



Corporate Plan 2022 – 2031

Harborough District Council





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Foreword

This plan shows how the District Council will help to ensure that we are a place that stands out, not only in Leicestershire, but also nationally as an area where residents can have a good quality life and where businesses and communities continue to thrive. [Cllr Phil King](#)

We need to continue to improve how residents interact with the council and make sure that we can deliver and maintain better services for everyone into the future. [Liz Elliott](#)



Our Corporate Plan for 2022-31 sets out our priorities and ambition for the next decade, as to what we want to achieve for residents, communities, and businesses of the Harborough district. This plan shows how the District Council will help to ensure that we are a place that stands out, not only in Leicestershire, but also nationally as an area where residents can have a good quality life and where businesses and communities continue to thrive.

As we continue to support the recovery from the effects of the pandemic, we will be working to improve our understanding of community needs. To help address these needs, we will ensure that residents have easy access to services, whilst promoting healthy life choices and improved wellbeing. Furthermore, as we continue to shape our district to be an outstanding destination for both business and leisure, we will seek to protect what is special about our area, prioritising sustainability in future development.

Securing a prosperous future is a shared responsibility. As a district council, we will be focused on the areas where we can have the biggest effect, and we will continue to work closely with residents, businesses, and our partner organisations to do this together.

Cllr Phil King – Leader of Harborough District Council



I am very proud of how the council has responded to the challenges and demands that the Covid-19 pandemic has presented.

We now need to learn from the way we have worked during the pandemic and focus our resources on improving the experience for our customers by looking at the needs of people in our communities, and the places they live in. We need to continue to improve how residents interact with the council and make sure that we can deliver and maintain better services for everyone into the future.

For Harborough District Council, continuous improvement, financial sustainability, value for money, and a relentless focus on resident and business needs will be the new normal. As our communities and local businesses grow and develop, our services will need to respond more quickly to these changing needs, and we will work to empower residents and businesses to help themselves where possible.

Throughout all this we will look to use the best practice and modern local government models from across the country to ensure that we deliver the absolute best value and effective services for all our communities across the district.

Liz Elliott - Deputy Chief Executive, with responsibility for corporate and business planning, Harborough District Council



About this plan

The Corporate Plan is the council's overarching strategic document. It is the only plan which covers the full range of the council's responsibilities and is an important tool to set out our ambitions for the district and help focus our efforts and resources on the right things. This is even more important in the context of constrained budgets, increases in demand and continuous change.

By prioritising a clear set of commitments and actions, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve. The delivery of the plan will be monitored in accordance with the council's performance management framework, reporting through both scrutiny and cabinet on the key activities. The climate change action plan will also be reported on as part of the key activities and a bespoke performance dashboard will be developed to enable this to be easily seen and monitored.

The Corporate Plan informs other key strategies and plans, it does not replace them, but it should shape them whenever they are being updated.

This Plan will guide us as we recover from the pandemic and beyond, developing resilience for the changing world, and building on the solidarity and positive change we have experienced in this challenging time.

Good strategic planning also means aligning financial and service planning. This plan has been developed alongside the Medium-Term Financial Strategy and will be agreed alongside the Budget by the full Council in February 2022.

How the plan was developed

We have built on the feedback that local people have already provided through ongoing customer feedback and the recent strategy consultations, and we will continue to engage with people and shape our plans. This will be a continuous process of dialogue with our residents to ensure we are meeting their needs and aspirations.

In addition to this feedback, we also considered the following:

- **The needs of our communities:** this is vitally important as the needs of our communities vary across the district. We need to focus on issues in a locally sensitive way.
- **Political priorities:** elected councillors are the representatives of their communities, and they will continue to play a key role in developing policies that support this plan. They will also play a key role in holding the organisation to account against its key commitments.
- **The resources we have available:** this Plan was developed alongside the Medium-Term Financial Strategy. The budget report, which can be found on the council's website, includes further details along with specific savings and investment proposals.
- **National objectives and statutory obligations:** we have considered the priorities and resources of national Government and our legal responsibilities.
- **Good practice:** finally, we have considered good practice from other councils as well as from across the wider public sector.



