Harborough District Council

Corporate Delivery Plan for the 2021/22 Year

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

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

		What difference will it make? *(Outcomes)*	**How will we measure success?** *(Performance Measures)*	**What are the Risks and Opportunities?**
Ref	**Key Activity**			

Critical Outcome 1: Keeping the District a great place to live, work and visit

Ref	**Key Activity**	**What difference will it make?** *(Outcomes)*	**How will we measure success?** *(Performance Measures)*	**What are the Risks and Opportunities?**
KA.01.01	Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)	- Greater certainty for the community and for developers about what development will take place where and what infrastructure will be provided to support. - Greater control over planning decisions and fewer speculative applications and appeals. - The Council will be able to provide an effective, integrated and accessible Planning Service. - Deliver sustainable development including new homes and economic growth, and ensuring the Council fulfils its statutory Local Planning Authority function. - Continued development of Neighbourhood Plans.	- Percentage of planning applications determined in accordance with the Local Plan. - To meet local and national performance standards. - To be below the national average for planning appeals. - Ensure compliance with Planning Enforcement protocols. - Improved accuracy of forecasting (especially in the medium term). - Increase on the current business rate baseline (after appeals). - Monitoring of the Infrastructure Delivery Plan.	Risk - Failure to implement Local Plan policies consistently could lead to reputational damage. - Poor performance may lead to implementation of Special Measures and the Council losing decision-making powers. - Ineffective enforcement leads to unauthorised development. That necessary infrastructure is not provided. Opportunities - To provide reassurance that planning decisions will be made in accordance with the Local Plan, providing greater certainty for the community. - To control development, including housing and economy, to shape the

		- Improved forecasting of housing and business build-out rates. - Improved knowledge of 'build out' plans at a locality level. - Identifying opportunities to maximise business rates. - Improved economic and demand forecasting in respect of economic and housing growth. - Ensure the necessary infrastructure is provided to meet the needs of future development.		sustainable growth of the District. - More informed decision making in the light of improved forecasting. - To highlight the need for necessary infrastructure through the Infrastructure Delivery plan.
KA 01.02	Begin the review of the adopted Harborough Local Plan (2011-2031)	- Greater certainty for the community and for developers about what development will take place where and what infrastructure will be provided to support. - Greater control over planning decisions and fewer speculative applications and appeals. - Sufficient land will be allocated to meet forecasted employment need across a range of employment sectors.	- Adoption of the reviewed Local Plan in accordance with the timetable set out in the Local Development Scheme. - Growth in business rates to include number of new assessments added to the local rating list. - Net increase in floor space for employment.	Risk - The Planning Inspectorate finding the Local Plan unsound or that the Duty to Cooperate or Legal Compliance requirements have not been met in full. - Insufficient employment land brought forward to meet employment needs. Opportunity

		- Employment land will be available to meet growth aspirations of different sectors.		- To ensure the Local Plan is reviewed within the timescales required by Government and set out within the Local Plan itself - To ensure the District retains an up-to-date and robust Local Plan. - To make local communities more economically viable. - Potential to diversify the economic offer of the District.
KA.01.03	Review our Community Safety function in order that it remains able to identify and address key issues of crime and disorder.	- Reassurance that crime and disorder is being tackled by local services. - Residents and communities more aware of measures to keep themselves safe from harm. - Working to reduce incidents of crime and anti-social behaviour - Identify and support vulnerable victims	- Six monthly highlight reports on CSP activity - Percentage of victims that are risk assessed to ensure correct support is in place. - Provision of an up-to-date, fit-for-purpose CCTV Strategy	Risks - Managing expectations of the community around resources and risk. Opportunity - To provide reassurance that crime and disorder is being tackled by local services.
KA.01.04	Develop in partnership the local visitor economy particularly in respect of the District's two market towns. Support and develop the local visitor economy and the Districts	- Increased growth in tourism. - Increased sustainability of the businesses that are engaged in the tourism economy.	- Increase in visitors to the District. - Increase in Growth Value Added in the tourism sector.	Risks - National economic downturn prevents expansion of this sector. - Increased competition from other areas.

