004	<ul style="list-style-type: none"> <li>• Maintain BS: EN ISO14001:2004 standard</li> </ul>

**5.4.5 The 'One Charnwood' Programme**

The 2006/07 national satisfaction survey showed that Charnwood scored in the bottom quartile of district councils, with only 45% of residents saying they were satisfied with the performance of the Council overall. This perception indicates a general dissatisfaction with the Council which must be addressed, but also produces a knock-on effect by decreasing the appreciation of other services and initiatives from the Council, thus hampering the Council's overall effectiveness.

At the heart of improving this satisfaction is galvanising the hearts and minds of employees who deal with the public and provide services. The Council received Investors in People reaccreditation in 2008, commenting that "There have been huge improvements in the way people are managed and developed", while recognising that morale was very low in some areas of the organisation due to recent changes, This was reflected in a number of the indicators in the 2008 staff survey.

<b>Programme:</b>	One Charnwood
<b>Vision:</b>	We will redefine Charnwood in the eyes of residents and staff to be 'One Council': a single, cohesive, learning organisation that respects the views of others, communicates clearly, serves its customers well and represents the community.
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. To improve our residents' satisfaction with the Council and its services.                     <ul style="list-style-type: none"> <li>o Measured by the Council having achieved the Customer Services Excellence award for all of its services with at least 60% of residents saying that they are satisfied with the Council in the 2012 Place Survey in September. There will be a general improvement in satisfaction performance indicators with specific satisfaction targets being set in the course of achieving Customer Services Excellence by June 2012.</li> </ul> </li> <li>2. To change the values of all managers and staff so that we can learn from each other and work together as one organisation                     <ul style="list-style-type: none"> <li>o Measured by the Council having maintained Investors in People (IiP) accreditation through the Corporate plan period and by June 2012 there will be a general improvement in the annual staff survey satisfaction indicators with at least 90% of staff recognising and supporting the new values and 75% of staff proud to work for the Council.</li> </ul> </li> </ol>

<b>Initial Projects/Activities</b>	<b>Outcome</b>
Customer First	<ul style="list-style-type: none"> <li>• To develop across the whole organisation a view of services which starts with the customer rather than the producer</li> </ul>
Customer Services Excellence	<ul style="list-style-type: none"> <li>• To put the citizen at the heart of public service provision throughout the Council</li> </ul>
One Council Values	<ul style="list-style-type: none"> <li>• To redefine the set of values with the engagement of all staff which will embed a customer focus in the organisation and act as the springboard for the delivery of the Corporate Plan</li> </ul>

**5.4.6 The 'Better Services' Programme**

The Better Services Programme aims to review and improve how we deliver our services to make sure we are constantly challenging ourselves to deliver services better, quicker or more cheaply, and to develop our staff to focus on performance management and continuous improvement.

There are a number of indicators that show that there is a need for change within Charnwood:

- There is an acknowledgement of the need to make sure people are 'doing the right thing' as well as 'doing things right'.
- Most organisations compare their performance with other, similar, organisations under a process called benchmarking. There is a need to improve the amount of benchmarking and external challenge
- An alternative way of measuring how effectively Councils operate is via an Audit Commission assessment called the Use of Resources Assessment. The Use of Resources Assessment looks at how effectively and efficiently the Council uses the resources at its disposal. Charnwood is operating at Level 3 currently but aspire to move to Level 4.
- There is evidence that initiatives are not always sustained This means that Charnwood need to look at how it makes sure that the way it changes processes and behaviour is long lasting without there being an overly bureaucratic structure to maintain it.

