

Appendix A Corporate plan Draft 2023/24 -

Council Priority 1: Community leadership to create a sense of Pride and wellbeing

Place and Community - Community Leadership to create a sense of pride and wellbeing.

CO 1 There will be adequate supply of housing to meet local needs across all tenures and price ranges, and reducing the potential for homelessness.

CO 2 Our local plan will ensure growth in the area is balanced with employment opportunities and transport and infrastructure needs are met.

CO 3 The rural nature of the district will be recognised, and our heritage and cultural assets are preserved.

CO 4 Our local communities, the voluntary and charitable sectors are more engaged actively managing their own localities and shaping their own place.

CO 5 The district will be shaped through good design , that addresses local needs and promotes healthier life choices.

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
KA.01.01 Improve and Enhance the future delivery of Customer Services:-	CO 4	Availability of customer services Staff Call rates Demand of needs v's resources CCS 05 Reducing avoidable contact Number of Customer visits/contacts Number of successful complaint resolutions Number of complaints that are resolved at stage 1	Number of enquiries/contacts – dealt with first time, reducing contact and demand failure. Customers are more informed as to progress and outcomes. Increased number of transactions through online portals	Satisfaction with Customer services and more services available 24/7 Comments and compliments

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
		Number of contacts resolved first time.		
KA.01.02 Increase the digitalisation of services across the council	CO 4	Number of online forms developed. Website updated with contact forms and self-service advice. Number of service area using online forms CCS 05 Reducing avoidable contact. Number of customer visits/Number of self serving customers	Number of complaints that are resolved at stage 1 Number of successful complaint resolutions More services available 24/	Satisfaction of customer Comments and compliments
KA.01.03 To ensure effective Strategic Communications across the District to keep residents informed of Council services and Key Activities -	CO 4	Number of communications actioned by media -	Readership levels of council publications Number of Hits to HDC website Number of contacts following campaigns/news/offers.	Number of customers who feel informed about council services. Comments and compliments
KA.01.05 To identify and address key issues of Crime and Disorder through the Community Partnership and use the statutory tools and powers I	CO 9	Amount of funding allocated to Community safety projects. Number of campaigns to raise awareness Delivery of the community safety partnership plan	Reductions in ASB Reductions of crime levels Number of community triggers	Satisfaction of ASB complainants about resolution Fear of crime levels of Harborough residents Changing lives stories for DV -

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
		<p>.</p> <p>Number of enforcement activities undertaken</p> <p>Completion of the partnership plan</p>	<p>Outcomes to service users of community safety projects/programmes</p> <p>Reductions in DV figures</p>	
KA.01.07 Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)	CO 1, 2, 3, 5	<p>Number of planning applications approved</p> <p>Number of new houses built in Harborough</p> <p>Greater control over planning decisions and fewer speculative applications and appeals</p> <p>Monitoring of the infrastructure delivery plan</p> <p>Ensure compliance with planning performance protocols</p>	<p>Number of planning applications approved</p> <p>Number of new houses built in Harborough</p>	<p>New communities are designed appropriately and new residents are happy and engaged with where they live.</p> <p>Greater certainty for the community and for developers about what development will take place where and what infrastructure will be provided to support.</p> <p>To meet local and national guidelines</p>
KA.01.08 Planning decisions and planning enforcement are maintained and reported on, in line with the adopted Harborough Local Plan (2011-2031)	CO 1, 2, 3,5	<p>Meet local and national performance standards = Number of planning decisions taken</p> <p>Number of planning applications reviewed.</p> <p>Number of planning enforcement activities</p>	<p>Number of customers using the planning service</p> <p>Number of planning appeals</p> <p>DM 07 Less than 10% of major decisions allowed at appeal.</p> <p>Number of new homeowners</p>	<p>Satisfaction of customers with planning outcome</p> <p>Customer complaints</p> <p>Outcomes and social value of S106 to residents</p>

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
		<p>Amount of S106 brought into area.</p> <p>DM 02 Percentage of minor and other applications determined within 8 weeks or other agreed time.</p> <p>SP 01 Number of new affordable housing completions during the year A review of planning enforcement</p> <p>KPI's on enforcement -</p> <p>SP 02 Supply of ready to develop housing sites in forthcoming five-year period compared to requirement (achievement of five-year land supply)</p>		
<p>KA.01.09 Continue the preparation of the next Local Plan, ensuring that design codes are developed to shape the district in line with our place-shaping ambitions.</p>	<p>CO 1,2,3,5</p>	<p>Completed the SHELAA Assessment</p> <p>Publication of the local development scheme</p> <p>Adoption of the local plan</p> <p>SP 02 Supply of ready to develop housing sites in forthcoming five-year period compared to</p>	<p>New communities in Harborough</p> <p>Number of house builders with permission to build/number of new homes forecast.</p> <p>Numbers of planning appeals</p>	<p>Satisfaction within new communities</p> <p>Improved infrastructure to wider communities</p> <p>Sufficient land allocated to meet forecasted employment need across a range of employment sectors.</p>

