

[Version 4]

# Harborough District Council Corporate Delivery Plan, 2017/18



The Corporate Delivery Plan for the 2017/18 year sets out the Council's Critical Outcomes and how it will deliver these over the forthcoming year in order to achieve the vision and priorities set out below:

## **The Council's Vision**

Working with communities in a vibrant, safe and prosperous District.

## **The Council's Priorities**

The Corporate Delivery Plan is structured around the Council's three priorities:

- Working with Communities to develop places in which to live and be happy.
- Enable public services which are effective and deliver value for money.
- Encourage a vibrant and sustainable business community intent on prosperity, employment and learning opportunities.

The contents of this plan will be reported to key stakeholders through Quarterly Performance Reports.

## **Working Collaboratively**

The Council works collaboratively with others to deliver its 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 of lead Planning Councillor representatives from each organisation.
- The Council has a shared Air Quality and Contaminated Land 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.

Delegations to other councils:

- Out-of-hours work on dangerous structures has been delegated to Leicester City Council.
- Contact Centre operation has been delegated to Charnwood Borough Council.
- Delegation to Rutland County Council (lead for Welland Partnership) to provide internal audit service.
- Payroll work has been delegated to Leicester City Council.

Delegations from other councils:

- The Council provides on-street parking enforcement for Leicestershire County Council.
- The Council provides off-street parking enforcement for Blaby District Council, Oadby and Wigston Borough Council and Melton Borough Council.
- The Council provides legal services to Melton Borough Council.

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### Summary of The Council's Critical Outcomes (CO) and Key Activities (KA)

#### **PRIORITY: Working with Communities to develop places in which to live and be happy**

<b>CO 1</b>	<b>People live in a sustainable environment</b>	<b>Portfolio Holder</b>	<b>Corporate Management Team (CMT) Lead</b>
	KA.01.01 Determining Planning Applications and Appeals in accordance with national guidance and effective planning enforcement.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.01.02 Adopt and implement a new Local Plan for the District to promote sustainable development, meet as a minimum objectively assessed needs for housing and employment and protect open space.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.01.03 Publish, arrange examination for additional neighbourhood plans which accord with the new Local Plan, provide for local housing and employment and protect open space.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.01.04 To ensure that Harborough's requirements are adequately addressed in the published Strategic Growth Plan for Leicester and Leicestershire.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.01.05 Seek funding sources towards infrastructure requirements within Harborough District through the Infrastructure Delivery Plan.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
<b>CO 2</b>	<b>Residents are able to access housing which meets their needs and live in safe and appropriate dwellings</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.02.01 Achieve delivery of an appropriate mix and type of housing that meets local housing need throughout the District, across all tenures.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.02.02 Promote domestic energy efficiency measures which lead to carbon savings to address climate change.	Councillor Bannister, Environment and Regulation	D. Atkinson
	KA.02.03 Promote carbon savings in Council buildings and activities.	Councillor Bannister, Environment and Regulation	B. Jolly

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	KA.02.04 Ensure supply of existing and new affordable housing lettings is targeted to those most in need.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.02.05 To ensure that commuted sums for affordable housing are allocated to schemes to support development of new affordable housing, including where appropriate on sites in the ownership of the District Council.	Councillor King, Finance and Commercialisation	A.M. Hawkins
<b>CO 3</b>	<b>The District offers a clean, green and safe environment in which to live, work and enjoy</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.03.01 Work in partnership to reduce crime and anti-social behaviour (ASB) and improve support for victims.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.03.02 Review the Council's Contaminated Land Strategy.	Councillor Bannister, Environment and Regulation	A.M. Hawkins
	KA.03.03 Support the delivery / development of at least 10ha of new or refurbished open space in accordance with the adopted open space.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.03.04 Adopt and implement a new Local Plan for the District to identify and safeguard important open space and assist in maintaining the quality of environment of the District.	Councillor Brodrick, Planning and Regeneration	D. Atkinson
	KA.03.05 To implement an action plan to address fly-tipping.	Councillor Bannister, Environment and Regulation	B. Jolly
<b>CO 4</b>	<b>People have opportunities to access a range of leisure, sport and physical activities</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.04.01 Deliver and commission a range of sport and physical activities through securing funding from Public Health and other sources.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.04.02 To develop and adopt a Sports and Leisure Strategy.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.04.03 Undertake an appraisal of the options for the expiry of the Leisure Contract and implement the agreed outcome.	Councillor King, Finance and Commercialisation	B. Jolly
<b>CO 5</b>	<b>Residents are informed, included and listened to and are able to access Council services easily</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.05.01 Undertake consultation with key stakeholders.	Councillor Hallam, Corporate Services	A.M. Hawkins
	KA.05.02 Carryout a District-wide survey of residents.	Councillor Hallam,	A.M. Hawkins

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	Corporate Services	
KA.05.03 Develop the accessibility of the Council website to promote self-service.	Councillor Hallam, Corporate Services	A.M. Hawkins
KA.05.04 Review and Implement the Council's Customer Services Strategy.	Councillor Hallam, Corporate Services	A.M. Hawkins
KA.05.05 Conduct neighbourhood plan referenda.	Councillor Hallam, Corporate Services	S. Riley
KA.05.06 Undertake strategic campaigns.	Councillor Pain Strategy/ Economic Development	A.M. Hawkins

<b>CO 6</b>	<b>The Council will support those most in need</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.06.01 Support the most vulnerable as part of Universal Credit rollout.	Councillor Hallam, Corporate Services	B. Jolly
	KA.06.02 Continue to work with partners to manage the ongoing impact of welfare Reform.	Councillor Hallam, Corporate Services	B. Jolly
	KA.06.03 Implementation and redesign of the delivery of housing support.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.06.04 To evaluate potential introduction of Child Sexual Exploitation training linked to Regulatory Services.	Councillor Bannister, Environment and Regulation	A.M. Hawkins
	KA.06.05 To ensure that the Council is able to support the Syrian Vulnerable Persons Resettlement Scheme.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.06.06 To prevent homelessness and provide support and emergency accommodation where appropriate.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.06.07 To ensure provision of a 24-hour / 365-day control centre to provide assurance to vulnerable people.	Councillor King, Finance and Commercialisation	V. Wenham
	KA.06.08 To work in partnership to minimise the impact of incidents of flooding.	Councillor Bannister, Environment and Regulation	A.M. Hawkins