Our vision

Working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through:

Community leadership to create a sense of pride in our place

Promoting health and wellbeing and encouraging healthy life choices

Creating a sustainable environment to protect future generations

Supporting businesses and residents to deliver a prosperous local economy

The Covid-19 pandemic has really altered the way that public services are provided. The Council will continue to focus on improving the experience of our customers by looking at the needs of people in our communities, and the places they live in, and to focus on improving how residents interact with the council – everything from waste collection to making a planning application – making sure that we can improve and maintain services for everyone into the future.

We are driven by our ambition to make the Harborough district a place where our residents can live the best lives they can. We want our businesses and economies to thrive and our environment to be managed in a sustainable way, ensuring the needs of these communities are met and that the district maintains its own local identity and unique surroundings. Whilst we will focus on longer-term prosperity and continued growth of the district and provide clarity on what we want the future to look like, we will also deliver short- and medium-term goals to achieve positive outcomes for all.

Securing a prosperous future for Harborough district is a shared responsibility. As a council, we must be focused on the areas where we can have the biggest impact – but we will work closely with all residents, businesses and other public services.

By encouraging collaboration, community cohesion and giving all an opportunity to participate, we will achieve more than any single organisation or a person could achieve working alone. As a council, we will be working to understand our communities' needs and ensuring they have easy access to services that address those needs, whilst promoting healthy life choices, improving wellbeing and a thriving local economy.

Working together, we will shape our district to be an outstanding destination for both business and leisure. This will involve a focus on place shaping and design to preserve what is special about our area whilst embracing future sustainable developments, attracting inward investment, and reinvigorating our local economies and communities.

Underpinning our ambitious vision, the council-led transformational change programme will focus on working with residents, businesses, and other public services to put robust plans in place and then on delivering those plans. This will be an evolving process which will take time to implement and for the benefits to be fully realised, so, we must all be committed to playing our part.

Within the council, continuous improvement, financial sustainability, value for money, and a relentless focus on resident and business needs will be the new normal. Our services will need to respond more quickly to changes in need and we will work to ensure that we empower residents and businesses to help themselves where possible. The council will lead and advocate for change and collaborate with others to meet local needs where required. Where it is needed, it will move quickly and respond effectively.

To inform this change, we will look to use best practice and modern local government models from across the country and as our communities and local businesses grow and develop, the council will adapt and change to meet the future demands and expectations of our residents.

Our shared vision will be our guide as we embark on this journey together.



How the Council will change for you

Our staff have shown great resilience to maintain the quality of our services, whilst also addressing the constraints on resources, in addition to the increasing demand for those services.

We will use this plan to shape service delivery for the future, building on these foundations and continue to support the residents and businesses of our district throughout the period of recovery from the impact of the pandemic.

1

Underpinning this ambitious vision, a **Council-led transformational change programme** will focus on working alongside residents, businesses, and other key stakeholders to put a robust plan in place and then on delivering that plan.

2

Within the Council, **continuous improvement, financial sustainability, value for money, and focusing on resident and business needs** will be the new normal. Our services will need to respond quickly to changes in need and we will work to ensure that we empower residents and businesses to help themselves where possible. Where the Council does not need to be involved it should not be. Where it is needed, it will move quickly and respond effectively.

3

To inform this change, we will look to **use best practice** and modern local government models from across the country and as our communities and local businesses grow and develop, the Council will adapt and change to meet the future demands and expectations of our residents.

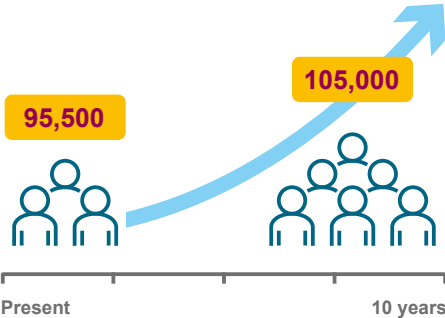


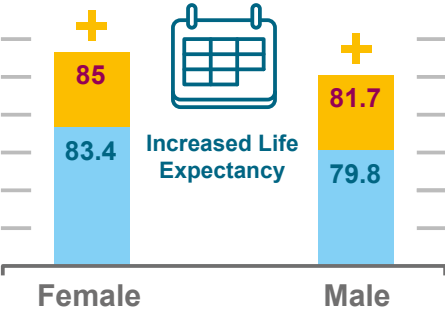
Where we are now

Harborough, located in the heart of England, has a heritage to be proud of, the most picturesque villages and countryside, unique market towns, iconic historic sites, thriving businesses and independent shops.

