

THE PLACE: a safe, enterprising and vibrant place

CO 1: Keeping the District a great place to live, work and visit

Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
KA.01.01 Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)	Start Later in Year	- This work is scheduled to start later in the year.	- TBC.	Chief Officer - Planning and Regeneration	Strategy
KA.01.02 Begin the review of the adopted Harborough Local Plan (2011-2031)	Start Later in Year	- This work is scheduled to start later in the year. - Awaiting Government announcement on methodology for calculating local housing need, which is a key input to the review. In the meantime, continued monitoring work to ensure data is available and up to date for use once Government announcement is made (currently expected by August 2020).	- Continue to monitor housing and employment delivery. - Additional monitoring work this year to 'take the temperature' on the development industry in light of Covid-19. - Working up proposals to enhance monitoring on retail and town centres uses, again in light of Covid-19 potential implications. - All of the above to feed in to 'review' of the Local Plan to consider whether it remains up to date. Following the 'review' a recommendation will be made on any resulting actions.	Chief Officer - Planning and Regeneration	Strategy
KA.01.03 To identify and address key issues of crime and disorder through the Community Safety Partnership and the use of statutory tools	Green	- Monthly member updates on crime and disorder included in Members' Newsletter. - Harborough District Community Safety Partnership Parish e-newsletter issued in May 2020. - Weekly meeting with County Community Safety	- Prepare quarterly report for the Office of Police and Crime Commissioner. - Launch Safer Summer Campaign. - Issue August Newsletter.	Chief Officer - Communities and Wellbeing	Wellbeing

Key Activities in Detail

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and powers		<p>Partnership leads on night-time economy recovery.</p> <ul style="list-style-type: none"> - Communication plan produced for raising awareness of Domestic Abuse support including radio advert and Swift Flash. - Monthly JAG meetings were held. - County Community Safety Partnership Action Plan agreed. - Safer Summer campaign started in June 2020. 			
KA.01.04 Develop in partnership the local visitor economy particularly in respect of the District's two market towns.	Green	<ul style="list-style-type: none"> - The intention for this Quarter was to focus on the continuation of Market Harborough Master Plan. This project has been put on hold due to the need to enable the team to work on encouraging the re-opening of town centres and support businesses with financial grants. - Instead the Economic Development Team have been working on: <ul style="list-style-type: none"> • Supporting the Business Rates team to distribute grants. • Create online workshops to support businesses re-opening on 15 June 2020. • Recruiting Harborough Helpers to support Market Harborough and Lutterworth Town centres. • Updating Visit Harborough and the Council's website to keep them up to date with government guidelines. • Creation of toolkits for businesses which simplifies Government guidance. • Creation of a shop local campaign. This will be advertised via stickers for businesses, artwork on refuse lorries and artic trailers. • Supported the distribution of the Discretionary Grant. 	<ul style="list-style-type: none"> - Undertake a feasibility plan for a potential St Mary's Quarter development. - Tourism Promotion activities. - Continue to support the opening of the town centre in readiness for additional businesses opening on 4 July 2020. 	Chief Officer - Planning and Regeneration	Strategy

Key Activities in Detail

Appendix A

Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
KA.01.05 Begin the review of the Council's Conservation Areas	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	TBC	Chief Officer - Planning and Regeneration	Planning
KA.01.06 Explore the benefits of development of a Rural Strategy.	Deferred until the 2021/22 Year			Choose an item.	Choose an item.

CO 2: Encourage enterprise

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.02.01 Encourage the entrepreneurial SME economy through the Innovation Centre, Grow On Centre and business support frameworks.	Green	<p>- The Partnership between LLEP and the Harborough Innovation Centre (HIC) to support HIC Businesses has never been stronger. This is due to Covid-19.</p> <p>- A business adviser has been recruited to solely support the businesses at the HIC. This advisor is working closely with our dedicated LLEP business adviser.</p> <p>- Many of the HIC businesses were eligible for the discretionary grant.</p>	<p>- Roll out HIC Events Programme to support HIC Businesses.</p> <p>- The implementation of a new HIC website to help promote and encourage more online webinars to support businesses.</p>	Chief Officer - Planning and Regeneration	Strategy
KA.02.02 Develop partnerships with Schools, Universities and Centres of Excellence to provide services in the District.	Green	<p>Local Business engagement has been focused on Covid-19 recovery, including:</p> <ul style="list-style-type: none"> • Grant distribution • online webinars • toolkits for specific business sectors e.g. hairdressers, hospitality and retail. <p>- There has been demand to send the business newsletter out weekly instead of bi weekly, this is due to the amount of new information, workshops and guidance coming from the Government.</p> <p>- Business intelligence from Nomis shows an increase in Job Seekers Allowance claims in April and May 2020 in Harborough among residences who work in Elementary level occupations.</p>	<p>- Continue to promote Apprenticeship support in partnership with Leicestershire Employment Hub and Academia.</p> <p>- Continue to seek the gaps in support for our local businesses and put on webinars and workshops to support them.</p>	Chief Officer - Planning and Regeneration	Strategy