<b>Programme:</b>	Better Services
<b>Vision:</b>	<p>We will seek out best practice and continually review our systems and processes to ensure we are delivering the services and the value for money that our citizens expect.</p> <p>We will be operating at Level 3 on the Value for Money elements of the Use of Resources Assessment (by 2010), aspiring to Level 4 by the end of 2012.</p> <p>We will deliver 3% year on year efficiency savings in line with NI 179</p>
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. To review and improve all services and outsourcing arrangements to deliver better value for money, greater process efficiency and higher service quality             <ul style="list-style-type: none"> <li>o Measured by the Council operating at Level 3 on the Value for Money elements of the Use of Resources Assessment (by 2010), aspiring to Level 4 by the end of 2012; and by delivering 3% year on year efficiency savings (3.4% in 2010/11) in line with LAA targets.</li> </ul> </li> <li>2. To embed Equalities and Diversity into our operational and management culture             <ul style="list-style-type: none"> <li>o Measured by the achievement of Level 3 in the Equalities Standard by 2012</li> </ul> </li> </ol>

Initial Projects/Activities	Outcome
Complete reviews of the Council's customer-facing and back office services to identify and implement actions which will improve performance improvements, deliver cost savings and improve customer access	<ul style="list-style-type: none"> <li>• Charnwood services will be aligned to customer needs and delivered effectively and efficiently.</li> <li>• Benchmarking of services will be in place.</li> <li>• Services will be delivered by the most appropriate body (either through outsourcing, through partnership or internally)</li> </ul>
Improve procurement standards across the Council to ensure that new contracts represent value for money for residents	<ul style="list-style-type: none"> <li>• All contracts will be selected on best value and alignment with customer needs</li> </ul>
Deliver a two star Housing ALMO. Charnwood has set up an "arms-length management organisation", Charnwood Neighbourhood Housing, to deliver Housing Services to its residents. The Council, together with the ALMO, is aiming to improve the quality of its housing stock to meet the Governments' standard for Decent Homes. This will	<ul style="list-style-type: none"> <li>• CNH will be awarded 2 stars by inspectors</li> <li>• CNH will qualify for the Decent Homes grant from central government</li> </ul>

Initial Projects/Activities	Outcome
allow the release of a maintenance and improvement grant to the Council.	
Deliver mechanisms to ensure top quartile performance of our performance indicators for the outsourced services (Finance, HR, ICT, Revenues and Benefits) by the end of 18 months, and 100% by the end of 2.5 years.	<ul style="list-style-type: none"> <li>• Charnwood services will be aligned to customer needs and delivered effectively and efficiently.</li> </ul>
Recognition of Equalities and Diversity as a key part of the way we work	<ul style="list-style-type: none"> <li>• The Council will reach Level 3 in the Equalities and Diversity assessment which will demonstrate how the Council embeds a culture of equalities and diversity into everything it does.</li> </ul>

## 5.5 Our Values

The culture and values that we, as an organisation, demonstrate are very important in ensuring that everyone within the Council, and our partners, can work together with shared principles. The way we will go about delivering on this plan, working with others and delivering our services to our customers is enshrined in the values that we aspire to. These are:

Customer First	We put the customer at the heart of everything we do
Working Together	We work together as one council and in partnership with openness and integrity
Pride in Charnwood	We take pride in our work and our Borough, always striving for improvement

## 5.6 Key Supporting Strategies

To help deliver the Corporate Plan, the Council has six cross cutting strategies. These cross cutting strategies support the Corporate Plan and also respond to any new needs identified by the Corporate Plan.

**Our Supporting Strategies are:**



### Workforce Strategy

We have a clear vision of where we are going and what people we need to have in place to get there. Charnwood's vision set out in the Community Strategy is "An improved quality of life for everyone living and working in Charnwood"

The Workforce Strategy is linked to and integrated with the Council's vision and corporate priorities outlined in the Corporate Plan. By aligning our human resource strategies and planning processes to the business needs of the organisation, we will be best placed to deliver excellent services.



### Diversity Strategy

Charnwood Borough Council recognises it has a significant role in eradicating unlawful discrimination and in the promotion of diversity both locally and nationally. Individuals and groups from diverse backgrounds, cultures, lifestyles and experiences living, working and visiting our Borough. This policy and plan outline our commitment to ensuring everyone can live a

life free from unlawful discrimination and take full part in the social, cultural and economic well being of Charnwood.



