

North East Derbyshire District Council - COUNCIL PLAN 2019-2023					
1. Our Residents - Enhancing our residents' quality of life					
COUNCIL PLAN OBJECTIVE	Obj 1: Providing a range of leisure facilities for our communities	Obj 2: Engage better with our Communities	Obj 3: Improving our housing	Obj 4: Protecting the most vulnerable within our communities	Obj 5: Help Communities address local issues and concerns
	i. Provide high quality leisure services throughout the District ii. Work with communities to tackle issues such as childhood obesity and lack of exercise	i. Undertake a review of the Council's website and use of social media ii. Use technology to connect communities with staff	i. Improve housing stock condition ii.Promote home ownership iii.Review capital investment and rental income iv. Actively seek to prevent homelessness	i. Support care leavers, children in care and tackle childhood poverty ii. Work with partners to improve well-being and mental health services across the District iii. Review and re-launch the Armed Forces Covenant iv. Develop an Older Peoples' Strategy v. Adopt the British Sign Language Charter	i. Develop and promote a Community Action Grants Fund ii. Enable local action by empowering and supporting local volunteers and organisations iii. Work with Parish and Town Councils to maximise local control over local issues
What we will do	i.(a) Invest in our leisure centres to improve our offer and keep services attractive and relevant i(b) Improve (directly and by encouraging inward investment) our indoor and outdoor leisure services (gyms, swimming pools, walking, cycling, water sports, outdoor facilities etc.) i(c) Promote social cohesiveness and economic activities such as festivals ii(a) Encourage an active society across our residents (all ages and economic levels), including walk to school, cycle to work, use of our leisure centres and outdoor activities and facilities. ii(b) Ensure communities have access to a wide range of physical activities ii(c) Work with partners on specific targeted schemes such as PALS and exercise by referral ii. (a) Provide a community outreach leisure service to improve physical activity levels e.g. Walking into Communities and PALS scheme ii. (b) Improve physical activity opportunities for children and young people (5-15yrs) ii. (c) Deliver the exercise by referral scheme in partnership with Derbyshire County Council	i. (a). Review and refresh the Council's website to be more accessible and transaction focused i(b) Increase the use of social media to communicate and engage with residents and businesses ii. (a) Develop, adopt and implement a Corporate Communications Strategy and action plan for internal and external communications by the end of February 2020 ii (b) Develop direct and two-way electronic communications with residents ii (c) Increase the use of social media to inform residents and businesses	i. (a) Commission a full stock condition survey for Council-owned housing stock i (b) Undertake a full independent review of the Council's housing management provision i(c) Create a plan to improve housing stock to improve quality and reduce carbon footprint ii. Encourage home ownership as part of the affordable housing requirement on new developments iii. (a) Develop and adopt a housing investment programme iii. (b) Develop and adopt a Housing Strategy by March 2020 iv. Develop and adopt a Homelessness and Rough Sleeping Strategy by January 2020	i. Adopt the County-wide, District and Boroughs' local offer for children in care and care leavers ii. Invest in voluntary and community organisations iii. Review and re-sign the Armed Forces Covenant iv. Develop and implement an Older Peoples' Strategy and action plan v. Adopt the British Sign Language Charter and ensure the action plan is delivered and embedded within Council services	i. Develop and deliver a Community Action Grants Fund ii. (a) Provide capacity building and facilitation support to local volunteers ii(b) Create opportunities for volunteers to support Council activities and aims ii.(b) Develop physical activities champions iii. (a) Identify District Services that can be partially or fully devolved to Parish and Town Councils iii(b) Increase choice over how District services are prioritised within a parish
Main Success Measure (Outcome)					
Lead	Joint Strategic Director People Head of Service Partnership and Transformation	Joint Strategic Director People Head of Corporate Governance and Monitoring Officer	Joint Strategic Director Place Head of Service Economic Development Managing Director Rykneld Homes Director Rykneld Homes	Joint Strategic Director Place Head of Service Partnership and Transformation	Joint Strategic Directors All Heads of Service
