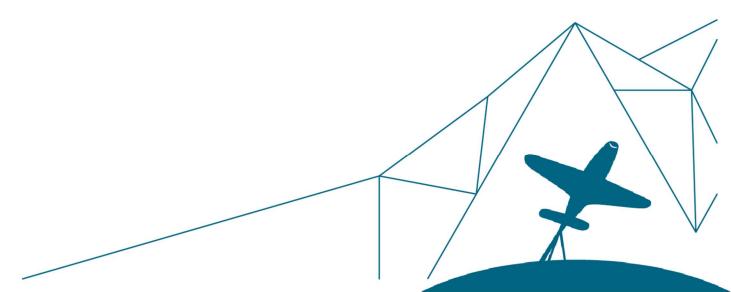


Harborough District Council Corporate plan (2020-2031)

Key activities delivery plan for

2024/25 Period



Summary of Key Activities

Place	Healthier Lives
 Continue to develop the Customer Services centre and the digital offer to improve the customer experience. To ensure effective Strategic Communications and community engagement across the whole of the district Monitoring of the adopted Harborough Local Plan (2011-2031) 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. Preserve the heritage and conservation of the district whilst developing local communities. Review of existing council property portfolio and develop plans for the use of operational assets in line with community and council needs. Implement an internal transformation strategy to maximise resources and deliver efficiencies in service provision. Develop a new Community Engagement Team. 	 Provide support for the most vulnerable in our communities. Deliver the Housing Strategy action plan. Develop leisure facilities through the investment in Leisure centres & other facilities. Review the options for direct provision of the lifeline, CCTV and associated activities to ensure they are fit for purpose and sustainable for the future. To identify and address key issues of Crime and Disorder through the Community Partnership, statutory duties and use the statutory tools and powers.
Environment and Sustainability	Prosperous Local Economy
 Reduce environmental crime through promoting a cleaner, greener environment using education and enforcement and further encourage participation from communities. Prepare for the procurement of Refuse, Recycling, Garden Waste, Street & Grounds maintenance, ensuing that the services, meets new requirements from Government Such as Weekly Food Waste implementation from April 2026. Continue to deliver Council activities & initiatives to be net zero by 2030 Harborough District Council will be a community leader for change towards a greener and more sustainable Harborough District 	 Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work invest and visit. Ensure that we support new and existing businesses within Harborough District to be as successful as they can be. 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. Review and revise the Economic Development & Regeneration Strategy for Harborough district.

Place	Health	Environment	Economy
Population increases of 14.3%	Life Expectancy 81.2 men and	75% of households have Gas as	Average salary £35,359 lower
between census 97,700	84.4 Women	a source of heating	than England average.
Population density increased by 14.4% to 165 persons per Sq k40,413 households m.	69% Adults physically active	Road/Transports contributes to 55% of CO2 emissions	Average Household gross disposable income £24,246.
40,413 households in 2021, an increase of 18% between census years. (34,898 in 2011)	Mortality rate for circulatory disease 83.1%	HDC Property contribute 176 tCo2 emissions	5290 Active local businesses (UK Average 5693). Below UK average for Business Birth and Death rates, 500 (Ave 593) and 515 (ave 610) respectively.
Predicted growth of households by 21.6% by 2031.	17.5% people's health at risk	39,936 tonnes of household waste collected annually	Footfall data in town centres? Visitor data?
21% of households are Private or Socially rented.	residents over 65 years increased by 38.5% between census	210 hectares of open spaces managed by the council	18% of residents are over 65years. 25.7% residents are retiring, and this is increasing.
Net addition to housing stock in 22/23 was 22 per 1,000 stock (UK Ave 9)	Low crime levels of 51.95 per 1,000 population		Economic inactivity rate is 17.1% (UK Ave 20.1%. Employment rate is 76.8% (UK Ave 80%
	Happiness scores 7.4 out of 10 (UK score 7.4)		GCSE rates for Maths and English 81.6% (UK Ave 75.2%)
	Life satisfaction scores 7.6 (UK Ave 7.5)		Gross added value per hour worked is £31.9 lower than England at £34.3
	Adult Obesity prevalence 23.6% (UK ave 25.7%)		Apprenticeship completions 468 per 100,000 (Uk Ave 455)
			Gigabit capable broadband 52.1 (uk Ave 76.8). 4G Coverage 99.7%