	two market towns to recover from the impact of the Coronavirus pandemic including completing and implementing town centre masterplans for Market Harborough and Lutterworth	- Increases/ sustained attendance at local events. - Promotion of the vibrancy of the District's two market towns. - Increased/ sustained footfall within the two market towns.	- Increase in number of events, visitors and economic impact. - Increased footfall in each of the market towns compared to previous years. - Gross value added increase. - Successful implementation of the Council's Economic Development Strategy.	- External economic impacts e.g. increased online shopping leads to store closures. - 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 - Uncertainty of national economic environment. Opportunity - To work with partners to develop the tourism offer. - To expand the reach of the two market town centres as destinations.
KA.01.05	Continue the Programme of review of the Council's Conservation areas.	- Protect and enhance the Council's Conservation Areas - Inform planning decisions affecting Conservation Areas	- Preparation of methodology and prioritisation for reviews	Risk - Managing expectations of communities around the timing and speed of reviews Opportunity - Ensure the Council's 62 Conservation Areas are up-to-date and fit for purpose.
KA.01.06	Develop a Masterplan to maximise the potential of Welland Park, Market Harborough.	- TBC	- TBC	TBC

KA.01.07	Explore the benefits of development of a Rural Strategy.	- Ensure that Council services take account of the rural population. - The Council is in a position to influence key partners such as the LLEP to focus on rural initiatives.	- Production of a business case for proposing a Rural Strategy or not, following exploration.	Risk - Failure to consider rural issues leads to gaps in meeting the specific needs of rural communities. Opportunities - The Council is in a position to influence positive action to address rural issues, particularly in relation to; the aging population, the cost of living, local infrastructure and accessibility.

Critical Outcome 2: Encourage enterprise				
Ref	**Key Activity**	**What difference will it make?** *(Outcomes)*	**How will we measure success?** *(Performance Measures)*	**What are the Risks and Opportunities?**
KA.02.01	Encourage the entrepreneurial SME economy, through the Harborough Innovation Centre, Harborough Grow-On Centre, Harborough Market and business support frameworks, to recover and prosper following the impact of the Coronavirus.	- SMEs will be able to access business support frameworks to support their growth journey. - High Growth Potential SMEs will be able to locate at the Harborough Innovation Centre and Grow-on space. - Harborough's reputation as a District supporting small businesses is maintained. - Work with local businesses to fully understand their needs and aspirations. - Support and sustain new and existing market traders. - Increase in more and diverse job opportunities for the residents of Harborough District	- Percentage occupancy rate at the Harborough Innovation Centre and Grow-on Centre and Harborough Market. - Exceed target turnover of businesses. - Business Failure percentage is less than Harborough District average. - Increase in inward investment enquiries. - Net increase in business registrations in the District.	Risks - Competition from privately-led office/business centre accommodation. - Growth of businesses working from home and seeking to reduce office costs. - Necessary infrastructure is not in place. - National economic downturn and/ or local competition. Opportunities - Harborough Grow-on Centre could free up space for small SMEs to have access to the Harborough Innovation Centre. - Review and adapt to meet business needs post-Coronavirus pandemic. - To exploit the District's good transport links.
KA.02.02	Develop partnerships with Schools, Universities and	- Work with education providers to ensure that pupils have an	- Business satisfaction survey.	Risks

	Centres of Excellence to provide services in the District.	understanding of local employment and training opportunities. - Promote specific sector job opportunities in schools to attract young people into these sectors. - Develop a positive relationship between local businesses, education providers and the Council.	- Attendance at engagement events. - Continued commitment promoting through local schools and colleges apprenticeships, work experience placements and university placements at the Council.	- Failure to engage effectively with the education providers and local businesses. Opportunities - There may be opportunities for joint working on common issues. - 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.