Supporting Teams	Leisure Services	Communications Team	Rykneld Homes Strategic Housing Team	Leisure Services Partnership Strategy Team Strategic Housing Team	Partnership Strategy Team Leisure Services Environmental Health Team Strategic Alliance Management Team

KPI	<p>i. Leisure investment and improvement programme KPI</p> <p>ii. (a) Run 12 community initiatives per year</p> <p>ii. (b) Increase participation in leisure activities at leisure centres by 5000 visits per year</p> <p>ii. (c) Deliver a health intervention for 258 new attendees per year</p> <p>ii (d) Deliver the PALS service to 40 residents per year and report on the socio economic and health benefits</p> <p>ii. (e) Deliver the 10 week, 560 Lifestyle Programme to at least 12 schools across the District (10,000 students per year)</p> <p>ii. (f) Deliver additional lunch time or after school PE clubs in at least 6 schools per year.</p>	<p>i. (a) Review, refresh and launch a new Council website by the end of February 2020</p> <p>ii (a) Deliver the Corporate Communications Strategy Action Plan by 2023</p> <p>ii. (b) Commence direct electronic communications with at least 1000 residents by December 2020</p> <p>ii. (c) Increase social media posts to at least 180 per quarter</p> <p>ii. (d) Improve the overall performance and usability of the website by achieving a maximum score of 4 on 'BetterConnect website report' by Dec 2022.</p>	<p>i. (a) Reduce and improve the number of non-traditional properties</p> <p>i. (b) Improve the standard of council-owned properties each year</p> <p>ii. Ensure home ownership models to equate to 25% of affordable homes requirement on new developments</p> <p>iii. Maximise opportunities within the HRA to provide new shared ownership properties by 2023</p> <p>iv. Reduce rough sleeping to zero by 2023</p>	<p>i. (a) Apply the Council Tax discount for care leavers each year for the lifetime of the Plan</p> <p>i (b) Create at least 4 apprenticeship opportunities by 2023</p> <p>ii. Invest in voluntary and community organisations to assist over 20,000 vulnerable and disadvantaged households per year</p> <p>iii. Re-sign and launch the Armed Forces Covenant and deliver the action plan by 2023</p> <p>iv. Develop an Older People's Strategy by September 2020 and deliver the Action Plan by 2023</p> <p>v. (a) Develop the British Sign Language Action Plan by April 2020 for implementation in full by December 2023 (review Action Plan in December 2020)</p> <p>v. (b) Implement the use of a video remote interpreting solution by March 2020</p>	<p>i. Support at least 20 projects per year through the Community Action Grants Fund</p> <p>ii. (a) Support at least 4 initiatives per year led by volunteers</p> <p>ii. (b) Recruit 8 physical activities champions per year</p> <p>iii. (a) Deliver 4 residents forums per year in the principle towns</p> <p>iii (b). The Environmental Health Team to attend one Parish or Town Council meeting per month to promote options for community involvement and resources for Keep Britain Tidy campaigns</p> <p>iii (c). Provide 10 waste, recycling and environmental advice to schools and community events per year</p> <p>iii (d). Support at least 6 school climate change projects per year</p>
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North East Derbyshire District Council - COUNCIL PLAN 2019-2023					
2. Our Environment - protecting and promoting the character of our District					
	Obj 1: Protecting the character of our District	Obj 2: Tackle climate change	Obj 3: Ensure a clean, green environment		Obj 4: Enhance the natural environment
COUNCIL PLAN OBJECTIVE	<div>i. Undertake a review of the Local Plan and the proposed sites within the Green Belt</div> <div>ii. Work with Communities to encourage the delivery of the Neighbourhood Plans</div> <div>iii. Enhance planning enforcement</div>	<div>i. Develop and deliver a climate change and carbon reduction strategy</div> <div>ii. Continuously review our operations and facilities to meet our carbon reduction pledge</div> <div>iii. Work with residents and businesses to reduce their carbon footprint</div> <div>iv. Embed a culture of green-thinking amongst staff, residents and businesses</div>	<div>i. Enhance litter enforcement</div> <div>ii. Implement litter-picks and Love Where You Live initiatives</div> <div>iii. Adopt a preventative approach to tackling environmental crime</div> <div>iv. Tackle fly-tipping</div>		<div>i. Enhance biodiversity</div> <div>ii. Supporting new habitats and wildlife corridors</div> <div>iii. Carefully manage our open spaces to promote our vital plants and pollinators</div> <div>iv. Working with/inspiring our schools and community groups to protect and support our native wildlife</div>