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### PRIORITY: Enable public services which are effective and deliver value for money

CO 7	The Council is efficient and resilient in its service delivery	Portfolio Holder	CMT Lead
	KA.07.01 To increase the percentage of customers accessing services through implementation of the Channel Shift Strategy.	Councillor Hallam, Corporate Services	A.M. Hawkins
	KA.07.02 To increase resilience of the Council's ICT service.	Councillor Hallam, Corporate Services	S. Riley
	KA.07.03 Ensure all grant funding is effectively and efficiently managed to meet Council priorities.	Councillor Rickman, Performance Management and Rural	A.M. Hawkins
	KA.07.04 Ensure that commissioning is effective, efficient and compliant.	Councillor King, Finance and Commercialisation	V. Wenham
	KA.07.05 Ensure that the Council's governance, legal and financial arrangements are robust and not subject to legal challenge.	Councillor Hallam, Corporate Services	V. Wenham
	KA.07.06 To offer all Councillors an opportunity to receive training and development appropriate to their needs.	Councillor Hallam, Corporate Services	V. Wenham
	KA.07.07 Refresh of the Medium-term Financial Strategy and delivery of Efficiency Plan to ensure financial sustainability and resilience.	Councillor King, Finance and Commercialisation	S. Riley
	KA.07.08 Review and implementation of the Workforce Strategy.	Councillor King, Finance and Commercialisation	S. Riley
	KA.07.09 Carryout a business continuity exercise to test resilience across all council services.	Councillor Hallam, Corporate Services	B. Jolly
	KA.07.10 Financial Resilience: Impact of Business Rates Review.	Councillor King, Finance and Commercialisation	S. Riley
	KA.07.11 To promote a commercialisation approach throughout the Council to contribute towards improved financial sustainability.	Councillor King, Finance and Commercialisation	N. Proudfoot
	KA.07.12 To develop the Combined Authority and to maximise the benefits of devolution powers for Harborough District.	Councillor Pain Strategy/Economic Development	V. Wenham
	KA.07.13 Implement the outcome of the Facilities Management Review on expiry of the initial term of the contract ( <i>will probably be recommending re-tendering</i> ).	Councillor King, Finance and Commercialisation	B. Jolly

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<b>CO 8</b>	<b>The Council makes effective use of its assets and resources</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.08.01 Conduct County Council Election (and any other elections as required).	Councillor Hallam, Corporate Services	S. Riley
	KA.08.02 Review of Council size and warding arrangements by Local Government Boundary Commission for England (LGBCE), subject to LGBCE timetable).	Councillor Hallam, Corporate Services	S. Riley
	KA.08.03 Implementation of the Car Parking Strategy.	Councillor Bannister, Environment and Regulation	A.M. Hawkins
	KA.08.04 Ensure that resources are deployed efficiently and effectively to maximise the quality and responsiveness of Council services.	Councillor Pain Strategy/ Economic Development	B. Jolly and N. Proudfoot
	KA.08.05 Implement the Council's Property Strategy.	Councillor King, Finance and Commercialisation	B. Jolly
	KA.08.06 Development of Council-owned Garage Sites.	Councillor King, Finance and Commercialisation	B. Jolly

**PRIORITY: Encourage a vibrant and sustainable business community intent on prosperity, employment and learning opportunities**

<b>CO 9</b>	<b>Maintain business growth through engaging with businesses and entrepreneurs and developing learning opportunities</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.09.01 Ensure that procurement supports local business.	Councillor King, Finance and Commercialisation	V. Wenham
	KA.09.02 Provision of appropriate office accommodation to enable start-up businesses to grow and develop.	Councillor Pain Strategy/ Economic Development	N. Proudfoot
	KA.09.03 Ensure small- and medium-sized enterprises are able to access business support and learning opportunities throughout the Harborough District.	Councillor Pain Strategy/ Economic Development	N. Proudfoot
	KA.09.04 To engage with businesses to identify local barriers to growth or development. Ensure that businesses are kept informed and can access the relevant information they need.	Councillor Pain Strategy/ Economic Development	N. Proudfoot
	KA.09.05 Implementation of the Council's Economic Development (ED) Strategy.	Councillor Pain Strategy/ Economic Development	N. Proudfoot
	KA.09.06 To promote awareness of the importance of business continuity planning within local businesses.	Councillor Hallam, Corporate Services	S. Riley
	KA.09.07 Non-Domestic (Business) Rates revaluation support and advice provided to ratepayers.	Councillor Hallam, Corporate Services	B. Jolly
<b>CO 10</b>	<b>People have opportunities to access culture and tourism</b>	<b>Portfolio Holder</b>	<b>CMT Lead</b>
	KA.10.01 Work with partners to support the ongoing development and sustainability of the Market Harborough Museum.	Councillor Page, Health and Wellbeing	A.M. Hawkins
	KA.10.02 Develop and implement a Tourism blueprint for the District.	Councillor Pain Strategy/ Economic Development	N. Proudfoot
	KA.10.03 To utilise Council resources/assets to promote culture and tourism.	Councillor Pain Strategy/ Economic Development	N. Proudfoot
	KA.10.04 To provide support to community groups to enable events to be effectively managed and co-ordinated.	Councillor Pain Strategy/ Economic Development	A.M. Hawkins



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### Critical Outcomes and Key Activities in Detail

**PRIORITY: Working with communities to develop places in which to live and be happy**

**Critical Outcome 1:** People live in a sustainable environment

	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.01.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p> <p><b>Corporate Management Team (CMT) Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> Determining Planning Applications and Appeals in accordance with national guidance and effective planning enforcement.</p>	<ul style="list-style-type: none"> <li>Delivering sustainable development including new homes and economic growth.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>60% of major applications determined within 13 weeks or other agreed time.</li> <li>65% of minor applications determined within 8 weeks or other agreed time.</li> <li>80% of other planning applications determined within 8 weeks or other agreed time.</li> <li>Number of appeals allowed (target is &lt;30%).</li> <li>Planning enforcement to include measures of case investigation, response rate, issue of Notices and updating complainants.</li> </ul>
<p><b>Reference:</b> KA.01.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p>	<p><b>Key Activity:</b> Adopt and implement a new Local Plan for the District to promote sustainable development, meet as a minimum objectively assessed needs for housing and</p>	<ul style="list-style-type: none"> <li>Greater certainty for developers and community in relation to the aspirations for the District and planning policy.</li> <li>Fewer speculative planning applications and planning</li> </ul>	<ul style="list-style-type: none"> <li>By measuring the number of policies which the Inspector recommendations modification to achieve soundness compared to the policies in the whole Plan.</li> <li>Adherence to the timetable</li> </ul>