Summary of KPI's

 Place SP 01 Number of new affordable housing completions during the year DM 01 Number of major planning applications approved within time scale DM 02 Percentage of minor and other applications determined within 8 weeks or other agreed time. - 	Healthier Lives CP HW 18 Amount of funding allocated to projects via the S106 and community grants. HS 25 time taken to activate housing application. CP 01 Number of crimes reported.
 Environment and Sustainability PM TP 10-12 - Improvements in emissions from public sector buildings and other services. CON 15 number of fly tipping reports. CON 10 Levels of litter and detritus 	Prosperous Local Economy ED Footfall count for town centres HR 03.1 Working days lost to sickness absence FS 02 Establishment and agency costs kept within limit FS 03 90% of payments to creditors in 30 days RB 01 in year council tax collection rate

Detailed Delivery plan for 2024-2025.

Key

KA - indicates the Key activity reference number recorded in the Pentana System

CO - Organisation Critical Outcomes, listed below each Corporate plan Priority.

Priority one: Place and Community - Community Leadership to create a sense of pride and wellbeing. Critical outcomes:

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

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

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

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

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

Key activity and priority for 2024/05 critical outcome	Outputs Service (recorded in Pentana)	Outputs customers	Outcomes for community
	CCS 06 - % of all calls answered in the customer services team	– dealt with first time, reducing	Satisfaction with accessing information or seeking help through Customer services.
Contributes to CO 4	CSS 10 number of emails received. CCS 12 Number of web forms completed.	Customers are more informed as to progress and outcomes.	More services available 24/7

Key activity and priority for 2024/05 critical outcome	Outputs Service (recorded in Pentana)	Outputs customers	Outcomes for community
Sub actions :- utilise the functions of netcall to further identify efficiency in the system	CCS 17 Number of visitors to website	Increased number of transactions through online	Satisfaction of customer measure from Netcall feedback
system. Understand how the customer contact centre can contribute to customer engagement. Develop customer feedback and satisfaction levels information	Number of complaint resolutions Number of complaints that are resolved at stage 1 CCS 12 Number of web forms completed. CCS 17 Number of visitors to website	portals Number of people using online systems to resolve problems and not having to contact council in other ways. More services available 24.	
Alongside Assets review the ongoing customer services face to face offer.	Number of customer accounts created. CCS 11 Increased number of payments online.		
KA.01.03 To ensure effective Strategic Communications and community engagement across the district to keep residents informed of Council services and Key Activities. Contributes to CO 4	CM 08 increase readership of District council magazine CM 10 number of monthly social media followers. Revise the Communications strategy.	Number of contacts following campaigns/news/offers.	Number of customers who feel informed about council services.
Sub actions incl - -Strengthen the support for Rural Communities	Comments and compliments		
KA.01.07 Monitoring of the adopted Harborough Local Plan (2011-2031)	Monitoring of the infrastructure delivery plan SP 01 Number of new affordable housing	Number of new houses built in Harborough.	New communities are designed appropriately, and
Contributes to CO 1, 2, 3, 5	completions during the year	Number of customers using the planning service	new residents are happy and engaged with where they live.
Including sub actions - Planning decisions and planning enforcement are maintained and	SP 02 Supply of ready to develop housing sites in forthcoming five-year period compared to	Number of planning appeals	Greater certainty for the community and for developers about what development will

