









Key Activity Quarterly Report (Quarter 3, 2021/22)


Action Status	
	Red (Planned actions have not been achieved or have missed their target date. Issues now impacting on delivery or expected outcomes).
	Amber (Most actions completed. Some issues recognised which may impact on delivery or expected outcomes).
	Green (Planned actions completed, project on track. There are no known issues).
	Completed

Council Priority: The Place Keeping the District a great place to live, work and visit


Key Activity	Status	Progress	Next Steps	Team	Portfolio
KA.01.01 Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)		- Implementation of the Harborough Local Plan is ongoing. Monitoring in line with the monitoring framework is ongoing.	- Continued implementation and monitoring.	Strategic Planning;	Planning
Activities	Status	Progress	Next Steps	Team	Portfolio
KA.01.02 Begin the review of the adopted Harborough Local Plan (2011-2031)		- Key components of the first stage of consultation on the new Local Plan are being considered.	- All Member Training on the preparation of Local Plans to be provided.	Strategic Planning;	Planning
Activities	Status	Progress	Next Steps	Team	Portfolio
KA.01.03 Review our Community Safety function in order that it remains able to identify and address key issues of crime and disorder		- Quarter 3 campaigns included: Hate Awareness week, Celebrate Safety, Road Safety Week, and Alcohol awareness Week. - Public consultation on the Community Safety Partnership (CSP) priorities for next year were included in the Council's Engage Survey.	- Produce Strategic Assessment and then review the priorities of the CSP. - Produce CSP Action plan for the 2022/23 year. - CCTV to be installed in	Community Partnerships	Wellbeing


		<ul style="list-style-type: none"> - The Safer Streets project was launched in Lutterworth Town funded via Central Government through the Office of the Police and Crime Commissioner (OPCC), ran into Jan 2022. More than 430 properties received free lock upgrades, other security items and security advice. - Funding was secured for Safer Streets 3 for CCTV in Welland Park, Market Harborough, and Kibworth. 	<p>Welland Park, Lutterworth and Kibworth.</p> <ul style="list-style-type: none"> - Hold a Rural Crime Event in February 2022. - Coordinate the following campaigns: Safer Internet Day, Holocaust Memorial day, Scams. - Community Safety roadshows to be held in secondary schools in March and April 2022. 		
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Activities	Status	Progress	Next Steps	Team	Portfolio
KA.01.04 Development of the local visitor economy.		<ul style="list-style-type: none"> - Lutterworth Town Centre Masterplan was completed and approved as policy by Cabinet and Council in September 2021. - New Harborough Markets Heritage Trail was launched during Royal Visit in September 2021. - Visit Harborough exhibited at the Group Travel and Leisure Show in Milton Keynes in October 2021 to promote the District to the Coach Tourism industry. - Supported a series of successful events around Halloween and Christmas to encourage people back into our town centres. 	<ul style="list-style-type: none"> - New Visit Harborough tourism video has been completed and will be launched during English Tourism Week in March 2022. - Continuing work to finalise the Market Harborough Town Centre Masterplan with the aim of this being approved by the Council in June 2022. - Working with partners to re-establish key town centre events, including the Classic Car Show and Food and Drink Festival, which have not taken place since before the Covid-19 pandemic. 	Economic Development	Finance


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.01.05 Continue the Programme of review of the Council's Conservation areas.		<ul style="list-style-type: none"> - Shearsby Conservation Area Appraisal being finalised following consultation, ready for recommendation to Cabinet and Council for adoption. 	<ul style="list-style-type: none"> - Begin Bitteswell Conservation Area Appraisal. 	Strategic Planning	Planning

		- Bitteswell Conservation Area Appraisal commenced with a meeting with the Parish Council to introduce the work and begin community engagement.			
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Activities	Status	Progress	Next Steps	Team	Portfolio
KA.01.06 Develop a Masterplan to maximise the potential of Welland Park, Market Harborough.		- Residents Engagement nearly completed. Talks with other services have taken place and a meeting to look at priorities is due to take place to confirm this.	- The residents engagement is nearly complete and we have had a good response to it. Once this is analysed we can look at the responses and how this will inform the project moving forwards over the year.	Environmental Services and Health & Safety	Regulatory