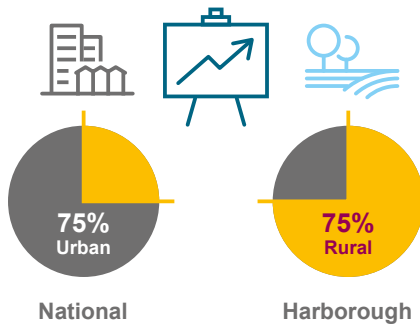
But as we look to the future, we must start with a clear understanding of the challenges we face. Only with a clear understanding of exactly where we are as a District can we hope to deliver on the aspirational change set out in this Plan.

Social Profile

	What the data tells us	What it means for us						
<h2>Population Growth</h2>  <p>The chart shows population growth from the present to 10 years later. At the present, there are 95,500 residents, represented by 5 person icons. In 10 years, the population is projected to reach 105,000, represented by 7 person icons. A blue arrow points from the present population to the future population, indicating growth.</p> <table border="1"><thead><tr><th>Time</th><th>Population</th></tr></thead><tbody><tr><td>Present</td><td>95,500</td></tr><tr><td>10 years</td><td>105,000</td></tr></tbody></table>	Time	Population	Present	95,500	10 years	105,000	<p>95,500 population: the district has experienced growth of more than 10% over the past decade. The population is projected to increase to more than 105,000 residents by 2040.</p>	<p>Increased demand for services due to demographic changes: Harborough's population is both growing and living longer. That is good news, but it does increase demand for public services and puts additional pressure on existing infrastructure which is already overstretched.</p>
Time	Population							
Present	95,500							
10 years	105,000							

	What the data tells us	What it means for us									
<h2>Life Expectancy</h2>  <p>The chart compares life expectancy for females and males. For females, the life expectancy is 85 years, which is 1.6 years above the England average of 83.4. For males, the life expectancy is 81.7 years, which is 1.9 years above the England average of 79.8. A calendar icon and the text 'Increased Life Expectancy' are placed between the two bars.</p> <table border="1"><thead><tr><th>Gender</th><th>Life Expectancy</th><th>England Average</th></tr></thead><tbody><tr><td>Female</td><td>85</td><td>83.4</td></tr><tr><td>Male</td><td>81.7</td><td>79.8</td></tr></tbody></table>	Gender	Life Expectancy	England Average	Female	85	83.4	Male	81.7	79.8	<p>Female life expectancy: 85 (above England average of 83.4), Male life expectancy: 81.7 (above England average of 79.8)</p>	<p>Long and healthy lives are enjoyed by residents of Harborough district. The Council needs to recognise this and plan how to meet the needs of an ageing population.</p>
Gender	Life Expectancy	England Average									
Female	85	83.4									
Male	81.7	79.8									

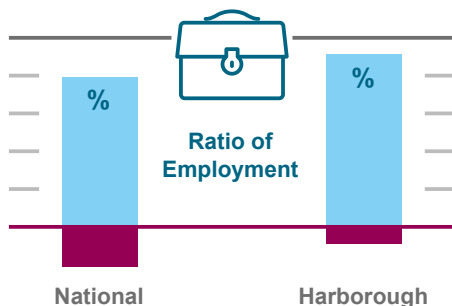
Rural Businesses



Rural business setting: around 75% of businesses in Harborough District are in rural locations. Nationally the trend is the opposite, with around 75% of businesses being in urban settings.

A carefully considered Economic Development Strategy is required since the district's rural businesses have differing needs to the majority around the country.

Employment



Unemployment levels in Harborough District are lower than the national average.

Sustained efforts: are required to maintain the district's image as an attractive place to work.

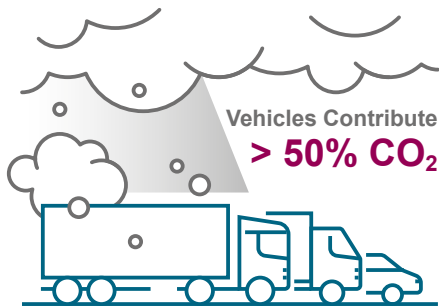
Industry



Key Industry: 95% of all places in England are within four hours travelling distance of Lutterworth. This area is referred to by some in logistics circles as 'The Golden Triangle'

Maintaining healthy relationships with the district's employers should help residents to benefit from job opportunities. Strong business rates returns benefit the whole district.

