



Business Plan 2007/08

Harborough District Council

Draft 21.3.07

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1 Context

1.1 Introduction

In 2004 we were assessed as a 'Good' performing authority through the Comprehensive Performance Assessment. There were some areas for improvement identified; one of those was Business Planning. We adopted a new Business Planning process in Autumn 2005. Key to this process is the identification of our priorities. Of equal importance is that we have a clear sense of strategic direction.

There has been for a number of years a growing pressure on small district councils to deliver against a vast policy agenda whilst also developing and improving front line services. Much of the policy agenda is top down and very little of it is funded. As our officer base gets smaller, due to outsourcing, and the potential stock transfer, the critical mass available to develop policy and innovative service delivery is diminishing. We have therefore had to consider what type of authority we wish to be. The outcome of these deliberations are shown on page six.

1.2 Purpose

This second business plan has been developed through the first cycle of our new business planning process, which has identified priorities and determined what can be achieved with the resources available, then service plans were produced for delivering the agreed improvements.

The business plan is designed to provide essential information on

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

More detailed information is included in the Service Plans which are published separately. A separate Annual Report will be published in June 2007. This will identify the performance of the council. This Business Plan, along with our Annual Report, meet our statutory obligations to publish a Best Value Performance Plan.

1.3 Funding

Historically councils had to plan on a yearly basis because central Government released grants one year at a time. From 2006/07 there were new two-year funding arrangements for district councils. But again in 2007/08 we still did not receive the full amount of grant.

Our policy is to be prudent in the amount of money we keep for urgent use or unforeseen circumstances (known as Reserves). The way we manage our money is checked by external auditors and we have been successively commended through this process,

for managing our finances effectively and soundly.

This has been reinforced by a statement from the Audit Commission on our 'Use of Resources' in which we achieved a level three, the highest score being four.

As previously mentioned, the Government's new funding arrangement now tells us what funding we will receive for two years at a time. This gives some certainty regarding the amount of money we have available, and therefore we can plan more confidently to deliver our priorities. Further detailed information on the budget is on page 20.

We are also instructed by the Government to continue to find savings through more efficient working and to use the savings generated to provide new and improved services. With the size of the council this will become more difficult in the future, as the opportunity for efficiency savings diminishes.

We are unable to fund all of the communities expectations and aspirations by ourselves, and for a long time now we have recognised the value of working in partnership to ensure we achieve our priorities and targets. We will continue to work in this way, through partnerships such as the Welland, the Local Strategic Partnership (LSP) and the countywide Local Area Agreement (LAA), as well as with other local authorities.

This will be enforced more by the Government's White Paper 'Stronger and prosperous communities', which expects councils' to work together to be more efficient and achieve further savings.

The Government's Comprehensive Spending Review 2007 (CSR07) is currently underway and it is anticipated that future government grants we receive will take into account the continuing and new efficiencies that we should be achieving. The efficiency targets set by the Government known as the 'Gershon Efficiency Targets' finish at the end of 2007/08. After that it is anticipated that we will be required to achieve a set percentage of efficiency savings each year to fund new and improved services. We therefore will have to be very focussed in identifying what our priorities will be in the future and plan to deliver those priorities.

More and more funding is being channelled by the Government to the Local Area Agreement to deliver co-ordinated and targeted services within Leicestershire.

As one of the many partners in the LAA, we have to ensure that we receive our share of the funding and resources to deliver the joining and agreed outcomes and targets of the LAA.

We therefore have many pressures and calls on the money we have and work hard to ensure that we get our fair share from shared funding in the partnerships that we are involved in. The White Paper, once it becomes law, will require us to work more and more in this way.

Money is only one of the assets we have, and it is not the most

important, the next section talks about our most important asset, the people.

1.4 People

This document allows you, as a member of staff or a councillor, to read about our plans which will impact on the lives of those people who may live, visit or work in our district. This new style Business Plan demonstrates how the council is going to deliver on the issues that matter most to local people. The information provided will enable you to identify and focus attention on how your role may help achieve our priorities which have been identified through consultation.

Community consultation is an important aspect of informing the council on community issues. Regular formal liaison includes 'Have Your Say' meetings, annual parish liaison meeting, service user advisory groups and work with the Harborough District Local Strategic Partnership Forums.

We also assess informal feedback from councillors and staff, customer satisfaction surveys, feedback to the community portals and issues raised in the local media.

All the information collected through these channels is brought together and considered when we form our priorities. For further information on how this happens see the Business Planning process on page 21.



Speakers and audience at the 2007 Annual Parish Liaison meeting

2 Mission

2.1 Introduction

Harborough District Council exists to serve local people and the business planning process has been developed to help us speak with communities and partners about areas for development. We will also want to consult on how we prioritise and eventually how the work will be resourced.