| | | | **How will we measure** | |
| | | **What difference will it make?** | **success?** | **What are the Risks and** |
Ref	**Key Activity**	*(Outcomes)*	*(Performance Measures)*	**Opportunities?**
KA.03.01	Achieve delivery of an appropriate mix and type of affordable housing that meets local need throughout the District, across all tenures.	- Affordable housing is available to those that need it. - New housing meets housing needs by providing a range of house types, tenure, size and location.	- Number of affordable homes delivered. - Major applications (sites of more than 10 dwellings) providing for an appropriate mix of tenure, type and size to meet needs. - Monitoring of targets set in the Local Plan.	Risk - Local individuals (including young people) and families on a low income are not able to live in the District. Opportunity - Using Planning Policy to influence affordability and quality of homes delivered.
KA.03.02	Provision of effective housing advice and Prevention of Homelessness (including a review of accommodation for the homeless.	- Minimise homelessness through early intervention. - 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.	- Number of repeat homelessness acceptances. - Percentage of home-seekers re-housed in the quarter who were in high housing need band and successfully bid within 16 weeks.	Risk - Homelessness is traumatic for households and puts pressure on Council resources in terms of Officer time and the provision of costly temporary accommodation. Opportunity - To help residents to find sustainable housing options.

Critical Outcome 3: Enable delivery of quality Homes for all

| KA.03.03 | To bring long-term empty properties back in to use. | - Increasing the amount of residential accommodation.
- Promotion of economic vitality.
- Improved street scene. | - Reduced empty business and retail properties.
- Number of interventions carried out throughout the year.
- Reduction in empty homes in the District.
- The effect of change to the Council Tax long-term Empty Property Policy. | Risk
- External economic factors lead to an increase in empty properties.

Opportunities
- To focus on those properties that will have the most impact. |

		What difference will it make?	**How will we measure success?**	**What are the Risks and**
Ref	**Key Activity**	*(Outcomes)*	*(Performance Measures)*	**Opportunities?**

Critical Outcome 4: Improving the environment

Ref	Key Activity	What difference will it make? *(Outcomes)*	How will we measure success? *(Performance Measures)*	What are the Risks and Opportunities?
KA.04.01	Provide effective local air quality management.	- 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.	- Robust air quality monitoring data identified to enable decision making and appropriate migration. - Compliance with national legislation.	<u>Risk</u> - Multi-agency response adds complexity to actions required. <u>Opportunity</u> - To develop local action plans.
KA.04.02	Review parish, community and voluntary sector support.	- Residents will be able to access local community facilities for sport, physical and community activity to complement the District's leisure centres.	- Implementation of the build facilities strategy - Allocation of s106 funding to identified CIL compliant community facility and recreation projects. - Development of CIL-compliant evidence base for future funding.	<u>Risk</u> - Risk that sustainable local facilities are not developed. <u>Opportunity</u> - Section 106 money identified for additional needs arising from housing growth.
KA.04.03	To promote a clean environment through campaigns and enforcement	- Increase public awareness of fly-tipping. - Proactive enforcement of fly-tipping and dog fouling.	- Increased number of fixed penalty notices and prosecutions. - Measure awareness of public campaigns.	<u>Risks</u> - Continued national increase in fly-tipping. - Changes at household waste sites have a negative impact.

				Opportunity
				- To build public awareness and change behaviour.
KA.04.04	Prepare for re-procurement of the Environmental Services Contract	- Effective procurement will ensure that the District is clean and safe by securing a high quality Waste Management, Street Cleansing and Grounds Maintenance service.	- Procurement of contract to deliver value for money.	Risks - Risk of new contract being more expensive for the same service level. Opportunity - Opportunity to save money. - Opportunity to ensure service quality.
KA.04.05	To Ensure all Council Activities work towards the being Carbon Neutral by 2030.	- Reducing Carbon emissions from Council activities will be embedded in all service areas - Improved joined up working with external organisations and agencies - The climate change impact of Council activities will be minimised - Improved access to electrical charging points across the district - Green incentives available to encourage behaviour change e.g. reduced licence fee for ULEV taxis.	- Development of comprehensive action plan for the Council including milestones and performance indicators.	Risks - Reputational risk of not reducing carbon emissions Opportunity - Better joined up working across all service areas and external organisations to achieve common objectives

		- Promote initiatives to combat climate change.		