Emissions



Carbon Dioxide emissions in the district are relatively high, compared to those in Leicestershire and the East Midlands. More than half of emissions are attributable to the transport sector.

Air Quality Management needs to be effectively monitored and managed.

Climate



A climate emergency was declared by the Council in June 2019 and it has committed to reducing its own emissions to net zero by 2030.

Working with householders to reduce emissions to net zero will be crucial to the success of the Council's climate commitment.



Our Outcomes, Key activities, and performance indicators

We are embarking on an ambitious programme of change, when our District and the whole nation is facing the enormous social and economic challenges brought by Covid-19. We need clear priorities to achieve our vision as a thriving place where everyone is given a chance to flourish. We are determined to improve the life chances for everyone. This means closing the gap for the most vulnerable members of our communities and ensuring everyone has the opportunity to realise their full potential.

The Corporate Plan looks to deliver outcomes across four principal areas.

Place and community – ensuring there is housing to meet local needs of all ages, that growth provides employment and is designed well, recognising the rural nature of the district and that communities are involved in how that growth is shaped.

Healthy Lives – giving the guidance and support to all our residents to make healthy life choices, to live longer healthier independent lives, not only physically but in good mental health too.

Environment and sustainability – enhancing and protecting our natural environment with improved access to open and green spaces, addressing climate issues proactively looking to future sustainable options and reducing environmental crime to further protect the environment.

Economy – that local employment options are available to allow residents to prosper in our district, developing and retaining the skills our employers need and supporting businesses to be successful, promoting the area to both employees, employers, and visitors to ensure a stable future economy.

The Plan identifies a clear set of outcomes and actions that will be taken for every priority to guide the council's development and to help deliver the necessary transformational change.

Place and Community

Priority 1: Community leadership to create a sense of pride and belonging

Where we live and our local community is central to our quality of life. We are fortunate that our district is largely prosperous, and most people live in good neighbourhoods, with strong community involvement and valuable community facilities. However, there are some areas we need to improve and strengthen such as: increasing involvement and access to services for our communities and supporting and safeguarding the most vulnerable.

We want to really listen to residents, understand their needs and recognise their strengths. We will improve our methods of engagement, ensuring we address needs in a consistent way, and put in place easily accessible ways to receive and provide information to keep our residents informed, using technology to effectively connect with our communities.

We will create a sense of pride in our district by ensuring that we build and create new, resilient communities that recognise the unique nature of the district, with a strong focus on good design to ensure developments are in line with our agreed planning guidance. We will look to ensure that housing across a range of prices and tenures is available to meet local demand and help our residents to remain in the district.

We will continue to address community safety issues, tackling anti-social behaviour and crime through strong and appropriate action, in partnership with our partners and communities.

We will seek to be as inclusive as possible with all communities across the whole district and will continue to engage and support those with specific needs on access to our services, recognising the diversity of the district and its residents.

The people who live and work in our district, and who make up our communities, are at the heart of all we do as a council, and we will strive to ensure we meet their needs as they grow and develop. We will do this by working alongside the residents and assisting them to thrive.

What we want to achieve, our critical outcomes

- **CO1:** There will be an adequate supply of housing to meet local needs across all tenures and price ranges, and reducing the potential for homelessness
- **CO2:** Our local plan will ensure growth in the area is balanced with employment opportunities and transport and infrastructure needs are met
- **CO3:** The rural nature of the district will be recognised, and our heritage and cultural assets are preserved
- **CO4:** Our local communities, the voluntary and charitable sector are more engaged and actively managing their own localities and shaping their own places
- **CO5:** The district will be shaped through good design, that addresses local needs and promotes healthier life choices

What we will do to achieve this; our key activities and how we measure success

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.01.01: Improve and enhance the future delivery of Customer Services.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Increased number of transactions submitted through online portals. • Reduction in failure demand – e.g., chasing for progress. 	CO 4
KA.01.02: Increase the digitalisation of services.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Increased number of transactions submitted through online portals. • Reduction in failure demand – e.g., chasing for progress. 	CO 4
KA.01.03: To ensure effective Strategic Communications across the District to keep residents informed of Council Services and Key Activities.	<ul style="list-style-type: none"> • Residents feel well informed, which will strengthen communications across the District. • Consistent corporate messages and key activities are shared across the District 	<ul style="list-style-type: none"> • Through ongoing review and monitoring of the Communications Strategy. 	CO 4
KA.01.04: Investment in community facilities through the s106 process.	<ul style="list-style-type: none"> • Residents will be able to access local community facilities for sport, physical and community activity to complement the district's leisure centres. 	<ul style="list-style-type: none"> • 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. 	CO 2 CO 3 CO 4 CO 5

