



# Harborough District Council

Corporate Delivery Plan 2018-19 to 2020-21, September 2020 version (revised in response to the Coronavirus Pandemic)

*The Vision: to secure a healthy and prosperous future for the people of Harborough District*

*Harborough District... a great place to live, work, visit and invest*

## **Working Collaboratively**

We work collaboratively with others to deliver our key outcomes and priorities through a variety of different arrangements such as shared services, delegations to and from other councils.

Current collaborative arrangements include:

Shared Services or Partnerships:

- Delivery of revenue and benefits services with both Hinckley & Bosworth Borough Council and North West Leicestershire District Council.
- Joint Strategic Planning Manager which is shared between the nine Leicestershire Local Authorities and the Leicester and Leicestershire Enterprise Partnership (LLEP). The post supports the Members Advisory Group which is constituted from planning lead councillor representatives from each organisation.
- The Council has a shared Air Quality post with North West Leicestershire District Council.
- Emergency Planning is delivered through the Resilience Partnership with the other ten local authorities of Leicester, Leicestershire and Rutland.
- The Council's is in Partnership with four other local authorities to deliver its Building Control service.
- Leicestershire Waste Partnership

Delegations to other councils:

- Contact Centre operation has been delegated to Charnwood Borough Council.
- Delegation to Rutland County Council (lead for the Welland Partnership) to provide internal audit service.
- Payroll delegated to Leicester City Council.

Delegations from other councils:

- We provide on-street parking enforcement for Leicestershire County Council.
- We provide off-street parking enforcement for Blaby District Council, Oadby and Wigston Borough Council and Melton Borough Council.
- Provision of legal services to Melton Borough Council.
- We provide grounds maintenance services to Rutland County Council.

## The Council's Priorities

**The Place: a safe, enterprising and vibrant place**

**The People: a healthy, inclusive and empowered community**

**Your Council: creative, proactive and efficient**

## The Council's Critical Outcomes (COs)

**PLACE: a safe, enterprising and vibrant place**

CO 1 Keeping the District a great place to live, work and visit

CO 2 Encourage enterprise

CO 3 Enable delivery of quality homes for all

CO 4 Improving the environment

**PEOPLE: a healthy, inclusive and empowered community**

CO 5 Promote health and wellbeing

CO 6 Support vulnerable People of all ages

CO 7 Empowered communities

**YOUR COUNCIL: creative, proactive and efficient**

CO 8 Deliver financial sustainability for the future

CO 9 Responsive and accessible Services

**PRIORITY: a safe, enterprising and vibrant place**

<b>Critical Outcome 1: Keeping the District a great place to live, work and visit</b>				
<b>Lead Portfolio Holder(s):</b>				
<b>Lead Officer(s):</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.01.01	Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)	<ul style="list-style-type: none"> <li>- Greater certainty for the community and for developers about what development will take place where and what infrastructure will be provided to support.</li> <li>- Greater control over planning decisions and fewer speculative applications and appeals.</li> <li>- The Council will be able to provide an effective, integrated and accessible Planning Service.</li> <li>- Deliver sustainable development including new homes and economic growth, and ensuring the Council fulfils its statutory Local Planning Authority function.</li> <li>- Continued development</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of planning applications determined in accordance with the Local Plan.</li> <li>- To meet local and national performance standards.</li> <li>- To be below the national average for planning appeals.</li> <li>- Ensure compliance with Planning Enforcement protocols.</li> <li>- Improved accuracy of forecasting (especially in the medium term).</li> <li>- Increase on the current business rate baseline (after appeals).</li> <li>- Monitoring of the Infrastructure Delivery Plan.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Failure to implement Local Plan policies consistently could lead to reputational damage.</li> <li>- Poor performance may lead to implementation of Special Measures and the Council losing decision-making powers.</li> <li>- Ineffective enforcement leads to unauthorised development. That necessary infrastructure is not provided.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- To provide reassurance that planning decisions will be made in accordance with the Local Plan, providing greater certainty for the community.</li> <li>- To control development, including housing and</li> </ul>