### Financial Strategy

The purpose of the Financial Strategy is to set out, and consider, the implications of the objectives and priorities of the Council which have been approved as part of its Corporate Planning process. The Strategy also shows the overall financial position of the Council in relation to those objectives, and forecasts the implications for coming years.



### Property Strategy

Charnwood Borough Council has developed a strong and effective property function with an emphasis on delivery and value for money.

Property utilisation, long term planning and the improvement of community assets are all key aspects of the Property Strategy.

### **Transformational – Government Strategy (ICS)**



We are committed to improving the delivery of our services to all our residents and customers, including service-users and non-users, stakeholders, and partners. An accessible and user-focused organisation places the customer at the heart of service delivery.

Developing a more user-focused approach is good business sense, in terms of its links into equality, diversity and human rights and is part of good management and of providing high-quality services to meet user needs. Access to local information and services is a key issue for us.

One of the biggest challenges faced by an innovative organisation such as ourselves is not merely “maintaining and developing the ICT infrastructure” but “identifying and engineering change in business processes”

### **Customer and Partnership Strategy**

Effective partnership working is a key priority. The overarching aim of the strategy is to manage and develop our relationships with all our partners to ensure that they are able to make their full contribution to improving the quality of the Council’s services, and that we can play a full part in assisting the Key Partnerships we sit on to meet their objectives. We aim to develop a consistent and coherent framework for the management of contact between the Council and each of our partners, ensuring that all partners fully understand our objectives and priorities, our organisational structure and the way in which each partner can best contribute to the achievement of those objectives.

To establish clear standards for the provision of information to partners and for responding to their comments and enquiries on Borough Council proposed actions or policy changes. To establish a means of monitoring and measuring the effectiveness of the Council’s Partner Management Strategy and its relationship with individual partners.

Our Customer Services Strategy defines our approach to achieving our core value of putting the customer at the heart of everything we do; we will prioritise the needs and requirements of our customers and continually ask ‘how can we make it better?’.

## 6 How will we manage the performance of our Corporate Plan?

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### 6.1 Measuring Success

This section describes the set of performance indicators that the Council will use to measure success.

The Council will publish three year rolling targets the National Indicator set which is relevant to the Borough Council, as well as Business Indicators which are the important indicators for each of its services.

The National Indicator is determined by central government for all councils and comparative performance data will be available nationally. Some of these are Local Area Agreement indicators to which the Council is committed to achieve specific levels of performance and these will be highlighted within the Plan.

The Business Indicators in the main are local indicators relevant to each of the services, and will be reviewed annually in the service's team plan, with local improvement targets set within the framework of continuous improvement.

Some of the indicators have a corporate significance as key indicators within the programmes delivering the three year priorities, and they are also separately highlighted. Targets for these are set within the Corporate Plan and performance managed corporately by the programmes.

### 6.2 Risk Management

We ensure that we use our resources efficiently in providing services for the people of Charnwood and therefore concentrate our efforts on issues which present the greatest risk to the achievement of our long-term plans for the Borough. This section holds all of the information on how we assess and manage those risks.

The Council separates its risks into strategic risks, being those which could affect the achievement of the corporate objectives as set out in this Corporate Plan, and operational risks, which are those that could impact upon the day to day service delivery and business operations of the Council.

All risks are 'scored' for likelihood and impact, mitigating actions and controls are identified, and risk owners are clearly identified for each risk.

Strategic and operational risks are monitored quarterly to ensure that the mitigating controls and actions remain appropriate, and to determine whether the likelihood of the risks occurring has changed. Quarterly risk monitoring reports are considered by the Council's senior management team, and are monitored at elected Member level by the Council's Audit Committee, who have responsibility for overseeing the risk management process.

### 6.3 Performance Management Framework

The Council has a well developed and embedded performance management framework, which is designed to ensure that the delivery of the Corporate Plan objectives is monitored, and that appropriate corrective action is taken promptly when required.