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.01.07 Explore the benefits of the development of a Rural Strategy.		- The Rural Community Council carried out a number of community engagement events to talk to residents about key rural issues, ideas and concerns. Locations included Market Harborough, Lutterworth and Hallaton.	- Complete engagement and desktop research that will inform a draft strategy. Strategy draft to be considered at Communities Scrutiny in June 2022.	Community Partnerships	Wellbeing


Council Priority: The Place Encourage Enterprise


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.02.01 Encourage the entrepreneurial SME economy through the Innovation Centre, Harborough Grow-On Centre, Harborough Market and business support frameworks, to recover and prosper following the impact of the Coronavirus.		- Implementation of ambitious BC25 business plans for Harborough Innovation Centre, Harborough Grow-On Centre and Harborough Market are well on track, with a growing number of tenants. - Harborough Market traders have struggled as a result of Covid/ Omicron, but are starting to recover, since the relaxation of Covid restrictions. Turnover of traders means that there are now three empty fixed Market units, which are being actively promoted.	- Continue to actively promote and recruit new tenants at both Business Centres, with Harborough Innovation Centre, on track to be at 85% occupancy, (up from 48% during pandemic), and Harborough Grow-On Centre due to have five tenants by the end of February 2022 - New Market and Events	Economic Development	Finance


			<p>Manager joining the Council in April 2022 to continue rebuilding the Market and Events programme.</p> <ul style="list-style-type: none"> - Planning a high profile Go Green Business Convention at the Harborough Grow-On Centre in March 2022. - Organise Comedy Festival Big Weekend in Market Harborough (February 2022). 		
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Activities	Status	Progress	Next Steps	Team	Portfolio
KA.02.02 Develop partnerships with Schools, Universities and Centres of Excellence to provide services in the District.		<ul style="list-style-type: none"> - Post-Covid, started to re-establish relationships with schools in order to organise career events later in the year, with Officers attending School Careers events. - Continued to roll-out to the Kickstart programme, with 62 placements available via the Council's Gateway. Whilst take up of positions has been less than had been hoped, there has been a strong transition from Kickstart placements into formal Apprenticeships. 	<ul style="list-style-type: none"> - Supporting various school career events in during 2022, building on a gradual recovery of these events in late 2021. - Continuing to support the CLEAR Project at Magna Park to develop a research, innovation, education and training facility for the logistics and the supply chain industries at Bittesby House and finalising a careers video for the logistics and distribution sector, which should be launched in Spring 2022. - Monthly Jobs Club in Lutterworth is starting to have an impact in supporting and advice for job seekers. - Planning for a second Harborough Jobs Week in April 2022. 	Economic Development	Finance


