Foreword and context

Local government and the public sector in general have faced significant challenges throughout the past decade. We have not been immune to these challenges; with our central government grant funding reducing year-on-year and our Revenue Support Grant was cut completely in 2018/2019.
Local demographic pressures relating to an increasingly elderly population coupled with a ‘loss’ of young people leaving the area for education and work, as well as the impact of welfare reforms are likely to put pressure on our services. Our district is forecast to see a slower rate of economic growth over the next five years than the wider Leeds City Region. The high cost of purchasing and renting housing coupled with a limited supply of affordable housing in our district means that many people who work in our district cannot afford to live here.

We have been working hard to ensure we are on the front foot and ready to meet any further challenges that come our way. We are committed to an ambitious programme of change, for both the council and, with our partners, for the district. We will continue with our journey whilst providing excellent services to our customers. We are a progressive and vibrant place to live, work and visit.

Our Corporate Plan sets out our key issues and challenges; our vision, aims, values and priorities as well as detailing how we are addressing these challenges to ensure our district is a progressive and vibrant place to live, work and visit and to maintain a strong financial position from 2018 to 2024.
Our Corporate Plan is an overarching document that sets out our ambitions, corporate priorities and values. It is part of a suite of documents that together ensures our district is a progressive and vibrant place to live, work and visit whilst our council maintains a strong financial position.

We have an integrated approach to strategic and financial planning and we develop and publish our Corporate Plan alongside our Medium Term Financial Strategy (MTFS).

This document is part of our suite of strategic planning documents:

- **District profile**: sets out the context for our plans, detailing information about our district and residents

- **Delivery Plan**: each year we publish our delivery plan alongside the Corporate Plan, detailing what we will prioritise to deliver

- **Medium Term Financial Strategy**: sets out how we plan to manage our finances over the next five years and how we can more closely align resources to the priorities set out in our key strategic documents

- **Efficiency Plan**: our submission to the Department of Communities & Local Government, detailing our Efficiency Plan forecast

- **2024 Strategy**: a transformation strategy supported by an integrated transformation and Organisational Development team

- **Performance Management Framework**: details our approach to performance management
About us

We are a shire district council, part of the county of North Yorkshire; local government service delivery is split between Harrogate Borough Council and North Yorkshire County Council.

Our district is both urban and rural in nature, having large, sparsely populated areas alongside the major urban settlements. Over 120 smaller settlements are scattered across the district, including small market towns.

In 2018 we had an Electoral Commission Boundary Review in which the number of our councillors reducing from 54 to 40, representing 40 wards across the district.

We are a member of two Local Enterprise Partnerships (LEPs): Leeds City Region and the York, North Yorkshire and East Riding Local Enterprise Partnership.

Our net revenue budget for 2018/2019 (net expenditure to be funded from revenue support grant, business rates and council tax) is £16.1m; the total capital budget across the General Fund and Housing Revenue Account was £20.1m.

We have a strong record of working in partnership and work closely with our other public and voluntary sector partners via the Public Services Leadership Board; we were part of a National Health Vanguard project to improve health and wellbeing within our district.

Further information: Our District Profile sets out the full context for our Corporate Plan.
### Did you know?

#### Key facts

<table>
<thead>
<tr>
<th>Fact</th>
<th>Details</th>
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<tbody>
<tr>
<td>We get to keep only</td>
<td>13p in every £1 of council tax we collect</td>
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<tr>
<td>We operate</td>
<td>6 leisure facilities including swimming pools and gyms</td>
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<td>We own and operate the Harrogate Convention Centre, which generates</td>
<td>circa £60 million for the local economy</td>
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<td>Volunteers give up</td>
<td>29,500 hours of their time to help improve our parks and open spaces</td>
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<td>We look after</td>
<td>391 hectares of parkland and open space, lease 658 allotments plots and 58 playgrounds</td>
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<tr>
<td>We maintain</td>
<td>11 open cemeteries, 14 closed churchyards and 1 crematorium</td>
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<tr>
<td>We manage and maintain</td>
<td>3,800 council homes</td>
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<tr>
<td>We cut</td>
<td>38 million sqm of grass each year</td>
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<td>On average we visit</td>
<td>1,200 houses to treat wasps or bees each year</td>
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In a typical week we:

- Assist 4,905 people via email, phone or online
- Complete 231 repairs for tenants living in council owned properties
- Recycle 409 tonnes of household waste
- Investigate 9 noise complaints and catch 2 stray dogs
- Prevent 8 people from becoming homeless
- Welcome 1,432 visitors to our museums and galleries (both virtually and in person)
- Enable 14,400 people to participate in sporting activities
- Welcome 3,400 visitors to the district’s tourist information centres and information points
- Inspect 10 food premises
- Respond to 82 local search (land charges) requests
- Process 980 benefit claims and changes
- Review and process 35 planning applications
Local demographic pressures relating to an increasingly elderly population coupled with a ‘loss’ of young people leaving the area for education and work as well as the impact of welfare reforms are likely to put pressure on our services. Our district is forecast to see a slower rate of economic growth over the next five years than the wider Leeds City Region. Transport connectivity and traffic congestion (including air quality) remain an issue. The high cost of purchasing and renting housing coupled with a limited supply of affordable housing in our district means that many employees who work in our district cannot afford to live here.

These challenges are set against a backdrop of austerity. The grant that we receive from central government has reduced year on year since 2010, Revenue Support Grant stopped completely in 2018/19 and there are a number of national policy changes to prepare for.

We are committed to meeting these challenges and ensuring that our district remains a progressive and vibrant place to live, work and visit. To do this with less money and fewer resources, we must think and act differently. We need to look beyond our organisational and district boundaries and work in partnership with other private, public and voluntary sector bodies to deliver both our ambitions for the district and to continue delivering excellent quality services for our residents.

Harrogate is a beautiful district offering a superb quality of life. We have a strong local economy, low unemployment, unrivalled natural and built heritage, low levels of crime and excellent sporting and cultural opportunities.
Key issues and challenges

Strengths
- strong local economy
- low unemployment
- strong partnership working
- unrivalled natural and built heritage
- low levels of crime
- excellent sporting and cultural opportunities

Challenges
- ageing population
- slower rate of economic growth over the next five years than the wider Leeds City Region
- transport connectivity and traffic congestion (including air quality)
- high cost of purchasing and renting housing / limited supply of affordable housing
- grant that we receive from central government has been reducing year on year
Our vision

AIMS, VALUES AND PRIORITIES

We have made great progress whilst working within a climate of austerity, but the next four years will be even more challenging; doing ‘more of the same’ will not deal with the challenges ahead. We have acknowledged there are areas for improvement, but there are also opportunities for development that could see a more radical approach to service delivery; meaning that as an organisation we will be different in 2024 to how we are now.

Our ambition for the district

To build on our heritage and be a progressive and vibrant place to live, work and visit

Our ambition for the council

One council that is customer focussed, commercially driven and fit for the future
Our values

Our vision + our values + our behaviour = our responsibility

- Delivering excellent customer service
- Taking responsibility
- Showing resilience
- Working together
- Leading by example
How our STRATEGIES AND PLANS fit together

Harrogate District
Public Services Leadership Board
Plan on a Page

Corporate Plan
- 2024 Strategy
- Capital Strategy

Medium Term Financial Strategy
- ICT Strategy
- Asset Management Plan
- Local Plan
- Economic Growth Strategy
- Housing Strategy

Service Plans

Team Plans

Workplans/Appraisal objectives
Managing our performance

Each year we will publish, alongside this plan, our delivery plan. This will detail what we will do, what our targets are and how we will measure these. It will, in essence, be our ‘Plan on a Page’. We will monitor our progress against this plan quarterly through our performance management system and will publish the results on our website.

Alongside this we monitor our financial and service performance on a monthly basis and hold two service planning clinics with our Management Board each year.

All of our plans and strategies and performance information can be found on our website at www.harrogate.gov.uk.