THE PLACE: an enterprising, vibrant place

CO 1: Keeping the District a great place to live

Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
KA.01.01 Adoption and Implementation of the Local Plan	Green	- The Local Plan was adopted by the Council at the end of April 2019.	- The Development Management Team ensure that the Local Plan is implemented through the planning application process. A timetable for the new Local Plan will be considered later this year.	D. Atkinson	Strategy
KA.01.02 To promote community safety through the Community Safety Partnership (CSP)	Green	 An additional Community Safety Officer has been recruited (expected to commence employment in July 2019). The Noise Action week took place. This was advertised on HFM and via various messages through newsletters and social media to support Environmental Health. The annual Scrutiny of the CSP took place on 27 June 2019 at which highlight reports were presented to Panel. Supported the County Council's Modern Slavery Campaign through social media. Monthly JAG and Housing Liaison meetings were held to review anti-social behaviour cases and vulnerable people. Members received news and updates via Members newsletters and Police Beat Newsletters. The Parish E-newsletter was issued in May 2019. 	 Conduct the Safer Summer Campaign (July and August 2019). Prepare report for the Office of the Police and Crime Commissioner (September 2019). 	A.M. Hawkins	Communities

Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
KA.01.03 Ensure an effective, integrated and accessible Planning Service	Green	 The Local Plan was adopted in April 2019. Development Management implementing Local Plan policy from April 2019. Development Management performance indicators were on target at the end of Quarter 1. 	- Development Management to continue implementation of Local Plan policies and monitor performance.	D. Atkinson	Regulatory
KA.01.04 Provide effective local air quality management	Green	 The real time NO2 analyser in The Kibworths air quality management area is now up and running and the live NO2 results can be viewed online via our website. A microsimulation report was submitted by LCC highways. It assessed traffic flows in The Kibworths and how suggested junction improvements will affect vehicle emissions. The junction improvements have now been modelled to determine if they will lead to air quality improvements. A draft modelling report is currently being reviewed. 	 Continue discussions with Planning and LCC Highways over Section 106 monies available for junction improvements. Submit Annual Status Report to Cabinet on 2 September 2019, and to DEFRA. Continue air quality monitoring, including additional NO2 tubes in a different part of The Kibworths. 	V.Wenham	Regulatory
KA.01.05 To promote the vibrancy of the District's two market towns	Green	 Attended Quarterly meetings with Harbs Collective, to support them with the Retailers Map, Harborough in Bloom and events related to the Classic Car Show. Two meetings held with the Chamber of Commerce in Quarter 1 to discuss how we can support them going forward with a new management structure and a new policy for members which will benefit local businesses in the District. Date confirmed (8 October 2019) for the house of commons event, this is an opportunity for food and drink businesses in the District to travel to London to showcase what locally-based food we have to offer. The LLEP Tour was delivered successfully on 17 May 2019. Eight Leicester and Leicestershire enterprise partnership officers attended the day 	 Organise a meeting with the Chamber of Commerce, Harbs collective and Taste Harborough to see how all the individual groups could come together to work towards the same goal. Provide any support or local knowledge Avison Young consultancy need for the study. Deliver a successful Classic Car Show event in Market Harborough Town Centre. The Lutterworth Masterplan is in the final stages and will go to Cabinet in Quarter 2. Attend Leicestershire Economic Development Officer Network meetings each quarter to ensure we are showcasing what Harborough District is delivering and sharing good practice with other local authorities. 	D. Atkinson	Finance

Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
		which gave the Council a great opportunity to showcase what the District has to offer.			
KA.01.06 To promote a clean environment through campaigns and enforcement	Green	- The Tip-Off campaign is being advertised again this year linked to the duty of care for households and businesses. A radio advert has started with HFM and more communications are planned shortly. These will include key messages on social media, members newsletter, residents newsletter and a revamp of the web site to allow residents to upload and report issues directly. The electronic signage, at the front of The Symington Building, as well as advertising on the side of street cleansing vehicles, will be used to promote environmental enforcement.	- Devise a Communication Plan for the Tip- Off campaign.	R. Szadziewski	Regulatory
KA.01.07 Prepare for re- procurement of the Environmental Services Contract	Start Later in Year	- No action undertaken in this period.	- Review of initial project plan.	R. Szadziewski	Regulatory
KA.01.08 Provide domestic energy efficiency advice and measures through Harborough Warm Homes	Green	- The Statement of intent for Flexible Eligibility was updated in light of BEIS guidance. It is published on the Council's website. During April 2019, 34 homes received measures. 10 lofts and 27 cavities were treated.	 Data for May and June will be available by end of July and will be regularly monitored, including across the District wards. The Statement of intent will be reviewed if there is any new feedback from BEIS. Training for the first collective switching will take place for staff and launch of collective switching for residents will take place in August 2019. 	V.Wenham	Regulatory