Council Priority: The Place Enable Delivery of Quality Homes for All


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.03.01 Achieve delivery of an appropriate mix and type of affordable housing that meets local need throughout the District, across all tenures.		<ul style="list-style-type: none"> - 29 affordable housing units were delivered during Quarter 3. The overall total affordable units delivered during the 2021/22 year, up to the end of Quarter 3, was 89 units. At the end of Quarter 3, the annual target of 179 affordable units was on target to be met. 	<ul style="list-style-type: none"> - Continue to work closely with partner organisations to negotiate the Council's affordable housing requirements and bring affordable housing into the District. - Continue to seek other affordable housing opportunities as and when they arise. 	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.03.02 Provision of effective housing advice and Prevention of Homelessness (including a review of accommodation for the homeless).		<ul style="list-style-type: none"> - Ongoing partnership work with Platform Housing to improve our temporary accommodation units at Plowman's Yard. - Refurbishment of Eden Court temporary accommodation. - Completed audit of temporary accommodation. - Accommodation Assistant in post. - Four households assisted to move with Homelessness Prevention Fund. - County-wide partnership working following successful Rough Sleeping Initiative bid to support and reduce rough sleeping. 	<ul style="list-style-type: none"> - Complete Audit recommendations and Review Temporary Accommodation charges to ensure income maximisation. - Develop housing team structure following move on of two members of staff, to include a new fixed-term role of Triage Officer. - Develop skills already in the team by upgrading Trainee Housing Advisor position to full housing advisor. 	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.03.03 To bring long-term empty properties back in to use.		<ul style="list-style-type: none"> - Officer meetings continued to take place regularly which resulted in several empty properties being brought back into use. Inspections are only taking place in response to complaints, due to COVID risk. 	<ul style="list-style-type: none"> - Ongoing work to address worst cases and continue inspections. 	Regulatory Services	Wellbeing


Council Priority: The Place Improving the Environment

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.04.01 Provide effective local air quality management		<ul style="list-style-type: none"> - Continue to monitor and report on Air Quality throughout the District. - During Quarter 3 there were no exceedances of Local Government Air Quality objectives. 	<ul style="list-style-type: none"> - Continue to monitor Air Quality in the District. - Continue to explore possible methods of funding for junction improvements in the Kibworth Air Quality Management Area. - Await outcome from DEFRA on the Council's Air Quality bid. 	Regulatory Services	Regulatory


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.04.02 Review parish, community and voluntary sector support		<ul style="list-style-type: none"> - Processing of new Section 106 applications under £25k is running smoothly but temporarily on hold whilst larger applications (over £25k) are processed. Several under 25k applications were submitted in quarter 3 which amounted to approximately £77k of funding. - The next Cabinet sub committee meeting date is 28 March 2022 for applications over £25k. There are eight applications roughly amounting to £900,000. 	<ul style="list-style-type: none"> - Separation of Parish Liaison role from Community Facilities Development Officer. 	Community Partnerships	Wellbeing

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.04.03 To promote a clean environment through campaigns and enforcement		<ul style="list-style-type: none"> - We continued to carry out patrols and take enforcement action on fly tippers, littering and dog fouling offenders. - We were in touch with parish and town councils again to make sure we are dealing with the issues they are seeing. 	<ul style="list-style-type: none"> - Next campaign and a rota of campaigns for 2022 is being worked on. 	Environmental Services and Health & Safety	Regulatory


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.04.04 Prepare for re-procurement of the Environmental Services Contract		On hold until 2023, as the Council has extended its contract with FCC until 2025.	TBC.	Environmental Services and Health & Safety	Regulatory


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.04.05 Ensure all Council Activities work towards the being Carbon Neutral by 2030		- The Council's Climate Emergency Action Plan adopted by Council in December 2021.	- The Council is considering potential for BEIS (Business, Energy and Industrial Strategy) funding to improve energy efficiency of Council buildings. - Installation of 10 charging points (due summer 2022). - Domestic energy retrofit (commencing summer 2022).	Regulatory Services	Regulatory


Council Priority: The People Promote Health and Wellbeing

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.05.01 Deliver and Commission a range of health and wellbeing activities and work with partners to develop long-term sustainable health and wellbeing outcomes		- <u>Steady Steps Programme</u> - Since the pandemic one of our challenges has been to deliver a continued offer in relation to the Steady Steps programme. The age of our participants, as well as the increased number of comorbidities, has meant that a number of potential users of the service have been in positions where they have been isolating or have been fearful of attending group sessions. - Our online offer has helped a number of residents but we are now in a position to be offering group sessions back in the community. We have developed our Steady Steps pathway and have started new sessions in Hallaton, Market Harborough, Lutterworth and Kibworth and have trained two	- Better understand how the covid rehabilitation programme (and other similar condition specific programmes) are delivered within a clinical-based setting, to help better replicate this for our own community provision. - Work with neighbouring districts and the Rivers and Canal Trust to develop a 'Blue social prescribing' project which will link into level 3 and 2 interventions. - Work on our Active Together	Community Partnerships	Wellbeing