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<p><b>CMT Lead:</b> D. Atkinson</p>	<p>employment and protect open space.</p>	<p>appeals as developers are reluctant to make proposals not in conformity with the Plan and challenge decisions made in accordance with an up-to-date Local Plan.</p>	<p>as agreed with the Planning Inspectorate.</p> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Adherence to agreed timetable agreed with PINS.</li> <li>• Percentage of requests for information provided to Inspector to agreed timetable.</li> </ul>
<p><b>Reference:</b> KA.01.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> Publish and arrange examination of additional neighbourhood plans which accord with the new Local Plan, provide for local housing and employment and protect open space.</p>	<ul style="list-style-type: none"> <li>• Settlements will have a locally-agreed planning framework against which planning decisions are taken.</li> <li>• There will be greater community participation in plan making.</li> </ul>	<ul style="list-style-type: none"> <li>• Examination outcomes.</li> <li>• Referenda outcomes.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Examiners find Neighbourhood Plans meet the basic conditions and recommend referenda.</li> <li>• Referenda held and plan supported by majority to be adopted for development management purposes.</li> </ul>
<p><b>Reference:</b> KA.01.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> To ensure that Harborough's requirements are adequately addressed in the published Strategic Growth Plan for Leicester and Leicestershire.</p>	<ul style="list-style-type: none"> <li>• There will be an agreed strategic planning framework dealing with homes and jobs which will help the future reviews of the Harborough Local Plan to be undertaken swiftly.</li> </ul>	<ul style="list-style-type: none"> <li>• By the degree to which the Council's representations are input and reflected in the published Growth Plan.</li> </ul>
<p><b>Reference:</b> KA.01.05</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p>	<p><b>Key Activity:</b> Seek funding sources towards infrastructure requirements within Harborough District through the Infrastructure Delivery Plan.</p>	<ul style="list-style-type: none"> <li>• The Local Plan proposals will be capable of earlier delivery leading to a more ready supply of housing and more likelihood that the Plan</li> </ul>	<ul style="list-style-type: none"> <li>• The Infrastructure Delivery Plan that is part of the Local Plan is considered sound when examined by the Local Plan Inspector.</li> </ul>

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<b>CMT Lead:</b> D. Atkinson		proposals will be long-lasting and not require review.	
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<b>Critical Outcome 2:</b> Residents are able to access housing which meets their needs and live in safe and appropriate dwellings			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.02.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> Achieve delivery of an appropriate mix and type of housing that meets local housing need throughout the District, across all tenures.</p>	<ul style="list-style-type: none"> <li>• More appropriate house types and tenures to meet future housing needs of the local population.</li> <li>• Younger people and families are adequately housed.</li> <li>• Older people live in suitable housing to meet their needs.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 70% of applications approved on sites over 10 dwellings are policy compliant applications for housing in terms of proposed housing mix.</li> </ul>
<p><b>Reference:</b> KA.02.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> Promote domestic energy efficiency measures which lead to carbon savings to address climate change.</p>	<ul style="list-style-type: none"> <li>• Households who had never considered energy efficiency measures will see benefits in lower energy bills.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of properties taking up energy efficiency measures.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of domestic energy efficiency measures.</li> </ul>
<p><b>Reference:</b> KA.02.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Promote carbon savings in Council buildings and activities.</p>	<ul style="list-style-type: none"> <li>• Council will realise lower energy costs.</li> <li>• District Council will be seen to be responding to climate change in a variety of ways.</li> </ul>	<ul style="list-style-type: none"> <li>• Gas and electricity use in Council buildings.</li> <li>• Actions completed in Climate Local Action Plan.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Year-on-year carbon savings in Council buildings and activities.</li> </ul>
<p><b>Reference:</b> KA.02.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p>	<p><b>Key Activity:</b> Ensure supply of existing and new affordable housing lettings is targeted to those most in need.</p>	<ul style="list-style-type: none"> <li>• Those in need of affordable and decent accommodation are accommodated.</li> <li>• Those in need of emergency or urgent re-housing are able</li> </ul>	<ul style="list-style-type: none"> <li>• A high percentage of applicants assessed in Priority or High Housing Need Band housed within 16 weeks.</li> </ul>

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<p><b>CMT Lead:</b> A.M. Hawkins</p>		<p>to access suitable housing within a comparatively short timescale.</p> <ul style="list-style-type: none"> <li>• Homelessness is prevented or relieved by an offer of accommodation through the housing register.</li> </ul>	
<p><b>Reference:</b> KA.02.05</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> To ensure that commuted sums for affordable housing are allocated to schemes to support development of new affordable housing, including where appropriate on sites in the ownership of the District Council.</p>	<ul style="list-style-type: none"> <li>• Affordable Housing schemes will be capable of delivery which otherwise may not have been viable.</li> </ul>	<ul style="list-style-type: none"> <li>• By the number of affordable housing units which the commuted sums funding helps to deliver.</li> </ul>

