

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)	Green	- Implementation of the Harborough Local Plan is ongoing. Monitoring of key indicators set out in the monitoring framework is ongoing.	- Continued implementation and monitoring.	Chief Officer - Planning and Regeneration	Strategy
KA.01.02 Begin the review of the adopted Harborough Local Plan (2011-2031)	Start Later in Year	- Review of whether the Local Plan remains up to date is scheduled for Quarter 4 of the 2020/21 year.	<ul style="list-style-type: none"> - 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 the 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. - Continue to monitor and consider emerging Government announcements on revisions to the standard housing method for calculation local housing need. 	Chief Officer - Planning and Regeneration	Strategy

Key Activities in Detail

Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
<p>KA.01.03 To identify and address key issues of crime and disorder through the Community Safety Partnership and the use of statutory tools and powers</p>	<p>Green</p>	<ul style="list-style-type: none"> - Monthly member updates on crime and disorder included in Members' Newsletter. - Harborough District Community Safety Partnership Parish e-newsletter was issued in August 2020. - Weekly meeting with County Community Safety Partnership (CSP) leads on Night Time Economy (NTE) recovery and internal CSP NTE meeting. - Safer Summer messages via Social Media, radio advertisement and the Swift Flash. - Monthly JAG meetings and Housing Liaison meetings were held. - Patch walks at Little Bowden Recreation Ground and Saddington Reservoir were held. - Community Trigger was completed for Barnards Way carpark. - Countylines awareness week took place. 	<ul style="list-style-type: none"> - Launch Celebrate Safely Campaign. - Issue November Newsletter. - Complete Quarter 2 report for the Office of Police and Crime Commissioner. - Complete Community Safety Survey. 	<p>Chief Officer - Communities and Wellbeing</p>	<p>Wellbeing</p>
<p>KA.01.04 Develop in partnership the local visitor economy particularly in respect of the District's two market towns.</p>	<p>Amber</p>	<ul style="list-style-type: none"> - The intention for this Quarter had been to focus on the Market Harborough and Lutterworth Masterplans and tourism development work. However these projects had to be put on hold due to the continuing Covid-19 situation and the need to support the re-opening of town centres and supporting businesses. Instead the Economic Development Team has been working on: - Working with Leicestershire County Council to introduce a range of temporary road changes and traffic measures to facilitate social distancing as town centre shops re-opened, following the easing of Covid-19 lockdown restrictions in June 2020. - Monitoring and reviewing these traffic measures to ensure that they were still relevant, and ultimately removing the majority of them by mid-September 	<ul style="list-style-type: none"> - Work towards the completion of the Lutterworth Masterplan by the end of March 2021, and the Market Harborough Masterplan very soon after. - Commission a feasibility plan for a potential St Mary's Quarter development, (supported by Leicester and Leicestershire Enterprise Partnership), by the end of March 2021. - Engage with the local tourism sector, via a District Tourism Summit in November and undertake a range of tourism promotion activities. 	<p>Chief Officer - Planning and Regeneration</p>	<p>Strategy</p>

Key Activities in Detail

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		<p>2020, following comprehensive feedback from residents and businesses.</p> <ul style="list-style-type: none"> - Managing the Harborough Helpers to support the safe re-opening of Market Harborough and Lutterworth Town centres. - Promotion of a shop local campaign and working with local retail businesses to identify ways of encouraging shoppers and overall footfall back into town centres. - Promotion, support and training for businesses, including Market Traders, in developing an online presence and online trading. - Updating Visit Harborough and the Council's website to keep them up to date with changing government guidelines for businesses and residents. - Applying for and delivering the requirements of the Government and European Regional Development Fund Reopening High Streets Safely Fund. - Starting preliminary work on a range of tourism initiatives aimed at the 2021 season. 			
KA.01.05 Begin the review of the Council's Conservation Areas	Green	- During Quarter 2 work began on this Key Activity, following a pause due to COVID-19. Work will continue as long as access to historic records and site visits remain feasible.	- Continue to liaise with relevant Parish Council and site visits.	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.	Amber	<ul style="list-style-type: none"> - New Centre Manager and Business Advisor have been recruited at Harborough Innovation Centre (HIC). They have been providing invaluable support to HIC resident businesses during the Covid-19 pandemic. - A key aspect of the support for HIC resident businesses has been to be flexible in relation to their use the space and payment, including agreeing to defer payment of licence fees. - As part of the HIC communication strategy, regular E-newsletters for HIC tenants have been introduced and improvements are being made to develop the website. - The Kitchen Café at the HIC has been reintroduced, as it is recognised as being an important focal point for the building and resident businesses, which supports sharing ideas and joint working. - Take up of space in the Grow On Centre has been significantly impacted by the Covid-19 pandemic, although the Centre's first tenant did move in during this period. 	<ul style="list-style-type: none"> - Reviewing the HIC's security, door access, car park barriers and alarm systems to simplify and improve operations, (funded from operational budget). - Developing 3-year Business Plan including Marketing and Communications. - Planning for the HIC to become a Gateway for local SMEs to access new Government Kickstart scheme to provide paid, fully-funded, six- month work experience placements for 16-24 year olds. 	Chief Officer - Planning and Regeneration	Strategy