Key activity and priority for 2024/05 critical outcome	Outputs Service (recorded in Pentana)	Outputs customers	Outcomes for community
improved in line with the adopted Harborough Local Plan (2011-2031)	requirement (achievement of five-year land supply)		take place where and what infrastructure will be provided to support.
	DM 01 Number of major planning applications approved within time scale		Satisfaction of customers with
	DM 02 Percentage of minor and other applications determined within 8 weeks or		planning outcome
	other agreed time.		Satisfaction of communities with new developments
	DM 06 satisfaction with the planning process DM 07/8 Number of appeals		Customer case studies/compliments and
	Number of planning enforcement activities		complaints
KA.01.09 Continue the preparation of the next Local Plan, ensuring that design	Completed the SHELAA Assessment	New communities in Harborough	Satisfaction within new communities
codes are developed to shape the district	Publication of the local development scheme	naiborougn	
in line with our place-shaping ambitions.	Adoption of the local plan	Number of house builders with	Improved infrastructure to wider communities
	SP 02 Supply of ready to develop housing sites in forthcoming five-year period compared to	permission to build/number of new homes forecast.	Sufficient land allocated to
Contributes to CO 1,2,3,5	requirement (achievement of five-year land		meet forecasted employment
	supply)	Numbers of planning appeals	need across a range of employment sectors.
KA 01.11 - Preserve the heritage and conservation of the district whilst	SP 05 Number of Conservation area reviews undertaken.	Numbers of Community engaged in the public consultation	Communities feel involved in their local place
developing local communities.	Local list of Heritage assets Updated	consultation	Satisfaction with the process
Contributes to CO 2 & 3 Sub actions:-	SP 04 Number of communities supported to develop their NDP	Number of residents actively involved in the Neighbourhood planning stage	Communities feeling involved in their community

Key activity and priority for 2024/05 critical outcome	Outputs Service (recorded in Pentana)	Outputs customers	Outcomes for community
 Continue the programme of review of the Council's conservation areas and preparation of the Local List of Heritage Assets Support the preparation of Neighbourhood Plans and prepare for their reviews. 			
 KA 01.13 Review of existing council property portfolio and develop plans for the use of operational assets in line with community and council needs. Sub actions incl - Seek potential joint ventures and transformational use of council building, including the use of Hub and Spoke co-locations. Carpark strategy TSB 	Complete the review of council assets. PM TP 10-12 - Improvements in emissions from public sector buildings and other services Review leases of current building hirers Health and safety reviews of all facilities to be completed Undertake relevant and approved Capital projects - Eg Market hall	Efficient and effective council assets	Public satisfaction with local facilities
 KA 01.18 Implement an internal transformation strategy to maximise resources and deliver efficiencies in service provision through: Reviewing service delivery options Improving customer support and access, including digital services. Enhancing data and insight Developing staff capability Maximising funding opportunities 	Delivery of a Transformation plan. External funding attracted to the area (£) Undertake a review of the Workforce strategy Complete a review of staff appraisal scheme Complete a program of Organisational wellbeing work Maximize the functionality of IT solutions such as Idox, Iken, finance system, talk desk.	Number of residents involved in council services future.	A modern efficient and well- run council More accessibility to council services 24/7.

Key activity and priority for 2024/05 critical outcome	Outputs Service (recorded in Pentana)	Outputs customers	Outcomes for community
	Complete a review of the Enforcement actions and build on the Audit recommendations		
Engagement Team	Recruitment of the team. Develop work program and Measurements of	To be determined Number of grant applications	Communities feel better supported and informed about the council
Contributes to CO 4 Sub actions – Investment in community facilities through		received per round of funding.	Social value of projects funded. Case studies
the Section 106 process and approval of community grants	CP HW 18 Amount of funding allocated to projects via the S106 and community grants.		Residents will be able to access local community

Priority Two: Healthier Lives - Promoting health and wellbeing and encouraging health life choices Critical Outcomes:

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

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

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

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

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

Key activity and priority for 2024/25	Outputs Service (measured in pentana)	Outputs customers	Outcomes for community
most vulnerable in our	HS 12 Number of live registrations on the housing register.	Improved outcomes for families of ex-service personal	Vulnerable people feel supported (case studies)
communities. Contributes to CO 10	during quarter	families/residents living with long	Serving and veteran personnel and their families are better supported
Sub actions include: - - Delivery of the agreed	application	Improved outcomes for	with the transition to civilian life. Reduce health inequalities
Covenant	Number of referrals supported through from ex services community.		observed in national data
 Provision of housing to the homeless Support with employment Targeted Health and wellbeing 	ED 31 number of residents receiving support through job fairs		Serving and veteran personnel and their families are better supported with the transition to civilian life.
	Number of people referred through the Exercise referral scheme.		