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<b>Critical Outcome 3: The District offers a clean, green and safe environment in which to live, work and enjoy</b>			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.03.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Work in partnership to reduce crime and anti-social behaviour (ASB) and improve support for victims.</p>	<ul style="list-style-type: none"> <li>• Harborough is a safe District with low levels of crime and disorder.</li> <li>• The Council works effectively with local partners and communities to address local issues and concerns.</li> <li>• Residents feel confident to report incidents.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly updates on support for victims including domestic abuse and use of new powers to tackle anti-social behaviour.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of crimes (quarterly).</li> <li>• 60% customer satisfaction with the way the Council deals with Anti-social behaviour.</li> </ul>
<p><b>Reference:</b> KA.03.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Review the Council's Contaminated Land Strategy.</p>	<ul style="list-style-type: none"> <li>• The Contaminated Land Strategy provides a framework for the Council to prioritise site investigation and remediation.</li> <li>• Compliance with the review timeframes set out in the current Strategy.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Percentage of sites investigated through intervention by the Council (including sites identified through the planning process).</li> </ul>
<p><b>Reference:</b> KA.03.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> Support the delivery / development of at least 10ha of new or refurbished open space in accordance with the adopted open space.</p>	<ul style="list-style-type: none"> <li>• Improved access to open space in new development – benefiting not only residents but others in locality.</li> <li>• Access to green space improves well-being and improves biodiversity if managed for people and</li> </ul>	<ul style="list-style-type: none"> <li>• Areas of open space agreed in planning permissions.</li> <li>• Area of open space added to stock of open space in District.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• At least 10ha new or refurbished open space</li> </ul>

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		wildlife.	either agreed or implemented in accordance with the adopted Open Space and Playing Pitch strategy.
<p><b>Reference:</b> KA.03.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Brodrick, Planning and Regeneration</p> <p><b>CMT Lead:</b> D. Atkinson</p>	<p><b>Key Activity:</b> Adopt and implement a new Local Plan for the District to identify and safeguard important open space and assist in maintaining the quality of environment of the District.</p>	<ul style="list-style-type: none"> <li>• Greater certainty for developers and community in relation to the aspirations for the District and planning policy.</li> <li>• Fewer speculative planning applications and planning appeals as developers are reluctant to make proposals not in conformity with the plan and challenge decisions made in accordance with an up-to-date Local Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• By measuring the number of policies which the Inspector recommends modification to achieve soundness compared to the policies in the whole plan.</li> <li>• Adherence to the timetable as agreed with Planning Inspectorate.</li> </ul>
<p><b>Reference:</b> KA.03.05</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> To implement an action plan to address fly-tipping.</p>	<ul style="list-style-type: none"> <li>• Residents live in a cleaner environment.</li> <li>• Fewer resources are required to address incidents of fly-tipping.</li> </ul>	<ul style="list-style-type: none"> <li>• The number of Incidents of fly-tipping in Harborough District are no greater than the national average. Note: it is likely that there will be an increase in reports of fly-tipping in the next year. This is because the Council will be undertaking a campaign to promote the reporting of incidents of fly-tipping.</li> </ul>

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<b>Critical Outcome 4:</b> People have opportunities to access a range of leisure, sport and physical activities			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.04.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Deliver and commission a range of sport and physical activities through securing funding from Public Health and other sources.</p>	<ul style="list-style-type: none"> <li>• Increased levels of physical activity.</li> <li>• Building healthier lifestyles.</li> <li>• Improving services for older people.</li> <li>• Supporting residents to maintain positive mental health.</li> <li>• Sports clubs and organisations are supported to build sustainability and growth thereby increasing further opportunities for residents in Harborough to achieve healthy lifestyles.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of participants in sport and physical activity.</li> <li>• Number of self-reported increases in physical activity.</li> <li>• Customer satisfaction with services.</li> </ul>
<p><b>Reference:</b> KA.04.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To develop and adopt a Sports and Leisure Strategy.</p>	<ul style="list-style-type: none"> <li>• A clear plan in place setting out the sport and leisure needs of the District and the role of the Council in meeting them.</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of the Sports and Leisure Strategy.</li> </ul>
<p><b>Reference:</b> KA.04.03</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Undertake an appraisal of the options for the expiry of the Leisure Contract and implement the agreed outcome.</p>	<ul style="list-style-type: none"> <li>• The Council will be in a position to make an informed decision to seek to obtain the best value for money outcome from the re-procurement of the Leisure Contract.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council is in possession of a set of well-informed options.</li> </ul>



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<b>Critical Outcome 5:</b> Residents are informed, included and listened to and are able to access Council services easily			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.05.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Undertake consultation with key stakeholders.</p>	<ul style="list-style-type: none"> <li>• Help residents and businesses better understand the Council and the services it provides.</li> <li>• By listening to its community the Council will understand which services are important to the community and how it would like them delivered.</li> <li>• Inform future service delivery and efficiency priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a survey of residents as part of the business planning process for the 2018/19 year.</li> <li>• Using Mosaic profiling data to ensure a fair representation of the demographic of the District is engaged with, such as specialist and equality groups.</li> <li>• Robust demographic coverage in responses.</li> </ul>
<p><b>Reference:</b> KA.05.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Carryout a District-wide survey of residents.</p>	<ul style="list-style-type: none"> <li>• Help residents and businesses better understand the Council and the services it provides.</li> <li>• By listening to its community the Council will understand which services are important to the community and how it would like them delivered.</li> <li>• Inform future service delivery and efficiency priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a survey of residents as part of the business planning process for the 2018/19 year.</li> <li>• Using Mosaic profiling data to ensure a fair representation of the demographic of the District is engaged with, such as specialist and equality groups.</li> <li>• Robust demographic coverage in responses.</li> </ul>
<p><b>Reference:</b> KA.05.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Develop the accessibility of the Council website to promote self-service.</p>	<ul style="list-style-type: none"> <li>• Improve access online services to enable customers to self-serve when it is convenient for them.</li> <li>• With more customers accessing services on-line or these being delivered/supported by</li> </ul>	<ul style="list-style-type: none"> <li>• Increased users of the website.</li> <li>• Increased payments taken on-line/payment telephone line/post offices.</li> </ul>