CO 2: Wider employment choice

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.02.01 Allocate sufficient land to meet forecasted employment need across a range of employment	Green	- The Local Plan allocates sufficient land to meet the needs of the District at present.	- The Council will need to review the local plan within the next 4-5 years, to ensure the needs of the area continue to be met.	D. Atkinson	Strategy
KA.02.02 Encourage the entrepreneurial SME economy through the Harborough Innovation Centre and business support networks	Green	 The Economic Development Team continues to support growing businesses through one-to-one meetings and delivered local workshops within the District. A dedicated officer regularly updates the business support section of the Harborough District website: www.harborough.gov.uk/business-support. Continue to link funding streams with eligible businesses within the District and support businesses to complete the submission forms. Monthly meetings held with Harborough Innovation Centre, Centre Manager and the Innovation Director to discuss planned deliveries in the future quarter for the Innovation centre businesses and District-wide. 	 Moving into Quarter 2 the team will continue to send out a fortnightly newsletter focused on business-related news. The website will continue to be updated with regards to business support. The team will continually look out for new funding pots that become available. 	D. Atkinson	Finance

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.02.03 Develop partnerships with schools, universities and centres of excellence to provide services in the District	Green	 Meetings are held regularly with Leicester and Leicestershire Enterprise Partnership and Leicester Innovation Hub to discuss how we improve linkages between local students and local businesses. A pilot scheme has been agreed between Joules Clothing and the Canal and River Trust. The volunteering day will take place on 23 August 2019 and the Council will capture the benefits of a local business giving back to the community they work in. An Officer attended the last work and skills forum on 16 May 2019. We will continue to represent the Council and share best practice. Continue to promote the apprenticeship and work experience grants at events and through business support meetings. 	 A dedicated Officer will pick up the skills aspect of the team and will start to make contact with local schools to see how we can work better together. Once the volunteering day has taken place a new tab will be created, on the Invest in Harborough website, to showcase the day and how other businesses can benefit from such a scheme. Investigate how we can work with partners to deliver wider employment opportunities with District-wide businesses. 	D. Atkinson	Finance

CO 3 0	Quality Homes for all	

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.03.01 Achieve delivery of an appropriate mix and type of housing that meets local need throughout the District, across all tenures	Green	- 42 affordable housing completions were achieved in Quarter 1 of the 2019-20. It is anticipated that momentum will continue in Quarter 2 and that delivery of the annual target (90 affordable homes) will remain on track.	- We will continue to engage with partner registered providers and consider all options and opportunities to ensure optimum affordable delivery during the 2019/20 year to increase delivery of affordable homes.	A.M. Hawkins	Strategy
KA.03.02 Develop inward investment offer for the Harborough District	Green	 Continue to liaise with commercial and land developers through in the Invest in Harborough channels i.e. twitter and LinkedIn to understand the market and ensure businesses are growing into larger premises within the District. A dedicated Officer speaks with agents on a regular basis. This works successfully via email currently but if demand increases a networking group could be formed. 	- Investigate how we can work closer with Invest in Leicestershire to ensure we are all supporting each other and working towards the same goal.	D. Atkinson	Finance
KA.03.03 Provision of effective housing advice and prevention of homelessness	Green	 The use of the Homeless Prevention Fund has increased in order to provide a means of assisting applicants in preventing their homelessness. Personal Housing Plans and/or advice letters have been issued to all applicants who are deemed to be threatened with homelessness within 56 days. 	 Continue to work with private landlords in order to build relationships and incentives. Partnership working with other Leicestershire districts to run CBC (Creating Better Choices) social letting agency which links with private landlords. Building relationships with Housing Associations and Citizens Advice to prevent homelessness earlier. 	A.M. Hawkins	Wellbeing

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.03.04 To bring long- term empty properties back in to use	Green	 Summary of activity for 2018/19 completed. Review of Empty Property Strategy commenced. 	 A cross-team workshop on reviewing the Council's Empty Property Strategy is due to be held in September 2019. Inspections of long-term empty properties will resume based on latest list (locations: Kibworth and Market Harborough). 	V.Wenham	Wellbeing

CO 4 Improving Tourism for the District

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.04.01 Develop in partnership the local visitor economy	Green	- A tourism guide and website brand was agreed and work is underway for the launch event.	- Deliver a successful launch event of the guide and website.	D. Atkinson	Finance
		- The next tourism steering group will take place in September 2019, as the summer months are peak time for businesses.	- Ensure a distribution company is in place to deliver the guide in and out of the District in high footfall areas.		
			- Ensure that the website is kept updated with a focus on the events calendar page.	ſ	
		- We have spoken with tourism businesses to discuss the potential for a funding bid, but at present there is no aspiration to deliver a District-wide project.			