The People: a healthy, inclusive and empowered community

Critical Outcome 5: Promote health and wellbeing

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.	- Ensuring communities have opportunities to engage in local and District-wide projects and programmes for healthy lifestyles. Residents are;
		  - More active
		  - Better physical and mental wellbeing
		  - Reduced social isolation
		  - Living better for longer
		  - Reduced reliance on primary services.
		- To work in partnership with new Primary Care Networks.
			- Number of attendances at outreach activities.
			- Percentage of those attending activities reporting an increase in physical activity levels.
			- Individual and group case studies
			- Continue to provide and improve on community exit routes from higher dependency provision of services
			  - Falls prevention.
			  - Cardiac rehab.
			  - Exercise. prescription.
			  - Cancer/diabetes & back pain.
				Risk
				- Short-term funding could limit long-term outcomes.
				- Activities are not attended due to the impact of the coronavirus pandemic.
				
				Opportunity
				- To attract and combine funds from a variety of sources to leverage better outcomes.
				- To work with other sports and leisure providers.

KA.05.02	In response to the coronavirus to consider the leisure offer in Market Harborough and Lutterworth	- It will ensure that the evolving leisure requirements of the community are addressed.	- Increased participation in physical activity. - New centre for Market Harborough agreed.	Risks - New leisure contract bids are outside of the budget envelope. Opportunities

				- Procurement process 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.	- Reduced energy consumption in the District. - More households are able to access cheaper electricity tariffs. - Reduced emissions of greenhouse gasses.	- Number of installations carried out. - Monitoring of data contained within the annual Climate Local progress reports.	Risk - Change to Government Policy. Opportunity - To target the most vulnerable households. - Utilise the Lightbulb service to promote Harborough Warm Homes.
KA.05.04	Develop a Young Peoples' Strategy.	- The Council will develop a fit-for-purpose Strategy to engage with young people to understand their needs specifically around skills, employment options and housing.	- Adoption of a Strategy which sets out the evidence base for future decision making.	Risk - Young people fail to engage with the process and the Strategy is not clearly scoped as a result. Opportunity - To empower young people and identify opportunities around

				skills, employment options and housing.

Critical Outcome 5: Support vulnerable People				
Ref	**Key Activity**	**What difference will it make?** *(Outcomes)*	**How will we measure success?** *(Performance Measures)*	**What are the Risks and Opportunities?**
KA.06.01	Review the role of the voluntary and community sector in providing support to vulnerable groups, particularly post the coronavirus pandemic.	- Thriving voluntary and community sector that meets the needs of residents is important.	- Number of people supported. - Number of volunteering hours.	Risk - Unmet demand if the voluntary sector is not supported. - Reduction in local and national funding for the Voluntary Sector. Opportunity - Council's funding provides voluntary organisations with the ability to leverage significant additional funding.
KA.06.02	Continue to develop the Lightbulb offer for households.	- 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. - The availability of a more flexible approach to delivering beneficial outcomes to households beyond the scope of the disabled facilities grant programme.	- Monitoring in line with the Lightbulb Service Plan.	Risks - Managing demand on the service. - Partners withdrawing from Lightbulb. - Reduction in funding for assistance. Opportunities - Improved customer experience.

				- More joined-up approach between partners. - Reduction of impact on health service.
KA.06.03	Provision of a 24-hour Lifeline Service.	- Enabling vulnerable people, especially older people, to live at home safely and independently.	- Numbers of people supported.	Risks - Viability of service due to competition. - Loss of corporate contracts. Opportunities - To make the District a better place for vulnerable people and to provide an income-generating service. - Digitalisation of services offers new opportunities and potential for efficiencies.
KA.06.04	Delivery of the agreed objectives and recommendations of the Armed Forces Covenant.	- Serving and veteran personnel and their families are better supported with the transition to civilian life.	- Fulfilment of the objectives and recommendations of the Armed Forces Covenant. - The database of personnel with enlarged.	Risk - If personnel are not adequately engaged with this may lead to unforeseen pressures on Council services. Opportunity

				- To better supported Armed Forces personnel who are empowered to integrate into civilian life.

Critical Outcome 7: Empower Communities				
Ref	**Key Activity**	**What difference will it make?** *(Outcomes)*	**How will we measure success?** *(Performance Measures)*	**What are the Risks and Opportunities?**
KA.07.01	Liaise 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.	Risk - Local needs of communities cannot be met without input from parishes. Opportunity - Access to wider funding sources. - More services delivered locally.
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.	Risk - Neighbourhood planning is not well understood, and expectations are unduly raised. Opportunity - To engage local communities in planning for their community.