Our Mission Statement communicates why the council is here, what it does and the values through which it will conduct its business.

This statement was developed at interactive sessions with staff early in 2006, and later adopted by Full Council



Staff briefing session held in March 2006

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

Our Mission Statement will be used as a guide to ensure everything we do is working towards achieving what we set out to do. Our Mission Statement confirms our commitment to work through partnerships to serve our local community.

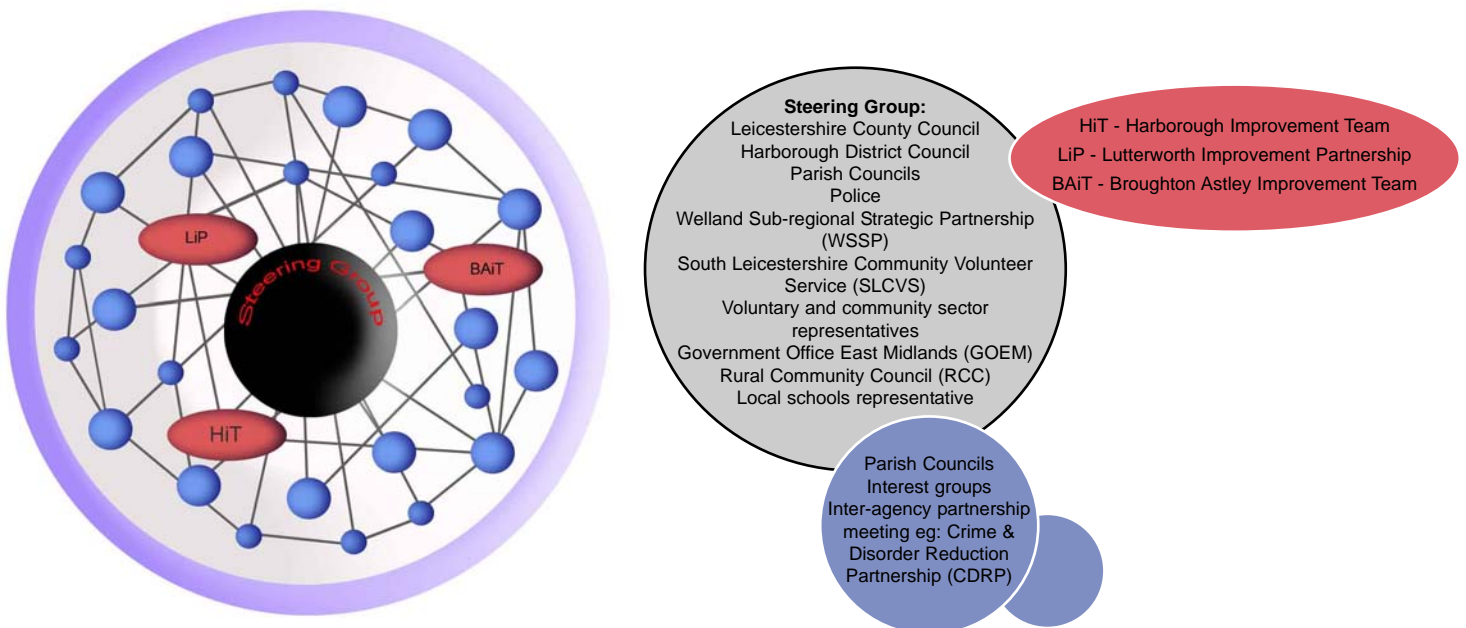
In considering what sort of council we want to be, the following principles were adopted in November 2006.

- Good, cost effective service delivery with high customer satisfaction should be pursued, particularly in relation to those services identified by the public as a priority
- Community engagement is fundamental to us being able to advocate on behalf of the community, and to ensure that the services we provide are provided in the way the community wants
- Working in partnership is key to:
 - ❖ developing critical mass to enable us to improve services
 - ❖ ensuring a 'joined up' approach to service delivery
 - ❖ facilitating communities to develop community solutions to community issues
 - ❖ ensuring the long-term viability of the district of Harborough

2.2 Local Strategic Partnership

Local Strategic Partnerships exist in nearly all local authority areas in England and Wales. They bring together representatives from the local statutory, private, voluntary and community sectors to discuss strategies and initiatives and address local problems. They aim to encourage joint working, and community involvement and prevent 'silo working' (i.e. different agencies that share aims working in isolation) with the general aim of ensuring resources are better allocated at a local level. The Harborough District Local Strategic Partnership (LSP) was set up in 2004, reviewed in March 2006, reorganised, reinvigorated and relaunched last October. The new LSP is driven by a small multi-agency steering group. The Steering Group is chaired by Joanna Hamilton, Chief Officer of the South Leicestershire Council of Voluntary Services. HDC is represented on the Steering Group by Cllr Robin Totten and Strategic Director Janet Doran.