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
		requirement (achievement of five-year land supply)		
KA.01.04 Investment in community facilities through the Section 106 process	CO 2,3,4,5	Amount of funding available to communities Number of decisions made. Amount of funding allocated. Allocation of S106 to identified CiL compliant community facility and recreation projects	Number of grant applications Number of groups being funded. Amount of Match funding attracted to area.	Social value of projects funded. Case studies Residents will be able to access local community facilities for sport, physical facilities for sport, physical and community activities to complement the district leisure centres
KA.01.11 Continue the programme of review of the Council's conservation areas and preparation of the Local List of Heritage Assets	CO 3	Number of Conservation area reviews undertaken	Community engagement in the public consultation Outcomes of the reviews	Communities feel involved in their local place Satisfaction with the process
KA.01.12 Support the preparation of Neighbourhood Plans	CO 2	Number of communities supported to develop their NDP	Number of NDP adopted Number of residents actively involved in the Neighbourhood planning stage	Communities feeling involved in their community

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
KA 01.13 Review of existing council property portfolio and develop new operational assets in line with community and council needs.	CO 1	Completion of all maintenance on time and within budget. Complete Symington building works Completed works at Roman way Completed works at Plowmans yard. Completed new waste management depo	Increased customer use of green spaces Improvements in emissions from public sector buildings and other services Increase the provision of homelessness accommodation.	Public satisfaction with local facilities Case studies of people in supported living
KA 01.14 Preparation of final accounts in accordance with statutory deadlines		Accounts prepared and ratified		
KA 01.15 Implementation of Welland Procurement Partnership		Number of procurement exercises Budget savings from procurement.	Better value services for residents at Harborough	Public satisfaction with local services
KA 01.16 Implementation of a legal case management system		Implementation of the legal case management system		
KA 01.18 Implement an internal transformation strategy to maximise resources and deliver efficiencies in service provision through: <ul style="list-style-type: none"> • Reviewing service delivery options 		External funding attracted (£ amount) Staff transformation program.	More efficient council services	A modern efficient and well run council

Key activity and priority for 2023/04/critical outcome	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
<ul style="list-style-type: none"> • Improving customer support and access, including digital services. • Enhancing data and insight • Developing staff capability • Maximising funding opportunities 		Amount of Business rate retention (£)		

Council Priority 2: Healthier Lives - Promoting health and wellbeing and encouraging health life choices

Healthier Lives - Promoting health and wellbeing and encouraging health life choices

CO 6 Our residents will be able to love more independent lives, with the right support and guidance in place to allow this.

CO 7 The aging local population will have access to services that help them to live well for longer

CO 8 Activity will be increased, using active travel routes and the provision of a varied leisure offer throughout the district.

CO 9 The District will have improved public safety and confidence, using community safety initiatives and tackling crime together

CO10 Physical and mental health needs will be addressed to prevent crisis and support those that are the most vulnerable in our communities. Including those that face loneliness, food and fuel poverty and those that need support to remain in their homes

Key activity and priority for 2023/04	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
KA.02.01 Provide support for the most vulnerable in our communities, through suitable accommodation to safeguard them from harm and provide high-quality help and advice on housing options.	CO 10	Number of housing applications for supported housing Number of referrals received. Numbers of the housing register	Increased safety for the customer	Vulnerable people feel supported (case studies) Housing affordability
KA 02.02 Understand and address the housing needs of the district.	CO10	Conduct a needs assessment of homes across Harborough.		More affordable housing affordability
KA.02.05 Implement measures to improve and enhance residential accommodation.	CO 1	Number of property inspections completed. Enforcement actions against rogue landlords Number of energy improvements	Improved rental accommodation Fewer households living in fuel poverty.	People's satisfaction with Life in Harborough increases

Key activity and priority for 2023/04	Critical Outcome	Outputs Service	Outputs customers	Outcomes for community
		Number of empty properties brought back. HMO inspections		Reduce health inequalities observed in national data
KA 02 03 Creating sustainable leisure facilities through provision of new leisure contract procurements and appropriate funding such as planning obligation contributions.	CO 8	Leisure Procurement completed with enhanced services. Number of visitors to the centres Number of classes/activities run. Number of sports development activities Develop district wide strategy on leisure provision Enablement of leisure facilities through grants and additional funding	Increased customer use of facilities	Public satisfaction with local facilities Health improvements seen in public health figures. Access to leisure provision is equal to all residents. Enable communities to deliver leisure facilities
KA.02.06 Delivery of the agreed objectives of the Armed Forces Covenant	CO6	Number of referrals supported through from ex services community.	Improved outcomes for families of ex service personal	Serving and veteran personnel and their families are better supported with the transition to civilian life
KA 02 06 Provision of a self-funded control room delivering services across Harborough.	CO6	Reducing deficit for control room. Increased numbers of service users	Response rates for calls of assistance from lifeline customers	Public satisfaction with control room services - Safety public realm due to CCTV monitoring More older people allowed to live independently.

Council Priority 3: Creating a Sustainable environment to protect future generations.