PRIORITY: Your Council: creative, proactive and efficient

Critical Outcome 8: Deliver Financial Sustainability for the future				
Ref	Key Activity	What difference will it make? *(Outcomes)*	How will we measure success? *(Performance Measures)*	What are the Risks and Opportunities?
KA.08.01	Develop and adopt a robust methodology for business cases to deliver cost savings and income generation proposals.	- MTFS targets are delivered. - Service changes are evidence based and deliver sustainable services and benefits. - Appropriate Governance and Assurance frameworks are put in place. - Robust business cases enable better decision making.	- Project Management & Benefit Cards. - Savings targets being met or exceeded. - Approval of the business case for a suitable Human Resources/ Payroll system. - Completion of the review of charges for pre-application planning advice. - Implementation of the Council's Property Strategy. - Implementation of the Council's Capital Programme. - Introduction of a corporate standard for business cases. - Officer and member training for business case development and options appraisals.	Risks - Improved links between outcomes expected and resources invested. - Business Case dependencies could delay implementation leading to reduced benefits achieved in desired timetable (rather than individual saving proposals). Opportunity - Sustainable service delivery for the future.
KA.08.02	Develop a commercial Property Investment Strategy.	- To generate new net rental income to fund Council services.	- Generation of new income (target TBC in Strategy).	Risks

			- Generation of net return (target TBC in Strategy).	- Market or tenant failure leads to loss of income and/or increased costs. Opportunities - Increased rental income. - Growth in Asset base. - Possible regeneration within the District.

Critical Outcome 9: Responsive and accessible services				
Ref	Key Activity	What difference will it make? *(Outcomes)*	How will we measure success? *(Performance Measures)*	What are the Risks and Opportunities?
KA.09.01	Implement the Change Programme in order to improve the customer experience, deliver efficiencies, and maximise use of online submissions portals.	- More services are available 24/7. - Improved knowledge of customer contact. - Customers are more informed as to progress and outcomes. - Resources can be better focused to deal with more complex enquiries and request. - As far as is possible all customer access channels will offer the same level of service.	- Increased number of transactions submitted through online portals. - Successful implementation of the Change Programme. - Reduction in failure demand – e.g. chasing for progress.	Risks - Customers resist channel shift. - Customers lack ICT knowledge or access to channels (e.g. no Broadband). Opportunities - To increase accessibility to Council services. - Streamline access to transaction services. - Offer more choice to customers.
KA.09.02	To ensure effective Strategic Communications across the District to keep residents informed of Council Services and Key Activities.	- Residents feel well informed, which will strengthen communications across the District. - Consistent corporate messages and key activities are shared across the District	- Framework developed and implemented. - Through ongoing review and monitoring of the Communications Strategy.	Risks - Residents do not know about the key activities of the Council. - Too much information is lost and residents do not feel informed. Opportunities - Communications will be conveyed at the right time for the right

				audience and reduce information overload. <u>Design service</u>
KA.09.03	Finalise and implement a Community Governance Review of Parishes	- Ensure that parish boundaries are appropriate and fit for purpose.	- Completion of review within the statutory 12 month period.	<u>Risk</u> - Potential difficulties in reaching agreement on proposals. <u>Opportunity</u> - Increased public awareness of local democracy.
KA.09.04	Review the Customer Services Strategy.	- Services focussed on the needs of the customer. - Consistently high-quality service for people contacting the Council. - To ensure customer services is responsive to changing user needs and behaviours.	- The Council has an adopted fit-for-purpose Strategy.	<u>Risks</u> - Assumptions are made on customers' requirements and are not based on evidence. <u>Opportunities</u> - Fewer repeat contacts from customer (right first time).
KA.09.05	Develop an Engagement Strategy.	- To outline the principles for consultation and engagement for the council. - Enabling the Council to continue to improve service delivery by collecting focussed and meaningful	- The Council has an adopted fit-for-purpose Strategy.	<u>Risk</u> - Low response rates due to consultation fatigue

		feedback from residents, communities, and customers.		<u>Opportunity</u> To make sure the Council consult on issues and ensure, where possible, the Council prepares a plan/ timetable for consultation.