Local Strategic Partnership



After a turbulent and challenging year last year, 2007/08 will be an exciting time for the LSP. The Steering Group is considering an ambitious work programme for the year including:

- A research project with HDC, Rural Community Council and Leicestershire County Council, examining data from a number of different sources with a view to understanding the various Harborough Communities in more detail; who are the people we serve? Where do they live? What are the issues that most concern them? Are all questions that the LSP is keen to answer before a new Community Strategy is launched
- Strengthen the relationship between HDC's Planning Policy team and the LSP to work together on the Local Development Framework

- Making sense of the Local Area Agreement and ensuring that Harborough communities fully benefit from it from a multi-agency perspective
- Production of Sustainable Community Strategy by October 2007
- Ensure that the LSP is able to play a full part in the Local Area Agreement
- Sharing good practice between agencies and identifying resources that can be pooled for mutual benefit. This has already led to a joint HDC/LSP initiative to set up a district-wide citizen's panel, which will be used to test our policy ideas with Harborough residents. The LSP has agreed to use £10,000 of Welland SSP funding to support the citizen's panel set-up costs
- The Local Government White Paper and associated legislation will gather pace as the year goes on placing LSPs at the heart of the reform process. The Steering Group will be watching the development of the White Paper as it turns into policy to ensure that the LSP is able to respond to changes quickly and efficiently
- Supporting the 'Have Your Say' process of community engagement set up by HDC. A number of LSP Partners have attended the various meetings and consideration will be given to how the LSP might be able to add value to the process in line with the LAA Neighbourhood Engagement Strategy



3 Vision and Priorities

3.1 Vision

The 2010 Vision was adopted by Harborough Local Strategic Partnership (LSP) for the future of South Leicestershire. In order to deliver this vision the LSP drew up a Community Strategy with support from a wide network of partners and stakeholders. Our contribution to this has been to create three priority areas for its activities. The priorities for the 2010 Vision and the council's priorities are shown over the page.

3.2 Local Area Agreements

Local Area Agreements (LAAs) form part of the 10 year strategy on the future for local government produced by the Office of the Deputy Prime Minister (ODPM) (now Communities and Local Government (CLG)).

The aim of Local Area Agreements is to:

- encourage informed discussion between local and central government, based on a shared understanding of national and local priorities
- improve local performance, by allowing a more flexible use of resources and devolving responsibility so that local partners can meet local needs
- enhance efficiency and reduce bureaucracy by simplifying the funding streams from Government going into an area.
- help local partners to join up service delivery and enhance community leadership

Targets that have an asterisk after them on page 10 indicate that they are an LAA target as well as a priority for HDC.

3.3 HDC Internal Priorities

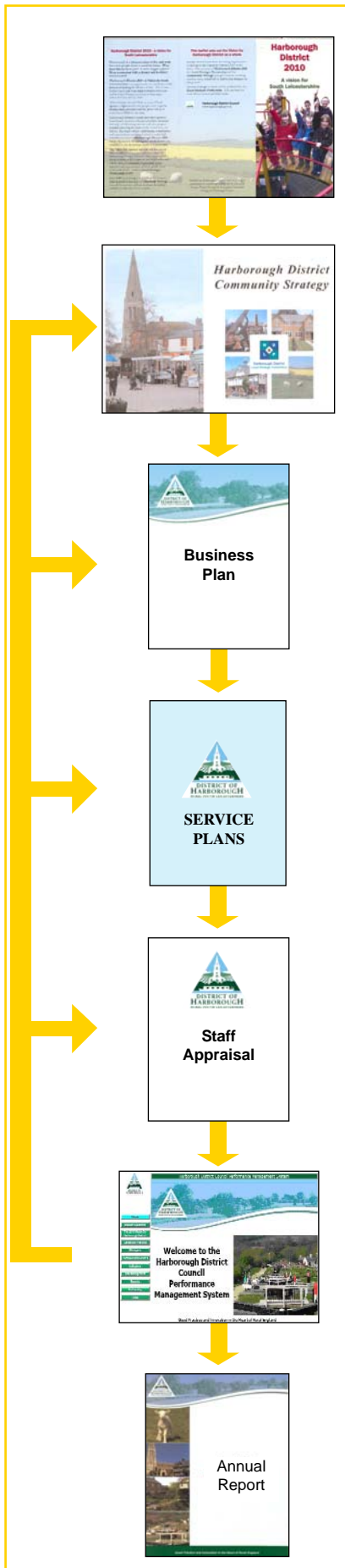
For 2007/8 the priority areas have been translated into specific delivery themes under which there are a number of targeted outputs and outcomes.

The council's annual Service Plans set out the detail of what individual services will deliver by portfolio. Contained within these are links to the priorities, specific delivery themes and outputs and outcomes. Each Service Plan also contains standards of what customers can expect.