Key activity and priority for 2024/25	Outputs Service (measured in pentana)	Outputs customers	Outcomes for community
- Extension of the lightbulb provision contract	Number of referrals supported through from ex services community.		
	Conduct a needs assessment of homes across Harborough. Number of customers seeking housing advice	Quicker assessment times for homeless applications and better access to advice and support.	More affordable housing options available to residents People's satisfaction with Life in
Contributes to CO 10 Sub actions incl -	Complete the homelessness audit recommendations.		Harborough increases
- Develop an action plan to enable delivery of the housing supply identified in the strategy.			
-Offer high level quality advice on housing options			
 Increased provision of council owned homelessness options 			
KA 02 03 Develop leisure facilities through the investment in Leisure centres & other facilities.	Monitor the procurement contract of leisure services to ensure the enhanced services objectives are delivered.	Increased customer use of facilities	Public satisfaction with local facilities
Contributes to CO 8	CP HW 04 - Number of visitors to the centres		Health improvements seen in public health figures.
Sub actions incl - - Procurement of leisure contract - Appropriate funding such as	CP HW 07 Number of classes/activities run. CP HW 03 - Number of sports development		Access to leisure provision is fair to all residents.
planning obligation contributions.	activities		Enable communities to deliver leisure facilities

Key activity and priority for 2024/25	Outputs Service (measured in pentana)	Outputs customers	Outcomes for community
	District wide strategy on leisure provision delivered.		
- Consider the options for a	Enablement of leisure facilities through grants and additional funding		
	Redevelopment of the leisure centres		
KA 02.08 Review the options for direct provision of the lifeline,	Completion of a review of services.	Response rates for calls of assistance from lifeline customers	Public satisfaction with control room services.
	LL TPI 01/03 response times to lifeline customers		Increased safety and feeling of safety in the public realm due to CCTV monitoring.
Contributes to CO 6			More older people allowed to live independently.
KA.02.09 To identify and address key issues of Crime and Disorder	CP 01 Number of crimes reported.	Reductions in ASB	Satisfaction of ASB complainants about resolution
through the Community Partnership, statutory duties and	CP 02 % satisfied with their ASB resolution	Reductions of crime levels	Fear of crime levels of Harborough
use the statutory tools and powers.	CP 06 Number of ASB incidents (police)	Number of community triggers	residents
Contributes to CO 9	CP 07 Number of DV incidents		Changing lives stories for Domestic violence.
Sub actions incl – - Introduction of the Serious	CP 01.1 Number of violence crime incidents	projects/programmes	
 Violence Duty compliance with other statutory duties. 	Delivery of the community safety partnership plan	Reductions in DV figures	
	Implementation of new duty Number of enforcement powers used.		

Priority Three: Environment and Sustainability – Creating a sustainable environment to protect future generations.

Critical Outcomes:

CO 11 Our natural environment will be protected and enhanced, with improved access to green spaces and increased biodiversity

CO 12 in line with our climate action plan, our carbon footprint will be reduced, ensuring a sustainable future

CO 13 Environmental crime will be reduced, and enforcement will continue to be used to achieve this.