		<p>additional instructors to deliver this service</p> <p>- <u>Let's Get Moving for our Planet - COP26 Challenge</u></p> <p>From the 31 October - 12 November 2021, the UN Climate Change Conference (COP26) took place in Glasgow. We worked with Choose How You Move at Leicestershire County Council, to run a two-week activity challenge, encouraging individuals and teams to log their active travel (walking, running, cycling, wheeling) to see by how much how we can reduce our carbon emissions.</p> <p>Participants signed up as an individual, or as a team, and we helped to encourage workplaces, sports clubs and community groups to get involved.</p>	<p>narrative with our link officer and have an action plan to develop the branding and signposting opportunities in the District for the next six months, including updating our sports club and PA session directory to see how we can make this more user friendly and time effective.</p> <p>- Work on the Commissioning plan for the 2022/23 year.</p>		
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Activities	Status	Progress	Next Steps	Team	Portfolio
KA.05.02 In response to the coronavirus to consider the leisure offer in Market Harborough and Lutterworth.		<ul style="list-style-type: none"> - During Quarter 3, we returned to a more routine Christmas period although customers and staff were still encouraged to wear masks. - At the end of Quarter 3, swimming lesson membership was at approximately 2,616 (100 more members than during Quarter 2). - Harborough swimming lesson numbers continued to exceed the March 2021 target of 1,303 (at approximately 1,645 during Quarter 3). - Lutterworth swimming lessons continued to exceed the March 2021 target of 836 (at approximately 971 during Quarter 3). - Gym membership was at 3,028 across the contract at the end of December 2021. Harborough has exceeded the pre-pandemic target of 1,612 (at approximately 1,658 at the end of Quarter 3). Lutterworth was close to reaching the pre-pandemic target of 1,360. 	<ul style="list-style-type: none"> - Continue to work on the Commissioning Plan and ensure that we deliver on the targets set out within it. - Link our wider work with the ongoing Health and Wellbeing Strategy. - Continue to engage with our leisure providers to ensure a well-rounded Health, Wellbeing and Physical Activity offer within the District. 	Community Partnerships	Finance


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.05.03 Provide domestic energy efficiency advice and measures through Harborough Warm Homes and encourage households to participate in the Council's Collective Switching initiative		<ul style="list-style-type: none"> - Energy efficiency measures continued to be promoted, but the Covid case rise made people wary of home visits. The LAD scheme continued to deliver with 15 properties completed (deadline extended). 	<ul style="list-style-type: none"> - Hold another auction for choosr in October 2021. - Harborough Energy will continue with ECO3. - The LAD scheme will deliver energy efficiency for over 70 properties (mainly Platform Housing Group). 	Regulatory Services	Regulatory

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.05.04 Develop a Young Peoples' Strategy.		<ul style="list-style-type: none"> - Initial engagement with schools, parishes, partners and internal staff complete around 11-24 age group (remit amended to 16-35). - CSP Roadshows have been arranged at secondary schools across District during March and April. - Contacted schools to encourage them to complete HDC Engagement survey. - Launched Jubilee Art project with 7 schools. - Liaison with Economic Development and Housing around draft strategy. - Development of a survey tool on Housing to inform the new draft strategy. 	<ul style="list-style-type: none"> - Continue to liaise with staff on partners to develop a Young Peoples' Strategy. - Draft Strategy to go to Scrutiny in June. 	Community Partnerships	Wellbeing