All staff will have a good understanding of their contribution to the outputs and outcomes, and the detailed actions, through their annual appraisal. This will be supplemented by an additional meeting with their line manager each year. The outcomes will be measured against set service standards.

From the annual appraisal, staff development and training requirements will be identified and a corporate training plan for the following year will be drawn up to ensure these needs are met.

Staff and councillors use the information in the Ten Performance Management system to monitor and manage performance against the agreed plans.



Priorities

Safer and healthier lifestyles Minimising local bureaucracy Community participation

Older People Healthier Communities Children and Young People

Priorities	Themes	Outputs and Outcomes Target	Time-scale	Detailed Actions
Environment	Cleaner, greener environment Built environment Community Safety	Sign an integrated contract for refuse, grounds maintenance and street cleaning Introduce civil parking Achieve Green Flag status for Welland Park * Reduce council's contribution to climate change from the 1/4/07 baseline figure by reducing energy use and carbon emissions Carry out 50 proactive environmental enforcement operations during the year 85% of environmental enforcement prosecutions successfully completed Publish a revised Preferred Option Core Strategy Develop and implement a cross-council system to record and respond to all antisocial behaviour complaints Increase membership of Pubwatch/HART by 10% Upgrade CCTV in the district	By March 08 By Sept 07 By Aug 07 By March 08 By March 08 By March 08 By March 08 By Sept 07 By March 08 By Dec 07	Detail within Individual Service Plans
Housing	Affordable housing Delivering decent homes Housing Stock Transfer	To deliver 80 affordable homes Improve 30 non-decent homes occupied by vulnerable people in the private sector Respond to the ballot of tenants on transfer to Seven Locks <ul style="list-style-type: none"> In the event of a ballot in favour of stock transfer complete the necessary legal formalities and change management strategy to register the new organisation and staff transfer In the event of a 'no' vote implement service reduction plan in relation to a retained housing service 	By March 08 By March 08 By Dec 07 By Dec 07	
Community involvement and participation	Increasing involvement Rural communities	Establish Older Persons consultation group Introduce Hate Crime Reporting procedure Increase no. of young people involved in Youth Forums by 100% Increase 'Bring Sites' from 41 to 48 Introduce kitchen waste recycling pilot to 1200 houses Increase no. of people taking exercise by 350* Work in partnership with Broughton Astley Parish Council to develop a cross agency Improvement Partnership Increase involvement of parishes in the Leicestershire & Rutland Association of Parish and Local Councils by 5% Explore increasing Parish Liaison meetings from 1 to 2 per year	By April 07 By Dec 07 By Sept 07 By March 08 By Sept 07 By March 08 By Sept 07 By March 08 By July 07	

Safer Communities Stronger Communities Cleaner and Greener Economic Development

Responsive and efficient services Strong local economy with improved transport

Cleaner, healthier environment

2010 Vision Statements

LAA Priorities

HDC Internal priorities

4 Service Standards

Our Customers

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

Generic Service Standards

Telephone

- We will always try to answer your call within 5 rings (13 seconds).

Voicemail

- Sometimes it is not possible to answer your call in person. Voicemail is used when there are no staff available to take your call. We will reply to voicemail messages within 1 working day.

Letters/Fax

- We will provide a response to letters and faxes, that require a response, within 10 working days. This does not include letters with a statutory response time.

Email

- We will provide a response to emails within 5 working days.

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

Specific Service Standards

Built Environment

Planning Specific

- We will determine at least 60% of major applications within 13 weeks.
- 68% of minor applications within eight weeks.
- We will publish all our policy documents on-line and make provision for on-line submission of responses to our draft policy documents.

Housing Needs

- People who enquire at the Home Search Property Shop without an appointment, we will see them within 30 minutes or make a convenient appointment.
- People who contact the Home Search Property Shop and say they are 'homeless tonight' we will interview and assess their circumstances the same day they make contact.
- We will aim to complete enquiries into homeless persons applications within 33 working days from the date of the application being made, except in exceptional circumstances.

Community Services

- Deal with grant-aid applications within eight weeks
- Respond to Parish Plans within eight weeks.
- Provide at least 362 days of sports activity at each of the leisure centres within the district.
- Respond to anti-social behaviour complaints within seven days.

Corporate Services

- Produce accurate Executive minutes within seven days of the meeting.
- Produce accurate Scrutiny Panel notes within seven days of meeting.
- Produce accurate Planning Committee minutes within seven days of the meeting.
- Produce accurate Council minutes within 18 days of the meeting.
- Produce 'Have your Say' action notes within seven working days of the meeting.

Customer Services

- We respond to all lifeline service requests immediately on a 24/7 basis.
- We have a seven day turn round time for all Land Searches.
- New street names are to be issued within 8 weeks of receipt of the naming request.