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.01.05: To prevent crime, tackle antisocial behaviour and support vulnerable victims.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Six-monthly highlight reports on Community safety Partnership 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. 	CO 4
KA.01.06: Review and implement any emerging issues that come from government policies.	<ul style="list-style-type: none"> • The Council operates within the national policy framework. 	<ul style="list-style-type: none"> • Implementation of actions arising from government policies, as appropriate. 	CO 5
KA.01.07: Implementation and monitoring of the adopted Harborough Local Plan (2011-2031).	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	CO 1 CO 2 CO 3 CO 5
KA.01.08: Planning decisions and planning enforcement are maintained in line with the adopted Harborough Local Plan (2011-2031).	<ul style="list-style-type: none"> • Greater control over planning decisions and fewer speculative applications and appeals. • Deliver sustainable development including new homes and economic growth, and ensuring the Council fulfils its statutory Local Planning Authority function. 	<ul style="list-style-type: none"> • 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). 	CO 1 CO 2 CO 3 CO 5

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.01.09: Continue the preparation of the next Local Plan, ensuring that design codes are developed to shape the district in line with our place shaping ambitions.	<ul style="list-style-type: none"> • 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. • Employment land will be available to meet growth aspirations of different sectors. 	<ul style="list-style-type: none"> • Preparation of the next Local Plan is conducted in accordance with the set timetable. • Growth in business rates to include number of new assessments added to the local rating list. • Net increase in floor space for employment. 	CO 1 CO 2 CO 3 CO 5
KA.01.10: Planning Obligations policy preparation and ongoing monitoring.	<ul style="list-style-type: none"> • 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. • Deliver sustainable development including new homes and economic growth, and ensuring the Council fulfils its statutory Local Planning Authority function. 	<ul style="list-style-type: none"> • Policies are prepared within the prescribed timescale. 	CO 1 CO 2 CO 3 CO 5
KA.01.11: Continue the Programme of review of the Council's Conservation areas and preparation of the Local List of Heritage Assets.	<ul style="list-style-type: none"> • Protect and enhance the Council's Conservation Areas. • Inform planning decisions affecting Conservation Areas. 	<ul style="list-style-type: none"> • Preparation of methodology and prioritisation for reviews. 	CO 3
KA.01.12: Support the preparation of Neighbourhood Plans.	<ul style="list-style-type: none"> • Providing communities with a greater say over future planning decision in their locality. 	<ul style="list-style-type: none"> • Number of 'made' Neighbourhood plans. 	CO 2 CO 4 CO 5

Healthy Lives

Priority 2: “Promoting health and wellbeing and encouraging healthy life choices”

We want all our residents to live healthy, active lives. Our Health and Wellbeing Strategy will be developed to ensure that throughout all stages of their lives our residents have access to services that will help them to do this, to start well, to live well and to age well. We will not only focus on physical wellness but also mental health, the environment we live in and our lifestyle choices.

Healthy outcomes for our residents will be supported through the provision of services that promote living well and encourage positive lifestyle choices, many of which will be delivered close to the communities that need them.

What we want to achieve, our critical outcomes

- **CO6:** Our residents will be able to live more independent lives, with the right support and guidance in place to allow this
- **CO7:** The aging local population will have access to services that help them to live well for longer
- **CO8:** Activity will be increased, through the use of active travel routes and the provision of a varied leisure offer throughout the district
- **CO9:** The district will have improved public safety and confidence, through the use of community safety initiatives and tackling crime together with our partners
- **CO10:** Physical and mental health needs will be addressed to prevent crisis and support those that are the most vulnerable in our communities, including those that face loneliness, food, and fuel poverty and those that need support to remain in their own homes