Key Activities in Detail

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.02.02 Develop partnerships with Schools, Universities and Centres of Excellence to provide services in the District.	Start Later in Year	- This work has been seriously curtailed by the focus on Covid-19 recovery and also the fact that the schools were not operating. Business intelligence shows an increase in Job Seekers Allowance claims amongst Harborough District residents, although potential unemployment figures are being masked by the continuation of the Furlough scheme.	<p>- Continue to promote Apprenticeship support in partnership with Leicestershire Employment Hub and Academia.</p> <p>- There will be a big focus on the new Government Kickstart scheme to provide paid, fully-funded six-month work experience placements for 16-24 year olds. The plan is that the Harborough Innovation Centre will become a Gateway for local SMEs to access this scheme.</p> <p>- There are plans to support a number of employment recruitment events, particularly within strong sectors, such as distribution and logistics.</p>	Chief Officer - Planning and Regeneration	Strategy

CO 3 Enable delivery of quality homes for all

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	- This work is scheduled to start later in the year.	- 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"> - Continued to provide an effective and efficient housing advice and assistance service. - Provided 3 x new temporary accommodation flats and utilised these. - Worked closely with housing association partners, particularly Platform Housing to deliver housing throughout the Covid-19 crisis. - Continued to build links with the Private Sector by sending out a newsletter to local landlords and letting agencies. 	<ul style="list-style-type: none"> - Work with East Midlands Housing association, Blaby, Hinckley and Oadby councils to establish the possibility of a supported hostel in South Leicestershire (in the next two Quarters). - Work with the project group to bring empty homes back into use, possibly to help homeless people in the District. - Work with private temporary accommodation providers to provide more self-contained temporary accommodation in the District to lower costs and avoid unsuitable B&B placements. 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.03.03 To bring long-term empty properties back in to use.	Green	<ul style="list-style-type: none"> - The inter-departmental working group met. - Action against three properties is in progress for recovery of debt. 	- Continue to respond to complaints concerning empty properties, in conjunction with planning enforcement.	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"> - The Air Quality Annual Status Report was approved by Cabinet on 8 September 2020 and was submitted to DEFRA. - Continued to monitor and report Air Quality throughout the District using diffusion tubes. - The mobile Air Quality sensor (Zephyr) continued to monitor air quality along the A6 in Kibworth (since 3 June 2020). - Entered into discussion with the County Council about section 106 monies that may be available towards funding junction improvements in the Kibworth Air Quality Management Area (AQMA). 	<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 AQMA. 	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"> - Identified Section 106 grants with spending dates in 2020 and 2021 and liaised with Parishes and groups to ensure these are applied for. - Completion of Section 106 round, applications received and scored. - Allocation of Section 106 grants agreed at September 2020 meeting (£235,000 allocated). - A proactive email is sent to parishes and members every six months which includes current Section 106 contributions available. - Launch of Community Grant. - Approximately £9,000 allocated and awarded to village halls and Community venues to re-open safely plus £1,000 of small grants given to Community Groups that helped with the Community hub during the lockdown period. 	<ul style="list-style-type: none"> - Complete the next Section 106 round. - Commence review of Section 106 process. - Commence scoring and recommendations for main Community Grant. 	Chief Officer - Communities and Wellbeing	Wellbeing