Financial Services

Housing and Council Tax Benefits

- We deal with change of circumstances for existing claims within nine days or less on receipt of all of the information.
- We process a new claim in 29 days or less after receipt of all information.

Council Tax

- We issue new accounts within 14 days of the receipt of notification for occupation and vacation of properties.
- We issue new payment documentation within 5 days of receipt of request to change method of payment.
- We process banding amendments within 14 days of new banding notification from Valuation Officer.
- We issue amended accounts for single person discount – granting and cessation within 14 days of receipt of information.

Health and Enforcement Services

- Where there is an emergency situation we will respond within 24 hours (which may include overflowing sewers, missing inspection chamber covers, chemical spills, large fires, burglar alarms, dangerous dogs and major food poisoning outbreaks)
- For serious situations we will respond within 48 hours (which may include sewers about to overflow, housing safety, continuing noise complaint, rats and mice pest control treatment)
- To send letters following inspections within five working days.

Housing Services

- We aim to let general needs properties within 30 days of a council property being vacated.
- When a home-seeker matches to a vacant property we will aim to contact them within 48 hours.
- When a request for minor adaptations comes from social services we will aim to process these within 4 months.
- We aim to acknowledge applications for Right to Buy within 5 working days.
- We will respond to a request for an emergency repair within 24 hours.
- We will respond to a request for an urgent repair within 3 working days.

Information and Communication Technology Services

- To ensure www.harborough.gov.uk is available 99.9% of the time.
- All helpdesk calls are responded to within one hour.

Street Scene Services

Waste Management

- Provide a alternate weekly waste collection to households throughout the district plus a weekly recycling collection.
- Remove racist/offensive graffiti within 24 hours of being reported and other graffiti within 3 working days where on public land.
- Remove non hazardous fly tipping within 48 working hours from the point of report.

Car Parking

- We will process at least 3817 Excess/Penalty Charge Notices and process approximately 1092 appeals

Engineers, Parks and Facilities

- Serve legal notice to remove abandoned vehicle within 24 hours of receiving request within working days Mon-Fri.

5 Corporate Themes: Plans for Development

Our business is governed by many influences. Most of those influences are enshrined in legislation, so as well as us identifying what our community wants, we also have to plan to deliver actions against a number of themes. These include:

- Equality legislation
- Children's Act 2004
- Social Inclusion
- Transformational Government
- Community Safety
- Emergency Planning
- Local Area Management

Detailed actions that support these themes are within Service Plans. Below are some key actions:

5.1 Equality issues

The Equality standard for local government in services and employment in England is designed to ensure that local authorities consider gender, race and disability equality issues at all levels of council policy and practice.

Our work on equalities is structured around meeting this measure of good practice, as follows:

- We will undertake Equality Impact Assessments across all Services to establish whether the services provided are equitable by March 2008
- Corrective actions will be taken to remedy any shortcomings. To be achieved by March 2009
- We will undertake the necessary work to achieve level two of the Equality Standard for Local Government by March 2008

5.2 Hear by Right (working with children/young people)

We will be working to Hear By Right 'emerging status' by March 2007 with an aspirational target of achieving 'established' status by the end of 2010. This programme will enable young people to be involved in decision making processes that affect them. Actions over the next 12 months include:

- Young people will continue to be identified as a target group in the adopted Statement of Community Involvement and a priority for consultation on Local Development Framework (LDF) work
- Establish a baseline of the number of vulnerable children using concessionary leisure facilities by March 2008, and to achieve an increase of 10% on that figure by March 2009

- Deliver programme of health education for schools with Leicestershire & Rutland Primary Care Trust (L&RPCT) in particular targeted at the rural parts of the district
- Work with young people and students to develop the website to provide information and active involvement opportunities
- Education and awareness campaigns to ensure increased recycling and raised profile of cleansing issues. Particular emphasis will be with schools (eco-schools, school recycling)

5.3 Social Inclusion

Central Government has defined Social Exclusion as

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

In contributing towards the reduction of social exclusion a number of actions are planned to ensure that service access is designed to structurally eliminate processes which exclude groups e.g. rural exclusion and service outposts.