		<p>of Neighbourhood Plans.</p> <ul style="list-style-type: none"> <li>- Improved forecasting of housing and business build-out rates.</li> <li>- Improved knowledge of 'build out' plans at a locality level.</li> <li>- Identifying opportunities to maximise business rates.</li> <li>- Improved economic and demand forecasting in respect of economic and housing growth.</li> <li>- Ensure the necessary infrastructure is provided to meet the needs of future development.</li> </ul>		<p>economy, to shape the sustainable growth of the District.</p> <ul style="list-style-type: none"> <li>- More informed decision making in the light of improved forecasting.</li> <li>- To highlight the need for necessary infrastructure through the Infrastructure Delivery plan.</li> </ul>
KA 01.02	Begin the review of the adopted Harborough Local Plan (2011-2031)	<ul style="list-style-type: none"> <li>- Greater certainty for the community and for developers about what development will take place where and what infrastructure will be provided to support.</li> <li>- Greater control over planning decisions and fewer speculative applications and appeals.</li> <li>- Sufficient land will be allocated to meet forecasted employment need across a range of employment sectors.</li> <li>- Employment land will be</li> </ul>	<ul style="list-style-type: none"> <li>- Adoption of the reviewed Local Plan in accordance with the timetable set out in the Local Development Scheme.</li> <li>- Growth in business rates to include number of new assessments added to the local rating list.</li> <li>- Net increase in floor space for employment.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- The Planning Inspectorate finding the Local Plan unsound or that the Duty to Cooperate or Legal Compliance requirements have not been met in full.</li> <li>- Insufficient employment land brought forward to meet employment needs.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To ensure the Local</li> </ul>

		available to meet growth aspirations of different sectors.		<p>Plan is reviewed within the timescales required by Government and set out within the Local Plan itself</p> <ul style="list-style-type: none"> <li>- To ensure the District retains an up-to-date and robust Local Plan.</li> <li>- To make local communities more economically viable.</li> <li>- Potential to diversify the economic offer of the District.</li> </ul>
KA.01.03	To identify and address key issues of crime and disorder through the Community Safety Partnership and the use of statutory tools and powers	<ul style="list-style-type: none"> <li>- Reassurance that crime and disorder is being tackled by local services.</li> <li>- Residents and communities more aware of measures to keep themselves safe from harm.</li> <li>- Working to reduce incidents of crime and anti-social behaviour</li> <li>- Identify and support vulnerable victims</li> </ul>	<ul style="list-style-type: none"> <li>- Six monthly highlight reports on CSP activity</li> <li>- Percentage of victims that are risk assessed to ensure correct support is in place.</li> <li>- Provision of an up-to-date, fit-for-purpose CCTV Strategy</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Managing expectations of the community around resources and risk.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To provide reassurance that crime and disorder is being tackled by local services.</li> </ul>
KA.01.04	Develop in partnership the local visitor economy particularly in respect of the District's two market towns.	<ul style="list-style-type: none"> <li>- Increased growth in tourism.</li> <li>- Increased sustainability of the businesses that are engaged in the tourism economy.</li> <li>- Increases attendance at local events.</li> <li>- Promotion of the</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in visitors to the District.</li> <li>- Increase in Growth Value Added in the tourism sector.</li> <li>- Increase in number of events, visitors and economic impact.</li> <li>- Increased footfall in each</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- National economic downturn prevents expansion of this sector.</li> <li>- Increased competition from other areas.</li> <li>- External economic impacts e.g. increased online shopping leads to</li> </ul>

		<p>vibrancy of the District's two market towns.</p> <ul style="list-style-type: none"> <li>- Increased footfall within the two market towns.</li> <li>- Increased economic benefit to the locality.</li> <li>- Enhanced visitor experience.</li> </ul>	<p>of the market towns compared to previous years.</p> <ul style="list-style-type: none"> <li>- Gross value added increase.</li> <li>- Successful implementation of the Council's Economic Development Strategy.</li> </ul>	<p>store closures.</p> <ul style="list-style-type: none"> <li>- There could be a 'domino' effect in a town centre once there are a few store closures, this can lead to less footfall and more closures</li> <li>- Uncertainty of national economic environment.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To work with partners to develop the tourism offer.</li> <li>- To expand the reach of the two market town centres as destinations.</li> </ul>
KA.01.05	Begin the review of the Council's Conservation Areas	<ul style="list-style-type: none"> <li>- Protect and enhance the Council's Conservation Areas</li> <li>- Inform planning decisions affecting Conservation Areas</li> </ul>	<ul style="list-style-type: none"> <li>- Preparation of methodology and prioritisation for reviews</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Managing expectations of communities around the timing and speed of reviews</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Ensure the Council's 62 Conservation Areas are up-to-date and fit for purpose</li> </ul>