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.04.03 To promote a clean environment through campaigns and enforcement	Green	<ul style="list-style-type: none"> - Dog Fouling campaign launched (including via local radio). - Several enforcement actions taken for fly-tipping and littering. - Social Media posts were issued daily. - Contact with Parish Councils and residents listening to areas of concern and then patrolling these. 	- Further campaigns to be decided by Enforcement Team.	Chief Officer - Communities and Wellbeing	Planning
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 the Covid-19 crisis. The milestones for the Key Activity have been adjusted and the work will start later in the year.	- The Council is considering potential for BEIS (Business, Energy and Industrial Strategy) funding to improve energy efficiency of Council buildings.	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	Amber	<ul style="list-style-type: none"> - Whilst this Key Activity was put on hold due to Covid-19 and the milestones for the Key Activity adjusted in order for work to start later in the year, we made progress in ensuring that a range of activities took place. - The online self-help page has been developed and continues to support the community through a range of online services. - Commence working to a Reboot and Recovery plan alongside our colleagues across the County. - Cancer prehabilitation services began and we are working with small groups to ensure that those attending treatments are in a good position to make a speedy recovery. 	<ul style="list-style-type: none"> - Continue to work through the Reboot and Recovery plans for the District. - Develop opportunities for the hard-to-reach villages to engage with our services. - Monitor our current offer and ensure that it remains relevant to the community and in line with current Covid-19 guidance. 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.05.02 Develop a long-term leisure offer in Market Harborough and Lutterworth.	Amber	<ul style="list-style-type: none"> - Leisure Project Team has met on a number of occasions since Covid-19 restrictions put this on hold. 	<ul style="list-style-type: none"> - Production of a high-level options appraisal of the progress of the project, in light of Covid-19, and some of the decisions we need to make about contractor procurement and the redevelopment/ new-build options for consideration by the Project Board. 	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	Green	<ul style="list-style-type: none"> - Energy efficiency measures under ECO3 are now going ahead after a pause during the initial lockdown period. Harborough Energy is also offering advice on the Government Green Homes Voucher scheme. Installations are taking a slightly longer to complete due to Covid-19 precautions. 	<ul style="list-style-type: none"> - Another auction for icoosr in February 2021 with the launch in December 2020. - Harborough Energy will continue with ECO3 and also support Green homes Vouchers to residents to the end of the year. 	Chief Officer - Governance	Planning

Key Activities in Detail

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
		<p>- Over 2,000 people took part in Collective Switch in October following a direct mail. People are now looking at their individual offers. Next Auction is scheduled to take place in February 2020.</p>			
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.	Green	<ul style="list-style-type: none"> - Supporting Foodbanks to respond to increased needs. This includes paying mileage expenses for volunteer drivers to deliver food parcels to doorsteps of those in need. Almost 2,000 parcels have been delivered since 23 March 2020. - Offering a Council-owned garage to a new volunteer group setting up a Harborough hygiene bank. This will enable volunteers to hold stock/donations in a central location and make up essential parcels (soap, shavers, sanitary products) for those in need. - Advising partners, such as Leicestershire County Council, how to target grant funding. For example, a recent DEFRA grant has enabled the Well in Kibworth to lease premises needed to keep their foodbank open and a grant to Homestart will fund cooking and healthy eating classes for families on a low income. - Ensuring clear pathways are in place for community volunteer groups to refer residents for more specialist support. For example, how to refer residents in financial difficulty to citizens advice. 	<ul style="list-style-type: none"> - Continue to support the voluntary and community sector through the November lockdown period and subsequent recovery phase. 	Chief Officer - Communities and Wellbeing	Wellbeing
KA.06.02 Continue to develop the Lightbulb offer for households.	Green	<ul style="list-style-type: none"> - Work resumed on the delivery of the adaptation and improvement programme. A plan has been developed by Lightbulb to enable service recovery. - Additional resources were identified by Lightbulb to address any backlog of cases. 	<ul style="list-style-type: none"> - Commencement of the Hoarding Project. - Roll-out of the "Attend Anywhere" software to Housing Support Coordinators and Technical Officers to improve the ability to undertake virtual/remote inspections. 	Chief Officer - Governance	Wellbeing