CO 5 Infrastructure-led E	Development
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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.05.01 To influence the Leicester and Leicestershire Strategic Growth Plan	Green	- The Strategic Growth Plan was adopted in December 2018.	- The Council's next Local Plan will need to take into account the vision in the strategic growth plan.	D. Atkinson	Strategy
KA.05.02 To work with communities in identifying and evidencing local community facility needs	Green	 Proactive Letter to parishes with Section 106 contributions was issued on 2 July 2019. Meetings regarding Section 106 were held with key Parishes including Broughton Astley, Fleckney, Lutterworth, Kibworth and Scraptoft. 5 Community Facility Obligation requests received from planning which amounts to £247,665 Community Facility contribution requests. 1 Community Facility request submitted for a new community facility at Lutterworth East SDA. 	 Contact approximately 100 community facilities across the District to identify Section 106 investment and include findings in the Built Facilities strategy. Complete work on Section 106 applications from Fleckney, Broughton Astley, Lutterworth, Kibworth, Great Glen and Scraptoft - 13 applications in total. Continue to work with parishes in finalising Section 106 grant applications. Proactively support parishes with spending Section 106 funding through quarterly scheduled meetings. Finalise details for a new community facility at Lutterworth East SDA. Complete village halls and community hub findings for inclusion in the Built Facilities Strategy. 	A.M. Hawkins	Communities
KA.05.03 Implementation of the Infrastructure Delivery Plan	Green	- The bulk of the Infrastructure required is associated with the Strategic Development Areas at Lutterworth and Scraptoft contained in the recently adopted Local Plan.	- Ensure that the Infrastructure needs of the new developments are met as far as possible, by working with the applicants and service providers to ensure that these are met at an appropriate time and delivered.	D. Atkinson	Strategy

THE PEOPLE: a healthy, inclusive and engaged community

CO 6 More-accessible services available 24/7

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.06.01 Implement the Smarter Services Action Plan in order to improve the customer experience, deliver efficiencies and maximise use of online submission portals	Amber	 Following a review, the Channel Shift project transitioned into the Smarter Services agenda. A new Strategy and Scope document has been created and a revised Project Initiation document produced. The objectives of the programme have been redefined. The Digital Transformation Officer post was filled and an Officer took up the post in December 2018. The Digital Transformation Officer has met with various services, undertaking introductory meetings, as well as conducting early customer insight sessions. Form this the following draft documents have been produced: Digitalisation Strategy and Communications Strategy. Programme Governance Outline programme plan. Member engagement. Environment architecture drafted. CRM specification drafted. Staff briefings/ workshops - IT complete, others scheduled. Submit reports for resource alignment. 	 CRM procurement (on-going). Continue workshops and discussions with partners (on-going). Review how programmes are managed in the context of Agile and iterative delivery models and seek agreement from Programme Team etc (30 September 2019). 	R. Szadziewski	Corporate
KA.06.02 To design services around the customer	Start Later in Year	- The Smarter Services Programme is not at this stage yet. This activity is due to commence later in the year.	- To be confirmed.	R. Szadziewski	Corporate

Key Activities in Detail

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.06.03 To regularly seek community and business views through consultation	Green	- During Quarter 1, a consultation plan began to be drafted. This will be shared with Service managers for input before the plan is approved and shared with the Corporate Management Team.	- Finalise Consultation Plan.	A.M. Hawkins	Strategy