Specific actions are as follows:

- Supporting the work of the LRP/Welland on Wheels
- Establish an older persons’ consultative network by May 2007. The aim of the group is for older people to have representation in the council’s decision making processes and shape future service deliver around the needs of older people
- Accessible / easily understood agendas for ‘Have Your Say’ meetings by December 2007
- Continue the targeted take-up campaign for awareness of benefits for pensioners
- Continue to work with local learning disability groups to provide health promotion activities
- Increase the Decent Homes Project scope to include other agencies capable of addressing the needs of vulnerable households
- Continue to develop and improve our recycling ‘bring sites’ particularly improving access in rural areas

5.4 Transformational Government

The Government strategy for Transformational Government identified the key challenges of:

- Designing services around the citizen or business
- Releasing efficiencies by standardisation, simplification and sharing
- Improving government’s professionalism in delivery of

ICT-enabled change

In responding to this initiative we have identified a number of actions and projects which will drive things forward. The more significant of these are as follows:

- Implement Public Access to allow online responses to planning policy consultations, a web based 'scores on the doors' rating system for food establishments and the on-line capability for licensing applications
- Set up a web based hate crime reporting mechanism by December 2007
- Open the Bushby Service Shop, using ICT links to bring council services to rural residents
- The Learning Pool (web based learning) will be developed for staff training by September 2007
- The lifeline centre will go live using the council's Customer Relationship Management (CRM) system by December 2007
- Implement a 24-hour automated telephone system for payments by October 2007
- Use the CMIS committee management system to move to electronic agendas and streamline the process for reporting and the production of minutes

5.5 Community Safety

We work with the Leicestershire constabulary and other partners in the Community Safety Partnership to reduce the prevalence and effect of crime and make the district a safe place to live.

Key actions planned for 2007/08 in support of this work are:

- Develop knowledge and adherence to the principles of Community Safety as outlined in Section 17 of the Crime and Disorder Act. Internal training and promotion by October 2007
- Control of built development will continue to ensure good quality natural surveillance, the creation of active frontages, the provision of lighting, CCTV coverage and appropriate planting and boundary treatment and to prevent uses that would compromise community safety
- Emerging LDF policy will further inform Development Control decision making to influence outcomes in relation to Community Safety issues
- Work with the local police and the housing team to deliver antisocial behaviour strategy and with schools to highlight antisocial behaviour issues. Continue to work to reduce occurrences of antisocial behaviour through analysis of local data, collection community knowledge and adherence to the RESPECT Action Plan by July 2007

- Work in partnership with the local police, customer services and housing teams to develop a hate crime reporting mechanism by December 2007
- To go live with Single Non-emergency Number (SNEN) as from 1 June 2007
- Introduction of a corporate Dangerous Persons register. This is required to manage the potential risks to lone working staff.

5.6 Emergency Planning

Our main Emergency Plans are in place complete with supporting plans from service areas. These plans will be validated with an emergency planning exercise.

Specifically during 2007/08 we will:

- Establish our responsibilities in terms of providing site clearance and demolition advice by December 2007
- Contribute to the council's obligations in relation to accommodation of the homeless arising in an emergency
- Develop a planned response to an Avian Flu pandemic outbreak
- Update our main Emergency Plan, supported by plans for each service area. This to be completed by December 2007
- Have Rest Centre Plans in place and validated by October 2007
- Have Mass Evacuation Plans in place for Market Harborough and Lutterworth by September 2007

5.7 Local Area Management

What is Local Area Management?

The definition of Local Area Management is varied and depends, in part, on the strategic aims of lead agencies. The definition we are using is:

'to influence the way public services are designed, developed and implemented, so that they will be most effective in meeting residents' needs'

Our aim is to promote the achievement of citizen and community engagement by developing an area based management approach based around definable areas that local people recognise as their community.