Council Priority: The People Support Vulnerable People of All Ages

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.06.01 Review the role of the voluntary and community sector (VCS) in providing support to vulnerable groups, particularly post the coronavirus pandemic.		- Voluntary Action Leicestershire (VAL) continued research into the voluntary sector in Harborough and the needs and gaps as we recover from Covid. This has involved one-to-one interviews with current grant-funded charities.	- VAL will submit final report and Council Officers will draft a new Voluntary Sector Strategy which will be considered by the Communities Scrutiny Panel in March 2022.	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.06.02 Continue to develop the Lightbulb offer for households.		To date the following have been implemented during the 2021/22 year: <ul style="list-style-type: none"> - Introduction of hospital discharge grant to the Grants policy. - Introduction of Attend Anywhere software to enable the continuation of virtual visits which were trialed during lockdown, enabling assessments to continue. - Development of a standalone Lightbulb website to support the self-referral process. - Training of the Housing Support Coordinator officers to streamline the installation process for minor adaptations. 	- Continue to promote the Lightbulb services internally for referrals.	Regulatory Services	Regulatory

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.06.03 Provision of a 24-hour Lifeline Service		- Service continues to be maintained despite Coronavirus. <ul style="list-style-type: none"> - Customer numbers recovering. - Digitalisation project nearing completion. 	- Continued marketing of service. <ul style="list-style-type: none"> - The Control Centre has relocated to The Symington Building: this will save at least £11,000 per annum in rent, will improve integration of the Control Centre with other Council services and will also 	Commissioning and Lifeline	Wellbeing

			<p>offer increased security to the Council HQ. Work on this is progressing reasonably well, although there have been delays due to the Coronavirus outbreak.</p> <p>- Digitalisation project work is now complete (postponement due to delays in ICT infrastructure work). Again, there were delays due to the Coronavirus outbreak.</p> <p>- Both of the above projects will help to secure the future of the service on an efficient and sustainable basis.</p>		
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Activities	Status	Progress	Next Steps	Team	Portfolio
KA.06.04 Delivery of the agreed objectives and recommendations of the Armed Forces Covenant		<ul style="list-style-type: none"> - Royal Ascent for The Armed Forces Bill 2021 was granted on 15 December 2021, just before Christmas recess. the Council's Communications Team shared the news on social media with a welcoming response from Cllr Mahal, Armed Forces Champion. - The Ministry of Defence (MOD) has confirmed delays to the supporting Statutory Guidance (SG) which now has to go before Parliament as a 'Statutory Instrument'. A third draft is to be shared for final local authority feedback through the Local Government Association (LGA). - Current timeframes being discussed by the MOD are final SG early summer, followed by an implementation period and 'enforcement' end 2022. - The MOD Covenant team plan a formal communication to bodies in scope including LA CEOs. - The Council's Armed Forces Officer (AFO) continues to work with the LGA Armed Forces Officer Network. The most recent meeting took place on 	<ul style="list-style-type: none"> - Covenant Legislation – Lead Officer Engagement. - Combat Stress Follow-Up. 	Legal and Democratic Services	Corporate


		<p>10 February 2021.</p> <ul style="list-style-type: none"> - The AFO continues to liaise directly with the MOD Covenant team on the SG. - LLR collaborative group continues to meet driving consistency and efficiencies across LLR LAs. A summary report is provided to the Council's CEO to share at the local authority CEO monthly meeting. - RCC / HDC Project board meets monthly; a joint authority Lead Officer briefing was held on 1 December 2021 to commence implementation planning. A further HDC Lead Officer meeting is scheduled for 15 February 2022. - The current Armed Forces Officer is leaving and will be replaced in due course but in the interim her work will be picked up by colleagues across the councils. 			
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Activities	Status	Progress	Next Steps	Team	Portfolio
KA.06.05 Housing of homeless applicants who the Council has a duty to		<p>- This Key Activity is concerned with the number of homelessness cases who have secured accommodation for at least six months during the Quarter.</p> <p>“Securing accommodation” can mean that they have secured the home that they were threatened with homelessness from. For example, two cases were able to remain in their home. This can be due to a number of measures put in place by the housing team, including helping to reduce rent arrears, set up a payment plan or negotiating with the landlord or family member to enable the household to remain in their home. Preventing homelessness by enabling someone to remain in their home is always the goal, but unfortunately it is not always practical. For example, if a landlord is selling their property, then they can issue a “no</p>	<p>Work with Leicestershire District and Rutland councils in a joint Rough Sleeping Initiative programme. This provides a pathway for anyone sleeping rough or at risk of sleeping rough to secure appropriate accommodation.</p> <p>- It should help the Council to reduce the number of applicants who are unable to secure housing through the Council's usual methods. It will assist those who the Council has found to be 'intentionally homeless' as these are sometimes</p>	Community Partnerships	Wellbeing