CO 7 Increased participation in physical activity

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.07.01 Deliver and commission a range of sport and physical activities through securing funding through Public Health and other sources	Green	 We presented to the Sport & Physical Activity Commissioning Group at the start of the financial year. Our hard work led the group to feel more engaged and informed of what is going to be delivered in our locality and as a result we have secured funding for the 2019/20 to continue to deliver sport and health initiatives within the District. The 2019/20 plan is similar to previous plans but we have improved our offer through the following: Exercise Referral Pathways: historically we have been very focussed on providing an offer which is suitable for referrals from medical professionals and we are very proud of the offer that has been created. However, through being involved in the pilot with First Contact plus and the local changes in the Exercise Referral criteria, we have noticed a gap in our provision and some of our referrals were falling through. We have worked with our level-appropriate instructors to plug our gap in provision. Older People: Our Active Ageing programme in Market Harborough, in partnership with the Bowdens Charity, continues to develop and significant additional funding has enabled us to further develop a wider- ranging programme of activities and invest in developing appropriate marketing and media to ensure its success. We have upskilled more community instructors to specialise in working with older people. We have also delivered more prevention-based universal activities. All of the Ageing Well programme will link into pathways we are continuing to 	 Develop an action plan with the Council's Human Resources team to consider the effect of Physical Activity on a range of different staff issues and needs and promote the WHNA programme to the wider community (July 2019). Provide a programme of older persons activities that dovetails with the current programme of activity offered by our local leisure provider SLM (September 2019). Develop a programme of events with our Communications team to ensure that the community is aware of the offer that is available (July 2019). 	A.M. Hawkins	Communities

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
		develop this year.			
KA.07.02 Promote an appropriate mix of leisure and recreational infrastructure to meet identified needs	Amber	- In Quarter 1 alternative sites were explored for Harborough Leisure Centre.	 In Quarters 2 and 3 we expect SLM, the operator for Lutterworth Leisure Centre, to put a proposal to the Council on investment in upgrading facilities for a better return to the Council. The Built Sports Facilities Strategy will, after consideration by a Scrutiny Panel, come forward to Cabinet for approval to consultation in Quarter 2. 	R. Szadziewski	Strategy

CO 8 Support Vulnerable People

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.08.01 Enable and promote the voluntary sector to support vulnerable people	Green	 During Quarter 1, Core Grants were awarded to: Homestart South Leicestershire Harborough in Bloom Voluntary Action South Leicestershire Lutterworth Community Transport Citizens Advice All Voluntary and Community Sector (VCS) organisations have been asked to provide a business plan that highlights key delivery targets. They will be reporting to Scrutiny in December 2019. The Harborough Lotto had its first birthday celebration on 12 June 2019. The event was attended by representatives from good causes and the Chariman of the Council. 	 Hold Dragon's Den event to enable match funding for local projects. Annual Scrutiny of core grants. Assess community grant applications. Promote Local Lottery as a fundraising tool. 	A.M. Hawkins	Wellbeing
KA.08.02 Continue to develop the Lightbulb offer for households	Green	 Task and finish group has met. Currently working on Builders Procurement Framework and options for utilising Better Care Fund allocation. The Service Delegation Agreement has been reviewed and agreed. 	- Continue to develop the service through the completion of the Builder Procurement Framework and performance monitoring.	V.Wenham	Wellbeing

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.08.03 Provision of a 24-hour Lifeline service	Green	 Marketing has increased the number of referrals to the service: the total for the 2018/19 year (205) was more than double the figure in the 2015/16 year and showed an increase of 9% compared to the 2017/18 year. There was a net gain of 11% in customer numbers. Growth in customer numbers has slowed during the first Quarter of the financial year: this is a regular seasonal effect that reflects an increase in terminations in the Spring and early Summer. The number of referrals and new customers remains higher than in previous years and the current customer total (618) is as expected. Growth in customer numbers therefore continues to exceed expectations. 	- Continued marketing.	V.Wenham	Communities

CO 9 Stronger Communities

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.09.01 Liaise with parishes to understand local need and enable	Green	- Priorities set for Community Grant Funding and agreed with Portfolio Holder.	- Community Grant opens in September 2019.	A.M. Hawkins	Communities
them to provide services in their locality		- Annual Survey of parish councils completed in April/May 2019.	- The next Dragon's Den event is due to be held on 19 September 2019.		
		- Quarterly meetings held with Broughton Astley, Lutterworth, Fleckney, Kibworth.	- The next Section 106 sub-committee is due to be held in October 2019.		
		- Various individual meetings with smaller parishes.			
		- New Parish Councillor Training on hold (awaiting dates from LRALC).			
KA.09.02 Support the preparation of Neighbourhood Plans	Green	- Tur Langton Neighbourhood Plan: referendum held on 27 June 2019.	- Tur Langton Neighbourhood Development Plan: adoption if successful at referendum.	D. Atkinson	Strategy
		- Great Glen Neighbourhood Plan Review: submission by Qualifying Body. Examiner requested from NPIERS. Regulation 16 consultation commenced.	- Great Glen Neighbourhood Development Plan: examination, if required, to commence after consultation.		
		- Husbands Bosworth Strategic Environmental Assessment consultation with statutory consultees completed.	- Submission of Fleckney Neighbourhood Plan for Examination. Consultation to commence 24 July 2019.		
		- Great Glen Strategic Environmental Assessment consultation with statutory consultees completed.	- Submission of Husbands Bosworth Neighbourhood Plan.		
		- Scheme of Delegation updated for approval by Executive on 1 July 2019.			
KA.09.03 To map need, spend, funding and infrastructure within localities	Green	- During Quarter 1, the Finance team was occupied with end-of-year work and external audit commitments. For this reason, no additional milestones for this Key Activity were scheduled for completion during this Quarter.	- During Quarter 2, a financial assessment of the revised community facilities/built facilities strategy will be completed.	R. Szadziewski	Finance