What we will do	<div>i. Review the allocation of Green Belt sites proposed in the emerging Local Plan</div> <div>ii. Publish availability of support for Neighbourhood Plan preparation and provide support when required.</div> <div>iii. Develop a planning enforcement protocol and review resource requirements</div>	<div>i. Develop, adopt and deliver a Climate Change and Carbon Reduction Strategy and action plans</div> <div>ii. Develop a Climate Change Sub-Group to lead on the implementation and monitoring of the strategy and action plan</div> <div>iii. (a) Ensure that the Community and Collaboration Theme is delivered as part of the Climate Change and Carbon Reduction Strategy</div> <div>iii(b) Provide information, workshops and assistance to residents and businesses to help them reduce their carbon footprint</div> <div>iv. (a) Embed a culture of 'carbon consciousness' within the Service Plans across the Council</div> <div>iv(b) Create a series of programmes to inspire residents and businesses to reduce their impact on our ecosystem and reduce their carbon footprint</div>	<div>i. Adopt and embed a proactive approach to the issuing of fines for litter and waste crime offences</div> <div>ii. (a) Increase the use of communications to deliver messages to residents and businesses regarding environmental crime</div> <div>ii(b) Create programmes to help communities look after thrie surroundings, including collaborating with volunteers, schools and community groups</div> <div>iii. (a) Develop a Corporate Enforcement Group to support cross-departmental, joined up enforcement action</div> <div>iii (b) Review the use of enforcement tools and powers to ensure they are used effectively</div> <div>iii (c) Review the use of Public Spaces Protection Orders</div> <div>iv. (a) Thoroughly investigate all fly-tipping cases where there is likely to be evidence, in hot spot areas and ensure enforcement action is taken where possible including fines and prosecutions</div> <div>iv. (b) Undertake 'Duty of Care' checks for business waste during routine food hygiene inspections</div>		<div>i. (a) Bring forward the new Local Plan which includes a policy to protect and enhance the District’s natural environment and seek to increase the quantity and quality of biodiversity and geodiversity</div> <div>i(b) Review Streetscene operations to look for opportunities to enhance biodiversity</div> <div>ii. In conjunction with Derbyshire Wildlife Trust, assess planning applications for the contribution they make to safeguarding and enhancing biodiversity, habitats and wildlife corridors</div> <div>iii. Deliver the biodiversity theme of the Climate Changeand Carbon Reduction Strategy</div> <div>iv. Provide ideas, advice and assistance via eco grants for schools and community groups to support and protect wildlife</div>
Main Success Measure (Outcome)					
Lead	Joint Strategic Director Place Head of Service Planning	Joint Strategic Director People Head of Service Partnership and Transformation Head of Service Property and Estates	Joint Strategic Director Place Head of Service Environmental Health		Joint Strategic Director Place Head of Service Planning
Supporting Teams	Planning Team	Partnerships and Transformation Team Property and Estates Team	Environmental Health Team Street Scene Team		Planning Team

KPI	<p>i. Adopt a Local Plan and associated policies</p> <p>ii. Publish the support that can be provided by the Council when preparing Neighbourhood Plans on the Council's website and communicate with all Parish Councils by 1 December 2019</p> <p>iii. (a) Publish the adopted Planning Enforcement Protocol by 1 April 2020</p> <p>iii. (b) Complete review of Planning Enforcement Resources by 1 April 2020</p> <p>iii (c) Deliver 4 proactive planning enforcement exercises per year</p>	<p>i. Reduce the District Council's carbon emissions (from the 2019/20 benchmark) by:</p> <ul style="list-style-type: none">- 100 tonnes CO2 in 20/21- 125 tonnes CO2 in 21/22- 200 tonnes CO2 in 22/23- 300 tonnes CO2 in 23/24 <p>ii. Install 10 EV charging points across the District by 2023</p> <p>iii. (a) Develop a Climate Change Communications Strategy by March 2020</p> <p>iii.(b) Develop and deliver 2 climate change community information events per year</p> <p>iii.(c) Deliver 1 climate change training event for Parish Councils per year</p> <p>iv. (a) Undertake 2 community events per year</p> <p>iv(b) Develop a climate change support and information pack by March 2020</p>	<p>i. Increase the number of fixed penalty notices issued for litter and dog fouling offences by 20% per year</p> <p>ii. Undertake 15 litter picks and Love Where You Live initiatives per year</p> <p>iii. Ensure monthly meetings of the Corporate Enforcement Group take place</p> <p>iv. (a) Measure %age of all reports of fly-tipping referred for investigation to be responded to within 3 working days (set baseline in 19/20 for 20/21 onwards)</p> <p>iv. (b) Measure %age of cases of waste crime (Duty of Care and fly-tipping) where sufficient evidence to prosecute has been identified, are progressed to legal services, with a prosecution file, within 60 days (set baseline in 19/20 for 20/21 onwards)</p>	<p>i. Adoption of the Local Plan as soon as possible.