CO 14 Green practices, such as energy provision, will be positively encouraged and usage increased across the district to help meet our net zero targets

CO 15 We will have robust plans in place to ensure long-term sustainability of the council, maximising the use of our resources and assets to create community benefits

CO 16 The environmental impacts of growth are mitigated as far as practically possible

Key activity and priority for 2024/25	Outputs Service (as measured in Pentana)	Outputs customers	Outcomes for community
through promoting a cleaner, greener environment using education and enforcement and further encourage participation from communities. Contributes to CO 11 -	CON 10 Levels of litter and detritus CON 24 – enforcement action of fly tipping. CON 15 number of fly tipping reports. CON TPI 13 - % complaints of street scene matters responded to in 24hrs.	quickly. Cleaner streets and communities	Public satisfaction with the public realm and open spaces Increased public awareness of how to report fly tipping

Key activity and priority for 2024/25	Outputs Service (as measured in Pentana)	Outputs customers	Outcomes for community
 KA.03.02. Prepare for the procurement of Refuse, Recycling, Garden Waste, Street & Grounds maintenance, ensuing that the services, meets new requirements from Government Such as Weekly Food Waste implementation from April 2026 Contributes to CO 11 Sub Actions incl - Implement new government initiatives such as food waste. 	Procurement of new services within budget and service expectations.	Better environmental services such as wastes services and maintenance to public realm.	Cleaner communities Value for money service.
KA.03.05 Continue to deliver all Council activities & Initiatives to be net zero by 2030. Contribution to CO 11,12,15, 16	PM TP 10-12 - Reduced carbon emissions from council buildings Ensure council contracts have carbon reduction targets.		Community with reducing carbon emissions.
 KA 03 07 Harborough District council will be a community leader for change towards a greener and more sustainable Harborough District Contributes to CO 12 Sub actions incl - Provide domestic energy efficiency advice and measures in partnership with external organisations and Increased visits to local attractions 		Customer take up of energy efficiency schemes such as Collective switching and solar together. Improvements in Air Quality where you live	

	Key activity and priority for 2024/25	Outputs Service (as measured in Pentana)	Outputs customers	Outcomes for community
-	encourage households to participate in the Council's Collective Switching and Solar Together initiatives. Provide support, advice and match funding for community groups for environmental and climate change projects.	Number of new projects to increase biodiversity.		Better health outcomes to communities in areas of poor air quality Compliance with national legislation
- - -	Complete the Flex D project Continue to investigate the potential for a Council owned Solar farm project Provide effective local air quality management. Improving sustainability and enhancing Biodiversity of Council green assets.			Better public realm with more biodiversity and reduced carbon footprint.
-	Such as All council owned parks to reach the standards of the green flag accreditation.			

Priority Four: Supporting businesses and residents to deliver a prosperous local economy Critical Outcomes: CO 17 local employment average salary levels are sufficient to allow residents to live and work locally, retaining our skilled workforce for the benefits of the local economy

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

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

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

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

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

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

Key activity and priority for 2024/25	Outputs Service	Outputs customers	Outcomes for community
KA.04.01 Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work invest and visit.	Amount £. Per 000 population of inward investment.		Increase in overall satisfaction with the area national stats
Contributes to CO 21, CO 20	ED 01 - Number of visitors to Visit Harborough Website		Increased in GDA
 Sub actions incl - Through the implementation of town centre masterplans The use of external funding Consider the development of a district wide growth plan Develop a district wide visitor economy plan. 	Deliver the intervention in the master plans.		Average salary rates increase
 KA.04.02 Ensure that we support new and existing businesses within Harborough District to be as successful as they can be. Increasing engagement with the business community both business to business an business to Council. 	Number of new businesses Increase communication with local businesses UKSPF delivery plan achieved	Better job opportunities Amount of additional financial support to local business form the council	Business feel supported to start in Harborough and to grow in Harborough

Key activity and priority for 2024/25	Outputs Service	Outputs customers	Outcomes for community
 Work specifically with traders to support and sustain local economies. Deliver the outputs of the UKSPF funding 		Improved incomes and opportunities of diverse employment sector for local residents	
 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. Contributes to CO 18 	ED 31 - Number of residents being supported via job fairs. Number of people who find employment. Delivery of the youth opportunity plan	Number of young people with apprenticeships Number of young people entering higher education. Number of people supported with additional training funding via the local authority grants and projects	Thriving and successful employment sector as recorded via Nomis
KA.04.04 Review and revise the Economic Development & Regeneration Strategy for Harborough district. Contributes to CO 17-23	Strategy is developed		Stronger economic sense of place Better facilities for Harborough