Monitoring is undertaken on a quarterly basis and reported in the Charnwood Dashboard. Progress reports are considered by the Council's senior management team, Lead Cabinet Members and by the Performance Scrutiny Committee.

A 'Red, Amber, Green' (RAG) traffic light system is used to highlight performance progress:

<b>'In Year' Monitoring</b>	
<b>Red</b>	Currently unlikely to meet target
<b>Amber</b>	Currently off track, but target still achievable with remedial action
<b>Green</b>	On track, and target likely to be achieved

RAG Status Will Change At Year End To	
<b>Red</b>	Target not achieved by more than 10%
<b>Amber</b>	Within 10% of Target
<b>Green</b>	Target achieved

The Charnwood Dashboard reports performance against the achievement of key priorities, hot-listed performance indicators, key projects and exception reports from cross cutting strategy action plan monitoring and the operation of partnership performance management mechanisms.

### 6.1.1 Key Priorities

Each Three Year Priority within the Corporate Plan will be delivered by a programme using the 'managing successful programmes' (MSP) methodology. Each of these programmes includes a vision statement which will clearly set out the key improvements and benefits which will be delivered, together with specific targets which can be used to measure success. The programmes will also expand further on the other expected benefits which will be delivered.

The programmes manage their own performance through standard highlight, reporting and control mechanisms. The overall performance for each of the six programmes will be reported in the Charnwood Dashboard through the key indicators identified in the vision, as well as extracting information from the highlight reports on general progress, budgets and risk.

Relevant Cabinet Lead Members are members of the programme boards, but generally not members of project boards.

### 6.1.2 Performance Indicators

The key National and Business Indicator targets and actions as described in Section 1.1 (Measuring Success) are updated quarterly. However, reporting through the Charnwood Dashboard is on the basis of a 'Hotlist' system which focuses corrective action on key areas of under-performance, and to ensure appropriate corrective action is taken. Performance indicators are included in the Hotlist if there is adverse performance which could significantly impact on the Council's reputation (eg. significant criticism in the local press, loss of public confidence, or adverse comment from the Audit Commission).

All Hotlist items have an associated action plan. The inclusion or removal of items from the Hotlist is decided upon by our senior management team, who receive monthly progress reports on Hotlist items, as well as their being reported through the Charnwood Dashboard.

Performance indicators which are key indicators for a priority programme are not also added to the Hotlist.

Performance management of our business units and services is via 'Team Dashboards' which set out the key business indicators and data for each team. Concerns and issues arising from these team Dashboards are only escalated by exception to the senior management team, and the Performance Scrutiny Committee on quarterly basis.

### 6.1.3 Key Projects

A small number of projects, both within and outside of programmes, are designated as key projects. Progress on these key projects will be reported in the Charnwood Dashboard through the lifetime of the project, based on highlight reports of general progress, budget, milestones and risk.

The criteria for a key project is based on assessment of the importance of the project in mitigating a significant risk to the Council as a whole, from the strategic and operational risk registers described in section 1.2 (Risk Management). Key projects are currently identified by Cabinet, and Cabinet Lead Members may be members of the Project Board.

### 6.1.4 Cross Cutting Strategies

There are a number of cross cutting strategies, which are managed via action plans, and ownership of these is allocated to a member of the senior management team. Each strategy will be supported by a risk register, which will set out the risks which may impact on the progress of the action plan. These will be monitored by the production of quarterly progress reports, which will provide a commentary on achievement of key actions

within the action plan and which will highlight any significant risks to the delivery of the strategy. Should the progress reports indicate that there are significant concerns relating to the progress of, or the risks associated with the strategies, in such cases they would be reported upwards via the Charnwood Dashboard on an exception basis.

#### **6.1.5 Partnership Reporting**

Charnwood will contribute to a number of broader partnership initiatives, the principle one being the Local Area Agreement. Separate monitoring mechanisms exist for these initiatives and on an exception basis reports will be made as part of the Charnwood Dashboard.