<b>Critical Outcome 2: Encourage enterprise</b>				
<b>Lead Portfolio Holder(s):</b>				
<b>Lead Officer(s):</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.02.01	Encourage the entrepreneurial SME economy, through the Innovation Centre, Grow-On Centre and business support frameworks, to recover and prosper following the impact of the Coronavirus.	<ul style="list-style-type: none"> <li>- SMEs will be able to access business support frameworks to support their growth journey.</li> <li>- High Growth Potential SMEs will be able to locate at the Harborough Innovation Centre and potential grow-on space.</li> <li>- Harborough's reputation as a District supporting small businesses is maintained.</li> <li>- Work with local businesses to fully understand their needs and aspirations.</li> <li>- Increase promotion of awareness of Harborough District to potential investors.</li> <li>- Increase in more and diverse job opportunities for the residents of Harborough District</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage occupancy rate at the Harborough Innovation Centre and potential grow-on space.</li> <li>- Exceed target turnover of businesses.</li> <li>- Business Failure percentage is less than Harborough District average.</li> <li>- Increase in inward investment enquiries.</li> <li>- Net increase in business registrations in the District.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Competition from privately-led office/business centre accommodation.</li> <li>- Lack of Grow on Space may limit growth ambitions.</li> <li>- Necessary infrastructure is not in place.</li> <li>- National economic downturn and/ or local competition.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- Grow-on space could free up space for small SMEs to have access to the Harborough Innovation Centre.</li> <li>- To exploit the District's good transport links.</li> </ul>



KA.02.02	Develop partnerships with Schools, Universities and Centres of Excellence to provide services in the District.	<ul style="list-style-type: none"> <li>- Work with education providers to ensure that pupils have an understanding of local employment and training opportunities.</li> <li>- Promote specific sector job opportunities in schools to attract young people into these sectors.</li> <li>- Develop a positive relationship between local businesses, education providers and the Council.</li> </ul>	<ul style="list-style-type: none"> <li>- Business satisfaction survey.</li> <li>- Attendance at engagement events.</li> <li>- Continued commitment promoting through local schools and colleges apprenticeships, work experience placements and university placements at the Council.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Failure to engage effectively with the education providers and local businesses.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- There may be opportunities for joint working on common issues.</li> <li>- Tapping into a future talent pool through work experience and work placements, raising the profile and educating younger people in the community on the range of career opportunities at the Council through career fairs at schools and colleges.</li> </ul>
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<b>Critical Outcome 3: Enable delivery of quality Homes for all</b>				
<b>Lead Portfolio Holder(s):</b>				
<b>Lead Officer(s):</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.03.01	<p>Achieve delivery of an appropriate mix and type of affordable housing that meets local need* throughout the District, across all tenures.</p> <p>*Housing needs to be reviewed in light of the impact of the Coronavirus.</p>	<ul style="list-style-type: none"> <li>- Affordable housing is available to those that need it.</li> <li>- New housing meets housing needs by providing a range of house types, tenure, size and location including specialist housing and extra</li> </ul>	<ul style="list-style-type: none"> <li>- Number of affordable homes delivered.</li> <li>- Major applications (sites of more than 10 dwellings) providing for an appropriate mix of tenure, type and size to meet needs.</li> <li>- Monitoring of targets set in the Local Plan.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Local individuals (including young people) and families on a low income are not able to live in the District.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Using Planning Policy to influence affordability and quality of homes delivered.</li> </ul>
KA.03.02	<p>Provision of effective housing advice and Prevention of Homelessness*</p> <p>*Advice and prevention needs to be reviewed in light of the impact of the Coronavirus.</p>	<ul style="list-style-type: none"> <li>- Minimise homelessness through early intervention.</li> <li>- Resolve applicants' housing problems through enhanced housing advice, rent deposit and similar schemes to enhance access to private tenancies, family mediation, domestic violence victim support, and tenancy sustainment.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of repeat homelessness acceptances.</li> <li>- Percentage of home-seekers re-housed in the quarter who were in high housing need band and successfully bid within 16 weeks.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Homelessness is traumatic for households and puts pressure on Council resources in terms of Officer time and the provision of costly temporary accommodation.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To help residents to find sustainable housing options.</li> </ul>