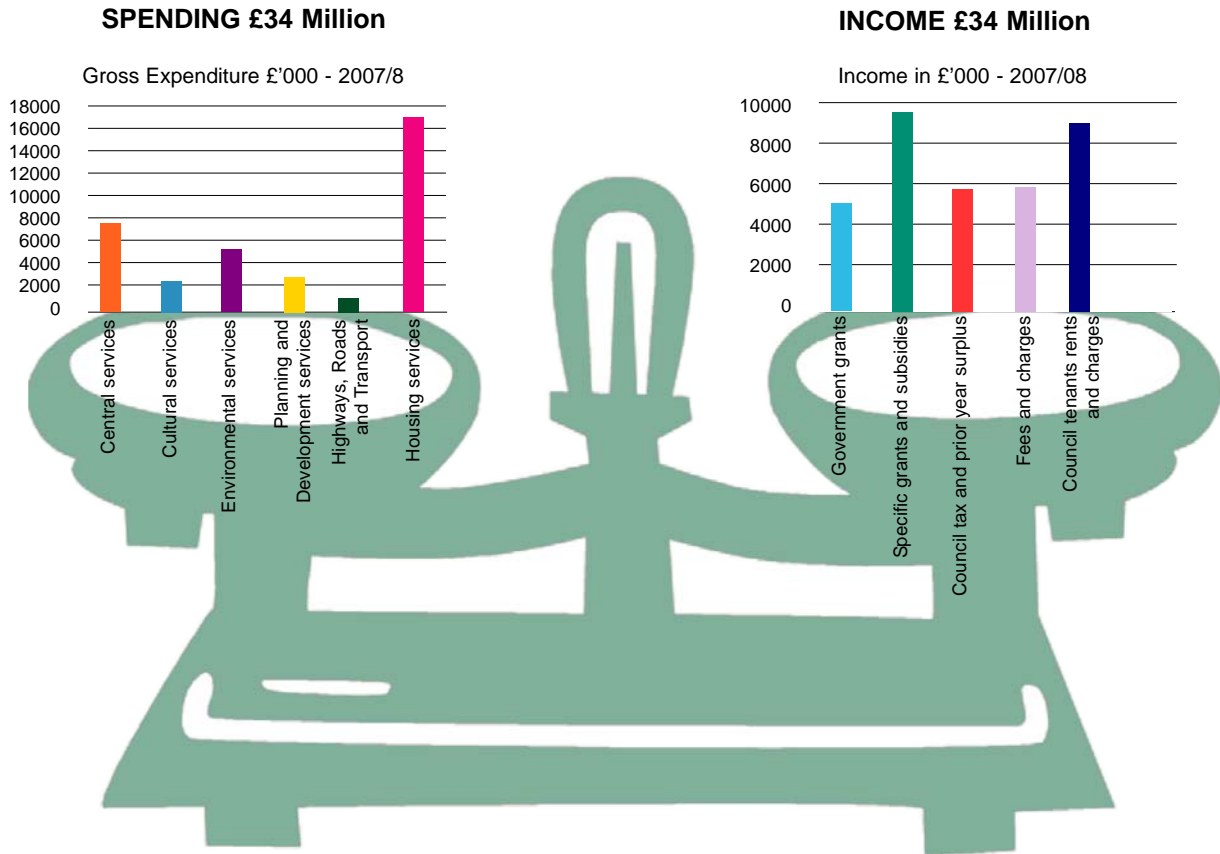
Examples of our work in support of Local Area Management are as follows:

- Funding was established for the Lutterworth Improvement Partnership early in 2006/07 for LiP to continue employing a Programme Officer for a further three years. Detailed plans can be viewed at www.harborough.gov.uk/lip
- Continued funding has also been agreed for the Harborough

Improvement Team (HiT) Manager. Discussions have also taken place during the second half of 2006/07 to establish a wider role for HiT in relation to its role in delivering a local agenda for the town.

- Work in partnership with the Parish Council and other local agencies to develop Broughton Astley Improvement Team (multi agency group). Formal structure and arrangements in place by September 2007
- Community transport initiatives will continue to be developed through the community transport partnerships
- Continue with Have Your Say meetings across the district
- A fourth Service Point will open at Bushby by 1 June 2007, to complement Fleckney, Broughton Astley and Great Glen
- Continue to work closely with parishes including the increased take-up of benefits campaign
- Continue the development of the area offices for the enforcement team and establish the third area office in the North East part of the district by 1 June 2007
- Provide health input to projects co-ordinated by Harborough Improvement Team and Lutterwoth Improvement Partnership