What we will do to achieve this; our key activities and how we measure success

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.02.01: Provide support for the most vulnerable in our communities, ensuring that they have suitable accommodation to safeguard them from harm and we provide high quality help and advice on housing options.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Number of repeat homelessness acceptances. Percentage of home-seekers rehoused in the quarter who were in high housing need band and successfully bid within 16 weeks. 	CO 6 CO 10
KA.02.02: Agree and implement the Young Persons Strategy.	<ul style="list-style-type: none"> The right conditions are created to enable young people to be safe and flourish. 	<ul style="list-style-type: none"> Reduction in safeguarding referrals related to young people. Young people feel that they are listened to and engaged with. 	CO 6
KA.02.03: Implement the Health & Wellbeing Strategy that will empower people to take action to improve health and wellbeing for themselves and others through providing effective, timely and appropriate support where it is needed.	<p>Ensuring communities have opportunities to engage in local and District-wide projects and programmes for healthy lifestyles. Residents are:</p> <ul style="list-style-type: none"> More active Better physical and mental wellbeing Reduced social isolation Living better for longer Reduced reliance on primary services. <p>To work in partnership with new Primary Care Networks.</p>	<ul style="list-style-type: none"> 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. 	CO 6 CO 10
KA.02.04: Review the current leisure services provisions and service delivery options for the future, including preparations for any new contractual arrangements.	<ul style="list-style-type: none"> Ensure that the evolving leisure requirements of the community are addressed. 	<ul style="list-style-type: none"> Increased participation in physical activity. 	CO 8 CO 10
KA.02.05: Implement measures to improve the living accommodation within the district.	<ul style="list-style-type: none"> Residents can choose a place to live from a range of accommodation that is appropriate to their needs. 	<ul style="list-style-type: none"> Number of affordable housing units delivered. 	CO 1 CO 2

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.02.06: Delivery of the agreed objectives and recommendations of the Armed Forces Covenant.	<ul style="list-style-type: none"> Serving and veteran personnel and their families are better supported with the transition to civilian life. 	<ul style="list-style-type: none"> Fulfilment of the objectives and recommendations of the Armed Forces Covenant. The database of personnel is enlarged. 	CO 6 CO 7
KA.02.07: Provision of a sustainable 24-hour Lifeline Service.	<ul style="list-style-type: none"> Enable vulnerable people, especially older people, to live at home safely and independently. 	<ul style="list-style-type: none"> Number of people supported. 	CO 6 CO 7 CO 10



Environment and sustainability

Priority 3: “Creating a sustainable environment to protect future generations”

The council has a clear ambition to address the climate emergency and has put in place an action plan, which supplements this plan, to do this. We will look to reduce our carbon footprint and manage our resources in a sustainable way, as well as encouraging others to do the same.

We want to create an outstanding natural environment, developing our parks and open spaces and promoting green travel solutions, such as increasing the number of electric vehicles charging points across the whole district. We will also promote the biodiversity of our area, respecting the rural nature, and promoting the green and open spaces as places where nature can flourish.

We will proactively challenge and enforce against environmental crimes, such as littering and fly tipping, and promoting responsible behaviours that reduce waste and encourage recycling. We are committed to providing a cleaner, greener district for everyone to enjoy.

What we want to achieve, our outcomes

- **CO11:** Our natural environment will be protected and enhanced, with improved access to green open spaces and increased biodiversity
- **CO12:** In line with our climate action plan, our carbon footprint will be reduced, ensuring a sustainable future
- **CO13:** Environmental crime will be reduced, and enforcement will continue to be used to achieve this
- **CO14:** Green practices, such as energy provision and recycling, will be positively encouraged and usage increased across the district to help meet our net zero targets
- **CO15:** We will have robust plans in place to ensure the long-term sustainability of the council, maximising the use of our resources and assets to create community benefits
- **CO16:** The environmental impacts of growth are mitigated as far as practically possible