KA.03.03	To bring long-term empty properties back in to use.	<ul style="list-style-type: none"> <li>- Increasing the amount of residential accommodation.</li> <li>- Promotion of economic vitality.</li> <li>- Improved street scene.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced empty business and retail properties.</li> <li>- Number of interventions carried out throughout the year.</li> <li>- Reduction in empty homes in the District.</li> <li>- The effect of change to the Council Tax long-term Empty Property Policy.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- External economic factors lead to an increase in empty properties.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- To focus on those properties that will have the most impact.</li> </ul>
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<b>Critical Outcome 4: Improving the environment</b>				
<b>Lead Portfolio Holder(s):</b>				
<b>Lead Officer(s):</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.04.01	Provide effective local air quality management.	<ul style="list-style-type: none"> <li>- Work with other agencies to work towards delivering the outcomes of Air Quality Action Plan and to improve the local air quality within the District.</li> </ul>	<ul style="list-style-type: none"> <li>- Robust air quality monitoring data identified to enable decision making and appropriate migration.</li> <li>- Compliance with national legislation.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Multi-agency response adds complexity to actions required.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To develop local action plans.</li> </ul>
KA.04.02	To enable communities to identify and meet community facility and recreation needs and ensure that the Council grant process is as accessible as possible for all.	<ul style="list-style-type: none"> <li>- Residents will be able to access local community facilities for sport, physical and community activity to complement the District's leisure centres.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of the build facilities strategy</li> <li>- Allocation of s106 funding to identified CIL compliant community facility and recreation projects.</li> <li>- Development of CIL-compliant evidence base for future funding.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Risk that sustainable local facilities are not developed.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Section 106 money identified for additional needs arising from housing growth .</li> </ul>
KA.04.03	To promote a clean environment through campaigns and enforcement	<ul style="list-style-type: none"> <li>- Increase public awareness of fly-tipping.</li> <li>- Proactive enforcement of fly-tipping and dog fouling.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased number of fixed penalty notices and prosecutions.</li> <li>- Measure awareness of public campaigns.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Continued national increase in fly-tipping.</li> <li>- Changes at household waste sites have a</li> </ul>

				<p>negative impact.</p> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To build public awareness and change behaviour.</li> </ul>
KA.04.04	Prepare for re-procurement of the Environmental Services Contract	<ul style="list-style-type: none"> <li>- Effective procurement will ensure that the District is clean and safe by securing a high quality Waste Management, Street Cleansing and Grounds Maintenance service.</li> </ul>	<ul style="list-style-type: none"> <li>- Procurement of contract to deliver value for money.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Risk of new contract being more expensive for the same service level.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Opportunity to save money.</li> <li>- Opportunity to ensure service quality.</li> </ul>
KA.04.05	To Ensure all Council Activities work towards the being Carbon Neutral by 2030	<ul style="list-style-type: none"> <li>- Reducing Carbon emissions from Council activities will be embedded in all service areas</li> <li>- Improved joined up working with external organisations and agencies</li> <li>- The climate change impact of Council activities will be minimised</li> <li>- Improved access to electrical charging points across the district</li> <li>- Green incentives available to encourage behaviour change</li> </ul>	<ul style="list-style-type: none"> <li>- Development of comprehensive action plan for the Council including milestones and performance indicators.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Reputational risk of not reducing carbon emissions</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Better joined up working across all service areas and external organisations to achieve common objectives</li> </ul>

		e.g. reduced licence fee for ULEV taxis. - Promote initiatives to combat climate change.		
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## The People: a healthy, inclusive and empowered community