</p> <p>iii.(a) Increase the use of organic herbicide treatments within the StreetScene Service by 2023</p> <p>iii(b) Develop a wild planting policy for parks and public open spaces where appropriate by March 2020</p> <p>iv. Support at least 6 school climate change projects per year</p>
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North East Derbyshire District Council - COUNCIL PLAN 2019-2023

3. Our Services - Delivering high quality, cost effective services by engaging with residents, partners and Council staff

COUNCIL PLAN OBJECTIVE						
	Obj 1: Transforming how our Council works	Obj 2: Creating a safe District in which to live and work	Obj 3: Being a listening Council	Obj 4: Providing high quality street scene	Obj 5: Providing an effective Planning Service	
	<ul style="list-style-type: none"> i. Work with staff to redesign services, encourage innovation, involvement and ownership ii. Freeze our part of the Council Tax for 2020/21 and improve value for money iii. Undertake a line-by-line budget review to ensure that the Council spends every penny wisely 	<ul style="list-style-type: none"> i. Tackle anti-social behaviour within our communities ii. Develop a car parking enforcement strategy, reviewing parking outside schools as a priority iii. Working with partners to lead a review of the District's Community Safety Partnership arrangements, including services to tackle domestic abuse iv. Review enforcement and maximise the use of tools and powers 	<ul style="list-style-type: none"> i. Ensure consultations are fair, open and accessible and that the Council engages with residents ii. Review the Council's Petition Scheme and provide other ways for residents to become involved in the work of the Council 	<ul style="list-style-type: none"> i. Ensure timely and efficient collection of waste and recycling ii. Promote recycling iii. Ensure effective street cleansing 	<ul style="list-style-type: none"> i. Provide a user-friendly Planning Service ii. Ensure effective Planning enforcement 	
What we will do	<ul style="list-style-type: none"> i. (a) Involve staff in service reviews and the Transformation Programme i (b) Establish Member-led transformation themed sub-groups i. (c) Carry out staff satisfaction surveys i. (d) Develop self-service enabling 24 hour access to services i. (e) Implement an employee liaison group ii. (a) Freeze our part of the Council Tax for 2020/21 iii. (a) Undertake a line-by-line budget review across all service areas iii. (b) Create policies where necessary to guide budget decisions 	<ul style="list-style-type: none"> i. Develop and adopt a Council Anti-Social Behaviour Policy i.(a) Implement a cross-service monthly corporate enforcement meeting ii. (a) Proactively tackle car parking issues outside schools iii. Review the North East Derbyshire Community Safety Partnership iv. Undertake a full review of enforcement and the use of tools and powers available. 	<ul style="list-style-type: none"> i. (a) Develop a code for consultations to ensure they are accessible comprehensive and easy to respond to i.(b) Review the Council's engagement with residents and Parish Councils to ensure that there are suitable channels for feedback ii. Complete a review of the Council's Petitions Scheme as part of the Annual Constitution Review 	<ul style="list-style-type: none"> i. (a) Monitor collection of waste and recycling to ensure that the programme adapts and is responsive i.(b) Review missed bins i.(c) Review and optimise the bulky waste collection service ii. Review our waste recycling and composting services in line with the UK Waste and Resource Strategy iii. (a) Review the frequency of street cleansing in order to sustain high quality cleanliness standards throughout the District. iii (b) Review the use of Public Spaces Protection Orders 	<ul style="list-style-type: none"> i. (a) Review Planning Committee processes to make them clearer to the public, including ensuring the pre-application advice process is accessible i. (b) Initiate customer feedback opportunities and review feedback for service improvement. ii. (a) Publish adopted Planning Enforcement Protocol. ii (b) Complete review of Planning Enforcement Resources ii(c) Review the process to report potential planning breaches. 	