What we will do to achieve this; our key activities and how we measure success

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.03.01: Reduce environmental crime through promoting a cleaner greener environment using education and enforcement. recommendations of the Armed Forces Covenant.	<ul style="list-style-type: none"> • Increase public awareness of fly-tipping. • Proactive enforcement of fly-tipping and dog fouling. 	<ul style="list-style-type: none"> • Increased number of fixed penalty notices and prosecutions. • Measure awareness of public campaigns. 	CO 11
KA.03.02: Prepare for re-procurement of the Environmental Services Contract, ensuring that any new requirements from government are included in the specifications	<ul style="list-style-type: none"> • Effective procurement will ensure that the district is clean and safe by securing a high-quality Waste Management, Street Cleansing and Grounds Maintenance service. • The Council fulfils its statutory obligations in relation to waste collection. 	<ul style="list-style-type: none"> • Procurement of contract to deliver value for money. 	CO 11
KA.03.03: To produce a Welland Park Strategy and further develop a 10-year strategy for the use of all council owned parks and green spaces.	<ul style="list-style-type: none"> • The Council has fit-for purpose green spaces that meet the needs and expectations of residents. 	<ul style="list-style-type: none"> • Positive feedback from residents and users of green spaces. 	CO 11 CO 15 CO 16
KA.03.04: Provide Effective Local Air Quality Management.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Robust air quality monitoring data identified to enable decision making and appropriate migration. • Compliance with national legislation. 	CO 11 CO 12 CO 15 CO 16
KA.03.05: All Council Activities will work towards being carbon neutral by 2030.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Development of a comprehensive action plan for the Council including milestones and performance indicators. 	CO 11 CO 12 CO 14 CO 16

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.03.06: Provide domestic energy efficiency advice and measures in partnership with external organisation and encourage households to participate in the Council's Collective Switching and Solar Together Initiatives.	<ul style="list-style-type: none"> • Reduced energy consumption in the district. • More households are able to access cheaper electricity tariffs. • Reduced emissions of greenhouse gasses. 	<ul style="list-style-type: none"> • Number of installations carried out. • Monitoring of data contained within the annual Climate Local progress reports. 	CO 11 CO 12 CO 14 CO 16
KA.03.07: Develop and implement a Rural strategy for the district.	<ul style="list-style-type: none"> • Rural communities have access to the infrastructure and services that they require. 	<ul style="list-style-type: none"> • Feedback from rural communities. • Data returned from the annual parish liaison meeting. 	CO 15



Economy

Priority 4: “Supporting businesses and residents to deliver a prosperous local economy”

Over the last few years our local economy has been significantly impacted by the ongoing pandemic. The council has supported businesses and residents throughout this period and will continue to drive our economic recovery and growth in the future. A vibrant economy will attract new businesses, which in turn will provide more jobs and opportunities for our residents and encourage further growth and investment across our district.

The council will continue to look to improve town centers and local business centers, so that they become high-quality places to live and work, providing opportunities to retain local talent and skills and improve social mobility.

By providing local opportunities, supporting businesses and employers, and investing in our town centres we will create places that attract and retain people who want to invest, live, work, and visit our area.

What we want to achieve, our critical outcomes

- **CO17:** Local employment average salary levels are sufficient to allow residents to live and work locally, retaining our skilled workforce for the benefit of our local economy
- **CO18:** Skills and education opportunities for the young are promoted to allow them increased access to employment opportunities
- **CO19:** Enterprise and innovation are supported, helping businesses to adapt and survive and to sustain our local economies
- **CO20:** Inward investment is targeted to increase local opportunities and regeneration of our town centres and growth in business communities
- **CO21:** Tourism is increased through the showcasing of our local culture and heritage
- **CO22:** Growth in SMEs (Small and Medium sized Enterprise) and business start-ups is stimulated through guidance and support, in partnership with our local partners
- **CO23:** Working with partners a wide range of local employment opportunities are generated for the future growth and prosperity of the area

What we will do to achieve this; our key activities and how we measure success

Ref: Key Activity	What difference will it make? (Outcomes)	How will we measure success? (Performance Measures)	Linked to Critical Outcome
KA.04.01: Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work, invest and visit.	<ul style="list-style-type: none"> Harborough District continues to be a place that is attractive to live in, visit and invest in. 	<ul style="list-style-type: none"> Reduction in empty properties. Increase in Council Tax and business rates. Increase in footfall in town centres. 	CO 17 CO 18 CO 19 CO 20 CO 21 CO 22 CO 23
KA.04.02: Ensure that we support new and existing businesses within Harborough District to be as successful as they can be.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Increase in visitors to the Visit Harborough website. Number of business events, workshops and seminars businesses have had access to. Increase in number of new or relocating businesses within the district. Number of kick start placements within Harborough District. Business satisfaction survey. Attendance at engagement events. 	CO 17 CO 18 CO 19 CO 20 CO 21 CO 22 CO 23
KA.04.03: Ensure that Harborough District residents, (particularly young people), can gain access to the education, training, and skills they require to obtain high quality employment and careers to help them meet their potential and live a fulfilling life.	<ul style="list-style-type: none"> Work with education providers to ensure that pupils have an 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. 	<ul style="list-style-type: none"> Continued commitment promoting through local schools and colleges apprenticeships, work experience placements and university placements at the Council. 	CO 17 CO 18 CO 19 CO 20 CO 21 CO 22 CO 23
KA.04.04: Review and revise the Economic Development Strategy to ensure it is fit for purpose in the current climate.	<ul style="list-style-type: none"> The Council has a fit-for-purpose strategy that meets the needs and expectations of the district in a rapidly changing environment. 	<ul style="list-style-type: none"> Preparation and adoption of a revised strategy. 	CO 17 CO 18 CO 19 CO 20 CO 21 CO 22 CO 23