Critical Outcome 5: Promote health and wellbeing				
Lead Portfolio Holder(s):				
Lead Officer(s):				
Ref	Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	What are the Risks and Opportunities?
KA.05.01	Deliver and Commission a range of health and wellbeing activities and work with partners to develop long-term sustainable health and wellbeing outcomes	<ul style="list-style-type: none"> <li>- Ensuring communities have opportunities to engage in local and District-wide projects and programmes for healthy lifestyles.</li> <li>Residents are;                             <ul style="list-style-type: none"> <li>- More active</li> <li>- Better physical and mental wellbeing</li> <li>- Reduced social isolation</li> <li>- Living better for longer</li> <li>- Reduced reliance on primary services.</li> </ul> </li> <li>- To work in partnership with new Primary Care Networks</li> </ul>	<ul style="list-style-type: none"> <li>- Number of attendances at outreach activities.</li> <li>- Percentage of those attending activities reporting an increase in physical activity levels.</li> <li>- Individual and group case studies</li> <li>- Continue to provide and improve on community exit routes from higher dependency provision of services                             <ul style="list-style-type: none"> <li>- Falls prevention</li> <li>- Cardiac rehab</li> <li>- Exercise prescription</li> <li>- Cancer/diabetes &amp; back pain</li> </ul> </li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Short-term funding could limit long-term outcomes.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- To attract and combine funds from a variety of sources to leverage better outcomes.</li> <li>- To work with other sports and leisure providers.</li> </ul>
KA.05.02	Develop a long-term leisure offer in Market Harborough and Lutterworth.	<ul style="list-style-type: none"> <li>- Improved leisure and open space infrastructure to encourage participation in sport and recreation.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased participation in physical activity.</li> <li>- New leisure contractor/operator identified.</li> <li>- New centre for Market Harborough agreed.</li> <li>- New Playing Pitch</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- New leisure contract bids are outside of the budget envelope.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- Procurement process</li> </ul>

			Strategy adopted by Council.	delivers an enhanced infrastructure.  - To work with partners to enhance sport and leisure opportunities in the District.
KA.05.03	Provide domestic energy efficiency advice and measures through Harborough Warm Homes and encourage households to participate in the Council's Collective Switching initiative	<ul style="list-style-type: none"> <li>- Reduced energy consumption in the District.</li> <li>- More households are able to access cheaper electricity tariffs.</li> <li>- Reduced emissions of greenhouse gasses.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of installations carried out.</li> <li>- Monitoring of data contained within the annual Climate Local progress reports.</li> </ul>	<u>Risk</u> <ul style="list-style-type: none"> <li>- Change to Government Policy.</li> </ul> <u>Opportunity</u> <ul style="list-style-type: none"> <li>- To target the most vulnerable households.</li> <li>- Utilise the Lightbulb service to promote Harborough Warm Homes.</li> </ul>



<b>Critical Outcome 5: Support vulnerable People</b>				
<b>Lead Portfolio Holders:</b>				
<b>Lead Officers:</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.06.01	Enable and promote the Voluntary Sector to support vulnerable people, including post-Coronavirus support.	<ul style="list-style-type: none"> <li>- Thriving voluntary and community sector that meets the needs of residents is important.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of people supported.</li> <li>- Number of volunteering hours.</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- Unmet demand if the voluntary sector is not supported.</li> <li>- Reduction in local and national funding for the Voluntary Sector.</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Council's funding provides voluntary organisations with the ability to leverage significant additional funding.</li> </ul>
KA.06.02	Continue to develop the Lightbulb offer for households.	<ul style="list-style-type: none"> <li>- Maximise the contribution housing support can play in keeping vulnerable people independent in their homes, helping to avoid unnecessary hospital admissions or GP visits and facilitating timely discharges.</li> <li>- The availability of a more flexible approach to delivering beneficial outcomes to households beyond the scope of the disabled facilities grant programme.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring in line with the Lightbulb Service Plan.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Managing demand on the service.</li> <li>- Partners withdrawing from Lightbulb.</li> <li>- Reduction in funding for assistance.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- Improved customer</li> </ul>