		<p>fault” eviction notice (section 21) which means that the household does need to move out before it is sold.</p> <ul style="list-style-type: none"> - 48 cases secured new accommodation during the Quarter. The majority of these cases were where a household gained new accommodation in social housing by going through the Council’s housing register. However, we are able to help individuals secure new accommodation in the private sector with the Homeless Prevention Fund grant which is a grant for things like rent-in-advance or a deposit. - 17 of those who gained new accommodation had not yet been made homeless. This means that we were able to help them before they were evicted or asked to leave their old home (in the prevention stage). This causes the least amount of disruption to the family and avoids placing households in temporary accommodation which is not nice for the household and is very costly for the Council. 73% of applications closed during the prevention stage were housed. - 5 cases were closed because we made a “no priority need” decision on their case. A no priority need decision means that we have found that this individual was not vulnerable; priority need includes those who are pregnant, have dependent children or have some physical or mental health difficulties. We work with all applicants, whether they are considered to be priority need or not, for at least 56 days (in the relief stage). We work with them to resolve their homelessness issue. However, legislation states that at the end of 56 days we must make a decision on whether we consider them to be 	<p>excluded from the housing register, due to their previous tenancy behaviour.</p> <ul style="list-style-type: none"> - The Rough Sleeping Initiative provides intensive support, outreach and some supported accommodation options. <p>Harborough District Council, in partnership with Hinckley & Bosworth, Blaby and Oadby & Wigston councils, continues to hold Landlord Forums and issue regular e-newsletters to educate and engage private sector landlords across South Leicestershire. The hope is that this will increase communication between the councils and private landlords and reduce unlawful evictions or tenancy issues.</p> <ul style="list-style-type: none"> - The Council is looking into options for an Empty Homes Leasing scheme which could reduce the number of long-term empty homes in the District by providing a tenancy for homeless households. - Hold a partnership meeting to discuss rough sleepers in the local area and what local support is available to them, to include charities, district 		
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		in priority need or not. The goal is to help the individual secure accommodation before the end of 56 days but this is not always easy, in particular we struggle to find enough one-bed properties for the number of people who need them. We are working with developers and landlords to increase the number of affordable one-bed properties in the District. After 56 days we did not stop working with the 5 people we found to not be in priority need, but our statutory duty to secure accommodation ends. 26 cases closed at the relief stage were rehoused. 5 cases were rehoused at main duty. One case was closed as they refused an offer of suitable accommodation.	councillors, churches and other groups such as the Jubilee food bank.		
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Council Priority: The People Empowered Communities

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.07.01 Liaise with parishes to understand local need and enable them to provide services in their locality (including post-Coronavirus needs and support).		<ul style="list-style-type: none"> - Annual Parish Liaison Meeting held virtually in November 2021. - Community Grant Round was launched in September 2021 and grants awarded in January 2022. The Committee considered £28,891 in applications. - Regular email newsletters to parishes were issued. 	<ul style="list-style-type: none"> - Launch of small grants for Platinum Jubilee. - Distribution of Community Grant Fund allocations. - Agree format of Annual Parish Liaison Meeting for 2022. - Produce a plan for smaller Parish Forum events. 	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	Team	Portfolio
KA.07.02 Support the preparation of Neighbourhood Plans		<ul style="list-style-type: none"> - Gilmorton referendum passed on 20 January 2022. - Leire Examiner's report was received and is on the 	<ul style="list-style-type: none"> - Dunton Bassett Neighbourhood Development Plan (NDP) was submitted in February 2022. 	Strategic Planning	Planning