CO 3 Enable delivery of 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 affordable housing that meets local need throughout the District, across all tenures.	Start Later in Year	<ul style="list-style-type: none"> - This work is scheduled to start later in the year. 	<ul style="list-style-type: none"> - TBC 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.03.02 Provision of effective housing advice and Prevention of Homelessness	Green	<ul style="list-style-type: none"> - The Council has been using the Homeless Prevention Fund to provide a means of assisting applicants in preventing and relieving their homelessness. - Personal Housing Plans and/or advice letters were issued to all applicants who were deemed to be threatened with homelessness within 56 days. - Ensured staff are fully trained and up to date with the legislation by providing training opportunities. - Moved all housing team staff to work from home and continue to provide a full service remotely via phone appointments and online assessments - Built a relationship with local support providers - Beacon Care and Advice. 	<ul style="list-style-type: none"> - Continue to work with private landlords in order to build relationships and incentives. - Continue to build relationships with housing associations and the Citizens Advice Bureau to prevent homelessness earlier. - Ensure all housing team members are provided with adequate IT equipment in order to perform their job. 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.03.03 To bring long-term empty properties back in to use.	Start Later in Year	<ul style="list-style-type: none"> - This work is scheduled to start later in the year. - Although this work was on hold due to Covid-19, we have continued to respond to low-level complaints concerning empty properties, in conjunction with planning enforcement. 	<ul style="list-style-type: none"> - TBC 	Chief Officer - Governance	Wellbeing

CO 4 Improving the environment					
Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.04.01 Provide effective local air quality management.	Green	<ul style="list-style-type: none"> - Air Quality Annual Status Report completed and due for consideration by the Cabinet on 8 September 2020. - Continued to monitor Air Quality throughout the District during lockdown. - The mobile Air Quality sensor called the Zephyr was relocated from Market Harborough to a position along the A6 in Kibworth on 3 June 2020. 	<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. 	Chief Officer - Governance	Planning
KA.04.02 To enable communities to identify and meet community facility and recreation needs and ensure that the Council grant process is as accessible as possible for all.	Green	<ul style="list-style-type: none"> - Review of Section 106 process is on hold. - Allocation of grants agreed by Officer Delegation for June 2020 (short spend-by dates). - Parishes and Members were included in Community Facility Obligation Requests and were encouraged to comment. - A proactive email is sent to parishes and members every six months which includes current Section 106 contributions available. 	<ul style="list-style-type: none"> - Identify Section 106 grants with spending dates in 2020 and 2021 and liaise with Parishes and groups to ensure these are applied for (the next round will then have a deadline for a meeting in September 2020). 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.04.03 To promote a clean environment through campaigns and enforcement	Green	<ul style="list-style-type: none"> - 450+ residents spoken to across the whole District regarding dog fouling. - Littering and Dog fouling patrols took place daily. - Social media material regarding Dog fouling, littering and fly tipping was posted. - Fly tipping hotspots were monitored daily and tip sites a were monitoring several times a week. - CCTV cameras were monitored and changed weekly. 	<ul style="list-style-type: none"> - Erect more signage on public open spaces to encourage litter removal and correct use of the sites during the Covid Period, as we are seeing these used more than ever. 	Chief Officer - Communities and Wellbeing	Planning

Key Activities in Detail

Appendix A

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
		- 16 Warning Notices were issued for various incidents.			
KA.04.04 Prepare for re-procurement of the Environmental Services Contract	Start Later in Year	- On hold until 2023, as the Council has extended its contract with FCC until 2025.	- TBC	Chief Officer - Communities and Wellbeing	Planning
KA.04.05 To Ensure all Council Activities work towards the being Carbon Neutral by 2030	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Governance	Planning

THE PEOPLE: a healthy, inclusive and empowered community
CO 5 Promote health and wellbeing

Key Activities	Status	Progress	Next Steps	Lead Officer	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	Start Later in Year	<ul style="list-style-type: none"> - This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year. - An online self help page has been developed to support the community through a range of online services. - Currently working to a Reboot and Recovery plan alongside our colleagues across the County. 	- TBC	Chief Officer - Communities and Wellbeing	Wellbeing
KA.05.02 Develop a long-term leisure offer in Market Harborough and Lutterworth.	Start Later in Year	<ul style="list-style-type: none"> - This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year. 	- TBC	Chief Officer - Communities and Wellbeing	Wellbeing
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	Start Later in Year	<ul style="list-style-type: none"> - This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year. 	- TBC	Chief Officer - Governance	Planning
KA.05.04 Develop a Young Peoples' Strategy.	Deferred until the 2021/22 Year			Chief Officer - Communities and Wellbeing	Strategy