6 Spending and Income



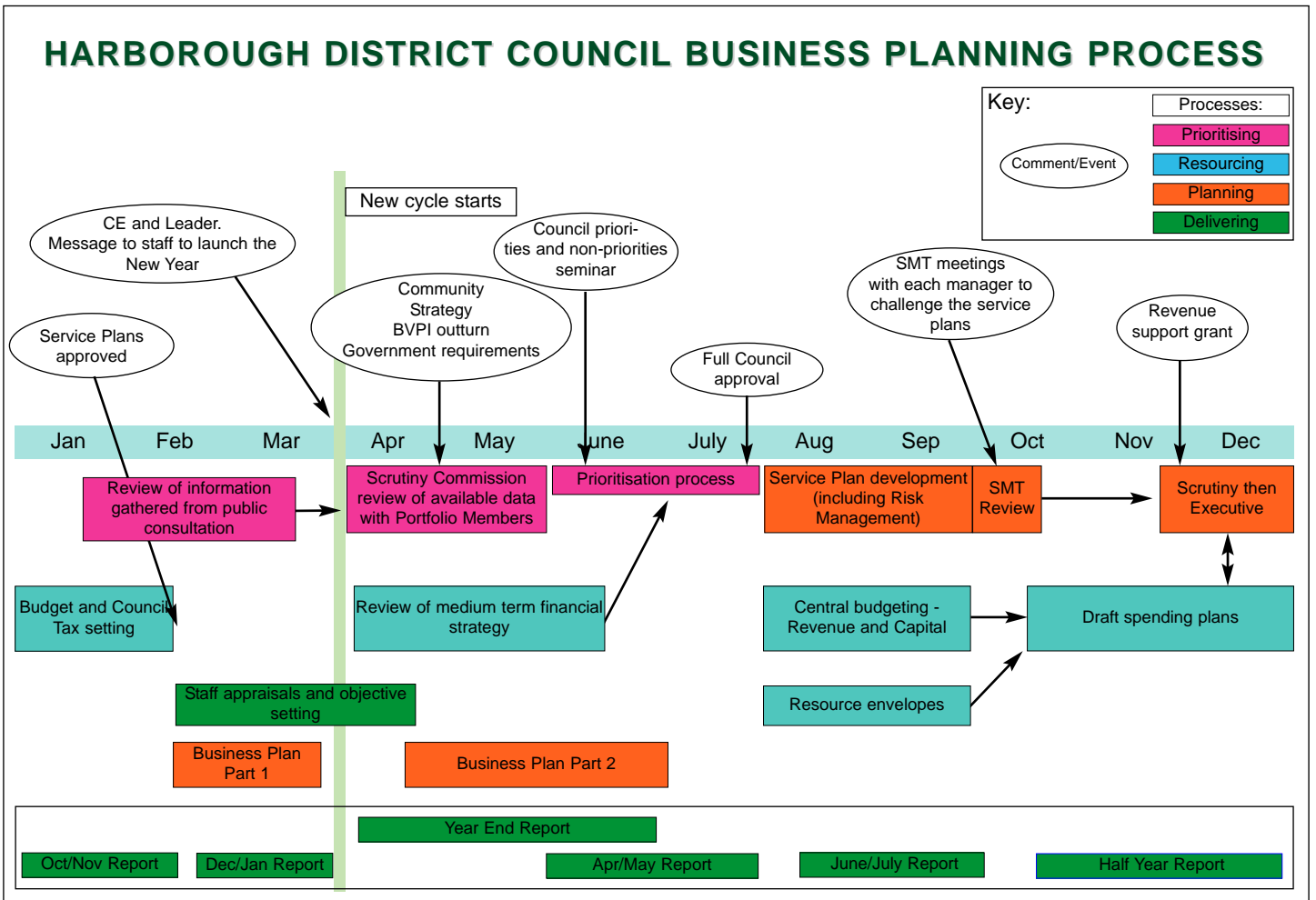
Total spending for Harborough District Council in 2007/08 has been agreed as just over £34 million. Of this, £4.7 million is collected through Council Tax. For each household this represents just £152 per year based on a Band D property. Most of the spending on housing is funded from rents or specific grants and is kept separate from other council money in a Housing Revenue Account.

7 Monitoring our Performance

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

Councillors and officers use the information in the TEN system to monitor the performance of the council on a regular basis. Much enhancement work has been completed over the last year and the TEN system now incorporates risk management as well as summary reports and graphs illustrating changes in performance over time.

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



8 Glossary and Websites

Glossary

Audit Commission	The Audit Commission 'Use of Resources' is an annual assessment of how councils manage their finances and deliver value for money
Have Your Say	Have Your Say meetings occur regularly at various locations around the district to allow the local communities to meet and discuss important issues about the community and its future development, with the local district and county councillors and the police
HDC	Harborough District Council
LAA	Local Area Agreement - The Local Area Agreement forms part of the 10 year strategy on the future for local government produced by the Office of the Deputy Prime Minister (ODPM) (now Department for Communities and Local Government - DCLG)
Local Development Framework (LDF)	Under new Government legislation, we have begun work on producing a LDF to replace the Local Plan. The LDF will set out not only where development may take place and the kinds of development that may occur, but will also take account of the strategies and plans of other organisations and bodies. In some instances, the LDF will explain how it can assist in the delivery of other strategies, such as the Community Strategy
LRP	Leicestershire Rural Partnership - This comprises 19 diverse organisations who work together to improve the quality of life of those living and working in rural Leicestershire
LSP	Local Strategic Partnership - a partnership of public service agencies, local businesses and the voluntary sector who want to work together to improve quality of life for local people
PI	Performance Indicator - A measure of a council's performance, e.g: BVPI 8 - Percentage of undisputed invoices which were paid within 30 days BVPI 82 - Percentage of household waste recycled
Welland On Wheels	A scheme which provides job-seekers in isolated areas with transport such as mopeds
Welland Partnership	A partnership of five local authorities: Harborough District Council, Melton Borough Council, East Northamptonshire District Council, Rutland County Council and South Kesteven District Council

Interesting websites

www.harborough.gov.uk	HDC website
www.marketharboroughonline.co.uk	Community portal
www.lutterworth-online.co.uk	Community portal
www.audit-commission.gov.uk	View national reports, performance indicators etc.
www.leicestershiretogether.org.uk	Leicestershire Together



For information on any aspect within the Business Plan please contact Paul Clarke on extension 1248 or email p.clarke@harborough.gov.uk