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<p>KA.06.03 Provision of a 24-hour Lifeline Service</p>	<p>Green</p>	<ul style="list-style-type: none"> - 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 699 (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. 	<ul style="list-style-type: none"> - Continue marketing of service. - 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 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 almost complete (postponement due to delays in ICT infrastructure work); again, there have been delays due to the Coronavirus outbreak. - Both of these projects will help to secure the future of the service on an efficient and sustainable basis. 	<p>Chief Officer - Governance</p>	<p>Corporate</p>
<p>KA.06.04 Delivery of the agreed objectives and recommendations of the Armed Forces Covenant</p>	<p>Green</p>	<ul style="list-style-type: none"> - The Legal services manager has been engaging with the armed forces officer to deliver consultation objectives which entailed the collation of intended impacts. This information has been provided to central government. The process is ongoing and work is continuing. 	<ul style="list-style-type: none"> - TBC (awaiting next steps from the armed forces officer via the consultation process). 	<p>Chief Officer - Governance</p>	<p>Corporate</p>

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 including a weekly update. - Planning for Virtual Annual parish meeting started. - Continued support to Parishes through telephone, email and virtual meetings. 	<ul style="list-style-type: none"> - Hold virtual Annual Parish Meeting (November 2020). 	Chief Officer - Communities and Wellbeing	Wellbeing

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
<p>KA.07.02 Support the preparation of Neighbourhood Plans</p>	<p>Green</p>	<ul style="list-style-type: none"> - Reports taken to Cabinet in June 2020 to recommend to Council that Fleckney and Husbands Bosworth Neighbourhood Development Plans (NDPs) 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 the circumstances concerning COVID-19 response change and referenda 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. - Great Bowden NDP: minor changes approved by Cabinet. - Hallaton NDP: questions of clarification received from Examiner. - Misterton with Walcote NDP: Regulation 16 consultation complete and Examiner recommendation received. - Foxtton NDP: Regulation 14 consultation completes in October 2020. SEA screening completed for Foxtton by the Council. - Leire NDP: Regulation 14 consultation complete, SEA screening completed by the Council. - Continue to support emerging Neighbourhood Plan making. 	<ul style="list-style-type: none"> - Completion of Hallaton Examination and report to Cabinet to consider recommendations. - Appointment of Examiner for Misterton with Walcote NDP. - Submission of review plans expected as communities complete them. - Broughton Astley, Hungarton, The Kibworths, East Langton and Lubenham are actively undertaking reviews. - Validation and Regulation 16 consultations to take place as plans are submitted to the Council. Examiners to be appointed as required. 	<p>Chief Officer - Planning and Regeneration</p>	<p>Planning</p>

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. The Budget Challenge 25 (BC25) project has started in earnest with three tranches of cost centres all looking for savings and income generations opportunities.	- Review business cases on a case-by-case basis, as part of the upcoming Medium-term Financial Strategy work.	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 3 with budget managers, portfolio holders and the Finance Team to review budgets for savings areas. - MTFS to be finalised. The Budget Challenge 25 (BC25) project has started in earnest with 3 tranches of cost centres all looking for savings and income generations opportunities. This will feed into the 2021/22 budget setting process.	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	<ul style="list-style-type: none"> - 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. - Resumption of the programme will be done in conjunction with the recovery cell. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Consistent communications around the Council's response to the Covid-19 crisis and the recovery phase 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 and the recovery phase, with high-quality content that has achieved good engagement rates. 	<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 response to the rising tide of coronavirus in the winter months. - Continue to support the communication needs of Council services. 	Chief Officer - Communities and Wellbeing	Strategy
KA.09.03 To conduct a Community Governance Review of Parishes	Green	<ul style="list-style-type: none"> - Progress was delayed by Covid-19 measures (cancellation of meetings of the Community Governance Review Committee). A revised timetable has now been produced which will allow the review to be completed in Quarter 4 (originally programmed for Quarter 3). 	<ul style="list-style-type: none"> - August 2020: Community Governance Review Committee to consider submissions made during public consultation period. 	Chief Officer - Governance	Corporate

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KA.09.04 Review the Customer Services Strategy	Start Later in Year	- Due to the Covid-19 crisis, and the needs of the community hub, work has not progressed on the development of a strategy. However, it is anticipated that work will restart on the reviewing of the Customer Services Strategy in the next Quarter.	- Anticipated that work will restart on the reviewing the Customer Services Strategy in the next Quarter.	Chief Officer - Communities and Wellbeing	Corporate
KA.09.05 Develop an Engagement Strategy	Deferred until the 2021/22 Year			Chief Officer - Communities and Wellbeing	Corporate