		Cabinet agenda for 7 March 2022.	<ul style="list-style-type: none"> - East Langton and Kibworth Regulation 16 consultations are due to end on 2 March 2022. - Appoint examiners for East Langton and Kibworth NDPs. - Validation and Regulation 16 consultations to take place as plans are submitted to the Council. Examiners to be appointed as required. 		
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**Council Priority: Your Council
Deliver Financial Sustainability for the Future**

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.08.01 Develop and adopt robust methodology for business cases to deliver cost savings and income generation proposals.		- The Budget Challenge 25 (BC25) project was completed in July 2021. Services are now working through and implementing the recommendations that resulted from the project.	- Review business proposals on a case-by-case basis, as part of the upcoming Medium-term Financial Strategy work.	Finance Services	Finance

**Council Priority: Your Council
Responsive and Accessible Services**

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.09.01 Implement the Change Programme in order to improve the customer experience, deliver efficiencies, and maximise use of online submissions portals.		- The change programme is currently being reviewed and combined with other large scale projects and the BC25 actions. There are a number of key projects that are progressing, the main one being the CXM project to implement the Netcall CRM system. This is	- Revised governance and reporting/monitoring arrangements to be finalised and implemented.	Corporate Services	Corporate

		progressing on track and is being monitored by the programme board.	- A wider change programme to be brought together to show all change activity for the authority.		
Activities	Status	Progress	Next Steps	Team	Portfolio
KA.09.02 To ensure effective Strategic Communications across the District to keep residents informed of Council Services and Key Activities.		<ul style="list-style-type: none"> - Consistent communications around the Council's response to the Covid-19 recovery phase and vaccination messages (Covid and flu) have been distributed to stakeholders via appropriate channels in a timely way. - Development of video content for our social media profiles and resident newsletter articles to show the human face of the Council continues. - Piece of engagement work to inform key policies and strategies to conclude at the end of January 2022. - Development of engagement strategy, working with service managers, starting as engagement remit has moved to communications team. <p>N.B. this key activity is ongoing with no end date.</p>	<ul style="list-style-type: none"> - Continue to support the Council's leadership of the recovery phase across the District, supporting the Recovery Cell and sub-cells with communication planning and implementation, and working with LRF (Local Resilience Forum) partners. - Continue to support the communication needs of Council services in line with the emerging new Corporate Plan. - Refresh of the Council's Communications Strategy. 	Communications	Strategy
Activities	Status	Progress	Next Steps	Team	Portfolio
KA.09.03 Finalise and implement a Community Governance Review of Parishes.		- The final recommendations were approved by Council in January 2021. The review is now complete.	- Completion of Reorganisation Order to bring approved recommendations into force (effective date likely to be October 2021).	Corporate Services	Corporate
Activities	Status	Progress	Next Steps	Team	Portfolio
KA.09.04 Review the Customer Services Strategy.		- Resident survey responses and the new contact centre solution will feed into the development of this strategy.	- It is anticipated this work will begin in the next Quarter.	Customer Services and Engagement	Corporate

Activities	Status	Progress	Next Steps	Team	Portfolio
KA.09.05 Develop an Engagement Strategy.		<p>The Council's engagement survey has resulted in 451 responses, Some of the data will inform the engagement strategy. The deadline for the draft engagement strategy has now moved to September 2022 in agreement with Jacqui Evans as this work links with other planned work in Jacqui's service areas.</p>	<p>- Analysis of data from the community engagement survey will take place in February/March, with research and collaboration with service areas to inform the engagement strategy taking place in Quarter 1 of the 2022/23 year.</p>	<p>Customer Services and Engagement</p>	<p>Corporate</p>