The journey ahead

The corporate plan sets out our ambitions for the future of the district. To turn this ambition into reality we need to work together with all our communities and partners in an integrated approach to place shaping.

The council will monitor the delivery of the outcomes and activities it has set itself, taking action to ensure that our commitments are met in line with the policies and strategies we have agreed.

Our culture, values and behaviours will be an essential part of implementing this plan and depends on having the right people and skills in place. We need to retain, recruit, and develop our staff to deliver the best services for our residents and businesses. Member development will be equally important as councillors are the elected representatives of our residents and the conduit for those residents to hold the council to account.

In addition to this, we need to transform our services and structures to put customers at the heart of all we do, generating efficiencies, maximising the use of our assets, and ensuring all our decisions are transparent and based on sound evidence. We will look to develop a new target operating model based on solid design principles to guide us.

We believe that we can deliver this ambitious plan, that will transform the lives of our residents, underpinned by our commitment to do the very best for the people of our district.





Let's do it together

We all have a stake in our district's future. We invite everyone – people, community groups, organisations of every sort, whether public, private, or voluntary – to make a commitment to fully embrace the change we all want to see. Everyone has a right to access high-quality services and live in a thriving, healthy and green place. In return, we also have responsibilities to our district and to our local communities.

We will:

- 1 Treat you well and fairly:** we will provide you with the best possible public services with the resources we have. We will always respond promptly when you contact us, resolve issues as quickly as possible, and treat everyone with respect and fairness. We will be transparent about our decisions.
- 2 Let you decide what is best for you:** we will always look to involve you in decisions that affect your life.
- 3 Fight your corner:** if you have complex problems in your life, we will work with you to help you live your best life. No one will need to deal with their problems in isolation.
- 4 Be lean and use our resources well:** as we face financial challenges, we will look for efficiencies internally before we cut any services. We will deliver the best value for money we can.
- 5 Innovate:** we will create a culture which promotes innovation, always looking for ways to improve our services and our relationship with communities and individuals.

Help us by:

- 1 Doing your bit to make Harborough green, clean and safe:** keep your local neighbourhood clean and tidy through not littering, graffitiing, or fly-tipping. Make more sustainable choices, recycle, and minimise your waste. If you can walk or cycle instead of driving, then do it – protect the environment and your own health.
- 2 Having a healthy lifestyle:** from staying active to having a balanced diet, there are multiple ways to improve your health and wellbeing. Embrace them!
- 3 Contributing to your community:** there are many ways to leave a positive mark on your community: volunteer, become a mentor to someone who would benefit from your experience, donate blood, organise a charitable event, help your neighbours.
- 4 Choosing Harborough:** choose Harborough as a place to live, work and play. Spend your money locally and support local businesses. If you are a local business, invest locally and employ local people.
- 5 Talking to us:** have a say in decisions that affect you and let us know if we are not delivering what we promised.

Get in touch

Be involved in shaping the future of Harborough:

Visit our website: www.harborough.gov.uk

Email us: customer.services@harborough.gov.uk

Make a payment: using our Payment line (charged at local rate) on 0345 300 3283

Keep in touch – sign up to our online newsletters:

For residents: www.harborough.gov.uk/newsletter

For businesses: www.harborough.gov.uk/business-newsletter

Call us: 01858 828282 (available from 8am to 5pm - closed for training from 9am to 9.30am on Wednesdays)

Text: 07860 041 908

Write to us at: Harborough District Council, The Symington Building, Adam and Eve Street, Market Harborough, Leicestershire, LE16 7AG

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