Environment and Sustainability – Creating a sustainable environment to protect future generations.
CO 11 Our natural environment will be protected and enhanced, with improved access to green spaces and increased biodiversity
CO 12 in line with our climate action plan, our carbon footprint will be reduced, ensuring a sustainable future
CO 13 Environmental crime will be reduced, and enforcement will continue to be used to achieve this.
CO 14 Green practices, such as energy provision, will be positively encouraged and usage increased across the district to help meet our net zero targets
CO 15 We will have robust plans in place to ensure long-term sustainability of the council, maximising the use of our resources and assets to create community benefits
CO 16 The environmental impacts of growth are mitigated as far as practically possible

Key activity and priority for 2023/24	Critical outcome	Outputs Service	Outputs customers	Outcomes for community
KA.03.01 Reduce environmental crime through promoting a cleaner, greener environment using education and enforcement. -	CO 11	Number of campaigns Number of reports of environmental crime - number of cases Number of Enforcement actions	Increased public awareness of flytipping Fly tipping and graffiti removed quickly. Cleaner streets and communities	Public satisfaction with the public realm and open spaces
KA.03.02.Prepare for the procurement of environmental services, ensuing that review of the services, new requirements from Government and sustainability factors are included in contract specifications.	CO 11	Effective procurement will ensure that the district is clean and safe by securing a high quality waste management. Street cleansing and grounds maintenance services. Monitoring of the statutory obligation in relation to waste collection.	Better environmental services such as wastes services and maintenance to public realm.	Cleaner communities Value for money service.

Key activity and priority for 2023/24	Critical outcome	Outputs Service	Outputs customers	Outcomes for community
KA.03.05 All Council activities will work towards being carbon neutral by 2030, whilst influencing wider change on climate issues in Harborough district.	CO 11,12,15, 16	Complete the actions in the climate emergency plan . Reduced carbon emissions from council buildings Ensure council contracts have carbon reduction targets	Customer take up of energy efficiency schemes such as Collective switching and solar together	Community with reducing carbon emissions. Netter informed communities on carbon emissions
KA 03.03 Improving sustainability and enhancing Biodiversity of Council assets	CO 11	Number of actions taken to make the council assets more sustainable. Number of new projects to increase biodiversity. Reductions on overall budgets and	Increased visits to local attractions	Better public realm with more biodiversity and reduced carbon footprint.
KA.03.04 Provide effective local air quality management.	CO 11,12,15,16	Number of AQMA's monitored Reductions in emissions in these areas - Robust data to allow for decision making and appropriate mitigation.	Improvements in Air quality where you live	Better health outcomes to communities in areas of poor air quality Compliance with national legislation
KA.03.06 Provide domestic energy efficiency advice and measures in partnership with external organisations and encourage households to participate in the Council's Collective Switching and Solar Together initiatives	CO 11,12,14 16	Numbers of Participants/installations carried out Number of applications	Take up of Solar Switch Take up Collective switching	Case studies for the customers who have benefited from the service More households are able to access cheaper electricity tariffs Reduced greenhouse emissions

Council Priority 4: Economy and Business

Economy

CO 17 local employment average salary levels are sufficient to allow residents to live and work locally, retaining our skilled workforce for the benefits of the local economy

CO 18 Skills and education opportunities for the young are promoted to allow them increased access to the employment opportunities

CO 19 Enterprise and innovation are supported, helping businesses to adapt and survive and to sustain our local economies

CO 20 inward investment is targeted to increase local opportunities and regeneration of our town centres and growth in business.

CO 21 Tourism is increased through the showcasing of our local culture and heritage

CO 22 Growth in SME's and business start ups is stimulated through guidance and support, in partnership with our local economy

CO 23 Working with partners a wide range of local employment opportunities are generated for the future growth and prosperity of the area

Key activity and priority for 2023/24	Critical outcomes	Outputs Service	Outputs customers	Outcomes for community
KA.04.01 Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work invest and visit	CO 17,18, 19,20,21,22, 23	Amount £. Per 000 population of inward investment. Number of visitors to Visit Harborough Number of visitors to local attractions		Increase in overall satisfaction with the area national stats Increased in GDA
KA.04.02 Ensure that we support new and existing businesses with Harborough District to be as successful as they can be.	CO 17,18, 19,20,21,22, 23	Number of new businesses Number of diverse industries Job fairs	Better job opportunities Amount of additional financial support to local business from the council Improved incomes and opportunities of diverse employment sector for local residents	Business feel supported to start in Harborough and to grow in Harborough

Key activity and priority for 2023/24	Critical outcomes	Outputs Service	Outputs customers	Outcomes for community
KA.04.03 Ensure that Harborough District residents (particularly young people), can gain access to the education, training, and skills they require to obtain high-quality employment and careers to help them meet their potential and live a fulfilling life	CO 17,18, 19,20,21,22, 23	Number of Job fairs Number of people who find employment. Delivery of the youth plan	Number of young people with apprenticeships Number of young people entering higher education. Number of people supported with additional training funding via the local authority grants and projects	Thriving and successful employment sector as recorded via Nomis
KA.04.04 Review and revise the Economic Development Strategy to ensure it is fit for purpose in the current climate	CO 17,18, 19,20,21,22, 23	Strategy is developed		Stronger economic sense of place Better facilities for Harborough