				<p>experience.</p> <ul style="list-style-type: none"> <li>- More joined-up approach between partners.</li> <li>- Reduction of impact on health service.</li> </ul>
KA.06.03	Provision of a 24-hour Lifeline Service	<ul style="list-style-type: none"> <li>- Enabling vulnerable people, especially older people, to live at home safely and independently.</li> </ul>	<ul style="list-style-type: none"> <li>- Numbers of people supported.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Viability of service due to competition.</li> <li>- Loss of corporate contracts.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- To make the District a better place for vulnerable people and to provide an income-generating service.</li> <li>- Digitalisation of services offers new opportunities and potential for efficiencies.</li> </ul>
KA.06.04	Delivery of the agreed objectives and recommendations of the Armed Forces Covenant	<ul style="list-style-type: none"> <li>- Serving and veteran personnel and their families are better supported with the transition to civilian life.</li> </ul>	<ul style="list-style-type: none"> <li>- Fulfilment of the objectives and recommendations of the Armed Forces Covenant.</li> <li>- The database of personnel with</li> </ul>	<p><u>Risk</u></p> <ul style="list-style-type: none"> <li>- If personnel are not adequately engaged with this may lead to unforeseen pressures on Council services.</li> </ul>

**Commented [EON1]:** Suggested for inclusion by Councillor King.

			enlarged.	<u>Opportunity</u> - To better supported Armed Forces personnel who are empowered to integrate into civilian life.
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<b>Critical Outcome 7: Empower Communities</b>				
<b>Lead Portfolio Holder:</b>				
<b>Lead Officers:</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.07.01	Liase with parishes to understand local need and enable them to provide services in their locality (including post-Coronavirus needs and support).	- Confident and sustainable local communities.	- Increase in services provided by parish councils.	<u>Risk</u> <ul style="list-style-type: none"> <li>- Local needs of communities cannot be met without input from parishes.</li> </ul> <u>Opportunity</u> <ul style="list-style-type: none"> <li>- Access to wider funding sources.</li> <li>- More services delivered locally.</li> </ul>
KA.07.02	Support the preparation of Neighbourhood Plans	- Providing communities with a greater say over future planning decisions in their locality.	- Number of 'made' Neighbourhood Plans.	<u>Risk</u> <ul style="list-style-type: none"> <li>- Neighbourhood planning is not well understood and expectations are unduly raised.</li> </ul> <u>Opportunity</u> <ul style="list-style-type: none"> <li>- To engage local communities in planning for their community.</li> </ul>

**PRIORITY: Your Council: creative, proactive and efficient**

**Critical Outcome 8: Deliver Financial Sustainability for the future**

**Lead Portfolio Holder(s):**

**Lead Officer(s):**

<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.08.01	Develop and adopt a robust methodology for business cases to deliver cost savings and income generation proposals.	<ul style="list-style-type: none"> <li>- MTFS targets are delivered.</li> <li>- Service changes are evidence based and deliver sustainable services and benefits.</li> <li>- Appropriate Governance and Assurance frameworks are put in place.</li> <li>- Robust business cases enable better decision making.</li> </ul>	<ul style="list-style-type: none"> <li>- Project Management &amp; Benefit Cards.</li> <li>- Savings targets being met or exceeded.</li> <li>- Approval of the business case for a suitable Human Resources/ Payroll system.</li> <li>- Completion of the review of charges for pre-application planning advice.</li> <li>- Implementation of the Council's Property Strategy.</li> <li>- Implementation of the Council's Capital Programme.</li> <li>- Introduction of a corporate standard for business cases.</li> <li>- Officer and member training for business case development and options appraisals.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Improved links between outcomes expected and resources invested.</li> <li>- Business Case dependencies could delay implementation leading to reduced benefits achieved in desired timetable (rather than individual saving proposals).</li> </ul> <p><u>Opportunity</u></p> <ul style="list-style-type: none"> <li>- Sustainable service delivery for the future.</li> </ul>

KA.08.02	Develop a Medium-term financial Strategy (MTFS) for use in the 2021/22 year onwards.	<ul style="list-style-type: none"> <li>- To ensure the future financial sustainability of the Council.</li> <li>- To ensure the continuation of Council services and delivery of its priorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Adoption of the Council's MTFS in February 2021.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Potential funding shortfalls impact on service delivery.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- The Council is in a position to proactively shape its medium-term future rather than being forced to react to Central Government changes in Local Government finance.</li> </ul>
KA.08.03	Develop a commercial Property Investment Strategy.	<ul style="list-style-type: none"> <li>- To generate new net rental income to fund Council services.</li> </ul>	<ul style="list-style-type: none"> <li>- Generation of new income (target TBC in Strategy).</li> <li>- Generation of net return (target TBC in Strategy).</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Market or tenant failure leads to loss of income and/or increased costs.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- Increased rental income.</li> <li>- Growth in Asset base.</li> <li>- Possible regeneration within the District.</li> </ul>