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		<p>Customer Services, efficiencies may be realised.</p> <ul style="list-style-type: none"> <li>• Offering more ways for customers to carryout and access Council services on-line, or via other alternative methods.</li> <li>• By enabling customers to self-serve, greater customer service support for the more vulnerable customers and special services exists.</li> </ul>	
<p><b>Reference:</b> KA.05.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Review and Implement the Council's Customer Services Strategy.</p>	<ul style="list-style-type: none"> <li>• The Council's current Customer Services Strategy expires during 2016. This provides the Council with an opportunity to formulate a new, three-year, fit-for-purpose Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Approval by Council of a revised Customer Services Strategy.</li> <li>• Performance measures will be established when developing and preparing the Strategy.</li> </ul>
<p><b>Reference:</b> KA.05.05</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Conduct neighbourhood plan referenda.</p>	<ul style="list-style-type: none"> <li>• Neighbourhood Plan(s) are in place which receive the support of a majority of local residents (voting in a referendum) and assist the consideration of planning applications submitted within the plan area.</li> </ul>	<ul style="list-style-type: none"> <li>• Electoral processes meet the Electoral Commission Performance Standards.</li> </ul>
<p><b>Reference:</b> KA.05.06</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p>	<p><b>Key Activity:</b> Undertake strategic campaigns.</p>	<ul style="list-style-type: none"> <li>• Informing residents and businesses of key activities of the Council.</li> <li>• Ensuring customers understand how services are delivered and how to access</li> </ul>	<ul style="list-style-type: none"> <li>• Each campaign will be planned and managed through the development of a specific Campaign Plan.</li> <li>• Each Plan will identify the Campaign Objectives and how</li> </ul>

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<b>CMT Lead:</b> A.M. Hawkins		them. <ul style="list-style-type: none"><li>• Enabling customers to engage with the Council.</li></ul>	these will be measured.
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<b>Critical Outcome 6:</b> The Council will support those most in need			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.06.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Support the most vulnerable as part of Universal Credit rollout.</p>	<ul style="list-style-type: none"> <li>• To support claimants so that they receive additional financial support where necessary to meet a shortfall in rent and reduce the amount of Council Tax due.</li> <li>• To ensure customers are provided with support locally to ensure they receive the correct Department for Work and Pensions (DWP) benefits and Council Tax Support.</li> <li>• Being prepared in advance and in readiness for DWP Universal Credit so customers can be assisted.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• further detail on the Universal Credit rollout program will be added as it becomes available.</li> </ul>
<p><b>Reference:</b> KA.06.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Continue to work with partners to manage the ongoing impact of welfare Reform.</p>	<ul style="list-style-type: none"> <li>• Ensure support is available to households that are directly impacted.</li> <li>• Working proactively with local voluntary groups and agencies to measure impact.</li> <li>• Liaison with social housing landlords for those directly affected.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Quarterly liaison meetings.</li> <li>• Monthly monitoring of expenditure for both Discretionary Housing Payment Scheme and Council Tax Discretionary Scheme.</li> </ul>
<p><b>Reference:</b> KA.06.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p>	<p><b>Key Activity:</b> Implementation and redesign of the delivery of housing support.</p>	<ul style="list-style-type: none"> <li>• Harborough discharges statutory homelessness functions effectively and efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of improved value for money.</li> <li>• Customer Satisfaction with service.</li> </ul>

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<p><b>CMT Lead:</b> A.M. Hawkins</p>			
<p><b>Reference:</b> KA.06.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To evaluate potential introduction of Child Sexual Exploitation training linked to Regulatory Services.</p>	<ul style="list-style-type: none"> <li>The provision of suitable training will enable taxi drivers to identify signs of child sexual exploitation and be in a better position to know how to report concerns and help vulnerable passengers.</li> </ul>	<p><u>Performance Indicator</u></p> <ul style="list-style-type: none"> <li>Percentage of taxi drivers that have received training.</li> </ul>
<p><b>Reference:</b> KA.06.05</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To ensure that the Council is able to support the Syrian Vulnerable Persons Resettlement Scheme (SVPRS).</p>	<ul style="list-style-type: none"> <li>Responding to the Home Office's request for assistance with the SVPRS will help to meet the national commitment to resettle vulnerable Syrian persons.</li> </ul>	<ul style="list-style-type: none"> <li>The Council successfully resettles one Syrian family during the 2017/18 year.</li> </ul>
<p><b>Reference:</b> KA.06.06</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To prevent homelessness and provide support and emergency accommodation where appropriate.</p>	<ul style="list-style-type: none"> <li>Enabling people to remain in their home/ find an alternative when threatened with homelessness is the best (and cheapest) option for the households and Council.</li> <li>Where provided, emergency accommodation should be fit for purpose and a short-term fix whilst a longer-term solution is found.</li> </ul>	<ul style="list-style-type: none"> <li>Number of homeless prevention cases.</li> <li>Average time spent by home-seekers in temporary accommodation during the quarter (days).</li> </ul>
<p><b>Reference:</b> KA.06.07</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p>	<p><b>Key Activity:</b> To ensure provision of a 24-hour / 365-day control centre to provide assurance to vulnerable people.</p>	<ul style="list-style-type: none"> <li>Support for health, safety and independence of vulnerable customers.</li> <li>Proactive response to demographic change.</li> <li>Support for key Council</li> </ul>	<ul style="list-style-type: none"> <li>Service consistency and quality.</li> <li>Surplus or deficit projected for service.</li> </ul> <p><u>Performance Indicators</u></p>

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<p><b>CMT Lead:</b> V. Wenham</p>		<p>services (CCTV, Out of Hours response, Lone Working support, Homelessness service, HART/ Pubwatch partnerships).</p> <ul style="list-style-type: none"> <li>• Financial viability of the service.</li> </ul>	<ul style="list-style-type: none"> <li>• Projected difference between direct income and direct costs of the service.</li> <li>• Lifeline calls answered within 60 seconds (%).</li> <li>• Lifeline calls answered within 180 seconds (%).</li> </ul>
<p><b>Reference:</b> KA.06.08</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To work in partnership to minimise the impact of incidents of flooding.</p>	<ul style="list-style-type: none"> <li>• Residents have access to timely and appropriate support and advice in advance of and during an incident.</li> <li>• To encourage businesses to become more resilient to minimise the impact of flooding.</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement of success is not applicable for this item.</li> </ul>

**PRIORITY: Enable public services which are effective and deliver value for money**

**Critical Outcome 7:** The Council is efficient and resilient in its service delivery

	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.07.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To increase the percentage of customers accessing services through implementation of the Channel Shift strategy.</p>	<ul style="list-style-type: none"> <li>• Improve access to online services which will enable customers to self-serve when it is convenient for them.</li> <li>• Service migration into Lagan will enable more services to be delivered by Customer Services therefore supporting the Council's one-stop-shop approach to customer services delivery.</li> <li>• With more customers accessing services on-line or these being delivered/supported by Customer Services, efficiencies may be realised.</li> <li>• Offering more ways for customers to carry out and access council services on-line/alternative methods.</li> <li>• By enabling customers who prefer to self-serve, will free up the customer service provision for the more vulnerable customers and special services.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased users of the website.</li> <li>• Increased number of payments taken via online payments, telephone line and post offices.</li> <li>• Each work-stream of the Channel Shift Project Board will have specific Performance Indicators identified to measure success and performance.</li> </ul>