CO 6 Support vulnerable people of all ages

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.06.01 Enable and promote the Voluntary Sector to support vulnerable people.	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Communities and Wellbeing	Wellbeing
KA.06.02 Continue to develop the Lightbulb offer for households.	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Governance	Wellbeing
KA.06.03 Provision of a 24-hour Lifeline Service	Start Later in Year	- Lifeline has continued to provide a full service to all customers during the Coronavirus outbreak with some minor changes to practice. - Customer numbers have now risen to 678 (target is 685 by end of March 2021). - Financial position is improving due to growth and efficiencies; and a reduction in the deficit (cost of the service to the Council) is currently forecast.	- Continue marketing of service. - The Control Centre will relocate to The Symington Building during July/August 2020: 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 offer increased security to the Council HQ. Work on this is progressing reasonably well, although there have been delays due to the Coronavirus outbreak. - Digitalisation project work is now under way and should be complete during July (postponement due to delays in ICT infrastructure work); again, there have been delays due to the Coronavirus outbreak.	Chief Officer - Governance	Corporate
KA.06.04 Delivery of the agreed objectives and recommendations of the Armed Forces Covenant	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Governance	Corporate

CO 7 Empowered communities

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.07.01 Liaise with parishes to understand local need and enable them to provide services in their locality.	Green	<ul style="list-style-type: none"> - There has been ongoing communication with parishes throughout the lockdown period, this includes a weekly update. Face-to-face meetings and training all on hold for the moment. - Annual survey of parish councils was completed. - VE day grants were distributed. 	<ul style="list-style-type: none"> - In Quarter 2, start to provide virtual catch-up meetings for parish clerks and consider any training needs that can be met virtually. - Discuss the potential of having a virtual Annual Parish Meeting event this year. 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.07.02 Support the preparation of Neighbourhood Plans	Green	<ul style="list-style-type: none"> - Reports taken to Cabinet June 2020 to recommend to Council that Fleckney and Husbands Bosworth neighbourhood Plans should proceed to a referendum. The date of the referendum is set as Thursday 6 May 2021, which is after the date for suspension of Neighbourhood Plan referendums set by Government (until 5 May 2021) due to the COVID-19 response. - Should circumstances concerning COVID-19 response change and referendums are permitted earlier than 6 May 2021, the Council will review the dates for the referendum and the opportunities to bring the referendum forward. In these circumstances an additional report will be brought to Cabinet. - Continue to support emerging Neighbourhood Plan making. 	<ul style="list-style-type: none"> - Fleckney and Husbands Bosworth - Consideration of Examiners once COVID-19 restrictions allow. - Submission of review plans expected as communities complete them. - Validation and Regulation 16 consultations as plans submitted to the Council. Examiners to be appointed as required. 	Chief Officer - Planning and Regeneration	Planning

YOUR COUNCIL: creative, proactive and efficient

CO 8: Deliver Financial Stability for the future

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.08.01 Develop and adopt a robust methodology for business cases to deliver cost savings and income generation proposals.	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Finance and Assets	Finance
KA.08.02 Develop a Medium-term financial Strategy (MTFS) for use in the 2021/22 year onwards.	Amber	- Initial meetings have been held with CMT/ Section 151 Officer and Councillors. The Section 151 Officer has developed an initial MTFS model.	- Meetings to be held during Quarter 2 with budget managers, portfolio holders and the Finance Team to review budgets for savings areas. - MTFS to be finalised.	Chief Officer - Finance and Assets	Finance
KA.08.03 Develop a commercial Property Investment Strategy.	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Finance and Assets	Finance

CO 9: Responsive and accessible services

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.09.01 Implement the Smarter Services Programme in order to improve the customer experience, deliver efficiencies, and maximise use of online submissions portals.	Start Later in Year	<p>- The Programme is on hold as it is dependant on staff resources form across the authority that have been otherwise redirected to other projects, such as the Community hub, enabling, and facilitating remote working and implementing virtual public meetings.</p> <p>- Resumption of the programme will be done in conjunction with the recovery cell.</p>	- TBC	Chief Officer - Governance	Corporate
KA.09.02 To ensure effective Strategic Communications across the District to keep residents informed of Council Services and Key Activities.	Green	- Consistent communications around the Council's response to the Covid-19 crisis has been distributed to stakeholders via appropriate channels in a timely way. Some key channels, including the Council's social media profiles, have been developed during the response to the crisis, with high quality content that has achieved good engagement rates.	<p>- 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 partners.</p> <p>- Continue to support the communication needs of Council services.</p>	Chief Officer - Communities and Wellbeing	Strategy
KA.09.03 To conduct a Community Governance Review of Parishes	Green	- Progress was delayed by COVID measures (cancellation of meetings of the Community Governance Review Committee). A revised timetable has now been produced which will allow the review to be competed in Quarter 4 (originally programmed for Quarter 3).	- August 2020: Community Governance Review Committee to consider submissions made during public consultation period.	Chief Officer - Governance	Corporate
KA.09.04 Review the Customer Services Strategy	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Communities and Wellbeing	Corporate
KA.09.05 Develop an Engagement Strategy	Start Later in Year	- This Key Activity was put on hold due to Covid-19. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- TBC	Chief Officer - Communities and Wellbeing	Corporate