<b>Critical Outcome 9: Responsive and accessible services</b>				
<b>Lead Portfolio Holder(s):</b>				
<b>Lead Officer(s):</b>				
<b>Ref</b>	<b>Key Activity</b>	<b>What difference will it make? (Outcomes)</b>	<b>How will we measure success? (Performance Measures)</b>	<b>What are the Risks and Opportunities?</b>
KA.09.01	Implement the Smarter Services Programme in order to improve the customer experience, deliver efficiencies, and maximise use of online submissions portals.	<ul style="list-style-type: none"> <li>- More services are available 24/7.</li> <li>- Improved knowledge of customer contact.</li> <li>- Customers are more informed as to progress and outcomes.</li> <li>- Resources can be better focused to deal with more complex enquiries and request.</li> <li>- As far as is possible all customer access channels will offer the same level of service.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased number of transactions submitted through online portals.</li> <li>- Successful implementation of the Smarter Services Programme.</li> <li>- Reduction in failure demand – e.g. chasing for progress.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Customers resist channel shift.</li> <li>- Customers lack ICT knowledge or access to channels (e.g. no Broadband).</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- To increase accessibility to Council services.</li> <li>- Streamline access to transaction services.</li> <li>- Offer more choice to customers.</li> </ul>
KA.09.02	To ensure effective Strategic Communications across the District to keep residents informed of Council Services and Key Activities.	<ul style="list-style-type: none"> <li>- Residents feel well informed, which will strengthen communications across the District.</li> <li>- Consistent corporate messages and key activities are shared across the District</li> </ul>	<ul style="list-style-type: none"> <li>- Framework developed and implemented.</li> <li>- Through ongoing review and monitoring of the Communications Strategy.</li> </ul>	<p><u>Risks</u></p> <ul style="list-style-type: none"> <li>- Residents do not know about the key activities of the Council</li> <li>- Too much information is lost and residents do not feel informed.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>- Communications will be conveyed at the right time for the right</li> </ul>

				audience, and reduce information overload.  <u>Design service</u>
KA.09.03	To conduct a Community Governance Review of Parishes	<ul style="list-style-type: none"> <li>- Ensure that parish boundaries are appropriate and fit for purpose.</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of review within the statutory 12 month period.</li> </ul>	<u>Risk</u> <ul style="list-style-type: none"> <li>- Potential difficulties in reaching agreement on proposals.</li> </ul> <u>Opportunity</u> <ul style="list-style-type: none"> <li>- Increased public awareness of local democracy.</li> </ul>
KA.09.04	Review the Customer Services Strategy	<ul style="list-style-type: none"> <li>- Services focussed on the needs of the customer</li> <li>- Consistently high quality service for people contacting the Council</li> <li>- To ensure customer services is responsive to changing user needs and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>- The Council has an adopted fit-for-purpose Strategy.</li> </ul>	<u>Risks</u> <ul style="list-style-type: none"> <li>- Assumptions are made on customers' requirements and are not based on evidence.</li> </ul> <u>Opportunities</u> <ul style="list-style-type: none"> <li>- Fewer repeat contacts from customer (right first time).</li> </ul>
KA.09.05	Develop an Engagement Strategy	<ul style="list-style-type: none"> <li>- To outline the principles for consultation and engagement for the council.</li> <li>- Enabling the Council to continue to improve service delivery by collecting focussed and meaningful</li> </ul>	<ul style="list-style-type: none"> <li>- The Council has an adopted fit-for-purpose Strategy.</li> </ul>	<u>Risk</u> <ul style="list-style-type: none"> <li>- Low response rates due to consultation fatigue</li> </ul> <u>Opportunity</u> <p>To make sure the Council</p>



		feedback from residents, communities and customers.		consult on issues and ensure, where possible, the Council prepares a plan/ timetable for consultation.
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