Main Success Measure (Outcome)						
Lead	Joint Strategic Director People Head of Service Partnership and Transformation Chief Accountant and Section 151 Officer	Joint Strategic Director Place Legal Team Manager	Joint Strategic Director People Head of Service Partnership and Transformation Head of Corporate Governance and Monitoring Officer	Joint Strategic Director People Head of Service Street Scene	Karen Hanson Richard Purcell	
Supporting Teams	Partnerships and Transformation Finance	Community Safety Legal Team	Governance Team	Streetscene Team	Planning Team	
KPI	<ul style="list-style-type: none"> i. (a) Deliver 22 service reviews by 2021 i. (b) Deliver 4 employee liaison meetings annually i (c) Deliver £2m savings through the Transformation Programme by 2023 i (d) Deliver 100 hours leadership training per year i. (e) Ensure that at least 50% of transactions are made through digital channels by Dec 2024 i (f) Provide self-service access to all service areas by 2023 iii. (a) Complete a line-by-line budget review by March 2020 iii. (b) Identify 3% savings against the original budget as a result of the line by line budget review 	<ul style="list-style-type: none"> i. (a) Develop and adopt a corporate Anti-Social Behaviour Policy by October 2019 i. (b) Commence monthly cross-service enforcement meetings by October 2019 i. (c) Increase enforcement activity and the number of positive enforcement actions by XXXX to tackle and resolve crime and ASB ii. Ensure that monthly car parking patrols are undertaken outside schools within the District iv. (a) Review enforcement services and develop an action plan by 31st December 2019 iv. (b) Implement the enforcement review findings and action plan (update KPI with relevant actions following review) 	<ul style="list-style-type: none"> i. (a) Deliver 6 Ward walks per year i. (b) Attend 4 Parish Council Meetings per year i. (c) Deliver 4 residents forums per year in the principle towns i. (d) Deliver 4 employee liaison meetings annually i.(e) Undertake an annual customer satisfaction survey i.(f) Commence direct electronic communications with at least 1000 residents by December 2020 ii. Review the Council's Petition Scheme by Annual Council 2020 	<ul style="list-style-type: none"> i. & ii. Achieve a combined recycling and composting rate of 50% by March 2023 ii. Place 2 recycling promotions in NEDi News annually iii. Undertake Local Environmental Quality Surveys to establish 96% relevant land surveyed meets grade B or higher cleanliness standards in line with Code of Practice for Litter and Refuse iii. Undertaking cleansing of all District estate roads at least 4 times per year 	<ul style="list-style-type: none"> i. (a) Complete the review of Planning Committee processes by 1 May 2020. Complete the implementation of all agreed actions by 1 May 2021. i. (b) Have first customer feedback survey ready by 1 January 2020. ii. (a) Publish the adopted Planning Enforcement Protocol by 1 April 2020. ii. (b) Complete review of Planning Enforcement Resources by 1 April 2020. 	

North East Derbyshire District Council - COUNCIL PLAN 2019-2023						
4. Our Economy - Creating a business friendly District that develops skills and jobs						
COUNCIL PLAN OBJECTIVE						
	Obj 1: Supporting businesses to maximise their potential	Obj 2:Skills	Obj 3: Develop and promote a visitor economy across the District	Obj 4: Implementing a revised District Growth Strategy	Obj 5: Town centre regeneration	
	i. Creating a business friendly District ii. Ensure a supply of high quality business premises iii. Support businesses with grant applications and advice	i. Attract and retain skilled jobs within our friendly rural District ii. Create university and higher education links iii. Facilitate jobs fairs and develop apprenticeships	i. Develop a tourism strategy ii.Promote heritage sites iii.Encourage day-trippers and over-night stays	i. Focus on innovation and technology ii. Maximise the benefits of current developments iii. Develop a commercial investment strategy	i.Support the One Public Estate agenda and work with partners for maximum benefit ii. Proactively seek out funding opportunities to improve our town centres and high streets	
What we will do	i.(a)Create an environment that encourages new businesses to start, existing businesses to expand, and businesses to move into the District i.(b) Ensure all contact points with businesses are business friendly - planning, environmental health, building regulation, NNDR and business advice. ii.(a) Develop and implement an inward investment plan for the district ii.(b) Realise the growth potential of Council Owned Land iii (a) Develop business support packages iii(b) Provide advice on-line and via workshops iii(c) Work with the Growth Hub and partners to ensure businesses benefit from available advice and funding	i. (a) Create an environment that will attract and retain skilled workers, including promoting career opportunities and benefits of working in NED, working with youth to ensure they see a future in NED, creating a culture that appeals to skilled workers i. (b) Create an environment that will attract businesses who provide skilled jobs, including promoting opportunities and benefits of operating a business in NED ii. (a) Build relationships with universities and colleges and ensure local businesses benefit through initiatives such as the Knowledge Transfer Partnerships ii(b) Develop programmes with higher education to increase skills and qualifications of residents across all levels of ability, including helping people in rural areas to access higher education courses iii. (a) Work with partners to host two annual jobs fairs to enable people to consider career changes and encourage new challenges and business start-ups iii (b) Work with businesses to encourage them to offer apprenticeships.	