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<p><b>Reference:</b> KA.07.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> To increase resilience of the Council's ICT service.</p>	<ul style="list-style-type: none"> <li>• Ensure high availability of systems for Officers and the public.</li> <li>• Support Channel Shift and other Council initiatives reliant on ICT.</li> <li>• Increase security of the information held and processed by the Council.</li> </ul>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> <li>• Availability: ensuring key ICT systems remain available (target of 99.9% uptime).</li> <li>• Customer satisfaction: Percentage of ICT Customer Satisfaction Survey questionnaires with a satisfaction rating of 5 (out of 6) or more.</li> </ul>
<p><b>Reference:</b> KA.07.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Rickman, Performance Management and Rural</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Ensure all grant funding is effectively and efficiently managed to meet Council priorities.</p>	<ul style="list-style-type: none"> <li>• Support for community projects linked to Council objectives.</li> <li>• Ensure the most appropriate projects receive funding.</li> <li>• The Council ensures that projects can provide evidence of value for money.</li> <li>• Support to voluntary sector and parishes is based upon an assessed need.</li> </ul>	<p>Quarterly updates on:</p> <ul style="list-style-type: none"> <li>• Number of applications per grant stream window.</li> <li>• List of successful applications and funding awarded.</li> <li>• Monitoring information reported to Executive annually.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Target of 60% match funding of successful projects by external funders.</li> </ul>
<p><b>Reference:</b> KA.07.04</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> V. Wenham</p>	<p><b>Key Activity:</b> Ensure that commissioning is effective, efficient and compliant.</p>	<p>This activity will ensure:</p> <ul style="list-style-type: none"> <li>• Best use of the Council's resources.</li> <li>• Quality of service for the community and customers.</li> <li>• Legal and Regulatory compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement processes are consistent, efficient and proportionate.</li> <li>• Maintenance of service quality.</li> <li>• Savings against budget.</li> <li>• Procurement is compliant.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of procurement exercises undertaken.</li> </ul>



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			<ul style="list-style-type: none"> <li>• Savings delivered through Commissioning (measured against indicative budget).</li> <li>• Percentage of procurement exercises delivering contract at less than indicative budget.</li> <li>• Number of external challenges to procurement processes upheld.</li> </ul>
<p><b>Reference:</b> KA.07.05</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> V. Wenham</p>	<p><b>Key Activity:</b> Ensure that the Council's governance, legal and financial arrangements are robust and not subject to legal challenge.</p>	<ul style="list-style-type: none"> <li>• This activity will ensure legal and regulatory compliance</li> <li>• Protection of the Council's legal position.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• 100% of Members attend compulsory training.</li> <li>• 60% of Members attend non-compulsory training.</li> </ul>
<p><b>Reference:</b> KA.07.06</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> V. Wenham</p>	<p><b>Key Activity:</b> To offer all Councillors an opportunity to receive training and development appropriate to their needs.</p>	<ul style="list-style-type: none"> <li>• Will ensure that there are clear connections between the investment the authority has made in Councillor learning and development and the delivery of better services for residents.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• 100% of Members attend compulsory training.</li> <li>• 60% of Members attend non-compulsory training.</li> </ul>
<p><b>Reference:</b> KA.07.07</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Refresh of the Medium-term Financial Strategy and delivery of Efficiency Plan to ensure financial sustainability and resilience.</p>	<ul style="list-style-type: none"> <li>• Certainty of Funding (not subject to national policy decisions and funding fluctuations decisions).</li> <li>• Incentive to concentrate on locally-generated income drivers, e.g. business rates retention, fees and charges.</li> <li>• Potential to reduce volatility through developing alternative delivery models or</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to forecast for the future with more certainty.</li> <li>• Locally-generated Resources increase as a percentage of the budget.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Accurate forecasting through the MTFS and accurate budget monitoring keeping spend within budget.</li> </ul>

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		<p>sharing risks between authorities.</p>	
<p><b>Reference:</b> KA.07.08</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Review and implementation of the Workforce Strategy.</p>	<ul style="list-style-type: none"> <li>• The links between business strategies and our workforce plans for recruitment, retention, development and training are aligned.</li> <li>• Key resourcing issues facing local government are addressed including fair and competitive remuneration.</li> <li>• Gaps in skills, knowledge and competency of the existing workforce are closed through effective training, development and succession planning.</li> <li>• The Council has a workforce that understands the organisation’s priorities, is flexible, innovative, diverse and inclusive and is responsive to the changing political and economic environment and to customers.</li> <li>• Learning, training and development supports the changing needs and demands on local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• The revised Workforce Strategy is adopted.</li> <li>• The successful attraction of quality candidates for vacant roles through effective and inclusive recruitment.</li> <li>• Successful delivery of the Council’s Corporate Plan through the right people with the right knowledge, skills and behaviours deployed appropriately throughout the organisation.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Turnover targets.</li> <li>• Sickness absence targets.</li> <li>• Vacant posts are filled successfully, and cost effectively, utilising online recruitment and social media.</li> <li>• The workforce is representative of the demographics of Harborough District Council and line with its Equality Plan.</li> <li>• Improved performance management through performance appraisals and regular one-to-one meetings.</li> </ul>