YOUR COUNCIL: innovative, proactive and efficient

CO 10: Deliver Financial Stability for the future

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.10.01 To develop business cases to deliver cost savings and income generation proposals (including capital investment options)	Green	- During Quarter 1 the Finance Team was occupied with end-of-year work and external audit commitments. Business cases are reviewed on an adhoc basis as required by budget managers and appropriate challenges made to the financial assumptions.	- To continue to review business cases on an adhoc basis, to agree and implement a revised MTFS for 2019/20 to 2021/22 during Quarter 2.	R. Szadziewski	Finance
KA.10.02 To improve economic and demand forecasting in respect of economic and housing growth	Green	 A cross-departmental working group of, which includes staff from Strategic Planning, Revenue and Benefits and Financial Services, was created to share intelligence about inward investment enquiries, build-out rates, occupancy and growth, relocation or contraction. The Group will also consider the application of Empty Property Reliefs and other reliefs. Review of business rate appeals has allowed the provision to be reviewed releasing money into the Revenue Budget. 	- Next meeting of cross-departmental working group.	R. Szadziewski	Finance

CO 11: Effective and robust governance arrangements

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.11.01 To ensure effective Strategic Communications across the District to keep residents informed of Council Services	Green	 A new homepage for the Council's website was completed and launched. Work continues on a daily basis to monitor and improve functionality of the website. A communications workshop was held for Councillor on 17 June 2019. Business Partnering and Team meetings continue to be held. A social Media workshop was undertaken with staff and feedback from this workshop will be used to inform the refresh of the Social Media Strategy. The Communication Strategy approved by the Executive and Council. Continue to support major projects and key communication activities across the Council. 	 Finalise and implement the social media protocol. Support communication activities across the Council. Continue to monitor the functionality of the website. Review the effectiveness of working with Parishes. 	A.M. Hawkins	Strategy
KA.11.02 To conduct a Community Governance Review of Parishes	Green	- Work has begun on preparation of a report to Council in September 2019 to agree a timetable and the scope of the review and to set up a Community Governance Review Committee.	- Take report to Council in September 2019 to agree timetable, scope of review and set up Community Governance Review Committee.	V.Wenham	Corporate

KA.11.03 To prepare for the impact of the United Kingdom's potential departure from the European Union	Green	- Continued to monitor information provided by the Local Government Association. Maintain robust business continuity arrangements, including with partners and suppliers. Continue to work with the Leicestershire Resilience Forum (LRF) to coordinate plans and responses to operational or civil eventualities. The Council is represented on County- wide groups which are planning and preparing for potential implications. Two workshops were held in January 2019 to consider the implications for the Council and Members were advised via a Briefing Note in March 2019. Regular updates are made to the LRF and staffing arrangements have been made to cover the EU exit 'no-deal' period. Local businesses have been made aware that support is available.	- The Council will continue to work with the LRF and participate in the agreed reporting process to identify any local emerging issues.		
KA.11.04 To conduct District and Parish elections in May 2019 (and any other elections and/ or referenda as required).	Complete	- District and Parish Election took place on 2 May 2019.	- None required.	B. Jolly	Corporate
KA.11.05 To deliver a programme of Induction for Councillors following the May 2019 District elections	Green	- The following Milestones for Quarter 1 have been achieved: General Induction, Planning Training, Scrutiny Training, Effective Communications, Data Protection, Cabinet Briefing.	- The following training is scheduled for Quarter 2: Anti-fraud training, Licensing Training, Governance and Audit Training, Finance Training, Cabinet media Training, chairing skills.	V.Wenham	Corporate