i. (a) Develop a tourism strategy including working on key projects such as the Chesterfield canal, working with key tourism organisations tapping into programmes such as the tourism sector deal ii.Promote heritage sites, including the natural heritage of our rural areas within the District and promote ancillary initiatives to ensure a rounded experience for visitors iii.(a) Promote our facilities, including restaurants and activity businesses, regionally, internationally and to Sheffield and Chesterfield iii(b) Encourage inward investment into our food and drink sector, our activity business sector and related businesses and tourism offerings such as hiking, cycling and water sports	i. (a) Work with the Universities and technology companies to develop the skills and infrastructure needed to provide quality high paid jobs in the district i(b) Encourage business creation from research and innovation within the universities and colleges ii.(a) Effectively manage large developments and work closely with developers, investors and land owners to maximise growth opportunities iii.(a) Develop and implement a commercially sustainable investment strategy to maximise the benefit and utilisation of District assets iii(b) Proactively look for development opportunities to raise Council income, to regenerate our towns and villages and to support the Council Plan	i. Undertake Locality reviews to identify One Public Estate projects which can be used for future OPE funding bids. ii. (a) Create a series of pipeline projects to ensure the Council have evidence based schemes ready to submit when funding becomes available ii.(b) Understand out town centres strengths and weaknesses and help them evolve through all levels of investment, from small business expansion and inward investment through to large scale regeneration schemes	
Main Success Measure						
Lead	Joint Strategic Director Place Head of Service Economic Development Head of Service Property and Estates	Joint Strategic Director Place Head of Service Economic Development	Joint Strategic Director Place Head of Service Economic Development	Joint Strategic Director Place Head of Service Economic Development Chief Accountant and Section 151 Officer Head of Service Property and Estates	Joint Strategic Director Place Head of Service Economic Development	
Supporting Teams	Economic Development Team Property and Estates Team Partnership Team	Economic Development Team	Economic Development Team	Economic Development Property and Estates	Economic Development Team	
KPI	i.(a) Develop and adopt a Business Engagement Strategy by the end of March 2020 (to include business start-ups and grant application support) i (b)Process all major planning applications 10% greater than the National Target per annum. i.(c) Process all minor planning applications 10% greater than the National Target per annum. ii. (a) Increase the number of Council-owned business premises let by 10% by 2023 ii (b) Increase the number of privately owned business premises let by 10% by 2023 ii.(c)Measure the %age Increase in average rent values compared to national rates iii.(a) Deliver 3 business engagement events annually iii. (b) Undertake 30 diagnostic support packages to businesses through the Growth Hub annually	i.(a) Develop and implement a North East Derbyshire Employment and Skills Strategy by the end of June 2020 and deliver the action plan by 2023 i. (b) Increase the retention rates of local employees i.(b) Increase the retention rates of businesses within the District i.(c) Increase the retention rates of graduates within the District ii. (a) Hold 4 events annually with further and higher education establishments annually ii. (b) Deliver the Avenue Schools Challenge annually ii (c) Deliver the Council's apprenticeships programme iii. Hold an annual jobs fair	i. Adopt a tourism strategy by the end of April 2020 and deliver the action plan by 2023 ii.(a)Adopt a business engagement strategy to include the promotion of heritage sites and assets by April 2020 and deliver the action plan by 2023 ii(b) Measure the %age of stakeholders who consider the general promotion of the District as a tourism destination to be good ii(c) Measure the %age of residents indicating that they are satisfied with the local impact of tourism iii (a) Review resources to ensure tourism is a focus of the Economic Development Team by April 2020	i.(a) Develop and adopt a Growth Strategy by March 2020 and deliver the action plan by 2023 ii.(b) Increase the number of graduate jobs (relative to the national rate) ii.(c) Increase the number of technology based businesses in the District ii. Develop and adopt a Commercial Investment Strategy by March 2020 and deliver the action plan by 2023 iii. Develop and adopt a Business Engagement Strategy by the end of March 2020 and deliver the action plan by 2023	i. Actively engage and lead on Locality reviews by 2023 ii. (a) Increase the number of visitors to the 4 main town centres ii.(b) Increase the number of occupied ground floor retail premises in the 4 main town centres ii. (c) Deliver the Council's Commercial Investment Strategy Action Plan including the viable Town Centre regeneration projects by 2023 ii.(d) Reduce the number of complaints in relation to town centre cleanliness	