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<p><b>Reference:</b> KA.07.09</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Carry out a business continuity exercise to test resilience across all Council services.</p>	<ul style="list-style-type: none"> <li>• Ensuring that the Council's business continuity arrangements are robust and fit for purpose.</li> <li>• Exercise the Council's business continuity plans and identify areas for further development, thereby promoting continuous improvement of the Council's business continuity arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement of all service areas in the exercise.</li> <li>• Publication of post exercise report – 'lessons learned'.</li> <li>• Action plan to address any areas for concern/further development.</li> </ul>
<p><b>Reference:</b> KA.07.10</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Financial Resilience: Impact of Business Rates Review.</p>	<ul style="list-style-type: none"> <li>• Reduced Reliance on Central Government Funding.</li> <li>• Maximising Income in line with the Operating Model.</li> <li>• Delivery of sustainable economic and housing growth to maximise new homes bonus and business rates yield.</li> <li>• Increased Partnerships utilising capacity and maximising income potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Medium-term Financial Strategy.</li> <li>• Accurate Budget Monitoring.</li> </ul>
<p><b>Reference:</b> KA.07.11</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> To promote a commercialisation approach throughout the Council to contribute towards improved financial sustainability.</p>	<ul style="list-style-type: none"> <li>• Develop income-generating services.</li> <li>• Services are marketed effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Income generation targets met or exceeded.</li> <li>• Income and customer targets met or exceeded.</li> </ul>

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<p><b>Reference:</b> KA.07.12</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> V. Wenham</p>	<p><b>Key Activity:</b> To develop the Combined Authority and to maximise the benefits of devolution powers for Harborough District.</p>	<p>The benefits of the combined authority model include:</p> <ul style="list-style-type: none"> <li>• The provision of a simple means of fully aligning and coordinating transport planning and wider economic development and regeneration, including strategic planning, across a sub-region. This would enable economic development and regeneration and transport initiatives to be aligned, co-ordinated, and delivered swiftly and efficiently by a single body.</li> <li>• Enable a shared understanding about Leicester and Leicestershire as a single economic area across the nine local authorities and will create a strategic framework for economic development and transport which will ensure consistency in local decision making. It will also increase the control and influence of the constituent councils across the key drivers of economic growth.</li> </ul>	<p>Measures of success will be:</p> <ul style="list-style-type: none"> <li>• That a Combined Authority is brought into existence by the planned time of January 2017.</li> <li>• The Combined Authority has a robust constitution and operating agreement.</li> <li>• The Combined Authority operates with a clear governance structure.</li> </ul>
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<p><b>Reference:</b> KA.07.13</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Implement the outcome of the Facilities Management Review on expiry of the initial term of the contract (<i>will probably be recommending re-tendering</i>).</p>	<ul style="list-style-type: none"><li>• Provision of an ongoing, cost-effective Facility Management Service to support the Council and partners in their occupation of The Symington Building.</li></ul>	<ul style="list-style-type: none"><li>• The new Facilities Management arrangements are in place.</li></ul>
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<b>Critical Outcome 8: The Council makes effective use of its assets and resources</b>			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.08.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Conduct County Council Election (and any other elections as required).</p>	<ul style="list-style-type: none"> <li>• Ensure that eligible electors within the District are able to exercise their democratic right to vote.</li> <li>• Newly-elected Councillors represent the wishes of local government electors within the District.</li> </ul>	<ul style="list-style-type: none"> <li>• Electoral processes meet the Electoral Commission Performance Standards.</li> </ul>
<p><b>Reference:</b> KA.08.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> Review of Council size and warding arrangements by Local Government Boundary Commission for England (LGBCE), subject to LGBCE timetable).</p>	<ul style="list-style-type: none"> <li>• Ensure efficient and effective representation of residents within the District.</li> </ul>	<ul style="list-style-type: none"> <li>• Review outcome reflects wishes of the local community.</li> </ul>
<p><b>Reference:</b> KA.08.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Bannister, Environment and Regulation</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Implementation of the Car Parking Strategy.</p>	<ul style="list-style-type: none"> <li>• An effective parking strategy provides the framework for the delivery of car parking within the District. The right balance of parking with the right pricing structure can have a significant effect on the economic prosperity of a local community by encouraging visitors and businesses to the town.</li> <li>• An effective approach to enforcement will also help to</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Recovery rate for off-street Penalty Charge Notices (PCNs).</li> <li>• Percentage PCNs taken to adjudication.</li> <li>• Percentage of PCN's cancelled due to Civil Enforcement Officer error.</li> <li>• Number of parking transactions.</li> <li>• Percentage reduction in the number of cash transactions.</li> </ul>

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		provide effective traffic management and to ensure effective use of the Council's car parks	
<p><b>Reference:</b> KA.08.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> B. Jolly and N. Proudfoot</p>	<p><b>Key Activity:</b> Ensure that resources are deployed efficiently and effectively to maximise the quality and responsiveness of Council services.</p>	<ul style="list-style-type: none"> <li>Confidence that efficient and effective processes are in place that deliver value for money.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence is available to demonstrate that alternative delivery models have been considered and that resources have been deployed appropriately.</li> </ul>
<p><b>Reference:</b> KA.08.05</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Implement the Council's Property Strategy.</p>	<ul style="list-style-type: none"> <li>Improved use of the Council's assets and resources.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced ongoing revenue and capital liabilities.</li> </ul>
<p><b>Reference:</b> KA.08.06</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Development of Council-owned Garage Sites.</p>	<ul style="list-style-type: none"> <li>Maximise the Council assets and provide affordable housing.</li> <li>Contributes to the provision of a five-year housing supply.</li> </ul>	<ul style="list-style-type: none"> <li>Successful completion of individual projects, resulting in a surplus.</li> </ul>

**PRIORITY: Encourage a vibrant and sustainable business community intent on prosperity, employment and learning opportunities**

**Critical Outcome 9: Maintain and Encourage Business Growth through engaging with Businesses and Entrepreneurs**

	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.09.01</p> <p><b>Lead Portfolio Holder:</b> Councillor King, Finance and Commercialisation</p> <p><b>CMT Lead:</b> V. Wenham</p>	<p><b>Key Activity:</b> Ensure that procurement supports local business.</p>	<p>This activity will ensure:</p> <ul style="list-style-type: none"> <li>• More opportunities for local businesses to compete for Council contracts and support economic prosperity.</li> <li>• Maintain and improve relationships between the Council and local business.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to ensure accessibility of procurement opportunities to local business.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Percentage of contracts awarded which will involve sub-contracting where a performance measure incentivised local sub-contracting.</li> <li>• Percentage of tenders and quotations that led to a contract being awarded to a local supplier.</li> </ul>
<p><b>Reference:</b> KA.09.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> Provision of appropriate office accommodation to enable start-up businesses to grow and develop.</p>	<ul style="list-style-type: none"> <li>• Will provide much needed move-on space to enable businesses to migrate from the Harborough Innovation Centre.</li> <li>• Will attract Inward investment into the area.</li> <li>• Provide accommodation to enable businesses to remain in the District.</li> </ul>	<p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• Performance Indicators will be developed through the Move-on project plan.</li> </ul>



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<p><b>Reference:</b> KA.09.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> Ensure small- and medium-sized enterprises are able to access business support and learning opportunities throughout the Harborough District.</p>	<ul style="list-style-type: none"> <li>Increasing the prominence of the Harborough Innovation Centre (HIC) in the Harborough District by offering targeted outreach support for those businesses that require it.</li> <li>Businesses can easily access support to enable them to grow.</li> <li>Local businesses can easily access support from the LLEP.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of Pioneer 10 is done quarterly through the HIC strategy board.</li> <li>Through regular updates and monitoring of the HIC contract.</li> <li>LLEP statistics.</li> </ul>
<p><b>Reference:</b> KA.09.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> To engage with businesses to identify local barriers to growth or development. Ensure that businesses are kept informed and can access the relevant information they need.</p>	<ul style="list-style-type: none"> <li>The Council will have a better understanding of the local issues affecting businesses and where possible adapt service delivery to provide business support in the required areas.</li> </ul>	<p><u>Performance Measures</u></p> <ul style="list-style-type: none"> <li>Percentage of businesses satisfied with the service provided.</li> <li>Percentage of Complaints responded to in accordance with service standards.</li> </ul>
<p><b>Reference:</b> KA.09.05</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> Implementation of the Council's Economic Development (ED) Strategy.</p>	<ul style="list-style-type: none"> <li>Increased growth and opportunities within the Harborough District.</li> <li>Maintain quality and resilient places through sustainable growth.</li> <li>Encourage Investment.</li> <li>Create a thriving, innovative and engaged local business/entrepreneur community.</li> <li>Build a skilled, healthy and flexible workforce that meets the needs of local employers.</li> </ul>	<ul style="list-style-type: none"> <li>Various performance measures will be identified within the ED strategy in Quarter 1.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>Indicators are identified within the ED strategy.</li> </ul>

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<p><b>Reference:</b> KA.09.06</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> S. Riley</p>	<p><b>Key Activity:</b> To promote awareness of the importance of business continuity planning within local businesses.</p>	<ul style="list-style-type: none"> <li>• Businesses have a better understanding of how to protect their day-to-day operations in the event of an incident or crisis and so have the potential to reduce the costs of disruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of articles in the Business News letter regarding business continuity.</li> <li>• The number of contacts with businesses during Business Continuity Awareness Week.</li> </ul>
<p><b>Reference:</b> KA.09.07</p> <p><b>Lead Portfolio Holder:</b> Councillor Hallam, Corporate Services</p> <p><b>CMT Lead:</b> B. Jolly</p>	<p><b>Key Activity:</b> Non-Domestic (Business) Rates revaluation support and advice provided to ratepayers.</p>	<ul style="list-style-type: none"> <li>• Ensure businesses receive the relief they are entitled to.</li> <li>• Ensure businesses are provided with correct and adequate advice concerning rating appeals if they consider the rates charged are excessive.</li> <li>• Transition scheme information is provided with demand notice.</li> </ul>	<ul style="list-style-type: none"> <li>• Demand notices ensure clear information is provided to ensure ratepayers fully aware of next steps if they disagree with rateable value.</li> <li>• Monitor number appeals lodged and outcome.</li> <li>• Website contains links to valuation office for further advice.</li> </ul>

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<b>Critical Outcome 10: People have opportunities to access culture and tourism</b>			
	<b>Key Activity Description</b>	<b>What difference will it make?</b>	<b>How will we measure success?</b>
<p><b>Reference:</b> KA.10.01</p> <p><b>Lead Portfolio Holder:</b> Councillor Page, Health and Wellbeing</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> Work with partners to support the ongoing development and sustainability of the Market Harborough Museum.</p>	<ul style="list-style-type: none"> <li>• With the enhanced use of volunteers there will be more learning opportunities for the public and for schools.</li> <li>• With the enhanced use of volunteers, the Museum would be more resilient to the impact of any reductions in future funding.</li> <li>• Increase the culture and heritage offer to residents and tourists.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the Business Plan activities agreed by Partners and the Executive for 2017/18.</li> </ul>
<p><b>Reference:</b> KA.10.02</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> Develop and implement a Tourism blueprint for the District.</p>	<ul style="list-style-type: none"> <li>• Will improve customer and business experience within the tourism sector in Harborough.</li> <li>• Increase the value that tourism brings to the local economy.</li> <li>• Increased hits on the website will mean businesses are more likely to pay for enhanced entries. This can then be reinvested back into the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Through google analytics.</li> <li>• Through Leicestershire promotions.</li> <li>• Through the STEAM tourism economic impact modelling process.</li> </ul> <p><u>Performance Indicators</u></p> <ul style="list-style-type: none"> <li>• 5000 webpage views per month.</li> <li>• 3500 unique visitor to the website per month.</li> <li>• 10 additional enhanced entries within the website.</li> <li>• Increased visitors to the District by X%.</li> </ul>

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<p><b>Reference:</b> KA.10.03</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> N. Proudfoot</p>	<p><b>Key Activity:</b> To utilise Council resources/assets to promote culture and tourism.</p>	<ul style="list-style-type: none"> <li>• Will increase visitor numbers to major attractions.</li> <li>• Will increase consumer spending within Harborough District.</li> <li>• Increase the culture and heritage offer to residents and tourists.</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor numbers to major attractions.</li> </ul>
<p><b>Reference:</b> KA.10.04</p> <p><b>Lead Portfolio Holder:</b> Councillor Pain Strategy/ Economic Development</p> <p><b>CMT Lead:</b> A.M. Hawkins</p>	<p><b>Key Activity:</b> To provide support to community groups to enable events to be effectively managed and coordinated.</p>	<ul style="list-style-type: none"> <li>• Events run by community groups are effectively managed and coordinated.</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups are provided with support.</li> </ul>